

Project Title
Take CARE campaign

Category:
Internal Communications

Client Company:
National Grid

Design Consultancy:
WPA Pinfold

Date:
12.07.13

“Take CARE branding, design and tailoring of materials for each layer, of the target audience was well thought out and, significantly, helped to get the target audiences engaged; always a big part of the Safety challenge.

The Take CARE materials were designed to encourage compliance with the safe system of work i.e. location of underground cables and safe digging. As well as handy hints and tips in the aide-memoire, the materials encouraged accountability in the management chain and gave clarity to roles and responsibilities both with line management and in the operational teams.

Take CARE has been an enduring success.”

**Matthew King, Gas Safety Manager,
Safety, Sustainability & Resilience, National Grid**



Ring-bound Aide-Memoire Book

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2.0 Executive summary (197 words)

National Grid's ambition is to achieve a world-class safety level by 2015, maintaining a lost time injury frequency rate of below 0.1. In the UK, they introduced the Take CARE campaign, which focused on cable avoidance in their UK Gas Distribution business.

For National Grid, electric cable strike avoidance is a priority area of Health and Safety, and an area for continuous improvement. There have been a variety of materials in circulation to communicate the dangers of cable strikes, however there was a lack of consistency and cohesion in the way the messages were communicated.

The core target audience was the workforce who carry out excavations out in the field of operation and their direct managers – traditionally these have been the most difficult people to reach because they work remotely. There was a need to ensure that the communications engaged these workers and was easy to access, some were National Grid employees, others were from Gas Alliances and Gas Coalitions. There was also a requirement to capture the hearts and minds of the executive management teams, to ensure that the communications were embraced at all management levels and the relevant materials were properly cascaded down the ranks.



z-card information
leaflet opened up

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2.0 Summary of results

- Reduction in cable strikes: 84
- Percentage reduction in strikes: 31 %
- Reduced injuries - only one minor superficial injury.
- Return on Investment: 2,203% and an almost unblemished safety record.



Roles and Responsibilities and
On Site Risk Assessment Pads

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3.1 Outline of the project brief

Electric cable strikes are a hazard that affects National Grid's Gas Distribution business. Previously, there have been a variety of materials in circulation to communicate the dangers of cable strikes including a Fieldforce magazine dedicated to the subject. After the initial success of Fieldforce, the numbers have been steadily increasing again, so there was a need to create a new enduring campaign that will encourage behaviour change across this sector of the business.

The communications must address each target audience with relevant communications and engage everyone across the business with an integrated and distinctive identity that empowers the people in the field of operation.



Exhibition Materials

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3.1 Key objectives

Create a through the line communications campaign that engages all levels of management and operatives, and provides practical tools that both enables managers to properly follow due process and operatives take individual responsibility for the health and safety process.

Key Objectives were to:

- Empower Operatives, their First Line Managers and Supervisors to help enable them terminate any unsafe work.
- Encourage the right behaviours and good practice.
- Protect all those involved in replacement and maintenance and development of gas supply pipelines.
- Protect the communities they serve.
- Reduce the amount of cable strikes overall.
- Provide an enduring and well-integrated solution.



Bag, Cable Location Equipment Stickers, Z-card, Aide-Memoire,
On Site Risk Assessment & Rules and Responsibilities Pads, Van Door Sticker

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3.1 Key challenges

The campaign needs to ensure all operatives confirm and verify the markings before digging commences and checking continues as work progresses. Line managers also need to feel confident in challenging operatives and halting progress if they are not 100% sure of the safety of a dig.

3.2 Description

The target audience is split as follows:

1. National Grid Operations Executive Management team.
2. First Line managers and Supervisors verifying work.
3. Operatives/Team Leaders conducting work.

Briefings were required to introduce the campaign, this would need to have buy-in from the Operations Executive Management team. Shifts are planned well in advance and it was important that the management team were familiar with the Take CARE package and were fully supportive of their role.

First Line Managers and Operatives are field workers so there was a need to ensure that they could access the information remotely. Some are from National Grid, others from Gas Alliances and Gas Coalitions.

The scope of the project included:

- Take CARE brand identity
- Exhibition and display materials.

Line Manager's materials:

- Roles and Responsibilities Pad.

Supervisor's Pack:

- Aide-memoire/ring-bound Pad (incorporating guidance, tips and techniques of electric cable avoidance) with laminated, water resistant pages
- Z-card, business card size fits into pocket or wallet, reminder of the Take CARE top 10 checklist
- On-site Risk assessment Pad
- Roles and Responsibilities Pad
- Stickers for Cable Location Equipment
- Courtesy Board/Street work sign stickers.

Team materials:

- Van Door Stickers
- Bag
- Z-card
- Tags for Cable Location Equipment
- Key Rings.



Sticker applied to Generator

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3.3 Overview of market

Electric cable strikes has been an ongoing issue across the gas supply industry and carries significant cost. In National Grid's case, work is often carried out by contractors not employed directly by the organisation.

The need was to make long term behavioural changes across the business and win over hearts and minds to ensure long term success. To be successful, the market reach had to cover all levels of National Grid Manager's team, as well as the Operatives (including those contracting on behalf of National Grid).

3.4 Project launch date

The campaign was commenced in March 2012 launched in June 2012 and rolled out across the business in August 2012.

3.6 Outline of design solution (366 words)

The Take CARE communications campaign needed to appeal to a wide audience from Executive Management team to First Line Managers and Operatives. To be truly effective it had to empower those working directly in the field of operation. This required a tiered level of communications:

- Executive and Operations Management team, briefings and motivational communications to ensure they were aware of the impact electric cable strikes had on the business, both in terms of, most critically, health and safety and cost.
- First Line Managers and Supervisors, ensure they were fully conversant with the safe system of work for excavating and electric cable avoidance and empower them to stop the job, if not satisfied with the assessment.
- Operatives/Team Leaders – give them ownership of the cable avoidance and safety procedures, including toolkits to ensure that all safety and avoidance procedures were carried out consistently, every time.



Sticker applied to CAT scanner

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3.6 Outline of design solution (continued)

It was imperative that cable avoidance took priority over all aspects of the work to be carried out and we created a branded identity and name – Take CARE (Cable Avoidance Risk Elimination). This helped elevate the importance of safety for all the operatives. The visual identity has significant stand out and cohesion wherever it is applied. In terms of roll out, the communications were designed and packaged for each target audience:

- Executive Management team – briefing notes, exhibition and displays, PPT.
- First Line Managers and Supervisors – checklist and ‘golden rules’ of cable avoidance.
- Operatives and Team Leaders – toolkit to carry out risk assessment and avoidance, checklist and memorable reminders.

The roll out of communications and toolkits ensured that there were clear and consistent reminders of what Take CARE is all about, that were highly visible in vehicles, on all communications and on the tools the Operatives used. As such, the campaign had a continued presence across the field operations, this was essential in helping to implement long term behavioural change and avoid complacency.

We also created a positive and conversational attitude to the tone of voice, to give a feeling of involvement and ownership with the field operatives. We focused on some of the positive elements of the progress made along with the consequences of hitting cables.

The identity also adhered to National Grid’s corporate brand design guidelines.



Take CARE Stickers applied to Van Doors

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4.1 Results in full

The brand communications addressed a critical area of concern for National Grid's business:

- **Reach**
2,551 staff, 2,481 contractors, 5,555 Gas Alliance contractors.
- **Increase in take up of campaign**
Take Care was adopted consistently across all operations, and the sign off forms ensured total compliance with procedures.
- **Reduction in electric cable strikes**
- **Percentage volume change** (electric cable strikes)
For nine month period – reduction of 31%.
- **Increase in safety awareness across business**
Technical content of all of the materials involved a high level of operational consultation and involvement in developing the material content, this was another factor in ensuring buy-in by Executive Management. The success of the campaign material has to be taken in context, so as well as being 'striking' and helping to get the message out there, successfully getting the workforce's buy-in was crucial to its long term implementation and use. In addition, the branded material was key to improvement actions, which included training materials for Supervisors in cable avoidance (competence equals confidence) and Line Manager inspections on the topic of cable avoidance to assess knowledge, understanding and application of practice out on site. The focus approach of Take CARE, also worked as a platform for further innovation and became an important part of the business unit's long term strategy.
- **Reduced injuries** – only one minor injury (superficial) during course of campaign.
- **Reduced impact on communities through loss of power**
Loss of power can have potentially serious consequences for vulnerable people, especially those on medical support systems.
- **Increasing safety awareness across the National Grid business, including its contractors**
A real success story in terms of real engagement relative to lots of other campaigns.
- **Reduction in direct and indirect costs to the business**
- **Return on Investment** (financial) - 2,203%.

*For calculation of financial cost of electric cable strike, please see appendices.



On Site Risk Assessment
Pad Inner

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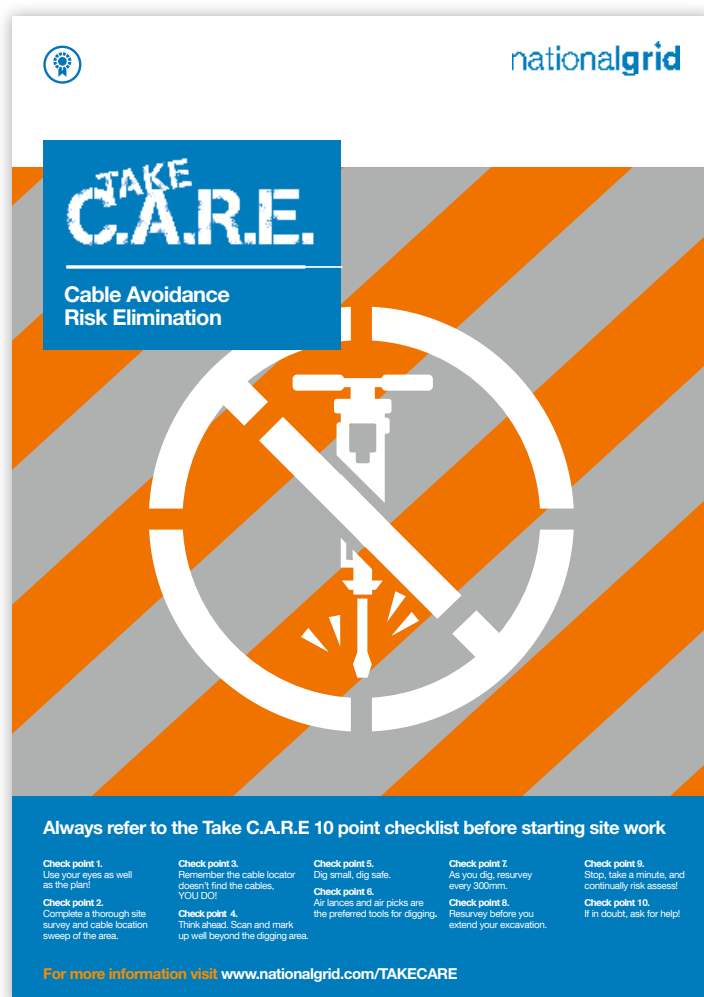
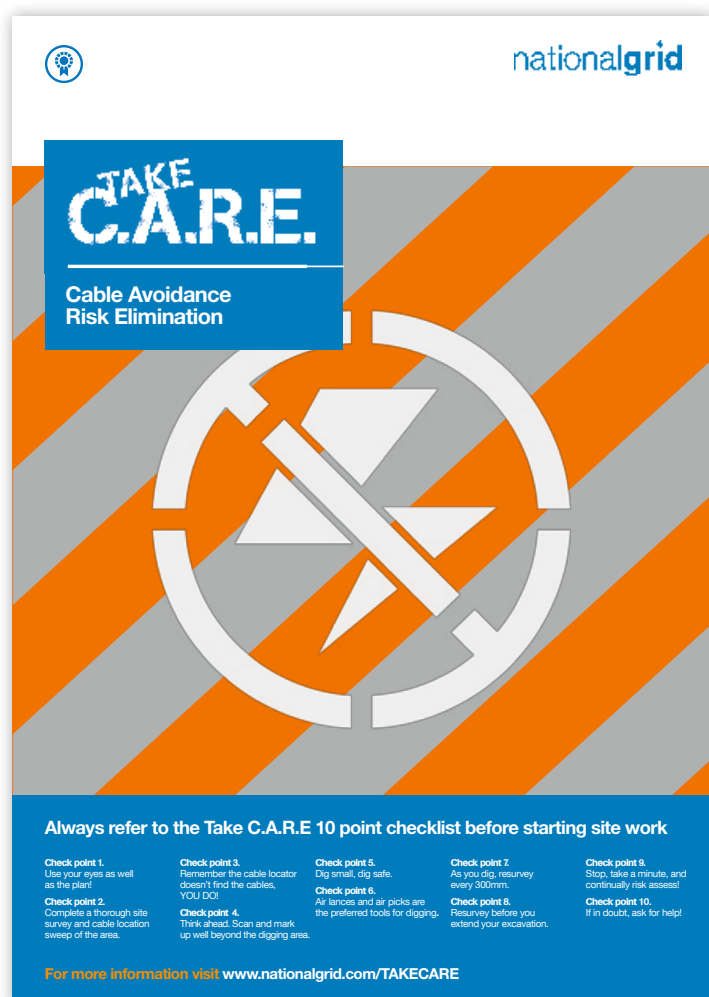
Date:

12.07.13

4.9 Human impact

Communication between Line Managers to their staff is more effective and efficient, so no breakdown in communications between them and any third parties. It has introduced a greater clarity and understanding of roles and responsibilities.

Reduction in power outages and impact on communities, especially those at risk, has been significant.



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5.0 Other influencing factors

Take CARE was a stand alone brand identity and internal communications campaign that was totally self supported – it included a package of specially designed training materials and toolkits, so there was no requirement for any supporting materials or promotion. It was distributed through National Grid's existing communications channels and was an off-line campaign (no online support was used).

“Take CARE branding, design and tailoring of materials for each layer of the target audience was well thought out, and the success is due to WPA Pinfold's ideas, proposals and attention to detail. This no doubt helped to get the target audiences engaged and the message out there; always a big part of the Safety challenge.”

**Matthew King
Gas Safety Manager
Safety, Sustainability & Resilience
National Grid**



Draw-string Bag

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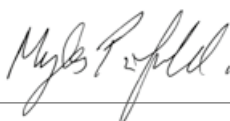
WPA Pinfold

Date:

23.07.13

Declaration

Myles Pinfold
Managing Director

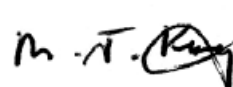


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