

# **Delivering Quality and Safety Performance across the Supply Base through Collaboration.**

**Jon Alcock, Supply Chain Manager,  
EDF Energy Nuclear Generation.**

# Principles Adopted in Addressing Supply Chain Issues

1. Our Supply Chain is vital to ensuring **nuclear safety**
2. Target the whole **value** proposition, long term strategy
3. It's **relationships** not contracts that deliver value
4. When it comes to safety and quality, **culture** is everything
5. Removing obstacles to success is our **collective responsibility**
6. Lifetime demands require **lifetime commitments**



# Long Term Relationships leading to Improvements in our Suppliers Performance

## Safety

- Increasing trend in safety events and injuries
- Aging supplier core workforce
- New recruits & need to embed nuclear safety culture

## Quality

- Too many quality events particularly during outage
- Examples of failures of multiple quality barriers

## Dependence on OEMs

- Position of plant in the lifecycle is a barrier to entry for suppliers
- Accentuated by unique technology of AGRs
- The pool of skills and experience rests with key OEMs

## Cost

- Inflationary pressures from growing demand
- Costs in the nuclear industry carry a premium

# Safety and Quality essential to being a nuclear professional



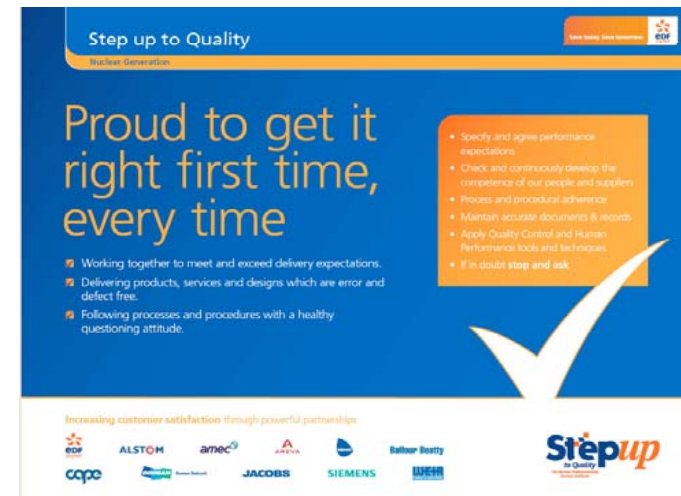
**We are collectively responsible for :  
Getting it right first time, every time**

**Perceived time pressure can be highlighted when quality incidents occur.**

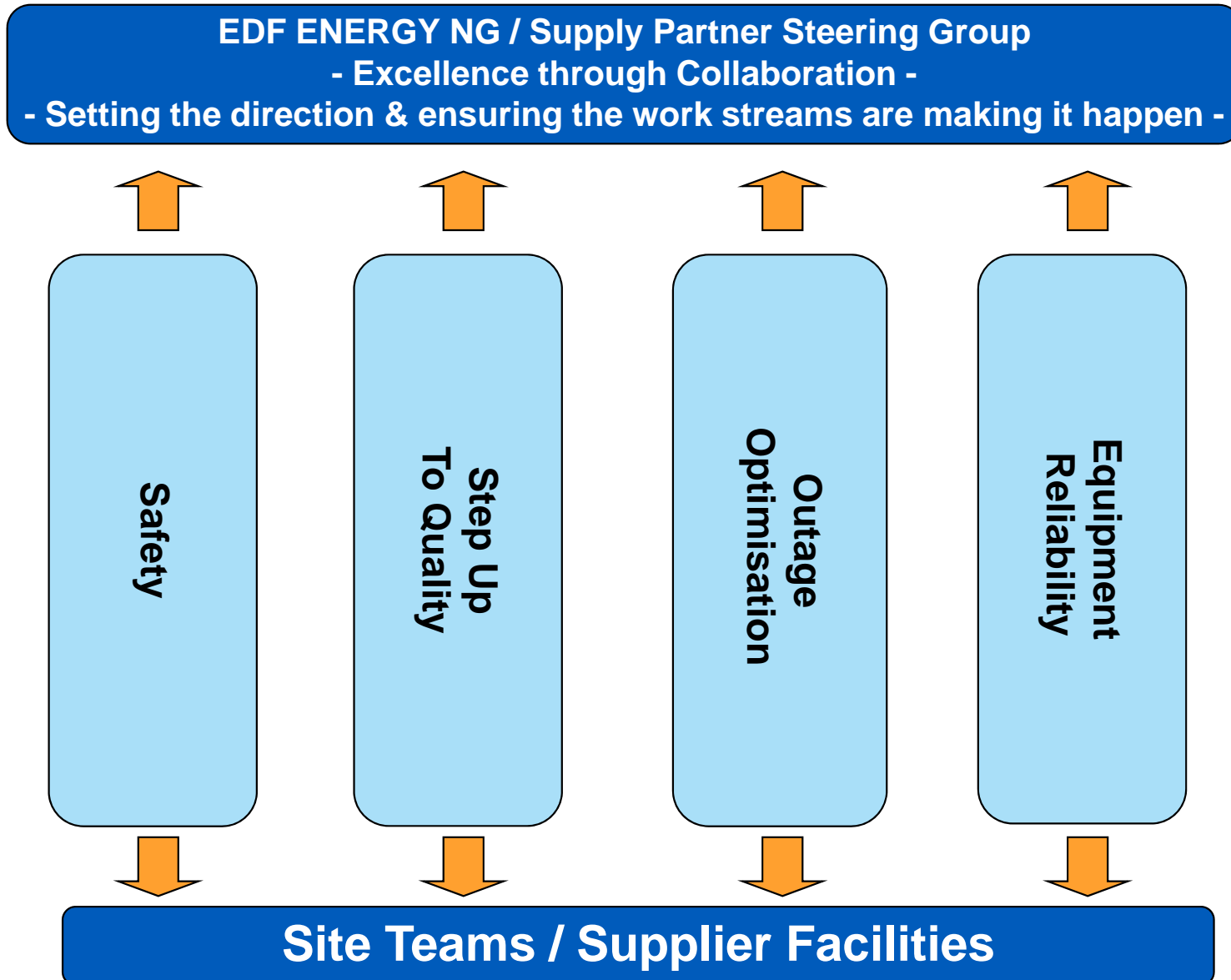
**“Recognise that it takes longer to correct a quality issue than getting it right first time.**

# Collaborative approach to managing Safety and Quality performance with strategic suppliers

- Long term success is achieved through joint working.
- We have concentrated on various joint strategic initiatives
  - Step Up To Quality programme
  - Supplier pre-qualification
  - Higher contractor return targets
  - Extensive induction training
  - Nuclear Professionalism training for suppliers
  - Use of self assessment tools
  - Daily and weekly safety messages
- Partnerships for Equipment Reliability Improvement
- Operational Focus
- Outage optimisation



# Supplier Collaboration Model



# Key focus areas for delivery of 'Quality' Vision

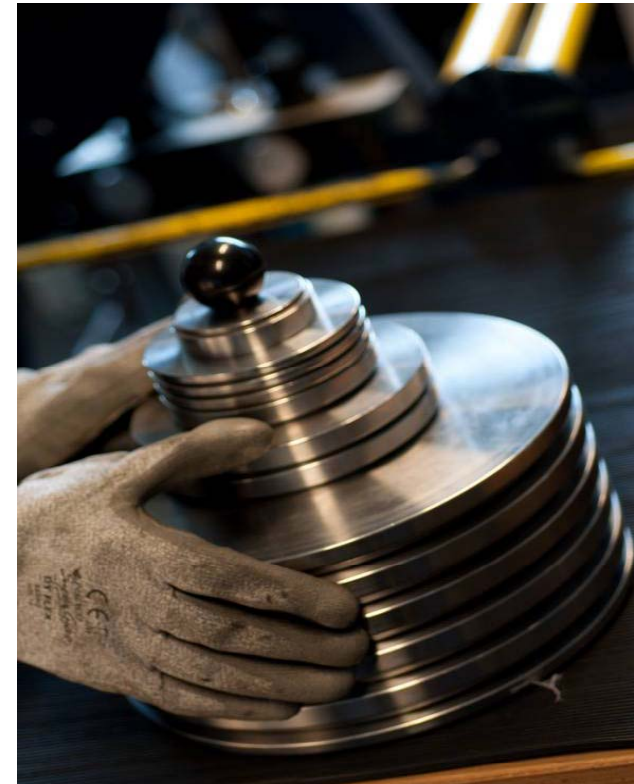
- **Tools and Techniques:** ISO accreditations, Business Managements Systems
- **Support Control:** SQEP. Operational Best Practice, Free Movement Across Sites
- **Engineered Controls:** Clear expectations & Objectives, Project/Service life cycle – planning, preparation and implementation.
- **Cultural Controls:** Implementation of a human performance programme, Clear communication.
- **Oversight Control:** Inspection and quality control mechanisms, a 'risk based approach'.

# Step up to Quality – get it right first time, every time.

The programme is focussed on :

- Working together to meet and exceed delivery quality expectations
- Delivering products, services and designs which are error and defect free
- Following processes and procedures with a healthy questioning attitudes

Working collaboratively across organisations to improve collective performance - full integration in our processes



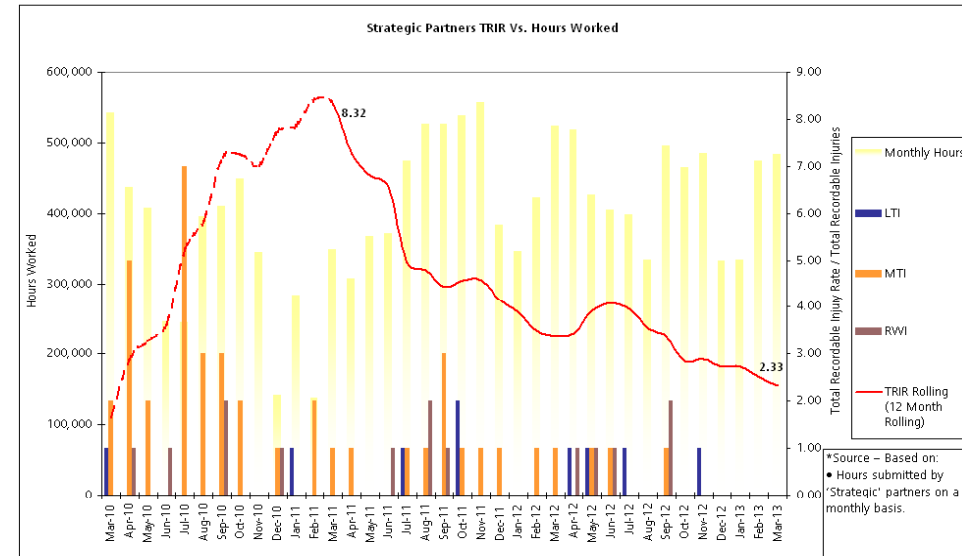
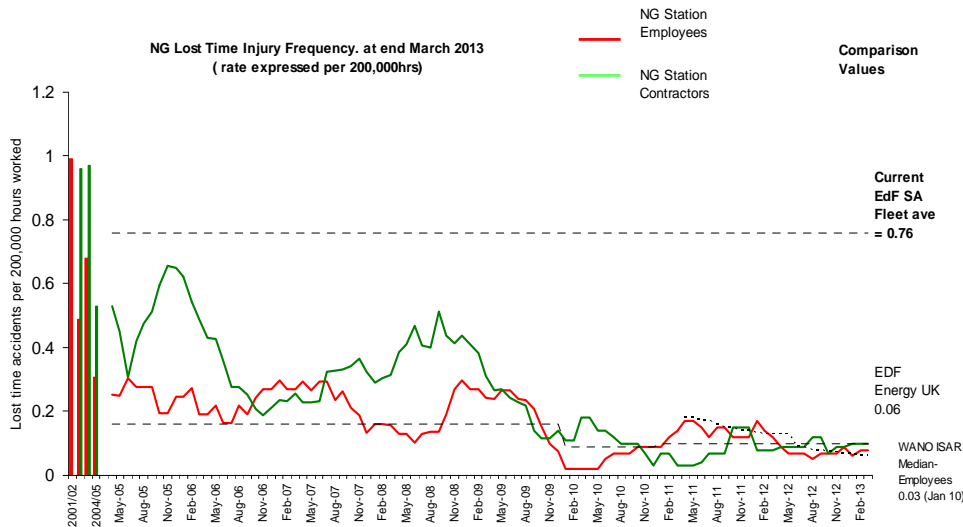


# Results in the area of Supplier Quality Performance.

- A 60% reduction in the number of significant quality events between 2009 and 2012.
- High levels of collaboration and best practice sharing across our key suppliers
- Suppliers engagement with EDF Energy Nuclear Generation Nuclear professionalism and Human performance programmes.
- The strengthening and alignment of processes covering resources, operating experience, knowledge transfer, procedural adherence, outage planning and oversight & inspection.
- A supply chain committed to continually challenge and improve their collective performance



# What have we achieved in Supplier Safety Performance.



Collaborative approach with emphasis on: field supervision, joint performance monitoring, peer to peer coaching, detailed plant walkdowns and an emphasis on improving hazard awareness and general safety culture.

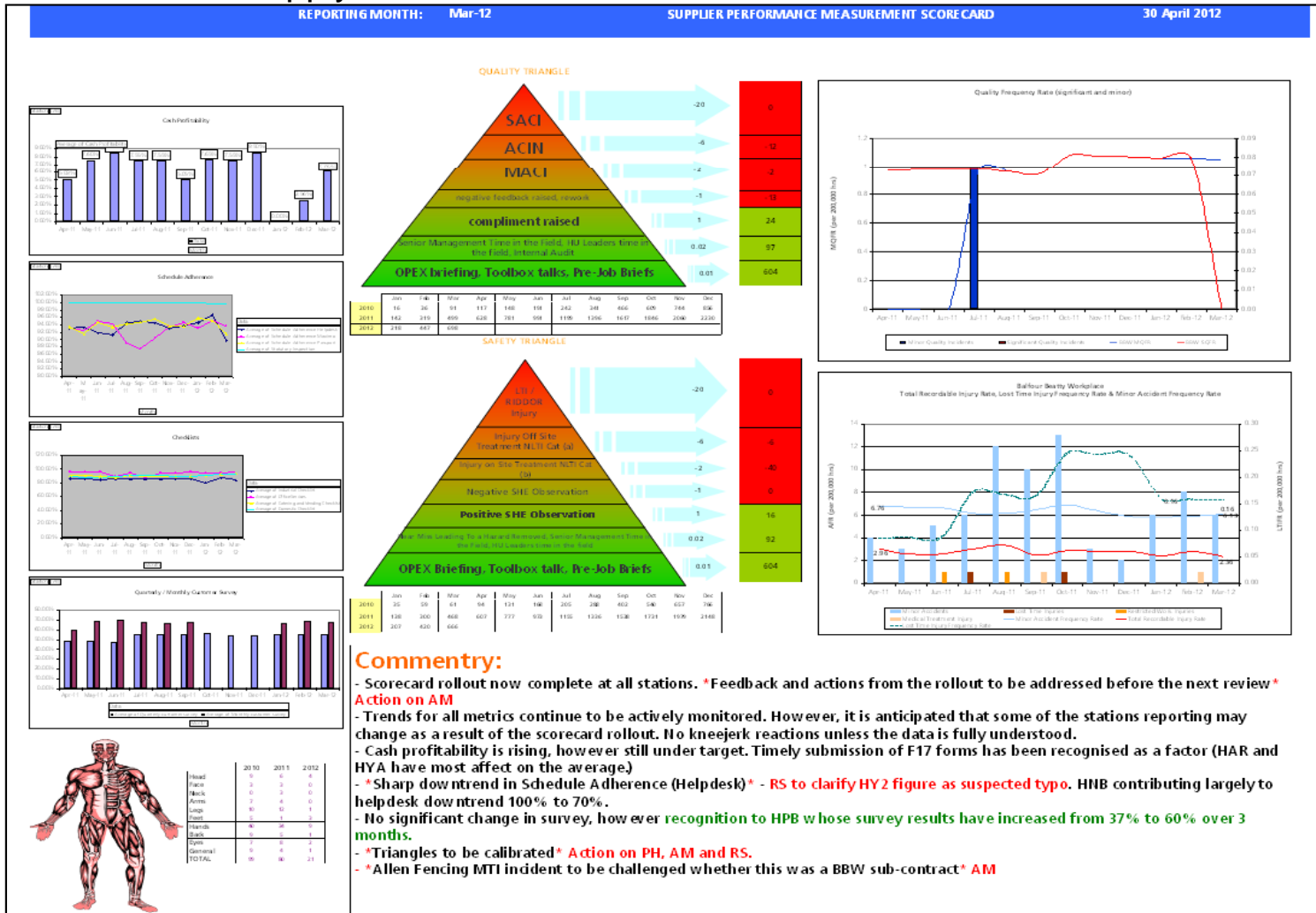
## What's been achieved

Better engagement, partnership in a 'one team' environment focussed on achieving zero harm and zero quality events.

A significant reduction in contractor Lost Time Injuries from 15 in 2007, 4 in 2011 and 4 in 2012. A new focus in 2012 on Total Recordable injuries : 16 2012 versus 1 in 2013 year to date.

# Improving Supplier Performance

- Focussing upon Safety, Quality and Delivery performance
  - Scorecards operate for all key partners
  - KPIs driving performance improvement linking into the business accountability process
  - Ability to demonstrate to the business, the supplier and the regulatory organisations performance across the supply base.



# Partners View of Journey to Safe Reliable Generation

- **Where we have come from**

- Short term tactical engagement
- Nature of outage programme workload led to reactive task management
- Limited sharing of data and future planning information
- Full commitment to change and drive co-ordinated planning & performance improvement

- **Current relationship leading to step change**

- Long term commitment and understanding of key business drivers.
- Collaborative environment – enabling honest and open discussion with EDF Energy & supply partners
- Step up to Quality has engaged all teams – Promoting sharing of best practice, human performance & questioning attitude
- Shared Business reviews with performance feedback – Improved safety & significant quality performance improvement

- **Future direction**

- Shared asset management plan – commitment to life extension
- Resource succession planning – inc. shared apprentice development
- Increased EDF & supply partner outage collaboration
- Role in through life management

