

WM2016 Conference Panel Report

PANEL SESSION 13: UK Featured Country - Legacy Site Decommissioning and Cleanup, the Reality

Co-Chair: **Graham Jonsson, NDA (UK)**
Michael Rosenfeld, UKTI

Panel Reporter: **Angie Jones, Amec Foster Wheeler**

Panelists:

1. **Peter Lutwyche, Sellafield Programme, UK NDA (UK)**
2. **Tom Foster, Chief Decommissioning Officer, Sellafield Ltd (UK)**
3. **Victoria Winspear-Roberts, Superintending Inspector, Office for Nuclear Regulations**
4. **Martin Grant, Acting Director, Atkins (UK)**
5. **Myrian Wood, Acting Director, UK NNL (UK)**
6. **Stacy Charboneau, Manager, Richland Operations Office, US DOE**

Opening Remarks by Co-chairs

- Graham gave general introductions of the panelists and overarching objective of panel
- Michael Rosenfeld gave an introduction of the importance of conference and with UK as featured country with over 100 representatives here from UK

Peter Lutwyche, Sellafield Programme, NDA

- Shared what NDA is and what they do with the scale of operations
- Spend public money so driving value in all they do is a priority
- Setting strategy via the UK Energy Act reviewing it every 5 years
 - This is supported by operating plans
 - Set strategic targets
- Shared the achievements in past 10 years - savings derived from target contracts, life extension of Wylfa and Oldbury, and reduced overheads
- Collaboration is a must to share lessons learned

Tom Foster, Chief Decommissioning Officer, Sellafield Ltd

- Shared Sellafield 70-yr history and decommissioning sites to be dealt with
- Legacy ponds and silos
- Use leader learner approach for these unique sites
- Decommissioning challenges
 - Getting it right on urgency
 - Difficult prioritization and sequencing
 - High stakeholder demands
- Decommissioning strategies
 - Decommissioning of high risk/high hazard facilities is priority
 - Practical implementation and decommissioning mindset
 - Requires support and engagement of workforce, client, government, and regulators
 - Application of ALARA is critical to making progress

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Victoria Winspear-Roberts, Superintending Inspector, Office for Nuclear Regulations

- Decommissioning of Sellafield is a national priority and is ORNs priority
- Regulatory approach at Sellafield evaluated if they ORN was a reason for delay?
 - They looked at other influencers that slowed down progress
 - Identified what got in the way of progress identifying the barriers they had created
 - Reduced the number of programmes
- Identified six government bodies that had some oversight responsibilities to Sellafield which formed the G6
 - This group evaluated the processes
 - Better alignment
 - Improved clarity on stakeholder drivers
 - Accelerate risk and hazard reduction
 - Momentum
 - Recognized that this is the
- Made the point that EA and ONR are independent regulators
 - Decide what they are going to do and how
 - But get together on common goal and shared stakeholders

Martin Grant, Acting Director, Atkins

- Shared an overview of his company. Atkins - engineers that manage and build stuff
- Look at cost, time, savings with good people to deliver under sometime of contractual framework
- Was out of the nuclear industry after 20 years and is impressed with progress in some areas and shocked of things that have yet to occur
- Three topics of discussion
 - Safety - nuclear industry is leader in safety performance and culture; this sometimes gets in the way as we look for "perfect" solution when a "good" solution would have been adequate and safe
 - Innovation - fantastic progress in nuclear industry and covered in three areas:
 - Scientific
 - Engineering
 - Commercial
 - Procurement - not sure our procurement models work well in the nuclear sector

Myrian Wood, Acting Director, UK NNL

- Shared a brief overview of NNL
- Role of R&D in helping delivery to simplify the process and avoid over engineering the solution due to pessimistic assumptions
- Stressed the point that R&D funds are usually cut when budgets are tight but must consider the savings when applied appropriately
- Gave example of innovation taking INNOVUS technique for retrieving scallops from the bottom of ocean to retrieving sludge from bottom of radioactively contaminated pond
- International collaboration is important and does not always flow through the NNL as private companies also do this
- University R&D are a key part of NNL Hub - focused on decommissioning and waste management

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Stacy Charboneau, Manager, Richland Operations Office, US DOE

- Spoke of recent trip to Hanford by John Clarke and Peter Lutwyche which all benefited from the compare and contrast of challenges and solutions
- She shared overview of Hanford cleanup -and three components - River Corridor, Central Plateau, and Tank Waste
- Explained the regulatory tri-party agreement put in place in 1989 - state, federal, DOE
- Similar challenges to UK
 - Cleanup mission and waste streams
 - Delivering of taxpayer value
 - Share similar contractors and skill needs
 - Priority on safety, security, and risk reduction
- Contrasting challenges to UK
 - Annual funding for US versus long- term funding for UK
 - Geography - space and on-site landfill in US
 - Language we use varies in UK and US though it is talking about the same thing
- Opportunities to collaborate
 - Technologies
 - Technical approaches
 - Management approaches

Question and Answer

- Graham asked if we are getting the value for money for decommissioning
 - Peter feels there needs to be better engagement with the supply chain required to delivering the work
 - Consistent delivery of output given our high regulated industry; other regulated industries are making it happen like pharmaceutical market
 - Martin gave a contractor perspective that said he pulsed his colleagues and found the only one similar industry was Department of Defense
 - Need accountability through KPI with relationship based procurement
 - Don't need a complicated procurement to marshal the supply's chain
 - Victoria expanded on this saying the barrier of uncertainty has caused huge delays in decommissioning
 - Stacy added that risk reduction must be a priority and start sooner thus echoing what Victoria statement of managing uncertainties
- Audience member asked about supply chain as noted as priority to panelist; she shared that the use of framework contracts stifle innovation as SMBs are shutout for sharing ideas
 - Tom shared that the framework contracts (DDP) allows for relationships to form over 10 years but could see the point of SMB though it should be possible to engage with framework contractor to share innovation
 - Stacy shared the US Small Business goals used by federal government to drive use of these which can be difficult to meet but does bring innovation
 - Peter shared NDA approach for value of money using framework contracts though the government is now looking to impose use of more SMB
- Question on treatment of pond sludge which
 - Tom advised they are opting for hazard reduction by removing the sludge and packaging for storage as opposed to direct treatment.
 - Storage for future treatment/ disposal for risk reduction

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- Tier III supplier gave a view of Dounreay and Sellafield with one being very easy to deal with and one almost impossible stressing there is a need for engagement with supply chain to improve procurement strategy
 - Peter answered that the NDA are taking a critical look at themselves to see what needs to change to improve delivery with support of the full supply chain
 - Peter said they are listening intently to the supply chain to understand these needs and what they can do to improve the situation
 - Martin added that he would like to have input from SMB as a framework contract holder as it is required for his success.