

# **Workplan for Part B**

## **SAFEGROUNDS Learning Network 2006-07**

RP 740 - Revision of the SAFEGROUNDS Guidance on the management of contaminated land and its supporting documents

### **VERSION CONTROL**

DOCUMENT TITLE: **Workplan for Part B (v1.0) (for website)**  
VERSION AND DATE: **Version 1.0, 5 September 2006 (for website)**  
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PREPARED FOR: **SAFEGROUNDS Learning Network**  
HISTORY: **Supersedes draft 'Workplan v0.2, 31 Aug 06', following CIRIA review (4 Sept) and modification by contractor**

## Workplan for Part B

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### PROJECT OVERVIEW

<b>Project Name</b>	<b>Revision of the SAFEGROUNDS Guidance on the management of contaminated land and its supporting documents</b>
<b>CIRIA Project Number</b>	Research Project 740
<b>Enviros Project Number</b>	CIRI-6684B (CR0110031)
<b>Contractors</b>	Enviros Consulting Ltd, Quintessa Ltd, Faulkland Associates, Marion Hill
<b>CIRIA Project Manager</b>	Jeff Kersey
<b>Enviros Project Manager</b>	Ian Barraclough
<b>Enviros Project Director</b>	Graham Smith
<b>Project Team Members</b>	Ian Barraclough, Graham Smith, Marion Hill, James Penfold, David Collier, Mike Egan, Russell Walke
<b>Start Date</b>	August 2006
<b>End Date</b>	April 2007

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### Project Summary

The purpose of the project is to produce a second version of the SAFEGROUNDS guidance on the management of contaminated land (LMGv2) and a set of supporting documents, some of which are new and some of which are revised versions of existing documents.

The project is to be carried out in three parts, the contents of which are shown in Table 1 of CIRIA's specification for the project<sup>1</sup>:

- Part A has been carried out by CIRIA in the period up to the end of July 2006.
- In Part B, which will run from August 2006 to April 2007, the project team will assist CIRIA in establishing the function, form, scope and outline contents of LMGv2, the new citizens' guide to the management of contaminated land, and the new guidance document on comparing options for the management of contaminated land. Version 5 of the SAFEGROUNDS information paper on the UK regulatory framework for contaminated land will also be prepared.
- Part C, which will run from May 2007 to April 2008, would be to draft and help CIRIA to finalise all of the documents. The work for Part C has not yet been commissioned.

There will be stakeholder consultation during the production of all documents. For LMGv2, the citizens' guide and the options comparison document, there will be extensive consultation on the function, form and outline contents of the documents as well as on full drafts.

This workplan describes the approach, methodology and tasks to complete Part B, and is a deliverable under Task 3 of the project. A draft workplan for Part C will be developed towards the end of Part B.

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### Approach and Methodology

The project team's approach is focused on improving the suite of SAFEGROUNDS guidance documents, not on changing them for change's sake. The principal ways in which they could be improved are described in section 2.6 of the specification but examples are:

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<sup>1</sup> CIRIA document no. SPEC PROP2344, dated 9 June 2006, Schedule 7 to the project contract.

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- Making them more user-friendly, in both format and content;
- Providing more practical guidance, tailored to specific types of site and/or situation;
- Updating the content;
- Making them more complementary to statutory and regulatory guidance; and
- Making them more self-consistent.

All the documents produced during the project should be concise and accessible to those who are expected to make most use of them.

The project team will work with CIRIA to engage stakeholders effectively and efficiently during the production of all the guidance documents, and support an active awareness campaign to encourage stakeholder participation, through the CIRIA website and other fora. The primary means of consultation will be:

- Review by the SAFEGROUNDS project steering group (PSG) and by PSG working groups on specific topics;
- Electronic consultation, i.e. emailing questionnaires and draft documents for comment to stakeholders already identified by SAFEGROUNDS, as well as posting these on the SAFEGROUNDS website to seek responses from other stakeholders; and
- A workshop in March 2007 to discuss the function, form and outline contents of LMGv2, the citizens' guide and the options comparison document.

All questionnaires, responses, draft documents and comments will be posted on the website. CIRIA will deal with the mechanics of this but we would be responsible for much of the content.

In addition to these means, we expect (especially for the LMGv2, the citizens' guide and the options comparison document) to use emails, telephone conferences, video conferences and informal conversations to gather the views of individuals and small groups of stakeholders. We will support CIRIA in compiling a 'target list' of individuals and organisations – in addition to those already 'known' to the SAFEGROUNDS process – from whom we would particularly seek to encourage participation. Members of our team have extensive networks of contacts and attend a wide range of meetings at which we could discuss issues relevant to SAFEGROUNDS guidance with a wider range of people. We will pass on views gathered in this way to CIRIA so that they could be fed into discussions and website material. We would particularly encourage CIRIA to make sure that the views of those who cannot be present at project meetings are given appropriate weight. This will be particularly important for the workshop in March 2007.

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## Communications

Communications between the project team and CIRIA and between the consortium members will normally be either by phone or email, as required.

Progress meetings with CIRIA and the PSG are envisaged to take place in November and February, to coincide with PSG meetings.

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## Health & Safety

All work will be office based with travel in between the consortium offices in Oxfordshire and CIRIA's offices in London (and to meeting and/or workshop venues, if different). Apart from those hazards routinely associated with domestic travel and office work no specific Health and Safety issues have been identified as relevant to the project.

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## Project Outputs

The following are outputs from the project:

- *Stakeholder Engagement Plan*
- *Workplan for Part B*
- *Consultation document on key principles and cultures*
- *Results from consultation on key principles and cultures*

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- *Consultation document on function, form and outline content of citizen's guide*
- *Results from consultation on function, form and outline content of citizen's guide*
- *Consultation document on scope, form and function of LMGv2 and options comparison document*
- *Results from consultation on scope, form and function of LMGv2 and options comparison*
- *Consultation document on outline contents of LMGv2*
- *Version 5 of the regulatory framework document*
- *Results from consultation document on outline contents of LMGv2*
- *Revised Stakeholder Engagement Plan, workplan and cost estimate for Part C*
- *Workshop report*

## TASKS & MILESTONES

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Part B involves work on the following tasks:

- Task 2: The Stakeholder Engagement Plan for Parts B and C;
- Task 3: Workplans for Parts B and C;
- Task 4: Revision of the main SAFEGROUNDS Guidance document to produce LMGv2;
- Task 6: Development of a new Citizens' Guide to the management of contaminated land;
- Task 7: Development of a new supporting document on Comparison of Land Management Options; and
- Task 9: Updating of the supporting document on the Regulatory Framework.

## Milestones & Deadlines

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Milestones and deadlines are summarised in the attached project GANTT chart and specified in more detail in the Task Plans below.

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## Task Plans

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### Task 2

**Title:** Stakeholder Engagement Plan

**Task Leader:** Marion Hill

**Task Scope and Objectives:**

We understand that, during Part A, CIRIA will prepared a draft stakeholder engagement plan (SEP) for Part B of the project. During this task, the draft SEP will be reviewed and extended, where necessary to cover, in outline, stakeholder engagement for Part C; it would then be agreed with the PSG.

CIRIA will then send it, perhaps with other briefing material, to all the stakeholders who are likely to be consulted during the project, with a request for comments and an indication of the extent to which they might be able to participate. The SEP would then be revised if necessary. A second revision would take place towards the end of Part B.

One SEP will be drafted for all of the consultation documents. It will provide an introduction to the project and explain the suite of documents that will be the output. All potential consultees will be asked on which documents they would like to comment.

**Relationship to other Tasks:**

Provides the structure and methodology for stakeholder engagement for use in Task 4 in particular, but also Tasks 6, 7, 8 and 11.

**Task Deliverables:**

Stakeholder Engagement Plan

**Task Team:**

Graham Smith, Marion Hill, James Penfold, David Collier

**Task Time Allocations:**

Graham Smith – 0.5 day; Marion Hill – 0.5 day; James Penfold – 0.5 day; David Collier – 1.5 days

**Task Start Date:** 18<sup>th</sup> August 2006 (pre-Part C review starts 1<sup>st</sup> February 2007)

**Task Completion Date:** 1<sup>st</sup> September 2006 (pre-Part C review ends 28<sup>th</sup> February 2007)

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### **Task 3**

**Title:** Workplans

**Task Leader:** Graham Smith

**Task Scope and Objectives:**

We will draft a workplan for Part B based on our proposal and the tasks identified in the work specification document (detailed in the remaining tasks below). This plan may need revising in the light of stakeholder responses to the draft SEP (see above) and obtaining PSG agreement to it.

Early in 2007 we will prepare a draft workplan and firm cost estimate for Part C of the project, which CIRIA would submit to the PSG for agreement.

**Relationship to other Tasks:**

Sets out actions for all other tasks

**Task Deliverables:**

Workplan

**Task Team:**

Graham Smith, Marion Hill, James Penfold, David Collier

**Task Time Allocations:**

Graham Smith – 1.5 days; Marion Hill – 0.5 day; James Penfold – 0.5 day; David Collier – 0.5 day

**Task Start Date:** 18<sup>th</sup> August 2006 (pre-Part C review starts 1<sup>st</sup> February 2007)

**Task Completion Date:** 1<sup>st</sup> September 2006 (pre-Part C review ends 28<sup>th</sup> February 2007)

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### Task 4

**Title:** LMGv2

**Task Leader:** Marion Hill

#### **Task Scope and Objectives:**

Under this task there will be three rounds of PSG and electronic consultation on LMGv2 prior to the workshop in March 2007. Each round of consultation will collect stakeholder views on different aspects of LMGv2, providing input to discussions at the stakeholder workshop to be held in March 2007, which will in turn inform the drafting process in Part C. These would be as follows and would take place in the six month period from the start of September 2006 to the end of February 2007 (we will schedule two months for each round).

- i) Key Principles and Organisational Cultures – to ask stakeholders whether they would propose any additions or amendments to the current SAFEGROUNDS key principles for the management of contaminated land (bearing in mind that the existing key principles were the result of very extensive discussions and so any changes would need strong justification). Also to ask stakeholders whether they would favour introducing into LMGv2 the ideas of a 'safety culture', an 'environmental protection culture' and a 'stakeholder engagement culture', as important for helping site owners/operators to adhere to the key principles. In addition, we will ask whether there should also be a 'value for money' culture, especially for public sector projects to make sure that tax payers' money is not wasted. The generic flow diagram could be included in this round of consultation as background information, or for further consultation if this has not been completed by CIRIA during Task 1.
- ii) Scope, Function and Form of LMGv2 – to ask stakeholders about the types of site to be covered and the level of detail for each, the intended functions and readership of LMGv2, and the form that it should take, bearing in mind that both electronic and hard copy versions may be preferred by various people for various purposes (see Sections 3.2 and 6 of the specification). We can also ask stakeholders about the stages in land management to be covered in LMGv2 (although we suspect that there is agreement that all site investigations are to be included except those carried out in the past and that led to the knowledge or suspicion that contamination is present). Draft flow diagrams for each type of site will be included in this round of consultation.
- iii) Outline Contents of LMGv2 – to ask stakeholders general points about the content of LMGv2 and points specific to the types of site it will cover (including the points in Section 3.2.6 of the specification). The latter will be linked to the site-type flow diagrams.

We will produce a questionnaire for each round of consultation, which would be agreed with the PSG. The questionnaires will be emailed to stakeholders and posted on the website. We will produce summaries of responses and notes on outstanding issues. These will be placed on the website and used as input to the workshop to be held in March 2007.

The aim of the March 2007 workshop will be to agree the scope, function, form and outline contents of LMGv2, including any changes to the key principles and an outline of any new material on organisational cultures. Workshop participants will also agree the means to resolve major outstanding issues. We will assist CIRIA to organise the workshop, attend and prepare a summary of its outcome for posting on the website.

#### **Relationship to other Tasks:**

Stakeholder consultation will be carried out according to the SEP developed in Task 2: some of the stakeholder consultation process (notably the March 2007 workshop) is common to this task and Tasks 6 and 7.

LMGv2 is the lead document for the project, so all other tasks need to be consistent with the output from Task 4. The draft flow diagrams developed in Part A will help inform this output. Considerations relating to the interplay between LMGv2 and the site characterisation document and the stakeholder involvement document (Tasks 8 and 11 in Part C) will be important.

#### **Task Deliverables:**

Consultation documents on:

- Key principles;

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- Scope, form and function of LMGv2
- Outline contents

Workshop

**Task Team:**

Graham Smith, Ian Barraclough, Marion Hill, James Penfold, David Collier

**Task Time Allocations:**

Graham Smith – 2 days

Ian Barraclough – 3 days

Marion Hill – 5 days

James Penfold – 3 days

David Collier – 2 days

**Task Start Date:** 1<sup>st</sup> September 2006

**Task Completion Date:** 30<sup>th</sup> April 2007

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### **Task 6**

**Title:** Citizens' Guide

**Task Leader:** David Collier

#### **Task Scope and Objectives:**

This is a completely new document with a very different readership to those of the other documents in the SAFEGROUNDS suite. We believe that it will be essential to consult 'citizens' about its function, form and outline content, and when doing so to include mock-up pages so that they have a 'feel' for the document. We will do this by convening a small panel of lay people for a day. We will also assist CIRIA to identify groups and individuals who should be consulted in addition to those on the main list of stakeholders for the LMGv2 consultation. These might include, for example, communications professionals in organisations that are core members of CIRIA or who are represented on the PSG. We will summarise the outcome of the various consultations, for posting on the website and for use as input to the discussions about the citizens' guide at the March 2007 workshop. The outcome of the workshop will be agreement on the function, form and outline contents of the citizens' guide, and on means to resolve outstanding issues.

For this document in particular, we will use specialist document designers and editors to ensure a very high standard.

#### **Relationship to other Tasks:**

Stakeholder consultation will be carried out according to the SEP developed in Task 2: some of the stakeholder consultation process (notably the March 2007 workshop) is common to this task and Tasks 4 and 7.

Content of the citizens' guide needs to be consistent with LMGv2 (Task 4).

#### **Task Deliverables:**

Consultation documents on function, form and outline contents.

Workshop

First and Second draft of citizens' guide

#### **Task Team:**

Graham Smith, Ian Barraclough, Marion Hill, David Collier, Mike Egan

#### **Task Time Allocations:**

Graham Smith – 1 day

Ian Barraclough – 3 days

Marion Hill – 2 days

David Collier – 5 days

Mike Egan – 1 day

**Task Start Date:** 2<sup>nd</sup> October 2006

**Task Completion Date:** 30<sup>th</sup> April 2007

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### Task 7

**Title:** Supporting Document on Comparisons of Land Management Options

**Task Leader:** James Penfold

#### **Task Scope and Objectives:**

We envisage that there will be two rounds of PSG and electronic consultation on this document prior to the March 2007 workshop. The first round will be on the document's function, form and scope, including the points noted in Section 4.2.7 of the specification and whether an updated and expanded version of the SAFEGROUNDS technical options paper should be included as an appendix. The first round will run in parallel with the consultation on the scope, function and form of LMGv2. The second round will be on the outline contents of the document. The results of the consultations on the options comparison document will be discussed at the workshop in March 2007, at which there will be agreement on the function, form and outline contents of the document, and on means to resolve outstanding issues.

We expect that the document will include general principles for the comparison of options and more specific and practical guidance for various types of site and situation. This is because different approaches are required for different situations. For example, the approach for a comparison of broad strategies for the long-term management of all the contaminated land on a complex nuclear site that is being decommissioned should not be the same as the approach for a comparison of remediation methods for a small area on a defence site that is to be sold for redevelopment. The approaches vary in the level of detail needed, the formality of the comparison procedure and the level of stakeholder involvement that is desirable. It may be appropriate for the document to be modular, so that users can quickly find the guidance that is relevant to their situation. It will be important for it to be consistent in all respects with LMGv2 and complementary to it.

#### **Relationship to other Tasks:**

Stakeholder consultation will be carried out according to the SEP developed in Task 2: some of the stakeholder consultation process (notably the March 2007 workshop) is common to this task and Tasks 4 and 6.

Content of the options comparison document needs to be consistent with LMGv2 (Task 4).

#### **Task Deliverables:**

Consultation documents on:

- Scope, form and function; and,
- Outline contents

#### **Task Team:**

Graham Smith, Ian Barraclough, Marion Hill, James Penfold, David Collier, Mike Egan, Russell Walke

#### **Task Time Allocations:**

Graham Smith – 1 day

Ian Barraclough – 1 day

Marion Hill – 1 day

James Penfold – 4 days

David Collier – 1 day

Mike Egan – 3 days

Russell Walke – 2 days

**Task Start Date:** 1<sup>st</sup> November 2006

**Task Completion Date:** 30<sup>th</sup> April 2007

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### **Task 9**

**Title:** Supporting Document on the Regulatory Framework

**Task Leader:** Marion Hill

**Task Scope and Objectives:**

We will produce the fifth version of the SAFEGROUNDS information paper on the UK regulatory framework for contaminated land during the early part of 2007. This will have the same format as the current version but will be updated to include, in particular, the Part IIA regimes for radioactively contaminated land in England, Scotland and Wales, the regulations for radioactively contaminated land in Northern Ireland, the new HSE safety assessment principles for nuclear plants, new HSE guidance on delicensing, and the revised Environment Agency guidance on dealing with radioactively contaminated land. Consultation on the paper would be with all the relevant UK government departments, devolved administrations and regulators.

**Relationship to other Tasks:**

Largely independent of other tasks.

**Task Deliverables:**

Draft regulatory framework document

**Task Team:**

Marion Hill

**Task Time Allocations:**

Marion Hill – 4 days

**Task Start Date:** 1<sup>st</sup> January 2007

**Task Completion Date:** 28<sup>th</sup> February 2007

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### RESOURCES

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#### Project Team

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The project team for Part B is as described below:

Person	Role(s) and main area(s) of input
Graham Smith (Enviros)	Project Director; overall project direction
Ian Barraclough (Enviros)	Overall Project Manager; major contributor on LMGv2, citizens' guide
Marion Hill	Lead on LMGv2 and regulatory framework document; contributor on other documents
James Penfold (Quintessa)	Quintessa Project Manager; lead on comparison of land management options document; major contributor on LMGv2
David Collier (Faulkland Ass.)	Faulkland Associates Project Manager; lead on citizens' guide; major contributor on LMGv2
Mike Egan (Quintessa)	Support on comparison of land management options document and citizens' guide; contributor on LMGv2
Russell Walke (Quintessa)	Support on comparison of land management options document; contributor on LMGv2

#### Contingencies

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None are envisaged at this stage. The main project risk is expected to be difficulty in obtaining consensus among stakeholders. While all reasonable efforts will be made to reach consensus, outstanding issues will need to be reflected accurately and objectively in reports.

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## Project GANTT Chart

The GANTT chart below shows tasks in Part B, and their provisional progression into Part C.

