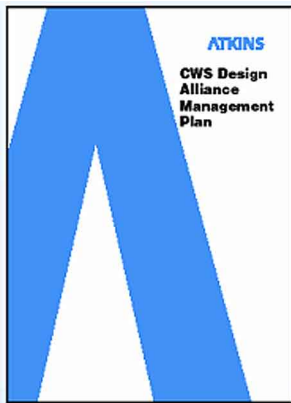


## Case Study: Bid Support

# ATKINS

Atkins is one of the world's leading providers of professional, engineering-based consultancy and support services. Atkins operates from around the world and employs 15,000 permanent staff.

Atkins is the UK's leading engineering consultant, with market leading positions in many sectors, including nuclear.



Selected from 14 major competitors, Atkins won a landmark contract for the Design Integrator role for the Conditioned Waste Store (CWS) for the UK Atomic Energy Authority (UKAEA). This contract saw Atkins project managing and co-ordinating a group of design companies and the UKAEA, working together as an alliance, as well as leading the concept design work itself.

The CWS was a flagship project for the UK nuclear industry, both in terms of the ongoing safe management of nuclear waste at Dounreay and at the time, through it being considered as the first ever nuclear-related PFI. Atkins had the resource pool of skilled and experienced people, the established management and validation processes and the strong PFI track record to work with UKAEA and the other Alliance members to deliver the design of safe, secure and cost-effective management of the Authority's intermediate level waste packages over a long period.

It was determined that the Alliance should hit the ground running and, to this end, Atkins developed, as a central part of its bid, a comprehensive management plan for the Alliance that set out overall project management structures, processes and other ways of working. Integrating seamlessly within the Atkins bid team, Namaste Management prepared this management plan and supported Atkins throughout the UKAEA's tender process, including the written bid submission and subsequent bid interviews.

**"Stunning...", John Priestland, Bid Director, Atkins Nuclear**

**"Our decision to bring expertise to this bid from outside of the industry was well rewarded...", Paul Dollin, Managing Director, Atkins Nuclear**

### Project and programme management skills

The draft Design Alliance Project Management Plan not only included the work breakdown structure and programme for each phase of the project, but also set out the proposed project management structure, methodology and processes (such as requirements capture, cost control, communications, quality and risk management) for the project as a whole. Consultation at the start of the project ensured consistency with UKAEA's own procedures, integration across multiple Alliance companies and compliance in terms of anticipating the methodologies emanating from the Liabilities Management Unit, set up to oversee the implementation of a new public body responsible for all UK civil nuclear liabilities.

### Seamless Integration with the Client Team

Representing Atkins, the role for Namaste Management was to put in place the management plan for the Alliance, lead the teambuilding efforts, create an integrated management team and drive forward the project through mobilisation and beyond. The result ensured that the co-ordination of the design for such a project played to Atkins' strengths as a multi-discipline engineering organisation, requiring knowledge of civil and mechanical engineering, building services, safety and environmental issues, cost control and quantification techniques as well as project and programme management techniques – all of which Atkins provides across a range of market sectors, including nuclear.

**Nigel Thornton, Project Director, Atkins Nuclear, said:**

"What is special about this project is that the upfront investment in getting the systems and processes right from day one paid dividends many times over during the design phase itself. As Design Integrator it was Atkins' job to get the best from all of the companies working together in conjunction with UKAEA. To make this happen, all members of the design alliance needed to work in a joined up way. Working with Namaste Management, we had the toolkit plus the breadth of knowledge and experience to be the catalyst for this to happen."

