



**PROGRESS REPORT
2010 - 2015**

CONTENTS

2010 - 2015 PROGRESS REPORT

Introduction	01
Background	02
Powering Improvement	05
Measuring Progress	09
Achievements/Results	12
The Vision for the first 5 Years	14
Powering Improvement 2015 - 2020	15
Annual Focus Areas	16
Appendix 1	17

INTRODUCTION

Powering Improvement is the strategy designed to promote continuous improvement in the management of health and safety risks within the UK electricity industry. The first 5-year phase ran from 1 January 2010 to 31 December 2014. The second phase began on 1 January 2015.

The aim is to improve occupational health and safety performance through vision, leadership, direction and co-ordinated action into the future. The first phase of the strategy aligned with the Health and Safety Executive's (HSE) strategy *The Health and Safety of Great Britain: Be part of the solution*, which was launched in 2009 and is founded on the principle that the effective management of health and safety is essential to the operation and reputation of a successful business.

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

- > All workers in our industry have the right to go to work each day and not be injured or made ill by their work.
- > We recognise the importance of co-operation between all groups that make up the electricity industry: generation, transmission, distribution, contractors, trade unions as well as government, regulators and other workers' representatives.

- > We recognise that everyone in our industry has a responsibility to look after their own, and their colleagues', health and safety.
- > We recognise the serious consequences of work-related accidents and ill health – both personal, economic and reputational.
- > A safe, healthy and competent workforce is essential to any business.
- > We are fully committed to addressing occupational health issues as well as safety ones.
- > We are committed to sharing best practice regarding health and safety risk management. This includes sharing lessons learned when things go wrong.

We aspire to exceed compliance with health and safety legislation to strive for continuous health and safety improvement and to provide the leadership and resource to make this happen.

BACKGROUND

Powering Improvement builds on the successes and lessons learned from previous electricity industry health and safety strategies.

SAFELEC 2000 (1999 - 2000)

In September 1999 the Electricity Association (the trade body for the whole electricity industry) 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 Electricity Association member companies, trade unions and HSE and was put together under the auspices of National HESAC (the electricity industry tri-partite Health and Safety Committee established nearly 40 years ago). 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 improve this.

SAFELEC 2000 was a framework document which identified broad areas for co-operation between the management of Electricity Association member companies, the trade unions and 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 management of health and safety through joint action.

Aims:

- > Work together to increase mutual understanding and awareness, and improve health and safety standards.
- > Improve communications.
- > Raise the profile of health and safety management and occupational health.
- > Deal with change.
- > Monitor new developments.

SAFELEC 2010 (2000 - 2010)

In line with the Government’s initiative to “revitalise” occupational health and safety by 2010, SAFELEC 2000 was renamed and re-launched as SAFELEC 2010 in 2000.

Revitalising Health and Safety and Securing Health Together

In June 2000 the Government launched the major initiative Revitalising Health and Safety (RHS), which aimed to inject new impetus into the health and safety agenda. At its heart were a number of targets for Great Britain’s health and safety system overall:

- > To reduce the number of working days lost per 100,000 workers from work-related injury and ill health by 30% by 2010.
- > To reduce the incidence of fatal and major injury accidents by 10% by 2010.
- > To reduce the incidence rate of cases of work-related ill health by 20% by 2010.
- > To achieve half the improvements under each target by 2004.

At the same time The Department of Health launched Securing Health Together (SHT), an occupational health strategy for Great Britain, which represented a joint commitment by Government bodies concerned with occupational health and other non-government bodies to work together to reach the following common goals:

- > To reduce ill health both in workers and the public caused, or made worse by, work.
- > To help people who have been ill, whether caused by work or not, to return to work.
- > To improve work opportunities for people currently not in employment due to ill health or disability.
- > To use the work environment to help people maintain or improve their health.

By 2010 interested parties will work together to achieve the following targets:

- > A 20% reduction in the incidence of work-related ill health.
- > A 20% reduction in ill health to members of the public caused by work activity.
- > A 30% reduction in the number of work days lost due to work-related ill health.

Electricity Industry Response

Discussions took place with Electricity Association member companies and within National HESAC throughout 2000 and 2001 to establish a process for agreeing collective Electricity Industry targets under SAFELEC 2010. As well as the RHS and SHT initiatives, these discussions took into account the HSE’s Engineering and Utilities Sector Outline Plan and issues currently under consideration collectively in the Electricity Industry.

The Electricity Association Board agreed a process in April 2001 and a public commitment was made at the Health and Safety Management Conference in May 2001.

The approach agreed by the Electricity Association Board was as follows:

- > The Electricity Industry should build on the start given by SAFELEC 2000.
- > The Industry should fully commit to the general aims in RHS and SHT and the overall “headline” numeric targets.

- > Individual Electricity Association member companies and their business units should make a contribution to the headline targets:
 - Through individual Electricity Association member company initiatives aimed at company specific issues and problems.
 - Through collective initiatives aimed at industry-wide issues and problems.
- > The Electricity Industry has a health and safety record that is better than many other industries and it is realised that improvements are to be sought on an existing relatively good performance.
- > Targets should be specific and relevant to the real issues faced by the Electricity Industry and lead to a real improvement in standards.
- > Targets should be numeric where appropriate but proactive non-numeric targets may be more appropriate to address specific issues.
- > A sustainable process should be put in place for continuously reviewing the issues and targets identified and the progress being made by the Industry.

Industry-wide collective safety targets related to specific issues

In addition, a number of industry-wide collective targets related to specific safety issues relevant to the distribution and generation parts of the industry. These included working at height and slips, trips and falls. The trade unions and HSE were involved in these discussions.

MOVING FORWARD TOGETHER (2006)

Following a poor year for accidents in 2004, National HESAC worked throughout 2005 to raise standards leading to the issue of Moving Forward Together. This statement of intent was launched in 2006 by Mike Clancy (Prospect Deputy General Secretary and TU-side chair of National HESAC) and Peter McCormick (SHE Committee chair and company-side chair of National HESAC) to “refresh” SAFELEC 2010. This was a joint agreement between the companies and trade unions.

Member companies and the industry's trade unions are committed to working together to improve health and safety standards. The SAFELEC 2010 initiative is a public example of this commitment. Its challenging targets are intended to improve not only the safety performance of the industry to 2010 but to embed a long-term improvement in safety behaviour. Five years into the 10 year SAFELEC 2010 programme the disappointing figures for 2004 indicate that there is a need to “revitalise” the initiative to ensure that efforts in the years up to 2010 result in the agreed numeric targets being met. We have to turn commitment into achievement.

Moving Forward Together focused on:

- > Commitment/leadership from the top.
- > Challenge of unsafe acts and conditions.
- > Good communications.
- > Developing and leading proactive measures to improve.

LESSONS FROM SAFELEC 2010

Copies of the SAFELEC 2010 reports are available on the ENA website.

Key findings

The headline safety targets were met together with the specific industry targets for reducing falls from height, slips and trips and falls etc. However, the occupational ill health targets were not met.

There were challenges in collating data in the format required by Government, in effect data could not be collected for the first two years of SAFELEC 2010 because of the need for companies to introduce new systems.

There were difficulties in collecting contractor safety data consistently and it was not possible to collate contractor ill health data. With regard to ill health data there were many discussions attempting to define “work-related”. In the end total ill health data was collected (i.e. whether work-related or not).

Progress was largely measured by looking backwards (i.e. based on reactive accident data).

Ten years was found to be too long to maintain the momentum for such an ambitious initiative.

Industry changes throughout the decade increased the challenges in completing the strategy, not least the break-up of the Electricity Association in 2003.



POWERING IMPROVEMENT

The final SAFELEC 2010 figures indicated that as an industry we appeared to be managing safety risks adequately (notwithstanding a very bad year for both networks and generation in 2007 when there were five employee fatalities in networks and six contractor fatalities in generation). The safety improvements to date had been achieved largely through engineering and organisational controls. Further improvements were primarily to be delivered via a focus on human factors i.e. influencing behaviour by addressing issues such as competence (skills/training/knowledge) and supervision.

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 therefore remained a high priority throughout the new strategy.

Powering Improvement was the next 5-year strategy of ENA and Energy UK member companies together with the trade unions and the support of HSE to bring about continuous improvement in safety and occupational health in the energy generation and networks sectors.

Two important factors helped to shape Powering Improvement. One was the findings from the independent report commissioned following the fatalities in 2007 and the other was the HSE strategy *The Health and Safety of Great Britain: Be part of the solution*, which was launched in 2009.

Key messages

- > Investigations and securing justice.
- > Encourage strong leadership.
- > Build competence.
- > Involve workforce.
- > Target key health issues.
- > Avoid catastrophe.
- > Take a wider perspective.

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

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

Vision:

The UK Electricity Industry will be a world leader in health and safety performance by 2020

ENA and Energy UK member companies together with the industry's four recognised trade unions, namely GMB, Prospect, Unison and Unite, with the support of HSE, committed to work together to achieve this vision.

To achieve this vision:

- > We are committed to sharing best practice regarding the management of health and safety risks. This includes sharing lessons learned when things go wrong.
- > We are fully committed to addressing occupational health issues as well as safety ones.
- > Management will work closely with workers' representatives to ensure that all health and safety risks are adequately addressed.
- > Everyone in our industry from senior management to operational staff has a responsibility to look after their own, and their colleagues', health and safety.

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

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

2010 THEME – LEADERSHIP

This theme ran throughout the 5-year strategy. In support of the leadership theme:

- > Management will be visible through regular visits to sites. Such visits will be designed to be informal and encourage two-way communication.
- > Managers will seek to develop an understanding of the realities of a particular task i.e. any potential conflict between health and safety and operational considerations.
- > Managers will be actively involved in investigations of accidents and incidences of ill health.
- > There will be clear communication at all levels regarding management commitment to health and safety.

- > The roles and responsibilities of senior management will be clearly defined with regard to health and safety.
- > Health and safety considerations will be integrated into all management decisions.
- > Managers will foster an effective health and safety culture which encourages open reporting of near misses in addition to accidents and incidents.

Overall Safety, Health and Environment (SHE) Leadership in the electricity industry is provided by the ENA and Energy UK Boards which are supported by the ENA SHE Committee and Energy UK Health and Safety Forum.

In support of the strategy, ENA's SHE Committee produced general guidance on the principles of good "safety leadership".

2011 THEME – OCCUPATIONAL HEALTH AND WELLBEING

ENA and Energy UK Companies signed on to six commitments:

1. To discuss and clarify at board level the commitment to successfully manage occupational health risks.
2. To identify the top three health risks and ensure they are being effectively addressed.
3. To ensure that health surveillance and fitness for work assessments are being delivered to national and legislative standards.
4. To review approaches to the management of stress and identify opportunities for improvement.
5. To develop policies for the rehabilitation of individuals back into the workplace and consider a fast-track physiotherapy approach to the management of MSDs.

6. To raise awareness of the importance of workforce involvement, specifically health & safety representatives and other workers' representatives, in the management of occupational health and support them in carrying out health related activities to support the delivery plan throughout the year.

A number of successful workshops were organised that were attended by senior HSE representatives. A high level Occupational Health & Wellbeing Framework and a Health Needs Assessment tool were produced.

2012 THEME – ASSET MANAGEMENT AND MAINTENANCE

The work for this year was overseen by a steering group that included representatives from HSE and the trade unions.

Successful workshops, using lessons from the Chelmsford tap changer fatality, were held at ENA Member Companies.

An asset management competence framework was issued.

High level guidance linking asset management, process safety and occupational health and safety was issued.

A special edition of the SHE Review was issued detailing lessons learned from incidents over the past 20 years.

2013 THEME – HUMAN & ORGANISATIONAL FACTORS: BEHAVIOURAL SAFETY AND PERSONAL RESPONSIBILITY

The fourth year of Powering Improvement focused on Human & Organisational Factors: Behavioural Safety and Personal Responsibility, although work in support of the previous years' themes of leadership, occupational health and wellbeing and asset management and maintenance also continued apace.

To help focus efforts during the year, HSE's definition of Human Factors was used: *the environmental, organisational and job factors,*

and human and individual characteristics, which influence behaviour at work in a way which can affect health and safety. This definition includes three interrelated aspects that must be considered: the job, the individual and the organisation.

Outcomes

- > By the end of 2013 workers in the electricity industry (from senior managers to front line employees) will be more aware of how their behaviour can impact on the health and safety performance of their company.
- > By the end of 2013 companies and trade unions will have worked together to ensure that employees are comfortable and supported in challenging unsafe acts and conditions.

These outcomes were measured by qualitative methods using a number of survey monkey questionnaires.

Outputs

- > The range of behavioural safety initiatives and programmes that have been undertaken by electricity companies to date were reviewed and documented.
- > National and international best practice from high-hazard industries were identified and collated.
- > High level principles and guidance for the electricity sector that reflect current best practice were produced.
- > Eight case studies were made available on the Powering Improvement website.
- > A special edition of the ENA SHE Review was produced outlining initiatives that have been created within the companies.
- > Two successful national workshops were held.

2014 THEME – CONSOLIDATION AND LEADERSHIP

The theme of leadership was revisited in 2014. Steve Johnson (Chief Executive, ElectricityNorth West) agreed to be Champion and wrote to all ENA Board Members highlighting the plans for the year.

ENA member companies shared details of recent “leadership” initiatives they have introduced to promote best practice for inclusion as case studies in the next SHE Review.

The Champion spoke at an event in Parliament on 9 July 2014 to recognise the dedication and efforts of those who worked over the winter to restore electricity supplies. This was attended by Mike Penning, Minister with responsibility for Health and Safety.

A leadership workshop was held at ENA offices on 17 September. Over 40 delegates attended from ENA and Energy UK companies, HSE, trade unions, British Safety Council and other industry sectors. Presentations were given from UKPN, National Grid, Air Traffic Control, Centrica, Prospect and Aston Martin.

An update was given to the ENA Board at their meeting on 20 October 2014.

Other activities:

Three meetings of National HESAC were held on 25 February, 7 May and 9 September.

Four meetings of the Powering Improvement Steering Group were held on 28 February, 6 May, 8 September and 9 December.

Members of the PISG for 2014:

Peter McCormick	ENA (Chair)
Nick Summers	HSE
Sarah Page	Prospect
Bud Hudspith	Unite
Peter Vujanic	UK Power Networks
Stephen O’Neill	Energy UK
Peter Coyle	ENA
Mike Leppard	ENA
Jamie Reeve	ENA
Matthew Pringle	ENA

In addition, work throughout the year focussed on developing the content of the next phase of the Powering Improvement strategy:

An initial workshop was held at Prospect House on 6 March to review progress to date and discuss issues and priorities to be included in the next strategy. This was attended by management and safety representatives from ENA and Energy UK companies, HSE and trade union national officers.

The SHE Management Conference (hosted by ScottishPower) held in Glasgow on 16 – 17 May included an interactive session facilitated by Doug Wilson, Chair of the ENA SHE Committee, focussing on future health and safety priorities to be included in the new industry strategy. An expert panel comprised Nick Summers (HSE), Kevin Coyne (Unite), Jim Moyles (Energy UK), Peter McCormick (ENA) and Dr Paul Litchfield (BT).

Discussions took place at meetings of National HESAC, ENA SHE Committee and Energy UK H&S Forum throughout the year.

A number of in-house company strategies have been introduced throughout the first phase that support the overall aims of Powering Improvement, such as SSE’s ‘Safety Family’,

Northern Powergrid’s Safety and Health Improvement Plan (SHIP), National Grid’s Leadership and Cultural Change Programme and UK Power Network’s ‘Stay Safe’ initiatives. More detail on these can be found on the Powering Improvement website (www.poweringimprovement.org).

MEASURING PROGRESS

LEADING INDICATORS

When Powering Improvement was launched it was agreed that progress should be measured by a mixture of lagging and leading indicators.

Activity

- > Level of penetration of Powering Improvement into the industry (percentage of target organisations engaged either through attendance at an event, or through a positive written acknowledgement of support for the activities); this is continuously monitored through survey monkey questionnaires.
- > Percentage of target organisations who report to have taken activity based on the strategy; this is being monitored at each meeting of National HESAC.
- > Number of hits on the Powering Improvement website.
- > Powering Improvement events log; this is regularly updated and is available on the Powering Improvement website.

Awareness

- > Coverage of specific issues raised in industry and in-house publications; a number of articles were published throughout the 5 years in industry and engineering periodicals.

- > Results of an annual industry Powering Improvement awareness survey; this is being continuously monitored by the Powering Improvement Steering Group.

Impact

- > Self-report from each participating organisation of the strategy’s impact – extent of influence and perceptions of change; this is being monitored through companies providing reports to meetings of National HESAC.
- > Percentage of organisations that have done something that they otherwise would not have done in response to the strategy; again, this is being monitored by National HESAC.

An indication of such work carried out in 2014 can be found in the Powering Improvement Events Log, which is available on the Powering Improvement website.

REVIEW OF THE FIRST PHASE OF POWERING IMPROVEMENT

Powering Improvement's emphasis on leadership and worker involvement has enabled a more mature health and safety dialogue to take place. Where some companies blamed workers for the poor health and safety performance and tragedies that peaked 8 years ago, there is now recognition that error arises as much from organisational factors as from individual acts or omissions. The energy sector's grasp of occupational health is impressive. Powering Improvement has created a framework Prospect regards as a beacon of excellence.

Sarah Page
Communication &
Research Department,
Prospect

Powering Improvement has been a beacon in the industry with employers, unions and the HSE working together to develop and share best practice and lessons learnt to promote the highest standards of health and safety. Working in a safety critical environment there are no grounds for complacency and we are at our best and most effective where we work together and there is genuine and real engagement and joint working at a national, company and local level.

Garry Graham
Deputy General Secretary,
Prospect

The UK electricity industry aims to be a world leader in the field of health and safety, and the Powering Improvement initiative has seen us make real progress towards that goal. The launch of the next five year Powering Improvement strategy will focus minds on where we can improve performance even further by 2020.

David Smith
Chief Executive, Energy
Networks Association

The success of Powering Improvement has been achieved by bringing together the electricity industry, trade unions and the HSE. The next phase of the initiative will see that collaborative approach continue, and drive further progress in an area of vital importance for the industry.

Steve Johnson
Chief Executive,
Electricity North West and
Chair ENA SHE
Committee

Powering Improvement is central to the health and safety effort. It has already driven up standards and cooperation by showcasing all that's best in health and safety management across the industry. It has fostered a progressive partnership with key stakeholders, regulators and workers' representatives alike. Energy UK is playing its part. Our Occupational Health Forum - set up in 2011 - goes from strength to strength with workshops regularly attracting upwards of 50 members. Our first health and safety conference, featuring Powering Improvement throughout, was such a success that we are already planning a follow-up event for 2015.

But the energy industry does not want to stop there. We must continue to work together to drive up standards and keep safety front and centre, particularly in the power station workplace. So let's all back the brand and make Powering Improvement a continual process for today and the future.

Stephen O'Neill
Head of Health and Safety,
Energy UK

When HSE launched the strategy "The Health and Safety of Great Britain: Be part of the solution", Powering Improvement was exactly the type of initiative we had in mind. Through the bold vision that was set in 2010, a framework and brand is now established on which to build and deliver a sustained improvement in health and safety outcomes going forward. With continued partnership working and commitment the second phase of Powering Improvement provides the electricity industry with every opportunity of delivering on its united vision by 2020.

Nick Summers
Head of Utilities Section,
HSE

Having been privileged to be involved in the journey so far at company and trade association level throughout SAFELEC and Powering Improvement, it has been enlightening to see what has been achieved through collaborative working with our stakeholders the trade unions and the Health and Safety Executive. The improvements we have delivered to date have been achieved during unprecedented levels of change that the industry has undergone throughout the period. An important driver in delivering the performance improvements that we have seen so far has been the building of trust between all stakeholders and it will be important to maintain and build on this. The road that we have travelled together has not always been easy to navigate and we have had and will continue to have our differences.

That said there can be no more important goal than ensuring the safety of the people who access, operate and work on company assets and it will be important that all stakeholders continue to recognise this as the agenda moves to the delivery of the next phase of Powering Improvement.

With yet more change on the agenda including the regulatory climate, both safety and economic, and the changing political landscape coupled with potential corporate memory issues, the challenges ahead will be significant and should not be underestimated. It will be important that the lessons of the past are not forgotten and continue to shape the future!

Peter McCormick
Powering Improvement
Coordinator, Energy
Networks Association

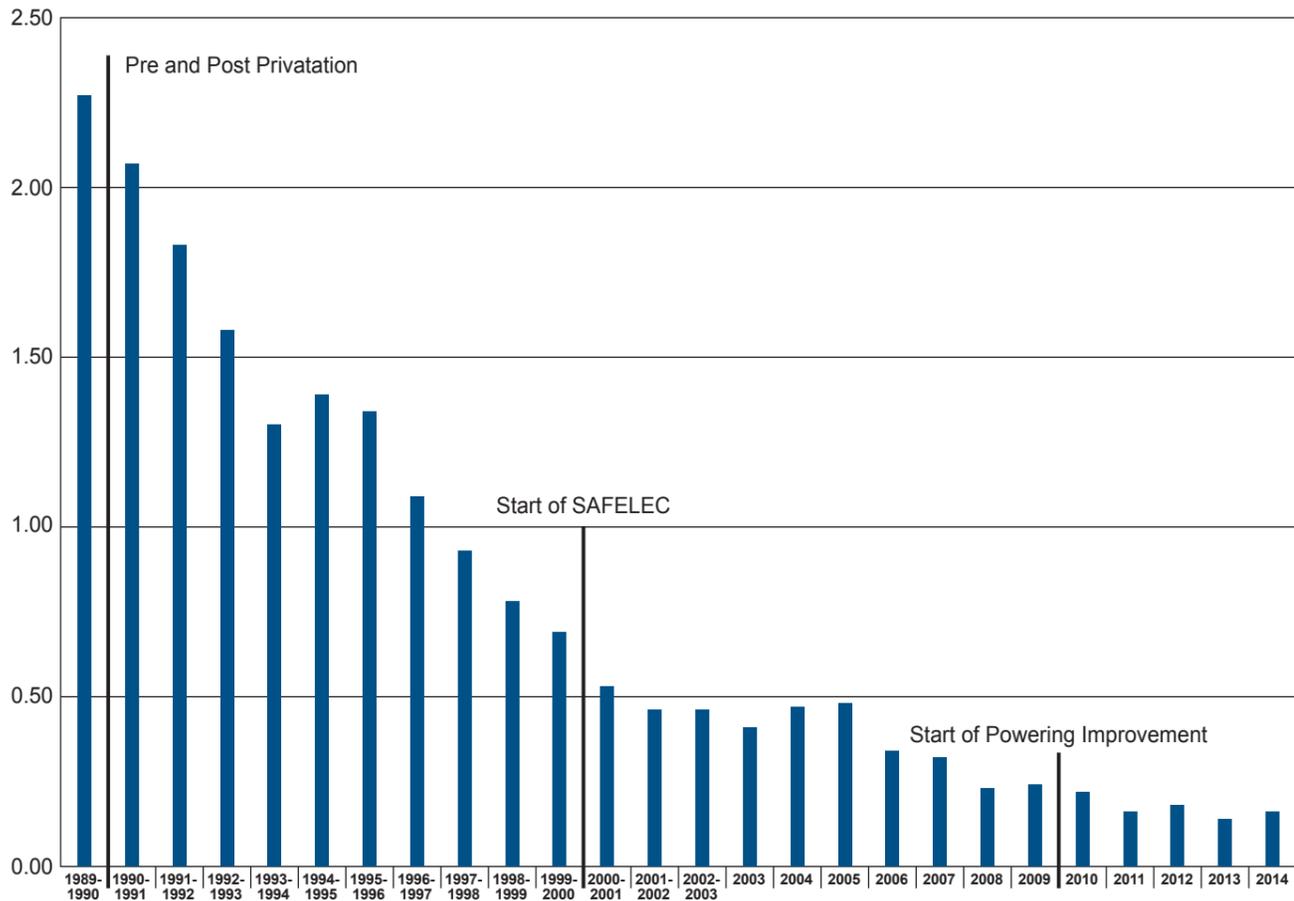
ACHIEVEMENTS/ RESULTS

The industry is approximately six times safer since privatisation (notwithstanding a number of fatalities that have tragically occurred over this time) as can be seen from the following graph.

ACCIDENT AND ILL HEALTH DATA

Post Privatisation Accident Graph

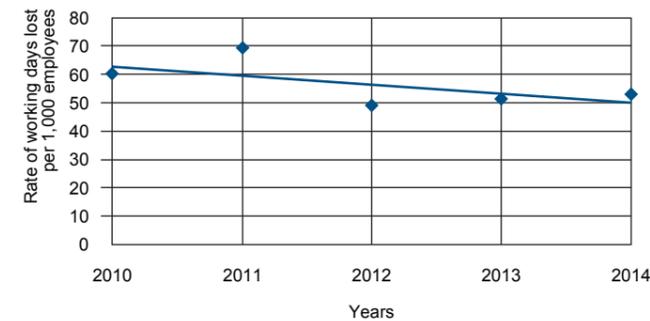
Accident Rate per 100 Employees (Fatal, Major and Over 3 Days)



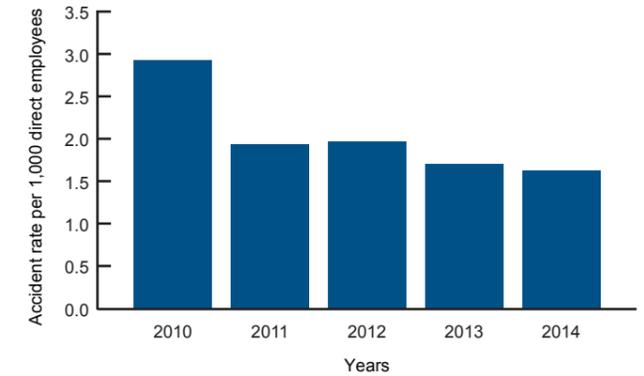
The electricity industry has collated accident and incident data that dates back to the 1970s. What is interesting to see by the chart above is the considerable decline in Fatal, Major and Over 3 Days Incidents in the UK Distribution Industry since privatisation in 1990. The electricity industry health and safety strategy 'SAFELEC' came into effect in 2000, and it is fair to suggest that overall there has been a steady improvement from the start of the strategy until it ended in 2010. Similarly the same can be said since the start of Powering Improvement, and the hope is that through continued hard work, collaboration and leadership this trend will carry on through to 2020. Looking at the graph it would suggest that the industry is now more than 10 times safer than it was before privatisation.

NETWORK PERFORMANCE (ACCIDENT DATA)

Rate of Working Days Lost per 1,000 Direct Network Employees



The graph above illustrates the total number of working days lost per 1,000 direct network employees from the start of Powering Improvement in 2010 until the end of the first phase on 31 December 2014. Although not entirely consistent, it can be said that the rate of working days lost has steadily decreased over the last 5 years since the start of Powering Improvement.



The chart above shows the Accident rate for all Fatal, Major and Lost Time Incidents (LTIs) per 1,000 direct employees working on the network from the start of Powering Improvement in 2010 until the end of the first phase on 31 December 2014. Overall it can be said that the rate of Fatal, Major and LTIs has dropped significantly by more than 40% since 2010.

This data will continue to be collated and monitored throughout the second phase of Powering Improvement.

GENERATION PERFORMANCE (ACCIDENT DATA)

Data to illustrate the performance of generation companies throughout the first phase of Powering Improvement is currently being analysed and will be presented on the Powering Improvement website.

OCCUPATIONAL HEALTH PERFORMANCE

Data summarising days lost due to occupational ill health and a breakdown into the key areas affecting the industry has been collated throughout the first phase and is currently being analysed and verified. The information will also be made available on the Powering Improvement website.



POWERING IMPROVEMENT 2010 - 2015

THE VISION WAS: THE UK ELECTRICITY INDUSTRY WILL BE A WORLD LEADER IN HEALTH AND SAFETY PERFORMANCE BY 2015

This was a deliberately ambitious ambition. How would we even judge whether we had achieved it? ENA is an active member of the Electricity Section of the International Social Security Association (www.issa.int/web/prevention-electricity/about), which contains members from countries around the world. A number of joint events were held in London (2009 and 2012) and Germany (2011) to gain a better international perspective and compare our performance with high performing companies in other sectors (e.g. Airbus). In addition, a number of ENA companies are part of global organisations and we were able to learn from innovative approaches in foreign subsidiaries in Europe, USA, South America and East Asia. Comparing performance (albeit in a less than scientifically rigorous way) indicates that the UK electricity industry is in the same league as these other high performers.

Discussion

What worked well in the first phase:

- > Positive relationships have been maintained and even improved between ENA, Energy UK, trade unions and HSE; there has been an openness and willingness to share experiences (both good and bad).

- > The over-arching themes and annual focus areas were seen to be relevant.
- > The resources made available on the Powering Improvement website and in printed form were useful and valued.
- > The role of Champions for each annual theme was successful and will be repeated in the next phase.
- > The overall accident rate has reduced since the strategy started.

What might usefully be improved:

- > We have not been as successful as we would have liked in our engagement with contractors. This will be addressed in the next phase.
- > Communications, especially to workers at the front line, need to be improved.
- > Efforts should be made to improve clarity between internal company H&S strategies and the overall industry strategy (i.e. Powering Improvement).
- > There is still a need to develop robust industry leading indicators rather than relying solely on reactive data.

A major success was that because of Powering Improvement, HSE now regard the electricity industry as “lower risk”.

FROM THE HSE ELECTRICITY SECTOR STRATEGY 2012–15

- > The electricity sector, in terms of overall current health and performance, is considered to be a lower risk sector. The sector comprises of a number of mature and well placed intermediaries. Many of these players already have established mechanisms for delivering improvements, such as the electricity network and generation industry Powering Improvement initiative.

- > HSE will support industry in delivering the aims of this strategy through joint working with stakeholders. Whereas general proactive inspection is not justified in this sector, reactive HSE investigation and enforcement will remain. Through the life of the strategy there may be specific exceptions where proactive inspections may be identified as necessary.

POWERING IMPROVEMENT 2015 - 2020

NEXT PHASE (1 JANUARY 2015 - 31 DECEMBER 2019)

Vision

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

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

Strategy

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

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

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

We will develop and agree a series of relevant and reliable leading and lagging indicators to track and monitor performance.

Over-arching themes

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.
- > 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.

ANNUAL FOCUS AREAS

2015: Working with contractors

This year will not focus on “management of contractors’ but rather working together in an open partnership approach to learn from each other’s approaches.

- > Working together to share best practice, intelligence sharing and lessons learned.
- > Reviewing and sharing approaches to managing common risks including safe working at height, working with electricity and occupational ill health risks.
- > Improving communications – sharing feedback and learning from incidents and near misses.
- > Where appropriate developing new and existing safety alliances and frameworks.

2016: Managing occupational ill health risks

- > Review the top three health risks in our industry and ensure that they continue to be effectively addressed. This will include 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.
- > Review and build on the six commitments that companies signed up to in 2011.
- > The ENA and Energy UK Occupational Health Committees will work together to develop a detailed delivery plan for the year.

2017: Asset management

- > Asset management – focus on managing ageing assets and the potential risks to members of the public and third party workers.
- > Innovation – assess and manage the risks from new technologies and procedures as they move from trial phase into business as usual.
- > Share lessons learned from managing process safety risks.
- > Work with suppliers and other stakeholders to share lessons learned from managing the H&S challenges from the smart meter roll-out.

2018: Human and organisational factors

- > Ensure all new entrants are fully aware of the lessons learned from significant incidents over the past 20 years and the changes that have been introduced.
- > Build new competences to meet the needs of new work processes and procedures.
- > Promote the use of Human Factors techniques to help drive safety performance improvement.

2019: Review of progress. Develop the next phase of ‘Powering Improvement’

- > Consolidate work in support of the overarching themes and the four previous annual focus areas.
- > Begin work to develop the content of the third phase of Powering Improvement from 2020 to 2025.
- > A decision will be made in 2018 whether there should be a specific annual focus for the year.

APPENDIX 1

ENA member companies



With thanks to other Partners of Powering Improvement, Energy UK and the UK electricity generation companies, the trade unions namely GMB, Prospect, Unison and Unite, and the support of the HSE.



PARTNERS

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

Energy UK is the trade association for the UK electricity generation companies.

TRADE UNIONS:

GMB
Prospect
Unison
Unite

GOVERNANCE

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

Executive decisions on behalf of ENA member companies rest with the ENA SHE Committee and ultimately the ENA Board.

Executive decisions on behalf of Energy UK companies rest with the Energy UK Health and Safety Forum and ultimately the Energy UK Board.

