

# NDA Skills and Capability Strategy



Nuclear  
Decommissioning  
Authority

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INVESTOR IN PEOPLE



# Foreword

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The NDA has a key role to play in acting as the catalyst to lead the development of sustainable world-class nuclear skills by developing excellent people, skills and facilities operating to the highest quality standards.

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Since the publication of the NDA's overall Strategy in 2006, we have made significant progress with skills initiatives to meet our responsibilities to ensure the availability of a highly skilled workforce for the nuclear decommissioning and clean-up mission.

The adoption of a Skills and Capability Strategy consolidates the good progress made so far, shares success and identifies future opportunities for action across the sector. It also enables us to incorporate Government recommendations for action on skills, our Business Plan priorities to 2010/11 and review the impact of the Energy Review.

We have worked in partnership and have taken a leadership role, where appropriate, to both develop and deliver skills solutions. Improving skills will also help us to continue to drive forward business improvements.

We will do that by supporting initiatives that maximise workforce potential and through investment in appropriate research and development opportunities that help us not just achieve our mission but also deliver best value for UK PLC.

Real progress is being made and in many areas we lead the way on skills initiatives that contribute to the future well-being of the nuclear decommissioning industry and the prosperity of the UK. Collaboration is the key to our success and we have worked with our stakeholders and industry partners to ensure collectively we can meet ongoing requirements and challenges. We will continue to do this to deliver skills solutions, maintain and enhance effective networking and share good practice to maximise leverage and sustainability of investment.

I would like to commend the actions of all those involved so far. I firmly believe that through this commitment to a shared Strategy, with effective partnerships developing the initiatives and infrastructure required, we will create a world-class workforce that will deliver the NDA mission to the benefit of all. Together we have the opportunity to make a positive difference and develop a skills heritage that we can be proud of, both now and in the future – let's continue to work in partnership and make that a reality.



A handwritten signature in black ink that reads "Stephen Henwood". A long, thin horizontal line is drawn below the signature, extending to the right.

Stephen Henwood  
Chairman

**It is important that we continue working in partnership and take a leadership role where appropriate in developing and delivering skills solutions.**

# Introduction

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Since the launch of the NDA Strategy in 2006, significant progress with skills initiatives supporting NDA responsibilities has been made. The NDA Skills and Capability Strategy informs the overall NDA Strategy taking account of lessons learnt since its establishment and developed thinking based around UK Government skills strategies e.g. Leitch Review of Skills and Implementation Plan, Lifelong Learning for Scotland and the Welsh Assembly Government response to Leitch<sup>1</sup>. It demonstrates how the NDA is meeting its obligations within the Energy Act 2004<sup>2</sup> by “developing world-class skills” through “excellent people, skills and facilities” and summarises current progress and future challenges.

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Figure 1. “Key Strategic Themes” detailed within the Skills and Capability Strategy.

<sup>1</sup>World-Class Skills: Implementing the Leitch Review of Skills in England, Skills for Scotland – A Lifelong Learning Strategy, Welsh Skills and Employment Strategy – Consultation end 2007. <sup>2</sup>Energy Act 2004 Chapter 1 Section 9 (2) “General duties when carrying out functions”.

Key Strategic Themes – Figure 1, have been defined and detailed within the Skills and Capability Strategy which capture activities, processes and investments made by the NDA, partners and stakeholders highlighting the mode of operation used to achieve success to date and plans for the future.

The NDA Strategy for Investment in University Education and Research makes reference to the higher-level skills needs which are important to the NDA. It is therefore complementary to the Skills and Capability Strategy, integrated where appropriate and referenced within the Action Plan.

In order to be “SMART” in our objectives an “Action Plan for Skills” has been developed to show delivery milestones, responsibilities and partners. It will be used to measure progress and implementation of the Strategy and reported on an annual basis.

The skills and capability of the resources within the NDA, its contractors and the supply chain are essential to fulfilling the NDA mission and the safe, secure and environmentally responsible clean-up of our sites.

Therefore the Skills and Capability Strategy, outlined in Figure 2, and the actions and initiatives within, reflect the substantial commitment and investment needed by all to work together for success.

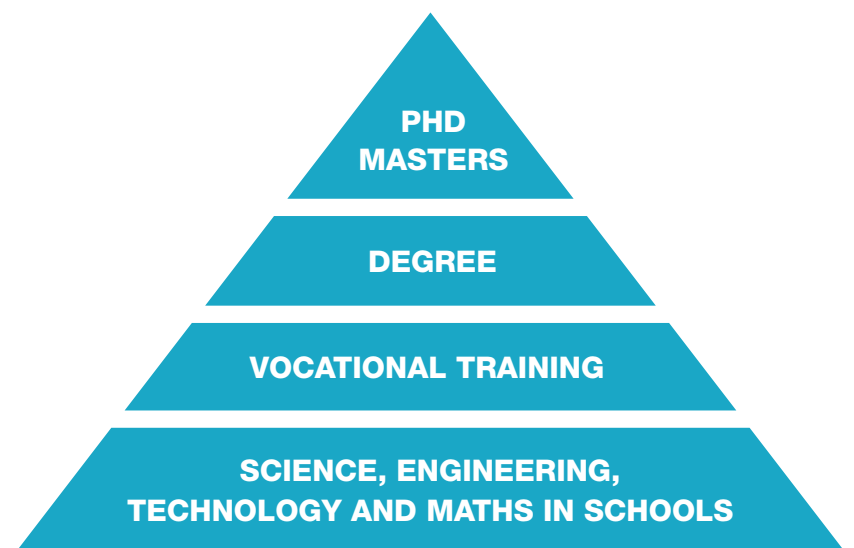


Figure 2. “The Skills Pyramid”.

# The Skills Challenge

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Since 2005 the NDA and other stakeholders have made significant progress in the skills arena for which we are proud of our achievements to date.

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The NDA has led the way on key skills projects to support its Mission and in some areas substantial good practice has been established. However, there is a need to build on previous success to continue meeting skills challenges and put in place an infrastructure which will reflect the excellence demanded and expected from a “world-class” nuclear decommissioning industry. “World-class” is a term that is used frequently and means different things to different people and stakeholder groups. However, what is important to us and all those engaged in supporting the delivery of our Strategy, is that we have a shared understanding of what we mean by “world-class”. Quite simply we want to be the best; leading the way on the international nuclear decommissioning and clean-up stage and recognised as an industry where the approach to fulfilling a skilled workforce is a high priority reflected in a high performing organisation and associated businesses.

Building on the understanding and work that has already been done (for example within higher education establishments, Sector Skills Councils, international standards and more recently within the Leitch Review) to define world-class, we recognise that part of our role in developing this Strategy will be to define clearly what we mean by world-class and develop performance levels against which we and others, can measure progress. It will form an integral part of the NDA approach to benchmarking across a number of areas and be specifically captured in the “Action Plan for Skills”.

Over the last two years working with Site Licence Companies and other partners, it has become clear that the challenges that we face in the skills area are significant, substantial and demand action if the NDA is to meet its obligations and Mission.

The challenges include:

- a diminishing skills base and low uptake of key subjects such as Science, Technology, Engineering and Maths. This is, in part, due to demographics but also competition from other industries
- the ability to meet regional and national requirements
- a diversified contractor base
- a lack of clarity on the long term needs
- perceptions of the industry
- mobility and transferability of resources
- integrating and capturing knowledge management

This Strategy will further develop these challenges and with support from others, put in place measures and investments to meet and respond to demands of the sector and raise its profile as an employer of choice for the existing, potential and future employees.

It is important that we continue working in partnership and take a leadership role where appropriate in developing and delivering skills solutions.





# The Rationale for Change

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The foundations for change to secure skills for decommissioning are documented in the Energy Act 2004, the NDA Strategy and supported by various demographic and key skills studies from OECD, Coverdale, Leitch and Cogent<sup>3</sup>.

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A wide source of influencers and shapers to the NDA Skills and Capability Strategy have been considered and are illustrated in Figure 3.

The Energy Act 2004 sets out the responsibility for the NDA to ensure there is “an appropriately skilled workforce available to carry out decommissioning and clean-up”.

The NDA Strategy, which was published in 2006, defines an approach to skills which will “ensure the industry has a sufficiently skilled workforce to carry out our Mission”.

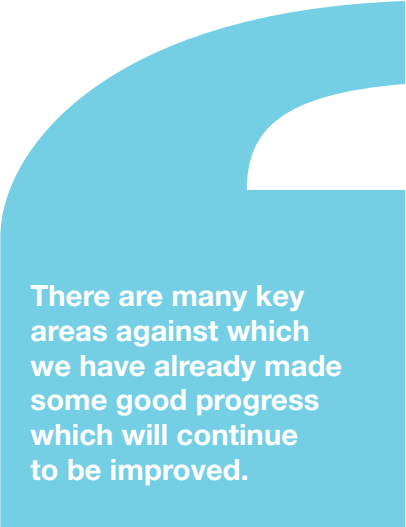
It sets out the key issues impacting the sector both now and in the future, as well as promoting opportunities to share best practice. It also acknowledges that skills development has the potential to make an important contribution to the socio-economic agenda.

Furthermore, The NDA’s Value Proposition 2007 sets out strategic priorities which include: “...investing in skills, R&D and innovation ...engaging with the supply chain and creating a world-class organisation – developing high-performing people and teams operating to the highest quality standards”.

Demographic studies tell us that in order to secure the necessary skills for the future, we have to quite literally start back at the classroom stage and re-work the journey from school, to college, to higher education, and career pathways in order to engage young people and promote the industry as a chosen career.

There are many key areas against which we have already made some good progress which will continue to be improved:

- the way the Science, Technology, Engineering and Maths (STEM) subjects are delivered in the school environment – initiatives such as the Energy Foresight Programme are helping to set STEM in context and aim to improve take up of these subjects
- the vocational qualification structure – initiatives such as the planned 14-19 diplomas will help to bridge the transition at an early stage, from school into working or further education; industry-specific NVQs and developing the National Skills Academy for Nuclear (NSAN) are good examples of progress
- access and availability of relevant degree and postgraduate qualifications and research opportunities – examples include industry-specific Foundation Degrees, MScs, NTEC, the proposed Dalton Cumbria Facility and the National Nuclear Laboratory



There are many key areas against which we have already made some good progress which will continue to be improved.

<sup>3</sup>Nuclear Education and Training – Cause for Concern, Nuclear Energy, Agency/OECD 2000, Nuclear and Radiological Skills Study, Tony Coverdale (DTI) 2002, Nuclear Employers Survey, Cogent Sector Skills Council 2005.

- ways in which we engage with our local communities and through the provision of appropriate opportunities, encourage young people to stay or return to the area – a particular issue for Cumbria, Wales and the North Highlands. The close links between skills needs and socio-economic factors are demonstrated in the recent publication of the NDA’s socio- economic policy (January 2008) which sets out four priority themes for support:
- employment – with a preference for higher-value employment development
- education/skills – either related to decommissioning and clean-up or to support economic diversification
- economic and social infrastructure (including environmental remediation/ improvement)
- economic diversification, including support for the local supply chain

The recent Leitch Review and supporting responses from UK regions encourages an employer demand-led approach to skills. Across the sector good progress has been made towards this through improved reporting of skills requirements in the Site Licence Companies Lifetime Plans.

The recent introduction of common roles, definitions and resource codes is providing the mechanism for “rolling up” of sector wide resource and skills data – an important step forward in enabling informed decision making on resourcing and training needs over the short, medium to long term and a vital input to the Skills Action Plan.



Figure 3. NDA Skills and Capability Strategy – “Influencers and Shapers”.

To date, this process and analysis of Site Licence Companies' workforce data and Lifetime Plan Skills Strategy submissions confirm the following areas of potential skills shortages:

- **Project Control Engineers**
- **Cost Estimators**
- **Cost Engineers**
- **Quantity Surveyors**
- **Environmental Specialists**
- **Health Physics**
- **Safety Case Writers/Reviewers**
- **Project Managers**
- **Radiological Protection Advisors**

These potential shortages are set against a backdrop of:

- **a declining sector resource pool due to its age profile**
- **low staff turnover and refreshment across the sector**
- **the need to improve the availability of skills and capability in the supply chain**
- **a declining throughput and availability of students studying Maths and Physics and in turn, Engineering**

Establishing a clear understanding of skills and behavioural requirements, and ensuring the correct level of suitably qualified and experienced personnel is fundamental to delivering successful operations. This in turn is essential in delivering safe, effective and efficient performance.

The NDA Skills and Capability Strategy is a key part of ensuring that the NDA and its contractors meet its health, safety and environmental obligations and will be aligned to the need to meet the expectations of the Regulators and the NDA Strategic Objectives agreed with the UK Government.

In summary, there is a need to take action now, both to address immediate concerns in the short term, as well as to start making some headway towards some of the medium to long-term issues.

The actions within this Skills and Capability Strategy reflect the issues highlighted, and are consistent with priorities identified in the NDA Strategy and Business Plan.

Taking this into consideration, it is clear that the focus on skills, meeting changing requirements and the continued availability of a well educated, informed and enthusiastic potential workforce are essential to the success of the NDA, its Site Licence Companies and the supply chain. However, more remains to be done if we are to meet our objectives. Planning resource demand, ensuring skills are in place to meet new ways of working, changing and challenging behaviour and embedded cultures, procedures, qualifications and educational support, are all examples of what we need to address and invest in, collectively, to make a difference, improve business performance and become an industry which is held in high esteem throughout the world. Through commitment to a shared strategy and partnerships in developing an infrastructure which will be truly regarded as excellent, the NDA mission can be fulfilled to the benefit of all.

**The recent Leitch Review and supporting responses from UK regions encourages an employer demand-led approach to skills.**



# Vision

The NDA Strategy sets out an approach to skills which is appropriate and applicable to the development of the Skills and Capability Strategy.

It commits to:

- ensuring skills and training requirements are understood and communicated in line with business needs
- where appropriate, invest in infrastructure to ensure opportunities for progression
- maximising socio-economic impact where possible through partnerships, drawing in funding etc

Therefore the Skills and Capability Strategy is focused on developing, delivering and sustaining “world-class” skills by:

- developing excellent people
- with opportunities in world-class facilities
- through excellent career pathways to meet future needs
- linked to improve delivery of the Mission

Put simply, this leads to the Vision that we will:

“Ensure the industry has a sufficiently skilled workforce to carry out our Mission efficiently and more effectively.”

“The Skills Pyramid” – Figure 4, has been recognised across many industries as a visual representation of the relationship between levels of skills and their proportionate demand.

It is used within the context of this Strategy to act as a foundation for the development of skills initiatives which encourage and facilitate access at appropriate levels and opportunities for progression. The Action Plan illustrates how progress to date has begun to populate the opportunities within the industry.

**Ensuring skills and training requirements are understood and communicated in line with business needs.**

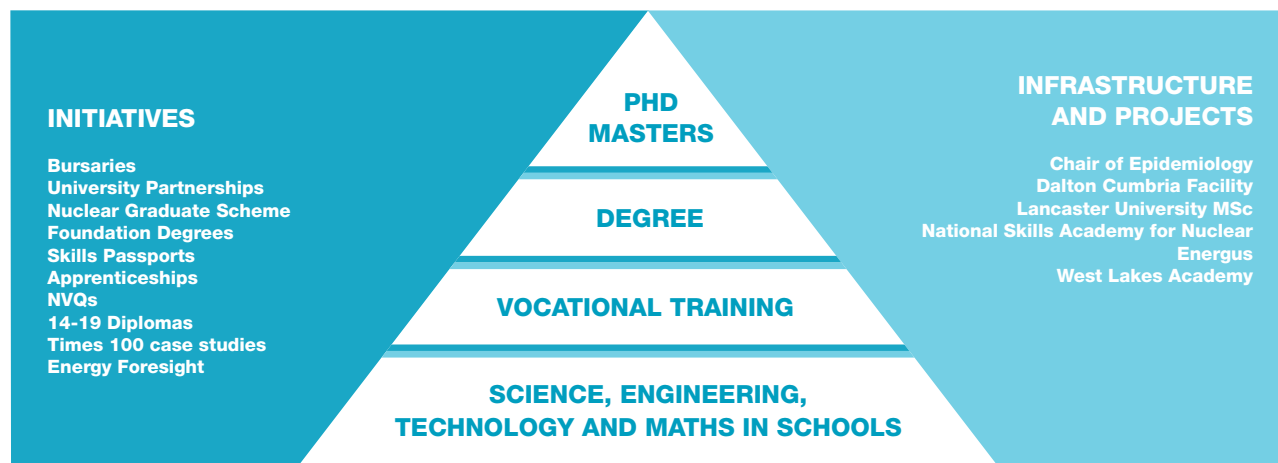


Figure 4. “The Skills Pyramid” with NDA-supported investments.



# Key Drivers and Expectations

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The demand for change to fulfill our Mission, support local communities and contribute to the skills agenda for the UK is based on input from the influencers and stakeholders identified previously. They are summarised and have been developed into Key Drivers and Expectations which have been considered and are reflected in the Strategic Themes, Objectives and Action Plan of the Skills and Capability Strategy.

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In developing the Skills and Capability Strategy the following Key Drivers have been considered:

Key Drivers:

- skills/training focused on mission output
- increased attainment of national qualifications
- entrepreneurial/innovative/commercial agenda
- resource requirements of Lifetime Plans
- supply chain skills availability
- re-training to decommissioning and the need for flexible and transferable skills
- demographics/replacement workforce
- peaks and troughs of employment
- courses, skills initiatives and standards
- attraction to the industry and developing the 'STEM' agenda
- competition from other industries/sectors

Expectations:

- meeting the demand for specialist skills (e.g. Radiological Protection, Safety Case Writers, Programme/Project Management/Controls, Environmental Specialists and Cost Controllers)
- a need to maintain operational skills in some plants
- defining new skills and competencies for decommissioning
- a high demand for Engineering skills
- expansion of Apprenticeship Schemes
- in the short term, skills needs will be met from in-house staff, agency supplied workers and supply chain/partner organisations
- longer-term skills needs will mean greater involvement of the industry with the education sector



Longer-term skills needs will mean greater involvement of the industry with the education sector.





# The Skills Programme

Delivery of the Skills and Capability Strategy is defined through a robust Skills Programme – Figure 5, linked to the NDA Mission, reflected in Key Strategic Themes with “SMART” Objectives leading to multiple Skills Projects managed in-house and through strong partnerships – all of which is underpinned by the “Skills Action Plan”.

The Skills Programme is delivered through the support of internal and external resources. It will measure and monitor performance through its Business Performance Management Systems and regularly engage, report and communicate progress through the action plan.

The NDA will use its expertise and established practices such as Prince 2 Project Management methodology in directly delivering some of the “Multiple Skills Projects”.

However, in the majority of cases, many of these will be delivered in partnership with other bodies such as the National Skills Academy for Nuclear, University of Manchester and other Training Providers. Where this is the case, the NDA will lead and/or participate in collaborative arrangements and expect a similar project approach to be followed.



Figure 5. “The NDA Skills Programme”.



# Key Strategic Themes and Objectives

The Key Strategic Themes are derived from the analysis of the previous sections and defined as the over-arching approach to collectively represent objectives, initiatives and investments. They are underpinned by “SMART” Objectives, summarised in the following table – Figure 6, and detailed in the “Skills Action Plan”.

Key Theme	Objective	Summary Actions
<b>1. Understanding the Need</b> Identification of a series of cross-sector initiatives which promote an employer-led approach to the demand for skills and training and development of world-class skills, which supports demand in the short, medium and long term.	Establish and manage a National NDA skills resource.	<ul style="list-style-type: none"> <li>• develop a National Skills Resource Directory</li> <li>• map skills issues and demand profiles local – regional – national</li> <li>• review opportunities for cross-NDA transition and movement of resources</li> </ul>
	Through appropriate supply chain organisations identify skills demand and shortages.	<ul style="list-style-type: none"> <li>• work with the NDA Supply Chain Development team to establish skills sub-group arrangements</li> <li>• where appropriate obtain information from local supply chain groups/initiatives</li> <li>• identify areas of risk and opportunity for skills gaps</li> </ul>
	Produce a national statement of skills issues, demands, risks and opportunities for the NDA.	<ul style="list-style-type: none"> <li>• collate information from the NDA resource and supply chain</li> <li>• analyse the information and identify issues, demands, risks and opportunities</li> <li>• produce a stand-alone document setting out the issues, demands, risks and opportunities</li> </ul>
	Work with national, regional and local bodies to plan provision to meet demand.	<ul style="list-style-type: none"> <li>• share demand profiles with appropriate education and training bodies (e.g. LSC, Scottish Government, WAG, HEFCE, HEIs, Colleges, Training Providers)</li> <li>• maintain and seek Board representation on appropriate strategic skills organisations (e.g. National Skills Academy for Nuclear (NSAN), Cogent, Employment and Skills Boards)</li> <li>• participate in Employer Steering Groups of the National Skills Academy for Nuclear and Cogent Sector Skills Council</li> <li>• maintain and seek representation on regional and local skills and employment bodies (e.g. NSAN Regional Employer Boards, Learning and Skills Councils, Economic Development groups)</li> </ul>
	Liaise with sectors outside the NDA to understand the wider demand for transferable skills.	<ul style="list-style-type: none"> <li>• identify and review key skills at risk, and as an opportunity to the NDA sector</li> <li>• work with Sector Skills Councils with key skills similarities</li> <li>• define a profile of cross-sector demand</li> <li>• review and set up opportunities to manage conflicts of demand for key skills</li> </ul>
	Support the NDA IT Strategy.	<ul style="list-style-type: none"> <li>• review options to co-ordinate and integrate skills IT HR/skills systems across the NDA estate</li> </ul>

Key Theme	Objective	Summary Actions
<b>2. Delivering Skills and Training Programmes</b> Working with the sector employers, skills and training providers at all levels to develop skills and training initiatives and pro-actively engaging with universities and research providers to support the development of world-class skills and technical capability for the nuclear sector.	Address identified skill shortage areas with appropriate frameworks.	<ul style="list-style-type: none"> <li>define, develop and roll-out a framework for Programme Management skills</li> <li>define, develop and roll-out a framework for Safety Case Writing skills</li> <li>define, develop and roll-out a framework for Radiological Protection skills</li> </ul>
	Support the approval and take up of higher-level qualifications to meet NDA needs.	<ul style="list-style-type: none"> <li>sponsor PhD, Studentships and Bursaries where appropriate</li> <li>set up a joint sponsorship fund with NSAN for individuals' applications</li> <li>maintain and seek membership of appropriate qualifications steering groups (e.g. NTEC, NSAN Foundation Degree Group)</li> <li>work with HEIs to develop new programmes where appropriate (e.g. Eng Doc in Nuclear Engineering, MSc Decommissioning and Environmental Restoration, FD Nuclear Technologies)</li> </ul>
	Support the approval and take up of vocational qualifications to meet NDA needs.	<ul style="list-style-type: none"> <li>develop and roll-out the NDA-sponsored Community Apprenticeship Scheme</li> <li>work with NSAN/Cogent to promote the take up of the Certificate in Nuclear Awareness</li> <li>support the accreditation of new and revised National Occupational Standards and S/NVQs (e.g. Nuclear Decommissioning, Radiological Protection, Safety Case Writing)</li> <li>contribute to the development and establishment of "Worker Trainers"</li> </ul>
	Support the approval and take up of other training programmes to meet NDA needs.	<ul style="list-style-type: none"> <li>work with NSAN to establish and agree a "Nuclear Industry Training Framework (NITF)"</li> <li>roll-out the Skills Passport to all SLCs and encourage take up in the supply chain</li> <li>contribute to the development of the Trade Union Learning initiatives</li> </ul>
<b>3. Providing a Robust Infrastructure</b> Working with key stakeholders to identify, develop and promote excellent facilities to support delivery of world-class nuclear skills programmes.	Play a leading role in the development of new organisations and facilities to respond to national and local skills needs for the nuclear industry.	<ul style="list-style-type: none"> <li>in partnership with the University of Manchester, establish the Dalton Cumbria Facility at Westlakes Science and Technology Park</li> <li>support the Steering Group and Project Board for development of the Lillyhall Campus of the University of Cumbria</li> <li>link the development of the National Nuclear Laboratory to skills initiative where appropriate</li> </ul>
	Review and develop, where necessary, training and education facilities near to NDA sites.	<ul style="list-style-type: none"> <li>lead the establishment of Enerigus at Lillyhall including B111 at Sellafield</li> <li>work with Dounreay (DSRL) and the NSAN (Scotland) to establish new facilities in the Thurso area</li> <li>support SLCs in utilising on-site facilities for internal and wider skills provision (e.g. NSAN, local communities, Trade Unions)</li> </ul>

Figure 6.

Key Theme	Objective	Summary Actions
<b>4. Attracting and Retaining the Right Skills</b> Encouraging collaboration across the sector, working with employers, schools, colleges and universities to raise awareness and develop the supporting framework which ensures the attraction and retention of key skills for the future.	Invest in and support the 'STEM' agenda in schools.	<ul style="list-style-type: none"> <li>• support the Energy Foresight Programme Phase 2 and 3</li> <li>• develop appropriate modules with local and national partners to complement the 14-19 Diploma in Engineering</li> <li>• review, prioritise and support appropriate applications related to STEM initiatives from local areas including applications to the NDA socio-economic fund</li> <li>• work with the Institute of Physics "Lab in a Lorry" project to relate learning to nuclear decommissioning</li> <li>• review opportunities for the NDA and SLCs to engage with the Royal Engineering Academy programmes</li> </ul>
	Support and participate in educational activities near to NDA sites.	<ul style="list-style-type: none"> <li>• support the establishment of the West Lakes Academy</li> <li>• participate in Young Enterprise mentorship and assessment</li> </ul>
	Engage Graduates and undergraduates to participate in developing career opportunities in the nuclear industry.	<ul style="list-style-type: none"> <li>• develop and deliver the NDA National Graduate Scheme 'nucleargraduates'</li> <li>• develop database of students and graduates for placements and secondments in the industry</li> <li>• encourage closer working on graduate attraction, development, training and retention amongst partners</li> <li>• develop talent pipeline initiatives</li> </ul>
<b>5. Developing and Maintaining Networks</b> Encouraging collaboration and partnership across the sector to develop solutions and raise awareness and share understanding of the skills agenda.	Work with Professional Institutes.	<ul style="list-style-type: none"> <li>• participate in the BNES/INucE Education and Training Committee</li> <li>• integrate professional status in to the NDA National Graduate Scheme where appropriate</li> </ul>
	Participate in and lead where appropriate, skills networks related to the nuclear industry.	<ul style="list-style-type: none"> <li>• support the work of the NDA National Skills Working Group</li> <li>• maintain Board membership of Cogent</li> <li>• participate in the Nuclear Advisory Council of Cogent</li> <li>• support the National Employer Steering Group of Cogent</li> <li>• review the networks within the nuclear sector and determine appropriate membership</li> </ul>
<b>6. Standards and Benchmarking</b> Using recognised national and international standards, business improvement methodologies and tools related to skills performance to measure, compare and work towards become recognised as one of the leading world-class industries.	Implement the use of nationally and internationally recognised Standards related to skills.	<ul style="list-style-type: none"> <li>• support SLCs in the application of WANO/INPO/ISR Standards</li> <li>• determine an approach to the Investors in People Standard</li> <li>• encourage SLCs to commit to making the "Pledge" identified in "World-Class Skills: Implementing the Leitch Review of Skills in England"</li> </ul>
	Determine a methodology for measuring and improving business performance linked to skills.	<ul style="list-style-type: none"> <li>• review the definitions of Human Capital Management to define the criteria for measurement and benchmarking with world-class employers</li> <li>• define a framework for High Performance Work Practices to link strategy and skills to performance outcomes across the NDA estate</li> </ul>



# Investment and Leverage

The NDA has made substantial investments to support skills which reflects its commitment and demonstrates the priority it places on fulfilling its obligations within the Energy Act 2004.

The NDA Skills and Capability Strategy has an allocated budget of £43.5m, spread across various skills initiatives as shown in the Investment Summary – Figure 7.

Made up from an initial allocation of £35.2m approved by the NDA Board in May 2005 to support the NDA Strategy, this has been further enhanced by allocations to support the National Community Apprenticeship Programme and the University of Cumbria.

At the end of 2007 £19.3m of the allocation had been committed or expended and substantial leverage<sup>4</sup> identified to demonstrate wider commitment from stakeholders and partners to achieve sustainability. A comparison of commitment against allocation and anticipated leverage (matched funding) is shown in Figure 8.

NDA Investment Summary £43.5m between CSR05 and CSR08

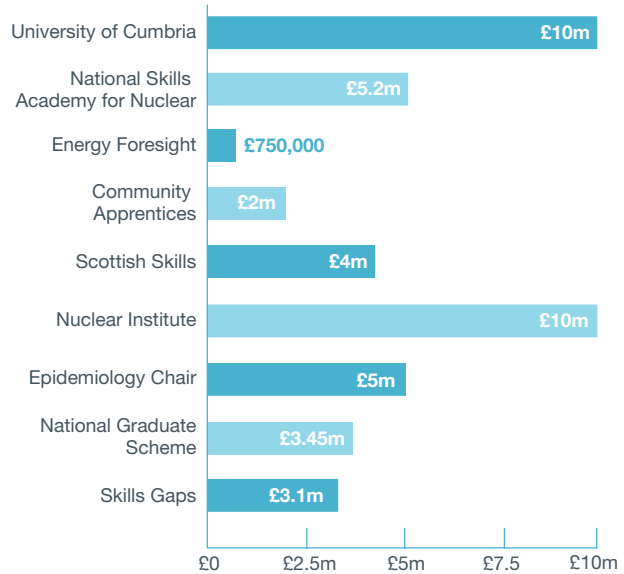


Figure 7. NDA Investment Summary.

NDA Skills Budget Investment and Leverage

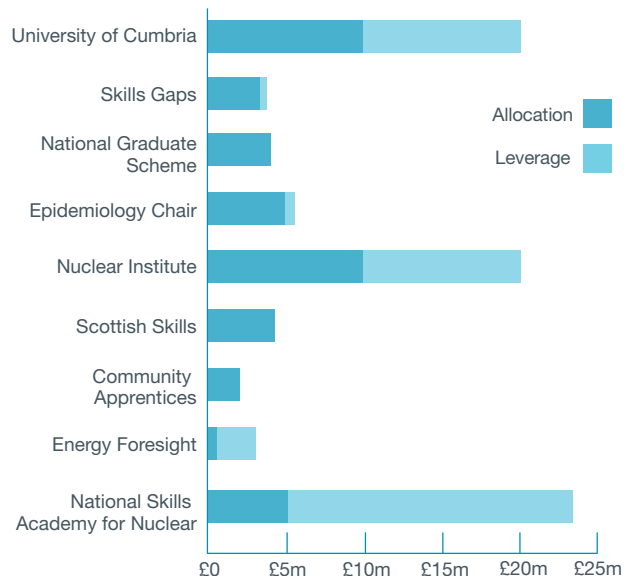


Figure 8. Investment and Leverage.

<sup>4</sup>Additional cash investments committed from other public and private funding partners

The NDA Skills and Capability Strategy has an allocated budget of £43.5m, spread across various skills initiatives.





# Mode of Operations

The NDA recognises it has a key role to play in acting as the catalyst to lead the development of sustainable world-class nuclear skills by developing excellent people, skills and facilities operating to the highest quality standards in order to fulfil its mission.

The NDA mode of operation in delivering its obligations with respect to skills, is through a strong and well-established network of partners and stakeholders – Figure 9.

With the support of our partners and stakeholders, we will take a strong leadership role where appropriate in developing and delivering skills solutions using the following principles:

- strong partnerships with SLCs
- delivering skills solutions collaboratively
- networking to the best advantage
- leading and influencing where appropriate
- leverage and sustainability of investments
- sharing good practice
- defining “World-Class” and benchmarking the industry

Where others are demonstrating good practice, especially in other sectors, we will participate and fully support their approaches to achieve economies of scale and shared opportunities for transferable skills.

The NDA mode of operation in delivering its obligations with respect to skills, is through a strong and well-established network of partners and stakeholders.

NDA Network of Skills Stakeholders		
<b>Supply Chain networks</b> NDA supply chain development Local supply chain development	<b>Employers</b> Site Licence Companies Supply Chain	<b>Cogent</b> Nuclear Advisory Council, National Employers, Steering Group, Cogent Board
<b>Government</b> DIUS, DBERR, DfT, DEFRA, Scottish Government, Welsh Assembly Government, Learning and Skills Council, Regional Development Agencies	<b>NDA</b> National Skills Working Group National Stakeholder Group, NDA/TUC Forum	<b>Commission/Employment Skills Employment and Skills Boards</b> Skills for Business Network, Other Sector Skills Councils
<b>Professional</b> BNES/YGN, INucE, IMechE, ICE	<b>Academic</b> Nuclear Academic Industrial Liaison Society, Nuclear Training and Education Consortium	<b>National Skills Academy for Nuclear</b> Regional Employer Groups, NSAN Board Project Boards

Figure 9. “Examples of NDA Partners and Stakeholders”.



# Expectations

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Working together in partnership with our key delivery partners and stakeholders is critical in the delivery of the Skills and Capability Strategy, our Mission, and in turn helping us to fulfill our obligations under the Energy Act 2004.

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We have set out our commitment to our delivery partners and stakeholders below:

Working in partnership we will:

- understand the sector's needs for skills using Lifetime Plans and common role definitions to establish a clear picture of the skills requirements, and any gaps present ensuring a needs-driven approach to skills development
- develop and deliver training and skills initiatives which support the transitional needs of the sites and promote sustainable skills towards world-class standards
- review and support proposals which enhance the underpinning skills infrastructure to enable world-class programmes to be delivered in excellent facilities
- actively support innovative solutions which promote employability across the sector and support our local communities
- continue to work in partnership with our key stakeholders and delivery partners through active participation in networks which share best practice and support the development and delivery of our Strategy

Therefore, to support the NDA commitment we have expectations of our partners in return:

- **delivery of commitment**
- **participation fully in the Skills Action Plan at every appropriate level (local, regional or national)**
- **ambitious and innovative approaches, and solutions to overcoming barriers**

In a truly committed partnership and collaborative approach, we can achieve world-class sustainable skills for the nuclear industry and develop a skills legacy of which we and our future generations can be proud.



**We actively support innovative solutions which promote employability across the sector and support our local communities.**



# Looking Forward

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The last two years have seen substantial and encouraging developments in addressing the skills agenda. Close relationships have been established at all levels and a true partnership approach and shared responsibility for meeting demands and expectations have been achieved. Through continued support and investments by all, the UK Nuclear Sector can, and will, be viewed as an employer of choice with a highly professional and well qualified workforce with exciting career opportunities. It will have a reputation of world-class performance and be benchmarked as one of the leaders on a global basis.

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To support this, and fully considered within the strategy, a number of other documents will deliver outcomes in the short, medium and long term, which will have direct impact and demonstrate application and delivery of the strategic theme.

#### **NDA Skills Action Plan**

- detailed outputs and milestones against the strategic themes

#### **NDA Business Plan**

- Priorities for the next 3 years, including skills and socio-economics

#### **NSAN Business Plan and Operational Plan**

- development of initiatives to support the strategic themes
- annual meetings to demonstrate implementation and progress

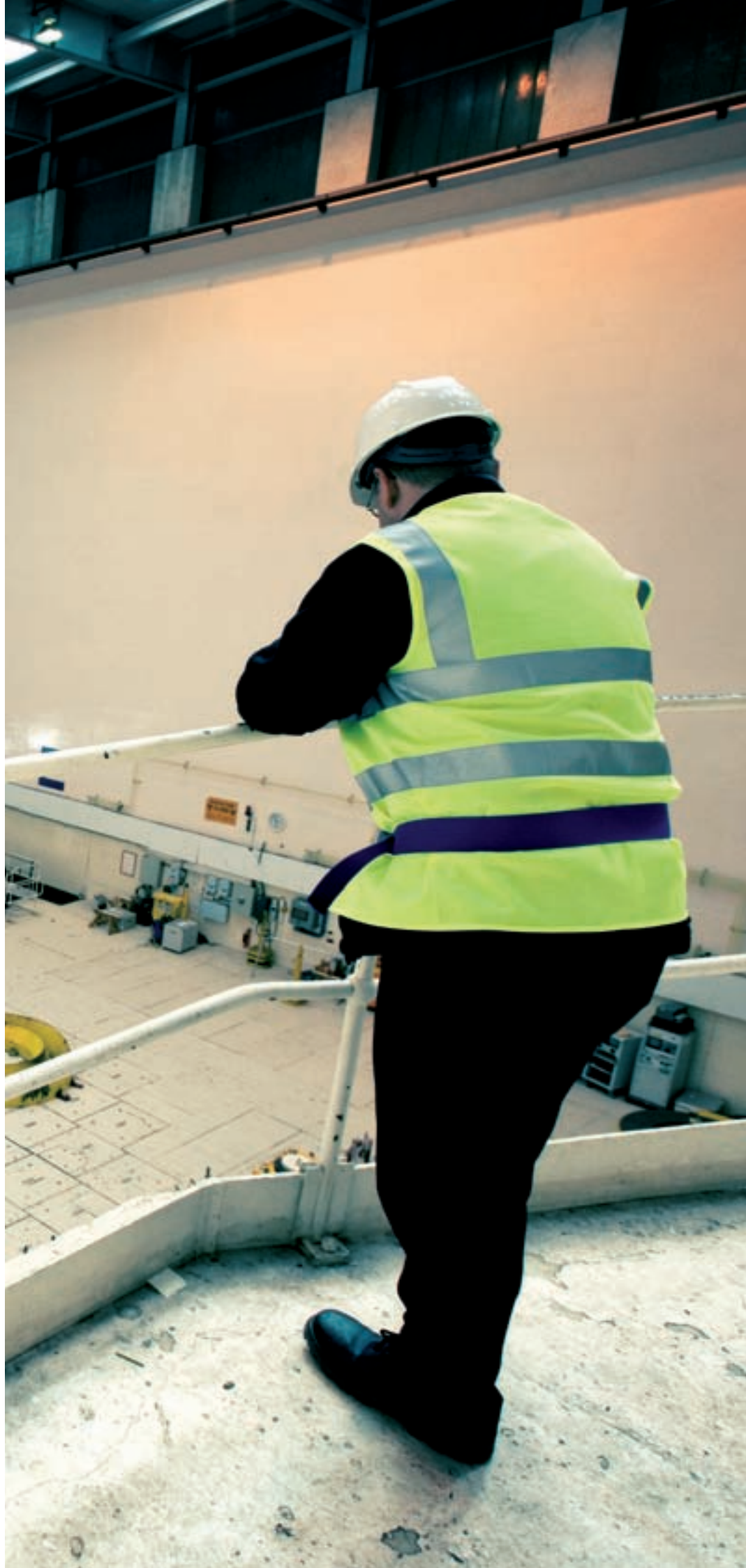
#### **Cogent Sector Skills Agreement**

- development and delivery of qualifications, programmes and initiatives which support the strategic themes

In summary, with the combined power of the stakeholder and partnership community, there is a willingness, commitment and documented approach to deliver a level of investment focused on achieving measurable performance improvements for the sector. The NDA Skills and Capability Strategy is geared to reflect, engage and build on such a collegiate approach in meeting the obligations it has to fulfil its Mission.

Finally, in order to measure progress, evaluate impact and where appropriate, define quantifiable benefits, the Action Plan will be received annually and reported against to demonstrate completeness of the strategy or to enable a collaborated review in due course and in line with the NDA Strategy Management System.

To support the development of a competitive clean-up industry, we will design and implement a strategy for supply chain development and improvement over the period.

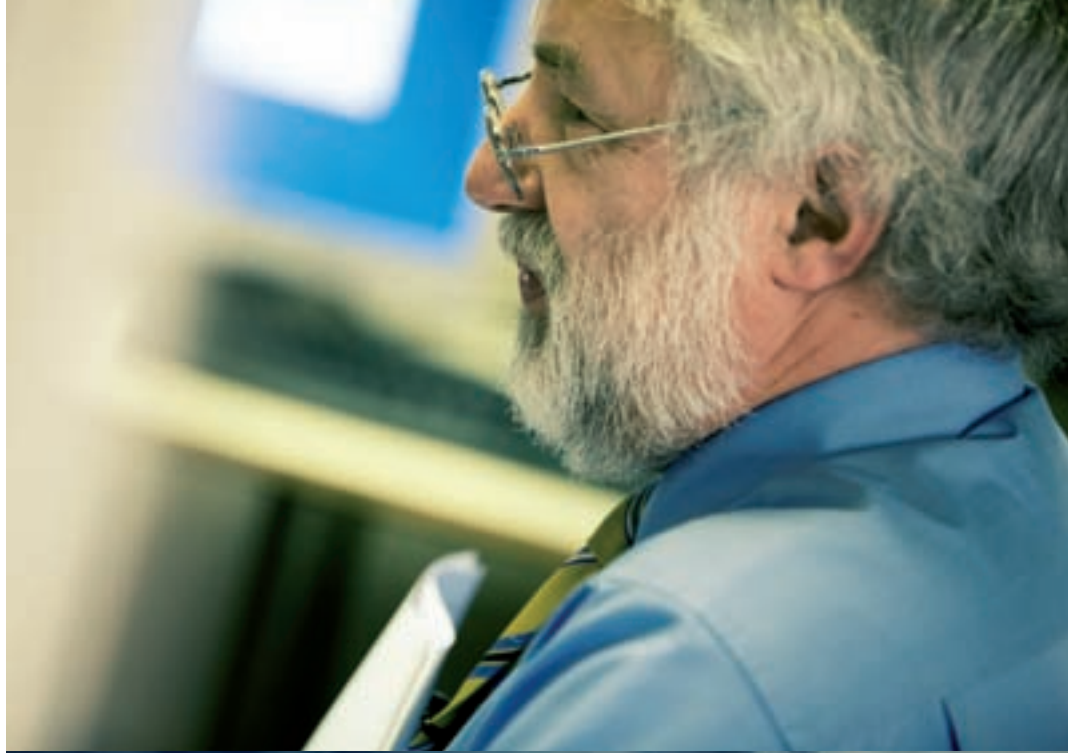


# Glossary

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BNES	British Nuclear Energy Society
BNES/YGN	British Nuclear Energy Society Young Generation Network
CSR	Comprehensive Spending Review
DBERR	Department for Business Enterprise and Regulatory Reform
DEFRA	Department for Environment, Food and Rural Affairs
DfES	Department for Education and Skills
DfT	Department for Transport
DIUS	Department for Innovation, Universities and Skills
HEFCE	Higher Education Funding Council for England
HEI	Higher Education Institutions
ICE	Institution of Civil Engineers
IMechE	Institution of Mechanical Engineers
INucE	Institute of Nuclear Engineers
LSC	Learning and Skills Council
NDA	Nuclear Decommissioning Authority
NSAN	Nuclear Skills Academy for Nuclear
NTEC	Nuclear Technology Education Consortium
OECD	Organisation for Economic Co-operation and Development
R&D	Research and Development
SLC	Site Licence Company
SMART	Specific, Measurable, Achievable, Realistic, Timed
STEM	Science, Technology, Engineering and Maths
TUC	Trade Union Congress
WAG	Welsh Assembly Government
WANO	World Association of Nuclear Operators





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