

## NDA Draft Strategy

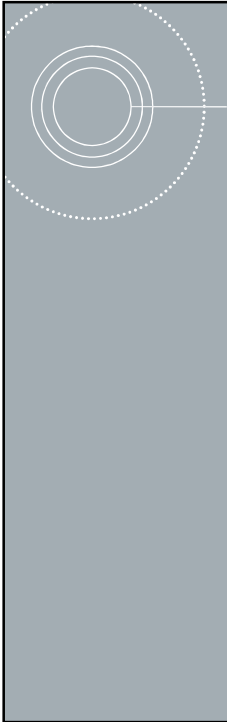


## Strategy Development

- Energy Act 2004 requires us to review, update and consult on our Strategy every 5 years
- The updated strategy will
  - set the context of our journey and mission priorities
  - be a stock take of where we are with our strategy development
  - be used to inform our requirements which will be developed into site plans by our SLC's
- Specific operating targets are identified in our Business Plan

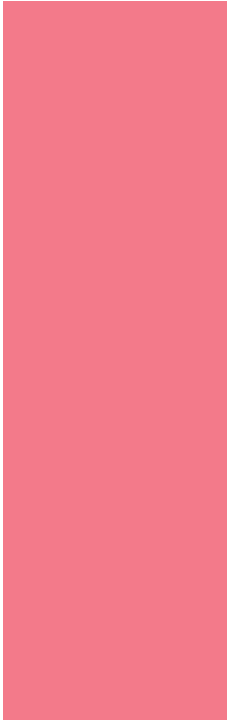
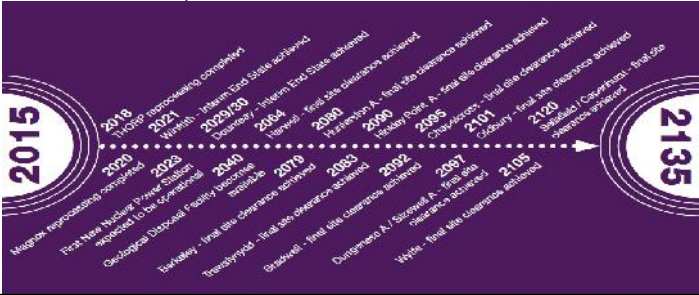


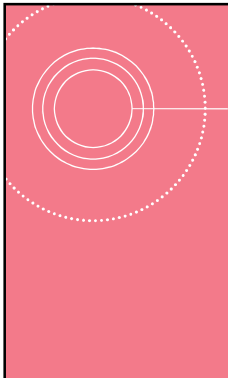
Energy Act 2004



# Strategy Development

- We are reshaping our stakeholder engagement & consultation plan
- We have published our draft strategy as part of our engagement process and your comments are welcomed
- The formal consultation period will start in January 16
- Benefit that our draft Strategy will be informed by the Government Spending Review and key priorities on Sellafield
- National Stakeholder Event postponed until the formal consultation period

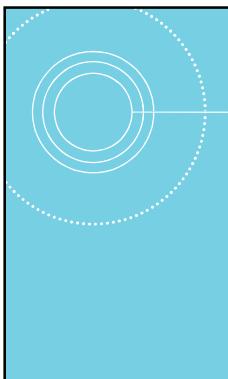




## Site Decommissioning and Remediation

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- This is the driving strategic theme and all other strategies support or enable its delivery
- Proportional Regulatory controls and a desire for similar approach to in-situ management are key
- Need for understanding of the broader factors that influence spend e.g. it's not just all about hazard
- Need for understanding of end state near term affordability vs long term cost trade off



## Spent Fuels

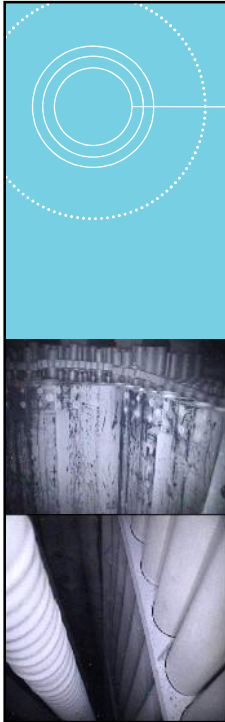
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### Objective:

To ensure safe, secure and cost-effective lifecycle management of spent fuels.

### Three Topics:

- **Spent Magnox Fuel**  
To ensure the safe management and disposition of spent Magnox fuel, completing Magnox reprocessing as soon as practicable
- **Spent Oxide Fuel**  
To ensure management and disposition of UK owned oxide and overseas origin fuels held in the UK, and to complete THORP reprocessing as soon as practicable
- **Spent Exotic Fuel**  
To ensure the management and ultimate disposition of all our exotic fuels, developing options for those fuels which cannot be effectively managed through our routes for Magnox or oxide fuels



## Spent Fuels

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- In the next five years we expect that the THORP and Magnox reprocessing plants will complete reprocessing
- Completion of the reprocessing programmes represents a major milestone in our long-term mission
- There are risks however that mean we could reprocess less than the scheduled amounts before operations cease
- It may simply not be possible to reprocess all of the fuels that are currently scheduled to be reprocessed
- We will develop options and contingency plans in the event that our reprocessing facilities cannot fulfil their commitments
- By having these options available we will be able to bring the reprocessing programmes to a timely conclusion and ensure the continued safe and cost-effective management of the remaining fuels
- We will continue engagement with government, regulators and stakeholders before finalising future strategic decisions



## Nuclear Materials

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### **Objective:**

To ensure safe, secure and cost-effective lifecycle management of our nuclear materials.

### **Two Topics:**

- **Plutonium**  
To ensure the safe and secure management of separated plutonium stocks held by the NDA and to support the government to develop its preferred approach for putting separated plutonium in the UK beyond reach
- **Uranics**  
To ensure the management and disposition of our uranics inventory



## Nuclear Materials

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- Nuclear materials are held at a number of sites in the UK.
- We have decided to consolidate at Sellafield plutonium stocks currently held at Dounreay. All significant stocks of civil plutonium will be stored at Sellafield and we are also consolidating storage of some uraniums at Capenhurst
- The priority for UK government is to provide a solution that puts the vast majority of UK held plutonium beyond reach.
- In 2011 government proposed to pursue reuse of UK civil separated plutonium as Mixed Oxide fuel (MOX) . We are continuing to support government in developing strategic options for the implementation of this policy. In the meantime we will continue to implement our strategy of safe and secure storage
- We aim to reduce the hazard and improve the security associated with continued uraniums storage, particularly deconversion of tails hex at Capenhurst.
- We will continue to evaluate the most appropriate disposal options for any uraniums where reuse is not viable



## Integrated Waste Management

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### Objective:

To ensure that wastes are managed in a manner that protects people and the environment, now and in the future, and in ways that comply with government policies and provides value for money.

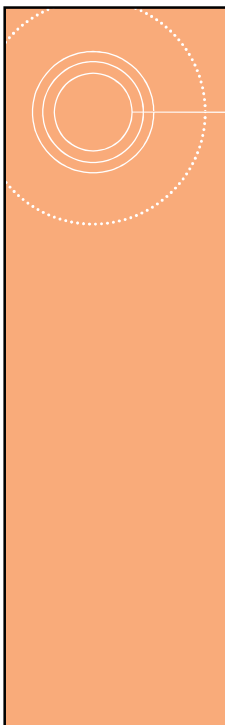
### Three Topics:

- **Radioactive Waste**  
To manage radioactive waste and dispose of it where possible or place it in safe, secure and suitable storage, to ensure the delivery of UK and devolved administrations' policies
- **Liquid and Gaseous Discharges**  
To reduce the environmental impact of radioactive liquid and gaseous discharges in accordance with the UK Strategy for Radioactive Discharges
- **Non-radioactive Waste**  
To reduce waste generation and optimise management practices for non-radioactive wastes at NDA sites. This includes hazardous and inert wastes



## Integrated Waste Management

- Effective waste management is an essential requirement for the delivery of our mission and is a significant part of our programme.
- The waste hierarchy needs to be considered as part of a lifecycle approach to the management of waste
- Supports key risk and hazard reduction initiatives by enabling a flexible approach to long-term waste management
- Moving towards a single radioactive waste strategy
- Waste management routes across the estate can be optimised:
  - Opportunities at the boundary between waste categories, e.g. ILW to LLW
  - Making best use of current and future planned waste management facilities
  - New treatment and alternative disposal options



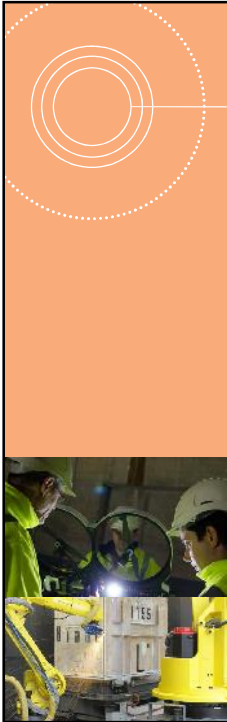
## Critical Enabler: Health, Safety, Security, Safeguards, Environment and Quality (HSSSEQ)

### Objective:

To reduce the inherent risks and hazards of the nuclear legacy, by proportionate application of contemporary standards and improving environment, health, safety and security performance across the NDA estate

### What's changing?

- HSSSEQ is identified as a priority, but we need to further embed it as a value in NDA decision making
- Leadership:
  - Work to develop safety/security/environment culture
  - Year on year, self driven improvements at all sites
  - Benchmarking HSSSEQ performance against the best in the business
- Support the mission:
  - Promotion of good practice; work on programme ALARP
  - HSSSEQ-driven improvements to Estate infrastructure
- HSSSEQ is underpinned by our Assurance through, monitoring, intervention and recognition
- Quality is a contractual requirement



## Critical Enabler: Research & Development

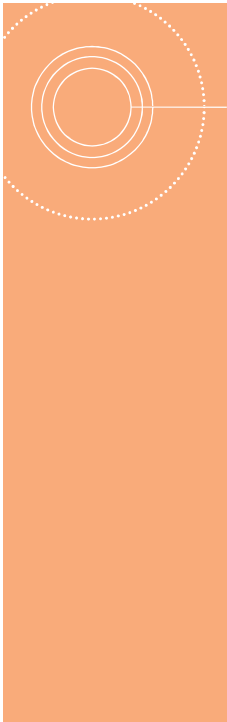
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**Objective:**

To ensure that the delivery of the NDA's mission is technically underpinned by sufficient and appropriate Research and Development.

**What's Changing?**

- Development of NDA Research Board
- Collaboration with Innovate UK
- Collaboration with EPSRC
- Publication of the UK's Nuclear Industry Strategy
- Increased focus on SME agenda
- International nuclear decommissioning R&D

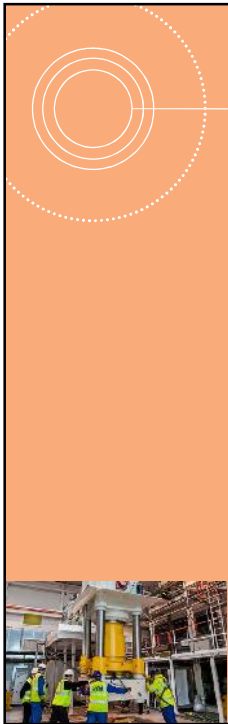


## Critical Enabler: People

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**Objective:**

To ensure that the NDA, its subsidiaries and the estate can attract and retain the necessary skills, diversity of talent and capability to deliver the NDA mission efficiently and effectively through leading the estate-



## Critical Enabler: Asset Management

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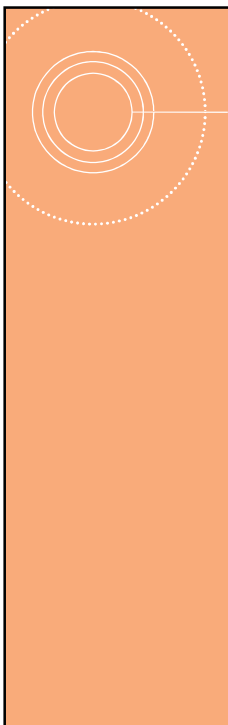
### Objective:

To secure reliable, value for money performance by making the best use of UK assets thereby enabling delivery of the site end states

### What's changing?

Tactics changed to focus on opportunities to:

- Develop approaches to better inform asset management decisions and strategies
- Consider UK assets as an opportunity to optimise delivery
- Unify asset information to enable consistent strategic decisions,
- Devise and implement a common asset management competency framework to support the skills and socioeconomic agendas,
- Facilitate nuclear industry specific asset management guidance,
- Learn from decommissioning in other sectors
- Widen focus to include subsidiaries and NLF/FDP



## Critical Enabler: Contracting

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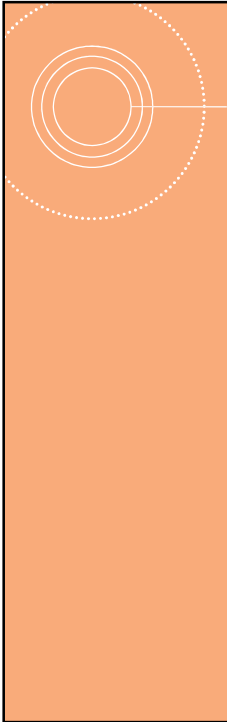
### Objective:

To ensure that the NDA procures the best capabilities the market has to offer, through contracts which represent value for money, particularly in respect of appropriate transfer of risk. We will manage these contracts effectively and use contractual incentives, both positive and negative, to optimise outcomes

### What's changing?

- Relatively little change
- NDA must retain the capability to conduct major procurements, although not necessarily set aside internal resource as there is no continuing programme of competitions
- NDA should continue to manage contracts effectively right through the Contracting cycle
- The 'Competition' and 'Contracting and Incentivisation' Critical enablers will be merged into one, covering the whole Contracting cycle
- The new Contracting Strategy will recognise the importance of governance as well as delivery



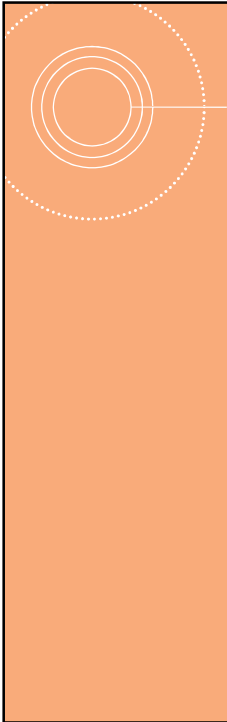


## Critical Enabler: Supply Chain Development

**Objective:**  
To ensure that the supply chain available to the NDA estate is optimised to enable a safe, affordable, cost effective, innovative and dynamic market to support our mission, and for the NDA estate to be seen as a nuclear client of choice

**What's changing?**

- Increased interest of this topic by HMG, Regulators, SLC's, Supply Chain
- Potential to include capability and capacity as a new principle
- Building on implementation of SME Action Plan
- Other UK Nuclear Clients – more involvement/engagement with Nuclear New Build and MOD
- More interactions with other enabling strategies incl; Contracting, R&D, Socio Economic, People, EHS&Q and International Relations



## Critical Enabler: Information Governance and Knowledge Management

**Objective:**  
To optimise value from NDA knowledge and information assets in a compliant and secure manner, investing only in that which needs to be retained to deliver the NDA's mission

- Strategy II Critical Enabler - Information and Knowledge Management (IM & KM)
- Information Governance Strategy (IGS) issued in Feb 2013
- There are 5 *Sub-Topic* areas:
  - Information Management (IM)
  - Knowledge Management (KM)
  - Information and Communication Technology (I&CT)
  - Intellectual Property Management (IPM)
  - Information Risk Management (IRM)
- IM & KM sub-topics remain as the focus of the strategy. However IRM, IPM & I&CT are, in effect, Critical Enablers themselves in realising the vision and goals of the IGS.







