



Powering Improvement Phase 3 (2020-2025)

Powering Improvement provides an overarching framework of support to individual company programmes and is proving effective in helping achieve the further step change required in the drive towards leading performance. Governance is provided via the National Electricity Industry Health and Safety Committee, National HESAC (comprising Energy Networks Association, Energy UK, HSE, GMB, Prospect, Unison and Unite) and the Powering Improvement Steering Group (PISG).

The UK Electricity Industry launched its Powering Improvement phase one programme in 2010 aiming to achieve a marked reduction, in the number of days lost due to work-related injury and ill-health in line with Government targets. The aim is to improve occupational health and safety performance through vision, leadership, direction and co-ordinated action into the future.

Vision

Powering Improvement will support the UK electricity industry in its drive to have no life changing injuries (zero RIDDOR reportable) or major incidents and to have an engaged and healthier workforce by 2025.

Strategy

ENA and Energy UK member companies will continue to work together in partnership with Trade Unions and HSE 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 strategy and utility sector plan.

Throughout the next five years we will maintain a focus on managing our priority risks, that include for example *working with electricity, occupational health, working at height and driving*. Although the strategy is focussed on occupational health and safety risks, public safety issues involving both third-party contractors and members of the public will continue to be addressed as a priority.

Success will be achieved by actively supporting the HSE strategy for health and safety in Great Britain (Helping Great Britain Work Well) and the HSE health specific strategy (Health and Work), and by building on the successes and lessons learned from the last 10 years of the Powering Improvement initiative.

This will be achieved through a focus on efficiency, sustainability and innovation and the effective management and control of risk. The safe adoption of technological and commercial developments will contribute to a safer and healthier workforce by 2025 .

The strategy will be supported by a detailed action plan together with annual delivery focus areas. Work will evolve over the 5 year period taking into account new information and experience gained in delivering the earlier objectives.

Overarching themes

The four key overarching themes of the Powering Improvement Strategy are as follows:

- ▣ **Leadership** – at all levels. Managers in our industry are genuinely committed to health and safety regarding it as an essential value. Throughout the strategy this commitment will be made clear to front line workers.

- ▣ **Worker Involvement** – we will continue to promote effective engagement and consultation. Consultation on health and safety matters is a two-way process where management and workers will:
 - ▣ Talk to each other about issues;
 - ▣ Listen to each other's concerns ;
 - ▣ Seek and share views and information;
 - ▣ Discuss issues in good time; and
 - ▣ Consider what employees say before decisions are made.

- ▣ **Building Competence (Skills)** – workers will be able, aware and empowered. Skill sets underpinning safe performance will always be in place. There will be a systematic checking of competence against clear and relevant standards. There is a commitment to the timely delivery of all training to avoid skill or competency gaps.

- ▣ **Corporate Memory** – we will work together to ensure that, as experienced workers retire and are replaced, lessons are remembered from incidents and accidents and mistakes are not repeated, with a particular focus on high potential incidents.

Annual Focus Area for 2021: Managing Occupational Ill Health

The industry working groups, ENAs Occupational Health Committee and the Occupational Health Advisory Group, along with the Powering Improvement Steering Group and Powering Improvement Champion (Mark Patterson, Director of Safety, Health and Environment – SSE [Scottish and Southern Energy]), are responsible for setting out the priorities for health and managing implementation of the 2021 Delivery Plan.

The annual theme provides an opportunity to define and promote health messages not only for 2021, but to 2025 and beyond; this reflects the need for long term planning and management of health, many aspects of which are long term in cause and nature. The industry will look to enhance their developed Roadmap which sets out the 'Journey on Health' to promote both the successes to date and the challenges for the future.

The electricity industry will look to other sectors and professional organisations for advice and resources to promote health messages, including HSE and EU OSHA Healthy Workplace Campaigns.

During 2020, a dominant risk for all industries has been to manage the risk of COVID-19 and for the electricity industry there has been no difference. The focus has not only been to ensure the security and integrity of supply for energy to customers and vital services across the UK, but importantly to ensure the health and safety of employees working within the sector.

As a result of COVID-19, the industry saw a rise in additional direct and indirect risks that required collective and collaborative efforts within the sector to ensure the impact of these

risks were limited. The commitment from Electricity Companies, Trade Unions and the Regulators throughout 2020 has been encouraging and this engagement continues to progress.

In 2021, COVID-19 will remain an issue that businesses will need to manage appropriately, however it is also a time to focus on the ever prevalent health risks that the industry faces. We will ensure this engagement continues as the channels created over the last 10 years of Powering Improvement grow and support the next five years of the initiative contributing to measurable improvements in occupational ill health.

In 2021 and beyond through Powering Improvement the companies will form collective forums to share best practice to support independent company initiatives designed to deliver successful occupational health and wellbeing campaigns to best achieve the strategy's aims and outputs.

Aims:

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- ▣ *Aspire to reduce work related sickness absence rate within the UK electricity industry by 10% to achieve sector leading performance.***

 - ▣ *Increase awareness of and reduce the number of days lost due to work related mental ill health.***
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Outputs

Implement individual company programmes and share learning and best practice through Industry occupational health forums to support continuous improvement in work related ill health rates.

Outcomes

More specific outputs for occupational health in 2021 and beyond on priority topics such as fatigue management, mental ill health management and MSDs. Companies will continue to share best practice and aspire to improve the management of traditional industrial health concerns that impact employees within the industry.

Companies will collaborate via the ENA Occupational Health Committee to:

General

- ▣ Improve the Powering Improvement Occupational Health Road Map developed in 2016**

- ▣ Continue to develop and adopt safe working practices in consultation with colleagues, contractors, and trades unions to keep staff and customers healthy and well.**

- ▣ Effectively communicate occupational health messages to all staff through the framework of ENA and Energy UK company HESACs, Powering Improvement Advocates and Trade Union Health and Safety representatives. This will include raised awareness of fatigue, manual handling and work-related stress, and other priority areas and protective measures/programmes.**

Mental Ill Health Management (Stress, Anxiety and Depression)

- ▣ Ensure all line managers are trained in Mental Health Awareness and set a company target that 3% (ratio) of staff are trained as First Aiders (FA) and Mental Health First Aiders (MHFA).
- ▣ Companies will monitor progress individually on mental health and stress at work to identify and implement interventions based on HSE's management standard principles throughout phase 3, using 2021 as an opportunity at company level to gather data and establish a framework and principles of operation.
- ▣ Develop a collaborative on line MHFA/FA refresher tool.

Fatigue

- ▣ Provide a high level principles document to aid companies in identifying and managing the risks of fatigue in the work place.
- ▣ Develop a bespoke industry fatigue management risk assessment tool for Electricity Network Operators.

Musculoskeletal Disorders (MSDs)

- ▣ Ensure core Health Surveillance and Fitness to Work programmes are functioning effectively which are communicated and promoted to staff.
- ▣ Build on company and TU engagement and partnership working in the management of MSD issues to promote health messages and effective interventions throughout the industry.

Measurables

Companies will work together to identify consistent key performance measurables in line with existing national formulas (Office for National Statistics, HSE etc.) to benchmark the electricity industry occupational health performance against other similar industries. The same approach will be adopted for health and wellbeing initiatives to share learning and benchmark progress. These will also be used to demonstrate success against the aims for Powering Improvement through 2021 into 2025 and beyond.

Progress to be monitored regularly through the ENA Occupational Health Committee (comprising of both ENA and Energy UK companies) and ultimately the Powering Improvement Strategy Steering Group.

Powering Improvement Champion 2021



Mark Patterson – Director of Safety, Health and Environment for SSE (Scottish and Southern Energy), Chair of Energy UK Safety Leaders Group and Powering Improvement Champion 2021.

“In the last year our industry has worked together with our trade union colleagues to deal with COVID-19. That work has given us a common sense of purpose, three simple things as individuals, in our companies and as an industry.

- *we all care about the people that we work with;*
- *we all want to get home safe; and*
- *we have real pride in the service that we provide to the UK.*

No matter what area of the electricity industry you are in, the last year has reminded us of our sense of purpose. This year’s Powering improvement focus gives us a platform for us to continue to work together to deliver a goal that we can all get behind – keeping people safe and healthy.”



Mark leads on Safety, Health and Environment for SSE and has also been leading SSE’s COVID19 response. In the last 12 years at SSE Mark has focused on getting the right balance, ensuring SSE has rigour in its systems and that the whole team has a passion for safety, health and environment that is centred on simple common goal, that we all get home safe every day. Prior to working in the electricity industry Mark spent 17 years at BP in engineering, project, commercial and safety roles in the UK, Asia and North America. Mark is this year’s sponsor for Powering improvement.

Key Events

- 📅 Powering Improvement Phase 3 Launch Event 2021
- 📅 Energy Networks Association Annual SHE Conference
- 📅 Energy UK National Annual Conference
- 📅 Powering Improvement Workshops
- 📅 Powering Improvement Strategy Steering Group quarterly meetings
- 📅 Occupational Health Committee quarterly meetings
- 📅 Industry National Health and Safety Committee (HESAC) quarterly meetings

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 generation companies and suppliers.

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.

