

**POWERING IMPROVEMENT**

**2022/2023 DELIVERY PLAN**

**PROMOTING A POSITIVE HEALTH AND  
SAFETY CULTURE**

## Powering Improvement Phase 3 (2020-2025)

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. A second phase ran between 2015-2020 with a similar objective, and now the strategy has developed into its third phase. As the programme has established, we need to assess data on health and safety, provide leadership on priority issues and analyse what has driven better performance since the strategy began.

In the previous phases of the Powering Improvement strategy, the focus has been on reducing accident and ill health rates, but this showed a plateau and the principle has shifted to minimising events with a goal of an industry without accidents. Powering Improvement is designed to deliver this ambitious target by co-ordinating action across the sector so we can share experience and engage staff in better ways.

Powering Improvement provides an overarching framework of support to individual company programmes to improve their impact and is proving effective in helping achieve the further step change required in the drive towards leading health and safety performance. Governance is provided via the National Electricity Industry Health and Safety Committee (National HESAC) comprising Energy Networks Association (ENA) and Energy UK member organisations alongside the Health and Safety Executive (HSE) and the four industry trade union partners: GMB, Prospect, Unison and Unite. The strategy is driven and monitored via a dedicated Powering Improvement Steering Group (PISG).

Powering Improvement is designed to promote continuous improvement in the management of health and safety risks within the UK electricity industry. The aim is to improve occupational health and safety performance through vision, leadership, direction, and co-ordinated action into the future. The Powering Improvement strategy aligns with [The HSE's strategy 'Protecting People and Places'](#) and is founded on the principle that the effective management of health and safety is essential to the operation and reputation of a successful business. Powering Improvement's aims and objectives support the UK Electricity Industry in its drive to innovate safely to prevent major incidents, supporting the move towards net zero.

This aim over the next two years is to reinforce the importance of collaborative working across the sector and ensure that staff engagement underpins the sector's safety culture.

### **Vision**

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***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.***

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## Powering Improvement – 2022-2023 – Delivery Plan

### **‘Promoting a Positive Health and Safety Culture’**

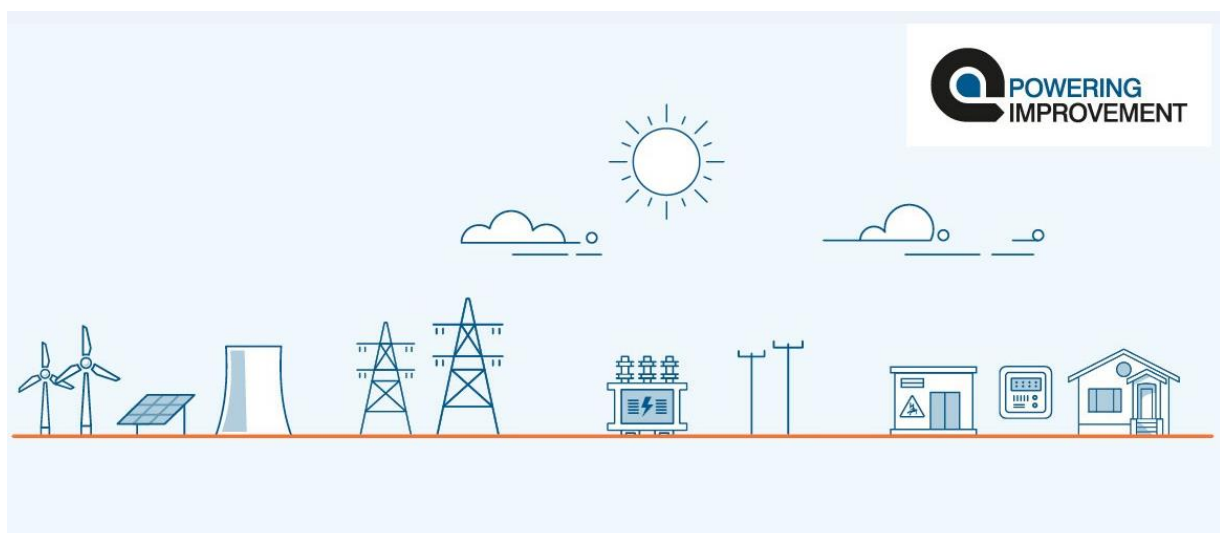
The theme for 2022 and 2023 will be for companies and their trade union partners to work collectively and collaboratively across the industry to support all staff and promote positive health and safety cultural development practices. In support of the overall aims of Powering Improvement, the theme will also focus on improving the overall engagement across the sector and encourage staff at all levels of the industry organisations to contribute to the development of health and safety policies and practices leading to an engaged and healthier workforce.

Reinforcing the sector’s culture through involving safety reps in strategic decisions affecting safety and engaging them in the cycle of delivery. Effective safety reps do improve the quality of safety management with positive impact on safety, health, and company efficiency.

The objective throughout delivery of this theme will be to demonstrate good levels of commitment to health and safety: from the senior levels of all industry organisations including trade unions, ensuring that clear and effective communication channels are developed and maintained for staff at all levels, and to encourage worker involvement and proactive participation in company processes to drive improvement.

This can be promoted through sharing best practice across the sector and by analysing what approaches have been effective and implemented through the development of high-level industry guidance to support companies and their staff in their own journeys towards a more mature health and safety culture.

Powering Improvement will also support organisations and colleagues to deliver and maintain competency levels across the sector through the provision of suitable and effective levels of training, the preservation of skillsets and reinforcing levels of safety awareness. These improvements across the sector will deliver continual improvement needed to support the future development of the UK Electricity Industry in the delivery of its net zero targets and will also encourage collaboration with all Powering Improvement stakeholders to understand how the growth of the sector, such as installation of energy efficiency measures, may change the risk profile. We recognise that this process needs to engage staff and their representatives, so the skills are relevant to the work individuals perform.



## Champion

Every year or theme of Powering Improvement is championed by an individual or individuals to support and advocate the collective objectives of the strategy and to demonstrate commitment to its important objectives.

### 2022-2023

#### Chris Burchell

Managing Director, Scottish and Southern Electricity Networks (SSEN) Distribution



“Powering Improvement is a hugely important collaboration across the sector focused on the vital agenda of keeping our people safe. That is why I’m delighted to be able to support its work as Champion over 2022/23. Our industry faces both exciting and challenging times ahead and as we collectively address the energy transition, ensuring our health and safety approach keeps pace is something we should continue to prioritise together.”



Chris joined SSE in November 2020 from Arriva, where he had been Managing Director – UK Trains since 2014. Chris led Arriva to several key contract awards, including the London Overground franchise and delivered significant increases in customer satisfaction and other performance measures.

Chris began his career at Railtrack in 1996 and following a period as an official in the Foreign and Commonwealth Office, joined the Go-Ahead Group, where he was Director of Operations, Thames Trains and Managing Director for the Southern rail franchise. In 2013, Chris spent a three-year term as a non-executive Director for the water regulator, Ofwat, and in 2017 was appointed chair of the industry body, the Rail Delivery Group.

Chris is engaged at a sector level through Energy Networks Association and is keen to support the Powering Improvement Strategy and its aims over the course of the next two years.

## Aims:

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- ▣ *Continuously reduce the number of RIDDOR reportable injuries suffered by employees and contractors working on behalf of the UK electricity industry and drive the ambition for zero reportable incidents;*
  - ▣ *Work with trade unions to promote safety representatives within member companies to encourage engaged health and safety practices; and*
  - ▣ *Improve levels of employee engagement within member companies as measured, for example, by employee surveys.*
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## Outputs

Implement individual company programmes, sharing learning and best practice through Industry occupational health and safety forums to support continuous improvement in levels of employee engagement. The industry trade unions will be part of those forums

Compare, contrast and evaluate member company and trade union employee engagement surveys and other engagement mechanisms to share learning and identify opportunities to drive improvement.

Review learnings from previous Powering Improvement initiatives, along with any learning captured by COVID-19 management and implement changes across the sector to embed into business as usual (BAU) practices.

Throughout the focus area, three overarching themes will be managed through the implementation of a series of specific outputs or deliverables in support of each theme. These are:

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- ▣ *Leadership (Organisational challenges and accountable management);*
  - ▣ *Process (Develop established standards to identify unsafe acts and promote positive behaviours)*
  - ▣ *Behaviours (Human Factors & Workforce inclusion).*
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The above overarching themes each have a series of deliverables or outcomes linked to them which are set out in the following tables. These tables set out a series of specific deliverables or outcomes that complement each of the overarching themes and will be achieved throughout the course of phase 3 of the Powering Improvement Strategy and delivered through the Powering Improvement Steering Group and National HESAC.

Goal - Leadership	Initiative	Deliverable/Outcome
<p>Promote and encourage proactive Leadership engagements and provide support for more effective proactive interventions.</p>	<p>Improve leadership engagement and employee engagement including the role of safety reps as opinion formers whilst understanding the needs of individuals, developing a better appreciation for the working environments of operational staff and contractors.</p>	<ul style="list-style-type: none"> <li>▣ Develop guidance for leaders on how to best engage their workforce for better outcomes. Identifying training opportunities and supporting leaders at all levels.</li> <li>▣ Conduct visits, feedback and actions delivered on issues pertinent across the industry. Develop a “day in the life of” series of articles on the Powering Improvement website and SHE Review.</li> <li>▣ Review the impact of safety engagement and suitably equip middle managers and safety reps to conduct site visits and inspections.</li> </ul>
<p>Embed a just and fair culture that consider factors that can impact decision making i.e. environmental factors, demographic, psychological safety, health and wellbeing etc. and develop and build better trust across organisations through encouraged local workforce engagement.</p>	<p>Encourage positive safety behaviours by promoting effective interventions and encourage reverse mentoring, creating an industry that encourages staff to stop jobs and tasks that are unsafe and encourage solution sharing. recognising the key role of safety reps as part of this process.</p>	<ul style="list-style-type: none"> <li>▣ Develop a framework and common approach to incident investigation that includes safety reps across the sector that is fair and just, creating a culture of learning from experience which will support individual companies to develop their own in-house initiatives. The framework should consider other contributing factors such as fatigue, competency, and health. *</li> </ul>
<p>Increase leadership visibility and engagement</p>	<p>Strengthen workforce engagements and recognition and strive for better engagement from senior leaders whether increasing site visits or creating solutions to increase visibility through dedicated leader workshops,</p>	<ul style="list-style-type: none"> <li>▣ Companies to consider tracking and highlighting progress and monitoring staff feedback via employee surveys to be collated at a high level through the Powering Improvement initiative.</li> </ul>

	<p>leadership engagement days etc.</p> <p>Including where possible joint visits with senior managers and safety reps to demonstrate joint working.</p>	<ul style="list-style-type: none"> <li>Company HESACs to discuss the impact of this engagement</li> </ul>
<b>Goal - Process</b>	<b>Initiative</b>	<b>Deliverable/Outcome</b>
<p>Improve access of and adherence to company policies and procedures.</p>	<p>Leaders, staff and trade union colleagues across organisations to work collectively to enhance access to and usability of policies and procedures across the sector and encourage worker involvement into their development.</p> <p>To provide themes for safety visits by safety reps and managers that reinforce the value of compliance and which are seen to improve the procedures by acting on feedback.</p>	<ul style="list-style-type: none"> <li>Companies to consider creating company work streams to share best practice and provide clear channels for staff at all levels to engage in policy and procedural development with clear escalation and governance mechanisms in place to allow issues to be highlighted and suitably resolved.</li> <li>Proactively promoting worker involvement through safety reps and safety forums.</li> </ul>
<p>Improve the process for incident Investigation across the sector and enhance sharing of best practice from incident learning, near miss incident details and increase the awareness of positive actions and interventions being taken.</p>	<p>Considering lessons from previous initiatives, consider developing company incident investigation techniques to ensure that all possible learnings outcomes are captured (which take into consideration all contributing factors from both a health and safety perspective) and ensure learning is effectively communicated and disseminated across the sector.</p>	<ul style="list-style-type: none"> <li>Develop a framework and common approach to incident investigation across the sector that is fair and just, creating a culture of learning from experience which will support individual companies to develop their own in-house initiatives. The framework should consider other contributing factors such as fatigue, competency, and health)</li> <li>Develop a guidance note on assessing compliance using 'just and fair' culture principles. Initiate an industry led campaign to promote just and fair culture and develop a set of high-level principles to be adopted and</li> </ul>

		<p>endorsed by PI stakeholders.</p> <ul style="list-style-type: none"> <li>▣ Develop clear guidance on the engagement of safety reps as a visible sign of a just culture</li> </ul>
<p>Improve use of existing elements of the PI strategy such as retaining corporate memory which in turn aims to support a developing safety culture.</p>	<p>Corporate memory – organisational learning. All stakeholders to engage together to develop and collate a suite of resources from historical and recent industry incidents and establish a bank of knowledge similar to the oil and gas UK “step change in safety” initiative.</p>	<ul style="list-style-type: none"> <li>▣ Develop online repository and make available via the Powering Improvement website.</li> </ul>
<b>Goal - Behaviours</b>	<b>Initiative</b>	<b>Deliverable/Outcome</b>
<p>Share learning through increased peer reviews of work activities across work sites.</p>	<p>Encourage and promote peer reviews and actions for shared learning and competence. Influence positive behavioural development through listening to learn not listening to respond, further engaging and empowering the workforce.</p>	<ul style="list-style-type: none"> <li>▣ Create a virtual space at an industry level accessible to all to share learning via health and safety bulletins but also to promote good news and positive safety behaviours providing recognition for proactive interventions: - <ul style="list-style-type: none"> <li>- PI Advocates</li> <li>- Near miss reporting</li> <li>- Effective inspections and audits</li> <li>- Recognition schemes</li> </ul> </li> <li>▣ Capture employee engagement and employee feedback which is then collated at a high level through the Powering Improvement initiative. This feedback will be used to analyse the effectiveness of initiatives and to identify areas for further improvement.</li> </ul>
<p>Improve Company Culture through clearer communications on health and wellbeing programmes and providing tailored toolkits to suit individual needs through open leadership and engagement. Demonstrate improved communications with staff on the key occupational health risk areas such as stress, MSDs, COVID-19 including wellness and agile working, fatigue and public health issues.</p> <p>Working with unions to ensure that there is more joint communication and effective responses to critical feedback.</p>	<p>Utilise two-way communication mechanisms to understand the needs of staff. Make better use of local HESACs, TU Safety Representatives and company Health and Safety forums to highlight best practice and raise concerns that can be addressed with the benefit of the wider industry in mind.</p>	
<p>Moving beyond “Human Error” Develop material to</p>	<p>Identify the Performance Influencing Factors (PIFs)</p>	<ul style="list-style-type: none"> <li>▣ Develop Company toolkit/presentation</li> </ul>










help explore what may cause human error.	(Job, Person, Organisation of Human Factors) and demonstrate what PIFs are and how they can affect the human performance in the context of safe execution of work.	materials to be shared via the Powering Improvement website.
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The above will be managed and monitored via the Powering Improvement Steering Group and the industry National Health and Safety Committee (HESAC) which comprises of ENA Electricity Network Companies, Energy UK Generation and Retail Companies, the Electricity Industry Trade Unions (Prospect, Unison, Unite and GMB) and is supported by the Health and Safety Executive (HSE).

## Key Events

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-  *Energy Networks Association Annual SHE Conference –29<sup>th</sup> & 30<sup>th</sup> June 2022 - Brighton*
  -  *Energy UK National Annual Conference - TBC*
  -  *Powering Improvement Events*
  -  *Powering Improvement Workshops*
  -  *Powering Improvement Strategy Steering Group Meetings*
  -  *Powering Improvement Culture Subgroup Meetings*
  -  *Events by individual trade unions and member companies*
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For further information see  
[www.poweringimprovement.org](http://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.

