

# **BNFL National Stakeholder Dialogue**

## **Main Group Meeting**

10 & 11 March 2004

# Summary Report

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The process was designed and facilitated by Richard Harris of RJH Associates for The Environment Council and by Helen Ashley and Rhuari Bennett of The Environment Council.

### ***The role of the convenor***

The convenor of the BNFL National Stakeholder Dialogue is The Environment Council, an independent UK charity. The Environment Council is responsible for designing and facilitating each stage in the Dialogue, and provides relevant support, like issuing invitations and booking venues.

The Environment Council is not responsible for any issue discussed in the Dialogue, and holds no formal position on any of the substantive issues that are or might be considered. It is for the participants to decide what issues are raised, how they might be addressed and how any observations, conclusions and recommendations might be recorded and communicated.

The website of The Environment Council, [www.the-environment-council.org.uk](http://www.the-environment-council.org.uk) displays a full history and evolution of the Dialogue, as well as all of the reports that have been produced from the process.

Contact Rhuari Bennett for more information on 020 7632 0134 or email [rhuarib@envcouncil.org.uk](mailto:rhuarib@envcouncil.org.uk)

## ***1 – Introduction & History***

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The BNFL National Dialogue involves a wide range of organisations and individuals interested in or concerned about nuclear issues. Its aim is:

*“to inform BNFL's decision-making process about the improvement of their environmental performance in the context of their overall development”*

The Dialogue is open to national organisations and regional groups as well as expert and specialist concerns. If you believe you are affected by the issues, think you can contribute or wish to participate (or if you know of anyone else who should be involved) then please contact The Environment Council on 020 7632 0118.

A process map showing the history of the BNFL National Stakeholder Dialogue can be found overleaf.

On 10 & 11 March 2004, the Main Group of the BNFL National Stakeholder Dialogue met in Manchester. This was the ninth Main Group Meeting since the start of the Dialogue.

A list of organisations & individuals attending this meeting is given in Appendix 1.

Main Group meetings have been held every eight to twelve months to review the work since the previous Main Group and to plan and agree a future work programme.

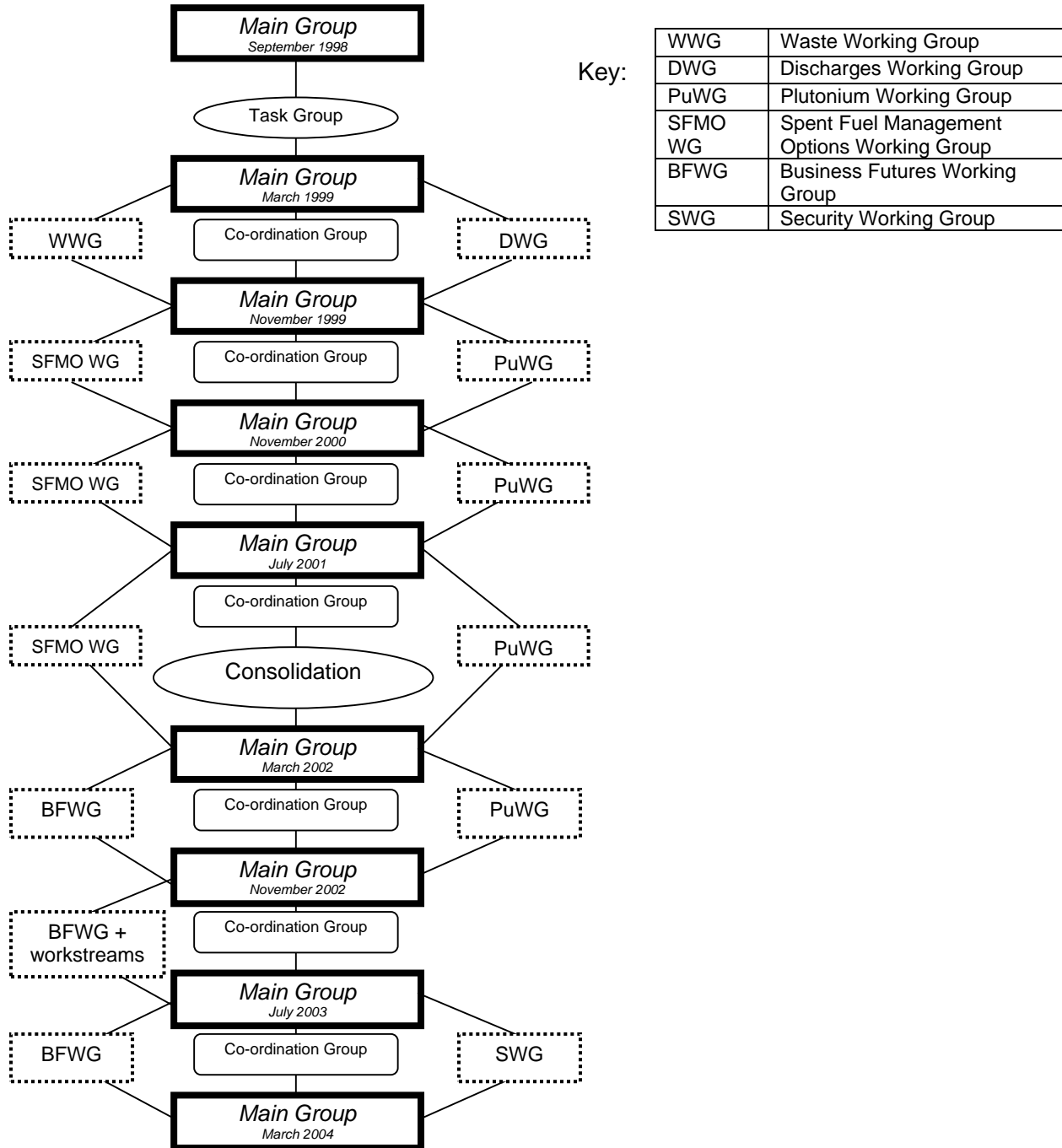
In Stakeholder Dialogue meetings it is important that participants should have the opportunity to influence the agenda and means of working, make recommendations both for the meeting itself and the way forward, and as far as possible take ownership of the process and results. To ensure the meeting was interactive, rather than a closed 'lecture', a variety of working styles were employed to encourage opportunities for feedback including browsing, discussion groups and plenary sessions.

Any text highlighted within a box in this report denotes an agreement by the Main Group stakeholders.

This report provides a summary of the discussions held during both days of the meeting. All attendees also received a photoreport of the complete contemporaneous written record.

## History of the BNFL National Stakeholder Dialogue

The diagram below outlines the inception and evolution of the BNFL National Stakeholder Dialogue process. A more detailed history and explanation of each of the groups, together with the reports produced and lists of group members is available at [www.the-environment-council.org.uk](http://www.the-environment-council.org.uk)



**Notes:**

- The Coordination Group is responsible for providing guidance on linkages and continuity between groups, as well as identifying problems and “potential wobbles.”
- “Socio-Economic” and “Transport” issues were discussed throughout the process.

Contact Rhuari Bennett for more information on 020 7632 0134, [rhuarib@envcouncil.org.uk](mailto:rhuarib@envcouncil.org.uk)

## ***2 – Welcome & Updates***

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Richard Harris, the facilitator, welcomed participants, and went through the purpose, groundrules, and agenda for the meeting. These were agreed.

A newsletter updating what has happened since the last Main Group (MG) had been circulated in advance of the meeting.

### **BNFL Update: David Bonser (Director of BNFL ALFA)**

- See *Appendix 2* for a copy of this presentation.
- Mike Parker, CEO, has taken a close interest in Stakeholder Dialogue and has met with the facilitation team. Each of the Working Group (WG) recommendations has an Executive<sup>1</sup> assigned and accountable for it.
- Corporate Social Responsibility (CSR) report has received an ACCA Award<sup>2</sup> and was praised for addressing contentious issues, as raised in this Dialogue.
- Good progress is being made against annual performance targets.
- BNFL ALFA is continuing to coach the Company in preparation for the NDA<sup>3</sup> being set up, and BFWG is inputting into the contracting process. Nuclear Science and Technology Services (NSTS) is being set up.
- David Bonser is heading a review in the Company about what engagement should look like, and wants to ensure the Company understands outstanding issues and concerns to feed into future engagement framework.

#### *Questions of clarification*

- Richard Mrowicki has taken over from Helen Costa at the DTI.
- BNFL is not being privatised and will continue as a Government owned organisation for the foreseeable future.
- David Bonser is the director responsible for commercial operations around MOX and THORP.

### **CoRWM<sup>4</sup> Update: Gordon MacKerron (Chairman)**

- Looking at long term management routes for waste and present inventory of waste.
- Aiming to be independent, accountable, open and transparent, so observers of meetings are welcomed.
- Government is the client - need to report back in 3 years.
- Long term aims is for practical recommendations.
- Working Groups: Principles; Inventory; Public & Stakeholder Engagement; Media Advisors.
- Engagement with stakeholders and the wider public is key.

#### *Questions of clarification*

- Representation on CoRWM is not in their gift, but was decided by DEFRA. Cumbrians are welcome to attend meetings as observers, and CoRWM will be visiting the area for their meeting in April.
- Primary responsibility is to examine all available options (including earlier reports and papers), to build consensus and make recommendations.

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<sup>1</sup> Executive: management team reporting directly to Mike Parker, BNFL CEO

<sup>2</sup> ACCA Award: Association of Chartered and Certified Accountants

<sup>3</sup> NDA: Nuclear Decommissioning Authority

<sup>4</sup> CoRWM: Committee on Radioactive Waste Management

- CoRWM is not considering individual sites, although will consider siting issues.
- If Government agrees that CoRWM process can be extended to later in 2006, then it's unlikely that they will meet the announcement deadline (as made in Energy White Paper), but it will be a more robust recommendation.

### **DTI/LMU/NDA Update: David Hayes (Director of the NDA Team, DTI)**

- Remain committed to NDA being set up in October 2004, and operational by April 2005. This requires legislation by July 2004. Report stage begins next week, and will go to the Commons in April (having been introduced to the Lords first).
- NDA will be headquartered in West Cumbria, with approximately 200 staff. Hope to identify the Chairman by May and the Chief Executive as soon as possible after Royal Assent.
- NDA will not be spending less than BNFL and UKAEA (~£1.5bn-£2bn per year – around £50bn total), but final amounts still being negotiated.
- BNFL & UKAEA to get first contracts. Timetable for the introduction of competition will be decided by NDA. Heads of Terms and other details still to be reviewed – should be out at next stakeholder fora.
- Assets and liabilities will transfer from BNFL to NDA. British Nuclear Group will become a contractor to NDA.
- Composition of DTI Group:
  - Peter Waller has replaced Derek Davis;
  - Alan Edwards is leaving later in March. Work split between Andy Layton and David Hayes.
- Stakeholder engagement meetings were held in March 2003, and the next round will be in April and May 2004. A draft framework is available on the DTI website (<http://www.dti.gov.uk/nuclearcleanup/>). Consultation on NDA's workplan will take place in Autumn 2004. NDA will also be required to consult on its longer term strategy.

### *Questions of clarification*

- Government wants to keep nuclear option open, but not committed to new nuclear build unless it's decided that nuclear forms part of a sustainable energy policy for the UK.
- Stakeholder engagement is resource intensive, and there are issues surrounding stakeholder capacity. It will be up to NDA how they engage with local authorities and other groups. The model is still being developed, and BFWG's work has been very helpful.
- DTI will be consulting with Irish Government and stakeholders.
- Waste issues must be addressed before the Government is willing to make decisions on new nuclear build, but there's no clear time frame for this yet.
- A new Local Liaison Sub-Group has been formed at Sellafield to look at Life Cycle Base Line issues.
- Assurance that majority of workforce will remain at the existing sites.
- State aid is on Commissioner's timetable.
- UKAEA is considering the best structure is for itself to compete for future contracts (after first round) but DTI/NDA is not pressurising it either way.
- No policy change on ownership and responsibility for British Energy spent fuel.
- NDA and CoRWM timetables are not dependent upon each other, though they are linked.

### **3 – Co-ordination Group (CG)**

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Peter Addison (NII) gave a presentation on behalf of the Co-ordination Group, summarising their Draft Report to the Main Group, circulated in advance of this meeting. (See Appendix 3 for presentation slides in full).

Key points from the report were discussed by participants via a small breakout group, the notes from which will be fed back to the Co-ordination Group. The main headline brought back to the plenary session was that CG needs to pro-actively pass the many outputs of the Dialogue on to other organisations and agencies. Feedback from these organisations would be good for next meeting, demonstrating that they are taking these outputs onboard.

During Day 2, discussion groups considered questions raised by CG in their report, the notes from which will be fed back to the Working Group. Key points arising were:

- Communications Strategy
  - Fact sheet will be put together to aid MG members in communication.
  - On balance, the emphasis of the Communications Strategy is on content then process.
  - Combination of media and conference presentations.
  - 2 main opportunities: establishment of NDA; end of this Dialogue/publication of reports.
  
- Transition of products between Company and NDA
  - Discuss Company response on Recommendations at next MG meeting.
  - Extend development of putting Company names against Recommendations to include individuals in other organisations, e.g. NDA, Defra, CoRWM, etc.
  - Idea of group to exist beyond final MG to champion Recommendations to other organisations.
  - BFWG & SWG need to programme in developing brief for championing Recommendations.
  - Need right person from key organisations at next MG meeting for handover & response.

The Main Group approved the following recommendations:

Recommendation 1: The Co-ordination Group membership should remain as now until the completion of this Dialogue programme, but retain the ability to involve Main Group members for particular tasks.

Recommendation 2: The Co-ordination Group should take account of the evaluation report in developing the arrangements for transferring experience gained during the Dialogue process.

Recommendation 3: The Co-ordination Group should take responsibility for the final consolidation of the Working Group recommendations.

Recommendation 4: The Co-ordination Group should develop an overview of the Dialogue process in its entirety. (*We understand 'overview' to mean Executive Summary or similar*)

Recommendation 5: The Co-ordination Group should develop a document with recommendations for the transfer of experience gained during this Dialogue.

Recommendation 6: The Main Group is asked to support the continued SWG work programme.

Recommendation 7: The Main Group is asked to support the continued BFWG work programme.

Recommendation 8: The Co-ordination Group should review all previous Main Group actions.

The Main Group also agreed that CG to publish their report.



## **4 – Business Futures Working Group (BFWG)**

John Knox (NWDA) and Gregg Butler (University of Manchester) gave a presentation on behalf of the Business Futures Working Group, summarising their Draft Third Interim Report, circulated in advance of this meeting. (See Appendix 4 for presentation slides in full).

Key points from the report were discussed by a smaller group, the notes from which will be fed back to the Business Futures Working Group. Main headlines were brought back to the plenary session:

Company congratulated on the ACCA Award for the CSR Report.

- Opportunities for Dialogue members to feed into the next CSR report (due October/November 2004) to help increase the focus on issues important to stakeholders.

Company is willing to send a draft of the next CSR report for comments (to BFWG). Hope that next report will include work from SWG that has already been reported to this MG.

During Day 2, discussion groups considered questions raised by BFWG in their report, the notes from which will be fed back to the Working Group. Key points arising were:

- CSR report
  - Please add comments to sheet at back of the room or get in touch directly.
  - Could BFWG help the next CSR report by:
    - Commenting on first draft when produced;
    - Helping to prioritise and identifying key issues;
    - If no issues identified, then help to prioritise or steer the prioritisation of issues.

The Main Group approved the following recommendations:

Recommendation 1: Submission to BNFL/DTI Review: the Main Group is asked to note the completion of this work.

Recommendation 2: BNFL CSR Report: the Main Group is asked to endorse the approach detailed in the report.

Recommendation 3: Diversification: the Main Group is asked to note the work undertaken and endorse the proposed programme of work.

Recommendation 4: Contractorisation: the Main Group is asked to note the work undertaken and endorse the continued work proposed.

Recommendation 5: Stakeholder Engagement: the Main Group is asked to note the work undertaken and endorse continuing BFWG involvement.

Recommendation 7: Sounding Board: recognising that we are fast approaching the end of the Dialogue, the Main Group is asked to endorse the BFWG adopting a vigorous approach to engaging with the DTI, and in particular with the LMU.

Recommendation 8: Hazard and Risk: the Main Group is asked to note the work undertaken and endorse the continued work proposed.

Recommendation 9: Waste Conversion Index: the Main Group is asked to note the work undertaken and endorse the continued work proposed.

Recommendation 10a: Discharges, Waste and Decommissioning: the Main Group is asked to note the work undertaken.

Recommendation 10b: Site End Points: the Main Group is asked to note the work undertaken.

Recommendation 11: Progress against Recommendations: the Main Group is asked to note the consolidation of recommendations and to endorse its use for ongoing monitoring of progress against Dialogue recommendations.

Recommendation 12: Progress against Recommendations: the Main Group is asked to endorse that the Co-ordination Group takes responsibility for this document.

Recommendation 13: Progress against Recommendations: the Main Group is asked to note the position paper on plutonium. *The MG additionally endorses BFWG to continue to include Pu issues in its work programme.*

Recommendation 14: the Main Group is asked to endorse the BFWG Draft Third Interim Report so that it can be published and provided to BNFL and DTI.

## **5 – Security Working Group (SWG)**

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Roger Howsley (BNFL) and Neil McCann (Nuclear Free Futures) gave a presentation on behalf of the Security Working Group, summarising their Draft First Interim Report, circulated in advance of this meeting. (See Appendix 5 for presentation slides in full).

Key points from the report were discussed by a small group on Day 1 of the meeting, the notes from which will be fed back to the Security Working Group. During Day 2, discussion groups considered further questions raised by SWG in their report, the notes from which will again be fed back to the Working Group.

The Main Group approved the following recommendations:

Recommendation 1: that the Main Group approves the publication of the draft interim report. *Interim report will be published as it is, on the understanding that issues raised today will be further discussed and the report will be amended in the future. Additional information on the number of meetings and attendance will be added.*

Recommendation 2: that the Main Group gives its approval for the continuation and completion of the SWG work by October 2004.

## **6 – Draft Evaluation Report**

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Richard Evans (Ethics etc.) from the Evaluation Steering Group (ESG), gave some background to the Evaluation Report. He emphasised that it is an independent report, and not owned by the Dialogue in the same way as other Working Group reports.

### Proposed Way Forward

- MG opportunity to comment via discussion groups 11 March
- TEC post report to absentees. All MG have opportunity to comment 12 March
- Deadline for comments to CAG 2 April
- ESG meet to agree report can be published Approx end  
May
- Co-ordination Group to make report public
- TEC, BNFL, CG, etc to respond on TEC website

Emma Cranidge and Sheila Coleman from CAG Consultants presented the draft Evaluation Report, focussing on methodology, issues and learning points. (See Appendix 6 for presentation slides in full).

Participants split into discussion groups to consider the draft Report. Major issues were brought back to plenary:

- Engaging people outside the process.
- Include 'dot' evaluation from meetings to show change.
- A measurable 'Company culture performance indicator' (with criteria).
- Not allowing the view that there have been few visible outcomes undermines the Dialogue.
- Need to estimate a baseline. Record impact of external influences and map internal decisions.
- Are the DTI taking on the learning from this Dialogue? (DTI confirmed yes – and for NDA too) How? Audit trail?
- Who is responsible for taking the learning forward? (for stakeholders as well as the Company).
- How do you test legitimacy? Not just greens vs BNFL. Participants bring their individual perspectives, as well as organisational policies.
- Greater acknowledgement of reports and products of the Dialogue. Any 'Executive' summaries of the reports need to show the full picture of the amount of time, effort and resource has been put in to achieve the output. Diversification work needs to be reflected more in the report.

## ***7 – The Way Forward***

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- The photo-report will be out by 23 March, and the Main Group Summary Report by the end of April.
- The next (and final) Main Group meeting will be 13-14 October 2004.
- A list of actions was agreed and can be found below:

<b><u>ACTION</u></b>	<b><u>WHO</u></b>	<b><u>WHEN</u></b>
Correct spelling of principle of foreword of all reports	TEC	End April
SWG Report – remove duplication (2.2 & 2.3)	TEC	End April
Contact BNFL CSR Report team with any feedback, to influence next CSR report (team = DB, GMcG, BM, JT)	All Stakeholders	Within next few weeks
Circulate extracts of BNFL CSR Report relating to security to SWG for comment	Roger Howsley	30 March
Consider how to consider BNFL CSR Report in their programme	BFWG	At next mtg
Consider points from discussion group at next WG meeting	SWG	At next mtg
Include additional information in interim report (membership & meeting attendance)	SWG/TEC	End April
Feed any comments on full Evaluation Report to CAG by April 2 <sup>nd</sup>	All Stakeholders	2 April
Consider points on evaluation feedback re developing company culture indicators	CG	At next mtg
Take a copy of the full Evaluation Report away with you	All	Today
CG to take on board outcomes of Transition group discussion	CG	At next mtg
Publish CG report (i.e. put on website & post to all MG members)	TEC	End April
Publish BFWG report (i.e. put on website & post to all MG members)	TEC	End April
Publish SWG report (i.e. put on website & post to all MG members)	TEC	End April
Photoreport	TEC	23 March
Meeting report made public	TEC	End April

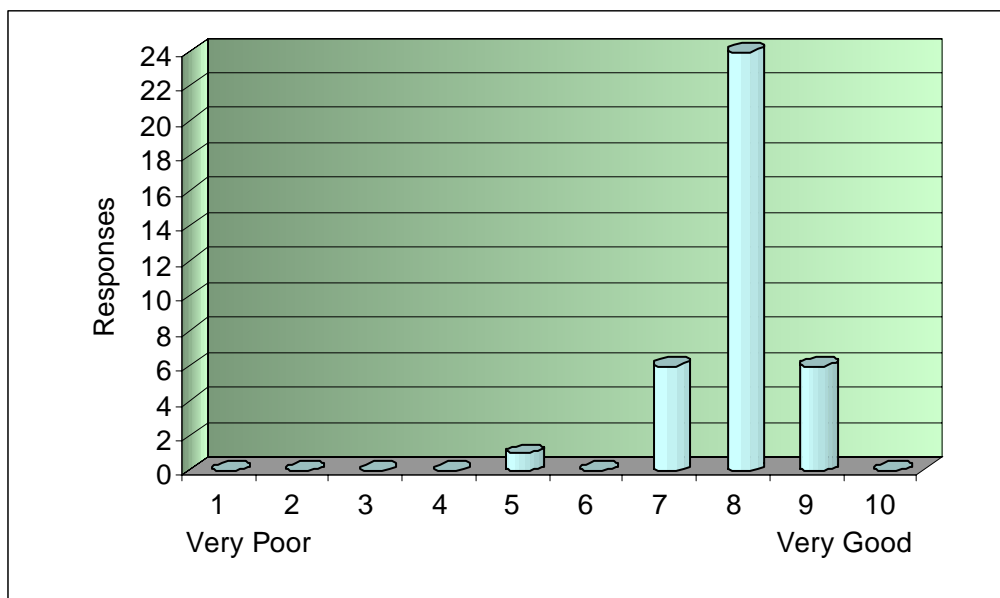
**Key: CG – Coordination Group; TEC – The Environment Council; BFWG – Business Futures Working Group; SSWG – Security and Safeguards Working Group.**

## 8 – Evaluation

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- In addition to an interim evaluation of progress made at the end of Day 1, participants were also invited to evaluate progress using feedback forms, at the end of Day 2.
- The charts and comments below show all the feedback from attendees:

### 1. How do you rate the value of the Dialogue over the past 8 months (since the last Main Group meeting)?



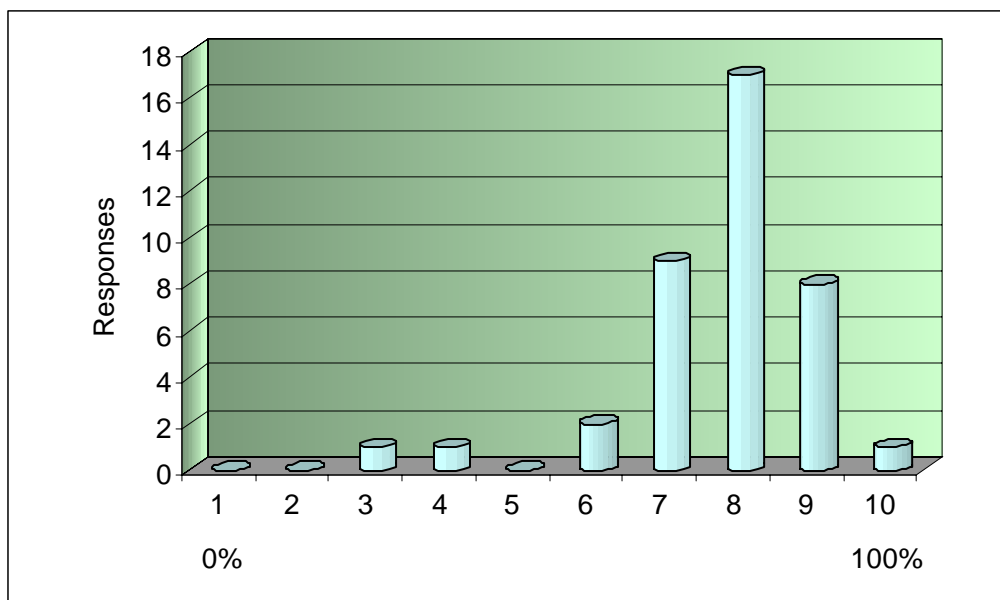
40 questionnaires returned  
3 did not give rank for Q1  
NB All half-marks are rounded down to nearest whole number

### Comments:

- Some really good progress made on a number of fronts especially 'Security'.
- I have come back after an absence and I found excellent signs of progress.
- Given the breadth of work being undertaken by the working groups (BFWG in particular) a great deal of work and content has been undertaken and much valuable information gleaned.
- The increase in contact with DTI and a sense of greater integration into national processes has increased value.
- Don't know – first meeting attended.
- It gathers in quality as it nears the end of the process.
- At this session good work has been done to progress the aims.
- Lot of good work.
- Cannot comment – first meeting.
- Lots of interesting work done by the working groups, well done.
- I have limited knowledge of the past eight months' activities – however I have formed a positive impression of how things have moved forward.

- The success is built on the foundation of quality work from the working teams.
- First dialogue attended.
- I can only comment on my time, which is less than 8 months.

## 2. How confident are you that the Dialogue will proceed effectively?



40 questionnaires returned  
1 did not give rank for Q2  
NB All half-marks are rounded down to nearest whole number.

### Comments:

- Enormous will to take learning and products forward into new 'regime' – NDA/DTI. Need to ensure there are mechanisms for doing this.
- Too late to go back!
- It is at a late stage due to transition to NDA. So will depend on NDA attitude.
- Confident it will proceed to its conclusion in October 2004. Concerned about what will follow it- heard DTI/LMU words – but need to see what happens.
- Need some way- if possible – to include self-excluding groups.
- Effectively to the end! In October 2004.
- Sorry for the 50:50 [4/5 rank] but I have doubts about effectiveness after October? Up to October I would score 8/9.
- Transition issues give rise to some uncertainty. Lots of loose ends will need careful and systematic management and clarity at last MG meeting.
- Given the past as any indication I am certain it will proceed well.
- Dialogue will deliver – real question is acceptance of recommendation and approach – particularly by NDA.
- It will reach its conclusion as predicted: what happens thereafter and how good what follows it is another matter.
- OK provided people don't forget what they've agreed to.
- There is much to be done to bring this process through the coming changes, NDA – to alert incoming leaders and managers in NDA to the Dialogue.

- Still slight concern that external changes are going to result in experience/knowledge from dialogue being lost.
- Relates to this Dialogue, not the follow on which is needed.
- Demonstrated its value at an increasing pace. Excellent model for the NDA.
- It would be a shame to allow it to end and now there is a lot more issues out there.
- I have reasonable expectations for further development with positive outcomes.
- Score 9 refers to proceeding to October 2004 – not beyond.
- Unclear as to situation under NDA.

### **3. General Comments:**

- Very keen to use Dialogue concept not only in future working in West Cumbria with NDA and BNFL but using it to engage community in dealing with massive changes ahead.
- Working groups appear to have been effective at addressing the issues.
- One of the best main group meetings.
- Well Done – a good (but slow) experience.
- To ensure that most outside people ‘buy in’ to the conclusions we need to explicitly state that any groups not represented were given a chance to express their views directly or through “reflectors”.
- Venue very good – easy access, good accommodation and food, service also good. Projection could have been better.
- Good dialogue in Discussion Groups, good listening, good contributions from most rather than the few.
- Breakfast good – other food poor-ish, very limited vegetarian offering. Ongoing ‘CSV journey’ work by company needs greater support from SD process and participants.
- This main group has been noticeable by the absence of business as usual – really great!! Thought that we were really “cooking”.
- Lingering concern about how dialogue products (of 6 years work) will survive current flux in industry and HMG policy.
- Pleased to be back!
- Well done all involved.
- Need for effective hand-over to NDA stakeholder arrangements.
- This meeting was unusually smooth and placid – does this signify the success of the Dialogue to date, or the beginning of disengagement as the Dialogue ends?
- Basically a happy camper!
- The feedback from the Dialogue will become increasingly important to the provision of acceptable viable solutions to the passivation of the sites.
- Pass over to NDA etc. will be both difficult and critical.
- Very well done to the working groups and the Environmental Council for keeping us on track.
- Excellent meeting with a real sense of collective and collaborative working.
- It is good that procedures are teaming up to assess results, which may be visible after the life of the Dialogue.



## ***Appendices***

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## **Appendix 1: List of Attendees**

Please note this is a list of attendees only. The appearance of any organisation or individual on this list is not an indication of any endorsement of either this process or the Company itself. Similarly, attendance or not at the workshop should not be taken as indicating any supportive or negative views of the Company or this process.

BNFL National Stakeholder Dialogue  
Main Group Workshop, 10-11 March 2004  
List of Attendees

<b>Name</b>		<b>Organisation</b>
Peter	Addison	Nuclear Installations Inspectorate
Neil	Baldwin	BNFL
Ric	Baldwin	BNFL
Fred	Barker	Individual
Peter	Barlow	BNFL
Frank	Barnaby	Oxford Research Group
Jane	Bevan	ISIS Public Relations Ltd
David	Bonser	BNFL
Christine	Brown	BNFL
Adrian	Bull	BNFL
Gregg	Butler	Better Environmental Regulation Initiative
Kerrie	Campbell	Scottish Executive
David	Camwell	Transport & General Workers Union
Tom	Cawley	Transport & General Workers Union
John	Charters	General & Municipal Boiler Makers Union
Simon	Clark	Institute of Naval Medicine
Roger	Coates	BNFL
Stuart	Conney	Food Standards Agency
Stewart	Conroy	Transport & General Workers Union
Sheila	Colman	CAG Consultants
Emma	Cranidge	CAG Consultants
Sue	Crisp	Cumbria County Council
Mark	Drulia	BNFL/ALFA
John	Eldridge	BNFL
David	Elliott	ERM
Richard	Evans	Ethics etc.
Grant	Gilmour	BNFL
Maria	Green	Nuclear Free Local Authorities
Richard	Griffin	Department of Trade and Industry
Richard	Harris	RJH Associates
Rowena	Harris	Individual

BNFL National Stakeholder Dialogue  
 Main Group Workshop, 10-11 March 2004  
 List of Attendees (contd.)







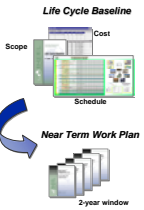

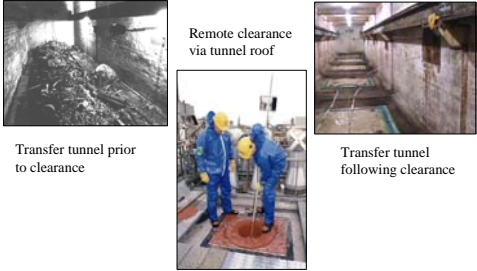

<b>Name</b>		<b>Organisation</b>
Dave	Harrison	Government Office for the North West
Dick	Haworth	Nuclear Installations Inspectorate
David	Hayes	Department of Trade and Industry
Kate	Hiley	ISIS Public Relations Ltd
Roger	Howsley	BNFL
Sue	Ion	BNFL
Mark	Johnston	Individual
Steve	Jones	Westlakes Scientific Consulting
John	Kane	General & Municipal Boiler Makers Union
Peter	Kane	General & Municipal Boiler Makers Union
Stuart	Kemp	Nuclear Free Local Authorities
John	Knox	Northwest Development Agency
Rick	Lockwood	Institution of Nuclear Engineers
Gordon	Mackerron	NERA
Peter	Maher	BNFL
Valerie	Mainwood	BRARE (Bradwell for Renewable Energy)
Bryen	Martin	BNFL
Richard	Mayson	BNFL
Neil	McCann	Nuclear Free Future Campaigner
	McCarron-	
Carni	Holmes	Allerdale Borough Council
Grace	McGlynn*	BNFL
Fergus	McMorrow	Copeland Borough Council
Richard	Mrowicki	Liabilities Management Unit
Fred	Mudway	BNFL
Andy	Munn	UKAEA
Derek	Ockenden	Individual
Michael	Parker	BNFL
David	Pollard	Radiological Protection Institute of Ireland
Arthur	Roberts	BNFL
Howard	Rooms	Nuklear 21
Sunil	Shastri	University of Hull
Rex	Strong	BNFL
Paul	Thomas	BNFL
David	Tomlin	Redcar and Cleveland Borough Council
John	Turner	BNFL
		NAG (formerly Nuclear Awareness Group)
Pam	Vassie	

BNFL National Stakeholder Dialogue  
Main Group Workshop, 10-11 March 2004  
List of Attendees (contd.)


<b>Name</b>		<b>Organisation</b>
Rupert	Wilcox-Baker	BNFL
Pete	Wilkinson	Wilkinson Environmental Consulting
Stuart	Woodings	British Energy
Paul	McKenna	Isle of Man Government
Rosie	Mathisen	West Lakes Renaissance
Peter	Addison	Nuclear Installations Inspectorate
Neil	Baldwin	BNFL
Ric	Baldwin	BNFL
Fred	Barker	Individual
Peter	Barlow	BNFL
Frank	Barnaby	Oxford Research Group
Jane	Bevan	ISIS Public Relations Ltd
David	Bonser	BNFL
Christine	Brown	BNFL
Adrian	Bull	BNFL

**Total Number = 84**

## Appendix 2: Presentation from David Bonser, BNFL

1	 <p><b>BNFL</b></p> <p>Stakeholder Dialogue Main Group David Bonser</p> <p>10<sup>th</sup> March 2004</p>	2	<p>Welcome </p> <ul style="list-style-type: none"> <li>• Mike Parker - CEO</li> <li>• Commitment to the dialogue</li> <li>• Formal links between Executive and Working Groups</li> </ul> <p style="text-align: right;"><small>Page 2</small></p>
3	<p>Overview </p> <ul style="list-style-type: none"> <li>• Security Working Group</li> <li>• Working Group Recommendations</li> <li>• What's been happening since we last met?</li> <li>• Role of BNFL ALFA in the transition to NDA</li> <li>• Stakeholder Engagement</li> </ul> <p style="text-align: right;"><small>Page 3</small></p>	4	<p>Security Working Group </p> <ul style="list-style-type: none"> <li>• Increased stakeholder interest in security issues</li> <li>• Security Working Group formed with involvement of UK security regulator</li> <li>• Visit to Sellafield planned for end of March</li> <li>• Programme of work due for completion in Autumn</li> <li>• Possible important implications for Government policy</li> </ul> <p style="text-align: right;"><small>Page 4</small></p>
5	<p>Working Group Recommendations </p> <ul style="list-style-type: none"> <li>• Previous recommendations have been consolidated</li> <li>• Updated responses are provided</li> <li>• BNFL Executive accountability</li> <li>• BNFL senior management attendance at the Main Group</li> <li>• Opportunity for you to seek clarification on issues</li> </ul> <p style="text-align: right;"><small>Page 5</small></p>	6	<p>What's been happening since we last met? </p> <ul style="list-style-type: none"> <li>• ACCA Award - CSR Report</li> <li>• Corporate Strategy review             <ul style="list-style-type: none"> <li>– Joint review with DTI</li> <li>– Input from BFWG</li> <li>– Now in implementation phase</li> </ul> </li> <li>• Renewed emphasis on clean-up             <ul style="list-style-type: none"> <li>– Life Cycle Baseline Plans</li> <li>– Near Term Work Plans</li> <li>– BFWG involvement</li> </ul> </li> </ul>  <p style="text-align: right;"><small>Page 6</small></p>
7	<p>What's been happening since we last met? B41 Pile Fuel Cladding Silo </p>  <p style="text-align: right;"><small>Page 7</small></p>	8	<p>Role of BNFL ALFA in the transition to NDA </p> <ul style="list-style-type: none"> <li>• BNFL ALFA contracts use BFWG principles</li> <li>• Definition of clear accountabilities             <ul style="list-style-type: none"> <li>– Principle 1</li> </ul> </li> <li>• Improved long term HR and procurement strategies             <ul style="list-style-type: none"> <li>– Principle 2</li> </ul> </li> <li>• Safety, security and environmental excellence             <ul style="list-style-type: none"> <li>– Principles 3, 10</li> </ul> </li> <li>• Incentives provided for engagement with stakeholders             <ul style="list-style-type: none"> <li>– Principles 4, 5, 6</li> </ul> </li> </ul> <p style="text-align: right;"><small>Page 8</small></p>

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**Role of BNFL ALFA in the transition to NDA (2)** 


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- NSTS formation
  - Principle 7
- Incentivisation of innovation in contracts
  - Principles 8, 9
- Performance monitoring and reporting standards
  - Principle 11
- Acknowledgement of keys to contract success
  - Principles 12, 13, 14

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10

**Stakeholder Engagement** 

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- The links between the dialogue and the DTI are very important
- Demonstration of the value gained from engagement
- Only one more Main group
- Must use remaining time effectively
- Use the learning
- BNFL's ongoing engagement framework

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## Appendix 3: Co-ordination Group Presentation

1	<h3>Co-ordination Group Progress Report to Main Group March 2004</h3> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	2	<h3>Introduction</h3> <ul style="list-style-type: none"><li>• The Co-ordination Group exists to oversee the various aspects of the Dialogue to ensure its smooth running and to deal with issues which arise from time to time which have a bearing on the Dialogue</li><li>• The report explains the activities of the Co-ordination Group over the past eight months since the last Main Group meeting in July 2003 and attempts to put the BNFL National Nuclear Dialogue in perspective</li><li>• The membership of the Co-ordination Group is appended to the report</li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>
3	<h3>Co-Ordination Group Membership</h3> <ul style="list-style-type: none"><li>• The current members of the Co-ordination Group:<ul style="list-style-type: none"><li>» are content to continue in their role and</li><li>» suggest that it would be appropriate for them to do so to avoid disruption as the Dialogue enters its final stages</li></ul></li><li>♦ <b>Recommendation 1. The Co-ordination Group membership should remain as now until the completion of this Dialogue programme, but retain the ability to involve Main Group members for particular tasks</b></li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	4	<h3>Way Forward</h3> <ul style="list-style-type: none"><li>• Comments from stakeholders were recorded from the Forward Planning Discussion Groups at the July 2003 Main Group Meeting and circulated to Main Group Members. They are included in Appendix 1 of the report</li><li>• Work to progress this<ul style="list-style-type: none"><li>» Capturing Past Achievements &amp; Evaluation</li><li>» Dialogue Closure</li><li>» Communications Strategy</li></ul></li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>
5	<h3>Capturing Past Achievements &amp; Evaluation</h3> <ul style="list-style-type: none"><li>• The Main Group mandated a sub-group to monitor the progress of the evaluation process being undertaken by CAG Consultants</li><li>• After the Main Group has had the opportunity to discuss the report and its findings, the Co-ordination Group will<ul style="list-style-type: none"><li>» progress the delivery of the report as mandated</li><li>» ensure that the learning from the Dialogue provides a foundation for future stakeholder engagement</li></ul></li><li>♦ <b>Recommendation 2. The Co-ordination Group should take account of the evaluation report in developing the arrangements for transferring experience gained during the Dialogue process</b></li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	6	<h3>Dialogue Closure</h3> <p><u>Progress Report on Working Group Recommendations</u></p> <ul style="list-style-type: none"><li>♦ <b>Recommendation 3. The Co-ordination Group should take responsibility for the final consolidation of the Working Group recommendations</b></li><li>♦ <b>Recommendation 4. The Co-ordination Group should develop an overview of the Dialogue process in its entirety</b></li></ul> <p><u>Dialogue Programme</u></p> <ul style="list-style-type: none"><li>• No further Working Groups have been established, and the Co-ordination Group anticipates that the dialogue process will conclude within the current timetable</li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>
7	<h3>Communications Strategy</h3> <ul style="list-style-type: none"><li>• The strategy continues to be worked on by the Communications Sub-Group and their report will be made available at the Main Group meeting</li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	8	<h3>Using Experience to Go Forward</h3> <ul style="list-style-type: none"><li>• The Co-ordination Group will present, to the final Main Group, a document with <u>recommendations for the transfer of experience gained during this dialogue</u> to the relevant elements of the future stakeholder engagement structures in NDA and 'New BNFL'. This document will <u>take account of the results of the evaluation report and the consolidated recommendations</u>, together with <u>the issues raised in the 'Way Forward' document</u></li><li>♦ <b>Recommendation 5. The Co-ordination Group should develop a document with recommendations for the transfer of experience gained during this Dialogue</b></li></ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>

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### Representation

- ◆ Membership of the Main Group still remains open. The Co-ordination Group encourages ongoing efforts by Working Groups to develop mechanisms to engage as wide a stakeholder representation as possible. However, it would be difficult for the Working Groups to assimilate new members at this late stage in their programmes
- ◆ The Environment Council is developing more extensive arrangements for stakeholder support, and its current thinking is given for Main Group information at Appendix 3

BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council

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### Security Working Group

- ◆ SWG has continued its work in line with the work programme which it was mandated to undertake by the last Main Group Meeting
- ◆ The Co-ordination Group commends this report to the Main Group and endorses SWG's request to be allowed to pursue its future work programme
- ◆ **Recommendation 6. The Main Group is asked to support the continued SWG work programme**

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### Business Futures Working Group

- ◆ BFWG has continued its work in line with the programme given to the last Main Group Meeting
- ◆ Following the appointment of the new BNFL Chief Executive, the Co-ordination Group welcomes the greater interaction between the Company and the existing Working Groups
- ◆ The Co-ordination Group commends this report to the Main Group and endorses BFWG's request to be allowed to pursue its future work programme
- ◆ **Recommendation 7. The Main Group is asked to support the continued BFWG work programme**

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### Previous Actions Required of the Co-ordination Group

- ◆ All actions placed on the Co-ordination Group by the July 2003 Main Group have been addressed
- ◆ Recommendations from all the Main Group meetings will be reviewed by the Co-ordination Group to ensure that any outstanding actions are identified at the next Main Group meeting, together with recommendations for follow-up
- ◆ **Recommendation 8. The Co-ordination Group should review all previous Main Group actions**

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## Appendix 4: Business Futures Working Group Presentation

1	<p style="text-align: center;"><b>Business Futures Working Group</b>  <b>Progress to March 2004</b>  <b>Draft Third Interim Report</b></p> <p style="text-align: center;">Presented by John Knox and Gregg Butler</p> <p style="text-align: center;"><i>Page numbers and Appendices in the report are referenced where relevant</i></p>	2	<p style="text-align: center;"><b>Group Aims</b></p> <p>The aims of the Business Futures Working Group as agreed by the Main Group are:</p> <ol style="list-style-type: none"> <li>1. Providing analysis and advice to the Company on the impact of the development of the LMA, and informing the DTI's LMA development process</li> <li>2. Reviewing/monitoring the development of the Company's strategy in respect of providing services to governments and nuclear utilities</li> <li>3. Identify other business futures the Company might adopt, including the examination of non-nuclear business futures.</li> <li>4. Develop guidance to the Company on recommended ways forward, including milestones and targets where appropriate.</li> </ol>
3	<p style="text-align: center;"><b>Business Futures Working Group</b>  <b>Draft Third Interim Report</b></p> <ul style="list-style-type: none"> <li>• Extensive BFWG work programme since last July Main Group (pp 1-6)</li> <li>• BFWG role has become 'federal' with series of task groups undertaking different workstreams – but needing detailed full Group approval before any use is made of findings</li> <li>• Draft interim report prepared as series of summary updates, with appendices covering more detailed aspects of work to date.</li> <li>• <i>If Main group members want to know more about a particular workstream, the relevant BFWG members will be pleased to meet up during coffee/meal breaks – and any of us can direct you to the right person for your query (membership in Appendix 11 at the back of report).</i></li> </ul>	4	<p style="text-align: center;"><b>Strategy Review</b></p> <ul style="list-style-type: none"> <li>• Input into the Joint DTI/BNFL Corporate strategy review (p7 and Appendix 1)</li> <li>• Challenges based on Principles derived from KSI analysis to Main Group in July 03</li> <li>• Watching brief on implementation of new structure</li> <li>• <i>Main Group asked to note completion of this activity - (Recommendation 1)</i></li> </ul>
5	<p style="text-align: center;"><b>Corporate Social Responsibility</b></p> <ul style="list-style-type: none"> <li>• BNFL published its first CSR report in 2003</li> <li>• BFWG arranged for a review which with BNFL's response in in the draft report (p7 and Appendix 2)</li> <li>• Will be discussed at the March BFWG to inform BNFL on what issues should be reported on in the 2004 report</li> <li>• <i>Main Group asked to endorse this approach – (Recommendation 2)</i></li> </ul>	6	<p style="text-align: center;"><b>Diversification</b></p> <ul style="list-style-type: none"> <li>• Joint Fact Finding has begun – Terms of Reference adopted. (p7 and Appendix 3)</li> <li>• Purpose to identify opportunities for technology spin-off and new business development from current BNFL knowledge base/assets.</li> <li>• Depends upon access to IPR – work is in hand to identify relevant IPR from the Company's database of patents</li> <li>• Aim to have discussion at June BFWG</li> <li>• <i>Main Group asked to note work to date and endorse work programme - (Recommendation 3)</i></li> </ul>
7	<p style="text-align: center;"><b>Development of NDA</b></p> <ul style="list-style-type: none"> <li>• Four interlinked functions (p9-10, and Appendices 4-6)</li> <li>• Provided analysis and advice to BNFL on impact of NDA development.</li> <li>• Interaction with NDA team and LMU within DTI to act as sounding board. DTI being encouraged to take advantage of experience within Dialogue process</li> <li>• Work on contractorisation models to be implemented by NDA – comments on draft Heads of Terms included in interim report. BFWG seeking more consistent contact with LMU in this area</li> <li>• Importance of DTI's stakeholder engagement framework. BFWG pleased that many of comments made in its submission were reflected in the DTI's subsequent draft consultation document</li> <li>• <i>Further inputs planned and Main Group asked to endorse BFWG continuing involvement – (Recommendations 4 – 7)</i></li> </ul>	8	<p style="text-align: center;"><b>Site Management and Operation</b></p> <ul style="list-style-type: none"> <li>• Task group looking at issues around how priorities will be set between clean-up projects and sites</li> <li>• Developing way of "testing" Life Cycle Baseline Plans (p10, Appendix 7)</li> <li>• What measures and methodologies will be needed – eg. 'Passivity' - recommendation from previous Working Groups: LMU now chairs steering group on Hazard Indicator with stakeholder involvement and comment by BFWG (p10, Appendix 8)</li> <li>• Further LMU-coordinated work on prioritisation – BFWG will be involved</li> <li>• Interaction of waste management strategies, decommissioning and current operations with discharges (p11)</li> <li>• <i>Main Group asked to note work undertaken and endorse the continued work proposed – (Recommendations 8 – 10)</i></li> </ul>

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**Working Group Recommendations**

- Progress against previous Working Group recommendations – consolidated recommendations as way of preparing for the onward transfer of these to either new BNFL or NDA for action after the Main Group meeting in October 2004. (p11, Appendix 9, Recommendation 11)
- BFWG recommends that the Co-ordination group takes responsibility for the consolidated recommendations to recognise the importance of managing the transition to future stakeholder engagement processes (p11, Recommendation 12)
- *Main Group asked to endorse continued work and the transfer of responsibility for the Dialogue recommendations to the Co-ordination Group – (Recommendations 11, 12)*

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**Working Group Recommendations**

- Specific interaction between BFWG and BNFL on follow-up to the PuWG report. Update provided in interim report on Pu disposition issues.
- *Main Group asked to note position paper on Pu (Recommendation 13)*

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**Draft Third Interim Report**

- *Main group asked to endorse BFWG draft report so that it can be published and provided to BNFL and DTI - (Recommendation 14)*

## Appendix 5: Security Working Group Presentation - Part 1

1	<h3>Security Working Group Progress Report to the Main Group March 2004</h3> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	2	<h3>Members of the Security Working Group</h3> <table border="0"> <tr> <td>Dave Andrews</td> <td>British American Security Information Centre (BASIC)</td> <td>David Lowry</td> <td>Independent</td> </tr> <tr> <td>Neil McCann</td> <td></td> <td>Neil McCann</td> <td>Nuclear Free Future</td> </tr> <tr> <td>Frank Barnaby</td> <td>Oxford Research Group</td> <td>Grace McGlynn</td> <td>BNFL</td> </tr> <tr> <td>John Charters</td> <td>GMB</td> <td>Rick Nickerson</td> <td>KIMO Secretariat</td> </tr> <tr> <td>Mike Clark</td> <td>Irish Sea Nuclear Free Flotilla</td> <td>John Reynolds</td> <td>OCNS</td> </tr> <tr> <td>Jan Crispin</td> <td>Office for Civil Nuclear Security (OCNS)</td> <td>Arthur Roberts</td> <td>BNFL</td> </tr> <tr> <td>Roger Howsley</td> <td>BNFL</td> <td>Bill Waddington</td> <td>AMICUS</td> </tr> <tr> <td>Paul Leventhal</td> <td>Nuclear Control Institute</td> <td>Rupert Wilcox-Baker</td> <td>BNFL</td> </tr> <tr> <td></td> <td></td> <td>Pete Wilkinson</td> <td>Wilkinson Environmental Consulting</td> </tr> </table> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	Dave Andrews	British American Security Information Centre (BASIC)	David Lowry	Independent	Neil McCann		Neil McCann	Nuclear Free Future	Frank Barnaby	Oxford Research Group	Grace McGlynn	BNFL	John Charters	GMB	Rick Nickerson	KIMO Secretariat	Mike Clark	Irish Sea Nuclear Free Flotilla	John Reynolds	OCNS	Jan Crispin	Office for Civil Nuclear Security (OCNS)	Arthur Roberts	BNFL	Roger Howsley	BNFL	Bill Waddington	AMICUS	Paul Leventhal	Nuclear Control Institute	Rupert Wilcox-Baker	BNFL			Pete Wilkinson	Wilkinson Environmental Consulting
Dave Andrews	British American Security Information Centre (BASIC)	David Lowry	Independent																																				
Neil McCann		Neil McCann	Nuclear Free Future																																				
Frank Barnaby	Oxford Research Group	Grace McGlynn	BNFL																																				
John Charters	GMB	Rick Nickerson	KIMO Secretariat																																				
Mike Clark	Irish Sea Nuclear Free Flotilla	John Reynolds	OCNS																																				
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Roger Howsley	BNFL	Bill Waddington	AMICUS																																				
Paul Leventhal	Nuclear Control Institute	Rupert Wilcox-Baker	BNFL																																				
		Pete Wilkinson	Wilkinson Environmental Consulting																																				
3	<h3>Public Re-assurance?</h3> <p>“Security is kept under constant review”</p> <p>“Security is not discussed”</p> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	4	<h3>Finding the Right Balance</h3> <ul style="list-style-type: none"> <li>The SWG is very cognisant of the need to find a balance between imparting information which increases public confidence and providing details that adversaries would find useful</li> </ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>																																				
5	<h3>Methodology</h3> <ul style="list-style-type: none"> <li>The Group initially agreed to identify the attributes of an ideal security system for a facility dealing with hazardous materials</li> <li>The purpose was to allow generic attributes relevant to any hazardous activity to be identified, enabling a comparison through debate on how these apply to the nuclear industry and any specific attributes that might be necessary for the nuclear industry</li> </ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	6	<h3>Methodology (cont)</h3> <pre> graph TD     A[IDENTIFY IDEAL ATTRIBUTES] --- B[DESCRIBE EXISTING ARRANGEMENTS]     A --- C[CONDUCT GAP ANALYSIS]     B --- C     C --- D[FORM RECOMMENDATIONS]     </pre> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>																																				
7	<h3>Methodology (cont)</h3> <ul style="list-style-type: none"> <li>The ideal attributes were examined from three perspectives -             <ul style="list-style-type: none"> <li>the public (including local communities, local authorities and pressure groups)</li> <li>the Government, regulators and the industry</li> <li>Terrorists or other adversaries</li> </ul> </li> </ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>	8	<h3>Methodology (cont)</h3> <ul style="list-style-type: none"> <li><b>The Public</b> - what are their concerns, what would give confidence and what do they want to know?</li> <li><b>The Government, regulators and industry</b> - what is feasible, what information could be safely made available?</li> <li><b>Terrorists or adversaries</b> - what do they want to find out to help them mount a successful attack and how might they find this information out?</li> </ul> <p>BNFL NATIONAL STAKEHOLDER DIALOGUE      The Environment Council</p>																																				

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### Methodology (cont)

- We examined the different perspectives and generated information that we considered would be important to each group
- For example, if the transport convey was escorted by police, should the number of police officers and their weaponry be disclosed publicly?

Government, Regulators, Industry	Not to be released for security reasons
Public and local communities	
Terrorists and adversaries	Would want the details and would make efforts to find out

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### Methodology (cont)

- The SWG refined the information, taking account of the threat posed by making the information publicly available
- We structured the attributes according to those that are:
  - » overarching
  - » relevant to regulation
  - » relevant to systems, and
  - » relevant to information provision

We would welcome feedback from the Main Group

BNFL NATIONAL STAKEHOLDER DIALOGUE The Environment Council

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### Methodology (cont)

```

    graph TD
      A[IDENTIFY IDEAL ATTRIBUTES] --> C[CONDUCT GAP ANALYSIS]
      B[DESCRIBE EXISTING ARRANGEMENTS] --> C
      C --> D[FORM RECOMMENDATIONS]
    
```

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### Describing existing arrangements

Presentations by the Office for Civil Nuclear Security (OCNS) covering:

- ♦ The International framework for civil nuclear security (IAEA)
- ♦ The UK Civil Nuclear Security Regulations
- ♦ The Development of the UK Design Basis Threat

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### Methodology (cont)

```

    graph TD
      A[IDENTIFY IDEAL ATTRIBUTES] --> C[CONDUCT GAP ANALYSIS]
      B[DESCRIBE EXISTING ARRANGEMENTS] --> C
      C --> D[FORM RECOMMENDATIONS]
    
```

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### Forward work - 2004

Barrow - terminal and tour of ship  
Sellafield - BNFL Security Arrangements, the role of UKAEA Constabulary, Sellafield Firearms Training Facility, Police Central Alarm Station, Emergency Response Centre, Security Enhancements, MOX Transport arrangements

29/31 March	Barrow and Sellafield visit/meetings - existing systems
May/June/July	
September	WG meetings - gap analysis, draft report
October	Final report for Main Group meeting

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### SWG Recommendations

- ♦ Where BNFL agrees and it's in BNFL's control, BNFL will implement it
- ♦ Where BNFL agrees and it's in someone else's control, BNFL will lobby for change
- ♦ Where BNFL disagrees, BNFL will explain its reasons for rejecting the recommendation

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### Recommendations to Main Group

The Security WG recommends that the Main Group:

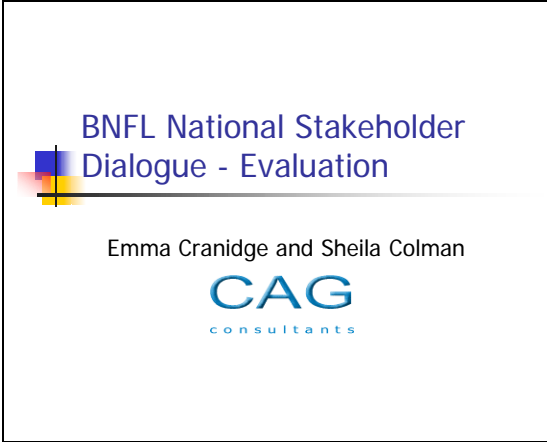
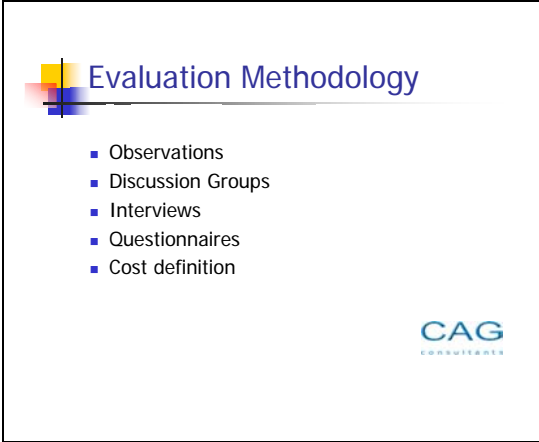
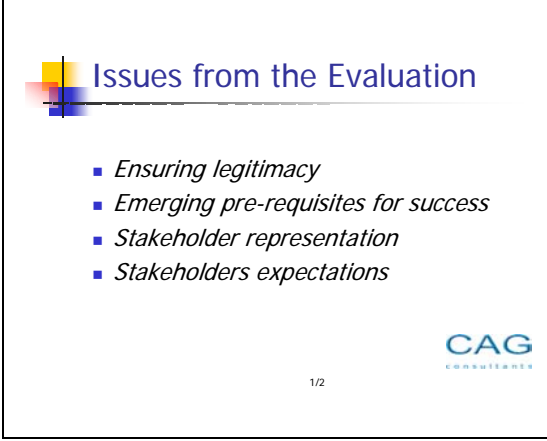
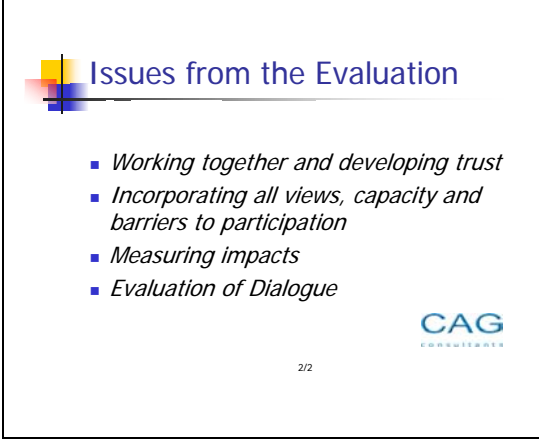
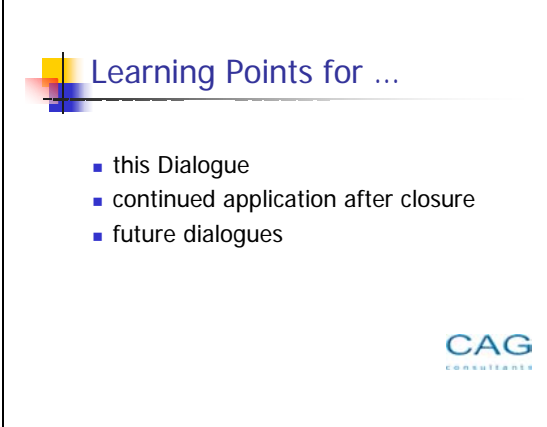
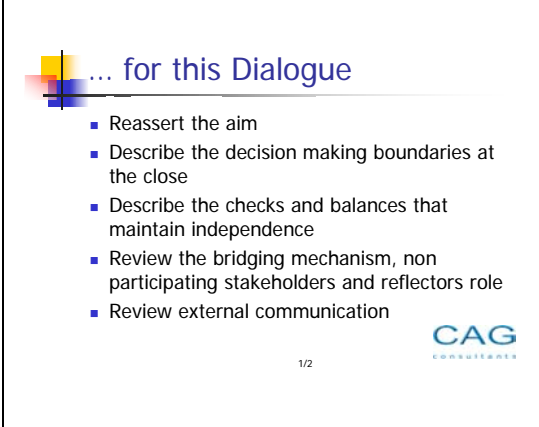
- ♦ Approves the publication of the Draft Interim Report (subject to any comments)
- ♦ Gives its approval for the continuation and completion of the SWG by October 2004

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## ***Appendix 5: Security Working Group Presentation - Part 2***

- Participation in the SWG is challenging and exciting, at times frustrating and always interesting. By and large, the work of the group is energetic and enthusiastic.
- Ideal Attributes comes from work at the reactor core. Hard nosed, practical, addressing issues of real concern to real people.
- Tie in with the Terms of Reference to include International Mox Trade and Transport, Plutonium swaps and transport in UK and final report coming in within time.
- Emphasis on the Draft Attributes, i.e. 2.1 onwards, preamble attempts to put these concerns into social and contemporary historical context. Overarching principles embrace and inform the three areas of Regulation Systems and Information.
- Built in stakeholder/community consultation through cross sectoral group.
- Misprint in that 2.2 is same as 2.3, no doubt for emphasis to facilitate gap analysis and gap analysis as mantra of the next phase of work for SWG.
- Safety issues impossible to deal with in timetable. Perhaps for post Dialogue engagement to include the question of inherent safety which is well known across all industry.

## Appendix 6: Draft Evaluation Report Presentation (CAG)

1	 <p>BNFL National Stakeholder Dialogue - Evaluation</p> <p>Emma Cranidge and Sheila Colman</p> <p>CAG consultants</p>	2	 <p>Evaluation Methodology</p> <ul style="list-style-type: none"><li>Observations</li><li>Discussion Groups</li><li>Interviews</li><li>Questionnaires</li><li>Cost definition</li></ul> <p>CAG consultants</p>
3	 <p>Issues from the Evaluation</p> <ul style="list-style-type: none"><li>Ensuring legitimacy</li><li>Emerging pre-requisites for success</li><li>Stakeholder representation</li><li>Stakeholders expectations</li></ul> <p>CAG consultants</p> <p>1/2</p>	4	 <p>Issues from the Evaluation</p> <ul style="list-style-type: none"><li>Working together and developing trust</li><li>Incorporating all views, capacity and barriers to participation</li><li>Measuring impacts</li><li>Evaluation of Dialogue</li></ul> <p>CAG consultants</p> <p>2/2</p>
5	 <p>Learning Points for ...</p> <ul style="list-style-type: none"><li>this Dialogue</li><li>continued application after closure</li><li>future dialogues</li></ul> <p>CAG consultants</p>	6	 <p>... for this Dialogue</p> <ul style="list-style-type: none"><li>Reassert the aim</li><li>Describe the decision making boundaries at the close</li><li>Describe the checks and balances that maintain independence</li><li>Review the bridging mechanism, non participating stakeholders and reflectors role</li><li>Review external communication</li></ul> <p>CAG consultants</p> <p>1/2</p>


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### ... for this Dialogue

- Extend recommendations to include milestones and proxy outcome measures
- Feed back action to all stakeholders
- Review the induction of new stakeholders
- Maintain appropriate levels of technical information
- Record external impacts on the industry
- Rationalise payments to stakeholders and review the stakeholder support fund

2/2




8



### ... for continued application

- Develop continuous feedback systems for beyond the life of the Dialogue
- Maintain and continue culture change within the Company
- Develop a Two way Feedback process



9




### ... future dialogues

- Degrees of boundedness
- Importance and features of facilitators
- Confidentiality within dialogue
- Stakeholders, representatives and others

1/2




10




### ... future dialogues

- Expectations may change
- Some tools are universal
- Trust needs development within Dialogue
- Monitoring and evaluation is essential

2/2




11




### CAG's Conclusion

- *facilitating a process*
- *developing trust*
- *using collaborative negotiation,*
- *developing solutions systematically*
- *developing recommendations*

1/2




12



### CAG's Conclusion

- *stakeholders outside the Dialogue*
- *feeding back Company responses*
- *evaluating the impact*

2/2



## **Appendix 7: Group Memberships**

### **Business Futures Working Group Membership – March 2004**

<b>Name</b>		<b>Organisation</b>	<b>Rotating Chair</b>
Peter	Addison	Nuclear Installations Inspectorate	Janet Wilson
Janet	Wilson	Nuclear Installations Inspectorate	Peter Addison
Fred	Barker	Independent Nuclear Policy Analyst	
Gregg	Butler	Westlakes Research Institute	
Tom	Cawley	Transport and General Workers Union (TGWU)	
Simon	Clark	MoD	
David	Ferguson	Environment Agency	Clive Williams
Clive	Williams	Environment Agency	David Ferguson
Richard	Griffin	DTI	
Phil	Hallington	BNFL	Neil Baldwin
Neil	Baldwin	BNFL	Phil Hallington
John	Hetherington	Cumbria County Council	
Dai	Hudd	Prospect	
Steve	Jones	Westlakes Scientific Consulting	
John	Knox	North West Development Agency	
Grace	McGlynn	BNFL	
Fergus	McMorrow	Copeland Borough Council	
Fred	Mudway	BNFL	
Martin	Quin	General and Municipal Boiler Makers Union (GMB)	
Howard	Rooms	NCNI	
Pete	Wilkinson	Wilkinson Environmental Consulting	

### **Coordination Group Membership – March 2004**

<b>Name</b>		<b>Organisation</b>
Fred	Barker	Independent Nuclear Analyst
Grace	McGlynn	BNFL
Gregg	Butler	University of Manchester
Helen	Ashley	The Environment Council
John	Hetherington	Cumbria County Council
John	Kane	BNFL
Pete	Wilkinson	Wilkinson Environmental Consulting
Peter	Kane	GMB
Peter	Addison	NII
Rupert	Wilcox-Baker	BNFL
Richard	Griffin	DTI

Additionally, David Bonser (BNFL) and Suzannah Lansdell (The Environment Council) occasionally attend Coordination Group meetings.



**Security Working Group Membership - March 2004**

<b>Name</b>		<b>Organisation</b>	<b>Rotating chair</b>
Dave	Andrews	BASIC	
Frank	Barnaby	Oxford Research Group	
John	Charters	GMB	
Mike	Clark	Irish Sea Nuclear Free Flotilla	
Jan	Crispin	Office for Civil Nuclear Security	John Reynolds
Roger	Howsley	BNFL	
Paul	Leventhal	Nuclear Control Institute	
David	Lowry	Independent	
Neil	McCann	Nuclear Free Future	
Grace	McGlynn	BNFL	Rupert Wilcox-Baker
Rick	Nickerson	KIMO Secretariat	
John	Reynolds	Office for Civil Nuclear Security	Jan Crispin
Arthur	Roberts	BNFL	
William	Waddington	AMICUS	
Rupert	Wilcox-Baker	BNFL	Grace McGlynn
Pete	Wilkinson	Wilkinson Environmental Consulting	