



Benefits of Cross-Industry Collaboration

*Heather Barton, Cross-Industry Learning Manager
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Cross-Industry Learning

Our mission

We're charged with the mission, on behalf of Government, to clean up the UK's earliest nuclear sites safely, securely and cost effectively.

Doing this with care for our people, communities and the environment is at the heart of our work.

We're committed to overcoming the challenges of nuclear clean-up and decommissioning, leaving our 17 nuclear sites ready for their next use.



Our sites

Our work to clean up the UK's nuclear legacy is the largest, most important environmental restoration project in Europe.

Our mission is so long-term it spans the next century and beyond.

Our 17 sites are at different stages of decommissioning and all have unique challenges.



17

nuclear sites
across the UK



11

operating
companies



15,000

employees across
the group



1,043

hectares of
designated
land on nuclear
licensed sites



800+

buildings to be
demolished



We believe that different industries have much in common when it comes to decommissioning, and that we all stand to benefit from cross-industry sharing of expertise and learning.



The cross-industry learning function connects people from companies across different industries in order to share good practices on decommissioning.



18

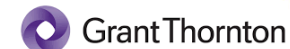
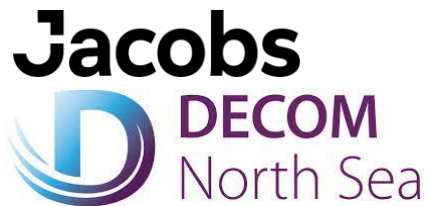
Unique themes of common interest to date

Good breadth of participation & range of themes => similar challenges exist across industries

Themes of common interest	Nuclear	Oil & gas	Defence	Offshore Renewables	Other (Space, Rail, Utilities)
Project Management	✓	✓	✓		✓
Commercial Models	✓	✓	✓		
Supply Chain	✓	✓	✓		
Technical Innovation	✓	✓			
Cost and Schedule	✓	✓			✓
Late Life Asset Management	✓	✓	✓		
Policy & Regulation	✓	✓			
Attracting Talent & Building Capability	✓	✓			
Sustainable Regional Economies	✓	✓			
Net Zero & Environmental Sustainability	✓	✓	✓		✓
Standards	✓	✓	✓		✓
Governance & Assurance	✓	✓		✓	
Safe Decommissioning	✓	✓		✓	
Design for Decommissioning	✓	✓	✓	✓	✓
Scope Aggregation & Commercial Models	✓	✓	✓	✓	✓
Synergies in Technology & Innovation	✓	✓			

+ Metallic Waste & Digital Fluidity most recently ...

>200 Organisations – so far...



Steering Group
Nuclear Decommissioning Authority
National Nuclear Laboratory
Oil and Gas Authority
The Crown Estate
Sellafield Ltd
Offshore Energy UK



Ministry of Defence



Why work collaboratively?



1) To tackle insularity



2) Reduce decommissioning costs

1) To Tackle Insularity

Definition of 'insular'

insular

Collins COBUILD

Word Frequency



(ɪnsjʊlə ⓘ, US -se- ⓘ)

ADJECTIVE

If you say that someone is **insular**, you are being critical of them because they are unwilling to meet new people or to consider new ideas.

External
perspective

- Drive true innovation
- Share
- Consider new angles
- Evolve solutions that have not previously made it to the table
- Opportunities
- Collaboration

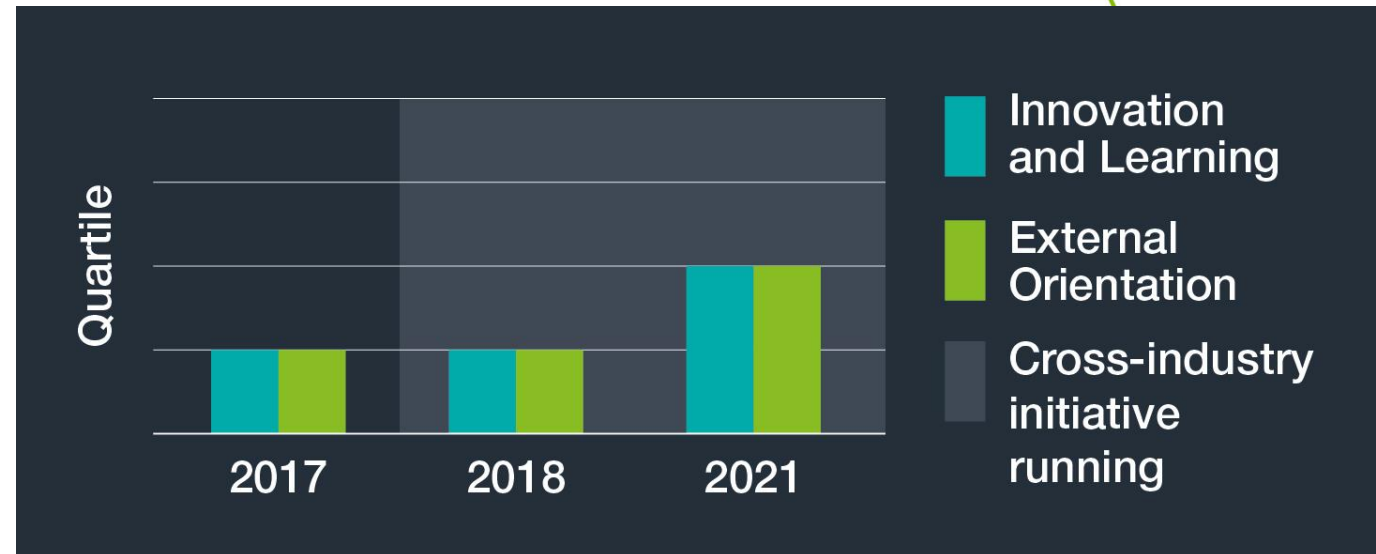
Measuring the Benefits - Organisational Health

Cross-Industry learning impacts across several different areas:

- **Innovation and Learning** - “..encourage and harness new ideas, including everything from radical innovation to incremental improvement, so the organization can effectively evolve and grow over time..”
- **External Orientation** - “..engage with important external stakeholders (customers, suppliers, partners, and others) to more effectively create and deliver value – both now and in the future..”

Results

- ✓ In these areas of OH, there has been the greatest of all increase in score between the 2017 and 2021 surveys, both moving from bottom to 2nd quartile
- ✓ All ‘OHI practices’ influenced by cross-industry scores improved, 4 moved up one quartile



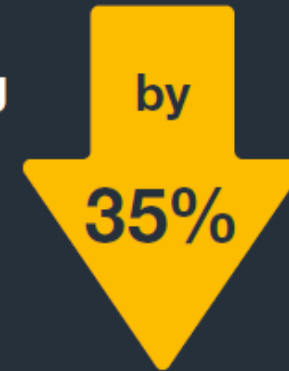
2) Reduce decommissioning costs

UK Government has set challenges for reductions in decommissioning costs:

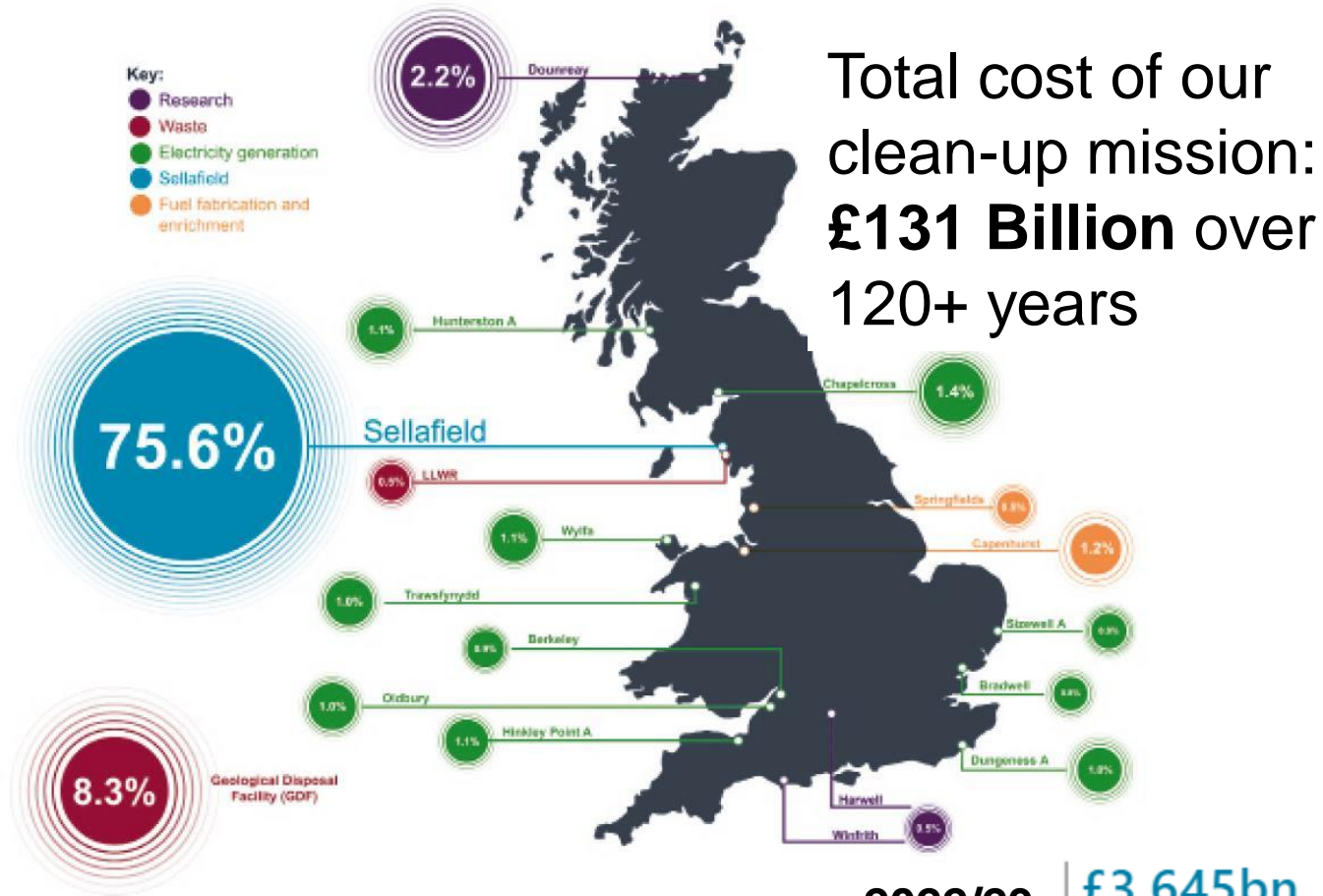
UK Civil nuclear
decommissioning



UK Oil & Gas
decommissioning



Costs: A UK view over 120+ years



Total cost of our clean-up mission: **£131 Billion** over 120+ years

2022/23:

£3.645bn

Total planned expenditure 2022/2023

£2.825bn

Funded by UK government

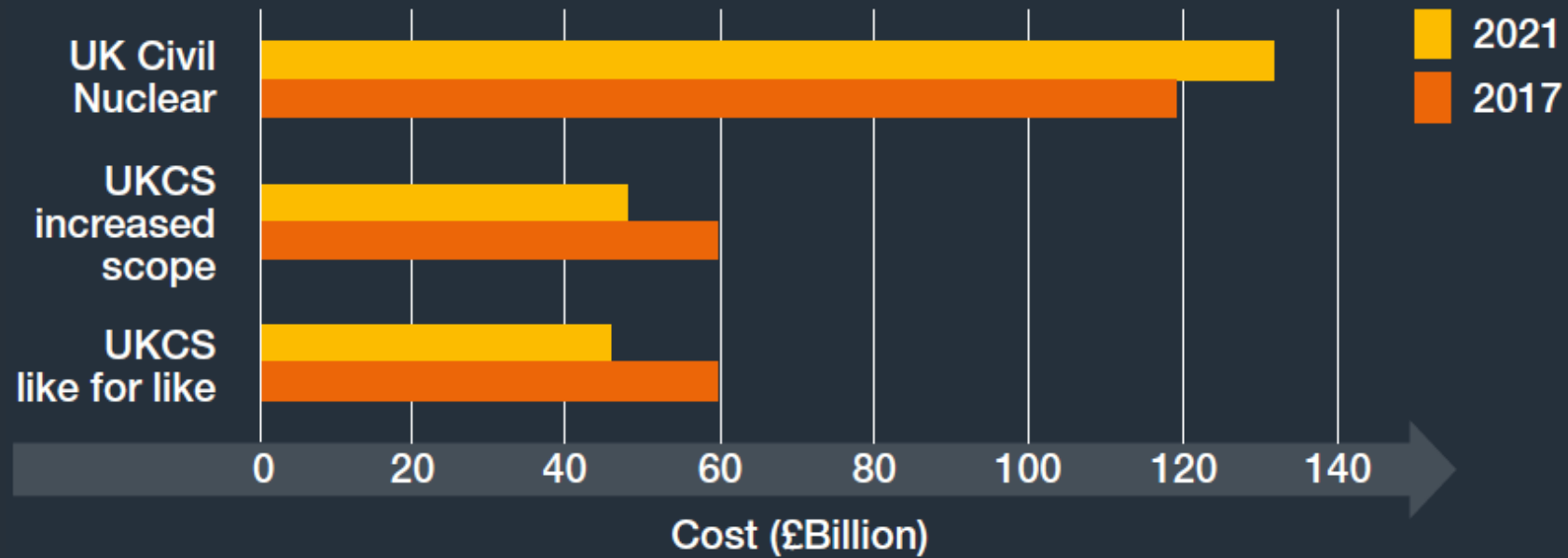
£3.389bn

Planned site expenditure

£0.256bn

Planned non-site expenditure

UK's Decommissioning Cost Liabilities & Trends

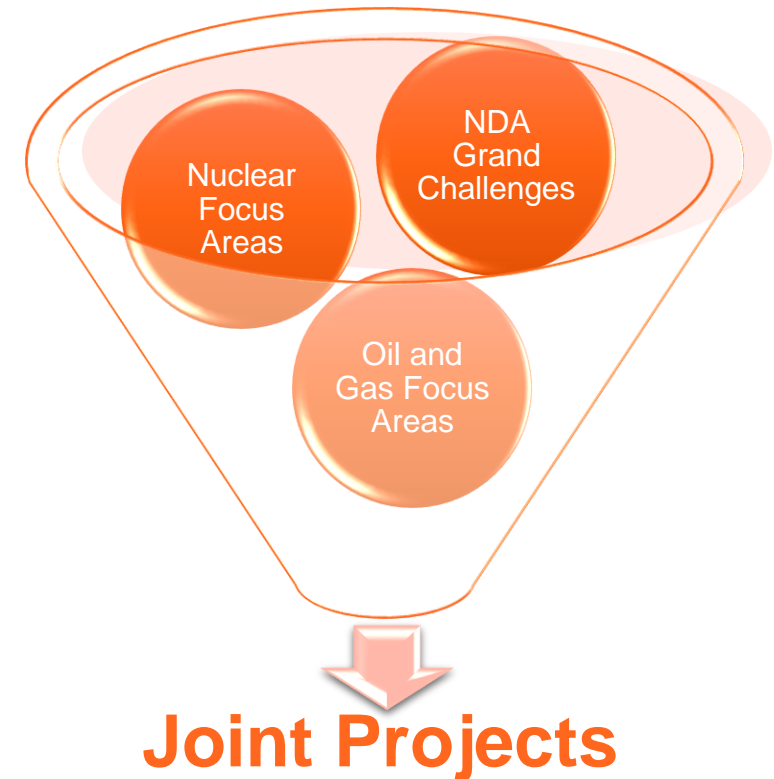


Forward Strategy: Collaborative projects

DOING: Applying & using knowledge in collaborative working

Deliverables:

- ✓ 3-year NDC Anchor Partnership
- ✓ Lab work and technical guidance
- ✓ Industry Studies
- ✓ Academic Publications
- ✓ Change



Vision of success:

- Seen as thought leaders, not just for nuclear industry
- Lessons learned sought, applied, captured and shared
- Best practitioners in many fields
- New ideas embraced rather than resisted
- Learning as a habit, not as a project





Thank you

Public Domain Material: <https://www.decomnorthsea.com/knowledge-hub//>

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we connect, we share, we learn

**Cross-
Industry
Learning**