Learning and Improving – the industry partner view
Andy Smith, Operations Director
My health and safety journey

Investigation and learning through fear of repeat events


1.0 0.5 0.2

Be sure
Be safe

Zero Harm

Mind safety
Take care

Make safety personal

Behavioural programme

AFR

Balfour Beatty
Innovation in Power Transmission

1928

1950

2013
Innovation in Power Transmission

2005

Design development of SSE400

2008

Creation of the iPhone

2010

2013
Innovation in Power Transmission
Fort Augustus to Fort William overhead line refurbishment project

£43m
44km
156 towers
115 people
Fort Augustus to Fort William overhead line refurbishment

<table>
<thead>
<tr>
<th>Political interest</th>
<th>Carbon core conductor</th>
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</thead>
<tbody>
<tr>
<td>Single circuit live</td>
<td>Emergency return to service</td>
</tr>
<tr>
<td>Proximity to A82</td>
<td>Challenging access</td>
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Learning and improving

- Strong and consistent leadership
- New equipment
- Dedicated additional resource
- One team approach
Something strange happened!

Teambuilding

Community engagement

Pride in our work
What could be supporting or driving this approach?

• Digital progressive assurance
• Mobile devices for paperless working

Supervisor development programme
Mental health awareness
Observation app

Connecting the workforce to the business every day
So how do we power improvement?

Proper engagement of our people drives improvement

Innovation and technology can be a distraction

Connecting supervisors positively creates lasting change
So how do we power improvement?

• We know that if we expect the best in people we will usually be proved right
• Why would this not apply to people who refurbish transmission lines or work in utilities and construction?
• How do we provide the environment where they can be trusted and empowered to think and thrive?
• We must trust our people and meaningfully connect them to our business