



CELEBRATING YOUR SUCCESSES

Your guide to entering the Wave Awards

WELCOME TO THE WAVE AWARDS 2023/24 - CELEBRATING YOUR ACHIEVEMENTS

"The Wave Awards is one of the highlights of my year. It is a chance to pause, reflect, and celebrate what you have achieved over the last twelve months.

"As with previous years, the award categories are aligned to our strategic objectives of safe, secure, sustainable site stewardship, progress at pace, and lifetime value for money.

"The following pages are designed to help you to write the best award submission you can. Winning in your chosen category will inevitably be your aim as you submit your entry, but winning is not the only prize on offer.

"Taking part in the Wave Awards also gives you the opportunity to:

- Spend time with your colleagues talking about the fantastic work you have delivered this year
- Have your work seen by our panel of short-listers from across the business

"If your entry is short-listed, you'll then have an opportunity to present your project to a judging panel of Executive, business leaders and Next Generation Executive representatives, and to share your experience with colleagues across the business.

"Having previously judged some of the award categories I am always blown away by the passion and pride people have in their projects and their colleagues. I can't wait to see what you all submit this year.

Very best of luck in this year's awards."





THE AWARDS ARE ALL ABOUT YOU

This brochure gives you more information on this year's awards, including details of the categories, and the deadlines for entry.

We've designed the awards so that whether you're working on our biggest risk reduction projects, or are shaving pounds or pence of unnecessary spending, you still have a chance to win.

Previously, we introduced virtual pitching to judges and this worked well, so we're continuing this.

All entries will be invited to our announcement event, where you'll find out who has been shortlisted to present their work to our final judges.

We'll still be hosting a winners' event. We don't know yet exactly what this will look like, but we promise it'll be the very best we can safely offer. We've got our thinking caps on for something creative and fun.

You won't want to miss it.

If you have any questions, please send them to support@awards.sellafieldsite.co.uk

WAVE AWARDS SCHEDULE

- Nominations for the Wave Awards are now open
- The deadline for Wave Award entries is 5pm on Wednesday 10 January 2024
- The Pride Awards will open for nominations in January 2024
- The Wave Awards shortlist will be announced at a live Teams event in early February 2024
- The Wave Awards final judging sessions will take place shortly after that
- An awards showcase will take place in April 2024
- Winners of the Wave Awards 2023/24 will be announced at a celebration event in April 2024

All timings and arrangements are subject to change.

CATEGORIES

The Wave Award and Pride Award categories remain unchanged this year.

Whether your work is big or small, you could win. Everything that our employees, teams and partners do to help deliver our purpose could take away an award.



AWARDS 1 TO 3: SAFE, SECURE, SUSTAINABLE SITE STEWARDSHIP

1. EXEMPLIFY PROACTIVE SAFETY, SECURITY, AND SUSTAINABILITY

Our purpose recognises the importance of the legacy we leave for future generations. This award is for work completed across our organisation that demonstrably had safety, security and/ or sustainability at its heart.

2. REDUCE CARBON AND ENHANCE THE ENVIRONMENT

The expectations of the public are evolving quickly as we learn more about the challenges and impact of climate change. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

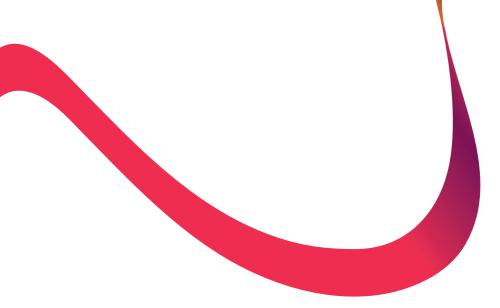
- Exemplary environmental leadership
- Embedding the waste management hierarchy
- Minimising radiological and other discharges to the environment
- A leader in low-carbon infrastructure project delivery

- Significantly reducing our lifetime carbon footprint
- Incorporating lifetime carbon and other environmental criteria into strategic decision making
- Optimising our demand for natural resources including energy and water
- Considering alternative waste treatment technologies to significantly reduce waste volumes

3. MANAGE A SMART, AGILE AND RESILIENT SITE

As set out in our Enterprise Strategy, we will deliver improvements in the provision of site services, infrastructure, transport and logistics. We will also prepare sites for future new build assets and maximise the use of existing waste treatment facilities. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Refurbishing and/or replace key facilities and/or equipment
- Making our site services future proof
- Establishing proactive and preventative maintenance and asset care
- Supporting agile working



AWARDS 4 TO 9: **PROGRESS AT PACE**

4. CONTROL AND REPACKAGE SPECIAL NUCLEAR MATERIALS

Our purpose requires us to safely and securely manage special nuclear materials. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Condition and package plutonium materials for long term safe and secure storage
- Safely and securely storing uranic material
- Enabling consolidation of materials at Sellafield
- To be recognised as leading the development of the UK alpha resilience and capability
- Transforming operational and storage facilities to enable reuse or decommissioning

5. EMPTY LEGACY PONDS AND SILOS

As part of our clean-up of the Sellafield site, we must empty the legacy ponds and silos of waste as soon as reasonably practicable. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Removing waste at pace from ponds and silos
- Delivering waste treatment and storage plants without constraining retrievals timescales
- Delivering transport and packages without constraining retrievals timescales
- Demonstrating dewatering and decontamination of facilities following bulk retrievals

6. LEAD THE UK IN PREDICTABLE PROJECT DELIVERY

Our purpose requires new buildings that can hold waste, sludge and fuel, or that can process nuclear waste into stable forms for safe storage and eventual disposal. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Delivering projects predictably to meet business case commitments
- Designing agility and modular construction to facilitate the deployment of new technology
- Enhancing the environment through design, construction, equipment, logistics and materials
- Explicitly recognising uncertainty in planning, leading to better forecasting
- Developing intelligent client capability

7. SUPPORT NATIONAL IMPERATIVES

In support of our purpose, we use our unique capabilities to support a range of other government policies and NDA commercial obligations. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Concluding reprocessing and establish storage regimes for remaining fuel
- Supporting UK nuclear stations, during generation and defuelling
- Completing vitrification and waste returns
- Supporting NDA and government regarding plutonium disposition policy and strategy development
- Supporting NDA and government contracts and international relations (e.g. at Fukushima)
- Sharing learning and best practice with other UK public and private organisations

8. CREATE QUALITY WASTE PRODUCTS

Our purpose requires us to retrieve waste and decommission facilities, creating waste products which are passively safe and secure for the long term. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Applying the waste management hierarchy as a practical decisionmaking tool for dealing with waste
- Producing good quality waste products which meet the conditions for acceptance
- Developing smart records management and storage capabilities utilising technology effectively
- Optimising waste management by using existing and future treatment and disposal routes appropriately
- Enabling adequate waste routes to enable us to deliver our purpose such that no work is constrained

9. REMEDIATE SITE TOWARDS AGREED END STATES

In order to deliver our purpose, we must clean-up the site progressively, working towards agreed interim and final end states within appropriate timescales. As facilities reach the end of their operations, we will decontaminate and decommission them. We will manage the waste responsibly throughout and remediate land. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Developing an effective site decommissioning and remediation capability
- Characterising facilities and prioritise decommissioning activities holistically
- Enabling delivery of the site end state as soon as practicable
- Completing post operational clean out to avoid future intolerable facilities
- Enhancing contaminated land monitoring, management and forward planning



AWARDS 10 TO 14: LIFETIME VALUE FOR MONEY

10. UNLOCK THE POTENTIAL OF OUR PEOPLE

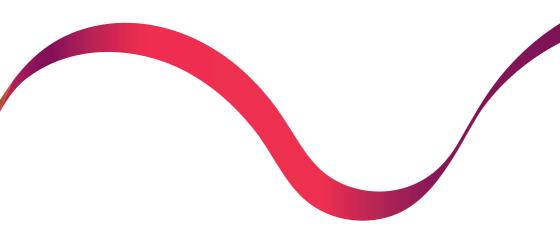
To achieve our purpose, we will need a fully engaged workforce which includes the right people, in the right roles, at the right time, behaving in the manner set out in our manifesto. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Developing the right shared mindset for compliance, agility, and creative problem solving
- Engaging the workforce in a clear and positive purpose and vision for the future
- Creating a modern and vibrant workplace, with simple, easy ways to work
- Having leaders who create a highperformance environment
- Investing to build the capabilities we need to deliver our purpose
- Establishing strategic partnerships

11. DRIVE INNOVATIVE SOLUTIONS FOR THE FUTURE

To deliver our purpose, we will continue to use innovative technologies and approaches to achieve higher standards of safety, security and sustainability, to accelerate our delivery, and to make use more effective and efficient. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Progressing full-scale thermal treatment of waste
- Deploying generic substantiation principles enabling use of smart instruments systems, robotics and automation
- Using low-carbon construction materials
- Developing alternative approaches or technologies to remove human hands from gloveboxes



12. BE A SUPPORTIVE EMPLOYER, NEIGHBOUR, AND INDUSTRIAL PARTNER

A focus on creating a positive legacy for our communities is core to the sort of organisation which we want Sellafield to be. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Creating an attractive, diverse and inclusive workplace where everyone is valued
- Supporting projects creating sustainable self-reliance and inclusive growth
- Supporting projects increasing skills, knowledge and access to economic opportunity
- Making Sellafield a showcase to the world for UK innovation and talent
- Developing mutually supportive relationships with regional, industrial and other partners
- Contributing to delivery of the Nuclear Sector Deal targets

13. MINIMISE LIABILITY FOR FUTURE GENERATIONS

A focus on reducing the future liabilities we create is a critical element of the way in which we deliver our purpose. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Enabling appropriate and flexible waste routes in advance of need
- Optimising long-term safe secure storage on the site
- Prioritising innovation and investment based on lifetime impact on liabilities

14. MAXIMISE PUBLIC VALUE AND RETURN ON INVESTMENT

Our purpose requires us to develop and deploy a broad spectrum of skills and capabilities. By engaging with a diverse supply chain, we can create an environment in which we are able to integrate our own internal experience, capabilities and know-how with the expertise, capacity and capability of the support chain. This award recognises work done that helps us to achieve (or take a step closer to achieving) any of the following:

- Maximising social value through our procurements to create resilient communities and growth
- Increasing access to a resilient, sustainable, innovative and diverse supply chain
- Simplifying our processes to increase effectiveness and efficiency
- Embedding a fit-for-purpose and continuous improvement mindset
- Be recognised as a trusted, credible and reliable organisation by government



THE PRIDE OF SELLAFIELD AWARDS

These awards celebrate our extraordinary employees and contractors who have helped an individual, group or community in need.

If you know a Sellafield Ltd employee or site contractor who has gone above and beyond their normal duties to help an individual, group or community in need, why not nominate them for an award? Nominations for the Pride Awards can be made from January 2024.

This year there are five categories: Life Saver, Responder, Community Hero, Emergency Services Extraordinaire and Inclusion.

LIFE SAVER AWARD:

To recognise individuals who have acted outside of their normal duties to directly save a person's life either in the workplace, within the community or at home.

RESPONDER AWARD:

The winner of this award will be someone who has acted outside of their normal duties to lessen the severity of a potentially serious event either in the workplace, within the community or at home.

Nominations for the Pride of Sellafield Awards can be made by any Sellafield Ltd employee, contractor on our sites or a member of the community.

COMMUNITY HERO AWARD:

(INCLUDING THE GED BLANEY MEMORIAL TROPHY)

To recognise an act outside of normal duties that vastly enhances the wellbeing of the community at large. Note that many employees graciously participate in numerous charity events – this award is for people who go above and beyond charity work.

THE INCLUSION AWARD:

This award recognises and celebrates an employee or teams who champion/promote/make significant contributions towards enhancing inclusion at Sellafield Ltd. The award honours their commitment to creating a more equal, diverse and inclusive working environment.

EMERGENCY SERVICES EXTRAORDINAIRE AWARD:

To recognise a member or members of the police, fire, ambulance, coastguard, mountain and sea rescue services that has gone beyond the call of duty.

HOW TO ENTER

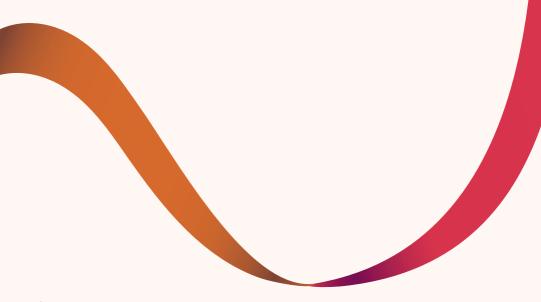
You can enter all our awards using our online awards portal.

Entry teams can include representatives from our supply chain partners, but must include at least one Sellafield Ltd employee. Only team members with a Sellafield Ltd email address can access the portal to submit award entries. Entries that use a Sellafield Ltd email address for submission but do not include Sellafield Ltd employees as part of the delivery team will be removed from the awards process.

The deadline for entries is 5pm on Friday 15th March 2024.

Entries received after this point cannot be accepted, and the portal will be closed.

You **should** receive an email confirmation that your entry has been accepted. **If you do not receive this within 24 hours of entry**, please email support@awards.sellafieldsite.co.uk





We're once again using an online process to submit your entries. This means there are no paper entry forms.

All you need to do is go to awards.sellafieldsite.co.uk to complete your entry.

The process remains quick and easy.

All you need to do is enter your Sellafield Ltd email address to gain access.

Once you're in, select the award you wish to apply for, and follow the simple instructions on screen.

To make this process even easier, we're limiting the number of words you can write for each section. This means you don't have to provide reams of information.

This should help you to focus on the key points of your achievement.

But don't forget that the judges still need to know what your entry is about, why it was a success and how it's achieving our purpose.

The next pages explain how to do this

TOP TIP: Write your application in Word, making use of the features such as spelling and grammar and word count, then once you and your team are happy with the entry you can cut and paste it into the award portal with confidence.

HOW TO WRITE A WINNING ENTRY

If you follow this guidance, your entry is more likely to be successful. That's because the guidance that follows comes from our shortlisting panel and judges. It tells you what they're looking for, and the types of intro they expect to see in a winning entry.

It might appear there is a lot to take in here, but it's all straightforward.

It can be summarised in the following four tips:

- 1. BE CLEAR ABOUT HOW YOUR PROJECT OR SUCCESS IS HELPING TO DELIVER OUR PURPOSE AND HOW OUR MANIFESTO HELPED
- FOCUS ON THE BENEFITS YOU HAVE DELIVERED
- 3. KEEP YOUR ENTRY SIMPLE
- 4. GET SOMEONE TO PROOF-READ YOUR ENTRY

OUR PURPOSE AND MANIFESTO

We are all here to deliver a clean and safe environment for future generations.

Your entry should reflect this. It should be explicit about how the work you've done helps achieve this in one of the following three areas:

- Safe, secure, sustainable site stewardship
- Progress at pace
- · Lifetime value for money

If this isn't clear, your entry is less likely to succeed.

Our shortlisters will be looking for how you and your team used the manifesto to deliver your work. We aren't looking for passing references to the behaviours but a real reflection of how they helped and enabled delivery.

IT'S ALL ABOUT THE BENEFITS

The Wave Awards are about the things our teams are doing to help deliver our purpose. That means the judges want to see clear benefits.

Not things that will be delivered in the future, but the things you have achieved now.

If you've not yet achieved the things your project is likely to, then it's probably too soon to enter. In fact, there were some entries like this last year. If that was you, try again this year.

Our shortlisting panel and judges come from across the business. They're a savvy bunch. They can see through smoke and mirrors. This means they'll quickly spot an entry that's light on benefits, or one that is trying to take credit for someone else's work.

KEEP IT SIMPLE

Don't go into too much technical detail. The judges are from across the business. They might not be experts in your area. You need to make sure that those without specialist knowledge understand your entry and why it was a success.

Good entries are the ones which people quickly understand and can explain to a colleague.

PROOF-READ

The shortlisting panel have to read through a lot of entries, and they have to do it quickly. Poorly written entries, that are difficult to read, make that job harder.

If your entry is hard to understand or worse, if it doesn't make sense, then it won't succeed

The best way to avoid this is to ask someone independent to read your entry before you submit it. If they don't understand what you're talking about, you should amend it. If they do, that's a good sign.

TOP TIPS ON HOW TO ENTER

Want to ensure your entry is award winning? Then follow the tips from the judges below, which tell you exactly what they're looking for. If you stick to the guidance, you won't go far wrong.

1. START NOW

Give yourself plenty of time to put together a solid entry. Don't leave it too late and be forced to rush something – start now.

2. KEEP IT SIMPLE

Be clear and specific. Ensure your entry is easy to explain. Give some background and outline your objectives and strategy. Give specific examples, facts not fluff, and avoid jargon.

3. KEEP IT CLEAR

Answer the questions, they are designed to structure your entry. Say what the issue was, what you did and what the outcome was. Be consistent, logical and tell a story. Creating a narrative will help to keep the attention of the judging panel. As the portal for entries is being hosted externally, we cannot accept any Official-Sensitive content. You should write your entry in a way that you could communicate it externally.

4. ANSWER THE QUESTION

Think about what the category is about, and make sure your entry shows how you have succeeded in that category. If you plan to enter more than one category, you should tailor your entry to each. If you include supporting information, you must ensure it is relevant to the category you're entering. The judges will discount any information that isn't relevant – however nicely produced or technically detailed it is.

5. PROVIDE EVIDENCE

If you are making a claim, provide the evidence to back this up. This will make your entry far stronger.

6. THINK ABOUT TIMESCALES

If you are still in the middle of an initiative, make sure you can demonstrate some results, rather than simply speculating what the impact might be in the future. The judges will favour work that has already delivered results.

7. REMEMBER THE BUSINESS AND THE BENEFITS

Try to relate your submission to the requirements of the business.
Tell us what business problem you were trying to resolve and how your solution helped. Show how the initiative was delivered for the whole business and mission, not just for your department. Be clear about the benefits you have delivered.

8. BE PASSIONATE

Ask someone objective to read your entry. If they are not impressed, we won't be either. Tell us why you are passionate about your project and why we should care about it. If your project has saved money, what is that money worth to the organisation? Provide context so we can understand the scale of what you have achieved.

9. PROOF-READ

Make sure your entry has been carefully read by at least one other person not directly involved in compiling it. Spelling mistakes and typos can ruin an otherwise excellent entry.

10. DON'T FORGET

What's the story?

Start with an opener that sets the scene and try to think about the wider picture.

What makes the story unique?

Statements such as the first, the only, the biggest etc. can help you get this point across.

What's the impact?

This is so important. It's all about making sure you include evidence to back up what you claimed to have achieved. Give quantitative figures, qualitative anecdotes and even include graphs. We need to have the facts in front of us to be truly blown away by your achievements.

WHAT'S IN A NAME?

One final plea – to make things easier for everyone involved in the awards, please keep the name of your entry as short and simple as you can.

Don't include acronyms and remember that titles are intended to let people know what your entry is about – not to give them every detail.

A shorter, snappier title is more likely to stick in the minds of the judges than something long and hard to understand.

Your name also shouldn't include any information that it sensitive or which would need a security marking – because we wouldn't be able to shout about your success.

GOOD EXAMPLES VS POOR EXAMPLES

NAME OF ENTRY

POOR EXAMPLE (NAME)

Remote working and how the IC team reached out during the coronavirus pandemic to the workforce.

GOOD EXAMPLE (NAME)

Reaching out remotely

Avoid a long, wordy title – people won't remember this, come up with a title that's short, snappy, but still relevant to what's been delivered.

PROJECT DETAILS

Give us the context of your entry. What was the issue or problem you were trying to fix? How did you decide to address it?

POOR EXAMPLE (PROJECT DETAILS)

Coronavirus – The IC team had to quickly manage this crisis to make sure people could use new channels to help remote working. Some people had no access to work IT. The IC team had to help people use new comms tools. There were different ways of sharing information that the team had to adapt to (for example, SM).

GOOD EXAMPLE (PROJECT DETAILS)

Covid-19 changed everyone's world almost overnight. The speed of the virus escalation and subsequent lockdown in March 2020 meant that in a matter of days our workforce went from one which had become used to going into work and engaging in corporate communications and receiving business information in a certain way to a working community scattered to the four winds. Many had no access

The poor example launches straight into what they did without explaining the context. This entry assumes the reader already has a level of knowledge about the project that they probably don't. It uses acronyms like 'IC' instead of internal communications and 'SM' instead of social media.

to work IT systems, yet the need and demand for business updates was greater than ever in a time of tremendous change.

The corporate affairs team had to both crisis manage and create a new normal in helping the business reach out remotely to people using new channels, new communications tools and pioneer a sea change in our communications approach. Our aim was that employees felt informed, involved and inspired by the actions the company was taking in its Covid response and remained engaged with the business.

We needed to communicate simultaneously with those still at work and on the network using 'traditional' channels such as intranet and email, while also providing important information and engagement on more accessible social media platforms. Often this involved sharing information that anyone, anywhere could access if they wanted to. Navigating the reputational and security implications of opening up our corporate world on a scale never before seen was a huge challenge.

We also had to organise and balance the need to communicate information about Covid with 'standard' information about our £2bn a year business.

A good example explains the context, why the work needed to happen in the first place, what the driver was. The writer of this entry uses a storytelling approach and really sets the scene for the reader.

It also uses personal pronouns, 'we delivered' 'we had to adapt' – this makes the entry much more personal and brings out the ownership and passion of the project.



What was your strategy? Who was involved? What did you do? How did you decide this?

POOR EXAMPLE (PLAN)

We already knew that we needed to broaden our comms to reach a workforce who may not be on the network for many days due to shift patterns or limited access while on plant. So, this work was already under way.

We used .Gov much more frequently and made full use of personal devices to ensure the comms team themselves stayed connected to each other.

In the six months from September 2019 to Feb 2020 we issued hundreds of news items on the intranet, and even more for the 6 months from March to August 2020.

By April 2020, most of our communications content was related to Covid-19.

GOOD EXAMPLE (PLAN)

Our data showed us that the majority of our audience now had no or limited access to our traditional internal communications channels, so we looked at what we could provide to a non-networked audience.

We focused on gov.uk as the main external host for important employee updates and then signposted to these from other social media channels. The staff area of gov.uk was our 'anchor in a storm' – an official place where content was controlled by the company and important updates could be delivered to everybody. It was also our 'mirror' for the information available on the Sellafield network (wherever possible from a security perspective, the same information was shared on .gov as went on the intranet).

Poor example - doesn't explain the thought process behind the plan. It suggests that the team were already doing some of this work anyway and because of this, they haven't explained how they planned to approach the work, or what their strategy was. The entry mentions some metrics on communications products and outputs that acted as a baseline for the project, but it's missing the specifics whereas the good example includes exact figures and comparable percentages.



It was soon apparent that there was a large increase in the volume of information which needed to be communicated. To illustrate the increase, in the six months from September 2019 to Feb 2020 we issued 234 news items on the intranet, but this increased by 58% to 371 items for the 6 months from March to August 2020.

Much of this increase was driven by information related to Covid-19. We first communicated about Covid-19 to the workforce on 24 January, but that was the only coronavirus story for that month. By April 2020, 80 per cent of our communications content was related to Covid-19, in many different aspects. Therefore we needed to organise, collate and compartmentalise information in a new way so that it was readily accessible and referable, rather than relying on people reading and remembering everything all the time.

There was also the added complication that we as a team, and our wider department, were affected too. A communications team cannot work in a vacuum, so like the rest of the business, we had to find new ways of keeping in touch. WhatsApp groups were created to ensure all members were kept in the loop, and new daily catch-up sessions initially through Zoom and then through Teams were introduced.

The final part of our plan recognised that there was no time to wait for company Blackberries to catch up and we had to make full use of people's personal devices to continue with team and workforce engagement.

The strong entry also clearly sets out what the team planned to do, and why. This example explains some of the complications, and limitations that they also had to build into their planning.

DELIVERY

What did you deliver? What was the output of your work? How did you measure it? What worked well? Did anything not?

POOR EXAMPLE (DELIVERY)

We communicated more information via social media and utilised external channels more. This meant that we were reaching more people. We also created videos to see if that was a popular way of reaching the workforce to convey messages.

Analytics showed that our audience grew.

During this time we created our line manager daily email as a way of communicating regularly and providing a round-up of the comms from that day. This also included reminders if anything had been missed so that people could catch up.

We responded to comments on the discussion forum and used messages from the Covid 19 inbox to shape our communications.

Exec blogs/CEO video update/used MS teams for the monthly business brief – all worked well.

GOOD EXAMPLE (DELIVERY)

For this section, we've divided what we delivered into three main themes:

1. Using external channels:

- There was a step change in the amount of information we communicated via social media. Comparing the same two-month period (mid-March to mid-May) in 2019 and 2020 saw the following increases:
 - 314% increase in gov.uk content(2019 Q1 = 27 communications; 2020 Q1 = 85)

This section of the entry needs detail - this is your chance to explain what it is you spent each day at work delivering. The poor example doesn't give sufficient detail of what the team did. It lists the steps that were taken, but doesn't include any of the thinking behind this, other things they had to consider, issues they had to overcome. It also lacks any detail around whether the steps taken had the desired effect from the plan.

- 600% increase in Facebook posts
 (2019 Q1 = 12; 2020 Q1 = 72)
- 230% increase in Twitter activity
 (2019 Q1 = 30 tweets; 2020 Q1 = 69)
- As we broadened the volume of communications activity, we also broadened our audience. Our Twitter following increased by 652 people to 12,562 (a 5% increase) and Facebook followers went up by 2,342 to 7,374 (a 47% increase). The staff area of the gov.uk website went from 1,038 hits in March-May 2019 to a quarter of a million hits for the same period in 2020 a 24,000% increase!
- We also explored new methods of communicating. For example, we created four different animated videos to explain the Test and Trace process from different perspectives (people with symptoms, line managers, both suspected and confirmed close contacts of someone testing positive).

2. Organising our increased output:

- We recognised that a daily summary of all new information produced that day would be a useful communications product as a one-stop reference aide. Therefore on 13 March 2020 (while still in the office) we started producing our daily (Mon-Friday) line manager's update. This is emailed to more than 2,000 line managers and has become a popular and praised new comms tool. As well as collating new information, it is also used to remind and signpost to previous communications when our intelligence indicates something hasn't yet landed.
- Similarly, people who may have been away from the business for a number of days due to shift patterns may not want to read through each of the daily summaries in an already busy inbox when returning to work. Therefore working with our CMST colleagues we created another product,

The good example gives detail on what they did and crucially how it was delivered. This example goes beyond saying what was delivered, it talks about the approach, the behaviours displayed, the other people who were involved, and it also starts to detail some of the results/outcomes of the work.

The writer of this entry has broken this section down into three parts to help guide the reader – this makes this section clear and avoids confusion around what the information provided relates to.

GOOD EXAMPLE (DELIVERY) CONT.

Shift Briefing, which three times a week tracked back and collated all comms output over the previous fortnight in a single email. Site Shift Managers reported that this useful and well-used for catch-ups and onward briefings.

- The intranet front page was revamped, with a number of different icons to help people navigate their way to information they needed. Icons were created to link straight through to information on Test & Trace, our Enterprise Risk Assessment, Volunteering etc. A main Covid-19 landing page was created with various sub-headings including policies and guidance, FAQs and mental health support. The Covid page received 73,410 hits in March/April 2020. We also created an online area with detailed guidance for our supply chain that received 1,582 hits in the first few months of the crisis.
- We developed a return to work pack to help those
 who had been away from the workplace during
 the initial operational pause return safely when
 operations restarted in the summer. This was easyto-read, informative and put emotional support and
 well-being front and centre alongside the practical
 information on our new Covid-secure workplace.
- Executive blogs also became a more frequent tool for leaders to share insight and reasoning for their decision making. Recognising that the Warrington offices were home to a distinct community with its own issues and concerns, we worked with the leadership team to create a weekly email/blog which is set to all staff. There has been a huge amount of positive feedback on this approach.
- Comms were also shaped by the questions coming to the Covid-19 inbox. When information gaps or

misinterpretations were detected through trending questions, proactive comms were then issued to address these

- Queries on the discussion forum were regularly monitored and responses were co-ordinated through subject matter experts.
- We recognised that many people had adapted to the change in many different ways. We regularly checked the pulse of the organisation and tailored our communications to address this. This included case studies of our workforce who had been working throughout lockdown, features on how we were making the workplace safe and secure for those returning to work and then case studies on employees supporting the mission from home.
- We continued to produce 'business as usual' communications, but developed these to meet the changing needs of the business. Examples included a dedicated Covid-19 focused edition of Our Sellafield magazine.

3. Engaging in new ways

In order to retain visible leadership, the CEO agreed to start recording weekly video updates on his phone and sending them through for us to distribute. These were produced in the spirit of the 'selfie' – no high-tech production or editing needed, and recorded on the same day as they were broadcast so information was up to date.

GOOD EXAMPLE (DELIVERY) CONT.

With a few suggested bullet points from the corporate affairs team agreed in advance plus the CEO's own views on what would be helpful for the workforce to hear, we had agreed and delivered a simple, fit-for-purpose, but effective tool.

- The monthly Team4Action briefing came to a sudden halt in April 2020. With CMT stood up and the business focusing on the immediate, nearterm task of managing Covid, the climate was not right for engaging about broader business issues/ objectives on a monthly basis. Plus people weren't allowed to meet up anyway. We had already had some experience of conducting CEO briefings by webinar, so the remote experience was not a new one. The arrival of Microsoft Teams as a Sellafieldendorsed, secure meeting platform allowed us to accelerate our existing plans to replace Team4Action with the "Sellafield Business Brief"increasing the audience size on a call, introducing visual content and allowing two-way engagement through facilitated questions. Following extensive trials and tests, the launch of the Manifesto in September 2020 was the first time we used the platform across the business, opening the 'virtual door' to all line managers for the first time (previous business briefings were for business leaders only). We also held a Live Event on MS Teams where up to 10.000 people could watch and listen in real time while the CEO spoke.
- The Our Sellafield digital newspaper, always envisaged as a bridge between internal and external communications (it is hosted externally and can be read on any device), came into its own as the year progressed. The summer editions acted as a reassurance tool to allow those at home or contemplating a return to work to see that work was progressing and safety measures had been put

in place. As the year went on it became a channel for non-Covid, business-led content, allowing our audiences to pick up information at their leisure and freeing up other news channels to maintain their focus on the topics at the forefront of our audience's worries and concerns.

BENEFITS

What were the outcomes of this work? What were the benefits to the business? Did you save money? Improve a process? Deliver our mission sooner? Did you share learning?

POOR EXAMPLE (BENEFITS)

'Wonky comms' became more acceptable, we didn't need to ensure all work was polished and highly produced to have a positive effect. We could get more out, quicker. This was a benefit to the business.

Business briefs reached more people – audiences grew month on month.

We received positive feedback and comments from employees on social media thanking us for the material we communicated during Covid. The poor example here is far too short. It doesn't back up evidence and is vague. This example says that the work brought benefit to the business, but doesn't explain how.

There are also no examples to back-up the claims of positive comments.

GOOD EXAMPLE (BENEFITS)

Some important lessons were learned in our communications experience which will benefit the business in the longer term. These include:

- More pace, less polish: 'wonky comms' have their place alongside high production values
- Authentic and open leaders resonate
- Line managers are the key to providing context and sensemaking with their teams
- People engage with people-led stories.

Business Briefings are now reaching a far larger audience, with virtual attendee numbers climbing steadily month on month. The most recent session in January had 737 people participating on MS Teams. When you consider that the former monthly Team4Action session for business leaders typically engaged with an audience of 60-70 people, that represents a 10-fold increase in the number of people able to directly engage with the CEO. By using a platform people are comfortable with, we are finding that audience participation across the business has increased dramatically, emphasising the idea that we are "one team" wherever we are situated. In the future. when wi-fi access on site improves, there is huge potential to engage with our operational workforce more effectively than ever before – something which has always been a challenge for the business.

We have always known that our audiences only have a limited amount of time, and "bandwidth", available to absorb information. Part of an internal communications team's remit is to sift through the vast amount of information the business wants communicating and ensure it is put out as effectively as possible. The numerous changes made to content aggregation and delivery since March 2020 have

Whereas, the good example gives strong evidence, backed up with analytics and testimonials and does a great job of linking all benefits back to overarching company purpose and our Manifesto. It's really important to think about the benefit to the whole company here, not just to your team or department.

TIP: It's sometimes useful to think about what would/wouldn't have happened if your team did not carry out this work – this is often a good way of highlighting what benefits the work has had.

meant that people have been able to find out what they needed, when they needed. Further context was made available as required. This has helped maintain an organisational confidence in the decisions being made, showed the value placed on our workforce, and helped clarify and address concerns.

We have been able to coach the business to communicate effectively in new and exciting ways (eg the increased use of video messaging for Christmas messages) which has delivered management visibility and helped maintain employee engagement throughout.

Here we share some of the sentiments we received on Facebook for the material we communicated:

"Thank you, clarity in a world of bluster. Sellafield's management of this difficult period has been exemplary so far. Well done."

"Well done to all those who worked to get Teams deployed, a fantastic effort in very difficult times."

"Thank God Sellafield are putting their staff first – thank you for keeping us safe."

"The Sellafield mission clearly reaches beyond our scientific work and touches the whole community."

WHY SHOULD YOU WIN?

This information is limited to 100 words and will be used in any publicity. This is your 'elevator pitch' – a short, simple summary of what you did, why it was successful and what was achieved.

POOR EXAMPLE (WHY SHOULD YOU WIN?)

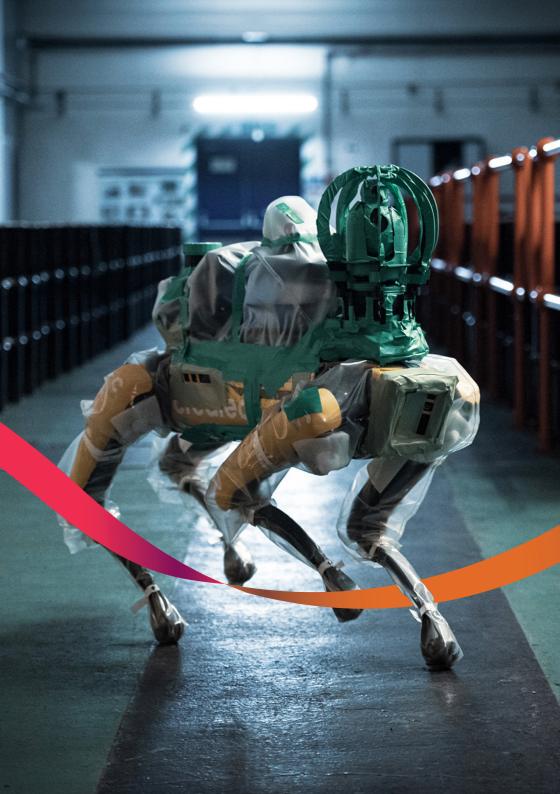
The IC should win because we quickly managed the crisis caused by the coronavirus pandemic to make sure people could use new channels to help remote working. Some people had no access to work IT and we had to help people use new comms tools.

The poor example has clearly copy and pasted information from earlier in the entry form – the person writing this entry doesn't sound enthusiastic about their project, they aren't using this final 100 words to 'sell' their project and they are repeating what they've already said.

GOOD EXAMPLE (WHY SHOULD YOU WIN?)

The way we have communicated through Covid has helped create a new 'psychological contract' with our workforce. Employees have used their own personal devices to stay connected – and we have rewarded their trust with rewarding content. We have also blurred the lines even more between internal and external audiences by using social media to enable employees to stay connected to Sellafield. We now provide information where our people gather rather than from the side. At a time of high concern for everyone, the way the business has responded and communicated will be remembered and recognised in years to come.

The good example summarises the project in a punchy way - the person writing this entry has made sure that if people were to read nothing else on the entry form, this 100 word summary shows what they did and why it should be recognised. Following the storytelling approach, this last section of the entry very much feels like the final paragraph of a story.



SOME TECHNICAL TIPS

To ensure the process of submitting your entry is smooth, please note the following:

- Each section of the entry form has a word limit.
 If you exceed this, you will not be able to submit your entry
- Write your entry before you log on to the portal to submit it. The portal has a session time limit of 20 minutes without a click. If you don't submit your entry in this time, you will lose it
- You can save and return to your entry. Make sure you have saved before you leave the site, because you will need to click on the link this generates to return to your entry. If you don't, you will lose your entry
- You should receive an email confirmation that your entry has been accepted. If you do not receive this within 24 hours of entry, please email

support@awards.sellafieldsite.co.uk

THE NEXT STEPS

If your Wave Award entry is shortlisted, you will be invited to present your entry to a panel of judges.

We'll let you know more about this process if you are successful. But in the meantime, you should think about what you'd like to tell the judges over and above what you've put in your written entry.

As this is the first time you'll be presenting to the panel, they'll be looking for:

- A simple explanation of your entry and why it matters
- Details of the benefits delivered and why they matter
- Your passion and enthusiasm for the work you've delivered

CHOOSING YOUR AWARD TEAM

Collaboration and teamwork means that tens if not hundreds of people will have helped you deliver your potentially award-winning work. So, give some thought to who should be included in your award submission team.

We'll need a nominated lead to act as point of contact for communications throughout the awards process.

To help us manage the judging process, if you are shortlisted then a maximum of three people will be asked to present to the judges.

SHARING YOUR LEARNING

You will be asked to take part in a showcase event before the final celebration event. This is an opportunity for you to share the lessons you have learned through the delivery of your project with other people in the business who may be facing similar challenges.

CELEBRATING YOUR SUCCESS

One of the main benefits of these awards is sharing learning and best practice across the business. By entering the Wave Awards you agree to promoting your project and the awards. This may include photography and videography.



