

BNFL NATIONAL STAKEHOLDER DIALOGUE

EVIDENCE REPORT – INFLUENCE,  
PRODUCTIVITY AND IMPACT OF THE DIALOGUE

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# 1 Evidence Report

## **Background**

At the last Main Group meeting (July 2001) the Co-ordination Group were asked to undertake a process of gathering "evidence" of the dialogue's influence, productivity and impact and then report the results back to the Main Group at its next meeting (March 2002).

- Five strands of work were initiated and co-ordinated by this group:
- Ensuring that those relevant aspects of the company's forthcoming strategy are scrutinised to gauge the influence of the dialogue
- Separately, asking the company to provide a point by point report describing their reactions and responses to working group recommendations
- Asking current and past working groups to scrutinise their work (especially their recommendations) and comment on the company's responses to date
- An internal company survey of staff involved in the dialogue which seeks their personal feedback
- A survey of all stakeholders involved in the dialogue seeking their personal feedback, via a questionnaire

Throughout this exercise, we have taken the view that the dialogue's value must be expressed first and foremost by the stakeholders involved, who will be the most significant factor in bringing any wider influence outside the dialogue. We were also mindful of the timing of this "evidence gathering" i.e. before the dialogue has completed the programme agreed by stakeholders.

This report outlines the information compiled under the 5 headings above and makes recommendations to the Main Group as to how the dialogue process should be adapted in the light of conclusions reached.

## 2. Methodology

The table below outlines out how each strand of work was conducted:

	<b>Evidence Strand</b>	<b>Methodology</b>
1	Influence on company strategy	BNFL provided a summary of their corporate strategy as at the <i>start</i> of the dialogue (sep 98) and a comparative summary of their <i>present</i> strategy. This allows comparison between the two. This document is included in Section 4.
2	'progress on recommendations' - working group comments	All groups, both past (WWG, DWG, MTG) and current (Pu, SFMO), looked at their previous recommendations to the company in their report(s). They discussed how much progress BNFL had made in moving forward on each one, detailing any justification/explanation as appropriate. These comments are detailed in Section 6, combined with working group comments.
3	'progress on recommendations' - company comments	BNFL provided a point by point report describing their reactions and responses to the working group recommendations – the results are included in Section 6.
4	internal company survey	Staff from BNFL were asked at the Main Group meeting of July 2001 to provide personal comments on the influence of dialogue on their work. These comments are collated in Section 7.
5	questionnaire survey of all stakeholders	A questionnaire was drawn up by the Coordination Group and posted to all stakeholders involved in the dialogue. This aimed to elicit personal feedback from stakeholders in both a quantifiable <i>and</i> qualitative way. The data has been input to a database to allow the information to be 'interrogated', generating useful statistics and graphical representations of the respondents' opinions. The graphs and statistics are presented in the results section of this report, while the individual comments are in Section 8.

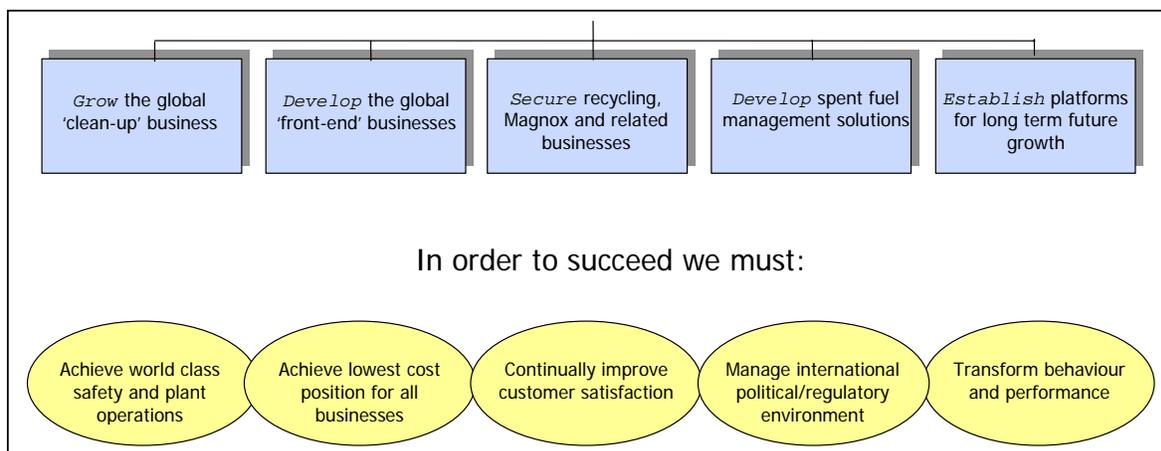
### 3. Evolving Company Strategy

Following the Government's announcement about the proposed establishment of a Liabilities Management Authority (LMA), Norman Askew wrote to Stakeholders giving his understanding of what this could mean for BNFL and its ongoing operations. In the letter, Norman also undertook to provide a document which outlined the themes of the Company's evolving strategy to demonstrate where BNFL's business thinking has been influenced by the Dialogue process. Business plans are not static and are affected by internal and external impacts, including the Dialogue process. Business planning is therefore an iterative process.

#### Corporate Priorities in 1998.

The BNFL National Stakeholder Dialogue process began in September 1998. At that time, BNFL's Company strategy was to become the leading global nuclear company. The strategy aims were to grow the spent fuel management and clean-up businesses; to seek opportunities for growth as the global nuclear industry consolidated and to maximise the value of the Magnox generation business. Safety, health and environmental care were recognised as key to business success.

The Company aspired to become the leading global nuclear company by using the company's technology leadership position to:



In operational terms, this strategy was based upon the following premises:

- The Magnox reactors were envisaged to continue to operate for 37 years with potential extension towards 50-year lifetimes, subject to their safe and economic operation.
- B205 could therefore potentially continue to operate in support of the Magnox reactors until about 2023/24.
- B205 throughput was only driven by the constraint of the capacity of pond storage.
- To meet fuel requirements for the extended lifetimes of Magnox reactors, it was anticipated that Magnox fuel could be manufactured at Springfields until approximately 2012/13.
- Thorp would operate until 2014 and the aspiration was to operate until at least 2024.
- Within the limits set by the regulatory authorities, discharges were not a major business planning constraint.
- Dealing with legacy wastes at Sellafield was not the prime focus for management attention.

## **Changes in thinking**

The Company's strategic aim has now changed to serve two main customer groups, namely, nuclear utilities and Governments. The key asset of the business is the skills and knowledge of the workforce. These unique nuclear, scientific and engineering capabilities underpin the Company's operations. This strategic aim is represented in the figure attached to this note.

In operational terms this change has been demonstrated by:

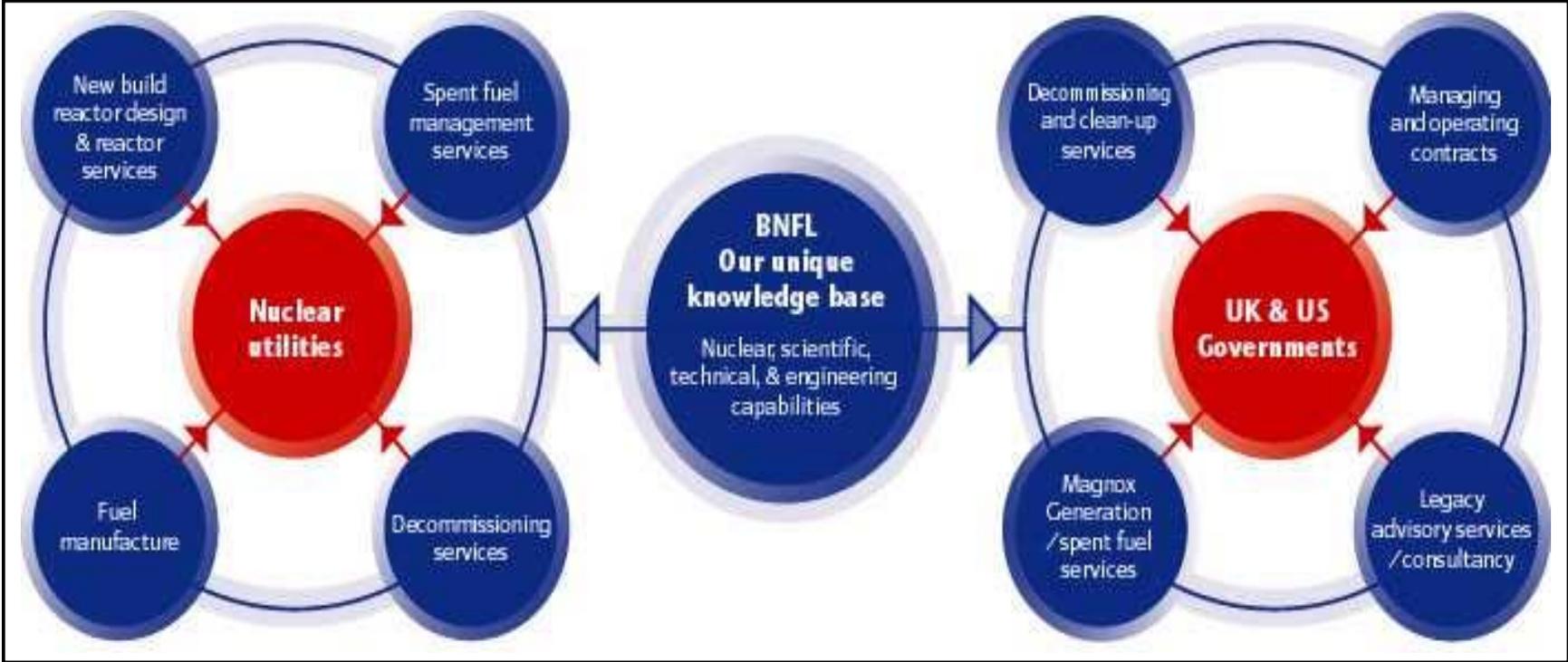
- The re-focusing of the Company's direction upon the clean-up of legacy wastes, particularly at Sellafield. This is now BNFL's top priority.
- The redirection of resources to concentrate on the historic waste management strategy.
- The bounding of the Magnox fuel cycle by the announcement of the lifetimes for the stations, as stated on 23 May 2000.
- The closure of B205 is planned for 2012 and the reprocessing programme is determined by this date.
- The Magnox fuel cycle, including transport and B205 throughput, has been subject to a targeted and highly resourced programme of improvement to ensure that the B205 closure date is met.
- Magnox fuel manufacture at Springfields has a declared final date of 2006.
- The proposal to extend the lifetimes of Wylfa and potentially Oldbury through the use of Magnox fuel has been withdrawn.
- Thorp will continue to operate for as long as it has contracts with customers.
- The increased emphasis on discharge reduction is reflected in BNFL's environmental strategy and aligned with the UK's OSPAR commitments.
- BNFL has implemented a programme to investigate plutonium immobilisation.

BNFL's strategic vision in 2002 is now shown in the figure attached to this note.

The influence that the process has made on BNFL's strategic thinking and business emphasis can also be gauged by referring to the responses to the recommendations of the various Working Groups and to the comments made by BNFL participants involved in the Stakeholder Dialogue.

There have also been examples of where the National Dialogue itself or the concepts and processes involved have been instrumental in defining Company actions. The jointly agreed resolution to the Cricklewood controversy would not have been achieved without the dialogue process. The joint programmes of information exchange and gathering, as exemplified through JASM and the socio-economic study of West Cumbria, are excellent examples of valuable research which would not have been undertaken without the impetus of the Dialogue process. The socio-economic study particularly underlines the importance of considering the implications of Company actions upon its stakeholders.

**BNFL**  
**February 2002**



## 4. Progress on Recommendations

SFMO WG 10/11/01	<p><b>5</b> <i>The SFMOWG strongly recommends to the main stakeholder meeting in November that it supports a continuation of the Group's work for a further seven months as set out in the proposed forward programme. It will provide a progress report in March 2001 with a full report of its findings by the summer of 2001 in a final draft report to a specially convened main stakeholder meeting.</i></p>
	<p><b>The Main Group agreed the SFMOWG could continue. A Draft Final Report will be presented to the Main Group meeting in March.</b></p>

DWG + Addendum 28/02/00 10/11/00	<p><b>1</b> <i>We were unable to agree the meaning of the details of the OSPAR strategy implementation but did agree that it implied substantial reduction of discharges. We recognise that BNFL's indicative reduction profiles potentially provide a good first step in achieving the OSPAR recommendations. We recommend that BNFL show a very clear commitment to timescales where plant closures are involved and also show that they are striving to the utmost to secure discharge reductions over and above their pre-OSPAR plans</i></p>
	<p><b>BNFL remains committed to the principle of discharge reduction agreed at Sintra. The closure programme for the Magnox stations and B205 will mean significant reductions in discharges to meet the intent of the Sintra agreement. There is evidence that the closure programme is preceding eg. Bradwell closure end march 2002.</b></p>
	<p><b>1a</b> <i>The May 23rd announcement has set out BNFL's commitment to plant closure timescales. Although the closure date for B205 is towards the end of the range given in Table 7 of the Interim Report, the decision has firmed up BNFL's indicative discharge profile (see Appendix A3). The group recognised that the Magnox closure decision does not address all the aspirations of all members of the Group.</i></p>
	<p><b>. Concerns about the production throughput of B205 and other issues were addressed in the Magnox Task Group and appropriate SAP work to deal with uncertainties fed into the SFMOWG work. The Magnox closure programme continues to be implemented and performance of the overall Magnox system is being monitored.</b></p>
	<p><b>2</b> <i>We recognise that other factors, principally socio-economics, cost and safety, may produce a pressure against discharge reductions. We did not have time to discuss and evaluate these factors and we recommend that suitable studies should be commissioned.</i></p>
	<p><b>The ERM report was jointly commissioned and presented to the Main Group. Although the ERM report has not had a direct impact upon the DWG recommendations, the socio-economic report and its recommendations are being used by the local authorities in regional planning and have been referred to the Government.</b></p>
	<p><b>2a</b> <i>The DWG welcomes the work of the socio-economic sub-group and looks forward to seeing the consultants report in the New Year. Information about socio-economic pressures in Norway and Ireland, which argue in favour of discharge reductions will be provided to the sub-group following correspondence initiated by KIMO (See Appendix A10).</i></p>

	<b>See comments about the ERM report above.</b>
<b>3</b>	<i>Notwithstanding our inability to quantify the above factors, we recommend on a qualitative basis, that BNFL should reduce its discharges within a region of optimisation between continuing business scenarios D1 plus/D2 minus and D3 plus.</i>
<b>3a</b>	<i>Although some members of the group were disappointed that the anticipated improvement in throughput at B205 will mean an increase in discharges, the graph in Appendix A3 shows that BNFL's discharge profile is still within the region of optimisation, provided that efforts to develop Tc-99 are successful</i>
	<b>BNFL continues to work within the region of optimisation agreed in the DWG. Whilst the annual discharges may increase on a year to year basis as B205 performance improves, the total lifetime activity discharged from these operations has now effectively been capped by the station lifetime announcement. Most changes since the DWG have moved towards the bottom end of the region of optimisation. The actions of both BNFL and the regulator are in line with the DWG recommendations.</b>
<b>4</b>	<i>Tc-99 liquid discharges are specifically referred to in the Sintra statement and as such are a 'special case'. We therefore recommend BNFL make utmost endeavours and be seen to be doing so to achieve Tc-99 reductions by 2005. We also recommend that liquid discharges of C-14, Sr-90, Ru-106 and Pu/Am are addressed as 'second tier' priorities.</i>
<b>4a</b>	<i>The May 23rd announcement does not impact on this recommendation. We note that BNFL is continuing work on Tc-99 discharge abatement and that Tc-99 discharges will be the subject of a forthcoming consultation by the Environment Agency when this issue will get a further airing.</i>
	<b>DWG notes that BNFL continues to review Technetium discharges and options for their reduction. The Discharge Authorisation review is closely in line with the DWG recommendations and is with Defra Ministers for decision.</b>
<b>5</b>	<i>We recommend that the current indicative timetable for shutdown of the Calder reactors should be implemented. We see this as the only effective means of reducing Ar-41 gaseous discharges. [Table 7 of the Interim Report said Calder Hall is likely to close around 2006-10]</i>
<b>5a</b>	<i>We note that BNFL is committed to closure of the Calder reactors well within the previously indicated time-scales. [NB The 23rd May announcement gives a range of dates for the closure of both Calder Hall and Chapelcross. This is because each station has four reactors with the first reactor closing at the beginning of the range (i.e. for Calder 2006) and the fourth closing at the end of the range (ie2008)].</i>
	<b>The closure programme for the Magnox stations continues to be implemented and reviewed. Concerns about performance of the Magnox business overall including performance of B205 and the reactors were addressed in the Magnox Task Group and appropriate SAP work to deal with uncertainties fed into the SFMOWG work.</b>
<b>6</b>	<i>We recommend that uncertainty on predicted critical group dose arising from gaseous discharges of I-129 be resolved.</i>
	<b>The impact of aerial I-129 emissions continues to be significantly below model predictions. Work is being done by the Company to keep the impact upon the critical group under review.</b>
<b>7</b>	<i>We recommend that in parallel with resolution of uncertainties in critical</i>

	<i>group dose for I-129, BNFL formulate by 2002 appropriate abatement strategies for the reduction of I-129 aerial discharges.</i>
<b>6a + 7a</b>	<i>We note work is ongoing on these two recommendations (See Appendix A7). We note that work is ongoing to look at whether the models need revising. However, we also note that BNFL are seeking to reduce I-129 aerial discharges.</i>
	<b>BNFL has implemented a strategy. The “Street 3 Scrubber” is now operational contributing to the reduction of aerial I-129 reductions. BNFL continues to review appropriate technology to further reduce discharges if appropriate.</b>
<b>8</b>	<i>We recommend that a subsequent working group should examine in detail all the issues associated with prolonged dry storage of spent Magnox fuel, in order to properly determine whether earlier cessation of Magnox reprocessing is feasible and appropriate; if so, to consider what further reductions in discharges might be achieved.</i>
<b>8a</b>	<i>SFMOWG is looking at a range of spent fuel management options including Magnox dry storage.</i>
	<b>The work undertaken by SFMOWG took on the SAP work recommended by the Magnox Task Group. This fully addressed identified uncertainties in the Magnox fuel cycle.</b>
<b>9</b>	<i>We recommend BNFL conducts further studies on the impact of future decommissioning operations on the discharge profile</i>
<b>9a</b>	<i>This recommendation is not affected by the Magnox announcement.</i>
	<b>DWG pleased to note that BNFL has refocused its efforts towards dealing with the legacy wastes at Sellafield, including decommissioning activities. The associated discharges will be determined as this programme progresses. DWG notes that the Business Futures Group should focus on discharges from legacy wastes.</b>
<b>10</b>	<i>We recommend that BNFL should use a methodology similar to that described in this report to develop a strategy for discharge reduction at each of its sites in the UK</i>
<b>10a</b>	<i>Further work is required on the strategy for other sites, although the Magnox announcement will impact on every other BNFL site, including Springfields</i>
	<b>UK Discharge strategy affects all BNFL sites. Discharges from reactor sites will be limited by the declared closure dates, together with ongoing BPM/ALARA reviews. Springfields discharges will also decrease significantly around 2006 when Magnox fuel production and conversion activities cease.</b>
<b>11</b>	<i>We recommend that the government and regulators are urged to set criteria for the acceptability of waste forms which should inspire confidence that they will lead to best practicable environmental options being adopted. Consideration should be given to reviewing those criteria and their application to remove unnecessary barriers to the achievement of reduction objectives.</i>
<b>11a</b>	<i>We note that there has been no progress on this recommendation and urge the Government and the Regulators to take steps to bring all the parties together within the time-scale of the Tc-99 consultation. The re-convened DWG recommends that the Main Group writes to the DETR to this effect.</i>

	<b>The Defra waste management consultation is still underway. BNFL continues to review Technetium discharges and options for their reduction, including a trial for the use of TPP. This is related to the Discharge Authorisation review which is with Defra Ministers for decision.</b>
<b>12</b>	<i>We recommend that the main group should make the results of our work to date available to the UK government, as a contribution to the government's development of the UK OSPAR strategy.</i>
<b>12a</b>	<i>This recommendation was carried out, but we note with regret that the DETR's UK Discharges Strategy quoted selectively from the Interim Report and created a false impression of work by the Group. Representations have been made to the DETR about this by The Environment Council. We now recommend that the main group should make this Addendum available to the UK Government as a contribution to the DETR UK Discharge Strategy Consultation and the upcoming Waste Management Consultation</i>
	<b>DWG notes that their recommendations regarding reporting were carried out. The Defra waste management consultation is still underway. Defra are also reviewing submissions made during the consultation on the UK Strategy for Radioactive Discharges 2001-2020 (June 2000).</b>

WWG +  
Addendum  
28/02/00  
10/11/00

<b>1</b>	<i>This report summarises the progress made by a sub-group of 15 stakeholders from the overall group of 80, in providing guidance for BNFL's waste management strategy. It aims to provide a framework on which future work can build, and should be viewed as a 'work in progress' status report of one aspect of the overall Stakeholder Dialogue.</i>
	<b>This is a statement for information. On 23 Nov 01, the Waste Working Group was reconvened in order to review the status of work in progress, as part of the overall stakeholder dialogue.</b>
<b>2</b>	<i>The WWG urges all stakeholders party to the dialogue process to accept the following principles, statements and positions, and to use these to inform and refine the task of making a final set of recommendations to the company through which it can improve its environmental performance:-</i>
	<i>*All existing waste and waste arisings must be packaged in passively safe, monitorable and retrievable interim storage in the shortest possible time.</i>
	<i>*Subject to satisfactory performance and safety review, interim storage offers a feasible management option for 50 years and beyond but research must continue into long term storage and the possibility of disposal. The Company cannot rely solely on others: it must be actively involved in research.</i>
	<i>*Within the next 50 years existing and future planning and regulatory controls will make it necessary to periodically revisit the adequacy of interim stores as consents expire, control regimes are improved or alters or as waste management policy is redefined The opportunity to revisit research, advancing technology, waste minimisation and compaction, against the background of changing values must be accepted.</i>
	<i>*The Company must continue to successfully embrace change. The nine scenarios developed by the WWG provide a preliminary framework within which strategic options can be considered objectively. This framework could therefore be adopted and developed for use in all research and analysis conducted in connection with the BNFL Stakeholder Dialogue.</i>

<b>2a</b>	<p><i>There has been positive progress on many of the areas of recommendation. The scenarios put forward by the WWG have in fact been utilised in the current working groups (Para 8.2 page 21), and will continue to be used as updated by this note</i></p>
	<p><b>Evidence is emerging that the Company has taken full account of these recommendations in formulating the strategy for managing the Historic legacy waste at Sellafield. There is an increased emphasis on progressively moving from mobile to non-mobile wastes and passive storage.</b></p> <p><b>Specific examples presented to the reconvened WWG were:</b></p> <ul style="list-style-type: none"> <li>• <b>Investment in R&amp;T</b></li> <li>• <b>Management of HAL stocks at Sellafield</b></li> <li>• <b>The establishment of a dedicated company project to address the issues of Historic Waste Management</b></li> <li>• <b>The retrieval of Plutonium Contaminated Material stored at Drigg site</b></li> </ul> <p>The WWG recognised this is a long-term goal which required further work in defining “passivity” and measurement of progress with time. The BFG could commission work in these areas.</p> <p>The scenarios and framework adopted by WWG were taken up by SFMOWG and Pu.</p>
<b>3</b>	<p><i>The work of the WWG has been limited to evaluation and comparisons which could be performed within the waste area. Real decision-making on future scenarios requires the evaluation of factors in other areas, for example, safety, discharges, stored products, generation and practicalities of the management of raw waste, hazards, social factors, transport and the like. These comparisons will be central to the work of future groups, and the methodology by which this is achieved will be the major challenge of this work.</i></p>
	<p><b>The work of the SFMOWG considered a range of factors as part of the MADA evaluation. WWG believed that developing a measure of passivity would link many of these issues and that BFG should consider this.</b></p>
<b>4</b>	<p><i>The different scenarios:</i></p> <ul style="list-style-type: none"> <li>• <i>will have different discharge implications which need to be taken into account</i></li> <li>• <i>produce different amounts types and forms of stored waste which may give differing risks and hazards</i></li> <li>• <i>will affect Company income streams and therefore the ability to fund action</i></li> <li>• <i>will produce differing amounts of potentially reusable Pu and U which would have implications if waste policies change or these materials were to be managed in an equivalent regime</i></li> <li>• <i>will give different occupational doses which needs to factored into decision making</i></li> <li>• <i>could give differing or continuing needs for transport</i></li> <li>• <i>will give differing socio-economic effects which must be evaluated</i></li> <li>• <i>will have differing public and political acceptability aspects over the range of stakeholders</i></li> <li>• <i>will give differing regulatory considerations</i></li> <li>• <i>*will have safeguards, proliferation implications and institutional control</i></li> </ul>

	<i>aspects that need to be taken into consideration</i>
	<b>These important factors were considered as part of the MADA and SAP work undertaken by the SFMOWG. PuWG is looking at the safeguards and proliferation aspects. WWG considered that the scenarios could be affected by the Energy review, Defra consultation on waste management, any outcome of definitions of passivity and the development of the LMA.</b>
<b>5</b>	<i>With time the weight attached to each of the factors will change and this must be acknowledged by the Company and future Working Groups.</i>
	<b>Different time frames were considered when evaluating options as part of the MADA and SAP work undertaken by SFMOWG.</b>
<b>4a + 5a</b>	The need for holistic and balanced solutions (Paras 8.4, 8.5) is also being taken forward in the current working groups.
	<b>This is an update note.</b>
<b>6</b>	<i>Socio-economic effects are accepted as crucial to the development of nuclear waste management. However there is a paucity of empirical data upon which to base evaluation. Research must be commissioned by the Company in partnership with stakeholders to model socio-economic effects. The study should look primarily but not solely at West Cumbria and should be conducted through a mutually acceptable process.</i>
	<b>The ERM report was jointly commissioned and presented to the Main Group. WWG welcomed the report as a sound starting point for necessary future work, both inside and outside the Dialogue process. The report and its recommendations are being used by the local authorities in regional planning and have been referred to the Government. WWG noted that the report had not been intended to cover the socio-economic aspects of Magnox station decommissioning.</b>
<b>6a+ 8a</b>	<i>Socio-economic factors were emphasised as being important (Paras 8.6, 8.8) and a Socio-economic study is now in progress under the direction of a sub-group of the Stakeholder Dialogue.</i>
	<b>See comment about ERM report above.</b>
<b>7</b>	<i>The WWG did not consider timing of decommissioning as this must involve an overall evaluation, but this should be addressed in future work.</i>
	<b>This recommendation has still to be considered by the Main group.</b>
<b>8(s ee above for 8a)</b>	<i>Whatever the complexion of future working groups as decided by the stakeholders at the November meeting, the WWG is of the opinion that the recommendations and findings associated with the scenarios examined in its work, together with the recommendations from the DWG, should form an information bank against which future discussions and examinations can be set.</i>
	<b>The range of scenarios examined informed and were reflected in the work of the SFMOWG.</b>
<b>9</b>	<i>As indicated above, we believe that the kernel of the work still to be carried out in the second round working groups will be the socio-economic impacts of the scenarios considered above.</i>
	<b>The ERM report was jointly commissioned and presented to the Main Group. The report and its recommendations are being used by the local authorities in regional planning and have been referred to the Government.</b>
<b>10</b>	<i>As will be evident by much of the above, there is a fundamental divergence</i>

	<i>of views within the group on the role and appropriateness of reprocessing. For the guidance of future work on this topic, the Company's views are given in Appendix 3, and the NGOs have summarised their views in the document "NGO Views on Reprocessing Following BNFL Documentation", attached as Appendix 4</i>
	<b>A discussion is underway about whether this Appendix will be updated by NGOs.</b>
<b>11</b>	<i>Process observation: The failure to mention the Magrox possibility during the initial scenario setting raised considerable concerns amongst NGO representatives. It was accepted that the scenarios examined in this document were proposed in order to examine the range of options and outcomes. The implications on waste volumes from the Magrox scenario are within this range. However the impact of Magrox on extended Magnox lifetimes could be significant and therefore it is very important that the company finds ways of discussing and examining any alternatives at an appropriate early stage as part of the stakeholder dialogue.</i>
<b>11a</b>	<i>As already mentioned, the necessity for Magrox to be properly examined (Para 8.11) has been taken on board, and the quantities given in Appendix 2 will be taken on board by the current working groups.</i>
<b>12</b>	<i>While there will doubtless be challenging discussions, the WWG sincerely hope that after the full and exhaustive conclusion of the work of future working groups, the stakeholders will be in a position to make a set of balanced, realistic and self-evident recommendations to the company which will significantly enhance its stated desire to improve its environmental performance</i>
	<b>The Magnox Task group was established to address the concerns expressed. The ensuing SAP work was fed into the SFMOWG. The Magrox option has been ruled out.</b>

Pu WG  
Interim  
report  
10/11/00

<b>1</b>	<i>We note that the current storage arrangements for separated plutonium are long established and are considered to be adequately safe and secure for the short and medium term - that is, for about the next 25 years. Most of the group share this view. This is of course conditional on the maintenance of robust security and safeguards arrangements, and also on the maintenance to a high standard of the storage facilities, the repackaging facilities, and all the associated operational procedures. Some of the group consider that safety and security arrangements can never be made sufficiently robust. Notwithstanding these mixed views about short term safety and security, most of the Group consider that storage of plutonium as plutonium dioxide powder in its present form does not meet the standards of 'passive safety' which would be required for long term storage. Therefore, an alternative approach to the management of plutonium stocks needs to be developed. (Section 3.2)</i>
	<b>The Company has initiated a programme of work to examine alternative approaches to the management of plutonium stocks.</b>
<b>2</b>	<i>It is important that any change to the current storage arrangements for existing separated plutonium stocks should be carefully considered and should be substantiated by a comprehensive analysis covering the short, medium and long terms. However, we are aware that significant investigation and development, in addition to the design and construction</i>

	<i>of new facilities, may be required, and that lead times may be in excess of 10 years. (Also see recommendations 8 and 9) (Section 3.2)</i>
	<b>Included in the agreed programme of work being undertaken by the Company (and reviewed via the CTE and PuWG)</b>
<b>3</b>	<i>We recommend that the end point of any viable option for the management of separated plutonium should be the conversion of plutonium into a 'passively safe' form, suitable for long term storage. Most of the group also consider that the converted plutonium should be readily amenable to disposal because this is a management strategy which may ultimately be implemented. However, some question the ultimate viability of disposal. (Section 3.3.1)</i>
	<b>The issue of "end point" material is being addressed in the company work programme.</b>
<b>4</b>	<i>We agree that any management strategy for BNFL's separated plutonium stocks must provide a very high level of verifiable assurance that plutonium cannot be diverted for use outside the current international non-proliferation safeguards. We could not agree on whether achievement of the 'spent fuel standard' should be an essential requirement for management of BNFL's separated plutonium stocks, or indeed exactly what compliance with such a standard should entail. (Section 3.3.1)</i>
	<b>Discussed in the securities sub-group.</b>
<b>5</b>	<i>We consider that plutonium management options involving transmutation, or novel fuel cycles such as thorium/plutonium fuels, should not be considered as means of dealing with BNFL's current stockpiles of separated plutonium. This is because the technology required is far too immature and the options cannot be implemented within the timescale which we consider appropriate (that is, around 25 years). As a result, no discussion under other criteria took place. (Section 3.3.1)</i>
<b>6</b>	<i>We consider that options involving direct immobilisation of plutonium in glass (that is, by homogeneous vitrification or by glass can-in-canister) should be excluded from consideration because available studies indicate that ceramic waste forms are superior should disposal ultimately be chosen. In addition, for direct vitrification, there are process safety issues relating to criticality and worker dose. This exclusion leaves open consideration of the use of vitrified high level waste as an external radiological barrier. (Sections 3.3.4 and 3.5)</i>
<b>7</b>	<i>We consider that options involving the use of Mixed Oxide fuel in gas-cooled reactors, fast reactors, or heavy water reactors should be excluded from consideration. (Section 3.3.4)</i>
	<b>Response nos 5,6,7 - Recommendations accepted by Company Technical Executive.</b>
<b>8</b>	<i>Our limited analysis indicates that a range of options spanning immobilisation of plutonium in ceramic form, with or without the addition of a radiological barrier, and the use of plutonium as a fuel in existing or advanced light water reactor designs, merit further investigation as long term management strategies for BNFL's plutonium stocks, although strongly held differences of opinion remain within the PuWG on their relative pros and cons. More information on all criteria, especially business viability, and safety and environmental performance, would be necessary</i>

	<i>to make clearer choices between the remaining options</i>
	<b>The Company programme of work has begun to generate some of the necessary information.</b>
<b>9</b>	<i>We recommend that BNFL should promptly produce proposals for generating such information and for analysis covering all criteria. In doing so, BNFL should have full regard to information which is available from international plutonium disposition programmes, especially immobilisation. These proposals should identify the work that must be done, and give an indication of timescales. (Sections 3.2 and 3.5)</i>
	<b>The Company produced proposals for generating the information. These led to the programme of work referred to above. This programme is taking account of international research and development.</b>
<b>10</b>	<i>We request that the Main Group approve, in principle, a continuation of the PuWG's work. We recommend that the PuWG should be initially reconvened in December 2000 to review BNFL's proposals. At that stage, the PuWG will take a view on its future involvement, which might include monitoring, reviewing and participating in the analysis. Following this December 2000 meeting, the PuWG will make a recommendation on the way forward to the Co-ordinating Group</i>
<b>11</b>	<i>We recommend that the Main Group should authorise the Co-ordinating Group to decide whether the PuWG proceeds with any work which it proposes to undertake in the light of its December 2000 meeting.</i>

Overall  
response

PuWG  
Interim  
report  
15/11/01

	<b>All recommendations have been addressed, principally through BNFL's response to recs. 8 and 9. A detailed programme of work was proposed, as requested, in December 2000 and is progressing towards a July 2002 end date.</b>
3.3.1	<i>We ask that at the earliest possible date BNFL should make available to the PuWG information on their assessment of reactor-based plutonium management options.</i>
	<b>Preliminary information has been provided.</b>
3.3.2	<i>We recommend that BNFL should include within its assessment those options which involve the earlier use of SMP for plutonium immobilisation than is currently anticipated by the Company. This assessment should include consideration of how the SMP might be used in the event that either the authorisation to operate the plant is not granted, or that the order book for the production of MOX falls short of BNFL's current expectations.</i>
	<b>Now included in Company's list of options.</b>
3.3.3	<i>We recommend that the above consideration should include the option of immobilising plutonium in the form of low specification MOX, as in Option 3 of our November 2000 draft interim report.</i>
	<b>Now included</b>
3.3.4	<i>We recommend that BNFL should subject the benefits and disadvantages of radiation barriers (taking account of security and proliferation issues) to a comprehensive assessment at an early stage, so that if it is concluded that radiation barriers should or may form part of the preferred plutonium management options, plans can be developed to ensure the appropriate phasing of Pu immobilisation and HAL stock management.</i>
	<b>Being discussed by the securities sub-group.</b>
3.3.5	<i>We recommend that BNFL should include in their assessment Option 9 from our November draft report – that is, immobilisation of plutonium as low specification MOX followed by emplacement of the MOX assemblies in a storage container along with irradiated fuel assemblies.</i>
	<b>Accepted by CTE</b>
3.3.6	<i>We recommend that dose uptake to workers should be assessed as an attribute of all the options considered, and included as one of the criteria or sub-criteria in the final detailed BPEO assessment.</i>
	<b>Accepted by CTE</b>
3.3.7	<i>We recommend that BNFL should concentrate its resources for further work on plutonium immobilisation options on those options which involve a ceramic matrix (including low specification MOX) rather than on options which involve a glass or vitrified matrix.</i>
	<b>Accepted by CTE</b>
3.3.8	<i>We ask that, in future reports on its work to the PuWG, BNFL should include clearer and more detailed referencing of information used to support its assumptions and also a clearer indication of the recommendations for future direction. We also ask BNFL to produce an updated version of its report as discussed at our June meeting which includes such referencing and which, ideally, is in a form BNFL would feel suitable for release into the public domain. If possible, we would like to have this updated version by mid July but in any event it should be</i>

	<i>available for our next meeting in September.</i>
	<b>References received and included in the PuWG second draft interim report</b>
3.3.9	<i>We recommend that BNFL should use the assessment criteria set out in our November draft interim report as a starting point in the development of their own final BPEO assessment. We also recommend that BNFL should engage with the PuWG both in developing the assessment methodology and in carrying out the assessment, particularly in respect of bringing stakeholder perspectives on preferences and weights into the assessment.</i>
	<b>PuWG has moved focus from BPEO to SAP approach and recommended this to the CTE. This transition has led to some uncertainty as to the role of any BPEO assessment in the Company's current programme of work.</b>

## 5. Personal Reflections from BNFL Participants

Stakeholder dialogue working group outputs have been fully considered in developing possible future scenarios as part of the strategy work. This has included macro scenarios considering global energy alternatives as well as specific BNFL option analysis. As such the inputs have been extremely useful.

### **Ted Williams**

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The Stakeholder dialogue has influenced thinking as follows:

I appreciate NGO views and concerns from having met and talked with them in the safe environment of the dialogue process.

Corporate strategy for Spent Fuel Management was influenced directly by the process.

Ending uncertainty by announcing reactor planned closure dates and the anticipated closure date for B205 linked with UK OSPAR commitments.

Exploring alternative/contingency routes (other than B205) for Magnox fuel.

### **Richard Mrowicki**

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I have been involved as 'technical expert' to the Pu Working Group since November 2001, supporting Arthur Roberts, Roger Howsley and Mark Drulia. The Working Group has been particularly anxious to ensure that in studying management options for UK Pu, BNFL examines immobilisation options with equal enthusiasm as MOX fuel in reactors. The group made a number of recommendations in their Interim report of November 2000 and since then I have spent significant time with others from the technical community, preparing programme schedules, progress reports, presenting technical information, fulfilling actions and interfacing with the CTE to ensure buy-in all round. The Pu WG has been particularly active over the last year and has formed a Technical Sub Group of its own which takes up some more of my time, but I am trying to use this as a opportunity to develop 'bright young things' in the skills of dealing with stakeholders and answering challenging questions.

While I enjoy the challenges to my own personal views on Pu and nuclear energy which meeting the various stakeholders presents, there are moments when my patience is sorely tried and I feel the process is all one sided - but perhaps that is because I am also so tied into MOX.

The positive side is that I have been able to explain my views on Pu to individual stakeholders off-line and perhaps given them some food for thought. It is also interesting to watch the reactions of the various representatives as the logic which they have applied is challenged by technical fact rather than media interpretation and hype. I am sure they find the conflict they experience between fact and 'hype' difficult, but usually revert to the public views of the NGOs they represent,. Hopefully, the challenge we offer to their perception will gradually moderate views and percolate into the wider public debate.

### **Christine Brown**

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I believe that there has been a sea change in the willingness to acknowledge discharges as a serious business issue - not just as an issue for the specialist EH&S (environment, health and safety) community within the company as was more generally the case previously. The amount of discussion time at very senior management meetings devoted to discharge and environment issues has increased enormously over the last couple of years or so. Compliance with Sintra, and in particular the "2012 Magnox issue", is a cornerstone of the company's strategy as we move forward.

### **Roger Coates**

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The Stakeholder Dialogue has demonstrated to me that the people within large NGOs such as Greenpeace, FoE and CND are not tree hugging extremists but are thoughtful and pragmatic. I was impressed by the measured way they could put their arguments and their alignment with *some* of what BNFL was aiming to do.

I am now more conscious of the importance society attaches to understanding and minimising the effect of our operations on the environment.

A more negative comment - I am more conscious now of the dangers of raising unrealistic expectations in the minds of stakeholders when engaging in dialogue. The process of genuine dialogue and mutual understanding can easily be taken for a commitment to move towards the other's point of view.

### **Bill Root**

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The greatest benefit has been from the relationship established in the working groups. This has enabled information to be shared and discussion shared around the facts. Progress is influenced by many things, though the pace appears frustratingly slow at times the process demands that we move together and the consequence consumes time.

### **Arthur Roberts**

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Stakeholder Dialogue has offered a unique opportunity to explore overtly antagonistic positions with a view to revealing underlying common ground. As an approach to management decision-making, it does represent a break from the very often used "decide, announce, defend" without removing the ultimate responsibility of management to "decide" and then act.

As a late arrival in the process I have found the experience genuinely educational. In that respect I did not witness the early efforts required to invent something which would deliver some useful output. However, I have seen evidence of tensions which have re-surfaced over the past 12 months. and how the process has evolved in response.

### **Rex Strong**

The prime benefit of the stakeholder dialogue has been to share information and to see that other people prioritise issues in a different way. The specific outcomes are:-

1 Discharges

The contribution to discharges from Magnox reprocessing was highlighted and this helped to bring about a change in the intended closure dates for the reactors.

2 Plutonium

The topic has been given more priority within BNFL. It has highlighted the existence of material not classified as suitable product or PCM which needs to be considered as an orphan waste. Processing routes will need to be developed, although this is not urgent.

3 Waste Working Group

Essentially a data collection exercise. The scale of the issue has been brought home and injected some urgency to BNFL's thinking. Sellafield now regards itself equally as a fuel site and a legacy treatment organisation.

4 Spent Fuel

Perhaps the least helpful to date, as the consequences have not worked through. It has highlighted that B205 will close with some fuel untreated, and an alternative route will be required.

The above features have fed into BNFL's dialogue with independent groups like NuSAC and RWMAC.

**Peter Manning**

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An increased understanding of the position that stakeholders adopt based on their beliefs and values

A real opportunity to practise my listening skills

Views of others are far more taken into account since the start of this process

I have not got two heads, nor have they!

**Mark Drulia**

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I have had limited involvement in the Stakeholder dialogue process, having attended two working meetings of the Magnox Task Group and one Main group Meeting.

These meetings have given me a completely different insight to the NGO's thought processes and ways of working. I was very surprised by the extent of the co-operative style of working.

As far as the influence that the process has had on me personally, it has re-emphasised the need to take as broad a view as possible of our business, and helped me with tools and techniques to help to gain agreement on issues in my work area.

**Peter Maher**

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I've had the advantage of being involved in various working groups since the Dialogue began and therefore my personal input into BNFL's decision-making processes is now based upon real experience of having listened to what stakeholders feel and what is important to them. I believe that the Company has benefited from the more open discussions and challenges about the importance of stakeholders' views as our strategic thinking is being developed. The process is very resource intensive and takes time but when you are dealing with complex issues which go back over many years, these are not going to be fully explored in a couple of meetings.

**Grace McGlynn**

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As a post doctoral life scientist, I think I have always had an interest in and cared about environmental issues. That is why I have been pleased to be part of the Stakeholder Dialogue over the last two years. Discussing issues with those who hold differing views is definitely the right thing to do and is the most constructive way of exploring issues and trying to find common ground. There is no justification for dogmatic views on either side of the argument and that is why I have been a little disappointed with the process. I would have preferred a more radical and adventurous approach that really challenged deep seated opinions. Instead, the process can be a bit superficial at times and I am sometimes concerned that we may miss a golden opportunity.

**Roger Howsley**

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I believe I made my feelings known at the last but one full meeting of the Stakeholder Dialogue – with my usual injection of Gilmour passion.

This came about because many of the "Green" Groups were threatening to pull out. Many did in fact do so, but I needed to have my say as one of the "Founder members".

The view I took then and still do was that this initiative was unique, it was ground breaking and the envy of many.

It facilitated a dialogue which in reality flushed out a lot of common ground. Quite obviously it also flushed out areas of uncommon ground, but in doing so allowed each of the parties to understand more about "why?"

It also helped to kill off some myths and legends about "the people" who run BNFL and "those Green people". This in my opinion led to much greater mutual respect – even if we didn't agree on everything.

The Dialogue process also led to the compilation of factual information relating to Waste, from many different and disconnected sources. Thus creating a high value, definitive reference document that is now recognisable.

In my role as Head of Waste Management the arguments did influence my decision making and indeed the pace and priority of some of those decisions e.g. The Drigg Retrieval Project.

In my current role as Project Director – Historic Waste Management. The strategy I have proposed to the Board has the benefit of me being better informed as a result of the dialogue. Just look at some of the proposals.

### **Grant Gilmour**

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Genuine consideration of the NGO perspective on Thorp issues.

### **Neil Baldwin**

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I have been one of the technical experts to the SFOWG. My comments fall into two areas  
a) on the work b) how the process has altered my views :-

As part of our involvement BNFL has had to be much clearer about articulating the technical, commercial and environmental benefits of all of the technical and operational options of treating spent fuel. This has had to be done in a way that is transparent to a wide range of Stakeholders and can be challenged. This in turn has caused us to revisit our own preconceived ideas and accept that decisions taken previously on 'technical facts' have their own levels of uncertainty. This process is sometimes hard work and painfully slow. The benefit is that when done properly the technical basis of the work becomes robust and 'case hardened' and the decisions can be justified on both moral and commercial grounds. My observation is that a decision that is technically and morally sound is much easier for all parties to support. In this process I have found a need to be much more open minded than I have previously been. I have also been surprised at how misinformed other stakeholders are (including Green experts) and how much of a short-term view is taken on issues.

On a personal front I have found that my conviction has grown on some issues (e.g. the value of treating Pu as an asset not a waste) but on others I have questioned our current way forward. I have also formed the view that the technical community needs to be much better at explaining all of the options and the pros and cons of all options.

### **Peter Wylie**

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As a result of my involvement in Stakeholder Dialogue I now think of stakeholder issues at the top of my agenda rather than at the bottom. When a strategic issue or approach comes

up, one of my first thoughts is not simply "what would the stakeholders think of this?" but more "how does this fit with stakeholder x's views/needs". This is not just in my personal work; I am able to bring this range of stakeholder perspectives to my discussions with individual strategy developers as well as to the overall Spent Fuel Group's strategy. Over the period of the stakeholder dialogue my view of the priorities for the site has shifted from

1. Thorp and commercial business
2. Magnox and supporting generation
3. Discharge of legacy work

to

1. Discharge of legacy work
2. Magnox and supporting generation
3. Thorp and commercial business

I am also going to adopt the SAP approach in strategic planning for Sellafield, placing greater importance on the uncertainties rather than focussing simply on planning for success.

I now see working with stakeholders as the way forward to achieving both BNFL's own goals and also the wider goals that we share with others. The world is becoming an increasingly complicated place and we cannot operate on a "fortress Sellafield" basis. In summary, I feel the Stakeholder Dialogue has helped me to take a UK look at Sellafield as well as a BNFL look, and that this is affecting the shape of our overall strategy and its components.

### **Jeff Ferguson**

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The overall Stakeholder Dialogue process has introduced a challenging new element into my work. I give much greater consideration in decision-making to what other stakeholder views would be and often I ask them directly via the various dialogues or through informal routes only available because we now all talk to each other.

Specifically no one should be in any doubt that, without the pre-existence of the National Stakeholder Dialogue, the difficulties at Cricklewood would not have been resolved in a consensus way. Also, the joint radioactive monitoring done by the JASM Group is unique not just to BNFL but to the UK. It is completely inconceivable that five years ago a group including Green Groups, a local authority, BNFL, etc would have collectively appointed an independent expert to carry out a radiological survey of a location where BNFL operates.

This is real concrete evidence of just how far all of the Stakeholders, including BNFL, have moved.

### **Rupert Wilcox-Baker**

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One of my most significant learning experiences from the dialogue process came soon after I became Chief Executive. In making the Executive decision about the lifetime of the Magnox stations, I had listened to a wide range of views including management colleagues, employees and their representatives and to the industry regulators. There is no doubt that decision gave the certainty that the business needed and the necessary clarity of direction regarding station lifetimes, Magnox reprocessing and also discharges from the Sellafield site.

In the Spring of 1999, I was not aware of the scale of stakeholder involvement either in the dialogue process or all the work that had been undertaken in the various working groups. I now know that the soundings I had taken from many people had been influenced by their involvement in the dialogue process. Where I got it wrong was in failing to recognise that this influence should have been more transparent and duly recognised. The outcome has been the setting up of the "bridge mechanism" which has proved to be an effective and trusted way of alerting particularly the NGOs about business announcements.

I also feel that a process which enabled representatives from the Company, the NGOs, unions, local authorities, regulators and academics to meet with the Environment Minister to discuss the Waste working group interim report is clearly having an impact on the wider policy-making stage. The Waste Group also concentrated on the need to deal with the UK's history of stored wastes and the emphasis upon passive storage in monitorable and retrievable forms. The future direction of the Company has changed in its focus to the clean up of these wastes and the Government announcement about establishing the LMA. We also have the ongoing work of the Spent Fuel and Plutonium Groups.

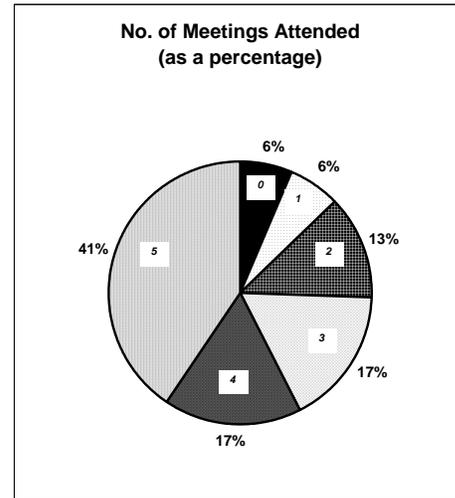
Whatever viewpoint or organisation we represent and the benefits we gain from working together to discuss issues, there will be things on which we all cannot agree. I believe the process is about a very broad church of stakeholders, not just BNFL and the NGOS, seeking to build upon the things where we can agree. It's equally important to mark out where we have disagreements and the boundaries of "business as usual".

**Norman Askew**

## 6. Questionnaire survey of all stakeholders

In total, 152 questionnaires were sent out to stakeholders of the dialogue, ranging from people who had been involved in the process since its inception to people who have just joined it. To date, 50 questionnaires have been completed and returned to The Environment Council (32%).

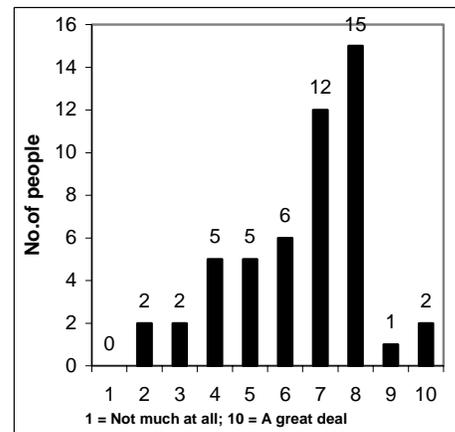
Experience of respondents - The data presented below is best interpreted in light of the experience of the stakeholders in the process (see pie chart). 75% of respondents have attended at least 3 of the Main Group meetings, which means they have been involved for over 2 years. Also, 65% of respondents have been a member of at least one working group. These figures indicate that, overall, respondents have a relatively high degree of 'experience' in the dialogue.



Representation of respondents – Questionnaires were returned by a relatively even spread of stakeholders across the sectors. However, BNFL is best represented (12 respondents), while central government is least represented (2 respondents).

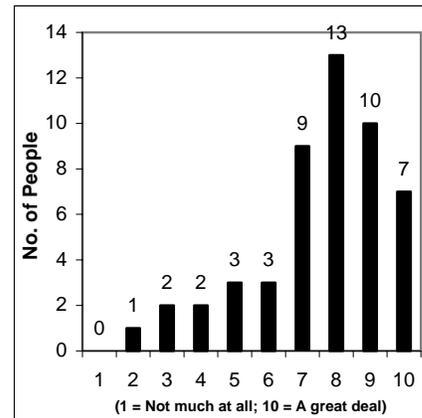
Q1a: How much have you learnt about the issues?

72% of respondents scored above 5 on this scale, indicating that the majority of people have learnt much about the issues as a result of being part of the dialogue. However, there is a significant number of people (14) who scored 5 or below, indicating that the dialogue has not added greatly to their understanding of the issues.

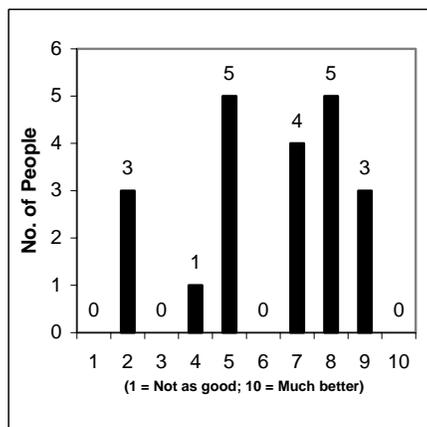


Q1b: How much have you learnt about *processes* of dialogue, communication negotiation, consensus building etc.?

84% of respondents scored above 5, indicating that they had learnt much about *processes* from being in the dialogue. Only 16% replied that they had not learnt much about *process* from the dialogue.



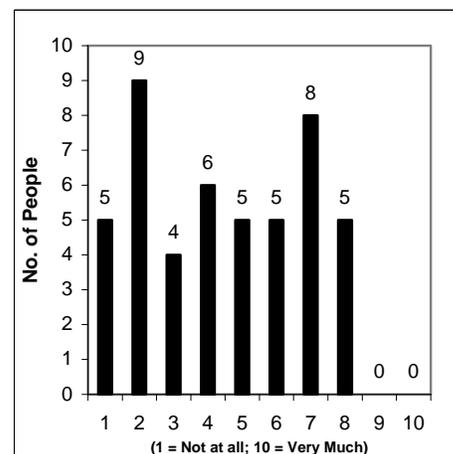
Q2: How does the dialogue compare with other processes that you have been involved in?



Just under half of the respondents (21) had been involved in a similar process within or affecting the nuclear industry. Of these, there was a spread of opinion as to how the dialogue ranked against them.

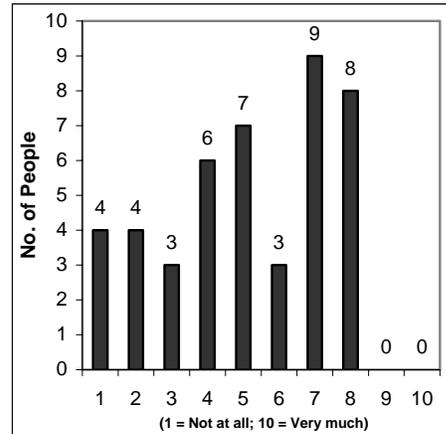
Q3a(i): How much has your organisation's thinking been influenced by the dialogue? (*to date...*)

There was a wide and relatively even spread of opinion in answer to this question, although 5 people did not give a score. The majority (62%) of respondents replied that their organisations' thinking had not been significantly influenced by the dialogue, while 38% believed that the dialogue had caused a significant change in thinking. Of these 40%, most were company (55%) or union (22%) representatives.

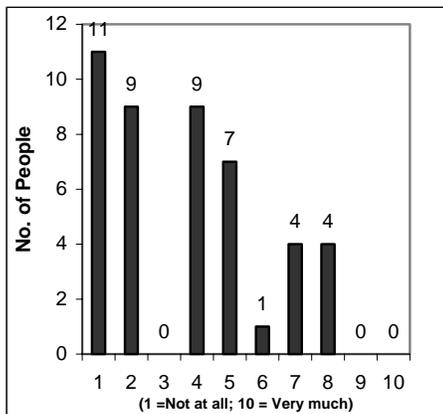


Q3a(ii): How much has your organisation's thinking been influenced by the dialogue? (*Potentially in the future...*)

Again, there was a wide spread of opinion in response to this question. Roughly equal numbers of people indicated that their organisations' thinking was likely (45%) to be influenced in the future as those who thought that they wouldn't (55%). Of those who did not think that their organisational thinking was likely to be influenced, most were representatives from NGOs and regulators.



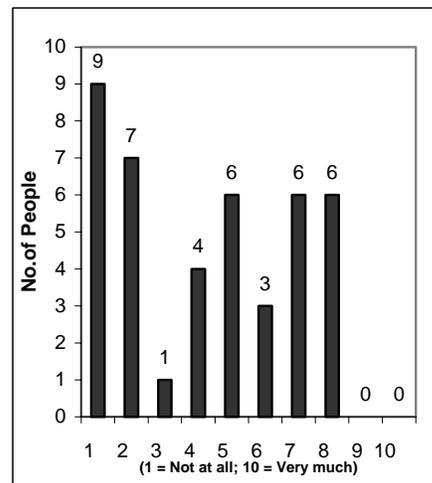
Q3b(i): How much have your organisations actions been influenced by the dialogue? (*to date...*)



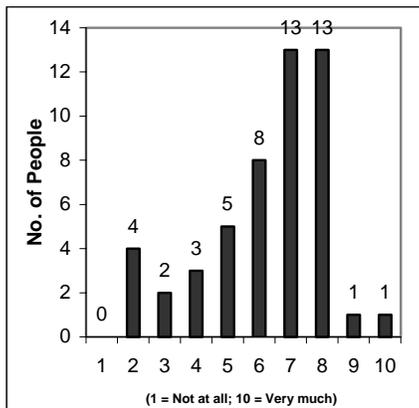
80% of respondents believed that their organisation's actions had not been significantly influenced by the dialogue to date. Of the remaining 20% who believed that their organisation's actions had been affected by the dialogue to date, most were company (33%) and union (44%) representatives.

Q3b(ii): How much have your organisations actions been influenced by the dialogue? (*potentially in future...*)

A large proportion (64%) of respondents considered that their organisation's actions were not likely to change in the future because of the dialogue.



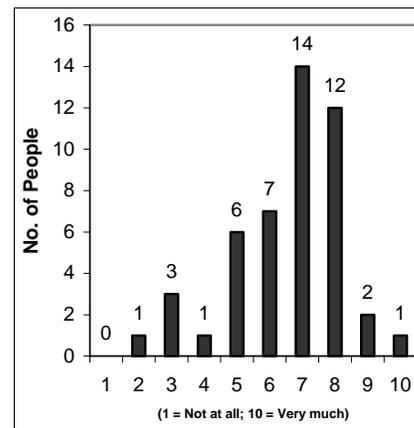
Q3c(i): How much has the process influenced your own thinking and/or actions? (*to date...*)



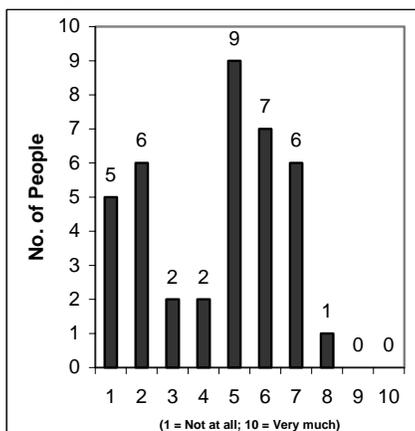
72% of respondents considered the process to have influenced their own thinking or actions to date significantly.

Q3c(ii): How much has the process influenced your own thinking and/or actions? (*potentially in future...*)

77% of respondents considered the process was likely to influence their own thinking or actions significantly in the future.



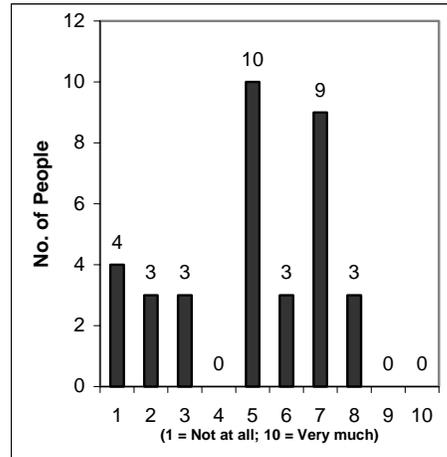
Q4a(i): How much do you believe BNFLs thinking has been influenced by the dialogue? (*to date...*)(BNFL reps. were asked not to answer)



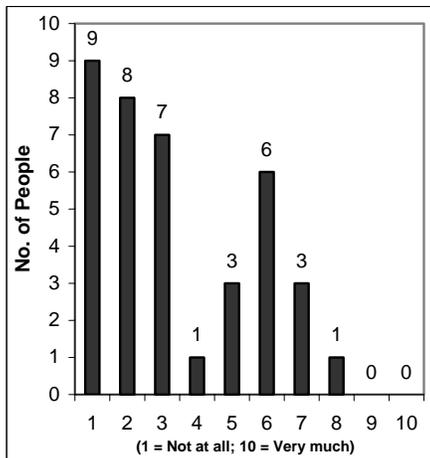
The majority (63%) of respondents considered BNFLs thinking not to have been influenced by the dialogue to date.

Q4a(ii): How much do you believe BNFLs thinking has been influenced by the dialogue? (*potentially in future...*) (BNFL reps. were asked not to answer)

There was a slightly higher proportion of respondents (57%) who believed the dialogue was unlikely to influence BNFLs thinking in future (scored 5 or less), than those who believed the dialogue would.



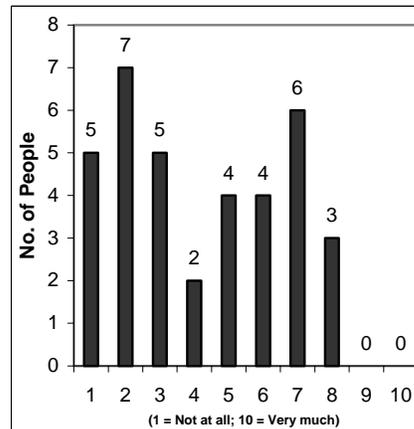
Q4b(i): How much do you believe BNFLs actions have been influenced by the dialogue? (*to date...*) (BNFL reps. were asked not to answer)



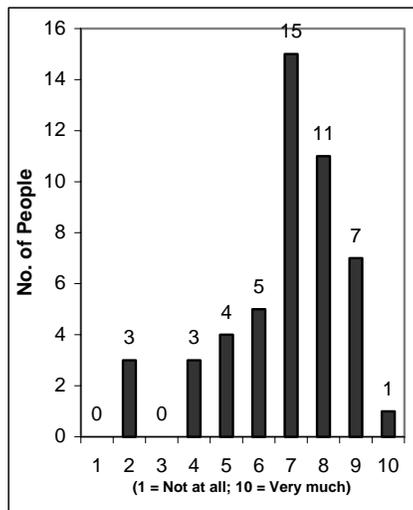
74% of respondents considered the dialogue to have had little effect (scored less than 5) on affecting BNFLs actions to date.

Q4b(ii): How much do you believe BNFLs actions have been influenced by the dialogue? (*potentially in future...*) (BNFL reps. were asked not to answer)

Only 36% of respondents considered the dialogue likely to have significant effect (scored more than 5) on BNFLs actions in the future.



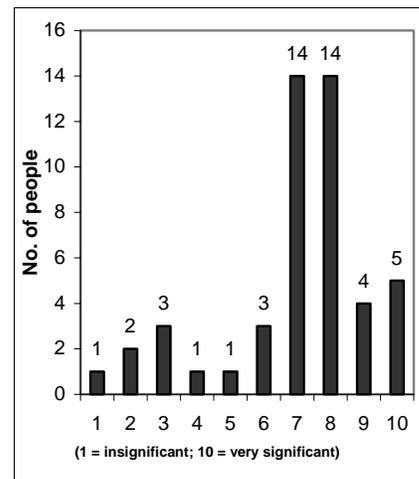
Q5a: To what extent do you value the visible products of the dialogue?



80% of respondents valued the visible products of the dialogue highly (scored more than 5), with over half scoring either 7 or 8.

Q5b: To what extent do you value the invisible products of the dialogue?

83% of respondents valued the invisible products of the dialogue highly (scored more than 5), with over half scoring either 7 or 8.



N.B. Although not common, there is inherently a certain degree of error in the completed questionnaires, in that questions were occasionally incorrectly filled in or omitted altogether. Where stakeholders have scored the scales between 2 numbers, for example, between '4' and '5', we have taken the precautionary approach and 'rounded down', so in this case inputted the '4'. Where respondents marked the scales for questions 3 and 4 only once, we have input this as their score for both impact *to date* and impact *potentially in the future*. These errors are infrequent and we do not believe that they change the substantive conclusions reached.

## **Stakeholder questionnaire comments**

(\*) indicates where potential attribution of comment has been deleted

**1A - How much have you learnt about the issues as a result of being part of the dialogue? (comment)**

1	The person who usually represents us should probably be filling this in, and he might give a higher rating.
2	Understanding the different positions adopted on an issue.
3	Excellent opportunity to begin (to 'start') to get a clearer appreciation of how the other 'stakeholders' view the issue.
4	Knowledge/learning by increments.
5	I already knew a lot about the issues, mostly from a scientific/industry viewpoint - but have still learned quite a lot.
6	Learned some technical details about decommissioning.
7	I have personally learned a lot about BNFL's business activities outside of my own area (*). I have also learned a lot about the attitudes of the anti-nuclear NGOs.
8	Good consolidation of information previously located in different forms and places.
9	Views from one side of the fence alter when the dialogue requires you to look at an issue from another perspective.
10	The benefit has been learning more about real concerns that lie beneath the surface.
11	I believe that the dialogue has actually forced BNFL into finding out a lot more about the overall effects of its activities than it knew before. It would certainly never have had the ERM Socio-economic report done off its own bat.....
12	Substantial – but against background of 30 or 8 years involvement – depending on what counts.
13	Whilst having been aware of many issues from the Company/financial perspective, the dialogue process has considerably helped in my understanding of the views of others. Especially their views on issues around Sellafield.
14	I was surprised by how much I did know and how little new stuff was forthcoming.
15	...maybe a little about the way BNFL think but not that much.
16	Useful to hear NGOs views.
17	I professionally work on the issues, so I know their scope and relative importance. But company employees have provided details (and perspectives) which are new.
18	My knowledge base has been expanded as I have been a professional in radiation since 1980.
19	There was a sense that many employees at BNFL realised a deeper sense of responsibility for their industry.
20	I am now more aware of the green issues and concerns and I would hope they understand the problems that are faced by BNFL.
21	The process is certainly educating.

**1A - Is there anything in particular that you have learnt or gained new insights to?**

1	The way BNFL think, I suppose; and I learned quite a bit about individual issues.
2	The deep concern over the further separation of plutonium and the way that this concern underlies and influences the approach of the nuclear industry critics to many other issues.
3	The reasons behind beliefs.
4	National context of what is to me a major local issue, understanding of NGO positions etc.
5	The genuine concerns of those wishing to reduce the possibility of plutonium reaching non-intended recipients.
6	1) That a plan for the Pu already in existence must be drawn up (although not necessarily carried out immediately) . 2) That it is truly a nonsense to create any more Pu than necessary from the reprocessing activity (*)
7	The rationale behind the positions of both green NGO, and the industry.
8	Have learnt much about Green's issues.
9	How much commonality there is on a number of issues. Being able to distil the differences and strengths of feelings between the "industry" and "pressure groups".
10	The company's thinking regarding Pu management and some of the practicalities associated with this.
11	To be more tolerant to others' views while having the ability to espouse your own.
12	Debating issues with individuals within a defined framework takes the debate forward - however, we all represent organisations.
13	The whole field of the overall environmental and socio-economic effects of Sellafield is far clearer that they have been before, and the drivers and motivations of the various groups, particularly the green NGO's are now very much more evident.
14	Industry and Green perspectives.
15	Yes - into the consequences of different reprocessing options.
16	I got technical detail in superfluity that I didn't really need to know. Most valuable was the onsite visit to Berkeley, where I discovered just how much work is subcontracted.
17	The companies' environmental performance is available for influence by all stakeholders.
18	The depth of feeling about the further separation of plutonium.
19	Some more in depth business knowledge.
19	Exploration of security issues. How resistant many company employees are to considering business options alternative to 'business as usual'.
20	The role of the regulators.
21	Insight into the great diversity of views within the UK on nuclear issues; also a measure of insight gained into BNFL thinking at senior level.
23	How external perceptions of the Nuclear Industry are formed and then perpetuated by the absence of ongoing dialogue.
24	This sense of responsibility was a double edged sword, leading to, in one case, the resignation of C.E. John Taylor, and a determination by others to tough it out.
25	The thinking within BNFL.

**1B - How much have you learnt *about processes* of dialogue, communication, negotiation, consensus building etc as a result of being involved in the dialogue? (comment)**

1	I am heavily involved in public consultation through my normal work, but seldom in as potentially confrontational a setting as this.
2	I had not been involved in this type of formal process of dialogue before.
3	Learnt about specific processes, SAP etc.
4	Too much time is spent on Process compared with Substance.
5	Two facilitators' input would be more helpful as I feel just one facilitator tends to get "sucked in" to the industry position.
6	A very powerful process.
7	I found the Environment Council's approach to achieving the dialogue to be highly professional and gains the confidence of all parties.
8	Have experienced this kind of consensus building process in other settings. The main novelty was to find it being used in this context by a large company.
9	The process is critical - if tedious at times - to affecting advancement.
10	Process involving independent facilitation works well.
11	The process has opened my eyes in a lot of areas – how far rational debate can take discussion – the importance, and limitations, of personal contact/respect – and the depth of belief-driven feeling. It's a salutary lesson for (*)
12	Welcome the general experience.
13	I have found this fascinating.
14	I was trained as a trainer for non-violence, and much of the processes used in NVDA is similar.
15	Beneath the "iceberg" interfaces do exist.
16	Listening skills have improved, and I think the SAP approach is very powerful.
17	From the sidelines reading paperwork only.
18	But I'm still not convinced that consensus building is what I want to do.
19	SEPA is committed to transparency and communication.
20	I, and one or two others, had always been attempting a 'dialogue' with BNFL - it was perhaps slightly more 'confrontational' as we were always brushed off and never got to the people who mattered.
21	If individuals are prepared to buy into voluntaristic rules to provide intellectual working space, dialogue with those holding diametrically opposite views is possible.
22	A very useful insight into the process of negotiation.
23	The determination largely futile by corporate thinking to project their business aims into a wider community, the process <u>could</u> guard against this.
24	The process that is followed is working well; the debate is always conducted in an adult way.
25	Reinforces some of the ideas I have about the dialogue process.

**1B - Is there anything in particular that you have learnt or gained new insights to?**

1	The very strict control over the discussion and the constant emphasis on process were striking. I did wonder if it was all just a little too strict!
2	The vital importance of not assuming anything (either about attitudes or knowledge) and listening not just to the words but to the emotional meaning behind the words. Shared development of data/fact base is a strong foundation. Working together over a period gives many opportunities for learning about one another. There is usually a lot more in common than you first think.
3	Team dynamics and the effect of my own behaviour.
4	Value of inclusion as opposed to advocacy, winners/losers and conflict.
5	That it is okay to disagree, best to be honest. Also, sadly, not sure what progress is made other than sharing information/views. Maybe I haven't been involved long enough?
6	Importance of listening dispassionately.
7	How to separate scientific evidence from the individual right to hold an opinion and to be heard.
8	Sometimes you really do need an independent agency to achieve real dialogue.
9	Very familiar with structural processes, particularly liked the level of independence and the photo report technique.
10	The importance of finding methodologies to enable stakeholders to move beyond their rigid business as usual positions.
11	How important the 'marking out of the pitch' is. (*)
12	The speed at which the process progresses is directly proportional to the trust that has been built in the team.
13	It has also been very clear that some stakeholder representatives, particularly BNFL, green NGO's and unions, CANNOT be seen to budge from the pre-determined positions of their groups. If individuals start moving their views it is very difficult for them to take their constituencies with them, and this limits the amount of rapprochement actually achievable.
14	The need for time – but thus the need for adequate resourcing – real problem in handling detail.
15	Yes – the whole process of consensus building among stakeholders with widely disparate views.
16	I was not surprised that there were people on both "sides" who dislike "consensus building", "facilitation" etc. 'Twas ever thus in the 1980s. I did gain insight into how much these processes can be manufactured by those who don't really want them to work.
17	By working together amicable solutions can be reached.
18	It has been excellent bringing together BNFL & NGOs although agreement not reached on everything.
19	It is quite difficult to satisfy all organisations' requirements.
20	Face to face is better than starting form behind the barricades!
21	The suspension of 'business as usual' can work if participants are prepared to keep open, if critical, minds. Unfortunately, some trade union representatives have found this difficult to achieve.
22	Uncomfortable truths cannot be bought off and a feeling the industry has not really given the satisfactory answers too our concerns.

**Q2 - How does this process (the dialogue) compare with any other, in (or somehow affecting) the nuclear industry, which you have been involved in?**

1	Better in the sense that it is a more open process; worse in the sense that BNFL clearly feel able to make decisions independent of the dialogue on commercial grounds. The dialogue has only moral teeth, no legal ones.
2	The stakeholder participants are in control of the process. There is opportunity to determine the issues to spend time on and then to develop issues in the detail that the stakeholders wish to. There is the informal opportunity to get behind the formal positions that are taken. The main downside is that the process takes a considerable amount of time, effort and commitment. This is justified for big, intractable issues but would lead to paralysis if over used.
3	Broader views captured from the outset. Fewer surprises - all sides.
4	Good because: inclusive, apparently 'genuine', build up trust and confidence in other participants, technical competence in members of the groups. Poor because: takes an awful amount of time (and is very expensive), some imbalance in the numbers of 'representatives' on the various 'sides'.
5	I am not confident that concrete results will emerge from the Pug process - at this point the process seems diffuse and the company's commitment to consider immobilization as an alternative to MOX seems problematical.
6	Although time consuming, the process does manage to "suspend" institutional barriers to a degree and to permit genuine dialogue.
7	It follows the process outlined in COM (2000) 1, Brussels 02.02.2000,CEC Communication on the Precautionary Principle.
8	I gather the 'ISOLUS' consultation was well received by consultees but have little info.
9	The outcomes or lack of them seem to be similar in terms of improving communication between the parties. As the BNFL Dialogue has been more extended and there has been the possibility of working sub groups the production of substantial reports is better. These are useful. It has been observed by those taking part in all processes that the 'opposing' parties seldom if ever change their opinions as a result of the process although relationships and communication are better.
10	This covers a more diverse range of stakeholder views is its not a fair comparison. The ingredients are process, rules and facilitation - the result is based on the attitudes and behaviours that change.
11	While better because of depth – I have found enormous strides made in much more focussed programmes – such as a 4 day one off meeting. Depends on what outputs and engagement is appropriate to the need.
12	I guess I've been at this game too long.
13	Group is too self-selecting.
14	It has been sustained longer, and has allowed for as much participation as individuals feel inclined to devote.
15	Some important issues unfortunately ignored.

### 3A - How much has your organisation's *thinking* been influenced by the Dialogue?

1	I think we'd need to see more evidence of real willingness to change on the part of BNFL in terms of actions and future programmes.
2	The priority of dealing with the legacy of the past is now seen as the number one priority for Sellafield, this was not the case prior to the dialogue. There are a number of options being considered now that were not on the agenda (and would have been resisted) in the past. For example, our strategy work seriously considered the option of stopping reprocess and not going for post-base load Thorp business. We have included plans for new R&D work into immobilising plutonium. We are looking into alternatives to the reprocessing of magnox fuel. Perhaps the biggest effect on the thinking of BNFL is the fact that there are now a lot of very senior managers in the Company who have a much better understanding of the issues that are of importance to our stakeholders. These are the people who are accountable for developing the company's thinking.
3	Lots of evidence of this based on the recommendation of the working groups.
4	Statute law appears to be moving towards broader, community influence, in decision taking. In this regard the Dialogue has great potential.
5	Our thinking will depend on the <u>results</u> of the dialogue. At this point, the likelihood of concrete results is doubtful.
6	Not very relevant to me - I'm involved as an individual with relevant knowledge and experience and see my role as trying to help the dialogue along - but even so, it is starting to influence thinking about how my organisation might run some of its projects in the future.
7	Has confirmed our view of the industry as unhelpful and unwilling to address key issues.
8	To date plans have been influenced but perhaps statements not obvious that this has happened.
9	I see very little evidence that the thinking has been changed.
10	Our concerns over discharges THORP and MOX have not changed in the light of increased information. Mark is for to date. No indication for future.
11	It has influenced my thinking and I am a Senior Manager in the Industry.
12	NFLA thinking on process issues (e.g. Processes required for radwaste and energy reviews) has been influenced, but not its view on plutonium management.
13	I've stopped being a fundamentalist. Future alterations in thinking will depend on outcomes and actions taken as a result.
14	It's currently more than it was across a number of areas - it has the potential to increase especially if it 'replaces' or supports some of the current 'Approval Processes'.
15	Not applicable to me personally. I do believe the dialogue has empowered both members of the Company and other stakeholders to attempt to change their constituencies in a more rational direction. I believe that this is marked in the case of BNFL – where a few of the saner members of the organisation have been given influence.
16	Difficult to raise in a body like the County Council beyond a small reference group – too long term and unfocussed until results stage or specific – i.e. Socio-Economic.
17	This is not applicable to my organisation, which is a university.
18	Throughout the thinking in consideration of BNFL's strategy we were aware of discussions ongoing in stakeholder dialogue. A number of the concerns of others influenced the proposed way forward.

19	Mainly because I feel unable to speak freely about it to my "constituents" due to the restrictions of secrecy imposed upon us.
20	The trade unions have political influence by understanding the dialogue it helps to shape our thinking.
21	The dialogue has improved our understanding of some of the technical obstacles to the early achievement of some NFLA goals. However, we do not view the dialogue as a negotiation. BNFL initiated the Dialogue out of its need - not us from ours. We look to the dialogue to bring about improvements in BNFL's environmental performance and we await results in terms of reduced discharges/waste minimisation (through early closure of reprocessing plants) and waste stabilisation and conditioning. Clearly, some decisions pull in opposite direction to Dialogue (e.g. MOX Plant operation). Others raise questions about future 'ownership' of the dialogue i.e. the LMA.
22	Change of emphasis to legacy clean-up. Reprocessing "for always" is no longer a mantra. Looking at Pu immobilisation. BNFL following entering the dialogue process is very different to BNFL pre 1998.
23	I am making no comment about potential for the future on this or any of the similar questions.
24	Useful experience to draw on.
25	The Dialogue has been carried forward by committed individuals in CND and has influenced others whilst not reaching for the far into the 'fundamentalist' regions. The outlook is less good because the prognosis for PuWG is less promising.
26	Now withdrawn, hence no future score as responding here on a regional basis, N.B. Going more into the issues in the Dialogue has confirmed us in our opposition to the nuclear industry!
27	The decision by BNFL to progress with the MOX plant, remains a serious error of judgement.
28	Working in the industry and in my union, work is always going to have an influence on my approach to the dialogue.
29	My organisation does not wish to learn.
30	Not applicable. I participate in my individual capacity.

### 3B How much have your organisation's *actions* been influenced by the Dialogue?

1	It has probably further strengthened our resolve to oppose nuclear developments!
2	Actions always lag the planning process. For example plutonium immobilisation is now in the R&D plans and some work has been started but it will be some years before externally visible actions will result. I expect the actions to catch up over the next few years. Internally I hear (and participate in) much more challenging debate on options which would not have been considered in the past. There is more internal reference to the views of external stakeholders than there used to be. This is a very significant <u>internal</u> change in action that will not be visible <u>externally</u> . We have reorganised at Sellafield and set up the HWM (Historic Waste Management) team under Grant Gilmour - this is an action following the setting of legacy as top priority.
3	Bridge mechanism, trusting with information.
4	These things take time!
5	As 3b. (Our thinking will depend on the <u>results</u> of the dialogue. At this point, the likelihood of concrete results is doubtful.)
6	Not very relevant to me - I'm involved as an individual with relevant knowledge and experience and see my role as trying to help the dialogue along - but even so, it is starting to influence thinking about how my organisation might run some of its projects in the future.
7	Improved communication with public concerns.
8	Moved us towards campaigning rather than dialogue.
9	The future actions will in my view reflect the thinking to date.
10	I see little evidence that the companies' recent actions have been influenced by the process. There is however a greater appreciation of the range of stakeholders with an interest in company decisions.
11	Mark is for to date. No indication for future. Our actions largely consist in running seminars, producing information and responding to consultations on relevant subjects. There has been some change in the light of the dialogue process in the way we might choose to present our submissions and in the selection of content. We hope we have become more focussed and therefore more effective.
12	I believe there is evidence of action as a result of the influence of the dialogue.
13	NFLA commit to a significant proportion of their resources to dialogue processes which detract from their traditional activities. NFLA are yet to be convinced of the value of dialogue processes in terms of practical outcomes.
14	Not involved in actions but have urged others to put more emphasis on dialogue and less on actions.
15	I think 'deeds' do lag (behind?) 'words' in most things. It's a question of listening, reflecting, responding in words, listening to the reaction and then taking action.
16	Not applicable.
17	See above – problem of influencing a whole disparate body.....who have not been engaged
18	Again, not relevant to my organisation (a university).
19	Actions should always follow thinking and as such dialogue is not contributing as much as actions. This will no doubt change especially as our stakeholder is also now recognising the potential benefits of consulting through stakeholder dialogue.
20	How can action be taken if no information of any relevance or portent can be conveyed?
21	Our national influence is guided by the site representatives in the working groups.

22	NFLAs are a relatively poorly resourced organisation. Time spent on the Dialogue is time not spent on other work. Since September 1998 the Dialogue has represented a very substantial resource commitment for NFLAs in terms of staff time or sponsorship of other Dialogue participation. Without generating figures we would confidently expect our pro-rata commitment to match or better any other stakeholder. If resources permit we shall continue in the Dialogue and this will impact in other areas of work.
23	Delivering on changes in thinking and strategy does take time. But you have to start somewhere and I now see far more internal discussions and decisions taken based upon a consideration of how stakeholders will view options. These considerations are based upon real experience gained through the dialogue about what people feel and what is important to them.
24	As mentioned previously, the process has been carried forward by individuals committed to it and has undoubtedly 'tempered' some aspects of CNDs approach but this does not necessarily translate into changing the actions of rank and file members.
25	Difficult to say, as we are a relatively new organisation set up in April 2000 with a remit to be open, transparent and to champion consumer issues, which was not our previous out look.
26	See previous comment. (Now withdrawn, hence no future score as responding here on a regional basis, N.B. Going more into the issues in the Dialogue has confirmed us in our opposition to the nuclear industry!)
27	Renewed determination to monitor BNFL and persuade Norman and the British Government advisors to see the error of their ways.
28	My own union, the T.G.W.U., believe the dialogue is important to be involved with and is important for BNFL.
29	See previous comment.(My organisation does not wish to learn.)
30	Not applicable. I participate in my individual capacity.

### 3C - How much has the process influenced your own thinking and/or actions?

1	I felt the dialogue made me more confident in my own thinking on these issues.
2	The biggest effect for me has been the recognition that there is a balance to be struck between the commercial, scientific and social issues and the one that is most volatile is the social side. We would be foolish to avoid this volatility.
3	Seek to understand before seeking to be understood.
4	Better awareness of the 'Big Picture' - if there is such a thing.
5	Ditto.(Our thinking will depend on the <u>results</u> of the dialogue. At this point, the likelihood of concrete results is doubtful).
6	I think the process has helped me be more tolerant of views which I initially disagree with - and that helps with quite a lot of the work I'm involved with.
7	As 3b. (Improved communication with public concerns.)
8	Very disillusioned with the industry having initially been hopeful - individual actions by industry members have been disgusting.
9	Expect continuing influence but to a lesser extent because of the big shift that has occurred through involvement in WGs.
10	I am more aware of the importance of stakeholders now. I will be starting a new job within the company shortly where the dialogue will have a greater effect on my decision making.
11	Indication is for to date. No indication for future. The process has been extremely thought provoking in terms of considering how a working consensus can be reached on issues where the parties involved have very different aims. In the case of the dialogue. BNFL want to make a success of the company and see the environmental effects as negligible, whilst we are interested in public health and safety and long term environmental protection, think the environmental detriment is significant and the risks involved too great. Also concerns about the disparity of power between the parties. BNFL effectively hold all the cards and can ignore the dialogue input if they choose.
12	Again, main influence is on thinking/advocacy regarding process issues. Discussion in PuWG has had some influence on thinking re. Pu management.
13	A great deal - see above. (I've stopped being a fundamentalist. Future alterations in thinking will depend on outcomes and actions taken as a result).
14	I think I am very much in line with Company regarding this.
15	The role of process in any politically sensitive decision making process has been well and truly emphasised. It actually asks the very loud question – 'if this and other processes are so valuable and can change and clarify views so much, why isn't process design something the Government majors on in all decision making???
16	I'm a loud and frequent advocate of dialogue now in advance of policy making or development proposals. Problem remains one of resourcing – DAD appears more effective to busy people!
17	This is an absolute necessity in devising and implementing strategy.
18	I have been pleasantly surprised by the sympathetic feedback from the "regulators".
19	Understanding all the arguments for and against undoubtedly influence my train of thought.

20	See previous comment. (NFLAs are a relatively poorly resourced organisation. Time spent on the Dialogue is time not spent on other work. Since September 1998 the Dialogue has represented a very substantial resource commitment for NFLAs in terms of staff time or sponsorship of other Dialogue participation. Without generating figures we would confidently expect our pro-rata commitment to match or better any other stakeholder. If resources permit we shall continue in the Dialogue and this will impact in other areas of work.) Of necessity, our actions will be influenced by future dialogue participation but those actions will be focused on changing BNFL's polluting practices.
21	The process has changed the focus and emphasis of my job. In approaching issues, I am far more cognisant of how my actions will be perceived by others, both internally and externally. I have a far better understanding of the issues that are important to our stakeholders. Having been involved in the process from the start and participated in working groups, I recognise and greatly appreciate the time, effort and commitment which people are willing to invest in the process.
22	As I've mentioned already, I was always in favour of some form of dialogue with BNFL.
23	It has demonstrated that it is possible to convey possible alternative futures to some BNFL employees, but the trade unionists remain impenetrable.
24	But not necessarily just in this dialogue.
25	It has given me a much clearer understanding of the industry, its attitudes and the problems involved for all concerned.
26	Creation of a "safe" framework for group interaction is important and allows those involved to think beyond their respective positions.
27	The dialogue has enhanced the sophistication with which my NGO operates.
28	I like the open dialogue, and believe this has helped me to understand all positions.
29	I now have a much clearer view of the role for NGOs in the future.
30	Very useful in terms of influencing thought processes.

**4A - How much do you believe BNFL's *thinking* has been influenced by the Dialogue?**

1	Did they jump, or were they pushed? In other words, did their thinking mainly revolve around the political need to be seen to be engaging with people, or were they genuinely interested in listening? I am inclined to think it was at least 60:40!
2	Particularly from Pu working group.
3	I would say that the process/dialogue has been quite successful in influencing the company's 'thinking'. However, BNFL have not always given clear 'feedback' about this.
4	This is virtually impossible to measure.
5	Varies - dependent on individuals.
6	No way yet to judge.
7	Now that BNFL have divested liabilities to LMA they will be in a much better position to open up new options. The stakeholder dialogue process may have assisted in the form of the LMA.
8	Quite difficult to judge. BNFL has changed a great deal since I became involved with them in the late 1970s - so how much change is attributable to the dialogue is hard to say. But the effect is clearly greatest in those BNFL managers who have been personally involved.
9	Little evidence of change of stance. Minimum chance of change in the future.
10	Mark for to date. No indication for future. Thinking – do not believe thinking of company as a whole has changed much, but that the staff who have taken part have changed their attitudes about the NGO's motivations. e.g. Union reps no longer take simplistic view – who are these busybodies from outside who want to shut us down and destroy our jobs - and managers accept that concerns are genuine and reasonably well informed. This is valuable but only in the long term and the effects aren't readily quantifiable.
11	Thinking being influenced is not necessarily the same as adopting the thinking in dialogue WG reports. I.E. influence in this area can't just be gauged against adoption (or otherwise) of WG recommendations.
12	It's been a long haul with BNFL. They've been in a cave for 30 years. But the momentum is building up and three years of dialogue will have greater and greater impact. Does depend on allowing promotion from within though.
13	The ability of BNFL to respond has been hampered by its own internal uncertainties and lack of strategic cohesion. Only a very few people in BNFL actually know what Stakeholder Dialogue is all about, and the valiant work of those who do sometimes cannot paper over the cracks. Several individuals have been very clearly changed for the better by the experience, however – and the change in behaviour has been obvious in several cases.
14	I suspect it has had a significant amount – if only by clarifying assumptions and refining the climate for contact.
15	Previously I suspect that dialogue between BNFL and the NGOs was zero.
16	Generally they may have been surprised by how well informed some of us already are. That may have caused a rethinking on how much patronisation they can get away with.
17	Undoubtedly major announcements made in recent months by BNFL have been directly influenced by the dialogue process.

18	Senior management insist that it has but concrete evidence still awaited. We are not sure where the process is left with the announcement of the LMA. Perhaps there will be time to conclude the dialogue before BNFL loses control of the Sellafield complex.
19	I think BNFL will have seen the value of directly engaging with stakeholders. This will be vital in future as we attempt to reach consensus on a waste disposal strategy.
20	I think they are marginally better at sharing information.
21	Difficult to tell - no real evidence available.
22	I'm giving them the benefit of the doubt on this. Everything may, of course, now change because of the LMA.
23	BNFL is represented by officials at different levels of seniority. Interestingly it is the most senior who seem most open minded. Time will tell if the company's senior executives have paid heed to the excellent (& free!) consultancy advice they have received.
24	It has seemed to have been influenced, but the NII action on management, following the data falsification incident might have a greater influence.
25	BNFL is a business, and I think economic considerations will continue to over-ride environmental ones, e.g. the MOX plant has now been contaminated by plutonium, even though the economic case for its opening looks weaker then ever, with the latest Japanese decisions.
26	To note with candour, worse case scenarios are not just activists' fantasies.
27	The dialogue is one of many things that has influenced BNFL in their openness approach.
28	They have problems not unlike me with my organisation.
29	Won't know, but I guess if they are not influenced by the dialogue it is a wasteful exercise.

**4B - How much do you believe BNFL's actions have been influenced by the dialogue?**

1	At the meeting I attended, I saw very limited evidence of action being influenced by the dialogue.
2	Work that has been influenced as a direct result of recommendation from group.
3	Perhaps too early for the actions to have come to fruition.
4	Again, this is hard to measure.
5	The big question. Problem: the Company goes back to its primary economic responsibilities. When this particular industry, above others, must give high priority to environment. Failure threatens the future of the Company itself. Some recognition that the tension between env.-economy needs reassessment.
6	No way yet to judge.
7	I think a variety of pressures are pushing BNFL along their present course - so again, attributing an effect to the dialogue is rather difficult. However, I do believe the dialogue significantly amplifies the other pressures on BNFL.
8	Have seen nil evidence of any concrete changes.
9	Mark for to date. No indication for future. Do not believe that any of BNFL's actions have been changed by dialogue because the company's aims are what they have always been as outlined above and these are still being actively pursued.
10	Not a lot yet, but I'm sure a combination of factors, underpinned by the dialogue, will see results in the future.
11	The phrase 'BNFL's thinking' infers a unity of purpose and comprehension which I don't believe exists. A more meaningful model in the current circumstances is that the dialogue has informed several key individuals, who with luck will influence BNFL's forward thinking. A major problem about 4b is the extent to which BNFL will in fact be in charge of its destiny, and to what extent the LMA will actually wield the power. This uncertainty is being addressed by the BFWG but will presumably provide a major debating point/hurdle/obstacle for the next Main Group Meeting?
12	It's not just the dialogue but events that have forced change. But the dialogue has (via Coordination group) sorted pitfalls out recently.
13	Feedback from other members of the dialogue same as the last meeting I attended. Indicates more bricks being put in the wall.
14	See Previous comment. (Undoubtedly major announcements made in recent months by BNFL have been directly influenced by the dialogue process.) Undoubtedly there is further scope.
15	See previous comment. (Senior management insist that it has but concrete evidence still awaited. We are not sure where the process is left with the announcement of the LMA. Perhaps there will be time to conclude the dialogue before BNFL loses control of the Sellafeld complex.)
16	As previous. (Difficult to tell - no real evidence available.)
17	See previous comment. (I'm giving them the benefit of the doubt on this. Everything may, of course, now change because of the LMA.)

18	BNFL persisted in going ahead with opening the SMP, despite all the commercial, security and proliferation arguments to the contrary. So on this key issue, they have disregarded the Dialogue. But, the PWG has created an opt out for the company on the future alternative use of SMP. The company did respond - via request by PWG to influence the thinking of the Technical Advisory Committee (CTE) - by producing a technical paper on immobilisation options for Pu, which it probably would not have done otherwise.
19	I suspect that business planning and DTI have a greater influence.
20	See previous comment. (BNFL is a business, and I think economic considerations will continue to over-ride environmental ones, e.g. the MOX plant has now been contaminated by plutonium, even though the economic case for its opening looks weaker then ever, with the latest Japanese decisions.) I hope that the PWG's work will lead to further consideration of immobilisation.
21	BNFL will put a greater emphasis on debate dialogue or information.
22	As previous comment. (To note with candour, worse case scenarios are not just activists' fantasies.)
23	BNFL will always listen to concerns and constructive comments and I believe they will always try to take them on board in their actions.
24	Very little - see previous comment. (They have problems not unlike me with my organisation).
25	Don't know.

### 5A - To what extent do you value the visible products of the Dialogue?

1	What I've seen has been very helpful.
2	They are useful internally in providing input to our thinking and action; I expect they are useful to the stakeholders in demonstrating to their constituencies some tangible output from the process; and, perhaps most importantly, they are useful externally as authoritative expressions of a jointly held position. Given the historic hostility between the parties, jointly agreed documents have a particular authority.
3	Information supplied by BNFL is very useful.
4	For a district council, dealing with wide range of other issues access to level of information produced is most helpful.
5	Not strongly, positive or negative.
6	There is a great deal of paperwork - could be reduced by not sending 'propaganda'. I keep opening emails from TEC to find it is just the latest soap box from D.L.
7	Difficult to comment as final reports just being drafted.
8	I have not personally needed to use the working group reports to assist me within my current job.
9	These are invaluable records and potential 'issue manuals' for the industry & for politicians.
10	I think they would be far more valuable if so many caviats were not added at the back end - the values/beliefs of the represented Organisation can appear to override the logic that took the process to a point of argument.
11	I believe that the WWG DWG and PuWG reports, plus the Task Group reports are among the most powerful UK nuclear industry documents in the public domain. Though they exhibit only limited agreement, the fact that even some things are owned by all parties is very significant. The ERM report, combined with the information in the SFMOWG, is a truly groundbreaking piece of work.
12	Very much appreciate useful record of all reports – and the resources behind them. Socio-Economic very significant in future.
13	Excellent - clear and concise.
14	They've been, in the main, faithful reports of what's been done and I'm in awe of the amount of work put in by all.
15	The visible products of all groups are very useful reference documents.
16	Used internally as inputs to strategic thinking, used externally as inputs to Government thinking, socio-economic report landmark input to regional development and LMA thinking.
17	Useful records.
18	At this stage less hopeful about outcome of PuWG especially with LMA coming up.
19	The process and outcome thereof by which documentation is placed into the public domain via TEC website is the most important element.
20	The socio-economic report was very useful as have been the discharges WG reports.
21	The fact that the dialogue exists is the biggest product.
22	These products are the best results of the dialogue.
23	The working groups and task groups and important part of the process.
24	Very valuable as a source of information based on solid science.

**5B - To what extent do you consider that the dialogue is delivering significant 'invisible' products?**

1	I feel that this is a very important effect of the dialogue process. There is much more genuine communication (i.e. listening as well as talking) and respect outside the formal meetings. This is probably most effective between those who have been on working groups together.
2	Felt uncomfortable at the start of the process. But the ground rules in general have been adhered to, which is good.
3	Communication between people with different views is perhaps the most important benefit.
4	Moving higher up the scale may be difficult.
5	Too early to tell.
6	To me this is one of the most valuable products, it needs to be continued in some form.
7	I suspect the "invisible" products will, in the long run, be much more effective than the "visible" ones.
8	Some value in mixing cultures.
9	The process has allowed much freer & less constrained communication & exchange of views.
10	The process focuses the debate around 'facts' rather than 'emotions'. It enables relationships to be established even though views on issues may remain very different.
11	Has certainly cut down the volume and stupidity levels of 'business as usual' in some quarters, and it's nice to know that the real idiots are perceived as such even by their own side!
12	Problem is one of carrying constituencies – clearly the chief problem. It changes deeply involved individuals but can't touch those on the periphery if not innately open minded.
13	I believe that mutual trust has been improved. Both sides meeting socially and in working groups can see that they are not dealing with unreasonable people.
14	There are peaks and troughs. Sometimes I left a meeting thinking we were getting somewhere, only to have it blasted away next time, or even after lunch!
15	Relationships have been established that previously would not exist.
16	I have greatly benefited from the working groups. There is far more genuine dialogue. Listening is vital and I feel that trust has been built up as people do work together. My personal networks have been extended and I have confidence in people I would formerly have considered opponents to informally sound out options before decisions are taken.
17	Much useful contact and discussion.
18	There have been benefits in all of the areas mentioned above but a question mark now covers in relation to the LMA.
19	To be honest, the build up in trust is variable: while there have been minor instances of 'bad faith' - the company was prepared to rectify when pressed (such as providing additional information, when agreed a priority). But my view is the trade union stakeholder input has been negative and unhelpful, as they are not prepared to engage in alternative visions, even when these might well mean employment security and stability. Clearly, on the very strong plus side, is the building up of personal acquaintance, and in some cases, genuine friendships, between company employees, regulators, Government civil servants and local authority officers & green NGO stakeholders. I don't feel the trade union participants have really been prepared to join this informal network on open terms.

20	There is at least the recognition that we are all people and that, under Chatham House rules, most speak sense.
21	Positions once understood can become difficult to ignore.
22	There is still a significant body of information that needs exposure.
23	I believe mutual trust and openness has developed since the process has started.
24	Very useful on all these counts.

**Q6A - The best thing about the dialogue is...**

1	The fact that it's happening at all.
2	The opportunity to get to understand and question why we hold the views we do.
3	Understanding why patterns are adopted.
4	That it is leading to a clearer understanding of the issues and gives us the opportunity to build a wider input into BNFL's policy and strategy.
5	Making contacts, especially with BNFL people, and getting information.
6	Shared info, some priorities/objectives and understanding.
7	The development & TRUST between participants.
8	Opportunity to engage with industry.
9	Personal contact.
10	Openness, honesty and transparency of views from across the whole spectrum of views on nuclear issues.
11	Breadth of opinion represented.
12	Meeting people from both sides.
13	The informal interaction.
14	Understanding the point of view of the anti-nuclear NGOs.
15	Improved communication between parties.
16	Understanding different viewpoints.
17	Opportunity to enter into face to face discussion with a wide range of stakeholders.
18	Finding and exploring points of consensus which you had not expected to exist.
19	Relationships established.
20	The people.
21	The extended personal network.
22	The potential for sharing in seriously good thinking!.
23	The move forward towards a consensus.
24	The teams work through issues in a constructive manner putting emotion aside.
25	Sharing learning and understanding.
26	Being involved in working groups.
27	BNFL openness.
28	The social stuff.
29	Hearing views first hand.
30	Face to face meetings: breakdown of mistrust.
31	Appreciation of the complexities of the decisions the company has to make, and the willingness of senior BNFL employees to share this.
32	Discussion in an adult manner.
33	The chance to meet the representatives of all organisations involved.
34	Engagement.
35	Wide spectrum of viewpoints.
36	Scope and diversity of participants.
37	Candour, in a civilised context.
38	The openness of all groups is important.
39	Learning what is in the other side of the fence.
40	It makes one feel associated with something useful.
41	Personal contacts and information

**Q6B -The worst thing about the dialogue is...**

1	The fact that BNFL still sees itself as unconstrained by the dialogue in important decisions.
2	The pace of moving forward.
3	Business as usual entering the discussions.
4	That we do tend to sometimes get into too much detail which can result in the debate becoming pointless.
5	Not enough time on substantive issues.
6	Resourcing. Time to attend and read/prepare. Then catch-up back at the office. All inevitable, but still a pain.
7	The TIME it all takes.
8	Lack of concrete results from BNFL.
9	Pedestrian pace.
10	Difficult to quantify benefits in 'deliverable' terms.
11	Lack of overall perspective on risk.
12	Little/no evidence of hard change.
13	Repetition of discussion.
14	It raises unrealistic expectations on the degree to which the dialogue will change the plans of BNFL
15	Frustration over lack of change in companies ACTIONS.
16	The NGOs leaving the process.
17	The length of time it takes to make progress AND the lack of input of substantive analysis into the PuWG from the company.
18	Setting up the TOR & the ground rules.
19	The time it demands.
20	The slow start of every new activity.
21	The tedious nature of the Dialogue Process, i.e. The Main Group, The Sub Groups, The Coordinating Group, The Bridging Group.
22	The rehearsing of prejudice – and generally the slowness of the process month by month. If I was going to spend in effect as SFMOWG did, well over 30 days – I'd rather do it as 4 solid weeks over one year!!
23	The pressure on certain NGOs from their organisations outside the dialogue.
24	Timescales.
25	Time constraints.
26	Being involved in working groups.
27	NGO intransigence.
28	The time commitment.
29	Seem to cover same ground repeatedly.
30	Length of time it takes for some participants to drop their 'baggage'.
31	Failure of trade union participants to make a positive contribution. (I say this as a strong supporter of trade unions).
32	The chips on some of the shoulders of some of the NGOs.
33	The lack of apparent effect on the actions of the industry, e.g. their contemplation of new build when they still have no long-term disposal route.
34	The necessary but lengthy process.
35	Difficulty of achieving consensus.
36	Not easy to see where or how this particular exercise will end.

37	Control freaking - fear of accountability.
38	People's misconceptions.
39	Finding the time to do it.
40	Time travelling, fitting meeting in. Information can sometimes be very technical

**Q6C - One thing which would improve the dialogue is...**

1	The re-integration of some groups who've left.
2	A more constant membership/representation at the meetings.
3	More/greater involvement from the NGOs (numbers getting low).
4	Very, very senior dialogue champion from BNFL - able to put in plenty of attendance.
5	A tighter focus on the direct work of the group and less on the 'process'.
6	A commitment by BNFL to produce a meaningful report in July responsive to assessment criteria spelled out in November draft interim report.
7	More imaginative, focused process.
8	Make sponsorship independent possibly sponsored by HMG - remove the additional influence and therefore perceived bias of BNFL. It would be more 'agreeable' to NGOs etc.
9	Two facilitators at meetings.
10	More greens attending WGs.
11	More syndicate type work giving greater opportunity for individual input into the main group.
12	Sorry, no creative ideas today.
13	NGOs coming back.
14	Greater company engagement with the detailed analyses which could inform the dialogue.
15	More forward planning.
16	A visible success as seen by all.
17	Smaller grouping of "interested" parties.
18	If I was going to spend in effect as SFMOWG did, well over 30 days – I'd rather do it as 4 solid weeks over one year!!
19	Not sure...
20	Consistent attendance.
21	A method of keeping the Main Group more engaged and involved in the working groups' progress.
22	Evidence of change on BNFL's part.
23	Too big on some occasions.
24	Better communication between the various parts of BNFL about the importance of the process.
25	Finding resources for independent contributors to be paid day fees on top of expenses!
26	More people volunteering to do work.
27	A higher profile for female facilitators. As the industry is predominantly male, and the facilitation work has been predominantly conducted by men, the process has felt very "unisex". Time constraints have clearly been a problem for all concerned, but on one occasion I've felt the main group being railroaded to agree it could "live with" something, when there was clear unease about this. My personal experience suggests that female decision-making follows a different, more discursive, route from that of males, but that the end result can be more genuinely representative. (Sorry to sound sexist!!)
28	Representation of national NGOs.
29	No suggestion comes to mind, I'm afraid.
30	Give it some measurable end objectives.
31	Recording by video.
32	The dialogue is about right.

33	More time.
34	Continuity.

**Q6D - If I had to advise anyone like me, getting involved in a similar dialogue process tomorrow, I'd tell them to...**

1	Be patient, open and listen.
2	Go ahead and trust the process.
3	Do not bring any 'baggage' - 'keep an open mind'.
4	...do so.
5	Do so.
6	i) Be patient, ii) Keep abreast of all the issues raised, iii) Keep one's 'hinterland' informed (within the TOR of the group), iv) Develop/establish contacts with (all) group members. And, finally, v) Strive to keep an open mind to listen to the genuinely held views by other group members - on all sides.
7	Make sure a path forward is established regaining a concrete product, responsive to detailed requirements, by a date certain.
8	Do it in a more streamlined way.
9	Listen and respect others' views and do not 'bite'. Relax and take in other perspectives.
10	Participate as fully as they can.
11	Only do it if they have lots of time and few expectations.
12	Be patient.
13	Think out carefully in advance what they wanted to achieve and whether this was the best way of doing it. How can it be drawn to an honourable conclusion?
14	Treat it as a useful learning experience but do not expect tangible results in short term.
15	Support it, but make sure those involved were prepared to see it through.
16	DO IT! Because the alternative of seeking to win people to fixed positions by throwing stones from outside is, by itself, unlikely to provide good solutions. Although 'outsider' campaigning fulfils an important role, it has to be complemented by dialogue processes.
17	Not expect too much & to accept that it's a long haul & that the company is taking the greater risk & thus deserves the benefit of the doubt from time to time. Also, if you treat it as a forum in which to further beat up your adversary, forget it.
18	Listen and reflect before judging.
19	Sign up.
20	Not to unless they were "committee" orientated.
21	Yes – definitely do it – and don't let your employer know what it REALLY meant!!.
22	Do so!
23	Think carefully about facilitation(ors), timescales and objectives. Then proceed.
24	Forget it. Sorry to be so cynical, but it seems to me that the nuclear industry has refused to hear what Jo/e public has been saying for the past 30years, and I'm getting too old to chain myself to the gates at Sizewell. Why do we have to keep reinventing the wheel? It's very frustrating. There's a glimmer of hope. It's obvious that not everyone in sort. thinks like Tony Blair and Margaret Thatcher. Just contemplate the 13 PERs we would have had if there hadn't been EAAANP & SSBA in 1979!
25	Commit to or forget the process.
26	Patience, suspend your prejudices and be open about how you feel.
27	Make sure they knew exactly what they wanted from the process and had infinite amounts of time and patience.
28	Be aware of the amount of time it may consume and balance against perceived value!
29	Go for it.
30	Make sure you are committed to a long haul and make sure your own priorities are compatible with the ground rules, which are necessary to keep the dialogue collegiate

	not confrontational.
31	Sit back, get rid of preconceptions, and enjoy.
32	Keep an open mind and try it.
33	Analyse why they want to do it first!
34	Do so - it will be worthwhile.
35	Examine closely and understand your own perceptions of the issues involved. Try to separate those you hold as fact (i.e. verifiable), those you had as perception (i.e. based on belief) and those that are emotional (instructive).
36	Not to have great expectations.
37	Get involved; it is hard to influence outside.
38	Leave the baggage at the door.
39	Do it.

**FURTHER COMMENTS**

1	I think I have made more than enough already!
2	I have valued the understanding of processes and consensus building. I think that the Environment Council has done a marvellous job with excellent facilitation. Thank you.
3	BNFL sponsor the Stakeholder Dialogue. I (*) am gaining a lot through the understanding of wider views. I am struggling to quantify the value to BNFL (other than that above) but it is their perception of the value to them which will dictate whether it is to be continued. Would like to see Dialogue process continues beyond LMA.
4	I've commented that the dialogue amplifies a number of other pressures on BNFL. Generally, thus far, this has been done in a constructive way and it's important that continues to be so. There has also been much concern about keeping the green NGOs engaged with the process and this is important. But some participants need to reflect on the importance of keeping BNFL engaged - not only corporately, but as individuals.
5	It would show the industry was even remotely interested in gaining something from the Dialogue Process IF THEY EVEN TURNED UP!! See Low Level Radiation Task Group.
6	One of the most valuable aspects of the dialogue is to get to know people within the various stakeholder groups, particularly the anti-nuclear NGOs. It is easy to demonise an organisation, but once you meet and converse with people within that organisation, perceptions and attitudes change fundamentally.
7	I support the process, I feel the frustrations like others about the time commitment and the pace at times but recognise that with such a diverse group it's an inevitable consequence. As I said, organisational values/beliefs do dominate at the end of the day - we are all employed by somebody, success is how far can you go before the organisational tension takes over.
8	Would be useful to receive reports by e-mail rather than paper copy.
9	I thought we knew that we wanted to influence BNFL's environmental performance but I see no real evidence that they genuinely want to change. I get the impression they want to do all the things they always have done but do them in a slightly better way. The cynic in me thinks that maybe they don't even want that. They just want to tie environmentalists into dialogue so they have less time for campaigning.
10	Terrible questionnaire, especially Q3+4.
11	Such a dialogue inevitably takes time to produce the goods - and often time, especially in terms of personnel, is something groups like CND do not have! Any way of speeding up the process would be welcome.
12	One issue that has emerged within the Dialogue is whether, QUA Dialogue, submissions should be made to Government consultations from the Dialogue. I strongly disagree with such submissions from the Dialogue because there is no consensus on the key issues. Ministers should not be presented with any submission from BNFL's collective stakeholders that there is. The Company, NGOs, Trade Unions, Government departments and local Government bodies, as well as individuals, are free to make their own submissions - as are TEC. Indeed, I advocate TEC make a submission to the current nuclear waste policy consultation paper on the decision making process. But no submission should be prepared or submitted from the collective stakeholders in the Dialogue.

13	<p>Our representatives (CND) greatly respected the processes of the Stakeholder Dialogue and represented its progress faithfully to our constituencies. Regrettably IMPACT, whose prime concern was with the transport of spent nuclear fuel, never felt the dialogue really got to grips with their concerns. This is borne out almost painfully by the now hugely contentious disputes between several parties over - the rail network, its future, its funding and its safety. Further legislation via the Anti Terrorism Bill is sending deeply conflicting signals to those communities with genuine concerns which we hoped the Dialogue would eventually address. We are sorry that the process, diligent, measured and complex, should founder on points which it had promised to address.</p>
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