

**MINUTES OF THE MEETING OF THE
WEST CUMBRIA SITES STAKEHOLDER GROUP
HELD AT THE SELLAFIELD CENTRE
ON THURSDAY 2nd JULY 2009**

Present:

John Woolcock	-	Churches Forum
Mr R Hargreaves	-	Community Member
Cllr S Brown	-	Cumbria County Council
Cllr Allan Holliday	-	Copeland Borough Council
Mr Mark Foy	-	Nuclear Installations Inspectorate
Mr David Moore	-	Chairman
Mr Iain Irving	-	Sellafield Ltd
Cllr M Davidson	-	Allerdale Borough Council
Mr J A Clark	-	Prospect Union
Dr P McKenna	-	Isle of Man Government
Mr David Humphreys	-	Senior Emergency Planning Officer
Mr Peter Tyson	-	Whitehaven & District Trades Council
Mr Gordon McCullough	-	Studsvik UK
Mr Bill Anderton	-	NMP
Peter Robinson	-	Cumbria Nuclear Constabulary
Carol Jameison	-	CNC
Lindsey Gray	-	Chaplain and NI
Ranald Stewart	-	Ponsonby Parish Council
Peter Daley	-	Allerdale Borough Council
Mr Graham Campbell	-	NMP
Ms Shirley Williams	-	Secretariat
Mrs Rosina Robinson	-	Secretariat
Mrs June Shield	-	Secretariat

Presenters:

Todd Wright	-	Sellafield Ltd
Chris Darwin	-	Sellafield Ltd
Paul Milne	-	Nuclear Decommissioning Authority
Brian Hough	-	Nuclear Decommissioning Authority

CHAIRMAN'S INTRODUCTORY REMARKS

1. The Chairman welcomed everyone to the meeting, he pointed out that there were no planned fire drills and explained roll call procedures in the event of the alarm sounding.
2. He explained that the presentations had been arranged in response to comments from earlier meetings.

3. He explained that he was seeing the new West Cumbria Sites Stakeholder Group website on Monday 6th July to give it his seal of approval or otherwise and should it be satisfactory that would be launched soon after.

AGENDA ITEM 1 – KEY CHALLENGES

4. The Chairman invited Todd Wright and Paul Milne to present the key challenges presentation.
5. Paul Milne, Programme Assurance Director for the NDA at Sellafield reported that Sellafield was the most complex nuclear site in Europe, He recognised that a lot of people in the room have a lot of knowledge of Sellafield. He explained that the NDA arrived, particularly in West Cumbria with Decommissioning in mind, however, Sellafield does a lot more than decommissioning, there are a lot of production facilities such as reprocessing, Magnox and Oxide, lots of support to the MoD and also the support to the AGR fleet of reactors.
6. He explained that the site is also very integrated; taking action on one part of the site seems to affect other parts of the site, so you have to be very careful that when you do something that you understand all the effects that your actions are going to have.
7. Paul joined the NDA from another industry and he felt that it did feel like Sellafield in particular is very complex but in interactions he has had with other people who are very well schooled in the nuclear industry they also find Sellafield incredibly complex and that is particularly from people who visit the site from overseas.
8. He went on to report what the key issues were that the NDA need to overcome, certainly within the four years that the NDA has been in place, project delivery has been an issue for NDA. Projects haven't been completed within their original delivery model, there are a number of cost and schedule overruns, there is an element of supply chain dissatisfaction, the supply chain want to get more involved in a more effective way and there has been a huge number of key SLC staff lost who have gone to other places and in a lot of cases have joined the supply chain. Mr Milne thought it was important that some of that resource is held within the Sellafield team, it is very important that there is that level of capability.
9. He continued that the culture from 2000 is that there has been an element of compliance and an element of keeping the site safe, keep it running in a safe way and with due regard to the environment, that way of doing things hasn't allowed achievement of the milestones that have been set, it hasn't allowed NDA to look where it can confidently achieve for instance the license specifications that have been set by the NII, so there is something around changing the culture or altering the culture to make it more delivery focused, but not losing sight of its responsibilities for keeping the site safe and secure.

10. Value for money is always important and at the moment with the current situation with Government and the funding crisis, value for money is something that will always have to be demonstrated, and it something that NDA is continually working on. Mr Milne thought that in the SLC at the moment there is a good alignment on always demonstrating that the things that we do will provide value for money for the tax payer.
11. Mr Milne reported that relationships within Sellafield have proved challenging in the past, it was no secret that the relationship between the NDA and the SLC has not always been the best. He thought that certainly since he became part of the Sellafield site facing team and certainly since the arrival of the new SLC executive, they have worked really hard to try and develop alignment and deliver things together in a partnering way that will be more effective for Sellafield; that now needs to be extended because it is not just an NDA and SLC issue it needs to include all the other important people that have an involvement at Sellafield such as the regulators, the supply chain and other stakeholders and what Mr Milne hoped was that the committee had seen since some of the personalities had changed in the site facing team at Sellafield that the NDA is attempting to communicate more and get involved with stakeholder meetings like the WCSSG and other forums.
12. The last issue Mr Milne wished to cover was asset care, the life time plan 10 is currently being developed which is a large job as there hasn't been an approved life time plan for a number of years. He continued that asset care is really important as without it the life time plan 2010 cannot be supported because the dates that will come out of this process will need to have asset care plans attached to them which will make them achievable and not put anything into doubt.
13. Mr Milne continued his report by talking about some of the things that the NDA has introduced since 2005, NDA can at the moment portfolio manage money across the NDA estate and have done so in the past to the benefit of Sellafield, NDA has in the past moved money from its Magnox areas, RSRL and others to satisfy the demand for cash at Sellafield, to support the work on high hazard and other facilities at Sellafield, all this being a really positive step.
14. The main focus for the NDA is the high hazard decommissioning, which is why the NDA was set up primarily, it is what customers continually ask for. Mr Milne reported that over the last two or three months, Six or seven delegations had been taken around the separation area to look at B30 and other areas, so the focus from governmental circles and from the shareholder executive is primarily still on high hazards.
15. Mr Milne continued that in November 2008 NMP won the competition to become the parent body organisation for Sellafield; competition of the sites was one of the main drivers that the NDA was given when created in 2005. He reported that he was very pleased that NMP are here, they bring considerable world wide experience to Sellafield and it was an opportunity, to match the world wide experience with the talents that already exist within the Sellafield team to enhance that ability.

16. At that time, the NDA took the opportunity to strengthen its site facing team, which is the team that operates the other half of the contract with the Sellafield SLC. A number of individuals have been brought in including himself and they have shuffled the pack a little bit. The purpose being to bring people in with the right behaviours who can form strong bonds with the SLC executive to try and move the site forward in a very productive way.
17. Mr Milne explained that the NDA has just started this process, but he felt very positive about the way NDA was going forward and with the right effort and concentration a real difference can be made at Sellafield which is exactly what the site needs.
18. Mr Milne handed over to Todd Wright:
19. Dr Wright began by expressing his pleasure to be at the meeting representing Sellafield Ltd. He has approaching 30 years experience in the nuclear industry and this was the first time he had addressed the WCSSG and hopefully he would have other opportunities to do so in the future as it was important.
20. Dr Wright explained that the reason why the NMP parent companies came together to bid for Sellafield was that nuclear technology and nuclear power is a core business in the parent companies and success at Sellafield is success for the nuclear industry. He reported that it was vital and important that stakeholders know that, he explained that the team put together to bring to Sellafield had unique strengths represented not only by them as individuals but also by the company and the companies that are represented by NMP.
21. He stated that NMP is here with the intent to really make a change and to make improvements and to make progress.
22. Dr Wright reiterated what Mr Milne has said about near term challenges and explained that those near term challenges are not measured in months they are measured in years, there is a lot of work to do and referring to his slides highlighted the first on the list as 'demonstrate project delivery' he said that is what NMP teams bring that is representative of their capabilities and it is absolutely essential to be successful in doing this especially for the high hazard activities, progress needs to be shown, hence why 'demonstrate project delivery' was on the top of the list.
23. Although there are others, Dr Wright stressed 'demonstrate project delivery' was overarching in terms of the approach and what needs to be accomplished.
24. Talking about partnering, Dr Wright referred to 'people' 'partnering' 'performance' and said that you have to invest in people, that is the most important asset, he explained partnering means understanding the various stakeholders that are involved, the various customers that are involved in the supply chain, so that their capabilities and barriers can be understood because as you go forward you run into situations sometimes, when things don't go the way you would expect and when you have made that investment in partnering, there is a better appreciation and understanding so that you can work through those, it

doesn't mean it comes out easy, it just means it is a more effective approach, NMP partners use it in their commercial businesses which is why the businesses are commercially successful.

25. Dr Wright pointed out the slide showing the requirements that flow down from the key business objectives from DECC and how they reach the NDA and how they flow on. His message about the slide is that a lot of time, investment and hard work has gone into partnering and will continue to. One of the things decided is a joint, shared aligned vision for where the site needs to be in one, two to three and five years. He then pointed out part of the slide that shows the individual performance assessments that are done and explained that what is being done at Sellafield is flowing down to each employee for their buy in and their accountability for delivering to the vision. Partnering is going beyond just a meeting and is going down to the things in terms of how the site is measured in terms of performance, that everyone is going in the same direction and working with the same priorities to achieve the same goals.
26. Moving on to talk about the key achievements some of which he thought were not always visible to stakeholders. The first was to achieve a re-organisation needed to move forward, the site is ahead of schedule on that; with all the executives in place. Some organisational changes have been made at Sellafield which were thought necessary to improve on delivery, because it is the delivery aspect, the performance of Sellafield that is very important.
27. The relationship with the NDA and the investment there is going to continue to be structured.
28. Dr Wright reported that stakeholders will see a very aggressive approach about disclosure of items that are found that need to be fixed. In explanation Dr Wright quoted that 'the approach is to when you find something that is small and you are not quite sure of the extent or magnitude of the issue, we tend to err on the conservative side and assume it is potentially larger than what it is, so that individuals are aware of a particular topic or issue and then as we continue to understand it we are able to put it into proper perspective as opposed to finding an issue, continuing to study the issue and then declaring, exactly precisely how big it is. At that point, some individuals, in particular stakeholders could view that as a surprise, we don't like surprises and I'm sure you don't either, were going to continue to be aggressive, its our style of management, its our style of managing nuclear facilities and we consider that is the best approach'.
29. In terms of the PAIS team recommendations and the change programme, Dr Wright thought that the PAIS effort was very successful. It was made up of members of corporate teams as well as Sellafield Ltd representatives and produced a road map for improvement that the site is using to develop its improvement plan for Sellafield.
30. Effort has been put into bringing the entire organisation along, the executive want to ensure that everyone on the leadership team and all the employees at Sellafield understand the vision and how to achieve it because everyone plays a role in that.

31. Dr Wright reported that collaborative relationships have been undertaken with the regulators, which was important, as he had mentioned before as far as partnering is concerned the regulators have a role to play and Sellafield Ltd understand that. However it is also important to have that dialogue and free fall of information so that you are not talking to the regulator when there is an issue, but there is a free flow of information that is part of a regular dialogue and not only to alert them when something has occurred. Dr Wright thought it was very important to have a continuity of information as opposed to being discreet.
32. Referring to 'Conduct of operations' Dr Wright explained that it is a term used in NMP companies to describe how plants are systematically operated. 'Disciplined operations' is how Sellafield Ltd will run Sellafield as with any business. A high priority is put on conduct of operations, it is an important programme. It doesn't matter if it is an old facility or a newer facility the way you preserve and ensure operational efficiency and reliability is to run the plant correctly and to do that investment in the workforce and leadership teams is essential.
33. 'Extent of conditions review' Dr Wright explained is when a problem is found, the company look across the business to see if there is potential for a similar incident or type of activity to occur. Since NMP has been on site several of those have been undertaken and will continue to be until the point is reached where the site feels it has its arms around that totally. That still requires some work.
34. Referring to the new facility evaporator D, Dr Wright reported that it is more than just an evaporator it is a waste volume reduction facility, it is not just a vessel but a very elaborate facility that will be used to concentrate high level waste. Evaporator D is necessary because the existing fleet of evaporators are approaching the end of the remnant life following over 20 years of service and it is a logical addition and continuation to complete the mission activities at Sellafield.
35. EPS3 which is the Encapsulated Product Store, the third storage facility, was met a milestone ahead of schedule. Dr Wright stressed that although it could be described as only a roof pour it was a roof pour five weeks ahead of schedule and that is the kind of performance expected on an ongoing basis for all the work at Sellafield.
36. In terms of hazard reduction, Dr Wright reported that the pouring of the 5000th canister of high level vitrified waste at the end of May was a significant accomplishment, a huge accomplishment in terms of what the vitrification plant was built to do and how it is running and what it has accomplished in reducing the backlog of waste that is stored.
37. Dr Wright pointed out a photograph of B241 which was storing reprocessing sludge from over 50 years ago. At that time the knowledge for how to store waste was limited, it was stored in concrete tanks which would not meet the standards expected today. There was evidence of leakage in these tanks so the objective was to transfer it to a more stable form. That had been achieved last

month (June), with the transfer of material out of PS4 which is one of those tanks, successfully transferring that content into a buffer tank where now it is no longer in a condition where it can leak and where it can be moved safely into the encapsulation plants and isolated from the biosphere.

38. Referring to the next six months, Dr Wright reported that there will continue for a long time to be a focus on the progress of the high hazard facilities, in particular legacy ponds and silos. There is also going to be a re-vitalisation of asset care, he explained that when you talk about nuclear safety there is sometimes a tendency to focus on the facility that houses the hazard, however Sellafield is a highly integrated site and for it to work properly and to function, the nuclear facilities have to be connected by an infrastructure that shares the same predictability and reliability, so the prioritisation in maintainability of that equipment has to be able to support nuclear operations.
39. He reported that Stakeholders can expect and will get continued open and transparent reporting. He stated that the site would be aggressive with that.
40. Dr Wright went on to explain that 'Driving disciplined professionalism' is a part of 'conduct of operations', sometimes it is called culture change, but Dr Wright would call it culture enhancement. He reported that the workforce at Sellafield is excellent and 'driving disciplined professionalism' is adding to their skills. It is not saying that any skill is wrong it is building on the strengths that are already there.
41. Dr Wright reported that the site will be driving efficiencies. He felt there is a real opportunity to take the existing way of working and not compromising safety do things more efficiently and faster. Doing things more efficiently and faster does not mean that they are being done less safe. Dr Wright believed and had seen demonstrated that in fact sometimes it is advantageous to do that because the risk is being addressed earlier.
42. Dr Wright explained that in terms of delivering value for money the site has dedicated delivery teams, which is how the site has been organised from the directorates down. The site wants to accomplish having more mobility and flexibility, for example when a facility goes into an outage, and there may not be the same demand in that facility then move people from one facility to the next, and it will be working towards that as it is an efficient practice.
43. Dr Wright told the group that bureaucracy needs to be fit for purpose, which means having the right controls based on the hazard and doing the right number of reviews and not letting it be onerous to the point that it is counter productive.
44. Moving to discuss 'earned value' Dr Wright explained it was a project management term and that it is basically a way of cataloguing the value that you are delivering in a financial way so that the site can prove and demonstrate that it is making progress. Sellafield is a site and a business and it needs to be run efficiently and that is what the management team is there to do.

45. Paul Milne concluded the joint presentation by reporting that high hazard reduction remains one of the primary aims and the focus that it has from all parties makes it that way.
46. The ageing assets requires this, there will be investment within the life time plan ten against the assets because without them decommissioning and operations will not be able to be supported.
47. Since 2005 all Site Licence Companies have had to produce a life time plan every year. The one produced at Sellafield this year is completely different because it is going to form the contract baseline. To measure the SLC performance something is needed and the LTP 10 will form the contract baseline for approximately the first four years of the contract, so it has an increased importance to everyone.
48. Efficiencies is a word that gets branded about a lot at the moment but is very important, efficiency is an incentive in the contract that NDA has with Sellafield and so emphasises again the importance of the contract baseline. Improvement against the baseline will pay out of the basis of efficiencies again going forward, so efficiencies are very important to the contract.
49. Value for money is scrutinised at every opportunity, for the NDA this is usually by the National Audit Office. In these current times value for money is a very important thing that needs to be delivered on everything that is done.
50. Mr Milne concluded that he thought Sellafield was at a unique point which provided a real opportunity to build something different. A realistic plan and performance against that plan is needed. When talking about Sellafield the site needs to start talking about the positive things that are being done and the vehicle of the contract and the efficiencies allow that to be done. Mr Milne thought that there was an alignment that has never been had before between the principal parties and he thought it was a real opportunity to take things forward and to take stakeholders forward with them.
51. **Ron Hargreaves:** First of all congratulations on an awful lot of work that has already gone on, clearly you can see that. When you talk about high hazard reduction, will we be given some sort of quantitative statements as to what the hazards are, how high they are and by how much they have been reduced, I'm not looking for fine detail but even order of magnitudes would give something for people to get their teeth into and see what is happening, rather than yes we've reduced the hazards but is it by point 1 or 1000 or what? that would be very helpful in the course of time of course in these meetings.
52. **Paul Milne:** Yes is the answer to the question, I think one of the things that we certainly frustrated our own chairman by whenever we are asked how the performance is measured the response is usually 'we did this much work for this much money and we saved this much and the efficiencies were this' and I think developing the life time plan and a level one schedule that will flow from the life time plan will allow us to actually talk about milestones achieved and deliverables that people can understand. How much, was it good performance,

did it meet the plan did it beat the plan, so I think we have got to come a long way in terms of how we disseminate information out to the stakeholders. In terms of being more specific within certain reason of course, but being more specific and more directed towards milestones would be the way to go and that is certainly the aspiration.

53. **Todd Wright:** Let me add to that, I think it is also going to be useful to communicate not only when the reduction occurs but when a significant milestone that has been key to enabling that to occur within the next 6 months to a year as we pass through those milestones, I think it is an important part of communicating progress that its not just, yes we've got to this milestone that's come down 10% its important to see that were making progress along the way so there is information in between actually seeing it and what are the things along the way that are showing that the doors are opening and it is moving in that direction.
54. **Paul McKenna:** I think one thing I would be interested in is the money availability over the next few years to do all the things that everyone wants to see done. I think you have told us we are definitely going to see evaporator D completed is that for certain.
55. **Paul Milne:** Every meeting we go to Evaporator D does come up because of its significance to everyone involved. We took a bit of time towards the end of last year getting the new executive up to speed on evaporator D before making any real decisions and the NDA granted some interim sanction to allow that to happen. The full business case submission to government went a couple of days before half term towards the end of May and it achieved sanction by treasury last week so the money for evaporator D is in the plan and has now been approved by treasury.
56. **Paul McKenna:** Thanks, just on the same subject you mentioned the life time plan 2010 is in preparation. Will there be some indicative dates for clearance of these legacy ponds and silos, is it 20 or 30 years from now or will there be target dates in the future where if you got the money and the technology worked that those problems would be solved would that be in the 2010 plan?
57. **Paul Milne:** The issue with the life time plan is that very few people can read it because it is such a weighty document so we are undertaking an exercise to drive it into a level one schedule so it can be shared and those dates will be in it.
58. **Chairman:** It is our intention that when that is available then it will be available on the website also so we can watch for those key dates and key references coming up.
59. **Penny Hitchin:** Is there a date for the publication of the life time plan?
60. **Paul Milne:** 15th March 2010 is the date that it will be supplied from SLC to NDA.

61. **Chairman:** We looked at the investment in the ageing assets obviously the site has two sides to it, there is the decommissioning side which obviously the NDA takes a big interest in. Will there be investment in the assets to continue to support the commercial operations on the site, we hear a lot about the decommissioning but there is a lot of interest certainly in the local community about investment in the assets to support the commercial side.
62. **Todd Wright:** The investment in any facility has to do with its remnant life and its projected life, so the first thing that we look at is what are the safety implications and what has to be done to preserve and to ensure that facility can be operational and ensure its effectiveness and that's done irrespective of whether it is a commercial facility or not. Sellafield is an integrated plant some are commercial aspects but the overarching criteria that passes uniformly throughout the entire site is safety first.

AGENDA ITEM 2 – PAIS REVIEW

63. The Chairman invited Chris Darwin, Head of the integrated change programme for Sellafield Ltd to present the PAIS report.
64. Mr Darwin wished to give the committee an overview of the PAIS team process that has been undertaken on the Sellafield site over the last few months and how it is being taken forward into an improvement programme.
65. He explained that PAIS stands for Partner, Assess, Innovate and sustain. The key concept behind PAIS was to take advantage of some of the new parent company expertise. There are 65 people back from the various parent companies over for a period of about two months on the site. They were teamed up with the same number of people largely from the Sellafield site so experts from the parent companies, internal experts and people with experience of the Sellafield site were linked together with an aim of assessing most areas of the business and looking for innovations that could be made to take the business the next step forward.
66. The teams interviewed about 600 people across the site, they toured most of the facilities on the site and made approximately 5,000 observations which were recorded and made available as evidence to back up any suggestions or actions for improvements that were made.
67. 69 quite detailed innovations in total were identified. Those 69 recommendations were grouped into 12 topic areas. The team provided a report in April which cover 12 topic areas and provide a good deal of detail on suggested innovations, how those innovations might be implemented and what will be achieved by doing that.
68. Mr Darwin referred to one of his slides and highlighted some of the topic areas the team identified which included safety case management, engineering and technology management, conduct of operations and how the site carries out the maintenance on the facilities, how we put the plan together, the integrated site management that relates to how we put the life time plan together, how the site buys things using the supply chain, asset management, how support services and

functions are aligned within the business to provide functions that are actually delivering on the commercial operations and the risk reduction activities. There is a large, wide area of topics.

69. The team also identified 14 focus areas where there was some benefit for starting them quite early. In some cases if you can start topics early you can get some early benefits, for example procurement practices can be streamlined so less time is spent trying to buy things enabling items to be bought and used on projects earlier.
70. Some of the sanctioning processes for example that are used to grant the permissions to take projects forward could be streamlined enabling some early benefit from those.
71. Others on the list were areas where there were clearly some benefits to be had but it is going to take some time to get those benefits. The teams recommended starting these areas early engaging with stakeholders early to be able to get some of the benefits in future years, this included for example the safety case management processes or asset care, all areas that are going to take some time and effort so should be started early.
72. Mr Darwin went on to explain that those 14 areas as recommended have been assigned one of the executive team as sponsor to those areas. A programme manager has been assigned to take the recommendations and start to scope out and put those into practice on the site and that process is well underway. The site has identified what is going to be done this year on each of the 14 topic areas. Mr Darwin stressed that there was more to the change programme than just taking forward those focus areas, the overall aim of the change programme is to provide a step change in the site's capability to deliver accelerated hazard and risk reduction, whilst maintaining and improving the safety performance. This is being done by identifying a series of programmes and bringing them together under the umbrella of the integrated change programme. One of the key things in terms of that process is to have a focus on the benefits of implementing those changes.
73. Mr Darwin's role as the head of the change programme is to keep a focus on the five areas and strategic alignment such as are changes actually aligning to the overall business and are the things that we choose to do actually aligned to taking us in the right direction or are they taking us in a slightly different direction.
74. In terms of benefits, Mr Darwin explained that Sellafield is very good at processes and procedures, but sometimes will implement a new change and put a process and procedure in place but won't always stop and measure and see what can be gained from doing it or whether we achieved what we expected to achieve out of it, that is what was meant by benefits. The question had been raised earlier in the meeting about whether hazard reduction could be measured, Mr Darwin stated that there would be measures of hazard reduction and that is one of the key things that will be measured to ensure the site is actually getting what it thought it was going to get rather than just having a nice slick sanctioning process or a new procurement process is it actually helping with the overall business vision.

75. There are 14 programmes with the possibility of around 20 following the full PAIS output, so managing the interdependencies and risks between those programmes is important to ensure expectations are met.
76. The aim is to provide a simple, single plan of where the company is heading for all stakeholders so everybody can understand the objectives over the next one, three and five years, how the company will achieve those objectives and what stakeholders can expect to see over the coming months and years.
77. Another important aspect to the role is to look at the overall impact of change. There has been a lot of change within the company over the last two years in preparation for and the arrival of NMP as the new parent body. There is a lot more change still to come and the company need to ensure sure that it is monitoring the impact of that. Mr Darwin reported that it was being implemented at an adequate pace that everyone can cope with and ensuring it is not causing operational or safety difficulties just by the scale of changes that are being put into place. Part of Mr Darwin's team's role will be to monitor safety indicators and provide some feedback if it is felt that the rate and pace of change has gone a little bit too far in some areas of the business.
78. Moving on to talk about alignment to strategic objectives Mr Darwin reported that those strategic objectives are given by the NDA who receive their objectives from BERR, he reported that there are some departmental strategic objectives which are all about establishing a market for clean up in the nuclear market, reduction of waste, safe storage of radioactive waste, reduction of nuclear liabilities and delivering value for money.
79. Those have been translated by the NDA into their objectives which are all about best practice in terms of safety, security and environmental performance, delivering hazard reduction, risk reduction, progress in decommissioning, commercial operations, safe storage of waste and nuclear materials, so those have taken as the leads for the change programme and the team is currently trying to align everything that is done ensure the site is contributing to those overall objectives.
80. Sellafield Ltd's vision is to support and deliver the NDA's mission through safe sustainable world class performance, people, partnering and performance being a key element of that and also with a desire to become a workforce and site of choice for new missions in the future.
81. Mr Darwin explained that the team had produced a plan which is more detailed than the one, three and five year vision and he showed a slide highlighting the 5 key legs that support it. The overriding one being world class nuclear operations which includes what the site will do over the next 5 years to improve performance, ie: conduct of operations, behavioural safety, human performance. Another key stream that the site is working towards is hazard and risk reduction and efficient delivery of the current life time plan and future life time plans that will allow freeing up of money and resources to move across and deliver the hazard and risk reduction acceleration.

82. All of the above requires stakeholder support and requires enablers such as having the life time plan 2010 baseline; having the integrated change programme in place and having some of the programme structures needed to enable delivery and measures against delivery.
83. Showing a slide which summarised the one, three and five year vision Mr Darwin commented that year 1 is all about putting the enablers in place for accelerated delivery.
84. Referring to contract baseline Mr Darwin reported that it is a document that highlights where the site wishes to go and what goals are being set. Mentioning the level 1, he explained this is a high level milestone summary which can be used to share with the wider audience, the document pulls out all of the key things that people will expect to see and progress can be measured against.
85. For the first year there is a strong focus on nuclear operations, so it is building on conduct of operations, putting behavioural based safety programmes in place and human performance programmes in place to build on the safety and environmental performance currently available. It is about putting enablers in place for hazard reductions and focussing some of the change programme innovations particularly the legacy ponds and silos area as an early enabler to try and see if early benefit can be achieved from those particular areas and it is about continuing to drive for productivity and efficiency across the business so making best use of the assets; looking at how we deal with waste management activities, things like that.
86. At the moment 14 key areas have been addressed that cover about half of the 69 recommendations. The next phase by the end of July is to look at the totality of the PAIS recommendations and decide how to move forward with those over the coming months and years.
87. By the end of October the site hopes to integrate some of the other existing initiatives it already has such as safety improvement initiatives that have been ongoing for a number of years, there are some organisational changes that came out very early on following NMP's arrival on the site and there are HR programmes looking at some of the key things talked about earlier, ie: mobility, how can resources be utilised around the site where the work is and where will the site get the benefit, all of those things will be included by the end of October. Using that process, the site will also be looking at what things should be stopped to free up time and resources to make a real difference on some of the change programme activities and hazard reduction activities, so it is not only about finding new things to do but also about finding any things that can be stopped if appropriate. The aim is to have by the end of October a single integrated change programme that will run alongside a continuous improvement programme at each of the facilities levels so people will still be asked to look at their own workforce to see where can they improve what they are doing, where can they get more value and where they can cut out waste in their own facilities.

88. In terms of 'focus from benefits' Mr Darwin explained that what the site is trying to achieve is ensure that when a specific business change is put in, whether it be implementing a new process for planning work and starting work on a particular plant on a particular morning, how does the site understand how that fits into the overall objectives. There are a number of levels that can be tracked back through to those overall NDA objectives, following that you can then ensure that measures are put in place against all of those changes to ensure that the site is getting what it expected to get.
89. Mr Darwin summarised that what it really meant when taking all of the benefits talked about they boil down to, stakeholder confidence and support; hazard reduction and efficiencies. All of those three need to be working together such that you have stakeholder support, you can implement some efficiencies that allows the freeing up of the money, move some of the resources towards hazard reduction to enable delivery of early accelerated hazard reduction. This is what stakeholders want to see. People, partnering and performance is the key ways in which the site will deliver that.
90. **Chairman:** We are currently in year one, when does year one end?
91. **Chris Darwin:** 31st March 2010, end of the financial year.
92. **Peter Tyson:** with regards to safety, how often do you get the HSE involved in any changes that you make?
93. **Chris Darwin:** As part of the change programme we have been involving all of the regulators. A meeting had been held with regulators the day prior to the meeting talking them through the change programme. Any changes that will be made will be made after talking to and getting input from regulators. Regulators were also involved in some of the interviews that the PAIS teams conducted, so that input will come right at the start in terms of designing of changes we have a management of change process which will apply which again at certain levels will require specific regulatory input so right the way throughout the process we will be involving all of the regulators in the changes.
94. **Mark Foy, NII:** NII recognise that the change programme as it goes forward on the site has the potential to have major impacts both positive and potentially some negative impacts and ourselves and the Environment Agency and security regulators are well aware of this programme and are maintaining a continual oversight of it. We have also looked to use the PAIS work and reviewing practices and operations to see if we can actually get some of our concerns and issues that we've got on the site covered by the recommendations that the PAIS team make themselves, so that when that programme goes forward it does address our concerns and instead of the regulators looking to influence the site ourselves it is actually being done by the licensee, the site licence company in its programme of work as it goes forward.
95. **Paul McKenna:** You mentioned you were going to measure certain things and what has been looked at for quite a number of years now is the number of incidents on site say per annum and that has been reported through the liaison

committee. Do you feel confident going forward that the level of say level 1 and level 2 incidents per annum would at least stay the same or maybe slightly reduce once this is all implemented, do you have confidence in that?

96. **Todd Wright:** We expect to drive those down, but again, we have only been here six months and as I mentioned before when we find things we are going to report them. There is going to be a tendency to categorise them as a potential which may give the appearance that its higher than it is but I think until we are through that, I could not sit here and say what its going to be, but absolutely over time that is going to be driven down, that's the basis for the programme that's one of the reasons we are here and its an indication of where the plan is, but there are things that we have to do and implement that Chris has highlighted and for those to take hold and of course, sometimes some issues are legacy issues that you are just not aware of so its bringing all those to closure, but we expect it to go down.
97. **Paul McKenna:** It seems a very bold commitment, there are so many dynamic aspects and legacy aspects and you cannot have 100% total control over every activity and every minute thing over the years going forward. It seems just a look on those sorts of measures is tremendously ambitious to predict, I could see how you could predict that things wouldn't deteriorate to any great extent, but to predict that seems very ambitious.
98. **Todd Wright:** There are a lot of things that we haven't talked about that are already underway and part of the initiative is to get the entire workforce so that we are all working together towards the same things and probably the most important thing is the early identification of anything and we see that that is working well, we just need to optimise that so that we are able to continue to make sure we are capturing all the issues. As far as the boldness of the statement is concerned, boldness of the statement is our goal in what we expect to do and that's the driver for many of these programmes.
99. **Ron Hargreaves:** Regarding risks and hazards, the second presentation on the second slide for the legacy ponds and silos talked about risk reduction not about hazard reduction and then later on you seem to interchange the two and sometimes put them together. Recognising that there are differences, is it your intention that you reduce the risk in the legacy ponds and silos before reducing the magnitude of the hazard or is that just convenient chat without necessarily implying anything different between the two, I would just like to get some clarity because we have talked about this a lot prior to the inception of the new organisation and later and it still isn't clear to me precisely what is going to happen.
100. **Chris Darwin:** The slide that talked about the risk reduction was particularly referring to the first year so there is a recognition that in the first year we wouldn't get round to some of the hazard reduction acceleration that we want to do largely because what we are doing alongside that process is building the life time plan 2010 which will then inform some of the acceleration of hazard. So in year one it was focused around risk more than hazard and then in later years it is a combination of hazard and risk reduction.

101. **Ron Hargreaves:** I wasn't in any way trying to criticise, I was just trying to get some clarity in my own mind what precisely you are intending to do and it seems very reasonable to reduce the risk first because at least you can put a handle on that before you start shifting stuff around or whatever.
102. **Mike Davidson:** I am the Chairman of the Commercial sub committee and listening to everything this afternoon and especially it was emphasised to me when I saw the line that said a single plan with a consistent purpose. I'm starting to perceive quite seriously now that there is a conflict of interest on the site between decommissioning and hazard reduction on one hand and commercial operations on the other hand and I would like to ask if I may how this conflict is being managed. As a second point, stakeholders generally are quite knowledgeable people and you spoke about engineering the information you are going to give to stakeholders and I just make the appeal, don't engineer the information out of what you give us.
103. **Paul Milne:** There is a conflict at times between the decommissioning and the parts of Sellafield that are more operational and derive commercial revenue. One of the slides showed the NDA strategic objectives and maximising commercial revenue from the assets is one of them because on one hand that pays for some of the decommissioning, the split used to be about 50-50 from grant and aid funding and commercial revenue was how the NDA's budget was made up so it is something that I tried to outline, Sellafield is not just a decommissioning mission, it is a number of other things and maintaining the balance of them is part of the challenge that we have to manage.
104. **Shirley Williams:** I just wanted to comment on the engineering out of information, obviously when communicating across a broad range of stakeholders we recognise that there are layers of detail that different stakeholders will want, some people will want an overview and other people will want more detailed information and I think we need to be prepared to manage all of those levels and certainly Mike in the Commercial sub committee. The sub committees were established in order to allow for a deeper dive into issues such as commercial operations, so hopefully we structure in order to deliver that level of detail, but I would encourage people if feeling that your not getting sufficient level of detail, raise that with us because we can provide as much detail as you would like.
105. **Mike Davidson:** If I can just come back on the management issue, the management of the potential conflict; in a private sector industry the profits from that industry at least in part are used to support the plants and to take those plants forward, it seems to me that in our industry now, all the profits are being taken out of the commercial operations to support the decommissioning operations and I'm very concerned and I'm sure that other stakeholders are concerned as well that there isn't sufficient effort given to supporting the plants for the future operation and development of those plants and the processes.
106. **Todd Wright:** I'll give you the perspective from Sellafield Ltd, we have a business plan approach that addresses both, and I certainly understand and respect your question. First there is a degree of complexity that is involved but

also the final decision for those facilities is a government decision so what we are executing is the agreed plan.

107. **Paul Milne:** Not all the decisions being made at the moment are purely on the basis of decommissioning, we talked about evaporator D earlier and that was one of the projects that had everyone interested from the decommissioning element to the commercial reprocessing etc., so its clearly not only the decommissioning mission being supported and I think evaporator D is probably an example of where the other side is being supported. It is a balancing act and in terms of it going forward it will continue to be that way I'm sure. As Todd pointed out I think it's very clearly high up in the NDA's strategic objectives and remains there and until someone in government changes that, that will be the case.
108. **Todd Wright:** Let me add one more point, before November 24th last year, before we went through shared transfer, one of the things that we recognised is that we have to demonstrate success at Sellafield, be it commercial operations or be it decommissioning, because there are a lot of decision makers that are influenced by that, so our focus is to deliver and our first step is by doing that, and by doing that in a very convincing way it wont necessarily predict the actual outcome but it will make the quality of whatever that decision is much better.
109. **Chairman:** Thanks for that Mike and I think it did link back to the question that I asked earlier, that the stakeholders that we represent recognise that there needs to be key investment in the commercial operations and we spend a lot of time talking about decommissioning and as Mike chairs the commercial sub committee the jobs that are supported in this area are mainly through the commercial operations, 50% of the NDA's funding is coming from those operations and what we don't want to see is any cutting back of investment into those commercial operations when taking a long term view of that it can benefit the NDA by bringing in extra revenue for clean up at a time when government possibly wont be as keen to provide extra funding for cleanup.
110. **Chairman:** I think that your saying stakeholders have a key role to play in the future plan and obviously we would be quite interested in how soon and when that engagement process is going to start and how it is going to be communicated to the sub committees and to the main meeting so that we can programme that in and start to look into the detail of that.

AGENDA ITEM 3 – ENGAGEMENT MODEL : STRATEGIC DECISIONS

111. Brian Hough introduced himself and explained that he had worked for the NDA since July 2005.
112. Mr Hough wished to pick up on some of the comments that had been made and explain that NDA and Sellafield Ltd wanted to turn the complex, technical documents and reviews that had been reported on into a strategy for Sellafield that stakeholders can understand and can then hold the NDA, Sellafield Ltd and NMP accountable for.

113. In terms of partnering, Mr Hough emphasised that the work is truly being done in partnership with both the site and NMP. Within the communications arena NDA had been working in partnership with NMP since July last year when they were chosen as the preferred bidder, NDA worked with them through the process to last November, so in many respects as regards to developing partnerships, communication and stakeholder engagement has had a head start over a lot of other areas of the business.
114. Mr Hough reported that he personally works extremely closely with Iain Irving, Sellafield Ltd's Stakeholder Relations Director and his team.
115. NDA was established in April 2005 under the energy act and within a year published its first strategy, that strategy in many respects was a very quick explanation of what was in the energy act, what was in the white paper before that and it very much came from a view of what the industry, government and policy makers thought the energy act needed to deliver.
116. There is a legal requirement on the NDA to publish a new strategy every five years; that work is already well underway. Mr Hough thought this time there will be a big difference in what that strategy looks like with improved stakeholder engagement.
117. He continued that one thing it must do is make clear statements so that stakeholders understand exactly the direction that NDA is going in and why. Where there are particular financial needs for the delivery of key issues that are part of the new strategy NDA will need to underpin them by robust business cases, because looking at the national economy, unless there are very strong robust arguments for securing resources they won't be successful.
118. Mr Hough continued that NDA needs to ensure it takes all views into account, He thought the site stakeholder group as a group of people is indicative of the wide range of groups and interests that are interested in the industry and what is done at Sellafield. All those views need to be taken into account, so the NDA can listen, take views into account before finalising the strategy.
119. Hopefully by the time the new strategy is ready, not only will it be robust in what it says but stakeholders will have confidence that they have been engaged with and had an input into producing it and hopefully will be happy with the way final decisions have been reached.
120. In terms of the timescales involved, Mr Hough explained that April 2011 still sounds a fair way away but in the world of policy and working with government it is not.
121. For the NDA to get the strategy approved by government in readiness for 2011 it has to be at Westminster probably December 2010.
122. All major strategy and government policy documents have to have a statutory consultation period for the whole of the strategy itself, so that will start at the latest in September 2010 and run to the end of November, that will then give the

NDA a chance to build those final views into the strategy prior to it going to government.

123. The NDA strategy is quite complex not only is it dealing with complex sites like Sellafield it has to cover other sites such as Dounreay, the existing Magnox fleet of power stations and the research sites at Harwell and Winfrith. It has to deal with policies on the management of waste High, intermediate, low and very low, it has to cover issues on spent fuels, ie: what should be done with Uranium and Plutonium and how to ensure resources will be available, whether that is skills, facilities, enough money to deliver the strategy. There are a wide range of detailed issues that have to be built into the publication for the statutory consultation.
124. Mr Hough commented that it would be unrealistic to give stakeholders the document on 1st September 2010 and ask what they thought of it and expect stakeholders to absorb that extent of detail within that short timescale.
125. Because of that, the strategy has been broken down into 27 topics and 6 themes, Mr Hough reported that all of the detail is on the NDA website and NDA would be coming to future meetings with more details on that.
126. The 27 topics are all in different stages of maturity, some topics are already pre-determined by Government policy, some the NDA has already consulted on and finalised such as socio economics and skills and capability.
127. There are also other strategies which are live in consultation mode at the moment, two examples are the ongoing consultation on the use of Plutonium which following consultations over the past 18 months a position has been reached where credible options on various scenarios have now been sent to Government for consideration and decision. The other topic strategy which is very live at the moment is the major consultation on the Low Level Waste strategy that was launched beginning of June and runs until September.
128. As an example of a topic not yet underway, Mr Hough reported that NDA has not yet published any suggested proposals on spent fuel management strategy for the future, it is an area of work where NDA is working with regulators and others to decide the scope and potential scenarios before going into early engagement with the stakeholder community.
129. The 27 topics are all at different stages and the NDA will soon be publishing a road map that will list those 27 topics and highlight exactly what stage each topic has reached. Also at that stage NDA will be publishing two page summaries of what the topic is about, its potential impacts both generally and, for the Sellafield community and what those impacts will mean in Cumbria and at Sellafield. The NDA wants stakeholders to be able to make an informed decision about what topics they feel are important and need to be engaged on and to what extent. The NDA and Sellafield Ltd can provide support and information to enable stakeholders such as the Site Stakeholder Group, its sub committees or other meetings to have informed debates. In that way when consultation deadlines are reached stakeholders will be in a very strong position to make very valuable comments.

130. Every topic within the NDA has an owner and the NDA communications team is working with every individual to draw up engagement plans for each topic, some are a lot more detailed than others and the examples Mr Hough had given were areas where there are very detailed engagement plans both at a local and a national level. Mr Hough reported that it was very important for the local community to have the ability to make judgements as virtually every topic is likely to have an impact at Sellafield because everything that the NDA does, Sellafield has a role in it somewhere along the line.
131. Mr Hough reminded members that there is a section on the NDA website, that will be updated regularly and he hoped that it would become a very useful resource for everyone, not only to understand where NDA is at any given time but also to access all the background and the discussion papers and the minutes from the various engagement meetings.
132. Moving on to talk about 'site strategic specification' Mr Hough explained that it is very much a technical document. The NDA strategy defines for all the site licence companies across the country the way in which NDA expects them to approach their task of decommissioning and clean up. It is a very detailed, technical document and for stakeholders it is a very difficult piece of work to influence, but where you can influence it is by getting engaged on the individual topics because as already mentioned they will define the way in which that specification for work on site will be put together.
133. It is another area of work that the site and the NDA are working on together and there is a joint committee where the Chairmanship moves, one meeting from NDA to SLC and that ensures that there is a shared approach and an understanding of what that technical specification will look like. In terms of the lifetime plan and the baseline for 2010, Mr Hough said that the important thing to him about the life time plan is that it has to comply with the NDA strategy, it has to comply with the site strategic specification and stakeholders can influence the lifetime plan by getting involved in the topic summaries.
134. That is a joint piece of work that will be available for publication towards the end of the financial year. Mr Hough went on to say that every time discussions are held about what the future holds at Sellafield, two questions are nearly always asked those being 'what does that mean in terms of jobs?' and 'what does it mean in terms of socio economic impacts and socio economic support?'. There has been mention a number of times at WCSSG meetings and at sub committees the need to review the piece of work done a number of years ago that came up with figures of how many jobs are expected to reduce over the next 15 to 20 years.
135. The new baseline lifetime plan will give a starting point from which NDA can begin a new socio economic impact study for Cumbria. The NDA and Sellafield Ltd are jointly committed to financing the study and are beginning to look at the shape of what the study will look like. The aim is to complete the procurement for the study by early next calendar year, in readiness for the study starting early in the next financial year. This will give a much better indication than currently available as to how the changes that have happened over the last two to three, five years will impact the long term future. Mr Hough wanted to mention the approach to this study as it is often a question asked, especially as the new

lifetime plan is one of the grounding pieces of work that will provide essential data to get that new piece of work underway.

136. Changes to policies and priorities can affect work of course and Mr Hough explained that a strategy can only ever capture thinking at a particular moment in time, which is why the NDA has a statutory requirement to review it every 5 years. For example, although NDA has published the skills and capability strategy it hasn't stopped looking at it, it is being monitored and considered as to how it can be updated, adapted and improved for the ongoing changes in the industry.
137. Mr Hough referred to earlier comments from members of the committee about making sure that explanations are given at the right level in terms of what will be done at Sellafield. The high level one schedule which falls from the life time plan lays out milestones and objectives, NDA working with the site is looking at turning that schedule into some kind of document or publication that explains exactly what will be done at Sellafield over the next three, five, ten years. It will have in it the milestones, objectives and targets set out in a language that the most informed stakeholder and the wider general public can understand.
138. The NDA and Sellafield Ltd communication teams need stakeholders help in framing that document, they want stakeholders help to ensure it is a document that stakeholders can understand because NDA wants to come back to future meetings in years to come and use it as the document that stakeholders can hold the NDA and site to account on.
139. In summary the detailed road map and the topic summary that Mr Hough mentioned earlier should be available by the end of July. NDA is then keen to embark on a further round of awareness sessions, taking stakeholders through the engagement models in more detail and going through those various topics both through the sub committees and with the individual groups represented on the WCSSG. Anyone who is interested in the NDA and Sellafield Ltd coming to meetings either informally or formally were asked to contact Mr Hough.
140. It is hoped that by the end of July all the information will be on the NDA website which could be used as a very detailed resource to help stakeholders thinking. The detailed engagement plans for individual topics will then be published which will give a timescale that can hopefully fit in with meeting schedules of the site stakeholder group wherever possible.
141. **Paul McKenna:** You mentioned the six themes and the 27 topics, I can probably guess the higher activity wastes and geological disposal must sit in there somewhere in this document that will eventually be produced.
142. **Brian Hough:** Yes they do and those are the kind of topics that are already predetermined because there have been national debates on them and basically what the NDA is doing is implementing a strategy that is already in place, but yes those are in there.
143. **Paul McKenna:** The main reason I mention it is that that's crucial, I think you can go on for a number of years but eventually your extended mission to procure

the repository you've got to engage with the whole population of the region and nobody knows exactly the best way to do that at present but you could put it off and put it off for a number of years and do so much but eventually big questions have to be asked, like; can we assume virtually for definite all the higher activity waste is staying in the North West of England, (I'm not expecting you to answer this), the processes seem to have to come together eventually to my mind a couple of years from now, the separate strands, there is the work Copeland is trying to do, the work you are intending to do, the things that DECC is saying, they have all got to come to a cross roads at some point a few years down the line, because you can't keep every single option open forever, people have got to start saying something.

144. **Brian Hough:** My personal view as someone who has lived in Cumbria for a long time now and was heavily involved in the NIREX public enquiry many years ago is that if you look at the time scales both on the timing of the next NDA strategy, the Government's completion of its Managing Radioactive Waste Safely process and the selection of where the ultimate repository will be, you can see that hopefully within a couple of years time there will be a very clear final position on nuclear policy within the UK and I think everyone within the room would welcome that.
145. **Paul McKenna:** Even putting the site selection thing to one side for the minute, what a lot of people want to know tying into the jobs thing, if its staying in the North West of England there may have to be construction in major plants at Sellafield in 10, 15, 20 years from now that condition things, that ties in with jobs and so forth, these are things that you can't assume its policy decisions in London and elsewhere eventually to answer these questions.
146. **Brian Hough:** I think your right and I think that's why I stressed that whenever you write a strategy or plan it can only be based on what you know at that particular moment in time. For instance I think everyone has to appreciate that we can write a plan that says we will accelerate Magnox decommissioning because that's what the position was and the thoughts and desires were three or four years ago then you get three or four years down the road and priorities/policies have changed and you find that isn't the space that your in at that moment in time. But I do think that particularly from a Cumbrian perspective now, that with the introduction of NMP with everything that is going on with regards to the next NDA strategy and the MRWS process things seem to be coming together.
147. **Ron Hargreaves:** It seems to me that we are in what you might call interesting times because there are decisions to be made about siting of new reactors, what type of nuclear reactors. On Tuesday night in this very room there was a talk about the APR 1000 and Adrian Bull was quite clear that when Westinghouse built PWR's 'they buy where they build' was his statement, so he was talking about possibilities, so for example of having the fuel made at Springfields he said that the fuel in the AP 1000 could be up to 50% MOX so there are some very big questions there which are simply not answered yet and can't be because there are policy decisions and these will inevitably impact on your strategy.

148. **Brian Hough:** Absolutely and of course the NDA can only act within the guidelines laid down by Government within the Energy Act and that gives us the clean up mission. I think however it is probably worthwhile mentioning if we go back to one of Chris's slides that laid out the strategic objectives for the NDA you will have seen there secondary objectives about socio economics and mitigating the impact of decommissioning on the local community and that is very very high on the agenda for the NDA. If you look at the NDA's decision to make the land around Sellafield available to go into the Governments strategic siting assessment, that primarily on the basis that we have a responsibility to maximise the value of that asset for the UK tax payer and therefore if it is of interest to someone who wants to build new nuclear then its likely to be of more value to the tax payer, but again it also supports the aspirations in the main of the local community, so you will not see the NDA lobbying for new nuclear because that is outside of our remit, but we are extremely conscious that by making information available and through other actions we can support the aspirations of the local community.
149. **Ron Hargreaves:** Yes I think there are some decisions which only the Government can make which are things like recycling or reprocessing etc etc, which will inevitably impact upon your strategy all you can do is think about them, wait to see what happens.
150. **Brian Hough:** and from myself and Iain Irving's perspective if we have information the local community could use to make those very points then we are happy to share that, that is part of the openness agenda to try and ensure as much information is available for whatever views are coming from the stakeholder community. We will try and meet those questions and provide that information.
151. **Ron Hargreaves:** I think that's very reassuring, thank you.
152. **Mike Davidson:** More a comment than a question Chair, perhaps the time is coming for the Nuclear Decommissioning Authority to go back to Government and re-negotiate itself a new remit as the nuclear commissioning authority.
153. **Brian Hough:** We simply can't, but you as stakeholders certainly can.
154. The Chairman concluded that from what had been reported there is a far better approach, having been involved in a lot of the consultations that have been thrust upon stakeholders at the last minute and where a response is expected to some very complicated questions in a very short time stakeholder have always felt unable to give it the full credit it should get. With the information being broken down and the timescale being a lot longer it enables WCSSG to break it down and see which sub committees could best look at which subjects and which are better subjects for the full committee so hopefully this time we can get fully involved with the strategy and get a better understanding of what that means for the Sellafield site and get a better benefit for those Sellafield communities.
155. The Chairman thanked the presenters and all members for attending, he reminded members that the next meeting is on the 1st October which will be a scrutiny meeting and would be a lot more involved, the papers would be out in advance.

He told members to look out for the web alerts coming within the next few days and wished members a safe journey home.