

# NDA estate Provision of knowledge management services

Overview



# Introduction

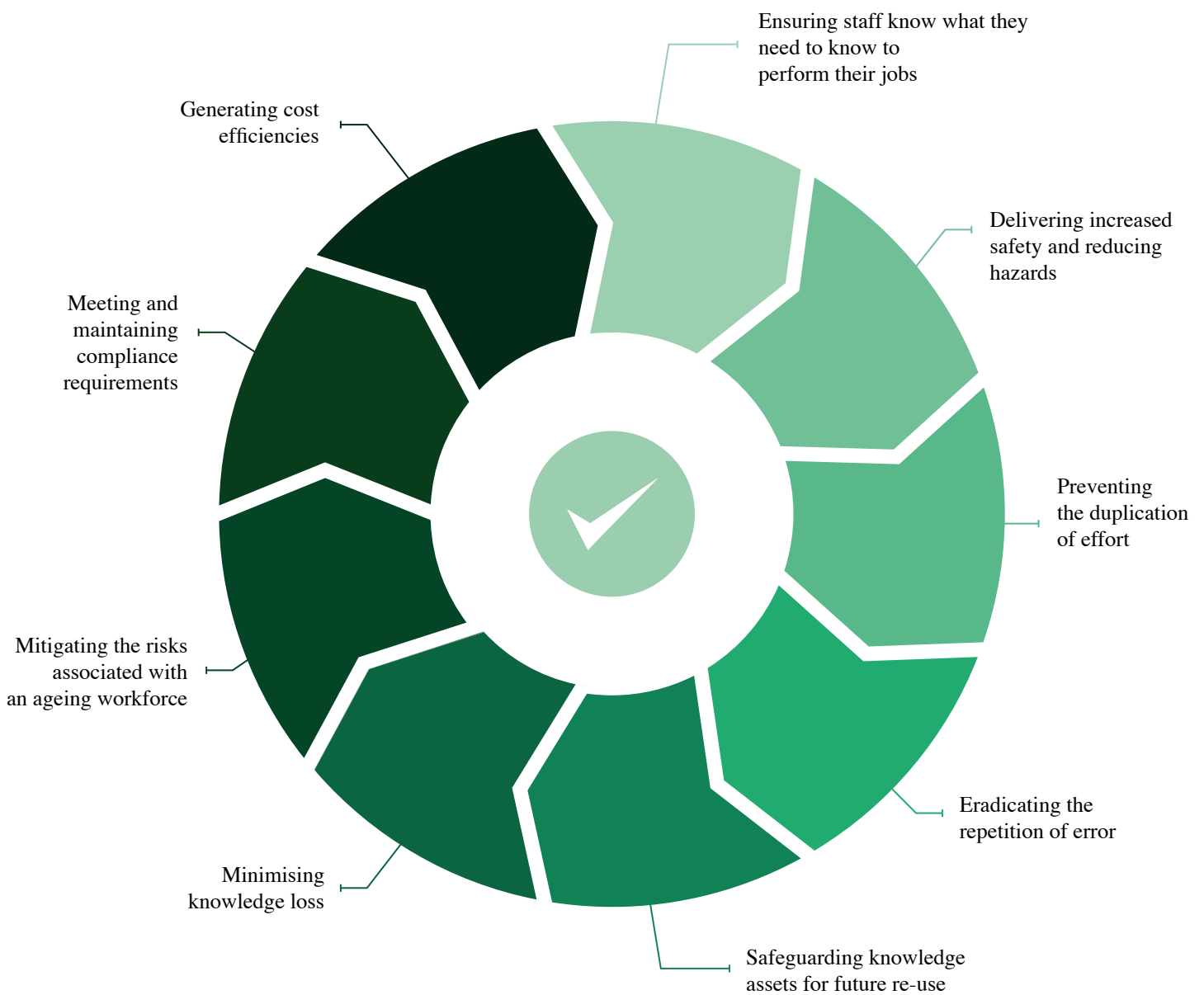
Arup and their partners MCM are delighted to have been selected to be the sole providers of knowledge management services through the Shared Services Alliance to the NDA estate and associated participating organisations.

The objective of the framework is to provide intelligent hands-on support in the delivery of improvement plans for the management of knowledge across the NDA estate, guiding the development of capability in line with the knowledge management maturity assessments, and enabling inter-organisational collaboration.

Throughout the duration of this framework we will help you embed holistic systems which are linked to the NDA's strategy and policy and based on good practice in nuclear knowledge management. This overview document outlines how we can support you in the delivery of your objectives.

# The benefits

There are significant business and organisational benefits to be obtained from the effective management of knowledge. The NDA states that the prime objective of a knowledge management system is to: *Ensure the right knowledge is available to the right people at the right time for the safe and efficient decommissioning of the UK civil nuclear legacy.*



# Scope

We understand that you have been developing your knowledge strategies, whilst also piloting a range of tools and interventions to inform that strategy, and that you are now ready to implement a programme. Arup-MCM has developed the capability, tools and techniques to provide the required hands-on support in enabling the successful delivery of the individual improvement plans through to, but not limited to, the following areas:

**Knowledge leadership** - The leadership, governance and reporting arrangements together with the motivational mechanisms to build, maintain and reward competencies in the workforce for the management of knowledge and effect the necessary cultural and behavioural changes.

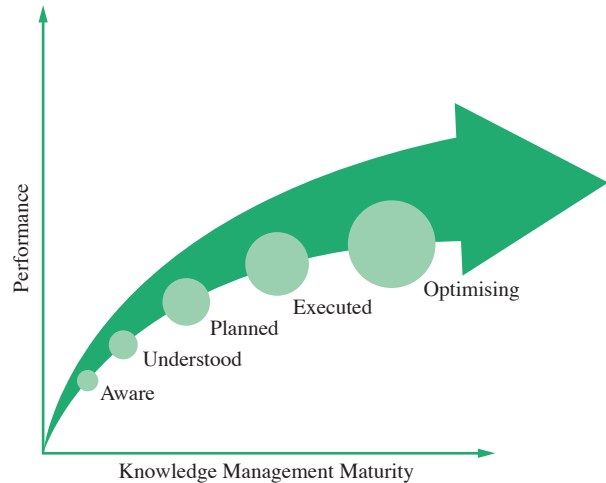
**Planning and prioritising critical knowledge** - The process for producing a prioritised plan and strategic roadmap underpinned by thorough analysis of the current status of intellectual assets, risks, challenges and opportunities and the sufficient resources (financial and human) to implement.

**Knowledge risks** – The process that identifies the likelihood and consequences of knowledge loss or knowledge unreadiness and produces an actionable plan to manage these risks.

**Collective risks** – The process to measure and manage any collective knowledge risk via a knowledge audit and a fully developed action plan.

**Individual risks** - The process and plan to manage the risk of critical knowledge loss from individuals in the workforce or in the supply chain.

**Communities of practice** – Developing cross-functional groups of people with knowledge relating to a prioritised knowledge area to share and learn from each other.



**Knowledge retention** - Embedded processes, systems and tools for capturing important explicit and tacit knowledge.

**Learning and innovation** – An infrastructure, culture, processes and tools to enable collaboration, innovation, and learning before, during and after activities.

**Support and guidance** - The provision of ongoing support and guidance for the distributed team of knowledge coordinators and practitioners in the different PE's business areas and a centralised teams of specialists.

**Knowledge sharing** - The process of exchanging knowledge between individuals, communities of practice and organisations particularly in and across the NDA estate and also between the estate and the supply chain.

**Project learning** - The capture, use, reuse and sharing of experiences and lessons learned in projects and programmes in which a multitude of stakeholders might be involved, both internal as well as external.

**Peer to peer collaboration** - The easy accurate and quick communication through online collaboration spaces.

**IT systems** – The knowledge and information architecture, and specification of IT requirements to support mobilising, applying, learning, capturing, validating and structuring knowledge.

Our aim is to help your organisation maximise the benefits from sharing, innovating, collaborating and learning.

# Our approach

Shared Services Alliance has assessed and identified, through open competition, that the combination of Arup and MCM provides the depth of experience, range of capability and breadth of expertise to help you deliver the challenges of your knowledge programme.

We have assembled a core team to represent the various areas of expertise required for this framework, see diagram below. This team will be responsible for providing the expert knowledge input during the planning and delivery of work packages. These experts in the management of knowledge will provide an advisory role and challenge to ensure that the management, system development and improvement, training and behavioural change processes meet the specific requirements.

The members of this team may also act as members of the local delivery teams to support the delivery of the above-mentioned processes where required. Further experienced delivery team resource will be drawn upon from across Arup and MCM as required.

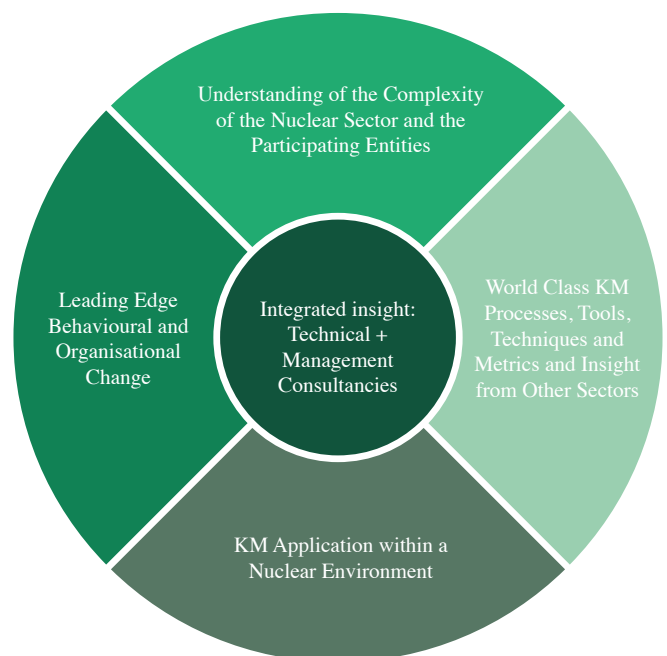
## Process of engagement

Under the overall framework agreement, each PE will have a separate signed contract with Arup, then subsequent delivery of the services will be as per the following steps:

1. PEs will individually engage with Arup on a project specific basis to identify support work package requirements.
2. Arup will provide a work package proposal, setting out the requirement, approach, timescales and outline plan, deliverables, any assumptions, the proposed team and the commercials.
3. The PE will be responsible for issuing Purchase Orders to Arup for these specific work packages.
4. Arup will deliver the work for the PE and invoice accordingly.

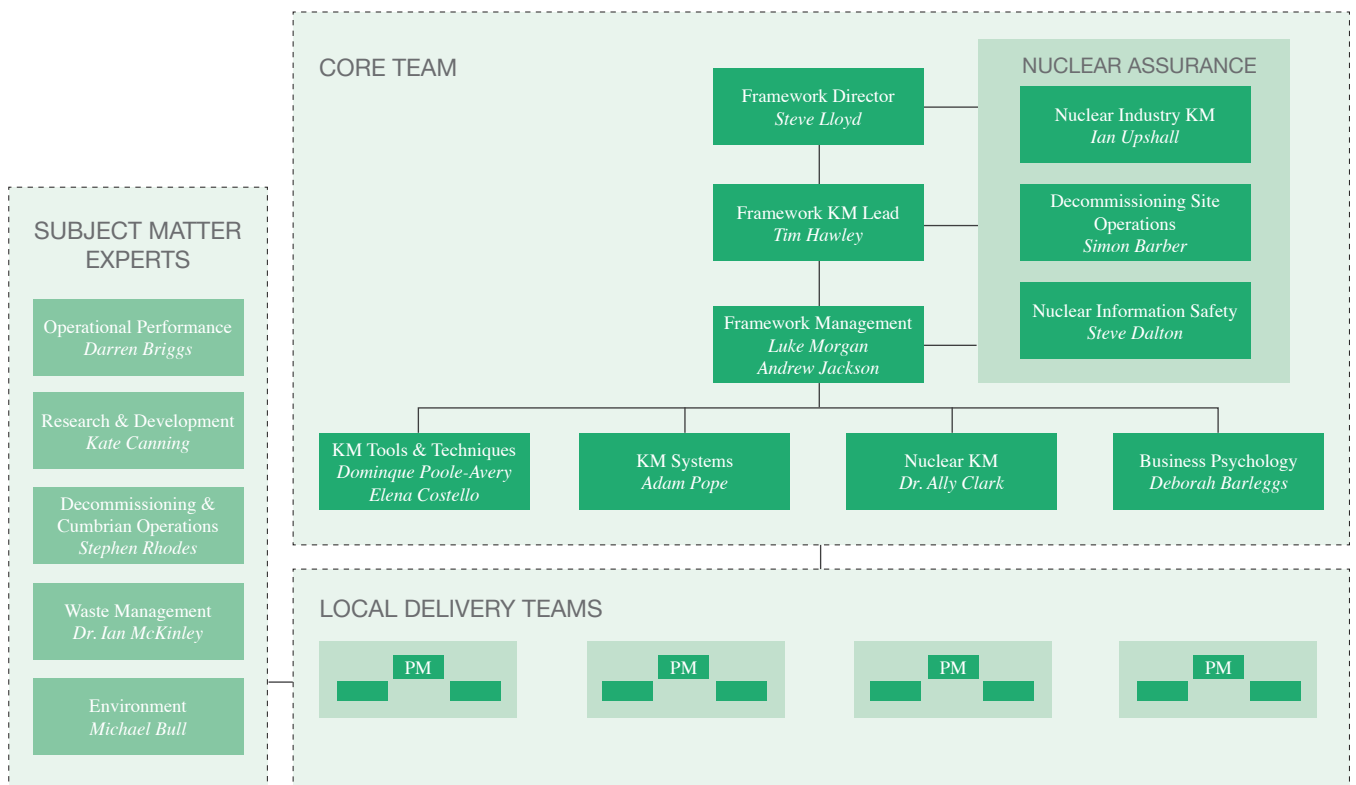
## Our management of knowledge insight

From our experience of delivering similar programmes, and from our detailed experience of the specific challenges within the nuclear sector and across the NDA estate, we believe that to deliver this programme successfully involves the integration of five essential key skills areas, as illustrated below:



# Our team

Our team of Arup supported by MCM delivers each one of these elements to world class standard; recognised via numerous awards. Our roots are in core technical disciplines, on which we've built specialist management consultancy services.



## About Arup

Arup is a global consulting firm providing planning, engineering, design and management consulting services across a broad range of sectors. We provide the world-class consultancy services necessary to every stage of the project, from inception to completion and beyond. The firm is a creative force behind many of the world's most innovative buildings, transport, civil engineering and energy projects and design technologies.

Arup now has over 90 offices across Europe, North America, Africa, Australasia and South East Asia. Our business has tripled in size in the last ten years, and now has over 12,000 people worldwide.

Arup has been at the forefront of organisation learning for over 15 years and our own knowledge system - comprising of a broad range of practice and tools including 78 global communities of practice and underpinning online collaborative forums - has evolved to become core to how we work and deliver value.

Arup have extensive experience of implementing world class knowledge systems bringing insight from programmes from across a wide variety of sectors, from implementation of our own award-winning organisational learning capability, and also direct and relevant experience within the nuclear sector.

The people at Arup are driven to find a better way and to deliver better solutions for our clients.

We shape a better world.



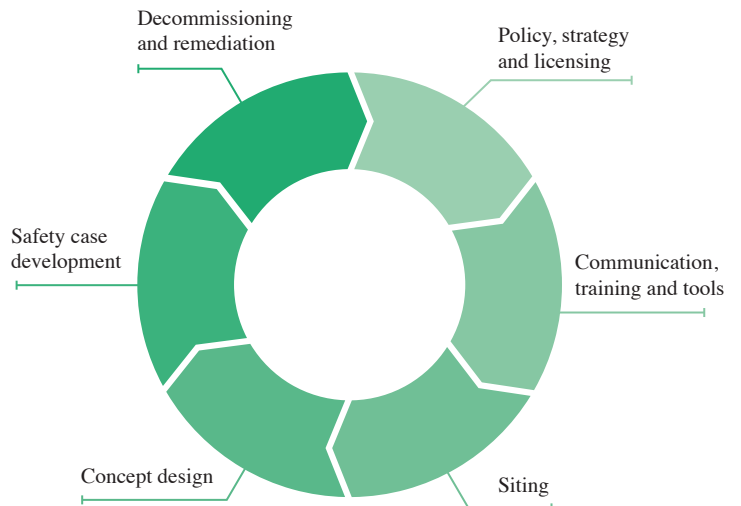
Global Winner 2014

## About MCM

MCM Environmental Services Ltd, a UK based SME, is a team of consultants, founding partners and associates with unique international strategic, scientific and technical experience in radioactive waste management.

The MCM team has experience from projects all over the globe, supporting a range of governments, NGOs, regulators and implementers.

MCM has supported the Japanese radioactive waste management programme develop knowledge management tools for many years.



Participating organisations in the Shared Services Alliance Framework for the provision of knowledge management services.



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