

# Sustainable Workforce Action Plan



T2BP-PLN-0004	SHE Transmission Sustainable Workforce Action Plan		Applies to	
			Distribution	Transmission ü
Revision: 1.0	Classification: Internal	Issue Date: October 2019	Review Date: March 2020	

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## 1 Choosing the right objectives

Our first step in creating a new strategy was to engage with stakeholders to understand their needs. When engaging we were open to all stakeholders' suggestions, as it was important to not limit the opportunities for improvement. This stakeholder led qualitative approach helped us determine the desired needs of our stakeholders. By considering trends in stakeholders' input, trade-offs between different stakeholder groups and assessing how we could act on their input we identified four overarching focus areas from our stakeholders:

- A Healthy, Happy and Safe Workplace
- Right People, Right Skills
- One Inclusive and Engaged Team
- Empowered Inspirational Leaders

## 2 Choosing the right actions

To achieve these focus areas for our stakeholders we pulled together a detailed set of actions. These actions were developed by considering every suggestion or 'option' provided by our stakeholders. They were then assessed to ensure they were the most appropriate choice for our business. This assessment included the consideration of:

- Our current strengths and weaknesses to determine which action would generate the largest benefit;
- The costs that action would generate and the potential benefit it would produce;
- The time we would need to realistically achieve it, including the steps we would need to take; and
- Our new organisational structure, specifically how responsibility and accountability has been distributed.

The following actions in this document follow a practical structure of delivery that will enable us to build on the examples of best practice currently found within the business, whilst taking logical steps to improve the areas stakeholders have asked us to address.

## 3 Calculating the costs and the benefits

Some of these actions have clear costs – for example paying an external company for a service – whilst others are captured through our business as usual funding such as resource costs.

Whilst the full costs of our new Sustainable Workforce Strategy have been submitted as part of our RIIO-T2 Business Plan, we have included in this document any costs which we are able to publicly share (for example those that are not commercially sensitive).

To create actions that align with our goal for efficiency, we assessed the costs and deliverability of the available options. To do this, we used stakeholder input, researched various options and researched the costs of the organisations who are leading in stakeholder engagement.

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We currently don't have a quantified cost benefit analysis (CBA) methodology for high level workforce policy options. Our best practice review did not identify a methodology used by others that we could easily adapted for our business. Therefore, we have committed to work with stakeholders to develop a quantified CBA for stakeholder engagement which we will also adapt for our Sustainable Workforce Strategy. Consistent with our wider business strategy, we will seek to consider the full range of social, environmental and economic costs and benefits.

## 4 Developing a time frame

Our plan has been designed in line with the price control periods as set by Ofgem. The completion for each action has been categorised as:

- Short Term (by March 2021, the end of the RIIO-T1)
- Medium Term (by March 2023, the middle of the RIIO-T2)
- Long Term (by March 2026, the end of RIIO-T2)

## 5 Revision History

No	Overview of Amendments	Revision	Authorisation
01			
02			

## SHE Transmission Workforce Action

Target	Objective	Action	Action Output	Challenges	Interfaces
Short Term (Before Mar 2021)	General	Communication programme developed on the Sustainable Workforce Strategy, Strategic Workforce Plan	Annual internal & external engagement programme established to ensure clear communication of strategy outputs as well as providing an update on progress made.	Appropriate communication methods to be used to maximise engagement. Embedding key themes into business as usual. Keeping current through ongoing staff engagement with the ability to respond to feedback.	Internal communications team Corporate communications team All SHE Transmission staff HR Unions Supply Chain
Short Term (Before Mar 2021)	Right People, Right Skills	Employment of a dedicated Workforce Development team to support and drive the implementation of the Sustainable Workforce Strategy	Suitably experienced manager and training and resource planner to be appointed by March 2020 to support delivery of the strategy commitments and drive accurate workforce reporting.	Sourcing suitably skilled resources.	All SHE Transmission staff HR Training & Development team Sustainability team
Short Term (Before Mar 2021)	Right People, Right Skills	Creation of a comprehensive strategic workforce plan that is supported by the rolling 5 year resource plan to ensure there is the resource and capability to deliver our commitments	The initial plan has been developed to support the R10-T2 business plan submission. This will be updated quarterly to update and refocus our recruitment strategy. Further metrics are to be developed to assess the added value.	Reliability of data due to a changing delivery programme. Ability to source suitably skilled resources. Unforeseen resource requirements.	Directors & team managers HR Recruitment consultants
Short Term (Before Mar 2021)	Right People, Right Skills	Consistency review and benchmarking of all existing job roles including those to be advertised	A full review is to be undertaken to ensure all existing job roles have been independently evaluated in line with industry standards. No new roles to be advertised / recruited unless they have been evaluated to maintain consistency. An annual review is to be undertaken to ensure alignment and capture any material changes to roles which would prompt the need to re-evaluate.	Confirming and keeping up to date with industry standard pay grades for all roles. Evaluated pay grades for roles not being sufficient to recruit due to skills shortages.	Directors & team managers HR Evaluation team
Short Term (Before Mar 2021)	Right People, Right Skills	Embedding the Engineering Continuous Professional Development forum into the business (a company-wide initiative focused on ensuring that there is continued professional development, monitoring and support of engineering competences)	To be included in the communication programme to raise awareness and engagement. Professional chartered costs to be covered for Engineering teams with development support for chartered status. Link in with the pipeline graduate and trainee engineer programme.	Raising awareness and engagement.	All SHE Transmission staff with engineering focus HR Training & Development team
Short Term (Before Mar 2021)	Right People, Right Skills	An annual recruitment strategy to be developed to ensure that key resources are in place when required	This is an output of the wider strategic workforce plan. Engagement with recruitment consultants to support with sourcing hard to fill roles. Contingent worker requirements to be clearly identified with a view to them providing a short term supporting roles to manage peaks in resource requirements or providing specialised knowledge.	Sourcing suitably skilled resources.	Directors & team managers HR Recruitment consultants
Short Term (Before Mar 2021)	Right People, Right Skills	Promotion of inclusive recruitment including adopting a strengths based recruitment approach - looking at strengths rather than skills and ensuring job advertisements are as open as possible.	The recruitment process will aim to attract a diverse pool of talent helping to fill resource gaps but also supporting the development of an inclusive and diverse workforce.	Internal training and awareness sessions to be carried out with hiring managers. Ensuring consistency of vacancy advertisements throughout the business.	Directors & team managers HR Recruitment consultants
Short Term (Before Mar 2021)	Right People, Right Skills	An annual review of the Sustainable Workforce Strategy with a resilience plan published	The Sustainable Workforce Strategy will be communicated internally through the communications plan. The supporting Strategic Workforce plan will be updated quarterly. Please refer to Sustainability - Growing Careers KPIs	Embedding key themes into business as usual. Keeping current through ongoing staff engagement with the ability to respond to feedback.	Internal communications team Corporate communications team All SHE Transmission staff Sustainability team HR Unions Supply Chain
Short Term (Before Mar 2021)	Right People, Right Skills	Wider TO engagement to support addressing the industry wide skills shortages	Currently there is active participation in National Skills Academy for Power, Energy & Utility Skills. A separate working group is to be established with SPEN, NGET and our supply chains to establish best practices and ways to address the skills gap.	Engagement from TO's and supply chain.	Directors & team managers HR Training & Development team SPEN & NGET Supply chain
Short Term (Before Mar 2021)	Right People, Right Skills	Development of the annual internal non operational training budget to include new start training, personal development training and wider strategic training to upskill our existing workforce	A review of the existing budget setting process to provide fairer and clearer training opportunities throughout the business. Training to be categorised to cover any onboarding costs such as software training and allow for wider strategy training to be provided in areas of skills shortages. This will ensure the maximum benefit from the budget. Continued engagement with the Training & Development team to develop bespoke internal training offerings.	Agreement of the proposed changes to how the non operational training budget is approved.	Directors & team managers Training & Development team Wider Networks team
Medium Term (By Mar 2023)	Right People, Right Skills Empowered Inspirational Leaders	Embedding the recently launched "Future Network" development framework to ensure increased leadership and project management capability for future business needs	To be included in the communication programme to raise awareness and engagement.	None	Directors & team managers HR Training & Development team Wider Networks team
Medium Term (By Mar 2023)	Right People, Right Skills	The launch of a positive action campaign through university and career fair engagement	Working closely with the employability and education outreach team to ensure quality interactions with all education bodies to promote Transmission as a great place to work. Generated interest in our entry level vacancies and pipeline graduate and apprentice schemes.	None	Directors & team managers HR Training & Development team Wider Networks team Educational bodies

Target	Objective	Action	Action Output	Challenges	Interfaces
Medium Term (By Mar 2023)	Right People, Right Skills	Creation of STEM (science, technology, engineering and mathematics) Ambassadors to help bring these subjects to life and generate interest in career options	Positive engagement both internally and through schools and universities to generate awareness and interest in careers within the energy industry to help support both diversity and inclusion goals and developing pipeline programme.	None	All SHE Transmission staff HR Training & Development team
Medium Term (By Mar 2023)	Right People, Right Skills	The launch of vulnerable customer care training	This will ensure employees are proficient in recognising signs of consumer vulnerability and understanding the support services available.	Maintaining up to date and relevant core skills across our workforce	Internal communications team Corporate communications team All SHE Transmission staff HR Training & Development team
Medium Term (By Mar 2023)	Right People, Right Skills	Participate in the ex-military Career Transition Partnership	Helping to explore new talent pools to provide opportunities and bring in suitably skilled resources into our teams.	Understanding the transferable skills and competencies that can align with our existing recruitment gaps.	Directors & team managers HR Recruitment consultants
Medium Term (By Mar 2023)	Right People, Right Skills	Continue to explore the opportunities to work with disability awareness organisations (e.g Equal Approach and Remploy)	Helping to explore new talent pools to provide opportunities and bring in suitably skilled resources into our teams.	Understanding the transferable skills and competencies that can align with our existing recruitment gaps.	Directors & team managers HR Recruitment consultants
Medium Term (By Mar 2023)	Right People, Right Skills	Develop new sourcing strategy to identify talent pools for data and analytical roles	This will include utilising Big Data Jobs Board, the UK's leading website for data careers to identify and attract suitably skilled resources to join our teams.	Ensuring required and available roles attract the right candidates.	Directors & team managers HR Recruitment consultants
Medium Term (By Mar 2023)	Right People, Right Skills	Recruitment of an IT Business Partner for SHE Transmission	This will ensure we have a dedicated focus on the digital requirements for our business plan. The role will work alongside the newly formed Digital team to drive IT transformation programmes such as data analytics.	Sourcing suitably skilled resource with relevant experience.	Directors & team managers HR Recruitment consultants
Medium Term (By Mar 2023)	Right People, Right Skills	Create a mature workforce offering	Ability to offer flexibility of approach and working hours towards for those approaching the end of their career to support us in retaining talent and intellectual property for longer. This is underpinned by having succession plans in place.	Working with the wider business to ensure standardised and consistent approach.	Directors & team managers HR Recruitment consultants
Medium Term (By Mar 2023)	Right People, Right Skills A Healthy, Happy & Safe Workplace	A training needs review is to be undertaken to ensure our people are fully equipped and comfortable to deliver with any role specific training carried out	Ensuring our people have the tools and understanding to do their job safely. Core skills to be defined for each role during the evaluation process. Development and role specific training to be planned to ensure no gaps with review process established to maintain. Annual review of Operational training requirements with continued management of live certifications.	Maintaining up to date and relevant core skills across our workforce	All SHE Transmission staff HR Training & Development team
Long Term (By Mar 2026)	Right People, Right Skills	Expanding our early years talent pipeline to ensure further investment in our graduates, apprentices and technical trainees to further future proof our workforce	Long term recruitment and succession plans established through our Strategic Workforce Plan to demonstrate an increase in the pipeline intake.	Ensuring that the pipeline intake is representative of local demographics	Directors & team managers HR Training & Development team Wider Networks team Educational bodies
Long Term (By Mar 2026)	Right People, Right Skills	Continued development of Sustainable Workforce Strategy, Strategic Workforce Plan & 5 year resource plan so fit for purpose for ongoing requirements (RIO-T3 and beyond).	Ensure regular and full reviews and development of the key documents so fit for purpose.	None	Directors & team managers HR Training & Development team Wider Networks team Educational bodies
Short Term (Before Mar 2021)	Empowered Inspirational Leaders	Ensuring all first line managers undertake the Introduction to People Management programme within their first six months into a management role	This will enable an easier transition from being a sole operator to management through supported learning. Long term goal to provide wider management training as part of upskilling programme so that training can be provide prior to entering a management role.	Working with the Training & Development team to ensure sufficient course places available to support.	Directors & team managers HR Training & Development team
Medium Term (By Mar 2023)	Empowered Inspirational Leaders	Embedding the Career Development Programme	This will provide the ability to assess the capability and aspirations for future Business and Functional Leadership roles. To be included in the communication strategy to increase awareness.	Providing clear development paths and opportunities to retain workforce.	Directors & team managers HR Training & Development team
Medium Term (By Mar 2023)	Empowered Inspirational Leaders	Embedding Inclusive Hiring Training for all managers and leaders	This will ensure an inclusive and consistent approach to hiring across the business. Refresher training programme to be established to maintain awareness.	Working with the Training & Development team to ensure sufficient course places available to support.	Directors & team managers HR Training & Development team Recruitment team
Medium Term (By Mar 2023)	Empowered Inspirational Leaders	Revising and embedding the updated Leadership Blueprint (a set of leadership goals / behaviours expected across the business)	Communicating the blueprint of expected behaviours for all those in leadership roles more widely across the business so that everyone knows the values that are expected of them and can embed these behaviours within their teams. To be included in the communication strategy to increase awareness.	None	Directors & team managers HR Training & Development team
Medium Term (By Mar 2023)	Empowered Inspirational Leaders	Annual review of succession plans for senior and key / critical to business roles	This will ensure we have a clear leadership pipeline and plan for the future now. Development of supporting key competencies / knowledge requirements for senior roles to provide clear upskilling strategy of talent pool.	Identification of talent pool across the business.	Directors & team managers HR Training & Development team
Medium Term (By Mar 2023)	Empowered Inspirational Leaders	Rolling out of mentoring and coaching programmes	This programme is designed to build and test capability for future progression and support our employee's ongoing development. Mentor / coaching training to be provided. To be included in the communication strategy to increase awareness.	Working with the Training & Development team to ensure sufficient course places available to support.	Directors & team managers HR Training & Development team

Target	Objective	Action	Action Output	Challenges	Interfaces
Medium Term (By Mar 2023)	Empowered Inspirational Leaders	Launching the Inclusive Leadership Programme	This programme is designed to support those at an early career stage who are budding leaders. To be included in the communication strategy to increase awareness.	Identification of talent pool across the business.	Directors & team managers HR Training & Development team
Long Term (By Mar 2026)	Empowered Inspirational Leaders	Rolling out of Insights personality profiling	This training will ensure greater levels of self awareness and a better understanding of how to get the best from teams and working relationships. Initial programme has already been carried out for senior managers which has highlighted the benefits of this training across all levels of the organisation.	Working with external training providers to ensure all of workforce receives training. Embedding learning to change behaviours once training completed.	Directors & team managers All SHE Transmission staff HR Training & Development team
Short Term (Before Mar 2021)	One Inclusive & Engaged Team	Embedding the SHE Transmission Shadow Board	This is a new initiative to encourage diverse viewpoints to inform key business decisions and provide development opportunities across the business for those interested in leadership.	Maximising the engagement across the business and providing fair opportunities for those to experience being part of the Shadow Board.	Directors All SHE Transmission staff
Short Term (Before Mar 2021)	One Inclusive & Engaged Team	Embedding the Director accessibility initiative	Increased engagement with the Senior team through the continued roll out of our recently launched Managing Director Roadshows to keep our people up to date with developments across SHE Transmission. The planned introduction of a Managing Director 'Meet and Greet' with all new hires. Expected output is to improve employee engagement.	Availability of Directors and senior team.	Directors All SHE Transmission staff
Short Term (Before Mar 2021)	One Inclusive & Engaged Team	The continuation of SSE Enhanced paternity, maternity and adoption leave – including fully paid gradual return to work for returning mothers	Continued focus to increase the awareness of employee benefits. Consistent and full support provided for returning employees through team integration and clear workload expectation to make returning to the work environment as stress free as possible.	None	Directors & team managers All SHE Transmission staff HR
Short Term (Before Mar 2021)	One Inclusive & Engaged Team	Reinforcement of our commitment being a Living Wage employer	SHE Transmission will actively engage with our supply chain to promote and advocate accreditation as a Living Wage Employer and the upcoming Living Hours Employer initiative.	Promoting these initiatives within our wider supply chain.	Company wide
Medium Term (By Mar 2023)	One Inclusive & Engaged Team	Development of diversity and inclusion metrics, including SHE Transmission's gender pay gap	Promoting an increased awareness of our inclusion & diversity focus areas to ensure our workforce are reflective of the local communities we serve. Establishing and adopting diversity targets based on 2021 census demographics. An annual review of SHE Transmission gender pay gap, supported by evaluated roles to reduce this differential each year.	Addressing inclusion and diversity challenges to drive improvements in reported figures.	Directors & team managers HR Recruitment team
Medium Term (By Mar 2023)	One Inclusive & Engaged Team	Review of our diversity reporting	Currently providing this information is optional at application stage so potentially there is a limited data pool on which to base diversity against. An internal I&D working group has been established to focus on ways to improve our reporting capabilities.	Addressing inclusion and diversity challenges to drive improvements in reported figures.	Directors & team managers HR Recruitment team
Medium Term (By Mar 2023)	One Inclusive & Engaged Team	Delivering an inclusive behaviours programme to help us all to create an inclusive working environment	Rolling out an online Inclusion & Diversity hub for all employees. Inclusive Hiring manager training for all managers. Mandatory Inclusion & Diversity e-learning as part of our business ethics training. Inclusive meeting facilitation training.	Addressing inclusion and diversity challenges to drive improvements in reported figures.	Directors & team managers HR Training & Development team
Medium Term (By Mar 2023)	One Inclusive & Engaged Team	The launch of an employee continual improvement and innovation suggestion scheme	This scheme aims to ensure we are innovative and forward thinking in all that we do and that the employee voice is heard.	Employee engagement.	Internal communications team All SHE Transmission staff
Medium Term (By Mar 2023)	One Inclusive & Engaged Team	Maximising our employee feedback mechanisms with continued commitment to our company wide Great Place to Work survey	Re-introduction of exit interviews to ensure effective leadership engagement and encourage employee feedback. Annual targeted action plans established to address key issues raised supported by a clear internal communication plan so that employees know that action has been taken. Demonstrated improvement in Great Place to Work scorings year on year.	Employee engagement.	Directors & team managers HR Internal communications team All SHE Transmission staff
Long Term (By Mar 2026)	One Inclusive & Engaged Team	Introducing an employee recognition scheme	This scheme is designed to recognise outstanding contributions and reward excellence across the business.	None	Directors & team managers HR
Short Term (Before Mar 2021)	A Healthy, Happy & Safe Workplace	Development of a communication programme to raise awareness of our wellbeing offering	This includes the Employee Assistance Programme, Nuffield Back to Work programme and our mental health first aiders. Ensuring these support programmes are provided to any employee in need.	Employee awareness.	Directors & team managers HR All SHE Transmission staff
Short Term (Before Mar 2021)	A Healthy, Happy & Safe Workplace	Continuation of our 50 by 20 safety initiative	Targeting not only a step reduction in our employee injury rate but also seeking a step increase in the health and activity of our workforce. Continued engagement with our supply chain.	Employee awareness. Supply chain awareness.	Directors & team managers HR All SHE Transmission staff Supply Chain
Short Term (Before Mar 2021)	A Healthy, Happy & Safe Workplace	Ensuring all managers complete mentally healthy workplace training	Enabling individual needs to be met and encouraging employees and managers to be flexible and supportive of each other. This initiative has already started in support of our 2019/20 SHE Action Plan for the business. An annual programme of refresher training to be established supported by e-learning modules. Work with the Training & Development teams to roll this out wider through the business.	Working with the Training & Development team to ensure sufficient course places available to support.	Directors & team managers HR Training & Development team All SHE Transmission staff
Medium Term (By Mar 2023)	A Healthy, Happy & Safe Workplace	Offering change management and resilience training to all of our workforce	This aims to ensure our employees feel mentally equipped to deal with our changing and growing business. This will be offered through an internal e-learning suite.	None	Training & Development team All SHE Transmission staff
Medium Term (By Mar 2023)	A Healthy, Happy & Safe Workplace	Launch of 'The Way We Work' flexible working programme	Aiming to encourage and support different working patterns to help allow people carry out work in a way that meets both their own needs and the needs of the business.	Changes to ways of working. Ensuring teams have means to work from home / Skype.	Directors & team managers HR All SHE Transmission staff
Medium Term (By Mar 2023)	A Healthy, Happy & Safe Workplace	Undertake a review of the occupational health challenges within the business to enable action plan to address	Carry out a quarterly review of absence reporting to establish trends or patterns of absences. Liaise with the wider occupational health team to establish key issues from recent occupational health referrals.	Establishing work related issues.	Directors & team managers HR

Target	Objective	Action	Action Output	Challenges	Interfaces
Medium Term (By Mar 2023)	A Healthy, Happy & Safe Workplace	Understanding the attrition rate to drive a reduction in employee turnover rate	Establish a quarterly review of attrition across SHE Transmission by Director to support the development of action plan to address key issues. This is also supported by the re-introduction of exit interviews. Using the Strategic Workforce Plan to highlight those reaching retiring age within the next 5 years to ensure success plans are in place.	Data gathering and analysis.	Directors & team managers HR
Medium Term (By Mar 2023)	A Healthy, Happy & Safe Workplace	Continued commitment to raising mental health awareness within the business	Ensuring we have trained mental health first aiders available in each of our main office / site locations. Also supported through the mentally healthy workplace training for all managers. Establish working groups with our supply chain to promote mental wellbeing in the workplace.	Employee engagement.	Directors & team managers HR Supply Chain

**Total Estimated Costs**