



# Winter Preparedness in the Electricity System Operator

Hannah Bentley

Sara Rawstron

National Grid ESO

# What we will cover

- What is the ESO and its role in the energy industry
- How our team supports our people, so we deliver on our commitments, and for our customers (our service offering)
- Working with our external service providers to provide support 24/7
- How we respond to change in risk...*"Winter was coming"*



# Who we are and what we do

## Electricity System Operator

- Legally separate part of the National Grid Group
- Balances and operates Great Britain's Electricity Transmission system
- Configures Great Britain's transmission system
- Recommends transmission network reinforcements to meet future energy landscape

## Electricity Transmission Owners

- Asset owner, responsible for their respective areas
- Owns, builds and maintains transmission infrastructure
- Provides options for expansion of network to meet





# Guy Martin's Great British Power Trip

Channel 4

# Health Safety & Wellbeing Team

Reporting line upholding independence

Health, Safety & Wellbeing strategy and ambition

Health Safety and Wellbeing KPIs

Annual HSW plan and focus areas

Champion networks

External service providers offering 24/7 access







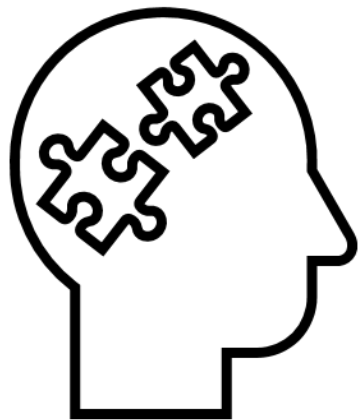
**Thrive Mental Wellbeing App**  
includes in-app therapy



**Physiotherapy Service:**  
MSK issues



**Occupational Health Service:**  
Referrals for all medical issues



**Employee Assistance Programme:**  
Counselling  
Manager Helpline  
Legal & Debt Advise  
Stepped Care  
Critical Incident Debriefing



**Wellbeing apps**



**Digital GP App:**  
Virtual GP appointments

# ESO Health Service Provision



WINTER  
IS  
COMING





# Backdrop and recap



- Context of unprecedented turmoil and volatility in energy markets impacting Europe and beyond
- Shortfalls of gas in Continental Europe
- Possible knock-on impacts in Britain
- Other factors such as France's nuclear fleet
- Rising energy prices and cost of living crisis for consumers

## **Operational business response?**

- Issued an early view of winter over the summer
- Issued Winter outlook with additional two scenarios
- Coal contracts
- Demand Flexibility Service launched

## **What our team did to step up and contribute?**



# Winter wellbeing Campaign: You Matter

**Wellbeing is our number one  
priority**

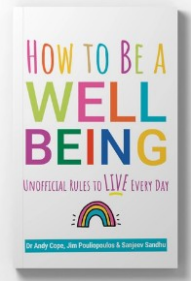
8 week campaign. Different focus each week using resources available to colleagues:

- ❖ **Financial wellbeing**
- ❖ **Our Health Services**
- ❖ **DSE & MSK**
- ❖ **Mental Health**
- ❖ **Restorative Rest**
- ❖ **Physical Health**
- ❖ **How to be a Well Being**
- ❖ **Staff Survey**

Additional support available to:

- Colleague Emergency Fund announced
- Thank you payment in December pay
- Lots of existing resources: Money matters, My Discounts, My Benefits, Work+Family Space
- EAP always there for those that need it – access to counselling and other support

**Ensuring that we take care of our people recognising that there has been a huge effort across the organisation this year already to focus on delivery of our committed milestones, prepare for winter and establish and progress the FSO programme. We are heading into winter which could be difficult, potentially needing people right across the business to lean in.**

1. Financial Wellbeing (18 Nov)	2. Our health services (21 Nov)	3. DSE & MSK (28 Nov)	4. Mental Health (5 Dec)	5. Restorative Rest (12 Dec)	6. Physical Health (9 Jan)	7. How to be a Well Being (16 Jan)	8. Employee 2023 survey (26 Jan – 16 Feb)
Support on managing your finances	How to access support	Setting up and using your equipment correctly	Driving positive mental health outcomes	Restoring balance in your life	Looking after your body	Supporting your wellbeing	Feedback and review
Fund & Leadership call & ESO news	All colleague calls Poster & ESO News	Yammer, Managers Channel, Poster & ESO News	Signs & Symptoms Grid Talk Article. ESO News	Note from Leader ESO Managers Channel, Wellbeing Moment for Dec All colleague call	Yammer, ESO News	Webinar & Giveaway	Group Launch
<p><b>Why: Approaching Christmas and many colleagues already feeling the pinch</b></p> <ul style="list-style-type: none"> <li>✓ Payment comms</li> <li>✓ Financial Services overview</li> <li>✓ Emergency Fund comms</li> <li>✓ Managing money and stress over the holidays – webinar</li> <li>✓ New page on HSW hub</li> </ul>	<p><b>Why: Promote the new health services to all colleagues</b></p> <ul style="list-style-type: none"> <li>✓ Health Services card – distribute at all employee winter briefings</li> <li>✓ Health Services overview – PowerPoint to play on loop in offices</li> <li>✓ Noticeboard flyer with spare health services cards attached</li> </ul>	<p><b>Why: Maintain MSK Health. Many ESO assessments due in December</b></p> <p><b>DSE</b></p> <ul style="list-style-type: none"> <li>✓ Distribute Laptop stickers</li> <li>✓ Exercises PDF</li> <li>• ESO news article with link to DSE pages</li> <li>• Reminder to do the assessment to remain compliant – Mgrs Channel</li> <li>• Share video of adjusting your office chair</li> <li>• Eye test policy comms</li> </ul> <p><b>MSK</b></p> <ul style="list-style-type: none"> <li>• Accessing Physiotherapy</li> <li>• Accessing specialist support or equipment</li> <li>• Reasonable adjustments</li> <li>• Training</li> <li>• Tips on to protect yourself</li> <li>• Eye test comms</li> </ul>	<p><b>Why: Recognising Physical Symptoms that could be as a result of Mental issue</b></p> <ul style="list-style-type: none"> <li>• <b>Grid Talk item on physical symptoms of poor mental health</b></li> <li>• Share benefits of the wellness action plan (WAP) and how to recognise impacts</li> <li>• Mental Wellbeing standard</li> <li>• Stress Risk Assessment process</li> <li>• Training courses</li> <li>• Workplace Action Plans</li> </ul>	<p><b>Why: Importance of switching off over Christmas period</b></p> <ul style="list-style-type: none"> <li>• Wellbeing moment for December all employee call.</li> <li>✓ Restorative rest PowerPoint pack &amp; useful resources</li> <li>• Tips for line managers to be shared on Managers teams channel</li> </ul>	<p><b>Why: New Year, New You</b></p> <ul style="list-style-type: none"> <li>• Set personal Challenge (Champion to share personal story)</li> <li>• Staying active</li> <li>• Nutrition / Hydration</li> <li>• Work-life balance</li> <li>• Menopause Matters</li> <li>• Gym Access</li> <li>• running club</li> <li>• Virtual gym sessions</li> <li>• Walking lunch group</li> <li>• Discounted gym membership</li> </ul>	<p><b>Why: Tools and techniques delivered in an interactive and engaging way</b></p> <ul style="list-style-type: none"> <li>• Art of Brilliance Webinars – booked 19<sup>th</sup> January – <b>ESO news 9<sup>th</sup> Dec</b></li> <li>• Prize draws</li> </ul> 	<p><b>Review wellbeing related question and feedback from colleagues</b></p> <p>The Wellbeing Index from the will demonstrate the success of the 8 week focus area.</p> <p><u>Other success measures include:</u></p> <ul style="list-style-type: none"> <li>• DSE Compliance</li> <li>• Reduced mental health sickness absence</li> <li>• Webinar attendance</li> <li>• Increased Mental Health training attendance rates</li> <li>• Completion of WAPs</li> </ul>

**Winter People & Wellbeing support and interventions**



# Additional Package of care for Operational Teams

Our Managers	HSW Team	Our EAP Provider
Attend training on our mental wellbeing standard and how to have good quality wellbeing conversations.	Developed a handbook on building personal resilience and a new Wellbeing Action Plan (WAP)	Highlighted the lesser-known EAP offerings of critical incident support for teams and individual stepped care support.
Ensure completion of DSE risk assessments.	Ran personal resilience sessions for Shift teams based on the resilience handbook and (WAP). HR ran resilience sessions for other operational teams	Everyone offered a WellCheck session with a counsellor to plan for their individual wellbeing over the period and any required follow up sessions.
Familiarise yourselves with responsibilities around management of fatigue.		Team decompression sessions post period of high pressure.
Hold regular 1:1s to pick up any issues early on.		
Make referrals to OH where necessary		

# Lessons Learnt

We prepared for worst case scenario to mitigate the risk as far as possible in the context we found ourselves in. This was the right thing to do.

We commissioned additional training for managers and colleagues on how to support individuals and teams with the additional pressure, how to build personal resilience and how to be a well being to upskill colleagues to cope better through the winter challenges. We had good uptake on the training but only 3 shift teams found time for the resilience training – always a challenge!

We ran the winter campaign which came with a mandate from the Exec Director of ESO. This gave it much greater traction than some other campaigns we have run and reinforces the need to have visible commitment from the top for health, safety and wellbeing.

We commissioned additional health services to support people's wellbeing. We had some take up but not as much as we anticipated. However, feedback was very positive and our operational colleagues were very grateful for the offer of additional support, making them feel valued.

We understand that the situation could remain for the next few years. We are now prepared and can roll out more easily the next time around.



# We are:

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Hannah Bentley  
Head of Assurance and Compliance  
National Grid ESO  
E: [hannah.bentley@nationalgrideso.com](mailto:hannah.bentley@nationalgrideso.com)

Sara Rawstron  
Health & Wellbeing Lead  
National Grid ESO  
E: [sara.rawstron1@nationalgrideso.com](mailto:sara.rawstron1@nationalgrideso.com)

