

Towards Operational Excellence

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Background

British Energy owns and operates eight Nuclear Power Stations in England and Scotland.

British Energy has compared its own performance with international peers (World Association of Nuclear Operators) and has recognised that it should achieve higher levels of performance.

The Vision

"Safe, Profitable and Proud"

Two key measures of operational excellence are:-

1. The level of electrical output from the Power Stations
 - where a consistently high level of output is good;
2. The level of events occurring which could affect nuclear safety
 - where a consistently low level of events is good

What are we going to do to achieve the Vision?

British Energy has worked with international Nuclear Operators and UK based companies to set-down a programme of activities to deliver the necessary change.

The Programme has six main areas:-

1. **Foundation** (Organisation, Structure, People, Leadership & Culture Change)
2. **Training**
3. **Human Performance**
4. **Equipment Reliability**
5. **Management of Work**
6. **Operational Focus**

How are we Measuring Success?

Whilst the two main indicators are output and number of events, a number of measures are being used to measure a change.

These have been selected as they are internationally recognised (therefore will allow benchmarking) and many are leading (to give us early indication of going in the right direction).

The following eleven indicators are being used:-

1. Nuclear Performance Index
2. Unit Capability Factor
3. Forced Loss Rate
4. Unplanned Automatic Trip Rate
5. Output
6. Accident Frequency Rate
7. Nuclear Reportable Events
8. Non Outage Outstanding Defects
9. Work Schedule Adherence
10. Work Scope Stability
11. Environmental Incidents

Supporting the Programme

To achieve operational excellence, British Energy recognises that an organisation needs to be put in place to support the line managers within the company in implementing the necessary changes.

The role of the Central PiP Support team is:-

- To develop the implementation strategy
- To programme manage the improvement programme
- To provide support to the stations and Central Support Functions on implementation, including the provision of experienced staff from WANO.
- To support on all stakeholder management

Timescales

It is recognised that full implementation will take three to five years. Targets have been agreed for each of the eleven indicators through this period.