

**POWERING IMPROVEMENT PHASE 2
2015-2020 PROGRESS REPORT
&
HUMAN AND ORGANISATIONAL
FACTORS: BEHAVIOURAL SAFETY
2018-2019 SHE REVIEW**

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Executive Summary

Powering Improvement (PI) is the strategy designed to promote continuous improvement in the management of health and safety risks within the UK electricity industry and was established in 2010. Although PI is becoming increasingly recognised as a best practice initiative within the UK and beyond it continues to strive for excellence in health and safety. Progress towards its aim in making the electricity sector the safest and healthiest in the world requires a strategic approach and collaboration between all parts of the industry, this includes all levels of the participating member organisations (from senior leaders to front line workers), engagement with industry regulators (i.e. HSE) and importantly working closely with the industry Trade Unions (namely GMB, Prospect, Unite and Unison). The second phase launched on 1st January 2015 and was due to end on 31st December 2019, however extended into 2020. 2020 was to be the year to review the successes of Phase 2 and prepare for the next phase of the strategy. However as a result of COVID-19 pandemic, the industry saw a rise in additional direct and indirect risks that required collective and collaborative efforts across the sector. The commitment within the Electricity Industry through the Powering Improvement initiative allowed Companies, Trade Unions and the Regulators to continually engage to ensure the impact of these risks were limited.

Since 2015, the industry has seen improvements in its communication and engagement channels, not just within the existing industry forums via its trade bodies (ENA and Energy UK) but through new collective industry working groups, projects and initiatives which have been established to bring employers, employees, trade unions, regulators and contractors along a wider journey to collaborate and innovate. This has been apparent every year through PI and in particular through phase 2 as stakeholders were increasingly more engaged after 2015 as the strategy focussed on working with its contractors with a clear aspiration to continue to develop these relationships moving forward. It's clear that this has had a positive correlation with a decreasing industry contractor accident rate throughout the second phase and into early 2020.

Throughout the second phase, particular efforts were made to ensure new staff, new technologies and new working practices were safely introduced alongside existing assets and infrastructure. This, coupled with using the lessons of the past to shape the future, it's clear the aim of improving the overall safety and sustainability in the electricity industry has continued to progress smoothly without significant detriment. In networks alone, fundamental principles have been developed as the industry adapts to new ways of working and it's evident that collaboration through the PI strategy and its platforms to promote working safely and collectively has supported a downward trend in accident rates. The areas focussed upon included building new competencies to meet the needs of new work processes and procedures and to promote the use of human & organisational factor techniques to drive better behaviours across the industry. The *"Live Working? Stay Safe!"* initiative and engaging the Health and Safety Laboratory (HSL) to conduct a study to examine the leadership, competence and behaviours of staff whilst providing recommendations for companies to act upon are great examples of where work through PI has supported the industry. A series of company case studies on human factors and behavioural safety is included in Section 2 describing how companies have started to address some of the suggested recommendations for improvement identified.

Increased emphasis on Occupational Health Management has been a clear focus throughout PI as the industry continues to prioritise its top areas of risk: mental ill health and wellbeing; public health issues (Cancer, Diabetes etc.); fatigue; & MSDs (Musculoskeletal Disorders). Although statistically the industry has seen a rise in the number of occupational ill health cases and sickness absence rates throughout phase 2, it's clear from the ongoing work through the existing foundations of PI and established company health programmes, progress is continuing to be made. The collaboration has helped companies to monitor risk, provide support and information and supported the industry to tackle important issues affecting its employees and the public as a whole. Through improved toolkits, initiatives and best practice sharing the companies are better equipped to engage with their staff and provide suitable and targeted support to alleviate issues relating to both physical and mental ill health.

Since 2010, the UK electricity industry has seen a marked reduction in the number of people injured within the workplace with a noticeable 50% reduction in accident rates across the sector. This progress report looks at some of the history and successes achieved through the second phase of PI that built upon the progress made in the first phase, it also looks into some of the specific annual themes and how they have developed the health and safety culture of the UK Electricity Industry.

Introduction

Background

In September 1999 the Electricity Association launched SAFELEC 2000, “the Joint Strategic Plan for Health and Safety in the Electricity Industry”. This plan was the result of extensive consultation and discussion between the then Electricity Association Member Companies (now ENA and Energy UK), Trade Unions (Prospect, Unite, Unison and GMB) and the Health and Safety Executive (HSE) and was developed under the auspices of National HESAC (Health and Safety Committee). The background to the strategy was HSE’s belief that the new companies comprising the industry since privatisation in 1990 were not yet mature enough to openly share health and safety experiences, especially lessons learned from accidents and other incidents. The strategy, largely encouraged by HSE, was designed to address this issue. SAFELEC 2000 was a framework strategy which identified broad areas for co-operation and collaboration between the management of Electricity Association Member Companies, the Trade Unions and the HSE. It was one of the first documents of its type in the UK, and placed the Electricity Association ahead of other industry sectors in its aim of improving the collective management of health and safety through joint action.

SAFELEC to Powering Improvement

The SAFELEC 2010 results indicated that reducing work-related ill health remained a major challenge for the industry going forward, and a focus on occupational health issues has therefore remained a high priority into the new strategy. SAFELEC was reviewed in 2010 and a new initiative, ‘Powering Improvement’, was developed to address the key issues facing the industry. Powering Improvement was initially designed as a 5-year strategy and developed by ENA (Energy Networks Association) and Energy UK member companies together with the Trade Unions and the support of HSE to bring about continuous improvement in the management of safety and occupational health in the energy generation and networks sectors.

The first 5-year phase ran from 1 January 2010 to 31 December 2014. Following that, the second phase began on 1 January 2015 and ran through to the end of 2019 to complete a second successful stage of the initiative. Two important factors helped to shape ‘Powering Improvement’, the findings from an independent HSL report commissioned by the industry following a number of fatalities in 2007, and secondly the HSE strategy “The Health and Safety of Great Britain: Be part of the solution”, which was launched in 2009. The first phase of Powering Improvement aligned with the HSE strategy, which was founded on the principle that the effective management of health and safety is essential to the operation and reputation of a successful business. Powering Improvement was developed to enhance collaboration across the UK electricity sector and focussed its attention on three key overarching themes: Leadership; Improving Competence; and Worker Involvement. It also set out specific annual focus areas that were used as a lever for all parties to share and collaborate, with a vision of delivering a sustained improvement in health and safety performance.

Powering Improvement has since gone from strength to strength in the UK electricity industry having completed a successful first phase from 2010-2015, in which the number of reportable injuries was seen to consistently decline year on year in the Electricity Industry. Powering Improvement can be considered as a key contributor to this trend (please see Powering Improvement Progress Report 2010-2015 for more detail). 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. The second phase was launched at an event held in Parliament in March 2015.

Powering Improvement Phase 2 (2015-2020)



Steve Johnson (CEO, Electricity North West), Mike Clancy (General Secretary, Prospect), Samantha Peace (Divisional Director, HSE), Stephen Timms MP & Stuart Fraser (Managing Director, Leven Energy Services).

The then Shadow Minister for Employment, Stephen Timms MP spoke at the Parliamentary launch event of Powering Improvement Phase 2 (2015 – 2020) and stated

“The Government warmly welcomes the Powering Improvement Initiative and 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.”

The first year of Powering Improvement Phase 2 was championed by Stuart Fraser (MD, Leven Energy Services, now part of SPIE ENS), a contractor organisation working across the utility sector and well placed to promote the aims and objectives of Powering Improvement through the supply chain. Stuart helped launch the second phase in March 2015 and also spoke at the annual ENA SHE Management Conference, outlining how the overarching themes form the basis of a contractor’s approach to health and safety management.

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.

Strategy

Throughout the 5 years Powering Improvement set to maintain a focus on managing the industry’s priority risks, including occupational health, 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 9 years. Powering Improvement was also designed to contribute to the delivery of the HSE strategy. In addition, in line with HSE’s strategy, the objectives expanded to four overarching themes which ran throughout the duration of Powering Improvement Phase 2.

Overarching themes

- 🎯 Leadership – Ensure that we encourage Leadership at all levels
- 🎯 Worker Involvement – Ensure we promote effective engagement and consultation

- 🕒 **Building Competence** – Ensure commitment is given to training to avoid skill or competency gaps
- 🕒 **Corporate Memory** – Ensure that as experienced workers retire and are replaced, lessons are remembered and mistakes are not repeated.

To maintain momentum throughout the initiative, the Powering Improvement strategy focused on a specific theme each year which was identified as a priority area for the electricity sector. Each theme was led by a senior Champion.

Annual Focus Areas



Champions

- 🕒 **2015** – Steve Johnson (Chief Executive, Electricity North West Ltd) & Stuart Fraser (Managing Director of SPIE – Levens Energy Services)
- 🕒 **2016** – Geoff Earl (Director of Safety, Health and Environment, Northern Powergrid)
- 🕒 **2017** – Phil Swift (Chief Executive, Western Power Distribution)
- 🕒 **2018/19** – Sue Ferns (Deputy General Secretary, Prospect) & Peter Emery (Chief Executive Officer, Electricity North West Ltd)

Trade Union Perspective....

Michael Macdonald (Negotiations Officer, Prospect)

“Electricity networks remain inherently hazardous: by working with networks employers and the HSE, we have reduced accident rates substantially. Our aim is to continue the drive towards zero accidents and reduced occupational ill-health.

Powering Improvement has contributed to these improvements over the past 10 years by focussing on areas where we can make the most impact. By sharing best practice and exploring new approaches, PI has generated productive advice that feeds into company initiatives.

Prospect supports the next five years of Powering Improvement as this joint working will provide innovation, knowledge and insight that help Company health and safety initiatives make work more safe, in both networks and generation.

Looking back at Phase 2 (2015-2020), we have sponsored initiatives to improve occupational health, improve asset management processes and improve communication between SAPs and Competent persons.

This helps us over the next five years improve communications between National HESACs and Company initiatives, contribute to measurable improvements in safety and continue our drive to improve mental health at work. Therefore Prospect and the other unions are committed to working with employers through PI to create a workforce where everyone goes home after a day’s work uninjured and without damage to their health.”

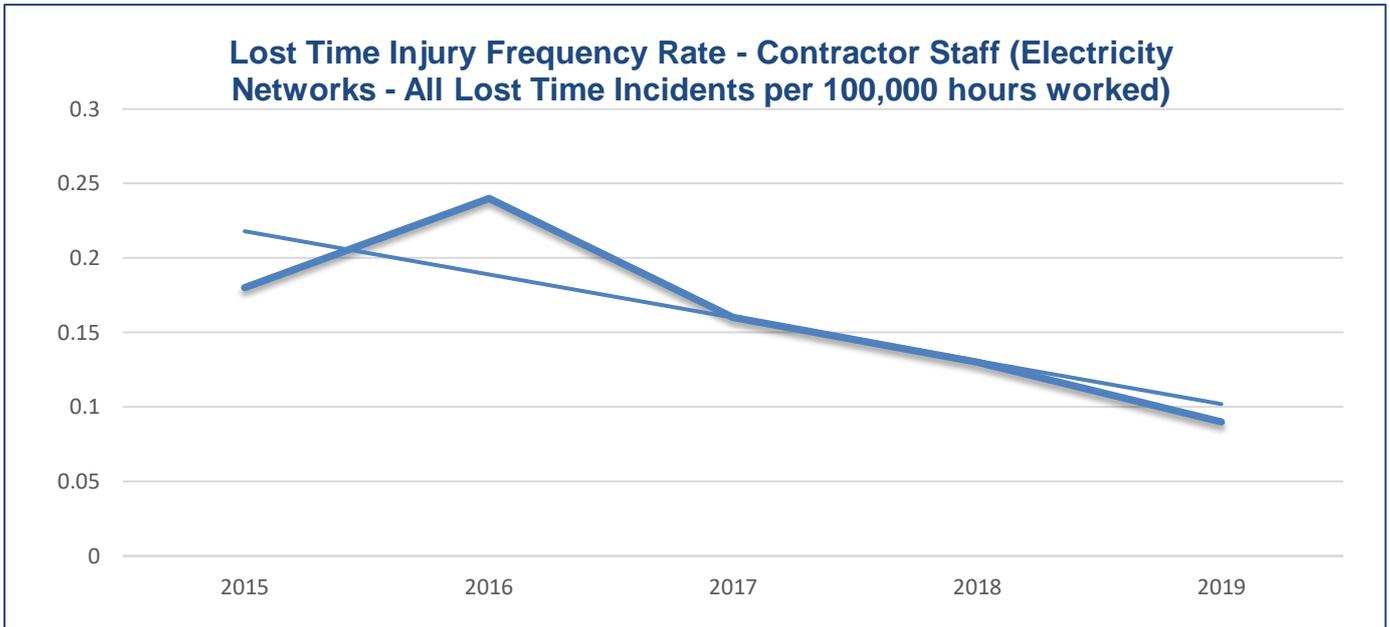
Annual Focus Areas - Achievements

2015: Working with contractors

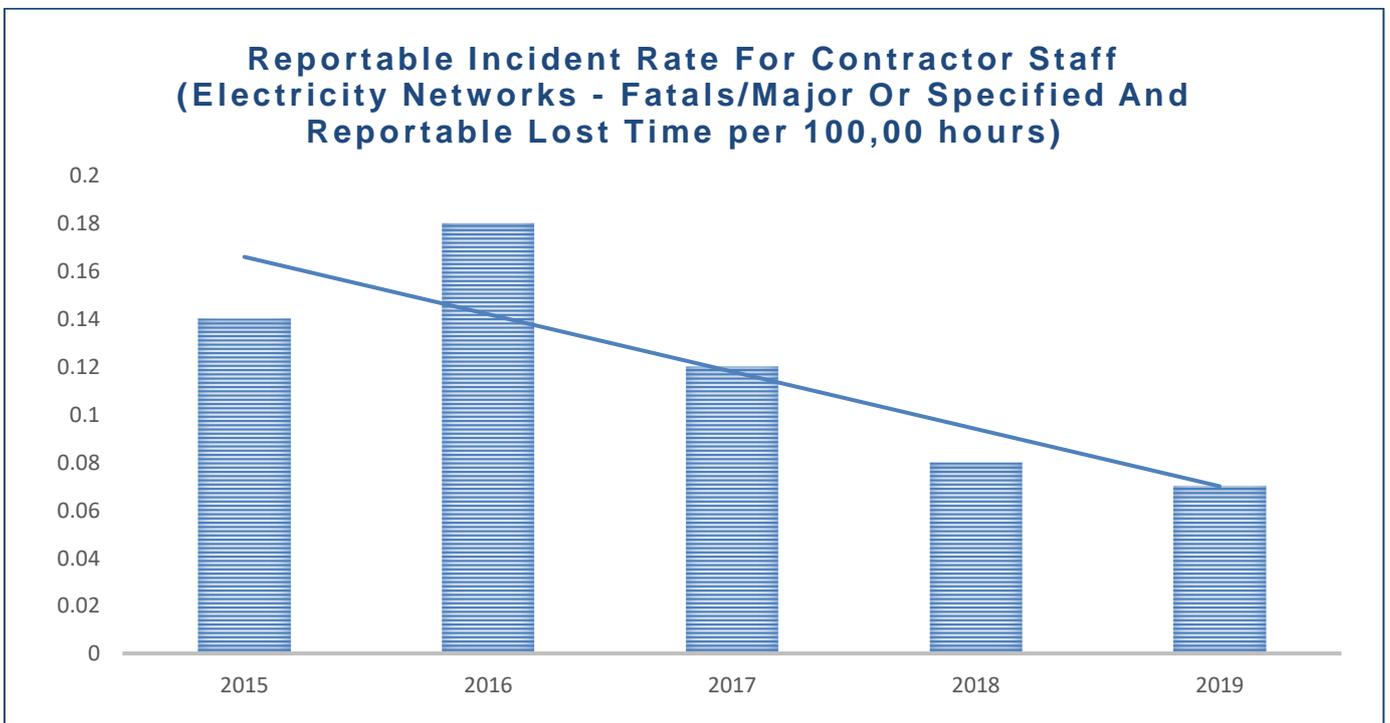
This year did not focus on the “management of contractors’ but rather Electricity Companies working together in an open partnership approach with their contractor partners to learn from each other. This engagement has been improving year on year.

Outputs:-

- ④ Through collaborative work with contractor partners, 2015 saw ENA member organisations working collectively with their contractors through dedicated workshops, which looked at improvements in safety, delivery of projects and sharing of best practices. Several examples of successful member company-contractor collaborations across the UK electricity industry were identified, collated and published within the annual SHE Review, available via the [Powering Improvement Website](#).
- ④ A number of Contractor Partners attended National HESAC meetings to present on collaborative work they were doing within the Electricity Network and Generation Companies through 2015, 2016 & 2017.
- ④ A series of asset management workshops also took place across various Powering Improvement stakeholder companies which brought companies and contractors together to look at significant learnings from past incidents and developments in the way we manage assets across the UK electricity industry.
- ④ Work also developed through generation companies via Energy UK in Safety Rules Training for contractors, in particular for transient workers ensuring competence assurance for nominated contractor personnel. This was captured through various workshops and engagements held throughout 2015.
- ④ This year also saw greater involvement of contractors at individual company safety forms and company HESACs, this engagement continues to develop strengthening the working relationships.



Through the collaborative efforts and ongoing engagement on all matters of Occupational Health and Safety between Electricity Companies and their Contractor Partners, the industry has seen a steady decline in their overall Incident Rates.



The industry saw a rise in the number of Contractor ‘Falls from Height’ and ‘Slips and Trips’ incidents in 2016 which ultimately affected the overall rates, however the rate overall has gradually reduced.

This reiterated the importance of ensuring Contractors continue to be brought along the journey with the Electricity Industry to help drive consistent improvement. Since 2016, incident rates have steadily declined year on year within the Electricity Networks Contracting community and Contractors being increasingly more engaged at company levels with some companies now developing partnerships with their contractors. More information on specific examples can be found in the [2015 annual SHE Review](#).

2016: Managing Occupational Ill Health Risks

This year focussed on reviewing the top three health risks in the Electricity Industry. The aim was to ensure the continued management of health, both quantitatively through reduced sickness absence rates and days lost due to work related ill health, but also qualitatively through early intervention measures and increased engagement with employees to drive continuous improvement. This included a focus on “managing mental ill health”, supporting those that have existing or developing mental health issues along with proactively working to improve the mental health of our workforce through effective worker engagement and change management.

- One of the main outputs for 2016 was the design and production of an industry Occupational Health roadmap available to view on the website, <http://poweringimprovement.org/>. The aim of the roadmap was to produce an active living repository for resources and information that interested parties can contribute to and access during the Powering Improvement Initiative 2015-2020. It is a resource tool freely available via the Powering Improvement website for anyone who wishes to introduce or manage the occupational health of their workforce.
- ENA's Occupational Health Committee reviewed the guidance and supporting material for the six commitments from 2011 to ensure their continued relevance. They also reviewed the existing Health and Wellbeing Framework (also available via the Powering Improvement website) which was developed to assist companies in the management of occupational health issues, and which now also features as an integral element within the roadmap.
- A suite of good practice occupational health case studies were produced.
- Many of the UK electricity companies held a series of contractor engagement workshops throughout 2015, 2016 & 2017, with a priority focus on occupational mental ill health.
- The work of Powering Improvement was subsequently recognised as a **case study** in the then newly published HSE strategy 'Helping Great Britain Work Well' when it was launched in February 2016 as an example of the 'Acting Together', available at: <https://www.hse.gov.uk/strategy/assets/docs/hse-helping-great-britain-work-well-strategy-2016.pdf>.

More information on specific achievements and case studies on this theme are available to view in the [2016 Annual Progress Report and SHE review](#).

2017: Asset management

An industry approach to managing existing and new assets and the potential risks to employees, contract partners and members of the public and third-party workers.

This year focussed on a whole system approach to asset management to ensure the safe introduction of new technology and working practices alongside existing equipment. Coupled with using the lessons of the past to shape the future, the aim was to help enhance the overall safety and sustainability of the networks in the move to system automation and the incorporation of innovative equipment and controls.

A dedicated Powering Improvement Asset Management sub-group (involving Companies, TUs and HSE) was set up and gathered learning from within and outside our sector and produced a suite of case studies highlighting best practice in managing the health and safety risks from asset management and maintenance activities, including lessons learned from both managing equipment failures and failures to manage equipment. This information was published in the form of a new SHE Review of Asset Related Incidents to help share knowledge and learning outcomes.

The accidents and learning shared in 2017 do not mean that the operation of electricity assets is inherently dangerous. The incidents described have occurred over many years, and the failure rates of the industry's

assets are very low. The overall aim of this exercise was to remind everyone of the risks that are present within the industry, and the collective efforts that are required to help eliminate such failures and prevent anyone from being injured.

An industry wide Asset Management Workshop and supporting company led events were held in 2017 through into 2018 to both engage with managers, supervisors and operational staff and their representatives and communicate these asset management issues. This led to the production of Corporate Memory workshop material in the form of a training toolkit to be used within each of the businesses to both share lessons and demonstrate how the sector is adapting to new asset management challenges. In addition, the Asset Management sub-group reviewed and collated evidence to determine the effectiveness of health and safety interventions related to the introduction and use of new technology and innovation, as the electricity industry moves towards smart operational systems. Alongside this new and revised operational guidance was issued on key industry assets including link boxes, cables and switch room equipment, working in partnership with manufacturers, suppliers and regulators.

The group assessed the industry's performance at a national level against good practice guidance from asset health models (ISO 55001) and competency frameworks, as part of an overall assessment of asset related risk. A number of work streams encapsulated the aim to retain and enhance competency levels within the industry as part of an overall approach to improved health and safety and asset management. This included responding to HSE asset and competency audits and work in support of the objectives of the Utilities Sector Plan.

ENA also developed a suitable industry wide policy and communications template for use by all member companies on live working on electrical assets, and a campaign provider was appointed to deliver this work. In parallel, industry guidance was updated and a review of the effectiveness of the campaign at sector and company level was undertaken to enable and encourage continued use in future campaigns and refresher training.



More information on the achievements of this theme can be found in the [2017 Annual Progress Report and SHE Review](#).

2018 & 2019: Human and organisational factors review of progress. Develop the next phase of 'Powering Improvement'

Build new competences to meet the needs of new work processes and procedures and promote the use of Human Factor techniques to help drive safety performance improvement.

- Consolidated work in support of the overarching themes and the four previous annual focus areas.
- HSL were contracted by ENA and its member companies to conduct a review of Leadership, Behaviours and Processes around the Senior Authorised Person (SAPs) and Competent Person (CPs) roles within Transmission and Distribution Network Companies.

The main part of the research involved consultation with SAPs and CPs in a series of five one-day workshops across five UK locations, Tipton, London, York, Glasgow and Buxton. A total of 108 SAPs and CPs attended the workshops, comprised of 69 SAPs and 39 CPs who participated in workshops between March and April 2019.

A report has been produced outlining the main findings from the workshop data reflecting the perceptions of SAPs and CPs from a diverse range of organisations in the electricity networks sector, and therefore representing an appropriate spectrum of views and experiences from which to draw conclusions. The report can be found on the Powering Improvement Website.

The next step is for the member companies ENA, Energy UK, the Trade Unions and HSE to consider the key findings of the study and ensure that the findings and recommendations of the study are built into the next phase of Powering Improvement strategy (2020-2025), and also considered for inclusion in local member company business plans. There were a number of opportunities for improvement identified in the HSL study in particular focusing on how the two key roles of the SAP and CP perform and interact to ensure safe outcomes. Further information on some of the company initiatives can be found in the 2018&2019 SHE Review (From page 21 of this document).

- Began work to develop the content of the third phase of Powering Improvement from 2020 to 2025.

2020 Progress to Date

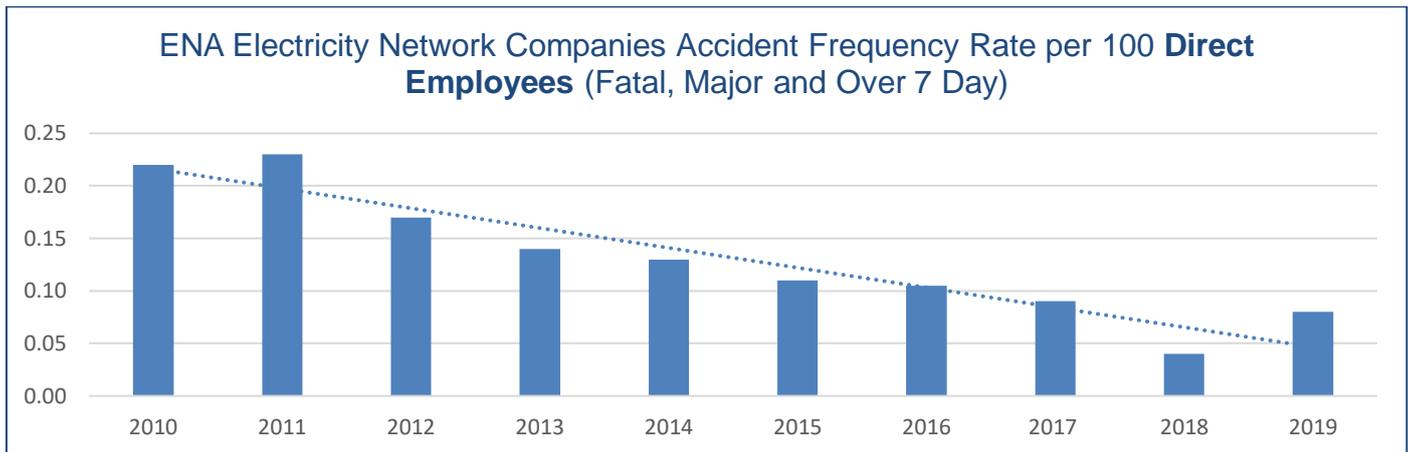
In 2020 the Electricity Industry had started to put plans and strategies in place to prioritise its most at risk areas as an Industry both from an Occupational Health and Safety perspective. These plans focussed predominantly on areas where collaborative efforts would bring wholesale value to the industry in its drive to improve health and safety performance and this is documented within the Strategy for Phase 3.

Work on the Powering Improvement strategy and its aims and objectives for Phase 3 (2020-2025) had slowed throughout 2020 due to the COVID-19 pandemic. However, with the foundations built through previous phases of Powering Improvement already in place and through partnership channels already functioning, the Electricity Industry was able to pull together and mobilise rapidly to support one another in helping limit the level of impact COVID-19 would have. Having clear engagement forums between Companies and Trade Unions in place allowed for consistent communication and suitably consulted measures to be put into motion and ensure the industry's ability to continue working to deliver vital energy to its customers was done in a safe and sustainable manner. Collaboration has continued through weekly engagements at a national level between all interested stakeholders and engagement and collaboration at company levels have been exemplary. This partnership between company, trade union and the regulator will continue to strengthen throughout Phase 3 of the Powering Improvement Strategy. Throughout 2020 and into 2021, COVID-19 will remain an issue that the industry will need to manage appropriately and work collaboratively on to minimise the effects, however it is also a time to focus on the ever prevalent health and safety risks that the industry faces. Through Powering Improvement this engagement will continue as the channels created over the last 10 years of the strategy will grow and adapt to support the next phase of the initiative contributing to measurable improvements across the industry.

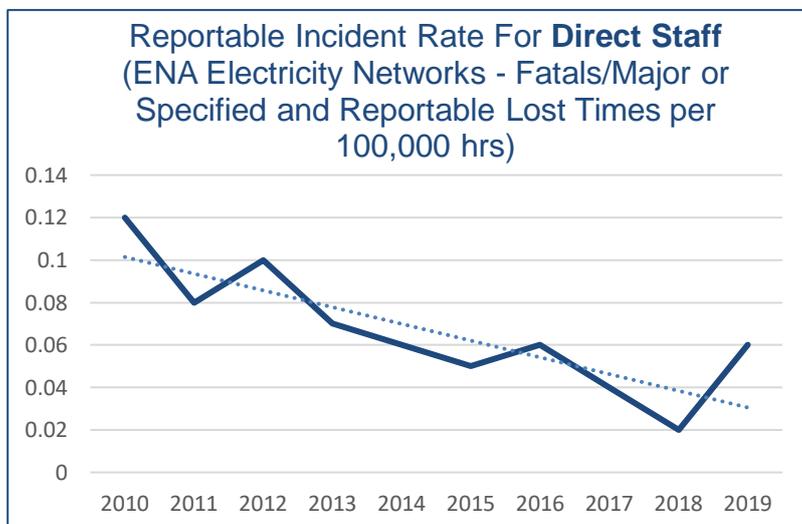
Measuring Progress

Occupational Safety

Safety Data - Accident and Reportable Incident Rates 2010-2019

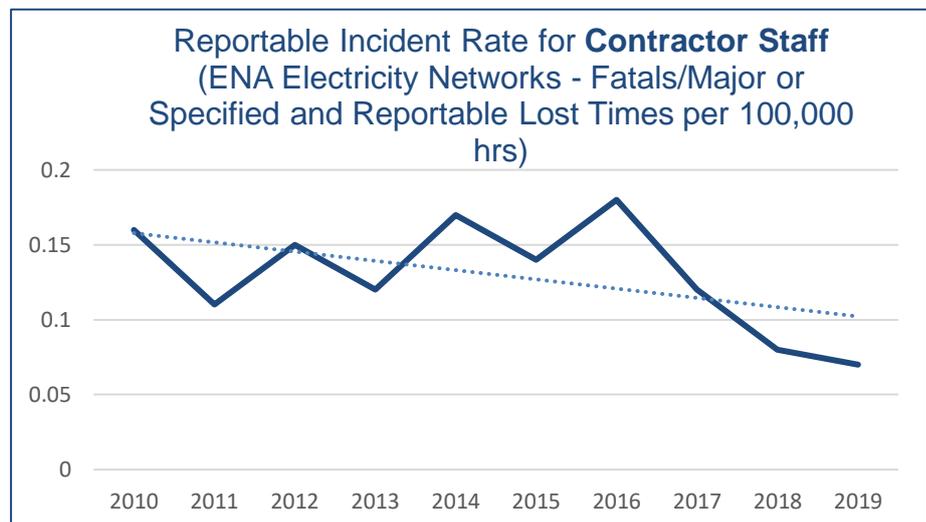


Since the start of Powering Improvement in 2010, the Electricity Networks Industry has seen a marked and gradual improvement in its accident frequency rates.

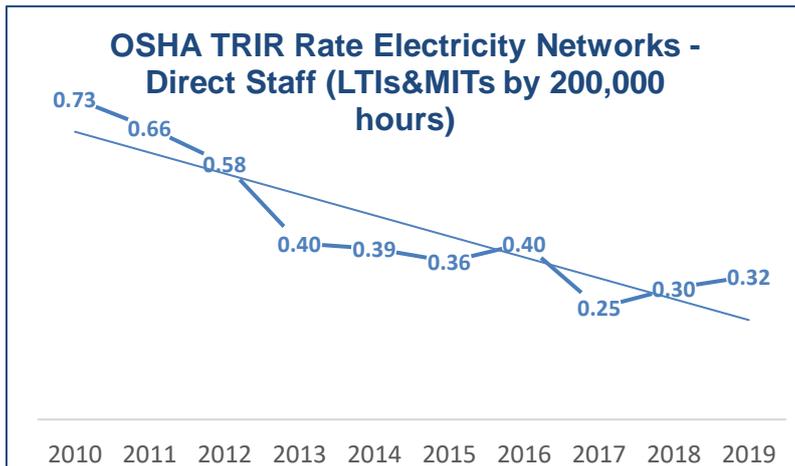


The Electricity Networks Industry has seen a steady decline in the number of RIDDOR reportable incidents for its Direct Staff (direct employees) in the last decade, on average by around **50%**. There have been unfortunate peaks and troughs and sadly in 2019 the industry suffered a small rise in significant injuries resulting in a spike in the reportable incident rate. This re-emphasises the importance of a consistent focus on safety to ensure we remain complacent as an Industry.

In the first phase of Powering Improvement (2010-2015), the RIDDOR Reportable Incident Rates were not improving on average. However, since the annual focus in 2015 the Electricity Networks Industry has seen a marked reduction in the number of RIDDOR Reportable Incidents for its Contractor workforce (Contract Partner colleagues) of more than **60%**.

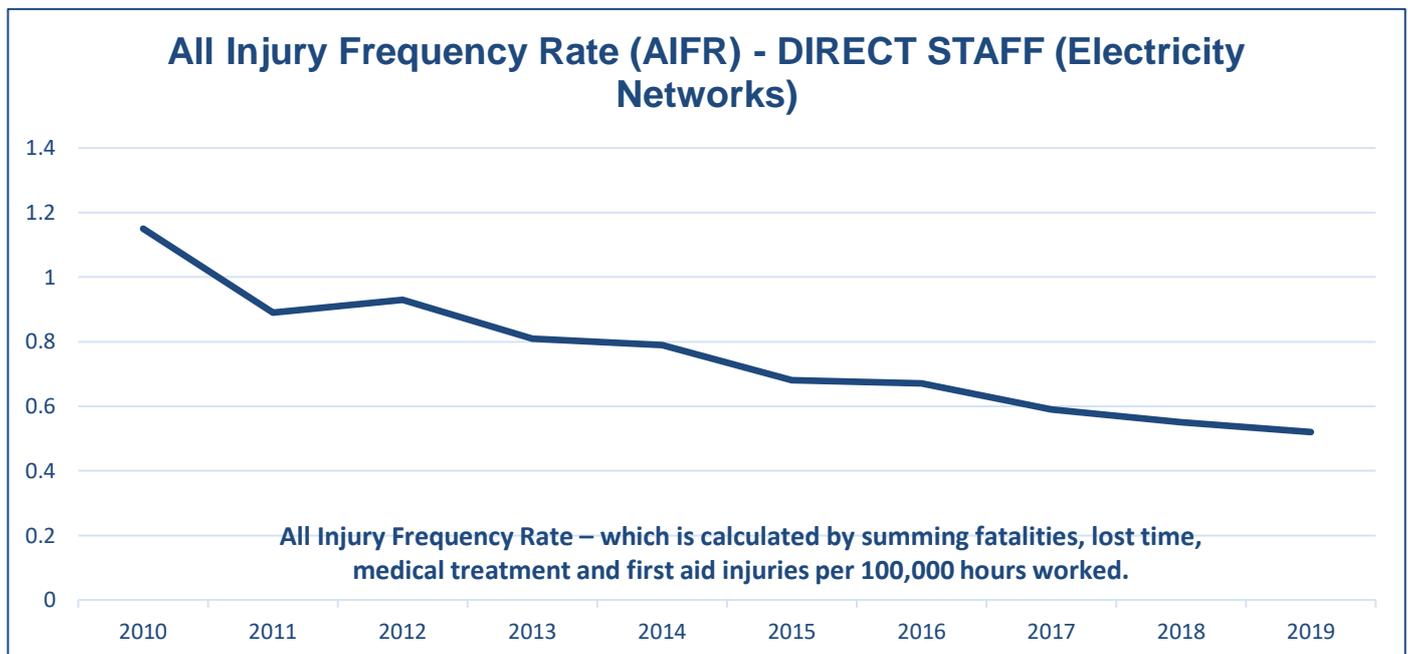


TRIR DATA – 2010-2019



The collective TRIR rate for the Electricity Networks Sector saw a significant improvement during the first phase of Powering Improvement between the years 2010 and 2015 when our TRIR rate dropped by around **50%**. However since 2015, although there appears to be an increase in recent years, on average the TRIR has dropped by more than **10%** since 2015.

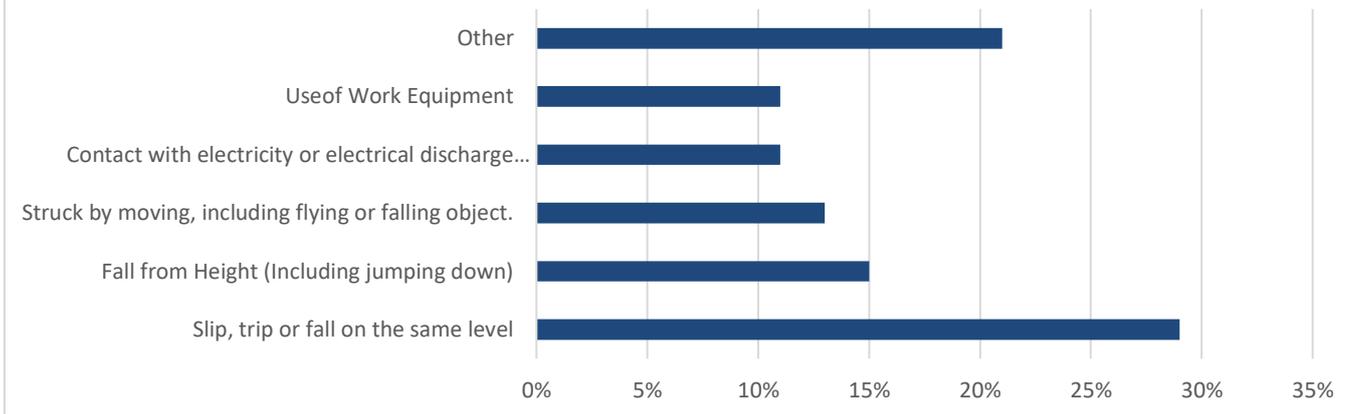
All Injury Frequency Rates 2010 - 2019



The AIFR has seen a positive decline since the start of Powering Improvement in 2010 and has consistently decreased each year since.

Overall all injury accident and incident rates have been cut by **54%** in the last decade and **23%** in the last 5 years.

Percentage RIDDOR Reportable Incidents (Fatafs/Majors/Specified and Reportable Lost Time Incidents) between 2010-2019 (Electricity Networks) Top 5



The chart above highlights the most common cause of incidents have been for RIDDOR Reportable Incidents within the Electricity Networks Sector which helps reinforce the importance of where the industry focuses its strategies going forward.

Overall, the industry has seen a marked improvement in the number of significant accidents and incidents since the start of Powering Improvement in 2010, this has continued into the second phase of the strategy in 2015-2020. However, in 2019, although only a small increase in the total number of incidents was observed, this had a marked effect on the industry incident rates. That said, the industry will continue to work collectively and collaboratively to drive improvement in these areas during Powering Improvement Phase 3 (2020-2025).

Measuring Progress

Occupational Health

Introduction

Managing occupational health is a key feature of the Powering Improvement strategy, and Phase 2 again included a year dedicated to this theme. This provided an opportunity to promote health messages at a sector level, not only during 2016 but to 2020 and beyond reflecting the commitment to address the long-term causes and risks of occupational health.

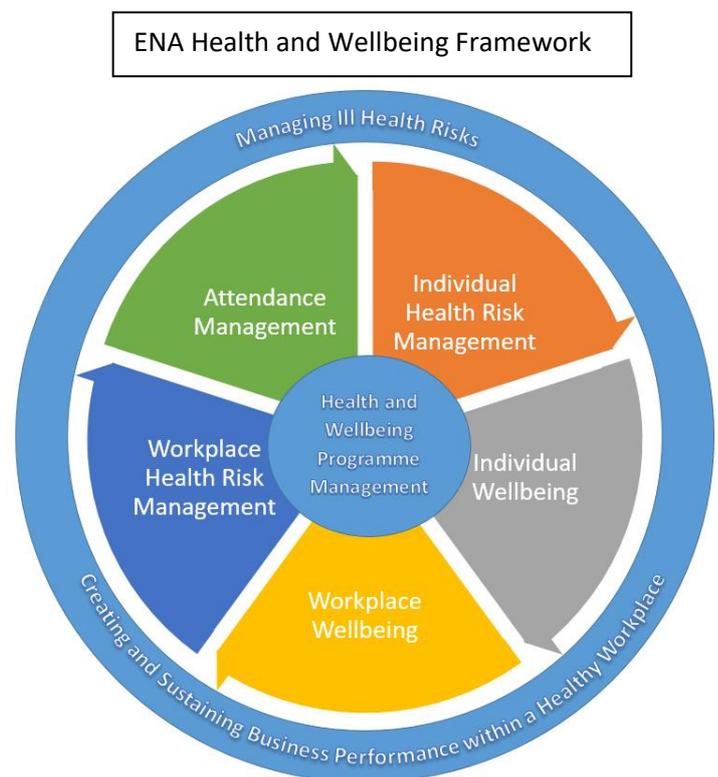
The industry working groups set out and managed plans on the industry health issues within the 2016 Delivery Plan, and key achievements were reported in the Progress Report and SHE Review for that year highlighting a number of company initiatives and campaigns as case studies. Additional guidance was provided by the ENA Occupational Health Committee 2018-2020 Business Plan overseen by the Committee Chair and 2016 Champion Geoff Earl (SHE Director, Northern Powergrid). Industry guidance was also mindful, where appropriate, of HSE priority messages outlined in their Health and Work Strategy, including plans focused on Musculoskeletal Disorders (MSDs), Work-related Stress and Occupational Lung Disease.

Occupational Health data

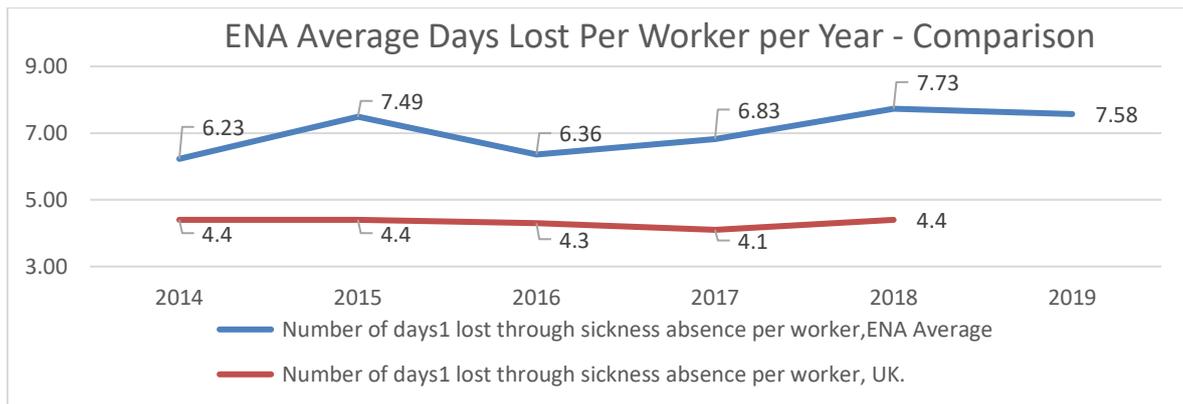
A policy framework was developed by the electricity networks sector during PI Phase 1 that sought to capture an approach to managing progress on health by both quantitative and qualitative means. A Healthy Workplaces Framework was adopted comprised of the twin arms of Occupational Health Management and Health and Wellbeing Policy. The former encapsulates a traditional case management approach including managed referrals, EAP provision, health surveillance and sickness absence monitoring, whilst the latter addresses the company initiatives and campaigns that are introduced to help manage and promote employee physical and mental wellbeing. This built on the existing policy approach set out in the industry Health & Wellbeing Framework.

A Reporting Template focused on the main causes of health absence (MSDs, mental ill health, public health), and also enabled qualitative reporting on specific issues such as HAVs. This led to the production of an annual dashboard of networks data and information from 2014-2019 that enabled trends to be identified both within individual companies and across the sector.

The Health and Wellbeing Matrix was comprised of the policies, strategies and campaigns that were introduced or supported by the companies, which assisted in cross company learning and the sharing of good practice. These benchmarks of progress have helped determine the future health priorities and objectives in PI Phase 3.



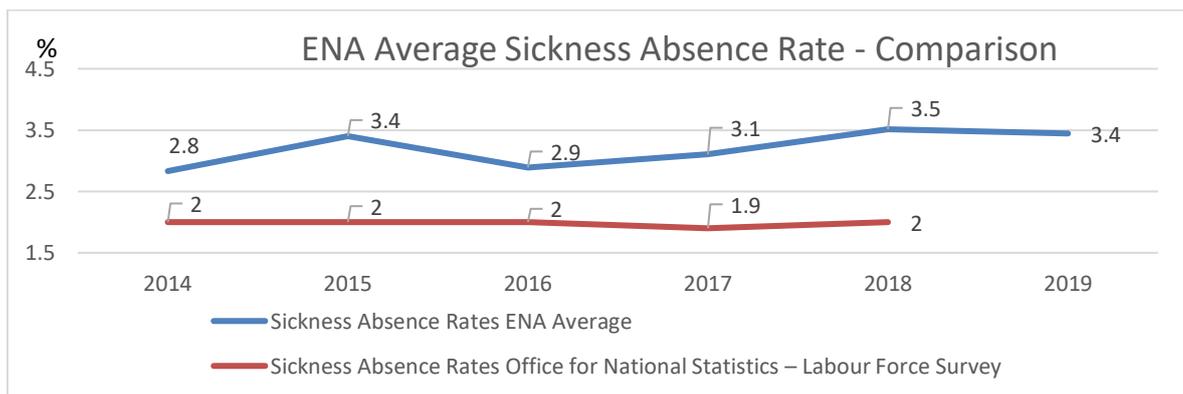
Industry and National Benchmark



The average number of working days lost due because of sickness or injury generally increased through Phase 2 of PI, and in comparison with the UK average the Electricity Networks sector was higher each year.

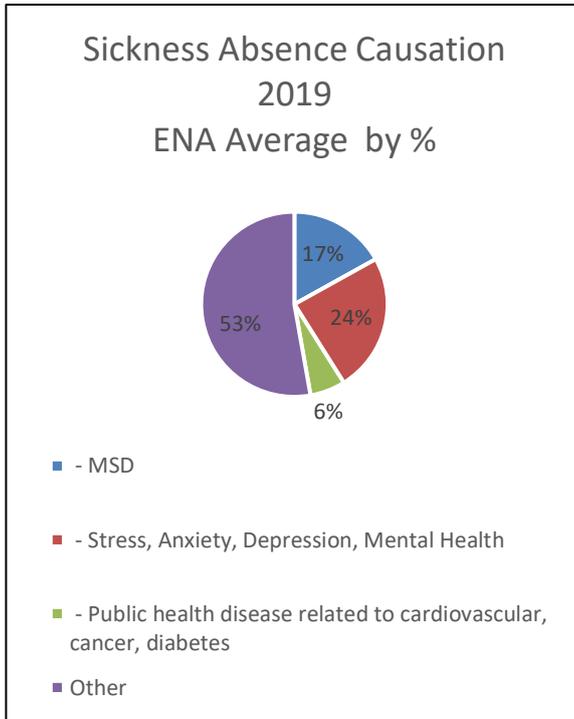
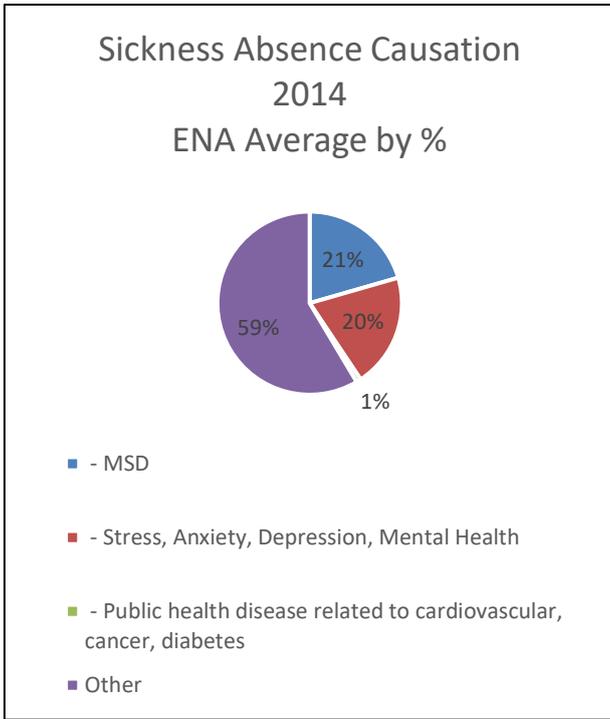
“An estimated 141.4 million working days were lost because of sickness or injury in the UK in 2018, the equivalent to 4.4 days per worker.” (Source: Office for National Statistics – Labour Force Survey).

The latest HSE statistics for 2019/20 report 38.8 million days lost due to work-related ill health and workplace injuries with the majority (32.5 million) caused by ill health, the figures again derived from the Labour Force Survey. These percentages of occupational absence and ill health will be reflected in the above industry average figures meaning the majority of industry absence is due to routine sickness. (Source: HSE Statistics 2019/20).



The ENA average sickness absence rates have risen marginally each year since 2014 and in comparison with the UK average, the Electricity Networks Sector was higher each year.

“Minor illnesses were the most common reason for sickness absence in 2018, accounting for 27.2% (38.5 million days) of the total days lost to sickness. This was followed by musculoskeletal problems, at 19.7% (27.8 million days). After “other” conditions, mental health conditions were the next most common reason, accounting for 12.4% (17.5 million days).” (Source: Office for National Statistics – Labour Force Survey)



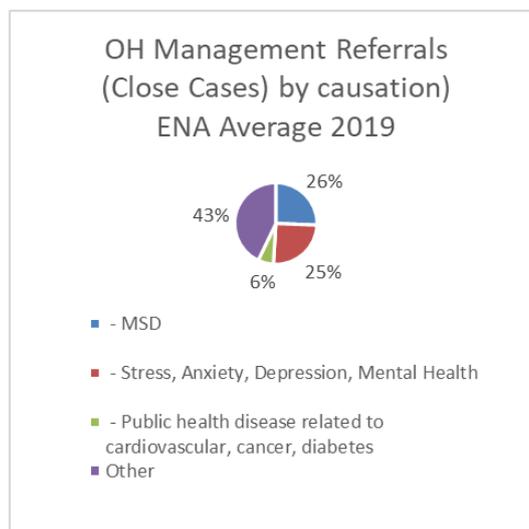
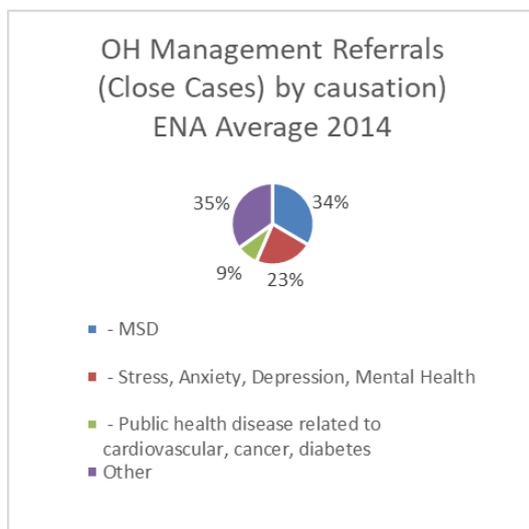
The national figures on causation are reflected in the electricity industry figures; between 2014 and 2019 MSDs and Stress, Anxiety, Depression and Mental Health have remained the most prominent occupational cause for sickness absence across the Electricity Networks sector. 'Other' absence represents minor non-occupational illness and sickness.

There has been some shift in the contribution to absence rates from these main causes. Companies are more accurately recording public health related illness, whilst mental ill health is overtaking MSDs as the main cause of ill health. These issues could partly account for the average increase in working days lost in the sector as serious illness and mental ill health are more likely to result in chronic, longer term absence than acute, short term illness.

2014-2019 Performance

Occupational Health Referrals

A similar pattern is observed in recorded case management referral cases; although these are lower numbers than overall absence figures, again a gradual shift in the causes of ill health is observed.



On average around 10% of employees were referred to occupational health each year between 2014 and 2019. Of these non-work related conditions predominate and only a small percentage of employees were deemed unfit at discharge. For work-related causes referrals for MSDs predominate (34% in 2014, down to 25% in 2019) followed by stress/anxiety/depression and mental health (23% in 2014, up to 25% in 2019). Improvements may be attributable in part to physiotherapy intervention for MSD issues, and most companies accept management referrals for assessment and physio treatment as appropriate. This remains an important service provision, whilst it is noted that back referrals continue to predominate over limb and neck issues.

Employee Assistance Programmes (EAP)

All companies offer EAP services to staff and between 3 - 11% employees used the service in 2014 and around 4-11% in 2019. All companies' EAP service includes the following: Wellbeing Advice; Debt Management; Legal Guidance; Mental Health Support; Employment Concerns; Drugs and Alcohol advice; Bereavement and Relationship Difficulty guidance. EAP service provision is therefore linked with company health and wellbeing initiatives.

Health surveillance data and reportable health cases fulfil companies' legal and regulatory requirements, and the data helps focus industry attention on any specific issues to address. Other information collected through the template includes benchmarking on company health service provision and commitments on health reporting. Businesses routinely report health performance at Board level, utilise accredited health providers, and have committed to a range of national wellbeing initiatives.

Qualitative information

Health & Wellbeing Matrix

An industry Health and Wellbeing Matrix sets out company commitments on mental health, healthy eating, exercise/lifestyles, and general health and wellbeing initiatives. Detailed information on services offered to employees has enabled companies to share good practice and provide alignment with Government policies. Real progress has been made in training employees on mental health and resilience (for example Mental Health First Aiders), encouraging healthy lifestyles at work and at home, and promoting the awareness and adoption of a range of health programmes.

Forward look

PI Phase 3 will again feature occupational health as a priority and its importance is reiterated by being the focus of the first two years of the strategy. PI includes a commitment to address health and wellbeing issues as well as safety, and acknowledges the personal and economic consequences of work-related ill health. The vision is for a healthier workforce by 2025, and the industry has committed to both reduce work-related sickness absence by 10% over the next five years and reduce the number of days lost due to mental ill health.

This ambition will be realised through an Occupational Health Delivery Plan that provides the focus for an integrated approach to managing health through specialist healthcare provision, the adoption of suitable health surveillance systems and fitness to work programmes, and raised awareness. Individual company initiatives will support continuous improvement in reducing work-related ill health rates, with a focus on specific outputs for priority topics including fatigue management, mental ill health, and MSDs.

In 2020, there has been a concerted effort to manage workplace health risks caused by the COVID-19 pandemic and a wealth of information, policies and control measures have been introduced, and are being routinely monitored and updated as necessary. There is a collective industry approach to the development of a policy position and standard on fatigue management, accompanied by risk assessment tools and guidance which will be published in 2021. This is one area where collaboration across the electricity and gas networks has been evident, and through PI network and generation companies now aim to build on shared health challenges over the next five years in the pursuit of common solutions.

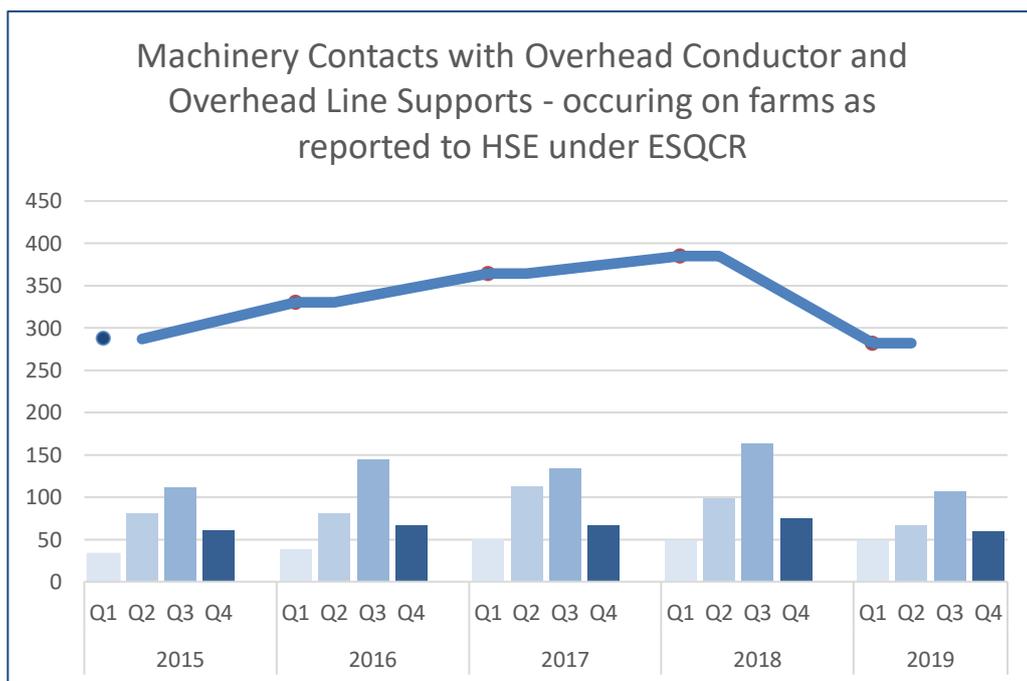
As work develops during the course of PI Phase 3 other supporting frameworks will be revised, including an updated ENA Occupational Health Committee Business Plan to help shape the work of the network companies, and a revised Reporting Template to improve the collection and analysis of health data to enable further benchmarking of progress.

Measuring Progress

Public Safety (Underground Cable Damages & Overhead Line Strikes)

Although not a specific focus area for the second phase of Powering Improvement, companies across the sector have a responsibility to ensure the safety of their customers and general members of the public (MOP) that may be affected by their activities, for example a large proportion of electricity assets (particularly in the Electricity Networks Sector) are in the public domain.

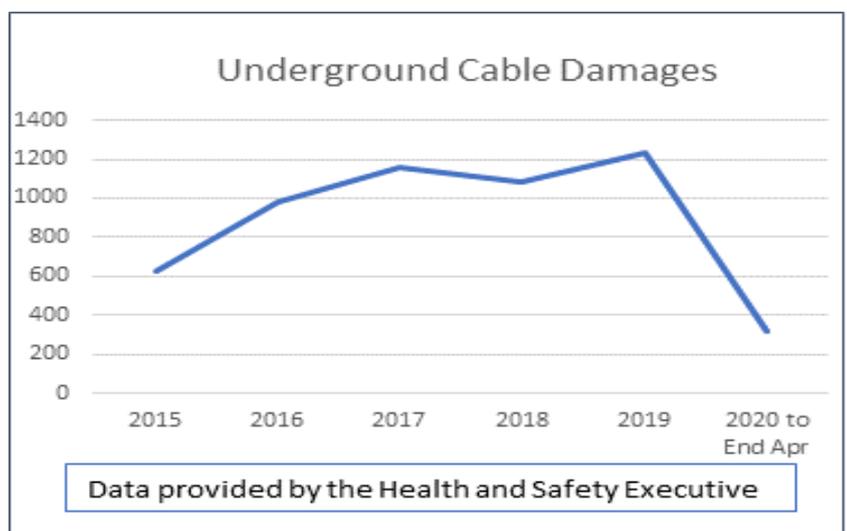
ENA's Public Safety Committee oversees the operational work identified in its [strategy 'Our Commitment to Public Safety'](#). The Committee continues to be actively involved in the production of information for a range of priority target MOP groups that are potentially at risk from carrying out activities close to electricity networks, both overhead lines (OHLs) and underground (UG) cables. This information includes leaflets, videos and attending national and local events providing advice on 'keeping safe in the vicinity of electrical equipment'. All information produced to date is available via [ENA's website](#).

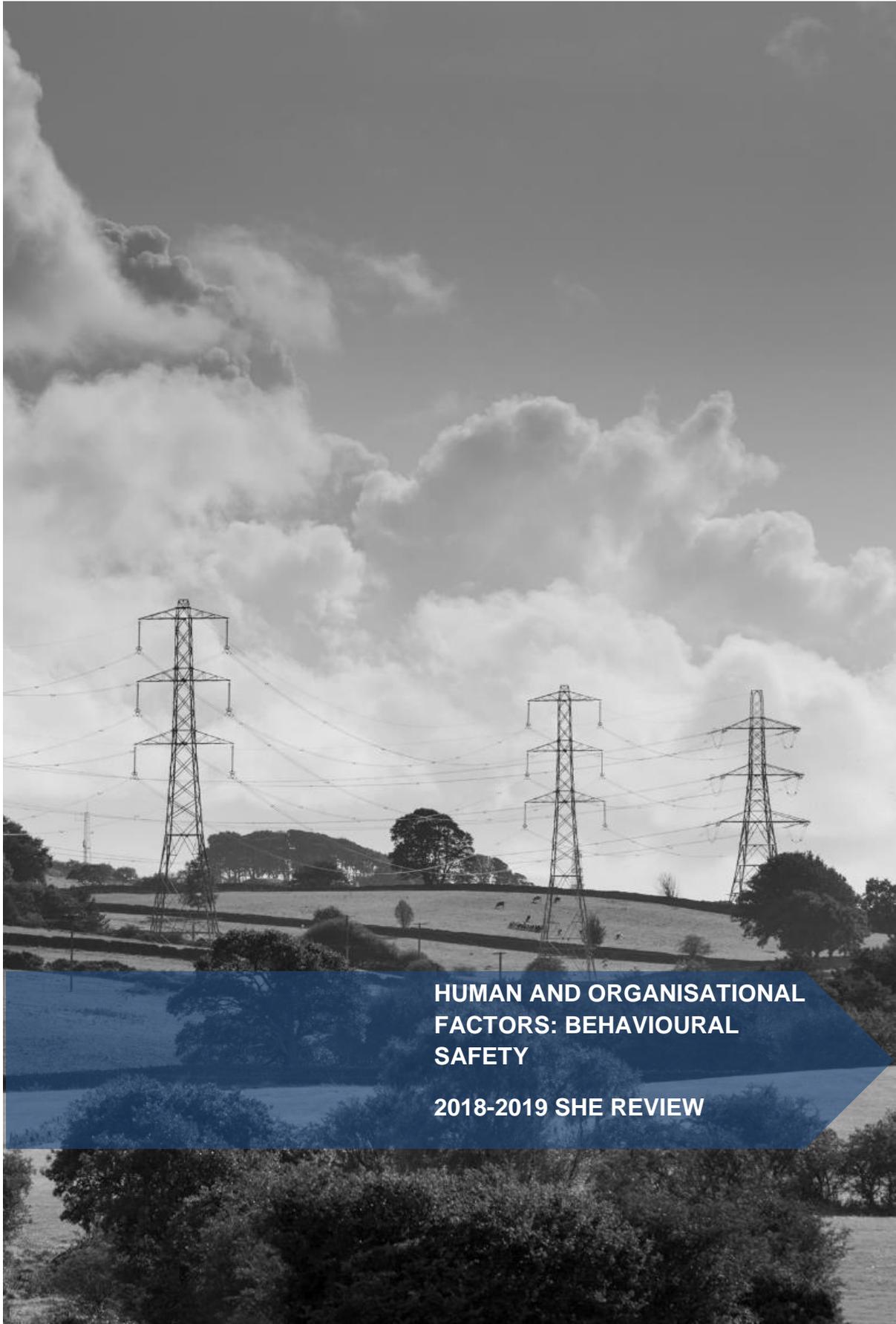


The chart for OHL contacts to the left show a steep increase between 2015-2018. As a result ENA and its members took this the opportunity to produce a safety video alongside a national campaign to help raise awareness to farmers and the agricultural sector to ['Look Out, and Look Up!'](#) for OHLs. This led to a steady decrease in 2019. We will continue to focus on this into 2020 and beyond through our Powering Improvement Strategy. *Data provided by HSE

The chart on the right for UG cable strikes shows there has been a steady increase over the last 4 years and in some cases these have led to injury to members of the public. ENA and its members will be focussing on this by producing a third video and national campaign - ['Think before you dig'](#) which is aimed at MOPs who may work in the vicinity of UG cables. The campaign was published in 2020 and promoted through the Powering Improvement Strategy.

*Decline in 2020 due to YTD data available and work reduced across the sector due to COVID-19 pandemic





**HUMAN AND ORGANISATIONAL
FACTORS: BEHAVIOURAL
SAFETY**

2018-2019 SHE REVIEW

AIM

The 2018 and 2019 theme, championed by Sue Ferns, Deputy General Secretary of the Trade Union Prospect, and Peter Emery, CEO Electricity North West, focussed on Human and Organisational Factors and Behavioural Safety. Having joint champions for the 2018 theme mirrors the approach taken in **2013** during the first phase of Powering Improvement, when the annual theme was *'Human and Organisational Factors: Behavioural Safety and Personal Responsibility'*.

- The theme provided an opportunity to define and promote relevant human and organisational factor messages not only for 2018, but into 2020 and beyond.

Background and Focus for Action

Within the Electricity Networks Sector, the intention for this theme was to focus action on identified at risk groups across both staff and contractors, and more specifically human and organisational factors surrounding the interaction between staff in two key operational roles, Senior Authorised Persons (SAPs) and Competent Persons (CPs) i.e. how well they interact to ensure safe outcomes.

The specific emphasis was around how the staff (both direct employees and contractor partners) in these key roles communicate with one another. For example, “is there a culture that allows an adequate level of challenge (upwards as well as downwards) when safe systems of work are being developed, agreed or issued?” In the interest of health and safety, staff need to be comfortable and willing to, when necessary, challenge and be challenged.

The goal is that SAPs (despite their seniority, competence, and the fact that they issue safety documents daily) understand that challenge is positive and to be accepted, and that those receiving safety documents are willing to challenge when justified to do so. Ultimately this is about ensuring staff in these key roles work well together to achieve good results and safe outcomes. A key deliverable of this project is the development of good practice guidelines.

To structure the overall work for the year, three areas of influence on the health and safety outcomes of work involving SAPs/CPs were explored, namely:

- 1) **Leadership** (i.e. the influence of senior and local/supervisory leadership on working practices; are workers encouraged to stop and challenge when they have H&S concerns?);
- 2) **Processes** (i.e. are the written and often long-standing procedures and ways of doing this correct? Are procedures available, well written and easy to follow? Are procedures practical to follow and effective?);
- 3) **Behaviours** (i.e. why do people do what they do? what causes behaviours to deviate from training standards and company procedures? what do we need to do to ensure our industry culture is just and fair?).

During 2017/18, within the GB electricity networks sector, HSE undertook a proactive inspection intervention that targeted (amongst other things) how network operators manage the competence of SAPs. One driver for this was the fact that HSE had concluded that between 2002 and 2017 some 13 fatal incidents involving SAPs (and/or authorised persons) had occurred in the electricity networks sector that involved authorisation and setting to work issues . These incidents included nine electrocutions.

2018 – View of the Champions

Peter Emery, Chief Executive Officer, Electricity North West:



“I was pleased and excited to take on the role of a Champion particularly for these years with the focus on Human and Organisational Factors. My experience working in large refineries, power stations and more recently in electricity networks and the construction industry show that even with the best systems, policies and procedures in place, top class safety performance will not be achieved without positive and constructive working relationships at all levels both in and between organisations. The fundamental ingredient that underpins all this is trust and this is only sustained through action and safety leadership in the widest sense.”

Sue Ferns, Senior Deputy General Secretary, Prospect:

“Despite reductions in accident rates, we still have a long way to go to achieve our joint aim of ensuring that everyone in the sector returns home after a day at work uninjured and without any harm to their health.

The work on human and organisational factors has started to focus our minds so that:

- *Everyone is trained to work safely and to recognise when to stop the job;*
- *We build a culture where people are encouraged and supported to work safely;*
- *We improve communication so individuals both give and accept challenges to the way they work;*



A safe working environment is also a productive working environment: moreover a culture that values individuals will appeal to all parts of society as the industry aims to recruit a unprecedented number of new entrants.

Prospect, and the other unions in the sector, have worked at national and company levels throughout 2018, 2019 & 2020 to promote improvements in working culture so staff feel safe and valued.”

OUTPUTS

- Produced a report on which highlighted the learning from the ENA commissioned HSL research into the roles of SAPs and CPs.
- Delivered events, workshops, similar training and activities to bring together SAPs/CPs, and all other staff and contract partners to facilitate cross boundary learning, networking and professional development. We have seen a marked improvement on industry engagement as a result.
- Identified, collated and published examples of successful member company human and organisational factor initiatives and case studies. These case studies can be found within this SHE Review.

Case Studies

Simon Keightley on NORTHERN POWERGRID



Colleague Engagement Survey

Surveys of this nature took place in October 2018. It was an anonymised survey that covered multiple factors including safety.

The purpose of the survey is to ensure everyone in our business has a voice and can give their honest opinion about working here. It is a great opportunity for all colleagues to give their feedback about Northern Powergrid as an employer. It reaches every colleague, regardless of contract type to ensure you all have the opportunity to anonymously tell us what you think. Please do take time to complete the survey, don't forget that to say thank you for giving your feedback, we will donate £1 to Macmillan Cancer Support for every completed survey.

High level metrics on survey results were provided to management teams and action plans were produced.

Safety and Health Improvement Plan (SHIP)

Our SHIP focuses on the areas where the risk is deemed to be the greatest and is aimed at continuing to implement procedural, technological and behavioural changes to improve risk management, and develop a positive, co-operative and forward thinking health and safety culture. Our SHIP contains initiatives designed to ensure that we adhere to and develop our policies and procedures in order to assist in injury prevention and health promotion in the following areas:

- Risk Assessment/Human Factors and Behavioural Safety Initiatives
- Employee Engagement
- Asset Management and Maintenance
- Road Risk Management
- Operational Performance
- Occupational Health
- Public Safety

Incident Investigation and Incident Root Cause Analysis

All accidents, operational incidents and significant near-miss events are investigated in line with established and documented Northern Powergrid policies and practices. The level and detail of the investigation is dependent upon the injury or potential harm realised from the event. Investigation findings are fed back into the routine training and communications process.

Northern Powergrid managers, who undertake or support incident investigation, receive training in incident root cause analysis. The training details incident investigation processes to identify immediate causation factors and underlying root causes. This technique identifies direct and underlying root causes that result in behavioural failings by the individual(s) themselves or within the supervisory and control structure.

The root cause method helps the investigation team to determine the behavioural based components of error or violation, in accordance with the Health and Safety Executive's HSG 48 guidance 'Reducing Error Influencing Behaviour'.

Behavioural Coaching to Improve on Site Risk Assessments

Analysis of injury accidents identified that poor hazard recognition and/or the lack of an effective risk assessment and risk control process was a common factor in over 70% of cases. In 2012 we added a formal quality assurance checking system to sample and evaluate on site assessments undertaken by front line staff on a monthly basis.

This process allowed us to identify individual's and teams' performance and undertake requisite coaching to modify behaviour towards risk identification and control. This process has also allowed us to praise and reinforce good safety behaviours

Recognition of Good Safety Behaviour (Safety Champions Scheme)

Since 2012 we have operated our "Safety Champions" scheme to recognise our highest safety performers. We believe it is essential that we acknowledge the worthwhile and valuable contributions from our staff and contractors towards improving health and safety, both as individuals and also working together in their teams. In both cases this initiative recognises, reinforces and encourages attitudes and behaviours that directly contribute to our success in improving health and safety performance. We commend our Safety Champions as role models to promote health and safety best practice within our organisation.

We give individual awards to members of staff who consistently demonstrate the highest level of safety performance when being inspected on site by our safety audit team. These people are recognised in our regular safety communications so that their achievement is acknowledged throughout our organisation.

We are also keen to acknowledge the contribution made by individuals working with their colleagues as part of larger teams. Our field-based craft staff are placed in "Safety Champion Teams", and their team performance during the year is measured based on accident performance, near miss events, driving incidents and the other safety measures we routinely collect. We then make a donation totalling £10,000 to the charity or charities nominated by our top three Safety Champion Teams.

Field Engagement Programme

Companies with outstanding safety records have discovered that an essential component to achieving this is having their board members and all other managers make regular safety tours. Whereas technical inspections and audits lie in the realm of the specialists, safety engagement visits correctly fall within the sphere of responsibility of those who lead the company i.e. directors, heads of department, the line managers, supervisors and safety representatives.

Since 2013 we have implemented a field engagement programme involving all members of our leadership team from executive to managerial levels. Managers will undertake a site based field safety tour every three months. The tours are not an audit but an opportunity to "engage" on a personal face to face level in the field, and promote two way discussions relating to safety matters. The programme seeks to:

- Get management, employees and contractors talking safety on the same level
- Provide opportunity to look, listen and respond to H&S matters
- Discover, commend & positively reinforce good practice
- Detect, confront & remediate the weaknesses in H&S practice and performance

This programme results in over 800 "safety conversations" taking place in the field each year.

In 2020 the field engagement programme has been extended to include 300 of our technical staff engaging with staff to add over a thousand additional safety conversations on site.

Human Performance Improvement (HPI) Working Group

Northern Powergrid is part of the Berkshire Hathaway Energy (BHE) group of companies and collaborates across the BHE group to understand and minimise the impact of human error. Amongst other things Northern Powergrid has built into its Operational policy and training a number of "HPI Tools" or techniques that are used when the likelihood of human error is high.

A brief insight into the Safety Climate Survey of which WPD carried out in 2018 and 2019 in alignment with Powering Improvement's annual initiative on Human and Organisational Factors: Behavioural Safety. The survey was an independent and anonymous survey of staff with the aim to identify workforce perspectives on WPD in relation to Organisation, Management, Communication, Team and Individual levels.

- **Target audience and workforce engagement:**

WPD operational and support staff including technical staff.

- **Timescales:**

12 month programme.

- **Measurable outcomes:**

Circa 19,000 responses. Led to a more in depth understanding of staff perspectives which could be further enhanced by age, role & location.

- **Positive impacts on the organisation:**

Has led to a significant review of the company's approach to safety, engagement and communication

Any external engagement or promotion (industry partners and supply chain)

Utilised an independent safety leader to undertake the survey and workshops and compile the report, and the lead continues to monitor the subsequent action plan developed as a result of the survey. Summaries will be reviewed at the December 2019 Safety Managers Committee meeting with a view to collating suitable case studies and learning for the 2015 – 2020 Powering Improvement Progress Report.

Safety Climate Survey 2018/19

- 1800 surveys sent to staff
- 19,051 data items received and input into an assessment model
- Scoring across all four licence areas were consistent
- 15 separate independent employee workshops held were attended by 141 employees including safety representatives
- No group larger than 12 people to keep it manageable and engaging

Outputs/Results

- Staff believe they are well trained and refreshed at regular intervals
- Staff are dedicated to the work they undertake whilst at work
- Staff believe they are well equipped in order to undertake their roles safely
- The majority of staff had job satisfaction within their role
- The majority of staff took pride in their job
- The majority of staff would have a member of their family work for WPD
- WPD safety performance is trending positively each year
- A company safety action plan has been developed aimed at addressing the common areas of concern identified by staff in the survey, and the action plan is reviewed on a monthly basis.

- Actions in the main were all completed in 2019 with positive results
- Details of actions completed were communicated at company safety meetings and in company publications, monthly staff briefings etc.

Brian Sinclair on Northern Ireland Electricity Networks (NIEN)



Annual Company Safety Stand down

NIE Networks carry out an entire company stand down day for every employee at the beginning of January, from office to field staff, including Director level. Our seminars focus on the areas where the risk is assessed to be the greatest in all areas of the business from offices to site work, and is primarily aimed at behavioural safety improvements. Many aspects of Risk Assessment, Behaviour and Challenge in our health and safety culture are considered. Around 1200 employees attended over the 10-day period.

All the below topics were covered in detail, utilising internal and external speakers:

- Our Culture – Zero Harm.
- Individual responsibility and Corporate accountability.
- Risk Assessment - Human Factors and Behavioural Safety
- Mental resilience
- Road risk management – Railway crossing aware
- Operational performance - Switching
- Occupational Health
- Public safety
- Dog bites and how to avoid - Dog behavioural expert
- Asbestos awareness

The presentations on each day would also include a number of discipline specific presentations (3 short 10 minute presentations) delivered by the Team Managers which would be targeted at particular disciplines attending on that day.

Incident Investigation Analysis

All incidents including operational and (P1) near-miss events are investigated in line with our Policy. The level and detail of the investigation is dependent upon the injury or potential harm from the event.

It is our policy to report and investigate all incidents, industrial diseases and dangerous occurrences and we also investigate Near Miss Reports where the severity or risk is of a significant level.

Reporting of incidents and Near Miss events are encouraged to develop a workplace which recognises Zero Harm and encourages a positive health & safety culture. Information within the reports shall be used by management to identify trends and review performance or potential vulnerabilities within the Health and Safety Management System. All incidents will be investigated, and any learning used to help prevent recurrence and develop our Corporate Memory.

A number of incidents in 2019 were investigated as they caused harm even though they were not directly work related but occurred in working time. This has increased the level of risk awareness and improved the safety culture towards zero harm.

Health and Wellbeing

NIE Networks' Health and Wellbeing Forum is integrated into the Employee Engagement process to promote initiatives aimed at helping staff to maintain good physical and mental health, and encourages staff to take

responsibility for their own health and wellbeing. It works collaboratively with Health, Safety & Environment in health and wellbeing promotion.

- In conjunction with our occupational health advisors we agree an annual health surveillance programme.
- For a number of years, we have delivered a structured calendar of health and wellbeing initiatives that are delivered during an annual event every October.
- The delivery of Mental Health First Aid training has supported our aim to provide help and support to our employees.
- Our plan is to deliver 10 Mental Health awareness training sessions to senior and frontline managers by year end, focusing on “Managing Stress and Building Resilience through Uncertain Times” for 60 employees.

The health and wellbeing forum and other engagement forums will be working together to ensure the appropriate support mechanisms are in place for any potential employee anxiety or concerns.

Colin Dorward on National Grid



Human Factors programme

We have run various human factors and cultural programs over the last 10 years, but the most recent ones are *Safe Start* and *Choose Safety*. These programmes are championed by various employees in varying roles across the company. Both the courses are focused on improving our culture but also have human factor elements included within them.

- ***Aims and objectives:***

To improve our culture and reduce human factor near misses and incidents.

- ***Target audience and workforce engagement:***

The target audience for both courses has been operational and non-operational staff, as well as our contractors for choose safety.

- ***Timescales:***

Started to roll it out at the beginning of 2019 and it will continue into 2021.

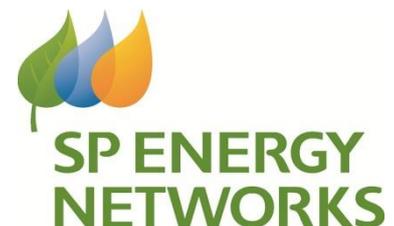
- ***Measurable outcomes:***

It's quite early to quantify the effect that it has had on our workforce and business, but the feedback from both our staff and contractors to date has been very positive.

We have actively engaged our contractors and supply chain in the development and roll out of these initiatives and will continue to do so.

Dave Naylor on SCOTTISHPOWER ENERGY NETWORKS

We have ran a number of Human Factors and Behavioural Safety Programmes over the last 3 years, details of which are highlighted below.



Behavioural Based Health and Safety Training Module

- ***Aims and objectives***

This electronic online training course has been developed for all staff across the ScottishPower Group to:

- provide a general awareness on what behavioural based safety is;
 - illustrate the importance of leading by example;
 - encourage staff to recognise good behaviours as well as challenge unsafe acts and conditions; and
 - educate staff on what to expect during behavioural based audits/inspections
- **Target audience and workforce engagement:**

This electronic training course has been developed for all staff across the ScottishPower Group. Ongoing scheduling and delivery of this online training course will continue during 2020-2021.

Mind Safety Programme

- **Aims and objectives:**

Using the experience of the aviation industry this course was designed to:

- show the importance of human factors in managing safety,
 - describe how human factors training might reduce errors, and
 - highlight the use of particular behavioural strategies to reduce the likelihood of human error.
- **Target audience and workforce engagement:**
- This was an update to a course ran several years ago and was aimed at 80 members of staff (Operational Engineers) with less than 3 years' experience within the Company who had not experienced the original awareness training.

- **Timescales:**

One day pilot with a view to delivering more training in 2020-2021.

- **Measurable outcomes:**

It's quite early to quantify the effect that it has had on the workforce and business, but the feedback from those staff members who attended has been very positive and we are currently working on a revised course for delivery in 2020-2021.

Coaching Safety Campaign

- **Aims and objectives:**

We noticed that the unsafe audit findings from the professional Health and Safety team in SPEN were significantly higher than those recorded by the team leader site audits. The aim of the campaign was for the H&S consultants to run a series of workshops to focus on leadership responsibilities and how to recognise and challenge unsafe acts identified on site.

- **Target audience and workforce engagement:**

The target audience on the first campaign was Operational Team Leaders and local Safety Representatives. Some of the later sessions included senior managers who conduct site audits.

- **Timescales:**

The workshops ran throughout 2018 and 2019.

- **Measurable outcomes:**

The unsafe actions identified and recorded by the coached Team leaders increased from an average of 5% in 2018 to circa 25% by the end of 2019.

SLAM (Stop, Look, Assess, Manage) Campaign

- **Aims and objectives:**

To improve our situational awareness and reduce human factor related incidents, accidents and near misses.

- **Target audience and workforce engagement:**

The target audience has been operational and non-operational staff as well as our contractors. During 2019 there were a number of safety stand downs focussed on how to use the SLAM technique for daily tasks.

- **Timescales:**

Started to roll it out at the beginning of 2019 and it will continue into 2021.

- **Measurable outcomes:**

It's quite early to quantify the effect that it has had on our workforce and business but the feedback from both our staff and contractors has been very positive.

SAP Seminars

- **Aims and objectives:**

To increase the knowledge and experience of operational staff regarding operational incidents with the aim to reduce human factor related switching errors and incidents.

- **Target audience and workforce engagement:**

The target audience has been operational SAPs and Control Persons as well as our SAP contractors.

- **Timescales:**

It has been running for a number of years now, but the intention for 2020/21 is to roll out a similar programme for all authorised staff.

- **Measurable outcomes:**

It is difficult to measure the outcome in actual statistics, however the feedback from SAPs and CPs has been very positive and allows the attendees to discuss issues in detail and learn from operational incidents amongst a likeminded group.

Craig Short on UK Power Networks

The 2019 HSL Survey was open to 6000+ employees to give their views and opinions on the safety climate at UK POWER NETWORKS. There were a number of favourable responses highlighting the work already carried out at UK POWER NETWORKS and conversely some unfavourable responses that have focussed us on where we need to do more.

Favourable –

- Organisational Commitment – Good communications relating to Health and Safety (87%)
- Organisational Commitment - Company encourages suggestions on how to improve Health and Safety (86%)
- Peer Group Attitude – All the people in my team are committed to Health and Safety (84%)

Unfavourable responses –

- Accident and Near Miss reporting – Near Misses are always reported (28%)
- Usability of Procedures – Some Health and Safety procedures are difficult to follow (25%)
- Usability of Procedures – Some Health and Safety procedures do not reflect how the job is actually done.

Although the unfavourable responses have improved in each survey, there is a strong commitment to ensure they are reviewed and areas for focus are targeted.

Procedures – Post the HSL survey, a Trade Union Safety Representatives day was held to discuss the findings.

These were analysed and from this a number of key issues were identified forming 5 main themes:

1. Understanding of Requirements
2. Clarity of Documents
3. Feedback and Consultation
4. Accessibility of Documents
5. Plant and Equipment

During the summer of 2020, a campaign is being run for employees to have their say on what procedures impact them and where improvements can be made. This will be carried out with Trade Union assistance and ensure that our procedures are workable and fit for purpose.

Stay Safe 2019

The successful Stay Safe programme underwent a second phase of development days. This focussed on the 3 main pillars to improve UK POWER NETWORKS's safety performance.

These were:

Risk Profiling – Understanding what our team's perception of risk is and whether this aligns with the businesses view of risk. By understanding the divergence we can ensure that the right areas are addressed and guard against any complacency.

Beyond Zero - Generating an increased belief that going beyond zero is possible. Raising focus on leading indicators and engagement interfaces.

Modelling Excellence – Celebrating success and sharing best practice across the business. Demonstrate visibly what "great" looks like. Increase motivation to behave and act in a positive safety culture.

Ellen Richardson on Electricity North West Ltd



Human Factors programme

- ***Aims and Objectives:***

1. Improve employee engagement through coaching discussions
2. Increase management visibility and two-way communication
3. Remove error through planning co-ordination and reduction of risk
4. Obtain and analyse quantitative data

- ***Timescales:***

The initial period to plan, deliver, embed, and reinforce the objective was forecast over 3 years. This will be an evolving three-year cycle to ensure the development of our safety culture and ensure continuous improvement.

Behavioural safety training was cascaded through the management team from the directors to their senior leadership teams who provided onward cascade to their wider leadership teams. The process took between 4-8 months to fully implement, and a further 4-6 months whilst managers were developing their new skills.

As the training had a steady cascade, so did the engagement visits and all levels of management began to undertake visits and holding two-way conversations.

The introduction of Point of Work Risk Assessment was introduced with immediate effect, giving colleagues a ‘tool’ to take necessary steps to ensure procedures were available, the correct tools and equipment were available, the environment was safe, and individuals were encouraged to take the time to apply defensive behaviours.

Whilst incident investigations have continued to take a tiered approach to the complexity dependent upon the nature of the incident, the focus upon ‘application of defensive behaviours’ put a focus on identifying the cause of human error.

- ***Measurable outcomes:***

A mixture of leading and lagging indicators were identified to monitor and measure the outcome of the objectives. Performance Indicators included:

- DuPont Training delivery
- Compliant site performance observations
- Increase in quality near misses and positive interventions not quantity
- Incident rate reduction

Senior leaders tracked progress against delivering the objectives through monthly reviews. The end of year results as seen below, were pleasing. As predicted, the number of near misses and safety observations declined as the quality improved following training and coaching.

Objectives	2018	2019	2020
	Financial Years (April to April)		
OSHA Lost Time Injury Frequency Rate	0.060	0.047	0.024
Safety Observations and Near Misses	14,293	12,250	11,261
Performance Objectives	3,018	6,979	7,551
Dupont Training to Plan	95%	100%	100%

- **Positive impacts on the organisation:**

With active safety engagement throughout the leadership team, managers have focused on working closely with colleagues through undertaking performance observations to engage in safety conversations to reinforce positive action and where required, reduce risks.

Regular positive engagement with colleagues has encouraged open conversations about potential improvements to maintain high safety standards, this has driven an increase in quality near misses being reported rather than high numbers of near misses that are low impact high frequency hazards.

The perception of safety across the business has significantly increased over the past three years with a focus on application of defensive behaviours to reduce human error. The business provides a Pulse Survey every six months to monitor the climate; safety is a key part of that and the results have been encouraging with colleagues reporting that safety is a priority and they feel that they have a safe place to work.

- **Any external engagement or promotion (industry partners and supply chain):**

Electricity North West Ltd engages framework partners monthly to communicate key information on incident, best practice, learning, policy updates and initiatives. Our partners have welcomed the initiatives introduced to manage the significant risks that colleagues and contractors may face. This has brought increased communication and open learning, the adoption of best practice and collaborative working to increase governance.

Ian Crawley on Scottish & Southern Electricity Networks (SSEN)

Human Factors programme: Influencing Behaviours and Empowering Supervisors



- **Aims and Objectives:**

The aim of Influencing Behaviours in 2019, and its development for Empowering Supervisors, is to continue the work introduced in the early programme and set it as an enduring programme to refresh our teams on a rolling basis. The enduring phase aimed to involve a third of all SSEN staff, and invited contract partners in a refresh of the way our behaviour influences safety over a three-year rolling cycle. New staff are on-boarded and encompassed in the programme to ensure all our staff receive training on this important topic.

Recognising the critical role that supervisory staff must play in setting and maintaining the standards of safety required to ensure our teams get home safely, we have expanded the Influencing Behaviours programme to include "Empowering Supervisors". The aim of this expansion is to ensure those in our teams that have a supervisory role have the necessary skills, tools and support to effectively influence and manage safety within their teams, and support individuals in making safe decisions to prevent incidents. This includes an understanding of the psychology of why people do what they do and how supervisors "set the scene" to demonstrate high standards.

- **Timescales:**

During 2019 the Influencing Behaviours enduring programme was rolled out to ensure that a third of all SSEN staff and invited contract partners received a refresher in the topic. Circa 1600 staff were "refreshed" during the 2019 year. This enduring programme will continue annually with all staff having attended a refresher in a three-year cycle.

Those in a supervisory role received a series of three sessions to empower them to promote and support safe working. The first, Day 1 is on Mindset, followed by a further Day 2 and Day 3 (Scenario days) later in the same year which looks at supporting staff individually.

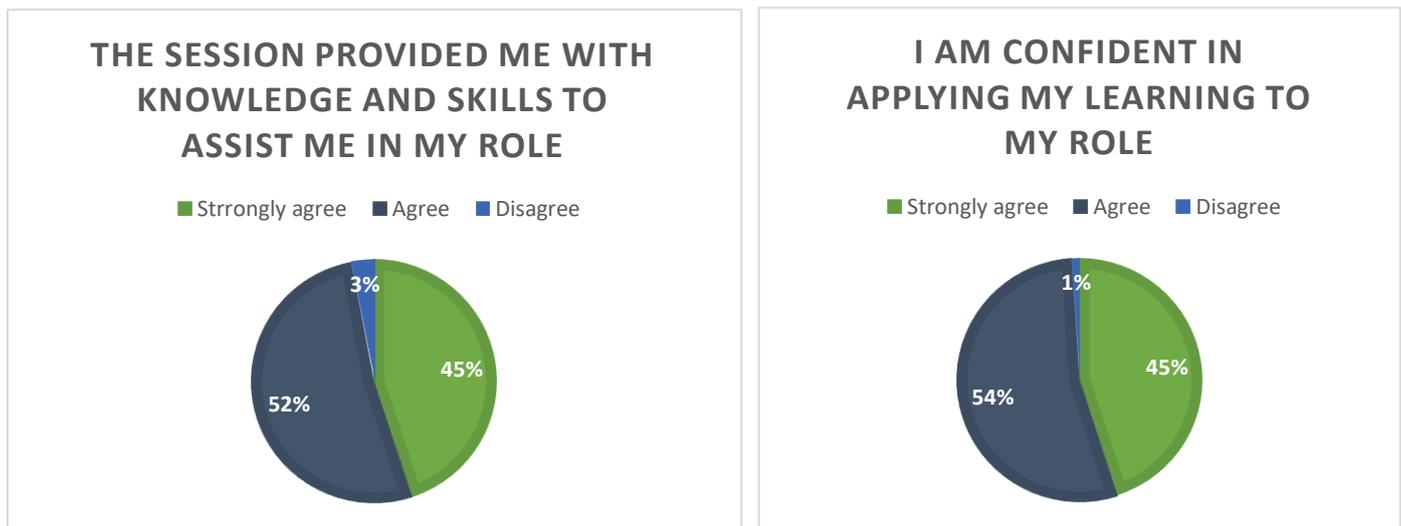
- **Measurable Outcomes:**

A mixture of indicators were identified to monitor, measure and review the outcome of the objectives. These included:

- Registered Interest, attendance rates and participant feedback;
- Regular local SHE Safety Group feedback
- Monitoring of positive safety actions
- Monitoring of incident rates and root causes.

The Leadership team monitored progress against delivery through monthly reviews. Using a real-time interactive App for individual feedback from those attending the Empowering Supervisors sessions was beneficial and helped tailor the sessions to the attendees.

Overall feedback showed good results:



- Based on end of course feedback sheets from 213 Employee attendees from 25th June - 25th July.
- Comments Included

“Very helpful to deliver briefings and set staff to work with their views in mind.”

“Would be good if the training was more applicable to our business areas.”

“It was a very good and engaging course.”

“The course was delivered very well drawing on real work experiences and opens the minds to new perspectives.”

“Refresher of other courses I have been on over the years of service, very good”

“Positive impacts on the organisation”

38% of SSEN staff attended the Influencing Behaviours refresher session in 2019.

84% of supervisory staff attended the Empowering Supervisors sessions during Summer 2019, with mop-up sessions arranged into the Autumn.

Incident rates continued to trend downwards and “positive actions” were recorded in the incident database and shared on a weekly Safety, Health and Environmental bulletin groupwide, promoting the positive association with working safely.

The general perception of safety has improved over the year with more open and positive conversations taking place to support front line teams in working safely. A wider knowledge and understanding of the impact

our behaviours, and those of supervisors, play in maintaining a safe environment has contributed to a continuing downward incident trend and our teams getting home safe.

Any external engagement or promotion (industry partners and supply chain)

SSEN regularly engages with its contract partners and shares information on incidents, learning, best practice and initiatives to promote safe working. Contract Partners have welcomed the opportunity to participate in the Influencing Behaviours and Empowering Supervisors sessions and report positive feedback from their teams.

This continued collaboration has brought an increase in communication at all levels and helped to manage the risks faced by all teams.

Appendix 1 – Powering Improvement Membership

Details of ENA member companies formally supporting Powering Improvement

Electricity North West
ESB Networks
GTC
National Grid
Northern Powergrid
Northern Ireland Electricity Networks
ScottishPower Energy Networks
Scottish and Southern Energy Networks
UK Power Networks
Western Power Distribution

Details of Energy UK member companies formally supporting Powering Improvement

Centrica
Doosan Group
Drax Group
EDF Energy
Eggborough Power
ESB
Manx Electricity
OVO Energy
RWE
ScottishPower

Trade Unions formally supporting Powering Improvement

GMB
Prospect
Unison
Unite

Appendix 2 – Powering Improvement Strategy Steering Group

Powering Improvement Steering Group 2020

Alan Feakins	EDF Energy
Geoff Earl	Northern Powergrid (CHAIR)
David Lefever	HSE
Michael Macdonald	Prospect
Chris Warburton	Prospect
Andrew Kennedy	ScottishPower
Ewan McMillan	ScottishPower
Mark Patterson	SSE
Lee Wallace	Western Power Distribution
Bud Hudspith	Unite
Peter Vujanic	UK Power Networks
Candice Orr	Energy UK
Mike Leppard	Energy Networks Association
Jamie Reeve	Energy Networks Association
David Spillett	Energy Networks Association

For further information see
www.poweringimprovement.org

PARTNERS

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

Energy UK is the trade association for the UK electricity supplier and generator 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 Safety Leaders Group

