

NUCLEAR



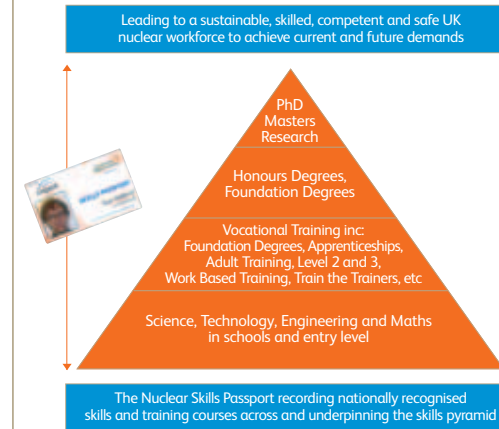
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OPERATIONAL PLAN JANUARY – DECEMBER 2009

Introduction

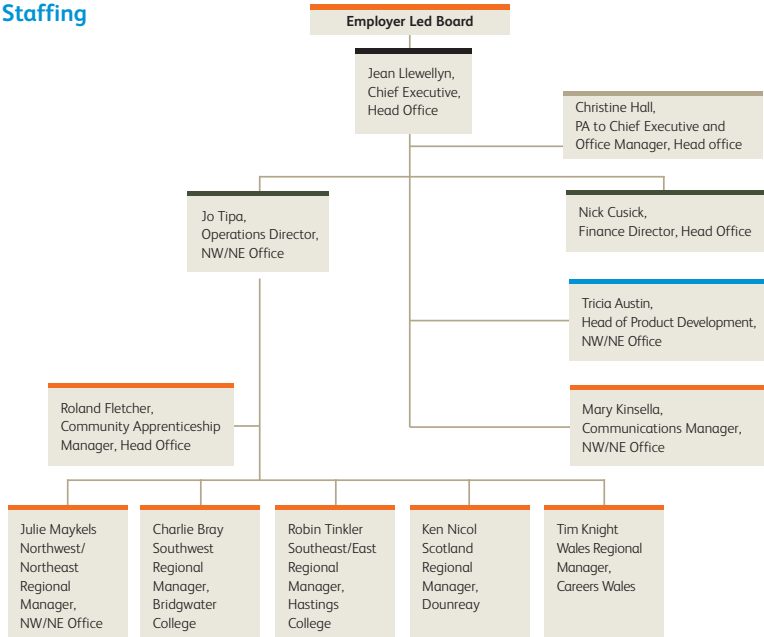
The employer led National Skills Academy for Nuclear is a Private Ltd by Guarantee Company which is a wholly owned subsidiary of Cogent Sector Skills Council; it was formally launched by Ministers on the 31st January 2008. It has been established by employers to address the key skills, training and recruitment challenges facing the nuclear industry to ensure it has a skilled workforce that can operate safely and effectively to address the current challenges of operations, fuel cycle, waste management, defence and decommissioning and the future challenges and opportunities of New Nuclear Build and Deep Geological Disposal. It is an exciting time for the nuclear industry and to realise its full potential addressing these workforce challenges is of paramount importance.



Photo: David Bonser, Chair of the Board of Directors



Staffing





FOREWORD FROM THE CHIEF EXECUTIVE

This ambitious plan details the key areas of focus and activity for the second year of operation of the Skills Academy. This will form the basis of the developing 2020 Vision and new Five Year Strategic Plan that will incorporate the needs of New Nuclear Build into the existing Government approved 3 year Business Plan of 2008–2010.

This agenda can only be successfully delivered by maintaining and further developing strong and effective partnerships with employers,

providers (FE, HE and Private), Trade Unions, Governments and their appropriate Departments and Agencies trade and professional bodies and other socio and economic organisations as appropriate.

Photo: Jean Llewellyn, Chief Executive, National Skills Academy Nuclear

Overview of 2008

The first year of operation of the Skills Academy has been very successful and now provides an excellent basis from which to further build and strengthen the organisation to continue to meet the employer's needs across the industry.

By the end of 2008 there were:

- 45 Employer Associate Members.
- 11 Providers (FE and Private Training Providers) in the Quality Assured Network.
- 48 New Science and Engineering Ambassadors as a result of Skills Academy activities.
- 49 Bursaries awarded.
- 37 Apprenticeship placements secured through the contribution of Community Apprenticeship Scheme funding.

There were many other achievements including:

- The full staffing team were appointed and are now fully operational.
- The Skills Academy secured the appointment of secondees from employers Magnox North,

Magnox South, DSRL, Sellafield and British Energy to strengthen the depth of industry experience.

- The Head Office has been established in Cockermouth, Cumbria.
- Completion of the new Energy Foresight Interactive Learning DVD on Electrical Energy, Production and Distribution, this achieved a Gold Award at the International Visual Communication Association Awards ceremony in April 2008 and training has now been provided to over 465 teachers in the use of these materials.
- New industry specific Foundation Degrees have been developed in partnership with the Universities of Central Lancashire and Portsmouth to enable skills development and career progression throughout the Skills Pyramid.

- Cogent gained agreement from DIUS for a £50m sector Compact which will help deliver a more highly skilled and qualified workforce across the Cogent sector. The Skills Academy is the delivery partner for the Compact to the Nuclear sector.
- The Award for Nuclear Industry Awareness has now been developed and agreed with employers, this is an innovative programme that will introduce people at all levels to safe and effective working within the nuclear industry.
- A working prototype of the Nuclear Skills Passport has been developed and we are now looking to house it in a secure environment. In addition agreement across the main SLC's of the Basic Common Induction Standard, which is fundamental to the operation of the Nuclear Skills Passport.
- Development of steering and working groups for a number of projects and products to ensure that industry needs and priorities are addressed.

The Board

Name	Company
David Bonser – Chair	Independent Chair
David Barber	British Energy
Greg Evans	Magnox North and South
Steve Ball	URENCO
Jon Heley – Vice Chair	MoD
Mike Tynan	Westinghouse and Springfields
Rob Smart	AREVA
Jerry Schneider	Fluor Ltd
Paul Renshaw	Serco
James Carrick	URS Washington Division
Peter Bleasdale	National Nuclear Laboratory
Mark Watters	Doosan Babcock
Jerry Abbott	AMEC/UKAEA
Mike Graham	TUC
Joanna Woolf	Cogent
Nigel Couzens	NDA
Jean Llewellyn	Skills Academy Chief Executive
Nick Cusick	Skills Academy Finance Director and Company Secretary
Keith Parker	NIA (Co-opted Member)
Michael Sugden	Department of Energy and Climate Change (Observer)
Other Team members	In attendance as appropriate to present reports and papers
Regulators	Invited as Observers
DIUS/LSC	Welcome to attend as Observers

- Board meetings will be held bi-monthly.
- The AGM 2009 is being held at British Energy Hinkley Point B site 19th November 2009.

Vision and Objectives

To further strengthen and develop this dynamic organisation so it continues to address the skills needs of employers from across the breadth of the nuclear industry now and in the future.

Skills Academy Vision

"To create, develop and promote world-class skills and career pathways to support a sustainable future for the UK nuclear industry."

Skills Academy Values

Integrity

We strive to achieve the highest professional and personal standards, conducting all our relationships with honesty, fairness and respect.

Safety and Environment

We are committed to ensuring that safety and environment are integral to all our activities and developments and to our employees.

Quality

We will ensure high quality standards are delivered across the nuclear sector to meet the needs and expectations of all of our customers through our network of quality assured providers, endeavouring to make continuous improvements in all we do.

Teamwork

We firmly believe that our vision and mission can be achieved through the energy, enthusiasm and skills of our team working together within the company and further afield with our employers, partners and stakeholders.

Key Objectives for 2009

- To develop the Nuclear Skills Passport for implementation in a secure environment, by the end of 2009.
- To appoint 40 new employers to the Associate Membership scheme.
- Further strengthen and develop the Provider Network in terms of both numbers and quality, appointing an additional 13 Providers to the Quality Assured Network.
- Achieve the learner registration targets of:
 - 786 NVQs.
 - 50 Foundation Degrees.

Enabling Objectives

- Work with Cogent to establish a clear picture of future skills demands incorporating: New Build Programme and the Deep Geological Disposal facility as well as the existing areas of focus of: The Fuel Cycle, Power Generation, Decommissioning, Defence and Waste Management.
- To develop a Five Year Strategic Plan to ensure the industry can meet its aspirations

for 2020 having a suitably skilled, competent and safe workforce to achieve this Vision.

- Ensure representation (via the CEO membership) of the Skills agenda into the Nuclear Development Forum, this key Employer Forum supports the Office of Nuclear Development.
- Successful delivery of the current Business Plan.
- Work with employers and Cogent to ensure the right Career progression opportunities are in place across the Skills Pyramid.
- Maintain robust financial processes and systems to ensure the ongoing effectiveness of the Skills Academy delivering excellent value for money.
- Further develop and strengthen international links to facilitate the sharing of best practice and the dissemination and embedding of the best international standards.
- Support implementation of the £50m Cogent Sector Compact over 3 years.
- Develop a Leadership and Management Action Plan to identify Associate Members training needs, requirements and solutions.

Strategic Priorities

Regions:

Development Plans are being implemented across the Quality Assured Provider Network to ensure a vibrant and high performing Provider Network which will be constantly responsive to the needs of the nuclear employers.

The Employer Steering Groups Regional Action Plans developed in 2008 will be implemented, accessing suitable and appropriate regional funding.

Milestone	Appoint an additional 13 Providers to the RTC ¹	By the end of quarter four
	Support the quality assured provider network by delivering 6 development opportunities to providers	By the end of quarter four
	Facilitate the sharing of best practice throughout the provider network by hosting 3 network events	By the end of quarter four

¹ Regional Training Cluster

Regional Capital Infrastructure

The ENERGUS centre is now nearing completion and 2009 will see the launch of this world class facility. The Skills Academy will work with employers to identify any further capital developments needed to support New Build and will seek to access appropriate capital investment to support this.

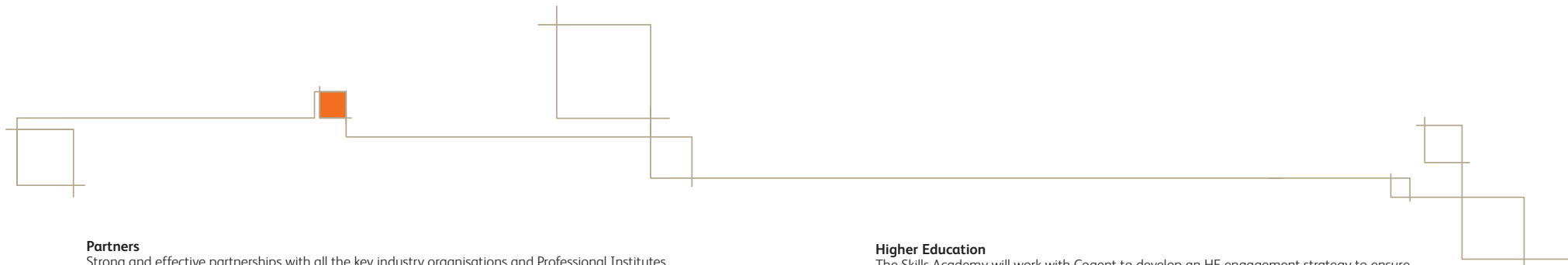
Milestone	Access the LSC funding to contribute to the completion of the construction of ENERGUS in West Cumbria	By the end of quarter two
	Completion of the up-grade of the Springfields Apprenticeship centre	End of quarter one
	Ensure an appropriate Skills Academy presence at the ENERGUS Launch	June 2009
	Facilities needed for New Build identified	By the end of quarter two

Employer Engagement

To ensure that employer needs are constantly reviewed and addressed the Skills Academy will develop, agree and start implementation of an Employer Action Plan for each employer Associate Member.

The Skills Academy will work to ensure that the Associate membership grows thus embracing all aspects of the sector.

Milestone	Appoint 40 Associate Employer Members	By the end of quarter four
	Develop Action Plans for 40 Associate Members	By the end of quarter four



Partners

Strong and effective partnerships with all the key industry organisations and Professional Institutes are essential and the strong linkages established in 2008 will be developed and strengthened.

- A Memorandum of Understanding (MoU) between the Skills Academy, Cogent and the NIA to be completed and agreed.
- Build on and strengthen relationships with appropriate Trade Unions.
- The potential of developing an MoU with the ECITB to be explored.
- The Skills Academy will support the new Nuclear Institute (NI) and will continue membership of their Skills and Education sub group.
- The Skills Academy will provide further support to the development of the new IMechE Decommissioning Engineer Professional recognition.
- Conferences and events organised by the YGN, NI, NIA etc. will be fully supported.
- The Skills Academy has a lead role in the development of the National Skills Academy Strategic Network and the CEO is currently Chair of this Network.

PR and Brand

Now that the Provider Network and Employer Associate Membership have been established there will be a focus this year on ensuring that the brand is correctly and fully used and awareness is raised across all Associate Members.

Awareness of the Skills Academy will continue to be raised by various methods building on the considerable successes in this area in 2008 including: speaking at conferences and events, the Nucleus Newsletter, press articles, increased use of the website and other PR opportunities.

Milestone		
Complete brand usage training with 24 Providers in the Network		End of quarter four
Evidence of brand being correctly used in 12 Providers		End of quarter four
Skills Academy plaques and membership certificates presented to all Associate Members and Providers		End of quarter four
Achieve 24 PR and awareness raising opportunities		End of quarter four
Organise the first World Class Skills Conference		End of quarter one
Organise the first Skills Academy and Cogent Awards Dinner End of quarter one		End of quarter one
Assess new and emerging web-based marketing tools Increase web hits by 10%		End of quarter four

Higher Education

The Skills Academy will work with Cogent to develop an HE engagement strategy to ensure career and skills development opportunities upwards throughout the Skills Pyramid, ensuring that the needs of employer Associate Members are addressed at all levels.

Milestone		
Appoint 4 University Associate Employer Members		By the end of quarter four
Establish a process to record HE qualifications of HE Associate Members on the Skills Passport		By the end of quarter four

Future Developments

Any further requirements and needs identified by employers will be considered and reviewed by the Skills Academy Team and Board, if considered appropriate these will then be taken forwards if suitable funding can be identified.

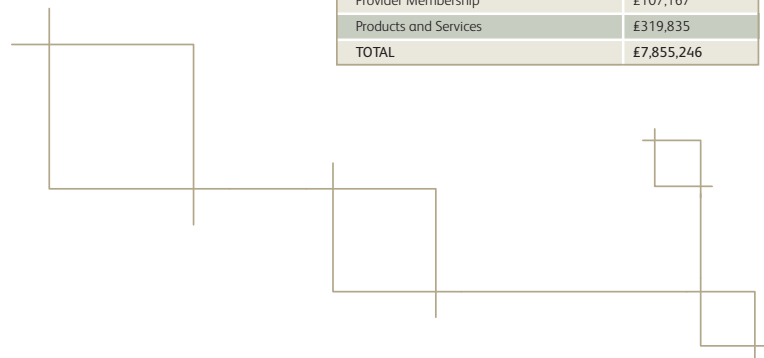
Products and Services

A wide range of products and services demanded by employers is detailed in the current Skills Academy Business Plan; the table on page 8 & 9 outlines the planned delivery of these in 2009.

Resources

The total funding required to deliver this Operational Plan for 2009 is £7,855,246

Income budgeted for	Annual target £
Employer Revenue	£579,958
LSC Revenue	£1,556,223
Employer and Stakeholder Capital	£4,029,000
LSC Capital	£1,263,063
Provider Membership	£107,167
Products and Services	£319,835
TOTAL	£7,855,246



Product or Service	Lead Partners (employers are partners in all these activities)	Target Outputs
Nuclear Skills Passport		
Nuclear Skills Passport: Strategy Development	Nuclear Skills Passport Project Board	Project strategy developed, Skills Passport embedded in the 5 year operational plan and Business Models developed by April 2009.
Development IT Platform	Chosen Vendor	Secure IT Platform developed by Dec 2009
Nuclear Industry Training Framework	Cogent & Skills Passport User Group	Developments in place to ensure roll out in 2009
Job Contexts Families	Cogent & Skills Passport User Group (SPUG)	Job Context Families input onto the Nuclear Industry Training Framework
Pilot - IT Acceptance	Chosen Vendor	Secure IT Platform developed by Dec 2009
Stakeholder Management	Nuclear Skills Passport Board	Stakeholder Relation Plan Created Key Consultations
Implementation	Implementation Working Group	Generic Implementation Plan developed for use across the industry.
Marketing & Communication	Skills Passport Communications Group	Clear plan created to ensure that industry buy in is achieved.
Project Review	Nuclear Skills passport Board, Chosen Vendor	
Other Skills Academy Products/Services		
Energy Foresight Programme	Energy Foresight	Teacher's Training completed in line with the Energy Foresight Project Plan. A total of 1125 teachers trained 2008 & 2009
Award for Nuclear Industry Awareness	PAA/VQSET (Awarding Body)	150 registrations for the Award in 2009
NVQ delivery Level 2 & Level 3	Cogent	Encourage roll out of the 4 industry specified NVQ's as per agreed targets by Dec 2009
Foundation Degrees and Higher National Diplomas	UCLan, Portsmouth University, University of Highlands & Islands	50 enrolments onto the 4 Foundation Degrees endorsed by the Skills Academy
Workers Training Workers Programme	Magnox South, DSRL, Hammer (US), Trade Unions, Sellafield Ltd & Bridgwater College	Total number of Workers trained by Dec 09 40
Community Apprenticeship Programme	Trade Unions, NDA	Up to 75 apprentices on the scheme (37 already achieved in 2008)

Milestones
■ Strategy Review April 2009
■ Appoint chosen vendor April 2009
■ Complete the Basic Common Induction Standard ■ Audit process by June 2009. ■ All nuclear site access pathway training standards agreed by Sept. 2009 ■ Nuclear site training standards ready to go on platform by Dec 2009
■ 13 Job contexts created as part of the Nuclear Industry Training Framework ■ Input onto the IT platform by 2009
■ Pilot completed by Dec 2009
■ Key Consultations take place by June 2009
■ Commence development of Implementation Plan July 2009 ■ Implementation Plan confirmed by Dec 09
■ Marketing & Comms Strategy agreed by July 2009 ■ Marketing and Comms Materials created July 2009 and delivered by Dec 2009
■ Develop Evaluation Strategy December 2009
■ 660 Secondary School teachers trained in 2009
■ Obtain QCA approval as a nationally recognised Level 2 Award by end of April 2009 ■ Development of Teaching Materials April 2009 ■ Examinations for the Award by October 2009
■ 786 NVQ's registrations
■ FD in Engineering starts delivery Sept 2009
■ Review of the Programme undertaken by Hammer April 09 ■ 20 Workers trained in 2009
■ 38 Community Apprentices signed up to the scheme in 2009: NW/NE - 5 apprentices SW - 8 apprentices SE/E - 8 apprentices Scotland -7 Wales -10

NUCLEAR Skills Passport

Coming to Fruition in 2009

During 2008 an extensive amount of work was carried out on the development of the employer led Nuclear Skills Passport. The Vision of the Nuclear Skills Passport is:

“Working together to develop and sustain a qualified, mobile workforce with transferable skills that enable career progression in a world-class nuclear industry.”

The development and successful implementation of the Nuclear Skills Passport across the whole UK Nuclear Industry will revolutionise future working across the sector and will in turn have a real impact on UK Plc.

The Skills Passport Concept comprises four key elements:-

- A learner database that provides a registry of training records for individual passport holders. The facility to generate a skills passport card.
- Datasets that describe job roles, nationally recognised industry training standards and the Skills Academy assured provider network.
- Benchmarking and signposting tools to support upskilling - skills gap analysis against Job Context role profiles, with signposting to training provision to meet the gaps identified.
- A reporting suite that generates statistics at industry, regional and corporate levels.

Status at the end of 2008:

A Commercial Nuclear Skills Passport IT Platform has been developed for use by the Nuclear Industry to commence with the recording of transferable training and qualifications. Training to the Basic Common Induction Standard (BCIS) will be the first transferable training recorded on the Nuclear Skills Passport when in operation.

After extensive consultation with industry the standard for the BCIS has been agreed and all

Site Licence Companies are currently having their induction training reviewed to ensure it meets the nationally agreed BCIS standard. This is a huge step forwards for the industry and will lead to substantial efficiency improvements.

A security review of the skills passport IT platform identified the need to comply with a protective marking of **RESTRICTED** for the dataset held on the learner registry.

Activities in 2009:

The Skills Academy is developing a solution to relocate the platform's physical infrastructure to a secure nuclear site (List X facility). It is anticipated that this phase will be complete by the end of July 2009.

Following this phase, integration engines and the physical infrastructure will be put in place to enable users to (a) connect to the system and (b) to extract data from existing HR systems such as Peoplesoft, Oracle and SAP. A Pilot will be conducted during 2009, full roll out across the sector will commence early 2010.

Benefits and Impacts:

The development of industry agreed national training standards is fundamental to the development of the Skills Passport and the whole Skills Passport concept will help address:

- **Flexibility and Mobility:** The need for increased flexibility and mobility of the UK Nuclear workforce, meaning that industry can successfully and safely respond to the peaks and troughs of demand.
- **Retention of Skills:** Increase retention of high quality skills in the industry as employees can be re-trained and recognised as able to work in changing sectors as we move from Operations to Decommissioning to New Build, and from Defence to Civil Nuclear.
- **Global Competition:** The global challenge of securing and retaining a suitably skilled and competent workforce in the UK as more and more countries develop Nuclear power and thus compete for the same limited workforce.
- **Demonstration of SQEP:** An effective and nationally recognised system of demonstrating achievement of SQEP requirements to the NII.
- **Leadership:** Demonstrate strong industry leadership in maintaining the UK skills base.
- **Attraction and Career Progression:** Improve and increase attraction of quality people into the sector as it will be seen as an industry with clear career paths and a sector which offers development and career progression at all levels and for all entry routes.
- **Skills Forecasting:** A clear picture of future skills needs can be developed using the Skills Passport and Job Context information to enable effective forward planning and budgeting. This evidencing of skills gaps and shortages will also facilitate the accessing of public funding to up skill the workforce.
- **Maximise the Use of the Skills Base:** The UK currently has a well skilled workforce but not always located and deployed when and where required, the Skills Passport will enable the industry as a whole to have a far broader picture of the availability of skills and thus deploy these skills more effectively.
- **Demonstrate the UK as a World Leader:** Many countries that have nuclear facilities have looked at the possibility of developing and implementing a similar National Nuclear Skills Passport, but all have realised the huge challenge of developing and agreeing such a complex national system and have not progressed this further. If the UK can take this innovative and forward step it will promote the UK as a world leader in this aspect of the Nuclear Industry. There is the possibility to:
 - Lead on the development of a Europe wide Skills Passport.
 - Sell the concept to other countries.
- **Efficiency of Delivery:** It will enable the Supply Chain to operate in a more timely and effective manner as repeat training won't be constantly required, meaning Contractors will be able to start implementing contracts far more effectively and quickly.
- **Individuals:** Ensure that individual's feel valued and rewarded working in the Nuclear Industry by being able to demonstrate their competence to national not just company recognised standards.
- **Unions:** Ensure strong Union support as it provides a clear demonstration of employers commitment to investment and training of individuals.
- **Cost Savings:** The Skills Passport will deliver significant cost savings including:
 - Reduced costs in repeat training where individuals are mobile and move from site to site. Of immediate benefit to the Contractor workforce.
 - In time the cost of contracts to the SLCs will reduce as contractor training costs are reduced.
 - Reduced costs of operating training departments as repeat training diminishes.
 - In time the cost of data capture will reduce as the central data capture system develops.
- **Government Support for the Sector:** Demonstrating to Government that the industry is firmly committed to training and development of the workforce to nationally recognised standards will help ensure Government support FOR New Nuclear build and future industry developments.
- **Public Support:** Many of the general public still have grave concerns re the safety and reliability of the Nuclear Industry. The more that can be done to demonstrate the high standards of nationally recognised training across the sector the more public concern will be allayed.

QUOTES FROM EMPLOYERS

Dr James P. Carrick

Regional Executive, Washington Division URS Corporation



"I am delighted that URS Washington Division is a member of the National Skills Academy for Nuclear. Having a major part in the management of Sellafield and the Low level Waste Repository, we are committed to the UK Nuclear market for the long term and having a skilled workforce at all levels is critical to our success. The products and services that NSAN are developing are exactly what the UK nuclear industry needs and the prospects are excellent for staff at all levels, whether it is in power generation, fuel manufacture, waste management or decommissioning. Personally, I am very pleased to be a member of the board of NSAN and to play a part in its success."

David Barber

Head of Training, British Energy - part of EDF Energy



"With the increase in demand for quality skills across all sectors of the nuclear industry it is absolutely essential we have the confidence in our capability to meet this, both for our own workforce and that of our supply chain. We see the National Skills Academy for Nuclear as the key enabler to broker the provision of both

provider capacity and quality skills. The operational plan needs to gain real traction this year to make this a reality and I see our own engagement, and indeed that of the other industry members as absolutely key to support this."

Adrian Bull

UK Stakeholder Relations Manager, Westinghouse/Springfields



"With the twin challenges of running the Springfields fuel manufacturing site - and gearing up for potential new nuclear build of the AP1000 reactor in the UK - retention, training and recruitment of staff are all key issues for Westinghouse. Having recognised, accredited training providers, delivering a range of training programmes to equip our people with the skills they need, is vital. And the fact that our own Apprentice Training Centre at Springfields is amongst those Assured Providers is a source of great pride to us.

We are also keen not to re-invent things by having to re-train people who have already had similar training elsewhere. Progressing these issues in a structured way through the National Skills Academy Nuclear, with other companies throughout the industry, is proving very helpful, which is why we are more than happy to play a major part in running it. In fact - if the Skills Academy didn't exist, I'm sure we'd be setting out now to invent something very similar!"



Sion Simon MP

Secretary of State for Innovation, Universities and Skills.

"There will be real challenges in responding to the skill needs of the nuclear industry over the next few years. These include managing the decommissioning programme and balancing the potential requirements for a new civil nuclear power programme with defence skill requirements.

The National Skills Academy for Nuclear has a clear remit to develop and promote skills and career pathways within the UK nuclear industry and to ensure that the capacity exists to deliver skills to meet the different skill needs across the civil and defence programmes. It is employer-led, reflecting the breadth of its industry through its board and associate membership.

The Skills Academy and Cogent, the Sector Skills Council responsible for nuclear, are currently leading on a detailed review and analysis of the future skills challenges and issues facing the sector. This will inform the Skills Academy's five year plan. This will ensure that the National Skills Academy for Nuclear is absolutely focused on addressing both current and future strategic skill needs across the nuclear sector and ensuring that there is capacity available to deliver it."

CASE STUDY



34 EMPLOYEES: NORTH WEST REGION

TIS Cumbria Ltd is a fabrication, welding and NDT inspection firm in Workington. Customers include local engineering firms and large companies such as Sellafield.

"We've changed the way we actually take on Apprentices because of the Community Apprenticeship Scheme through the National Skills Academy for Nuclear."

The challenge

TIS is a company that expects continued growth, and is committed to its local community. They aim to provide good quality employment opportunities for young people in West Cumbria, and give their business a way of meeting future skills needs.

The results

- 5 Apprentices taken on when only 2 could have been afforded without the Scheme's support.
- All 5 Apprentices spend 4 days a week in the workplace and are ahead of schedule completing their fabrication and welding qualifications.

Directors Tony O'Pray and John Bragg explain:

"We expect TIS to grow and want to take on further Apprentices in the near future. We know that if you put the effort in you'll get the reward out. **We offer them secure work with a bright future.**"

The Apprentices are progressing well. All five have completed a Level 2 NVQ in a much shorter space of time than anticipated, and are benefiting from the close supervision of Jonas Enberg. The Apprentices are picking up vital skills through practical experience with co-workers on the factory floor.

The Apprentices told us they had learned how to weld, use the 'big machines' at TIS, understand different drawings and use CAD. Why do an Apprenticeship? One said: "It's fun. You learn. You get money. And if you do it, you have to give it your all."

David Hunter, a Trainer Assessor from GEN II says: "I am 100% confident in these Apprentices - the way they are performing on a skill and academic level is excellent. They have drive, enthusiasm and want to do the job. TIS have excellent facilities and really push the Apprentices with their training. I have no doubt they will all complete their Apprenticeship."

Further Information

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 Visit nuclear.nscademy.co.uk



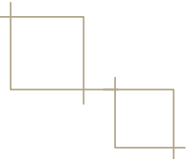
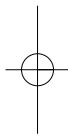
Adrian Bull (*Westinghouse/Springfields*)
Chair of the Regional Steering Group for the Northwest/Northeast of England

Greg Evans (*Magnox North & South*)
Chair of the Regional Steering Group for Wales

Jerry Abbott (*AMEC*)
Chair of the Regional Steering Group for Scotland

Mandy Walker (*Magnox South*)
Chair of the Regional Steering Group for the Southwest of England

Pat Upson (*Enritec*)
Chair of the Regional Steering Group for the Southeast/East of England



HOW TO GET INVOLVED

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