

## **Nuclear Decommissioning Authority Strategy 2**

**EXECUTIVE MEMBER:** Councillor Elaine Woodburn  
**LEAD OFFICER:** Fergus McMorrow  
**REPORT AUTHOR:** Steve Smith

### **Summary and Recommendation:**

The Nuclear Decommissioning Authority (NDA) is commencing a process to review its strategy for publication in March 2011. A detailed consultation process will commence in September 2010. It is recommended that the NDA be invited to a future meeting of the Nuclear Working Group to make a presentation on the future strategy and its implications for Copeland and West Cumbria.

## **1. BACKGROUND**

The Nuclear Decommissioning Authority is responsible for setting the strategy/policy which governs the decommissioning and clean up of the UK's civic public sector nuclear sites. Its current strategy was published in March 2006 and under the requirements of the Energy Act 2004 the strategy must be reviewed at least every 5 years. The NDA propose to consult on a draft strategy 2 through 2010 to enable a revised strategy to be published in March 2011.

Attached is a copy of a short presentation which identifies;

1. The scope of the NDA strategy
2. The strategic themes and process for generating the final draft document
3. The approach to consultation and publication
4. Milestones and key delivery dates

## **2. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)**

- 2.1 None other than Member and Officer time

## List of Appendices

Appendix A – Scope of NDA Strategy

### **CHECKLIST FOR DEALING WITH KEY ISSUES**

Please confirm against the issue if the key issues below have been addressed . This can be by either a short narrative or quoting the paragraph number in the report in which it has been covered.

Impact on Crime and Disorder	None directly
Impact on Sustainability	Yes significantly
Impact on Rural Proofing	None directly
Health and Safety Implications	None
Project and Risk Management	None
Impact on Equality and Diversity Issues	None
Children and Young Persons Implications	None
Human Rights Act Implications	None
Monitoring Officer Comments	
Section 151 Officer Comments	

Please say if this report will require the making of a Key Decision    NO

Sharon please file

# Scope of NDA Strategy

Theme Editor – John Inkester	Theme Editor – Paul Gilchrist	Theme Editor – Phil Davies	Theme Editor – S Balmer
Exec Director – Adrian Simper	Exec Director – John Clarke	Exec Director – Richard Waite	Exec Director – J Clarke

<b>SITE RESTORATION</b> Non NDA Liability Management: Peter Brooker (Chris Kaye) Site End States: Anna Clark Land Quality Management: Anna Clark Clean-up & Decommissioning: John Inkester (S Rhodes)	<b>NUCLEAR MATERIALS MANAGEMENT</b> Plutonium: Paul Gilchrist (M Hough) Uranium: Paul Gilchrist (C Rhodes)	<b>SPENT FUEL MANAGEMENT</b> Magnox Fuel: Paul Gilchrist (C Rhodes) Oxide Fuel: Denny Fox Exotic Fuel: Denny Fox	<b>INTEGRATED WASTE MANAGEMENT</b> Higher Activity Wastes: James McKinney Lower Activity Wastes: Matthew Clark Non-Rad & Hazardous Wastes: Matthew Clark	<b>BUSINESS OPTIMISATION</b> Land & Property Management: David Atkinson Revenue Optimisation: Michael Glass
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<b>CRITICAL ENABLERS – GROUP 1</b>				<b>CRITICAL ENABLERS – GROUP 2</b>				<b>CRITICAL ENABLERS – GROUP 3</b>					
Skills & Capability	Socio Economics	Public & Stakeholder Engagement	International Resilience	HSSE	R&D	Knowledge Management	Asset Management	Transport & Logistics	Funding	Contracting & Incentives	Supply Chain	Sam Dancy	
Nigel Cousins	Jonathan Jenkin	Ruward Griffin	John Matheson	Aran Rac (D Urquhart)	Melanie Brownridge	Stuart Hunt	John Inkester (North City)	Serve Dillon (INS)	Martin Letchin	C Frankland	Phil Trevena		
Topic Editor – Bob Churchill				Topic Editor – Melanie Brownridge				Topic Editor – Ron Gorham					

# Strategic Themes

- **Site Restoration**  
Strategy for the remediation activities required to deliver a site or facility that has ceased operations through to the site end state – *Return to societal use*
- **Nuclear Materials**  
Strategy for the safe management and ultimate disposition of UK owned plutonium and uranic materials
- **Spent Fuels**  
Ensure all fuels are managed in a safe and secure way for the lifecycle of the fuel – Magnox, Oxide & Exotic fuels
- **Integrated Waste Management**  
Strategy to optimise waste management solutions – Lower & Higher activity waste, Non-Rad wastes
- **Business Optimisation**  
Optimise the use of NDA assets, including land and property, to maximise net benefit to the taxpayer
- **Enabling Strategies**  
Strategies required to support delivery of the above – such as HSSSE, transport, skills, socio-economics, etc

# Strategy Management System (SMS)

STAGE 0 – Research The Strategic Case Identifying and scoping the need for change and any envisaged risks and issues	STAGE A – Credible Options The Economic Case Part I Determining the Credible Options to effect the change	STAGE B – Preferred Option The Economic Case Part II Assessing and selecting the preferred option (and potential Plan B) irrespective of affordability and deliverability	STAGE C – Approvals The Financial, Commercial and Management Case Approving the preferred Strategic option and demonstrating option deliverability
<p>Gate 0 Topic Strategy submission</p> <p>Revisit and revalidate the Strategic Case and Economic Case Parts I and II</p> <ol style="list-style-type: none"> <li>Topic background and context</li> <li>Current situation</li> <li>Current situation OR is there a current strategic direction? Why not?</li> <li>The aspirational outcome from making the change and the benefits</li> <li>Scope and boundaries of the proposed topic strategies and limits of scope</li> <li>What constraints exist – Policy, time, regulations etc?</li> <li>Identify risks, issues, concerns, key assumptions, including consequences of pursuing the change of direction or new direction</li> <li>Identify stakeholders</li> <li>Plan for delivering the Topic Strategy – internal and external resources and SMS Gate timescales</li> </ol> <p>Optional – List of potential options</p>	<p>Gate A Topic Strategy submission</p> <p>Revisit and revalidate the Strategic Case</p> <ol style="list-style-type: none"> <li>Topic background and context</li> <li>Current situation</li> <li>Current situation OR is there a current strategic direction? Why not?</li> <li>The aspirational outcome from making the change and the benefits</li> <li>Scope and boundaries of the proposed topic strategies and limits of scope</li> <li>What constraints exist – Policy, time, regulations etc?</li> <li>Identify risks, issues, concerns, key assumptions, including consequences of pursuing the change of direction or new direction</li> <li>List of potential options</li> <li>Initial screening criteria applied to list of potential options, reflecting constraints detailed in (6). Summary of work undertaken to identify Credible Options</li> <li>Strategic Options Diagram (SOD) capturing initial screening criteria and resulting Credible Options</li> <li>Plan for delivering the Topic Strategy – internal and external resources and SMS Gate timescales</li> <li>Stakeholder engagement plan</li> <li>Communications Plan going forward</li> </ol>	<p>Gate B Topic Strategy submission</p> <p>Revisit and revalidate the Strategic Case and Economic Case Part I</p> <ol style="list-style-type: none"> <li>Topic background and context</li> <li>Current situation</li> <li>Current situation OR is there a current strategic direction? Why not?</li> <li>The aspirational outcome from making the change and the benefits</li> <li>Scope and boundaries of the proposed topic strategies and limits of scope</li> <li>What constraints exist – Policy, time, regulations etc?</li> <li>Identify risks, issues, concerns, key assumptions, including consequences of pursuing the change of direction or new direction</li> <li>List of potential options</li> <li>Initial screening criteria applied to list of potential options, reflecting constraints detailed in (6). 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Why not?</li> <li>The aspirational outcome from making the change and the benefits</li> <li>Scope and boundaries of the proposed topic strategies and limits of scope</li> <li>What constraints exist – Policy, time, regulations etc?</li> <li>Identify risks, issues, concerns, key assumptions, including consequences of pursuing the change of direction or new direction</li> <li>List of potential options</li> <li>Initial screening criteria applied to list of potential options, reflecting constraints detailed in (6). Summary of work undertaken to identify Credible Options</li> <li>Strategic Options Diagram (SOD) capturing initial screening criteria and resulting Credible Options</li> <li>New studies in the Management Case in Chapter 6</li> <li>Credible options – Assumptions</li> <li>Application of Value Framework attributes and metrics (Mandatory for driving Topic Strategies)</li> <li>Credible options short list</li> <li>Apply non-VF attributes – other factors?</li> <li>Select preferred option and contingencies</li> <li>Present sensitivity analysis and strategic balances</li> <li>Present stakeholder engagement undertaken, including SLCs</li> <li>Impacts of GSEA conclusion</li> <li>How to Contact Delivery</li> <li>What are the options for contracting delivery of the Preferred option? What are the options for contracting delivery of the Contingency option (if strategic balances) were breached?</li> <li>Submit the Strategic Case to the Delivery</li> <li>What are the financial implications and cost of implementation? Are there any funding implications and constraints? What options exist for securing funding sources?</li> <li>NDA's, EMEA, contract delivery</li> <li>NDA delivery management arrangements?</li> <li>Current stakeholder position and forward engagement plans?</li> <li>Forward Communications Plan?</li> <li>Independent peer review findings and recommendations?</li> <li>Proposal for Strategy change control</li> <li>High-level delivery plan, resources, milestones and delivery risks</li> <li>Strategic balances, risks and mitigating actions</li> <li>Proposed benchmarks and metrics to measure benefit realisation</li> </ol>
CHAPTER ONE	CHAPTER ONE	CHAPTER ONE	CHAPTER ONE
CHAPTER TWO	CHAPTER TWO	CHAPTER TWO	CHAPTER TWO
CHAPTER THREE	CHAPTER THREE	CHAPTER THREE	CHAPTER THREE
FOUR	FOUR	FOUR	FOUR
FIVE	FIVE	FIVE	FIVE
SIX	SIX	SIX	SIX

**SMS Gate Deliverable Requirements**  
Version v01  
August 2005

**Additional Notes:**

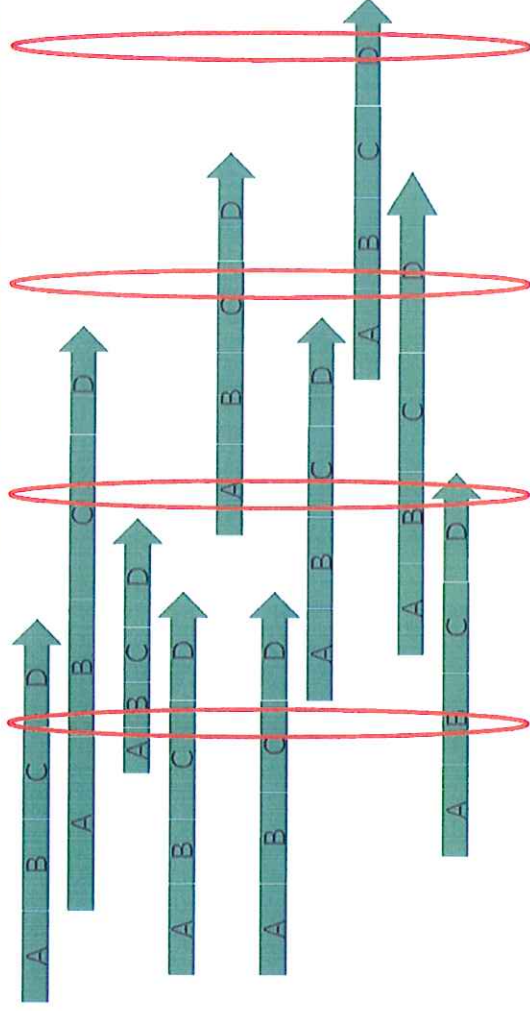
- The Topic Strategy Paper versions a, b, c etc are for indicative purposes only.
- Use references, appendices and underpinning documents and use the Topic Strategy Paper to summarise the work done to date and the plan going forward.
- There may be an iterative loop between the Economic Case prepared in Stage B and the Financial, Commercial and Management Cases prepared in Stage C, which may lead to a number of credible options becoming the preferred option.

Topic Strategy Paper – Version 'a'

Underpinning documents  
Eg. Credible Options Paper

Handover to Delivery

# Position by Strategy II publication



**Energy Act 2004**

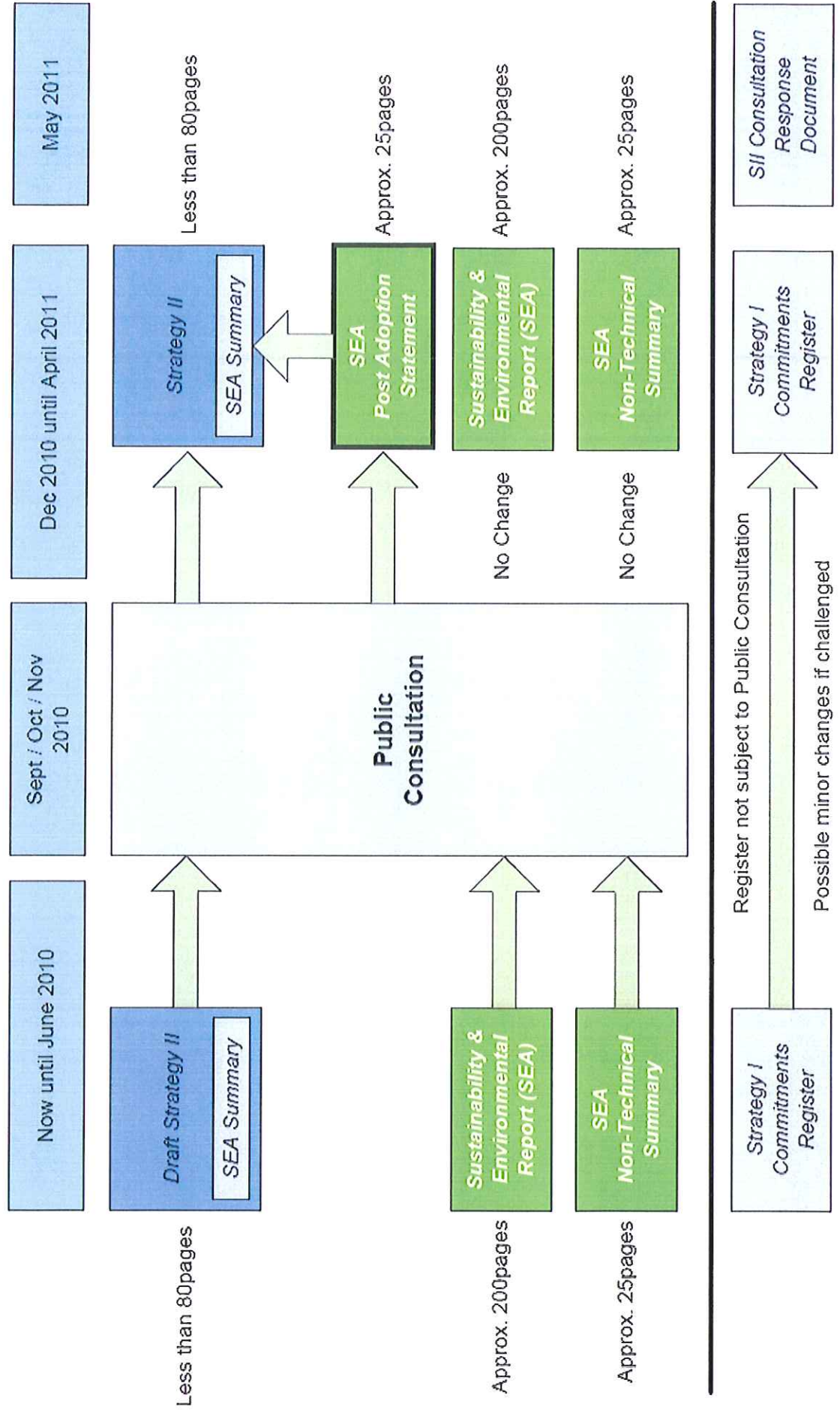
*Revise & publish  
NDA Strategy at  
least every 5 years*

*..... it's a snap-shot*

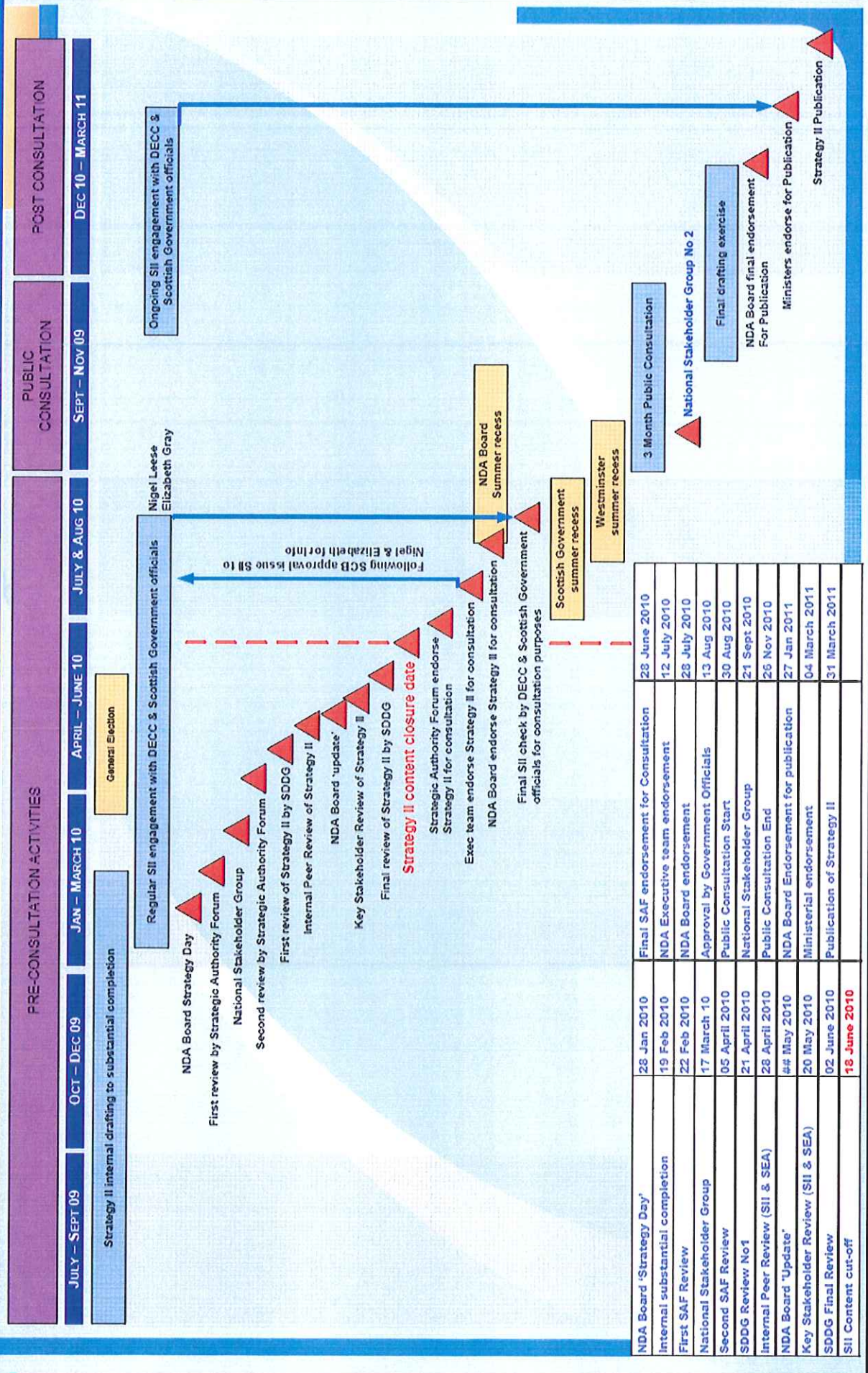
- **Site Restoration** D&CU principles and priorities, interim & site end states, waste management hierarchy
- **Nuclear materials** HMG Plutonium policy decision, options for Uranics
- **Spent Fuels** Credible options for spent fuel management
- **Integrated Waste Management**

Solid Low Level Waste strategy published April 2010  
Options for Higher Activity Waste

# Strategy II Approach to Consultation / Publication



# Strategy II Programme milestones





# Key Delivery dates

- **Strategy II content closure date**      **18<sup>th</sup> June 2010**
- **Consultation start date**                      **1<sup>st</sup> September 2010**
- **Consultation end date**                          **24<sup>th</sup> November 2010**
- **Strategy II publication**                          **31<sup>st</sup> March 2011**

# Typical Planned Engagement

- **All key stakeholders**  
12week consultation period  
Two NSG meetings
- **Nuclear Regulators**  
SDDG monthly meetings
- **Local Authorities**  
NuLeaf meeting 20<sup>th</sup> April, London  
SCCORS late May &/or Early Oct
- **Site Stakeholder Groups**  
Roadshow during Sept / Oct
- **Trade Unions**  
Strategic Forum 3<sup>rd</sup> June 2010
- **SLCs / PBOs**  
Partnering events
- **Input to the “UK Decommissioning & Waste Management” conference**  
Rheged, Penrith, 2<sup>nd</sup> & 3<sup>rd</sup> November 2010