

Our Values:



Neil Baldwin



Nick Gore

We put Safety and Compliance first. From the work environment to the global environment, we ensure compliance and strive for improvement in everything we do.

“It doesn’t get any safer!”

We aim to deliver on every commitment, think strategically and shift paradigms. Our aim is not just to deliver the plan, but to deliver value beyond the plan.

“We plan to succeed and aim to exceed”



Simon Parsons



Keith Spooner



Steve Liptrot

We demand of ourselves the highest ethical standards where openness, trust, teamwork and mutual respect guide our actions. Integrity is the foundation for all our dealings with our customer, fellow employees, regulators and the communities in which we work.

“Integrity is our foundation”



Harry Steven



Mike Hawe

From our employees to the communities in which we live and work, we are committed to being a responsible company and neighbour. We embrace diversity and have a passion for excellence. Our employees are valued, skilled and motivated to achieve.

“Relationships matter to us”

We continuously strive for ground breaking innovation in dealing with the country’s nuclear liabilities. We want our customers, stakeholders and employees to succeed with us.

“Inspired to excel”



Greg Evans



Joe Lamonby



Phil Sprague



Peter Roach



Dave Wilson

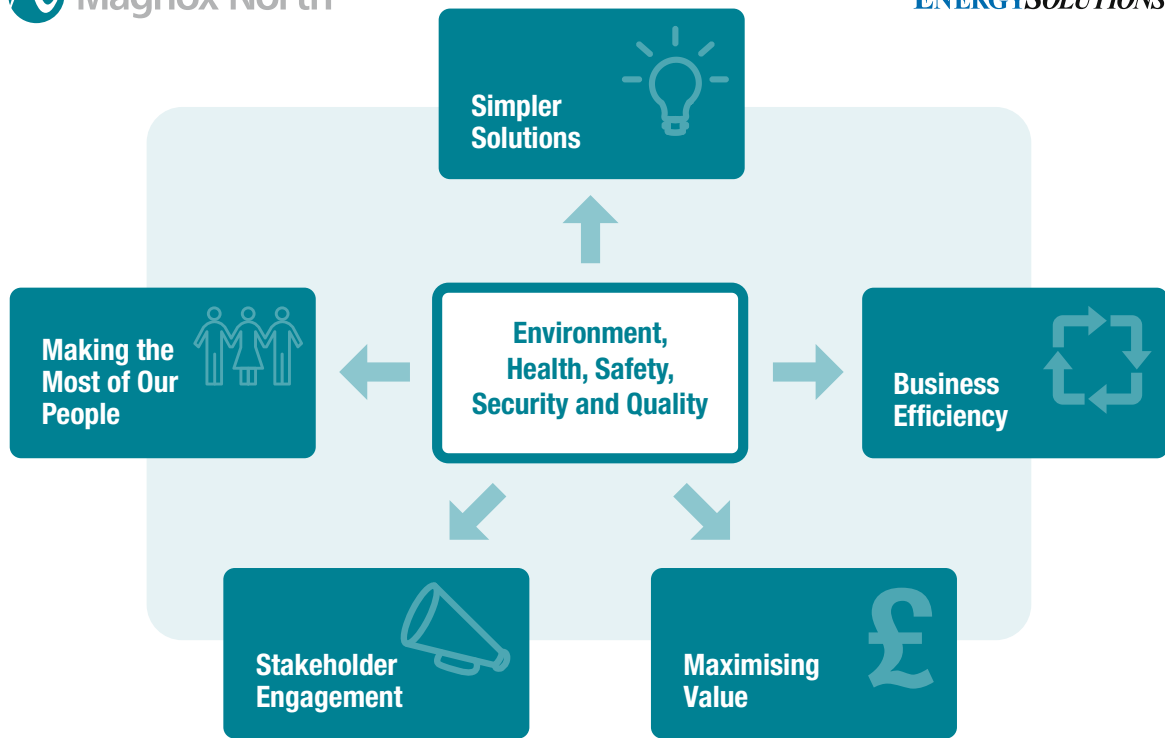


Andrew Donovan



Bob Giroir







Magnox North Business Improvement Plan 2008

Planning to succeed Aiming to exceed

Background

In our first three years of operating the NDA contract, Magnox North has safely delivered over £1bn of work. Our achievements have been diverse, including the production of over 18 TWh of electricity from Wylfa, Oldbury and Maentwrog, the construction of two major ILW stores at Trawsfynydd and Hunterston A, and the demolition of the symbolic cooling towers at Chapelcross. We have successfully embraced our customer's demand for performance, measured by rigorous Programme Management tools, and during 07/08 delivered our largest ever programme of work, at efficiency levels that exceeded the NDA's targets. This was delivered together with our best ever safety performance, which now stands comparison with the best in the world.

However, there is more we must do!

The LTPs we have worked hard to develop should not be viewed as plans simply to be delivered. They must be seen as plans TO BE BEATEN with the full support and help of our Parent Body, EnergySolutions.

- We have to strive to find better solutions to the challenges we face.
- If there is a more efficient way of delivering work, we must find it.
- We must drive to realise the full value of our precious operating assets.
- We have to embed a culture that places as much emphasis on developing and exploiting OPPORTUNITIES as it does on identifying and mitigating THREATS.
- We must be hungry to learn and take from those who do things better than us.
- We have to approach our challenges as one united and efficient company rather than five different sites.

And most importantly of all we must continue to relentlessly pursue our safety and environmental programmes. Aiming to be anything less than the best will not do!

How we set about these challenges is what this Business Improvement Plan is all about. It also describes the values that we will strive to adopt in its implementation.

What is the purpose of the Business Improvement Plan?

- As we separate into Magnox North and Magnox South, it sets out the values of Magnox North which are aligned to those of EnergySolutions.
- It provides us with a vision that stretches out over a number of years.
- It provides the platform for a single, coherent Business Improvement Programme across the whole of Magnox North and its 2000 plus employees.
- It gives visibility of our change agenda across the whole business and to key external stakeholders.

Business Plan Timeframe

Although there is a case for looking further ahead, we believe a five year horizon against the current backdrop of uncertainty is the most appropriate. This timeframe takes us through the end of the generating phase and brings us to a point where most of the MOP has been delivered; and the hazard reduction programmes at Chapelcross, Hunterston and Trawsfynydd will be substantially complete.

To ensure the Plan remains live and relevant, we propose major reviews of the Plan with the NDA on a six monthly cycle.

We fully understand that further changes in NDA strategy are likely to happen and that competition for the Magnox North contract will occur within this timeframe. However, this changing environment only reinforces the need for the clear direction set by this Business Plan. During times of change, we need to do all we possibly can to deliver as clear a view of the future as possible for the 2000 plus people who make up the Magnox North team.

Business Plan Structure




The plan is structured into four parts.

- Our core values.
- The main strategic imperatives and target areas against which we intend to create opportunity and drive improvement within the business.
- Measures of the success we aim to create.
- Clear identification of where ownership lies within the Magnox North Executive Team for each of the target areas.

...And finally

We are proud of what we have achieved over the last three years. Delivering a £1bn programme of considerable complexity and diversity, with an outstanding safety record (DACR of 0.12) is an achievement of which to be proud. To have delivered it against a backdrop of organisational change and uncertainty whilst learning to take on board new programme and contract management skills is further testimony to the character and determination of the workforce and supply chain partners. Now is the right time to take stock, and set out our resolve to safely deliver even better value for the NDA in the years to come.

This plan is the start of that journey!

Strategic Imperatives	Target area	Objective	Target delivery criteria
EHSS&Q			
 <p>To achieve national recognition for exceptional performance in health, safety and the environment</p>	Driving for and sustaining excellence in nuclear safety and operations	To complete the Magnox programme of over 50 years with no serious radiological release or nuclear safety event	External recognition as industry leaders for delivering outstanding nuclear safety & operational performance through major lifecycle transitions
	Continuous improvement in EHSS&Q performance	To relentlessly pursue new and invigorating approaches to EHSS&Q leadership and performance	External recognition of exceptional and sustained EHSS&Q performance.
Increasing Value			
 <p>Maximise operational value for the customer</p> <p>Innovate to deliver simpler solutions at lower cost</p> <p>Develop more efficient ways of running the business</p>	Optimisation of the remaining lifetime at Wylfa and Oldbury	To provide added value through life extension, optimised use of remaining fuel & alignment of maximum generation with peak income	Carbon neutral generation; creating additional income, smoothing transition into defuelling/decommissioning, and offering a 'bridge' into new build
	Simpler, innovative project solutions	To develop and integrate a culture of value engineering	NDA recognition that we are beating the plan with commercially fit solutions through the adoption of fit for purpose thinking and value engineering supported by a pool of D&D engineering resource and a supply chain framework to consistently deliver
	Simple, yet world-class waste management solutions	To provide fit for purpose waste solutions that underpin the core of our waste business	New waste solutions/products implemented and waste recovery progressed at an accelerated rate that underpins a 2020 care and maintenance vision. Magnox seen as the benchmark for radioactive UK clean-up, with proven and developing products
	i4 (Eye for) Opportunity	To embed opportunity management as a core capability within Magnox North, so that everyone throughout the business actively pursues performance improvement	A culture where everyone actively pursues opportunities to safely deliver more for less. We achieve excellence both in opportunity development/delivery as well as risk management and mitigation
	Collaborative approach to Procurement	Establish MEL as an organisation which recognises and capitalises on the added value which comes from collaboration	Internal and external opportunities for collaborative procurement identified and optimised resulting in cost savings to NDA
	Contract Carve Outs	To develop and implement innovative contract models – 'carve-outs' – designed to accelerate hazard reduction and deliver increased value for money	Accelerated hazard reduction and increased value for money via the application of alternative funding and contract models that incentivise the optimisation of risk management and the realisation of opportunities
	Achieving Project Excellence	To be recognised by customers and suppliers as an organisation with robust commercial project processes and talented project managers that deliver	Function of project management capability established and recognised as best in class by the industry and accredited project management organisations, ie APM and Institute of PM. Robust lifecycle arrangements consistently applied across all sites. Proven track record of delivering key high profile projects
	Making the most of our supply chain	To develop and deliver a supply chain strategy which, by focusing on the talents and capabilities of our people and our suppliers, creates added value, optimised solutions for the customer and recognition of Magnox as an exemplar client with our suppliers	Increased supply chain capability as a result of early engagement on solution development delivering increased value for money and excellent supply chain relationships
	Integrated Business Management System	To progressively overhaul all our systems and procedures using a Project discipline approach to simplify and consolidate them into a single Integrated Business Management System. The key driver is to provide a fit for purpose system that delivers 'handrails' not 'handcuffs'	A Management System based on HSG65 with an integrated Management System approach based on IAEA GS-R-3, supported by learning from US DOE ISMS (focused on work hazards rather than compliance Standards). External certification based from ISO 9001, ISO 14001 and OHSAS 18001 held at the Magnox North SLC level"
	Nuclear Asset Management	To deploy a programme of best practice asset care management which optimises expenditure whilst maintaining assets in a fit for purpose condition	Recognised as a leader in Nuclear Decommissioning asset care. All assets have owners and care programmes
Optimisation of the MOP	To identify and realise opportunities for reducing the cost impact of MOP8 on site funding	Opportunities for cost impact reduction identified analysed, optioneered and implemented through supporting Business Cases	
People			
 <p>To deliver greater effectiveness through organisational development, workforce skills, staff motivation, flexibility and mobility</p> <p>Effective stakeholder engagement</p>	Transform from "Site by Site" to "SLC" approach	To develop the organisation (people/systems/processes) with appropriate business wide approaches by sharing and learning	Common systems, processes and resources are utilised where appropriate to improve efficiency, effectiveness and generate added value. New business model operational, 'one way' approach evidenced across the business, SLC working is standard practice. Demonstrable evidence of recruitment, selection, workforce development and utilisation across the SLC
	Skilling and workforce utilisation	To provide strategic management of MXN resources to support LTP delivery by optimising capability through skills development, resource utilisation, and learning	The final phase of workforce transition from owner operator to decommissioning contractor. A workforce that's the right size with the right skills & knowledge organised to exceed the customer's expectations in terms of efficient and effective delivery. People will be informed, involved, flexible and motivated by EnergySolutions Leadership
	People and Knowledge	To ensure that the programme is being constantly challenged and improved through the introduction of new people and expertise	A vibrant learning organisation which is recognised for delivering benefits by seeking out people and solutions from outside its own boundary
	Corporate Social Responsibility	To integrate CSR and sustainability into all that we do – from being a great place to work, investing in our local communities, minimising our environmental impacts and working closely with our suppliers	Both internal and external recognition that we actively engage with and support employees, communities, suppliers to optimise the benefits and minimise any disbenefits our business activities have on communities and the environment

Key measures	Executive leads
<ul style="list-style-type: none"> External recognition from WANO and INPO that Magnox North and EnergySolutions are industry leaders in delivering outstanding Nuclear Safety, Operational and Decommissioning performance through major lifecycle changes Successful lifetime operation of the whole Magnox generation fleet with no serious radiological release or nuclear safety event from construction to cessation of generation and completion of defuelling as measured by any event greater than INES2 Successful remaining stewardship of the Magnox North Sites to Care and Maintenance without a significant radiological release or nuclear safety event as measured by any event greater than INES1 	Nick Gore/John Roscow
<ul style="list-style-type: none"> Progressive external recognition leading to 'Winner' of the Sir George Earle trophy External recognition for environmental performance External recognition for workforce health 	Keith Spooner (EHSS&Q Director)/Phil Sprague (Chairman of HESAC)
<ul style="list-style-type: none"> >£500m additional income delivered to NDA >10TWhrs of carbon neutral electricity generation for the UK Gap between generation and defuelling for Oldbury reduced from 27 months to 8 months; for Wylfa reduced to zero without prejudice to the MOP 	Harry Steven/Joe Lamonby/Greg Evans
<ul style="list-style-type: none"> LTP savings £m Number of new solutions found for high priority projects External benchmarking 	Simon Parsons/ Bob Giroir
<ul style="list-style-type: none"> LTP savings £m Waste production rates Waste to final disposal Hazard reduction index 	Simon Parsons/Keith Spooner
<ul style="list-style-type: none"> Delivery of generic PBI 08/09 LTP savings £m Bird Triangle ratios of: <ol style="list-style-type: none"> Number of opportunities implemented Number of opportunities selected for development Number of opportunities generated 	Peter Walkden/Steve Liptrot/Phil Sprague
<ul style="list-style-type: none"> Relationships with key partners established with tangible benefits to programme performance delivered Collaborative Procurement arrangements across NDA estate established, cost savings delivered and Magnox contribution and role as leading advocate acknowledged Routine engagement by Magnox staff in support of formal joint ventures and in other collaborative agreements Magnox recognised as an organisation which instinctively "look in and out" to develop its delivery capability 	Mike Hawe/Tim Joyce
<ul style="list-style-type: none"> Number of carve out opportunities identified Number of carve out projects enacted Scale of hazard reduction achieved Value for Money secured 	Mike Hawe/Simon Parsons/Bob Giroir
<ul style="list-style-type: none"> LTP savings £m Number of PMs recruited from other industries Benchmarking against industry criteria External recognition 	Simon Parsons/Dave Wilson
<ul style="list-style-type: none"> "Magnox Supplier Forum" established and recognised across the nuclear and construction sectors as best practice Routine early contractor engagement in development and definition of significant contract strategies Best practice benchmarking routinely undertaken to establish and challenge business application Magnox established as an active participant in the NEC Users Group Management Information and performance reviews and reports all demonstrating progress against defined targets and informing future end state definition External assessment and endorsement of Magnox Procurement Capability (SIPS/OGC) 	Mike Hawe/Joe Lamonby
<ul style="list-style-type: none"> Benchmark/certification against International Standards (GS-R3 /ISO 9001 Corporate, EFQM) Workforce surveys to confirm delivery of simpler consistent systems 	John Roscow/Peter Roach/Bob Giroir
<ul style="list-style-type: none"> Benchmarking of asset management arrangements against external standards All assets assessed and 'graded' against traffic light indicators No assets at 'Red' 	Harry Steven/Gordon Malcolm
<ul style="list-style-type: none"> Value of savings opportunities identified against projected cost increases as a result of MOP8 LTP savings £m 	Steve Liptrot/Dave Wilson
<ul style="list-style-type: none"> One way processes implemented Sites compliant with process deployment Number of staff moved for development LTP savings £m 	Andrew Donovan/Mike Hawe/Joe Lamonby
<ul style="list-style-type: none"> Resource, Learning and Skills strategy PBI for 08/09 delivered. MXN best practice portfolio for managing major organisational transitions 	Andrew Donovan/ Greg Evans
<ul style="list-style-type: none"> Number of people interchanges International benchmarking 	Bob Giroir/ Andrew Donovan/Simon Parsons
<ul style="list-style-type: none"> Times 100 CSR indicator Community questionnaire responses (% Green) 	Andrew Donovan/Dave Wilson/Greg Evans