

Session 2 Occupational Health SHE Management Conference 2022 presentations

she
safety, health
& environment
management
conference

29-30 June 2022 Brighton

Hosted by

**UK
Power
Networks**
Delivering your electricity

The Safety, Health and Environment Management Conference is an ENA event

Covid-19 review ENA SHE conference 2022

COVID-19 Build up to lockdown 1

- A rapidly changing landscape
 - Feb 2020: First UK transmission of the virus
 - 16 March: Boris Johnson advises against non-essential travel and asks people to avoid pubs and restaurants
 - 20 March: Schools and all pubs, restaurants and gyms close
 - 23 March: Complete nationwide lockdown imposed and the vulnerable asked to 'shield' for 12 weeks
- WPD response was and continued to centre around three pillars:

STAFF

- Safety at work/home
- Support
- Information & advice

CUSTOMERS

- Information & advice
- 24 hour contact
- Proactively manage work activity

COMMUNITY

- £1m fund
- Support for partners
- PSR data sharing



Corona Virus –Strategic direction

- WPD Pandemic Steering Group commenced working in January 2020
- The group includes senior managers, company Operations Director and TU chair of the company SHE group
- The group monitored and responded to the latest WHO and UK Government advice including: -
 - Developing plans to align to the medical advice
 - New communication required for staff & stakeholders
 - Monitoring stock levels and implement any proactive purchasing requirements
 - Liaising with stakeholders e.g. BEIS/ENA/OFGEM/ENA
 - Considering and responding to any matters arising from business meetings/feedback from staff & stakeholders
 - Monitor sickness and any potential operational impact



Corona Virus –Operational implementation

- The operational changes implemented to ensure Business continuity included
 - Transition to COVID - secure emergency working
 - The development of communication plans
 - Implementing home working and IT solutions for circa 1800 staff
 - Developing COVID-secure workplaces for front line staff
 - Developed specific guidance to allow staff to work in line with Government advice at each stage of the pandemic
 - Implementation of remote training so as to maintain operational competences & transition to COVID-secure face to face training post lock down
 - Development of WPD 'track and trace' programmes
 - Return to COVID-secure working 'post' any national lockdown



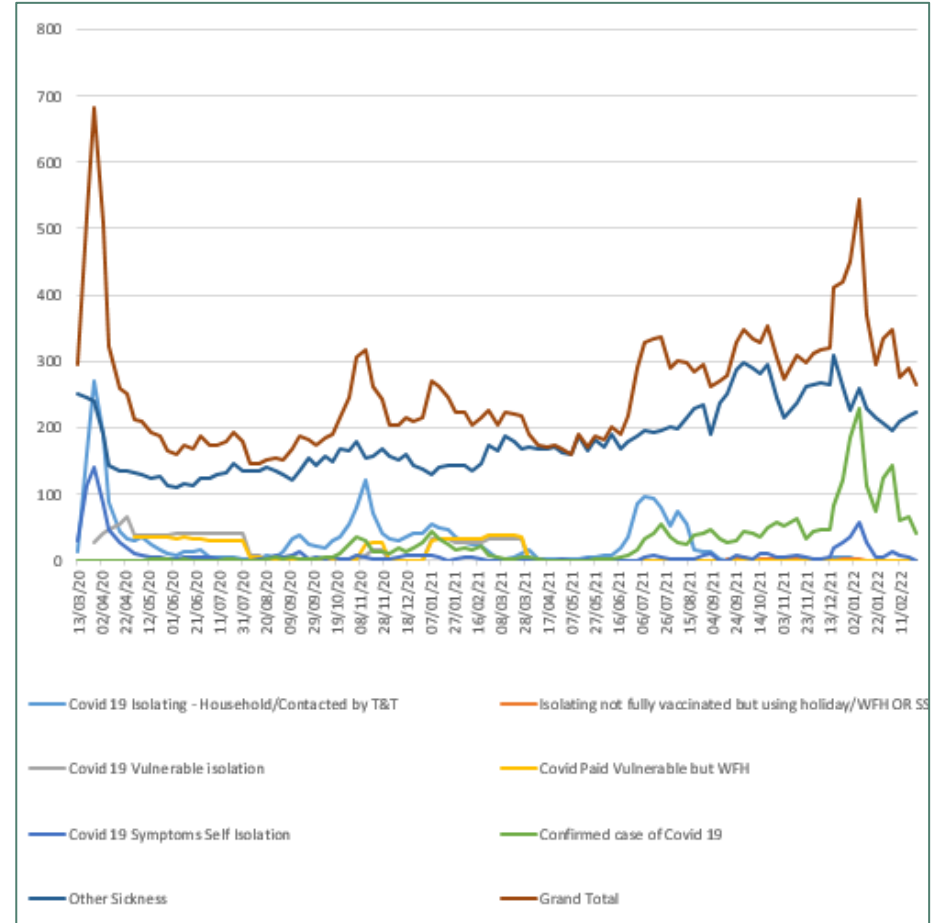
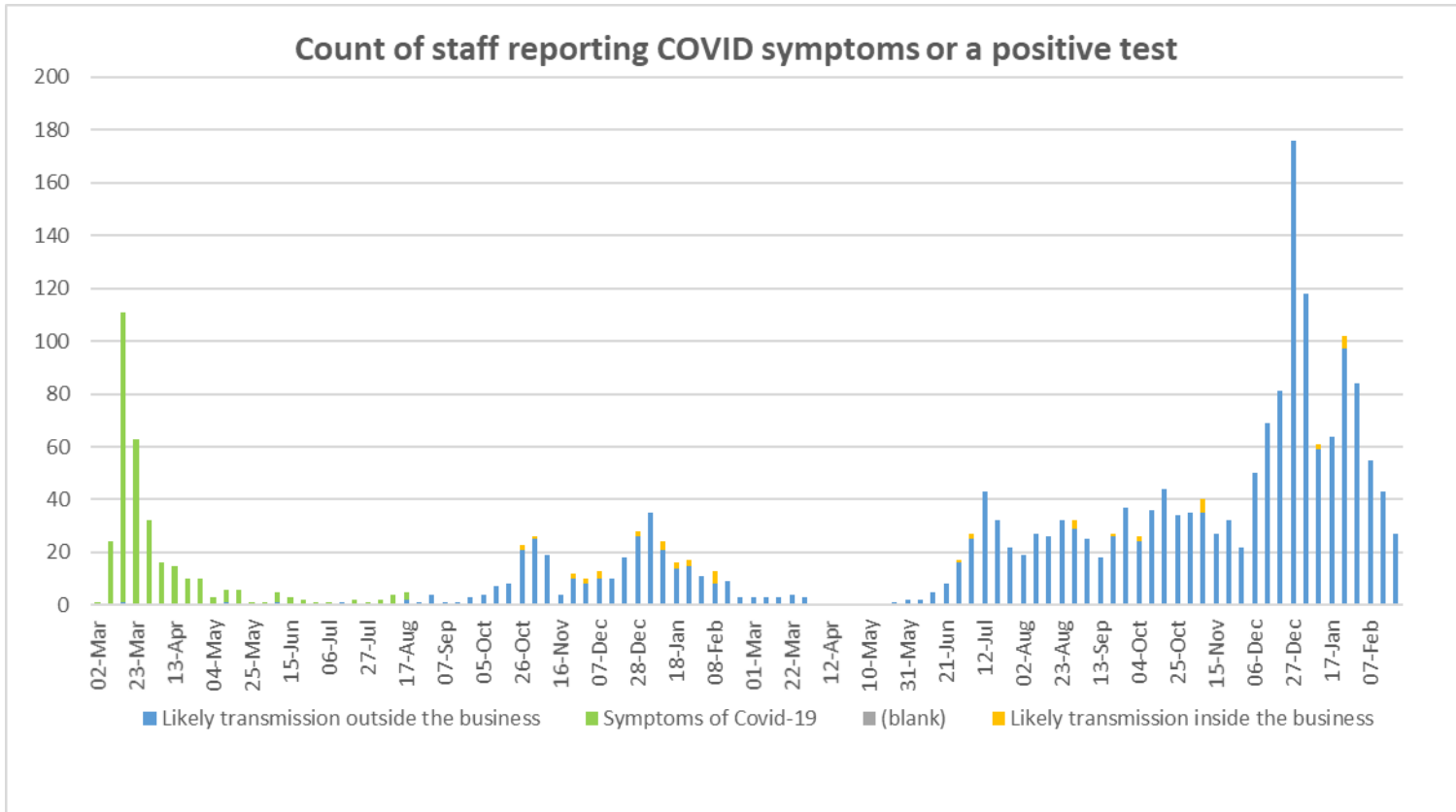
Internal Collaboration & Engagement

- We also implemented: -
 - Weekly Company/Lead Trade Union and Trade Union Full Time Officer calls
 - Weekly and (where required) daily depot lead Depot Managers/Trade Union representatives calls
 - Developed COVID-19 Generic Risk Assessments and revised and updated these as information and advice changed
 - Developed a series of guidance documents aligning to government advice to support our staff in their working environment
 - Reviewed all workplaces to ensure they were and remained COVID-secure
 - Embedded the lessons learned and applied these to our control processes
 - Supported HSE/Health agency spot checks when these arose
 - Provided regular staff FAQs/communication
 - Communicated with stake holders & customers proactively to ensure we could continue to undertake our work activities safely



COVID-19 Weekly Monitor

Count of staff reporting COVID symptoms or a positive test



Corona Virus

Western Power Distribution

Generic Risk Assessment Covid-19

Version 13

31st January 2022



WPD Coronavirus Updates

Share

Published 2/9/2022

Latest Updates



Generic Covid-19 Risk Assessment 31-01-22



Coronavirus FAQs for staff



Final for issue - Post 14th December 2021
roadmap



Final- Pandemic protective measures Matrix
updated ahead of 6/9/21

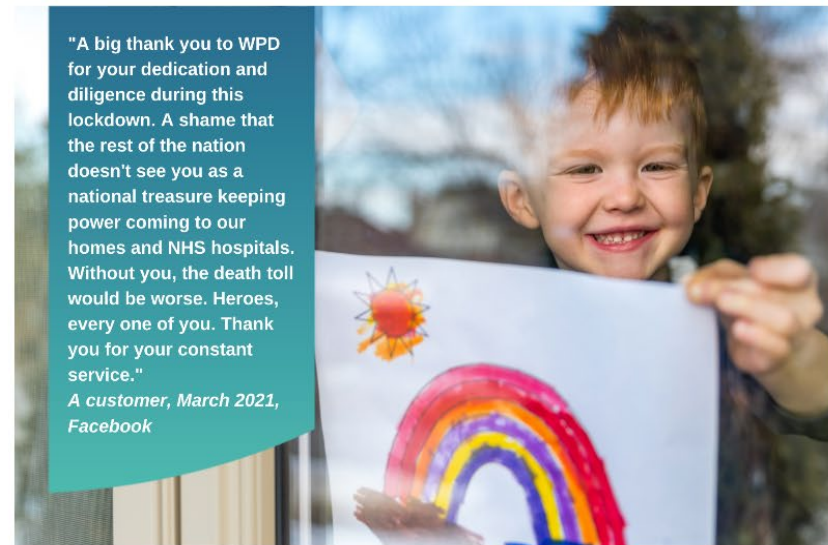
Previous Staff Bulletins

[See all](#)



A message from Phil Swift

To all staff. As we approach the end of another



Coronavirus self-testing

Please use the information linked below for details on self-testing within WPD:

[Employee guidance](#)



westernpower.co.uk

National Collaboration & Engagement

- Set up National Covid-19 SHE group under the secretariat of ENA to: -
 - Share best practice/lessons learned
 - Develop and align to national guidance
 - Undertake horizon scanning to assist with both strategic and operational direction both nationally and at a company level
- Implemented National HESAC Covid call programme
 - To share best practice
 - Implement and communicate company responses to CV-19
 - Take questions from Trade Union and other stakeholders
 - Address any concerns or matters arising
- Engaged with and supported BEIS in its requests for
 - Collaboration
 - Information sharing
 - Operational challenges/issues and reporting



Learning

- Act early and decisively, if required - you can change direction
 - The unknown creates confusion and concern
- Align to government(s) 'advice' and apply consistently
- By working together you can overcome any challenge so ensure you have clear communication lines in place with: -
 - Staff
 - TU colleagues
 - External stakeholders
- Avoid media hype and sensationalism, act on the facts and advice as it is presented
- Monitor health trends and respond 'where practicable' in real time
- Consider the short, medium and long term impact of your strategic and operational directions
- COVID-19 is still here its another risk to manage, monitor and control – plan for winter 2022 and beyond
- Consider COVID impacts alongside your health and wellbeing strategies for staff physical and mental well being



Hand over to TU for update



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COVID-19 Review

- Local joint working
- National partnership
- Lessons learnt

Context

- Sudden and unexpected health risk
- Emergency plans good but outside original scope;
- Need to **both** work safely and maintain essential services;
- Strong track record of joint working

Company level response

- Quick shift from business as usual to rapid consultation and action;
- Majority of staff continued to work on-site or at key business centres such as control;
- Rapid deployment of homeworking and IT;
- Joint safety inspection and rule changes

Benefits of local joint working

- Rapid response to issues that could disrupt customer service and/or damage health;
- Concise, consistent and clear messages
- Rapid problem solving on issues that concerned staff;
- Boosted morale and kept focus during national crisis

National Partnership

- National COVID 19 group established by ENA;
- Share best practice;
- Develop national guidance;
- Consider next steps
- Eventually embedded as business as usual;

National Partnership

- Better quality guidance;
- Shared experience affected local decision-making;
- More information and feedback gave everyone more insight into solving issues
- Reinforced our common goals as key workers

Immediate Lessons Learnt

- Emergency plans need flexibility;
- Focussed sharing of best practice improves performance and morale;
- Developing a shared vision helps guide expertise of colleagues
- Successfully maintained essential services and minimised risk to colleagues

Strategic lessons

- Joint employer-union work is powerful when focused and relevant;
- Sharing best practice and background helps better decisions;
- Guidance empowers effective local responses;
- Build on this for safety improvements that are complex and require cultural change.



**COVID-19 challenge
developed our strengths
and reinforced a culture of
engagement.**

Mental Health, Resilience and Covid 19



Dr Sarah Jackson
Principal Medical Officer
Generation
EDF

What is Psychological Resilience?

- Psychological resilience has been defined as a dynamic psychosocial process through which individuals exposed to sustained adversity or potentially traumatic events experience positive psychological adaptation over time.
- Relies on protective mechanisms to
 - reduce the impact of risk
 - reduce or break negative chain reactions
 - establish and maintain self-efficacy, or
 - open up new opportunities (Rutter, 1990).

Common Psychosocial Protective Factors?

- Personality Traits
- Cognitive skills
- Family
- Involvement
- Relationships
- Outlooks

Covid 19



Common Psychosocial Protective Factors?

- Personality Traits
- Cognitive skills
- ~~Family~~
- ~~Involvement~~
- ~~Relationships~~
- Outlooks

Stressors

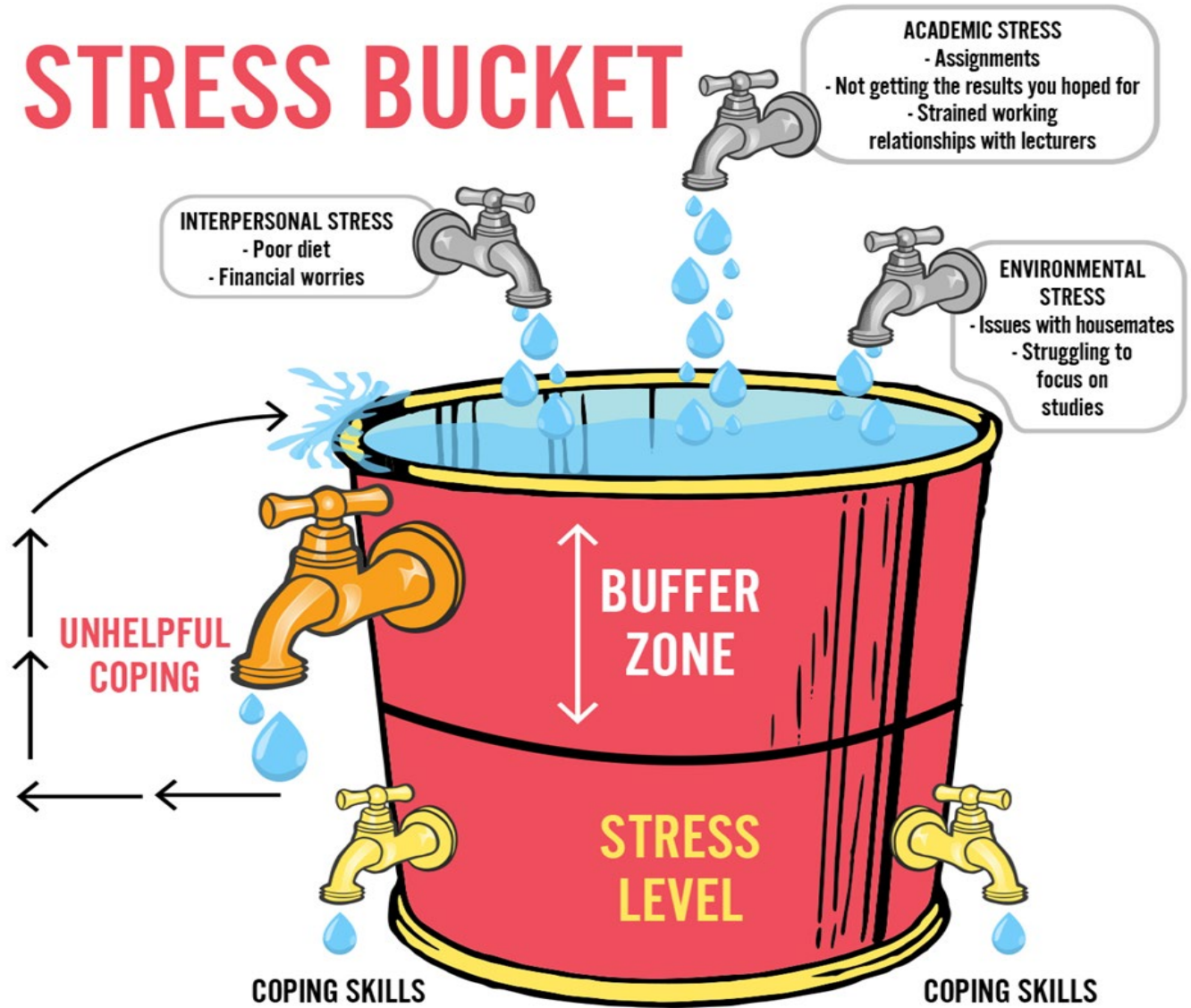
- Fear of the situation and the unknown
- Financial stress
- Work Stress
- Increased family burden
 - Looking after children whilst working
 - Family in isolation
 - Working in close proximity to each other
- Increased domestic burden, lack of help at home
- Health anxiety
- Relentless news stories

Impaired coping skills

- Unable to socialise with friends/family
- Unable to keep up with sports/hobbies.
- Unable to go out and do fun and different things to distract
- Unable to take a break from people in the household
- Unable to buy or spend what they want.
- Unable to get their normal household shopping

The Stress Bucket Concept

STRESS BUCKET



What can we do about it?

- Decrease stress :
 - Optimise Home working
 - Acknowledge stressful situation
 - Work hygiene
 - Sleep hygiene
 - Optimise nutrition
- Increase coping strategies
 - Exercise regularly
 - Make deliberate plans to socialise
 - Prioritise family contact
 - Re-instigate hobbies where possible.

Maintain Resilience

- Think and nurture your modifiable protective factors
- Actively think about and manage your stress bucket
- If your bucket is overflowing get help
- Recognise adversity and adapt coping strategies

Questions?

Managing employee
fatigue

**Implications of
R v Renown Consultants
for employers**

Dr Paul Jackson CPsychol

Fresh Air Training Ltd



Agenda

1. Background: the legal position on fatigue
2. R (ORR) v Renown Consultants
 - Events that led to the prosecution
 - ORR's investigation
 - Outcome of the trial
3. Summary and questions to ask

What do we mean
by 'fatigue'?

*“A physiological state of **reduced mental or physical performance** capability resulting from **sleep loss or extended wakefulness, circadian phase, or workload** (mental and/or physical activity) that can **impair ... alertness** and ability to **safely operate ... or perform safety-related duties.**”*

(ICAO, Annex 6, Part 1, 2011)

Health and Safety legislation relating to fatigue

HSWA, 1974
Sections 2(1) &
3(1)

place general duties on employers **to reduce risks so far as is reasonably practicable, including risks from staff fatigue.**

MHSWR,
1999

require employers to **assess risks arising from their operations** and to put in place **effective arrangements** for the planning, organisation, control, monitoring and review of these controls.

WTR, 1998
as amended

place **maximum limits on the amount of time an employer can ask an employee to work.**

ROGS, 2006
Regulation 25

places **specific fatigue management duties on controllers of safety critical work** in the rail industry).

- HSWA - Health and Safety at Work Act
- MHSWR - Management of Health and Safety at Work Regulations
- WTR - Working Time Regulations
- ROGS - Railways and Other Guided Transport Systems

R (Office of Rail and Road)
v
Renown Consultants



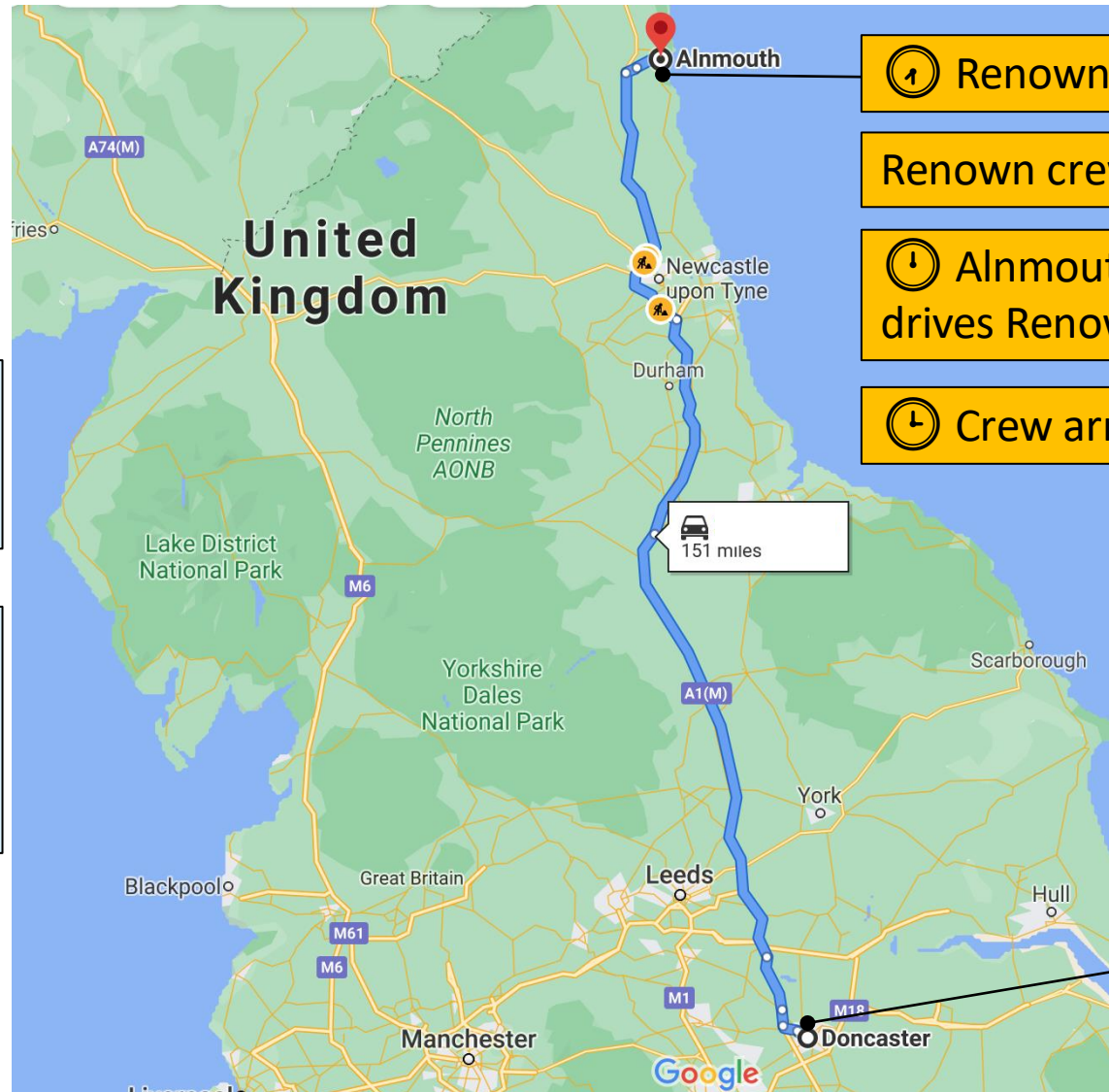
Details of the two deceased

- Mick Morris - Lead Welder (aged 48)
- Zac Payne - Assistant Welder (aged 20)
- Both working out of Renown's Doncaster depot
- Most of their work - weekends or at night

Events leading up to the collision

📞 Urgent job for that night: Langley Junction near Stevenage

📞 Renown contact Zac and ask him to take the Langley Junction job, as assistant to Mick Morris



① Renown crew arrive in Alnmouth

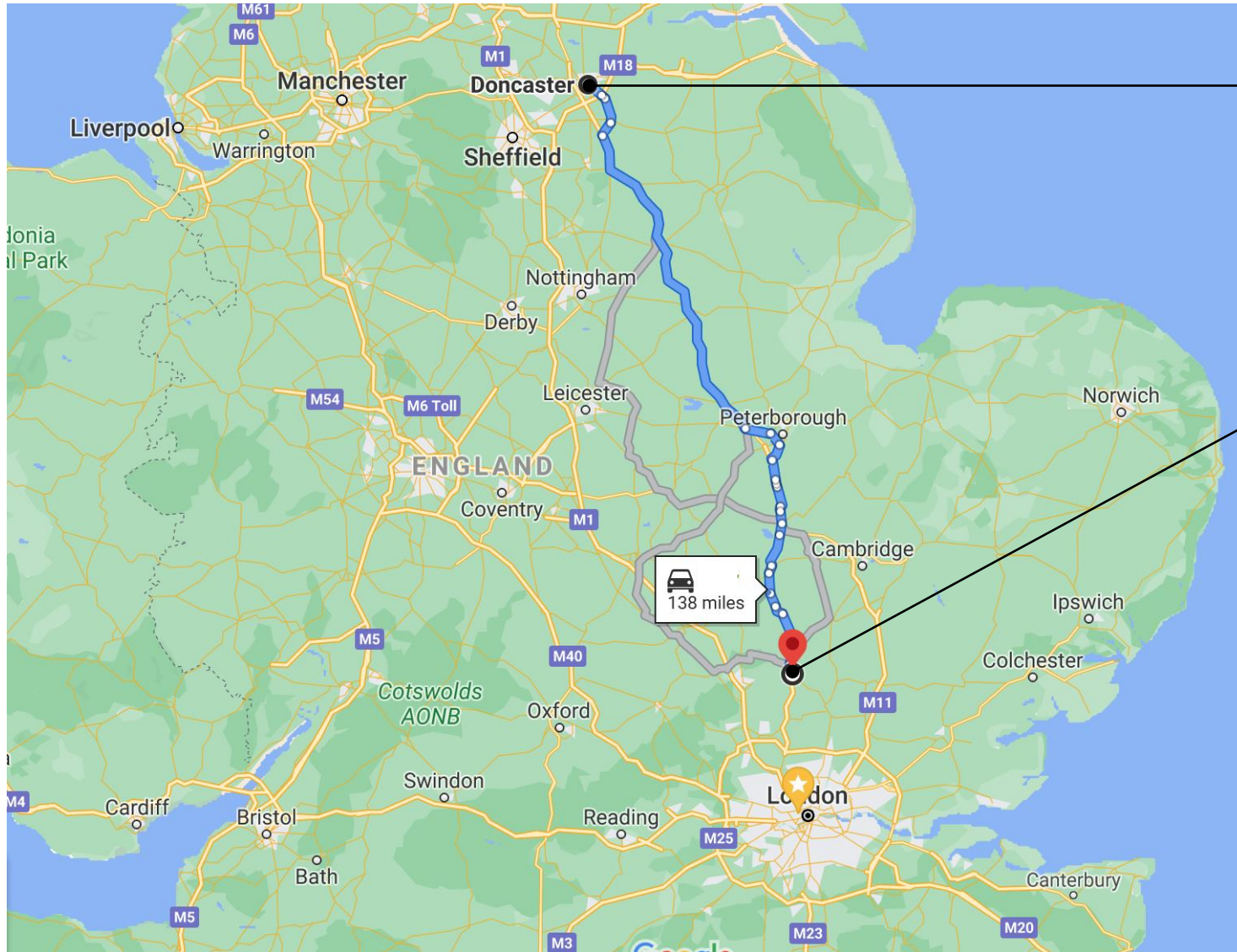
Renown crew wait in van for job to start

🕒 Alnmouth job cancelled. Zac Payne drives Renown crew back to Doncaster

🕒 Crew arrive back in Doncaster

Tuesday 18th June, 2013

04:15 Zac Payne leaves Doncaster. Drives Renown crew to Alnmouth, Northumberland



19:18 Mick Morris & Zac Payne depart Doncaster, for Langley Junction near Stevenage. (MM driving)

21:47 Arrive at Langley Junction

23:15 Work commences

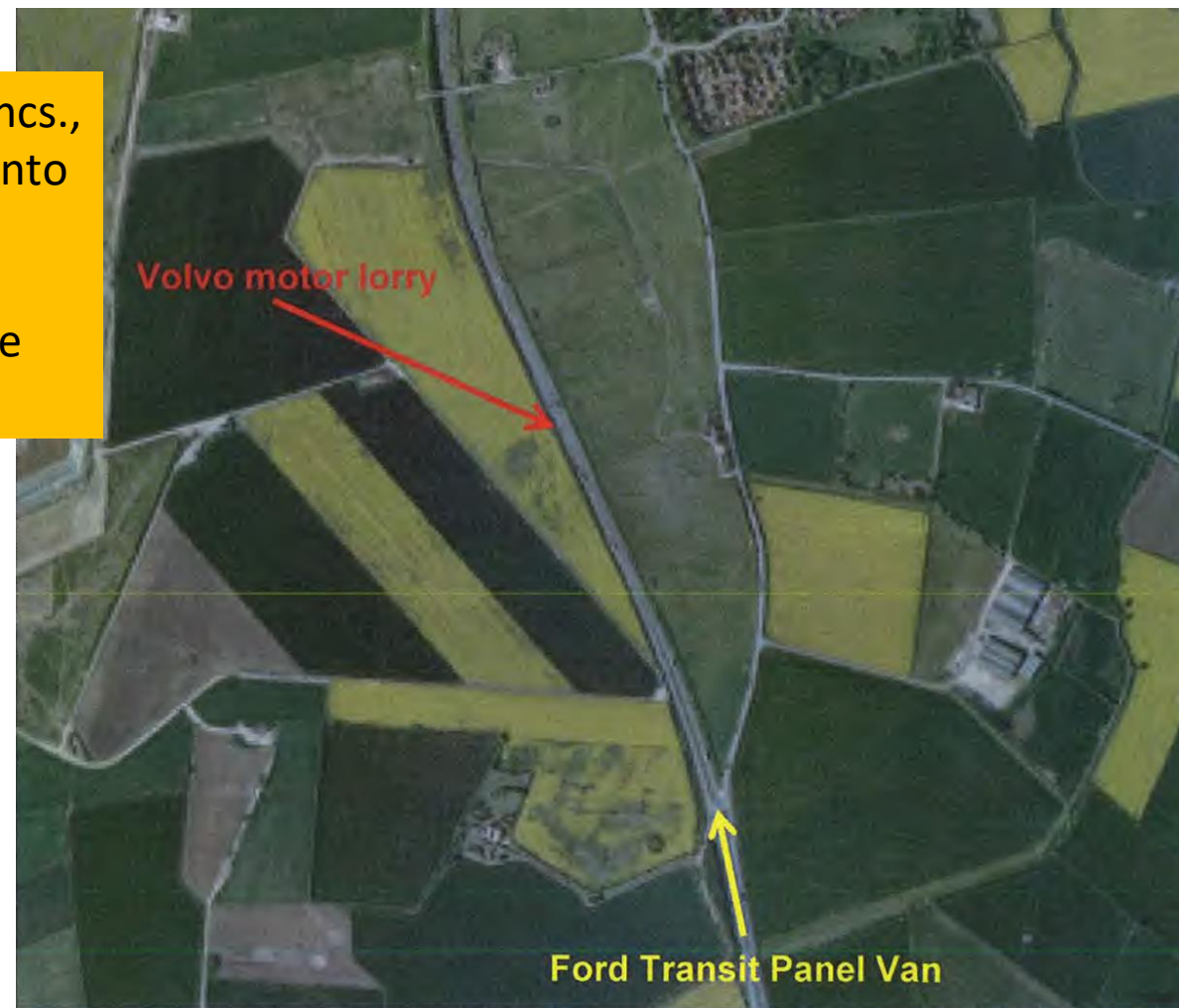
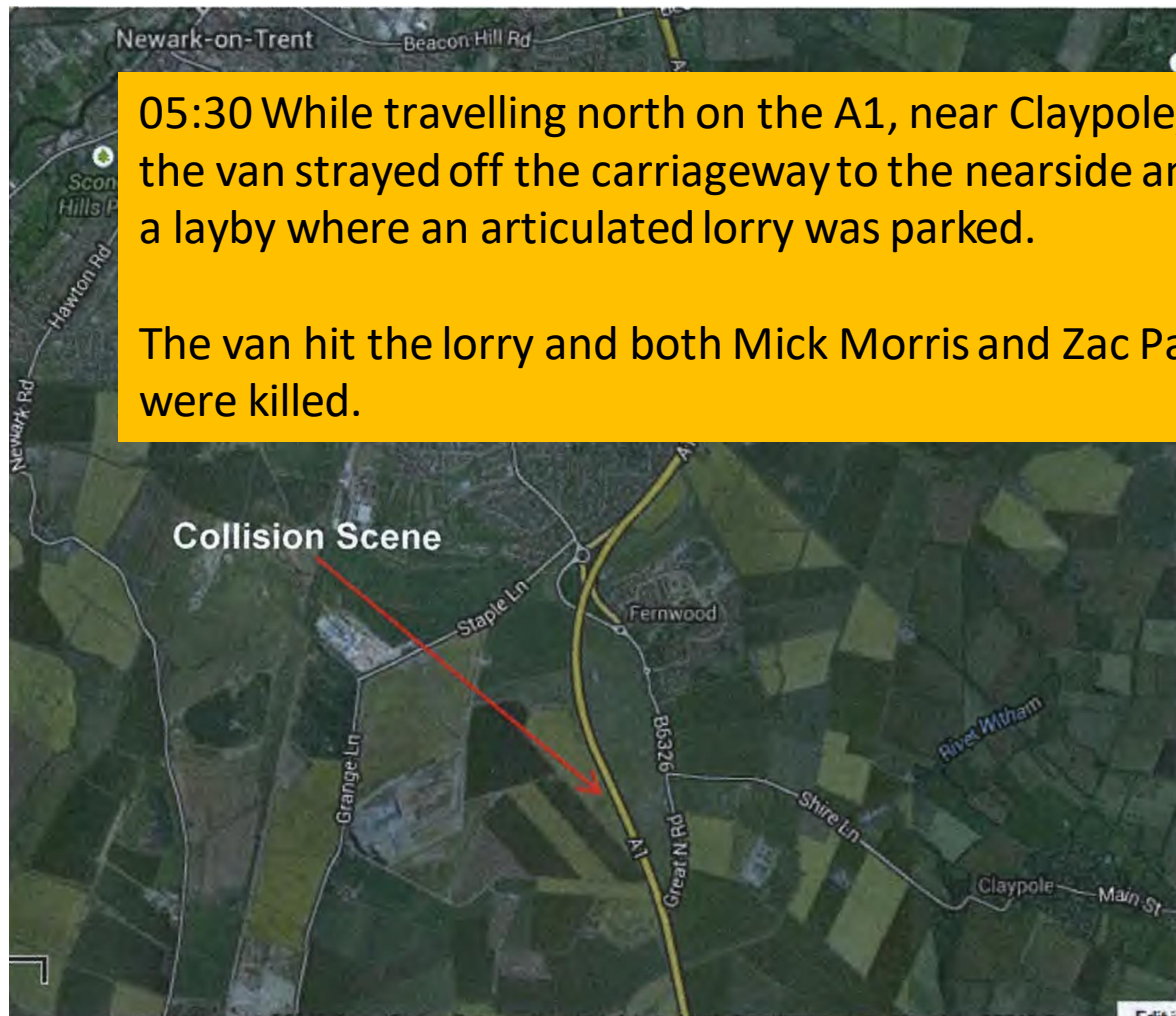
Wednesday 19th June, 2013
03:30 Work completed.

03:40 Van leaves Langley Junction, Zac Payne driving.

Collision Scene

05:30 While travelling north on the A1, near Claypole, Lincs., the van strayed off the carriageway to the nearside and into a layby where an articulated lorry was parked.

The van hit the lorry and both Mick Morris and Zac Payne were killed.



ORR's Investigation

- Lasted 7 years
- Included 85 witness statements – over 450 pages
- Exhibits bundle over 1 600 pages, included:
 - Internal emails
 - Job sheets, time sheets
 - Mobile phone data
 - Vehicle Tracker reports
 - MacRail data
 - Medical records
 - Hotel invoices

REGINA
(OFFICE OF RAIL AND ROAD)
v
RENOWN CONSULTANTS LIMITED

EXHIBITS INDEX

TAB	EXHIBIT NO.	DESCRIPTION	Page(s) (1 to 1534)
1.	GJH 02	Photographs of incident location	1 - 11
2.	KMB01-5	Photographs of incident location	10
3.	AF1	Mobile phone footage of incident location	12
4.	KP2	Account of incident	
5.	KP5		

ORR Investigation findings

- *‘Renown failed to manage fatigue amongst the workforce, exposing employees and non-employees to material risk of injury arising out of fatigue’*
- *‘Failed to make a suitable and sufficient risk assessment before these particular workers were sent out on that night shift’.*

Outcome of the court case

Following a 4-week trial the Defendants were found guilty by a jury on all three Counts:

Breaches involved:

1. **Failed to ensure**, so far as was reasonably practicable, the **health, safety and welfare at work of its employees** contrary to the duty imposed by Section 2(1) Health and Safety at Work etc. Act 1974;

2. **Failed to ensure**, so far as was reasonably practicable, **that persons not in its employment were not exposed to risks to their health or safety**, contrary to the duty imposed by Section 3(1) Health and Safety at Work etc. Act 1974;

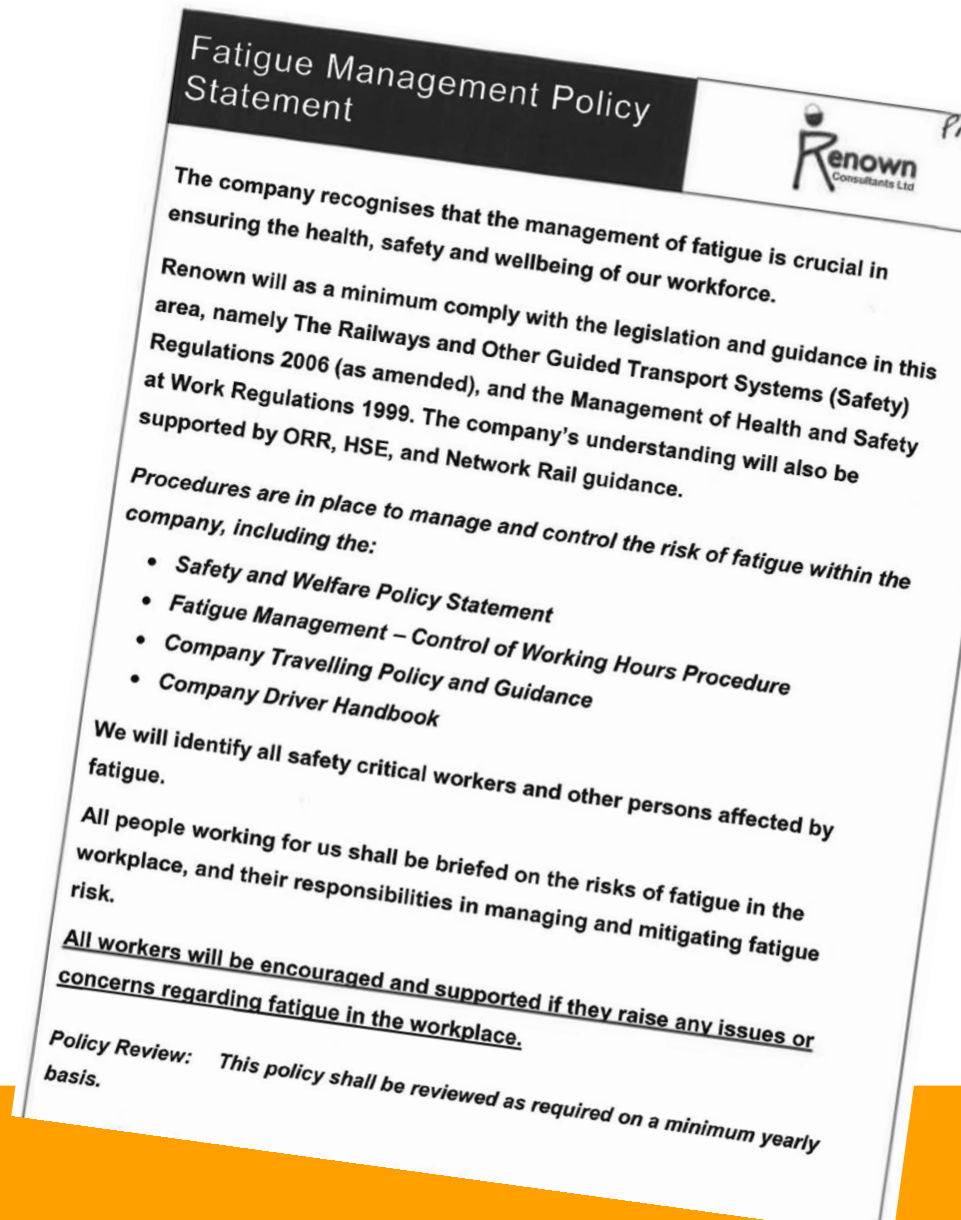
3. **Failed to make a suitable and sufficient risk assessment of the risks to the health and safety of its employees** ...to ensure, so far as was reasonably practicable, the health and safety of its employees contrary to the duty imposed by Regulation 3(1)(a) Management of Health and Safety at Work Regulations 1992.

Penalty: Renown were fined £450,000 and ordered to pay costs of £300,000.

Renown's management of fatigue

At the time of the incident Renown had in place:

- A Fatigue Risk Management Policy
- Fatigue training
- Procedures for managing fatigue risk:
 - Rosters risk assessed using HSE Fatigue and Risk Index
 - Control of working hours procedure



Judge's sentencing remarks

- Renown's procedures, if implemented, would have amounted to all that was reasonably practicable to negate the risk of injury through fatigue. It was in their **implementation** that Renown failed its employees.
- Whilst management knew what they were supposed to do in relation to fatigue, only **lip service** was paid to the systems.
- There was a **wilful blindness** of operations managers when it came to considerations of fatigue.
- Audits did not shine a light on the way in which the procedures were being applied or not applied. Renown **failed to prove that it did all reasonably practicable** to implement its written fatigue procedures.
- Although changes to procedures were introduced in 2015, the change that was required was a **change in culture**.

Summary

- First prosecution by the ORR in relation to failures of fatigue management – **wide-ranging implications for the management of fatigue** both within and outside the rail industry.
- Demonstrates safety regulators' determination to **ensure that employers take a holistic approach to their obligations** in relation to health, safety and wellbeing.
- Employers need to be able to **demonstrate that suitable arrangements are in place** to mitigate fatigue risk.

"Today's tragic case shows the fatal consequences that can occur when fatigue policies are disregarded.

Safety comes first and ORR will continue to monitor and take action where companies do not take sufficient care to ensure their workforce is not too tired to work."

Ian Prosser – Chief Inspector of Railways

Questions asked during investigations of fatigue-related traffic incidents

Culture

- Do company practices inadvertently reward people for working long hours (e.g. overtime rates)?

Reporting

- Would a person complaining of fatigue or tiredness be seen as 'letting the side down'?

Management

- Do managers lead by example – or do their actions suggest that, to get on in this organisation, you need to put in the extra hours?

Key questions

Do you have policies and procedures in place for all contributors to fatigue specific to your business?

Are they being used?

Are they effective?

Where and how is this documented?

Questions?

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www.freshairtraining.co.uk

ena
energynetworks
association

Thank you

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