

Agreed record of NDA Comms/Bell Pottinger discussion 18th September 2008 as an input to ongoing development of NDA Communications Strategy

Work streams

1. High level NDA Communications Strategy to take us from Autumn 08 to March 10 – (further discussion at away day on 3rd/4th Dec)

(Where are we now, how should we position ourselves, develop a top level narrative)

2. A vision for things achievable in our lifetime

Key Questions/points of clarification:

- How would the articulation of the vision fit with work around other documents such as the Business Plan and a new Strategy?
- Confirm the key milestones around new NDA plans and strategy and the consultation processes embedded within them:
 - Business Plan out for consultation in early November 2008
 - Revised Strategy approved, early 2010

High level NDA Communications Strategy (Autumn 08 to March 10)

The Approach: determine where are you now, where do you want to be and how are you going to get there?

Where are you now?

- Against your business plan, how are you stacking up? What are the successes, what are the failings?
- Quality of key relationships?
- Reputation among key influencers and decision-makers
- Key issues you are facing
- Simple SWOT analysis
 - a. Strengths: Good start, solid organisation, clear strategy, avoided many pitfalls over the past couple of years, relatively unsullied reputation
 - b. Weaknesses: new/incomplete top team, lack of clarity on certain key issues
 - c. Opportunities: to be seen as the good guys, reliable, trusted, to grab the leadership position
 - d. Threats: political turbulence, pressure on the public purse, NDA mission confused with new build debate

Where do you want to be in March 2010 (and why?)

- Operationally: management team bedded in, clear strategy
- What achievements would you like to have under your belt? Where would you want to be re Sellafield, delivery
- Stakeholders and relationships: full understanding of the NDA among political community, esp. possibly two months ahead of an election, fuller understanding among the media and stronger relationships
- Reputation among key influencers and decision-makers – trusted, reliable, independent minded
- What would you like a SWOT analysis look like:
 - a. Strengths: strong team, clear strategy, strong track record, clarity on issues
 - b. Weaknesses: none
 - c. Opportunities: to develop a clear leadership position
 - d. Threats: none

Possible Positioning by 2010 and beyond:

- A strong, independent voice – not gone native – a force for good – on the side of the public – an organisation that can be trusted
- Combining the best of the private and public sector – safety conscious and efficient
- Providing an answer to the long term nuclear issue of waste
- Experts in our field: from project managers to nuclear engineers

How are you going to get there?

- Successfully following your Business Strategy
- Through a Communications Strategy which:
 - Is more proactive politically and with the media in terms of relationship building
 - Has clear, compelling messages, narrative and examples
 - That doesn't seek high profile for its own sake but becomes known for a handful of strategically chosen issues or topics eg skills, project management
- Priority Audiences and Tailored Action Plans (TAPs)

Plus: Position on key issues – needs to be developed.

1. NDA and New Build – following announcements about the sale of NDA land we need to ensure that we have a clearly understood public position which reflects our stance on issues around new build. We are responsible for legacy wastes and spent fuel from any new generation of reactors could be placed in same geological disposal facility. We are disposing of surplus land and it will be up to government – not us – to determine who it is sold to and to what use it is put.
2. The new NDA strategy – the ambitious consultation and engagement plans will need support and we must guard against consultation fatigue. This will need careful planning to ensure stakeholders have the proper time to consider strategy topics.
3. Competition, industry restructuring – good news
4. Waste – location for interim storage, the development of the geological disposal facility for higher level wastes and the volunteering of communities (although not NDA responsibility)
5. Funding – NDA budget (2011-14 CSR)

A vision for things achievable in our lifetime

Needs to be easily understood, memorable, achievable

- The communications team will take this forward
- How would the articulation of the vision fit with work around other documents such as the Business Plan and a new Strategy?

Within our lifetime our vision could encompass the ideas below and take various forms. This needs to be developed.

- clean up is taking place across all our sites
- we are on or ahead of schedule
- there is real reason to believe that we can drive down costs
- we have made real progress in replenishing the skill base in the nuclear industry
- we have an increasingly national and international reputation as project managers.....

Timing and process for articulating the vision

Meetings with key players, view from the Chairman

Key elements

Language, examples, simplicity and credibility

Train new spokesmen/women