

Powering Improvement (Second Phase 2015 – 2020)

Introduction

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 Sector 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.

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 cooperation 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 H&S legislation to strive for continuous health and safety improvement and to provide the leadership and resource to make this happen;

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.

Overarching 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; 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;

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 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 3 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 over-arching 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;