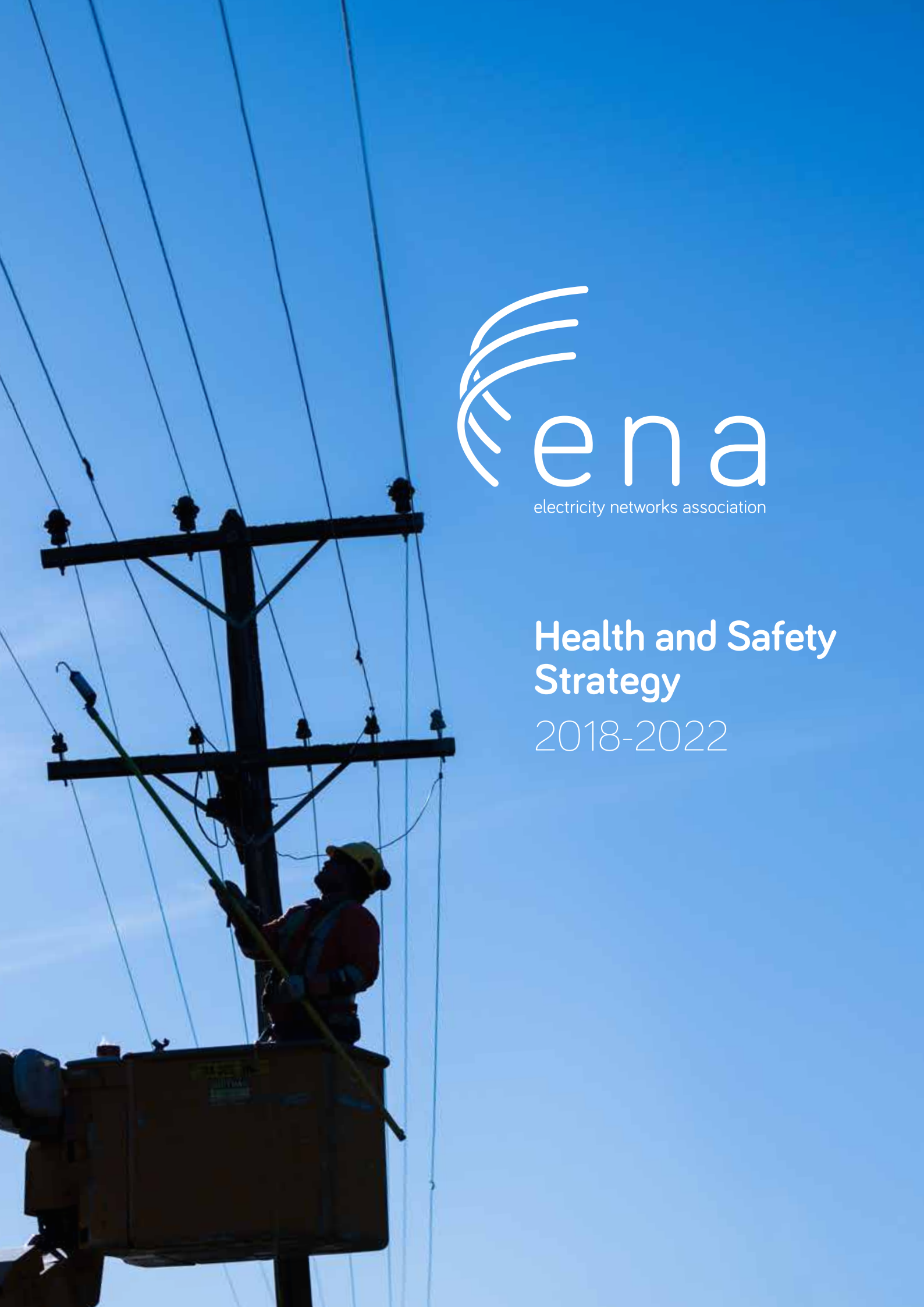




Health and Safety Strategy

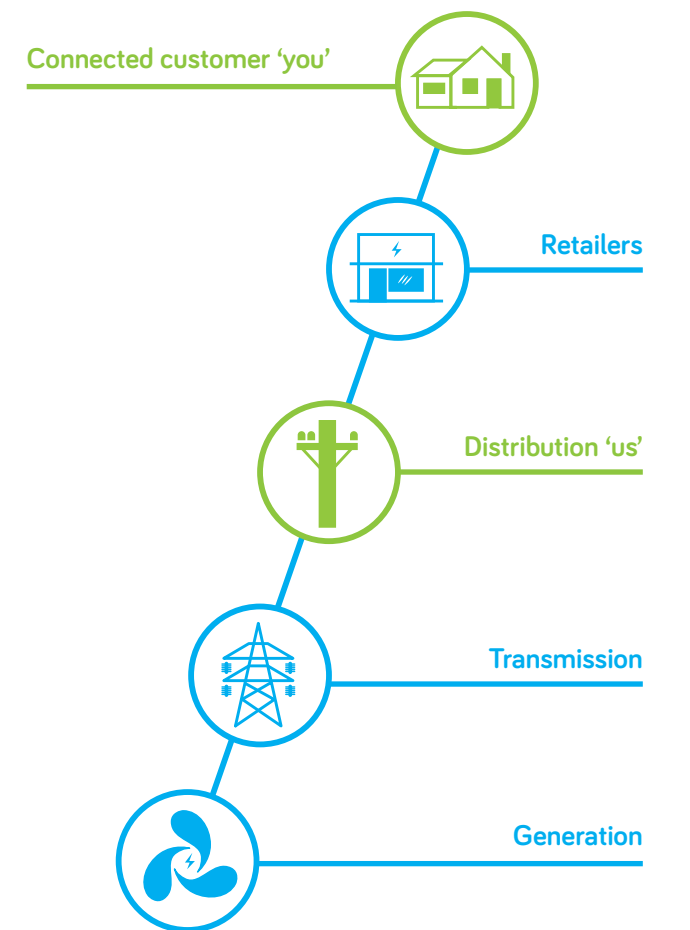
2018-2022



Who we are

The Electricity Networks Association (ENA) is the industry membership body that represents the local electricity distribution businesses (lines companies) that take power from the national grid and deliver it to homes and businesses. The ENA harnesses the collective expertise of members to promote safe, reliable and affordable power for our members' customers. Our members – New Zealand's electricity distribution companies – are important infrastructure providers. They distribute electricity to more than two million homes and businesses. The combined value of the country's electricity network businesses is more than \$10 billion. The electricity sector is a significant employer, especially in regional areas, and distribution companies are strong supporters of their local communities through sponsorships and grants.

All electricity distributors are members of the ENA. ENA's primary role is to guide the development of policy for the electricity distribution sector, to engage with government agencies on the sector's behalf and to co-ordinate communications and other activities on behalf of our members.



This document

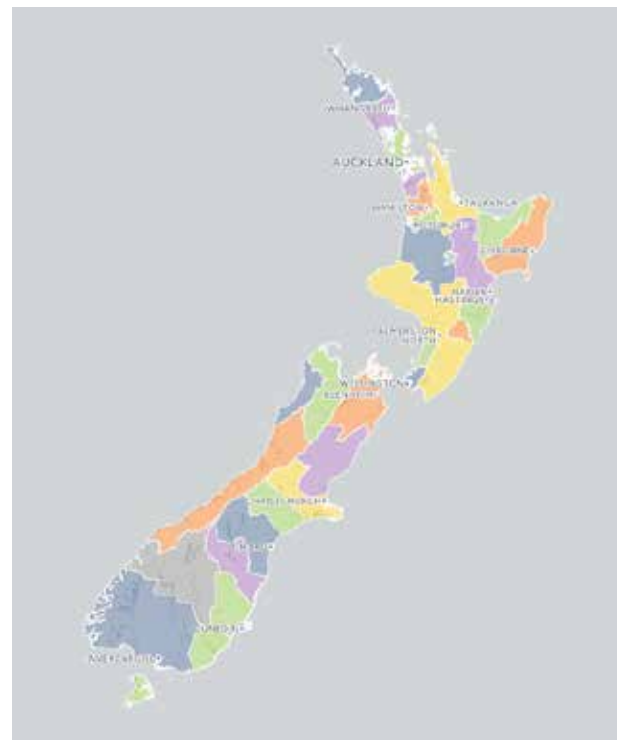
This document outlines our occupational health and safety strategy for the next four years to put us on track towards the achievement of our goal.

This strategy has been developed in a way that allows sufficient flexibility to incorporate new priorities which may arise over the period to 2022. The strategy provides the framework for detailed action plans to be developed on an annual basis. ENA will develop and publish the annual action plans in support of this strategy.

We recognise that this strategy alone won't achieve the change and the performance we desire. To achieve change, we will need:

- > The engagement of our members and our stakeholders
- > Strong, effective relationships across the entire electricity network in New Zealand
- > Effective, visible and clear leadership from Board to front line both at ENA, and across the membership
- > Effective accountability frameworks (broader than just health and safety) both at ENA and through the membership
- > Effective infrastructure for information and communication across the membership and wider sector.

We need all parts of the electricity network in New Zealand to work together to achieve a safe, sustainable and interconnected sector. This strategy therefore will define our health and safety role in that network and help us to integrate health and safety with other parts of ENA business, and our other strategies, system and plans.



The electricity distribution companies across New Zealand.

Foreword

Keeping people safe sounds simple but it poses a complex challenge for a membership based organisation like ENA. We recognise the need to look not just within the boundaries of our own organisation and membership base, but to our influence and our control external to those boundaries – we are part of a broader sector, one which is interconnected – shares and utilises resources – and one in which we want to play our part – leading, supporting or influencing as the situation demands.

2017 marks the start of a new phase for ENA. Our members have told us that they want ENA to have a stronger voice in health and safety – to represent them on key health and safety matters – and to support and enable them to collaborate and communicate around key health and safety issues.

Our stakeholders have told us that they want to be more involved with our activities in support of improved health and safety.

We have heard you all, and this strategy outlines our roadmap for the future. It clarifies what we will do, who we will involve and what we will achieve.

We have set ourselves a goal of contributing to a safe, sustainable and interconnected sector, and as Board Chairman, I'm excited about the opportunities that we have to make the electricity distribution sector and the broader electricity sector great.

I have made a personal commitment to lead ENA in a way that supports our members, and enables our sector to be safe, sustainable and interconnected, and I ask you all to help me with this.

Together we can achieve great things.

Ken Sutherland
Board Chair
ENA, 2017



Our Reality

Our Approach

Our Future

ENA:

- 1 Our role in health and safety is not clearly defined for our members, our stakeholders or those in the wider sector.
- 2 We have not provided the right mechanisms or support in health and safety to our members.
- 3 Our unique value proposition is that we represent the leadership of the distribution sector, and as leaders, our members could achieve great things in health and safety.
- 4 Our convening authority for health and safety relies on having credibility and mandate – we need to secure this.

Members:

- 5 Our members need and want strong representation in health and safety across the entire electricity sector. We don't currently have the relationships to do this.
- 6 There is already an ESI health and safety strategy led by EEA, of which most ENA members are also members. This adds confusion to the sectors' direction and approach.
- 7 Our members and key stakeholders have identified key health and safety issues which impact health and safety that we can help with. Some are electricity distribution business (EDB) specific, others require sector wide approaches to be developed.

Sector:

- 8 The sector and the EDBs within that are not unified – ENA membership is highly varied in approach to health and safety.
- 9 There is a future need for the sector to operate in a more integrated way. Our role in leading versus contributing to this has not been defined with our membership. To remain relevant we need to clarify this.

★ Confidence

What this means:

Understanding our members expectations around our role in health and safety. Building the credibility and capability of ENA to be involved in health and safety issues, and providing the support and mechanisms required to build safety leadership, confidence and competence amongst our membership.

What we will do:

Clarify the role and mandate of ENA

We will clarify and communicate ENA's role, involvement and expectations for health and safety activity with our membership and the wider electricity sector.

Lift safety leadership capability, confidence and credibility

We will build our own, our member CEOs and their health and safety leads credibility, confidence and capability in health and safety.

Widen safety perspective

We will support our members to understand and engage with health and safety as a broad discipline and an enabler of good business performance.

🤝 Collaboration

What this means:

Building relationships with our members and others in the wider sector so that we are able to harness the collective expertise to encourage, influence and support consistency and clear standards in health and safety for all.

What we will do:

Drive common solutions to common issues

We will target the key health and safety issues relevant to our members, and create opportunities to drive interoperability, change and consistency in respect of these issues across the broader sector. We will play to our strategic leadership strength, and involve others.

Build sector wide relationships

We will listen, learn and build trust, to be better influencers for our members, and work towards a more collaborative and integrated sector in health and safety.

Build on existing programmes

We will build on the health and safety programmes that exist across the electricity supply industry and broader sector – enhancing our reach and effectiveness in an efficient and collaborative way.

💬 Communication

What this means:

Anticipating and informing members and others about future challenges and opportunities.

What we will do:

Prepare for the future

We will identify and anticipate future and emergent issues that may impact on our members and our sector, and provide support, information and opportunities for our members to collaborate on these issues.

Advocate for change

Influence policy developments and regulatory change through advocacy and strategic projects.

Promote safety awareness

Promote and share information across the membership and wider sector.

- 1 Our role, voice and influence in the health and safety system is clear, confident and credible.
- 2 We have strong, sustainable and influential relationships across the sector that enable us to provide our members with access to relevant information, support and advice.
- 3 Our members collaborate enabling consistency, integration and standardisation across the distribution businesses and sector.
- 4 Our members have access to, and share information that prepares us to be aware, to anticipate, to respond and to monitor existing and emergent risk.
- 5 We champion the views of our members, supporting a safer, healthier sector for all.

Together, we will build a safe, sustainable, interconnected and future ready electricity sector



Our Way

Better Support

Better Safety

Better Sector



Our activities over the next four years



Who we will involve

Category	Stakeholders
Members	<ul style="list-style-type: none"> - EDB members (CEOs and Health and Safety Leads)
Partners	<ul style="list-style-type: none"> - EEA - Business Leaders Health and Safety Forum
Supply chain	<ul style="list-style-type: none"> - Electricity retailers/ERANZ - Transpower - Electricity generators - Metering companies - Contractors - Designers / manufacturers and suppliers of equipment
Influencers	<ul style="list-style-type: none"> - Energy trusts and management boards - Members of Parliament – Minister of Energy - Federated Farmers - Councils - Iwi - Grey Power - Environmentalist groups - Property developers - Media - E-Tu and other worker groups - Business NZ - CTU - FISC, Construction Safety Council
Regulators	<ul style="list-style-type: none"> - The Electricity Authority - The Commerce Commission - Ministry of Business, Innovation and Employment (MBIE) - Standards NZ - Worksafe NZ - Energy Safety
Users	<ul style="list-style-type: none"> - The local community - Consumers - Irrigators - Community Representative Groups - Business Groups/Associations - Solar lobby - MEUG

★ Confidence

What this means

Understanding our members expectations around our role in health and safety. Building the credibility and capability of ENA to be involved in health and safety issues, and providing the support and mechanisms required to build safety leadership, confidence and competence amongst our membership.

Strategic Activity 1.1

Clarify the role and mandate of ENA

We will clarify and communicate ENA's role, involvement and expectations for health and safety activity with our membership and the wider electricity sector.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
1.1.1	Define, with the CEOs of the member organisations, ENAs role and mandate in health and safety – to convene health and safety discussions, and to act as the voice of the EDBs on health and safety matters.	Lead	<ul style="list-style-type: none"> > Facilitate workshops with a group of CEOs from the membership to articulate ENAs role in health and safety on behalf of the membership. > Define a pathway for ENA members to meet ENA-agreed obligations and commitments. > Determine how the commitment to meet the agreed principles and practices set will be stated. 	●	There is an agreement signed up to by members relating to their commitment to the health and safety principles, practices and frameworks developed by ENA and agreed by the broader sector.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
1.1.2	Define, with key stakeholders, the expectations they have of ENA, and the role they perceive ENA plays in the broader sector – in terms of health and safety.	Lead	<ul style="list-style-type: none"> > Identify and map the key stakeholders. > Undertake a stakeholder analysis activity for each stakeholder, with reference to health and safety, and develop an engagement plan. > Facilitate discussions with the identified key stakeholders about their perception of ENAs role in health and safety and how relationships in this area can be strengthened. > Agree the role ENA will play and communicate this to members and others. 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> > ENA has a clear H&S stakeholder engagement plan. > The role of ENA in the broader sector is clearly defined and communicated.
1.1.3	Define the capability and capacity existing and required within ENA as an organisation to support the membership and engage with the wider sector around health and safety topics.	Lead	Undertake a capability needs analysis for the internal resource required to deliver this plan.	●	<ul style="list-style-type: none"> > ENA have a resource plan for health and safety activity undertaken as part of the H&S strategy. > ENA have a development plan for internal resources as required.

Strategic Activity 1.2

Lift safety leadership capability, confidence and credibility

We will build our own, our member CEOs and their health and safety leads credibility, confidence and capability in health and safety.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
1.2.1	Partner with the business leaders H&S forum to run leadership training for EDB CEOs, and the Institute of Directors to do the same for Boards.	Lead	<ul style="list-style-type: none"> > Approach the forum to determine the feasibility of running a specific leadership in safety programme for EDB CEOs. > Consider inviting key supply chain stakeholders to the session. 	<ul style="list-style-type: none"> ● ● ● 	EDB CEOs have attended/ had the opportunity to attend safety leadership development programme.
1.2.2	Run a training programme in partnership with the business leaders H&S forum for EDB GM H&S Leads.	Lead	<ul style="list-style-type: none"> > Approach the forum to determine the feasibility of running the GM safety leadership programme for EDB GM H&S Leads. > Consider inviting supply chain health and safety leads to the session. 	<ul style="list-style-type: none"> ● ● ● 	EDB H&S Leads have attended / had the opportunity to attend safety leadership development programme.
1.2.3	Develop the safety leadership capability of the ENA staff to lead and engage with members and stakeholders on broad health and safety issues.		<ul style="list-style-type: none"> > Undertake a gap analysis of the capability and capacity ENA has to implement the health and safety strategy. > Build, buy or borrow the resource required to ensure integrity and credibility of ENA is assured in the health and safety space. > Work with EEA to share expertise. 	●	The development plan for ENA internal resources has been implemented.

Strategic Activity 1.3

Widen safety perspective

We will support our members to understand and engage with health and safety as a broad discipline and an enabler of good business performance.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
1.3.1	Align the health and safety vision with the broader vision for ENA as an organisation.	Support	<ul style="list-style-type: none"> > Integrate the health and safety strategy into the broader ENA strategy – through links or reference. > Ensure the vision for a safe, sustainable, interconnected and future ready electricity sector is reflected in the broader ENA vision. 	●	Health and safety is a clear and integrated part of the ENA organisational strategy.
1.3.2	Align health and safety understanding across the membership.	Support	<ul style="list-style-type: none"> > Run facilitated workshops with the EDB CEOs to articulate what good performance in health and safety means for them. > Clarify what is meant by health and safety, and what the health and safety programme at ENA will focus on. 	●	All EDB CEOs are able to articulate what the elements of good health and safety look like in the ESI (Risk, Relationships and Resources).
1.3.3	Align health and safety priorities and activity across the sector.	Influence	<ul style="list-style-type: none"> > Identify the priorities where ENA / ENA members have a role. > Work closely with others including EEA. 	● ● ● ●	Relationships have been built with the broader sector and ENA is a part of relevant health and safety initiatives.



What this means

Building relationships with our members and others in the wider sector so that we are able to harness the collective expertise to encourage, influence and support consistency and clear standards in health and safety for all.

Strategic Activity 2.1

Drive common solutions to common issues

We will target the key health and safety issues relevant to our members, and create opportunities to drive interoperability, change and consistency in respect of these issues across the broader sector. We will play to our strategic leadership strength, and involve others.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
2.1.1	Profile critical health and safety risks for EDBs.	Support	<ul style="list-style-type: none"> > Work with the EDB H&S Leads initially, and then the EDB CEOs to define the top 10 critical health and safety risks facing the EDBs. > Profile each risk and define key risk controls, and key risk control standards. > Develop a monitoring programme for key risk controls that will support an element of benchmarking across the EDBs (possibly with EDI H&S Forum). 	● ● ● ●	There is a common understanding of the 10 critical risks faced by EDBs which enables a focused work programme to be built for the future.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
2.1.2	Develop a common health and safety competency framework for EDBs.	Support	<ul style="list-style-type: none"> > Build on existing work undertaken by EDI H&S Forum to develop and agree a common competency framework for the distribution sector. > Work with Connexis and the EDI H&S Forum to incorporate the common competency framework into recognised industry competency regime. Align this to the risk profiling work undertaken. 	<ul style="list-style-type: none"> ● ● 	A common competency framework has been articulated and is incorporated into standard industry training materials and regime.
2.1.3	Define a consistent approach to the management of critical health and safety risks and issues. This may include: <ul style="list-style-type: none"> - Use of live working techniques (HV + LV) - Fatigue management - Traffic management - Work at height - Permit to work - Asset management practices - Safety in design - Vegetation management - Public safety - Work related health. 	Support	<ul style="list-style-type: none"> > Develop, with key stakeholders, materials that communicate the defined methods for risk control. > Work with others in the supply chain to develop safety in design processes – in particular to design out asset differences between EDBs that lead to increased health and safety impacts. > Work with EEA to review industry pole-tagging practice and understanding of this across workforce. Produce expert recommendations for the ENA Board to resolve any issues that arise. 	<ul style="list-style-type: none"> ● ● ● ● ● 	Best-practice approaches for the critical health and safety risks have been defined and agreed.

Strategic Activity 2.2

Build sector wide relationships

We will listen, learn and build trust, to be better influencers for our members, and work towards a more collaborative and integrated sector in health and safety.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
2.2.1	Build relationships across the broader sector.	Support	<ul style="list-style-type: none"> > Attend, engage with and support EDI H&S Forum > Engage with a broad range of key stakeholders via events, meetings and discussions about how we could learn and work together including stakeholders that impact the distribution sector or are impacted by it. 	<ul style="list-style-type: none"> ● ● ● 	We have a relationship in health and safety with the stakeholders that impact on EDBs – up and down stream.
2.2.2	Develop, with EEA, contractors and the broader electricity sector, agreed standards for procurement – specifically contractor safety verification and monitoring.	Support	<ul style="list-style-type: none"> > Approach key stakeholders to ascertain their interest in participating in a workshop to define common standards. > Run a workshop (either with those stakeholders, or just for EDBs depending on interest), that examines the current practice across the network. > Define common minimum standards (not prescriptive process). > Identify the enablers and barriers to good contractor management practice across the sector, and determine if there is a role for ENA in managing or removing these barriers, and in building the enablers. 	<ul style="list-style-type: none"> ● ● ● ● ● 	<p>Common standards (health and safety) for contractor management have been defined.</p> <p>Common procurement standards (health and safety) for goods have been defined.</p>

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
2.2.3	Work with the Business Leaders Health and Safety Forum and key stakeholders to set up a sector forum for health and safety discussions.	Support	<ul style="list-style-type: none"> > Hold discussions with a range of stakeholders to assess the level of interest in the development of a sector wide forum. > If there is some interest, approach the forum to determine whether this is something they could support the set-up of. > Participate in any future sector forum. 	<ul style="list-style-type: none"> ● ● ● ● ● 	An electricity sector health and safety forum exists and ENA is a part of it.

Strategic Activity 2.3

Build on existing programmes

We will build on the health and safety programmes that exist across the electricity supply industry and broader sector – enhancing our reach and effectiveness in an efficient and collaborative way.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
2.3.1	Map the existing programmes and forums to identify and evaluate which are the ones ENA needs to be part of.	Lead	<ul style="list-style-type: none"> > Meet with stakeholders to identify existing programmes. > Work with CEOs of the membership to map the programmes and identify the ones that ENA should participate in. > Approach those programmes and offer your support and participation. 	<ul style="list-style-type: none"> ● ● ● ● ● 	Existing work programmes mapped. ENAs involvement in key programmes defined.
2.3.2	Facilitate forums for members to share with each other – at both the CE and Safety Lead levels.	Influence	<ul style="list-style-type: none"> > Hold membership networking and learning events at the CE and H&S lead levels. > Consider specific topics / risks / issues as a focus for the sessions and invite keynote speakers. 	<ul style="list-style-type: none"> ● 	A forum for CEOs across the distribution sector has been convened by ENA.
2.3.3	Share information about the programmes and activities ENA is involved in with others.	Lead	<ul style="list-style-type: none"> > Communicate health and safety activity to relevant audiences. 	<ul style="list-style-type: none"> ● ● ● ● ● 	Communications about programs exist.

Communication

What this means

Anticipating and informing members and others about future challenges and opportunities.

Strategic Activity 3.1

Prepare for the future

We will identify and anticipate future and emergent issues that may impact on our members and our sector, and provide support, information and opportunities for our members to collaborate on these issues.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
3.1.1	Develop a range of communication and engagement channels to provide updates to members on regulatory and legislative developments.	Lead	<ul style="list-style-type: none"> Include health and safety messages in ENA newsletter. Share health and safety information via members only ENA website section: <ul style="list-style-type: none"> > A standing agenda item will be added to the ENA Board Health and Safety Sub-Committee agendas to appraise them of any external policy developments or consultations that have arisen since their previous meeting. > Identify sector wide publications and add articles and information into these. > Profile companies doing well with health and safety. 	<ul style="list-style-type: none"> ● ● ● 	ENA newsletter contains H&S messages.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
3.1.2	Monitor emergent issues in the operating environment and supply chain that could impact members' health and safety.	Lead	<ul style="list-style-type: none"> > Monitor research nationally and internationally on the emergent issues > Identify key messages that the membership needs to know <ul style="list-style-type: none"> - Share this information using the communication plan 	<ul style="list-style-type: none"> ● ● ● ● ● 	Emergent risks and issues are known and communicated.

Strategic Activity 3.2

Advocate for change

Influence policy developments and regulatory change through advocacy and strategic projects.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
3.2.1	Encourage a regulatory regime that recognises the practicalities and supports the delivery of good health and safety outcomes in the electricity distribution sector.	Influence	<ul style="list-style-type: none"> > Raise the impacts on SAIDI and SAIFI with the Regulatory Working Group. > Monitor external policy developments related to health and safety in the electricity sector (not just distribution sector). > Work with members, EEA and other stakeholders to ensure the views of the electricity sector as a whole are represented when regulatory impacts on health and safety are identified. > Advocate for change to Electricity (Hazards from Trees) Regulations 2003. > Recognise our ability to feedback on the effectiveness of the regulatory regime for safety. 	<ul style="list-style-type: none"> ● ● ● 	The impacts of increases in de-energised working on SAIDI / SAIFI allowances is given due consideration by regulators.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
3.2.2	Provide constructive input into standards setting, implementation of standards and advocacy for new standards where these are required.	Influence	<ul style="list-style-type: none"> > Define with the membership the standards that require developing. > Meet with MBIE and Standards NZ to advocate for the development of those standards. > Meet with wider stakeholders to communicate why standards are required. > Set safety management system standards per members. 	<ul style="list-style-type: none"> ● ● ● ● 	Standards required have been identified, developed and implemented.
3.2.3	Understand the enablers and barriers to health and safety in the operating environment of your members – and identify opportunities to advocate for change with your key stakeholders and with Government.	Influence	Run workshops to define the enablers and barriers with the CEOs and the H&S leads.	<ul style="list-style-type: none"> ● ● ● ● 	Enablers and barriers to health and safety improvement have been identified – and required changes in the external environment are determined.

Strategic Activity 3.3

Promote safety awareness

Promote and share information across the membership and wider sector.

Activity Reference:	What we will deliver: (key action)	What is ENAs Role: (Lead, Support, Influence)	How we will deliver this (key tasks)	Who will we involve:	How we will know we have been successful:
3.3.1	Common media campaigns for key public safety issues.	Influence	<ul style="list-style-type: none"> > Participate fully in the EEA/ENA Public Safety Working Group. > Support EEA and the Working Group to achieve the set objectives (eg. supporting the delivery of the 'Does it look right' public safety campaign). > Communicate safety risks associated with poorly-maintained customer service lines (CSLs) to key stakeholders (incl. customers). 	<ul style="list-style-type: none"> ● ● ● ● ● 	Media campaigns exist.
3.3.2	Raise the profile of the distribution sector and the ENA among key audiences and decision makers.	Influence	Participate in forums that are allied to ENA.	<ul style="list-style-type: none"> ● ● ● ● ● 	Stakeholders can articulate ENA and the distribution sectors activities in health and safety.
3.3.3	Learn and share health and safety activities and issues with others in different sectors.	Support	Identification and then involvement in other sectors on behalf of members. (construction safety council, FISC, etc).	<ul style="list-style-type: none"> ● ● ● ● 	Participation in other forums has been established.



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