

## Journey to Success 2008 – 2021

### 8. Transforming a Workforce 2008-21

Due to the increased scope and wider mission LLWR's workforce has tripled in size since the Parent Body Organisation (PBO) took charge in 2008, but that is not the only transformation around personnel encouraged during its tenure.

LLWR was heavily reliant on Sellafield in 2008 and can now operate as an independent company with resilience in LLW Operations, Maintenance, Site Infrastructure and the creation of Waste Management Services and the LLW National Programme teams as well as the development of capability and capacity across all of the functions that support the company.

The PBO fostered an atmosphere of workforce collaboration and teamwork from the outset and this was implemented on the PCM Decommissioning Programme in 2013, which we will cover next week.

The PBO inspired 'Programmisation' was adopted at LLWR in 2015, which had recognised that an organisational change was required if LLWR were to deliver a significant increase in the scope of work in future years.

The lessons learned from the highly positive PCM experience were formalised when LLWR adopted Programmisation, aligning LLWR's projects into nine strategic programmes.

A high-profile early example was LLWR's Engineering, Design and Construction Framework, a four-year agreement with Graham Construction, utilising a single contractor to deliver the majority of new infrastructure projects on site.

To maximise benefits, as with the PCM Programme,

an integrated team was based in shared facilities on site - LLWR, PBO and Graham personnel working together, as one. A similar model was implemented on the Type B Fissile Packaging Programme.

Under Programmisation, a structure was established to coordinate related projects and manage their outputs and benefits.

The system encouraged efficiencies through prioritisation and integration of projects, provided clear lines of accountability and reduced the unhealthy reliance on senior management, developed leadership and built a team-building mentality.

Projects were delivered in the right way by focusing on strategic programme objectives.

The positive impact of Programmisation can be seen across LLWR and will continue to be felt well into the future, with the Repository Development Programme (RDP) among the major pieces of work to reap the benefits.

LLWR has also invested in the development of its workforce through the Transformation Programme with the introduction of Career Pathways. Another innovation was the introduction of the Perfect Day model where seven categories are monitored everyday to assess performance. The categories are: Safety, Quality, Stakeholder Relations, Environmental Stewardship, Security, Schedule Adherence and Standards and Expectations. When introduced in 2015/16 53% of the days were perfect and this has increased steadily and at the end of 2020/21 80% of the days were classed as perfect.



Follow our journey over the next 12 weeks at [www.gov.uk/llwr](http://www.gov.uk/llwr)