

DELIVERING ONSITE NUCLEAR PROJECTS DECOMMISSIONING, WASTE MANAGEMENT, OPERATIONAL EXCELLENCE AND SECURE DELIVERY.

Institution of
**MECHANICAL
ENGINEERS**

Conference

16–17 September 2014

Central Manchester

www.imeche.org/events/C1412

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INTRODUCTION

Ensuring that your site runs as efficiently as possible is crucial to continued energy generation.

Whilst some downtime for maintenance can be planned for, the risks of a prolonged period of non-operation can have a huge impact on overall energy supply. With just one high profile project currently standing at £244m over budget, is your project delivery strategy robust enough to be able to manage both planned and unplanned onsite projects?

Join us on 16–17 September at **Delivering Onsite Nuclear Projects Conferene** to take part in situational problem solving exercises to prepare you for the next stage of your project.

With the International Energy Agency expecting the global nuclear capacity to rise 60% by 2035 and the UK Government reporting the need for a £110 billion investment in the electricity sector; what can the industry learn from existing sites to prepare for growing demand?

The **Delivering Onsite Nuclear Projects Conferene** provides you with the opportunity to uncover details on the largest and most costly nuclear projects within the UK to minimise risks with your own project planning.



WE ARE AT A FUNDAMENTAL PERIOD IN TERMS OF NUCLEAR ENERGY AND THE INDUSTRY NEEDS TO COME TOGETHER AND PRESENT A CLEAR VIEW OF HOW WE CAN MOVE FORWARD...

**JOHN ROBERTSON MP
(GLASGOW NORTH WEST)
CHAIR OF THE ALL-PARTY
PARLIAMENTARY GROUP
ON NUCLEAR ENERGY**

BENEFITS OF ATTENDANCE:

- Determine the root causes of problems by addressing procurement processes, ambiguous specification and control of the supply chain.
- Learn how Magnox created a strategy for the deplant, demolition and safestore of the Bradwell Construction Site.
- Discover the techniques and approaches adopted to successfully decommission an Active Handling Facility at Dounreay Site Restoration Limited.
- Understand the current government policy regarding nuclear developments and how it will impact sites.
- Hear lessons learnt from Falmanville 3, Olkiluoto and Taishan Unit 1 & 2 and Fukushima, and how they have affected plans for new builds within the UK.

KEY TOPICS COVERED:

- **Decommissioning:** different approaches, challenges and solutions.
- **Waste management:** new techniques, developments and strategies.
- **Operational excellence** and delivering on plant process improvements.
- **Project delivery:** strategy, implementation and stakeholder engagement. Explore the different strategies that can be implemented across multiple projects.
- **New build:** how lessons learnt on current sites are being applied to the UK's developing new build sector.

WHEN	16–17 September 2014
WHERE	Central Manchester
BOOK ONLINE	www.imeche.org/events/C1412

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PROGRAMME

DAY 1 **TUESDAY 16 SEPTEMBER 2014**

08:30 **REGISTRATION AND REFRESHMENTS**

09:00 **CHAIR'S OPENING REMARKS**
Roger May, Shift Charge Engineer, Magnox and Member of the Nuclear Power Committee

09:10 **THE REGULATION OF THE DECOMMISSIONING OF UK NUCLEAR SITES**
Denise Varley, Specialist Inspector, Office for Nuclear Regulation

- Explore the current regulation of the decommissioning of UK nuclear sites
- Understand key factors in effective regulation of nuclear decommissioning
- Analyse lessons learnt from a UK regulatory perspective

**MORNING
KEYNOTE
ADDRESS**

09:40 **THE REACTOR DECOMMISSIONING AT BRADWELL**
Alan Bladon, Programme Director, Magnox

- Understanding the Magnox strategy to approaching the deplant, demolition and safestore of the Bradwell construction site and how these strategies can be applied to other sites
- Developing a multi-contractor team; ensuring buy-in and collaboration
- Gaining insight into the issues and challenges faced throughout the decommissioning process and lessons learnt for future projects

10:05 **UPDATE ON DECOMMISSIONING AND WASTE MANAGEMENT POLICY FROM DECC**

Robert Middleton, Office for Nuclear Development, Department of Energy and Climate Change

- Keeping the legislative framework up-to-date
- Implementing the Basic Safety Standards Directive
- Policy regarding decommissioning and waste management for nuclear new build

10:30 **NETWORKING REFRESHMENT BREAK**

**PANEL
DISCUSSION**

11:00 **ADDRESSING THE DIFFERENT APPROACHES AND CHALLENGES TO DECOMMISSIONING**

**Panellists: Alan Bladon, Programme Director, Magnox
Denise Varley, Specialist Inspector, Office for Nuclear Regulation**

- Should decommissioning projects be conducted solely by external contractors? What are the expectations?
- Addressing the need for standardisation within the sector to ease the decommissioning process
- How to manage the regulatory interface and provide open communication with stakeholders to ensure constant buy-in

**CASE
STUDY**

11:45 **ACTIVE HANDLING BUILDING DECOMMISSIONING**

Gordon Tait, Senior Project Manager, Dounreay Site Restoration Limited

- Discover the techniques and approaches adopted to successfully decommission an Active Handling Facility including a fuel pond, a PIE cave and a RHILW waste store
- Gain insight into the innovative cost effective solutions demonstrated throughout the project
- Explore the key skills required to underpin delivery and the importance of preparation to projects

12:10 **THE CHALLENGES OF SUBMARINE UPKEEP, DISMANTLING AND DISPOSAL AND PROVISION OF NUCLEAR INFRASTRUCTURE**

Captain Richard Carrick, Royal Navy, Superintendent Submarines, Ministry of Defence

- Gain insight into the process required in refitting and refuelling a Vanguard Class Submarine
- Create a through life approach to infrastructure management within a submarine Naval Base
- Understanding the unique requirement of submarine decommissioning, dismantling and disposal

12:50 **NETWORKING LUNCH**

**AFTERNOON
KEYNOTE
ADDRESS**

13:50 **A CROSS-PARTY APPROACH TO NUCLEAR ENERGY**

John Robertson MP (Glasgow North West), Chair of the All-Party Parliamentary Group on Nuclear Energy

- How nuclear energy has historically been approached by UK Governments
- Understand current Government policy regarding nuclear developments
- Discover what the future holds for nuclear as part of the energy mix

DECOMMISSIONING

PROGRAMME

WASTE MANAGEMENT		14:15	DELIVERING A GEOLOGICAL DISPOSAL FACILITY Ann McCall, RWM Waste Management Director, Nuclear Decommissioning Authority <ul style="list-style-type: none"> • Explore the role of Radioactive Waste Management Limited • Hear the latest updates regarding the progress with geological disposal • Gain insight into the developments of waste management solutions throughout the UK
	ROUNDTABLE DISCUSSION	14:40	NUCLEAR WASTE MANAGEMENT STRATEGIES Discussion facilitators: Ian Pullin, Technical Coordinator, Magnox Shaun Kelso, Head of Operations Strategy, Sellafield <i>Roundtable topics include: Concentrate and contain; Dilute and disperse; Delay and decay; and Transport of radioactive waste. Delegates will have the opportunity to pre-register which subject they discuss. Each roundtable will participate in a 40 minute discussion within their chosen topic then report their conclusions with the opportunity for a Q and A.</i>
		15:40	NETWORKING REFRESHMENT BREAK
		16:10	PONDS SKIP MILLING PROJECT: DEVELOPING NEW TECHNIQUES FOR DECONTAMINATING SKIPS FROM INTERMEDIATE LEVEL WASTE SKIPS (ILW) TO LOW LEVEL WASTE (LLW) Ian Pullin, Technical Coordinator, Magnox <ul style="list-style-type: none"> • Delivering a large-scale active trial at Hinkley Point A to underpin a step change in decontamination capability for Magnox • Taking commercially available CNC machine technology and exploiting it to decontaminate ILW to LLW or better • Using the output of the trial to develop the approach for skip decontamination operations across Magnox
		16:35	DEALING WITH THE PAST AND PROTECTING THE FUTURE OF THE NUCLEAR INDUSTRY Shaun Kelso, Head of Operations Strategy, Sellafield <ul style="list-style-type: none"> • Undertaking the biggest project in Sellafield's history as it transitions from reprocessing into legacy waste retrievals and treatment • Exploring the ongoing challenge of delivering this project in a safe, secure and environmentally-informed way whilst demonstrating both urgency and value for money • Understanding how Sellafield is developing fit for purpose solutions and a programme-based approach to ALARP so as to underpin POCO, reconfiguration of existing facilities for new missions and the design, build, commissioning and operation of new nuclear facilities
OPERATIONAL	PANEL DISCUSSION	17:00	HOW TO DELIVER DEPLOYMENT OF PROJECT CONTROL TECHNIQUES IN THE EARLY PHRASES OF PROJECT DEVELOPMENT Panellists: Graeme Campbell, Mechanical Systems Engineer, EDF Energy Shaun Kelso, Head of Operations Strategy, Sellafield <ul style="list-style-type: none"> • Learn about new mechanical infrastructure techniques that specifically support nuclear programmes • Understand the requirements of management and the early stage regulatory interaction to ensure all criteria is met • How to improve cost-effectiveness by the application of good control techniques and suitable commercial packages in the early phases
		17:40	CHAIR'S CLOSING REMARKS
		17:45	END OF CONFERENCE DAY ONE
DAY 2		WEDNESDAY 17 SEPTEMBER 2014	
OPERATIONAL		08:30	REGISTRATION AND REFRESHMENTS
		09:00	CHAIR'S OPENING REMARKS AND DAY ONE RECAP John Hulme, Senior Consultant, Generation & Defueling Delivery, Engineering, Magnox and Member of the Nuclear Power Committee
	MORNING KEYNOTE ADDRESS	09:10	LEARNING FROM EXPERIENCE AT EVAPORATOR D Andrew Ross, Head of Inspection Services and Neil Ivison, Head of Quality, Sellafield <ul style="list-style-type: none"> • Learn about the problems that arose through the fabrication of Evaporator D • Determine the root causes of the problems by examining the procurement process, ambiguous specifications and control of the supply chain • What can sites learn from this particular situation and do differently in the future
	ROUNDTABLE DISCUSSION	09:50	SITUATIONAL PROBLEM SOLVING Roundtable facilitators: Gordon Tait, Senior Project Manager Graham Carle, Project Manager, Dounreay Site Restoration Limited <i>Delegates will be able to flex their project management skills when presented with a hypothetical project and introduced to an unexpected situation that interrupts the project's development. Each table will have just 40 minutes to develop a strategy and timescale to resolve the problem and to get the initial project back on track, followed by a report of key conclusions and the opportunity for a Q and A.</i>
		10:50	NETWORKING REFRESHMENT BREAK

PROGRAMME

DELIVERY

AFTERNOON KEYNOTE ADDRESS

- 11:20** **DEVELOPING A LIFETIME REPAIR FOR AN ADVANCED GAS COOLED REACTOR'S PERIPHERAL IN SERVICE INSPECTION STANDPIPE**
Graeme Campbell, Architect Engineer, EDF Energy
- Explore the successful delivery of complex projects that require reactor vessel entry
 - Understand the role of the Architect Engineer within EDF Energy
 - Discover the design control requirement within large investment projects
- 11:45** **DELIVERING MAJOR SAFETY IMPROVEMENTS AND LIFETIME EXTENSION ASPIRATIONS AT AN OPERATING NUCLEAR POWER SITE**
Martin Pearson, Station Director, EDF Energy
- Delivering significant safety benefits without affecting business performance
 - Explore how to extend the life of a nuclear power station
 - Engaging your workforce during a period of sustained high workload periods
- 12:20** **NDA EXPECTATIONS AND THOUGHTS REGARDING PROGRAMME MANAGEMENT AND THE DELIVERY OF OUTCOMES**
Brian Burnett, Head of Programmes, Nuclear Decommissioning Authority
- Discover the Government and NDA expectations of the estate and what this means for individual sites
 - How the NDA advises the management of uncertainty
 - Explore the challenges to come for the engineering community
- 12:50** **NETWORKING LUNCH**
- 13:50** **DELIVERING A NUCLEAR PROJECT IN CHALLENGING CONDITIONS ON A MAGNOX SITE AT TRAWSFYNYDD**
Jason Carter, Senior Project Lead, Magnox
- Hear how previous radiological incidents on a legacy ILW tank and the lessons learnt shaped the project
 - Learn how the approach being undertaken in Chernobyl inspired a project in Wales
 - Analyse how the rigorous preparation for operations and removal of schedule restraints can allow a project to be delivered safely
- 14:15** **AGGRESSIVE CHEMICAL WASHOUT OF A NUCLEAR PROCESS PLANT**
Graham Carle, Project Manager, Dounreay Site Restoration Limited
- Discover the results of aggressive wash out trials carried out on an active plant
 - Gain insight into the results obtained when examining the corrosion depths experienced within the trial
 - Identify the contamination mechanisms identified and compare with theoretical decontamination factors

FUTURE PROJECTS

PANEL DISCUSSION

- 14:45** **NEW NUCLEAR BUILD – THE REGULATORS' NEW APPROACH**
Alan McGoff, Lead New Nuclear Build, Environment Agency
- Gain insight into how the Office for Nuclear Regulation and Environment Agency are working together using a new regulatory approach for new nuclear build
 - Hear the latest developments and progress on the assessments of new reactors
 - Understand how the experiences gained and the lessons learned are being applied for new reactor design assessments and for proposed developments
- 15:10** **NETWORKING REFRESHMENT BREAK**
- 15:40** **EDF ENERGY NEW BUILD PROJECT AT HINKLEY POINT C**
Bob Dixon, Head of Quality Management Arrangements, HPC Project, EDF Energy
- Latest developments on EDF's Hinkley Point New Build project
 - Understanding the quality requirements that form the project
 - Lessons learnt from Flamanville 3, Olkiluoto and Taishan Unit 1 & 2 and Fukushima
- 16:10** **FUTURE THINKING FOR ENGINEERS WITHIN THE NUCLEAR INDUSTRY**
Panellists: Bob Dixon, Head of Quality Management Arrangements, HPC Project, EDF Energy
Alan McGoff, Lead New Nuclear Build, Environment Agency
- Nuclear readiness: exploring the potential for the industry and the key areas of focus to prepare for new developments and address the gaps in the human supply chain
 - Discuss the need for plant life extension projects whilst being mindful that this can cause disruption within the industry
 - Identify and implement defined processes and timescales throughout projects to ensure cost effective and timely delivery
- 16:50** **CHAIR'S CLOSING REMARKS**
- 17:00** **END OF CONFERENCE**

Find out more about our speakers at: www.imeche.org/events/C1412

- This programme is subject to change.
- The Institution is not responsible for the views or opinions expressed by individual speakers.

SPEAKERS AND CONTRIBUTORS

ALAN BLADON KEYNOTE

PLANT AND STRUCTURES PROGRAMME DIRECTOR, MAGNOX
Alan Bladon is currently the plant and structures Programme Director responsible for £1.4 billion decommissioning programme across Magnox. He was formerly the Safety Director for Magnox South and a Deputy Site Director. Alan has 10 years' senior management experience, delivering nuclear projects on both operational and decommissioning nuclear power stations.

BRIAN BURNETT KEYNOTE

HEAD OF PROGRAMMES, NUCLEAR DECOMMISSIONING AUTHORITY
Dr Brian Burnett has been in the nuclear sector since the late 1970s. Originally on the nuclear new build of the AGR programme he has worked on Ministry of Defence nuclear projects, nuclear decommissioning and waste management in the supply chain. He has held a variety of senior programme and business management roles with a particular interest in risk management and project behaviours.

NEIL IVISON KEYNOTE

HEAD OF QUALITY, SELLAFIELD
Neil Ivison has extensive experience in a variety of quality roles during his 34 years working in the nuclear industry. These roles included managing multi-discipline inspection teams, 13 years' experience in an operational role as the Quality Manager in the mixed oxide fuel manufacturing plant involving extensive experience of working with Japanese and German power utility customers.

JOHN ROBERTSON MP KEYNOTE

CHAIR OF THE ALL-PARTY PARLIAMENTARY GROUP ON NUCLEAR ENERGY
John Robertson has been a member of parliament for Glasgow North West since 2000. Through his work on the Energy and Climate Change Committee, John has campaigned against rising energy bills and excessive Big Six profits. John is also Chair of the Communications, Shipbuilding and Music Groups and Parliamentary Private Secretary to Yvette Cooper, Shadow Home Secretary.

ANDREW ROSS KEYNOTE

HEAD OF INSPECTION SERVICES, SELLAFIELD
Andrew Ross is responsible for the inspection and fabrication oversight for Sellafield in the supply chain of approximately £900 million. Andrew has worked in the quality and inspection areas for the last 35 years, the last 10 for Sellafield in a variety of management roles. Andrew is currently managing a mixed staff and contract team of 120 engineers and inspectors in a variety of disciplines.

GRAEME CAMPBELL

ARCHITECT ENGINEER, EDF ENERGY
Graeme Campbell has worked as a mechanical engineer for EDF Energy for the past twelve years (formerly British Energy and Scottish Nuclear). During his time with EDF Energy he has performed a large number of different central technical roles within investment projects. These include being a Designer, Safety Case Author/Verifier, Technical Lead, Work Pack Manager and latterly as an Architect Engineer.

GRAHAM CARLE

PROJECT MANAGER, DOUNREAY SITE RESTORATION LIMITED
Graham Carle has over 14 years' experience in the decommissioning of both Materials Test Reactor and Fast Reactor Fuel Reprocessing plants, including the decommissioning of the Fast Reactor Fuel Reprocessing Plant. He has applied both novel and conventional techniques to the characterisation and decommissioning of pond, cave and cell structures and associated process plant.

RICHARD CARRICK

MINISTRY OF DEFENCE
Captain Richard Carrick joined the Royal Navy in 1982 and has served on Trafalgar Class Hunter Killer Submarines, holding a range of positions in the Ministry of Defence including operational support, design authority and project and programme management and duty holding. As Superintendent of Submarines, Richard has directed all submarine major overhaul projects, operational maintenance for Trafalgar Class platforms, submarine infrastructure, submarine decommissioning and disposal and redundant nuclear equipment and resin disposal.

JASON CARTER

SENIOR PROJECT LEAD, MAGNOX
Jason Carter has spent the last 7 years working for Magnox at Trawsfynydd nuclear power station. Jason currently manages a portfolio of 30 projects within the sites programme deplant and demolition work and is head of deplant and demolition department. Part of this role was a delivery role on a key legacy project for the site called the Robert Byron Jones (RBs) Deplant and Disposal.

BOB DIXON

HEAD OF QUALITY MANAGEMENT ARRANGEMENTS, HPC PROJECT, EDF ENERGY
Bob Dixon has nearly 50 years experience with the CEGB, Balfour Beatty, Siemens Power, LUL and EDF Energy. He has a broad spectrum of expertise on power generation including manufacturing, construction, commissioning, operations, and maintenance activities and is knowledgeable in all types of large power plant equipment including coal fired, CCGT, CHP and nuclear power of AGR and PWR design.

SHAUN KELSO

HEAD OF OPERATIONS STRATEGY, SELLAFIELD
Shaun Kelso is currently developing a strategy which will guide the activities of a complex and diverse nuclear portfolio comprising over 6500 personnel and almost £1 billion annual expenditure engaged in commercial operations, waste treatment, processing and product storage.

ANN MCCALL

RWM WASTE MANAGEMENT DIRECTOR, NUCLEAR DECOMMISSIONING AUTHORITY
Ann McCall leads a team who develop cost-effective radioactive waste management solutions working closely with Site Licence Companies. She is a chartered engineer and a chartered scientist, a Fellow of the Institution of Mechanical Engineers and a Fellow of the Institution of Mining, Minerals and Metallurgy and has over 30 years' experience in radioactive waste management.

ALAN MCGOFF

LEAD NEW NUCLEAR BUILD, ENVIRONMENT AGENCY
Alan McGoff helped develop and implement the Office for Nuclear Regulation's new two stage approach to regulating new nuclear build in the UK. This two stage approach, generic design assessment scrutinising new reactor designs, and the site licensing and permitting processes have already been completed successfully for EDF/Areva's UK EPR and for EDF's new site at Hinkley Point C. As a Physicist, Alan's past experience includes regulating Sizewell B and Bradwell Nuclear Power Stations and at BNFL Sellafield in the special radiometric instruments team.

ROBERT MIDDLETON

OFFICE FOR NUCLEAR DEVELOPMENT, DEPARTMENT OF ENERGY AND CLIMATE CHANGE
Robert Middleton has been in the Office for Nuclear Development in the Department of Energy and Climate Change since its creation in 2008. Rob was responsible for the technical aspects of the Government's policy regarding the financing of decommissioning and waste management for new nuclear power stations and more recently has also worked on broader decommissioning and waste management policy.

IAN PULLIN

TECHNICAL COORDINATOR, MAGNOX
Ian Pullin is currently working as a Technical Coordinator for the ponds programme decommissioning team. His role is to help identify and implement innovative techniques for deployment to assist in the decommissioning of redundant Magnox fuel storage ponds. These techniques that have been implemented over the past 2 years include laser size reduction, milling as a decontamination technique, ultra high pressure liquid nitrogen blasting as a scabbling tool and diamond wire size reduction.

GORDON TAIT

SENIOR PROJECT MANAGER, DOUNREAY SITE RESTORATION LIMITED
Gordon Tait started his engineering career at the prototype fast reactor at Dounreay. He later transferred to nuclear decommissioning, preparing and then implementing decommissioning plans and programmes for chemical process plant, shielded examination cells, criticality test facilities, sodium research laboratories and a materials test reactor.

DENISE VARLEY

SPECIALIST INSPECTOR IN RADIOACTIVE WASTE MANAGEMENT, OFFICE FOR NUCLEAR REGULATION
Denise Varley is a chemist by background, now a Specialist Inspector in Radioactive Waste Management and Decommissioning at the Office for Nuclear Regulation (ONR). Denise has over 24 years experience in the UK nuclear industry working for an operator, contractor and since 2010, for a regulator.

With thanks to our Chairs:

Roger May Shift Charge Engineer, Magnox

John Hulme Senior Consultant, Generation & Defueling Delivery, Engineering, Magnox

And the Nuclear Power Committee

BOOKING FORM

CONFERENCE CODE:
C1412PDF

**DELIVERING ONSITE NUCLEAR PROJECTS:
DECOMMISSIONING, WASTE MANAGEMENT,
OPERATIONAL EXCELLENCE AND
SECURE DELIVERY.**
16-17 SEPTEMBER 2014
CENTRAL MANCHESTER

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www.imeche.org/events/C1413

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