

Powering Improvement 2015 – 2020

Asset Management 2017 Delivery Plan



The second phase of Powering Improvement (2015 – 2020) recognises that all workers in our industry have the right to go to work each day and not be injured or made ill by their work. To achieve this everyone in our industry has a legal and moral responsibility to look after their own and their colleagues' health and safety, and we also recognise the importance of cooperation between all groups that make up the electricity industry.

Powering Improvement

Vision

By 2020 the UK electricity industry will have delivered a sustained improvement in health and safety performance by applying and influencing best practice approaches utilised in the top performing sectors in the UK and beyond.

Strategy

ENA and Energy UK companies will work in partnership with Trade Unions, HSE and Contractors to ensure our industry has a realistic and inclusive approach to health and safety at work. Powering Improvement is intended to provide a focus and line of sight between the electricity industry's interventions to deliver a sustained improvement in health and safety performance and the framework set out in the HSE electricity sector strategy.

Throughout the 5 years we will maintain a focus on managing our priority risks, including working with electricity, working at height and driving.

Although the strategy is focussed on occupational health and safety risks, public safety issues involving both members of the public and third-party contractors will continue to be addressed as a priority.

We will develop and agree a series of relevant and reliable leading and lagging indicators to track and monitor performance.

Overarching themes

Leadership – at all levels.

Managers in our industry are genuinely committed to health and safety regarding it as an essential value. Throughout the strategy this commitment will be made clear to front line workers.

Worker Involvement

We will continue to promote effective engagement and consultation on health and safety matters as a two-way process between management and workers

Building Competence

Skills – workers will be able, aware and empowered. Skill sets underpinning safe performance will always be in place and there will be a systematic checking of competence against clear and relevant standards. There is a commitment to the timely delivery of all training to avoid skill or competency gaps.

Corporate Memory – we will work together to ensure that, as experienced workers retire and are replaced, lessons are remembered from incidents and accidents and mistakes are not repeated.

Asset management 2017

Introduction

The 2017 theme will be championed by Phil Swift (Director of Operations at Western Power Distribution). A varied and integrated approach will be taken to communicate the work completed during the period using tailored engagement programmes for all persons associated with the industry.

All ENA and Energy UK companies have detailed systems and procedures in place to manage their assets, many of which are accredited to ISO 55001. This defines asset management as “*systematic and organised practices through which an organisation optimally manages its physical assets and their associated performance, risks and expenditures over their life cycles for the purpose of achieving its organisational strategic plan (ISO 55001)*”. The standard is produced by the British Standards Institute and provides for the integration of all aspects of the asset life cycle: design, acquisition, construction, commissioning, operation, maintenance, renewal, modification and disposal.

The intention in 2017 is to focus on the aspects of asset management that reflect the overarching themes of the Powering Improvement Strategy and to produce sector-specific high level guidance. Much of the work to produce the outputs detailed in the Delivery Plan will be carried out by an expert sub-group comprised of the Powering Improvement partners. This will include the collation of Energy UK and ENA case studies highlighting best practice and demonstrating the link between asset management and health and safety. ENA and Energy UK companies will also consider how best to utilise the outputs within their own asset management systems. For companies the outputs will help inform their reporting to Ofgem under the RIIO (Revenue = Incentives + Innovation + Outputs) price control framework.

ENA Member Company Considerations

ENA Member Companies will consider and deliver, where appropriate, outputs related to the following aspects:

- Integration & implementation of process safety asset models;
- The importance of effective asset inspection and maintenance to ensure asset integrity and potential impacts on public safety;
- Review of asset related incidents since 2012 to build on previous successful asset incident publications;
- Utility case studies from companies and contractors to ensure cross-sector learning;
- Build on PI 2012 Outputs and learning to facilitate continuous improvement;

- Review the impact of Asset Health monitoring to ensure that a thorough assessment is made of the potential impact on health and safety, including the collation of sufficient and concise asset data information. This will require consideration of:
 - Service Termination and Smart Meter Operations;
 - The impacts of moving from continuous to cyclic rating on assets;
 - Innovation related asset management risks through continuous engagement and monitoring of LCNI projects;
 - Implications of new duty cycles on existing assets to innovations in how the networks are managed (bidirectional power flows, LV automation and battery storage etc.);
 - Full lifecycle impacts on existing assets and ensuring a feedback loop for innovation projects.
- Consider inter-related asset management and operational risk (e.g. low hanging conductors arising from asset management issues, but manifested in operational risks);
- Consider links and lead in to 2018 focus on Human & Organisational Factors.
- Consider broken neutrals due to Asset Failure.

Energy UK Member Company Considerations

- Support ENA in building on the success of the 2012 theme and its outputs.
- Contribute to a review of asset related incidents since 2012, with the aim of promoting best practice amongst industry and raising awareness of key findings and identifying common issues.
- Communicate key asset management, operational safety and corporate memory messages to industry throughout 2017.
- Consider our workforce and the effect stress, sleep deprivation and an aging workforce has on our physical assets.
- Support and promote similar industry initiatives and work streams such as that of the Institute of Asset Management and HSE and to consider work in progress within the Energy Institute and GENSIP regarding asset management, in order to ensure the power industry has a suitable platform for industry level asset management approaches.
- Raise awareness of integrated management systems capable of linking with environment and quality management as well as health and safety within the context of asset management (e.g. business continuity and energy management etc.)

- Ensure cross company involvement in the 2017 theme, across Energy UK Generation and Retail members, establishing the importance of asset management with regard to the smart meter roll out, including installations, and the move to a smarter energy system.
- Promote events and workshops scheduled throughout 2017 and ensure Energy UK members are involved in the planning and execution of such events.

Health and Safety Executive Expectations

- The industry approach will be aligned with the new strategy 'Helping Great Britain work well'. The challenge for the industry is to improve even further on protecting people by managing risk in a proportionate and effective way, supporting innovation and increasing productivity.
- Effective asset management is a key requirement of 'Helping Great Britain work well'. The industry will promote collective ownership of health and safety issues while engaging everyone who shares responsibility. The industry has a vital role in managing risk and preventing damage to individuals, businesses and the economy.
- The industry will promote the compelling business case that successful organisations understand that sensible and proportionate risk management is integral to delivering growth, innovation and protecting people.
- Sharing examples of what proportionate health and safety looks like is an effective way of helping businesses to build trust and improve standards. The overall aim being to help more businesses make the most of the many benefits a good health and safety culture can bring.
- It is important that the industry engages with all businesses irrespective of size to enable them to fulfil their obligations.
- Current and future changes to the asset base of energy networks will provide health and safety challenges. The deep knowledge and expertise within the industry can play a leading role in risk management of new technologies ensuring Great Britain develops the capability to anticipate challenges and provide innovative solutions.

Aims

- To encourage collaboration between all stakeholders and interested parties, in particular Powering Improvement partners, in addressing health and safety risks arising from asset management;
- To focus the attention of stakeholders and member companies on new and existing asset management issues, including system automation, innovation related asset management projects, the smart meter roll out and the development and introduction of smart systems;

- To promote asset management and maintenance learning outcomes amongst the workforce to ensure that lessons have been learnt and not forgotten as the industry moves forward.

Outcomes

- Build on the success of previous Powering Improvement annual themes in 2012 (Asset Management) and 2015 (Working with Contractors) to ensure a continuous process of sharing best practice and guidance on the principles of asset management and innovation, and continued partnership working, between companies and their contractors;
- Alignment of industry priorities with the new 'Help GB Work Well' strategy, the 'Utilities Sector Plan' and any associated frameworks;
- Review and update existing asset management and process safety frameworks to ensure the industry understands the operational risks to both its staff and the public;
- Assess the industry's performance against existing and new asset health models and indices to ensure asset risk levels are understood and help inform business expenditure decisions;
- Assess the industry's requirements and performance against Institute of Asset Management and National Skills Competency Frameworks;
- Effectively communicate messages to all staff through the framework of ENA and Energy UK Company HESACs and Powering Improvement Advocates and relevant Engineering and Asset Management Groups; this to include the development of case study, corporate memory and workshop pack material.

Outputs

Output 1

The Powering Improvement Asset Management sub-group will gather learning from within and outside our sector and produce a suite of case studies highlighting best practice in managing the health and safety risks from asset management and maintenance activities - including lessons learned from both managing equipment failures and failures to manage equipment. This information will be published in 2018 in the form of a new SHE Review of past incidents to help share knowledge and learning outcomes.

Output 2

The Powering Improvement Asset Management sub-group will review and collate evidence to determine the effectiveness of health and safety interventions related to the introduction and use of new technology and innovation, as the electricity industry moves towards smart operational systems.

Output 3

The Powering Improvement Asset Management sub-group will assess the industry's performance at a national level against good practice guidance from asset health models and competency frameworks, as part of the industry's overall assessment of asset related risk.

Output 4

The industry will engage with managers, supervisors and operational staff and their representatives to highlight asset management issues throughout the year. This will be achieved through the effective use of events in the industry calendar. A set of revised Asset Management and Corporate Memory workshop material, including relevant training tools will be developed and used within the business.

Timeline

A number of existing groups and planned events can be utilised to help promote the aims of the year, provide opportunities to share learning on asset management and promote industry best practice. These include:

- HSE strategy and events – implementation of the six main themes of the new Strategy for the GB H&S System;
- SHE Committee meetings and events (chaired by Andrew Roper (Director of Engineering & Investment, Scottish and Southern Electricity Networks));
- Asset management groups and colleagues in PI partners – Energy UK, Trade Unions;
- Benchmarking and collaboration with other sectors and participation in cross-cutting events.

<u>January 2017</u>	Finalise and publish 2017 Delivery Plan
	Promote/highlight Delivery Plan within ENA and Energy UK companies and other stakeholders (Contractors, Trade Unions & HSE).
<u>February 2017</u>	Asset Management Sub Group Meeting
	Powering Improvement Steering Group (PISG) Meeting
<u>March 2017</u>	National HESAC Meeting
	ENA SHE Managers Group Seminar
<u>May 2017</u>	ENA SHE Management Conference (24-26 th May, Birmingham).
	ENA SHE Managers Group Seminar
<u>June 2017</u>	Powering Improvement Asset Management Workshop.
	Asset Management Sub Group Meeting
	PISG Meeting
	National HESAC Meeting
<u>September 2017</u>	Asset Management Sub Group Meeting
	PISG Meeting
<u>October 2017</u>	National HESAC Meeting
	Powering Improvement Asset Management Workshop.
<u>November 2017</u>	Energy UK H&S Conference.
	Asset Management Sub Group Meeting
	PISG Meeting
<u>December 2017</u>	LCNI Conference (5-7 th December, Telford).
SHE Review and 2017 Annual Progress Report to be developed throughout 2017. This will include the collation of case studies and learning from 2017 to be published in an Annual Report and SHE Review for publication in Q1 2018.	

This Calendar is to be supported by quarterly ENA SHE Committee and Energy UK Health and Safety Forum meetings. Company specific workshops will also be held throughout the year.

Asset Management 2017 Sponsors

Champion

Phil Swift	Western Power Distribution
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Members of the Powering Improvement Strategy Steering Group 2017

Peter McCormick	Powering Improvement Lead (Chair)
David Lefever	HSE
Peter Vujanic	UK Power Networks
Lee Wallace	Western Power Distribution
Richard Gough	Scottish and Southern Electricity Networks
Sarah Page	Prospect
Bud Hudspith	Unite
Jamie Reeve	ENA
Mike Leppard	ENA
Tanisha Beebee	Energy UK

Members of the Powering Improvement Asset Management Sub Group

Peter McCormick	Powering Improvement Lead
Ian Burley	HSE
Paul Jewell	Western Power Distribution
David Van Kesteren	Prospect/Northern Powergrid
Paris Hadjiodysseos	Prospect/Northern Powergrid
Gus Carroll	Centrica
Jamie Reeve	ENA
Tanisha Beebee	Energy UK

For further information see
www.poweringimprovement.org

PARTNERS

Energy Networks Association (ENA) is the voice of the Networks. The industry body for the UK electricity transmission and distribution companies.

Energy UK is the trade association for the UK electricity generation companies.

TRADE UNIONS

GMB
Prospect
Unison
Unite

GOVERNANCE

Powering Improvement is managed and directed by National Health, Safety and Environment Committee (HESAC) comprising representatives from Energy UK and ENA member companies, the industry trade unions (GMB, Prospect, Unison and Unite) and HSE.

Executive decisions on behalf of ENA member companies rest with the ENA SHE Committee and ultimately the ENA Board.

Executive decisions on behalf of Energy UK companies rest with the Energy UK Health and Safety Forum, Safety Leaders Group and ultimately the Energy UK Board.

