



West Cumbria Sites Stakeholder Group

West Cumbria Sites Stakeholder Group (WCSSG) Meeting Sellafield Centre Thursday 8th January 2009

Attendees:

David Moore	-	Chairman WCSSG
June Shield	-	WCSSG secretariat
Linda Shields	-	Sellafield Ltd
Sohail Ashraf	-	Health Protection Unit
Paul Shawcross	-	Prospect
Joe Clark	-	Prospect
Steve Bradley	-	Westlakes Scientific Consulting
Keith Bethwaite	-	Cumbria Fire and Rescue
D Williams	-	CNC
Sue Brown	-	Cumbria County Council
M Minogue	-	Member of Public
Jane Foreman	-	INS
Howard Rooms	-	Sellafield Ltd
George Beveridge	-	Sellafield Ltd
Ron Hargreaves	-	Site Stakeholder Group
Paul McKenna	-	Isle of Man Government
Harold Ashurst	-	Nuclear Management Partners
Bill Anderton	-	Nuclear Management Partners
Shirley Williams	-	WCSSG Secretary
Paul Mair	-	Sellafield Ltd
Bob Jones	-	Sellafield Ltd
A Armett	-	NDA
P Edge	-	NDA
Dave Weatherburn	-	NDA
Gordon McCullough	-	Studsvik UK
Brian Hough	-	NDA
Paul Milne	-	NDA
Mark Foy	-	NII
Colin Sharpe	-	West Cumbria Business Cluster
Alan Irving	-	Whitehaven News
Dick Raaz	-	LLWR
Penny Hitchin	-	UK Monitor
Stewart Kemp	-	CCC
Cath Giel	-	LLWR
Dennis Thompson	-	LLWR
Karl Connor	-	Sellafield Ltd
Peter Daley	-	Allerdale BC
Norman Clarkson	-	CCC



West Cumbria Sites Stakeholder Group

Ian Hudson	-	NDA
Mike Davidson	-	Allerdale BC
Michael Kelk	-	NDA
Susan Elder	-	NDA
Fergus McMorrow	-	Copeland Borough Council
David Humphreys	-	Cumbria County Council Emergency Planning Unit
Rosemary Dempster	-	Sellafield Ltd

The Chairman welcomed everyone and wished them a happy New Year. He explained the purpose of the meeting was to reinforce the remit of the WCSSG and its work programme. Today's meeting would set out the forward plans for NDA, Sellafield Ltd and LLWR Ltd, and the two scrutiny meetings would monitor progress against those plans. Detailed scrutiny of operations would be carried out in the relevant sub committees.

Ian Hudson, NDA – Developing Strategy in the NDA

Ian gave his presentation which can be found on the WCSSG website and explained that when the NDA's initial strategy was formed, the NDA had only just arrived; now after four years, the NDA are developing a new strategy which will be submitted to the Government at the end of 2010. The NDA also now has new responsibilities such as Low Level Waste strategy and Geological disposal. Ian recognised that the NDA needs to do a lot more work with stakeholders and will be consulting on NDA strategies.

The NDA's Strategy Management System has 27 topics which are at differing levels of maturity, some are of national significance and others more site specific. As well as leading to a new national strategy they will also feed into site strategies for both Sellafield and LLWR Site Licence Companies. NDA is considering how best to engage with stakeholders and the Site Stakeholder Group and its sub committees once detailed timescales are known.

The NDA is continuing its investment, £40-£50M, on their skills strategy. Energen is due to be completed at the end of March, accepting its first students in April and local contractors Thomas Armstrong have been employed in its construction.

Dave Weatherburn, NDA covered the remaining slides which covered Low Level Waste (LLW) strategy saying that the Government had passed the responsibility to the NDA for developing a national strategy for LLW.

The NDA will be holding quarterly meetings with consignors, regulators and operators. One of the aims of the strategy is demonstrable value for money and also best use of the repository by developing innovation. The schedule is for NDA to

secure LLW strategy endorsed by Government in December this year following public consultation from April through to June.

Ian Hudson, NDA went on to talk about the new site strategy for Sellafield which will have the ability to deliver the clean-up programme effectively while maintaining an effective relationship with the supply chain and stakeholders. This will align with an updated Lifetime Plan.

The NDA has updated its own Sellafield team in order to ensure that it focuses on delivery and working closely with the Sellafield Executive. Together they are carrying out a substantive review of the existing Lifetime Plan which will result in an update plan being available for the financial year 2010/2011. Some of the key projects will be Highly Active Liquor, asset management and legacy clean-up.

Reviewing a Life Time Plan has implications, in terms of work and numbers of employees, so the review needs to be carried out while focussing on the socio-economic plan. The review will include engagement with stakeholders.

There is a busy year ahead with lots to do, however the NDA regards the role of Site Stakeholder Groups as very important for obtaining community views and is looking to continue to build this relationship.

Q. Ron Hargreaves asked whether New Build at Sellafield was part of the NDA's remit. He commented that in his view decommissioning is a way of clearing debts and closing the sites down. He also asked about the future use of nuclear material.

A. Ian Hudson replied that it is strictly outside of the NDA's remit but had a role to play in making best use of its assets i.e. land. With regards to future use of nuclear materials, the NDA would have to work with Government if they were to change policy.

Ian mentioned the skills strategy again, stating that the NDA first talked about this three years ago and now we are seeing things happen.

Ron Hargreaves commented that he couldn't see anything coming from the NDA that would help Government change policy and he felt that the NDA is not feeding back to the Government, given the urgency surrounding energy supply.

Ian Hudson replied that the NDA has to stay within UK Government policy.

Stewart Kemp commented that there is a great deal of interest in what the future of Sellafield is.

Ian Hudson replied that it is going to take up most of next year to come up with a five year Lifetime Plan and that it was important to have early dialogue.

George Beveridge commented that the Life Time Plan (LTP) development will be carried out in a series of phases and that Sellafield Ltd will be focussing on the next financial year to ensure that there is enough funding to support the work that needs to be done. By March 2010 funding for the following five years will have been established, and the LTP 2010 will be based on strategy from the NDA.

Q. Paul McKenna asked whether there was any indication of an announcement on the future of SMP.

A. Ian Hudson replied that the exact timing around any announcement on SMP is not known, but he took an action to find out.

Q. Regarding plans for the long term storage of High Level Waste, is the area around Sellafield being considered for underground disposal?

A. Ian Hudson replied that the Government is holding a consultation process asking for interested parties to put forward expressions of interest. Allerdale and Copeland and possibly Cumbria County Council have expressed an interest.

Q. Didn't the public enquiry in the 1990s prove that the geology around Sellafield was flawed – it is therefore pointless to consider it again?

A. Fergus McMorro commented that Copeland has expressed an interest in taking part in the national process and a partnership has been set up to look at this. The whole area of Copeland will be looked at.

Q. Paul Shawcross referred to the NDA's presentation stating that the NDA has new responsibilities i.e. LLW Strategy and Geology strategy, there have already been funding issues, so how does the NDA intend funding these new responsibilities?

A. Ian Hudson replied that the NDA is concentrating its funding on higher hazards and additional funding would be expected from Government to cover new responsibilities.

Q. Paul Shawcross commented that the nuclear industry is now broken into silos and he asked how the NDA could adopt a consistent approach.

A. Ian Hudson replied that the NDA has good links to the National Stakeholder Group and leads into other national discussions. In terms of strategy the NDA has a formalised process; in addition the Government has set up an Office for Nuclear Development which held its first meeting in September 08 and the NDA is a participant.

George Beveridge, Sellafield Ltd



West Cumbria Sites Stakeholder Group

George introduced himself as Deputy Managing Director for Sellafield Ltd and gave apologies for Bob Pedde, Managing Director, who unfortunately could not attend.

George's presentation explained the three parent companies that comprise Nuclear Management Partners (NMP). NMP second management into Sellafield Ltd and provides valuable reachback expertise from the three parent companies.

George went on to talk about the vision for the Sellafield sites, which was developed during the competition process. People, performance and partnering are the three key themes, and the aim is to become the site and workforce of choice for potential new missions.

The 'day job' is to achieve the NDA's mission, i.e. reduction of high hazards and safety is the number one value and number one focus. The focus on safety will only increase as time goes by.

Partnerships with regulators, employees, stakeholders etc are extremely important and need to be effective – if Sellafield Ltd can deliver world class performance while maintaining strong partnerships, then potential new missions will be possible at Sellafield.

George talked about Sellafield Ltd's values and how they determine behaviours. The values are very important and the new management team regularly discuss them and are keen to be held accountable.

The management team will develop a really robust skills plan that will develop the right skills going forward and will encourage individuals to reach their full potential.

The management team will not be rushing in, without listening – listening is something they are doing a lot of. They are prepared to admit to any mistakes and they'll be honest about any mistakes made and will learn from them; they will also learn from things that go well. They will deliver what they say they will deliver, when they say they will deliver it.

With regard to the management team's approach of People, Partnering and Performance, if the first two are in place, i.e. the right people and established partnerships, then the third (performance) will happen. Performance will be monitored and reactive actions will be taken where required.

The management team is prepared to invest in skills and will need to put the right support in place. The mix of skills that will be needed going forward, will change.

George explained that the roles and responsibilities at Sellafield are fairly clear but they are also quite complex. The new management team will look at how to simplify

these roles. As missions come to an end and new missions come along, there will be a greater need for flexibility.

In respect of Partnering, a sound collaboration is developing with the NDA and very shortly the NDA and Sellafield Ltd will be looking to engage with stakeholders to develop the socio-economic plan.

With regards to Performance, the new management team want to invigorate behavioural based safety, using Human Performance, which is a useful tool. One of the main issues surrounding operations on site is consistency; to address this, best practices from the three parent companies will be introduced in order to 'raise the bar'.

During the next three months, all the major projects at Sellafield will be reviewed, there is a lot of work to be done and the 19 new Executives will provide enough capacity to drive the changes that are needed. The Executives want to be visible both on the site and off.

George went on to talk about the '100 day plan' that the new management team has introduced which is to engage and energise the workforce, customer and stakeholders with an initial change programme. There will be weekly safety walk arounds and safety focus groups, but priority will be given to getting all of the new Executive in place.

The Executive has introduced PAIS teams (Partner, Assess, Innovate, Sustain). These will be a key mechanism for accessing experience. The three parent companies have world renowned experts in their various fields, and Sellafield will benefit from that. Experts will be brought in to work with experts within Sellafield; they will work together and review various areas of site, fine tuning them and changing them if necessary. The PAIS teams will begin mobilising toward the end of January and will operate for a period of 2-3 months; with about 60 people coming in and out. At the end of this period, output from the PAIS teams will be developed into a schedule of proposed changes.

George closed his presentation by reiterating the new team's commitment to openness and transparency both from Nuclear Management Partners and from Sellafield Ltd, saying that it was the right and only way to work.

Q. Paul Shawcross asked with regards to the PAIS teams, what the timetable was for feeding back the findings to key stakeholders.

A. George Beveridge replied that it would most probably be at the end of March/ beginning of April.

Paul Shawcross commented that this would tie in nicely with the next scrutiny meeting of the WCSSG.

Joe Clark expressed concern about the 100 day plan, saying that he was looking for some sort of measure i.e. where did the Site Licence Company start at the beginning of the 100 day plan and where will it end up at the end of the 100 day plan.

George Beveridge explained that the management is currently looking at what measures are in place now compared to what will be needed to take the business forward. The target is that by the end of March they will be very clear on the measures that need to be in place. Success at the end of the 100 day plan will be a validated control change plan.

Joe Clark commented that within the PAIS teams, the core areas that were mentioned did not include operations.

George Beveridge explained that operations are included in delivery, which is one of the core areas that the PAIS teams will be covering.

Dick Raaz & Dennis Thompson, LLWR Ltd – Life Time Plan 08

Dick Raaz began by wishing everyone a happy New Year. He explained that the Life Time Plan (LTP) 2008 was approved by the NDA last year and it covers how they intend to operate the LLWR site and help the NDA establish a Low Level Waste national strategy.

Dick committed to providing details of project milestones that would be achieved. The objectives are to make sure that decommissioning e.g. at Sellafield, would not be impeded by lack of space at LLWR. Stakeholders will be able to score LLWR Ltd on how they execute their LTP.

LLWR Ltd has developed the LTP and has its workforce 'on board' and will extend the life of the LLWR facility by 20 years. LLWR Ltd recognises the community is very interested in understanding potential impacts i.e. safety, working conditions etc and Dick asked that if any stakeholders heard of anything that they felt was not right, with regards to the LLWR, then they should ensure they make this known. Stakeholders should hold LLWR Ltd accountable.

Dennis Thompson introduced himself and talked about LLWR's mission of optimising the approach to LLW management by developing a national strategy for LLW, safe management of LLWR so that treatment and disposal routes are available and helping consignors so that the right waste goes to the right place.

He expressed the importance of implementing the waste hierarchy to ensure that only LLW is sent to Drigg, thus extending the life of the repository.

With the development of the Life Time Plan (LTP), the most difficult issue was that they only had three months to do it. They invested 8000 man-hours and there are 57 projects within the plan. Some of the key assumptions are that authorisation will be granted in 2013 with sufficient radiological capacity to develop the site; approval for specific innovations will be granted ahead of the Environmental Safety Case; and that the existing side railings can support operations without the need for a second rail siding.

Some of the key elements within the LTP are that while the bulk of PCM has been removed, there is still residual PCM that needs removing. Consignor support is also a key element and LLWR Ltd is working together with some 20 consignors. Vault 9 is a key project, as is the development of a national LLW strategy.

Some of the projects within the Lifecycle overview are four LLW vaults (9 – 12), operations continuing until 2070, vertical drains being installed and final handback to the NDA on 29th April 2080.

Within the LTP, which covers five years, some of the targets are again Vault 9, the Environmental Safety Case being submitted by 2011, 8 innovation projects to be developed over the next 10 years, and re-usable containers to be introduced by 2010.

As LLWR Ltd goes through the LTP, they will hold themselves accountable and will monitor their actual costs and their aim is to keep costs below the original baseline budget, while completing more work. They hope to accelerate work as their objective. The first year is difficult but as business systems are put in place, they hope to see efficiencies increase.

Q. Gordon McCulloch commented that a few years ago there was concern over beach erosion and asked whether global warming had been taken into consideration?

A. Dennis Thompson replied that this was part of the Post Closure Safety Case

Dick Raaz – the Post Closure Safety Case is the issue that LLWR Ltd must deliver successfully, it is a very important component of LLWR's work. Great progress has been made and LLWR Ltd has committed to brief Cumbria County Council on coastal erosion. LLWR believes that coastal erosion is manageable and they will come back to stakeholders with a safety case presentation.

Q. Ron Hargreaves asked whether consideration had been given to coastal erosion affecting the railway line between Sellafield and LLWR – it could be that in the next ten years, the line could be challenged.

A. Dick Raaz replied that LLWR are definitely looking into this.



Paul Shawcross commented that the slide which showed what the costs would be against the work completed seemed very ambitious and that he hoped that LLWR would achieve it. If it was achieved then this would mean LLWR achieving more fee. Paul then asked whether LLWR Ltd were committed to spending some of that increased fee, back in the community.

A. Dick Raaz replied that LLWR had committed £30K in year one and they have pledged to increase that amount, if they were to achieve additional fee. However, they want to ensure that community activities are aligned with what Sellafield Ltd/NMP/NDA are doing and so they are concentrating on getting a well developed socio-economic needs document prepared, which matches the needs of the community to what is available and then to deliver it.

Q. Joe Clark commented that on the project where he works, on the Sellafield site, estimates have been made as to how much waste is being sent to LLWR; but if LLWR is aiming to accept less LLW, then the various projects will have to carry out more work segregating the various waste streams. There is an accelerated decommissioning plan which will mean large amounts of waste being generated.

A. Dennis Thompson replied that this is the reason why LLWR Ltd is working closely with consignors on the waste hierarchy and how best to segregate waste. The outcome should be lower costs for Very Low Level Waste.

Dave Weatherburn, NDA, commented that a key project is an Integrated Waste Strategy (IWS) which will be a starting point to improve upon and as the new Executive team become involved, the IWS will be optimised and integrated; however there is still a lot of work to be done.

George Beveridge added that one of the PAIS teams will be looking at waste management and they would be rigorously implementing the waste hierarchy. It's not quite joined-up yet, but it will be.

Joe Clark commented that if various projects on the Sellafield site have to 'work' the waste more, then the dose factor will increase.

Dick Raaz replied that there has been a lot of progress on the assay side of things and that LLWR Ltd is working very closely with every waste generating site.

Shirley Williams, WCSSG Secretary – Shirley thanked the main presenters who had set out their scope of work which the WCSSG would scrutinise in the future. Detailed scrutiny of site operations will take place via the various sub committees of the WCSSG.

The WCSSG has a role supporting the NDA/Sellafield Ltd and LLWR Ltd with their decision making processes. The NDA is committed to engagement and is working on



West Cumbria Sites Stakeholder Group

a timetable of key decision points. Sellafield Ltd is carrying out a similar process and will be talking to the various councils about their timetable, to help them understand where and when the decisions are being made.

By the summer, there should be a clearer forward plan of decisions affecting the industry in West Cumbria, and the WCSSG will use this as a tool in its work in the community.

David Moore thanked the speakers for their presentations and everyone for attending; he then closed the meeting.