

NDA

POST PENRITH

For discussion with Bill on Wed 8th October

Work streams

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

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

2. A vision for 2020, things achievable in our lifetime

Key Questions/points of clarification:

- Who is owning this within the NDA?
- How would the articulation of the 2020 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 (but they have only recently published one – it is based on 2006 strategy)
 - Revised strategy agreed, 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? (Bill, it would be good to have your take on these for discussion on Wed)

- 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 around new build
 - c. Opportunities: to be seen as the good guys, reliable, trusted, to grab the leadership position
 - d. Threats: political turbulence, greater public/ngo scrutiny in the light of new build, needs to be handled properly

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 – particularly in relation to new build
- Project managers, not nuclear boffins, a clear break from the past

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. The first one is of real concern due to, in a worst case scenario, the wrong answer to a question could trigger legal/Judicial Review possibilities from the antis:

- 1. NDA and New Build – how much longer is it sustainable to hold a neutral position. What is needed is clarity? And what are the implications, legal and reputational and positioning wise of being pro new build.**
- 2. The new NDA strategy – may collapse under the weight of the consultation exercise, consultation fatigue – but need something above the strategy, action- draft key messages**
- 3. Competition, industry restructuring – good news**
- 4. Waste – location for interim storage**
- 5. Funding – NDA budget (2011-14 CSR)**

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The NDA – the story so far

This is a first attempt to draft a user friendly story about the NDA so far. It may not be used in this shape, but it helps in getting into a different mindset about the organisation, the language is less corporate and the imagined audience is an intelligent but uninformed (about the nuclear industry and NDA) adult. The speaker is a senior manager from the NDA. It may trigger some thoughts from you.

We were set up to do something very specific – to manage and solve the problem of the nuclear waste that has accumulated in this country over the past fifty years or so. This had never been done before on this scale or with such a clear mandate to manage the future. It is somewhat humbling to begin a process that could take well over a century to complete – it is also exciting, knowing that decisions made now will have a big impact on such a crucial issue in the next century.

Before we began, we took a clear-sighted view of what sort of organisation we would need to be in order to succeed. We recognised that while the nuclear industry has many strengths in terms of its technology and safety record, it also had weaknesses – namely, a tendency to be secretive and insular and, at times, of being guilty of intellectual arrogance. We would have to be open, build trust and not see ourselves as a nuclear company per se. To succeed we would have to have an outsider's mentality. It would not necessarily make life comfortable with the industry we had to deal with but it was important that we never went native. With that in mind, we determined to hire people outside the industry.

Turning to the task ahead of us, we first of all had to understand its size. This meant lifting stones, asking awkward questions and generally getting under the skin of the nuclear industry and the thorny issue of waste. It wasn't straightforward, partly because in the early days of the nuclear industry, record keeping was poor and health and safety practices were haphazard. So, for example, we did not know the exact nature of nuclear materials stored in some of the places like Sellafield. And different sites had different ways of recording and managing waste. So we were often comparing apples with pears.

As we went through the process we started to estimate how much the clean up exercise would cost. Inevitably the figure increased as we learned more, but we now feel confident that we have a good grasp on the figures. We cannot be definitive but we have a much clearer view than anyone would have five years ago. We are also hopeful that the ultimate figure will decrease over time as new technologies and processes become available during this century.

As well as assessing the scale of the task, we also developed a strategy. In consultation with the various parties and groupings who have an interest in our work – from local communities to environmental groups to potential suppliers – we developed a comprehensive strategy which plotted a path over the next decades and, importantly, prioritised our work. The strategy will need to be amended as we progress but it remains a vital road map for us.

We should point out that the actual job of cleaning up sites does not reside with us. The intention from the outset was to hire the best companies in the world to do this work. Selecting the right ones became a major focus for us in the early years, along with the task of assessing the size of the work to be done. We set up and ran an exhaustive competition process for the main site, Sellafield, and in 2008 appointed a consortium to drive the task.

This announcement represented a milestone for the NDA because it signalled a clear switch from the preparatory phase of our organisation – during which we assessed the task, built a team and formulated a strategy - to the delivery phase. The emphasis is now moving towards the actual clean up phase.

Perhaps a word or two about our relationship with the consortium would be useful.....

Looking ahead, we have our eyes set on the year 2020 by which time we would like to have.....

In the shorter time, we have the following milestones.....

A vision for 2020, things achievable in our lifetime

Needs to be easily understood, memorable, achievable

- Who is owning this within the NDA?
- How would the articulation of the 2020 vision fit with work around other documents such as the Business Plan and a new Strategy?

By 2020 our vision is that:

- **clean up is taking place across all our sites**
- **we are on or ahead of schedule**
- **there is real reason to hope that cost estimates have been too high**
- **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 both documents

Meetings with key players, view from the Chairman

Key elements

Language, examples, simplicity and credibility

Train new spokesmen/women