

Renewable Energy - Business Transformation

The Challenge

The UK's largest coal fueled electricity generation plant was transformed from fossil fueled (coal) power station to a predominantly sustainable biomass fueled plant. (Circa 5% UK total electricity requirements).

Turnaround failing programme delivery and implement pragmatic but robust governance and change management processes and delivery contingency plan.

Deliver first unit conversion in 9 months (1 year ahead of actual expected delivery).

Changing to renewable energy required major internal and external infrastructure changes, creation of a supply chain and develop a reporting system to enable successful submission form Renewable Obligation certificates.

Total programme value ~£1 Billion.

The Solution

Implemented company wide programme plan identifying key milestones and dependencies between workstreams.

Implemented 4 key workstreams:

1. Engineering
 1. Storage & Handling
 2. Combustion
2. Supply Chain & Commercial
 1. Raw Material Procurement
 2. Ports & Infrastructure
 3. Shipping (Rail & Road)
 4. Offsite storage
 5. Risk and inventory management
3. Regulatory reporting – ROCs & Sustainability
4. Trading & Market Relations

Developed contingency plans for all works streams.

Assisted wider organisation to remove non-critical initiatives to ensure capacity was available for priority change.

The Results

Delivered first unit conversion on time approx. 9-12 months ahead of original delivery plan.

Implemented improved Supply chain and procurement subject matter practices for the procurement of materials and the handling, planning and management of materials prior to conversion and post management.

Implemented contingency plans to utilize existing on-site handling systems to enable go live on time.

Reduced risk and inventory management saving approx. £84million per annum and additional £150million investment.

Delivered 4-year unit conversion plan.

Implemented 5-year business change plan and robust / pragmatic governance systems.