

MEB Acceleration Project

LLWR plays its part and provides key support to Sellafield to help accelerate the MEB project.

Multi-Element Bottles (MEBs) are single use stainless steel containers for the transport and storage of spent fuel. More than 1,600 MEBs have been commissioned into circulation with around 800 redundant MEBs currently stored in THORP Receipt and Storage (TR&S) pond pending disposal.

A pilot treatment project was conducted in 2002-2005 for the treatment of MEBs in collaboration with Studsvik UK Ltd. This project demonstrated that MEBs could successfully be treated and recycled. Subsequently, Studsvik UK Ltd has been awarded a contract through the LLWR Waste Management Framework to process MEBs during FY11/12.

LLWR's role in this ongoing project is to anticipate and interface the activities of the multiple Sellafield functions, the supply chain contractors and LLWR functions before they have the potential to impact project performance. With its network of routine contacts within Sellafield and the supply chain LLWR brings the ability to facilitate in a timely and efficient manner emerging issues in the conduct of the MEB treatment project. The ultimate goal is the smooth and timely dispatch to the supply chain of 54 MEBs in FY11/12 with the annual rate increasing to ensure at least 100 pond spaces are created by MEB removal each year in order to meet Sellafield's need to support new missions.

The near term benefits to the NDA that result from LLWR's role in the treatment of redundant MEBs stored at Sellafield include:

- Improved integration between Sellafield, Studsvik and LLWR in the treatment of redundant Sellafield MEBs
- Minimisation of near-term increased storage costs for redundant MEBs.



Key Message from NDA

There's a new face leading the interaction between the NDA and LLWR Ltd. Mark Steele has been appointed as the NDA's Interim Head of Programme of Sellafield and LLWR following the news that Dr Ian Hudson is to leave the Authority at the end of March. Mark picks up the reigns with immediate effect, having been Ian's Deputy for the last year.

Mark joined the NDA from Energy Solutions where after a period working in the USA he returned as Projects Director for Magnox South. An experienced Programme Manager, Mark has worked in the industry for 25 years. Starting life in construction at Heysham 2, he can add Site Director at Berkeley to his list of accomplishments. He's also familiar with Cumbria having worked at Sellafield and primarily Windscale where he was Project Manager for the successful reactor dismantling project WAGR.

Meanwhile Ian Hudson will be supporting Mark Lesinski, the NDA's Executive Director for Delivery working on special projects. Ian is to pursue his career with American corporation URS in the United States, as Vice President for Performance Assurance in the US, moving to Aiken, South Carolina.

Mark Lesinski explains "Ian is a familiar face in the industry and Cumbria and has been an important member of the NDA team since joining in 2005. In particular he picked up the role of leading the LLWR and Sellafield teams work programme following the competitions to secure Parent Bodies for both companies.

Prior to the Sellafield competition Ian had a leading role in developing the NDA's Skills and R&D strategies, which have in turn seen the creation of major infrastructure in West Cumbria such as Energen and the Dalton Cumbria Facility.

Joint Low Level Waste Management

As part of the implementation of the National LLW Strategy Programme, LLWR has been working with a number of sites to produce collaborative Joint LLW Management Plans, covering the next five years. These plans detail the activities which need to be undertaken in order to implement the National Programme, who is responsible for delivering the activity and the delivery timescale. The plans also include details on the predicted waste volumes being generated over the five year period. The Magnox plan shows that implementation of this plan will deliver costs savings in excess of £20m and will extend the life of Vault 9 by approximately 2.5 years!

The next stage is to produce a joint Benefits Realisation Plan which will ensure the identified LLW costs and capacity preservation benefits are delivered.



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ON THE LEVEL

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NEWS AND VIEWS FROM THE LLW REPOSITORY

Directors Corner

Striving for Excellence in all that we do



One of the signs of a good leader is the ability to identify, direct, and then see through a series of changes in an organization - in the 3 ½ years of Dick Raaz's tenure at the LLWR, he has done exactly that. The Repository is a dramatically different place than it was when he came and we are grateful for his leadership. Today, the Repository is positioned with a national mandate and has begun to earn the respect of its consignors by rolling out a series of services designed both to implement the national LLW strategy and support the needs of the waste generators. Dick has left for new challenges and I have been given the privilege to carry on the work that he has started. So what can I add to the work that he has so ably kicked off?

My vision for the Repository is simple, lofty, and achievable within the next 3 ½ years. There are just two components to this vision, and the first is needed in order to achieve the second.

The first component is to have a leadership team and staff that understand the vision, are on the same page and are completely committed to the mission and to each other. I am confident that we can achieve this with the existing team, but we have a way to go before we are functioning like an integrated unit.

The second component builds on the first. It is a desire to position the Repository as a recognised Centre of Excellence in multiple areas. There are 5 areas of excellence that I want to concentrate on:

- Excellence in Operations,
- Excellence in Customer Service,
- Excellence in Programme Delivery,
- Excellence in Safety Performance & Environmental Stewardship
- Excellence in Community Involvement.

This may sound lofty and I suspect that many Managing Directors have aspired to a similar goal, but because of the relatively small size of the Repository and because of the quality of the Lead Team and workforce, I believe that achieving outside recognition as a Centre of Excellence in these areas is within our grasp.

Dennis Thompson

Introducing Dennis Thompson

On Monday 3rd October 2011 Dennis Thompson replaced Dick Raaz as Managing Director of the Low Level Waste Repository. Dennis has 25 years professional expertise in the nuclear industry, the last four based at LLWR where he has been instrumental in developing and establishing the business processes and management structure in use today.

Standards and Expectations are Paramount to Success

LLWR are currently pursuing an aggressive improvement programme aimed at 'raising the bar' in our Conduct of Operations across all aspects of our business. One of the key components of this improvement programme is ensuring we clearly communicate the standards we expect of our leaders and our employees.

The new LLWR Standards and Expectations booklet has been developed in a series of workshops involving the entire LLWR leadership team, including workforce representatives and will be launched this month. The booklet describes the expected standards in the following areas:

- Individual Behaviours
- Leadership
- Commitment to Safety
- Environmental Responsibility
- Rules Procedures and Instructions
- Commitment to Quality and Delivery
- Training and Development
- Learning and Continuous Improvement
- Work Planning, Support Equipment.

Issuing the booklet is just the start, communication and reinforcement of the new standards will be a key focus for the Repository during 2012.



Well over 700 Air Fed Suit Entries during 2011

The PCM Decommissioning Project is a long-standing programme established to address the decommissioning and eventual demolition of 10 legacy waste and retrieval facilities, at LLWR. Four

Modern retrieval facilities were constructed in the late 1990's to remove plutonium contaminated material (PCM) that had been stored since the 1960's.

Bulk PCM material has been repackaged in drums and returned to Sellafield for long term storage. We are currently focused on decommissioning the old facilities which involves removing contamination from the face of the concrete structures and removal of the ventilation systems in preparation for demolition.

This complex, multi-faceted programme requires support from a number of disciplines across the site and specialist support from contractors. At present sub-contractors AMEC are working in three magazines. Decontamination is ahead of schedule in two of the buildings and behind in one as illustrated.

NSG Environmental is preparing the safety case for the removal of the ventilation systems and will commence site works in the first Magazine in the summer. We will soon restart work in the historic retrieval facility which is lagging behind and commence the repackaging and removal of some legacy drums. In addition, we have pre-qualified five companies for the decommissioning of the remaining two facilities - a contract will be placed in 2012/13 to undertake that work.

Programme completion remains on schedule for 2018.

Grouting Facility to restart

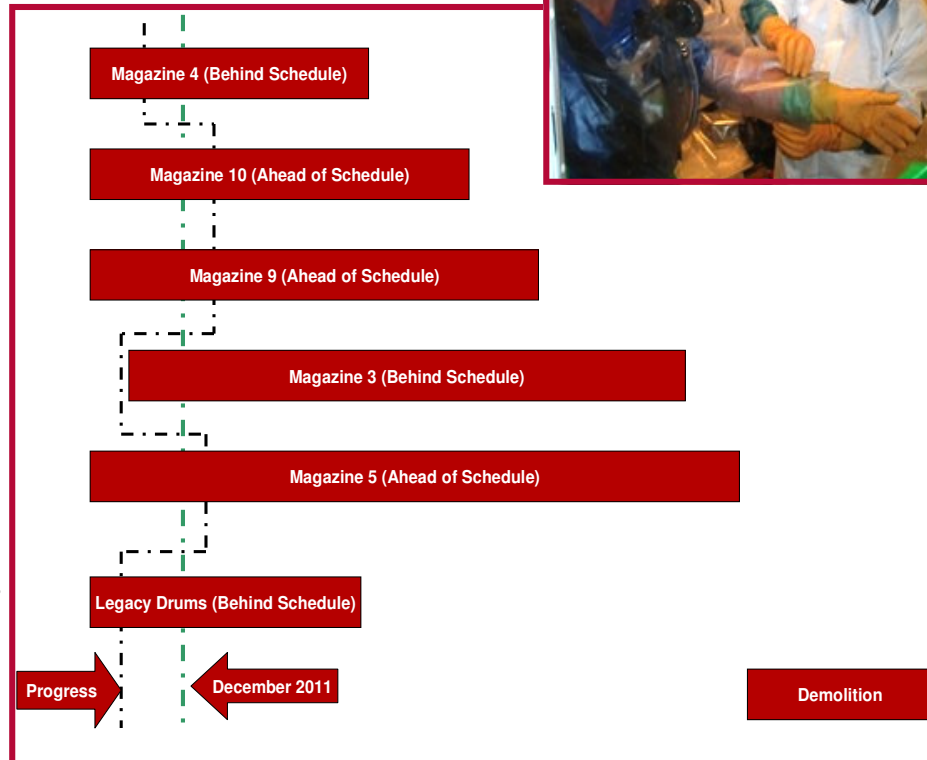
The LLWR grouting facility is in the final stages of restarting production following an extended outage period. The plant was shut down during July 2010 to allow the main mixer vessel to be rebuilt.

The mixer vessel was commissioned in the 1990's and has produced around 50,000 batches of grout (100,000m³ or 180,000 tonnes) to fill the containers destined for the vaults, so was showing signs of old age. At the same time various other maintenance activities were conducted including refurbishment of the grout delivery vessel.

With Vault 9 now available for storage the outage was extended to allow the LLW team to undergo training in order to take on additional tasks to support the PCM decommissioning project. The LLW team are now fully trained on drum export operations and are providing the resource to load Nupak and Novapak containers with PCM drums and transfer these containers onto the train for delivery to PCM stores at Sellafield.

In addition, the team are trained to assist with Magazine operations and provide regular support. They are also involved in supporting drum assay and bag assay operations.

The restart of the grouting facility has commenced with phased implementation to bring it up to full operational strength in the first quarter of 2012. Throughput is anticipated to be around 350 containers per year, which is consistent with the reduced level of waste arising this allows the team to continue to provide essential support throughout the duration of the PCM decommissioning Programme.



Spotlight on Excellence



**This Edition : Amy Gill-Weatherburn
Head of Business Management**



I joined LLWR in October 2011 to take up this exciting position. I was attracted by the level of challenge it presented, not least due to the fact that I have such a hard act to follow!!

I come to LLWR as a Parent Body Organisation secondee from URS where I have spent the last 12 months or so working on various projects across the UK. Many of the LLWR staff will know me from my previous role with the NDA, where I spent nearly 6 years as a member of the Site Facing Team. I was also a member of the NDA competition team that was responsible for the selection of our PBO. So, I've seen LLWR come through the significant changes of site separation and transition to the new PBO through to execution of the radical tender proposals I reviewed some five years back. I am absolutely delighted to be given an opportunity to join LLWR and be a part of its next chapter as we prepare to move into the second term of the Contract with NDA.

My focus for LLWR's Business Management function over the next 12 months centres on three main areas :

1) positioning us to demonstrate excellence in everything we do; 2) delivery of Lifetime Plan 2013; 3) working to secure Contract Extension for the next term.

Let me take each one of these focus areas in turn.

- Excellence in Financial and Project Controls. In order for us to continue the success of our first term it is essential that we strive to take our internal processes and procedures to the next level and execute them to maximum effectiveness. I firmly believe that this is wholly achievable with the high performing team I inherited and am now privileged to lead.
- Our Contract requires us to submit the next major Lifetime Plan to the NDA during the last year of our initial Contract Term and how quick that has come around! This will be a significant piece of work that will touch all areas of the business. I will ensure a quality document is produced that reflects our vision for the next term. Here at the Repository we all have a role to play as it is this plan against which our future performance will be judged.
- And finally, we will be working in collaboration with the NDA to secure the next Contract Term. We enter the final year of our initial term in a healthy position having delivered the requirements of the Contract successfully and indeed having mitigated major risks for the NDA. Our job is to continue this success and continue delivering value to our client and to our customers.

I genuinely look forward to helping LLWR meet its future challenges and sharing in the celebration of its continued and future successes.

Calder Hall SMART Inventory Development Project

On the 23rd January 2012, LLW Repository Ltd, Sellafield Ltd and Magnox Ltd participated in the first joint project of its kind. It involved a week long waste inventory assessment of the Calder Hall site at Sellafield using techniques adopted previously by Magnox Ltd as part of their 'Smart Inventory' review process.

The main aim of this project was to re-assess and challenge the current waste inventory projections for the Calder Hall site and underpin these numbers using available documentation, key learning from existing Magnox sites such as Chapelcross and any other feedback from the site reviews.

According to the latest UK Radioactive Waste Inventory (2010), Calder Hall is forecasting a total volume of around 42,000 m³ of low level waste between now and 2120. Around 25% (11,000 m³) is forecast to be generated prior to entering the Care & Maintenance phase of its decommissioning lifecycle.

This work forms part of the deliverables for the National Waste Programme and is foreseen to be the first of many reviews across both the NDA and non-NDA estate.



The cooling towers at Calder Hall Power Station were demolished in September 2007 following 46 years of electricity generation.