

# View from the top...



If you have been observing the Repository's performance over the past 5 years, I would hope that you would have noticed that we have made our relationship with the local community (and specifically the village of Drigg) a priority.

This focus on our relationship spreads far deeper than just me and my leadership team; we have sought to make community orientation a part of our very culture. In April we introduced a new metric that defines and measures a "Perfect Day".

For us a Perfect Day is a day where we complete all the work scheduled for that day without a single injury or incident. From the outside, this may sound relatively simple to meet, but with several big projects and dozens of maintenance tasks each day, a Perfect Day is hard to achieve.

In addition to this, the metric is set up so that if we receive any complaints then the Perfect Day is negated. My point is that how we are perceived by the local community is very important to us and embedded in our practices and procedures.

Over the last few months we have received several complaints and concerns (both in writing and verbally) from the local community. This trend concerns me and my leadership team as we place great significance on our "Social License to Operate" which is bestowed by the community. Concerns have been expressed regarding weekend working, the installation of our new perimeter fence and comments about the Paul Merton TV programme Secret Stations that was aired last month.

The first two items are closely linked and relate to the installation of security enhancements. I have noticed that some of the complaints have come as fence installation commenced on the eastern boundary that interfaces more with the village.

It was always going to be inevitable that this project would cause some interruption and disturbance.

We have spent a lot of time with our contractors reinforcing the

importance of our relationship with the community. To a large extent the message has been heeded although we accept that occasionally we have slipped below the stringent standards we have set ourselves.

For example: multiple community notifications for delivery of welfare cabins that proved to be premature; failure to switch off flashing lights whilst travelling through the village. Please be assured we are working to keep such incidences to an absolute minimum.

With regards to the Paul Merton complaints; anytime you allow the media into a nuclear facility you run the risk that the programme will emerge with a different slant to the one you expected.

But as the community know, we are comfortable with our operations and are comfortable letting the outside world in – we host over 50 visits to the LLWR site per year - so we decided to go ahead with the special. Bearing in mind that we had no editorial control over the finished product, we believe the show provided a fair and balanced view of our facility. We did our level best to introduce the village and its beautiful surroundings in the hope they would feature in the programme but in the end the production team were more focused on the site.

The LLWR will be a neighbour for a very long time, so it is important that we keep talking and do all we can to keep the relationship open, honest and thoughtful.

**Dennis Thompson,**  
**Managing Director**

## Plenty to Crowe about on two wheels!

Tom Crowe has taken possession of the sleek £1,000 cycle he won after proving one of the top fund-raisers in last year's Jennings Rivers Ride – and he is gearing up to return to the event this year to raise hundreds more for charity.

LLWR's Head of Procurement was a member of the 23-strong LLWR team that retained the Fundraising Champions of the Year Shield at the



Cumbria Community Foundation dinner in 2015. And after raising an impressive £410 he was entered into a draw for the top earners, which he won.

Our riders contributed more than £2,700 in sponsorship and the company match-funded with a further £2,000. Tom, pictured left with his Scott Speedster, is keen to try it out over a new Rivers Ride course from Cockermouth on Sunday 2nd October.

"I enjoy cycling but I love the idea of LLWR getting involved in team events, it's nice to see," he said.

"It's like a family. "I've already said I will take part in the Rivers Ride again last year. LLWR will pay your entry fee if you raise at least £100, but why not go further and try to raise a bit more for this worthy charity. Sarah, at Arragon's in Penrith, where I got the bike, was first-rate.

"She discounted the bike and threw in a few extras, including a free first service."

The LLWR team wore specially-made tops which paid tribute to popular and well-respected former colleague Milton Huddart, who passed away in 2015.

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# ON THE LEVEL

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NEWS AND VIEWS FROM THE LLW REPOSITORY

## PCM team is saving millions

The PCM Decommissioning Programme team at LLW Repository Ltd last year delivered a greater scope of work than was planned and achieved seven-figure cost savings, without suffering any lost time accidents.

But exceeding expectations has become a habit for this team - such as when asked to accelerate its 10-year decommissioning programme to six years from April 2013. The work to decommission concrete bunkers, known as magazines, where Plutonium Contaminated Materials (PCM) generated from operations at Sellafield was stored in the 1950s and 1960s, is on course to be completed in 2018 - ahead of the six-year timetable.

The Programme is expected to save the nuclear estate over £30m on the original scheduled £100m cost. Over 1,600 air fed suit entries were made on site last year – more than the rest of the NDA estate combined and a 30% increase from previous year with a reduced team size. But nothing is taken for granted.

Carl Smith, PCM Decommissioning Senior Project Manager, pictured below, said: "I am extremely proud and delighted in what the PCM Decommissioning team has achieved over the last 12 months.



"This is a culmination of hard work, dedication, focus and commitment over the previous two years where LLWR and NSG, our

decommissioning partner, have formed a strong and delivery-focused integrated team. There have been difficult times in the past but the team stuck to the task and is now reaping the rewards. We can't get complacent and there are still some major hurdles to overcome to deliver to our aspirational dates and cost savings. The next 12 to 18 months is a major challenge for the team as we are increasing our work scope by twofold."

The remaining five magazines will eventually be demolished, following decommissioning, making space for future development projects.

A significant step along that road was taken last



Skyline change: The demolition of Magazine 4's Retrieval Facility on our site was a major step forward for the PCM team

year when Magazine 4's Retrieval Facility (MRF), a fixture at the Repository since the 1990s, was demolished. MRFs had been constructed as purpose-built engineered facilities to allow the retrieval of PCM, and this demolition set the template for the future removal of such facilities on site. Improvements and efficiencies are constantly sought to edge the Programme forward. For instance, when Magazine 10's void concrete ceiling was taken away to allow access for decontamination operations, 144 slabs each weighing around 300kg had to be removed.

A Learning From Experience (LFE) exercise was carried out and a more efficient method developed, so when the same process occurred in Magazine 5, only 27 of the cumbersome concrete slabs had to be removed before strategically-drilled holes were able to provide access, saving time and money. And the process is being refined further for such operations in the future.

Andy Deall, Project Director North of NSG, one of the UK's leading decommissioning contractors, pictured above right, said: "NSG has been supporting LLWR for over four years now and in that time the team has gone from strength to strength, the benefit of our close working relationship is evident with the savings

that we are currently realising on the project. From the start we have worked hard at collaborating at all levels and ensuring we do work as an integrated team. Projects often claim they work as an integrated team but in practice it is difficult to achieve and for it to work effectively. We have had our challenges along the way and constantly challenge each other to ensure we are working as efficiently as possible.

"The leadership team we formed to take a step back and really look at all of our current operations and our planned activities to tease out savings and better ways to deliver the works has made a huge difference. It is always a challenge in decommissioning to keep a project team motivated as we are essentially working ourselves out of a job. However, we have a highly motivated team at LLWR who clearly understand that if we perform at the highest level and ensure that the industry notices our achievements there will be long term benefits for NSG, LLWR and everyone involved in the project."



# A year of giving ...

Our workforce dipped into its pockets like never before to support a host of LLWR charity initiatives in the last financial year, with over £17,000 going to good causes. A record £6,116.73 was raised for LLWR's chosen charity of the year, Great North Air Ambulance, through a string of initiatives.

These included a fancy dress sponsored walk to work and a company Bake Off, where our amateur bakers were tasked to produce cakes with an LLWR theme. Slices of cake were later sold off to eager buyers and £150 was added to the charity pot.

Then there was Christmas Jumper Day where people happily looked a little less than their smartest for a few hours, all for a good cause, of course. LLWR was also awarded Cumbria Community Foundation's Fundraising



Great effort: Above, Bill Robson and Jacque Milton take part in a fancy dress sponsored walk. Below, left, tucking in at our company Bake Off, and below, staff go to the aid of a colleague whose home suffered major damage in pre-Christmas floods.

Champions of the Year Shield in recognition of its effort in contributing over £4,700 following the Rivers Ride. Some 23 riders took part in the Keswick-based cycling event under the LLWR banner, raising £2,700 in sponsorship, and the company match-funded with a further £2,000.



Six hardy LLWR volunteers went on to brave sub-zero temperatures overnight in the Foundation's Big Sleep event at Windermere.

Volunteers also proved ready to react quickly to events, such as the Cumbrian floods, either side of Christmas. Thirty staff volunteered to help stricken colleagues with clean-up operations and the company added a sizeable donation to the Foundation's Flood Appeal.

One staff member was at the heart of the flood devastation in Cockermouth as part of a team from HM Coastguard Whitehaven while another was deployed as a member of Cockermouth Mountain Rescue. West Cumbria Carers has been chosen in a democratic vote of the workforce as LLWR's chosen charity this year, and fund-raising has started.

## Real life success for the engineers of tomorrow

LLWR got behind a scheme to encourage bright Year 12 students to pursue a career in science, technology, engineering or mathematics.

Under the Engineering Education Scheme (EES), our engineers Neil Maddison and Ian Wills worked with a team of four students from St Benedict's School, in Whitehaven, on an assignment that developed essential skills for use in the working environment.

Ian said: "It is very encouraging to see how well the students meet the organisational and technical aspects of the challenge. It really does make a difference to their university and career choices."

The LLWR duo set a project based on a real-life scenario to identify a method of accessing and safely sampling the contents of drums encased in concrete and then worked with the youngsters over 6 months to resolve the issue.

Research was carried out to identify various methods to sample the contents of the drums safely. They then compared and contrasted the various methods to select their preferred option, which was core drilling.

This was trailed at Newcastle University using dummy drums, the team spent 3 days building a prototype and a range of sampling tools before undertaking testing which was very successful.

The project concluded with a Celebration and Assessment Day at Newcastle University, the St Benedict's team producing a detailed technical report of their work and a formal presentation to a panel of professional engineers and academics.

The team's performance on the day was the best in group, being highly commended by the assessment panel.

Student Ryan Robson said: "As the



In the frame: Ian Wills, far left, with students at Newcastle University

Project Manager for Team LLWR at St Benedict's Catholic High School, I can honestly say that working with the LLWR during EES has been one of the best opportunities of my life.

"I am now a much more confident and rounded person with a greater desire to pursue a career in Project Management, thanks to EES and LLWR."

## Keeping Customers in the loop at Forum

LLW Repository Ltd.'s annual Customer Forum will be held on Wednesday, 29<sup>th</sup> June at Energus, Lillyhall, near Workington.

This year's event will include presentations on how services introduced previously by the organisation have been received by Customers and how these services have matured; it will also look at successes delivered through the Waste Services Contract and their impact to the industry.

Updates will also be given on LLWR's successful Permit application and its ongoing developments in the implementation of the Environmental Safety Case.

Presentations will be made available on the company website after the event.

A Supplier Exhibition will be incorporated into the day, providing an opportunity to meet new and existing suppliers within the low level waste supply chain.



Packed house: Presentation at last year's Customer Forum

## 'Driggsby' is set to create big splash at Tullie House Museum

The young whale tragically washed up on a beach near Drigg in 2014 is set to be immortalized at Tullie House Museum in Carlisle.

The Museum has launched a £50,000 fund-raising campaign to display the 14-metre long skeleton from the ceiling of its main entrance Atrium – creating a 'wow' factor for visitors, similar to that generated by the famous dinosaur skeleton in the Natural History Museum in London.

"It will be amazing, it will be the biggest thing we've had in the museum and a huge centrepiece," said Simon Jackson, a Curator at Tullie House Museum & Art Gallery. "We hope it will be our version of Dippy the diplodocus, and hopefully people will visit not only from Carlisle but from all over Cumbria." Simon acknowledged that the fund-raising campaign had "a long way to go," though a Just Giving page has been set up and the museum is putting together an "Adopt a Whale" package.

A Name the Whale campaign was launched earlier this year, with 'Driggsby' proving the winner, though his pet name with younger visitors will be Driggsby.

The whale was washed up in February 2014 and recovered six months later, though by then the carcass had decayed considerably and a storm had left bones strewn across the beach.

Thankfully, most of the bones, including around two-thirds of the head, were recovered.

The bones were buried in raised beds of sand and compost to let the



Sad sight: The whale skeleton is collected from the beach near Drigg in 2014

natural decomposition process take place, ensuring the remaining fragments of tissue were removed, which was essential before the skeleton had any hope of entering the museum collection. The skeleton was provisionally identified as a sei whale (pronounced say), though the museum is in the process of investigating this identification. This species can grow up to 18 metres in length and weigh up to 30 tonnes.

It is hoped that 'Driggsby' will be displayed at Tullie House in 2017.