

The Strategy Management System

Short Description

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Introduction

The Strategy Management System (SMS) is a management tool used by the Nuclear Decommissioning Authority (NDA) to develop, control and communicate its Strategy for decommissioning and cleaning up the UK's civil public sector nuclear sites. It also provides the basis for the periodic review of our Strategic Plan which summarises the current strategy at the time that it is published.

The purpose of this document is:-

- To describe the SMS and its contents;
- To describe the steps that lead to the development of strategy;
- To provide a glossary of terms relevant to the SMS (Appendix 1).

The Strategy Management System

The attached diagram (Fig.1) sets out the structure and component parts of the SMS and illustrates how they fit together to ensure the published Strategic Plan is based on a robust process, and is underpinned by proper analysis. In addition to the Strategic Plan, the key outputs from the SMS are individual Topic Strategies and Strategic Specifications issued to our Site Licence Companies (SLCs). These are all described in the following paragraphs.

Accountability: The NDA Strategy Directorate is responsible for the SMS including making sure it is up to date and communicated externally. NDA's Assurance Division ensures that the required strategic direction is incorporated into the decommissioning plans developed by the SLCs who operate our sites.

Legal Obligations: One of the key outputs of the SMS is the Strategic Plan (red box in Fig. 1), which satisfies a requirement of the Energy Act 2004 for the NDA to publish a "Strategy" that is subject to public consultation and Ministerial approval. The Strategic Plan expresses the NDA Strategy at a given point in time and must be formally reviewed at least every five years. However strategy development and refinement is an ongoing activity within the NDA, as naturally befits a strategic body.

Topic Strategies: NDA's overall Strategy has been broken down into individual topics as shown in the table below. This initial list was created to ensure that all areas of NDA's remit as defined in the Energy Act 2004 were included, and to cover key issues that must be addressed in order to achieve the clean up and decommissioning of our sites. Each topic will have its own strategy as illustrated by purple boxes in Fig. 1. Although Topic Strategies are developed independently (at least initially), we realise that some topics inevitably interact with and influence others. Consequently we have grouped related topics together as Themes. Currently there are 27 topics grouped into six Themes.

The 12 topics grouped under a theme called "Critical Enablers" cover matters which are key to the successful delivery of all the other topics. The NDA's strategic position on these is expressed in a statement of principles which sets out our approach for that topic area.

Themes	Topics
Site Restoration	
	Non-NDA liability management
	End states
	Land quality management
	Clean up and decommissioning
Nuclear Materials Management	
	Plutonium
	Uranium
Spent Fuels Management	
	Magnox fuel
	Oxide fuel
	Exotic fuel
Integrated Waste Management	
	Higher activity wastes
	Lower activity wastes
	Non-radioactive and hazardous wastes
Business Optimisation	
	Land and property management
	Asset optimisation
	Revenue optimisation
Critical Enablers	
	Skills and Capability
	Research and Development
	Information and Knowledge management
	Funding
	Socio-economics
	Public and Stakeholder engagement
	Competition
	Contracting
	Transport and Logistics
	Supply chain
	HSSEQ
	International relations

Strategic Authorities: Specialist NDA staff are responsible for the development of NDA's Strategy within the relevant topic areas and have what we call "Strategic Authority". These individuals are accountable for coordinating the development of a given Topic Strategy (or strategies) to meet the requirements of the overall SMS. This includes the development of strategic and national tactical options, evaluation and selection of a preferred option and its ultimate approval. Included in this work is the need to produce a high level programme, a roadmap clarifying key milestones and a stakeholder engagement/communications plan.

Strategy Development: The development of an individual Topic Strategy is managed in five distinct stages as described below:

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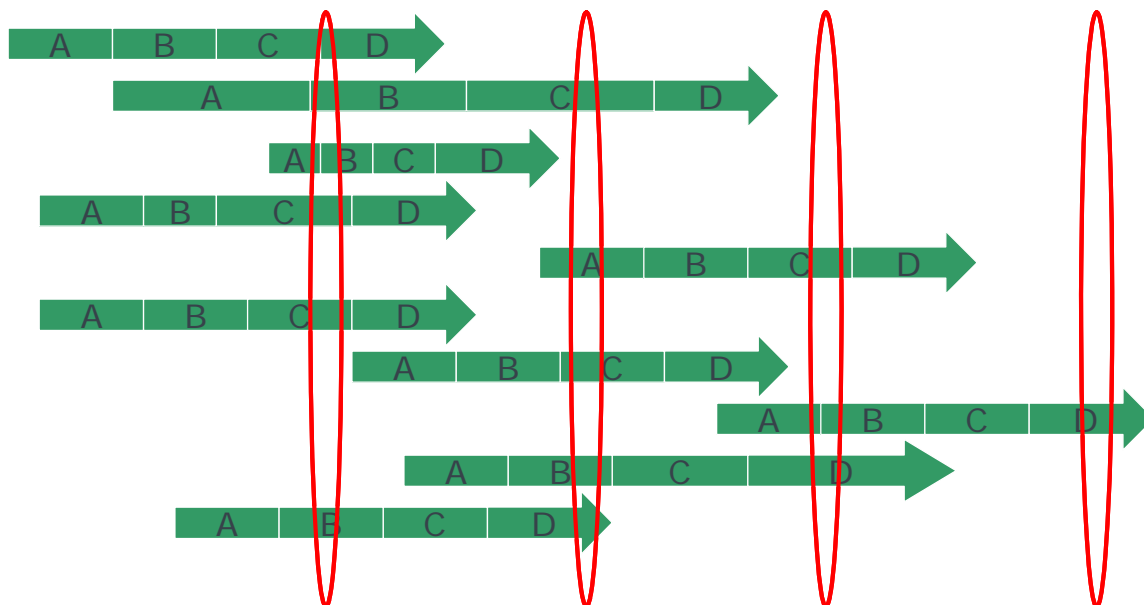
Initially, “Research” is undertaken to identify the scope, issues and all the potential options for dealing with the topic. This is followed by: -
Stage A, “Define credible options”, distils the initial options into a list of approaches that can credibly deliver the objective. This stage includes the creation of Strategic Options Diagrams and in some cases Tactical Options Diagrams.

Stage B is “Assess and select preferred option” during which each of the options are evaluated against agreed criteria to arrive at a preferred option.

Stage C is “Approve Strategy” when formal written approval of the Topic Strategy is sought from the highest accountable decision body. This may be outside of the NDA e.g. where Government approval is required.

This is then followed by stage D, “Implement Strategy” when the NDA formally requires its SLCs to adopt our strategic approach when they draw up their decommissioning and clean up plans.

The ongoing process of strategy development and refinement is illustrated in the following diagram, which represents individual topics progressing through stages A to D over time, with red ellipses signifying the timing of the periodic review of NDA’s Strategic Plan (at least every five years).



Sites: The developed Topic Strategies inform the production of SLC/Site Strategic Specifications (SSS) by the NDA, shown as brown boxes in Fig.1. These define the strategic assumptions that the SLCs are required to adopt in compiling their Lifetime Plans for cleaning up and decommissioning each site. Assurance Division works across the contractual boundary making sure that SLCs/Sites comply with the requirements of the SSS.

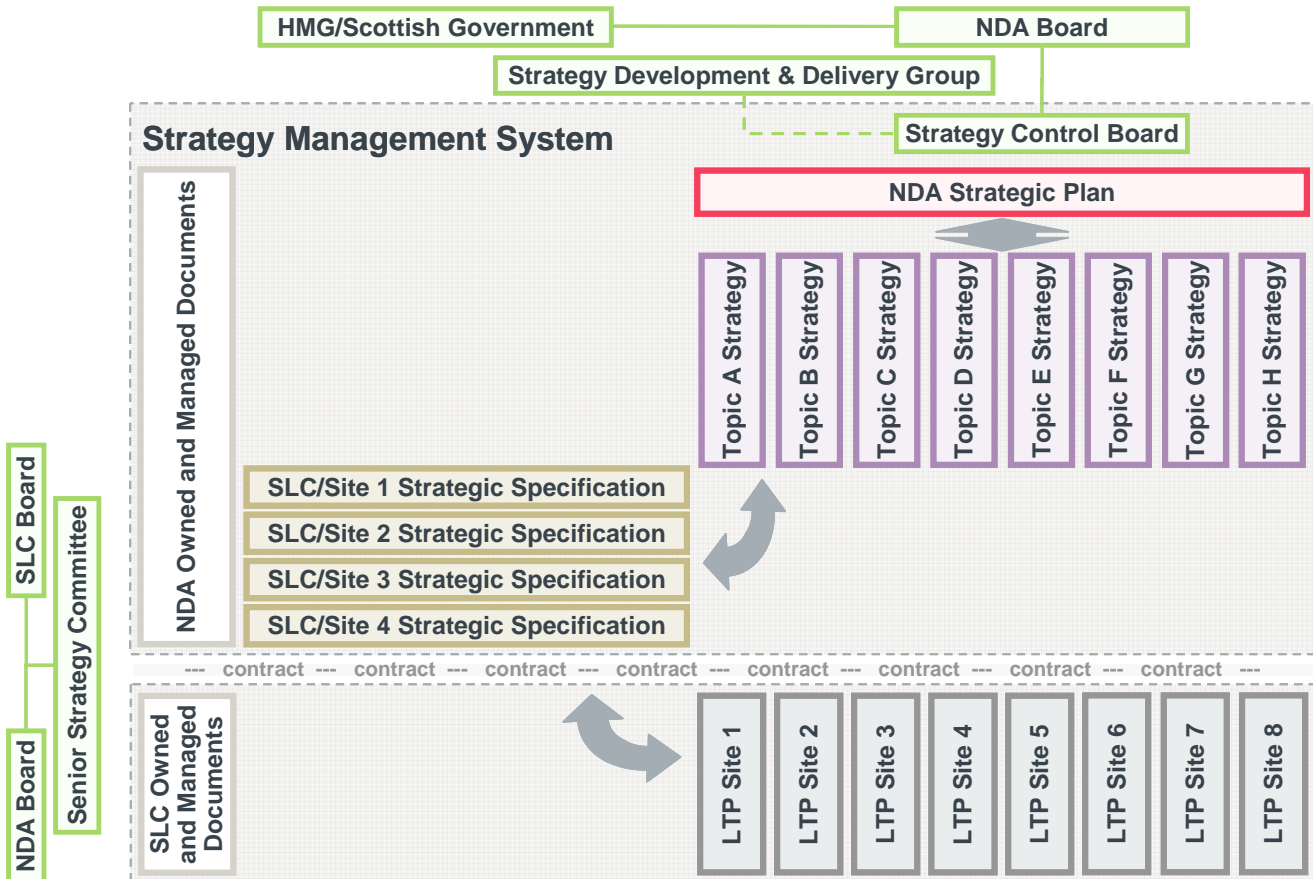
Approval: Approval of NDA Strategy is ultimately the responsibility of the NDA Board, but in fulfilling this role the Board takes account of Government Policy, is supported by the Strategy Control Board and

takes advice from the Strategy Development and Delivery Group (SDDG) comprising representatives from various Government departments and regulators.

The interface between the NDA and SLCs is managed via the Senior Strategy Committee (SSC) which brings together the strategic mind of the NDA with the controlling mind of the SLC to ensure that the required strategy can be practically implemented via the Lifetime Plan developed by the SLC.

Stakeholder Engagement: Topic Strategies are developed in consultation with a broad range of stakeholders including Government, regulators, other groups and individuals with a declared interest in the topic. The extent and nature of the engagement will depend on the topic concerned and range from requesting comments on proposals through to full engagement at key stages during strategy development.

Fig. 1: The NDA Strategy Management System



Finding out more: The NDA website (www.nda.gov.uk) provides additional information about individual topics, their current status and programmes for their future development including opportunities for stakeholders to be involved.

Appendix 1 - Glossary of terms

Strategy Management System

The Strategy Management System (SMS) is the means by which the NDA develops, controls and communicates its strategy. It also provides the basis for the periodic review of the NDA's Strategic Plan.

Strategic Plan

The NDA Strategic Plan satisfies a requirement of the Energy Act 2004 for the NDA to publish a "Strategy" that is subject to public consultation and Ministerial approval. The Strategic Plan summarises the NDA's strategic position at a given point in time and must be reviewed at least every five years.

Topic Strategy

A Topic Strategy is a subject on which NDA expresses a strategic position (or principles in the case of Critical Enablers) and defines the approach to be adopted by Site Licence Companies in delivering decommissioning and clean up.

Strand

Each topic may be divided into a number of strands which may require individual consideration.

Theme

Themes provide a means of grouping Topics together in the SMS that are directly related to each other.

Strategic Authority

The Strategic Authority is the NDA expert responsible for a given topic or topics. They are responsible for coordinating the development of a Topic Strategy in accordance with the requirements of the SMS. This includes the creation of strategic options, evaluation and selection of a preferred option and its ultimate approval as NDA's declared strategic position

Strategic Options Diagram

The Strategic Options Diagram sets out the credible options that could be adopted by NDA for dealing with a given Topic and outlines the principal consequences of adopting each option.

Tactical Options Diagram

The Tactical Options diagram sets out the credible national tactical options that could be adopted by the NDA for a given topic and outlines the principal consequences of adopting each option.

Roadmap

The roadmap gives the dates for completion of individual stages of Topic Strategy development and adoption. These are: Initial, Research; Stage A, Assess and Select Options; Stage B, Credible Options; Stage C, Approve Strategy; Stage D, Implement Strategy

SLC/Site Strategic Specification

In producing their Lifetime Plans (LTP) for decommissioning and cleaning up NDA sites, Site Licence Companies are required to adopt and comply with NDA's Strategy.

Strategy Development and Delivery Group

The Strategy Development and Delivery Group (SDDG) brings together representatives from a number of Government Departments, the Scottish and Welsh Government, and nuclear regulators. It meets regularly to advise the NDA on the development of Strategy and highlight issues for consideration by Government. It also monitors NDA delivery against existing policy and strategy commitments.

Strategy Control Board

The Strategy Control Board (SCB) comprises the Executive Directors of NDA together with the Strategy Director who meet as required to review, challenge and endorse developing strategy and to confirm its suitability for adoption.

NDA Board

The NDA Board will formally approve the NDA's overall Strategy as detailed in the Strategic Plan as well as relevant Topic Strategies (where this is not delegated to the Strategy Control Board).

Senior Strategy Committee

The Senior Strategy Committee (SSC) is the key interface between the NDA operating as the strategic mind and the controlling mind of the SLC. The role of this committee is to ensure that NDA's Strategy, and particularly the Site Strategic Specification, can be implemented in compliance with Site Licence and regulatory requirements.