



Sellafield Ltd

Strategy and Transition

Developing the Strategic Vision for the Greater Sellafield

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Strategy and Transition

The NDA Mission Statement

- “To deliver a World class programme of safe, cost-effective, accelerated and environmentally responsible decommissioning of the UK’s civil nuclear legacy in an open and transparent manner and with due regard to the socio-economic impacts on our communities”.
- “Recognise our responsibilities to ensuring our commercial assets are operated effectively and efficiently and to maximise the revenue from these plants to offset the costs of decommissioning and clean-up”

Sellafield – Complex and Compact



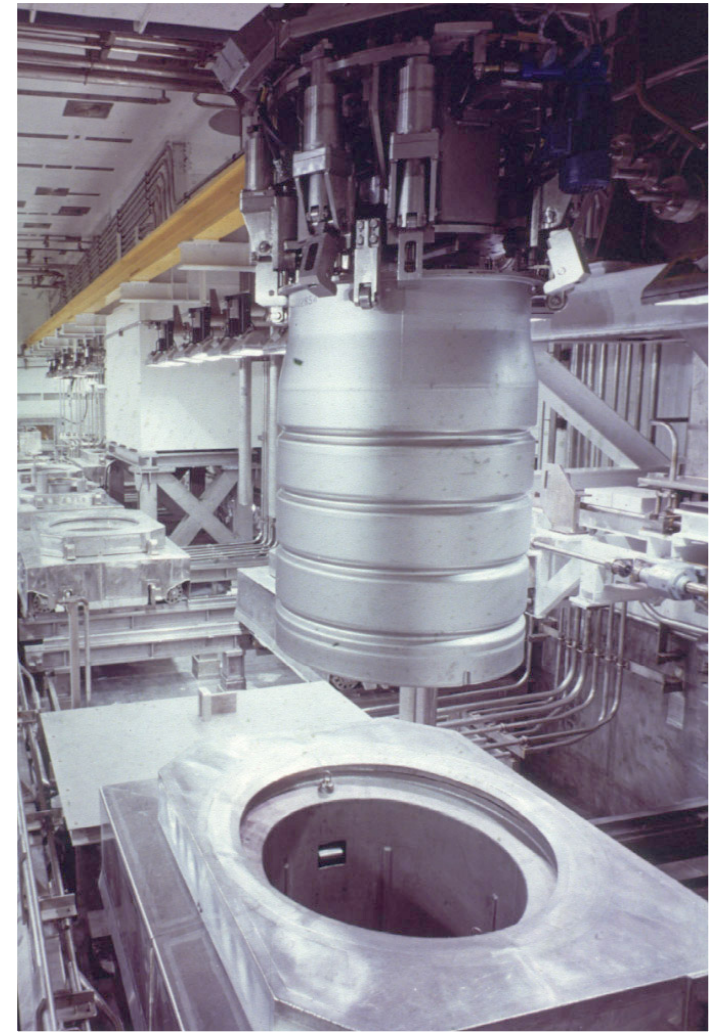
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Sellafield - Overview



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Lifetime Waste Stocks / Arisings



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Scale of the Site

- Ongoing commercial operations
- **170** major nuclear facilities and **over 1000** other buildings dating **from 1940 to 2006**
- **1 million m³** of concrete above ground, **1 million m³** below ground
- **37km** road, **15km** railway, **120km** sewers
- **7km** pipebridges, **16km** ducts and trenches
- Over 60,000 m³ of conditioned ILW

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Achievements

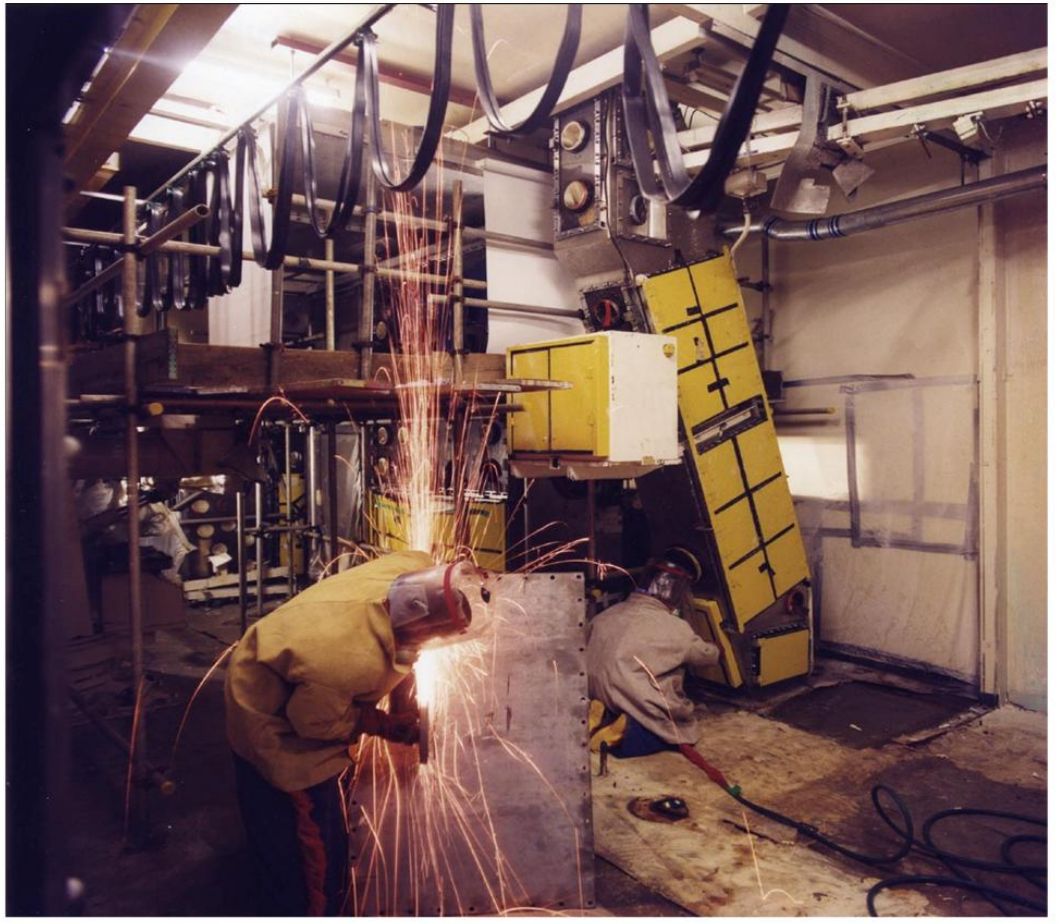


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The Need for Strategies

- 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

The Major Challenges to Producing an Integrated Strategy



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Sellafield Integrated Strategy

- Takes the site to a point where all nuclear material is stored in a safe and secure condition
- It is consistent and deliverable and building on the best ideas across the site's operational facilities
- It makes maximum use of existing assets and resources especially people
- Aligns with the NDA strategy in particular it makes maximum use of early opportunities but does not preclude or prejudge options

Key Features of the Integrated Strategy for Sellafield

- Priority given to hazard and environmental risk reduction
- Application of the Waste Management Hierarchy to all waste streams
- Site discharges are minimised and are within UK Discharges Strategy (OSPAR) targets
- Existing waste conditioning facilities are further used for clean-up
- Greater waste segregation and recycle
- Decommissioning programmes are rescheduled recognising the age of facilities, availability of resources and waste management constraints

Main Comments from External Stakeholders

- “The single most important document to come out of Sellafield for 25 years”
- “Implementation is key”
- To what extent can the site be used to catalyse future growth for the overall benefit of the area?
- Availability of skills base over years: right skills; right place; right time



Key Decisions (Short Term)

- Reprocessing and conditioning of all residual metal fuel
- Options for THORP future
- Potential benefits of inter-site movement of wastes
- Making best use of the current Low Level Repository
- Medium term storage of AGR fuel
- Potential requirements for further conditioning of ILW wastes

Key Decisions (Medium to Long Term)

- Spent fuel management options
- Future MOX contracts
- Plutonium disposition
- Uranium disposition
- Ground remediation
- Site end state and the degree of institutional control

Decision Calendar and Strategic Governance

- Further analysis and deselection of options
- Clear understanding of the key decisions and implications
- All decisions analysed (importance, uncertainty, policy)
- Options evaluated
- Proposal for site executive decision calendar
- Requirement to strengthen site governance

Regulatory Engagement/“Triangular” Working



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Developing the Greater Sellafield



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Strategic Governance

A clear Executive Management process to keep on track

- When must decisions be made?
- What enabling technical work is required?
- Who makes/owns the decision?
- How does it fit into the technical, engineering and production programmes?