

The business of nuclear decommissioning

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Introduction

Britain has a number of old nuclear power sites. Some of these need to be closed and cleaned up. This is called decommissioning. The new body set up to carry this out is called the Nuclear Decommissioning Authority (NDA). It started work in April 2005. It will restore the environment on these sites. Nuclear power provides around a fifth of our energy supplies. New power plants are needed as oil and gas supplies decline. At the same time, older power plants need to be closed.

Organisations need a clear vision of where they are heading. They set objectives to achieve this. This is called Management by Objectives (MbO). The NDA's aim is set out in a clear mission statement. Progress towards goals is measured. Objectives can then be changed if they are not being reached.

Mission

A mission statement says where an organisation wants to be. It provides a framework. It gives a sense of direction. NDA's statement is clear. It mentions:

- * safety. This is vital when dealing with nuclear power
- * cost effectiveness. This means getting value for money
- * environmental responsibility. This means carrying out work with due regard to the environment
- * open and transparent. This means that information at all stages is public
- * communities. It takes into account effects such as job losses.

Objectives

These define what an organisation hopes to achieve. Business objectives should be SMART. This means

Specific

Measurable;

Achievable

Realistic

Time related.

NDA's objective is to clean up the 20 civil nuclear sites in the UK.

Strategy and tactics

A strategy is a set of plans. Tactics are the smaller steps within this. The NDA has a clear strategy. Vital parts of this include:

- * reducing the risk of hazard. Safety is a main concern
- * talking to stakeholder groups
- * being as open and public about the process as it can
- * helping to increase knowledge about nuclear hazards by setting up a number of education and research ideas. Its more detailed timetable has a set order. First, it will consult with stakeholders. Second, it will draw up fully costed plans. These will be shared with the public. Third, it will look for new ways to work. This is to ensure the plans progress quickly. Fourth, it will explore how to close the Magnox (built in the 60s and 70s) sites. Finally, allow firms to compete to manage

sites. This will ensure best value.

Stakeholders

A stakeholder is any person or group with an interest in an organisation. Key stakeholder groups for NDA include:

- * the government
- * energy consumers who want cheap, clean fuel
- * local communities
- * the public and press
- * energy supply companies
- * the bodies that regulate energy suppliers. The NDA has to work closely with all of these groups. It aims to communicate clearly with them. It does this via a website and a media pack. It also asks the public and others to comment on its plans.

Conclusion

The NDA's job is to close down and clean up nuclear sites. It has created a clear strategy for this. It is part of the government's nuclear strategy. Its work is a major issue for certain stakeholders, so must be managed well by the NDA.