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management  
conference

# Session 4 Safety Culture

Safety, Health and Environment (SHE)  
Management Conference 2023

Hosted by



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NETWORKS



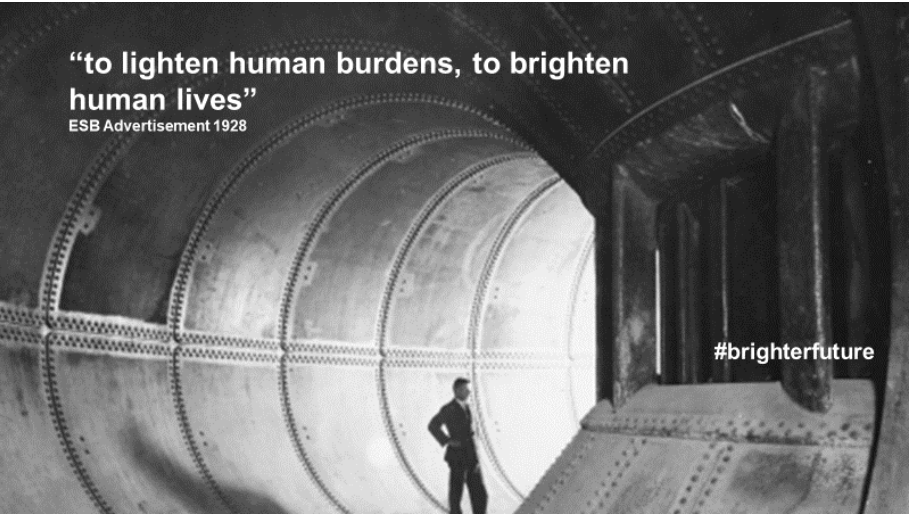
# Shaping Our Safety Culture

Sarah Claxton

People & Organisation Capability



# Strong Foundations



## Our Purpose

As relevant and emotive today as it was in 1927  
Connecting our Past, Present and Future



Alive today in our Networks  
for Net Zero Strategy

OUR VALUES

WE'RE COURAGEOUS   WE'RE CARING   WE'RE DRIVEN   WE'RE TRUSTED

Our Values are how we put our purpose into action. They encapsulate and align our culture and inform our behaviours

DRIVEN TO MAKE A DIFFERENCE

NET ZERO

BY 2040

ESB NETWORKS

NETWORKS FOR NET ZERO

Delivering the Electricity Network  
for Ireland's Clean Electric Future

# Positioning Culture in Business

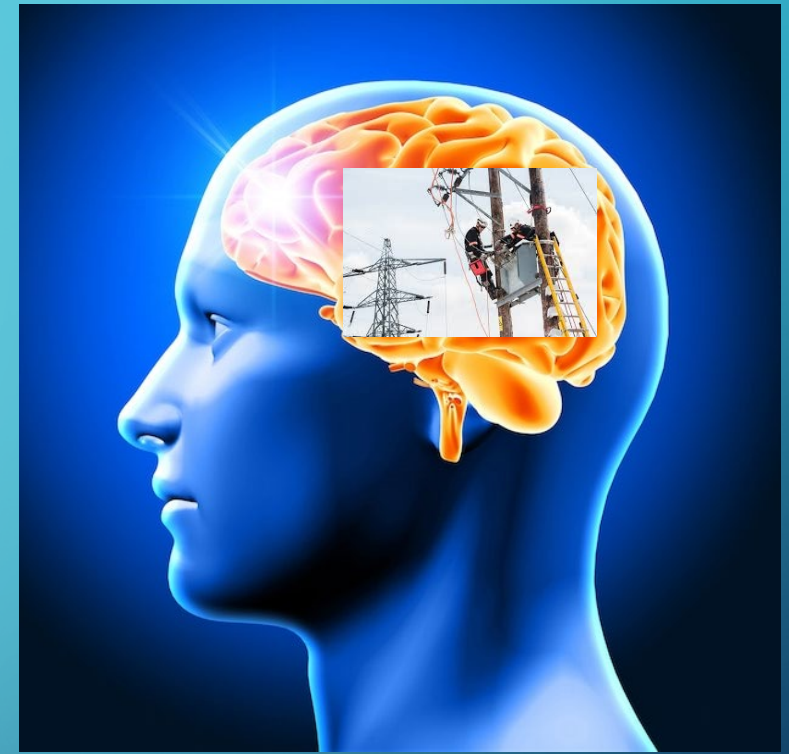
Safety Management  
Systems  
Methodology  
Safety Rules

The structures we  
put in place to  
ensure safety  
performance



# CORPORATE MEMORY

MURDO ALLAN



# CORPORATE MEMORY DEFINITION

Corporate Memory is the accumulated body of data, information and knowledge created during an organisations existence.

It has two repositories: an organisations archives, including its electronic data bases and individuals memories.



# WHY IS CORPORATE MEMORY IMPORTANT?



# KINGSWAY FIRE 2015





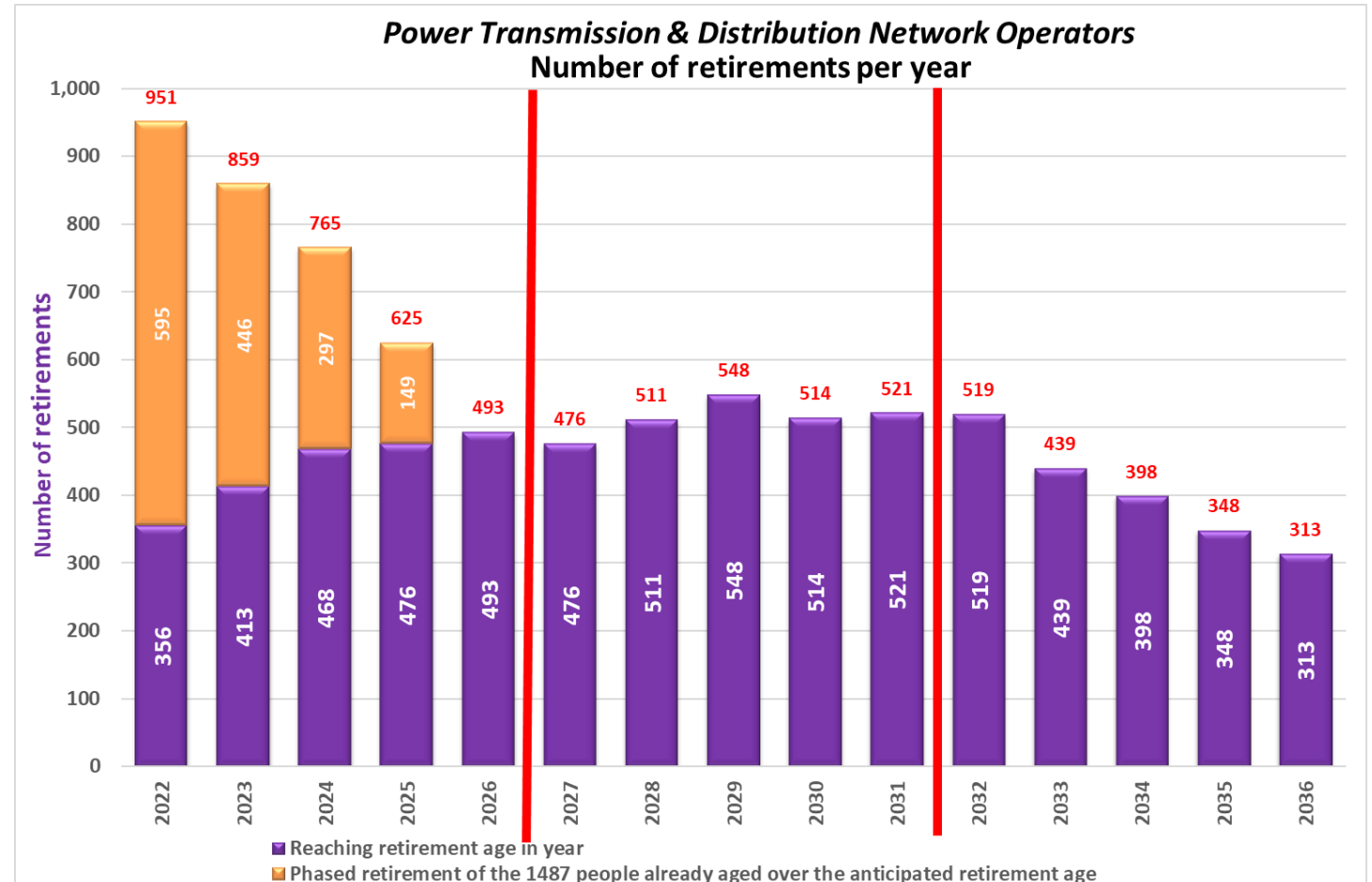
## CHALLENGES:

- Not relying on individuals memories
- Documenting the knowledge and the thinking behind the knowledge so it can be easily understood
- Ensuring it is easily accessible by others
- **This is really important when workforces are introducing new recruits and the rate of change is increasing!**



# STAFF AGEING IN THE SECTOR

3,693 people are expected to retire over the next five years (2022 to 2026) – equivalent to 20% of the current workforce. This estimate includes 1,500 people who are already aged over their anticipated retirement age.





# SPLIT OF LEAVERS

The job roles expected to lose the highest proportion of their current workforce are:

- Level 6 Specialist/Engineer 35%
- Level 6 Managerial 29%
- Level 4 Managerial 29%
- Level 2 Electrical Fitter 27%
- Level 2 General Technical Support 27%

Based on average length of service those currently aged 55 years and older (32.3 years)

More than 119,000 years' experience could be lost to TO's & DNO's over the next 5 years.

# CRITICAL SKILLS

Protection  
Engineers

Tower  
Linespersons

HV  
Jointers

Hot Glove  
Teams

Specialist Fitters

Asset Engineers

Network Planners

HV SAP's





HOW DO  
WE  
MANAGE?

STRATEGIC  
SOLUTIONS

Plan for transition

Apprenticeships

Graduate schemes

Traineeships

Upskilling

Outreach schemes



# HOW DO WE MANAGE? TACTICAL SOLUTIONS

Document information – Powering Improvement Incident Reviews

Managed transfer knowledge schemes

Accelerated learning opportunities

Flexible & Part time working

Negotiated extensions

Make knowledge transfer part of exit terms



# POWERING IMPROVEMENT INCIDENT REVIEWS





# HOW DO WE MANAGE? TACTICAL SOLUTIONS

Document information – Powering Improvement Incident Reviews

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Make knowledge transfer part of exit terms



REMEMBER: DON'T LEAVE YOURSELF FIREFIGHTING!



# Powering Improvement Champion

Chris Burchell (Managing Director, Scottish and Southern  
Electricity Networks – Distribution)

25<sup>th</sup> May 2023

# What is Powering Improvement?



## POWERING IMPROVEMENT

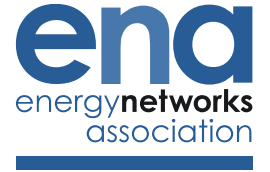


- All electricity sector strategy for H&S – D, T & G
- Tri-partite membership:
  - ENA and Energy UK member companies
  - All recognised industry Trades Unions
  - HSE
- Has been running since 2010 – 3<sup>rd</sup> phase 2020-2025
- Annual topic for discussion, focus and development with overarching principles
- Recognised as great example of industry collaboration in action

<http://www.poweringimprovement.org/>



# An introduction to Powering Improvement - phase 3



## Phase 3 2020-2025 (Themes)

2020/21 Managing Occupational Ill Health and COVID-19

2022/23 Promoting Positive H&S Culture

2024 (TBC) – Psychological Safety – Individual Factors

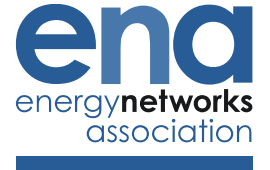
**Sector Vision:** *Powering Improvement will support the UK electricity industry in its drive to have no life changing injuries (zero RIDDOR reportable) or major incidents and to have an engaged and healthier workforce by 2025.*

Alignment with HSE Strategy *'Protecting People and Places'*

### 4 Overarching Themes:

- **Leadership**
- **Worker Involvement**
- **Building Competence (Skills)**
- **Corporate Memory**

## Powering Improvement Phase 3 Aims



Energy UK and ENA member companies will by 2025:

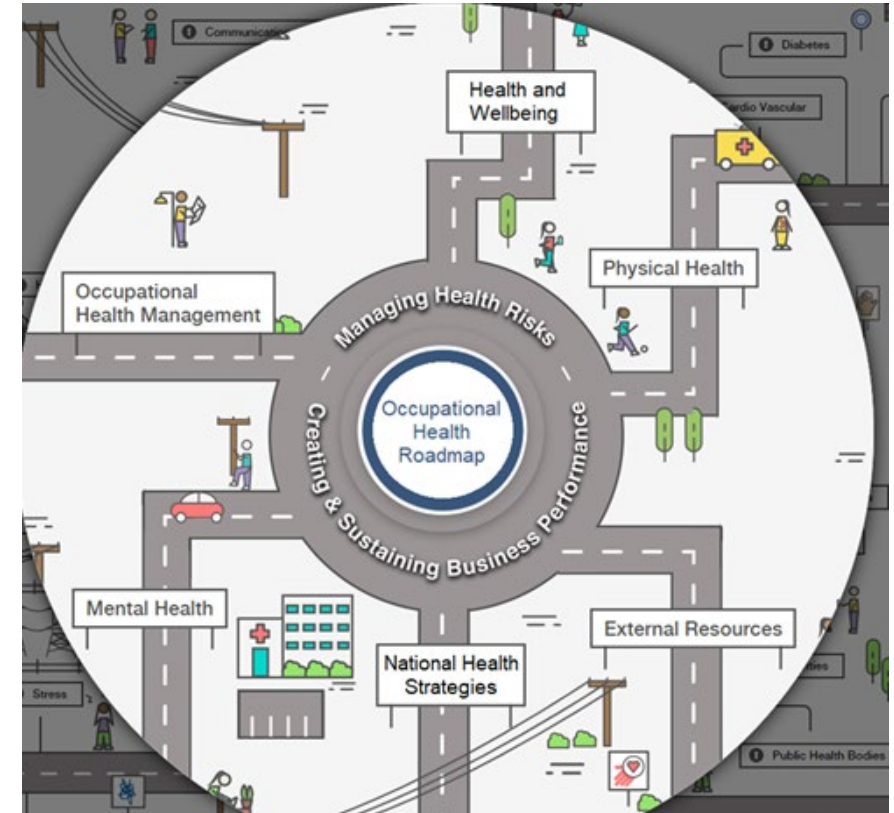
1. Continuously **reduce** the number of **RIDDOR reportable** injuries suffered by employees and contractors working on behalf of the UK electricity industry and to **drive to zero reportable incidents**;
2. Work with industry stakeholders to **reduce the number of public fatalities and public injuries** 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.

# Positive Health & Safety Culture

- Health is a key cornerstone of any successful safety culture
- Showing genuine care to our people makes a positive difference
- Healthy people make fewer mistakes

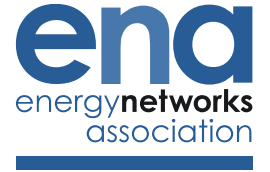
## The Key Actions for 2023 through PI on Health

- Refreshing Industry Occupational Ill Health Roadmap with a focus on our key Health Areas:
  - Health and Wellbeing
  - Mental Ill Health
  - Physical Health
  - Health Management
- Develop industry **EFRIN** Project (Exploring Fatigue Risk In Networks)
- Developing a Suite of Occupational Ill Health Communications on a variety of topics which affect staff across the sector





## Positive H&S Culture = Positive Business Culture

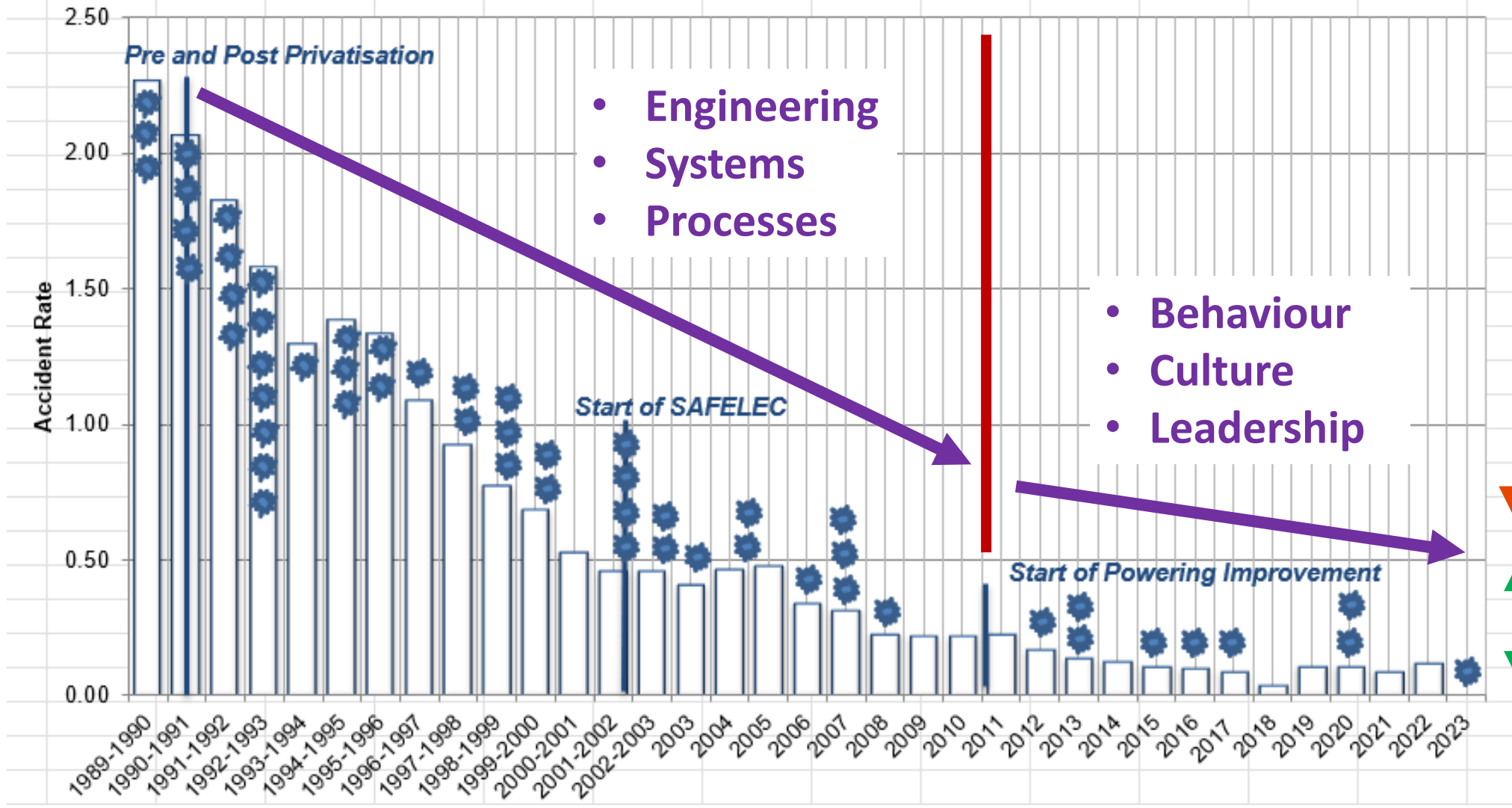


### Successful business culture traits:

- Have strong leaders
- Clear and engaging purpose and strategy
- Train employees and hold them to high standards
- Value employees and encourage them to provide input
- Listen to their key stakeholders
- Use mentors, support groups and other resources
- Set clear goals and plans
- Learn from mistakes
- Show willingness to change and innovate
- Understand the importance of communication and engagement
- Are passionate about what they do

**Successful safety  
culture traits are  
not different**

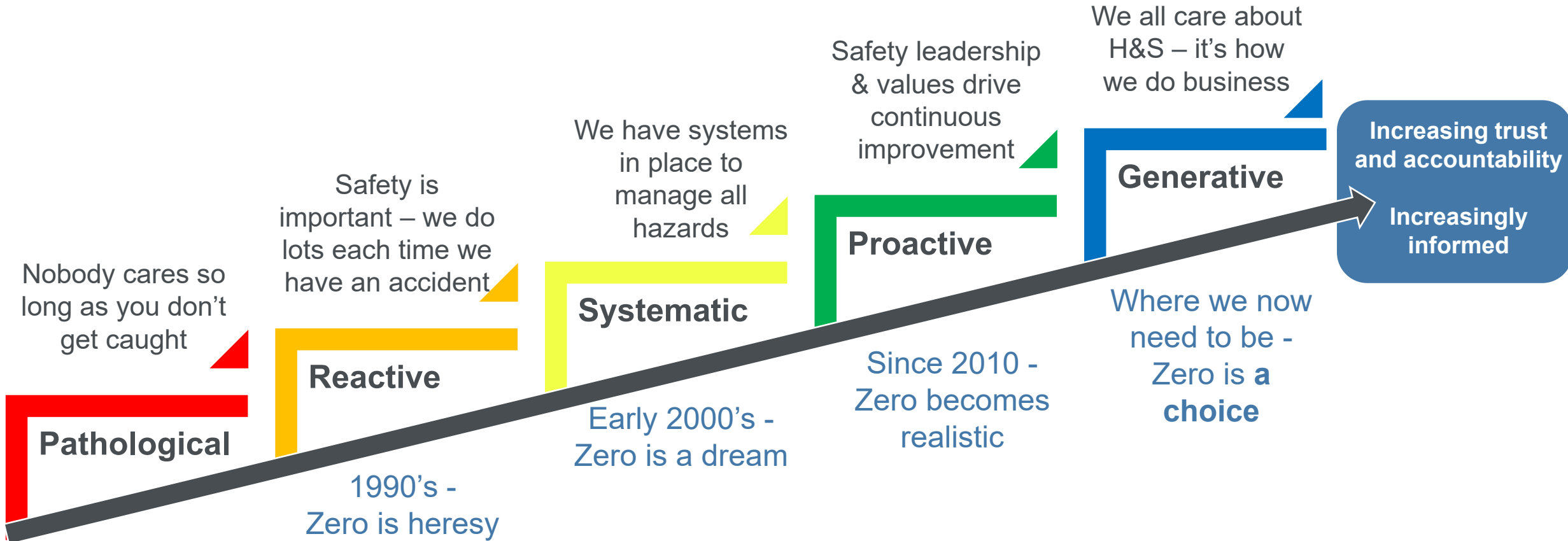
### Accident Rate per 100 Employees (Fatal, Major and Over 7 Day - RIDDOR Reportable)



Positive pressure

The choice gap!

# The safety culture maturity staircase





## The Choice Gap in SSEN-D – an illustrative example



- Near miss, high potential event – no injuries.
- Planned LV D Pole change.
- Lorry mounted HIAB deployed to remove an old pole.
- Sling placed half way up the pole plus 1m, and HIAB was used to effectively pull pole out of ground.
- Stored energy released when the pole broke at ground level.
- Broken pole then jolted narrowly missing banksman who was holding the tag rope.
- Broken pole then struck top of nearby parked vehicle.



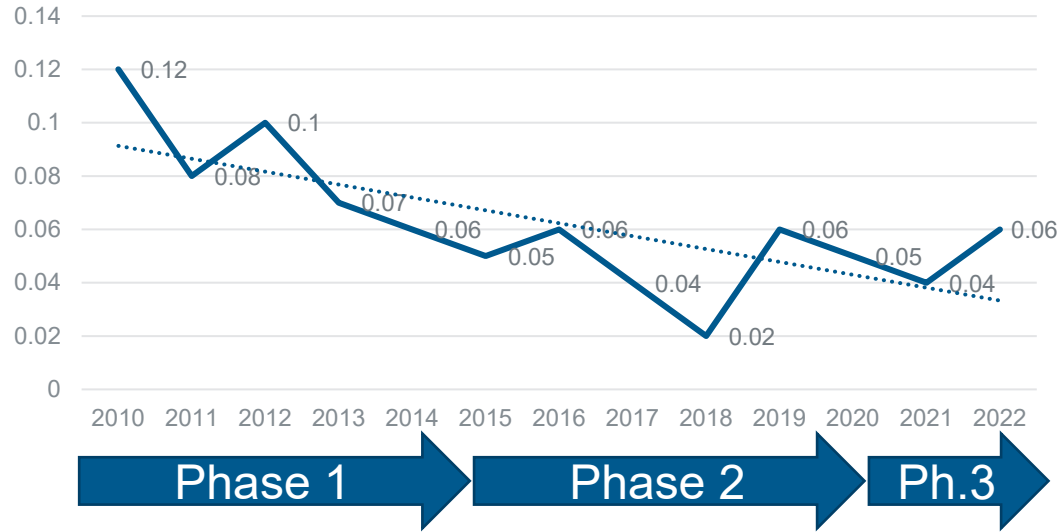
## The Choice Gap in SSEN-D – an illustrative example



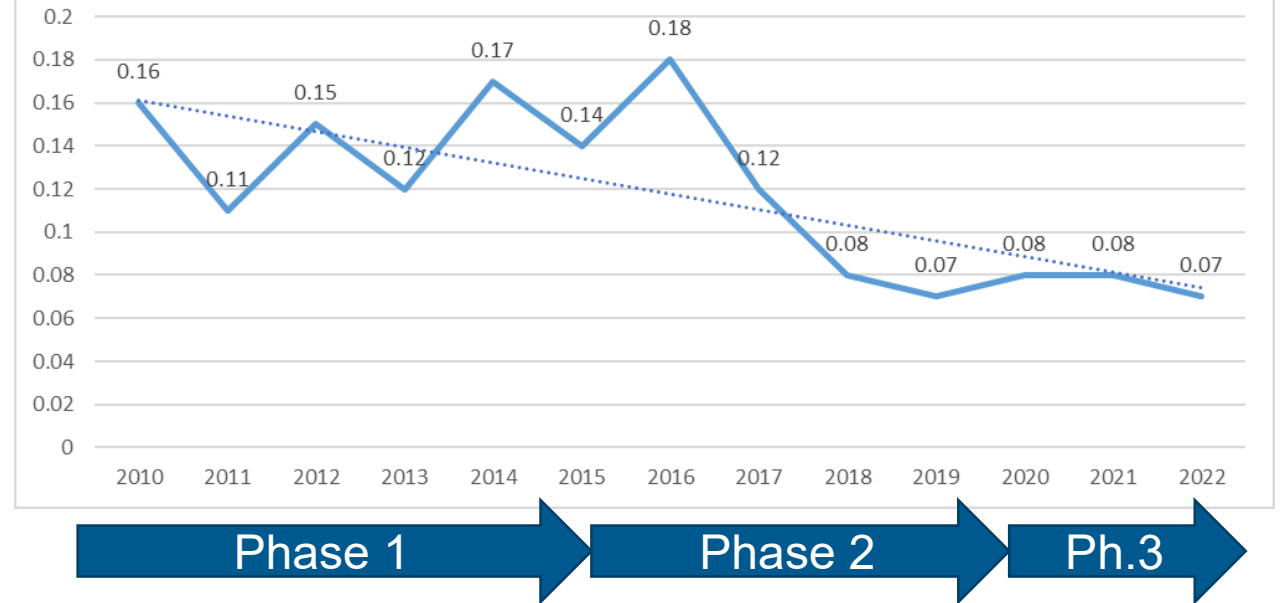
- **What did we learn from this?**
  - Our written method could have been more clear
  - Custom and practice influenced on the day choices
    - Poor understanding/perception of risks
    - Lack of initial excavation around base of pole prior to removal
    - Use of HIAB to pull pole out of ground under tension
    - Reluctance to use pole-jacks
    - Poor application of exclusion zone
- **What have we done in response?**
  - Clarified the safe method
  - Increased availability of pole-jacks
  - Targeted briefing of teams engaged in this activity
  - Wider learning - work actually done vs work prescribed – further gap identification and closure
  - Wider learning – ‘where’s the harm in that?’ – risk assessment campaign

# The Choice Gap

Reportable Incident Rate For **Direct Staff**  
(Electricity Networks - Fatal/Major or Specified  
and Reportable Lost Time)



Reportable Incident Rate for **Contractor Staff** (Electricity Networks -  
Fatal/Major or Specified and Reportable Lost Time)



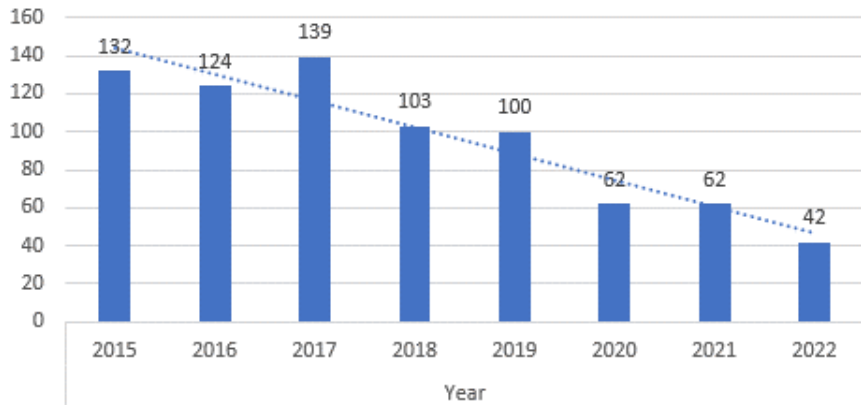
- We need to apply ever more positive pressure downwards to close the gap to zero
- Continuous incremental improvements required across all key areas of safety
- We are still at risk of someone somewhere making a poor choice - either at a conscious or subconscious level....

**What needs working on in your organisation to close the choice gap?**

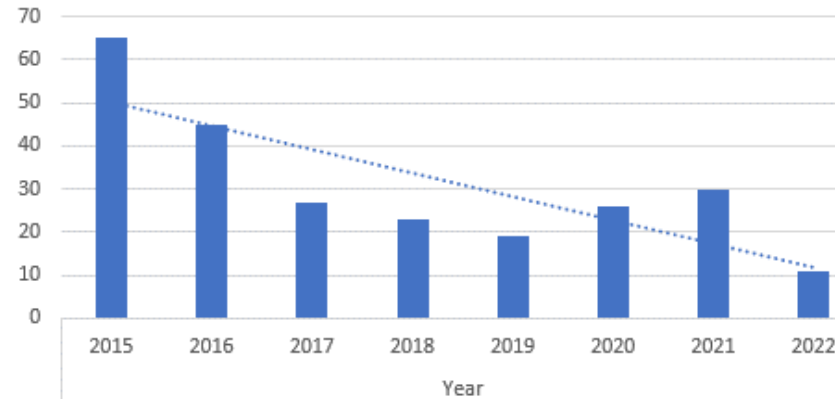


# Public Safety

DNO Underground Cable Injury Incidents (Third Party/Members of Public reported via ESQCR)

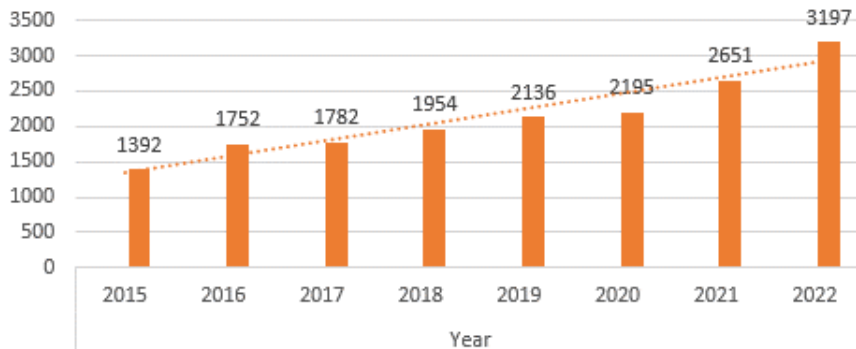


DNO Overhead Powerline Injury Incidents (Third Party / Members of the Public via ESQCR)

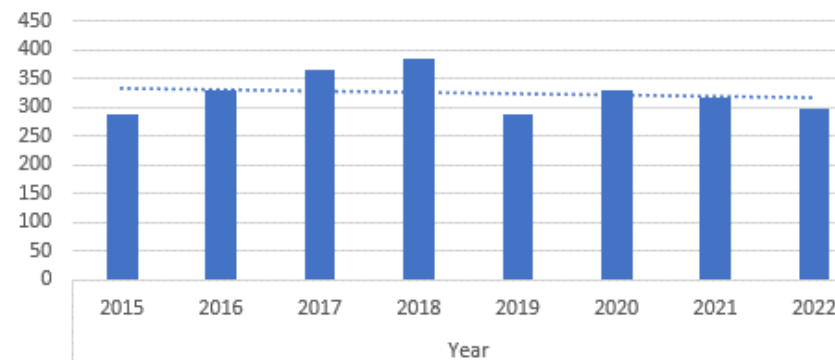


3<sup>rd</sup> party and public injuries are down but near misses are up

DNO Underground Cable Non-Injury Reports (Third Party/Members of Public reported via ESQCR)



DNO Overhead Powerline Non-Injury Reports on Farmland (Thrd Party/Members of the Public via ESQCR)



2018 national campaign targeting agricultural workers did register marked success

More positive pressure needed from all of us in networks to meet our 10% reduction goal

# We all get Home Safe

## Our Safety Family :



We take pride in our **work and environment**



We plan, scan and adapt



We see it, sort it, report it



We take care of **ourselves, each other and our environment**

## We focus on our 3 priorities :

We choose partners that **share our commitment** that we all get home safe, **jointly setting high standards**

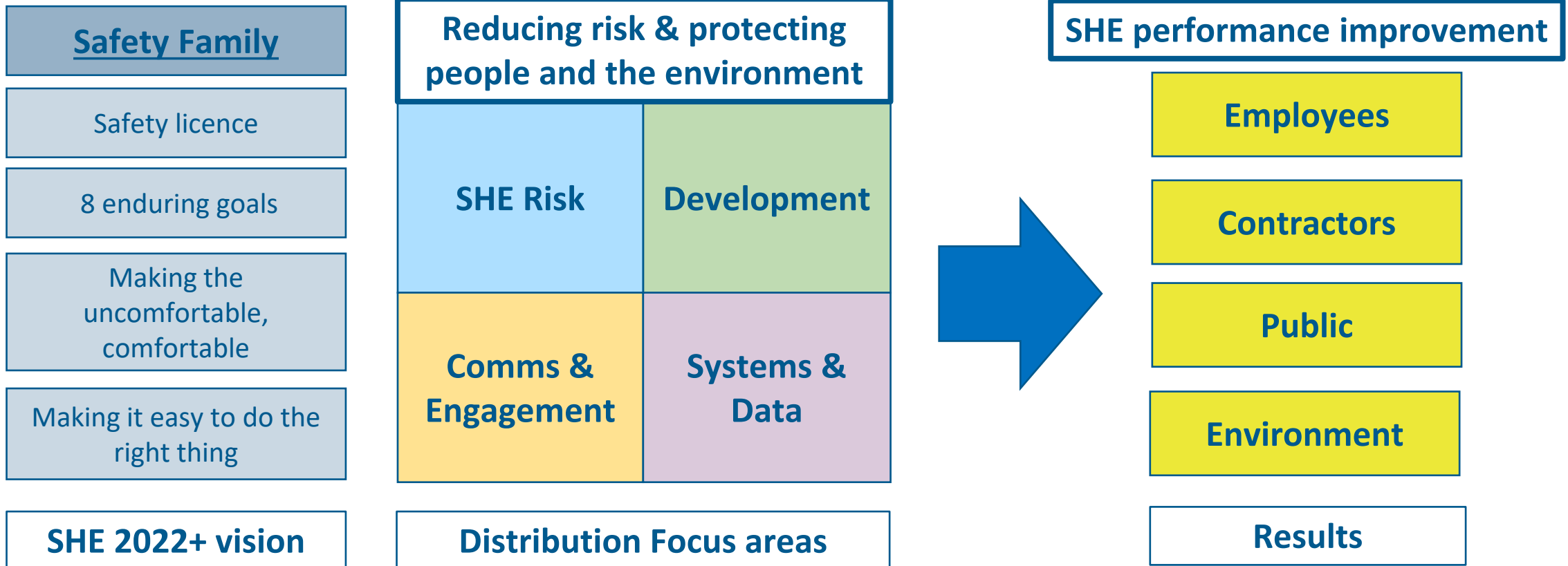
We understand our risks, have rigour in our approach and keep **checking our controls**

We make it really **easy for people** to do the right thing



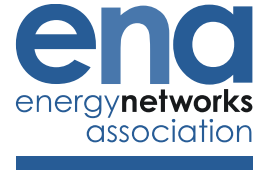
If it's not **safe**, we don't do it

# SSEN DISTRIBUTION'S 23/24 SHE STRATEGY HAS TAKEN SHAPE



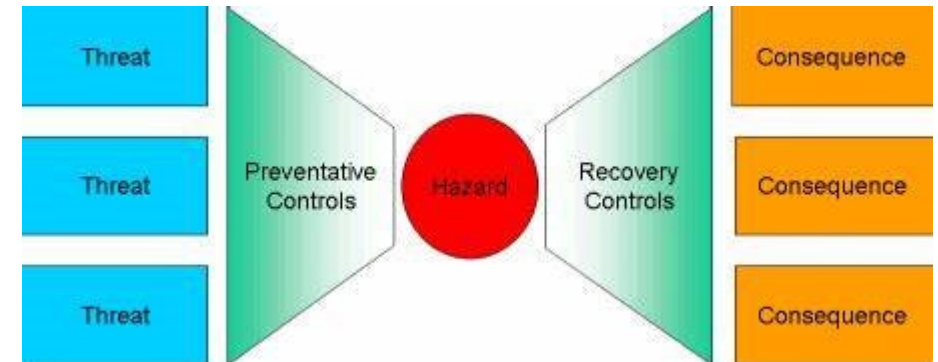


## What is SSEN Distribution doing in this area?

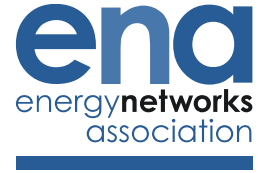


### Sample actions & deliverables for 23/24 SHE Plan:

- Immersive training roll-out
- Behavioural safety refresh training
- Work done vs work prescribed – improve assurance through coaching – closing the choice gap
- Reverse bow tie risk analysis
- Upskilling supervisors
- Investigation and learning improvement



## Looking Ahead



- What got us here will not get us there!
- The next step change requires a build in thinking and approach
- We are in a period of fast growth – we must also consider culture, training and skills
- Leadership is critical in setting tone, high expectations and ensuring accountability – we can't assume that what we've always done will address what is required
- We need to think about risk and how it is changing – how that affects our approach and our SHE Management System
- We also need to prioritise and improve our strong safety culture



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Thank you  
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