

## Sizewell C – A Learning Organisation?

### 1. PURPOSE

**1.1** This brief paper was undertaken to review the proposals being brought forward by the Applicant, in the context of recently identified changes to the working arrangements at Hinkley Point C.

### 2. SYNOPSIS

**2.1** The EDF Sizewell C Project Team have consistently sought to leverage the notion that ‘learning transfer’ from Hinkley Point C has made a significant difference in the way that they have approached the proposals being brought forward for Sizewell C.

**2.2** On the 24<sup>th</sup> May 2021 the BBC West newsfeed carried an article from Dave Harvey under the headline *“Hinkley C: Hundreds more needed to finish nuclear power station.”* The article continues *“Hinkley C is due to open in June 2026 and will cost between £22bn and £23bn”* before outlining an additional 1,700 workers are required in the next year to help build the nuclear plant.

**2.3** It then paints a graphic picture; first of the initial EDF prediction that *“...the workforce would peak at around 5,000”* and then that *“Every day, thousands of workers are brought in by fleets of buses...”*

**2.4** Potentially more importantly, later in the article the correspondent identifies that: *“Those planning the construction have also changed their approach. Originally they had planned different types of work in sequence: first big groundworks, civil engineering like huge concrete structures, then electrical and mechanical systems.”* before concluding that *“Now they can do many of these jobs at the same time, speeding up progress, but requiring more people.”*

### 3. CONCLUSION

**3.1** As an experienced Project Director myself, I fully understand why the move to a more flexible ‘agile’ style project management philosophy may seem attractive, moving away from the more traditional ‘waterfall’ approach, presumably used by EDF at the pre-initiation and initiation stages.

**3.2** However, the move may not be completely without risk and may necessitate a different and dare I say a more sophisticated project management skill set. One that I have seldom seen executed effectively and efficiently in a construction environment.

**3.3** Nonetheless, this doesn’t mean EDF and its myriad contractors cannot embrace this change and exploit the opportunities it might afford them.

**3.4** An analogous situation might be for the ExA to visualise an extension and refurbishment of their kitchen, when after the fundamental structural works are complete ‘the trades’ are all asked to work harmoniously in the same space to; bring forward a quality outcome, in a constrained timescale at a reasonable cost.

**3.5** Speaking from personal experience, this is a challenging task requiring the 'Patience of Job' and a workforce with a shared culture that puts aside traditional attitudes and behaviours in the pursuit of achieving shared success.

#### **4. QUESTIONS?**

**4.1** Can EDF confirm whether the revised Hinkley Point C Project Management approach is to be adopted at Sizewell, should the dDCO gain approval?

**4.2** Should the Sizewell C Project be managed under a more 'agile' approach what is:

**4.2.1** the proposal for the revised phasing of the Sizewell C Project?

**4.2.2** likely revised demand on 'trades and skills' and how will it be met, from which labour pool(s)?

**4.2.3** the overall impact on workforce forecasts, by phase?

**4.2.4** the likely impact on other 'variables' impacted by such a significant change?

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