



# Port Industry Health and Safety Achievements 2017/18







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Safety Achievements



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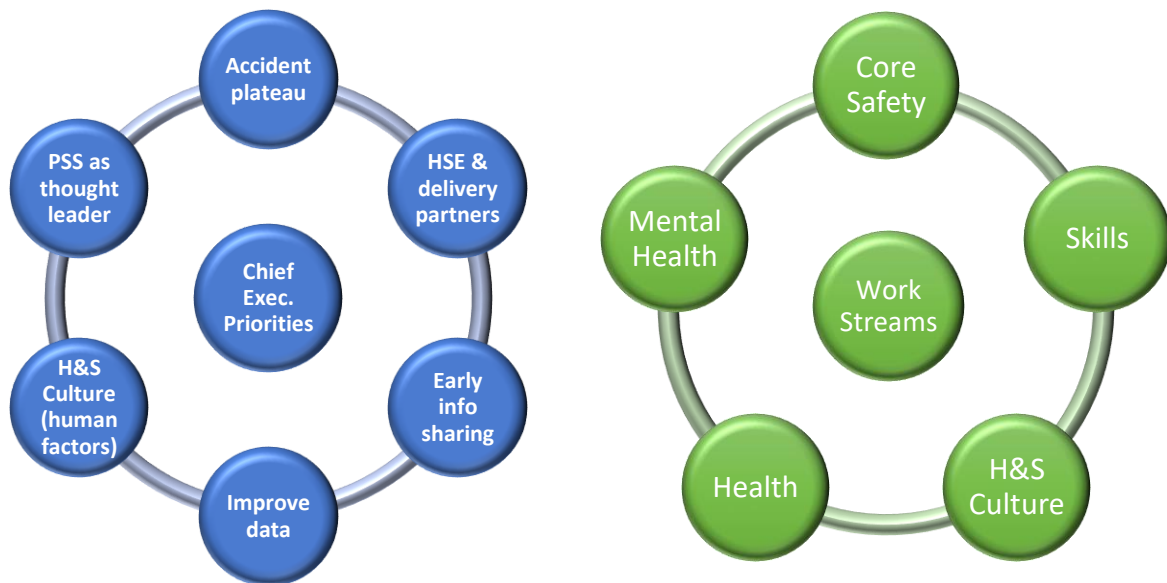
Looking Forward – Future  
Health and Safety Priorities



# Port Industry Health and Safety Achievements 2017/18

Working **together** the industry has achieved record delivery since October 2017. Chief Executives have agreed **six** health and safety sector **priorities** and **five** specific **workstreams** to deliver them. We have broken new ground on Health, Mental Health, Culture and demonstrated sector wide **leadership** and commitment to continuous Health and Safety improvement to our regulators and stakeholders.

## Leadership Priorities and Workstreams



We have recognised the challenges of poor mental health and wellbeing to safe and sustainable businesses and begun the debate about how to better understand and support good mental health and wellbeing in the industry.

We have set challenging targets for ourselves by developing a first ever industry wide Sector Plan with goals for safety, health, skills, culture and mental health.

## **HSE and Delivery Partners:** together the industry has...

- Understood the critical importance of having a proactive, informed and fully engaged relationship with the HSE to demonstrate and achieve continuous health and safety improvements for the sector. Building and reinforcing professional working relationships with the HSE at all levels, in particular at Executive level with an exclusively ports focused dinner event.
- Hosted HSE and port engagement visits so that the regulator can better understand the scope of the industry and see first-hand, cast iron commitment to health and safety core values.
- Represented at the DfT/MCA Port Marine Safety Code Steering Group positively enhancing the content and application of the Port Marine Safety Code and the Guide to Good Practice. Reinforcing the position that an industry voluntary code is the most effective way to build upon our already strong port marine safety performance.
- Represented and positively contributed to HSE activities designed to raise standards throughout the logistics chain. Bringing hard earned, common sense ports learning to groups such as the HSE Logistics Forum, which is for example, developing 'golden rules' for lorry drivers.
- Reaffirmed with Regulators that the ports industry is best placed and committed to understanding and managing its own risks.

## **Information Sharing:** together the industry has...

- Shared formal UK Ports Safety Alerts throughout the industry and many more wider industry alerts through face to face, web and social media channels such as LinkedIn and Twitter.

- Published Industry Guidance jointly with HSE and Unite the Union covering: Workplace Transport, Container Handling, Mooring Operations, Lighting, Biomass and Transfer of Bulk Liquids & Gas.
- Drafted and submitted Guidance to HSE for approval, jointly with Unite for: RoRo/StoRo, Sources of Occupational Health Information, Safe Access and Egress, Confined Spaces in Ports, Management of Fitness for Work in Ports and Port Safety Induction and Training.
- Participated in four national safety professional Conferences at: HSE Laboratory Buxton, Orkney, ABP Humber and the Tyne.
- Shared Industry learning and knowledge on over 20 formal PSS member enquiries, in addition to informally shared face to face ideas and knowledge on hundreds of matters.
- Formed working groups to look at contemporary topics such as work at height and remote hook mechanisms.

## **Improving Data:** together the industry has...

- Committed to sharing accident data in order to learn and better target Health and Safety improvement activities. This included a detailed report identifying all Lost Time Injuries in UK member ports in 2017 with the ability to identify aspects such as location, type and severity of incident. Not satisfied with this, we have challenged ourselves to get data faster and have **introduced quarterly accident reporting**.
- Provided data for marine accident reporting for 2017.
- Started collecting first ever industry wide data on employee health to better understand how healthy port work is, what health challenges we may have and how health affects overall safety.

- Started collecting first ever industry wide **Leading Indicators** of effective Health and Safety culture, such as employee contributions to health and safety through 'spot it' and other employee engagement activities.

## **Health and Safety Culture:** together the industry has...

- Commissioned the first ever industry sponsored PhD level research project, partnered with Bath University, that is looking at risk taking behaviour and also how to bespoke measure port health and safety culture.
- Delivered leadership training to hundreds of employees on health and safety culture through programmes such as EPIC, that create an emotional connection to and aim to embed Health and Safety as a core value. Programmes that support everyone in being a safety leader.

## **Skills:** together the industry has...

- Improved awareness of the far too often fatal hazards of confined spaces by delivering the PSS Staying Safe in Confined Spaces video around the UK.
- Met a statutory requirement for sites handling explosives by passing 85 delegates successfully through Explosive Security Officer training.
- Delivered IOSH Managing Safely in Ports courses, enhancing skills of key managers and supervisors.
- Produced: Port Marine Operations, Marine Pilot and Port Operative, Trailblazer Apprenticeships funded at £12k; £18k and £8k respectively.
- Updated the Harbour Master National Occupational Standards.



# Looking Forward – Future Health and Safety Priorities

## **Why we need a ‘Whole Person Approach’ to achieve zero harm.**

UK ports have been sharing accident information through Port Skills and Safety for many years as part of the visible commitment to safety improvement. Since 2000, the sector has reduced statutory reportable accidents by 59%. Simply put, the industry has become safer.

But nobody is sitting back thinking that the job is done.

Clichéd as it may sound, one injury is one too many. The rate of improvement is slowing down and accidents are plateauing. As with many things in life, the better you get the harder it is to improve.

Ports have sweated core safety to achieve the improvement. Risk assessments, elimination of hazards or substitution of lesser hazards, engineering controls (e.g. plant/people segregation), administrative controls (e.g. procedures and training) and personal protective equipment have brought us to where we are today. Ports must keep a firm foot on this pedal.

How then, to tackle the remaining 41%?

Core Safety and Skills are the prerequisites for further improvement, but they are not enough to achieve zero harm. You cannot ‘procedure-out’ or ‘train-out’ all accidents.

People and their workplaces are too variable, too complex and subject to change to have a procedure for every eventuality and every individual's circumstances in the moment.

An organisation does not exist to be safe, it exists to be successful at what it does. Similarly, if you ask someone why they go to work, "to be safe" is unlikely to be the first answer. UK ports understand that it is the way that people and organisations work, how they *value* health and safety and the culture that they genuinely embody that is important.



To get even better the sector is focusing on human factors, on values and behaviours. On understanding why people do what they do and how to create workplaces that actively promote positive health and safety culture through leadership, engagement and empowerment. It is not easy to write a good procedure, as anyone who has tried to self-assemble kit furniture can agree. It is considerably harder still to grow and make real a culture where everyone genuinely shares the same values and trust. You still need good procedures for clarity, communication and understanding. But a zero-harm culture also needs every person in the organisation to be a safety champion, knowing that they will be backed up if they spot a problem and listened to when they have an idea for making the workplace healthier and safer.

Organisations intent on zero harm need to accentuate the positive. Health and safety has tended to be defined negatively, looking for as few things to go wrong as possible; reacting only when something happens or is seen as an unacceptable risk. People have sometimes been seen as a liability or hazard. A problem to be fixed. Many port organisations are

seeking to change the balance. Looking at health and safety from a more positive perspective. Aiming for as many things as possible go right. Learning from where things go well, which is actually most of the time.

A positive health and safety culture organisation is proactively and continuously trying to anticipate developments and events. Importantly, it sees people not as some kind of liability but as bringing flexibility and resilience. People as problem solvers and allies in successful, sustainable workplaces. To achieve this requires changes in thinking, language and additions to how we measure success. We still need to record and investigate accidents etc. **We also need positive indicators to promote engaged people at all levels, ensuring that our people are spotting and anticipating issues, thinking of better ways to work, getting involved and learning from doing things right.**

Getting core safety right *and* developing successful culture will take us so much closer to zero harm or even *beyond zero*. But there is still more. Organisations also need to address physical and mental ill health.

The Health and Safety Executive have described health as the silent partner in health and safety. In the UK, occupational lung disease is estimated at 12,000 deaths per year (HSE, 2018a). Compare that with 144 worker fatalities in workplace accidents 2017/18 (HSE, 2018b). Musculoskeletal disorders are 41% of all work-related ill-health cases and 34% of all working days lost due to ill health (HSE, 2018a). The culture that the sector as a whole have set their sights on, working together through PSS, has to support healthy workplaces. Zero harm includes harm to health. Our engaged, supported people need to be *health* and safety champions.

UK Research indicates that 42% of people with ill health believe that it affects their work (PHE,2016). This gives another reason for a health spotlight. If ill health affects concentration or attention for example, that could put an individual at greater risk. Sharing information through PSS, we are starting to measure how healthy our industry is, part of better understanding how good port work and workplaces can promote a healthy and safer workforce.

# Health and Work Health of UK employees

**1 in 4**  
of UK employees  
reported having a  
**physical  
health  
condition**

**1 in 5**  
of those employees with  
physical health conditions,  
also reported  
having a mental  
health condition

**1 in 3**  
of current UK  
employees have a  
**long-term  
health condition**



**1 in 8**  
of current employees  
reported having a  
**mental health condition**



**1 in 10**  
employees  
reported having  
**musculoskeletal conditions**



**42%**  
of employees with a health  
condition felt their condition  
**affected their work 'a great  
deal' or 'to some extent'**



Employees with mental and physical  
health comorbidity were much  
**more likely to see  
their health as  
affecting work**

**29%**  
were affected 'a great deal'  
compared to

**13%**  
of those with a  
physical condition only  
and

**15%**  
of those with a mental health  
condition only



Sources: Health and wellbeing at work: a survey of employees, 2014; Labour Force Survey, 2012

(PHE, 2016)

The next piece of the puzzle is Mental Health. In the UK, 49% of all working days lost (12.5 million working days) is a result of mental ill health (HSE, 2017). On top of this, mental health related presenteeism (working whilst ill at reduced ability) costs an employer 3 times the cost of the person being absent (Deloitte, 2017). The roots of a person's condition may be outside of work, but they can't leave it all at the gate. There is a clear business case and a duty of care for addressing mental ill health in the workplace. **Additionally, as with physical health, mental ill health conditions such as stress, may impact on a person's judgement, attention, etc. leaving them more vulnerable to workplace risks.** The challenge is to provide 'good work' (safe, healthy environment, sense of security and autonomy, good line management and effective communication) as well as appropriate support to those experiencing mental ill health.

The good news is that the features that support effective safety culture are the same as those that support good health and good mental health. It is about creating,

communicating and delivering a complete approach across strategy, systems, processes and people.

Culture, Health and Mental Health are the remaining pieces of the puzzle alongside core safety and skills. They are more difficult to get right because human factors are more complex than systems, plant and infrastructure. Together they bring a 'whole person' approach to health and safety which is essential to achieving zero harm.

*Richard Steele, Chief Executive, Port Skills & Safety Ltd.*

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