Session 4
Safety Culture
Safety, Health and Environment (SHE) Management Conference 2023
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 are how we put our purpose into action. They encapsulate and align our culture and inform our behaviours.
Positioning Culture in Business

Safety Management Systems
Methodology
Safety Rules

The structures we put in place to ensure safety performance

OUR PURPOSE

STRATEGY
INTEGRATED BUSINESS PLANS
TEAM PLANS & INDIVIDUAL GOALS

VALUES
BEHAVIOURS
CULTURE

DRIVING PATH
GUIDING PATH

BUSINESS PERFORMANCE AND SUCCESS
CORPORATE MEMORY DEFINITION

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

It has two repositories: an organisation's 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!
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.
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
- Hot Glove Teams
- Specialist Fitters
- Tower Linespersons
- HV Jointers
- HV SAP’s
- Asset Engineers
- Network Planners
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

Managed transfer knowledge schemes
Accelerated learning opportunities
Flexible & Part time working
Negotiated extensions
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)

25th May 2023
What is 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 – 3rd 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
The choice gap!

Positive pressure

- Engineering
- Systems
- Processes
- Behaviour
- Culture
- Leadership
The safety culture maturity staircase

Pathological
- 1990’s - Zero is heresy
- Nobody cares so long as you don’t get caught

Reactive
- 1990’s - Zero is a dream
- Safety is important – we do lots each time we have an accident

Systematic
- Early 2000’s - Zero is a dream
- We have systems in place to manage all hazards

Proactive
- Since 2010 - Zero becomes realistic
- Safety leadership & values drive continuous improvement

Generative
- Where we now need to be - Zero is a choice
- We all care about H&S – it’s how we do business
- Increasing trust and accountability
- Increasingly informed

We all care about H&S – it’s how we do business. Safety leadership & values drive continuous improvement. We have systems in place to manage all hazards. Since 2010 - Zero becomes realistic. Where we now need to be - Zero is a choice. We all care about H&S – it’s how we do business. Increasing trust and accountability. Increasingly informed.
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
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?
3rd party and public injuries are down but near misses are up

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

**Safety Family**
- Safety licence
- 8 enduring goals
- Making the uncomfortable, comfortable
- Making it easy to do the right thing

**SHE 2022+ vision**

**Reducing risk & protecting people and the environment**

- SHE Risk
- Development
- Comms & Engagement
- Systems & Data

**Distribution Focus areas**

**SHE performance improvement**

- Employees
- Contractors
- Public
- Environment
- Results
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
Thank you
See you in Jersey for the 2024 SHE Management Conference