



Sellafield Ltd

Sellafield

Integrated Strategy for Sellafield

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Sellafield Mission

The mission to manage the income generating commercial operations as well as to place Sellafield in a safe passive state focussing on the clean up and remediation of the Site, thereby reflecting the full scope of the approved NDA Strategy¹

¹ Source: Sellafield 2008 LTP, Site Introduction 35.0.08 Site Strategy Overview

Sellafield Ltd Vision

The Sellafield SLC and its people will achieve the NDA-assigned missions through safe, sustainable, world class performance and open, transparent partnering with all stakeholders to become the site and workforce of choice for potential new missions

Scale of the mission

- 11,000 employed today, nearly 100,000 manyears over next decade
- £7.6bn spend in next 5 years
- £57.8bn lifetime spend
- Capital programme of over £8bn
- 120 key facilities and £27M annual rates bill
- Over 12,000tU spent fuel still to be managed
- 79,000m³ of ILW for disposal
- 740,000m³ of LLW for disposal
- An individual in the critical group for liquid discharges for the next 32 years would receive a cumulative dose of 165µSv – equivalent to ~6% of one year's average background radiation exposure

All data consistent with Sellafield 2008 LTP

The need for strategies at Sellafield

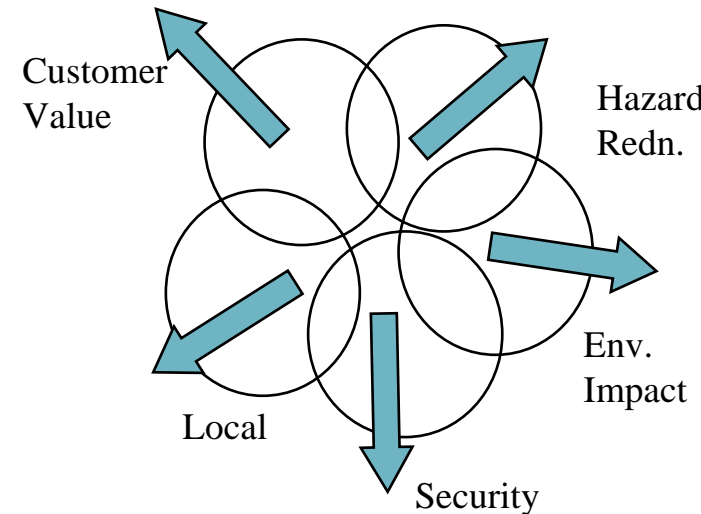
- Consistent decision making.
- Provide quantified options.
- Interconnected complex decisions analysed.
- Conflicting demands on assets.
- National and site priorities.
- Transparent decisions.
- Timely decisions.
- Integrated waste strategy.
- Quicker, cheaper, better.

What is the Integrated Strategy for Sellafield

- Integrated strategy to put all nuclear material into a safe state
 - It does not foreclose options on the future use of the site or site end states
 - It is robust to issues of national policy
- Aligns with the NDA strategy
- Covers all areas
 - Production (Magnox, Thorp, SMP, POCO)
 - Clean up (Retrievals, Decommissioning, Waste, Ground)
 - Cross site (Infrastructure, Effluents, Land Management)
 - Resources (plant capacities, costs, people, discharge limits)
- Recommendations, Required Decisions and Governance

Key stakeholders and scenario drivers

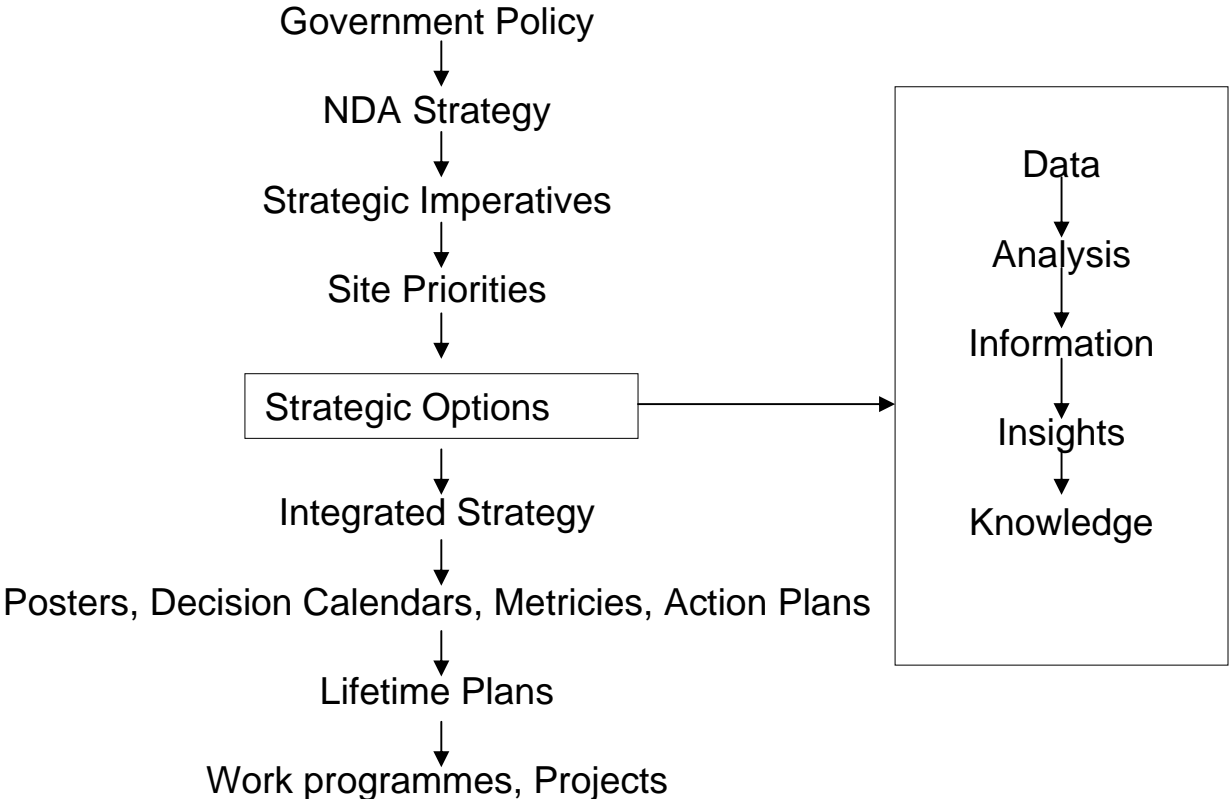
- Increasing Customer Value
- Hazard Reduction
- Minimise Environmental Impact
- Enhancing Security and control of nuclear materials
- Enhancing the Local economy and Environment of West Cumbria
- Many areas of common interest - but individual drivers generate different priorities and timescales for the remediation of Sellafield



Sources of NDA objectives/imperatives

- Cm2919 and updates
- 1998 UK Civil Nuclear Policy including Plutonium
- Cm5552 Managing the Nuclear Legacy
- Energy Act 2004
- Statements by the Secretary of State
- Managing Radioactive Waste Safely
- NDA Strategy – approved by HMG
- Etc...

How have we put the strategy together?



General principles

- Strategy is owned at the higher level
- Strategy is enacted through cascaded imperatives/guidance
- Delegation defines the degrees of freedom for delivery that are acceptable within the strategy
- Matters of “how” that are for the “controlling mind” that do not affect other areas are delegated
- Delivery programme is owned at the lower level
- Delivery is reported upwards and monitored at the higher level (against specified strategic milestones)
- Anticipated variances to the “delegated power” are reported up and also to key regulators
- Conflicts between imperatives/guidance from different strategy areas are resolved through prioritisation and/or referenced back up to the Strategic Mind

Factors that are considered in prioritisation and scheduling

- Hazard potential of legacy inventories (NDA SED score)
- Fault mechanisms, release fractions and consequences
- Building condition, longevity and possible future deterioration
- Regulatory, stakeholder and contractual commitments and concerns
- Utility customer requirements/constraints
- Revenue
- Cost of delay – asset care etc.
- Supply chain and obsolescence
- Loss of key skills and resources
- Scheduling logic and plant capacity

Site Priority order

HAZARD REDUCTION

HAL stocks hazard reduction
Magnox Swarf Storage Silos retrievals
First Generation Magnox Storage Pond retrievals
MOP wetted stocks reduction
Pu, Pu residues re-storage

Floc Storage tanks retrievals and treatment

PCM improved storage

Separation Area Head End Plant decommissioning
Pile Fuel Cladding Silo retrievals
Pile Fuel Storage Pond retrievals

OPERATIONAL

Maintain safety & security
of nuclear material

MOP wetted stocks reduction

Ensure ability for ongoing
receipt of AGR fuel

THORP repro contracts
(ref revenue income)

Return overseas Pu (ie SMP)

Levels of Strategic Governance

- National/HMG (e.g. CoRWM guidance, energy policy)
 - Integrating national policies/programmes/interactions
- NDA (e.g. Pu, Magnox Operating Programme, disposals)
 - Integrating across the NDA estate
- Sellafield Executive (e.g. Highly Active Evaporators, use of SIXEP, role of Box Encapsulation Plant)
 - Integrating across Sellafield; issues significantly affecting allocation of ASFL
- 3 directorate Strategy Review Groups (e.g. pond storage, product forms)
 - Integrating within a directorate
- Specific Strategy Review Group (e.g. Pu storage, Magnox Swarf Storage Silos strategy)
 - Reviewing within a specific area where the progress/decisions do not affect other areas
- Plant/project level (Project delivery strategy)
 - Where variations to progress do not affect the overall strategy