

Developing the NDA's Business Operating Model



A key strategy in realising the benefits of the Sellafield Transition programme is the collaborative development of business processes with our strategic partner. The drive and commitment of the Moorhouse team in developing the NDA's Business Operating Model has been a key enabler of fundamental importance.

Paul Roberts, Sellafield Transition Programme Manager

The challenge

The Nuclear Decommissioning Authority manages the UK's 20 civil nuclear sites on behalf of HM Government. Its portfolio activity (c.£2.8bn pa) is large and complex comprising the management of:

- strategic contracts with third party suppliers;
- multiple programmes of work to support the wider civil nuclear industry;
- NDA as a business and a Non- Departmental public body.

Given the size and complexity of its work it is essential that the NDA has transparent and integrated working arrangements within its own organisation, with suppliers and with stakeholders.

In October 2007, as NDA was undertaking a competition to let a new contract for the management of Sellafield, Moorhouse was engaged to help develop an 'Intelligent Client' capability. These arrangements were consolidated and captured in the NDA's Business Operating Model.

Our approach

The Business Operating Model (BOM) is an interactive tool, developed by Moorhouse, which describes:

- **WHAT** the NDA does in order to successfully achieve its strategic objectives;
- **WHO** is accountable and responsible for delivering the work; and
- **HOW** the work is undertaken in an integrated and collaborative way.

These arrangements were reviewed and approved by a 'Senior End Users Review Group' who were accountable for ensuring that all arrangements from across the business fit together as a coherent whole and reflect the desire of the NDA to work as a strategic and collaborative partner with suppliers and stakeholders.

The BOM brings together NDA's core business processes in a way that is accessible to the business and to stakeholders.

A large part of the BOM is focused on how NDA manages its major contracts. This framework is based on OGC best practice and has been designed such that it can be published as a 'stand-alone' tool which can be accessed by both NDA and contractor staff. It focuses both on the procedural arrangements for managing the contract as well as the 'softer' issues associated with managing the relationship.

How did this deliver value to the client?

The NDA Business Operating Model has already proved its value in driving discussion and resolution of issues where there has been overlap, lack of clarity or a misunderstanding.

The BOM, which is now live on the NDA's intranet, serves four key purposes:

- Supporting NDA teams: by providing a guide for NDA's c365 staff that describes the approved ways of working, helping to encourage consistency, cross-divisional working and break down silos.
- Promoting transparency: providing a clear picture of what the NDA does and how it does it to build confidence amongst staff and stakeholders.
- Engaging with Suppliers: providing a tool to drive and facilitate discussions with the NDA's key suppliers in order to develop improved and integrated working arrangements.
- Driving continuous improvement: providing the tool to facilitate the easier identification of issues and opportunities for improvement.

The NDA BOM is a live document which will continue to be developed and refined throughout its life. For the NDA it provides a valuable tool for the continuous improvement as well as the development of collaborative and sustainable long-term partnerships with suppliers and stakeholders.

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