

Powering Improvement Workshop (Prospect House)

6th March 2014

Introduction

Garry Graham (Prospect)

Garry outlined that the aim of the day was to review Powering Improvement progress to date and brainstorm the potential shape and content of next industry strategy. We need to develop the existing relationships which have been built on trust, and to share best practice and learn from mistakes when things do go wrong.

In the current political climate *“Powering Improvement is a beacon of best practice, with employers collaborating with trade union colleagues and working with HSE to both improve health and safety and elevate its importance in the workplace”*.

Progress to date

Peter McCormick (ENA)

Peter reminded colleagues of the development of Powering Improvement following the introduction of the HSE strategy and the research that was carried out for the industry by HSL, which lead to the overarching themes of Leadership, Competence and Worker involvement that are evident in Powering Improvement.

We need to review the progress and achievements to date, but also continue to move forward and address the new challenges facing the industry. These include developments in smart networks and technology, skills requirements, process safety, climate change issues, the need to retain corporate knowledge, the changing political, economic and regulatory climate, public safety issues and occupational health, as well as traditional risks such as working at height.

Employers' views

Doug Wilson (Scottish Power & ENA)

Doug stated that *“companies continue to share information and adopt a mature approach on health and safety issues”*. This, coupled with a strong alignment between employers, employees and trade unions and an enduring commitment to health and safety management, has lead to the electricity sector being classified as Low Risk by HSE.

Future challenges include contractor management, workforce renewal and the need for new and skilled employees, along with familiar themes of asset management and investment. Whilst we prepare for 2015 and beyond, 2014 will focus on and revisit the importance of Leadership, which is the responsibility of everyone irrespective of role or job title.

Stephen O'Neill (Energy UK)

Energy UK and generation companies have supported Powering Improvement since its inception and have contributed to all the Annual Delivery Plans and Progress Reports. From 2015 onwards there is a need to include both generation and retail interests, to increase the number of Advocates, increase the level and impact of Communications, address asbestos issues (smart meter roll out), share incident learning and increase the level of benchmarking, both internally between energy companies and externally with other sectors, such as the aviation industry.

Trade Union's views

Steve Cash (SSE), Andrew Gilthorpe (SSE) and Neil Freeman (UK Power Networks)

Contributions from other Prospect and Unite Health & Safety Representatives

There is a need to *“widen the net on good practice, benchmarking and auditing as the opportunities to learn from many companies and the evidence of good practice is already there”* (SSE Safety Family, Fiddlers Ferry case studies).

Companies need to promote both internal initiatives and Powering Improvement alongside each other; the branding is less important than the message, but increased visibility of Powering Improvement is needed and this could be helped by better communications between company and National HESACs.

Contractor practice is often good practice and there is much we can learn from them, so the issue here is the need for both improved engagement and management. Training will remain an important requirement in the future, and we must also continue to prioritise asset investment and ageing network and workforce issues. There have been good strides in occupational health management and we must maintain a strong focus here, and similarly we should take the opportunity to promote other successes in the industry such as health and safety performance during storm response and emergency work.

Occupational Health

Louise Boston (E.ON)

The 2011 year on Occupational Health generated many useful outputs focussed on the Six Commitments and case studies/tools all of which were overseen by a supportive champion, Jane Willis (HSE). The year also highlighted the need for dedicated resources and multi-disciplinary working. Differences in standards and levels of knowledge emerged, but the year represented a positive first step in elevating occupational health issues within the companies.

In the future we need a greater understanding of health risks from new technologies, to increasingly engage with Government initiatives (Health at Work Service, Responsibility Deal) and Public Health issues, and to consider the increased mobility (migration) and remote working of staff. The DWP Health at Work Service (roll out in 2015) will enable GPs to refer employees with >4 weeks ill health absence for an independent assessment, whilst the need for positive health and wellbeing at work and evidence of the 'Good work is good

for you' truism will be increasingly prevalent; in 2020 one third of the workforce will be over 50 years old, the number of diabetes, heart disease and strokes cases will continue to rise and by 2025 it is estimated that 40% adults will be obese.

Clear messages will be needed on both occupational health management based on an assessment of risk, and health and wellbeing issues. The differences between the two programmes, and the messages and approaches that are adopted, may require some clarification in line with the findings of the HSE Triennial Review.

Stress will remain a key issue to address and there is an opportunity to align any work here with the European Healthy Workplaces Campaign on 'Manage Stress', which starts in April 2014. Industry will also need to consider the cost/benefit arguments of occupational health provision, and the pros and cons of the use of in house resource versus outsourced provision by health service providers.

Breakout Sessions

<u>A (Sarah Page)</u>	<u>B (Mike Leppard)</u>	<u>C (Peter Coyle)</u>
Steve O'Neill (EUK)	Mike MacDonald (Prospect)	Barry Bridgman (SSE)
Phil Currie (SP)	Louise Boston (E.ON)	Jamie Reeve (ENA)
Neil Freeman (UKPN)	Ewan McMillan (SP)	Paul Norton (NP)
John Fish (WPD)	Brian Jones (EDF)	Hefin Morris (SPPowersystems)
Steve Cash (SSE)	Ian Bottomer (NG)	Ray Arrowsmith (NG)
Andrew Gilthorpe (SSE)	Keith Stephens (NG)	Howard Beynon (NG)
Mark Poucher (NG)	Ian Burkett (WPD)	John Steed (HSE)
-	Peter Vujanic (UKPN)	Bud Hudspith (Unite)
-	E.ON Representative	-
Doug Wilson and Peter McCormick roamed between groups throughout the session		

<u>Other Attendees</u>	
Azim Hajee	UKPN/Prospect
Garry Graham	Prospect

Group A

What worked well with Powering Improvement?

- Assisted to good working relationships between all Parties (ENA, Companies, Unions, EUK and HSE)
- Openness and sharing
- Timing
- It filtered down more than SAFELEC
- Occupational Health
- Case Studies described as being a “Great Initiative” and Output
 - i. The workshops
 - a. Joint
 - i. SHE Managers
 - ii. TU Reps
- Asset Management Road-show
- Willingness to learn

What didn't work well with Powering Improvement?

- Communication to Advocates
- Awareness of Powering Improvement to everyone
 - .1. Worksites
 - .2. Below middle management
- Link between Powering Improvement and the Company Initiatives
- Capturing Useful data
 - .1. Statistics
- Communications
 - .1. Only via Prospect
 - .2. Lack of Powering Improvement presence at conferences.

Future Strategy

What will be the next strategies time scale?

- 5 Years

New Strategy- What should it include and what can be improved?

- Good Management Style
 - Stress
 - Health and Safety Issues
 - Personal V Organisation

- Influence positive behaviours for Managers and Reps
 - CEO endorsement (Annually)
 - Charter
- Behaviours
- Soft Skills
- Public Safety
- Competency system
 - Assuring and Maintaining
- Inclusivity
 - Diverse Reps
 - SHE Managers
- Process Safety
 - STANDARD MANAGEMENT SYSTEMS
 - 15 elements (SSE)
- Information Sharing/Investigations

Group B

What worked well with Powering Improvement?

- Overarching Themes
 - Good Initiatives
 - Good Principles implemented (regardless of whether it's in house or through PI)
- Champions were successful
- Annual Topics like a 'Heart Beat' many initiatives became everyday practice
- Asset Management
 - Good use of practical real life case studies to learn from
 - Enabled new colleagues to be reached
- Mix of different professions from the industry
- Website
 - Case Studies
 - Good way to share information

What didn't work well with Powering Improvement?

- The link between HSE and the PI strategy
- Visibility of PI in HESACS
- The Powering Improvement brand is not being embedded into the Companies and their strategies
- One year per strategy is not enough, they should be continuous standards.
 - Process safety
 - Human Factors
- The Public Leaflet and toolbox data is a positive step however are the right people being made aware of such publications
- Are enough people being made aware of the Powering improvement strategy and website?

New Strategy- What should it include and what can be improved?

- High Level
 - Risk Management Approach
- Possibility of an ENA + EUK partnership through new sector strategy
- Contractor Engagement through all parties
- Overarching themes
 - Culture/behaviours
 - Occupational health
 - Stress
 - Mental health

- Human Factors
- Asset/Process Safety
- New Technology
- Future Networks
 - New Skills
 - New Trainees
 - Corporate Knowledge loss
- Organisation Resilience
- Contractor Involvement
 - Rules under contractor and sub contractor involvement
 - Approved contractors shared
- Skills
 - NSAP
 - EU Skills
- Management of Change

Group C

What worked well with Powering Improvement?

- Champions
- Annual Themes
- Over arching themes

What didn't work well with Powering Improvement?

- Powering Improvement brand- not being effectively utilised by all companies
 - Communication errors at management level
 - More information passed to field staff
- Rebrand?
- Advocates
 - Lack of Advocates
 - Lack of Support for Advocates
 - Insufficient information provided to Advocates

Future Strategy

What will be the next strategies time scale?

- 5 Years
- 3 Years

New Strategy- What should it include and what can be improved?

- Overarching themes to be kept generalised for effective use in all sectors (Networks and Generation)
 - Competence
 - Leadership
 - Worker Involvement
- The role of the Advocate needs to be revisited
- Re-innovate the idea of Powering Improvement and use it as a strategy for each Company
- Industry wide initiatives (overarching themes to include all areas of the industry that are assigned to Powering Improvement)
 - High Level
 - Meter Operators
- Contractor Involvement
- Increased involvement from other parties (HESACs)
 - Retailers

- Ofgem
- ICPs
- HSE
- Organisational Change
- Regulatory Climate to be incorporated
- Need for Targets

Priorities 2014

- Occupational Health
 - Stress
- Retention of Skills
 - Loss of Corporate Knowledge
 - Gaining new workforce
 - New Technology on the networks
- Build on Asset Management
 - Process Safety (3 P's)
 - Process
 - People
 - Places
- Public Safety Public Awareness
- Company Awareness of Powering Improvement
- Metal Theft
 - After math
- Smart Meter Roll-out
 - Management of contractors
 - Working with Asbestos
- Communications
- Quality of Training
- Resilience
- New Technology/New Risks
- Corporate Knowledge