

## Report of the Second ISSA-ENA workshop 6<sup>th</sup> December 2012

### Objectives

To build on the partnership working established with ISSA and the first successful joint training event held at the Training Centre in Linowsee, Germany in March 2012.

Details of the Programme can be seen at Appendix 1.

A list of delegates can be seen at Appendix 2.

Summary of presentations:

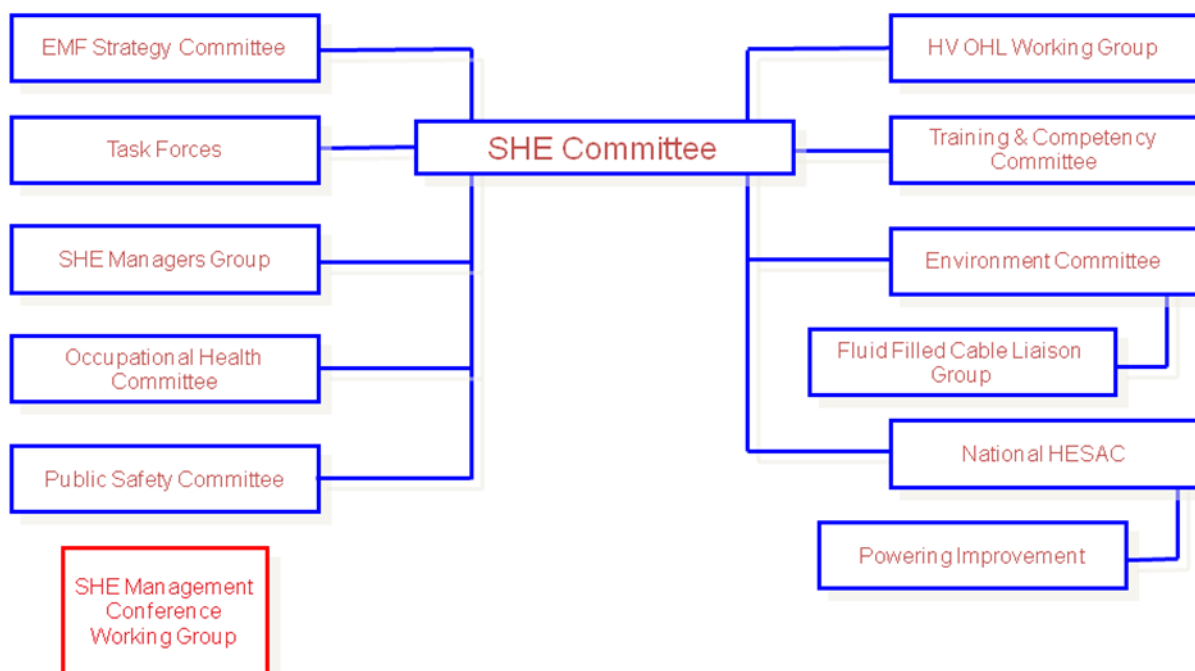
### Work of the ENA SHE Committee

Doug Wilson (Scottish Power) introduced the workshop as another learning opportunity to address the safety, health and environmental issues in the sector.

The key principles and governance of the ENA SHE Committee were outlined

The aim of the SHE Committee is:

- To provide high level leadership and strategic direction on SHE issues for electricity networks
- To actively assist Member Companies in managing the SHE aspects of their legal duties and licence obligations



A Work plan sets out the aims and objectives of the group delivered through SHEC Notes of Guidance, Position Papers and SHE Standards, which set the tone for the sector.

*Where all ENA Electricity Member Companies agree to follow a similar approach to manage a specific risk the intention will be to formalise a common standard. This will be communicated to HSE for their information and will provide operational inspectors with an understanding of the minimum standards they should expect when visiting an ENA Electricity Member Company. Where it is agreed that Companies will work in different ways to achieve the same objective this will be documented as a Position Paper*

Priorities are the Powering Improvement initiative, public safety issues, metal theft and the smart meter roll out. Challenges remain in the shape of occupational health, skills issues, offshore work, the renewal of the networks and contractor management; the latter will increasingly become more prevalent as the ration of employees to contractors changes. These are faced through constructive dialogue with the Trade Unions, engineering colleagues (Electricity Networks and Futures Group), policy colleagues and European partners including ISSA.

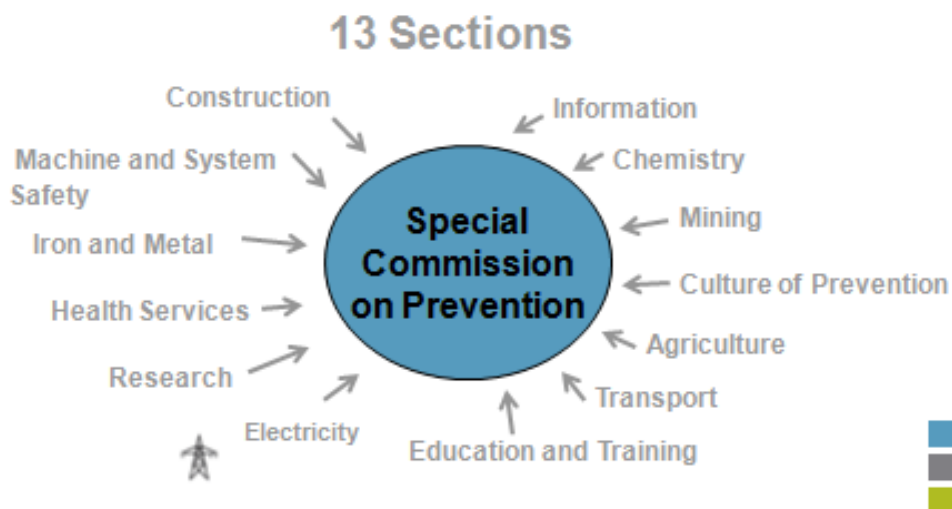
### **ISSA Electricity Section**

Martina Hesse-Spotter (Secretary General of the ISSA Electricity Section) explained that ISSA has 43 members in 24 countries worldwide, including a strong Latin American presence and closely engages with the International Labour Organisation and the World Congress. Occupational safety governance in European Member States is achieved via social security arrangements, which aim to achieve the protection of employees and the prevention of incidents. This is achieved through focussing on prevention culture and addressing specific technical risks via 13 different ISSA branches.



Promoting and Developing  
Social Security Worldwide.

## **Special Commission on Prevention**



The Electricity Section forms part of a wider BG ETEM, the German Social Security Insurance Institution for Energy, Textiles, Electrical and Media Productions This is one of nine such institutions serving 3.8 million workers and 200,000 companies with an overall budget of €1.3 billion. These finances enable the three aims of Prevention, Rehabilitation and Compensation to be achieved, in that order of priority.



**Powering Improvement – Challenges and Successes**

Mike Leppard (ENA) provided an overview of the background to the strategy, the issues identified, achievements to date and the climate in which these have been made. Encouraging progress on the challenges faced to date and the successes achieved was reported.

The previous industry strategy SAFELEC 2010 and its annual reports over a ten year programme focussed on statistical health and safety data and individual company initiatives that were undertaken. Progress was recorded against Government targets and improvements were observed, but not on a consistent basis. More recently Government policy and reviews on health and safety have included Lord Young’s ‘Common Sense, Common Safety’ report, Chris Grayling’s ‘Good Health and Safety, Good for Everyone’ review and Professor Lofstedt’s thorough risk and evidence based independent review of the approach to health and safety regulation, ‘Reclaiming Health and Safety for All’. All of these needed to be considered and addressed along with other policy initiatives on occupational health and safety; Powering Improvement is also aligned to and reflects the HSE strategy themes and addresses.

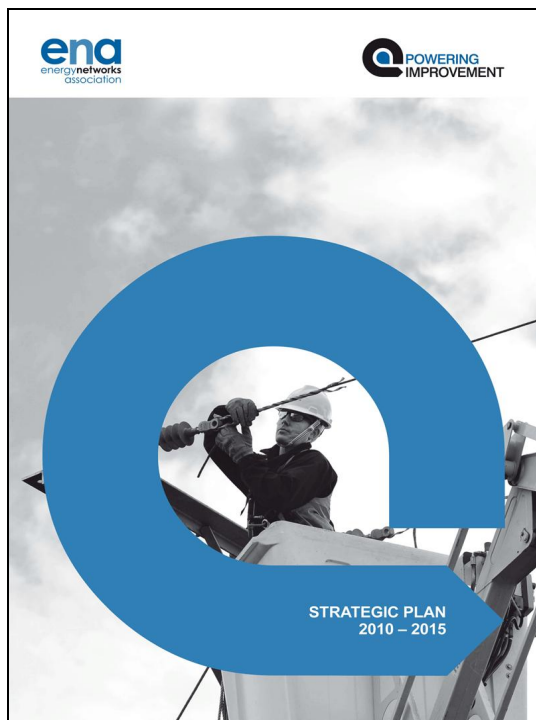
Governance of the strategy is provided by National HESAC under which a Powering Improvement Steering Group was set up to drive the programme forward. A specific topic was assigned to each of the five years of the strategy to complement an overarching framework of Leadership, Competence and Worker Involvement.



A greater use of communications tools has also been utilised including a dedicated web site ([www.poweringimprovement.org](http://www.poweringimprovement.org)), engagement with the sector press and the publication of a number of articles.

Business Champions volunteered to lead the yearly themes for which 2011 focussed on occupational health and wellbeing. All the companies signed onto six Commitments which addressed key issues for the industry including stress, rehabilitation and public health issues. These Commitments were showcased at workshops and guidance was published in support of all of them. Existing case studies were revised and reissued and a Health Needs Assessment Tool was also developed

The focus in 2012 was on Asset Management and Maintenance and a sub group was set up to lead the year's work which resulted in the publication of guidance developed in support of four Outputs. These covered competency guidelines, a SHE Review of asset related incidents, a series of case studies and each of the companies is now preparing to host a model asset management workshop for all employees.



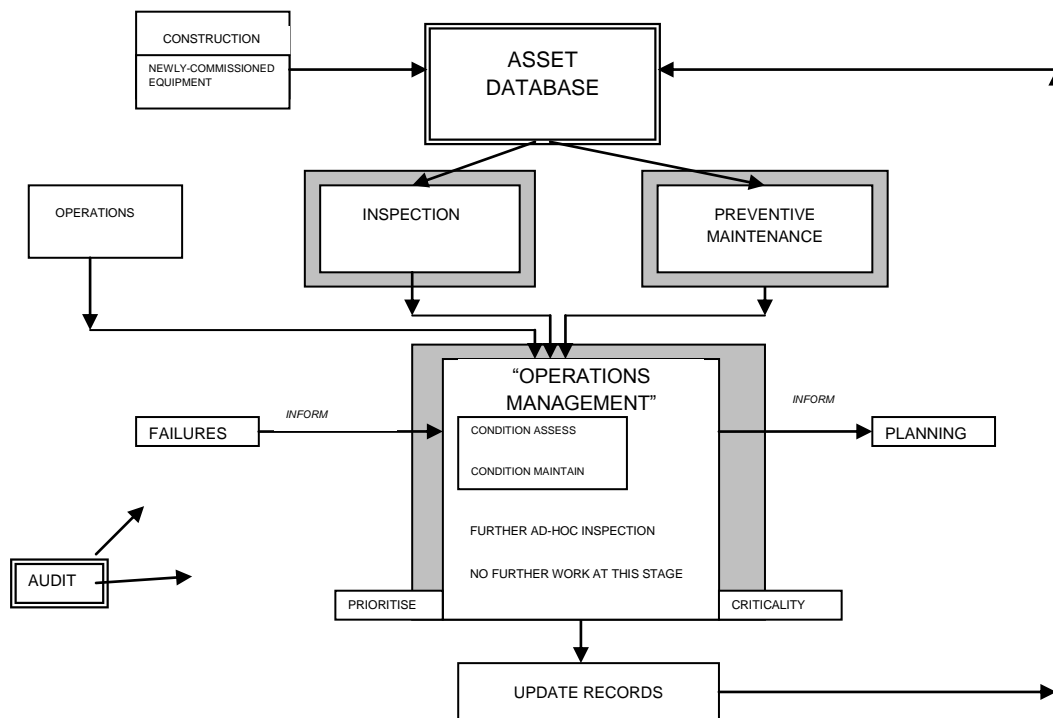
Looking forward the challenges include addressing the 2013 theme of Behavioural Safety and Personal Responsibility; Human and Organisational Factors. The aim will be to develop guidance outlining the benefits that can be gained from such approaches. ENA will canvass input on how to take the work forward beyond 2015 as there is a need to address emerging risks from developments in working practices and technology, the changes to the industry from the required investment and the transition to a low carbon economy. This will require closer links with engineering and metering colleagues. European developments, including the forthcoming European Review of the Framework Directive on Worker Safety, will also need to be taken into account

## Asset Management model

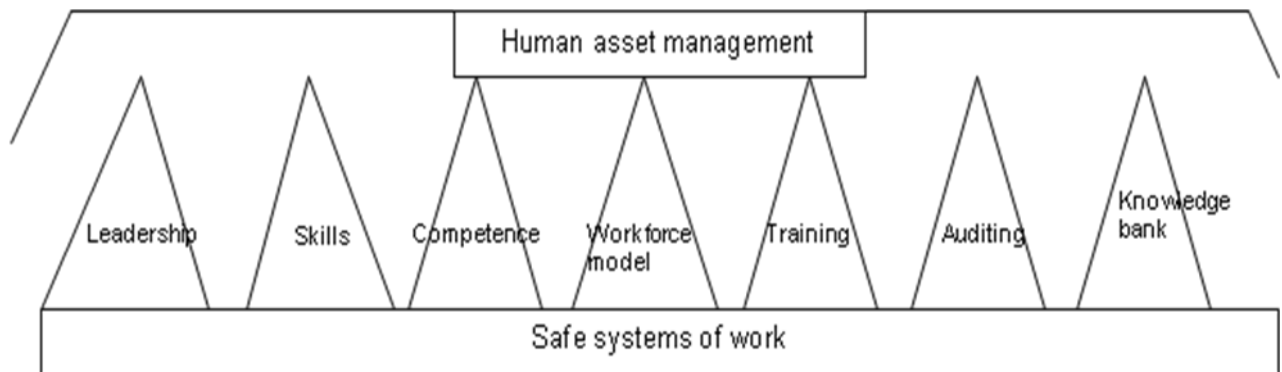
John Steed (HSE Specialist Electrical Inspector) outlined the importance of a sound approach to asset management highlighting the improvements since the 1970/80s, making the Powering Improvement focus on the topic timely. A subgroup was established to oversee the Delivery Plan and the publication of guidance in support of the four Outputs for the year.

A review of past incidents highlights common themes of the use of non-standard equipment, third party interference with switchgear and poor maintenance procedures. Human factors are also associated with all of these causes.

It is also important to look at historical data and consider this information alongside condition assessment techniques; by doing so the link can be made between quantitative data and safety performance. This can be developed into an asset management process whereby an asset database is first established and is then subject to Inspection and Preventative Maintenance regimes to provide an overall Operational Management approach.



A number of key parameters can be incorporated within a 'Swiss Chocolate' model building on the established 'Swiss Cheese' model of incident cause and analysis. These issues include Workforce Modelling, Skills, Training, Auditing, Leadership, Competence and the Knowledge Bank. These form the building blocks within an asset management system for which human asset management should also form a part, due to the human factors influence on incidents.



The model can be used for existing systems and be adapted to accommodate future changes arising from improved inspection and maintenance regimes, condition assessment practices, new technologies and the development of smart grid systems.

### **Managing Occupational Road Risk**

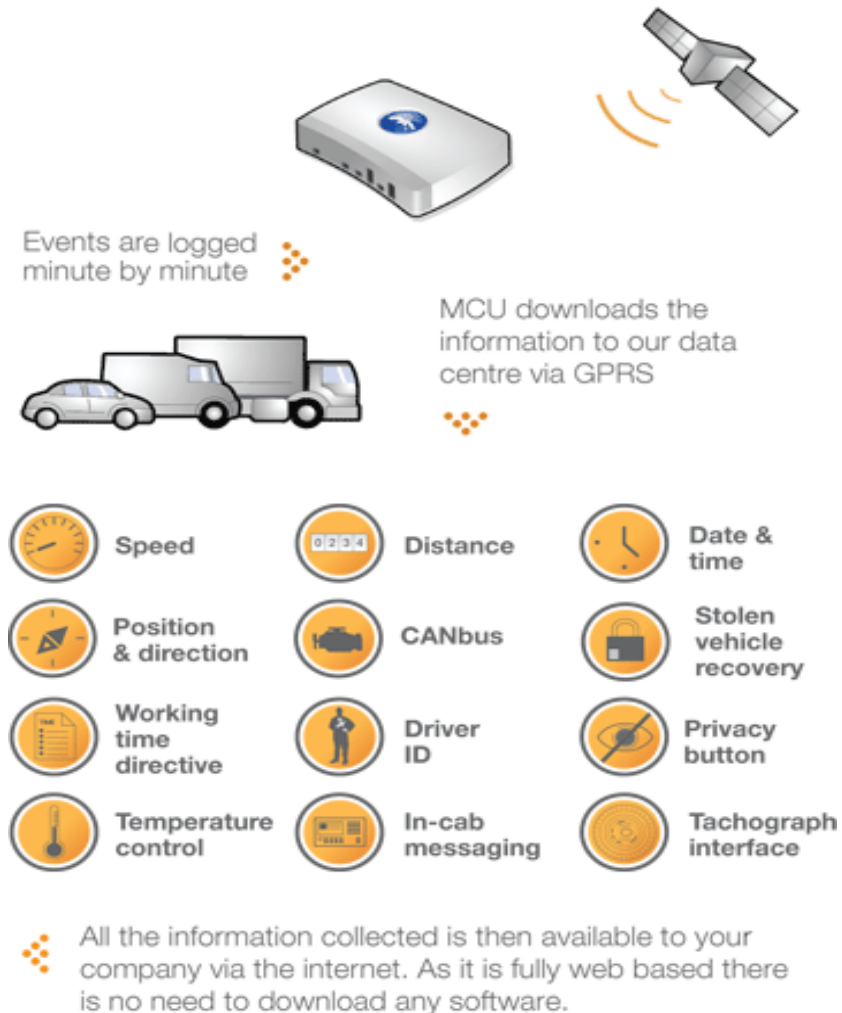
Ken Machin (compliance Manager, Scottish Power) outlined a new approach to managing Work Related Road Risk, which often receives less attention than other work place risks. The number of road incidents is increasing, IOSH has called for road traffic accidents to be RIDDOR reportable and up to one third of incidents involve someone at work. Human error is a factor in 90% road accidents and drivers covering >25,000 miles a year carry the same occupational risk as a construction or quarry worker.



**“The annual number of people killed in road accidents reported to the police has increased, by 3%, from 1,850 in 2010 to 1,901 in 2011. This is the first increase since 2003**



Scottish Power is introducing a new robust, driver risk assessment programme incorporating DVLA mandates, on line assessments (Highway Code, company policies, and attitude and behaviour tests), fitness to drive questionnaires, driver surveys and driver training.



A telematics system has also been introduced to reduce accident rates, fuel consumption and CO<sub>2</sub> emissions through vehicle tracking and a demonstration was provided of its capabilities. This does raise issues of data management security, employer/employee trust ('spy in the cab') and trade union and worker consultation.

The programme highlights issues relating to insurance, unreported offences, speeding, health problems and training. A Task Force Team made up of a number of disciplines has both set and monitors objectives relating to reductions in incidents, injuries, insurance claims, repair and operational costs, recouping of third party costs and compliance with legislation and BS ISO 39001 (road traffic safety).

Longer term aims are to identify further training needs, greater consultation with drivers, review survey outputs and set performance targets and standards.

## **Management guidelines**

Peter McCormick (ENA Powering Improvement Coordinator) outlined a new opportunity for partnership working between ENA and ISSA to build on existing liaison arrangements. Work has begun on developing Health and Safety Management Guidelines and International Codes for Electrical Skills.

The objectives and terms of reference have been established for the guidelines and reference material is being collated. The aim will be to complement existing guidance that is available from inside and outside of the sector to address both the health and safety and performance of a business ('Good health and safety is good business'), through the equipping of middle managers.

There is a need to raise the profile and make occupational health and safety integral to the operation of a business and develop guidelines to empower managers to be more effective in their roles. The guidance will need to add value to existing tools, address legislative and regulatory requirements and set appropriate management standards. There will also be an opportunity to address specific topics within the sector and to benchmark against similar industries.

### **Objectives:**

- > High level strategic guidance that builds on existing company standards
  - Beyond compliance → Best practice → Leading performer
  
- > Empower managers to be effective in their roles
  - Moral, legal and financial duties and accountabilities
  
- > Develop guidance on specific topics
  - Leadership, Risk management, Training & Competence, Worker Involvement, Accident investigation
  
- > Benchmark against similar industries
  - Oil and gas, chemical, nuclear etc

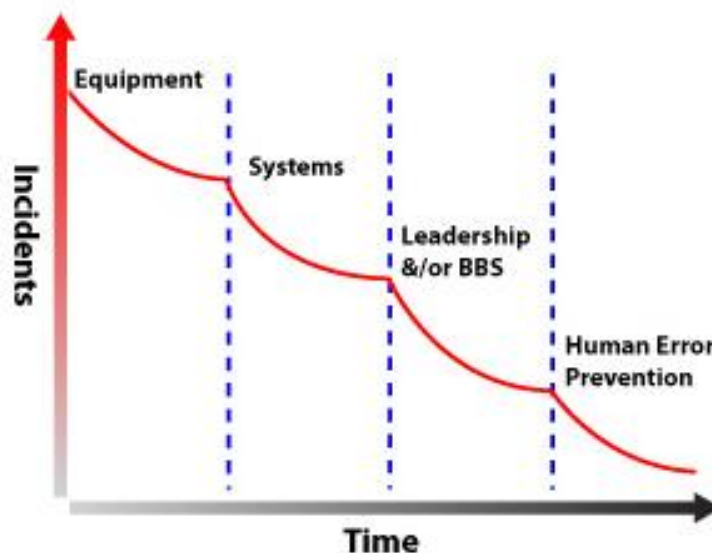


## Healthy employees make a healthy business

Dominique Vacher (EDF Energy) presented the business case for good health and safety management.

As a minimum businesses need to comply with regulations; the Health and Safety Framework Directive places duties on employers to carry out risk assessments, introduce safety management systems and strive for continuous improvement. This has led to embedding risk prevention as a cornerstone of health and safety management, but often operations continue despite situations not being under adequate control and we agree to live with violations.

Process safety risk management processes are introduced, but confidence is needed that such systems are being applied. Human behaviour can still lead to risks being taken (NAPO video example) and despite the introduction of precautions, if these are ignored or deviations allowed, then the level of risk actually increases. Added to this is another layer of unexpected behaviour by workers and managers alike, so we need to distinguish between errors (mistakes) and faults (deliberate violations).



To address all of these issues requires a culture of openness and trust. So an appropriate risk assessment approach is adopted whereby the risks are identified, rules and procedures are developed and the use of appropriate equipment introduced as controls. A complementary risk assessment review for field operations is also introduced in parallel to ensure that the policy works in practice. The latter may additionally identify new risks or controls that are needed, but the danger is that too many rules reduce their overall impact.

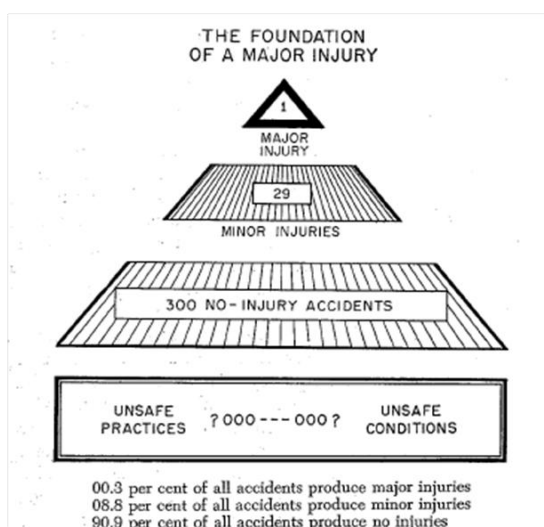
These issues require an integrated approach to occupational health and safety management, incorporating and linking together organisational controls and management behaviour to create an 'arch of success', through the use of suitable processes that enable both managers and employees to comply with the control measures in place. To achieve this requires a move away from a culture of compliance only to one of challenge so that the lifetime of unsafe situations, and therefore incidents, is reduced.

## Prevention culture

Bernard Treichel provided an overview of the development of risk management, which should now lead to an integration of prevention culture within businesses and society as a whole. There is a need to introduce and adapt a culture of prevention, and as the perception and level of risk changes, so systems need to adapt to address this.

Business has leaned through Heinrich's accident pyramid and other similar models of the ratio between At Risk behaviours, Near Misses, Recordable and Lost time Incidents, Major Injuries and Fatalities.

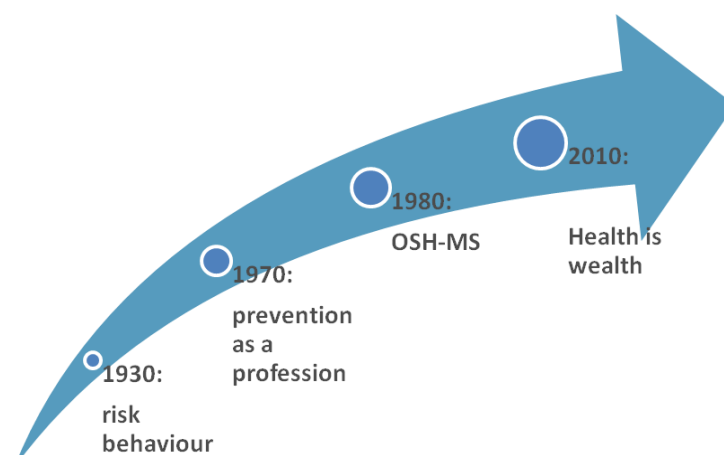
### Heinrich's accident pyramid (1931)



### ConocoPhillips Marine Safety Pyramid (2003)



This has also been a gradual progress in prevention through the decades from Risk Behaviour (1930s), Prevention (1970s), Management systems (1980s) and now Health and Wellbeing (21<sup>st</sup> century), which reflects growing responsibilities and management ownership, and the importance of health. Next could well be an acceptance of social security as a driver for occupational health and safety.



Prevention culture deals with both the prevention of occupational risk and the promotion of health and wellbeing, thereby transporting the values of safety culture into society and promoting healthy life choices. This is enshrined in the Seoul Declaration on Health and Safety.

There are five stepping stones to measuring the scope of prevention:

**Reduce injuries through compliance with legislation** – enforcement, inspection and awareness raising

**Improve efficiency at organisational level** – promotion at all levels of the workforce and management

**Encourage health and safety behaviours and beliefs** – cradle to grave mentality, training to reiterate messages to change peoples' perception of risk

**Mainstream safety culture throughout the business** – culture to encapsulate all business functions as part of a sustainable strategy that also impacts employee health

**Encourage safety prevention throughout society** – promote safety culture as a way of life

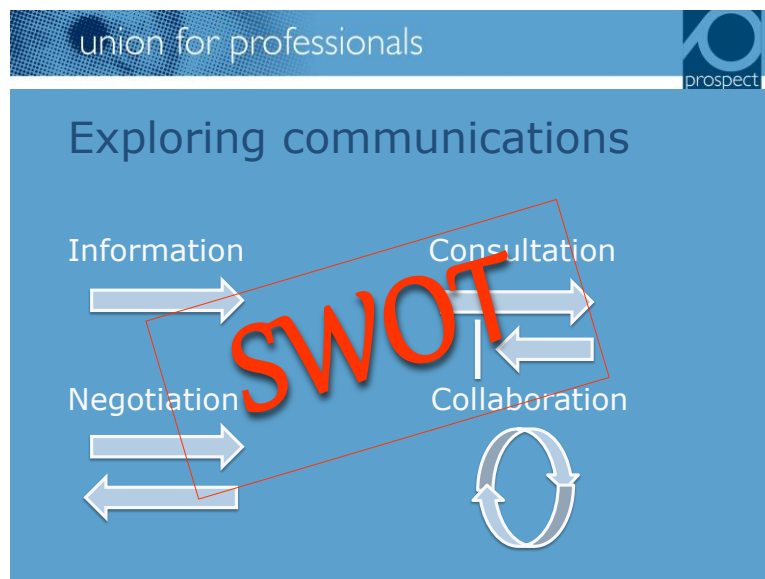
Promotion of health is a key objective for which there are three levels reflecting increasing proactive health initiatives – Risk Control, Health Maintenance and Rehabilitation. The value of this is demonstrated by the ISSA Return on Prevention Study which shows that investment in health and prevention culture yields a 1:2.2 cost benefit return. However, often these principles are accepted but not then acted upon.

Prevention culture will remain high on the agenda and this work will be a focus of the World Congress of Safety and Health at Work in Frankfurt in September 2014. Meanwhile companies are encouraged to continue to promote its benefits through the use of incentives, innovation and incident learning.

## Zero Harm, Knowingly Unreasonable

Sarah Page (Prospect) explained that although zero harm is not impossible to achieve, it represents more of an aspiration for excellence. The Olympics project was a good example of this philosophy which resulted in excellent statistical performance, but also noteworthy health, safety and wellbeing initiatives. Programmes included the 'You Said We Did' and joint training initiatives.

Research indicates that preconditioning for success reaps rewards through investing in working relationships and interactions. This builds Respect, Trust, Clarity, Empowerment, Openness, Fairness, Consistency and Collaboration. Good communications are key to all of these through Information and Consultation (legal duties) and Negotiation and Collaboration (best practice).



Applying a SWOT analysis to Collaboration highlights the following:

Strengths: Shared aims and ownership, Building trust, Empowering

Weaknesses: Unwelcome compromise, Failure to agree

Opportunities: Efficiency gains, Stronger outcomes, Practical problem solving

Threats: Covert discussion, Poor use of resources

Despite this evidence HSE reports that six out of ten workers are not consulted on health and safety issues.

## Behavioural Safety

Neal Stone (British Safety Council) outlined BSC and its aims. The organisation was established 35 years ago and its strength comes from its membership, which includes strong trade union representation.

Behavioural safety programmes require strong leadership, worker involvement and good communications which lead to good overall health and safety management. Five steps have been identified for healthier and safer work activities:



### **Working Well - five steps**

**1**

Promote the importance of health and safety.

**2**

Build understanding and capability.

**3**

Commit to leadership and worker engagement.

**4**

Share knowledge and experience.

**5**

Campaign for sensible legislation, regulation and application.

The London 2012 Construction project was a good example of this for which a uniform safety culture was adopted by all Tier 1 contractors using a modified version of the Health and Safety Laboratory's Safety Climate Tool. 80% of employees felt comfortable raising health and safety issues, and 75% viewed the project as the safest they had worked on. One million working hours without a reported incident occurred 17 times. In total there were 101 reportable incidents, an Accident Frequency Rate over five and half times lower than the industry average and an impressive level of 'near miss' reporting was also recorded.

Other case studies were highlighted in the presentation. A large pharmaceutical company introduced Safety Observation Reporting (SOR) cards encouraging staff to raise observed unsafe acts, and the number of reported SORs increased from 220 to 1820 between 2007 and 2010. Workforce involvement was promoted via HSL Safety Climate Tool surveys, tool box talks and campaigns, including the 'You Tell Me and I'll Tell You' initiative. This resulted in increased number of safety audits and SORs, a 50% reduction in safety incidents and a record 1.9 million hours worked without a Lost Time Accident between 2006 and 2011.

Another case study focussed on a coal power station. A series of leading and lagging indicators and Safety Conversations were introduced on the plant site. A behavioural safety programme was developed with BSC which was designed to involve the entire workforce and reduce the health and safety risk levels. To promote 'One 2 One' Safety Conversations report cards were issued leading to 4,000 conversations in the first year. The programme trains all workers to conduct 'health and safety conversations' with each other in order to encourage workers to regularly talk to their colleagues when they witness both safe and unsafe acts, to ask questions, praise behaviour or suggest improvements:

**Workforce involvement – part two – One2One – Making safety a way of life:**

1. Observe
2. Introduce yourself
3. Explain what you are doing
4. Ask about the task
5. Praise safe behaviour
6. Discuss potential consequences of the action
7. If unsafe ask why
8. Discuss corrective actions
9. Achieve commitment

Employees use specially designed cards reporting content of the conversations; collected daily and input on to database; over 4,000 one2Ones in first year. Now using pocket sized reporting books

This programme helped achieve 200,000 hours without a Lost Time Accident, and the level of eye protection compliance increased from 75% to 94% between January and May 2011. The programme is now averaging 800 conversations per month.

## Appendix 1

### ENA-ISSA Workshop, ENA Offices London, 6<sup>th</sup> December 2012

<b>Thursday 6<sup>th</sup> December: Chair – Doug Wilson, Scottish Power</b>		
Welcome & Introductions Work of ENA SHE Committee	Doug Wilson, Scottish Power	9.00 – 9.15
Introduction to work of ISSA Electricity Section	Martina Hesse Spotter	9.15 – 9.30
Powering Improvement update	Mike Leppard, ENA	9.30 – 10.00
Asset management model	John Steed HSE	10.00 – 10.40
Discussion	All attendees	10.40 – 11.00
<b>Tea/Coffee 11.00 – 11.15</b>		
Managing Occupational Road Risk	Ken Mackin, Scottish Power	11.15 – 11.45
Management guidelines project	Peter McCormick, ENA	11.45 – 12.15
Discussion	All attendees	12.15 – 12.30
<b>Lunch 12.30 – 13.30</b>		
How to reach high global performance with good H&S practices	Dominique Vacher, EDF	13.30 – 14.15
Promoting a global Culture of prevention	Bernd Treichel	14.15 – 15.00
Discussion	All attendees	15.00 – 15.15
<b>Tea/coffee 15.15 – 15.30</b>		
UK Trade Union view	Sarah Page, Prospect	15.30 – 16.00
Behavioural safety	Neal Stone British Safety Council	16.00 – 16.30
Final discussion	All attendees	16.30 – 16.45
Closing remarks	Doug Wilson	16.45 – 17.00



## Appendix 2

### Delegates

- Olaf Petermann ISSA Electricity Section
- Martina Hesse-Spötter ISSA Electricity Section
- Dr Klaus Renz ISSA Electricity Section
- Dr Jens Jühling ISSA Electricity Section
- Antonio De Cos Blanco ISSA
- Bernd Treichel ISSA
- Dominique Vacher EDF Energy
- Doug Wilson Scottish Power
- Ken Mackin Scottish Power
- Kevin Downie Scottish Power
- Paul Norton Northern Powergrid
- David Van Kesteren Northern Powergrid
- Nick Rogers UK Power Networks
- John Steed HSE
- Neal Stone British Safety Council
- Nigel Lilley National Grid
- Ray Arrowsmith National Grid
- Sarah Page Prospect
- Peter McCormick ENA
- Peter Coyle ENA
- Peter Roberts ENA
- Richard Le Gros ENA
- Mike Leppard ENA