

<b>Meeting:</b>	NuLeAF Steering Group, 7 July 2008
<b>Agenda Item:</b>	7
<b>Subject:</b>	NDA Strategy Review
<b>Author:</b>	Fred Barker
<b>Purpose:</b>	To explain the NDA approach to review of its Strategy

## **Introduction**

This report provides an overview of the NDA's new system of Strategy review and the issues that it will address.

## **Recommendations**

It is recommended that the Steering Group authorises the Executive Director to:

- participate in the reviews of key topics, reporting back to the Steering Group as appropriate;
- keep member authorities informed of the opportunities for participation in the reviews of key topics;
- prepare Briefing Papers as appropriate to inform participation;
- organise regional or national workshops for member authorities as appropriate to facilitating engagement in reviews of the topics of most importance to those authorities; and
- explore the scope for establishing a working group to contribute to NuLeAF's input to the strategy review.

## **1 Strategy Management System**

The NDA recognises an increasing need to become the ‘strategic mind’ that informs the decommissioning and clean-up of the nuclear legacy. To this end, it is designing a new system to manage development of its Strategy. This has three key elements:

- the NDA Strategy Document (the ‘Strategic Plan’)
- topic strategies
- site guidance

The Strategy Document is overarching, consolidating the key areas of strategy across the various topics. It will be consulted on formally and has to be approved by the Government. The NDA intends to produce a new version by the end of 2010.

However, under the new system, development of strategy will continue primarily through work on ‘Topic Strategies’. Annex 1 shows the list of topics presented to the National Stakeholder Group in late May. The NDA highlights that these may change over time. Annex 2 contains examples of work being undertaken on the Topic Strategies for plutonium disposition, contaminated land and asset management. Further briefing material on potential topics is provided in NSG papers 45-50 on the NDA website ([NSG papers, May 08](#)).

Developing strategy through Topic Strategies should ensure that strategy is formulated at a rate appropriate to each topic, and should allow more effective stakeholder engagement. The NDA intends to prepare engagement plans for each of the topics under review. Some topics will warrant more substantive engagement than others.

Under the new system, each Site Licensee Company (SLC) will be issued with Site Guidance derived from the Topic Strategies. This is intended to improve alignment between site Lifetime Plans and NDA strategy.

## **2 Discussion at the National Stakeholder Group (NSG)**

The strategy management system and proposed topics were the main issue discussed at the NSG on 21-22 May. Small group discussions focussed on:

- identification of the issues that stakeholders want to see addressed
- clarification and categorisation of those issues
- prioritisation of the issues

As a result of these discussions an ‘issues baseline’ document is being prepared to inform the Topic Strategy reviews. The document is to be placed on the NDA website for comment later in the summer.

## **3 Environmental and Sustainability Assessment of NDA Strategy**

The NDA is also planning to undertake a sustainability appraisal of revised Strategy that meets the requirements of Strategic Environmental Assessment (SEA). It is intended that the SEA will:

- consider consistency with other policies and plans
- be informed by relevant environmental and sustainability issues

- assess the contribution of the Strategy to environmental and sustainability objectives
- be informed by stakeholder views

The ED attended a workshop on 10 June to discuss the NDA's preliminary thinking on what the relevant environmental and sustainability issues and associated objectives should be. The outcome from the workshop will inform preparation of a Scoping Report, which will be formally consulted upon later in the year.

Following review and development of the proposed approach, the NDA will start to prepare an Environmental Report, which will identify and evaluate the likely significant effects of implementing the proposed Strategy, along with any reasonably alternatives. The Environmental Report will be published alongside the draft Strategy for consultation. Where specific Topic Strategies have potentially significant environmental effects, a separate Environmental Report will be published alongside the draft Topic Strategy.

#### **4 Participation in the Reviews of Topic Strategies**

At the time of writing, the timetables and engagement plans for topic strategy reviews are not yet available.

To ensure a flexible and effective response, it is recommended that the Steering Group authorises the Executive Director to:

- participate in the reviews of key topics, reporting back to the Steering Group as appropriate;
- keep member authorities informed of the opportunities for participation in the reviews of key topics;
- prepare Briefing Papers as appropriate to inform participation; and
- organise regional or national workshops for member authorities as appropriate to facilitating engagement in reviews of the topics of most importance to those authorities.

It is proposed that a flexible approach to regional or national workshops be taken during the review of topical strategies, rather than organise a series of regional seminars in the autumn as in the previous two years.

If there is sufficient interest amongst Member Authorities there would also be value in convening a working group to:

- review the 'issues baseline' document arising from the May meeting of the NSG;
- review the SEA Scoping Report and subsequent steps in the SEA process;
- review the need for regional or national workshops on specific topical strategies; and
- ensure local authority participation in NDA events that contribute to the reviews of topical strategies.



## **ANNEX 2: EXAMPLES OF WORK ON TOPIC STRATEGIES**

### **Plutonium Disposition**

As a result of reprocessing spent fuel, the UK has built up a large stockpile (around 100 tonnes) of separated civil plutonium in the form of plutonium oxide powder. The NDA is preparing to present the findings of a wide-ranging two year study into disposition options for this plutonium (including re-use as a reactor fuel or immobilisation as a waste material).

A Briefing Paper to the NSG explains that a plutonium topic strategy paper is being prepared ([Pu disposition, NSG65](#)). After discussion by the NDA Board, a 'security appropriate' version of the paper will be published on the NDA website for comment (potentially in September and October). After reviewing comments, a final version will be approved by the Board and submitted to DBERR for consideration. It is anticipated that DBERR will then manage the process of proposing any policy changes for the management of plutonium.

### **Contaminated Land**

Across NDA sites there are significant volumes of soil and groundwater that have become contaminated with radioactivity. NDA is responsible for clean up this contamination to a level appropriate to site end states. To date, a broad assumption has been made that contaminated groundwater will remain in-situ and contaminated soil will be excavated and sent for disposal at the time of Final Site Clearance. However, the NDA are considering whether this represents the most appropriate approach. Options under review include:

- leaving contamination in-situ with or without control (eg immobilisation or engineered containment) and a programme of reassurance monitoring;
- remediate the contamination in-situ;
- excavate/extract the contaminated soil or groundwater to clean it and then return it to the ground; or
- excavate/extract the contaminated soil or groundwater for disposal on or off site.

A Briefing Paper to the NSG states that NDA is in the process of outlining a strategy development plan for the management of contaminated soil and groundwater ([Contaminated land, NSG57](#)). One of the engagement methods being considered is a task group of the NSG.

### **Asset Optimisation**

The NDA is currently reviewing how to maximise the commercial value of its assets in order to help offset the costs of nuclear legacy management. In March, the NDA invited market interest in the sale or lease of its assets, including land around its sites, the fuel manufacturing business at Springfields and uranic materials.

A Briefing Paper to the NSG states that 38 organisations and a handful of individuals have submitted proposals ([Asset Use, NSG56](#)). The NDA is currently considering the type of competition process for taking the proposals forward. It further states that any proposals should meet its strategic objectives and maximise value for the taxpayer. As such, the NDA intends to develop a strategy for re-use of its assets. Updates will be provided to SSGs and the NSG.