

Case Study: Programme Review



The UKAEA Harwell site mission is to manage, monitor and control the discharge of the nuclear liabilities on the site so that the environment of the site is restored in a way that is:

- Safe and secure.
- Environmentally responsible.
- Value for money.
- Publicly acceptable.



Faithful & Gould is one of the world's largest project and cost management consultancies, employing over 2,000 staff, with a turnover in excess of £120 million, and an expanding office base in the Asia Pacific region, Continental Europe, the United Kingdom, and North America.



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.

The UK Government White Paper published in July 2002 set the United Kingdom Atomic Energy Authority (UKAEA) the challenge of becoming the supplier of choice to the new Nuclear Decommissioning Authority (NDA), set up to establish the contractual framework for decommissioning nuclear liabilities at UK nuclear sites from April 2005.

In response to the NDA requirements, the UKAEA Harwell nuclear site had prepared a Lifecycle Baseline (LCBL) programme for decommissioning the site in accordance with NDA procedures and guidelines.

The overall aim of the programme is to achieve passive safety and de-licensing of the nuclear site by 2050. This was planned to be achieved through the delivery of a portfolio of some 50 projects at an overall base cost in excess of £1.2billion. A further £788m and £1.5billion had been estimated to cover contingency and inflation costs respectively.

This programme review of the LCBL was requested by the Head of the Harwell Site in June 2003 to provide an independent assessment of the LCBL in view of industry standards and best practice. These improvements would be reflected in the development of the Near Term Work Plan (NTWP) and updated LCBL.

"We are keen that the review process delivers a robust challenge to the Harwell Programme and we were particularly persuaded that Chris [from Namaste Management] would be excellent at challenging the Programme."
Ben Grainger, Contracts Manager, UKAEA

Client & programme management skills

On the basis of its track record in successful bid and programme management, Namaste Management was hired by Faithful & Gould (F&G) to lead the bid to the UKAEA for the programme review contract. Following the successful tender, a Namaste Director led the 4-month review, managing a combined team from the UKAEA and F&G. In addition, specialist technical resource was drawn from F&G's parent engineering company, Atkins.

"Many thanks and congratulations for your hard work and support in securing this commission", Peter Breen, Director, Faithful & Gould

Review scope and objectives

The overall objective of the review was to assist the Harwell Site management team to identify alternative programme approaches and improvements, including shortening the LCBL programme and/or reducing cost. The specific objectives of the review were to:

- Develop alternative strategies and approaches for optimising programme costs and timescales
- Identify any benefits which may be used to offset costs
- Provide technical specialist support to analyse alternative plans and strategies
- Agree recommendations and action plans with the management team before drafting the review report

Review approach

Our work involved a review of the Harwell Site Strategy, Plans & LCBL, NDA procedural documents; a review and evaluation of UKAEA project and programme procedures; discussions with site managers, project, operations, contracts and finance staff; Management team workshops and options analysis; and an analysis of the basis and sensitivity of costs and timescales for critical projects.

Please note that the results of this programme review are confidential

Review Plan

