

# 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

British Energy 

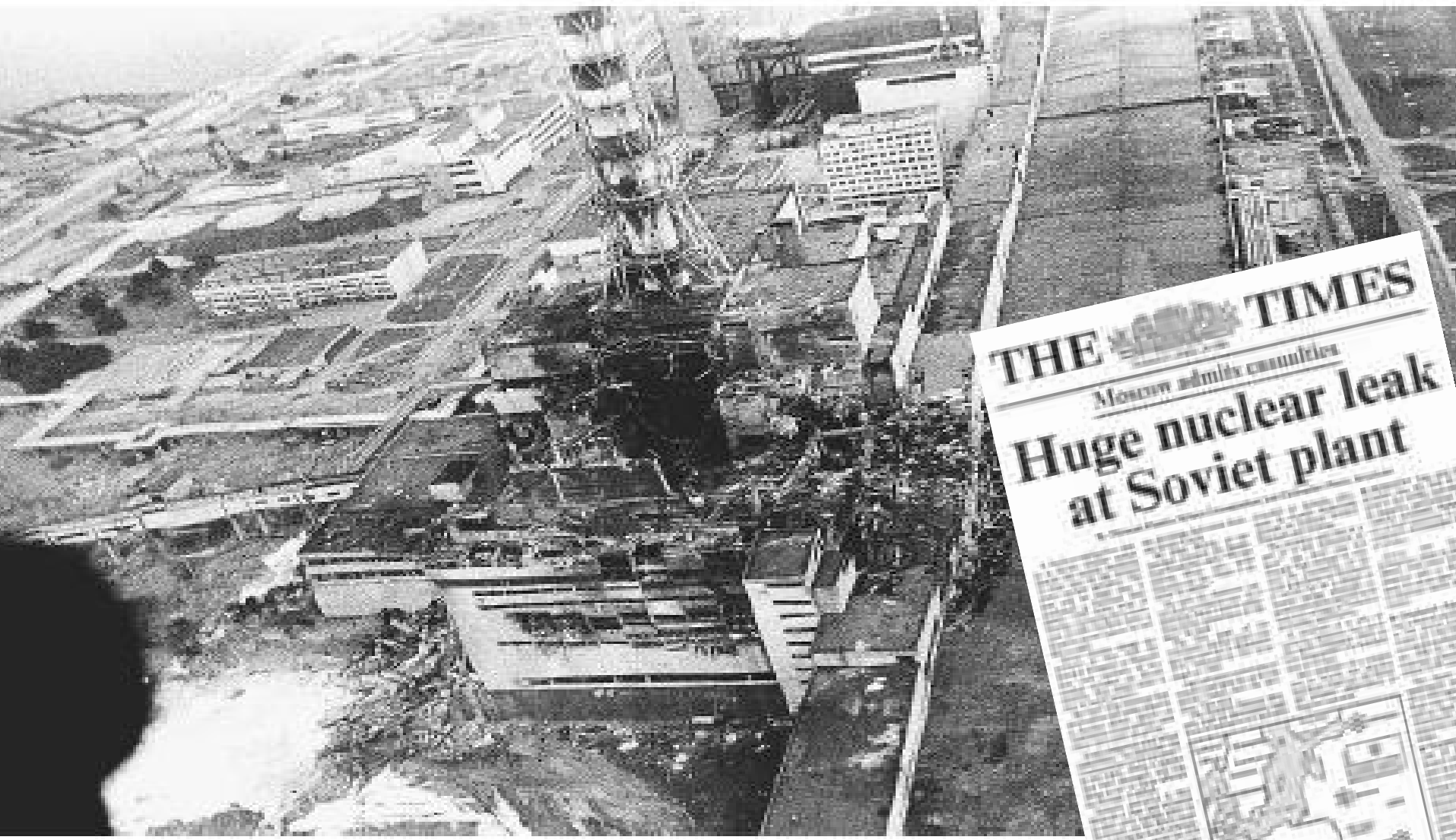


..... to promote the highest levels of safety and reliability - to promote excellence - in the operation of nuclear electric generating plants.

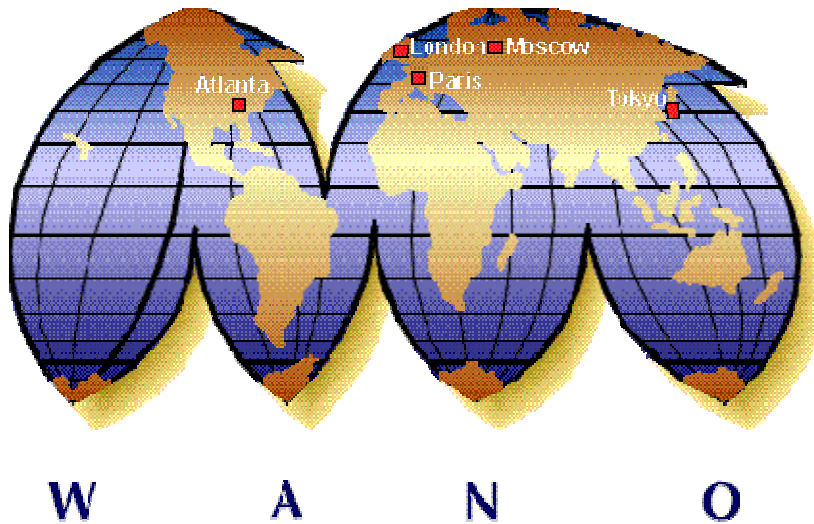
***INPO***

# Chernobyl, 26 April 1986

  
**British Energy**



# 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



*“...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

