

## Powering Improvement

### Delivery Plan 2012 -Asset Management and Maintenance

#### Vision

***The UK Electricity Industry will be a world leader in health and safety performance by 2015.***

#### Strategy

*ENA and AEP member companies and trade unions commit, with the support of HSE, to build on our partnership approach to bring about continuous improvements in the management of safety and occupational health in the electricity sector in the 5 years leading up to 2015. We will do this by supporting the priorities in the HSE strategy, in particular the themes of leadership, worker involvement and improving competence, and by proactively managing the risks that cause real harm and suffering.*

In line with HSE's strategy, *The Health & Safety of Great Britain: Be Part of the Solution*, three over-arching themes will run throughout the lifespan of Powering Improvement: **leadership, improving competence and worker involvement.**

To maintain momentum each year the strategy will focus on a specific topic which has been identified as a priority area for our sector. Each topic will be led by a senior industry champion.

- 2010 Leadership (Champions David Porter CE AEP and David Smith, CE ENA)
- 2011 Occupational health/wellbeing (Champion Jane Willis, HSE Director of Cross-Cutting Interventions)
- 2012 Asset management/maintenance, (Champion Robert Davis, Group CEO EATL)
- 2013 Behavioural safety/personal responsibility
- 2014 Beyond 2015 – Next steps

The topic for 2012 is asset management & maintenance and will be championed by Robert Davis, Group CEO for EA Technology Ltd. All ENA and AEP companies have detailed systems and procedures in place to manage their assets, many of which are accredited to BSI PAS55. This is the Publically Available Specification published by the British Standards Institute which provides for the integration of all aspects of the asset life cycle: design, acquisition, construction, commissioning, operation, maintenance, renewal, modification and disposal. The intention therefore for 2012 is to focus on the “softer” aspects of asset management and to produce sector-specific high level guidance linked to the over-arching Powering Improvement themes i.e. leadership, competence and worker involvement. This will include a competency framework for asset management and maintenance within the electricity sector, collating AEP and ENA case studies highlighting best practice and developing high level guidance demonstrating the link between asset management and health and safety.

Much of the work to produce the outputs detailed in the Delivery Plan will be carried out by an expert sub-group. ENA and AEP companies will consider how best to utilise the outputs within their own asset management systems. For Transmission Operators the outputs will help inform their reporting to Ofgem under the RIIO (Revenue =incentives + innovation + outputs) Framework. *Asset Management and Reliability* is a secondary deliverable under safety outputs in the Framework.

## **Definitions**

### **Asset management:**

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. (BSI PAS55).

### **Maintenance:**

Planned/preventive maintenance – planned actions, including inspections, at specific intervals to keep physical assets in safe working order.

Corrective maintenance – maintenance required when an asset has failed or worn out in order to bring it back into working order.

## **Deliverables**

### **Output 1**

**The National HESAC Powering Improvement Asset Management sub-group will develop, in partnership with other stakeholders (e.g. IAM and IET) as appropriate, industry competency guidelines for managers, supervisors and operational staff involved in and/or responsible for asset management.**

- *Consider supporting production of a Part 3 of BSI PAS55 on Human Asset Management*

### **Output 2**

**The National HESAC Powering Improvement Asset Management sub-group will develop high-level guidance for the electricity sector highlighting the link between asset management, process safety and the successful management of health and safety risks, to both workers and members of the public.**

### **Output 3**

**The National HESAC 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.**

- *A series of workshops will be arranged throughout the year.*

## Output 4

The National HESAC Powering Improvement Asset Management sub-group will engage with managers, supervisors and operational staff and their representatives to highlight asset management and maintenance issues throughout the year.

- *Focussing on the “why” as well as the “how”*
- *Tool box talks on specific asset management topics*

## Timeline

**January 2012** – Finalise plan and publish;

**January 2012 onwards** - promote/highlight delivery plan within ENA and AEP companies and other stakeholders;

**March 2012** – workshop;

**May 2012** - SHE Management Conference;

**October 2012** – workshop;

**November 2012** – IAM Conference;

**Throughout 2012** – completion of competency framework, guidance and development of case studies.

**Appendix A – Detailed workplans in support of 2012 outputs**

<b>Output 1 Workplan</b>		
<b>Serial</b>	<b>Action</b>	<b>Complete by</b>
1	Collect known existent competency profiles (IAM, IET, EU Skills, HSE, etc)	29 February 2012
2	Benchmark best practice in application of competency profiles – look for exemplars outside sector	31 March 2012
3	Describe/define guidelines (what/who/how/why). Produce draft guidance	30 June 2012
4	Receive and incorporate comments on guidelines form stakeholders	31 August 2012
5	Seek sign onto guidelines by relevant committees (HESAC, SHEC, AEP H & S Forum, etc)	Based on committee autumn 2012 meeting dates
6	Publish and communicate final version of guidelines	30 September 2012
7	Consideration and promotion of proposal to develop part 3 of BSI PAS55	Throughout 2012

<b>Output 2 Workplan</b>		
<b>Serial</b>	<b>Action</b>	<b>Complete by</b>
1	Hold SHE Managers' workshop	31 January 2012
2	Produce supporting material for workshop and Network of Advocates	Friday 9 March 2012
3	Hold workshop	31 March 2012
4	Redraft material based on workshop discussions	31 August 2012
5	Circulate to relevant committees for comment	30 September 2012
6	Publish and communicate final version of guidelines	31 October 2012

<b>Output 3 Workplan</b>		
<b>Serial</b>	<b>Action</b>	<b>Complete by</b>
1	Collate, sort, publish (in collaboration with Stepchange) examples of good (and perhaps poor) practice in asset management	Throughout 2012
2	Produce and publish first case study	29 February 2012
3	Produce and publish second case study	30 April 2012
4	Produce and publish third case study	30 June 2012
5	Produce and publish fourth case study	31 August 2012
6	Produce and publish fifth case study	31 October 2012
7	Produce and publish sixth (and final) case study	31 December 2012

<b>Output 4 Workplan</b>		
<b>Serial</b>	<b>Action</b>	<b>Complete by</b>
1	Peter McCormick and Subgroup to represent aims and objectives of this group and PI at key Select Committees, etc	Throughout 2012
2	Use 'roadshow' workshops to engage with workers and deliver 2012 PI messages	Throughout 2012
3	Arrange and hold Power Industry 'closed door' workshop to enable open and honest discussion asset related incidents	Late 2012