

## People (including Skills and Capability)

### Strategy

August 2010



### Executive Summary

In light of the current economic climate and the Government's push on reviewing public sector expenditure through such initiatives as the Public Value Programme (PVP), coupled with the requirement to ensure the NDA maximises Value for Money across its estate in delivering its mission, it is felt a collaborative approach to developing a "People Strategy" approach is required.

By far, the most valuable asset across the NDA estate is its people, but they are also the largest cost. Currently, each SLC produces and develops its own people strategy, and implements it on a site by site basis. This approach does not allow benefits (tangible and non-tangible) that could be derived from a collaborative approach, an approach that encourages the SLCs to work together where required, to interact and act as one, thus ensuring that assets, both facilities and people, are functioning optimally.

It is also important to note that this approach is a development of the NDA Skills and Capability Strategy published in November 2008. The People Strategy will build and improve upon the work performed to date.

The investment previously approved to implement the Skills and Capability Strategy will be maximised to support the outputs of the People Strategy. It is expected that SLC resources will be used to deliver any additional requirements of the People Strategy unless there is a case made to request additional funds. In all cases other funding streams, public and private will be explored before any request is made for NDA investment.

There is a strong and compelling Strategic Case for the development of the People Strategy in that it meets the NDA obligations within the Energy Act, builds on the existing successful outcomes of the Skills and Capability Strategy, complements the NDA Strategic Objectives (particularly 19 and 21) and is aligned to, enabling and supportive of wider national nuclear capability programmes.

To date the Regulators have been involved in many of the initiatives and programmes related to the Skills and Capability Strategy and are supportive of the move to the wider scope of the People Strategy. A broad stakeholder group has also been utilised very effectively to date and through the continuing networks, audiences and collaborations the People Strategy will be reviewed and consulted upon to take account of views within and external to the NDA estate.

The success of the Skills and Capability Strategy has been dependant on strong collaborative working between SLCs, the supply chain, universities, colleges and others such as the trade Unions, National Skills Academy for Nuclear, Cogent Sector Skills Council and Regulators. It is expected that as the People Strategy is developed and delivered the continued engagement of that network and the additional inputs from others such as the PBOs, OND and new build operators will lead to the establishment of a Strategy which will bring direct savings, efficiencies and identify good practice demonstrating that the NDA and its contractors are working to a shared vision of carrying out our Mission effectively.

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This Strategy has a direct interface with almost all of the other NDA Topic Strategies as a Critical Enabler. It is particularly relevant to the availability of resources with the appropriate skills and capabilities to fulfil those strategies and the wider socio-economic responsibilities of the decommissioning and clean up mission. Therefore, the principles, objectives and benefits identified within this document are consistent with those set out in the NDA SO21 Programme (SO19 Capability), the proposed NDA Operating Plan and align with SLC People Strategies through the NDA People Strategy Document (Annex 2) and Activity Plan (Annex 3).

# Chapter 1 The Strategic Case (Stage 0) 'Research'

## 1.1 Outline Vision Statement

The following Vision Statement has been developed with SLC representatives and agreed with the People Strategy Board for the future state of the NDA estate in terms of skills, capability and resources.

*"Through collaboration, ensure the industry has the capability, resources and supporting infrastructure to carry out our Mission efficiently and more effectively."*

## 1.2 Strategic Context

Historically, responsibility for people strategy development has been with the Site Licence Companies, with the NDA providing oversight on the effectiveness of the approaches taken. The NDA has also exerted some influence on SLCs, for example by setting high level principles around the criteria for annual pay negotiations.

The result of which is seven SLCs producing individual people strategies, and developing and implementing a multitude of initiatives and products/ways of working. In the vast majority of cases, each initiative or product is specifically customised to meet the needs of the individual SLC. This way of working ultimately leads to duplication of initiatives, ventures and ways of working/effort and resultant SLC bespoke solutions, systems and processes. Considering that funding which supports the above is centrally provided by the NDA, this approach does not make the most of benefits that could be derived from rationalisation, standardisation, consolidation and identification of good practice, basically efficiency savings by working collaboratively.

The NDA mission needs PBO's and SLC's to understand each others approach to ensure that best practice is understood and shared across the estate. The rationale for ensuring that this need is included in the development of the SLC's people strategies includes but is not limited to;

- Alignment of the outcomes of SLC's people strategy approaches with the NDA mission.
- Opportunities for sharing best practice are identified and transferred across the estate.
- Value for Money principles are included in each SLC's people strategy.

## 1.3 Current Situation

Consultation with various stakeholders, including the SLC HR Directors, Senior SLC HR personnel, NDA Site Facing Team Directors, National Skills academy for Nuclear (NSAN), and various NDA Specialist Functions such as Finance and Commercial, explored where the best value proposition would be achieved in committing future resources to the creation of an NDA People Strategy.

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Four initial key areas were identified where it is believed that taking joint action would improve the approach and ensure that the NDA strategic aims were enhanced.

These were:

- i. The role of the NDA Skills and Capability Strategy and how this could be used to optimise opportunities for people across the estate.
- ii. To take a more joined up approach to resource planning across the estate. This includes opportunities for job creation alongside the expected requirement for fewer overall employee numbers.
- iii. Exploring the barriers to mobility that exist (both inter and intra site mobility). These being both technical (such as pensions, severances or service related issues) and cultural (such as personal or location specific issues).
- iv. Reward strategies, especially the need to ensure that all SLC's are aware of others intended approach to help inform their own approach.

All representatives agreed that they would review the resource requirements needed to fully scope the above four areas. In addition, it is recognised that a key link exists with the NDA socio economic agenda and the strategy will ensure that opportunities (for example in new job creation) are leveraged to optimise the people issues. In addition, the NDA HR Director is developing a refreshed Trade Unions (TU) Engagement Strategy which will build on the approach currently employed. This is led by the HR Director and engages the TU's at national, regional and local levels.

### 1.4 The Case for Change

A review of the existing approach has concluded that the NDA needs to take a more proactive approach to ensure that SLC people strategies are better aligned to the delivery of the NDA mission. A more coherent approach will also provide benefits in terms of efficiency increases whilst ensuring compliance to the NDA's obligations under the Energy Act.

It will remain the obligation of the SLC's to manage their own employees while the NDA provide this cross estate strategic guidance and co-ordination.

The drivers for such an integrated approach include:

- Ensuring that current employees are retrained or redeployed to meet the changing needs of the industry such that enforced redundancies are kept to a minimum while constantly driving for improved cost efficiency for the UK tax payer.
- Expected efficiency and effectiveness improvements resulting in the need for redeployed, retrained or fewer employees.
- Strategic decisions which result in structural change, resulting in the need for better allocation of resources.
- Funding issues which push back the potential for decommissioning at some sites. Impact here could be the requirement to release skilled employees earlier than initially expected.
- The need to bring into the estate different skill sets at the same time as employee number reductions are envisaged.

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- The decommissioning agenda which will require employees with appropriate skills, either retrained current or new to the estate.
- The NDA working with other nuclear sectors in the UK.

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## 1.5 Strategic Fit

Legislative Compliance	NDA Skills & Capability Strategy	Fit with Existing Initiatives - 21 Strategic Objectives	Cogent – Power People – The Civil Nuclear Workforce 2009-2025
<p>Energy Act 2004, states:- Part 1 Chapter 1, under Section 7 - Supplemental Functions:-</p> <p>"(1) In addition to its function under section 3, the NDA shall have the function, to the extent that it considers it appropriate to do so, of-</p> <p>(c) distributing information about those matters;</p> <p>(d) educating and training persons about those matters;</p> <p>(e) giving encouragement and other support to activities that benefit the social or economic life of communities living near designated installations..."</p> <p>Section 9 - General duties when carrying out functions:-</p> <p>"(2) It shall also be the <b>duty of the NDA</b>, in carrying out its functions-</p> <p>(a) to promote, and to <b>secure</b>, the <b>maintenance and development</b> in the United Kingdom of a <b>skilled workforce</b> able to undertake the work of decommissioning nuclear installations and of cleaning up nuclear sites;</p> <p>(c) <b>to secure</b> the adoption of what it considers to be <b>good practice</b> by the persons with control of designated installations, designated sites and designated faculties; and</p> <p>(d) subject to subsection (1) and to paragraph (a) to (c) of this subsection <b>to secure value for money</b> in its dealings with others."</p>	<p>This was published in November 2008 (v1.0), and was borne out of the Energy Act requirements.</p> <p>The proposed People Strategy has evolved from the skills and capability strategy, and will provide the a coherent approach.</p>	<p>The People Strategy will also meet the requirement of the NDA Strategic Objective Nos. 19 &amp; 21, Capability &amp; Infrastructure.</p> <p>- SO19 Capability defined as: Established capability within the NDA and the supply chain to deliver the NDA mission and all the strategic objectives (right sized/right shaped sector).</p> <p>- SO21 Provision of National Nuclear Infrastructure defined as: There is sufficient capability with the National Nuclear Infrastructure to support the support long term UK requirements</p>	<p>This report is the first in a series of outputs from the Sector Skills Council that will reflect the labour market demands for the nuclear industry as a whole including decommissioning, new build, defence and waste management. It sets out workforce requirements for all sectors, regions and nations at skill level, age profile and job roles highlighting critical issues which will need to be addressed within the NDA People Strategy.</p>

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## 1.6 Stakeholders

Key stakeholders are as follows:-

NDA Estate	Others
PBOs	DECC
Dounreay Site Restoration Ltd (DSRL)	OND
Magnox North	NII
Magnox South	EA
Springfields Fuels Ltd (SFL)	SEPA
Sellafield Ltd	Other Regulators
RSRL	Trade Unions
LLWR	National Skills Academy for Nuclear (NSAN)
	Cogent
	NDA National Stakeholder Group
	SSGs
	Planning Authorities

## 1.7 Expected Benefits

The following are the expected benefits:-

ID		Benefit Description
<b>B1</b>	<b>Provision of competent &amp; skilled workforce across the NDA estate.</b>	A suitably trained and skilled workforce equipped with meeting the current and future demands of the NDA estate and the national nuclear requirement.
<b>B2</b>	<b>Transferable and re-deployable skillsets &amp; resources.</b>	A mobile workforce whose skills can be transferred internally across the NDA estate, i.e. from SLC to SLC and to external nuclear industries such as MOD, BE or new build.
<b>B3</b>	<b>Value For Money in terms of:-</b> <ul style="list-style-type: none"> <li>▪ <b>Increase in efficiency.</b></li> <li>▪ <b>Economies of scale through consolidation.</b></li> <li>▪ <b>Improved turnover rates.</b></li> </ul>	<p>A collaborative approach will inevitably produce efficiency savings as SLCs will be doing something once and then sharing the learning rather than constructing several individual solutions to the same problem.</p> <p>Collective buying power will produce cost savings at the macro-level.</p> <p>Better skilled staff will have more opportunities to move into other nuclear industries such as new build, BE, MOD etc, thus ensuring a</p>

	<ul style="list-style-type: none"> <li>▪ <b>Improved supply chain capability.</b></li> <li>▪ <b>PVP assistance</b></li> </ul>	<p>recycling of the talent and skill pool.</p> <p>Part of this recycling of skills and talent will mean staff moving into the supply chain; and also a better understanding of the supply chain, i.e. developing an intelligent customer capability better equipped with dealing with the supply chain.</p> <p>This programme will help the SLCs demonstrate their commitment to their LTPs are optimised, and that they extracting maximum value from the estate.</p>
<b>B4</b>	<b>Socio-economic contribution.</b>	A by-product of skilling the workforce will be a socio-economic impact in the regions around the SLCs produced by establishing the educational and training infrastructure.
<b>B5</b>	<b>Future-proof state of the art infrastructure.</b>	<p>The infrastructure required for providing the required training and education to the workforce and its successors will state of the art and will embrace the latest technology, and equipment. The infrastructure will be designed to cater for both current and long term future demands.</p> <p>Funding leveraging opportunities, such as NDA seed money producing up to five times external funding from various sources, i.e. NWDA, Scottish Funding Council, ERDF etc.</p>
<b>B6</b>	<b>Fulfils EA obligations.</b>	Fulfils the NDA's obligations under the Energy Act - see section 1.5 for further detail.
<b>B7</b>	<b>Fits into NDA 21 Strategic Objective no.19 Capability &amp; 21 Infrastructure.</b>	Fulfils the requirements of SO 19 & 21 as described in section 1.5
<b>B8</b>	<b>A demonstrable estate wide LTP.</b>	As resources form a key, if not, indispensable part, of the LTP for each of the SLCs, the programme will allow further robustness and rigour applied to its evaluation.

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### 1.8 Key Risks

ID	Risk Description	Mitigation
R1	<b>Lack of SLC buy-in &amp; commitment.</b>	<ul style="list-style-type: none"> <li>▪ Seek approval of PBOs.</li> <li>▪ Ensure controlling body or programme board s made up of PBO directors and they feed directly back to their Executive Team.</li> <li>▪ Engage SLC personnel in all aspects of programme, and ensure SLCs lead sections of programme.</li> </ul>
R2	<b>Programme becomes too ambitious and unwieldy.</b>	<ul style="list-style-type: none"> <li>▪ Keep approach simple.</li> <li>▪ Define clear deliverables and timelines.</li> <li>▪ Ensure accountabilities and ownership is identified for all deliverables.</li> </ul>
R3	<b>Projects/Initiatives conflict with M&amp;O contract.</b>	<ul style="list-style-type: none"> <li>▪ Ensure interfaces are clearly defined with M&amp;O contract and relevant site facing teams.</li> </ul>
R4	<b>NDA seen to be verging on controlling mind.</b>	<ul style="list-style-type: none"> <li>▪ Deliver programme through SLCs.</li> <li>▪ Ensure NDA provide a co-ordinating role only.</li> <li>▪ Programme Board to be made up of SLC Directors provide check and balance.</li> </ul>
R5	<b>Funding constraints.</b>	<ul style="list-style-type: none"> <li>▪ Business cases to be produced for any projects or initiatives initiated complete with financial analysis.</li> <li>▪ Funding approvals to be sought through M&amp;O contract or via NDA direct.</li> </ul>
R6	<b>Competition from other industries for skilled workforce.</b>	<ul style="list-style-type: none"> <li>▪ Nuclear industry worker's terms and conditions to remain competitive.</li> <li>▪ Demonstrable future for the right skilled individuals.</li> </ul>

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## 1.9 Initial Opportunities

ID	Opportunity	Benefit
O1	<b>Estate-wide Demand Management</b>	<ul style="list-style-type: none"><li>Realise potential cost savings through efficiency.</li><li>Promote inter-SLC trading.</li></ul>
O2	<b>Innovation Event</b>	<ul style="list-style-type: none"><li>Promote cultural change through adopting existing best practice from Magnox North.</li><li>Enable SLC employees to buy-in to new ways of working and thinking.</li></ul>
O3	<b>Best Practice</b>	<ul style="list-style-type: none"><li>Introduction of estate wide Best Practice via reviewing internal practices within the SLC and externally at outside world.</li></ul>
O4	<b>Consolidated approach to training, and subsequent procurement thereof.</b>	<ul style="list-style-type: none"><li>Deliver programme through SLCs.</li><li>Ensure NDA provide a co-ordinating role only.</li><li>Programme Board to be made up of SLC Directors provide check and balance.</li></ul>
O5	<b>Inter-SLC Trading</b>	<ul style="list-style-type: none"><li>Maintenance of skillsets and capabilities.</li><li>Knowledge transfer.</li><li>Cost savings realised through efficiencies.</li></ul>
O6	<b>Utilisation of Existing Capabilities</b>	<ul style="list-style-type: none"><li>Better utilisation of capabilities such as the Sellafield Risley Engineering office.</li><li>Maximisation of investment in Energus.</li></ul>

### 1.10 Scope

The scope of the People Strategy is confined to directly supporting the NDA and its SLCs. However, as the case for change indicates, others including the supply chain, other nuclear sectors, deliver partners and stakeholders will need to be engaged at various points to ensure application, outputs and benefits realisation are achieved.

### 1.11 Constraints

- Possibly funding associated with economic downturn/PVP etc.
- Timing needs to be developed to be integrated with NDA Strategy II requirements

### 1.12 Dependencies

- COGENT research programme
- National Skills Academy for Nuclear infrastructure support and 5 Year Business Plan
- Trade Unions buy-in.
- Regulatory buy-in.

# Chapter 2/3 The Economic Case parts I/II (Stage A) ‘Credible Options’ (Stage B) ‘Preferred Option’

## 2.1 Critical Success Factors

The CSFs for the Strategy are:-

ID	Description of CSF
F1	Collaborative working culture amongst the SLCs.
F2	Competent & skilled workforce across NDA estate.
F3	Transferable and mobile skills & capability.
F4	Underpinning of NDA mission/LTP delivery.
F5	Integrated infrastructure.
F6	SLC opportunities to engage with or set up spin off enterprises, such as Energus etc.
F7	Socio-economic contribution.
F8	Movement of resources to meet demand within the NDA estate.
F9	Demonstrable Best Practice (exemplar).
F10	Enhanced supply chain capability.
F11	Movement of resources into national nuclear industry (out with NDA estate).

## 2.2 Options

The following options are available for to meet the above CSF's and realise the benefits described in Section 2.

### Option 1 - Do Nothing.

This basically means maintaining the status quo, i.e. let each individual SLC run its own skills and capability strategy in accordance with its agreed Lifetime Plan.

### Option 2 – Encourage SLCs to Perform Strategic Initiatives

This would involve incentivising the SLCs to work collaboratively, through financial drivers (fee and PBIs).

### Option 3 – NDA to Co-ordinate Collaborative Working

Here the NDA would support the co-ordination of SLC activity, assist in any potential M&O conflicts and also ensure the outcomes of the initiatives are delivered. Basically the NDA acts as an objective co-ordinator ensuring all participating SLCs benefit from the Strategy,

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but at the same time ensuring it stays focused on helping to meet the requirements of the overarching NDA strategy.

**Note: The fixed overhead initiative, to be launched April 2010 will have a major impact in all three options, however maximum benefit will be obtained through the approaches outlined in Options 2 & 3.**

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### Qualitative Analysis

Items	Option 1 – Status Quo	Option 2 – Encourage SLCs to Perform Strategic Initiatives	Option 3 – NDA to Co-ordinate Collaborative Working
Pros	1. None.	<ol style="list-style-type: none"> <li>1. Realise efficiency savings through collaborative approach.</li> <li>2. Clear SLC ownership.</li> </ol>	<ol style="list-style-type: none"> <li>1. As NDA have no particular position except obtaining VFM, it means the initiative maintains focus.</li> <li>2. Centralised “neutral” co-ordinated approach to achieve agreed outcomes.</li> <li>3. SLCs have confidence that outputs or recommendations will have clear NDA champions.</li> <li>4. Any potential M&amp;O contract conflicts can be managed, and avoided.</li> </ol>
Cons	1. Status quo, i.e. no forward thinking.	<ol style="list-style-type: none"> <li>1. M&amp;O contract does not recognise collaboratively working so difficult for SLCs to claim savings.</li> <li>2. No real lead amongst the SLCs.</li> <li>3. Potential for disagreements.</li> <li>4. Nothing binding SLCs to participate.</li> <li>5. NDA SFT’s not set up for managing collaborative initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>1. SLC perception that it is an NDA initiative, and therefore SLCs are not accountable or responsible for delivery.</li> <li>2. Perception that NDA may be straying into controlling mind.</li> </ol>
Risks	<ol style="list-style-type: none"> <li>1. No real innovation in terms of working and thinking, and does not promote cultural change.</li> <li>2. Expected benefits cannot be realised.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiative becomes too complex and overambitious.</li> <li>2. SLCs do not participate or engage fully.</li> <li>3. Initiative becomes too bureaucratic or democratic so that no decisions are made.</li> <li>4. Initiative becomes a talking shop.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiative becomes too complex and overambitious.</li> <li>2. SLCs do not participate or engage fully.</li> <li>3. Initiative becomes a talking shop.</li> </ol>

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ID	Description of CSF	Weighting	Option 1	Option 2	Option 3
F1	Collaborative working culture amongst the SLCs.	15	0 (0)	4 (0.27)	5 (0.3)
F2	Competent & skilled workforce across NDA estate.	15	0 (0)	4 (0.27)	5 (0.3)
F3	Transferable and mobile skills & capability.	15	0 (0)	3 (0.2)	5 (0.3)
F4	Underpinning of NDA mission/LTP delivery.	10	5 (0.5)	5 (0.5)	5 (0.5)
F5	Integrated infrastructure.	10	0 (0)	3 (0.3)	4 (0.4)
F6	SLC opportunities to engage with or set up spin off enterprises, such as Energus etc.	10	1 (0.1)	3 (0.3)	3 (0.3)
F7	Increased manpower turnover within the industry.	10	1 (0.1)	3 (0.3)	3 (0.3)
F8	Best in practice (exemplar).	5	0 (0)	3 (0.6)	3 (0.6)
F9	Enhanced supply chain capability.	5	2 (0.4)	3 (0.6)	3 (0.6)
F10	Movement of resources into national nuclear industry (out with NDA estate).	5	1 (0.2)	2 (0.4)	3 (0.6)
	<b>Total</b>	<b>100</b>	<b>1.30</b>	<b>3.74</b>	<b>4.21</b>

### Assessment Criteria

Score	Description of Criteria
0	Does not meet CSFs.
1	Minimal CSFs are met.
2	25% of CSFs are met.
3	50% of CSFs are met.
4	75% of CSFs are met.
5	All CSFs are met.

### 2.3 Recommendation

From both the above assessment against the CSFs and the pros and cons analysis it can be seen that **Option 3** is the **best** option. However, it must be stressed that the work would be co-ordinated by the NDA, but delivered through the SLCs.

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### 2.4 Stakeholder Engagement Plan

Key stakeholders were widely consulted with the Skills and Capability Strategy and as the People Strategy evolves the same group for peer review and comment will be utilised. To date a working group consisting of NDA HR Director and Business Partners, SLC HR Directors or senior SLC HR deputies, Site Facing NDA Assurance Directors, NDA specialist functions (e.g. Skills and Agency Supplied Worker areas) and the National Skills Academy for Nuclear CEO have been used in an advisory capacity to determine the rationale and initial scope. A Project Board, Delivery Team and Advisory Group are now in place to take the work forward.

The People Strategy will be developed and consulted on through the People Strategy Programme Board (all SLCs), Advisory Group (stakeholders e.g. National Skills Academy for Nuclear, Cogent SSC, Trade Union representation etc.) and at the National Stakeholder Group.

### 2.5 Communications plan

The Communications plan for this area of Strategy is directly linked to the SO21 Programme (SO19 Capability) Communications and Engagement Plan (Annex1). The purpose of this chapter is to provide a clear and concise record of the options selection process supported by reference to more detailed reports as appropriate. It should clearly identify:

- All the potential options considered.
- The options that are being considered for further evaluation (the credible options).
- The value they deliver.
- Justification for the selection of credible options including reference to supporting sensitivity analyses and risk assessments.

Options should be assessed in accordance with the guidance given EGG 08 and it may be appropriate to consider ranges of outcomes rather than seeking a single answer.

To minimise the amount of text, and aid understanding, diagrams and tables should be used where practicable. To support selection of preferred options cost benefit graphs should be provided, along with any non quantified benefits or detriments. Alternatively tabular representations of impact on value framework attributes can be used.

# Chapter 4 The Commercial Case (Stage C) 'Approvals'

## 4.1 Contracting Options

### **Procuring the Programme**

The programme will be set up and managed through the existing M&O contracts with the SLCs.

The NDA Site Facing Teams will be informed and the approach for interfacing and communicating progress agreed.

### **Procurements during the Programme Lifecycle.**

The programme will be set up and run in accordance with section 5.

If funding is required for any part of the programme, to fund a project or an initiative for example, and it is outside the SLC's ASFL then an individual business case will be produced & processed in accordance with the M&O contract sanctioning requirements.

### **Shared Services Alliance (SSA)**

Links have been established with the SSA.

All collaborative procurements will be performed via the SSA. This approach will enable synergies to be exploited using existing initiatives.

# Chapter 5 The Financial Case (Stage C) 'Approvals'

### 5.1 Expected Savings

As the Strategy is in its early stages of development, it is difficult to perform a quantitative analysis of the financial benefits that can be delivered. However some examples have been given in areas where there is a potential of significant cost saving.

The Strategy will be based on three key principles, rationalisation, consolidation and standardisation. Potential savings will be estimated on a worst, base and best case basis.

Savings are expected through:-

### 5.2 Collaborative working

Rather than seven individual SLCs performing a piece of work, it is done only once and the outputs of that work shared or implemented (as the case may be) by the other SLCs.

One of the initial pieces of work which will be undertaken will be to take account of SLC funding included in the LTPs with particular reference to:-

- HR Overhead budgets.
- Capital spends.
- Operational spends.
- Spends on ASWs.
- Spends on CSWs.
- Training related spends.
- Recruitment related spends.
- All associated expenditure.
- Severance funds.

This will give a snapshot of the current financial situation, a benchmark against to assess future efficiencies.

### 5.3 Economies of Scale, i.e. increased buying power

Major Procurements, i.e. having the buying power of seven SLCs as opposed to one.

Here savings will be twofold:-

- By being more substantial and therefore getting better deals from suppliers;
- Savings on the fixed overhead costs, i.e. by not performing several individual procurement exercises.

Conservative savings of 10% p.a. are not uncommon here.

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### 5.4 Savings through Initiatives/Projects

These savings will be realised through collaborative initiatives, such as Agency Supplied Worker (ASW) & Contractor Supplier Workers (CSW) Demand Management; Maximisation of engineering capability at Risley & Inter-SLC Trading etc.

#### **Example 1: Demand Management.**

The current annual spend on ASWs across the NDA estate is ca £100m plus.

By putting in place a demand management process based on reviewing available resource across all departments within the SLC, and then that on offer from other SLCs prior to going to the supply chain, could yield conservatively a 10% saving, i.e. **ca £10m p.a.** These savings could further be compounded by the fact that the resource in the SLCs on offer has already been costed in the SLC overhead, therefore theoretically the resource could be supplied at zero cost (in reality some commercial arrangements will have to be put in place for inter-SLC trading).

The above basically **assumes that only 10% of the ASW/CSW effort is reduced** by this approach. Far greater savings could be realised once arrangements have been established for a couple of years and people get used to the new way of working.

SLC benefit: Claim efficiency savings, and overhead cost reduction targets.

#### **Example 2: Enabling Magnox workforce to transition over to new-build.**

The NDA is currently engaged with Energy Solutions as the PBO for Magnox North to review options and opportunities within their operations in North Wales. An element of this will include human resources in respect to potential extended and accelerated work packages coupled to the expected start time for nuclear new build operations. Therefore, whilst at an early stage and dependant on a number of safety, strategic and political decisions, there is potential to realise benefits within the NDA People Strategy.

Maintaining and developing a nuclear skills base within North Wales is crucial to the new build programme, crucial to the local economy and crucial in growing high end skills within the indigenous workforce. From the point of view of any potential nuclear developer, minimising this potential skills gap would minimise a risk to the new build project and active Government intervention to bridge this gap would send very positive signals to the investment community. Moreover, by extending the life of Wylfa and speeding up the clean-up at Trawsfynydd, we can also tailor the skills training for the new reactor plant programme by utilising the existing sites. Through working together in a joined-up way, the industry, the Government, and other organisations, such as the sector skills council, can ensure that there is a continuous match between supply and demand. The right people, with the right skills, can be transitioned at the right times from the old sites to the new, maximising the benefit to the local labour market and giving industry the certainty it needs on future workforce.

In summary, whilst a full benefits realisation will need to be carried out it is believed that there are efficiencies and cost savings to be made by retaining staff until new opportunities arise (lower cost than redundancy), secondment to recall if needed for later decommissioning (labour leasing) selling capabilities, stopping VST, socio-economic / political credibility, contribution to UK nuclear, social costs (benefits, health etc.).

#### **Example 3: Inter-SLC Trading.**

This specific example focuses on technical/engineering capability within the SLCs, however the same

philosophy can be applied to any other areas of business where there is duplication across the NDA estate, and where there are potential Centres of Excellence have developed within the SLCs. It is these capabilities or Centres of Excellence that this initiative would look to exploit.

There are many common SLC issues in terms of approach to the formation and production of solutions to challenges presented by the specific sites. They fall into many categories such as Procurement, Engineering, Safety Case Production, Governance, Independent Review/audit, IT, Project Controls, Project Management, Waste Retrieval Processing & Storage, Plant Dismantling, Plant Operations, Plant Maintenance, Research and Development, Asset Management etc.

Specific examples are:

<b>Sludge retrieval &amp; processing</b>		
<b>At Sellafield</b> B41 B30 B29 B27	<b>At Dounreay</b> Silos Shaft	<b>At Magnox</b> Storage Ponds Ion Exchange Resins
<b>Remote ILW Retrieval &amp; Processing</b>		
<b>At Sellafield</b> B38 B41 B243	<b>At Dounreay</b> Silo Shaft	<b>At Magnox</b> FED MAC

Whilst there are issues which can be specific to each site the basic principles adopted, or process applied for developing and arriving at a solution would almost certainly be beneficial to other sites. Similarly experience of design teams, commissioning and operations teams and decommissioning teams is equally invaluable. The knowledge itself can be easily transferred. A process or system for moving the people round or procuring support from each site would also most likely prove invaluable.

Again an inter-SLC trading process would encourage the developed capability to be sold from one site/SLC to another. In addition to cost savings, it would also provide benefits in terms of:-

- Mobility of workforce.
- Transfer of skills and knowledge across the NDA estate.
- Maintenance of skills and capability.

#### **Example 4: Innovation**

The success of the I4 programme established by Magnox North will be built upon. The NDA wish to hold a national event recognising innovative ideas and solutions from each SLC. Although the majority of the benefits are intangible, in terms of cultural change, encouraging new ways of working and thinking, there are considerable cost savings to be had.

## People Strategy

### 5.5 Costs of Programme

Each entity, i.e. NDA & SLCs will bear its own costs to participate in the Strategy. The related programme will be managed in such a way so as to deliver direct benefit to the SLCs, and overtake some of the “day-job” activities. Hence the programme will not be a cost burden to its participants.

### 5.6 Funding Strategy

#### 5.6.1 Hierarchy of Funding

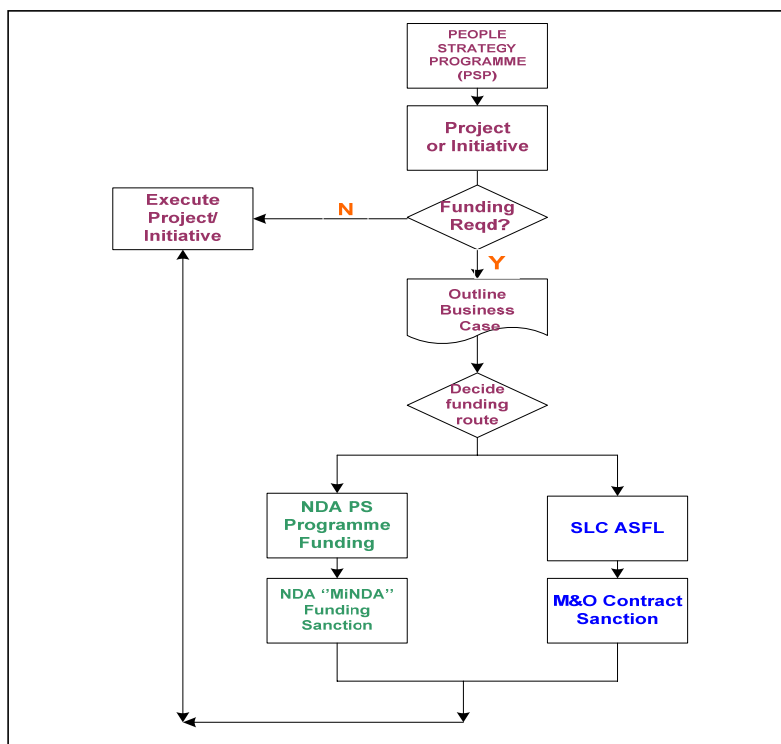
Funding requests will be handled as follows:-

- i. Review SLC funding – what funding is available from SLC LTPs; or will funding be made available once the initiative is implemented?
- ii. Review collective funding opportunities; i.e. funding being released from the LTP through efficiency savings.
- iii. Other external potential funding streams.
- iv. NDA to fund.

#### 5.6.2 Process Flow

Where additional funding is required to perform a collaborative initiative or project, then a business case will be produced and taken through the necessary sanctioning process in accordance with the M&O contracts, championed by the NDA programme management team see diagram in Fig 5.6.2.1 below.

Fig 5.6.2.1 Flowchart showing funding route.



## People Strategy

### 5.6.3 Performance Bonus Incentives (PBIs)

Historically annual PBIs have been set with all SLCs for development, implementation and participation in Skills and Capability Strategy initiatives. To date they have focussed on benefits to the individual SLCs. The SLCs have successfully achieved the objectives required. However, it has been agreed that PBIs for this area are no longer appropriate and other performance measures within Business Scorecards and Key Performance Indicators will be agreed in due course.

## Chapter 6 The Management Case (Stage C) 'Approvals'

### 6.1 Management of Programme

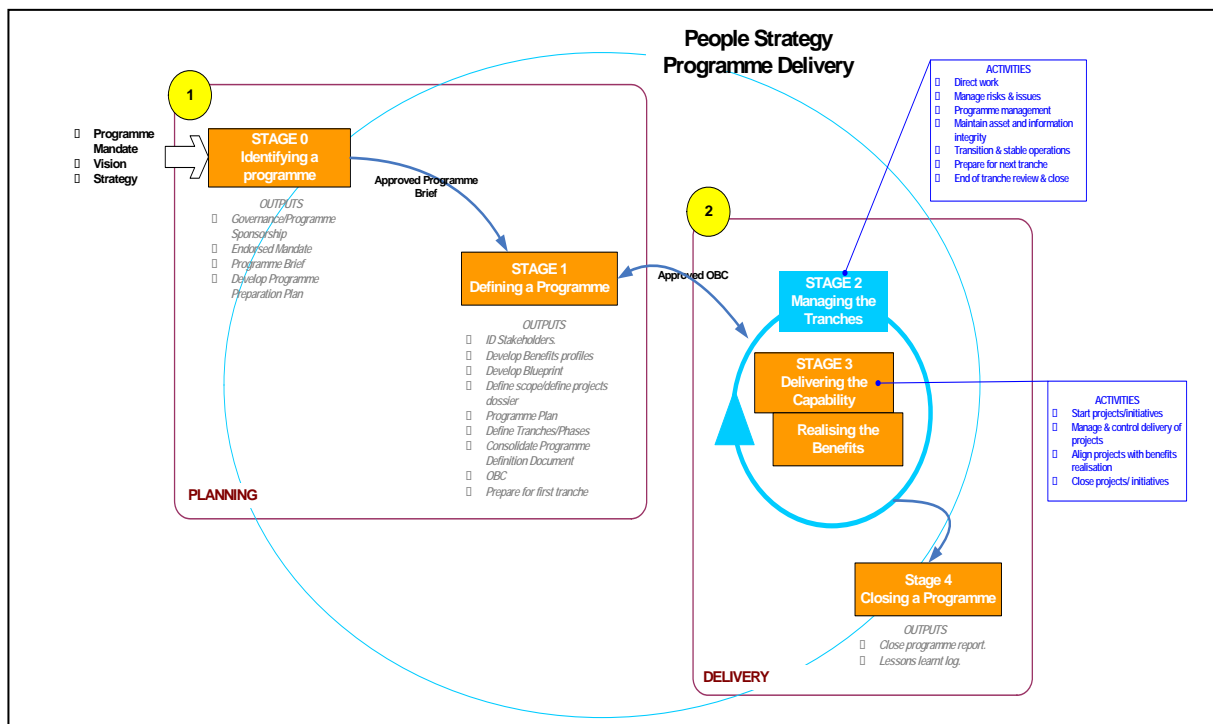
The People Strategy will be managed as a programme using a light touch of the MSP (Managing Successful Programmes) methodology.

The programme will be delivered in five distinct stages:-

- Stage 0 Identifying a Programme
- Stage 1 Defining a Programme
- Stage 2 Managing the Tranches or Phases
- Stage 3 Delivering the Capability
- Stage 4 Closing the Programme

The overall programme will be viewed over a 5 years plus basis, however deliverables/outcomes will be delivered on short, medium and long term basis.

- Short Term – 0 to 12 months.
- Medium Term – 12m to 3 years
- Long Term – 3 years onwards



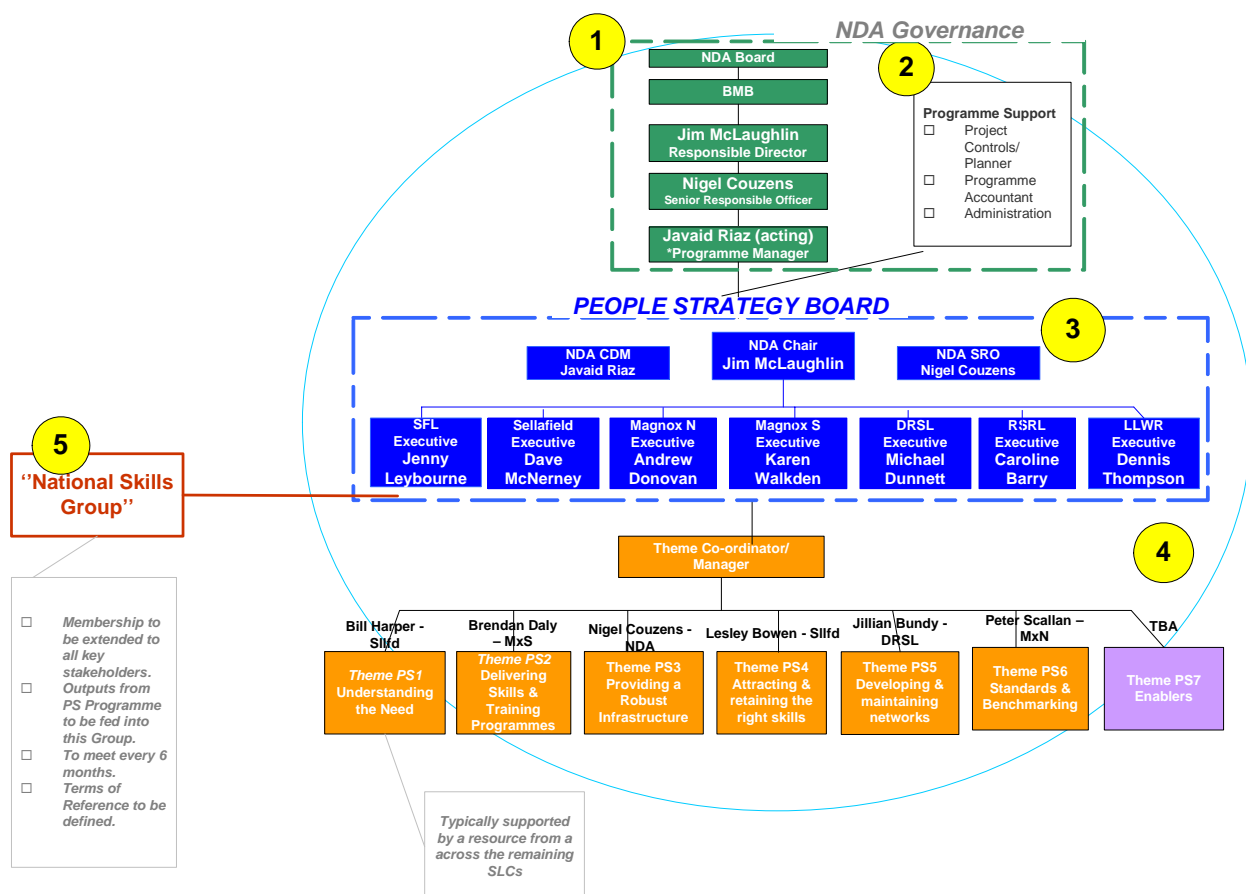
# People Strategy

## 6.2 Programme Governance & Organisation Structure

### Key Points

- The NDA will be accountable for the People Strategy as part of its overall Strategy.
- The People Strategy Board (PSB) will be responsible for the development, approval and delivery of strategy.
- The Programme Manager supported by the Theme Managers will develop the implementation plans, with sign off and resource allocation responsibility residing with the People Strategy Board (PSB).
- The Programme Manager supported by the Theme Managers will oversee the management of the various projects/initiatives.
- Each individual SLC representative will be responsible for feeding back/implementing agreed plans through their own SLC.
- The priority will be to meet NDA estate wide resource demands but opportunities will be explored to work with the wider nuclear sector (e.g. new build, supply chain etc.) to manage resource demands and available supply.

This governance and organisation structure is given below.



## People Strategy

### 6.3 Programme Objectives

- To determine the Programme structure and delivery model by September 2009.
- To gain approval of the model from NDA and SLC HR Directors by October 2009.
- Initiate a programme management framework by September 2009.
- To establish a scope and schedule of activities with appropriate milestones by October 2009.
- To deliver a draft NDA People Strategy for consultation by December 2009.
- Identify resources and activities to support work packages by December 2009.
- To deliver the desired outcomes as simply and with little bureaucratic process as possible however recognising the M&O contract and the respective SLC own governance constraints.

### 6.4 Programme Outcomes

The following are preliminary Outcomes and will be developed further:-

- Collaborative working culture amongst the SLCs.
- Competent & skilled workforce across NDA estate.
- Transferable and mobile skills & capability.
- Underpinning of NDA mission/LTP delivery.
- Integrated infrastructure.
- NDA/SLC personnel move off site into spin off enterprises, such as Energus etc.
- Socio-economic contribution.
- Increased manpower turn-over within the industry.
- Best in Practice (exemplar).
- Enhanced supply chain capability.

### 6.5 Programme Schedule

A programme schedule detailing outlining the deliverables of the associated workpackage scopes has been produced and is reported to the People Strategy Board. This also includes details of stakeholder engagement / review and approvals.

In order to meet the SMS timescales the following dates for submission of the Strategy is as follows:

SAF	Review documentation	30/11/09
SAF	Review documentation	26/04/10
SDDG	Strategy review	April 2010
SCB	Strategy review	June 2010

# People Strategy

## 6.6 Risk Management

A detailed risk register for the programme is in place covering the areas mentioned in the Strategic Case and additionally areas of significant impact in the associated workpackages. The People Strategy Board monitors the risk register. Those risks which are appropriate to the NDA risk management system have been incorporated and are managed within the NDA risk process.

## 6.7 Benefits Realisation and Post Investment Appraisal

To support the benefits identified in 1.7, a quantitative and qualitative realisation matrix will be established after all the workpackages are fully scoped, prioritised and agreed by the People Strategy Board.

All existing investments e.g. Energus, Dalton Cumbria facility etc. have a benefits realisation structure in place and will complete a post investment appraisal as part of the relevant project closure process. The same principles will apply to future activities including the examples identified in 5.4.

## 6.8 References

- NDA Skills and Capability Strategy November 2008
- NDA Board Paper 'NDA Estate Wide People Strategy' January 2009
- NDA People Strategy Programme Board Terms of Reference dated 07/10/09
- NDA People Strategy Delivery Proposal P6 dated 04/08/09
- NDA People Strategy Programme Mandate dated 17/10/09
- NDA People Strategy Programme Brief dated 06/10/09
- NDA People Strategy Programme Plan dated 12/10/09
- NDA People Strategy Document v1.5 dated 28 January 2010 – Annex 2
- NDA People Strategy Activity Delivery Summary (SHORT TERM) – Annex 3

## People Strategy

### Annex 1

#### Communications and Engagement Plan:

Due to the level of maturity of this programme the communications and engagement plan will be developed as the programme matures.

**Owner** Bill Hamilton

**Title** SO21 Communications Plan (SO19 Capability)

**Owner** Bill Hamilton

**Context** The NDA's future funding depends on its ability to provide clarity about its programmes of work, and how well it delivers against these programmes. As a communications tool, SO21 supports this process. This overarching stakeholder and communications plan will link to specific plans and programmes across the estate on capability issues as they emerge

#### Objectives

- Communications to be low-key and informal
- Build understanding and support for the SO21 programme
- Ensure stakeholders understand the programme brings clarity to NDA operations
- Promote approach as being one of evolution rather than revolution
- Incorporate the views of stakeholders
- Use programme's output to shape overall communications activities going forward

## People Strategy

Audience	Messages	Activity	Time	Owner	Links
Treasury BERR/SHEX Scottish Executive WAG	<ul style="list-style-type: none"> <li>Provides clarity on delivery targets for next 15-20 years</li> <li>Different way of looking at challenges</li> <li>Allows for improved performance measurement</li> <li>Helps to highlight value we deliver</li> <li>Business as usual</li> </ul>	Already discussed. Regular updates on progress		Senior End User/SRO	
NDA Board	<ul style="list-style-type: none"> <li>Provides clarity on delivery targets for next 15-20 years</li> <li>Different way of looking at challenges</li> <li>Allows for improved performance measurement</li> <li>Business as usual</li> </ul>	Approved by Board. Regular updates on progress		Senior End User/SRO	

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SDDG	<ul style="list-style-type: none"> <li>• Business as usual</li> <li>• Clarity of focus for next 15-20 years</li> <li>• Aligns whole NDA estate for common purpose</li> </ul>	Regular updates and/or briefings		Senior End User/SRO	
NII					
SEPA					
OCNS					
EA					
DfT					
PBO Board	<ul style="list-style-type: none"> <li>• Business as usual</li> <li>• Clarity of focus for next 15-20 years</li> <li>• Aligns whole NDA estate for common purpose</li> </ul>	Regular updates and/or briefings		SRO	
Magnox North Board					
Magnox South Board					
NMP Board					
Sellafield Ltd Board					

## People Strategy

SLCs					
British Energy Supply chain SLC suppliers	<ul style="list-style-type: none"><li>• Business as usual</li><li>• Clarity of focus for next 15-20 years</li></ul>	Briefings if necessary			

## People Strategy

<p>NDA Project Managers and teams</p> <p>NDA staff</p>	<ul style="list-style-type: none"> <li>• Business as usual</li> <li>• Clarity of focus for next 15-20 years</li> </ul>	<p>Intranet, weekly and monthly briefings</p>			<p>Project Manager and/or Internal Communications Manager</p>
<p>NuLeaf</p> <p>County and district councils</p> <p>Parish/community councils</p> <p>SSGs</p> <p>Local communities</p>	<ul style="list-style-type: none"> <li>• Business as usual</li> <li>• Clarity of focus for next 15-20 years</li> </ul>	<p>Regular briefings if necessary</p>			<p>Comms Manager</p>

Annex 2 – NDA People Strategy Document approved by the People Strategy Board Feb 2010

# People Strategy

## Contents

1. Introduction
2. Background
3. Vision
4. Benefits
5. The People Strategy Programme
6. Key Strategic Themes and Objectives
7. Interfaces
8. Stakeholder Engagement
9. Looking Forward
10. Related Documents

### 1.0 Introduction

The NDA recognises people with appropriate skills and capabilities are essential for delivering its Mission successfully. It is not only an obligation within the Energy Act 2004 to ensure that there is a skilled workforce available to undertake the work of decommissioning, but a fundamental principle to the success of the organisation, the Site Licence Companies (SLCs) and a responsive supply chain.

The launch of the NDA Skills and Capability Strategy in November 2008 demonstrated the significant progress that had been made in the development and implementation of skills initiatives since the start up of the NDA, and outlined the continued commitment to work with our contractors, supply chain and stakeholders to deliver our Mission through a focussed Action Plan. That Strategy and Action Plan is now well embedded, progressing the expected outcomes and has played a major part in shaping, influencing and contributing not only to the NDA estate but also the Policies, Strategies and Business Plans of other stakeholders.

Building on the success of the Skills and Capability Strategy we have now broadened its scope to encompass a more joined up approach to resource planning across the estate with a view to explore the barriers to mobility of the workforce; identify and share good practice; and, produce a common approach within the NDA and SLCs of Human Resource related issues.

The NDA People Strategy is based on a common Vision delivered through Strategic Themes with 'SMART' objectives and prioritised deliverables. Through a collaborative approach which encourages the estate to work together and act as one where appropriate, many benefits can be expected. Whilst each entity will be responsible for the operation and management of its own workforce, the opportunities for assets, facilities and people to function with a common aim will be realised in this Strategy. It will lead to a competent, skilled and capable workforce, greater efficiencies, cost savings, the establishment and sharing of good practice and a future proof training infrastructure which will ensure we have the right people in the right place at the right time.

As a public body, the NDA is supportive of and will, through this Strategy, make a significant contribution to the wider nuclear agenda and the skills policies of the UK Government and Devolved Administrations. Our participation in entities such as the National Skills Academy for Nuclear, Cogent Sector Skills Council and initiatives such as "nucleargraduates" and "Community Apprenticeships" demonstrates our commitment and action to working with all sectors in the nuclear industry and achieving the goals of raising skill levels of the UK workforce.

The NDA will act as the Strategic Authority with the strategy being delivered by the Parent Body Organisations and their respective SLCs supported by entities such as the National Skills Academy for Nuclear and its Provider Network, other employers in the nuclear sector and with the buy in from Trade Unions, Regulators and Government Departments.

## People Strategy

Stakeholder engagement and participation are key to the success of this Strategy. Well established and participative stakeholder networks are already in place. These networks will be used for further engagement to ensure the success of the Strategy.

A more coherent approach will also provide benefits in terms of efficiency increases whilst ensuring compliance to the NDA's obligations under the Energy Act 2004. It will remain the obligation of the SLCs to manage their own employees while the NDA will provide cross estate strategic guidance and co-ordination.

Finally, this Strategy is an integral part of the NDA Strategy. Further supporting and related documentation to this can be found within the NDA website.

## 2.0 Background

The importance of a skilled and competent workforce to meet the demands for nuclear decommissioning has been well documented in such areas as OECD Reports (2000), Coverdale (2002), Cogent (2009) and the NDA Skills and Capability Strategy (2008). To date, the NDA and its Site Licence Companies (SLCs) have responded well to the issues and concerns raised by identifying potential gaps, putting in place specific training programmes and investing significantly in infrastructure to ensure the workforce now and in the future can respond to changing needs.

All SLCs have developed Skills and Resource Strategies to meet their Lifetime Plan requirements to a consistent format and with common definitions. Whilst aimed at being working documents for the organisations and a measure of confidence in ability to deliver contractual obligations to the NDA, they are also publically available documents and should be a valuable source of information for external organisations in the locality of the associated nuclear sites.

Whilst good progress has been made in the content and delivery of the Skills and Resource Strategies, to date they have remained focussed and relevant to the appropriate Site Licence Company. The result of which has been seven SLCs producing individual strategies and implementing a multitude of initiatives, products and ways of working. Inevitably, this way of working ultimately leads to duplication of initiatives, ventures and ways of working/effort. The NDA mission needs Parent Body Organisations (PBOs) and SLCs to understand each others approach to ensure that best practice is understood and shared across the estate. Hence this new approach has been designed to maximise efficiencies based on employing techniques such as collaboration, rationalisation and consolidation of processes, systems and effort.

After consultation with various stakeholders it has been identified that the best value proposition to commit future resources and taking joint action to the creation of an NDA People Strategy would be in the following areas:

- Understanding the role of the NDA Skills and Capability Strategy and how this could be used to optimise opportunities for people across the estate;

## People Strategy

- Taking a more joined up approach to resource planning across the estate. This includes opportunities for job creation alongside the expected requirement for fewer overall employee numbers;
- Exploring the barriers to mobility that exist (both Inter and Intra site mobility). These being both technical (such as Pensions, severances or service related issues) and cultural (such as personal or location specific issues); and
- Understanding Reward strategies, especially the need to ensure that all SLCs are aware of others intended approach to help inform their own approach.

Additionally it is recognised that a key link exists with the NDA socio economic agenda and the People Strategy will ensure that opportunities (for example in new job creation) are leveraged to optimise the people issues.

### 3.0 Vision

Through a commitment from all SLCs and the NDA to achieve the rationale and drivers for a People Strategy the following Vision has been agreed:

***“Through collaboration, ensure the industry has the capability, resources and supporting infrastructure to carry out our Mission efficiently and more effectively.”***

In achieving the Vision there is a commitment to:

- Enable resource demands to be communicated across the estate to take advantage of surpluses and gaps in other areas;
- An approach to “inter SLC trading”;
- Ensure that skills and training requirements are understood and communicated in line with business needs;
- Identifying common training requirements and collaboratively procurement;
- Where needed, invest in infrastructure to ensure opportunities for progression or new ways of working;
- Estate and wider sector initiatives being explored and collectively committed to where appropriate;
- A shared approach to participation in relevant networks and events;
- Sharing of good practice is shared adopting where appropriate;
- Identifying methods and opportunities to enable mobility and transferability of resources; and
- Maximising socio-economic impact where possible.

Therefore, the People Strategy is focussed on achieving the following Outcomes:

- A competent & skilled workforce across NDA estate, with transferable and mobile skills and capability.
- Collaborative working culture amongst the NDA, PBOs and SLCs.
- Underpinning of NDA mission/LTP delivery.

## People Strategy

- An integrated and shared infrastructure.
- NDA/SLC personnel move off site into spin off enterprises, such as Energus etc.
- Supporting the socio-economic contribution.
- Increased manpower turn-over within the industry, and enhancing the supply chain capability.
- Best in Practice (exemplar).

### 4.0 Expected Benefits

The following are the expected benefits:

ID No	Benefit	Description
B01	Provision of competent & skilled workforce across the NDA estate	A suitably trained and skilled workforce equipped with meeting the current and future demands of the NDA estate and the national nuclear requirement.
B02	Transferable and re-deployable skillsets & resources	A mobile workforce whose skills can be transferred internally across the NDA estate, i.e. from SLC to SLC and to external nuclear industries such as MOD, BE or new build.
B03	Value For Money in terms of:- <ul style="list-style-type: none"> <li>▪ Increase in efficiency</li> <li>▪ Economies of scale through consolidation</li> <li>▪ Improved turnover rates</li> <li>▪ Improved supply chain capability</li> <li>▪ PVP assistance</li> </ul>	<p>A collaborative approach will inevitably produce efficiency savings as SLCs will be doing something once and then sharing the learning rather than constructing several individual solutions to the same problem.</p> <p>Collective buying power will produce cost savings at the macro-level.</p> <p>Better skilled staff will have more opportunities to move into other nuclear industries such as new build, BE, MOD etc., thus ensuring a recycling of the talent and skill pool.</p> <p>Part of this recycling of skills and talent will mean staff moving into the supply chain; and also a better understanding of the supply chain, i.e. developing an intelligent customer capability better equipped with dealing with the supply chain.</p> <p>This programme will help the SLCs demonstrate their commitment to their LTPs are optimised, and that they extracting maximum value from the estate.</p>
B04	Socio-economic contribution	A by-product of skilling the workforce will be a socio-economic impact in the regions around the SLCs produced by establishing the educational and training infrastructure.
B05	Future-proof state of the art infrastructure	<ul style="list-style-type: none"> <li>▪ The infrastructure required for providing the required training and education to the workforce and its successors will state of the art and will embrace the latest technology, and equipment. The infrastructure will be designed to cater for both current and long term future demands.</li> <li>▪ Funding leveraging opportunities, such as NDA seed money producing upto five times external</li> </ul>

## People Strategy

		funding from various sources, i.e. NWDA, Scottish Funding Council, ERDF etc.
<b>B06</b>	Fulfils EA obligations	Fulfils the NDA's obligations under the Energy Act.
<b>B07</b>	Fits into NDA 21 Strategic Objectives no.19 Capability & 21 Infrastructure	Fulfils the requirements of SO 19 & 21.
<b>B08</b>	A demonstrable estate wide LTP	As resources form a key, if not, indispensable part, of the LTP for each of the SLCs, the programme will allow further robustness and rigour applied to its evaluation.

## 5.0 The Implementation and Delivery of the People Strategy

Delivery of the People Strategy is defined through a robust "Programme", linked to the NDA Mission, reflected in Key Strategic Themes with SMART objectives leading to short, medium and long term outcomes, managed and delivered through strong partnerships with SLCs, the National Skills Academy for Nuclear, Cogent and other appropriate institutions, providers and stakeholders.

Within the Themes a number of activities have been agreed and are summarised in an accompanying Action Plan. They are key to the success of the Strategy and will be developed and delivered through the NDA, PBOs and SLCs and supported by the wider stakeholder network. Having been prioritised, the activities are designated as short medium and long term deliverables and will be implemented over the next 3-5 years. In the short term we expect to see significant progress on those high priority areas within 2010/11.

## 6.0 Key Strategic Themes and Objectives

The strategy is comprised of key Strategic Themes collectively representing the initiatives, investments and activities required to deliver the desired outcomes. They have been developed from those originally identified within the Skills and Capability Strategy updated and broadened and summarised below:

Key Theme	Objectives	Benefits
<b>1. Understanding the Need</b>	<ul style="list-style-type: none"> <li>To establish and understand the skills and capability demand across the NDA estate.</li> <li>To inform the SLC Lifetime Plans of expected resource requirements.</li> <li>To identify opportunities for inter site movement of resources and collaboration on recruitment and training.</li> <li>To inform the nuclear industry and other stakeholders support infrastructure of our demand.</li> </ul>	Underpins all Benefits
<b>2. Delivering Skills and Training programmes</b>	<ul style="list-style-type: none"> <li>To maximise the use of the NDA estate wide infrastructure and capability to deliver skills and training</li> </ul>	B01 B02

## People Strategy

	<p>programmes.</p> <ul style="list-style-type: none"> <li>To identify and share training materials and programmes.</li> <li>To collaboratively procure training materials and programmes with a common aim.</li> <li>To support development and implementation of “national” materials and programmes which add value.</li> </ul>	B03 B06
<b>3. Providing a Robust Infrastructure</b>	<ul style="list-style-type: none"> <li>Provide an appropriate physical infrastructure to support the development and delivery of skills and training demands of the NDA estate.</li> <li>To identify and summarise the NDA estate wide facilities.</li> <li>To work with and exploit the wider external provision and capability.</li> </ul>	Underpins all Benefits
<b>4. Attracting and Retaining the Right Skills</b>	<ul style="list-style-type: none"> <li>To identify, develop and implement initiatives to attract and retain required capabilities.</li> <li>To take account of and support educational development activities aimed at encouraging young people to take up STEM subjects.</li> </ul>	B01 B02 B03 B04 B06 B07
<b>5. Developing and maintaining Networks</b>	<ul style="list-style-type: none"> <li>To identify, prioritise and participate in networks within and external to the NDA estate which add value.</li> <li>Engage stakeholders to share best practice and influence strategy.</li> <li>To recognise, support and communicate success.</li> </ul>	B03 B06
<b>6. Standards and Benchmarking</b>	<ul style="list-style-type: none"> <li>Benchmark people related metrics across the NDA estate to highlight areas of good practice.</li> <li>Compare other sectors metrics to identify good practice.</li> <li>Compare the application of “Standards” to indicate where value for money is demonstrated.</li> </ul>	B03 B06
<b>7. Enablers</b>	<ul style="list-style-type: none"> <li>To identify and address barriers and enablers to fulfilling the Outcomes.</li> </ul>	Underpins all Benefits

## 7.0 Interfaces

Many of the outputs and deliverables within the People Strategy are aligned to support those organisations strategies, business plans and policies. The table below highlights where the people Strategy is making a contribution to the interfaces with other bodies and some of the specific activities which are supportive of their intent.

Organisation	Interface	People Strategy Contribution
Nuclear Decommissioning Authority	NDA Strategy (2006)  Parent Body Organisations and Site License Companies	The NDA Skills and Capability Strategy (2008) sets out how NDA Strategy is being fulfilled. This full scope of this work will be incorporated into the People Strategy.  As part of the shareholder arrangements and contractual obligations these bodies produce Resource and Skills Strategies aligned to supporting the NDA Mission and their own business requirements.

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National Skills Academy for Nuclear	5 Year Business Plan (2009) Operational Plan (2010)	The NDA has played a major role in the establishment and on-going delivery of the vision and objectives of the National Skills Academy for Nuclear. It will maintain its position on the Board and continue to assist in the promotion and development of its employer led status. It is supportive of its recently published plans and, where appropriate, will utilise the outputs to support the People Strategy across the NDA estate, collectively and on an individual basis.
Cogent Sector Skills Council	Sector Skills Agreement Renaissance Nuclear Skills Reports	Cogent plays an important role in representing the nuclear sector and the development of qualifications, standards and links to career pathways. Additionally the Labour market Research is an exceptionally important areas which influences the People Strategy. The NDA will maintain its position on the board and continue to support the implementation of the "Big Ticket" areas and contribute fully to the on-going development of the Skills Reports roll out.
UK Government	Energy Act 2004  Department for Energy and Climate Change  Department for Business Innovation and Skills	Part 1 Chapter 1, Section 7 - Supplemental Functions. Section 9 - General duties when carrying out functions.  DECC's Office of Nuclear Development (OND) will work with skills bodies, employers, universities and colleges to help identify skills shortages and gaps, and provide teaching, research and training. The People Strategy will inform and support this remit especially where outputs and deliverables can be applied the wider nuclear sector. (e.g. nucleargraduates)  Skills for Growth – the National Skills Strategy is complimentary to the People Strategy. Many of the Governments ambitions such as Apprenticeships Train to Gain and Higher Level Skills will be directly promoted, encouraged and supported within the NDA and its SLCs. Additionally, the NDA will act as an Apprenticeship Ambassador and where appropriate participate at Board level with Employment and Skills Boards.
Scottish Government	Education and Training	"Skills for Scotland - A Lifelong Skills Strategy" sets out the expectations of

## People Strategy

		employers, individuals and many others in realising their ambitions. The People Strategy directly supports this and encourages and has demonstrated positive commitment to achieving those expectations. Apprenticeships, bursaries and engineering skills infrastructure joint investments all are good examples of working together to a common aim.
Welsh Assembly Government	Department for Children, Education, Lifelong Learning and Skills	“Skills that Work for Wales” identifies a number of priorities with the strategy which are supported by the People Strategy. Skills for employment, demand for intermediate and higher level skills and addressing skills gaps in priority areas have all been supported in the North Wales areas directly by the NDA or through the SLC. School based initiatives, employee skills developments and infrastructure support and joint investments to the “Energy Island” have all made a significant contribution.
Britain’s Energy Coast	Britain’s Energy Coast Masterplan	The investments made to date by the NDA and others and those on-going through the People Strategy are key to the success of Britain’s Energy Coast. The Skills and Research section of the Masterplan aims to ensure that there is a supply of the skills needed to take advantage of changes in the nuclear sector and new energy markets. It is also geared towards providing new research and training facilities that will feed in directly to businesses to help them grow. The completion of Energen, development of the Dalton Nuclear Facility, University of Cumbria and other major investments now form part of the Energy Coast Campus programme Chaired by the NDA which will deliver these and many other initiatives to meet the aspirations of the Masterplan.

## 8.0 Stakeholder Engagement

Stakeholders play a critical role in the development and implementation of the People Strategy. Their consultation and inclusion in forming, supporting and delivery of the Strategy is essential in enabling action to be taken and progress made. The NDA by itself cannot make any of the deliverables in this Strategy achievable without the participation, either directly or collectively, of well informed and committed stakeholders. Therefore, the People Strategy is fully cognisant of its Stakeholders and will build on its approach to take

## People Strategy

account of those organisations, public sector bodies, communities and individuals who have an interest in its content and outcomes.

The following table sets out those stakeholders engaged and their relationship to the People Strategy:

Stakeholder	Interest	Engagement
Parent Body Organisations: NMP Limited Energy Solutions UKAEA Westinghouse UKNWN Ltd	Opportunities to improve efficiencies, maximise commercial opportunities and add value through "reachback"	NDA / PBO Partnering events People Strategy Programme Board
Site Licence Companies: Sellafield Ltd Magnox North Ltd Magnox South Ltd Dounreay Site Restoration Ltd Reactor Sites Restoration Ltd Springfields Fuels Ltd LLW Repository Ltd	Delivery of Lifetime Plans Sharing good practice Common training and HR issues Shared procurement Inter SLC / NDA resourcing opportunities	People Strategy Delivery team NDA National Skills Group NDA Site facing teams
Government: Shareholder Executive DECC/OND	Efficient usage of resources Opportunities to support wider nuclear agenda	Monthly Governance meetings "KIT" meetings
Skills Bodies: National Skills Academy for Nuclear Cogent Sector Skills Council	Development and delivery of strategy and business plans Collation and interpretation of labour market information	Board memberships Regional Employers' groups Nuclear Advisory Council National Employers' Steering Group NDA National Skills Group

Our other relationships are with:

Stakeholder	Interest	Engagement
Regulators: Nuclear Directorate of HSE Environment Agency Scottish Environment Protection Agency MOD Nuclear Regulator	Nuclear Site Licence regulations e.g. "SQEP" Support for programmes and initiatives e.g. Skills Passport, Environmental based MScs	NDA National Skills Group "KIT" meetings
Trade Unions: NDA TU Strategic Forum GMB, Prospect, Unite	Skilled and qualified workforce Opportunities for development, retraining, redeployment	NDA TU Strategic Forum NDA National Skills Group
Key Academic Institutes:	Development and provision	NDA R&D Board??

## People Strategy

Research Universities National Nuclear Laboratory University of Cumbria Energus/GenII Lakes College Bridgwater College Colleg Menai	of appropriate initiatives, programmes, research areas, training qualifications and infrastructure to support demand	Appropriate Programme Boards National Skills Academy for Nuclear Provider Network
Other Public Bodies: Britain's Energy Coast Regional Development Agencies Employment and Skills Boards National Apprenticeship Service Local Authorities	Development and delivery of strategy and business plans	Board memberships Appropriate Programme Boards Apprenticeship Ambassador Network
NDA Stakeholder Groups: National Stakeholder Group Site Stakeholder Groups	Capability to deliver the NDA Mission Local labour market and workforce issues	National Stakeholder Group Site Stakeholder Groups
Others: Committee for Radioactive Waste Management Parliamentary Committees	Contribution to reports	Workgroups, written evidence and Committee attendance

## 9.0 Looking Forward

Over the last 3 years the NDA has made substantial and significant progress in addressing the skills agenda which has been summarised in the Annual Report of Skills and Capability Strategy (2010). However, as the challenges have changed and more opportunities have arisen, the People Strategy has emerged. Throughout this time and process it has become very evident that whilst the approach within the People Strategy is valid and welcomed, much more can be achieved by working across the nuclear sector as a whole. Therefore we will continue to work with and contribute to the outputs of the following:

**National Skills Academy for Nuclear  
Cogent Sector Skills Council  
Office of Nuclear Development  
British Energy  
Ministry of Defence  
Nuclear New Build Operators  
International Networks**

## 10.0 Related Documents

NDA  
Strategy 2006  
Skills and Capability Strategy 2008

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Skills and Capability Action Plan 2008  
Socio-Economic Policy 2008  
Communications and Stakeholder Relations Strategy 2009 – 2011

National Skills Academy Nuclear  
5 year business Plan 2009  
Operational Plan 2010

Cogent  
Sector Skills Agreement 2007  
Renaissance Nuclear Skills Series – 1: Power People: The Civil Nuclear Workforce 2009-2025  
2. Next Generation: Skills for Nuclear New Build

Government  
Energy Act 2004  
“Skills for Growth” – The National Skills Strategy 2009  
“Skills for Scotland - A Lifelong Skills Strategy” 2007  
“Skills That Work for Wales” 2008

Others  
Britain’s Energy Coast Masterplan 2007

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### Annex 3 - People Strategy – Activity Delivery Summary (SHORT TERM)

Theme	Activity	Priority	On-going	New	Resource Requirement
1	Collate and publish 5 year demand profiles against the established Common Resource Code Structure	Hi	✓		SLC/NDA reps (resourcing)
1	Identify the “top 10” opportunities for inter SLC/NDA resource matching	Hi	✓		SLC/NDA reps (resourcing)
1	Understand SLC/NDA combined ASW/CSW demand to inform the SSA framework contract	Hi		✓	SLC/NDA reps (resourcing)
2	Establish a framework to facilitate sharing of training material between NDA/SLCs	Lo		✓	SLC/NDA reps (training) SSA
2	Pilot the Nuclear Skills Passport with a view to roll out across the NDA estate.	Hi		✓	SLC/NDA reps (training/hr) National Skills Academy for Nuclear Implementation funding
2	Work with Cogent to populate the Nuclear Industry Training Framework	Lo	✓		SLC/NDA reps (training) Cogent
2	To identify the mechanism to allow a “buying club” for common materials and programmes via shared services procurement.	Med		✓	SLC/NDA reps (training) SSA
3	Complete the Dalton Cumbria Facility at Westlakes.	Hi	✓		DCF programme
3	Complete the Engineering Skills centre at North Highlands College.	Hi	✓		NHC programme
3	Build on the utilisation of Enerigus and the emerging Energy Coast Campus.	Med	✓		SLC/NDA reps (training) ECC programme
3	Produce a summary of NDA supported and SLC initiatives and facilities	Lo		✓	SLC/NDA reps (training)

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3	Utilise the quality assured provision of the providers within the National Skills Academy for Nuclear where appropriate.	Lo	✓		SLC/NDA reps (training)
4	Identify and maximise the benefit from current initiatives e.g. “nucleargraduates”, Apprenticeships, Worker Trainer.	Med	✓		SLC/NDA reps (training/hr)
4	Agree and develop an NDA estate wide approach to secondment opportunities.	Hi		✓	SLC/NDA reps (training/hr) SSA
4	Review NDA/SLC/PBO Talent Management approaches and programmes with a view to sharing opportunities and good practice.	Lo		✓	PBO/SLC/NDA reps (training/hr)
5	Map existing NDA/SLC representation at skills related networks.	Med		✓	SLC/NDA reps (training/hr)
5	Agree priorities for attendance and areas where a representative approach can be taken.	Lo		✓	SLC/NDA reps (training/hr)
5	Re-establish the NDA led “National Skills Working Group” as the “National Skills Group/Forum”	Med	✓		SLC/NDA reps (training/hr)
5	Identify opportunities for joint or representative sponsorship of events.	Lo		✓	SLC/NDA reps (training/hr) SSA
6	Develop and agree the criteria for an NDA estate wide people benchmark plan.	Hi		✓	SLC/NDA reps (training/hr)
6	Review the HR performance measurement tools within SLCs to identify a platform to collect common data.	Hi		✓	SLC/NDA reps (training/hr)
6	Collect data and analyse findings	Med		✓	SLC/NDA reps (training/hr)
6	Build on existing Innovation and Business Improvement Awards to establish a national award and recognition event within the NDA	Med	✓		SLC/NDA reps

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	estate.				
7	Produce action plans for the opportunities identified in Theme 1.	Hi		✓	SLC/NDA reps (resourcing) SSA
7	Set up a common database for posting opportunities, secondments, vacancies, redeployment etc.	Med		✓	SLC/NDA reps (training/hr) SSA
7	Set up SLC commercial inter-trading opportunities for capabilities including options for "Labour Leasing" of resources.	Hi		✓	SLC/NDA reps (training/hr) SSA
7	Pilot an opportunity to fill a resource gap	Med		✓	SLC/NDA reps (training/hr) SSA
7	Work with nuclear new build operators to identify potential usage of existing NDA resources.	Med	✓		SLC/NDA reps (training/hr) SSA