

# Refocusing Knowledge and Intellectual Property Management within the UK Nuclear Industry

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## Background

- The Nuclear Decommissioning Authority [NDA] was formed in April 2005 to take strategic responsibility for the UK's nuclear legacy.
- In 2006 the size of this liability was estimated to be £62.7bn, with the NDA's budget for 2007/8 being £2.79bn.
- The formation of the NDA has resulted in the merger of sites that were hitherto run by a number of different organisations.
- These sites in turn rely on an extensive network of subcontractors.
- This creates a complex mixture of cultures and management procedures : creating challenges for knowledge management.
- The NDA establishes objectives and targets via the terms of a contract for the Management and Operation (M&O) of each site.
- The M&O Contract is periodically competitively bid, with the winning company running the site on behalf of the NDA.
- BNGSL (part of British Nuclear Group) operates the Sellafield site.

## Intellectual Property Management

NDA own all Intellectual Property (IP) created by BNGSL, while the M&O Contract defines its responsibilities in managing these assets. Key Intellectual Property tasks are:

- Encouraging innovation via the distribution of IPRs.
- Pursuing licensing opportunities.
- Ensuring freedom to operate.
- Maintaining clarity of rights.

ie: focus is no longer on pursuing exclusive rights to technology.

## An Integrated Approach to Intellectual Asset Management

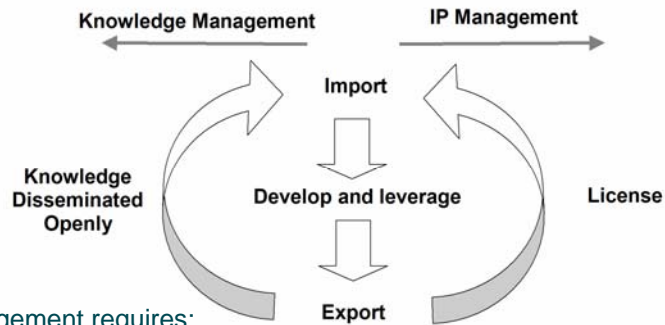
Intellectual Assets = Knowledge Assets + Intellectual Property



Knowledge management is facilitated by:

- Focused use of 'Commercial' headings.
- Tracking and recording arising intellectual property.
- Patenting.

## An Integrated Approach to Intellectual Asset Management

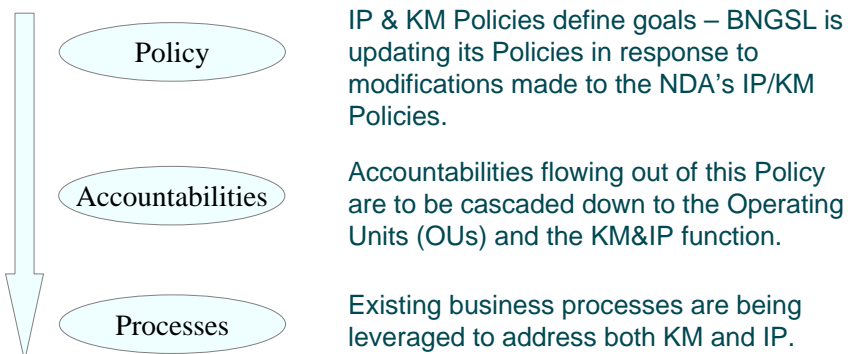


Supply chain management requires:

- Clarity of rights.
- A 'protected' contractual environment for sharing knowledge.
- Clear guidance for the subcontractors.

## Vision for Intellectual Asset Management

BNGSL is part way through a change programme.



## IA Policy and Accountabilities (Draft)

<b>Policy</b>	Identify, record, protect and bring to the NDA's attention IP arising from the M&O contract. Grant rights to, or cede ownership of, IP in accordance to the NDA's IP policy where this will bring future technology benefits or economic benefit to the UK tax payer. etc
<b>Accountability</b>	The Head of each Operating Unit (OU) is accountable for the development, and adequacy, of OU specific IP management procedures, required to: <ul style="list-style-type: none"> <li>Identify, record, protect and bring to the NDA's attention IP arising from the M&amp;O contract.</li> <li>Identify, record, protect and bring to the NDA's attention IP arising from sub-subcontractors' operations; ensuring the NDA has the rights it requires to such arising IP and relevant subcontractors' background IP.</li> </ul> etc

## Progress - Leveraging Procedures



- Project Approval Process
- Procurement Process
- Document Labelling
- Technical Competencies
- Technology Strategy (Technology Baseline)
- Procedure / Guidance notes for subcontractors
- Pick-list of IP T&Cs
- Training taking place in parallel to modifications to processes

## Technical Competencies

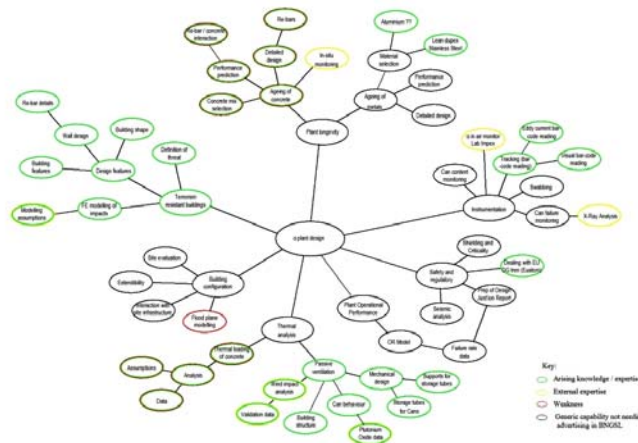
Targeted Employee	Intellectual Asset Skills
Project Manager	Is proactive in ensuring knowledge is exchanged with the wide technical community.
Contract Supervisor	Ensures that, where appropriate, suppliers both exchange appropriate knowledge with BNGSL and inform BNGSL of any arising IP.
Capability Manager	Understands the actions their working area should undertake to manage and share knowledge within the NDA environment.
etc	

## Project Approval Route

Projects now need to be supported by an intellectual assets (IA) plan addressing:

- The activities that will be undertaken to identify, assess, import and leverage IAs from outside of the project.
- The activities that will be undertaken to identify, protect and export intellectual assets not only to the rest of BNGSL, but also where appropriate, the external community.
- The relationship (and hence T&Cs) to be used with subcontractors;
- The circumstances and the benefits behind the release of any commercially sensitive information.

## Help Preparing IA Plans



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Facilitated workshops seek to:

- Identify inventions so they can be considered for patenting or publishing.
- Ensure that key developments are visible.
- Identify any technologies that can be spun off – either to facilitate their further development, generate revenue, or help encourage local industry.
- Identify technology, knowledge or process shortcomings that cannot be dealt with by the individual projects in isolation.
- Ensure a record is kept of the intellectual property rights that have been ceded to subcontractors and what rights have been retained.
- Identify any expertise that needs to be captured to aid in its preservation or dissemination.
- Identify key capabilities sourced from the subcontract chain, both to ensure the NDA has appropriate ongoing rights, and is aware of any risks / uncertainties associated with this outsourcing.

## Summary

The NDA and BNGSL have been working together to:

- Create an integrated approach to IP and Knowledge management.
- Develop an IP Policy designed to reflect the new structure of the UK nuclear industry.
- Develop an accountability framework that describes clear measurable actions.
- Leverage existing business processes and practices.

