Overview of stakeholder experiences in past decommissioning projects

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A new line of research, 2022

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Glossary

Acronyms, abbreviations, initialisms

Annex Communication and Engagement of Local Stakeholders in Decommissioning of Nuclear Facilities: the Experience of GMF
The Case Study method: from individual cases to causes and principles

Analysis, Assessment, Root causes, Solutions, Lessons learned >> Common Elements

Case 1  Case 2  Case 3
The Citizens Advisory Board provides Savannah River Site and regulators advice on clean-up decisions and strategies.
Chornobyl cooling reservoir environmental studies
Mexican Spotted Owl, Los Alamos National Laboratory clean-up

The protection of local flora and fauna is a concern at large D&D projects and requires the assistance of ecologists.
Testing of tele-manipulator DENAR 41, A-1 NPP, Slovakia, early 2000s
Remotely operated vehicles help researchers explore marine environments and have been exported to D&D goals.
Anti-nuclear demonstrators blocking train transports near Greifwald NPP, Germany
Protest organised by PAWB (People Against Wylfa B), Jan 2012 to support the family of Caerdegog Farm who refused to sell their land for the construction of a new NPP.
Greifswald turbine hall after dismantling, ready for reuse by naval industry
Scrabster Harbour, Scotland, 2009 before being redeveloped with NDA funds to alleviate the social impacts from Dounreay D&D
Promoting tourism near decommissioned sites, Christopher's parish church, Winfrith
Reindustrialization at ETTP Oak Ridge, Powerhouse Six, 1 Megawatt Solar Array 2016
Hanford Site team of CH2M HILL Plateau Remediation Company and subcontractors
ETTP experienced workers are moving into facilities such as Oak Ridge National Laboratory’s Bldg 3042, a former research reactor, to begin the next phase of cleanup in Oak Ridge.
Stakeholders for decommissioning

Anyone who can affect or be affected by the decommissioning project

- Those dependent on the plant (staff and their families, trade unions, contractors, suppliers..)
- The owners, investors and fund providers
- The regulators, government...
- The local authorities and politicians
- The local population and neighbouring communities
- Local and national industry (nuclear and non-nuclear)
- The waste management organisations
- Those interested in the future of the site (local and regional planners, real estate investors, landscape architects)
- Historical societies, archivists, and archaeologists
- Researchers, universities
- ....and others....

IAEA study identified 27 different categories plus “others”
Stakeholder Participation is a Must
Provide Valuable Input
Become Part of the Solution
Establish Relationships/Credibility
Share In “Belonging”
(to the stakeholder) the operator is not your enemy
(to the operator) the stakeholder is not your enemy
# Interested Parties (selection)

## Objectives / Concerns

<table>
<thead>
<tr>
<th>Interested party</th>
<th>Concern</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees/Plant Staff</td>
<td>Safety, Job Security</td>
<td>Involvement in planning and management (debriefing, new role as contractors, coaching of newcomers)</td>
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<tr>
<td>Plant Staff/Trade Unions</td>
<td>Prestige, Interactions with new staff and contractors</td>
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<td>Job Training / Retraining (D&amp;D) job rotation, retirement, relocation within company and outside, compensation, bonuses</td>
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<tr>
<td>Waste Managers</td>
<td>Safety, Funding Environment</td>
<td>Early dialogue with owner/operator Discussion with other stakeholders</td>
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## Interested Parties (selection) (cont’d)

### Objectives / Concerns

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<th>Measures</th>
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<tbody>
<tr>
<td>Public</td>
<td>Safety Employment Tax income Environment, pollution Social &amp; Econ. issues</td>
<td>D&amp;D Completed Successfully Site Reuse No safety impact on public Impact on Electricity Rates</td>
</tr>
<tr>
<td>Regulatory Body (ies)</td>
<td>Safety Financial Stability Welfare of Citizens</td>
<td>No Incidents Meet Financial Obligations No Unplanned Releases to Environment</td>
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<tr>
<td>Independent experts</td>
<td>Safety Productivity</td>
<td>Reasonable, professional checks and controls</td>
</tr>
<tr>
<td>International Organizations - IAEA - NEA/OECD</td>
<td>Standardization Technology / Information Exchange Education &amp; Training</td>
<td>Observation Feedback Guidance Documents</td>
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Communications take an important role for stakeholder participation. Methods.

*Each country or site has specific constraints/channels in communications due to legislation, traditions, precedents*

- Public announcement of project start and progress
- Company bulletins
- Public Tours
- Public hearings about the project
- Periodical information meetings
- Press releases – Newspaper, Radio, TV, Internet
- Doors Open Days
- Hotline, job briefing and debriefing (questioning attitude, no-blame culture, receptive supervisors and top management)
IAEA activities related to decommissioning stakeholders (selection)

• Transition from Operation to Decommissioning of Nuclear Installations, TRS # 420, 2004

• Planning, Managing and Organizing the Decommissioning of Nuclear Facilities: Lessons Learned, TECDOC-1394, 2004

• Redevelopment of Nuclear Facilities after Decommissioning, TRS # 444, 2006

• Managing the Socio-economic Impact of the Decommissioning of Nuclear Facilities, TRS # 464, 2008

• An Overview of Stakeholder Involvement in Decommissioning, NW-T-2.5, 2009
OECD/NEA activities connected to decommissioning stakeholders (selection)

- Stakeholder Involvement in Decommissioning Nuclear Facilities, 2007
- Stakeholder Confidence in Radioactive Waste Management Annotated Glossary of Key Terms (2013)
EC activities connected to decommissioning stakeholders (selection)

- StakeHolder-based Analysis of REsearch for Decommissioning (SHARE project, 2019-2022)
- Improved Nuclear Site characterisation for waste minimisation in Decommissioning and Dismantling operations under constrained Environment (INSIDER)
- European Joint Programme on Radioactive Waste Management (EURAD)
Conclusions and recommendations

• Decommissioning is a major undertaking that will impact many stakeholders
• Early communication advantageous
• Better conversation – better decision making
• Wide participation in stakeholder discussions
• Strategic, socio-economic, technical, safety and environmental questions of importance
• Issues depend on remaining degree of freedom
• Senior management support and involvement essential
• Lot of experience, but each country special
• Consider experience from the non-nuclear sector
• Learn and improve
How to succeed

• The future is in our own hands

• In the words of Theodore Roosevelt

  “The best thing you can do is the right thing; the next best thing you can do is the wrong thing; the worst thing you can do is nothing.”

Thank you for your attention !!!