

Strategic Leadership Academy 2023:

Managing your nuclear power plant for the long term

Format: Fully virtual

Dates: 16 – 27 January 2023

Times: 12:00 – 16:00 (**all times are in GMT**)

Key concepts: Long Term Operations (LTO), Plant Life Management (PLiM)

Day 1 (16/01/23): Setting the scene

- The urgent need for nuclear power.
Key Concepts: Climate Change, Nuclear energy today, Role of nuclear power in decarbonisation pathways, Nuclear Economics & Financing, Energy policy
- LTO in decarbonisation strategies and the role of PLiM.
Key Concepts: LTO, PLiM, SSCs
- What are the key considerations for nuclear organisations contemplating LTO?
Key Concepts: Design lifetime, IPA, AMRs, TLAA, AMPs
- Working Groups Activities

Day 2 (17/01/23): Operating for the long term in an international context

- Ensuring the safety of long-term operations.
Key concepts: Nuclear Safety, Nuclear Security, IAEA Safety Standards, SALTO Peer Reviews
- Legal and regulatory frameworks for long-term operations.
Key concepts: PSR, LTO-Specific, PSR+LTO-Specific, environmental impact assessment
- Case study: The impact of international situations on security of energy supply.
- What is leadership?
Key concepts: Management, Leadership
- Working Groups Activities

Day 3 (18/01/23): The political economy of operating for the long term

- The role of public and political perception and acceptance in continuing operations.
Key concepts: Risk perception, public opinion & acceptance, institutions, building trust?
- The economics of operating for the long term.
Key Concepts: CAPEX, OPEX, LCOE, System costs
- The interplay between policy and LTO viability:
 - Case study of the USA.
 - The EU taxonomy and long-term operations.
- Mitigating against evolving security threats.
Key concepts: Security, DiD, Insider Threat, Innovative technologies
- Working Groups Activities

Day 4 (19/01/23): Asset and ageing management

- **Invited leader presentation:** Leadership – a personal journey!
- Managing your assets.
Key concepts: Aging management, obsolescence, organizational aspects, operating excellence,
- Technical Tour
- What are the key non-technical reasons for declining plant performance?
- Working Groups Activities

Day 5 (20/01/23): The international nuclear supply chain

- Transport considerations in long-term operations.
Key concepts: Packaging, Regulatory frameworks, Safety & Security aspects, Transport Infrastructure
- Panel discussion: How do phase-outs and political uncertainty affect the supply chain?
Key concepts: Standardization & harmonization, quality management, localization, globalization
- Leadership – personal models of leadership, and how to maximise effectiveness in your organisational context.
- Working Groups Activities

Day 6 (23/01/23): Asset improvement strategies

- **Invited leader presentation:** Nuclear Leadership - The Canadian Story.
- What are the main options for improving your NPP, and when/why should you do this?
- Case study: Flexible operations, power uprates, and other technical considerations.
- Case study on long-term operation considerations in Switzerland.
- Working Groups Activities

Day 7 (24/01/23): The role of leadership in creating an engaged and motivated workforce over the long term

- Key challenges in recruiting and retaining your workforce for long-term operations.
- Case study: The unique challenges of responding to LTO HR requirements in a country undertaking nuclear phaseout
- Ensuring knowledge transfer for long-term organisational performance.
Key concepts: NKM, Knowledge loss and risk management,
- Leadership for the Long Term.
- Diversity, inclusion, and equity.
Key concepts: Diversity, Inclusion, Equity, Intersectionality, privilege

Day 8 (25/01/23): The LTO decision process

- The nexus between LTO decisions and waste management considerations.
- Interviews panel: Lifetime extension and premature plant closure
 - What factors did leaders have to balance to decide to continue to choose between lifetime extension and premature plant closure?
 - What were external factors considered?
 - How early in the plant lifecycle was the decision taken?
- **Invited leader presentation:** Forward thinking - Beginning with the end in mind.

Day 9 (26/01/23): leading your organisation to success

- **Invited leader presentation:** Expect the unexpected: how leaders respond effectively to unpredictable events.
- Communicating to external stakeholders.
Key concepts: community engagement, trust, advocacy, monitoring and evaluation
- Communicating to internal stakeholders.
Key concepts: communication strategies, value drivers, engagement and trust
- Working Groups Activities

Day 10 (27/01/23): Delivering your conclusions

- **Invited leader presentation:** Continuous improvement and extended operation.
- Presentations from the Working Groups
- Discussion: Leadership beyond this programme.
- Review board feedback
- Wrap up and last thoughts.