

**THE NUCLEAR SAFETY ADVISORY COMMITTEE**  
**Maitlandfield House Hotel, Haddington**  
**13 October 2005**

British Energy Performance Improvement Programme  
Update and progress to date

Peter Webster  
Director of Safety & Regulation  
British Energy

The company is focusing on 3 business imperatives, operational excellence, financial stability and lifetime extensions. The Performance Improvement Programme (PIP) is integral to achieving these imperatives. A significant focus is addressing unit capability loss factor and improving reliability through investment in people, plant and processes.

A significant amount of progress has been made since the implementation of PIP began in late 2004. Work is well underway in all six fundamental areas and the emphasis is now on moving the mature processes into the line functions.

**Foundation** (Organisation, structure, people, leadership & culture change)

All stations continue to recruit towards the planned site structure. Good progress has been made in the leadership development programme.

**Training**

The Training division has been established and is recognised as key to continuous improvement across the company. Separate training facilities are in place on all sites and Training Managers are following detailed plans, which are a requirement to achieving accreditation of training packages by the Training Standards Accreditation Board (TSAB).

**Human Performance**

Human performance initiatives have been instrumental in achieving a 38% reduction in Nuclear Reportable Events since the start of the programme. Leaders are visible in the field carrying out task observations across all site activities. The targets for such observations have been set at 240 per site per month and are consistently being met. This allows leaders to identify and remove obstacles from the workplace that affect safety and reliability.

**Equipment Reliability**

The Asset Planning and Investment (API) division is now established as a core function. This will result in the ability for greater planning and focused investment. The System Health Indicator Programme (SHIP), which has been rolled out at across all sites, provides a key tool for the API process.

### **Management of Work**

Management of Work has progressed well driving in the standard process. This has been reflected in significant improvements in schedule adherence and scope stability indicators. Schedule adherence at a number of stations is now at the benchmark world target. These process improvements, together with other PIP initiatives including defect backlog reduction teams, improved staffing of DART (Diagnostic and rectification teams) and introduction of the minor task work process have enabled significant reductions in the non outage defect backlog.

### **Operational Focus**

Operational Focus has successfully rolled out the Corrective Action Programme across the fleet. Reporting conditions adverse to quality and raising condition reports is now a well established process. Operational Safety Review Committees are now in place at all stations and a number of key Operations standards have been produced and implemented.

### **Immediate future**

With the emphasis on embedding processes into line along with a culture of continuous improvement, all sites are producing Station Improvement Plans (SIPs). These put all initiatives into a single coordinated platform.

### **Future steps**

Effectiveness reviews will be carried out across the company to ensure the intended improvements are being delivered.

### **Supporting the Programme**

The Performance Improvement Programme remains an integral part and will continue to manage the programme and support the stations and central support functions.