



**2013 PROGRESS REPORT  
HUMAN AND ORGANISATIONAL  
FACTORS: BEHAVIOURAL  
SAFETY AND PERSONAL  
RESPONSIBILITY**

# CONTENTS

Strategy	p01
Review of 2013	p02
2013 Delivery plan	p03
Achievements	p05
Activities carried out during 2013	p06
Measuring progress	p12
Appendix 1	p14
Appendix 2	p15
Appendix 3	p16
Appendix 4	p17
Key principles	p19

## VISION

**The UK Electricity Industry  
will be a world leader in  
health and safety  
performance by 2015.**

## STRATEGY

ENA and Energy UK electricity companies and trade unions commit, with the support of HSE, to build on our partnership approach to bring about continuous improvements in the management of safety and occupational health in the electricity sector in the 5 years leading up to 2015. We will do this by supporting the priorities in the HSE strategy, in particular the themes of leadership, worker involvement and improving competence, and to proactively managing the risks that cause real harm and suffering.

The strategy covers the electricity generation, transmission and distribution sectors. See Appendix 1 for companies and trade unions that formally support the strategy.

In line with HSE's strategy, three over-arching themes will run throughout the lifespan of Powering Improvement: leadership, improving competence and worker involvement.

To maintain momentum each year the strategy will focus on a specific topic which has been identified as a priority area for our sector. Each theme will be led by a senior industry champion.

- > 2010 Leadership
- > 2011 Occupational Health and Wellbeing
- > 2012 Asset Management and Maintenance
- > 2013 Human and Organisational Factors:  
Behavioural Safety and Personal  
Responsibility
- > 2014 Beyond 2015 – Next steps

Further information can be found in the full strategy document which is available on the Powering Improvement website at [www.poweringimprovement.org](http://www.poweringimprovement.org).

## Governance

Powering Improvement is managed and directed by the National Health Safety and Environment Committee (HESAC) (comprising representatives from ENA and Energy UK member companies, the industry trade unions (GMB, Prospect, Unison and Unite) and HSE. National HESAC has been operating as a tripartite body successfully addressing health and safety issues in the electricity industry for over 30 years.

Executive decisions on behalf of ENA member companies rest with the ENA SHE Committee and ultimately the ENA Board. Executive decisions on behalf of Energy UK companies rest with the Energy UK Health and Safety Forum and ultimately the Energy UK Board.

## REVIEW OF 2013

The fourth year of Powering Improvement focused on human and organisational factors: behavioural safety and personal responsibility, although work in support of the previous years' themes of leadership, occupational health and wellbeing, and asset management and maintenance also continued apace.

The year was championed by Mike Clancy, General Secretary of the trade union Prospect and Frank Mitchell, CEO ScottishPower Energy Networks.

To help focus efforts during the year, HSE's definition of Human Factors was used: the environmental, organisational and job factors, and human and individual characteristics, which influence behaviour at work in a way which can affect health and safety. This definition includes three interrelated aspects that must be considered: the job, the individual and the organisation. "Behavioural safety" is used as short hand for the wide range of initiatives and programmes designed to influence workers' motivation and ability to make decisions and act in a way that ensures safety.

<sup>1</sup> National HESAC meeting notes are published at: [www.energynetworks.org/electricity/she/national-hesac.html](http://www.energynetworks.org/electricity/she/national-hesac.html)

Focusing on behaviours is a fundamental part of an effective safety management system following the provision of protection for workers through adequate engineering design. A narrow focus on the actions of individual operators could potentially ignore latent conditions that underlie accidents and incidents and might imply that incidents can be prevented simply by operators "taking more care". Creating the right "safety mind set" is not a strategy which can be effective in dealing with hazards about which workers have no knowledge and which can only be identified and controlled by management. It is recognised that management and organisational factors have a large influence on accidents and incidents, either directly or through their impact on the behaviours of employees. However, behavioural safety interventions are only one aspect of 'human factors' and are just one tool in the safety practitioner's toolbox.

It is recognised that ENA and Energy UK companies are at different stages in their approach to behavioural safety interventions. It was not the intention that each company should roll out such a programme in 2013 but rather review and share lessons from behavioural safety initiatives – from inside the electricity sector and also from other high hazard industries – to raise awareness of their potential benefit to both companies and individuals within those companies. The findings of the HSL Report issued in 2009 'Investigation of Human Factors Safety Issues within the ENA' also informed activities throughout the year.

The delivery plan was overseen by the Powering Improvement Steering Group which comprises representatives from ENA and Energy UK companies, the trade unions and HSE (see Appendix 2). Much of the work to produce the outputs for the year were carried out by ENA's SHE Managers Group (see Appendix 3 for details).

## 2013 DELIVERY PLAN

### Outcomes

- > By the end of 2013 workers in the electricity industry (from senior managers to front line employees) will be more aware of how their behaviour can impact on the health and safety performance of their company.
- > By the end of 2013 companies and trade unions will have worked together to ensure that employees are comfortable and supported in challenging unsafe acts and conditions.

### Outputs

- > Review and document the range of behavioural safety initiatives and programmes that have been undertaken by electricity companies to date.
- > Identify and collate national and international best practice from high-hazard industries.
- > Produce high level principles and guidance for the electricity sector that reflect current best practice.
- > Publish six case studies on the Powering Improvement website.
- > Produce a special edition of the ENA SHE Review.
- > Hold national workshops.



## STATEMENT FROM 2013 JOINT CHAMPION'S



**Frank Mitchell**  
CEO, Scottish  
Power  
Energy  
Networks

The theme for this year was always going to be a difficult one and it is a sign of the trust that we have built up between companies and trade unions that we could publically commit to such a topic. I am pleased to note the guidance and case studies produced (including

one from my own company) and would recommend that you have a look at them on the Powering Improvement website.

Tragically, there were two fatalities to ENA member company employees last year. This makes it all the more important that we continue to work together to make sure that we all – senior management, H&S practitioners, operational staff and trade unions – remain

focused and always look out for one another. As the name of ScottishPower's current safety initiative states – Behaviour Matters.

Finally, as this phase of Powering Improvement comes to an end, I am pleased to note that work is already advanced to agree a new strategy that will be relevant to our industry going forward.



**Mike Clancy**  
General  
Secretary,  
Prospect

In my comments in the 2012 Annual Report ahead of this year's theme of Human and Organisational Factors: Behavioural Safety and Personal Responsibility, I reflected that it demonstrated the mature relationship between companies and trade unions in the electricity sector that we could tackle such a sensitive topic as part of the Powering Improvement strategy. Feedback from union and employer colleagues has demonstrated a collaborative approach and I am pleased that trade union health & safety representatives and

national officers have been welcome at workshops and seminars held throughout the year.

The range of outputs agreed in the Delivery Plan (case studies, high level guidance etc) has been produced and can be found on the Powering Improvement website. It is more difficult to judge whether the two agreed outcomes have been achieved:

> By the end of 2013 workers in the electricity industry (from senior managers to front line employees) will be more aware of how their behaviour can impact on the health and safety performance of their company.

> By the end of 2013 companies and trade unions will have worked together to ensure that employees are comfortable and supported in challenging unsafe acts and conditions.

However efforts are being made, via surveys and other qualitative means, to assess whether these two outcomes have been met. Moreover, as with previous themes, their aims will continue to be supported beyond 31 December 2013. Indeed they will continue at least until the end of the present strategy, work towards which has already started. The Trade Unions look forward to continuing our active contribution.

# ACHIEVEMENTS

## **Review and document the range of behavioural safety initiatives and programmes that have been undertaken by electricity companies to date.**

ENA's SHE Committee, Energy UK's Health & Safety Forum together with ENA's SHE Managers Group reviewed a wide range of initiatives throughout the year. Further details are available on the Powering Improvement website and a summary is provided in the SHE Review publication, which will also be made available on the website from May 2014.

## **Identify and collate national and international best practice from high-hazard industries.**

The Powering Improvement Steering Group (PISG) considered a wide range of initiatives and programmes from outside the electricity sector. This included best practice from the aviation industry, Oil & Gas, construction (building the Olympic Park for the London Olympics). The learning points from these examples of best practice informed the production of high level principles for the electricity sector.

## **Produce high level principles and guidance for the electricity sector that reflect current best practice.**

This guidance is available on the Powering Improvement website and is attached to this report as Appendix 4.

## **Publish six case studies on the Powering Improvement website.**

Case studies from the following companies are available on the Powering Improvement website:

- 1.SSE – Safety Family Case Study
- 2.Electricity North West Ltd – Behavioural Safety Programme
- 3.Northern Powergrid – The Safety and Health Improvement Programme
- 4.ScottishPower – Behaviour Matters
- 5.Fiddler's Ferry – One2One
- 6.Trustpower – Safety Climate Experience
- 7.Unison Contracting Services Ltd – Behavioural Safety Best Practice
- 8.Doosan Babcock – Human Performance

## **Produce a special edition of the ENA SHE Review.**

A SHE Review, which includes examples of good practice from both ENA and Energy UK companies, and the principles to be adopted when developing behavioural safety programmes, was issued in May 2014 and is available on the Powering Improvement website.

## **Hold national workshops.**

A national workshop was held at the ENA offices on 18 September 2013 with speakers from outside the electricity sector. In addition, four seminars were held the day before each meeting of ENA's SHE Managers Group. These seminars were open to and attended by trade unions and generation companies.

## ACTIVITIES CARRIED OUT DURING 2013

### ENA SHE MANAGERS SEMINARS

**21 January** – Presentation by Electricity North West on the company wide roll out of a behavioural safety programme, and agreement on how to deliver the 2013 Delivery Plan Outputs including the format and required content of the SHE Review.

**15 April** – Presentations from SSE on their Safety Family initiative and Northern Powergrid on their Safety and Health Improvement Programme. Presentation from Fiddler's Ferry power station on their One 2 One initiative to improve safety culture based on the introduction of safety conversations.

**15 July** – Review of Energy UK and ENA member company initiatives to date. Discussion with HSE Human Factors Inspector on the key messages that need to be delivered in any behavioural safety programme, and feedback from HSL research and ISSA conferences on safety culture.

**14 October** – Presentation on initiatives within Northern Ireland Electricity and the National Grid Leadership Programme. Report from Prospect outlining details of a survey undertaken amongst trade union representatives on the level of awareness and engagement in Powering Improvement.

### International Forum on Occupational Health and Safety Management in the 21st Century, Luxembourg, 25 – 26 April

This was the 7th Annual Conference and the focus was on investing in people as a company's most valuable resource, together with methods of installing a culture of prevention at the heart of any health and safety management approach.

The Powering Improvement vision is to be a world leader in health and safety by 2015 and it is therefore important to compare UK performance with European and international best practice. ENA was therefore pleased to be invited to take part on this conference and provided a number of speakers – Doug Wilson (ScottishPower Energy Networks) for member companies and Mike MacDonald (Prospect) for the trade unions.

Speakers from European energy companies, research bodies and trade associations illustrated the need for, and benefits of, safety and prevention culture programmes. There were clear messages on the need for uncompromising and continued commitment from management to achieve culture change. Safety culture is an assembly of characteristics and attitudes in organisations and individuals, in line with the HSL emphasis on group values, perceptions and competencies that address the three domains of Person, Environment and Behaviour. Prevention culture promotes and respects the right to a safe and healthy working environment through a system of defined rights, responsibilities and duties, but is also focussed on society as a whole such that a more encompassing and longer lasting cultural change is achieved. The importance of employee engagement is promoted such that a traditional control and command approach is developed into active communication, consultation and partnership for continuous improvement in health and wellbeing across the home and in workplaces, schools and communities.

### Presentation to ENA Board, 22 May

Mike Clancy and Frank Mitchell attended the ENA Board on 22 May to provide an update on activities in support of the year's theme.



### **Well Connected, Royal Institute of Chartered Surveyors, Parliament Square, London, 22 May**

Mike Clancy and Frank Mitchell gave formal speeches to 70 delegates that included senior management from ENA companies, regulators and a wide range of stakeholders. Frank Mitchell emphasised the value of effective safety leadership:

“Safety isn’t a ‘them and us’ issue, there is only “us” and is all about collaboration. Safety is a moral and social responsibility and is the key priority for everyone in our industry; I look for recognition and dedication to health and safety from all my management team. When people go to their work, their families expect them to come home safely at the end of their shift. Powering Improvement is about ensuring our industry shares best practice to achieve this.”

“As an industry we also face unprecedented levels of change through the dual challenges of new technologies and replacing an ageing workforce. I commend the work undertaken last year in Powering Improvement on asset management and the case studies from many companies; it is critical to share this corporate knowledge and with the changing workforce will be a huge risk for all our companies over the next few years”.

Mike Clancy criticised the status regulations have at the moment:

“I start from a position of being less sanguine about the regulatory context and I’m unsettled by the current government’s activity. Good health and safety is synonymous with successful business, it is not a barrier to it. Our sector sees this and shouldn’t become an oasis of best practice in a sea of deregulation.

“We have a situation where there are huge pressures and challenges but despite these we should celebrate our relationships and the ability to collaborate. It is crucial with our workforce turnover that we hand that baton on. This is our watch and we must not simply be passers-by.”

### **SHE Management Conference (hosted by Electricity North West), Hilton Deansgate, 1 – 3 May**

In the opening keynote session, Steve Johnson, CE Electricity North West, talked about ‘Protecting our people, our customers and our environment – Continuing the SHE mission’, and Jane Willis, Director of Cross-cutting Interventions, HSE (and a previous Powering Improvement champion) spoke about ‘Delivering the solution together’. The conference also featured a session dedicated to Powering Improvement that featured presentations from Doug Wilson, chair of ENA’s SHE Committee as well as the year’s two champions, Frank Mitchell and Mike Clancy.

### **National HESAC Workshop, ENA, London, 18 September**

The event was chaired by Doug Wilson (ScottishPower Energy Networks and ENA SHE Committee Chair). Nearly 40 delegates heard from speakers from in and outside of the sector on approaches to and examples of behavioural safety programmes.

### **Damian Walker Human Factors Specialist, HSE**

Damian provided an overview of the various types of behavioural safety approaches often used and the issues organisations need to carefully consider before introducing any new initiative. Programmes are usually based on observed behaviours, but through the use of training examples and real life fire incidents, Damian showed how human behaviour is difficult to predict even when there is good knowledge of hazards and the controls that have been introduced to mitigate the risk.

**Mark Millington****Technical Services Director, Barhale plc**

Barhale is a civil engineering business with £150M turnover and 900 employees. Mark explained how the business is based on a Three Pillar Performance Model that places equal value and priority on the company to be Safe, Efficient and Responsible, all of which is underpinned and achieved by the use of systems, processes and people.

**Jim Moyles****SHE Manager, Doosan Babcock**

Doosan Babcock introduced a Human Performance strategy in 2010, which is based on an EDF programme and supports the principles of Powering Improvement. Jim outlined the framework of the strategy which is built on a sound Governance model and a separate Human Performance Policy; this policy includes a Culture of Orders covering a traditional technical and system based approach, and a Culture of Engagement which deals with the psychological and behavioural aspects of safety management.

A full report is available on the Powering Improvement web site:

[www.poweringimprovement.org/tools-69088/factors-behavioural-safety-and-personal-responsibility-tools](http://www.poweringimprovement.org/tools-69088/factors-behavioural-safety-and-personal-responsibility-tools)

**SHE Reception, Royal College of Surgeons, London, 4 December**

At the 7th annual SHE reception, Mike Clancy one of the years two champions spoke to over 60 delegates. A leaflet summarising the progress made to date and the challenges that lie ahead was handed out to delegates. This leaflet is available to download from the Powering Improvement web site.

**In addition:**

Also in 2013, case studies were made available on the dedicated Powering Improvement website ([Available at: www.poweringimprovement.org](http://www.poweringimprovement.org)).

Updates were provided to the ENA Board in May and October.

Doug Wilson, Chair ENA SHE Committee, spoke at a British Safety Council seminar on 1 April.

ENA and TU colleagues spoke at conferences in Dubai, New Zealand, Finland, Australia and the UK throughout the year.

Peter McCormick, ENA Powering Improvement Co-ordinator, spoke at a ScottishPower / Amor Process Safety Forum on 1 November.

Mike Leppard, ENA SHE Adviser, spoke at the Utility Week Health and Safety Conference on 19 November.

An update was provided to Kevin Myers, Deputy CE HSE on 23 January 2014.

An update was provided to Mike Penning, Minister with responsibility for Health and Safety on 23 January 2014.

Mike Leppard travelled to Ecuador for the ISSA International H&S Conference to give a speech on Powering Improvement on the 28 January 2014.

A full list of promotional activities is included in an Events Log published on the Powering Improvement web site.

A reporting template was developed for companies to report back to National HESAC on initiatives and activities carried out in support of the aims of Powering Improvement. This will begin at the first meeting of National HESAC in 2014.

## 2013 – STAKEHOLDERS' VIEWS

The ENA Board remains fully committed to Powering Improvement and its vision that the UK Electricity Industry will be a world leader in Health and Safety by 2015. The Board recognises that this is ambitious and it is only by building on our long-standing partnership with the trade unions and HSE that we will achieve it. The year 2015 is not far off and we are already starting to consider the issues and priorities that should form our next strategy. The important focus that the Powering Improvement strategy has brought has reaffirmed companies' commitment to put health, safety and wellbeing front and centre of what they do. With a strong commitment to the current strategy, the ENA Board are confident that a look back at the whole 5 years of Powering Improvement will show how we have learnt from the past, developed our approach and will remain focused on safety in the industry.

**David Smith**  
Chief Executive, ENA

As we enter the fifth year of our strategy it is appropriate that we pause to reflect on what we have managed to achieve and also the work still to be done. In 2014 we will revisit the 'Leadership' theme and ask everyone to assess whether we have delivered and embedded in our organisations the commitments and targets we agreed to in the previous years. We will also consult this year with all of our key stakeholders to help shape and inform the strategy for future years. The challenges that face our industry are many and varied and each has its own particular H&S considerations. These challenges include contractor management, smart metering, workforce renewal, low carbon agenda, regulator targets, political focus, customer expectations and more.

**Doug Wilson**  
UK Director General  
Services, ScottishPower,  
chair of ENA SHE Committee  
and company-side chair to  
National HESAC

As well as the planned Human and Organisational Factors delivery, it was pleasing to see activity continue on previous themes. Very sadly 2013 saw three worker deaths in the networks sector, following two in 2012. The time for evaluation and looking ahead is upon us. Plans are already coming together well to formulate what comes next, it is important all stakeholders input to this process. A great Powering Improvement brand has been built; HSE looks forward to supporting the industry built on it to deliver the stated vision.

**Nick Summers**  
HSE (Operational Strategy  
Division) and PI Steering  
Group member

## 2013 – STAKEHOLDERS' VIEWS CONTINUED

As Powering Improvement Co-ordinator I am pleased to report how successful this year has been due to the sterling efforts of ENA and Energy UK companies and the trade unions with the valuable support of HSE. This year's topic of Human and Organisational Factors was always going to be a challenging one but I am pleased to report that companies have been very open in sharing their experiences of introducing Behavioural Safety initiatives – what worked well and what

didn't. I would commend the wide range of case studies produced that can be viewed on the Powering Improvement website or in the special edition of the SHE Review that will be published this year.

This is the final year of the present Powering Improvement strategy. Work will continue throughout the year in support of the three over-arching themes (leadership, worker involvement and improving competence) as well as the various annual focus areas

and we will also be revisiting the first year's topic of leadership.

In parallel with this work we will be working closely with ENA and Energy UK companies, trade unions and HSE to develop and agree the content of the next electricity industry Health & Safety strategy to ensure that it addresses the relevant risks that we will face over the coming years.

**Peter McCormick**  
**ENA Powering**  
**Improvement Co-ordinator**

### 2010 THEME LEADERSHIP

Effective leadership runs at the heart of the Powering Improvement strategy. At the beginning of each year the champion(s) for that year write to senior management in ENA and Energy UK companies highlighting the activities planned for the year and seeking continued support. This is always forthcoming. The strategy continues to be actively supported at the highest levels of management within the sector and is regularly discussed at board room level.

In 2013 Powering Improvement was a standing agenda item at the ENA SHE Committee meetings as you would expect but also at the ENA Board. The year's two champions attended the May meeting of the ENA Board to emphasise the importance of this year's theme and to highlight the excellent work being carried out.

### 2011 THEME OCCUPATIONAL HEALTH AND WELLBEING

The importance of managing occupational health issues remains a key priority for the electricity network and generation companies. The work is driven by the ENA Occupational Health Committee and the Energy UK Occupational Health Forum, with specialist support provided to the sector by medical doctors within the Occupational Health Advisory Group. Information on the work of all these groups and progress to date is found in a variety of publications which are available on the Powering Improvement, ENA and Energy UK web sites. Achievements secured during the 2011 focus on occupational health continue to be applied across the companies using in house expertise and external service providers. In addition a three yearly Business Plan has been developed by the ENA Committee to drive the work of the group, maintain the profile of occupational health and help determine the priorities during the remaining lifetime of the current Powering Improvement strategy.

During 2013 some of the key challenges facing the industry were highlighted during a dedicated session at the ENA SHE Management Conference in Manchester. Delegates were provided with a detailed overview of the dangers of asbestos and stress and mental health, and a 'for and against' debate on drug and alcohol policies outlined the challenges facing companies seeking to introduce such procedures.

The industry groups oversaw changes to the RIDDOR reporting requirements, which included a move to over seven day reporting and the re-classification of occupational health diseases; the changes will impact future data analysis and the ability to identify trends in health performance, but lobbying by the industry played a key part in retaining this requirement. Specific issues of first aid training, guidance and practice, fitness to work parameters and the use of health related equipment were addressed, as well as an ongoing assessment of Government Health initiatives. The electronic Fit Note continues to be rolled out and, following publication of the Sickness Absence Report, companies are preparing for the introduction in 2015 of the new DWP Health at work Service. This will enable employees off work for over four weeks to be referred by their GP to an independent assessment and to receive advice from an occupational health professional.

Work continued on the development of the Occupational Health Reporting Template. This will enable all the companies to report on the key health parameters common to all the businesses, and will allow progress in interventions to be monitored through the collation of more extensive data. In turn this will facilitate internal benchmarking between the companies in the future. The work has helpfully highlighted the need for accurate definitions of ill health, areas where there are gaps in knowledge or incomplete data, and has been useful in establishing any differences in company standards and procedures. A subgroup of the ENA Committee has developed the matrix to an advanced stage and the next step will be for all the companies to input 2013 data as a pilot prior to a wider rollout.

Looking ahead to 2014/15 all companies will continue to place an emphasis on developing case studies to showcase best practice and share information on practical applications of managing occupational health issues within the sector. Increasingly this will need to be combined with a focus on the challenges of an ageing workforce and public health issues, including the expected increases in levels of heart disease, strokes, cancers, obesity and diabetes in the population. There is a need not only to address any impact that work has on the health of employees, but increasingly to assist employees where their overall health may impact on their ability to work.

There will also be an opportunity at this year's SHE Conference to consider the new and existing occupational health challenges facing the industry, with a talk and debate on the key issues that need to be tackled. 2014 also sees the launch of the new two year Healthy Workplaces Campaign 'Managing Stress'. This is a pan-European campaign co-ordinated by the European Agency for Safety and Health at Work (EU-OSHA), which will provide support and guidance for workers and employers to recognise and effectively tackle stress in the workplace. This is to be achieved by raising awareness of the issues and the health interventions that can be employed. The industry will look at how best it can support this initiative and it will be a valuable tool in helping promote the continued importance of occupational health and wellbeing within the new strategy currently being developed.

## **2012 THEME ASSET MANAGEMENT AND MAINTENANCE**

Work throughout the year focused on developing a detailed case study based on the lessons learned from the Chelmsford tap changer explosion. The case study will act as the basis for workshops to be held at ENA member companies throughout 2014. Consideration is also being given to holding similar workshops for generators as well as contractors. The case study was also presented at National HESAC and SHE Committee meetings in early 2014.

## **MEASURING PROGRESS**

### **LEADING INDICATORS**

When Powering Improvement was launched it was agreed that progress should be measured by a mixture of lagging and leading indicators:

### **ACTIVITY**

- > Level of penetration of Powering Improvement into the industry (percentage of target organisations engaged either through attendance at an event, or through a positive written acknowledgement of support for the activities); this is continuously monitored through survey monkey questionnaires.
- > Percentage of target organisations who report to have taken activity based on the strategy; this is being monitored at each meeting of National HESAC.
- > Number of hits on the Powering Improvement website.
- > Powering Improvement Events Log; this is regularly updated and is available on the Powering Improvement website.
- > Number of new case studies uploaded to the Powering Improvement website; the target of six for 2013 has been exceeded.

### **AWARENESS**

- > Coverage of specific issues raised in industry and in-house publications; a number of articles were published throughout the year in industry and engineering periodicals.
- > Results of an Annual industry Powering Improvement awareness survey; this is being continuously monitored.

## IMPACT

- > Self-report from each participating organisation of the strategy's impact – extent of influence and perceptions of change; this is being monitored through companies providing reports to meetings of National HESAC.
- > Percentage of organisations that have done something that they otherwise would not have done in response to the strategy; again, this is being monitored by National HESAC.

An indication of such work carried out in 2013 can be found in the Powering Improvement Events Log which is available on the Powering Improvement website.

## LAGGING INDICATORS

ENA member companies have given a commitment to continue to collect the data that was collated for the previous industry Health & Safety initiative, SAFELEC 2010, in order to monitor the sector's performance during

Powering Improvement. These figures are regularly monitored by the ENA SHE Committee. Energy UK member companies also monitor their performance.

Industry figures will be available on the Powering Improvement website.

## LOOKING FORWARD DELIVERY PLAN 2014

Work will continue in support of the previous themes: Leadership, Occupational Health and Wellbeing Asset Management and Maintenance and Human and Organisational Factors: Behavioural Safety and Personal Responsibility. In particular, asset management workshops based on a case study developed from the Chelmsford tap changer explosion will be held in ENA member companies.

In addition it has been agreed to revisit the first year's theme of Leadership to highlight the high quality work that has been carried out in this area since 2010 and Steve Johnson, CE Electricity North West, has agreed to be champion for the year.

## STATEMENT BY 2014 CHAMPION



**Steve Johnson**  
ENA  
Chairman  
and Chief  
Executive of  
Electricity  
North West

“On behalf of Electricity North West I was happy to sign up to Powering Improvement when it was launched back in 2010 and I am pleased to accept the invitation to be champion for the leadership theme in this final year of the first phase of the strategy. Leadership is quite rightly

one of the three core themes running through the 5 years of the strategy. Effective leadership is vital to ensuring good health and safety performance – not just leadership from senior management but from all levels in an organisation and I look forward to contributing to the work in support of the theme through the remainder of 2014.”

In parallel with this work there will be a number of workshops and other events to discuss and agree the issues and priorities that should form the next industry Health & Safety Strategy from 1 January 2015.

An initial workshop was held on 6th March at Prospect's offices in London and this will be followed up by discussions at National HESAC and meetings of ENA's SHE Committee and SHE Managers Group and Energy UK's Health & Safety Forum. A number of sessions at the 2014 SHE Management Conference will also focus on developing a robust and relevant strategy.

If you have any suggestions on what should be included in the next strategy please send them to [info@poweringimprovement.org](mailto:info@poweringimprovement.org).

# APPENDIX 1

## **Details of ENA Companies formally supporting Powering Improvement**

Brookfield Utilities

Electricity North West

Manx Electricity

National Grid

Northern Powergrid

Northern Ireland Electricity

ScottishPower Energy Networks

SSE

UK Power Networks

## **Details of Energy UK Companies formally supporting Powering Improvement**

Centrica

Doosan Power

Drax Power

EDF

Eggborough Power

E.ON

Magnox

Manx Electricity

RWE

ScottishPower

Welsh Power

## **Trade Unions formally supporting Powering Improvement**

GMB

Prospect

Unison

Unite



## APPENDIX 2

### Powering Improvement Steering Group for 2013:

Peter McCormick	Energy Networks Association (Chair)
Nick Summers	HSE
Sarah Page	Prospect
Peter Vujanic	SSE
Bud Hudspith	Unite
Stephen O'Neill (From September 2013)	Energy UK
Dave Beese (Up to September 2013)	Energy UK
Peter Coyle	Energy Networks Association
Mike Leppard	Energy Networks Association
Jamie Reeve (From November 2013)	Energy Networks Association

## APPENDIX 3

### ENA SHE Managers Group for 2013

Dudley Sparks	UK Power Networks
Ian Barker	EDF Energy
Ian Crawley	SSE
Jane Eccleston	Electricity North West Ltd
Joe Boucher	National Grid
Kevin McDowell	Northern Ireland Electricity
Paul Woodward	Western Power Distribution
Phil Currie	ScottishPower Energy Networks
Steve Garnett	Northern Powergrid
Peter McCormick	Energy Networks Association
Bonnie McBride (Up to November 2013)	Energy Networks Association
Jamie Reeve (From November 2013)	Energy Networks Association
Mike Leppard	Energy Networks Association

### MEMBERSHIP

EDF Energy

Electricity North West

National Grid

Northern Ireland Electricity

Northern Powergrid

ScottishPower Energy  
Networks

SSE

UK Power Networks

Western Power Distribution

### Dates of meetings

Powering Improvement seminars held on 21st January, 15th April, 15th July and 14th October 2013.

In addition to the above membership representatives from the industry trade unions, HSE, Energy UK companies and ENA also attended some or all of the seminars.

## APPENDIX 4

### HUMAN AND ORGANISATIONAL FACTORS IN THE ELECTRICITY SECTOR – HIGH LEVEL PRINCIPLES

#### Note

HSE's definition of Human Factors is the environmental, organisational and job factors, and human and individual characteristics, which influence behaviour at work in a way which can affect health and safety. This definition includes three interrelated aspects that must be considered: the job, the individual and the organisation. "Behavioural safety" is used as short hand for the wide range of initiatives and programmes designed to influence workers motivation and ability to make decisions and act in way that ensures safety.

#### Introduction

There has been a large uptake of "behavioural safety" approaches over the past decade in a wide range of industries including the electricity sector. There is a wide range of behavioural safety programmes available but they generally involve the definition of safe/unsafe behaviours, observations of behaviours by trained observers and feedback/reinforcement of behaviours.

It is recognised that management and organisational factors have a large influence on accidents and incidents, either directly or through their impact on the behaviours of employees. Good behavioural safety programmes get to the heart of underlying influences and change these.

#### Potential benefits of such programmes:

- > Management demonstrate their commitment to improving safety.
- > The workforce and management are actively talking to each other about safety issues.
- > There is an increased profile of health and safety within the company.

- > There is an increased visibility of management in the workplace.
- > It potentially leads to improved employee engagement in safety.
- > Managers and supervisors learn to react promptly to unsafe acts (and have a legitimate mechanism for doing so).
- > Managers and supervisors potentially improve their safety leadership.

#### Potential pitfalls

In justifying behavioural interventions, it is often claimed that 70-80% of incidents are caused by 'human error'. However, managers often see the 'human' in human error as referring to front line personnel. Behavioural safety interventions need to go beyond the behaviours of front line staff.

A focus on individual operators ignores latent conditions that underlie incidents and implies that incidents can be prevented simply by operators "taking more care". However, this is not a strategy which can be effective in dealing with hazards about which workers have no knowledge and which can only be identified and controlled by management.

It is important to consider exactly which aspects of "health and safety" a behavioural intervention may be able to influence.

Behavioural safety interventions can sometimes be introduced in isolation from other safety initiatives.

Many supporters of behavioural safety programmes state that large improvements in safety have been made in the past decade or so in engineering and safety management systems and that new approaches are required to encourage further improvement. Although large advances have been made in these areas, major accidents are still occurring due to failures in these aspects. It is therefore not appropriate to conclude that we have 'solved' engineering causes of accidents, nor to assume that no further focus on management systems is required. The Step Change initiative in the

offshore oil and gas industry acknowledges that: 'addressing behaviours must not be seen as an alternative to ensuring that adequate engineering design and effective safety management systems are in place' (Step Change, 2000, p.5).

There is a danger that behavioural programmes may draw resources and attention away from other health and safety issues. Behavioural interventions should be seen as an integrated part of a robust health and safety management system.

Organisations embarking on behavioural programmes should retain a balanced approach and consider whether a behavioural intervention is right for their company at any particular time.

### **Before introducing a behavioural safety programme**

Cultural or behavioural interventions will only be successful if engineering, technical and management systems are in place and working well. Therefore, before a behavioural safety programme is introduced, companies need to ensure that they have satisfied the following conditions:

- > All hazards have been identified.
- > Human performance issues have been identified and managed (particularly in relation to safety critical roles and activities).
- > The "hierarchy of control" has been applied to prevent the realisation of identified hazards, or minimise their consequences should they occur.
- > The site has the required engineering, operating and maintenance capability and experience (including appropriate staffing levels).
- > Accurate operating procedures are available for all eventualities, including process upsets and emergencies.

- > Operators are fully prepared to deal with all conditions. This will include identification of training needs, training, assessment, rehearsal and re-assessment. This training should not just provide the minimum knowledge required to operate the plant. This will help to manage 'residual risk' arising from hazards that were not identified or effectively addressed.
- > Lessons have been learnt from site, company and industry experience.
- > Succession planning ensures that corporate knowledge is retained.
- > Safety management arrangements and risk control measures have been reviewed to ensure that they remain usable and relevant.

### **Timing**

Timing is important. Once technical and systems issues have been addressed, the company needs to ask whether a behavioural approach is the right approach at this time. Only when the technical and systems issues have been successfully addressed can it be assumed that accidents are due to cultural or behavioural factors. In order for a behavioural intervention to prosper, there are several aspects that must be considered, including that:

- > There exists an appropriate balance between production and safety.
- > There is visible and real management to health and safety.
- > There is management commitment and the resources to see it through.
- > There is a high level of trust between management and employees.

# KEY PRINCIPLES

## The Health and Safety Laboratory “Make it Happen” Model for Behaviour Change



The model explains the influences on risk taking behaviour:



- > Management and organisational factors have a large influence on accidents and incidents, either directly or through their impact on the behaviours of employees.
- > The minimum requirement for changing behaviour is that the target audience has the capability (they are able to change behaviour), they are motivated (want it to happen), and there is the opportunity for behaviour change to occur (that it can happen).
- > Behavioural safety interventions need to go beyond the behaviours of front line staff.
- > It is important to consider exactly which aspects of “health and safety” a behavioural intervention may be able to influence.
- > Behavioural safety interventions should not be employed in isolation.
- > There needs to be a management commitment and the resources to see such a programme or intervention through.
- > There needs to be a high level of trust between management and employees.
- > Such a programme is not a one-off exercise, but a new way of working that must be maintained for any positive results to be sustained.
- > Not all interventions are completely successful in their main aim. High expectations may lead to later disillusionment.
- > Be clear about what you want to achieve and how you will know that you have achieved it.
- > Pilot the intervention (e.g. to ensure that the approach is workable, that the facilitators/ observers understand what’s required and that the appropriate data is being recorded).
- > Behavioural interventions are only one aspect of ‘human factors’.
- > Behavioural safety programmes are only one tool in the safety practitioners’ toolbox.
- > Know the limits of such interventions and prepare the ground beforehand.
- > Talk to other similar companies/trade associations about their interventions and experiences.
- > Listen to your employees and use the process to improve dialogue – involve employees early in the choice of programme. Engaging with the workforce is vital.
- > Make the language, style etc. of the programme your own (off-the-shelf packages may not be appropriate for your needs).
- > Use strong on-site facilitators – the success of such interventions is greatly helped by personable, experienced and respected site personnel as facilitators.
- > Ensure that the focus is on the root causes of behaviours.
- > On major hazard sites, don’t neglect process safety; (beware ‘what gets measured gets done’);
- > Share knowledge with peers.
- > Learn from past incidents.
- > Managers at all levels need to demonstrate good leadership.

## FURTHER READING

1. Kletz, T. (2001). Learning from accidents. Butterworth-Heinemann Ltd, Oxford. ISBN 0 7506 4883 X.
2. Hopkins, A. (2000). Lessons from Longford: The Esso Gas Plant Explosion. CCH Australia Ltd, ISBN 1 86468 422 4.
3. Step Change (2000). Changing minds: a practical guide for behavioural change in the oil and gas industry, [www.stepchangeinsafety.net](http://www.stepchangeinsafety.net).

Thanks to HSL for the use of their 'Make it Happen' graphic.



#### **PARTNERS**

Energy Networks Association (ENA) is the industry body for the UK electricity transmission and distribution companies.

Energy UK is the trade association for the UK electricity generation companies.

#### **TRADE UNIONS:**

GMB  
Prospect  
Unison  
Unite

#### **GOVERNANCE**

Powering Improvement is managed and directed by the National Health, Safety and Environment committee (HESAC) comprising representatives from Energy UK and ENA member companies, the industry trade unions (GMB, Prospect, Unison and Unite) and HSE.

Executive decisions on behalf of ENA member companies rest with the ENA SHE Committee and ultimately the ENA Board.

Executive decisions on behalf of Energy UK companies rest with the Energy UK Health and Safety Forum and ultimately the Energy UK Board.

