

Case Study: Project Business Case



Employing some 23,000 people in 16 countries, BNFL is an international nuclear energy business offering world-class technology and expertise to nuclear utilities and governments.



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.



Aker Kværner is a leading global provider of engineering and construction services, technology products and integrated solutions with aggregated annual revenues of approximately NOK 35.6 billion and employing 21,000 people in more than 30 countries.



Carillion is one of the UK's leading business and construction services companies, with a turnover of £2bn and around 17,000 employees. A leader in integrated solutions for infrastructure, building and services.



RWE is a leading European utility company with core markets in Germany, the UK, Central and Eastern Europe, and the US water sector.



B30 Ponds Area Project

Phase 1 CEP Summary



Project Business Case Development Scope

The objective of this work was to drive excellent performance into the production of the project's Capital Expenditure Proposal (CEP) by producing a proposal that not only secured first-time approval from the BNFL board for future funding (£10 million), but also delivered a positive impression of the BNFL/Alliance Programme Team (and the project team in particular) to the various BNFL Executive Panels who were responsible for approvals. The specific scope and deliverables of the business case development included:

- Stakeholder Analysis and Management Plan
- Win (Funding) Strategy
- Project Programme
- Project Work & Deliverable Breakdown Structure
- Completed CEP (plus supporting presentation)

"An original, visionary and extremely valuable contribution towards helping to prepare for the real challenges of the nuclear industry...", Graham Sharples, Deputy Project Manager, B30 Ponds Area Project

Project Description

The B30 Ponds Area contains several hundred tonnes of irradiated fuel, spent fuel debris and a diverse inventory of materials such as redundant plant items, fuel rod elevators and hydraulic rams once used to power bogies transporting skips from the pond into and out of the bays in the main buildings.

B30 Ponds Area Project Benefits:

- Restore the B30 Ponds Area assets to acceptable engineering standards for their proposed life expectancy, thereby maximising the use of the existing asset.
- Improve the safety and environmental / radiological working conditions of the B30 Ponds Area leading to a significant hazard and risk reduction on site and future savings from improved dose conditions.
- Annual cost savings for future operating costs for B30 (figures confidential)

Client, bid and programme management skills

On the basis of its track record in successful bid, business case and programme management, Namaste Management was hired by Atkins to lead the bid to BNFL for the consulting contract. Following the successful tender, a Namaste Director led the 3-month business case development, managing a combined team from BNFL, Atkins, Aker Kvaerner, Carillion and RWE.

Given that 3 or 4 similar BNFL projects had recently been declined funding from the board there was no guarantee of success; but the B30 Ponds Area Project Capital Expenditure was approved first time. In addition, the content and style of the proposal and presentation, plus its supporting detail of project programme and organisation, have been mirrored on other projects.

This was achieved through a combination of:

- astute stakeholder analysis and management
- careful and rigorous programme planning
- project team-building and coaching exercises designed to maximise co-operation from members of differing companies working together in an Alliance
- a way of capturing the value proposition inherent in each of the elements of the Ponds CEP proposal
- an imaginative and clear approach to communication, both in terms of the key high level messages and so that the arguments and options were robust in terms of the evidence that lay behind them
- the experience and techniques for preparing a major (competitive) bid, supplemented by significant and varied project delivery experience, from within and outside the industry

Business Case Development Review

Namaste Management was also tasked with conducting a review in order to provide recommendations for project and programme management within the wider Ponds Retrieval Programme based upon the lessons learned from the successful approval of the B30 Ponds Area Project Phase 1 CEP.

Whilst the detailed results of this review are confidential, some common project & programme issues were highlighted:

- the benefit of using consistent and professional project management templates
- the time and commitment required to deliver a professional and successful business case
- the benefit of strong leadership and co-ordinated teamwork delivering to tough deadlines

B30 Ponds Area Project High Level Programme

