



**ANNUAL PROGRESS REPORT
AND SHE REVIEW**
**ANNUAL FOCUS AREA FOR 2015:
WORKING WITH CONTRACTORS**
1 JANUARY 2015
– 31 DECEMBER 2015



VISION

By 2020 the UK electricity industry will have delivered a sustained improvement in health and safety performance by applying and influencing best practice approaches utilised in the top performing sectors in the UK and beyond.

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INTRODUCTION

The five year Powering Improvement strategy was first launched in 2010 and brought together electricity companies, trade unions and the Health and Safety Executive (HSE) in an effort to make the UK electricity industry a world leader in occupational health and safety. Powering Improvement is designed to promote continuous improvement in the management of health and safety risks within the UK electricity industry, and in 2015 a further 5 years of the strategy was launched to build on the success of the first phase.

This Progress Report and SHE Review is the first to summarise progress in the second phase of the electricity industry's health and safety strategy 'Powering Improvement', for which an event was held on the 4th March 2015 in the House of Commons marking its launch.

The aim is to improve occupational health and safety performance through vision, leadership, direction and co-ordinated action into the future. The first phase of the strategy was aligned with HSE's strategy "The Health and Safety of Great Britain: Be part of the Solution", which was launched in 2009 and is founded on the principle that the effective management of health and safety is essential to the operation and reputation of a successful business. In 2015 the HSE announced that a new strategy for the GB Health & Safety System would be launched in 2016.

ENA and Energy UK companies and the industry's trade unions, Prospect, Unite, GMB and Unison, together with HSE support the following principles:

- > All workers in our industry have the right to go to work each day and not be injured or made ill by their work;
- > We recognise the importance of cooperation between all groups that make up the electricity industry: generation, transmission, distribution, contractors, trade unions as well as government, regulators and other workers' representatives;
- > We recognise that everyone in our industry has a responsibility to look after their own, and their colleagues', health and safety;
- > We recognise the serious consequences of work-related accidents and ill health – both personal, economic and reputational;
- > A safe, healthy and competent workforce is essential to any business;
- > We are fully committed to addressing occupational health issues as well as safety ones;
- > We are committed to sharing best practice regarding health and safety risk management. This includes sharing lessons learned when things go wrong.
- > We aspire to exceed compliance with H&S legislation to strive for continuous health and safety improvement and to provide the leadership and resource to make this happen.

BACKGROUND POWERING IMPROVEMENT FIRST PHASE 2010-2015

Powering Improvement was designed to contribute to the delivery of the HSE strategy. In addition, in line with HSE's strategy, three overarching themes ran throughout the duration of Powering Improvement:

- > Leadership
- > Improving competence
- > Worker involvement.

To maintain momentum throughout the five years, each year the strategy focused on a specific theme which was identified as a priority area for our sector. Each theme was led by senior champions.

- > **2010** – Leadership (Champions David Smith, Chief Executive ENA and David Porter, Chief Executive AEP – predecessor to Energy UK)
- > **2011** – Occupational health and wellbeing (Champions Jane Willis, Director of Cross-Cutting Interventions, HSE and John Crackett, Managing Director Central Networks)
- > **2012** – Asset management and maintenance (Champion Robert Davis, Group Chief Executive Officer, EA Technology)
- > **2013** – Behavioural safety and personal responsibility (Champions Frank Mitchell, Chief Executive Officer ScottishPower Energy Networks and Mike Clancy, General Secretary, Prospect)
- > **2014** – Leadership and developing next phase (Champion Steve Johnson, Chief Executive, Electricity North West)

POWERING IMPROVEMENT SECOND PHASE 2015-2020

Following the successful first phase and after consultation with the strategy partners, it was agreed that in order to maintain momentum a similar approach would be adopted for the next five years.



"An important driver in delivering the performance improvements that we have seen so far has been the building of trust between all stakeholders and it will be important to maintain and build on this. There can be no more important goal than ensuring the safety of all people who access, operate and work on company assets and it will be important that all stakeholders continue to recognise this as we deliver Powering Improvement 2015-2020."

Peter McCormick
Powering Improvement Coordinator

Vision

By 2020 the UK electricity industry will have delivered a sustained improvement in health and safety performance by applying and influencing best practice approaches utilised in the top performing sectors in the UK and beyond.

Success will be evaluated using leading and lagging indicators such as injury and ill-health data, together with feedback from relevant climate and culture surveys.

Strategy

ENA and Energy UK companies will work in partnership with trade unions, HSE and contractors to ensure our industry has a realistic and inclusive approach to health and safety at work. Powering Improvement is intended to provide a focus and line of sight between the electricity industry's interventions to deliver a sustained improvement in health and safety performance and the framework set out in the HSE electricity sector strategy.

Throughout the 5 years we will maintain a focus on managing our priority risks, including working with electricity, working at height and driving.

Although the strategy is focussed on occupational health and safety risks, public safety issues involving both members of the public and third-party contractors will continue to be addressed as a priority. ENA has a dedicated Public Safety Strategy 'Our Commitment to Public Safety' that has been running for 8 years.

Overarching themes

Leadership – at all levels;

Worker involvement
– effective engagement and consultation;

Building competence
– skills and corporate memory.

REVIEW OF 2015

The first year of Powering Improvement 2015 – 2020 focussed on Working with Contractors, but also featured the official launch of the second phase of the strategy and promotion of continuing work being undertaken in support of the themes from the first phase 2010- 2015.

The year was championed by Stuart Fraser (Leven Energy Services, now part of SPIE ENS), a contractor working across all utility services and well placed to promote the aims and objectives of Powering Improvement through the supply chain. Stuart helped launch the second phase of the strategy in March 2015 and also spoke at the annual SHE Management Conference, outlining how the overarching themes form the basis of a contractor's approach to health and safety management.



The emphasis of the year was on partnership working between the electricity companies and their contractors, and promoting the effective collaboration that exists within the industry and which is vital for continued improvement in health and safety performance.

The partnership arrangements of Powering Improvement were also in evidence at the high profile launch of Powering Improvement 2015-2020 at Parliament on 4th March 2015, which marked the official start of the next stage of the strategy looking to build on the success of the first 5 years.

The year focussed on delivering a number of Outcomes and Outputs which were outlined in the 2015 Delivery Plan, many of which centred on providing opportunities for sharing best practice approaches to managing common risks within the industry. The plan was overseen by the Powering Improvement Steering Group under the governance of National HESAC.

DELIVERY PLAN FOR 2015: WORKING WITH CONTRACTORS

This year focussed not on the "management of contractors" but rather working together in an open partnership approach to learn from each other's approaches.

- > Working together to share best practice, intelligence sharing and lessons learned;

- > Reviewing and sharing approaches to managing common risks including safe working at height, working with electricity and occupational ill health risks;
- > Improving communications – better intelligence from incidents and near misses;
- > Where appropriate developing safety alliances and frameworks.

ENA Companies

- > Workshops sharing lessons learned from the Chelmsford Tap Changer case study piloted by UK Power Networks in 2014 will be held in ENA companies throughout 2015 with the involvement of contractors and their workers' representatives.
- > Workshops will be held with contractors to share best practice, intelligence sharing and lessons learned on managing common industry risks.

Energy UK Companies

- > **Working with the Safety Rules**
With support from the current Safety Rules Group, Energy UK member companies will work with contractors to:
 - > Carry out a joint review of Safety Rules Training for contractors, in particular for transient workers; Ensure Competence Assurance for nominated contractor personnel.
 - > Develop a Safety Rule "Self Audit" programme for contractor companies.

> Breaking containment

Energy UK member companies, via the Health and Safety Forum, will work with contractors to jointly review procedures for breaking containment to ensure a consistent approach to:

- > Breaking containment best practice;
- > Risk assessment;
- > Personal Protective Equipment;
- > Appropriate reference to the Safety Rules.

OUTCOMES

- > Member companies, contractors and trade unions together will have openly shared approaches to managing H&S risks to improve H&S performance in the electricity sector;
- > Consistent approaches to managing the same H&S risks will be shared and promoted across the electricity sector by member companies and contractors;
- > Robust and timely communication systems will be in place to share lessons learned from incidents across the electricity sector.

OUTPUTS

- > Review current procedures and document approaches to managing common risks such as working at height;
- > Identify, collate and publish examples of successful member company-contractor initiatives for inclusion in the next edition of the SHE Review.

ACTIVITIES CARRIED OUT IN 2015



Shadow Minister for Employment Stephen Timms MP spoke at the Parliamentary launch of Powering Improvement 2015 – 2020 and stated that, “The Labour Party warmly welcomes the Powering Improvement Initiative. Labour is committed to the promotion of health and safety at work, as an integral to good management practice as well as a vital protection for employees. A partnership approach is the right way forward; a safe and well trained workforce benefits employee and employer alike.”

Steve Johnson, Chief Executive of Electricity North West said, “Our industry has worked hard to deliver a significant improvement in health and safety performance since privatisation. Powering Improvement has made an important contribution to that effort, and I am pleased that it is being renewed to drive further progress over the next five years.”

Mike Clancy, General Secretary of the trade union Prospect said, “Health and safety in the energy sector is seen by Prospect as a beacon of excellence: unions and employers genuinely seeking to collaborate in raising awareness and improving standards. Powering Improvement, a campaign now

entering its second 5-year phase, is pivotal to delivering that commitment. Such is its value, HSE continues to resource very welcome support and input. This is self-regulation at its best.”

Samantha Peace, HSE Director, said, “When, in 2009, we published the strategy ‘The Health and Safety of Great Britain: Be Part of the Solution’, the electricity sector’s Powering Improvement response was exactly the type of industry initiative we had in mind. I am very encouraged the industry so clearly recognises the business and social benefits of good health and safety, and I am pleased to play a part in keeping the momentum going as the second phase of Powering Improvement is launched.”

POWERING IMPROVEMENT WORKSHOPS

In support of the 2015 theme, ‘Working with Contractors’, the National Health and Safety Committee (National HESAC) put on a number of workshops across the UK.

A joint workshop with contractors was held at the ENA offices on 7th April focusing on ‘working at height’ risks. The workshop was attended by all the UK DNOs and National Grid along with a few major contractors, such as **SPIE ENS** who also spoke at the event. During the workshop attendees focussed on looking at current industry ‘Working at Height’ practices and procedures, and shared ideas on best practice and new techniques. Following

the workshop the ENA set up a ‘Work at Height Task Force’ to oversee and review all current ENA SHE documentation on Working at Height practices.

A seminar was held at the ENA SHE Managers Group on 24th August with the focus of the seminar on occupational Road Risk and Driver Safety. Member company representatives responsible for these areas within their businesses attended the seminar, which included a presentation from one of our contractors, Robert Lindsay of **Balfour Beatty**.

Another Powering Improvement workshop held at ENA (21st October) continued the constructive engagement that has been taking place with the contractor community, which has focussed on working together to share best practice, learn from experience and manage common risks. This engagement workshop brought together health and safety representatives within the industry, trade unions and the HSE aiming to deliver excellence in health and safety performance in the electricity sector.

The workshop was held to allow contractor businesses to outline their approach for managing health and safety issues in the electricity industry and to share best practice in employer/contractor partnerships. **O’Connor Utilities** outlined how improvements have been made in reducing the numbers of cable strikes from a planned investment in equipment and a commitment to workforce engagement. **Northern Powergrid** and **Murphys** have worked closely together to reduce employee and contractor incident rates year on year, including application of a Culture Development Programme (CDP) which focuses on attitudes to safety and not zero incident goals. **Prospect** then encouraged the industry to adopt a coordinated approach based on training,

design and supervision to assist in the development of common standards, integrated processes and a focus on the skills, competence and experience needed for key roles.

SPIE ENS and Electricity North West also spoke on the benefits of collaboration between clients and contractors, and this has been achieved through the use of “Contractor Forums” and “Expert Groups” for all parts of the business, which have helped build trust and relationships through the sharing of information. An alternative approach outlined by **Clancy Docwra** is to develop alliances, with the ambition amongst the alliance companies to take and use the best (people, systems, standards), share innovation, build relationships, share outcomes with the wider industry and ultimately improve the overall health and safety performance of all parties.



Speaking after the event **David Smith, Chief Executive of ENA**, said “Everyone working to keep the lights on in our vital electricity sector has the right to a healthy and safe working environment. Collaboration has always been at the heart of Powering Improvement and this workshop has followed in that tradition. Success will come not from top down management of contractors, but from working together in partnership to learn from each other’s approaches.”

ASSET MANAGEMENT / CORPORATE MEMORY WORKSHOPS

An asset management workshop was held on the 19 March 2015 by **Northern Ireland Electricity Networks (NIEN)** at the Hilton Templepatrick Hotel in Belfast. Around 30 NIEN colleagues from a variety of backgrounds attended on the day. This included Directors, Managers, Engineers, Health and Safety representatives, Trade Union representatives as well as Contractors. The focus of the workshop was on the Chelmsford Tap Changer case study developed from the tragic event which occurred in 2008, and corporate memory issues arising from the Barr Head incident in 1997.

The workshop also allowed for discussions on other issues concerning both asset management and corporate memory. Speakers and facilitators on the day included: Roger Henderson (Operations Director, NIEN), Peter McCormick (Powering Improvement Coordinator, ENA), John Steed (HM Principal Specialist Electrical Inspector, HSE), Rory Lynch (Prospect H&S Representative, NIEN), Mike Leppard (SHE Adviser, ENA) and Jamie Reeve (SHE Adviser, ENA). There were breakout sessions carried out during the day to allow attendees to discuss ideas on Process, Plant, People and Recovery in relation to asset management.

ENA’s Peter McCormick, Mike Leppard and Jamie Reeve along with Lee Wallace (Safety and Training Manager, WPD) and Phil Swift (Director of Operations, WPD) delivered a successful workshop at **Western Power Distribution’s (WPD)**

Gloucestershire Depot on Wednesday 28th October. The workshop was attended by 33 WPD Staff, ranging from Senior Health and Safety Managers, Network Service Managers (NSM’s), Directors, Trade Union health and safety representatives and the HSE were also present. A third workshop was carried out at **Electricity North West (ENW)** in Preston on Tuesday 1st December. Peter McCormick and Mike Leppard of ENA delivered the workshop alongside Operational Safety Manager, Jane Eccleston of ENW.

In addition to the above the workshop included other case studies on incidents that have occurred on network assets (overhead lines, wood poles, plant and switchgear) over recent years. The aim was for attendees to be informed and reminded of past incidents and ensure lessons are not forgotten, and that good practice continues to be shared to reinforce good health and safety and asset management practices. There were breakout sessions held throughout the day focussing on Process, Plant, People and Recovery, and discussions on learning points from a company and industry perspective.

These workshops were a continuation of events being held at all of the ENA electricity members companies with a focus on corporate memory and asset management. A range of the case studies used within the workshops are detailed within the Powering Improvement Asset Management Review of Past Related Incidents booklet.

NATIONAL HESAC

Throughout the year, as part of the 2015 annual theme for Powering Improvement, contractors were invited to attend and present at all 3 meetings of National HESAC in 2015, and this will continue into 2016. In 2015 presentations were given by Martin Worthington and Andrew Howard of **Morgan Sindall** at the first meeting of National HESAC on the 4th March. At the second meeting on the 6th May, Alan Bennett (Head of Health and Safety, **Balfour Beatty**) was able to attend and give a presentation on some of the key health and safety initiatives being rolled out across their business, and at the third meeting, Ian Nemes of **Amey** presented at the forum. By inviting these major contractors to attend at National HESAC it increased the level of engagement and partnering between electricity companies and their contractors.

COMPANY WORKSHOPS

Many of the Electricity Network Operators (DNO’s and TNOs) carried out a number of contractor engagement workshops throughout 2015. Effective health and safety messages are infiltrated into the business through employee engagement, but they also allow for company initiatives to cross over to the contractors who carry out a substantial amount of work on the networks. A few examples are provided below.

Western Power Distribution were able to carry out 4 different events, a series of regional safety conferences for all of their contractors aimed at sharing safety best practice and improving information sharing in alignment with the PI 'Working with Contractors' theme for 2015. This built on one main central event that was held in 2014 with circa 110 delegates in attendance. In 2015 WPD increased the number of events so that a larger cross section of contractors were in attendance, inviting circa 139 organisations to one of the four regional events. The events took place on June 3rd, West Midlands Contractors Conference Village Hotel Dudley, West Midlands; June 9th, East Midlands Contractors Conference Trent Vineyard, Nottingham; June 17th, South West Contractors Conference, Sandy Park Exeter; and finally June 24th, South Wales Contractor Conference.

Northern Powergrid (NPg) holds an annual health and safety conference and has done so for a number of years. Each year the company invites a substantial number of leaders from the businesses who are their service providers and engage with them in safety improvement planning. In 2015, to coincide with the Powering Improvement focus of 'Working with Contractors', NPg held an event on the 23rd September specifically for their contractors. Focussing on an initiative that NPg has been developing with other companies in the Berkshire Hathaway Energy group, namely the Human Performance Improvement Toolkit, 75 delegates attended the event, which incorporated a number of presentations from their partners. In the morning four of their major contractors presented on significant events which had occurred in the past twelve months. The contractors explained what went wrong, how and why and what needs to be done to avoid it happening again, including references

to the Human Performance Improvement Toolkit. In the afternoon, following a presentation from Paul Bizell from the Marsh-Ryder consultancy, there was more of a focus on what Northern Powergrid is doing in collaboration with their contractors to proactively manage risk reduction.

LOOKING FORWARD – DELIVERY PLAN 2016

The focus in 2016 will be on "Managing Occupational Ill Health Risks" and will be championed by Geoff Earl.

The Delivery Plan for 2016 has been agreed and published on the Powering Improvement website. The industry working groups, ENA Occupational Health Committee, Energy UK Occupational Health Forum and the Occupational Health Advisory Group, and the 2016 Champion are responsible for setting out the priorities for health and managing implementation of the 2016 Delivery Plan.

SHE REVIEW 2015

CASE STUDIES CONTRACTORS



"I am extremely honoured to champion the Industry's focus on Occupational Health in 2016. It is my firm belief that every employee and contractor working in our industry has the right to go home uninjured and in good health at the end of each working day. I emphasise "good health" and remind colleagues that absence through ill-health accounts for approximately 300 times more working days lost than absence as a result of injuries caused by workplace accidents. We all agree that accidents are unacceptable and I hope that as a result of our focus year on occupational health, industry partners will work together and share strategies and tactics to effectively tackle the causes of ill health. This time next year, I hope we will look back and say that we really have emphasised Health with a capital "H" to feature just as prominently alongside as Safety with a capital "S".

Geoff Earl
Director of Health and Safety for Northern Powergrid, Chair of National HESAC and Chair of the ENA Occupational Health Committee

Amey, the national public and regulated services provider, believes innovation is at its best when challenges and solutions come from those delivering the work and so it has created the right culture and forum for this to happen.

The Central Government and Utilities Division has established a network of over 30 Contract Improvement Groups (CIGs) which represent each of its accounts. These groups are made up of colleagues from all job roles who meet regularly to identify challenges and develop innovative solutions. They work closely with the client, local supply chain partners and product manufacturers to develop safer, more effective and efficient working practices. Then, three years ago, the division introduced an annual 'Dragons Den' event to bring together representatives from all its CIGs with members of the wider Amey business and guests from client and supplier organisations.

Individual CIGs submit their ideas for the 'Dragons Den' during the course of the year and 12 finalists are selected to participate at the event with a view to gaining divisional and industry investment. In the style of Dragons' Den each CIG pitches their idea to a panel of judges

made up of industry experts such as Dan Holland, Managing Director of the Central Government and Utilities Division and Denise Massey, the Managing Director of the Energy Innovation Centre.

The CIGs put a huge amount of time and effort into developing their solutions so that they are well prepared for tough questioning surrounding the commercial and operational viability of their innovations. They develop prototypes, work with suppliers, cost the idea, trial it and work with clients in preparation.

The winner and first two runners up choose a member of the panel to be their mentor who will then help them progress their ideas into real solutions which are used across the division. Amey also believes that innovative ideas only succeed when they are supported at all levels of an organisation – The Den brings senior leaders, operational teams, clients and suppliers together. This combination of expertise means all the relevant challenges and opportunities are considered from every angle before an idea is progressed. These would typically include legislative and safety requirements, practicality of implementation, contract budgets, and client perceptions.

The Den celebrates innovation and acts as a catalyst for real changes being made within the company and wider industry. Projects were presented in 2014 and they show the impact CIGs have for Amey, its customers and the wider industry. This included the Pop-up tent; the Energy Services Metering CIG invented a specially adapted tent which enables engineers to safely install smart meters, irrespective of the weather – over 300 tents are now used in Amey.

Just as important is working alongside clients, passing on near miss reports, having regular meetings with clients' managers demonstrating statistics on LTI's, NLTi's etc., and showing learning in the event of an incident. Amey supply their clients with a 24 hour report followed by a full in depth investigation and attend safety workshops held by their clients, including many of the DNOs, on an annual basis as Amey has a presence in almost every county of the UK.



Northern Powergrid is the company responsible for managing the power network which delivers electricity to 3.9 million homes and businesses across the North East, Yorkshire and northern Lincolnshire.

Covering an area of 16,000 square kilometres (10,000 square miles), Northern Powergrid's network includes more than 61,000 substations and around 93,000 kilometres of overhead line and underground cables.

J. Murphy & Sons Limited (Murphy) has worked with Northern Powergrid since 2000 on its cable engineering services contract. This contract involves responding to and rectifying electric cable faults as they occur across a challenging geographical area in 31 separate local authorities.

Last year Murphy successfully dealt with more than 18,000 faults, working in all weather conditions, often at night or out of normal working hours.

More than 300 people are working for Murphy on this contract, including excavation teams, agents, reinstators,

runners, administrators and safety, health, environment, sustainability and quality (SHESQ) staff.

Northern Powergrid has developed a long-term relationship with Murphy throughout the course of the contract. Where best practice and innovations have been identified these have been shared between client and contractor to enable a consistent approach to site set-up, working methods and health and safety management. Recent examples include the provision of burns specific first aid kits for our reinstatement operatives. Although an unlikely occurrence, this gives instant treatment of any minor burns injuries, if needed.

A health and safety forum is held quarterly with all senior management from both Murphy and Northern Powergrid. This demonstrates Northern Powergrid's exemplary commitment to health and safety values and a shared vision of managing health and safety performance on all work activities. 'Never harm' is one of Murphy's core values, which cascades to all operatives working on the contract. This forum includes a review of lessons learned, forthcoming focus areas and ensures that issues are addressed at a decision making level within both companies in order to improve performance year on year. Northern Powergrid also hosts a cross-contractor safety forum; this enables innovation, best practice and lessons learned to be communicated throughout their supply chain and ensures the drive for continual improvement is shared across the industry.

Senior managers from Northern Powergrid have also attended Murphy's Never Harm Murphy Culture Development Programme (CDP) 'hub days'. This reinforces the message that they, as our client, support

the health and safety of Murphy employees to the extent that they are willing to give up their working time to promote and learn about the aims and objectives of our programme.

They also invited Murphy's group head of the CDP programme, Yvonne Bennett, to speak at the company's safety forum.

Northern Powergrid has worked with Murphy to improve and promote risk assessment by engaging and promoting the Murphy daily risk assessments process with its employees. Both Murphy and Northern Powergrid employees complete an on-site risk assessment before the works start, however it was identified that there was an opportunity to improve communication and consultation between the companies. This is now a joint focus area and together Murphy and Northern Powergrid are implementing a coordinated approach so that operatives from both sides brief each other on their respective risk assessments, and share hazards and risks that they've identified. This collaborative approach ensures a better quality of risk assessment and a safer site for all parties.

Northern Powergrid's prioritisation of customer service and support has helped to drive Murphy operatives' commitment to deliver exemplary levels of customer service and quality commitment to achieving the right standards first time to minimise disruption to the public.

The companies have worked closely together over a number of years to greatly improve our standards of site set-up under the New Roads and Streetworks Act, signing and guarding through fair and consistent auditing by Murphy and Northern Powergrid employees, shared conference calls and focus forums. This ensures that members of the public

(including special risk categories such as disabled or young persons) are protected throughout the course of the works and that road users clearly understand any access constraints. This helps to minimise disruption.

Northern Powergrid takes its environmental responsibilities very seriously and makes sure this commitment is shared with its supply chain. In addition to measuring and taking tangible steps to minimise its own (direct and indirect) carbon footprint,

The electricity distributor has helped lead research into the development of low carbon smart grids through its £54 million 'Customer Led Network Revolution' initiative. As part of the project Northern Powergrid introduced leading-edge network and electricity storage equipment onto its network and some 13,000 customers (domestic, commercial and industrial) participated in the project which delivered important new insights into current, emerging and future electricity load and generation patterns

SUMMARY

Northern Powergrid combines professionalism, genuine prioritisation and leadership on direct employee, contractor and public health and safety, customer service and environmental stewardship. This has ensured that we as their provider continue to up our game in delivering high standards of efficiency and safety across a contract which is by its nature demanding and potentially hazardous. Northern Powergrid protects the power supply for millions of customers across the North of England, responding quickly and courteously together to repair faults. This to their credit, often goes unnoticed.



BACKGROUND

With its core focus on the UK utility sector and major partnerships established with distribution network operators (DNOs), SPIE UK's Distribution and Transmission business is committed to the establishment of improved apprenticeship and training programmes as well as closer project collaboration.

Similarly, Electricity North West has always committed to improving industry collaboration, believing partners need to work together in an open and honest way and not be afraid of drawing on the other's knowledge. It makes a concerted effort to demonstrate this to the contractors it works with, however the difficulty has always been promoting a collaborative attitude at industry level.

CHALLENGE

Within the electricity distribution sector, as with other industries, it's a challenge to achieve a state of equality in the relationship between a contractor and its client; often the relationship resembles that of the employer and its employees.

SOLUTION

Owing to their shared belief, Electricity North West and SPIE actively seek ways to generate collaboration.

In early 2016 SPIE began using Electricity North West's training facilities. SPIE now has the opportunity to develop and deliver its own training programme within the Electricity North West training academy

with the ability to deliver its technical and craft training programmes to all teams.

Rolling out training programmes alongside each other, SPIE and Electricity North West promote a consistent message that meets an agreed quality standard. Taking this further, Electricity North West has begun to blend its Behavioural Improvement Programme with SPIE's 'No One Gets Hurt' (NOGH) scheme.

Commenting on the blended programmes, Rod Glenn, Health Safety and Environment Director at SPIE UK says: "We work with well trained, experienced and competent staff; nonetheless it's usually human error that results in health and safety incidents. Our combined programme helps staff gain a deeper understanding of work practices and identifies individual requirements and the importance of working with each other to improve project safety."

A second illustration of Electricity North West and SPIE's intent to foster collaboration is seen in Electricity North West's creation of a HS&E partnership steering group. The group, made up of senior leaders from Electricity North West and its main network partners (including SPIE), identify best practices in aspects of HS&E management.

The purpose of the group is to prevent industry organisations working in isolation, unaware of another party's actions. The group therefore shares its learning and jointly creates implementation plans; the knock-on effect of this being much greater time efficiencies and standardised best practice methodologies.

Vincent Cranny, Head of Health, Safety and Environment at Electricity North West said: "We are taking a lead in the fostering of collaboration throughout the industry;

our achievements with SPIE are just one aspect of a much bigger mission. We want to promote an attitude of teamwork at a partnership and industry level. In doing this we believe everyone will benefit from an improved health and safety record, better operational procedures, performance and delivery."

FUTURE

Electricity North West plans to include contractor partners at a higher level by inviting them to attend national events alongside them; at the most recent Energy Networks Meetings, SPIE and Electricity North West jointly presented on the importance of nurturing the relationship between stakeholders and contractors.

Electricity North West and SPIE are keen to continue moving forward as project equals, knowing the levels of respect, engagement and ultimately quality of work within their respective companies will be elevated as a result.



A global business operating in over 80 countries and a global leader in infrastructure and one of the few companies with skills to deliver complex projects of huge scale in a variety of industries. **Balfour Beatty** operates a Power Transmission and Distribution service as part of their operational business service units and is currently working in different areas of the UK providing a contracting service for a number of electricity network and generation companies. Currently they have a variety of projects that include refurbishing, building new and maintaining existing overhead line transmission infrastructures, managing the installation

and maintenance of EHV, HV and cable circuits, supporting the offshore market with specialist cable maintenance and installation and providing solutions to the telecoms sector across fibre optic and broadcasting infrastructures. Current projects include installing a 400kV Overhead Transmission Line that is 220km long and runs from Beaulieu to Denny in Scotland and installing 200km of HV cable that is around 60 metres below ground alongside **National Grid**.

Balfour Beatty has an established Health and Safety Management System, with an initiative known as 'Zero Harm', which provides a focus on managing business safely at every moment.



O'Connor Utilities Ltd (OCU) was formed in 1994 to provide Project Management services to the utilities industry. Diversification within the utilities sector enables a cross section of professional services in a number of different sectors including electricity. At present they have a number of different contract projects including dig and lay, cable engineering, installations and jointing with DNOs such as **Western Power Distribution**, **SSE**, **Scottish Power Energy Networks** and **Northern Powergrid**. O'Connor Utilities is also part of the Utility Strikes Avoidance Group alongside all the DNO's and a number of other contractors and utility companies. O'Connor Utilities gives the highest priority to health and safety and operates a health and safety system that complies with OHSAS 18001. Their strategy is designed to promote their vision and see health and safety as a cornerstone of our services and, with that, to achieve a record of workplace health and safety that leads the utilities industry.

MEMBER COMPANIES



Pilot



The London Youth Engagement Programme has been driven by a desire to support young people not in education, employment or training (NEETs) into practical, valuable and relevant work experience. Whilst the UK has unprecedented youth unemployment, the energy and utilities sector has an ageing workforce and will increasingly need to recruit competent, skilled and work ready individuals. This programme looks to remove recruitment barriers, with no blanket exclusions or unnecessary criteria and offers young people quality work placements in real life working environments, as well as mentoring and coaching with the aim of supporting them to become 'work ready' through guided training programmes developed by employers to meet individual's needs.

The main objective is to enable each participant to reach one of three outcomes:

- Employment
- Further training within the energy and utilities sector
- Further training with a third party organisation (College/Peer to Peer)

In 2014 a successful pilot was launched in the North West of England with great success and as a result some ambitious targets have been set for further development of this programme in 2015/16. 2015 saw the launch of the programme across a further three regions, the North East led by Northumbrian Water, the Midlands by British Gas and London is being led by **UK Power Networks**.

Emma Barbour from the Organisational Development team is currently in the role of London Regional Coordinator for this programme alongside her role as Talent Acquisition Partner Training Programmes. The programme is a focussed and unique approach by energy and utility companies with a presence in the London region that are keen to engage with a diverse range of learners above and beyond their current commitments and outside their typical target audience. The partners involved in the programme are;



The first 2 weeks of the programme is focussed on developing the young person's employability skills, self-

confidence and self-awareness, and the remaining eight weeks sees the learners undertake a work placement in a partner organisation.

Cohort 1 of the programme began on 28th September 2015 and finished on 4th December and saw nine young people complete the programme with four receiving offers of employment from their host organisations. Three of the young people who received job offers are now working with UK Power Networks further developing their work experience, working out of the company's Bidder Street and Bengeworth Road depots as craft attendants, and out of Pratt Street as an engineering assistant. Another successful candidate is working as an apprentice electrician with **Clancy Docwra**.

On 18th January 2016 another eight young people joined Cohort two which will run until 24th March. The second cohort is proceeding well so far with all the young people showing great potential.

With regards to UK Power Networks opportunities, we have to date been able to offer placements in a variety of different areas including operational and back office through a rotational placement model, with the young people doing their placements based at Bidder Street, Bengeworth Road and Falconwood depots.

As a collective UKPN believes London based energy and utility sector employers are able to attract, engage and offer appropriate work experience and training opportunities that are linked to sector needs. Due to the mix and variety of roles available within the sector the aim is to provide each learner with a learning journey designed to meet both their aspirations and the sector's underlying skills needs.

The Vision of the Programme

- > A diverse and vibrant pipeline of new and experienced talent asking to join the sector;
- > Flexible and accessible routes into the industry that are suitable for a wide range of young people;
- > Ways to become competent through shared assessments that are recognised and trusted across the industry;
- > A recognised mark of quality for training that is trusted and valued;
- > Collaborating groups of employers, including supply chains, working together to invest in potential talent;
- > Productive supervisors that can mentor and support individuals' progress.

UK Power Networks has also focussed on its business carbon footprint and won a gold award in the Business Energy Challenge which is held for business efforts to cut energy use in London locations. The award is given to the top 10% of businesses making the greatest percentage reduction in carbon intensity per square meter.

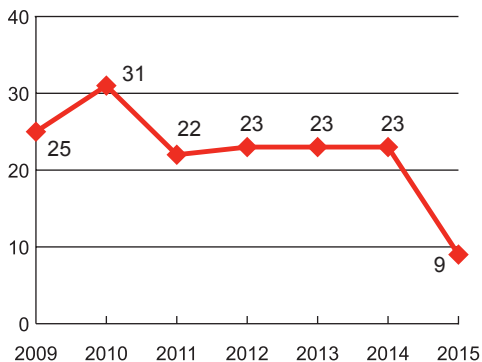
Practical measures to achieve the reduction included fitting buildings with LED lighting, implementing energy saving switching schemes and upgrading or replacing heating and cooling systems.



Northern Powergrid
2015 Contractor Human Performance Improvement (HPI) Workshop

It is Northern Powergrid's firm belief that employees and contractors should go home at the end of each shift uninjured and in good health after a productive days work. Northern Powergrid's Safety and Health Improvement Plan (SHIP) has served the company well for many years. Our safety plans have included sharing of learning and good practice with our contracting partners, including incident case studies and Human Performance Improvement (HPI) tools.

Northern Powergrid Contractor OSHA Accidents



As an American owned company, Northern Powergrid's high level measure of its own staff and contractor safety performance is via the number of recordable accidents under the American Occupational Safety and Health Administration (OSHA) standard. The safety performance of Northern Powergrid's contract partners has improved significantly in recent years, most significantly in 2015.

On 23rd September 2015 Northern Powergrid held its first contractor HPI workshop. The event was attended by around 40 representatives from contractor service providers and 30 Northern Powergrid senior managers.

The workshop included:

- > An overview of Northern Powergrid's "HPI toolbox". The toolbox comprises 13 human performance improvement concepts or "tools" intended to be used to minimise human error. The tools are particularly valuable in preventing human errors during operational work.
- > Four case study presentations delivered by service providers covered accidents and events, including an arborist fall from height, the inadvertent earthing of an overhead line during tower painting and high voltage cable damages during civil works. The case studies candidly covered each incident in detail, the learning points and prevention of future accidents with strong links to the use of human performance improvement tools.
- > A presentation from an expert external guest speaker on human behaviours and errors.
- > An update to service providers on developments in accident, near miss and hazard reporting systems and improvements in access arrangements to company data systems.
- > As well as candidly sharing information and learning points, a key requirement of the workshop was to allow time for questions and open discussions to allow improvement ideas to be shared and generated.

Feedback on the workshop included:

- > "The ability to reflect on the ideas of others and the speakers and think how they might apply in my organisation";
- > "The right level of representation from the client and contractor community. Well presented and constructed day. The guest speakers were excellent";

- > "Open sharing of safety information for others to learn from."

Northern Powergrid is firmly committed to further improve its contractor safety performance with future contractor workshops in a refreshed format featuring in its safety management plans.



NIE Network's safety principles are structured around the 'pillars' of Leadership, Competence, Compliance and Engagement. To support and further develop this, NIE Networks has introduced an integrated approach to overhead line apprentice development, by training their own and their overhead line contractors' apprentices together. This training is endorsed by the Department of Employment & Learning.

- > All apprentices will train towards achieving a power based bespoke technical knowledge qualification, namely a B-Tec Level 3 Diploma in Electrical & Electronic Engineering. A fundamental standard is set in terms of consistency, safety, skills and behaviours.
- > This is part of a 3 year programme that ensures the principles established from lessons learned from the past can be used globally by everyone being trained to work on overhead lines. NIE Networks is convinced this scheme will give apprentices the best opportunities for safety, skills and future development.
- > The apprentices, regardless of their employer, learn together and are formally briefed as a group each quarter. Contents of this brief include safety related issues; Near Miss/Good

Catch incidents, vehicle incidents, operational incidents from all ENA member companies and also includes health and wellbeing subjects.



Western Power Distribution (WPD) fully supports Powering Improvement and seeks to use the collaboration between companies, staff, trade unions and the HSE to target the annual themes identified.

Whilst the WPD workforce is predominantly directly employed, contractor resource is utilised to support them in delivering their work programmes in areas such as 'Dig and Lay' and 'Tree Clearance'. As such their contractor organisations are a key support to WPD's vision of providing a safe and reliable electricity supply for our customers.

In late 2014 they set about developing the WPD 'Working with Contractors' strategy that linked their internal targets and safety initiatives to the Powering Improvement theme.

WPD held its first annual contractor safety conference in 2014 at which over 100 contractor organisations and their representatives attended. The feedback from this event had been positive and it was agreed to use the conferences as a vehicle to raise the profile of safety across their contractor workforce in 2015.

Their specific 2015 initiative was 'Working with Contractors' which set out to improve both their own knowledge and that of its contractors by the sharing of experience and best practice. The ultimate aim was to reduce accident frequency rates and accident severity within the contractor organisations.

With the 2015 **Working with Contractors** theme in mind WPD expanded the use of the safety conferences and agreed to hold four regional contractor conferences to deliver a consistent but expanded health and safety message to more of our contractor organisations and their staff. WPD invited both large and small organisations, the HSE and safety representatives to these events.

Over 400 delegates attended our Contractor Safety Conferences with discussions taking place that covered a wide range of subjects including behavioural safety, safety audits and accident trends. Having taken feedback from those in attendance they developed a number of initiatives to help WPD contractors undertake their work more safely and effectively. These initiatives included:

- > Developing monthly contractor safety bulletins
- > Undertaking 'Managing Safely' courses for contractors
- > Web based access for contractors to company policies and procedures
- > A Contractor Safety Audit Programme

Following these conferences they also invited and completed a series of WPD funded Behavioural Safety Workshops, which were attended by over 300 contractor and sub-contractor staff.

WPD also invited a number of contractor organisations to each of the 2015 National HESAC meetings to speak to HESAC members about their H&S initiatives, these included as previously mentioned; Balfour Beatty, AMEY and Morgan Sindall. WPD also invited O'Conner Utilities to speak at the Powering Improvement workshop held in October 2015.

Going forward WPD continue to work and engage with their contractor organisations and have committed to hold a further series of contractor safety conferences in 2016. This year they have asked the contractor organisations to take a bigger lead in the presentations with the aim of ensuring they have a fully interactive format heavily encouraging the open discussion and sharing of more details of specific health and safety initiatives.

WPD appreciate that across competitive organisations the industry is asking companies to be open with their experiences of health and safety learning and best practice and to recognise that this is for the good of all of the staff employed in the delivery of WPD services irrespective of which organisation they are actually representing.

WPD remain committed to ensuring that they share as appropriate any learning they have gained from the 'Working with Contractors' programme.

Does Powering Improvement work?

Our Contractor organisations reported over 40% fewer lost time accidents to us in 2015 than they did in 2014 following these initiatives.



To help us deliver our business goals requires greater involvement with contractors. We elected to engage with the teams responsible for managing contractors to identify best practice from across ScottishPower.



Figure 1: CMIP Workgroup Structure

To achieve this Scottish Power initiated the Contractor Management Improvement Programme (CMIP) (Figure 1).

SP Energy Networks recognised the importance and opportunity this initiative presented and was fully involved providing leadership at all levels of the project.

SP Energy Networks recognised the importance of engaging with internal stakeholders and key contractors to get their views, feedback and experiences of working for ScottishPower. This was achieved through formal and informal contractor forums.

Subsequently, we now incorporate our contractors into our weekly safety calls and host dedicated safety forums where we discuss a variety of health and safety topics.

The programme is now making a real difference to how we work with our contractors. Our appointed contractors now have a clear and consistent understanding of ScottishPower's health and safety requirements and know that compliance with legislation and regulations is only the minimum prerequisite to working for SP Energy Networks.

The supporting process is:

- Contractors participate in our weekly health and safety calls for both our Manweb and Scottish operations.
- We facilitate quarterly Safety Action Forums by activity (overhead lines, cables, tree cutting) where all contractors meet to discuss best practice in health and safety.
- A post contract evaluation is now a formal part of process, so that lessons can be learnt and changes made when deemed necessary.

These initiatives, together with the very positive feedback and engagement from our key contractors, are a demonstration of the measured success of the programme. This reinforces the Powering Improvement initiative of Working with Contractors.



The use of contract partners figures strongly in the business model within the transmission and distribution networks areas of SSE. It is recognised that working closely with our partners is key for our success. Ensuring that we learn from each other and deliver for our customers in a joined-up manner is essential.

We are heavily involved in the development and delivery of the Powering Improvement Strategy, which has helped us to focus our efforts to deliver greater value for our customers.

Within the 2015/2016 business year we have delivered continuous improvement with help from our partners and, notwithstanding the fact that we have unfortunately incurred undesirable

incidents, our performance has improved and in part due to the contribution of our contract partners.

Our transmission business has grown significantly completing approx. 2.5 million hours of work whilst improving performance (e.g. TRIR down from 1.10 to 0.28), reducing risk and improving service in the process. Many different value adding initiatives have been completed and many continue under the auspices of 'continuous improvement'. For example we have partnered with our contract partners on large capital projects to deliver combined behavioural improvement programmes that complement working arrangements and help to ensure coordination and clarity in the delivery of such projects.

Similar developments have been realised in our distribution businesses with specific focus being on delivering safe outcomes for our workforce, our customers and the environment. We have introduced standard arrangement framework contracts in several areas and provided improved clarity around accountabilities, responsibilities and the need for effective communication and information.

Three business wide 'stop and think before returning to work' exercises were completed within the year; these involved our contract partners and a seasonal focus was also introduced to address obvious risks and incident trends e.g. our 'Winter Aware' campaign was widely discussed and embraced by our whole workforce between October and March.

Our contract partners now play a key role in the way that we run our business and all parties continue to learn from each other and support continuous improvement of our business and improved value for our customers.

In SSE Networks – if it's not safe, we don't do it.

nationalgrid

In line with the Powering Improvement theme for this year, National Grid has focussed on working with our contractors to raise the standards of safety expected on our sites. Over the year this has resulted in improved coordination, collaboration and innovation to improve working practices and competencies.

An example of collaboration is our quarterly "Contractor SHE and Engineering Forum" (CSEF) where National Grid, along with our major contractors, come together to get to the heart of the big safety issues that impact on us all. Sharing best practice and learning from incidents is key to these forums. In 2015 we have made these forums "contractor led" meaning one of our major contractors chairs each of the events and they set the agenda.

This year we have also implemented the "Safety Charter" at all of our sites with sign-on from National Grid and our contractors that sets out clearly our "agreed" safety standard from all parties involved. This is clearly and prominently posted at all sites with everyone working there to the agreed site standard of practice and behaviours. This has led to much greater joint ownership by all parties with great examples of innovation and best practice.

To ensure all persons working for National Grid and our contractors fully understand our roles and responsibilities, National Grid has developed what we call the "Clear Bright Line". This sets out clearly the principles we all need to work to if we are to ensure we all fully discharge our responsibilities. We need to ensure National Grid don't "over-reach" into performing the contractor's obligations, which over time is likely to cause confusion and be detrimental to safety. At the same time we need to fully understand our legal obligations and responsibilities to manage our contractors and to ensure we don't also "under-manage".

Our "Clear Bright Line" training programme, handbook and video have been developed to support all our staff and help them better understand their responsibilities in managing contractors.

We also constantly assess the highest hazard activities that we and our contractors undertake. A good example of this is the management of impressed voltage on the high voltage system. In 2015 we implemented an assurance programme that resulted in the development of improved procedures in managing impressed voltage, including at contract development stage, to ensure our contractors have the ability and people to fully understand and manage impressed voltage within their responsibility. We have also developed a detailed training programme for all of our National Grid site engineers to strengthen their understanding of the requirements to manage impressed voltage, and the requirements to sensibly monitor our contractors when they are managing the hazard.

All of these initiatives and others are ongoing and form part of our overall strategy to continually improve our safety performance working with our contractors.

APPENDIX 1 POWERING IMPROVEMENT COMPANIES

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

Details of ENA Companies formally supporting Powering Improvement



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



APPENDIX 2 POWERING IMPROVEMENT STEERING GROUP 2015

Powering Improvement Steering Group for 2015/16:

Peter McCormick
Energy Networks Association (Chair)

Nick Summers
HSE

Sarah Page
Prospect

Peter Vujanic
UK Power Networks

Lee Wallace
Western Power Distribution

Richard Gough
(Scottish & Southern Energy)

Bud Hudspith
Unite

Stephen O'Neill
Energy UK

Mike Leppard
Energy Networks Association

Jamie Reeve
Energy Networks Association



For further information see
www.poweringimprovement.org

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 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.

