Sellafield Ltd is owned by Nuclear Management Partners and operates on behalf of the Nuclear Decommissioning Authority.
Dr. Ian Hudson
Head of Programme - Sellafield
Nuclear Decommissioning Authority

28th February 2011
What The NDA does

• **Primary:**
  - Encourage highest standards of health, safety, security and environmental performance
  - Deliver hazard and risk reduction
  - Progress decommissioning and clean-up
  - Optimise commercial value from assets and operations
  - Ensure safe and secure management of radioactive waste materials
  - Determine the scope of the liabilities and identify opportunities for their reduction

• **Supplemental:**
  - Consider the socio economic impact of our activities
  - Ensure appropriate skills, R&D and supply chain development

• **UK Context**
Why Is Sellafield Important?

• **Legacy Facilities and Waste**
  – Presents largest percentage of risk to workers, the public and environment in the NDA estate (and Europe)
  – Among the largest inventories of untreated waste in the world
  – Successful decommissioning of legacy facilities is vital to the UK’s new build programme

• **Strategic Asset**
  – UK, NDA Estate
  – Largest nuclear site in Europe
  – Continuity of UK electricity supply: Plays key role in UK nuclear fuel cycle

• **Investment**
  – FY 09/10 Spend $2.32bn
  – Represents 53% of total NDA budget
The Sellafield portfolio is larger than those of the largest US sites.

<table>
<thead>
<tr>
<th>Work Scope</th>
<th>Sellafield</th>
<th>Savannah River</th>
<th>Hanford</th>
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</thead>
<tbody>
<tr>
<td>Decommissioning</td>
<td>✔️</td>
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<tr>
<td>Nuclear Waste Management</td>
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<td>Reprocessing</td>
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<tr>
<td>Fuel Manufacturing</td>
<td>✔️</td>
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</tbody>
</table>
What The NDA Is Trying To Address

1. Project Delivery
2. Value For Money
3. Lack of Investment in Asset Care
4. Culture
## Sellafield PBO Competition

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2006</td>
<td>Industry Seminar</td>
</tr>
<tr>
<td>December 2006</td>
<td>Contract Notice</td>
</tr>
<tr>
<td>Spring 2007</td>
<td>4 Bidders Chosen</td>
</tr>
<tr>
<td></td>
<td>2 phases of dialogue</td>
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<tr>
<td>December 2007</td>
<td>ITSFT</td>
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<tr>
<td>April 2008</td>
<td>Bids Submitted</td>
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<td>11 July 2008</td>
<td>NMPL Announced</td>
</tr>
<tr>
<td>6 October 2008</td>
<td>Transition Agreement Signed</td>
</tr>
<tr>
<td>24 November 2008</td>
<td>Share Transfer</td>
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</table>
The Sellafield Model

**Nuclear Decommissioning Authority**
- Owns the sites and competes contract – strategic direction

**Sellafield Ltd (SLC)**
- Holds and is responsible for site licences – Sellafield and Capenhurst – tactical delivery

**Parent Body Organisation:**
- **Nuclear Management Partners Ltd**
  - which is a consortium comprising...
  - **URS**, **amec**, **AREVA**

- Holds SLC shares and provides reachback & management expertise and appropriate governance

- Regulatory bodies: Inc Nuclear Installations Inspectorate, Health and Safety Executive, Environment Agency, Office for Civil Nuclear Security
Successes

• Funding settlement achieved
• Safety and Environmental performance is improving
• Real progress on projects
• Driving improvements in operating plants
• Contributing to a healthy partnering relationship
Challenges

• Clean-up of the Legacy Facilities
• Immobilisation of Highly Active Liquid Wastes
• Ensuring assets can sustain delivery
• Expectations arising from the funding settlement
• Creating strategic opportunities through performance