

Nuclear Decommissioning Authority
Specialist Nuclear Services
Specification for HSE Standards
Review

CJ000205

ISSUE | 12 June 2015

This report takes into account the particular instructions and requirements of our client.

It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number Job number

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ARUP

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Appendices

1 Introduction

Arup is pleased to submit this tender in response to the following invitation to mini tender: Health Safety and Environment (HSE) Standards Review, reference CJ000205, dated 15 May 2015. This response has been reviewed and updated in accordance with the clarification note received from NDA on 5 June 2015.

We understand that the objective of this project is:

- To review the processes by which Site Licence Companies (SLCs) identify the need and define, review, implement, maintain and replace HSE standards within the NDA estate.

We have set out a methodology and delivery team that provides the technical expertise to deliver this objective.

2 Approach

The aim of this project is to gather evidence on the processes by which SLCs identify the need for and define, review, implement, maintain and replace HSE standards within the NDA estate. This information will be presented to NDA, along with a view of the strengths and weaknesses of these arrangements.

We will achieve this aim by carrying out a gap analysis assessment to establish the processes that the SLCs are using and how these are being implemented and followed.

The gap analysis will follow the methodology described in Figure 1 below.

Figure 1: Proposed gap analysis methodology



We would expect NDA to assist the gap analysis through:

- Ensuring that the SLCs are informed of the project and its aims prior to its commencement;
- Providing contact details for the main points of contact within each SLCs or PBO corporate centres and
- Providing supporting documentation of existing processes (if applicable).

The approach outlined below describes how the Project Team will deliver the project.

2.1 Task 0 – Inception

A formal inception meeting will be held with NDA to discuss NDA expectations and finalise the aims and objectives of the project, as well as the proposed programme. It is anticipated that the meeting will take place at the NDA offices in Cumbria. However, due to the tight programme requirements we would be happy to have the inception meeting via a video or teleconference to avoid programme delays and then follow it up with a face to face progress meeting within the first two weeks of inception.

The inception meeting will cover all points raised in this proposal and will include:

- Aims and objectives of this study;
- Confirm the timetable for project milestones, deliverables and completion;
- Confirm lines of communication with NDA;
- Discuss and agree with NDA the optional items as identified in this proposal;
- Agree the number of questionnaires to be sent/reviewed;
- Determine the date for the first weekly progress call and other reporting requirements;
- Identify key documents to review;
- Identify key SLC corporate centre contacts (Sellafield, Dounreay, Magnox/RSRL and LLWR).

An internal team inception workshop is a requirement of the Arup Management System and will be held to brief members of the team.

List of Deliverables and Milestones

- **Milestone 1:** Inception Meeting.
- **Deliverable 1:** Minutes from Inception Meeting.
- **Deliverable 2:** Confirmed programme.

2.2 Task 1 – Questionnaire Preparation

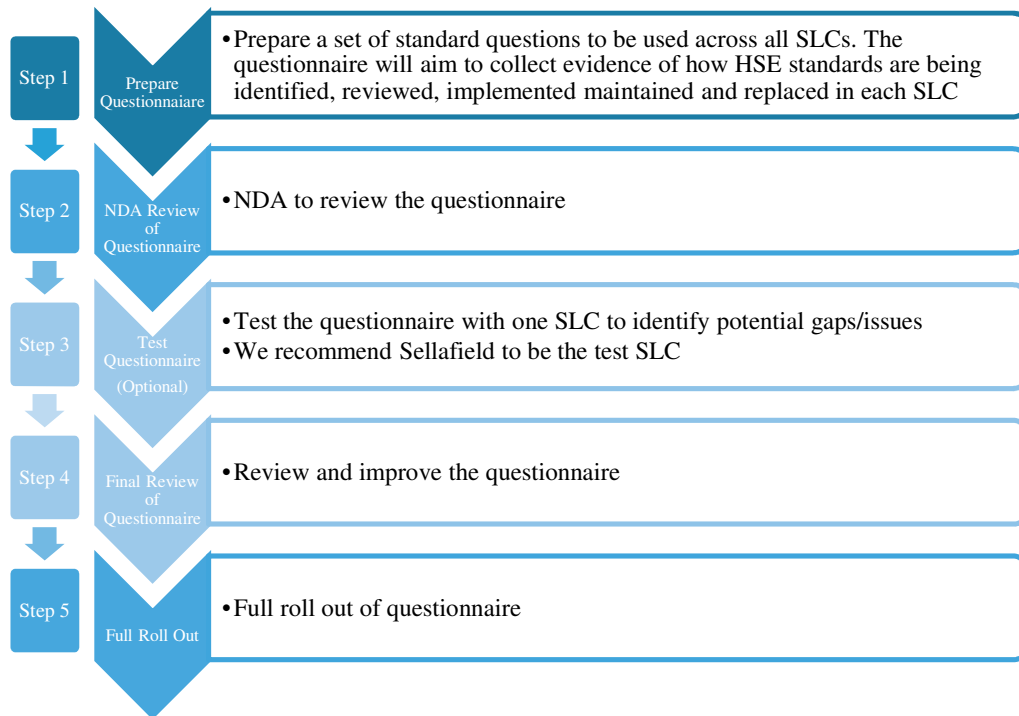
This task aims to develop the resources required to develop the Questionnaire which will be used to identify the processes by which SLCs manage and implement Health and Safety and Environment Standards. The questionnaire will allow us to collect the information consistently from the different SLCs.

The questionnaire will be circulated to key individuals/departments within the NDA estate.

We have assumed that NDA will be responsible for circulating the questionnaire to the appropriate recipients.

For the preparation of the questionnaire, we will follow the steps in **Figure 2** below.

Figure 2: Questionnaire Development Methodology



Step 1 – Prepare Questionnaire

We will prepare a set of standard questions which will be sent to SLC key contacts. The questionnaire will aim to collect evidence of how HSE standards are being identified, reviewed, implemented, maintained and replaced in each SLC.

We would wish to understand how SLCs assure themselves that they have a full and complete understanding of current standards; their procedures for ‘horizon scanning’ for future new and amended legislation; their procedures for implementing changes to extant procedures and processes and introducing new ones; and their relationships with the Office of Nuclear Regulation, the HSE and the Environment Agency to ensure that learning and best practice is shared and that the regulators remain satisfied with the systems put in place. Some sample questions are listed below:

- What training on HSE standards has been delivered to staff and supply chain (e.g. training logs etc.)? Provide some examples of training.
- Can you describe how you review HSE standards? How often do you review the standards (at least once a year)? (e.g. IMS system, discipline leads etc.)
- Can you provide us with evidence that the processes currently in place have been tested and work as designed?
- Are your procedures subject to external testing e.g. ISO or OHSAS auditing?

- How are corrective actions arising from internal or external audit tracked to completion?
- What is the change management process in place to replace HSE standards? (e.g. IMS system, discipline leads etc.)
- How do you ensure that staff and supply chain are using the most recent version of the HSE standards? (e.g. embedded in work instructions, company database etc.)
- Can you describe how during the different project stages the appropriate HSE standards are identified? (e.g. during design, implementation etc.)
- Do you provide feedback on the effectiveness of the standards?
- How do you engage with the ONR, HSE and EA to ensure there is appropriate regulatory oversight of your processes?

Step 2 – NDA Review of Questionnaire

We have allowed one week for NDA to review the Questionnaire prior to the final review and roll out of the questionnaire. This will ensure that key NDA staff is given the opportunity to provide feedback and input.

Step 3 – Testing of Questionnaire (Optional Activity)

Step three of the questionnaire development process is optional. However, we believe that this step would provide good value to the development of a robust questionnaire as it will help us identify areas for improvement before the full roll out of the questionnaire. We believe that this approach would streamline the process and make it more efficient with the other SLCs. We would discuss this in more details with NDA during the inception meeting.

Step 4 – Final Review of Questionnaire

We will review the questionnaire based on the feedback provided by NDA and the findings from the testing of the questionnaire (if done). The aim of the review step is to further improve the questionnaire and identify any problem areas before the full roll out of the questionnaire to the SLCs.

Step 5 – Questionnaire Roll Out

The questionnaire will be sent to the key individuals/departments that will be identified during the inception meeting by the NDA.

List of Deliverables and Milestones

Deliverable 3: Questionnaire to be circulated to key individuals/departments by NDA.

2.3 Task 2 – Document Review

We will review any relevant documentation which will be provided to Arup by the NDA key contacts. The documents to be reviewed will be identified during the inception meeting.

The review of the documentation will seek evidence of how the SLCs document their processes and procedures for HSE standards.

List of Deliverables and Milestones

Deliverable 4: First draft of findings from document review.

2.4 Task 3 – Questionnaire Analysis

The results of the questionnaires will be collated and analysed. The analysis will aim to identify:

- Common trends;
- Exceptions;
- Potential problem areas/gaps;
- Efficiency and effectiveness of processes and
- Good practices.

The questionnaires will be reviewed and assessed to identify strengths and weaknesses of each SLC's processes. To do this we will compare the SLCs existing processes amongst them and with other industries. In addition, areas for

further investigation and intervention, and also areas of good practice will be identified.

The results from the analysis will be incorporated into the draft report.

We have allowed time to review the results from 10 questionnaires in total, but will review this number with NDA at the inception stage.

List of Deliverables and Milestones

Deliverable 5: First draft of findings from questionnaire review.

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List of Deliverables and Milestones

- **Milestone 2:** Site visits to four SLC corporate centres.
- **Deliverable 6:** Site visit notes/comments.

2.6 Task 5 – Final Analysis and Reporting of Results

2.6.1 Final Analysis

We will collate the information from the site visits and analyse the findings from the interviews. The findings and analysis from the interviews will complement the results from the document review and questionnaire analysis. The results of the interviews, questionnaires and document review will be incorporated into the Draft Report.

2.6.2 Reporting of Results

We will produce a draft report in accordance with the document structure (agreed at the inception meeting). The report will summarise the findings for each SLC separately, commenting on strengths and weaknesses of the existing arrangements and also providing an overall summary of the findings.

We have allowed time for one round of comments from NDA.

The Final Report will be issued in the NDA report format.

Optional activity: We would recommend holding a feedback workshop with NDA to discuss the findings of the report and next steps. This is recommended as an optional activity and has not been included in the total fee for this commission.

List of Deliverables and Milestones

- **Deliverable 7:** Draft Report.
- **Deliverable 8:** Final Report.

Added Value

As an added extra, we would be happy to prepare a high level action plan for the NDA estate, should this be of interest. We propose to discuss and agree this at the inception meeting.

3 Team and Management

The proposed team draws on Arup's nuclear decommissioning experience and our cross-sector experience in undertaking similar reviews including stakeholder engagement, information security and Health Safety and Environment. The organogram in Figure 3 below and pen portraits identify the key team members and outline their relevant skills and experience which they bring to this project. Where appropriate, and if required, the team will be supported by staff members from within Arup with appropriate academic background and experience. Drawing on the extensive in-house experience of the senior team members, the project presents an excellent opportunity to support skills development and knowledge transfer.

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3.1.1 Project Management

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4 Experience

Arup has a long track record of working within the Nuclear Sector and other industries to ensure they employ appropriate processes to manage their assets efficiently and effectively. Some examples of our relevant experience are provided below.

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5 Programme

The outline project programme is shown in Figure 4 belowError! Reference source not found.. We can confirm that we are able to deliver the work to the timetable set out in the contract technical specification. Our programme is based on NDA's original milestone dates and we would wish to agree these dates at the Inception Meeting.

The key dates are shown below:

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We have scheduled in two weeks for NDA to review any draft information once it has been submitted. The programme identifies a number of meetings with NDA and SLCs. The dates of these meetings are subject to confirmation once availability of key personnel has been established. If the meetings cannot be organised in time, the programme may need to be adjusted.

We have assumed that NDA will provide introductions to key site personnel. Details of visits to be agreed with the Arup and the SLC. This programme will be reviewed monthly as part of the monthly report submission. This will allow any

deviations from the proposed programme to be identified at an early stage and for appropriate action to be taken as necessary in full agreement with the NDA.

Within our fee we have allowed time for two meetings in addition to the inception meeting. The meetings are assumed to take place at the NDA offices in Cumbria.

5.1.1 Risks

Risks to the project which will affect the overall delivery of the programme are:

- NDA does not review/approve any deliverables within 10 working days. We will present and agree the project programme at the inception stage.
- SLCs do not return the questionnaires within 10 working days. We will do our best to work closely with NDA and SLCs to ensure buy in to the project.
- Delays in setting up meetings in a timely manner. We will discuss the meeting requirements at the inception meeting. Should NDA consider appropriate, the inception meeting could be done via videoconference.
- Delays in provision of data/information required from NDA and the SLCs. We will work closely with NDA and SLCs to inform all parties about the data/information requirements.

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6 Price

6.1 Compliance Statement

This proposal is compliant with the requirements of the Invitation to Mini Tender: Specialist Nuclear Services – ‘HSE Standards Review’ - Lot No: Lot 6. Tender ref: CJ000205.

6.2 Assumptions

In arriving at the quoted programme and price, we have made the assumptions as stated in this tender. If any the assumptions stated in this tender are not met, we may wish to review the programme and price.

6.3 Proposed Fee

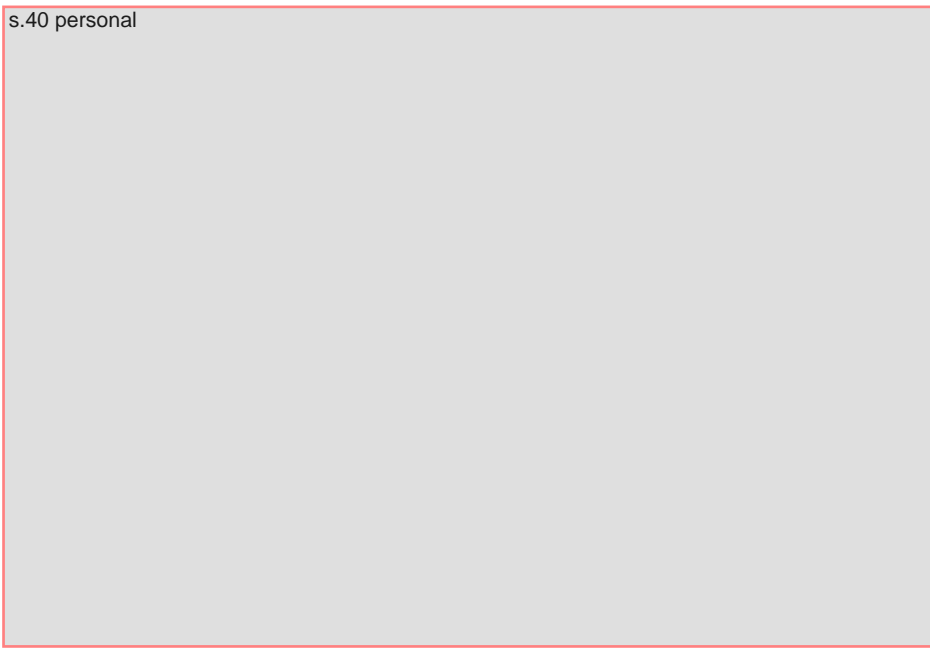
We offer to carry out the work as defined in the mini-tender CJ000205, with details as presented in this tender, for the sum of £XXX (excluding VAT).

The price includes all man-hour fees (including the meetings stated above) for Arup and expenses which consist of travel and subsistence associated with attending meetings.

We have included a separate fee of the optional activities proposed including man-hour fees.

The breakdown of the fees in terms of tasks and staff are presented in the following sub-sections.

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7 Contract Data Part 2

Contract Data Part 2 is provided below.

Part two – Data provided by the Consultant (Main Option A)

**Statements
given in all
contracts**

- The Consultant is
- **Name:** Ove Arup & Partners Ltd

Address: 6th Floor, 3 Piccadilly Place, Manchester, M1 3BN

- ***The key person is:***

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s.40 personal

**Optional
statements**

If the *Consultant* is to decide the completion date for the whole of the services

- The *completion date* for the whole of the services is (Specific to the Work Package) – **31 October 2015**

If a programme is to be identified in the Contract Data

- The programme identified in the Contract Data is (Specific to the Work Package) – **Please see Section 5– Programme.**

If the Consultant states any expenses

- The expenses stated by the Consultant are:

As per contract data part 1

If the Consultant requires additional access

- The Employer provides access to the following persons, places and things:

Access to:

Access date

N/A

N/A

- The *activity schedule* is (Specific to the Work Package)
- The tendered total of the Prices is **£XXX**