**Delivery of an Integrated Change Programme within the Decommissioning Directorate at Sellafield - 11284**

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**ABSTRACT**
This paper describes the background, scale and complexity of change within Decommissioning at Sellafield. Decommissioning activities are by nature diverse and often highly constrained.

The paper discusses how the team delivering the programme is organised and the approach adopted to deliver an integrated change programme. Also, explained is the phasing of the change programme including how the programme is governed.

To address the management of benefit realisation the paper describes two specific change projects within the programme: mobilisation of resource and the development, production and implementation of safety cases.

**BACKGROUND**
For over five decades the Sellafield Site has been central to the UK's nuclear programme. Now operated by Sellafield Ltd, under the management of the Parent Body Organisation Nuclear Management Partners, a consortium of URS Washington Division, AMEC and AREVA is focussed on the decommissioning of historical facilities.

Sellafield represents one of the most challenging nuclear site management programmes in the world. The site covers an area of almost 1000 acres, is 1.5 miles long by 1 mile wide and buildings in excess of 200 facilities. These facilities have handled or continue to handle radioactive material covering all aspects of the nuclear fuel cycle from power generation, nuclear fuel fabrication and reprocessing through to waste retrieval, decommissioning, remediation and land management.

Although Decommissioning commenced in the late 1980's the priority for the site was commercial reprocessing and waste management. The focus has now moved to accelerated risk and hazard reduction and decommissioning of the historic legacy whilst ensuring value for money for the customer, the Nuclear Decommissioning Authority.

The Sellafield site developed rapidly on a relatively small footprint and as a consequence, facilities have been constructed in close proximity, very often with shared services and now co-exist with adjacent plants in different phases of their lifecycle (Operations/Post Operational Clean Out/Decommissioning). The rapid expansion of the industry in the UK meant that historically, there was very little thought given to post operational life of a facility. Facilities were shutdown without development of robust decommissioning plans. Consequently, delivery of a decommissioning mission now presents a number of significant challenges.

**INTRODUCTION**
In November 2008, Nuclear Management Partners (NMP) successfully bid for the management of the Sellafield Site.

The Sellafield High Risk and High Hazard projects are made up of four legacy facilities that historically supported fuel reprocessing operations, 2 ponds and 2 waste silo streams that are presently in a degraded condition and contain inventories of hazardous radioactive wastes. In 2008

these represented a work force of approximately 2300 personnel and over the NMP Sellafield Sites Ltd forward plan an estimated budget of approximately £20Bn for the lifetime.

Following NMP's takeover, a number of intrusive reviews were undertaken;

- **The 100 Day Plan**

The initial strategy for transformation based on the three fundamental principals of people, partnering and performance.

- **The Partnering, Assess, Innovate, Sustain (PAIS) review**

This review used skills, expertise and best practice from Sellafield Ltd and reach back expertise from NMP's parent companies to identify, assess and propose key improvement activities for the Sellafield site.

- **The Strategic Review (Greybeards)**

A strategy review undertaken by a group of international experts to recommend a strategic direction on Hazard and Risk Reduction for Decommissioning at Sellafield.

- **The Tactical Review (Skunk works)**

A Decommissioning Directorate team deployed to assess tactical and technical approaches to enhance delivery of the decommissioning programme at Sellafield.

- **Performance Plan Review Team**

A Decommissioning Directorate review to evaluate ongoing decommissioning operations within the High Hazard Programmes and make recommendations to enhance delivery performance.

**SELLAFIELD INTEGRATED CHANGE PROGRAMME (ICP)**

In order to deliver the requirements of the Nuclear Decommissioning Authority, a site change programme emerged which utilised the output of the reviews detailed above and drew on the expertise from the existing Sellafield Ltd and respective parent body organisations.

Improvements were firstly grouped and themed against eighteen areas. These primarily focussed upon functional and process changes.

**Programme Approach**

The approach adapted by the Integrated Change Programme introduces a series of radical step changes via the implementation of an integrated and centralised change programme.
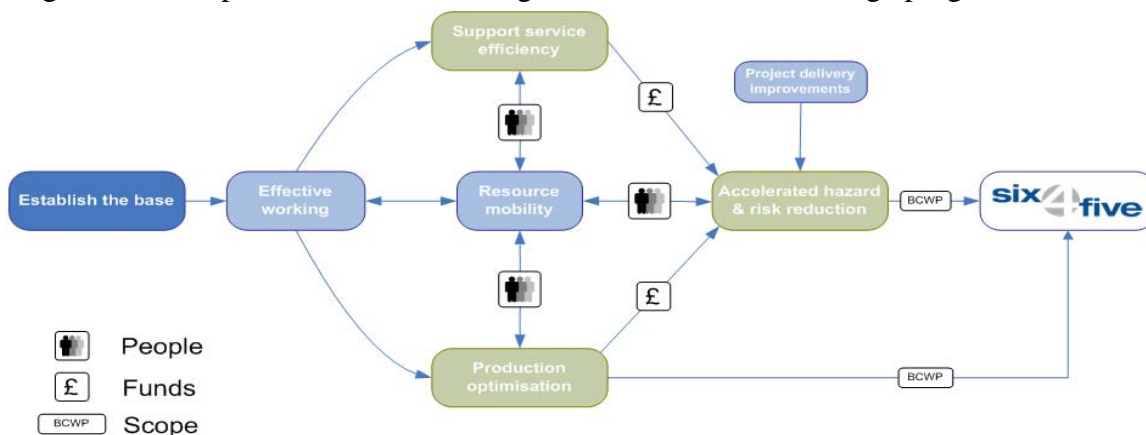


Fig.1. Schematic of Integrated Change Programme Approach

Implementation of the change was ordered in three ways:
1. Prioritising, defining and delivering the enabling site capability that offered most benefit to the high hazard areas. This included establishing the base, delivering work more effectively, releasing savings, resource mobility and funds in order to deliver additional scope sooner, as illustrated in the above diagram.

2. Implementation of the enabling capability within the high hazard delivery areas.

3. Realisation of the benefits over time. Benefit realisation begins once the enabling capability had been implemented.

The Decommissioning Directorate was seen as the prime beneficiary of the improvements that would enable accelerated hazard and risk reduction. Consequently, a dedicated Decommissioning change programme (ICP) was established to enable efficient and effective deployment of change activities into this area.

**DECOMMISSIONING INTEGRATED CHANGE PROGRAMME (ICP)**
The objective of the Decommissioning Integrated Change Programme is to create an organisation with supporting processes, systems and a culture that could accelerate the rate at which the high hazard nuclear facilities are decommissioned through adoption of innovative work progress and more cost effective practices.

This required the establishment of a Decommissioning Integrated Change Programme with specific projects within the programme to enable the necessary changes to be defined, developed and delivered.

The paper will now focus on:
- Definition and Implementation of the Governance and Programme Management arrangements for the Decommissioning Integrated Change Programme
- A summary of how capability was implemented through two key projects delivered as part of the programme.

**PROGRAMME GOVERNANCE AND MANAGEMENT**
The structure of the Decommissioning change programme was supported by the formation of a programme office made up of a dedicated team of individuals and utilisation of experienced people seconded temporarily from delivery areas for the length of the change programme.

The Programme is managed by a Programme Manager who acts as the day to day agent on behalf of the change programme sponsor. Project Managers were employed to undertake specific projects as part of the programme. Additionally, the Project Managers co-ordinated and managed interfaces to site change programmes. Reachback resources from the parent organisations were utilised to provide specialist expertise. The paper includes a summary of two projects to demonstrate linkage from project to directorate programme to site programme.

A Business Change Manager is employed to link between the change programme and the delivery area. A close relationship between the change programme office, delivery area and the Business Change Manager is essential for successful execution of the change activities. All reporting was undertaken through a Decommissioning Integrated Change Programme Board.

The change programme governance interacted with Delivery area programmes in the following way.

The Decommissioning Directorate comprises 6 x delivery programmes. Each delivery area has a programme board with an execution plan and performance improvement action plan (PIAP). The PIAP is the document which demonstrates how a delivery area is implementing improvements to enable execution plan delivery. The PIAP is the key interface document between the change and delivery programmes.
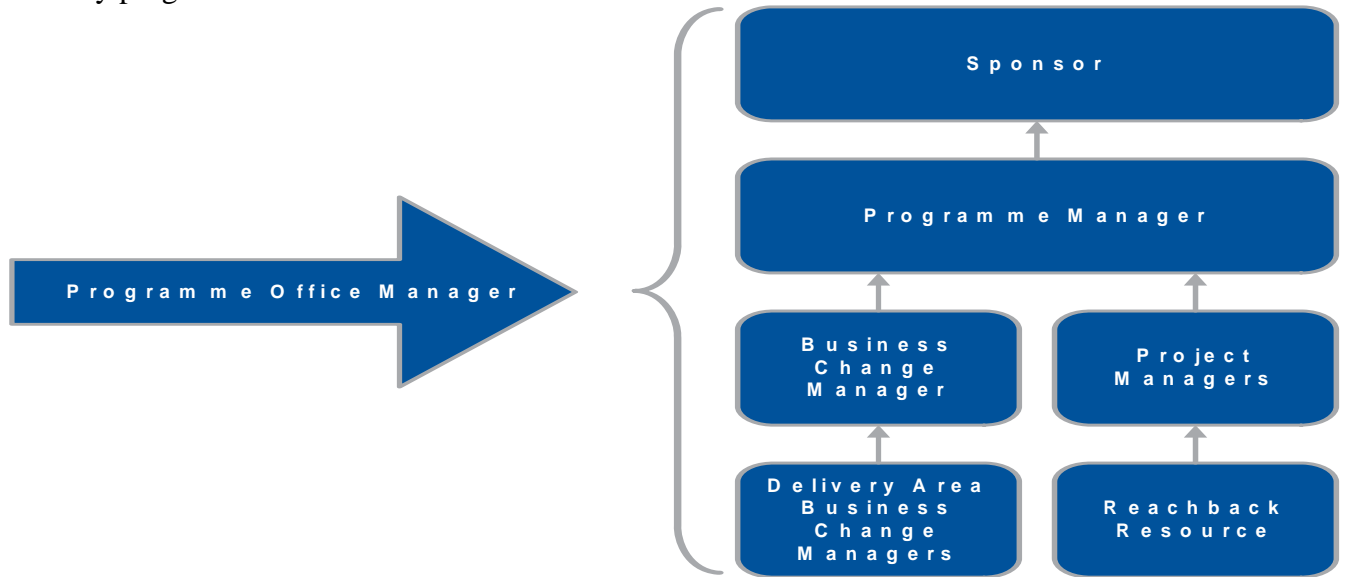


Fig.2. Organogram of Team Structure

The following illustrates the Governance arrangements and the requirement for the respective Heads of Delivery to evaluate and prioritise benefits before authorising the improvement to be included in the delivery area improvement plan.
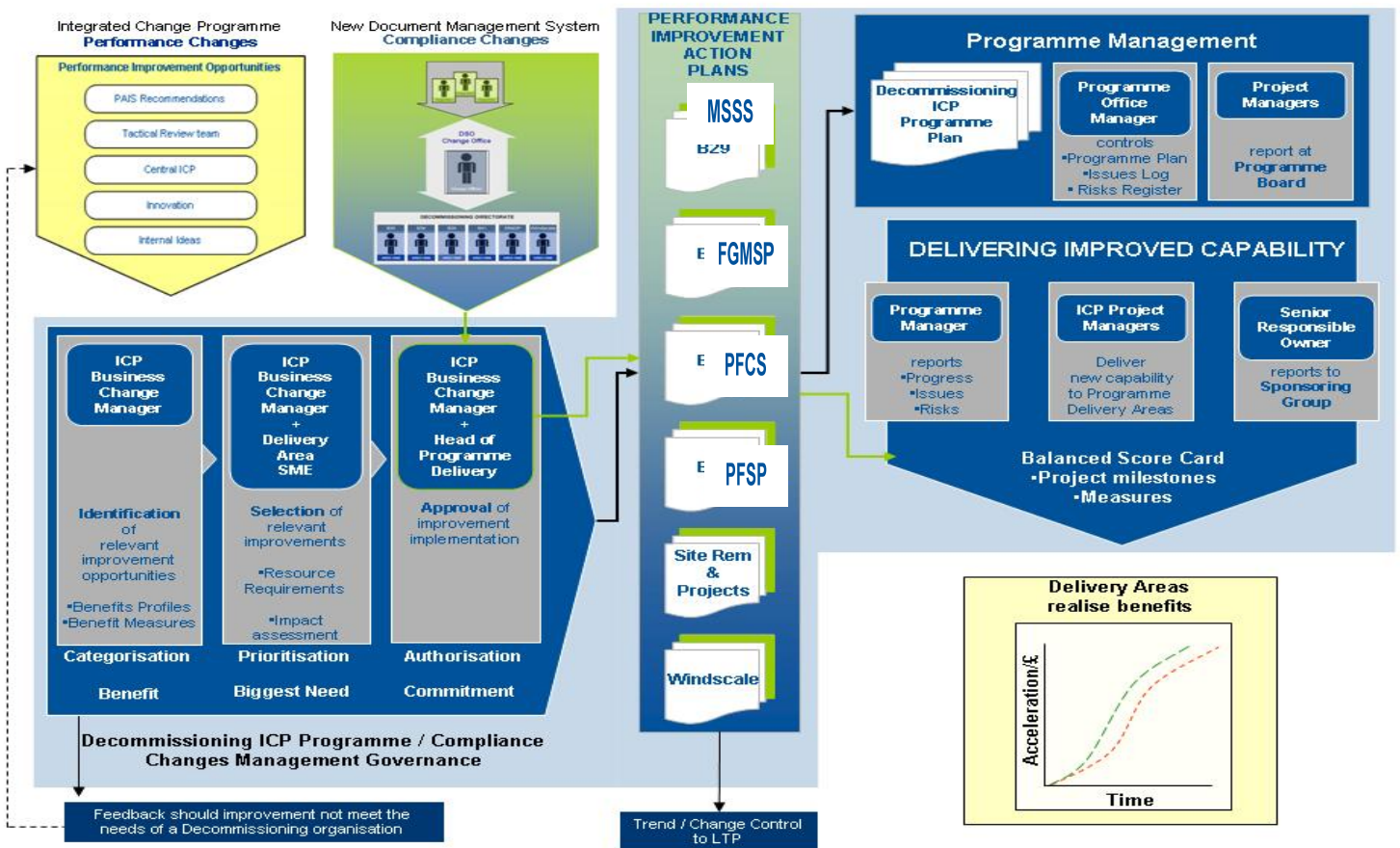


Fig.3. Diagram showing Governance Arrangements

**Risk, Issue and Opportunity Management**
Risk & Opportunity Management followed standard Active Risk Management (ARM) practice and was reported at programme board level.

Regular risk workshops involved Delivery areas and those involved in the ICP delivery, using central systems to capture risk type, cause, effect and owner so that mitigation plans could be implemented.

**Reporting**
Reporting consisted of many elements. One element included impact analysis on the incorporation of adopting change on the business. Analysis considered if there was too much change, too quickly, reviewing the effect on delivery. Additionally the process considered the level of sickness absence, incidents and events, trending data as well as gathering and acting upon anecdotal feedback.

In addition, the timing of delivery was also monitored including whether the enabling milestones and implementation milestones were delivered to time or where they lagged. This allowed discussion around the reasons and agreeing what the remedial plans might be.

To increase the confidence in the quality of delivery, independent verification was undertaken to assure key stakeholders that the delivery of enabling and implementation milestones had been delivered as intended.

**Challenges**
- **Complexity**

Implementation of the change programme across the range of Decommissioning activities was complex. Given that decommissioning activities are diverse and often highly constrained; there was often a requirement to upgrade and improve aged facilities prior to decommissioning. Additionally there was often major regulatory, customer and public attention in the majority of high hazard decommissioning activities.

- **Scale**

The Change programme will initially run over a five year period and although there is a requirement for planned implementation, there is also a wider dependency between other areas of site, such as reprocessing, fuel manufacturing and waste management as these areas will release funding and resources to support acceleration of hazard reduction activities.

- **Wider Implications**

Faced with rising costs, reduced Annual Funding Limits and programme delays, the Senior Responsible Owner was accountable for ensuring that the programme continued to be valid against the business and customer needs and that the change programme continued to realise the identified outcomes.

**PROGRAMME BENEFITS AND OUTCOMES**
Benefit Realisation Management is key to the successful delivery of the programme outcomes. To begin the realisation of benefit, it is first necessary to define and deliver the new capability through dedicated projects within the Directorate. This approach as part of the programme is detailed below. It is then necessary for the delivery areas to implement the capability. Only when implementation has finished can the start of benefit realisation begin. Remembering that the strategic aim of the programme is to accelerate risk and hazard reduction, targets focussed the delivery areas to ensure that the change activities not only aligned but exceeded targets with a view

to meeting targets. Benefit profiles are used to identify the enabling activities, the benefits and metrics, accountability and timescale for delivery. Once prioritised and accepted by the Head of Delivery, performance improvement action plans were used to illustrate activities and schedules for delivery.

Some of the specific benefits from delivering the Decommissioning change programme have already been realised and include:

| Strategic Aim | Outcome |
|---|---|
| Accelerated risk and hazard reduction | High risk and hazard projects delivering years earlier than planned, ranging from 2 years to 17 years. Examples included the Nitrogen Generation Plant. |
| | Increased application of innovative methodologies: Sealing of cracks in pond walls, instead of shielding. Re-use of Ionsiv cartridges as a result of changing the purging methodology. Use of 'off the shelf' equipment such as hammer drills, reducing the need for costly bespoke items with long purchase times. Re-design of vent stack sub structures. These have enhanced both time and cost savings. |
| | Challenge and review of assumptions has enabled the down grading of safety case categories resulting in a reduced time for regulator input or in some instances elimination all together. |
| Cashable savings | Services are delivered in house for less cost resulting in an overall reduction of spend in the supply chain. For example, production of Operating Instructions in-house, reducing numbers of asset surveys, releasing resource. Procurement waiting times are reduced or eliminated. Plant reliability increases as plant breakdown outage on plant is reduced. |
| Cultural Change | Codes of Conducts define Behavioural standards and interventions are implemented to bridge any gaps. The introduction of a peer to peer observation process has resulted in a reduced number incident and events, shift in culture to that of both safe AND delivery. |
| | Upskilling of resource enables deployment from low hazard to high hazard priority areas. |

**Dis – benefits**
As with all change programmes, dis-benefits are inevitable. Through the various stages of the programme, resistance to change has increased due to failure in clarifying the aim of each change. There was also a reduction in the speed of implementing resource mobilisation capability when cost reduction and downsizing programme was announced at the same time as trying to implement the resource mobility process. Morale levels reduced when funding limits were reduced.

**PROGRAMME STAKEHOLDER MANAGEMENT AND COMMUNICATIONS**
As with all successful change programmes, liaison with key stakeholders such as the customer, (the Nuclear Decommissioning Authority), regulators, (the Nuclear Installations Inspectorate & Environment Agency), was on going so that understanding and acceptance was developed as the Programme progressed. Communications media utilised, included road shows, presentations, posters, flyers, booklets, publications and regular Q&A sessions between Change Programme Managers and Delivery Areas to keep key parties informed and offer challenge to ensure that the maximum opportunities were realised. On-plant visits helped to gauge mood and morale.

**IMPLEMENTING THE CAPABILITY – DECOMMISSIONING CHANGE PROJECTS**

**Introduction**
The first section of this paper has considered programme structure, governance and how benefits were captured and stakeholders managed. This next section considers how capability was implemented into the Decommissioning Directorate through dedicated projects identified as part of the programme. Two different projects are summarised with information given on how approaches developed and engaged with all stakeholders. They also consider benefits achieved to date.

**Acknowledgement**
The authors wish to thank Keith Amey for his input into the project summaries.


**SAFETY CASE IMPROVEMENT PROJECT**

**Background**
Sellafield, as a nuclear licensed site, has a legal obligation to ensure public and workforce safety under its site licence conditions. Site Licence Condition 14 requires that the licensee shall make and implement adequate arrangements for the production and assessment of Safety Cases consisting of documentation to justify safety during the design, construction, manufacture, commissioning, operation and decommissioning phases of the installation.

Despite being a major control of safety, the safety case has proved to be a source of universal unhappiness with perceptions such as, "it delays my projects", "it costs too much", "it's too complex" and "the process is broken". Independent reviews concurred.

In Decommissioning the challenges are different from "Operations". This is true for two reasons. In an operational facility, the safest thing to do is 'not operate' the plant. In a Decommissioning environment, the 'operation' is to deactivate, dismantle and ultimately demolish the facility. Facilities typically undergoing decommissioning often tend to be obsolete, below modern standards, with a limited knowledge of the inventory and with difficulty of designing out existing risks. As a consequence, use of unique methodologies and a balance of engineering and administrative controls to deliver the tasks are needed. This introduces a 'balance of risk' argument to delivery of the decommissioning work.

Secondly, at Sellafield, a number of legacy facilities have significant inventories in ageing facilities. The longer these facilities are left with significant hazards in situ, the more the risk increases. This introduces the concept of a 'time at risk' argument to delivery of the decommissioning work

In this environment, the practical consequences of over zealous nugatory behaviour and application of a 'operations' mindset to safety case production for Decommissioning result in the inability to accelerate hazard and risk reduction. Examples are blind compliance to "perceived" Regulator needs, following procedures without thought or real need, fixation on engineered solutions, etc.. Flexibility to deal with the unique circumstance of the various projects, proportionality to account for the buildings being decommissioned and collaboration to optimise solutions, were needed to accelerate hazard and risk reduction.

Under the Integrated Change Programme a small hub team, with an independent safety case expert from the USA, was set up to investigate and identify opportunities for improvement on safety cases.

From the familiarisation work, it was soon discovered the safety case process was complex, fragmented and not easy to understand, but not broken as repeatedly attested by stakeholders. The major cause of problems was in the way the process was applied – behaviours. People, albeit with the best intentions, were exercising their skills in autonomous silos without regard to the time and cost consequences of their actions and decisions.

To make sense of these behaviours, the company culture needs to be considered. The way the site had developed over 60 years, evolving from a Ministry of Defence site with autonomously managed plants, cost plus funding, secrecy, scientist hierarchy and a local mining community workforce in a geographically isolated part of the UK, had all contributed to the company culture: one which has a poor focus on cost, poor communication and an inherent bureaucracy, but with a strong community spirit and one which strives to be heavily self sufficient.

With a company history littered with failed or short lived initiatives, the culture had to be acknowledged and a suitable change management strategy selected to achieve success. Addressing the soft issues had to be part of the change process.

**Delivery Strategy**
The delivery strategy was built around a pragmatic delivery focus, inclusiveness, collaboration, and top down sponsorship, management leadership and bottom up learning. Kotter's Successful Change Management and the Sigmoid Curve (Ref 1) were religiously applied and underpinned with Principles, "How to --" guidance, and demonstration case studies, Pioneer Projects. Central to the strategy was engaging everyone involved, including the regulators, to develop and share a common published vision and objectives.

The vision was "Deploy safety case arrangements that facilitate a balance of risk approach to enable accelerated risk and hazard reduction in Decommissioning."

**Methodology**
1. Form a team to lead the changes with the authority to make things happen
2. Apply change management principles
3. Listen to the stakeholders - "Voice of the Customer"
4. Take on board current learning – Reports, Reviews, PAIS, etc
5. Utilise peer challenge (Safety Case Reachback/ UK Peer organisation)
6. Establish network to align, test and challenge activities and principles
7. Gather and feedback learning by working with local projects
8. Utilise subject matter experts to flesh out the framework
9. Establish a new safety case framework
10. Collect the benefits
11. Imbed the new ways of working.

The safety case production, implementation and operation used staff from three Directorates, Engineering, EHS&Q and Decommissioning, so the three Directors were asked to collaborate and sponsor the change programme with a central point of contact. This provided the authority to drive the change.

**Steering Group**
A steering group was set up to lead the change, provide the challenge, develop the new safety case arrangements and provide the governance to ensure safety was maintained. Members were appointed from across the three Directorates: managers of the salient activities associated with safety cases, a few independents to provide the challenge and a well respected chair with project and

engineering experience to give a delivery focus. This steering group provided the hierarchical leadership for all of the supporting staff, the challenge and experience to make quality decisions.
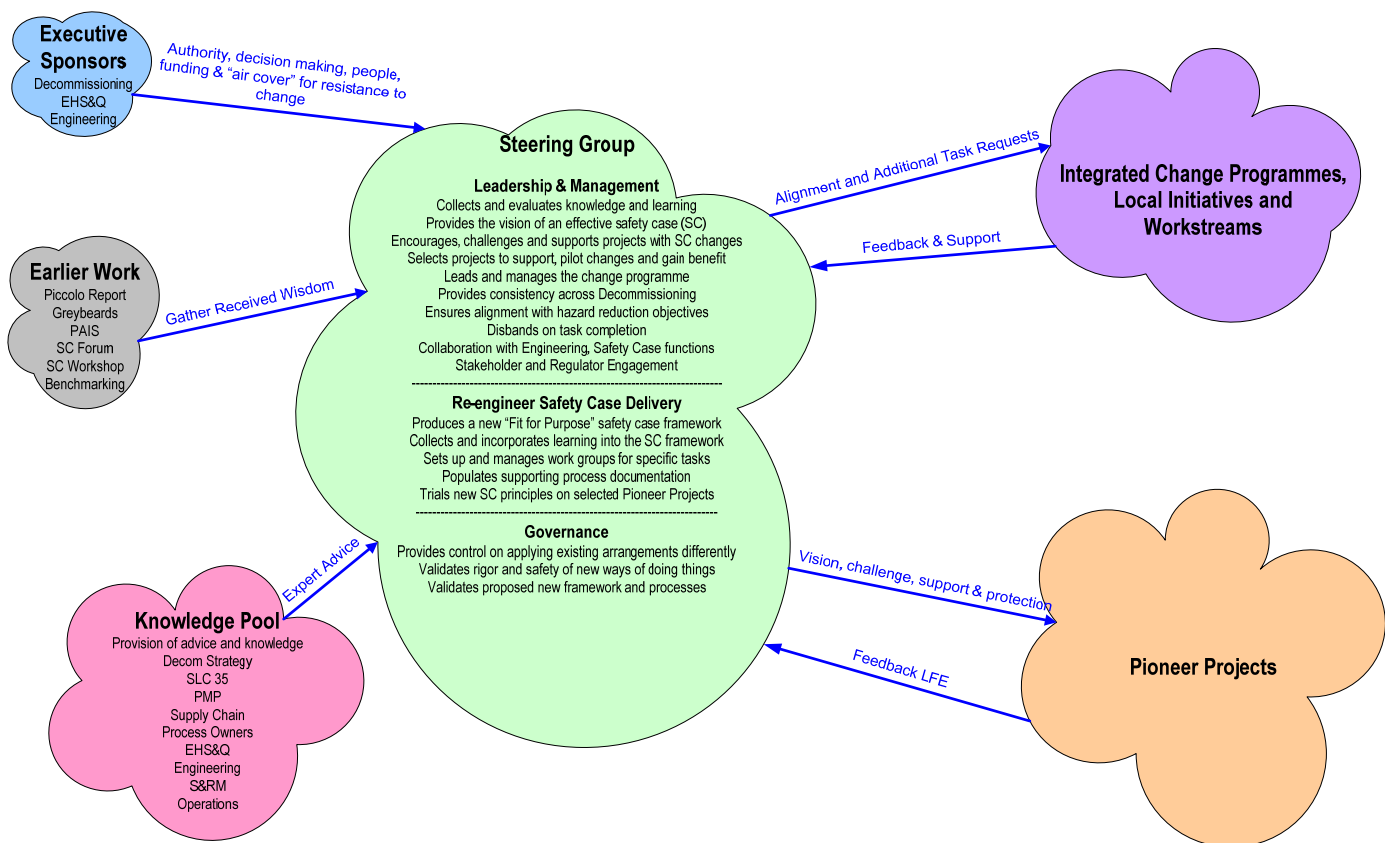


Fig. 4. Steering Group Linkages

Methodology was considered next. Cognisance and learning was taken from all the earlier work, reports, independent reviews, etc.  'Voice of the customer' studies were carried out with stakeholders to obtain their views and issues and, although not required at this stage, contact with key experts was made to inform, seek their views and future support.  The knowledge from external safety case practitioners was also sought to provide challenge and peer review.  As the site operates using a continuous improvement ethos, links were made with currently running improvement work streams and initiatives to ensure alignment and provide knowledge sharing. Where alignment was not optimal requests were made to revise, combine or abort the work streams.

"Principles" were drafted to provide the safety case community with a guidance framework whilst learning from their application in delivery projects was being captured.

**Managing the Risk – Psychology**
Any change is met with resistance of some kind or other and we knew from history that this project was unlikely to escape opposition, so two proactive and one defensive strategy was applied.

The first was to apply Kotter's Successful Change Management principles:
1. Establish a sense of urgency
The Managing Director declared our legacy facilities as a national imperative for remediation and made this area the site's number 1 priority. This was re-enforced by personal presentations by the Decommissioning Director to the work force explaining the need to reprioritise lower risk programmes.

2. Create a guiding coalition
Executive sponsorship for Decommissioning Safety Case improvements was gained across three Directorates. The steering group was established to provide the common focus and leadership.
3. Develop a vision and strategy
A week long Strategic Development Event with the Steering Group to team build, share the vision and objectives and develop an action plan.
4. Communicate the change vision
A communications plan was produced and implemented to accompany the project. This incorporated one to one voice of the customer interviews, consultation sessions with interest groups, internal press releases, links with other projects and work streams, etc.
5. Empower broad-based action
The current safety case arrangements were challenged to permit new ways of working, staff were empowered (challenged) to do things differently and work collaboratively, and support was provided to eliminate barriers to their progress and governance provided to maintain overall safety and compliance.
6. Create short-term wins
Pioneer Projects selected from the normal work streams were given extra attention, visibility and support from the Steering Group to provide benefits.
7. Consolidate gains and produce more change
Case studies from the Pioneer Projects were used to share learning and likely benefits. The learning was also captured to enhance the new principles for safety cases. Benefits were captured through Performance Improvement Action Plans (PIAP).
8. Anchor new approaches in the culture
The new arrangements are to be incorporated into the Decommissioning and Termination Management Arrangements.

The second was to apply the Sigmoid Curve to maximise the engagement of staff.

This was done by engaging the 20% of enthusiasts who could share the vision by explanation; members of senior staff across the site, staff working on the Pioneer Projects and safety case practitioners.
The next group of 60% of "fence sitters" were engaged by showcasing early successes – proving it *was* possible. Case studies were produced to publicise and encourage them to be part of the success by doing likewise. The remaining 20% of resistors were brought on board by mandate, by enforcing the new rules; the management arrangements. This was possible because of our compliance culture.
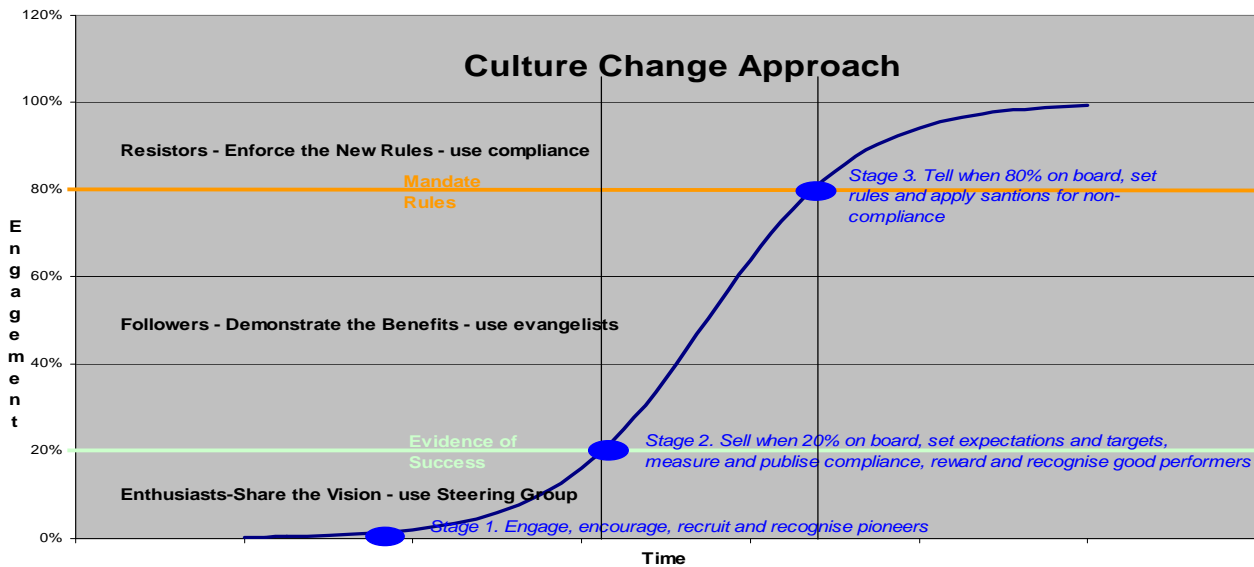
Fig.5. Change Curve

The third was our "ace up our sleeve" to apply dissuasion, or anti resistance/blocking measures to the occasional dissenter should the previous change management approaches fail. This was accomplished by establishing a common cross Directorate agreement and sponsorship for the project, selecting the Steering Group Membership not only for their technical expertise but also for their management control over potential blockers. This enabled director and senior management pressure to be effectively applied to potential dissenters who did not have a good reason for their actions.

**Progress**
The steering group is functioning with active representation from all programmes and functions. Work has been undertaken on individual project activities with an established communications plan to disseminate learning across the organisation in a timely manner.

Decommissioning Safety Case Principles and guidance are established within the Management System. Approach is being rolled out into our High Hazard Programmes. Work is continuing to communicate and engage at all levels to work up the Sigmoid Curve with internal and external stakeholders.

**Benefits**
The work is still ongoing but benefits are being delivered
- Improved relationships with regulators by establishing more effective communication, up-front engagement plans and a "no surprises" policy
- Acceleration of projects through reduced regulator approval delays and reduced nugatory HAZAN, HAZOP, substantiation analysis work
- Cost reduction through optimisation of engineered controls and maintenance programmes.
- Management arrangements which support rather than hinder delivery.
- Example project benefits from a laboratory decommissioning project already achieved. The project identified the need for 8 hazard analysis documents. This was challenged and the need removed saving 18 weeks of safety assessor work, 8 x 100 page documents and 80 man hours of committee time.

**Learning to Take Away**
- Never act on what people tell you is wrong – check first.
- Don't believe that to change a company's culture requires an influx of 25% "new culture" people to succeed.
- Cultures are sustained by custom and practice; often practice based on urban myths rather than actual facts. These should be challenged.
- Staff that have "caught" the vision seems to get excited and if the support is maintained go on to suggest better and better ideas.
- Establishment of guiding "Principles" to create an overarching framework for the approach supports a strong delivery focus. It promotes team working and flexibility by the project to make pragmatic decision making through appropriate utilisation of existing technical guidance. Don't be too prescriptive.
- Management procedures must be "fit for purpose" to enable safe and effective delivery. Ensure they support/enable the delivery mission rather than allow them to restrictively drive the delivery process.

# RESOURCE MOBILITY IMPROVEMENT PROJECT

**Background**
The Decommissioning Directorate at Sellafield utilises approximately 2300 personnel out of a site total of around 11,000. Effective staff utilisation and having the flexibility to move staff efficiently between workfaces is key in enabling accelerated hazard and risk reduction.

Although the Sellafield site has a history of undertaking mobility activities, these have tended to be specific one off campaigns of work, or transitional projects requiring long lead times in the planning and logistics. To establish future sustainability these mobility arrangements have been designed to be generic. This case study presents how the Decommissioning Directorate developed the approach.

**Initial Steps and Key Activities**
To bring the key aspects of the developing arrangements together, a Directorate lead was appointed to link directly with the Site Mobility team and act as an interface, or 'customer' focal point. Dedicated leads from within the Decommissioning Directorate, with accountability for the delivery of specific work activities, were appointed to develop the Decommissioning resource management and mobility arrangements.

The following key activities were identified and undertaken to enable the development of a sustainable mobility programme within the Decommissioning Directorate:
1. Undertaking Organisational Reviews
Reviews were conducted to provide a baseline for the organisational structure and to assess the resource utilisation and effectiveness within the delivery and functional organisations supporting Decommissioning. The reviews were undertaken using experienced independents from elsewhere in the company to challenge the organisational structure required to deliver the work scope. A phased approach enabled work programmes to be reviewed to varying levels of detail as specific issues were identified.

2. Establishing a Resourcing Panel and supporting processes.
The Resourcing Panel comprises representatives from all delivery and functional teams with the Directorate. Working with the delegated authority of the Decommissioning Director to prioritise and

place resources, it meets weekly to consider all resource requests and resource donations (e.g. release of staff when a project completes) and agree on placements (skill matching).

3.  Development of a Resource Profile

To understand the resource capabilities of the current workforce and to identify skill requirements as work programmes develop, a Decommissioning Head of Profession was appointed.  This role requires a detailed understanding of the Decommissioning capability on site and future work scope requirements.  The role works alongside other 'Heads of Profession' to ensure an integrated capability is available to deliver the Decommissioning mission

4.  Identification of Short-term Mobility Opportunities

Early successes were used to demonstrate the process and gain confidence of the staff.  All mobility opportunities and requests are collected and fed into the Resourcing Panel for sentencing against the directorate priorities for acceleration of high hazard and risk reduction.  The Directorate has identified and delivered a number of mobility opportunities both temporary and "permanent".

**Learning and Issues Encountered**
* A key principle of no one being disadvantaged in terms of status or money was adopted to prevent staff viewing mobilisation negatively.
* To enable staff to quickly extend their roles into different fields training has been provided on a task specific basis. Safety has been maintained by ensuring staff are qualified (SQEPed) to carryout the new tasks.
* To enable staff to comfortably embrace their new environment and gain the esoteric plant knowledge, familiarisation training and mentors were provided.
* Staff reacts positively to change if the soft issues are handled well.
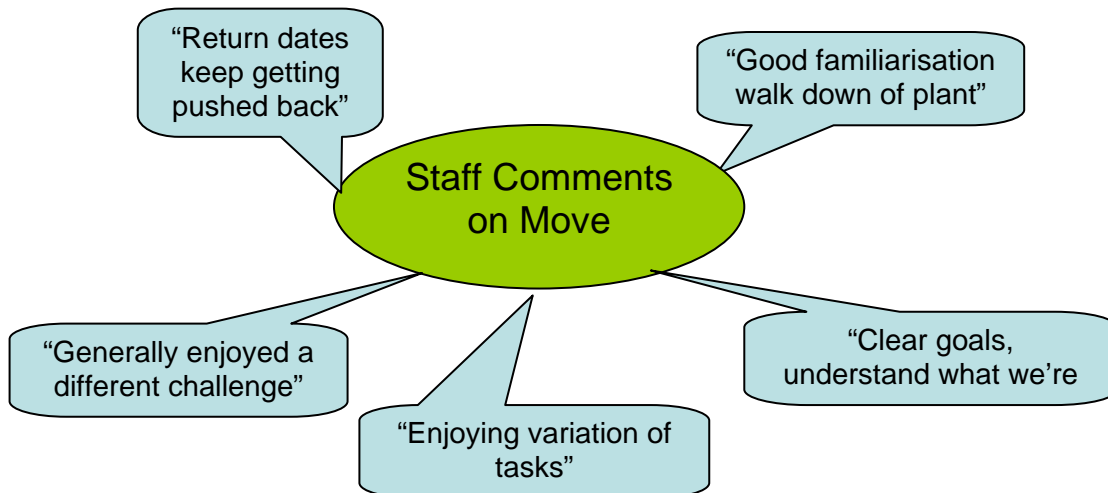


Fig.6. Bubble diagram illustrating staff comments

**Benefits**
The Mobility Programme has yielded a range of benefits;
* Skill gaps in projects can be quickly filled internally.
* Mobilising staff has solved overstaffing issues in some areas without losing their skills and knowledge from the company.

- Staff is gaining a broader understanding and interest in the company making them more knowledgeable, flexible and able to adapt to changing demands. Furthermore, the operators enjoyed the 'fresh challenge'.
- Staff is acquiring more experience and training enhancing their value and portfolio.
- By being moved around, staff is developing more of a Sellafield Limited allegiance rather than just to their local team.
- Management has greater flexibility in dealing with changing priorities and resource demands.
- Opens up opportunities to take on external new missions.
- By mobilising 33 operators from Thorp to five projects in Decommissioning, Thorp saved £406k and Decommissioning gained £720k worth of accelerated work and £220k was saved on the lifetime plan.
- To date 227 Staff have been mobilised within the Directorate.

**FUTURE DEVELOPMENTS OF THE DECOMMISSIONING PROGRAMME**
From 2011 onwards enabling capability will continue to be sourced, developed, evaluated and implemented. Benefits will continue to be realised.

**Successes**
Apart from the outcomes already detailed, the success of the programme to date is due especially to the effective relationship management and regular interfacing between the customers, the site change team, employees, regulators, employee representatives and the delivery areas. The Sellafield Site under the Management of Nuclear Management Partners has risen to the change challenge and transformed the organisation into a highly focussed, responsive and efficient organisation with a culture demonstrably more open to change. NMP has through the introduction and successful implementation this Change programme enabled the Sellafield site to not only survive in an environment of austerity but to also succeed in the physical reduction of nuclear risk and hazard allowing the safe return of facilities to the nation whilst returning value for money to the British tax payers.

**Overall Lessons Learned**
If successful change management is going to continue, it is essential to be able to identify the lessons learned and act upon them. The one major consideration was the pace of change. Where this is required there must be one or more clear drivers. In the case of this programme, reducing risk and hazard and delivering value for money provided that drive, because of the National and International pressure on reduced spend by the treasury.

A further lesson was the ability of the change agents to be able to look internally at their delivery area and be able to identify the detail required whilst equally being able to look externally from the delivery area and the broad view that it is also required. Successful application of this 'See-Saw' model not only depended upon the leverage and balance required to ensure the requisite level of change appropriate but also on the driver and pace of change within that area.

References:
1. Kotter – Approach to Change Management 1995