

Radioactive Waste Planning Group – 30 January 2019

Planning and the decommissioning of legacy
nuclear R&D at Winfrith – a collaborative
masterplan approach.

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Winfrith – restored to heathland with public access



Winfrith – history

- Established in 1959 as a civil nuclear research site
 - 9 experimental reactors
 - Numerous labs, stores, ancillary facilities
- Operations ceased in early 1990s
- Rapid decommissioning up to 2000.
- Accelerated decommissioning agreed in 2012

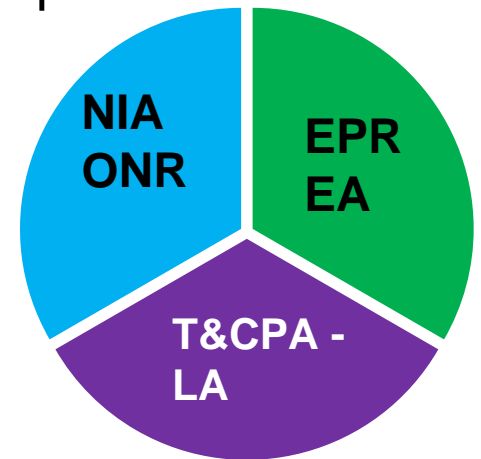


Winfrith - site context

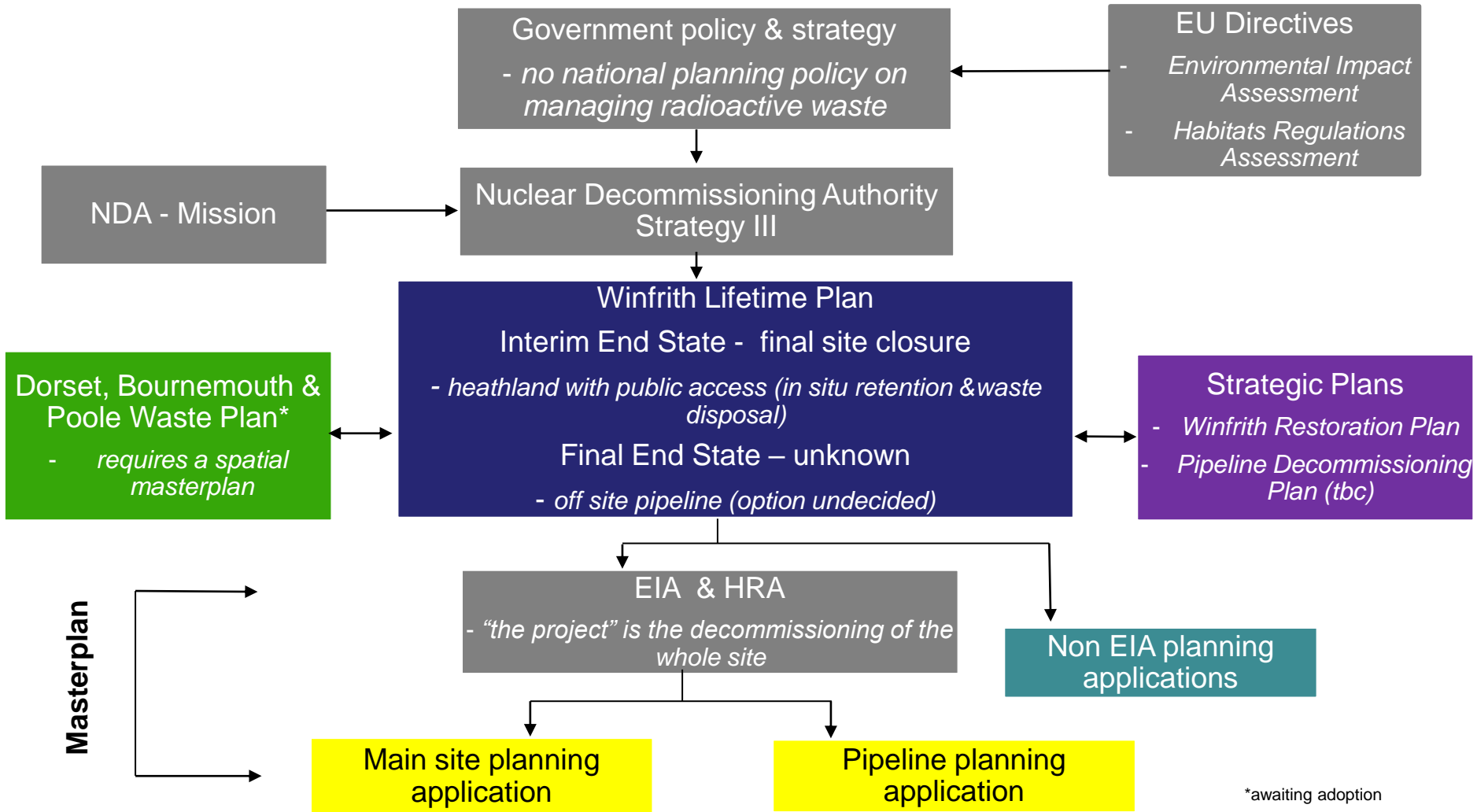


Winfrith – where we're going

- Working towards first full site closure of a Nuclear Licence site
- Includes in-situ disposal, where shown to be optimised on business, environmental and community grounds
- Interim End State (IES)
 - All physical decommissioning operations complete
 - 'Heathland with Public Access'
 - No staff, no fence...
 - Periodic monitoring
- Final End State (FES)
 - Surrender of EPR Permit



Winfrith – planning policy & other material considerations



*awaiting adoption

Winfrith project 1 – main site



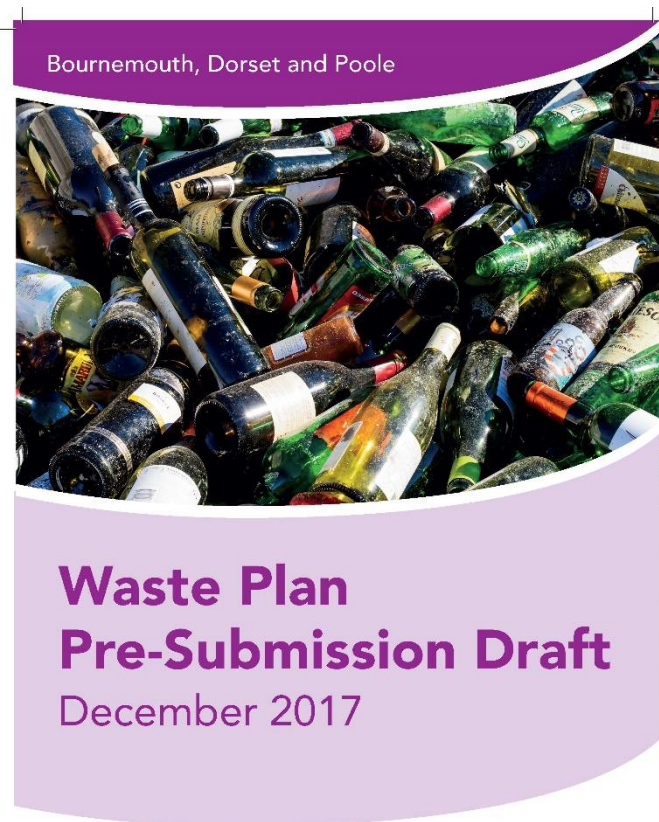
Winfrith – on site decommissioning isn't a new thing



Winfrith project 2 - pipeline



Dorset, Bournemouth and Poole Waste Plan



- Draft Inspector's letter received 15 January 2019 – 2 week “fact check” period
- No modifications made to Policies 9 – *Special types of waste* & 10 – *Decommissioning & restoration of Winfrith LNS*
- Expected to delay adoption until after LGR

Draft Policy 10: Decommissioning & restoration of the Winfrith Licensed Nuclear Site of the Dorset Waste Plan 2017.

In determining planning applications for waste management development at the former Winfrith nuclear research and development facility, the Waste Planning Authority will have regard to the following objectives:

- a. The on-site re-use, recovery or disposal of waste originating from the decommissioning of the Winfrith facility will be permitted where it would demonstrably support the site's restoration to open heathland and public access, be in conformity with the waste hierarchy and the proximity principle and would not cause unacceptable adverse impacts to the environment and amenity.
- b. proposals should be supported by a masterplan to provide a clear and consistent framework for the development and in order to put each waste management proposal in the context of the overall decommissioning for the Winfrith site.

Winfrith - masterplan & master planning

What does it look like?

Characteristic

– a site wide spatial plan to structure the land use & development implications of decommissioning & restoration (heathland & public access)

Concept

- integration & collaboration
- clarity & consistency
- long term view (2023 & beyond)



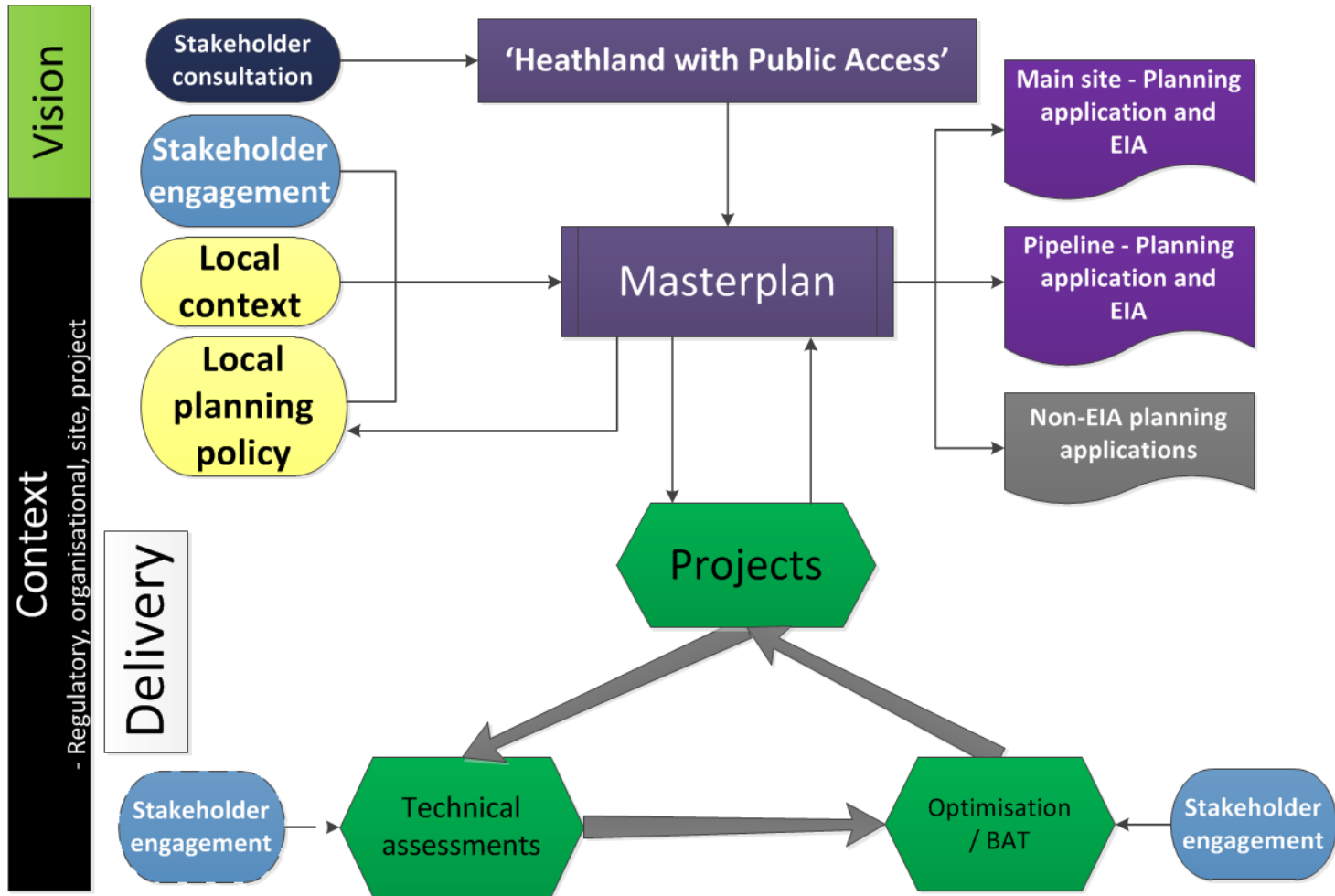
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EDGAR H. SCHEIN: THREE CULTURES OF MANAGEMENT

Why should operators consider a masterplan?

- Consolidate detail of highly complex site and project
 - Numerous technical studies in decommissioning, scheme design, waste, water management, habitat management, flood risk etc etc etc
 - Ensure all aspects are working together
 - Manage complexity – decommissioning, environment, regulation
- Use as an engagement tool
 - Tool for stakeholder engagement
 - Effective way to gain stakeholder feedback on plans
- Masterplan is in near constant evolution

Implementation



A masterplan for success - make it “visionary”

- Informed by a shared and clear “Vision” of the purpose & direction of decommissioning
- Vehicle for high quality decision-making, consensus building & implementation
- Outward looking and flexible

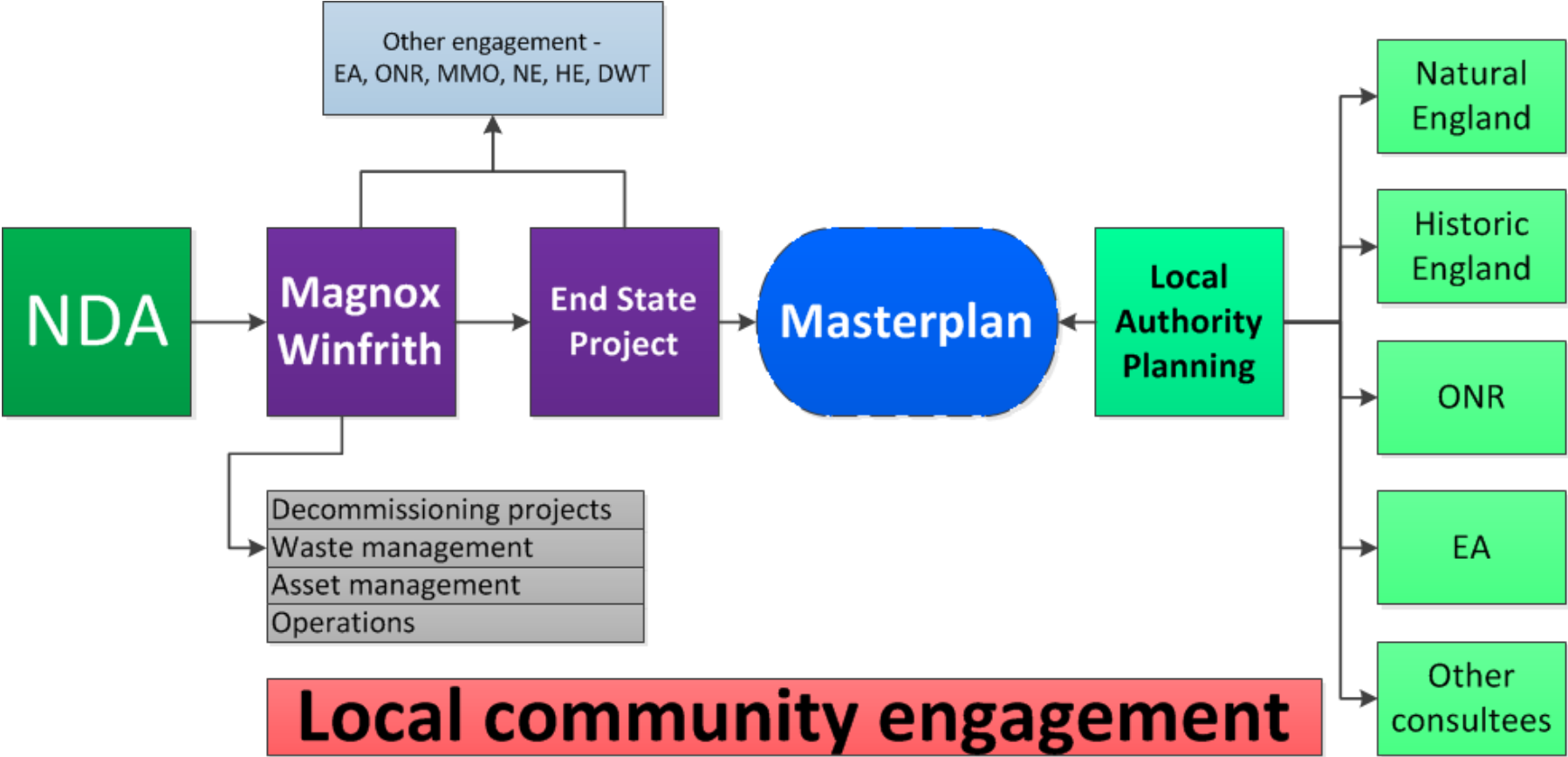


A masterplan for success: make it “participatory”

- **Based on the spirit of collaboration**
 - WESTEG success
 - provides the basis for negotiation & dispute resolution
- **Provides structure for time and resource management**
 - reduces the risks of unknowns
 - space for reflection & professional discretion
- **Communication tool**
 - recognition that not everyone will be a project manager
 - carries more weight if prepared in consultation with the public

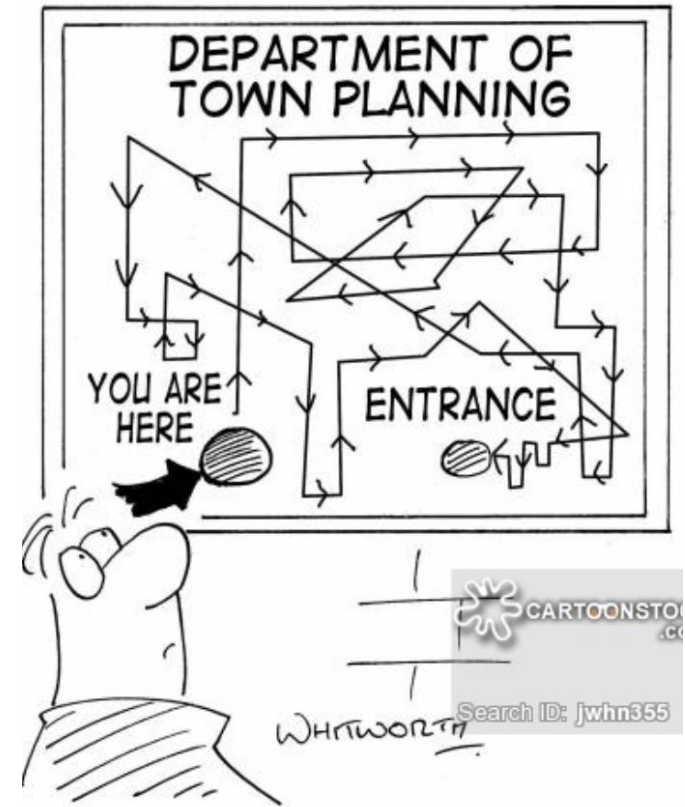


Partnership approach



A masterplan for success: make it “deliverable”

- A waste of time and energy if it just sits on the shelf.
- Fully integrated into the land use planning system but flexible enough to allow for changes
- Reduction in risk and cost
- Internal & external changes – maintain relevance
- Based on a realistic implementation strategy – reviewed and realigned



Winfrith – lessons learnt, so far!

- **The right team**
 - One virtual team based on collaborative client relationships
 - Within organisations
 - Working across organisations – viewing as virtual teams
- **Clear communication & leadership**
 - positive planning policy
 - **language - sharing ‘the vision’**
 - Understanding on all sides
- **Resource management – personnel, time, financial**
 - Recognising what is required when and engaging early
 - Enough time in the programme to allow engagement, discussions, consultation, baseline assessments etc etc

Winfrith - challenges going forward

- **The right team**
 - managing relationships
 - responding positively to change
- **Clear communication & leadership**
 - master planning is a fluid process
 - early & inclusive community consultation
 - management of uncertainty
- **Resource management – personnel, time, financial**
 - Local government restructuring & austerity planning
 - Magnox restructuring
 - Planning Performance Agreement

“A masterplan: one successful way to undertake long-term strategic thinking that is needed to deliver site-wide decommissioning in the public interest”

The Winfrith Team 2019

