

# Keeping the spotlight on safety

We work in an industry that can be dangerous, so we have an established and rigorous safety culture to lessen the risk of harm both to our people and the general public. This year we have halved the number of times employees needed at least a full day off work due to injury, continuing the downward trend we have seen in recent years. But complacency is the enemy of safety so we take every opportunity to learn from near misses as well as actual incidents.

**Mark Davies**  
Edif ERA

“ In our experience we have found the UK Power Networks approach to health and safety management to be an effective blend of clear direction, good communication and collaboration. This was recently exemplified in setting up a new subcontract with Edif ERA to undertake specialist earthing testing and inspections at UK Power Networks substations.

UK Power Networks took the time to meet us on site to understand the work being undertaken and the associated risks. In a nutshell, a common sense approach was adopted which has resulted in a robust and practical safety management system.”



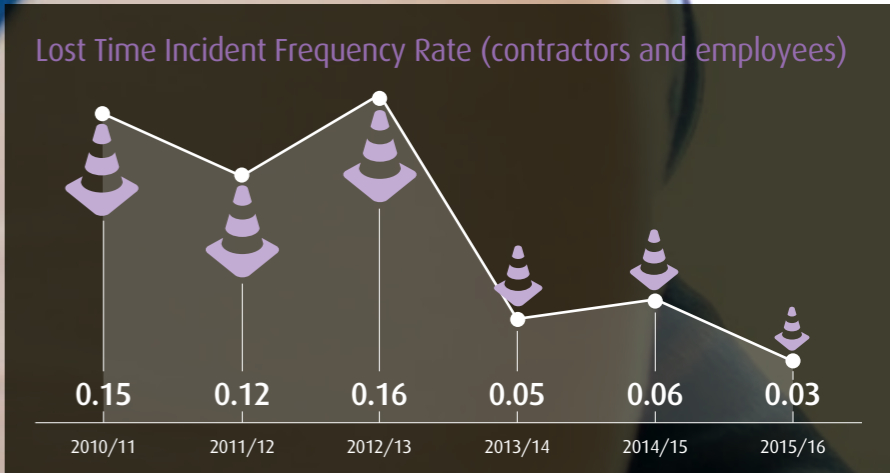
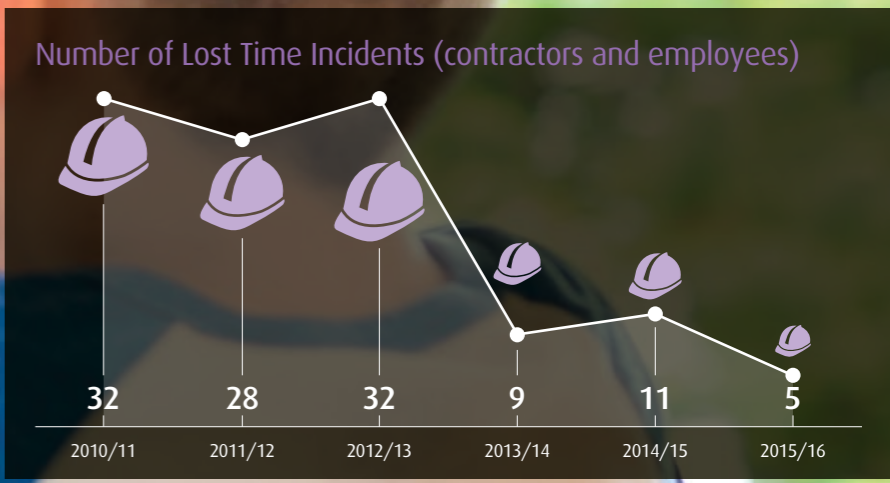
## Stay Safe programme

Everyone in the organisation goes through our Stay Safe programme, which focuses on the behavioural elements that underlie a person's approach to safety. Using a mix of tools, techniques and insights, it helps us all to recognise our states of mind, our attitudes, the beliefs we hold,

and the habits we aren't even aware of. These all have a huge – and sometimes subconscious – effect on our behaviour. With a combination of robust processes, good habits and an open culture, we aim to be one of the safest network operators in the industry.

**80%**  
Improvement in the frequency rate of Lost Time Incidents since 2010. This is the number of incidents needing at least a full day off work, per 100,000 hours worked

**5**  
The number of incidents where employees and contractors needed at least a full day off work due to injuries in 2015/16



The year from April 2015 to March 2016 was a period of tremendous achievement for UK Power Networks. Customer satisfaction reached an all-time high. Reliability, as measured by the frequency and duration of power cuts, was our best ever. Safety measures, too, showed that we are continuing to accelerate improvements in this vital area.

We have achieved this success by keeping a laser-like focus on the following areas: safety, customer service and costs. We pride ourselves on leading innovation in our sector, and all the technology and new ways of working that we develop are designed to make the experience of our customers better, cheaper, greener, faster or easier, or to help us take better care of the safety and well-being of our employees and the general public. And sometimes they do more than one of these.

We are diligent about our role as a respected corporate citizen. We are working hard to earn our place at the heart of the society and the business community that we serve. That commitment includes the individuals and businesses that we support, the environment where we live and work, and the people who work for us, and their families.

### Summary of our performance

Improvement since 2010/11



Lost time incidents improved by **80%**



Customer minutes lost improved by **53%**

\* Since 2011/12



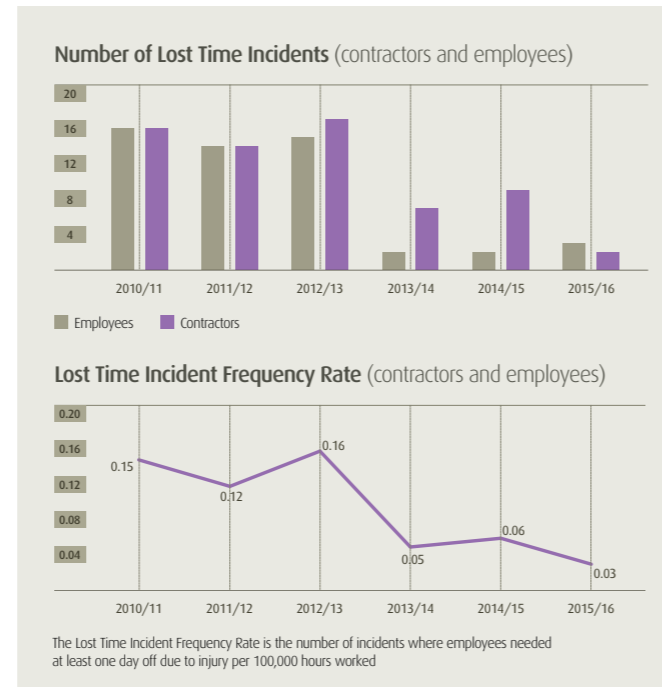
Customer interruptions improved by **42%**



Customer satisfaction increased by **15%\***

### Safety

Electricity can be dangerous. The safety of our people and the general public is paramount; ensuring they stay safe overrides all other considerations. We know from experience that a well-planned, careful business tends also to be both efficient and safe. It is our aim to have no one hurt as a result of any contact with our network. But accidents do sometimes happen and we are striving to reduce those occasions. The graphs below show that we are succeeding.



Our whole culture is designed to minimise harm. Everyone in the organisation is involved in our safety programme called 'Stay Safe' that we introduced in 2013. We know that no one behaves in a deliberately unsafe way, but it is human nature to lose concentration from time to time. What stops that leading to catastrophe is a combination of robust processes, good habits and a culture that allows anyone to bring a potential problem to the attention of others.

One in eight of our employees have volunteered to be safety coaches and that is helping to embed this open, honest approach to safety. We hold regular forums in which our craft workers such as cable jointers and linesmen discuss the reality of working in the field. We explore what gets in the way of employees always following the correct procedure in their day-to-day work. They told us that some procedures were cumbersome and just not practical. With their input, we were able to improve them so that they were practical, workable and safe. In other cases we realised that standards were not being met because people did not fully understand the implications of not following the correct process.

### Case study

#### Speaking up to protect others

Creating an open safety culture is fundamental to improving safety performance. Earlier this year, one of our jointing teams experienced a very serious "near miss" incident, when a live high voltage cable was opened in error. Fortunately, nobody was hurt. They could have covered up the mistake – but they didn't. In fact, they wanted to share their experience about what had led up to the incident and how it could be avoided in the future. We are proud that the great work that we have invested in our Stay Safe safety culture programme has led to this point: an open and honest culture where employees are encouraged and confident to speak up, raise their concerns, and learn from each other in order to continuously improve our performance.



In these cases we undertook an extensive programme of communication and training to ensure that everyone affected understood exactly why it is essential for work to be carried out in the specified way.

#### Public safety and education

As well as keeping our employees safe and well, we want to make sure that no member of the public comes to harm as a result of our work or equipment. We also want to be a valued member of the communities where we operate, so we are heavily involved with safety education relating to electricity for children, young people and the general public.

Working with schools is a great way for us to get involved locally with our communities. We regularly run information events at schools in our area. This year we reached over 700 young people through school visits and we have developed a fun and informative website for a range of age groups. This website features games and quizzes that get the safety message across in a memorable way. And it is not just for youngsters. Our public safety events last year reached over 2,000 people across all our regions.



We reached 791 pupils through our Crucial Crew event, discussing electricity safety and energy efficiency.

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# 280,000

Young people, third parties and members of the public reached through our public safety events and programmes in 2015/16