Our mission remains absolutely unchanged

David Peattie
Chief Executive
The NDA group is changing

Although our mission remains the same, the way in which we organise ourselves is evolving. We are transforming how we manage some of our businesses to find more effective and efficient ways of providing nuclear clean-up and decommissioning on behalf of the tax payer.

In 2016 Sellafield Ltd became a subsidiary of NDA and in September 2019 Magnox Ltd will also become a wholly owned subsidiary. These key decisions are opening the doors for us to operate differently.

When I joined the NDA as Chief Executive in 2017 I commissioned a fundamental re-assessment of how we take the NDA group forward. This has led to the creation of One NDA, which at its core is a group of businesses unified by our mission, working together more effectively and efficiently. There are around 16,000 people who help to deliver the NDA mission and they make up one of the most advanced nuclear workforces in the world. One NDA plans to capitalise on this wealth of experience and talent, harnessing the opportunities that come from the scale and breadth of our group.

Though we will look to adapt our processes, structures and governance under One NDA, people and culture are what’s really at its heart. The benefits will come from breaking down any boundaries, thinking collaboratively and building mutual respect and trust. A partnering approach is key to realising this opportunity.

The launch of this Handbook is only the start of the One NDA journey. It will take time to embed new relationships and ways of working, and they will evolve and strengthen over the coming months and years. Change of course is constant and occurring all across our businesses. One NDA isn’t happening in isolation and it provides us with a great opportunity to align under a unified vision.

As CEO and Accounting Officer, I have a real passion and pride for the job I have been given by government on behalf of the taxpayer. NDA has one of the most important missions of any public body and I’m personally motivated by the opportunity we all have to make a difference and be recognised for successfully carrying out one of the most challenging environmental restorations in the world.

Regards
David Peattie
NDA CEO
Welcome to the One NDA Handbook
Introduction

Welcome to the One NDA Handbook. Here we capture the spirit of One NDA and what that means in terms of the benefits we are seeking to achieve and how we go about realising them. It also describes the culture we are trying to create and the types of relationships that will realise the full potential of the change.

Having made significant progress over the last few years to deliver our mission and drive greater efficiencies in some areas of our business, One NDA will build on these successes and address some areas where improvement is needed. Its development takes into account some specific considerations, including:

- By September 2019, when Magnox Ltd becomes a subsidiary of the NDA, around 90% of NDA spend will be through the subsidiary model
- The responsibilities placed on us by the Nuclear Sector Deal, including to grow a highly skilled workforce for the future, reduce the cost of decommissioning and address the issue of gender balance
- Learning from the Magnox competition and National Audit Office reviews
- Our need to drive cultural improvement across the NDA group

As the NDA group works together to define more of the detail of One NDA and the improvements we’re making, this Handbook will be updated. Your comments are welcomed and feedback can be provided via OneNDA@nda.gov.uk.

The transition to One NDA will continue to be an inclusive process. Engagement has been sought throughout and our stakeholders will continue to be fully involved.
What we must deliver

Wayne Davies
Mission and Vision

The mission of the NDA group is clear and remains unchanged:

‘To clean up the UK’s earliest nuclear sites safely, securely and cost-effectively with care for people and the environment.’

What we do really matters. Our work to clean up the UK’s nuclear legacy is the largest, most important environmental restoration project in Europe, spanning decades.

As well as our shared mission, we now have a unifying vision to reflect the transformation the NDA group is taking and the opportunities that provides:

- Delivering our mission together safely, securely and more creatively, transparently and efficiently
- Creating great places to work and taking pride in what we do
- Trusted to do more in the UK and globally
Who we are

The NDA mission is led by NDA on behalf of government and delivered by a number of different businesses carrying out a full range of activities. We are the NDA group*, unified by a common mission.
Nuclear Decommissioning Authority
NDA's role is to secure the safe and efficient clean-up of Britain's nuclear legacy at 17 sites across England, Wales and Scotland. This includes implementing policy on the long term management of nuclear waste. Created by the Energy Act (2004), NDA is a Non-Departmental Public Body accountable to government for delivery of the mission and how taxpayer money is spent. NDA reports to the Department for Business, Energy and Industrial Strategy (BEIS) and for matters affecting Scotland, it is responsible to Scottish ministers.

Key:

<table>
<thead>
<tr>
<th>No. of employees</th>
<th>Annual budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>NDA</td>
<td></td>
</tr>
</tbody>
</table>

Sellafield Ltd
Sellafield Ltd is responsible for operating and cleaning-up Sellafield in west Cumbria, Europe's largest and most complex nuclear site. This includes cleaning up nuclear facilities and safeguarding nuclear fuel, materials and waste. In May 2016, Sellafield Ltd became a NDA subsidiary.

| 11,000 | £2BN |

Magnox Ltd
Magnox Ltd is responsible for 12 nuclear sites across the UK. Activities include defuelling at Wylfa, and decommissioning at Berkeley, Bradwell, Chapelcross, Dungeness A, Harwell, Hinkley Point A, Hunterston A, Oldbury, Sizewell A, Trawsfynydd and Winfrith. Magnox also generates electricity at the Maentwrog hydroelectric plant. The organisation is currently managed under a parent body organisation model and owned by Cavendish Fluor Partnership Ltd. However, from September 2019 Magnox Ltd will become a NDA subsidiary.

| 2,300 | £500M |

Dounreay Site Restoration Ltd (DSRL)
DSRL is responsible for cleaning up and decommissioning the Dounreay site in the north of Scotland and operates a Low Level Waste (LLW) disposal facility to deal with waste from the site. The organisation is managed under a parent body organisation model and owned by the Cavendish Dounreay Partnership.

| 1,200 | £200M |

Low Level Waste Repository Ltd (LLWR)
LLWR manages and operates the UK’s Low Level Waste (LLW) Repository in west Cumbria, providing safe, permanent disposal for a range of radioactive wastes. The company is also responsible for decommissioning a number of legacy plutonium contaminated buildings on the site. The organisation also delivers the UK’s National Low Level Waste Programme and the associated waste management services. LLWR is managed under a parent body organisation model and owned by UK Nuclear Waste Management Ltd.

| 250 | £80M |

Radioactive Waste Management (RWM)
RWM is responsible for providing radioactive waste management solutions and delivery of a Geological Disposal Facility (GDF), which includes finding a suitable site with a willing community to host a permanent and safe solution for managing radioactive waste. RWM is a NDA subsidiary.

| 165 | £45M |

Direct Rail Services (DRS)
DRS provide specialist rail transport and related services to support the NDA mission and have contracts with third parties across the UK rail sector. The organisation is a subsidiary of NDA.

| 500 | £80M |

International Nuclear Services (INS)
INS provides specialist nuclear transport, design and licensing services to the NDA group, as well as to a range of international and domestic customers. It also operates the nuclear shipping company, Pacific Nuclear Transport Ltd (PNTL). The organisation is a NDA subsidiary with locations in the UK, France and Japan.

| 323 | £62M |

NDA Archives Ltd
NDA Archives Ltd is responsible for Nucleus, the nuclear archive, in Caithness. The facility is operated by a commercial partner with archiving expertise and provides long term records management and archiving services for the whole NDA group. The organisation is a NDA subsidiary and has no direct employees.

| £5M |

NDA Properties Ltd
NDA Properties Ltd holds and manages the majority of the non-nuclear property assets within the NDA group. In addition, it also manages some selective property developments that support NDA’s wider objectives. The organisation is a NDA subsidiary and has no direct employees.

| £17M |

Rutherford Indemnity Ltd
Rutherford Indemnity Ltd provides insurance cover for the NDA group. It has a particular focus on nuclear liability cover and the provision of support for changes to insurance requirements. The organisation is a NDA subsidiary, managed for the NDA by Marsh Captive Management Services, and has no direct employees.

| £18M |
Benefits and changes

One NDA has been created to maximise the opportunities that come from working more effectively as a group. The One NDA way of working is firmly based on the belief that operating in this way will deliver decommissioning safely and more quickly and efficiently for the taxpayer and be better for our people.

Specifically the benefits we are looking for from One NDA are:

- Increased value for money for the taxpayer
- Enhanced performance and delivery of outcomes
- Improved stakeholder confidence and trust
- Strong organisational health
- An improved culture for our people; working with pride, feeling respected and included
As we move into the implementation of One NDA we will start to embed new ways of working. Some of these changing features are detailed in the table below.

<table>
<thead>
<tr>
<th>TODAY</th>
<th>ONE NDA</th>
<th>WHAT IT NEEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses responsible for safe, secure and efficient delivery of local goals.</td>
<td>Businesses also benefiting from maximising the support of the group to enhance performance.</td>
<td>No change to primary means of delivery, regulatory interface and duty holder responsibilities.</td>
</tr>
<tr>
<td>NDA and business interfaces based on contractually driven client-supplier and owner-subsidiary model.</td>
<td>Corporate Centre utilising flexibility of subsidiary model to add value.</td>
<td>Senior leadership and functional collaboration across business boundaries to exploit strengths, scope and scale of group.</td>
</tr>
<tr>
<td>Business processes designed and executed at a business-level.</td>
<td>More standardised, consistent, simpler and high quality group processes, where they add value.</td>
<td>An open style of leadership and functional collaboration to help drive continuous improvement of processes.</td>
</tr>
<tr>
<td>A recognised need to increasingly seek best practice and learning from outside our sector.</td>
<td>A learning group of organisations, finding solutions and using the best ways of working from our sector and others.</td>
<td>A focus on seeking external insight and best practice and an outside-in mind-set amongst leaders.</td>
</tr>
<tr>
<td>Projects planned and executed at business level.</td>
<td>Enhancing project capability, competence and outcomes by also introducing strategic group-wide ‘Beacon’ projects, led by best athletes from any part of the group.</td>
<td>Establishment and realisation of Beacon Projects requires effective and collaborative leadership and a group mind-set.</td>
</tr>
<tr>
<td>Talent management operated at a business level.</td>
<td>Future-proofing capability and creating opportunities for our people through a strategic group-wide focus on talent, leadership and succession planning.</td>
<td>Improved arrangements to enable people to move across the group more easily. Understanding how developing group-wide competencies can support skills and talent.</td>
</tr>
<tr>
<td>Business-based functional mind-set and ‘geographically fixed’ workforce.</td>
<td>Benefiting from expertise across the NDA group and an increasingly mobile workforce, through NDA group functional collaboration.</td>
<td>Senior leadership and functional collaboration helping to build the culture needed to exploit this way of working.</td>
</tr>
<tr>
<td>Building respect, trust and demonstrating transparency.</td>
<td>NDA group respected and trusted to do more through working openly and transparently.</td>
<td>Open leadership, mission progress reporting and a sustained stakeholder engagement focus.</td>
</tr>
<tr>
<td>Effecting culture change at a business level, with some early group-wide collaboration on equality, diversity and inclusion.</td>
<td>Meaningful and sustainable culture change, through leveraging the scale and skills of the group.</td>
<td>Inclusive leadership and a sustained strategic focus at a group and local level to put culture change at the heart of decision making.</td>
</tr>
<tr>
<td>Workforce pride for what’s being delivered locally by its business.</td>
<td>Also proud to be part of the NDA group and the ability to deliver an enhanced mission through One NDA.</td>
<td>The recognition that everyone must play their part in bringing about the benefits of One NDA.</td>
</tr>
</tbody>
</table>
One NDA and regulation

The activities undertaken by the NDA group are covered by a wide range of regulations and requirements, with some businesses holding nuclear site licences and environmental permits.

The accountability for delivering the obligations of such licences, permits and requirements remains with the relevant business. NDA and the businesses are all duty-holders. Duty-holders need to have appropriate control over their activities and resources in order to meet those obligations and also need to demonstrate to regulators that this is the case. This includes:

- Day to day control of activities
- Ability to decide who holds important staff positions
- Investment decisions that affect a facility’s performance
- Controlling the site during an emergency

There is also a regulatory expectation on duty-holders to monitor their own performance. For example ONR expects site licence holders to implement independent oversight and challenge on matters relating to nuclear safety and security.

One NDA will respect the contracts in place for the PBO model and will not cut across them or impact the businesses’ ability to fulfil any obligations as holders of licences, permits and authorisations.
Businesses retain their responsibilities as duty holders
How it will work
One NDA

The One NDA way of working puts the ability of businesses to deliver the mission front and centre of decision making and activities.

Businesses continue to be the prime means through which resources are allocated and clean-up and decommissioning is delivered. The NDA’s focus will be to create the environment under which the NDA group can maximise its ability to:

- Make the most of resources
- Share learning and drive innovation
- Nurture ambition and professional excellence
- Build future capability
- Create great places to work

The guiding principle is the positive impact One NDA can have on our mission, the taxpayer and our people.

One NDA will be embedded through our culture, structures, processes and governance, maximising our opportunity to realise its full potential on our mission, vision and strategy.

The guiding principle is the positive impact One NDA can have on our mission, the taxpayer and our people.
Performing at our best

Ross McLaughlin
People and Culture

At its heart, One NDA is about people and culture. How we do things is as important as what we do. As well as being compliant with laws, regulations, policies and procedures, displaying the right values and behaviours is critically important.

We want our workplaces to be those where people feel proud to work, are supported to do their best work and where our leaders’ ethics and values are visible in their actions every single day.

One NDA does not replace the values of businesses or their responsibility to build and sustain a positive safety culture in their organisations. Instead it will align the NDA group on some key principles, which are commonly important to us all. These are the foundations on which a One NDA culture will be built:

- Respect and inclusion
- Openness
- Collaboration
- Performance
- Creativity and innovation

**Respect and inclusion**

We want to build great places to work where people feel respected, included and able to perform at their best. It’s not only the right thing to do but good for our mission. Attracting the skills and talent we need over the coming years calls for us to be a modern and inclusive employer. The NDA group is actively pursuing a programme of work to achieve the ambitions of our NDA group Equality, Diversity and Inclusion Strategy.

**Openness**

A culture of trust and openness needs to be reflected in everything we do. This includes how we lead our businesses, share and receive information and ideas, make known and respond to mistakes and engage with our stakeholders. We understand the critical importance of fostering and sustaining openness about how safety concerns are raised, investigated and acted on; it is this culture that helps us to maintain our excellent safety records. Openness across business boundaries is a key enabler to One NDA.
Under One NDA we will be sharing a **Code of Conduct**, which determines our professional conduct and how we treat each other. The Code will help us further develop an exemplary workplace, where people are treated with respect and know the standards that are expected of them and others. Being role models for ethical behaviour, fairness and integrity is essential for the continued success of our mission.

### Collaboration

One NDA has been developed to maximise success through greater co-ordination of work and collaboration. This is about people at all levels, and regardless of group employer, working together and acting in the interests of the mission and the taxpayer. One NDA includes a greater emphasis on being part of a group and where possible enabling greater flexibility to move between organisations.

Collaboration needs us to embed transparency, trust and communication into the way we work and be driven by inclusive leaders who believe in the benefits of One NDA.

### Performance

Cultivating and sustaining a culture of high performance will help us to achieve our mission and deliver improved value for the taxpayer. Value isn’t just about money. It also means thinking about issues such as health, safety and the environment as well as costs. Introducing more formal functional collaboration will help us to optimise cross-group working and increase our focus on continuous improvement and standards. Everyone will know what is expected of them and proudly strive to deliver, inspired by the importance of our mission and the opportunity to make a difference.

### Creativity and innovation

Our ability to create and innovate helps us to overcome some of the many challenges we face in cleaning up our sites. A culture that fosters curiosity and novel solutions is vital to our continued success. There is a direct and strong relationship between creativity and innovation and openness and collaboration. Openness will encourage people to share new ideas and challenge the status quo and collaboration will help us to leverage the group to work creatively together. Leaders need to build the environment in which these conditions come together in the NDA group.

### Beacon Projects

The benefits of collaboration and change are better demonstrated than described. To help drive the adoption and benefits of One NDA we will be introducing Beacon Projects. A Beacon Project will bring together passionate and capable people from across the NDA group to tackle a challenge or pursue an opportunity. These projects will be led by the most appropriate part of the group, the ‘best athlete’, and be selected on the following criteria:

- **The outcomes can deliver tangible cross-group benefits**
- **The Project can demonstrably support government or regulatory needs, mission progress, value for money or culture change**
- **Requires cross-group collaboration**
Structure

There are many structures across the NDA group, determining how we perform and operate. One NDA does not replace them and instead sees us introduce two new important components:

NDA will adopt the role of an effective corporate centre and implement a ‘Lead, Govern, Share and Engage’ framework (LGSE).

A functional model will be introduced across the NDA group to drive functional excellence and collaboration.
NDA Corporate Centre and the LGSE Framework
NDA is responding to the changing demands placed upon it, including the need to lead an increased number of subsidiaries, deliver increased value for money and improve the culture across the NDA group.

<table>
<thead>
<tr>
<th>LGSE FRAMEWORK – HOW THE NDA CORPORATE CENTRE OPTIMISES VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEAD</strong></td>
</tr>
<tr>
<td><strong>SET STRATEGY</strong></td>
</tr>
<tr>
<td>Responsible for defining, aligning and continuously optimising the approach, capabilities and funding needed to deliver the mission.</td>
</tr>
<tr>
<td><strong>HOLD BUSINESSES TO ACCOUNT</strong></td>
</tr>
<tr>
<td>Responsible for ensuring that the NDA group and each business is delivering against its annual expectations and for approving remedial action with the businesses as needed.</td>
</tr>
<tr>
<td><strong>OPTIMISE ACROSS THE GROUP</strong></td>
</tr>
<tr>
<td>Responsible for identifying group-wide opportunities to accelerate the mission and add value to our delivery businesses (e.g. through shared services, centres of excellence and aligned leadership across the group).</td>
</tr>
<tr>
<td><strong>SECURE FUNDING</strong></td>
</tr>
<tr>
<td>Responsible for the business planning process, establishing priorities across the group and for ensuring sufficient funding from government for the businesses’ plans.</td>
</tr>
<tr>
<td><strong>SHARE</strong></td>
</tr>
<tr>
<td><strong>SET EXPECTATIONS</strong></td>
</tr>
<tr>
<td>Responsible for setting the policies, standards, metrics, targets and timelines that translate the strategy into measurable plans.</td>
</tr>
<tr>
<td><strong>ENSURE VALUE FOR MONEY AND PROBITY</strong></td>
</tr>
<tr>
<td>Responsible for defining the process by which costs and behavioural standards are challenged and validated as well as for supporting the businesses with the effective application of those processes.</td>
</tr>
<tr>
<td><strong>CHAMPION CULTURE AND VALUES</strong></td>
</tr>
<tr>
<td>Responsible for shaping the NDA group’s culture and creating Code of Conduct and for supporting businesses to develop collective actions to improve Organisational Health Index and Equality, Diversity and Inclusion.</td>
</tr>
<tr>
<td><strong>ENGAGE</strong></td>
</tr>
<tr>
<td><strong>SECURE STAKEHOLDER SUPPORT</strong></td>
</tr>
<tr>
<td>Responsible for co-ordination of all NDA Corporate Centre and group-wide stakeholder engagement to help accelerate the mission (e.g. adhere to regulatory policy, shape government commercial approach).</td>
</tr>
</tbody>
</table>
One NDA functional model

To support and realise some of the aims and benefits of the LGSE framework, we are also introducing a One NDA functional model.

The functional model is made up of three parts:

- Directing on strategy by the NDA board and executive, and on delivery by business boards and executive teams
- Delivering work within the businesses
- Enabling work through functional collaboration and sharing

This model maintains the primacy of businesses to deliver the mission and the role of their boards and executive teams to direct and govern the work and be the key governance interface with the NDA Corporate Centre.

The functional model sees a strong and effective NDA Corporate Centre setting strategic direction and creating an enabling environment that allows the NDA group to collaborate and make best use of the full range of resources and experience. This means our businesses sharing and collaborating with each other as well as through the NDA Corporate Centre.

Key to unlocking the potential of working in this way is openness and collaboration, driven initially at a leadership level. Functional executives or leads based in the NDA Corporate Centre will work with their counterparts in the businesses to:

- Develop functional strategies and targets
- Define standards, expectations, policies and processes
- Build capability and competence
- Plan succession and talent management

These will:

- Be developed at the group level to enable businesses to do their job effectively and efficiently
- Be created in collaboration with businesses
- Provide a working envelope, articulating things like group level priorities and opportunities

Businesses will own the implementation and will continue to develop their own strategies, targets and standards, working within the group envelope.

More detail on what the One NDA functional model means for each function is captured in the second half of the One NDA Handbook, on pages 32 to 46.
ONE NDA FUNCTIONAL MODEL

One NDA

Setting the Strategy
- NDA Corporate Centre
- NDA Board
- Executive Committee

Delivering the Work
- Businesses
  - Sellafield
  - Magnox
  - Dounreay
  - LLWR
  - RWM
- Transport Businesses
  - Ins
  - Drs

Directing the Work
- Board
  - Ex Co

Strategy & Technology
- Nuclear Operations
- Safety & Environment
- Security, Cyber & ICT
- Human Resources
- Communications
- Risk & Assurance
- Legal
- Commercial
- Finance
- Audit
- Compliance

Enabling Functional Collaboration
# Processes

Processes define how we get work done in the NDA group to deliver our mission and will be a key mechanism under which the benefits of a group approach are realised.

We will continue to test our processes to see where and how they can be adapted and improved to reflect the changing nature of how we work together and the opportunities that One NDA brings.

There are six key cross-cutting processes that are important to the NDA group:

- **SETTING STRATEGY**
- **BUSINESS PLANNING AND FUNDING**
- **DELIVERY**
- **PERFORMANCE MANAGEMENT**
- **COMMERCIAL MANAGEMENT**
- **RISK AND ASSURANCE**

### NDA CORPORATE CENTRE

<table>
<thead>
<tr>
<th>SETTING STRATEGY</th>
<th>BUSINESS PLANNING AND FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work with government on policy</td>
<td>• Collate plans and publish group-wide planning documents (e.g. Business Plan)</td>
</tr>
<tr>
<td>• Develop high level NDA Strategy including strategic threats and opportunities</td>
<td>• Agree delivery targets aligned to strategic outcomes</td>
</tr>
<tr>
<td>• Convert into Strategic Outcome Specifications</td>
<td>• Lead spending review</td>
</tr>
</tbody>
</table>

### INTERFACE

<table>
<thead>
<tr>
<th>NDA CORPORATE CENTRE</th>
<th>BUSINESS PLANNING AND FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Exco Strategy Subcommittee</td>
<td>• Annual Business Planning sessions</td>
</tr>
<tr>
<td>• Senior Strategy Committees</td>
<td>• Spending review discussions</td>
</tr>
<tr>
<td></td>
<td>• Sanction and business case approvals</td>
</tr>
</tbody>
</table>

### BUSINESSES

<table>
<thead>
<tr>
<th>NDA CORPORATE CENTRE</th>
<th>BUSINESS PLANNING AND FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop business strategy</td>
<td>• Develop business specific delivery plans</td>
</tr>
<tr>
<td>• Support NDA strategy development</td>
<td>• Delivery targets aligned to strategic outcomes</td>
</tr>
<tr>
<td>• Develop proposals for strategic change across the group as well as within own business</td>
<td>• Develop scenarios to support spending review</td>
</tr>
</tbody>
</table>

### OPPORTUNITIES FROM THE ONE NDA MODEL

<table>
<thead>
<tr>
<th>NDA CORPORATE CENTRE</th>
<th>BUSINESS PLANNING AND FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased use of Integrated Project Teams to develop strategy</td>
<td>• Focus on strategic outcomes</td>
</tr>
<tr>
<td>• Better informed strategy</td>
<td>• More standardisation where appropriate</td>
</tr>
<tr>
<td>• Strategic change realised more quickly</td>
<td></td>
</tr>
</tbody>
</table>
We will continue to test our processes to see where and how they can be adapted and improved to reflect the changing nature of how we work together and the opportunities that One NDA brings.

<table>
<thead>
<tr>
<th>DELIVERY</th>
<th>PERFORMANCE MANAGEMENT</th>
<th>COMMERCIAL MANAGEMENT</th>
<th>RISK AND ASSURANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sharing good practices</td>
<td>• Hold businesses to account for delivery</td>
<td>• Contract management of SLCs as defined in the relevant contract</td>
<td>• Identify strategic risks, implement controls and assure effectiveness</td>
</tr>
<tr>
<td>• Promoting high quality programme and project management capability</td>
<td>• Provide challenge, feedback and advice</td>
<td>• Provision of group-wide services where it adds value</td>
<td>• Coordinate assurance and three lines of defence</td>
</tr>
<tr>
<td>• Interfacing with Regulators and government at policy level to remove blockers and facilitate delivery</td>
<td>• Drive learning and improvement and respond to performance issues</td>
<td>• Ensure commercial standards are adhered to</td>
<td>• Oversee and assure management of group strategic risks</td>
</tr>
<tr>
<td>• Deliver some cross-group initiatives</td>
<td>• Inform stakeholders</td>
<td>• Key Supplier Management</td>
<td>• Analyse and act on combined risk profile for group</td>
</tr>
<tr>
<td>• Beacon Projects</td>
<td>• Regular information sharing</td>
<td>• Performance meetings</td>
<td></td>
</tr>
</tbody>
</table>
Setting Strategy
Setting strategy plays a pivotal role within One NDA. It is the process that unites the NDA group under one strategic direction and the first step in translating government policy into delivery.

While strategy remains the accountability of NDA under One NDA, it is a collective process and we will build on the good collaboration that already exists to explore opportunities for improvement.

Defining strategic outcomes that businesses will deliver is the key output of the strategy process and reflected in a strategy document, published every five years. However, strategy development and optimisation is a continual process as is defining strategic outcomes.

Cross-group structures already exist in the area of strategy. For example, we use integrated project teams to develop strategy and senior strategy committees to support strategic decision making. Developing this approach further will allow the full capabilities of the group to enhance strategy development.

Business Planning and Funding
Moving to One NDA opens up opportunities to strengthen planning at a NDA group level, helping us to consider the most effective and efficient ways of delivering our mission. Optimising our group-wide resources also allows us to use more of every pound we spend on our mission.

NDA Corporate Centre will maintain its responsibility to set funding envelopes and long-term planning assumptions, which the businesses use to build baseline plans. Strategic and key activities for businesses are captured in three plans:

1. Group 20 Year Plan
2. Group Consolidated Operating Plan, taking a three year look
3. The publicly available Business Plan, taking a three year look

NDA Corporate Centre plans are built around delivery of programme outcomes and strategic objectives and supported by business plans, which contain strategic outputs and targets.

One NDA does not change the way the NDA group is funded. Budgets are set by the government’s spending review and financed by a combination of government grant funding and income from commercial activities. Our vision reflects our aspiration to do more in the UK and globally, helping to reduce the cost for the UK taxpayer by maximising the commercial value of our assets.

The NDA Corporate Centre will continue to lead on planning and allocating financial resources on behalf of the whole NDA group, with responsibility for spending review negotiations, financial planning and allocation as well as overseeing and governing efficiency and value for money. The NDA mission sits within a broader public spending framework and we take funding decisions at a group level. The way in which work is prioritised is set out in the NDA value framework.

Budgets are cascaded in the form of annual site funding limits, which businesses allocate between projects, programmes and overheads.
Under One NDA, **Mission Progress Reporting** will be launched. This public facing document will provide a consistent way of reporting performance and progress from across the NDA group. This supports our vision to work with increased openness and transparency and to increase standardisation and simplification wherever possible. Development of this is being led by the NDA Corporate Centre working with a cross-group team.

**Delivery**

The majority of delivery of the NDA mission is undertaken by the businesses in the NDA group, decommissioning, managing waste, providing transport services and other enabling services. The businesses are responsible for creating an effective and efficient operating environment, having sufficient capability and capacity to deliver the work. People, skills, facilities, processes, procedures and culture are all part of providing a solid platform for delivery.

The businesses deliver a portfolio of work, including site management, undertaking operations, executing programmes and projects. Project and Programme management are essential capabilities to ensure effective and efficient delivery of the mission and are areas of real opportunity for One NDA. Driving further improvement of this competence and increasing the sharing of good practices could reap significant benefits for our mission.

As part of delivery, the businesses perform an important role of ensuring compliance with regulations and working with the regulators. For example, when selecting a new technology or solution, the businesses will consider the risk associated with the options and make an appropriate case to the regulator.

One NDA will not encroach upon regulator relationships. All members of the NDA group have a responsibility to ensure that this is the case and any concerns should be raised and discussed immediately with the NDA Corporate Centre.

**Performance management**

Performance management is a key priority across the NDA group. As well as ensuring that the implementation of NDA strategy is supported by sound plans being well executed, the process will also facilitate an increased focus on learning and improvement across the NDA group.

The One NDA approach to performance management is that those responsible for performance are held to account, both within the businesses as well as in the NDA Corporate Centre. At the centre of performance management are quarterly and monthly performance reviews, supported by new standardised performance reports. These reviews are also a key way of driving agreed targets, delivery and culture under One NDA and will focus on a high level view of performance without interfering with day-to-day running of the business.

The NDA Corporate Centre’s Business Facing Team (BFT), hosted in the Nuclear Operations Directorate, will play a key role in performance management at a group level, working collaboratively with nominated teams within Sellafield Ltd, Magnox Ltd, Dounreay Ltd, LLWR Ltd and RWM Ltd. The BFT will be multi-skilled and have suitably qualified and experienced people from the appropriate functions of the NDA Corporate Centre to ensure an integrated approach. The BFT will maintain group business intelligence, which together with the businesses’ reports will provide the NDA Corporate Centre with a consolidated view of group performance and allow the NDA to discharge its obligations to inform government on progress.

The BFT will foster excellent working relationships with businesses, creating a collaborative culture and an environment of constructive challenge via monthly and quarterly performance reviews. These will focus on safety, security, performance, issue resolution, risk management and continuous improvement at a group level. The reviews will use leading and lagging key indicators to help monitor current performance as well as predict future performance. This will ensure that the NDA Corporate Centre can provide appropriate assurance of projects and programmes in the delivery of our shared mission and also meet the obligations of the Energy Act (2004). The BFT will be responsible for contract management of parent body organisations and relevant site licence companies where these apply.

**Performance management is a key priority across the NDA group**
There will also be a focus on a structured approach to the assessment of programme and project maturity, status and readiness, with coordinated inputs at the required stage gate reviews throughout the project lifecycle. These reviews will inform the executive teams and boards in the NDA Corporate Centre and businesses on overall maturity, providing appropriate information to make key decisions.

The BFT will have a Head of Nuclear Operations for each of the group businesses who will ensure an effective and efficient interface at a group level, while recognising the responsibility for delivery sits with each business. This will ensure that governance is proportionate, focused, disciplined and draws upon the reporting within each business. The same leader will work with colleagues in the businesses to build effective relationships and create a collaborative and challenging environment to drive continuous improvement.

Functional Directors within the NDA Corporate Centre are responsible for setting strategies, policies and processes that will guide businesses and set standards and expectations of their functions. The BFT will discuss any functional issues that arise as part of their performance management responsibilities to the appropriate NDA Corporate Centre Director as necessary. Any amendments to functional strategies, policies or standards will be shared with the BFT as required by the NDA functional Director to ensure strategic alignment within the NDA Corporate Centre and into the businesses.

Performance management relating to NDA transportation subsidiaries, INS and DRS, will be overseen by their boards and by the NDA Executive through sponsorship by the NDA Corporate Centre’s Commercial Directorate.

Commercial Management
The NDA group is commercially complex and diverse. It comprises different operating models and includes revenue-generating, procurement and contract management activities. In order to better understand and optimise commercial activities across the group a Commercial Directorate has been formed within the NDA Corporate Centre.

Learning from the Magnox competition to date and from the wider public sector is now driving greater refinement and alignment of commercial processes, governance and standards across the group, and where appropriate with central government. A key aspect is ensuring that NDA group procurements deliver the expected benefits, with value and risk appropriately understood and managed.
As part of the category management approach being implemented, the commercial directorate will embed commercial resources in the BFT. Focused on long term programmes of work, this specialist resource will work closely with counterparts in the businesses to ensure that procurement strategies are fit for purpose, procurement activity has appropriate governance and that the businesses implement suitable contract management arrangements in their role as intelligent customers.

**Risk and assurance**

Risk and assurance is at the centre of strategic decision making in the NDA group and embedded into our processes. Its balance of robust challenge and enabling the businesses is a key factor to securing stakeholder confidence.

One NDA brings the opportunity for increased efficiency through a more coordinated approach to managing risk and undertaking assurance. It also provides access to a wider pool of professional expertise and sharing of risk intelligence, tools and techniques and best practice. A risk and assurance professional network will be established to enable peer mentoring and sharing.

The NDA Risk Management Framework and Assurance Management Framework defines how risk and assurance works across the NDA group. Risk management plans that set out how the framework will be implemented are owned locally by businesses. Through One NDA we intend to bring about a more standardised approach to risk management.

Identifying risk is the responsibility of everyone in the NDA group. Understanding risk enables us to implement targeted assurance, which will be coordinated through an Integrated Assurance and Approvals Plan (IAAP) for the group. The NDA Corporate Centre Risk and Assurance function will take a more proactive approach to coordinating assurance, using the group IAAP to identify overlaps and gaps and address them appropriately. The NDA Corporate Centre and the businesses all operate a ‘three lines of defence’ model. In the NDA Corporate Centre the first line is provided by the Business Facing Team; the second line is coordinated by Risk and Assurance using the functions to provide expertise and the third line is provided by Internal Audit and Compliance.

The learning from assurance reviews will be collated in a thematic way, helping drive improvement programmes to proactively respond to findings. One NDA will also make it easier to view the risk profile across businesses and draw in external organisations and institutions, providing further opportunities to learn from other sectors.
Delivering the highest standards of governance and leadership
Governance and Leadership

Delivering the duties of NDA as a non-departmental body of government without compromising the ability of businesses to comply with the obligations of licences, permits and day-to-day operations is an essential requirement of governance within the NDA group.

BEIS is responsible for the governance of NDA; the Scottish government also has a governance role, working closely with BEIS to ensure its expectations are met. Although that governance is directly on the NDA Corporate Centre, it also affects the wider NDA group.

The formal agreement between government and NDA, the NDA Framework Document, remains a strategically important component of governance. Obligations it contains flow down from government through NDA into all the businesses.

NDA is led by its Board, and accountable to government for all aspects of the NDA’s activities and performance. It is responsible for:

- Ensuring high standards of corporate governance
- Agreeing plans against which NDA performance is measured at all times
- Maintaining an appropriate framework that provides assurances on risk assessment and the application of appropriate controls

As the NDA group is made up of businesses with a number of different operating models, there are different governance arrangements in existence. For those businesses under contract to NDA, the contract defines the way in which the businesses are governed.

Under the subsidiary model the governance framework is made up of:

- The constitution of the businesses – the rules for the business regulating the internal affairs of a company, the nature of the work and responsibilities of the directors
- A Scheme of Delegated Authority – what the business may do without recourse to the NDA Corporate Centre
- A Services Agreement – regulates the relationship between the business and the NDA Corporate Centre and includes any specific services that either organisation will provide to the other

This governance framework secures alignment of objectives between NDA and the subsidiary and an appropriate level of control. As is the case today, under One NDA the NDA Corporate Centre will not direct or determine day-to-day operations and subsidiaries are free to develop their own policies and procedures as required, so long as they fit within the mechanisms and overarching policies and procedures that govern NDA and the businesses.

Each subsidiary has a board which is accountable for delivery, providing leadership within the overarching governance framework. The board delegates aspects of their authority to the executive team of the business.

Under One NDA, internal audit continues to play a key role in providing independent assurance of the organisation’s risk management, governance and internal control processes. To undertake the role effectively it remains independent from operations and reports to the highest level in the organisation – the NDA Board, the Audit and Risk Assurance Committee and the Accounting Officer.

To oversee and manage compliance arrangements in the NDA group, we have now introduced a Group Compliance Office led by the Chief Compliance Officer. This is an important development and will provide an objective evaluation of the adequacy and effectiveness of compliance across the group. It will look to ensure decision making and conduct are in line with the Code of Conduct, which will be shared across the NDA group.

With the development of One NDA, governance must now also oversee the changes it is bringing, including operating an increased number of subsidiaries. It will play a key role in ensuring that the opportunities of a group approach are leveraged and that we respond to learning. This also places a responsibility on the role of leadership as there is an important requirement to drive change in support of One NDA through our governance framework, both at board and executive levels and within the businesses and NDA Corporate Centre.
The purpose of Strategy and Technology in the group is to develop optimal and implementable strategies and technical solutions to deliver NDA’s mission. We also drive positive changes to policy and legislation, and influence international standards and practice. We are building a nuclear decommissioning innovation capability through interaction with universities, other research institutions and the supply chain.

Responsibilities of Strategy and Technology functions across the group
All parts of the group are responsible for ensuring that strategic decision making is robust, gaining the confidence of stakeholders and underpinning strategic and investment decisions. We must also ensure that plans are technically underpinned and assured.

Additional responsibilities of NDA Corporate Centre
There are specific responsibilities placed on NDA Corporate Centre through the Energy Act 2004 and its role as a non-departmental public body:
- Develop the overarching and publically available NDA Strategy every five years
- Carry out and promote research and development to support our mission
- Deliver the UK Radioactive Waste Inventory on behalf of BEIS
- Own the group’s comprehensive input to the Nuclear Sector Deal
- Consider the potential impact of other nuclear liabilities that are not currently the responsibility of NDA

Opportunities to come from One NDA
One NDA will help us to build on our existing approach and work together to:
- Review strategy and technology links in the group and create a stronger network
- Review the strategy management system process to ensure that it works flexibly for the group
- Develop a technical assurance approach across the group
- Identify and agree ‘grand challenges’ to inspire innovation
- Develop the approach to horizon scanning to identify medium to long term opportunities
What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

**Lead:**
- Optimise NDA’s strategy, leading on nuclear materials, spent fuels, integrated waste management, site decommissioning and remediation, international relations, research and development, and technology and innovation
- Specify medium term outcomes for the group
- Help develop an innovation culture across the group
- Maintain relationships with international counterpart organizations
- Hold the strategic relationships with other UK liability holders (e.g. MOD and EDFE)

**Govern:**
- Ensure group technical and strategic decisions are well governed and underpinned
- As part of the overall NDA group assurance plans, undertake assurance on technology deployment, Safeguards and the strategic and economic aspects of business cases

**Share:**
- Develop and share technologies and innovations that solve challenges through a programme of research and development that addresses group-wide challenges and builds on external best practice
- Secure and leverage external research and development funding for innovation
- Use knowledge and expertise to identify revenue generation opportunities
- Support UK companies accessing overseas markets through showcase activities
- Influence the development of government and international policy, standards and guidance
- Lead NDA’s relationship with regulators on their policies for regulation of our businesses
- Deploy knowledge and expertise in response to ad-hoc requests from HMG

**Policies and Processes:**
The following group policies and processes provide a One NDA framework for our area:
- NDA Strategy Management System
- NDA Value Framework
- The Technical Baseline process
- UK Radioactive Waste Inventory process

**One NDA linkages:**
We will develop and encourage linkages through:
- Good practice networks and research forums
- Co-delivering and delegating to the best athlete
- Governance systems that focus on the best outcome for the group, including Senior Strategy Committees, NDA Research Board and Epidemiology Governance Group
The purpose of Nuclear Operations is to ensure that the delivery of the mission is executed in an optimised, efficient and effective manner through performance management and the sharing of good practice to stimulate business improvement.

Responsibilities of businesses across the group
The core responsibility of the businesses is efficient, safe, secure and environmentally sound delivery of the mission. The businesses are responsible for creating an effective and efficient operating environment in which to execute their business plans and, where appropriate, lifetime plans.

Additional responsibilities of NDA Corporate Centre:
• Performance management for Sellafield Ltd, Magnox Ltd, Dounreay Ltd, LLWR Ltd and RWM Ltd through the Business Facing Team.
• Respecting the accountabilities of businesses to deliver the requirements of licences, permits and other legal duties, we will develop functional strategy and group policy for Health, Safety and Environment, Sustainability, Quality and Continuous Improvement, Programme and Project Management and Asset Management.

Performance management will ensure the delivery of business level strategies and plans. Our intent is to introduce a more formal relationship between the NDA Corporate Centre and businesses, focussing on the top level and not interrupting day-to-day operations. We will focus on sharing, facilitating learning and improvement and adding value. Performance management will be structured through monthly, quarterly and stage gate review meetings.

Opportunities to come from One NDA
One NDA will help us to build on our existing approaches and provide the framework for us to work more closely together to share good practice, improve learning and drive continuous improvement.

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

Lead
• Ensure the implementation of NDA corporate strategies and policies and assist businesses in this
• Drive consistency in approach, where appropriate, across the group
• Set business planning expectations and accept business plan submissions from the businesses

Govern
• Hold businesses to account, ensuring value for money is delivered against agreed targets
• Challenge performance based on consistent progress reporting with common KPIs across the businesses
• Operate NDA first line assurance of business performance
• Focus on key project stage gate approval points

Share
• Share best practice regarding delivery to enable continuous improvement
• Identify and harness efficiencies in common delivery related services across the group
• Put in place a continuous improvement process and promote a learning culture
• Promote the implementation of new technologies and innovation across the group

Engage
• Manage government working level engagement on projects and programmes
• Engage with HS&E regulators and other stakeholders as required to maintain constructive working relationships on project and programme performance, for example our work with environmental regulators on environmental performance indicators
• Work with industry bodies on best practice

Policies and Processes
Working with the businesses we will build on existing policies, processes, standards and procedures to develop the One NDA framework for our area. As an example, the Programme Controls Procedures manual (PCP-M) remains an important set of requirements that drives an appropriate level of standardisation and enables a group-level view.

One NDA linkages:
We will develop and encourage linkages across the group through:
• Topic specific workshops and forums, including the Asset Management Working Group and the One NDA Safety and Wellbeing Event and Awards
• Participating in forums coordinated by other organisations, including Nuclear Engineering Directors Forum and Environment Agencies Requirements Working Group
The purpose of security, cyber, ICT and information governance within the group is to ensure that the group has the appropriate levels of physical, personnel, cyber and ICT capability and competencies to minimise risks and protect all group assets. It provides assets and support to ensure effective and efficient operations across the group.

Responsibilities for Security, Cyber, ICT & Information Governance across the Group

There are some important responsibilities that are common to all businesses within the group:

• Inform our stakeholders and the public on strategy, decisions and performance
• Inform, educate and motivate our people
• Enhance and protect our reputation
• Support the group and its individual businesses

Additional responsibilities of NDA

NDA Corporate Centre will carry out actions to ensure that the group acts in accordance with the powers and authority of the NDA group and, by implication, government. In particular the NDA will:

• Influence the procurement, selection and management of the relevant group services
• Manage any matters that are novel, contentious or repercussive

Opportunities to come from One NDA

One NDA will help build on and strengthen the way in which we plan and execute work in our area, maximising our impact on the mission and opportunities for our people. Specifically, it will help to:

• Take a more strategic, group-wide approach to building skills and professional capability
• Be more efficient by leveraging economies of scale and sharing resources and services
• Be more mindful of the drivers on businesses
• Create centres of excellence, sharing best practice and learning and increasing mobility

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

Lead:

• In collaboration with the businesses, develop and set the functional strategy for security, cyber, ICT and information governance
• Define policies, processes, protocols and standards
• Provide independent advisory and assurance services
• Create collaborative frameworks to encourage innovation
• Provide clear direction in respect to responsibilities and accountability
• Leading NDA’s Cyber Security Resilience Programme

Govern:

• Ensure government strategic and policy objectives are delivered
• As part of the overall NDA group assurance plans, undertake function specific assurance
• Provide oversight of group activities that consider risk, threats and opportunities in order to inform decision making
• Hold businesses to account by providing support to the Business Facing Team

Share:

• Optimise collaboration across the group to standardise and simplify group practices
• Champion initiatives, projects and programmes that deliver efficiencies
• Promote a collaborative environment that encourages a group culture of learning
• Ensure that all businesses have the ability to draw on centralised knowledge pools

Engage to:

• Support the business planning and sanction process to secure funding
• Develop an aggregated view of function expenditure across the group
• Govern the expansion and adoption of commoditised services
• Drive adoption of the ‘Cloud First’ aspirations, as per government guidelines
• Influence government strategy and policy for the benefit of the group
• Report on performance that gives confidence in group delivery
Policies and Processes
Our approach to policies and processes is to flow down the requirements from government and provide additional guidance where appropriate, assisting the group businesses with prioritisation and implementation. As a group we will look for opportunities where standardisation could add value.

One NDA Linkages
We will develop and encourage linkages across the group through:

- Regular group-wide meetings to discuss and agree strategies, standards and practices

The purpose of human resources within the group is to enable and drive the delivery of the NDA Mission through people, to attract and develop a highly skilled, talented and motivated workforce and create a culture in which our people thrive.

Responsibilities Human Resources functions across the group:
There are some important responsibilities that are common to all businesses within the group:

- Enabling and driving the delivery of business strategies and priorities through people in line with the NDA Mission, strategy and plan
- Supporting the functional collaboration model and group strategic priorities
- Operating within the People Framework and deploying appropriate policies and processes

Additional responsibilities of NDA Corporate Centre
NDA Corporate Centre will be responsible for:

- Taking a strategic HR leadership role across the group and setting strategic One NDA priorities
- Setting expectations for good practice and standards through the development of a People Framework in collaboration with the businesses
- Facilitating collaboration, joint delivery, sharing and leveraging of resources and capabilities

Opportunities to come from One NDA:
One NDA will help us to build on our existing ways of working to enable enhanced delivery within our businesses and drive improved outcomes on a group-wide basis. Specifically we will work together to:

- Create a functional collaboration model
- Build a community of expertise, using knowledge based networks to share good practice
- Leverage resources across the group using joint delivery teams where it adds value

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

Lead:

- In collaboration with the businesses, develop and set a People Strategy to optimise and enable delivery of areas including skills, mobility, resourcing and talent, employee relations and EDI
- Consult and collaborate across the group and with a range of external stakeholders on NDA People Strategy
- Define a People Framework and standards where appropriate to enable the delivery of the People Strategy

Govern:

- Ensure implementation and adherence to the People Strategy and Framework with clear ownership accountabilities and decision making authority. This will be part of agreeing annual expectations, KPIs and objectives agreed with the CEO/MD of the business
Share:
- Standardise, simplify and optimise the model for delivering HR activities, processes and services across the NDA group where it adds value
- Support businesses by defining guiding principles with regards to culture in line with the Code of Conduct and One NDA

Engage:
- Collaborate with the group, government and NDA Finance on people related matters to deliver government policies and efficiencies as part of the spending review process
- Presenting a unified perspective on supporting the Nuclear Sector Deal and emerging Government People & Skills policies and their implementation across the group
- Secure stakeholder support for the UK People Strategy for nuclear decommissioning
- Represent government, NDA and group-wide issues with trade unions at national level

Policies and Processes:
The People Framework will be developed in collaboration with the businesses to ensure it is enabling and will apply across the group. The Businesses will be responsible for aligning and deploying their policies and processes to support the People Framework. The Framework will include high level principles on:
- Resourcing
- Mobility and transferability
- Talent and Succession planning
- Skills, learning & development, apprenticeships and graduates and STEM
- Reward
- ED&I
- Employee relations

One NDA linkages:
We will develop and encourage linkages across the group through:
- Group-wide people objectives and monthly HR performance reviews
- Quarterly People Board
- Group delivery teams, where group-wide resource is used for specific activities or deliverables, such as on EDI
- HR sharing forums as appropriate
- Annual HR Conference
- HR Leadership forums
The purpose of Communications and Engagement within the group is to deliver world-class communications and engagement to support the delivery of our mission and maintain our social licence to operate. This means securing and maintaining the agreement and support of our employees, stakeholders and communities.

Responsible communications and engagement functions across the group:
There are some important responsibilities, common to all businesses in the group:
• Inform stakeholders and the public on strategy, decisions and performance
• Inform, educate and motivate our people
• Enhance and protect our reputation
• Support the group and businesses through issues and crisis

Additional responsibilities of NDA
There are additional responsibilities placed on NDA Corporate Centre through the Energy Act 2004 and its role as a government non-departmental public body:
• Delivering tax payer value
• Executing its legal duty to consider and support the needs of site communities
• Helping to inform and support government's decision-making and policy implementation

These responsibilities influence communications and engagement activity for the entire group. This can range from the need to take the government's agenda into consideration when planning and executing communications activity to following government rules on procurement.

Opportunities to come from One NDA
One NDA will help build on and strengthen the way in which we plan and execute communications and engagement, maximising our impact on the mission and the opportunities for our people. Specifically, it will help us to:
• Take a more strategic, group-wide approach to building skills and professional capability
• Better align communications and stakeholder engagement, planning and delivery
• Be more efficient by leveraging economies of scale and sharing resources and services
• Be more mindful of drivers, including those coming from government
• Create centres of excellence, sharing best practice and learning

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:
Lead:
• Set a framework under which we can work with increased freedom, including group-wide strategies, expectations, standards, policies and procedures
• Create cross-group communications campaigns and Beacon Projects to support our mission, utilising best athletes and facilitating professional development

Govern:
• Agree business level communications and stakeholder strategies and plans to ensure they support group-wide strategies and goals
• Ensure effective engagement on GDF to support this mission critical activity
• Ensure maximum value for money for the taxpayer against our spend across the group
• Respond to group issues that have real or perceived national relevance

Share:
• Optimise the model for delivering effective and efficient communications in line with the group strategy for shared services
• Establish centres of excellence and facilitate sharing of learning and best practice
• Support the development of the culture we want to create across the group

Engage to:
• Engage with government on behalf of the group, where it is does not impact on licences
• Drive increased visibility of NDA Corporate Centre CEO and Executives across the group to help cement a One NDA approach
• Communicate progress at a group level to national stakeholders

Policies and processes
The following group documents will be developed to create a One NDA framework in our area:
- Communications Strategy
- Media policy
- Employee engagement policy
- Economic development policy
- Government relations policy
- Branding and events policy
One NDA Linkages
We will develop and encourage linkages across the group through:
• Annual group communications forum
• Group senior leads forum, meeting quarterly
• Usage of the collaboration tool – The Hub
• Group-wide campaigns, Beacon Projects and working groups
• Regular planning and performance meetings between the NDA Corporate Centre and the businesses

The purpose of Risk and Assurance within the group is to provide independent assessment of the confidence and predictability of mission success. Risk and assurance is also fundamental to informing and underpinning decision making within group governance.

Responsibilities of Risk and Assurance functions across the group:
There are some important responsibilities that are common to all businesses within the group:
• Identify risks, putting in place controls, monitoring mitigations and assuring controls
• Ensure compliance with risk and assurance policies, processes and protocols

Additional responsibilities of NDA:
NDA corporate centre risk and assurance function has particular responsibility for:
• Maintaining a group-wide Integrated Assurance and Approval Plan (IAAP)
• Oversight of decommissioning plans for EDF Energy’s existing fleet of nuclear power stations on behalf of BEIS
• Providing advice to government on nuclear new build operators’ decommissioning and waste management plan
• Provide the group’s interface with the Infrastructure Projects Authority

Opportunities to come from One NDA
One NDA will help build on and strengthen the way in which we plan and execute risk and assurance through the group, maximising our positive impact on the mission and the opportunities for our people. Specifically, it will help us to:
• Identify skills and capability requirements and encourage personal development
• More clearly identify the risk profile across the group
• Improve our ability to proactively respond to assurance findings by identifying themes across the group and acting upon them to improve delivery of the mission

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:
Lead:
• In collaboration with the businesses, develop and set the functional strategy for Risk and Assurance
• Define, align and communicate the risk appetite for the group, engaging with stakeholders, including regulators, as we do this
• Define and share the NDA group Risk and Assurance frameworks including, policies, standards, roles and responsibilities, common terminology and output formats
• Develop appropriate benchmarking tools and techniques

Govern:
• Provide independent challenge to assure the effective application of risk and assurance policies, standards and outputs
• Support performance management mechanisms using risk and assurance outputs
• Deliver assurance on the most significant risks using group expertise and from external agencies
• Identify and provide oversight of the management of key group risks
• Ensure consistent, coordinated and comprehensive approaches to assurance through the IAAP

Share:
• Promote timely, transparent and constructive risk and assurance communications
• Improve the standard and capability of risk and assurance through sharing best practices
• Share lessons learned and subject matter expertise input to the group
• Provide access to and deployment of skills and capability across the group and facilitate risk and assurance reviews

Engage:
• Ensure risk and assurance outputs are used to underpin major investment decisions
• Engage with external bodies to identify best practice and demonstrate best approaches are being deployed, building confidence of key stakeholders
• Undertake horizon scanning to identify emerging risks and common themes
• Interface with relevant professional bodies and key stakeholders
• Secure the exchange of lessons learned between the group and other industries

Policies and processes
We will create a Risk and Assurance Framework building on the following:
• UK government Assurance Toolkit
• NDA Policies and Guidance – PCP
• Risk Management Framework and the ISO 31000: 2018 Risk Management
• Assurance Management Framework

One NDA Linkages
We will develop and encourage linkages across the NDA group through the development of and support to a combination of tools and activities including centres of excellence, formal and informal Heads of Profession forums and integrator roles across industry, UK government and international working groups such as the OECD.

Legal

The purpose of NDA group Legal is to provide legal advice and risk analysis, supporting the commercial and strategic objectives of NDA and the mission. NDA Legal and the legal functions of NDA businesses work together in a collaborative and co-operative approach to ensure a consistent approach to the management and mitigation of legal risk.

Responsibilities of NDA group Legal
Each legal function in the NDA group is responsible for providing legal advice to its respective business and ensuring compliance with, and adherence to, relevant policies, processes and protocols. With the support and endorsement of the corporate centre, the businesses are constantly developing their approach to legal strategy, legal risk analysis and legal policies to ensure efficient application. The Legal functions in the NDA group are responsible for ensuring:

• Where relevant and appropriate, written legal advice to their business is capable of being shared with, and relied upon by, NDA Corporate Centre, group and government on a common interest privilege basis
• Where relevant and appropriate, written legal advice supporting NDA sanction will be available to NDA Corporate Centre in full providing a clear view of the legal advice, any risks and appropriate mitigation
• NDA corporate centre is notified of any novel contentious or repercussive legal issues
Additional responsibilities of NDA
NDA Corporate Centre has additional responsibilities through the Energy Act 2004 and in its role as a government non-departmental public body, including to:

- Carry out actions to ensure the group acts and operates in accordance with and within the powers and authority (vires) of NDA
- Make decisions concerning legal matters that affect NDA, and notifying NDA group Legal functions of matters that may impact the group as a whole to ensure a consistent approach
- In collaboration with subsidiary legal functions, selecting and appointing an external legal panel

Opportunities to come from One NDA
One NDA will help us to build on our existing approach to the delivery of Legal responsibilities across the NDA group. Specifically we will work together to:

- Develop practise groups across NDA group Legal to identify, standardise and simplify appropriate legal agreement templates and procedures
- Where it adds value, create guidance, updates and/or training on legal topics of interest to the NDA group, for example public procurement law and competition law
- Influence policy and legislation, coordinated through the Corporate Centre

What the NDA Corporate Centre will do to enable performance and professional excellence:

Lead:
- In collaboration with the businesses, develop and set the legal functional strategy and standards and expectations for the group
- Provide an independent legal perspective to the group on whether group-wide strategy to deliver the mission is legally sound and within the powers and authority (vires) of NDA
- Define the policies, standards and guidelines on legal advice necessary to support investment decisions (through the sanction processes)

Govern:
- As part of the overall NDA group assurance plans, provide assurance to NDA’s Board and to government that NDA and each business is delivering against expectations in a legally sound manner
- Provide company secretarial support for NDA Corporate Centre and, where appropriate, NDA subsidiaries
- Advise NDA on existing and emerging legal risks and working with legal teams across the group to ensure awareness of these risks so they can be managed in a consistent manner
- Appoint in collaboration with Legal functions in NDA subsidiaries, a single panel of external legal advisors to the group

Share:
- Optimise the model for delivering legal services across the group
- Drive standardisation and best practice by creating and supporting the creation of templates to establish consistent procedures and guidelines for common issues

Engage:
- Develop an aggregated view of funding required for external legal expenditure across NDA
- Coordinate and champion the group perspective into existing and emerging legislation and regulatory policy

Policies and Processes:
The following group policies and processes provide a One NDA framework for our area:

- Policy on Instructing Lawyers and Sharing Legal Advice
- Protocol relating to reporting of legal spend and budget across the group
- Protocol relating to litigation and dispute reporting by subsidiaries and SLCs

This list is not comprehensive and where it will add value we will work together to develop additional group legal policies, processes and protocols, such as for a group-wide contract register.

One NDA Linkages
We will develop and encourage linkages across the NDA group through:

- A One NDA group legal conference at least annually to agree group legal standards and practices
- A One NDA external legal firm panel conference at least once a year
- Ad hoc One NDA external legal panel training and development activities
The purpose of Commercial within the group is to ensure that in both revenue generation and procurement activities, the commercial strategy is clear and compelling, risks are understood and managed, best practice is followed and maximum value for money is delivered. By doing so, we aim to be seen by government and the supply chain as a commercial exemplar.

Responsibilities of Commercial functions across the group:
The Commercial functions in the group are responsible for managing commercial activities within their delegations and ensuring compliance with each of the policies, processes and protocols.

Additional responsibilities of NDA Corporate Centre:
Specific responsibilities placed on NDA Corporate Centre include the promotion of effective competition for contracts for the services we require, securing value for money in our dealings and promoting effective working with the supply chain and the use of small and medium enterprises (SMEs). In particular NDA Corporate Centre will:

• Within NDA delegations, approve revenue and procurement contracts above the delegations for group subsidiaries and SLCs
• Approve commercial cases, including disputes, requiring submission to government
• Own the group contract register and procurement pipeline documents
• Own the flow down of government targets for supply chain spend through SMEs

Opportunities to come from One NDA:
One NDA will help us build on our existing approach to develop and implement a commercial strategy for the group. We will work together to:

• Develop and maintain a standard and consistent suite of group-wide commercial systems, procedures, guidance and proformas
• Ensure that the systems used to monitor procurement activity and contract spend are fit for purpose and work well for the businesses in the group
• Develop rewarding career paths which assure a pipeline of commercial talent for the group
• Develop commercial linkages across and beyond the group through specific networks

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

Lead:
• In collaboration with the businesses, develop and set the functional strategy for commercial including procurement and supply chain strategies
• Create the group Commercial Function Operating Model and develop the Commercial Blueprint
• Manage key NDA contracts including those with EDF Energy, MOD, Urenco Nuclear Services, Stewardship, Springfields Fuels Limited and overseas reprocessing customers
• Provide a consolidated view of the pipeline of procurement activity and via a category management approach, facilitate the optimisation of procurement activity
• Coordinate and where appropriate lead improvements in commercial capability and capacity

Govern:
• Set commercial operating standards for procurement and contract management
• Ensure adherence to all relevant government policies, standards and controls
• Ensure that appropriate commercial governance arrangements are in place
• As part of the overall NDA group assurance plans, undertake assurance on the commercial aspects of business cases
• Monitor the pipeline of business development opportunities in order to understand where commercial resources would be best focused

Share:
• Maintain an overview of commercial expertise and create a commercial talent pipeline, optimising skills and career development opportunities
• Improve commercial awareness and behaviours across the group

Engage:
• Manage relationships with senior commercial stakeholders across government, NDA’s commercial customers and key suppliers
• Gain government support for the group’s approach to generating revenue and commercial strategies
• Support government in developing a policy framework and initiatives for generating revenue using public sector assets and resources
• Facilitate the sharing of best practice across the group and with wider government
Policies and Processes:
The following policies and processes provide the framework for our area:
• Government Procurement Policy notices
• Government Commercial Standards Assessment Framework
• Government (Commercial) People Standards
• Contract Management Guidance Notes (produced by Government)
• Strategic Relationship Guidance Notes (produced by Government)

One NDA linkages:
We will develop and encourage linkages across the group through enduring as well as ad hoc networks and opportunities.

The purpose of the Finance function within the NDA group is to protect value by providing stewardship for taxpayers’ funds and protecting government assets. This is to drive value by ensuring every pound is spent in the most effective and efficient way and add value through providing stakeholders with insightful analysis and reporting to inform decision making.

Responsibilities of Finance functions across the group
All Finance teams within the group need to ensure that they have sufficient capability and capacity to meet the objectives set out above, both within their individual business units and as part of a collective effort across the group. The Finance teams have a responsibility to work with the NDA Corporate Centre to maximise value, optimise procedures, share good practices and leverage group size in procuring financial services.

Specific responsibilities of NDA Corporate Centre
The Corporate Centre Finance Team is responsible for:
• Maintaining the scheme of delegated authority
• Managing and developing the group relationship with government finance functions and NAO
• Managing the treasury and banking functions for the group
• Approval of changes in financial management in SLCs, for example banking arrangements
• Appointment of appropriate external advice and support, for example accountancy and taxation
• Preparing management information and financial submissions for NDA Exec, Board and government

Opportunities to come from One NDA
One NDA will help us to build on our existing approach to the development and implementation of finance across the group. Specifically we will work together to:
• Investigate opportunities to share service provision and utilise group size to reduce the costs
• Share expertise, utilise skills across the group with the work being performed by the best people

To enable performance and professional excellence group-wide, NDA corporate centre will:
Lead:
• In collaboration with the businesses, develop and set the Finance functional strategy and standards, including financial reporting and accounting, performance reporting, insurance and pensions and the policy, modelling and analysis and standards on business cases
• Prepare submissions to government to secure funding and manage the group portfolio of funds
• Prepare and consult on the NDA Business Plan to secure ministerial approval
• Manage our land and property assets making them available for re-use, revenue generation and to deliver socio economic benefit
Govern:
- Provide support and advice on implementation of the scheme of delegation and approvals
- As part of the overall NDA group assurance plans, undertake assurance business level finances and finance aspects of business cases
- Provide NDA’s governance on sanction and business case submissions
- Ensure Energy Act pension protections are satisfied
- Set group-wide in-year financial limits and delegated authorities to businesses
- Provide the NDA Board, Executive and government with financial reports and on other aspects of performance
- Implement a programme of insurance to cover insurable risks within the group
- Maintain the quarterly performance review process

Engage:
- Champion the NDA group perspective within government on emerging financial policy
- Lead interactions with government on the business performance of the group
- Engage with businesses and the insurance underwriters to drive value for money
- Drive standardisation across the group for the property portfolio
- Provide external stakeholders with performance reports

Policies and Processes:
The following group policies and processes provide the framework for our area:
- NDA Accounting Manual (FNP 01)
- Policies, procedures and standards issued by government (including government’s Financial Reporting Manual, Cabinet Office Controls, Managing Public Money, Consolidated Budgeting Guidance and HMT Green Book)
- Critical Spreadsheet and Models Procedures (FNPR09)
- Construction All Risks (INPR01) and insurance guidance documents

One NDA linkages:
We will develop and encourage linkages across the through:
- Pan group meetings on specialist topics, including IFRS, modelling and insurance
- Finance Development Forum sharing best practice and providing professional development
- Joint sessions for training and development e.g. on new standards, modelling and analysis
- Use of secondments to manage temporary fluctuations in resource demand

Share:
- Support smaller businesses, e.g. with business case preparations or new standards
- Optimise the model for delivering Finance services across the group
- Develop group-wide 20 year financial plans and long term optioneering for funding allocation
- Share best practice in management of insurable risks and develop, maintain and test a bespoke incident management system to handle major events across the group
Internal Audit

The purpose of Internal Audit within the NDA group is to provide independent assurance of each organisation’s governance, risk management and internal control processes.

Responsibilities Internal Audit functions across the group
Internal Audit has a professional duty to provide an unbiased and objective view on risk management, governance and internal control processes. It must be independent from the operations it evaluates and report to the highest level in an organisation: Board, the Audit & Risk Assurance Committee and the Accounting Officer.

Additional responsibilities of NDA
Currently the NDA group Internal Audit function delivers audit services for the NDA Corporate Centre and three of the group subsidiaries: RWM, DRS and INS, along with ad-hoc reviews on a risk-informed basis to NDA’s smaller subsidiaries and affiliates.

Opportunities to come from One NDA
An evolving approach to an aligned group Internal Audit capability is in development; this will support the One NDA aims, whilst respecting the businesses’ local governance requirements. One NDA will help us build on our experience to date, to work more effectively together to deliver against our shared objectives, ultimately an improved understanding and enhancement of governance, risk management and internal control. The approach we have developed will provide:
• A consistent internal audit mission and vision across the group
• A programme of work that is driven by group wide risks and issues
• A flexible and collaborative approach to ensure internal audit is positioned to meet the changing needs of the group
• The ability to leverage and develop internal audit talent across the group, sharing knowledge and insights
• A group-wide approach to delivering best-in-class audit and advisory services

We will become a high performing group-wide internal audit organisation, delivering proactive insight and assurance around prioritised risks and issues and emerging risks and trends.

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

Lead:
• In collaboration with the businesses, develop and set the functional strategy for Internal Audit
• Define and set the standards, aligned with the Chartered Institute of Internal Auditors and Public Sector Internal Audit Standards, for internal audit across the group

Govern:
• Monitor the performance of Internal Audit across the group in meeting the requirements of Internal Audit Strategy and Operating Methodology
• Undertake an independent External Quality Assessment of each Internal Audit function every five years
• Ensure delivery of Internal Audit services to the group in the most effective and efficient manner and utilising expertise from across the group Internal Audit functions and co-source arrangements in the most appropriate and value-for-money manner

Share:
• Improve the standard and capability of Internal Audit across the group by adopting a centre of excellence approach to share best practices and by building a network of skilled specialists that can be deployed in specialist areas
• Facilitate training and professional development
• Drive an effective culture across the group where the value of Internal Audit is recognised as providing a positive contribution

Engage:
• Ensure appropriate resource is available across the group to deliver the strategy
• Engage with key Stakeholders, including the NAO and Government Internal Audit Agency on behalf of the group. Seeking out good practice and deploying Internal Audit outputs to build confidence

Policies and processes
The detailed requirements of the Internal Audit teams across the group are set out in ADP02 / ADP06. We are working together to update these documents to reflect the Internal Audit ‘Value Chain’, which provides the framework for delivery of Internal Audit in the group.

One NDA Linkages
We will develop and encourage linkages across the group through:
• Monthly Heads of Internal Audit meetings and regular informal discussions
• Six monthly group Heads of Internal Audit Workshops
• Annual group Internal Audit Conference
• ARAC Chair and Heads of Internal Audit Forums
• Joint working and training, group Audit Themes and development of specialist Centres of Excellence
The purpose of Compliance within the NDA group is to confirm that the NDA Corporate Centre, the businesses and their employees recognise all legal, regulatory and governmental requirements. It’s also to ensure that these are reflected in internal policies and procedures; and that appropriate systems are in place to monitor compliance with the same policies and procedures.

Responsibilities of Compliance functions across the group
All parts of the NDA group have a responsibility to build a healthy compliance culture within their organisations and work with their employees in this regard. We have identified six key risks that we are prioritising and effectively set the compliance framework. To a greater or lesser extent these apply across the group and we all have a responsibility to understand the requirements, ensure we comply with them and raise concerns where we have them:

- Energy Act requirements
- NDA Framework Document requirements
- Delegations of Authority
- HM Treasury and Cabinet Office requirements, for example Managing Public Money and Cabinet Office Controls
- Regulatory requirements
- Procurement Law

Additional responsibilities of NDA Corporate Centre
Compliance is led by the group Compliance Office in the corporate centre. The Office is headed by the Chief Compliance Officer who reports directly to the Accounting Officer and has unrestricted access to the Board on compliance matters via the Chair of the Audit and Risk Assurance Committee, and directly to other members of the Executive Management team.

The group Compliance Office forms part of the NDA’s second line of defence but is independent of the day-to-day business of the NDA to ensure objective judgements and impartial, unbiased advice and opinions.

Opportunities to come from One NDA
A dedicated focus on procedural and behavioural compliance is a new development and One NDA will help us to build our approach across the group. Specifically we will work together to:

- Create an environment across the group where requirements, and the importance of complying with them, is understood by all
- Create a network of people who champion doing the right things in the right way
- Embed the group Code of Conduct

What the NDA Corporate Centre will do under LGSE to enable performance and professional excellence:

Lead:
- Define the group compliance framework, identifying key operational risks that drive our compliance programme
- Work with the businesses to define the group Code of Conduct

Govern:
- Establish the correct compliance framework and hold businesses to account, confirming that suitable processes, systems and behaviours are in place to ensure compliance against the six identified risks that make up the compliance framework
- Ensure that probity and value for money are at the heart of how we make decisions within the group

Share:
- Identify good practices and share them across the group
- Take learning from compliance, audit and other assurance reviews and using it to inform focused areas where improvement across the group will be driven and avoid repeating mistakes
- Maintain a healthy compliance culture across the group by championing behaviours and the appropriate mind-set

Engage:
- Build trust with external stakeholders and government in our ability to execute our mission in a compliant manner

Policies and Processes:
The group Compliance Office is new and we will be working with the businesses to define polices and processes where necessary. Currently our way of working is defined in a group Compliance Charter and we have set out standards and expectations in the group Code of Conduct

One NDA linkages:
We will develop and encourage linkages across the group through:

- A network of compliance leads within the businesses that will be active members of a compliance community and be the conduit between the group Compliance Office and the businesses