

British Nuclear Group (B-N-G) was formed in 2004 as a specialist clean-up business, focusing on the decommissioning of Britain's nuclear sites. Their role is to work with the new Nuclear Decommissioning Authority (NDA) to achieve its clean-up programme safely, quickly and cost-effectively. Their priority this year has been on preparing for the significant milestones of the NDA launch on 1 April 2005, working with the NDA to create a competitive marketplace, and establishing British Nuclear Group as a dynamic, commercially orientated subsidiary of BNFL. The setting up of the new structure by the re-licensing and re-authorisation of some of their sites has required extensive work with regulatory bodies. At the same time, the management of a **major change programme** under operating licence conditions required over 100 individual change assessments to be carried out. Despite these demands on their resources, they are very much on track to deliver the change programme, one of the country's biggest. Most importantly, the programme will lead to the fundamental change in the attitudes of the business in terms of responsibility and accountability that the NDA requires of us.

The key drivers of the change programme are:

- To establish a commercial business model that supports the goal of establishing a competitive environment for the generation and supply of nuclear energy and its long term decommissioning; and delivering long term cost savings without compromising on safety.
- To meet increasingly stringent regulatory requirements, particularly for reporting to the NDA.
- To ensure the continued running of the business with minimum disruption.

Information Management Programme Overview

A critical part of the major change programme has been the implementation of the Transition programme (One-Way). The one-way approach implemented common business processes and systems across the group which enabled them to effectively manage the huge volumes of information to meet stringent regulatory requirements.

Acuma's role has been on both the business and technical sides of the programme. This has been ongoing since mid 2004 and delivered its first phase successfully on schedule in 2005.

To achieve results the right sponsorship is vital and this means working at senior levels within the customer organisation. Sponsored by Brian Tenner – British Nuclear Group – Finance Director and Dominic Fitzsimmons - British Nuclear Group IT Director has meant that we have had access to the right levels to enable us to shape and drive solution design and delivery.

No large programme such as this delivers without a number of IT vendor and solution organisations working effectively together; combining both the need for large generalist systems integrators, such as PriceWaterHouseCoopers (PwC) and specialists such as Acuma. This also emphasises the increasing recognition in the market that the big branded players do not have the breadth and depth of skills in the focused area of information management, and increasing the need to use proven specialists such as Acuma. Working together with the following major players was an integral part of making the programme a success:

- PriceWaterhouseCoopers (Business Programme Management)
- SAP (Software Provider)
- CSC (IT Service Provider)
- EMC (Documentum)
- Various other Consultancy Organisations

Acuma has played a pivotal role, over 1200 man days of effort, in the success of this major programme of work; ensuring that Acuma's responsibilities were delivered on time, within budget and of the correct quality to meet the overall business objectives.

Why Acuma?

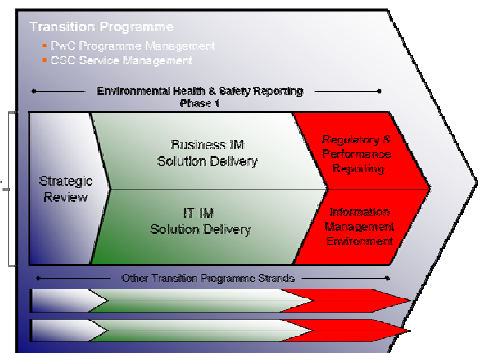
Acuma were selected for a number of key reasons:

- Experts in the field of information management
- Proven capability to deliver both strategy and solutions
- The Acuma solution leadership team had a strong track record of working in complex environments such as this
- Ability to provide leadership and drive to turn a failing project, Business Reporting, into a success
- Ability to work successfully on behalf of both IT and the Business

Solution (From Strategy to Implementation)

Acuma were initially engaged on the IT part of the Transition Programme with technical responsibility for delivery of reporting, document management, and data migration. During this period it was identified that the business part of the overall programme for reporting was at crisis point with the significant risk of failing to meet the regulatory reporting requirements of the transitioning organisation; B-N-G further engaged Acuma on the business side to carry out a strategic review of the Business Reporting needs. This was a major undertaking requiring an ability to define a clear direction and focus to bring this part of the programme back on track. As the Acuma team were now engaged on both the business and technical delivery sides of the programme for reporting in-line with our Information Value Model (IVM) approach which aligns business and IT and focuses on driving through from strategy to solution delivery, Acuma were engaged to run:

- acuma™
 The **Business Strand** to ensure that the business needs were clearly defined and communicated; that business process improvements to support reporting were fully defined and implemented; that the complex stakeholder community was managed; and that the training needs were assessed and a training programme defined and delivered.
- The **IT Strand** to provide the Information Management (IM) infrastructure providing a complete solution capability including data warehousing, front-end reporting, document and records management, SAP data migration for financial reporting.



The business challenge was to drive the business into a position where there was real clarity of requirements and that those requirements could be met within the timescales for regulatory reporting. Challenged by the parallel development of the definition of the regulatory needs by the regulator, which significantly increased the volatile nature of this programme, tight change control, and excellent cross programme communication was required to ensure continual alignment. Led by one of Acuma's most senior process and organisation consultants meant that this extremely difficult and challenging task was delivered to schedule.

End-user training was a vital ingredient to success and exploited our IITT (Institute of IT Training) Gold accredited training team; training over 264 people.

The IT challenge focused on the complexity of the IT information management environment and its transition and the management of a multi-million pound budget. It brought together a complete solution delivering:

- **Business Reporting**
 - A reporting environment using leading business intelligence technology from Business Objects to support both Web and
 - Oracle data warehouse to provide a secure, timely and consolidated environment for reporting.
 - An integration engine using the latest ETL (Extract, Transform and Load) technology from Business Objects to extract the right data from multiple operational sources, integrate it and load it into the target Oracle data warehouse environment.
- **Electronic Document and Records Management**
 - Implementation of a document management system (Documentum)
 - Data migration of over 20,000 key documents into the new solution
- **Freedom of Information Act Evaluation**
 - Evaluation and proposed implementation path
- **SAP Data Migration**
 - Migration of financials data into the new SAP environment
- **Production Integration**
 - Transition of delivered solutions into the CSC Support Framework

Benefits

We achieved what we set out to achieve and delivered our components of the solution on time, and within budget:

- Enabling B~N~G to fulfil their statutory requirement for reporting to the NDA for April 2005.
- Enabling B~N~G to demonstrate compliance with the control and configuration management for documents and records management.
- Ensuring, through data migration from the legacy environment, minimum impact on business as usual activities during the transition to new IT platforms, for example, finance.