

**POWERING IMPROVEMENT  
STRATEGY**

**PHASE 3 2020 – 2025 & Beyond**

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## 1. Introduction

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, Unite and the Powering Improvement Steering Group (PISG)). With the ever increasing renewables sector and decreasing thermal generation sector it is important to consider inclusion of trade bodies Safety On and GPlus within the future strategy.

The UK Electricity Industry launched its Powering Improvement phase one programme back in the year 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.

Energy UK and ENA 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 – 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.

### 1.1 Powering Improvement Phase 1

The phase one themes were as follows:

- 2010 Leadership**
- 2011 Occupational Health & Wellbeing**
- 2012 Asset Management & Maintenance**
- 2013 Behavioral Safety & Personal Responsibility**
- 2014 Beyond 2015 and Next steps**

A final report was issued June 2015 and is available [here](#) from the Powering Improvement website. The final figures at that time indicated that as an industry we appeared to be managing safety risks adequately (Note - the industry is over five times safer since

privatisation notwithstanding a number of fatalities that have tragically occurred over the past few years). The safety improvements were achieved largely through engineering and organisational controls.

There followed Powering Improvement phase two period launched in 2015 which continues to bring further improvements and is being delivered via a focus on human factors i.e. influencing behaviour by addressing issues such as competence (skills/training/knowledge) and supervision.

## **1.2 Powering Improvement Phase 2**

The phase two themes were as follows:

- 2015 Working with Contractors**
- 2016 Managing Occupational Health Risks**
- 2017 Asset Management**
- 2018 Human & Organisational Factors**
- 2019 Review of Progress and develop the third phase**

By the end of the 2010 - 2015 phase there was a tangible Improvement in accident performance rate per 100 employees of 0.1 from 2010 rate of 0.3. A Phase 2 final report will be published in Q3 2020 and will be available to download from the Powering Improvement website.

The Powering Improvement phase one and two results continue to demonstrate that reducing work-related ill-health will continue to be a major challenge for the industry during phase three and a focus on occupational health issues will continue to be a high priority throughout the new strategy.

## **1.3 HSE Strategy**

A further important factor that has helped to shape Powering Improvement is the HSE strategy “Helping Great Britain Work Well”, #WorkRight campaign and the HSE’s ‘Health and Work’ Strategy, which the UK electricity industry fully supports. Powering Improvement will continue to contribute to the delivery of the HSE strategy. Protecting and safeguarding a business’s most important asset – its workers – is at the heart of the Helping Great Britain Work Well Strategy.

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 strategy aligns with HSE’s electricity strategy 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.

Energy UK and ENA member companies and the industry’s Trade Unions (namely Prospect, Unite, GMB and Unison), together with HSE continue to support a compelling common goal:

**To 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.**

We recognise the importance of cooperation between all groups that make up the UK electricity industry: generation, retail, transmission, distribution, contractors, trade unions as well as government, regulators and other workers' representatives. We will work together with 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;
- ▣ 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; and
- ▣ We are fully committed to addressing environment and Occupational health and wellbeing issues as well as safety ones.

As an industry we are committed to:

- ▣ Making tangible improvements to Safety, Health and Environment in the UK electricity industry;
- ▣ Sharing best practice regarding health and safety risk management. This includes sharing lessons learned when things go wrong; and
- ▣ Exceeding compliance with H&S legislation to strive for continuous health and safety improvement and to provide the leadership and resource to make this happen.

## **2. ENA and Energy UK – New governance arrangements 2020-2025**

We have learnt and proven over the last ten years that a one sized strategy does not always fit the Energy UK or ENA annual health and safety risk based initiatives and delivery programmes. We are therefore proposing a new governance process for 2020-2025.

Energy UK and ENA companies will continue to work together to deliver shared industry initiatives. We will collaborate across the industry on joint projects where this adds value, share our learnings where we have common challenges and will focus on Generation, Networks (Transmission and Distribution) and Retail specific risks. The new process also allows Energy UK and ENA to drive separate risk based initiatives to address their own known hotspots. Where learning can be shared from these separate initiatives this will be implemented. The process will be overseen by the Powering Improvement Steering Group. Please refer to *Diagram 1*.

Both Energy UK and ENA will continue the commitment towards the strategy and goals, and attendance at the steering group meetings, annual workshops and the development of plan, reports and performance statistics and common developed areas will figure within each of the annual Energy UK and ENA development streams.

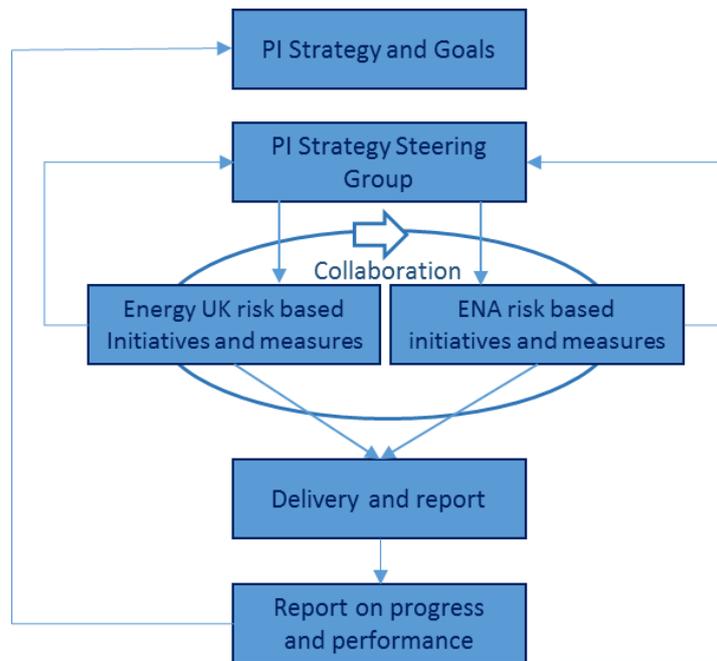


Diagram 1

The key aim of the UK electricity industry is to deliver further sustained improvement in health and safety performance by 2025 by continuing to apply and influence best practice approaches utilised in the top performing sectors in the UK and beyond. Success will continue to be evaluated by using leading and lagging indicators such as injury and ill-health rates together with use of and feedback from relevant climate and culture engagement surveys.

### 3. Powering Improvement - Phase 3 2020 – 2025

Powering Improvement will continuously support the improvement in the health and safety performance of the UK Electricity Industry through effective lesson learning and application of best practice.

#### 3.1 Vision

**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.**

#### 3.2 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 build 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.

### 3.3 Overarching themes

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

- 3.3.1 **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.
- 3.3.2 **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.
- 3.3.3 **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.
- 3.3.4 **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.

### 3.4 Annual Focus Areas (2020-2025)

In June 2019 around 40 industry stakeholders including representatives from Energy UK, ENA, Trade Unions and HSE attended a Powering Improvement workshop. The aim of the workshop was to identify the key health and safety Issues that will impact the industry over the next five years. The output from the four workshops can be found in Appendix 1.

#### 3.4.1 Year 2020

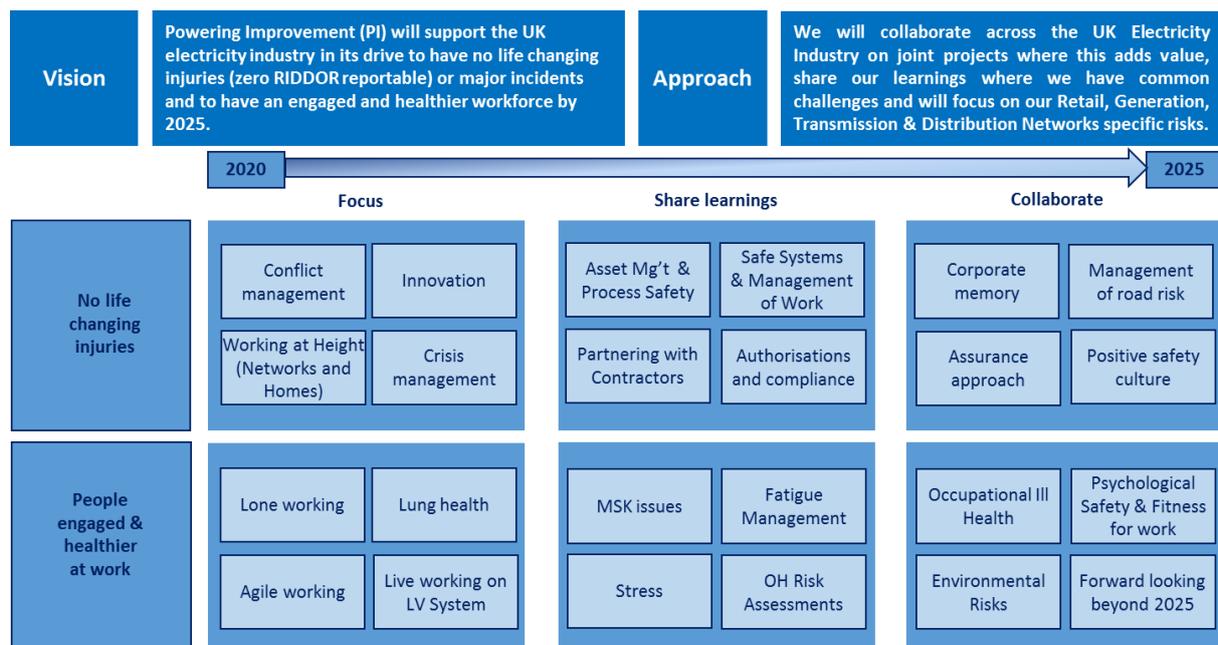
From the outset of COVID-19, ENA and Energy UK member companies have developed and adopted safe working practices in consultation with colleagues, contractors and trades unions to keep employees and customers safe. We have begun implementing the opportunities for improvement recommended by the 2019 Human Factors HSL report. We will produce a delivery plan in preparation for the Occupational Health initiative which will cover the areas of Psychological Safety and Fitness for Work including Lung Health, MSK Issues, Fatigue Management, and Mental Ill Health issues. We will also start to address opportunity areas on Health and Wellbeing where we can share best practice most quickly.

#### 3.4.2 Year 2021

We will finish the 2020 Occupational Health initiative then prepare for the next initiative which would be a choice of one or more of the examples set out below which were identified in the June 2019 PI workshop and also initiatives suggested by Energy UK safety leaders group.

#### 3.4.3 Years 2022, 2023 & 2024

Initiatives for years 2022, 2023, and 2024 will be selected and agreed, building from the following table:



Note – we should embrace the E in SHE but embed environmental gains within initiatives.  
 Note – responsibly improving our SHE performance in an increasingly complex industry.  
 Note – agree with EUK/ ENA dual focus approach with standard governance arrangements.

## **4. The Objective**

Powering Improvement will contribute to the health and safety initiatives put in place by ENA and Energy UK member companies, work with trade unions to promote healthy and safe practices and ensure that worker competence is maintained and managed for future generations remembering past incidents through promoting the integration of corporate memory across the industry.

ENA and Energy UK member companies through Powering Improvement will engage at all opportunities with HSE and learn from other sectors to support the Helping Great Britain Work Well strategy objectives and utility sector plan.

### **4.1 Aims**

#### **4.1.1 Energy UK and ENA member companies will by 2025:**

1. Continuously reduce the number of RIDDOR reportable injuries suffered by employees and contractors working on behalf of the UK electricity industry and to drive to zero reportable incidents;
2. Work with industry stakeholders to reduce the number of public fatalities and public injuries in association with activities in the vicinity of UK electricity industry assets. Aspire to reduce the number of third party contacts to overhead lines and underground cables by 10%;
3. Aspire to reduce work related sickness absence rate within the UK electricity industry by 10% to achieve sector leading performance;
4. Increase awareness of and reduce the number of days lost due to work related mental ill health;
5. Work with trade unions to promote safety representatives within member companies to encourage engaged health and safety practices; and
6. Improve levels of employee engagement within member companies as measured by company employee surveys.

### **4.2 Outputs**

#### **4.2.1 Energy UK and ENA member companies will by 2025:**

1. Communicate and campaign sound safety advice through public safety committees and other associated forums to educate members of the public of the risks associated with activities in the vicinity of electricity industry assets. Interventions to be assessed through monitoring recordable public safety incidents.
2. Energy UK and ENA member companies will focus on key safety, health and environmental risks. Additional specific detailed (numerical and non-numerical) targets will be set through Energy UK and ENA's individual member company's annual business plans.

3. (3&4) 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.
4. (5&6) Compare, contrast and evaluate member company employee engagement surveys to share learning and identify opportunities to drive improvement.

By delivering the above aims and outputs by 2025, ENA and Energy UK will have openly shared approaches to help achieve the VISION of Powering Improvement.

## **5. Champions**

Each annual theme will be supported and championed by senior representatives from Energy UK and/or ENA member companies, contractors and/or trade unions, who will be appointed by the Powering Improvement Strategy Steering Group to promote each annual theme and its activities.

## **6. Strategy Steering Group**

A working group containing representatives from Energy UK and ENA member companies, trade unions and the HSE has been established to oversee work carried out throughout the initiative known as the Powering Improvement Strategy Steering Group.

## **7. Communications**

### **7.1 Events**

Events will be coordinated throughout Phase 3 by Energy UK and ENA to promote the work of Powering Improvement.

#### **7.1.1 2020**

- 📅 Energy UK Health and Safety Conference – 4th March 2020, Leeds.
- 📅 ENA Annual Safety, Health and Environment (SHE) Conference), Brighton (postponed to May 2021).
- 📅 Powering Improvement Phase 3 Digital Launch Event – Late summer 2020.

### **7.2 Reporting**

Improvement and demonstration of achievement against our goals will be monitored throughout the process of Phase 3 and will be illustrated each year in a Powering Improvement annual SHE Review.

At the end of the five year phase an overarching report will be published highlighting the achievements of the five strategy and any recommendations for the next phase (2025-2030).

### **7.3 Sharing Best Practice**

Robust and timely communication systems will be established to share lessons learnt from incidents across the UK electricity industry and in the interest of corporate memory, material generated through the Powering Improvement initiative will be promoted and shared via the Powering Improvement website.

## 8. Appendix 1

### Break out session 1

2020	Complete Human Factors & suggested outcomes / Start Health (Psychological Safety and Fitness for Work)
2021	Finish Health / Start Next
	<ul style="list-style-type: none"> <li>• Corporate Memory (website/ catalogue/ proactive examples/ reactive examples)</li> </ul>
	<ul style="list-style-type: none"> <li>• Live Working on LV System (different approach)</li> </ul>
	<ul style="list-style-type: none"> <li>• Asset Management (doing the basics well/ Managing SHE through change 2013 work)</li> </ul>
	<ul style="list-style-type: none"> <li>• Safe Management of Work (putting people to work/ CDM v OSR/ Partnering/ Principles)</li> </ul>
	<ul style="list-style-type: none"> <li>• Road Risk (environmental benefits/ reiteration of safety aspects)</li> </ul>
	Note 1 - we should embrace the E in SHE but embed environmental gains within initiatives
	Note 2 - responsibly improving our SHE performance in an increasingly complex industry
	Note 3 - agree with EUK/ ENA dual focus approach with standard governance arrangements.

### Break out session 2

2020	Occupational Health –All annual themes supported by focused outputs from priority lists (enables Energy UK and ENA contributions and company specific examples.
2021	Safety
2022	Environmental Aspects
2023	Innovation
2024	Forward Look

### Break out session 3

2020	Managing OH Risks –Fatigue Mgt/Mental Ill Health/Stress /OH Risk Assessments
2021	Asset Management –RIIOED 2/Innovation/DSO/Environmental Risk
2022	Engagement with Contractors –ICPs /Major & Minor supply-chain
2023	Behavioural Safety & Ergonomics –Review of 2019 initiative/Driving/Putting staff to work
2024	Corporate Knowledge & Learning –Staff Leaving Industry 25%/Influx of new employees

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.

