

ENA SHE Management Conference 2022 – Slido Q&A

Speaker and panellist questions (outstanding)

SESSION 1

	Question/Answer	Speaker	Reference material/links (if relevant)
Q	SBTi doesn't provide value for customers of DNOs for the companies to pay for carbon offsetting or removal. Are there any quick wins when transmission losses make up such a big percentage?	Aleyn Smith-Gillespie	
A			
Q	With the connection constraints in parts of the UK, is there enough Government focus to allow upstream low carbon generation at a scale required to achieve net zero?	Aleyn Smith-Gillespie	
A			
Q	Does the budget for innovation projects include provision for training staff in their application?	Ian Cameron/ Shira Lappin	
A	<p>Yes, where relevant innovation projects can fund staff training. For example, our Emerge project is training third party meter operators to deliver fuse upgrades, in order to accelerate the roll out of at-home EV charge points</p> <p>(see more here: Emerge ENA Innovation Portal (energynetworks.org))</p> <p>Many of our innovation projects include training material and a portion of training users- however when the solution is successful and we transition it to the business- the business fund the wider training.</p>		Emerge ENA Innovation Portal (energynetworks.org)

Q	With reference to Basil Scarsella’s opening remarks, what more must ENA members do to enable employees to recognise the extent of the climate challenge and support them in moving towards Net Zero?	Ian Cameron/ Shira Lappin	
A	<p>Our corporate vision is to both be an employer of choice and to enable the Net Zero transition for all. As part of these aims, we feel it’s important help employees and customers alike achieve their Net Zero ambitions, and this can be achieved by both achieving Net Zero as a business through our own operations and facilitating it through our network. For example, offering salary sacrifice schemes for EVs can help employees decarbonise their personal transport. At the same time, our fuse upgrade programme can allow customers to charge at home – and our employees are often also our customers.</p> <p>On top of this, as key stakeholders in the energy industry, the ENA and its members should continue to raise awareness on the importance of achieving Net Zero and collaborating to get there.</p>		
Q	Do we foresee our employees being supported to understand and provide their own demand-side response in future, and should we develop battery storage options for employees? To assist with this will DNO’s be offering employees discounts on the price of installing an EV point at home to help them reduce their carbon footprint?	Ian Cameron/ Shira Lappin	
A	<p>It’s important for all customers, not just employees, to be able to reduce their carbon footprint. We are committed to achieving this at the lowest cost for all customers, while targeting more enhanced support for our vulnerable customers to ensure no one is left behind in the Net Zero transition.</p> <p>In terms of assisting employees in their transition, this can be done through schemes such as salary sacrifice schemes for EVs and by raising awareness of government subsidies such as for heat pumps and products that are available to all customers on smart charging and the like.</p>		
Q	Is there a tipping point in the consumer population required for the effective implementation and achievement of UKPN’s targets?	Ian Cameron/ Shira Lappin	
A	Our Distributed Future Energy Scenarios (DFES) model projected uptake of low carbon technologies and how this impacts on achieving Net Zero. We have 4 scenarios, and 3 of those 4 are sufficient to meet Net Zero by		Distribution Future Energy Scenarios

	<p>2050 or earlier. As this is a non-negotiable target for us, we use Net Zero compliant scenarios to plan our operations, to ensure that we get there and to help facilitate in areas that are falling behind.</p> <p>Our scenarios achieve this in different ways with Consumer Transformation driven by consumer action, and System Transformation driven by a more centralised approach. The link provides more information on this.</p> <p>In short we expect a key inflection (tipping point) to occur around 2029.</p>		2022 UK Power Networks
Q	<p>Do charge point operators accept that they need to do better in providing reliable, accessible small-scale public charging? Is a voluntary standard enough?</p>	Ian Cameron/ Shira Lappin	
A	<p>The government, through the Office for Zero Emissions Vehicles (OZEV)'s EV infrastructure strategy, is regulating to make sure that public charge points are reliable and easy to use. This will include legislation on ensuring 99% reliability of public charging.</p> <p>For accessibility, a voluntary standard is being published in the autumn. Once this has been in place for 2 years and evaluated, this can then be further developed into an international standard if this is seen as appropriate. This allows the industry to improve and develop in this early-stage before committing to an international standard.</p>		UK electric vehicle infrastructure strategy - GOV.UK (www.gov.uk) British Standards Institution - Project (bsigroup.com)
Q	<p>District hearing is currently not captured under the industry price cap, is this an unregulated risk to the end user that needs to be addressed?</p>	Ian Cameron/ Shira Lappin	
A	<p>This would be something for Ofgem to comment on and address, however this does seem to be a technical loophole which could leave customers vulnerable in the current market conditions.</p>		
Q	<p>In terms of alternative heating sources e.g. ground source heat pumps, is there a negative impact on the earth by "removing" heat from the ground?</p>	Ian Cameron/ Shira Lappin	
A	<p>No, the heat removed from the ground (or air for an air source heat pump) is very small. Ground source heat pumps are an established technology.</p>		General FAQs GSHPA

Q	As EVs, heat pumps, and solar panels have a high capital cost, to what extent has the current cost of living crisis undermined the carbon reduction agenda?	Ian Cameron/ Shira Lappin	
A	<p>It's a good point, and it remains to be seen. Some customers with more disposable income may make more investment in low carbon technologies to reduce their bills in the long term, while most will be cutting back in expenditure. First and foremost we are committed to supporting our vulnerable customers during this period and helping where we can to mitigate against and avoid fuel poverty. At the same time, we all need to work together to ensure we stay on track with decarbonisation.</p> <p>In recent months we have seen an increase in Solar and battery domestic applications, which we believe the cost of energy and energy resilience have played a big part of driving.</p>		

SESSION 2

	Question/Answer	Speaker	Reference material/links (if relevant)
Q	What have we learned about the effects of C19 lockdowns on the environment; are there aspects of lockdowns that we should keep to help achieve the Net Zero target?	Lee Wallace/ Mike Macdonald	
A	<p>There were many benefits which were unexpected but clearly impacted upon the environmental challenges we each face, examples include moving training from face to face to remote (saving travel and often accommodation impacts), these have remained in place post lock down where practicable, many companies implemented flexible and hybrid working policies, which have become embedded as BAU, negative impact include the increased use of vehicles to maintain separation and companies moved away from these quickly as lock downs eased.</p> <p>In addition we have reviewed the facilities management of office and depot locations to ensure that ventilation and air conditioning is efficient that has some positive impact on the environment by reducing fuel consumption.</p>		

	One aspect that we are keen to maintain is the ability to quickly respond to change whilst quickly assessing and trialling new alternatives as this approach will contribute to the sector’s drive to net zero.		
Q	Do you think the early phases of the pandemic ‘drowned out’ the core safety messages? If so how did you ‘recover’ and refocus?	Lee Wallace/ AMike Macdonald	
A	<p>There was a real risk that COVID took over the safety space, and it was real concern in the early days of the pandemic we recognised that our messaging to staff and customers needed to be as clear as it could be so as to ensure that they recognised that COVID was another risk (alongside the others we manage each day) and hence we could manage it effectively based upon the advice given by health and government to assess and put in place suitable controls, the harder part especially in the early days was understanding what effective controls where and hence it was very important to align to Government & Health service advice.</p> <p>By incorporating COVID risk assessments and greater health awareness into our usual way of operating safely, we minimised the risk of a drop in safety performance. We believe that the increased engagement of colleagues contributed to a very high safety standard for all risks during the pandemic: the benefits of clear, concise, and concentrated advice area lesson for future safety initiatives.</p>		
Q	Do you think COVID-19 allowed us the opportunity to say to our staff that we don’t have all the answers, but by working together we can get through this?	Lee Wallace/ Mike Macdonald	
A	<p>Without doubt Managers don’t have all the answers (and never have) I agree COVID made it very clear we could only get through the pandemic by working together. This meant some challenging discussions at times but also provided some real benefits and more importantly there were no surprises because we had the debate and agreed the next steps. It has provided a great foundation for us to work in as we move into whatever the new normal is.</p> <p>Unions also do not have all the answers and the novel hazards of the pandemic allowed us to focus on how best we collaborate to find answers relevant to the companies in which we work.</p>		
Q	What as an industry (companies and TUs) could we have done differently to better manage the pandemic?	Lee Wallace/	

		Mike Macdonald	
A	<p>I honestly don't believe there is an awful lot we would do differently. One thought with the benefit of hindsight would be to come together nationally with trade union colleagues at an earlier stage (at least start discussions over any potential issue). That said you need to ensure you don't light the blue touch paper too early so it's always a balancing act. The positive is we have learnt the real benefit of the national forums and we therefore have good working relationships, which I know would support early engagement where it to be needed.</p> <p>As we pick over the learning points of the pandemic, there are clear areas where we can find marginal improvements. Having established the value and limits of national forums, we now know how best we can work together and how to break down future issues so we can secure real changes.</p>		
Q	<p>Appreciate that the list of topics the ORR looked at is not comprehensive, but it is interesting that the client is missing from this list; are there aspects of due diligence to learn from?</p>	Paul Jackson	
A	<p>The client in the case (Network Rail) was questioned extensively as part of the investigation (a total of 9 NR employees gave witness statements). Network Rail's fatigue management procedures were also examined.</p> <p>However, the wider point regarding due diligence is well made. It is fair to say that the rail industry, in common with most safety critical industries, tends to transfer (fatigue) risk onto sub-contractors, but in doing so the risk is not removed or managed, rather it is allowed to remain dormant until it bites at some future point in time.</p>		
Q	<p>Is there any available research linking stress and sleep and fatigue issues?</p>	Sarah Jackson	
A	<p>There are lots of research articles on this subject, high stress levels very often lead to poor sleep which then leads to fatigue and potentially errors at work. This article summarises some of the associations but there are many more https://repository.ubn.ru.nl/bitstream/handle/2066/103038/103038.pdf</p>		

SESSION 3

	Question/Answer	Speaker	Reference material/links (if relevant)
Q	How do you identify procedural drift? It's rarely as obvious as doing something at 80% capacity or insufficiently.	Mark Patterson	
A	This is a challenge – it's always worth rechecking the gap between work as envisaged and work as it is done. The only way to address that gap is to get those involved in a task to keep rechecking the gap and looking at how to make it easy for people to do the right thing. Any time where the right thing to do is not easy then there will be a drift!		
Q	2025 will mark 15 years of Powering Improvement; how do we keep the strategy fresh, and maintain its relevance to both the industry and companies going forward?	Mark Patterson	
A	That's a great question. We have seen quite a shift in approach over the last 15 years to safety, health, and environment. People have – quite rightly a higher expectation that companies will behave in a socially responsible way – I think that this level of expectation will continue. The challenge for Powering improvement might be to meet those expectations efficiently. I think the approach to refocus Powering improvement every 5 years helps to keep it relevant.		
Q	(a) An area of concern with EU Skills accreditation is that if an employee fails a drug & alcohol test on Monday they could start a new position on Friday and transfer that risk. (b) Similarly, under 'mindset' do you think there is merit in psychometric profiling to identify high-risk-appetite individuals at the recruitment stage?	Jan Ward	
A	(a) This is the responsibility of the employer because, as with any qualification or scheme, accreditation attests to competence at the point the test was taken. Passing a driving test does not predict future behaviour (for example a licence holder subsequently driving under the influence of alcohol or drugs). An EUSR registration is a record of training, qualifications, or authorisations – it is not a register of competence.		

	(b) This will depend on an employer’s risk appetite, based on a judgement of likelihood and impact of occurrence. We have not been made aware of employers conducting testing on the appetite to risk of individuals, nor whether there would be a correlation between these tests and behaviours of individuals in energy and utility industries.		
Q	How do we help to simplify our processes procedures to allow us to onboard the required resources to deliver Net Zero, and also ensure competence & corporate memory?	Jan Ward	
A	<p>We’ve considered this question in two ways.</p> <p>First, the ability to easily access an individual’s training record to assist with recruitment. EUSR can support this because it is not limited to one employer (unlike employer records that will record their own employees and, generally, their own training). This means that recruitment of individuals across the industry can be streamlined by removing the need for re-certifying competence.</p> <p>Second, the way that we prepare individuals for work. Schemes form an important part of individual preparation and competence and we would be interested to understand whether there is a demand for these to be made readily available in FE Colleges so that learners are more ‘work-ready’ and employable.</p>		
Q	Given the Government’s record on home insulation for example, how can employers have the confidence to invest in new skills that may then prove to be stranded if policy changes?	Jan Ward	
A	This is a frequently asked question given the costs of introducing training, qualifications, and schemes. Energy and Utility Skills is engaged closely with the Government’s Green Jobs Delivery Group to ensure that the need for policy certainty over investments is understood. This clarity and commitment underpins investment in training.		

SESSION 4

	Question/Answer	Speaker	Reference material/links (if relevant)
Q	In a competitive supply chain how can today’s messages of collaboration and partnership be more effectively practised?	Andy Hunt	
A	My observation from across the essential infrastructure sector, is that we make the most impactful breakthroughs when we work with other individuals and companies that bring something we wouldn’t have on our own. What is created is often the source of competitive advantage and all participants (particularly the end customer) benefit. In a nutshell – an open rather than protective mindset is great practice for everyone.		