



Business Strategy to 2022

A high-performing, streamlined business
delivering extraordinary products



VISION | A high-performing, streamlined business
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Business Strategy

to 2022

In July 2016, the Government reaffirmed that the UK's independent nuclear deterrent will remain essential to our security for as long as the global security situation demands.

AWE plays a key strategic role in the nuclear deterrent and in national security. This is reflected in our mission statement, which remains fundamentally unchanged – we deliver nuclear warheads for the UK's deterrent, and use our expertise to support national security.

What we do is not only critical to national security, it is also unique, and uniquely demanding. Like any business, we need to reassess the world we live in as it gets seemingly more complex and more challenging, and set our course accordingly.

We have developed a new vision statement and Business Strategy to help us meet our commitment to the Ministry of Defence and to the nation. Our vision is to become a high-performing, streamlined business delivering extraordinary products.

We will take the steps necessary to create and support a culture of excellence, innovation and value. We must transform our working environment in order to retain and develop the diverse expertise that we rely on to deliver our unique services and products – whether that is the current system or a future one – consistently, safely, securely. And we must do so as efficiently as possible, while ensuring we invest in our people and making AWE attractive to the next generation of talent.

Our Business Strategy identifies the areas we will focus on in order to achieve this vision.

Iain Coucher

AWE Chief Executive Officer

Our Mission

We deliver nuclear warheads for the UK's deterrent, and use our expertise to support national security.

To do this, we:

Deliver and maintain a safe and secure Nuclear Warhead Stockpile

Our stockpile work covers the life-cycle of the UK's nuclear warhead: initial research and design through to development, manufacture, maintenance and finally decommissioning and recycling or disposal, providing continual assurance that the warheads are safe and fit for purpose. We must maintain the capabilities to replace the stockpile, when required, and to certify that it will have the required military characteristics, without recourse to nuclear tests in the Comprehensive Test Ban Treaty era.

We are also responsible for transporting warheads to the Royal Naval Armament Depot (Coulport) where they are stored, coupled to missiles and loaded onto the deterrent submarines.

Support the strategic relationships that sustain the UK as a Nuclear Weapons State

Strategic relationships are critical to the UK's continued status as a Nuclear Weapons State, and AWE's role in supporting those relationships is vital. We support the MOD to be an 'intelligent customer', setting requirements that are fully informed. We work with international partners to ensure the warhead system is fully certified and supported, and to develop technology jointly.

Through these relationships we enable the Government to meet international treaty obligations and we secure supplies of specialist skills, material and knowledge.

Use our expertise to provide wider support to the UK's security priorities and scientific interests

AWE's unique skills and capabilities position us as leaders in our varied fields of expertise. They serve as the base for our contribution to national nuclear security, threat reduction and counter-terrorism in support of the Home Office, Foreign & Commonwealth Office and the MOD. Our specialist facilities and knowledge support technical research projects for the benefit of the UK's national defence programme and help to enhance the reputation of UK science.



Strategic Goals and objectives

The 'Strategy Wheel' sets out the key areas of improvement that will enable us to achieve our vision of being a high-performing, streamlined business.

Our three Strategic Goals

Trusted and respected
Future warhead ready
Adding value

are each underpinned by three strategic objectives, while our values both inform the strategy and are themselves brought to life by the strategy.

Operate and enhance the AWE estate on behalf of the Ministry of Defence

The Aldermaston and Burghfield sites are owned by the MOD, with operations contracted out to the shareholder consortium, AWE Management Limited (AWE ML) and the nuclear site licence held by AWE plc. We are accountable for the safety and security of operations, for managing the security of physical, personnel and information assets and for evolving the estate to meet future capability needs. AWE also manages Blacknest, the home of forensic seismology in the UK.

STRATEGIC GOAL: ADDING VALUE

Streamline our sites, processes and activities to deliver effective operations and extraordinary value for the Government and taxpayer.

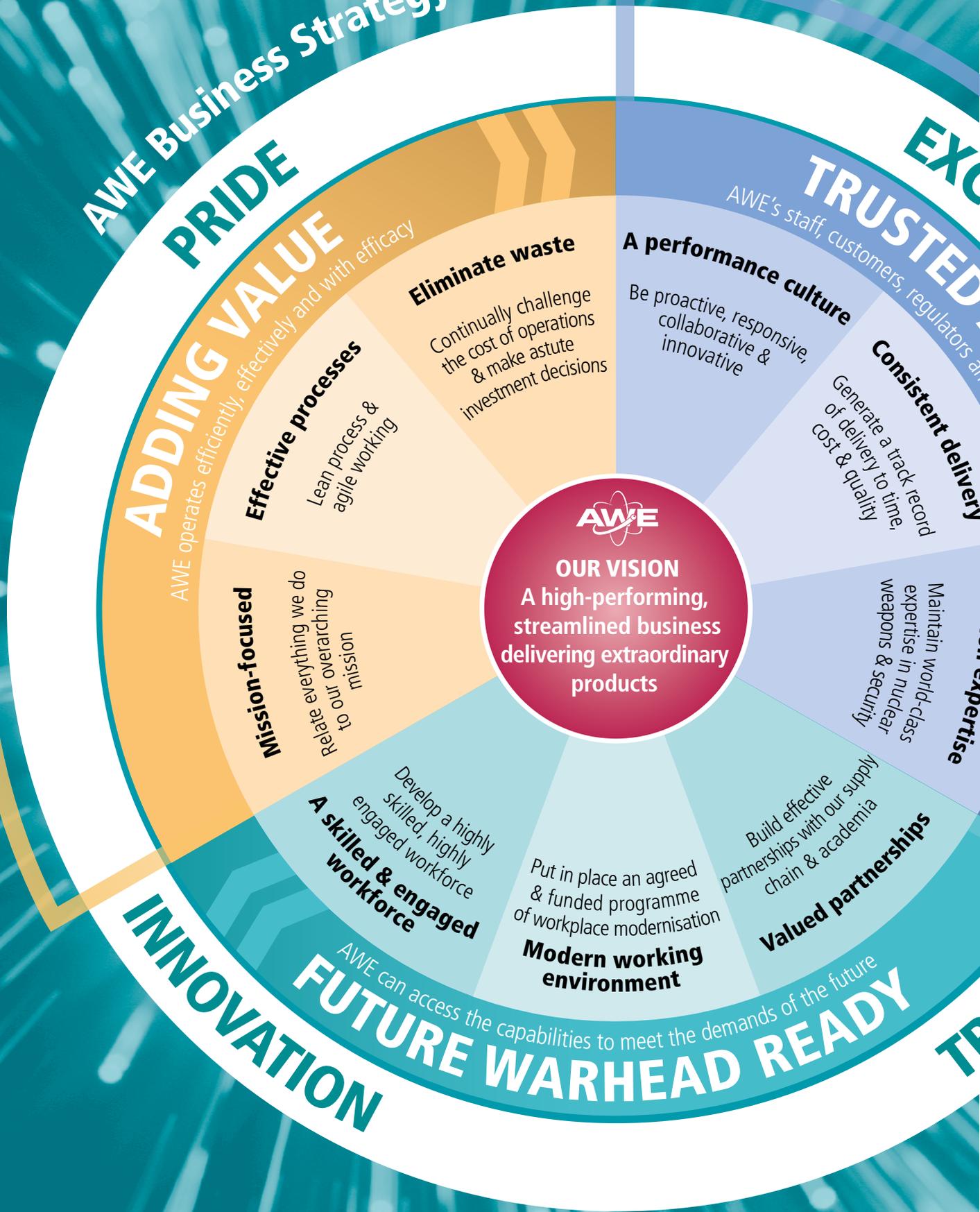
STRATEGIC OBJECTIVES:

MISSION FOCUSED | Operating with efficacy: relate everything we do to our mission, do it efficiently, and work for mutual success. Following the principles of responsible business.

EFFECTIVE PROCESSES | Streamlined processes, specialised only when they have to be. Greater agility in our ways of working, with unnecessary blockers and bureaucracy removed. Proportionate risk management and an improved matrix operating model.

ELIMINATE WASTE | A commercial mindset: challenging the cost of operations and seeking innovative approaches to get maximum value and efficiency. Remain safe and secure, applying regulation proportionately, working effectively with our regulators and supply chain.

AWE Business Strategy to 2022



EXCELLENCE
AND RESPECTED
Mission experts and partners act as advocates for the business
TRUST

STRATEGIC GOAL: TRUSTED AND RESPECTED

Build our key stakeholder relationships to earn trust and advocacy – through consistently high performance, delivery against our goals, and recognition of our unique expertise in nuclear warheads and nuclear security.

STRATEGIC OBJECTIVES:

A PERFORMANCE CULTURE | A proactive approach to challenge and opportunity, improvement through innovation in everything we do. Ownership and accountability. Working collaboratively, within the business and with external partners, to reduce response times and increase resilience. A culture that reflects our core values of **Pride, Innovation, Excellence** and **Trust**.

CONSISTENT DELIVERY | With improved ways of working, clear requirements and realistic expectations, we will deliver against our commitments, ensuring safety and security in our operations.

MISSION EXPERTISE | Retain and develop the skills that we need to deliver our mission effectively, and ensure we are recognised for the skills that make AWE a unique national strategic asset.

STRATEGIC GOAL: FUTURE WARHEAD READY

Retain the ability to meet the requirements for a future warhead or for an extension of the current system. We will achieve this through our workforce, the facilities and equipment that we maintain, and through effective partnering.

STRATEGIC OBJECTIVES:

SKILLED & ENGAGED WORKFORCE | Maintain the quality and breadth of skills required to deliver our mission. Strengthened leadership, learning and development for our staff, and the conditions in place for an inclusive, engaged workforce.

MODERN WORKING ENVIRONMENT | Site transformation, workplace modernisation. Take down unnecessary buildings, overcome legacy inefficiencies and consolidate facilities in order to reduce our footprint. Create up-to-date facilities and modern ways of working.

VALUED PARTNERSHIPS | Collaborate within the nuclear enterprise and with academic partners. Find the most effective ways to meet the Government's warhead and nuclear security requirements, while increasing the resilience of the UK's nuclear enterprise.



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AWE Aldermaston, Reading, Berkshire, RG7 4PR