

Leading from the top avoiding major incidents

Bill Coley, CEO British Energy Group

Health and Safety Executive
29 April 2008, Queen Elizabeth II Conference Centre

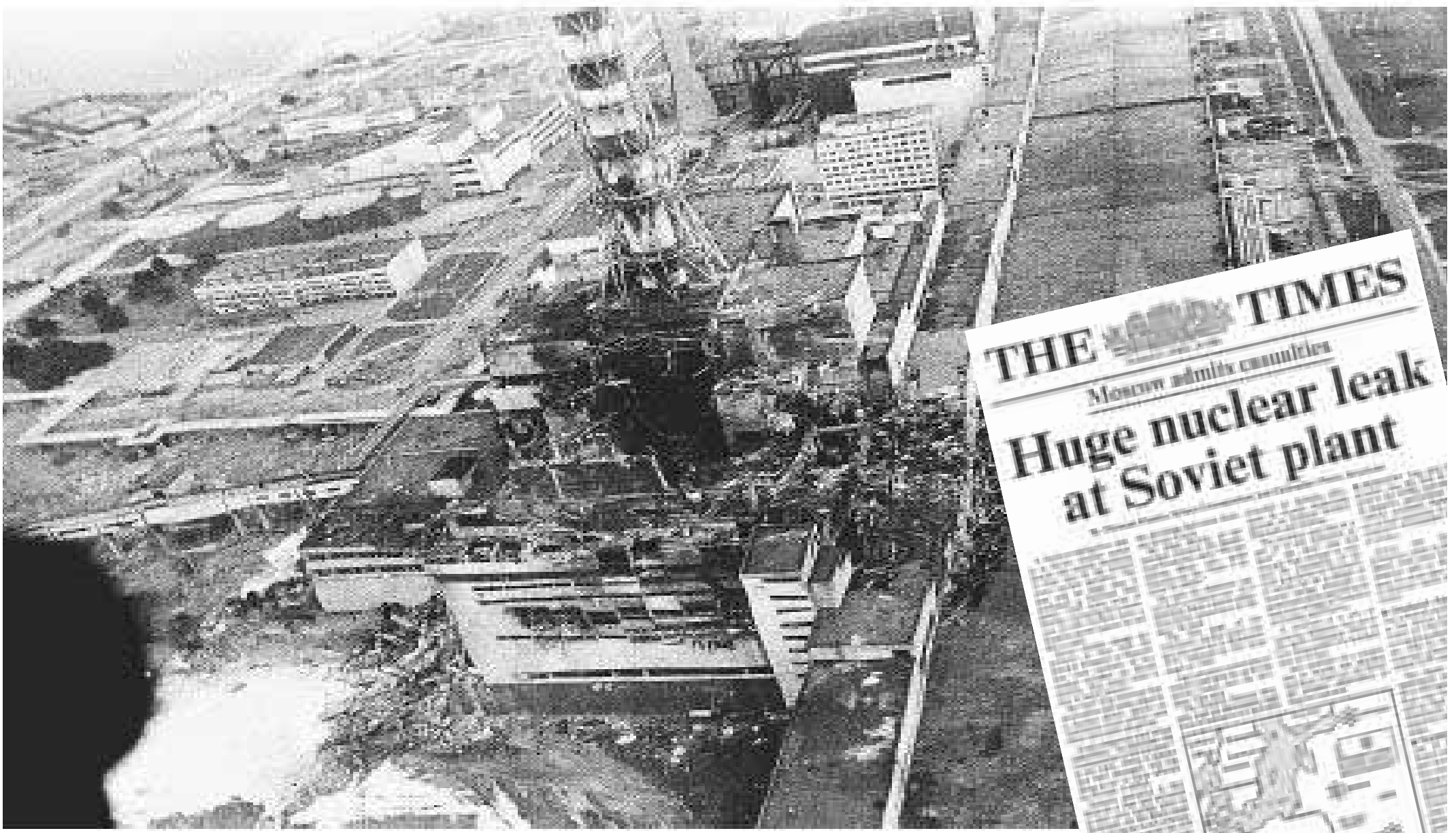
Three Mile Island, 28 March 1979



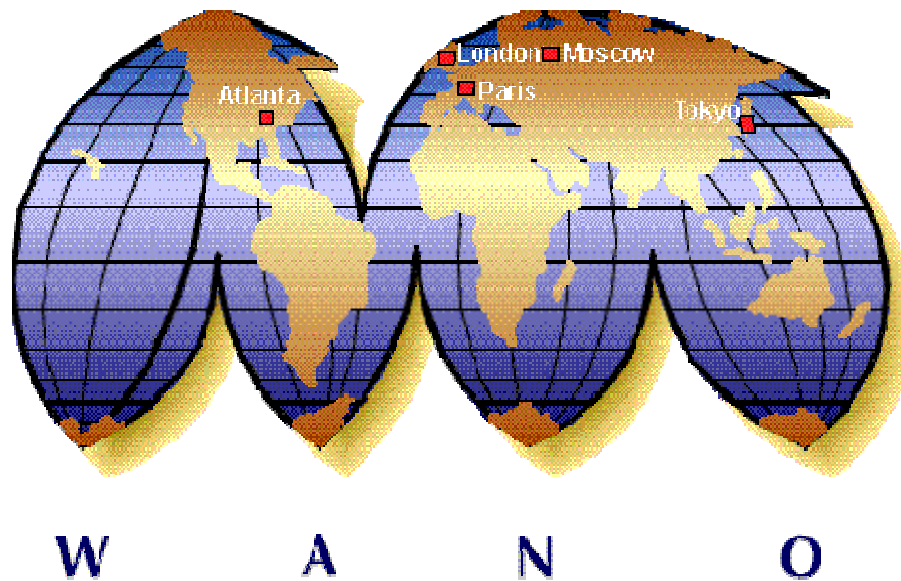
..... to promote the highest levels of safety and reliability - to promote excellence - in the operation of nuclear electric generating plants.

INPO

Chernobyl, 26 April 1986



Principles for a Strong Nuclear Safety Culture



- > Personal responsibility
- > Commitment by leadership
- > Trust throughout organization
- > Safety first
- > Nuclear technology unique
- > Questioning attitude
- > Organisational learning
- > Constant examination

WANO – World Association of Nuclear Operations

Leadership is key at British Energy

- > Safety management at all levels
- > Robust risk assessment process
- > Investing for today and the future
- > Well trained people
- > Responsible leadership



A framework for excellence

“...establish a framework and environment which will bring about an unending quest for excellence”

> Organisation	✓
> Staffing	✓
> Clarity on Objectives and Expectations	✓
> Focus on Accountability	✓
> Rewards and Incentives that encourage excellence	✓
> Healthy relationships with regulatory authorities	✓
> Personal Leadership	✓

It is important not to.....

- > put pressure on stations to return to service;
- > stress financial objectives without a balance on safety;
- > question conservative decision-making of our staff

It is important to.....

- > recognise outstanding performance
- > insist on accountability
- > give managers freedom of action
- > seek to advance proven performers
- > promote staff involvement in industry organisations
- > provide the investment needed
- > stress teamwork and cooperation
- > foster healthy challenge and debate.
- > foster an open relationship with my regulators

**The journey to excellence is
never complete**

