Sellafield Ltd

Sellafield Ltd
Decommissioning Directorate
Report to the Decommissioning Sub Committee of the West Cumbria Sites Stakeholder Group.

Meeting Date: 10th September 2009, Cleator Moor Civic Hall and Masonic Centre.

Sellafield Decommissioning Directorate Report for the Decommissioning Sub Committee

Safety Reporting Statistics

As at the end of Period 4.

Legacy Ponds and Silos & Balance of Decommissioning

Type of Statistics	Legacy Ponds and Silos	Decommissioning Projects	Decommissioning Directorate
TRIR	0.12	0.44	0.19
No of Days Away Cases	1	0	1

Windscale

Type of	Safety
TRIR	**0.87**
Lost Time Accidents LTAs	**0**

Business Statistics

Legacy Ponds and Silos and Balance of Decommissioning

Type of Statistics	Legacy Ponds and Silos	Decommissioning Projects
Planned Cost of work 09/10	£310.6m	£82.3m
Cost Performance Index (CPI)	1.01	1.05
Scheduled Performance Index (SPI)	0.97	0.98
Performance Based Incentives (PBIs)	-18 PBIs set for 09/10 - 3 Achieved ahead of schedule and 1 on schedule -1 PBI is behind schedule. - 14 on target for completion.	- 9 PBIs set for 09/10 - 2 Achieved ahead of schedule - 7 On target for completion

Windscale

Type of Statistic	
Planned Cost of Work 09/10	**£42.4m**
Cost Performance Index CPI	**1.19**
Scheduled Performance Index SPI	**0.93**
Performance Based Incentive PBIs	**The Windscale site has a single NDA approved PBI for the 2009-10 Financial Year. This incorporates 6 partial fee earning elements predominantly in the final quarter of the year. The first element is not due for delivery until November 2009**
Environmental Objectives 09/10	**The Windscale site has 32 Environmental Objectives for 2009-10. The three scheduled for completion by the end of July 2009 were all successfully delivered**
Events Reported to NII/EA/OCNS	*****

*** Key Issue**

In March 2008 a nuclear materials accountancy anomaly occurred in the active handling facility on the Windscale site. Two small containers of nuclear test samples were shipped to Miscellaneous Beta Gamma Waste Store in error as waste items. This did not challenge the Conditions of Acceptance for Miscellaneous Beta Waste Store. A thorough analysis of site processes identified the route the containers had taken and one of the containers has been physically retrieved to verify these findings.

Directorate Information Update

- The Decommissioning Directorate is undergoing a number of structural changes. The Legacy Ponds and Silos (previously known as Zone 1) has been split into four programmes of work covering B30, B38, B29, B41. These programmes of work will be managed by Sellafield Ltd employees with some reach back personnel from the Parent Body Organisation to assist with delivery. Windscale is another programme of work within the directorate with the final programme of work including Land Quality, General Decommissioning and High Hazard Stack Removal (previously known as Zones 2 & 3).

- Windscale transferred from the Infrastructure Directorate to the Decommissioning Directorate on 15th August 09. Management of Change

assessments within the Sellafield Ltd and Windscale Management Systems were approved in accordance with License Condition 36.

The Windscale Operating Unit transferred as a whole and so the Windscale baseline is unaffected. The separate Windscale management arrangements will remain in place. The reporting lines previously in place transferred to the Decommissioning Directorate. This change was the first in a series which will take place over the course of the next two years with the intention to ultimately bring about the complete integration of Windscale and Sellafield sites under one Nuclear Site License and one management system.

- Work to address the recommendations of the PAIS Teams is well underway. Of 14 immediate action recommendations, four impact directly on the Decommissioning Directorate and a dedicated project team is managing the implementation of work to address these actions.

  A "Grey Beard Review" was recently conducted in the Decommissioning Directorate. This consisted of a review by industry experts with many years of experience in the nuclear industry and focussed on Directorate strategy by taking them a level further and addressing individual facility strategies and technology.

  The "Skunk Works" or "Advanced Development Programme Team", follows on from the Grey Beard Review. The Skunk works, a term first introduced in World War II by engineers at Lockheed Martin Corporation, is a small group of people who work on projects in an unconventional way, using out of the box thinking to develop solutions quickly with minimal management constraints. These solutions are then further developed according to usual business processes.

  Led by Harvey Handfinger, the team has been formed to look at the Decommissioning Directorate priorities and assess alternative strategies to be implemented to support these priorities. The skunk works team currently comprises 8 members from our parent companies (AMEC, URS Washington, Area) as well as team members from Sellafield. The team will develop as opportunities are identified.

  To date, the team have carried out plant visits within the directorate and have undertaken a series of briefings. The team are currently considering a number of opportunities for optimising the site's capabilities and technologies.

- A project strategic review has been undertaken to consider the projects within the Decommissioning Portfolio to ensure that the priority work within the Directorate is adequately funded and resourced to ensure successful delivery.

  As a result of this re-prioritisation, some projects in the Decommissioning Directorate will be slowed or deferred so that resource and funding can be redirected to priority high hazard projects.

- LTP 10 is seen as a key priority for Sellafield Ltd to provide the Contract Baseline for Nuclear Management Partners.

  It will show a 4 year detailed programme of work and then an outline programme for the remainder of the 17 year potential contract period. The

plan will be fixed for a 4 year period and Sellafield Ltd. performance will be measured against this plan.

Recognising the added importance of the plan this year, it is being produced in a different manner this year and centrally coordinated by the Site Strategy Team. The aim is to ensure that all of the work performed at Sellafield is targeted at delivering key strategic objectives and is demonstrably deliverable. This has also involved organising the work performed at Sellafield into a number of strategic programmes. For the Decommissioning Directorate these programmes reflect the proposed new organisational structure as previously detailed.

The LTP process commenced in early summer with major programmes reviews jointly held with NDA and regulators. This provided clarity on the programme objectives, identifying resources, indicative costs and schedule of delivering work as well as identifying key risks. These reviews have all been completed and an overall site level review is now being undertaken. Once agreed, the teams will then produce the detailed costed plans against the agreed strategic direction.
The draft plan will be produced by the end of the year allowing for review and approval prior to issue to NDA in mid March.

Key Deliverables & Project Progress Updates

Legacy Ponds and Silos

- The Magnox Storage Pond and Decanning Facility, has been identified as one of two pilot areas on site for the new projectisation process which was a recommendation of the PAIS review. Once the pilots are completed in December the learning from them will be used to assist in rolling out a projectised approach across the remainder of the site.

- A milestone to have an 'Integrated Letter of Compliance Strategy Available' was achieved a day early. The milestone acts as interim approval allowing disposal of waste that complies with the relevant conditions for acceptance to the NDA's Radioactive Waste Management Directorate repository. This is a key enabler for the disposal of encapsulated waste from the Sludge Packaging Plant.

- Desludging of Bay 11 in the Pile Fuel Storage Pond has recommenced, which gives confidence in hitting the PBI Target date of March 2010 and achieving a major step in hazard reduction.

- All three Bulk Storage Tanks have been installed in the Pile Fuel Storage Pond's Local Sludge Treatment Plant building in early July, three weeks ahead of schedule. The installation of the tanks is a major step forward for hazard reduction.

- The first phase of 10 replacement Beta in Air monitors has been completed in the Magnox Swarf Storage Silo with the installation and commissioning of the monitors. This work meant the achievement of a PBI

Decommissioning Projects

- The Land Quality Team has completed the site drilling programme which has led to the achievement of a PBI. This concludes a large programme of work which commenced in 2007. The information gleaned from this work will be used to calibrate and develop a model of groundwater flow on the Sellafield Site which will be used to underpin future land quality programmes of work.

- Radiological and Physical Characterisation of the Shear & Maintenance Cave in the Primary Separation Plant has also been completed ahead of schedule. This saw the achievement of a second PBI. All other PBIs are on schedule for completion in accordance with target completion dates.

- The team working in the Magnox Reprocessing Pilot Plant has achieved a milestone in completing the removal of the last structure in the facility – the plinth. The removal and size reduction of the plinth concludes a 10 year programme to remotely decommission the internal cells and structures of the laboratory.

- The team in the Caesium Extraction Plant have succeeded in fitting three closure plates to seal a hole which enable decommissioning work to recommence. The hole had prevented the team achieving the required levels of ventilation depression for safe operations. The plant was shut down until this work could be completed.

- The Separation Area Ventilation Project (SAV) is progressing well. The enabling project will allow ventilation streams to be diverted from existing stacks to the new facility and stack which will allow the decommissioning of other stacks within the Site's Chemical Separation Area. Construction of the new plant and stack will commence shortly with the sub station being completed this year (2009) the remainder of the construction work will be carried out in 2010.

Windscale

- The Business Case to store Pile 1 Fuel & Isotope 500-litre drums in the Encapsulation Product Store 3 (EPS3) has been endorsed by the ILW Steering Committee.

- Pile 1 Fuel & Isotope Removal Equipment trials for the Burst Slug Scanning Gear (BSSG)shear prototype have been successfully completed at the Moresby Parks facility. Stakeholders were invited to witness the trials being undertaken.

- Pile 2 has successfully removed the roof protection system. Approximately 6,000 timber batons have been removed which are now being stored prior to disposal.

- LLWR approval has been obtained for consignment of Windscale Advance Gas-cooled Reactor pressure vessel steels in pre-grouted blocks within ISO containers. This will significantly reduce the volumes of LLW consigned to LLWR.

- The Windscale Lifecycle Plan 2010 Build Review took place on 02 & 03 July 2009. The evaluation report highlighted that the Windscale Strategy was well defined and robust with no significant deficiencies. As a result Windscale received a 'green light' to go ahead and develop its planned work scope in more detail.

- All four probes from the 2 Neutron Source Containers (NSC) were successfully posted into the Active Handling Facility cave 11 via the new interlocked posting port. This represents partial closure on a major item of work in the facility, and on export to Miscellaneous Beta Gamma Waste store will be followed by a request to the NII for the resumption of routine neutron probe operations that will allow the facility to support MOD operations.