

Nuclear Decommissioning Authority's  
**10<sup>th</sup> National Stakeholder Group**

**EVALUATION REPORT**

Document Reference: NSG107

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## 1. Summary

The tenth National Stakeholder Group (NSG) meeting was seen by many respondents to the evaluation exercise as the “best yet” with attendees citing the venue, organisation, agenda, process design and facilitation as contributing to an event that was worthwhile attending. However, the aspects that were most appreciated by stakeholders was the opportunity to meet and discuss issues with senior Nuclear Decommissioning Authority (NDA) personnel and being able to participate in all the subject-specific breakout groups available and discuss topics in-depth with NDA experts.

In common with previous NSG evaluations, the matter of Non Governmental Organisations (NGO) representation was raised by a number of NDA staff and stakeholders, with no responses to the evaluation exercise coming from an NGO. While viewing the inclusion of NGO stakeholders as important to make the process more useful and representative, it is accepted that with the NDA’s national engagement due to undergo a review, it might not be possible to address this point at the moment, but that it should be addressed through future engagement.

Responding to previous feedback, NSG10 allowed all stakeholders to attend all scheduled topics discussed at the event and this was appreciated. Having introduced structured networking at the previous NSG, the method was applied twice at NSG10, building upon the strengths previously identified. In general, stakeholders appreciated the opportunity to network with one another but it was expressed by both NDA staff and stakeholders that the extent to which time was allocated could have been better spent tackling more specific issues or adding time to other sessions allowing issues to be explored in more depth. A further suggestion to add value to these sessions is to provide more detail on those issues presented via posters, to provide more ‘manned’ stands, and to give stakeholders more instruction to visit a given number of stations during the session in order to increase engagement with the subject matter.

In terms of topics covered, stakeholders welcomed the opportunity to contribute to the development of Strategy II and NDA staff valued stakeholder contributions. Both sets of attendees would value further discussion on this and the opportunity to jointly review a draft Strategy II would be welcome.

## 2. Methodology

Evaluation was carried out at the NSG via a questionnaire provided as paper copies at the back of joining packs provided to stakeholders on their arrival. Attendees were encouraged to complete and return these on the day, but a number were taken home and submitted by post after the event. Where ‘scale’ questions were asked, attendees were asked to rank their opinion between 1 and 5 with 1 being the lowest mark and 5 the highest.

As with NSG9, two forms were made available on the day, one for stakeholders and one for NDA staff. These were designed to elicit as much comparable information as possible but also tailor certain questions to better inform planning for NSG11.

Principal differences between the forms were:

- Participant information: Stakeholders were asked for their name, organisation and sector of interest whilst NDA staffs were asked for their name and role.
- Engagement during the NSG: This section was the same for both stakeholders and NDA staff.
- Confidence in being heard: This section appeared only in the stakeholder form and aimed to measure trust in the NSG process in terms of the NDA taking on board stakeholder input.
- Getting the most from the NSG: This section appeared only in the NDA staff form and contained two questions aimed at informing the agenda for NSG10 and measuring the impact of the NSG on NDA activities.
- The workshop overall: This section was the same for both stakeholders and NDA staff.

Questions specifically covering preparation and venue, catering and logistics were not included for the NSG10 evaluation. Space for these factors was provided in question 9 covering "general comments" and respondents were also able to add details to comments sections related to other questions.

This report is based on the views expressed by attendees in their responses to questions in the questionnaire. From stakeholders, 51 forms with at least one section completed were returned, with 17 provided by NDA staff. Full details of responses are set out in Appendices 1 (stakeholders) and 2 (NDA staff).

### **3. Participant information**

Stakeholder attendance at NSG10 consisted of representation from all sector categories identified in the evaluation form but no responses were received from NGOs. Six respondents selected the "other" sector option, and of these, five identified themselves as coming from sectors that were different from each other.

### **4. Engagement during the NSG**

Stakeholders and NDA staff were asked to cite which of the NSG10 sessions was particularly valuable and which was least valuable. There were 7 options provided from which one could be selected:

- A.** Opening plenary updates from Tony Fountain
- B.** Strategic Challenge plenary
- C.** Integrated Waste Management breakout
- D.** Site Restoration breakout
- E.** Spent Fuel breakout
- F.** Structured Networking sessions
- G.** Future Arrangements for NDA National Engagement plenary

For the purposes of this section of the evaluation report, comments on sessions A, C, D, E, F have been highlighted, as these appeared to elicit the most consensus in terms of distinguishing a sense of value distinct from other sessions. Full feedback on all the sessions can be found in Appendices 1 and 2.

Features stakeholders liked from particularly valuable sessions:

- Specifically in relation to the opening plenary update by Tony Fountain, people appreciated getting an overview of current activities and thinking as well as gaining an understanding of the direction the NDA is heading
- Opportunity to challenge the NDA's position and influence NDA thinking
- Relevance of information provided to constituency or current role
- Understanding the place of a given session topic in Strategy II and being able to discuss and generate further input for the developing Strategy.
- In a number of cases the NDA demonstrated awareness of stakeholder concerns, relating matters specifically to stakeholders' role or area of work
- The introduction of new concepts (such as the use of interim states in the case of Site Restoration)
- Opportunity for discussion with other stakeholders and leading NDA staff on presentations given and matters raised.

Features NDA staff liked from particularly valuable sessions:

- Specifically in relation to the opening plenary update by Tony Fountain, understanding Tony's perspective on stakeholder engagement six months into the role
- The format (of the Integrated Waste Management (IWM) breakout), which added a sense of urgency to discussion and new areas of interest
- An abundance of good guidance and quality ideas from NSG members on how to develop Strategy II

- The chance to listen to stakeholders and explain what the NDA is doing in a way that answers specific questions
- Opportunity to engage directly with stakeholder groups
- Directly relevant, valuable suggestions to take away and consider in delivery of a given role or task.

Stakeholder feedback that would improve sessions next time:

- Provision of more in-depth information, particularly via the posters in the informal networking session
- Ensuring all sessions are of interest to all sites (if all stakeholders are to attend all sessions)
- Improved use of plain English (e.g. explaining acronyms), increased use of visuals that clearly identify what specific issues for discussion are
- Ensure discussion is accessible to all levels of technical capability
- Provide sessions that empower and enable all to have their say on the issue at hand, reducing dominant influence of a few contributors-
- More specific challenges for discussion
- Less time spent on 'structured networking'.

Features that NDA staff identified would make sessions better next time:

- More time spent on session question development and provision of more background material to enable better discussions
- Less time spent on 'structured networking', allowing more time for dedicated and more focussed feedback from stakeholders
- Where structured networking is used, more seating should be provided, topics should be fewer and stakeholders should be instructed to visit a set number of stations during the session.

It is worth noting here that in response to question 2 asking stakeholders which session they found least valuable, the highest response was 'No response' (11 of 51 responses). Comments associated with this inferred that stakeholders felt all sessions were of some value to them. This has not been observed during evaluation of an NSG before and could reflect the fact that process for NSG10 enabled all stakeholders to attend all sessions being assessed in the question, enabling them to assess all options presented objectively.

## **5. Confidence in being heard**

This section of the questionnaire sought to find out both whether stakeholders participating in NSG10 had been listened to and to understand whether stakeholders felt that they had had an impact by participating in NSG9.

In terms of stakeholders feeling whether they had influenced the NDA's thinking at NSG9, some respondents noted that they could see some of their comments in related reports and as evidence in sessions at NSG10. Another mentioned the fact that language at the NSG meeting was used in a way that promoted discussion.

However, a number of responses pointed out that they found it difficult to respond to questions on influence because it is unclear how feedback on various issues is used. In addition, in responding to this question stakeholders were unsure of how comments were used, whether it was individual comments, or overall, group, key points that the NDA took away from sessions.

With 3 and 4 being the most popular scores from respondents to the question “How confident are you that you input today will influence the NDA’s thinking?”, followed by 2, there is an indication that stakeholders feel that they are less confident that they will influence the NDA’s thinking than they did at the end of NSG9. Some comments indicate that some stakeholders feel that the NDA have made up their minds on issues before NSG events, that there is not enough evidence to suggest that past engagement has influenced Strategy II development and more generally, that there is not enough feedback on what stakeholder feedback is used and how.

However, there is an indication of acceptance by stakeholders that their feedback is not the only consideration that the NDA has to take in to account, with financial circumstances and upcoming political change being cited as additional influencers. In addition, there is recognition of the trust and good relationships that have built up between stakeholders and NDA staff with the NDA showing genuine interest in stakeholder views with some stakeholders having a clear understanding of the role of stakeholder feedback and how it is used.

## **6. Getting the most from the NSG**

This section, applying only to NDA staff questionnaires, included a question seeking to inform planning for the next NSG (not included as part of this evaluation report) and another seeking to understand the direct impact the NSG has on the day-to-day activities of NDA staff. A number of comments suggested that NDA staff were in general appreciative of stakeholder feedback and that it did help them in delivery of their role. In addition, there was some mention of specific areas that stakeholder engagement has informed, including: making changes to the LLW strategy; that comments from NSG8 had influenced improvements in the NDA socio economic application process and also improved engagement with ‘non-priority’ areas in this regard. Aside from these examples, other responses did not yield further explicit evidence of stakeholder engagement through the NSG having a direct influence on NDA.

## **7. The workshop overall**

In terms of meeting its objectives, NSG10 performed well in the estimation of stakeholders with comments including that:

- The meeting built on previous engagement, with stakeholders becoming better informed;
- The meeting had improved in terms of the feedback provided by NDA for stakeholders;
- Topics were properly addressed and questions answered;
- The topics discussed were clear;
- The structure of the meeting worked well in terms of ensuring objectives were met; Stakeholder time was well spent
- There was enough time and opportunity given to strategy development.

However, it was also raised that more time was needed to ask questions in some sessions; in some cases a high-level approach in sessions was not felt to be enough to enable stakeholders to fully examine the issues and a more detailed working approach was needed; a draft version of Strategy II would have aided discussions; the event sometimes felt disjointed, and that there was perhaps too much information giving and not enough evidence of listening to stakeholders.

In terms of NDA staff response, some thought that the themed sessions could have been better structured; language used could have been clearer; there could have been more time allowed to ensure stakeholders fully understood what they were being told before responding, and that the structured networking sessions may have lowered levels of engagement between stakeholders and the issues.

These comments above aside, NDA staff generally thought that the workshop did meet its objectives citing that the NSG helped to develop focus and language for Strategy II; that assigning experts to groups was effective; the NDA communicated its message; the NSG built upon experience of past meetings, and that structured networking helped to achieve the meeting's objectives.

In terms of being worthwhile for stakeholders, they generally felt that the event had been worthwhile for them. Stakeholders liked the overview provided by the event on how the NDA works; the opportunity to hear the opinion of others; appreciated the opportunity for networking and in particular the opportunity to speak with NDA management; expressed that they enjoyed the process saying that time had been well spent, and understanding how the NDA had made progress since the last update. The exception to this is that a number of responses mentioned that sessions seemed to be repetitive and not cover enough new ground. It was suggested that this could be because the NSG sees the same stakeholders convened regularly so their points of view are known. In addition, one response said that they considered that some groups of stakeholders were under-represented.

Staff also thought that the event was worthwhile, offering a good opportunity to understand stakeholder issues, improve communication and develop ideas for Strategy II; providing networking opportunities; allowing a developed debate on issues with stakeholders. However, some comments reflected that NSG10 did not provide new information for everyone and that some NDA issues were not given enough time.

A number of points were raised by stakeholders in terms of what they would like to see done differently or see retained at the next NSG, a full list of which can be found in Appendix 1. Many were happy with the event and session formats; the performance of the facilitation and organisation at the event; the programme of topics; the involvement of senior NDA personnel; the openness and honesty of participants; the depth of discussion, and being able to attend all sessions. Many commented that NSG10 was the best yet. However suggested changes included:

- Cost-cutting via standard class travel for all and cheaper accommodation;
- Providing breakout session questions in advance to stakeholders for consideration; more time should be spent in designing sessions to ensure material and questions are better constructed;
- More manned stands during networking sessions;
- Making the event more challenging in terms of making information accessible and enabling debate;
- More time provided to hold NDA to account on performance management issues;
- A specific request for an update from each Parent Body Organisation (PBO) in each forthcoming NSG, and
- More break out sessions as part of the agenda.

In addition, the absence of NGOs was raised though it was accepted in the same comment that at this stage with the current programme of NSGs drawing to a close their inclusion would be difficult to achieve.

Feedback from NDA staff on retentions for the next NSG included expressions that the current NSG environment demonstrates that the NDA listen; and that the majority of the way the event is organised should remain the same (including location, organisation, facilitation, café-style discussions). In terms of doing things differently; NDA staff thought that the next NSG should focus more on Strategy II; more time should be spent developing questions posed to stakeholders in breakout sessions; that NGOs should have greater representation; and that structured networking should be limited or redesigned.

In general, comments regarding the venue were complementary though a number of responses cited concern about cost. A key element to the success of the NSG was reflected by both stakeholders and NDA as the involvement of high-level NDA staff working with the facilitation team to deliver sessions, which in turn enabled discussion of content in depth with opportunity for questions. Another key element was good organisation and provision of a comfortable environment where stakeholders had the opportunity to interact with NDA management.

## **8. Recommendations**

### **8.1 Engagement during the NSG**

- Noting that there is a remaining NSG in the current programme, engagement of NGOs should form a key part of the review of arrangements for going forward. In particular, any recruitment process for engagement in future should address the lack of representation in the current programme.
- Both stakeholder and staff have expressed an interest in focussing on the detail of Strategy II at the next NSG meeting. To facilitate this, it is recommended that a draft document for discussion is made available
- Stakeholders appreciated all people being able to attend all sessions as well as the involvement of senior NDA personnel and these aspects should be maintained as an approach where possible.

### **8.2 Confidence in being heard**

- Stakeholders find it difficult to assess their impact on the NDA's work. As part of reporting on output from NSG meetings, the NDA should consider setting out exactly how feedback is being used to ensure stakeholders are clear on this process. This section of reporting should state what feedback is being taken on board, be it a summary of key points or reference to specific comments, to allow stakeholders to identify the message they have sent to the NDA. Additionally, where matters are revisited from one meeting to the next, part of discussion should include informing stakeholders of how past input has been used.
- NDA staff and the facilitation team, have built trust with stakeholders via an open, listening approach when engaging with stakeholders and this should be continued during future engagement.

### **8.3 Getting the most from the NSG**

- The intention of evaluating this aspect of engagement via a separate questionnaire and specific question to NDA staff is to elicit evidence of NSG stakeholders' feedback having an impact upon NDA activity via specific case studies. This approach is in response to requests for such evidence by stakeholders at previous NSG events. With little feedback from NDA staff in this regard via evaluation and the matter remaining a priority for stakeholders, it is suggested that how NDA staff use feedback from stakeholder engagement is demonstrated through future communications and / or incorporated into future engagement mechanisms with stakeholders.

### **8.4 The workshop overall**

- Staff and stakeholders cited cost as a factor of concern for the NSG meeting programme and so it is recommended that efficiencies such as reducing travel and accommodation costs, rethinking coverage of the event by a photographer, thinking about making the event shorter so stakeholders only have to stay one night.

## Appendix 1: Source Data – Stakeholder Responses

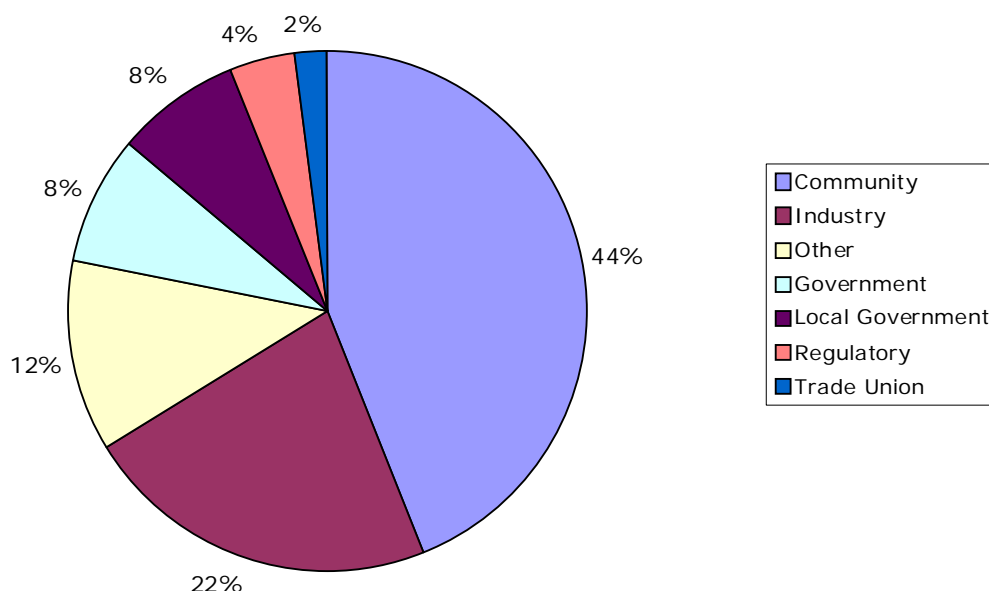
Data is set out in the same order as questions in the evaluation form provided to attendees to complete at the end of the NSG. It is the product of 51 forms with at least one section completed, collected at the end of the workshop or received by post afterwards. A separate form was provided to NDA staff to complete, results of which appear in Appendix 2.

### **Additional Comments (addition space provided at beginning of form)**

The section for additional comments at the beginning of the questionnaire form was provided as further space for answers to specific questions. These comments have been integrated into their relevant specific questions in this report Appendix. Where comments were not question specific, they have been added to the question 10: general comments section at the end of the form.

### **Section 1: Participant information**

#### *Organisation's Sector of Interest*



One stakeholder did not respond to this question. There were a number of stakeholders that responded 'community / local government'. These respondents were analysed and placed in the most appropriate category based upon the response given to the previous question on the organisation being represented.

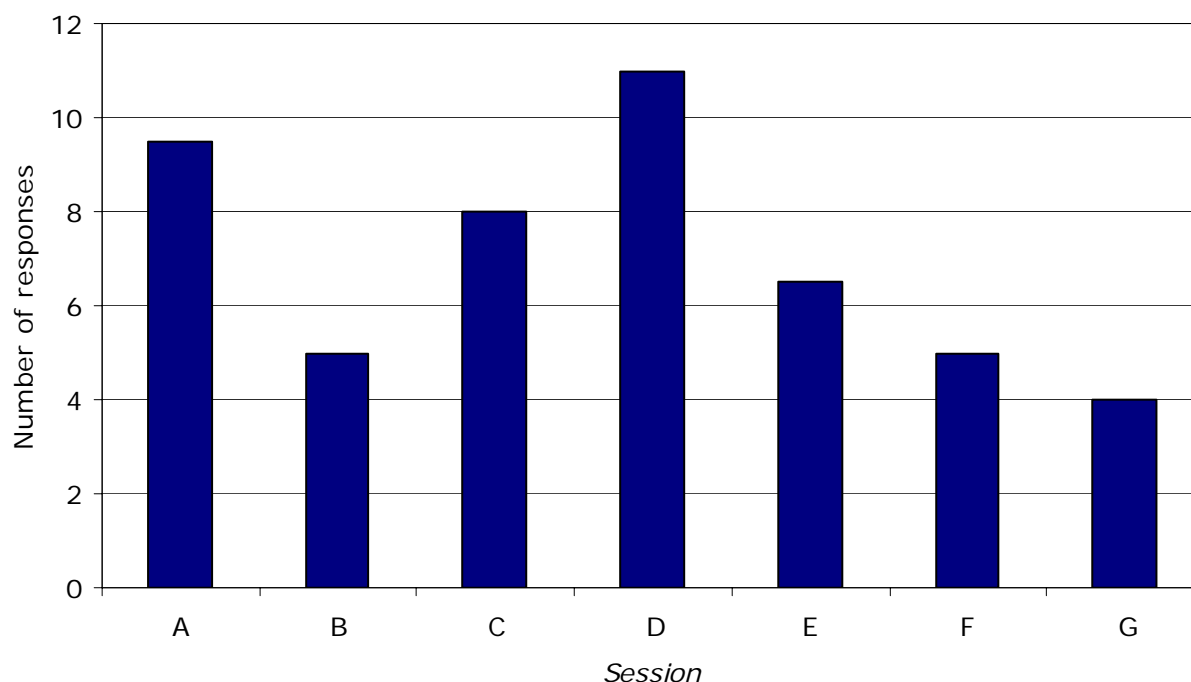
There were also a number of additional terms provided in the space under the 'Other' option. These were as follows:

- Observing for Committee on Radioactive Waste Management (CoRWM), these are personal observations
- Government Owned National Lab
- Pension Liability on NDA Accounts / Pension strategy and funding
- Police
- Trade Association

## **Section 2: Engagement during the NSG**

**(Q1) Which of the following sessions that took place during NSG10 did you find particularly valuable? Please select one only from the list below.**

- A. Opening plenary updates from Tony Fountain
- B. Strategic Challenge plenary
- C. Integrated Waste Management breakout
- D. Site Restoration breakout
- E. Spent Fuel breakout
- F. Structured Networking sessions
- G. Future Arrangements for NDA National Engagement plenary



There were 2 respondents who submitted questionnaires without completing this part of the question. Some respondents volunteered two responses to this question. Where this occurred, responses were divided and given the equivalent of half a response each for purposes of graphical assessment. Comments were appropriated according to the pertinent session referred to.

**(Q1) Comments: What made this session particularly valuable to you?**

From respondents who ranked A as most valuable

- Opening remarks a very good broad overview of current events.
- Good to have an overview
- Overview of the NDA was useful to put in context of key issues in faces
- It was most informative and appreciated for the Chief Executive Officer (CEO) to give a lengthy and well presented report
- Laid out high level direction of NDA
- General current oversight of NDA activities
- Important to hear what course he intends to put the NDA on

From respondents who ranked B as most valuable

- An awareness of the coming financial difficulties and the opportunity to probe deeper by question and comment
- It was a way of understanding how much has been done
- Clear distinction among internal and external challenges, placing both in context
- Understanding drivers and challenges facing NDA and proposed actions
- It gave me the road map that NDA wish to pursue

#### From respondents who ranked C as most valuable

- There are still options requiring inclusion in revised strategy
- Opportunity to challenge existing NDA position in relation to incineration and government support in relation to Low Level Waste (LLW) disposal to Clifton Marsh
- This area is key to Strategy II and highlighted the need for local engagement and communication of other options
- Not all the waste need to be removed from site provided some socio-economic benefit could be gained
- Being a Scottish Site Stakeholder Group (SSG), I was particularly interested on the views of the NSG on this subject
- Aligns with Low Level Waste Repository (LLWR) remit
- Directly relevant to current policy work
- It addressed issues which concern my constituency

#### From respondents who ranked D as most valuable

- Site restoration, a subject my SSG is very interested in and one which they always request information on at meetings
- Improved awareness of stakeholder concerns in this area
- Realisation that de-commissioning and restoration can take place alongside property development i.e. A parallel process bus a series process
- Applicable to what could happen as Dounreay also possibilities for job / work programmes
- Interesting and relevant topic, fairly small discussion groups, real opportunity to influence NDA thinking
- Finding what NDA expects in site restoration
- Use of interim strategy fits better with our new working arrangement at Springfields
- Discussion of need for clarity of the risk based approach to presentation and the balance of factors to be taken into account

#### From respondents who ranked E as most valuable

- Opportunity to challenge continuing with reprocessing unless there is a genuine need / benefit, it seemingly being done because the plant exists and because it always has been
- It clarified some of the problems and issues for the future and how new build can also impact on the future instinctively I think we should reprocess
- Very relevant to what we are looking at now in my locality
- Reassuring that NDA have contingency re: Magnox Operating Plan (MOP) and have credible options in place for oxide fuels
- Explored the need for a credible plan B on the MOP in order to maintain the reputation of the NDA
- The format and engagement process

#### From respondents who ranked F as most valuable

- Able to engage on one-to-one
- Learned something new. Had some influence
- Opportunity to discuss issues at an informed level and as a good basis
- Gave most opportunity to share comments

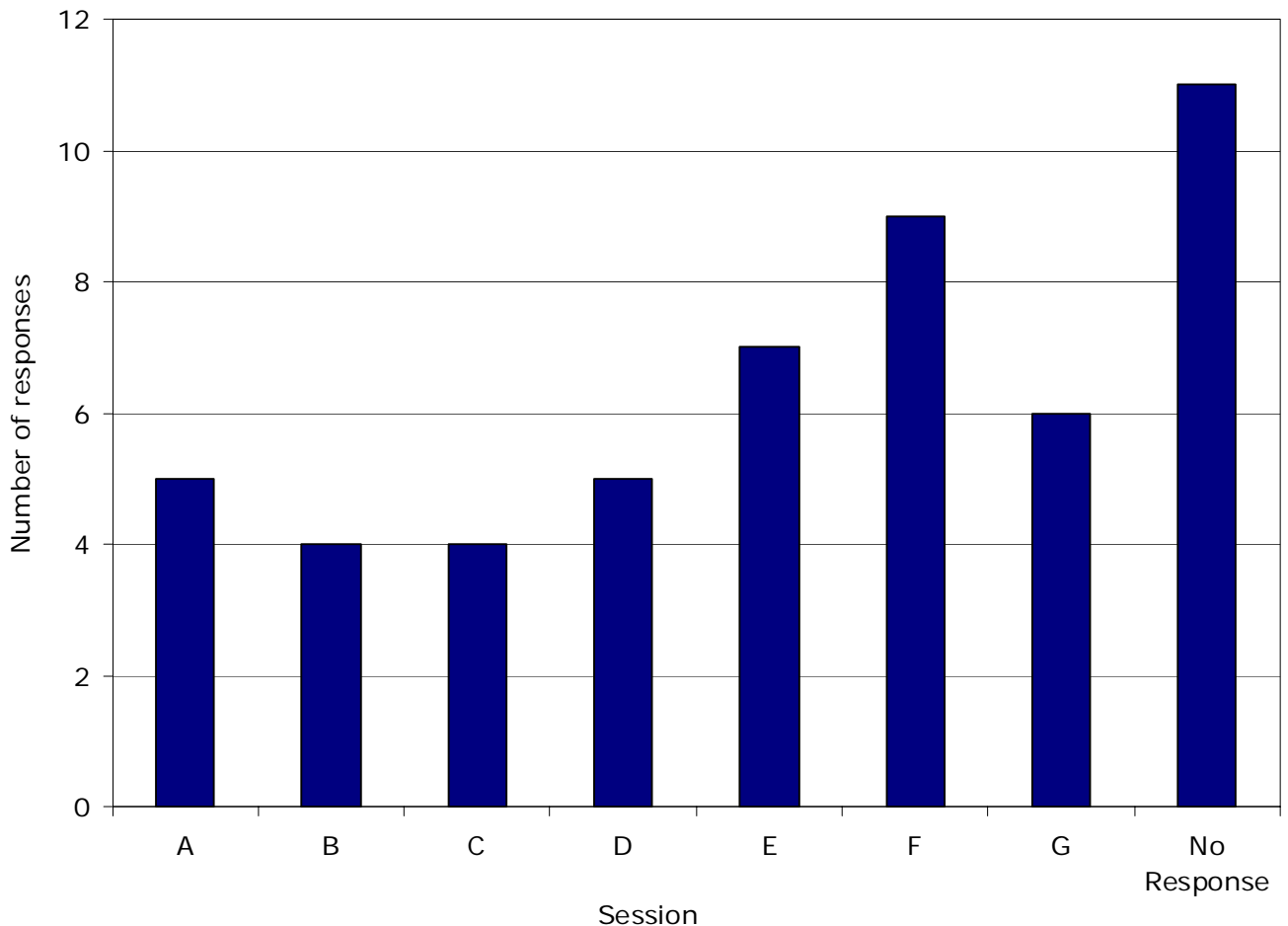
#### From respondents who ranked G as most valuable

- Current forum has served its purpose- time to re-think and bring to bear a more focused engagement
- To know what is being proposed
- Chance after attending 2 to suggest what I think might be better ways of working
- Because I am here to observe how NDA 'does' stakeholder engagement including how it evaluates effectiveness and seeks improvement

**(Q2) Which of the NSG10 sessions listed for question 1 did you find least valuable?**

*For ease of understanding in this report, the session's list cited in (Q2) is provided below.*

- A. Opening plenary updates from Tony Fountain
- B. Strategic Challenge plenary
- C. Integrated Waste Management breakout
- D. Site Restoration breakout
- E. Spent Fuel breakout
- F. Structured Networking sessions
- G. Future Arrangements for NDA National Engagement plenary



**(Q2) Comments: What would have increased the value of this session for you?**

From respondents who ranked A as the least valuable

- Perhaps less [gesmlity] / more serious
- Very uninspiring and going around the room identifying people we knew just annoyed others
- Less industry pep talk, visuals to keep me awake
- Pleasant but not particularly informative. Value lacks in 'significance of presence' and thus the apparent importance ascribed to the meeting by the NDA
- Shorter

#### From respondents who ranked B as the least valuable

- I do not remember much from this session- i.e. It must not have been inspiring- 'lack-lustre'-particularly Alun Ellis update lost its way
- It was valuable to hear stakeholders' views but I have other routes to discuss this in more detail
- More interesting presentation

#### From respondents who ranked C as the least valuable

- I found all of the sessions useful. I had the most difficulty with IWM.
- More information (and in advance of meeting) about what was wanted as an outcome from this session
- Better questions- questions too similar (less?)

#### From respondents who ranked D as the least valuable

- I learnt virtually nothing from it. A recognition of the clear difference from one site to another of interim states would have been useful and would have helped the flow of and effectiveness of the discussion
- This session discussed at length the definition of risk and the question was not clearly defined and caused confusion
- Nothing- it was interesting and useful, but CoRWM's remit is waste management so inevitably you will have some meetings that are of less relevance to us. No criticism of that
- As qualified by the presenter, "A statement of the..."...obvious. However, the energy discussion revealed insights because of the specific contextual meaning of words used in the discussion / relevant to this industry.

#### From respondents who ranked E as the least valuable

- No info provided
- More in-depth information - treats too lightly
- Did not concern our site, nevertheless it is a major issue for the NDA
- More visuals and plain English. What is spent fuel? What are the issues? What is MOP?
- Beyond my technical capabilities to engage with confidence
- Dominated by a couple of individuals, focused on site specific issues

#### From respondents who ranked F as the least valuable

- Not specific enough- no challenge
- A bit too much 'left to its own devices' though it does give everyone the opportunity to consider and comment on areas not otherwise covered (if they want to)
- Nothing
- Too much time was allocated to this area and should have been allocated to specific subjects
- Although this was an improvement on previous methods of working, I did find that once I had visited the two subjects that I had interest in, the (no further notes)
- Provision of greater amount of information at the poster stations would have been valuable
- I know the NDA folks pretty well and do not need additional face time with them

#### From respondents who ranked G as the least valuable

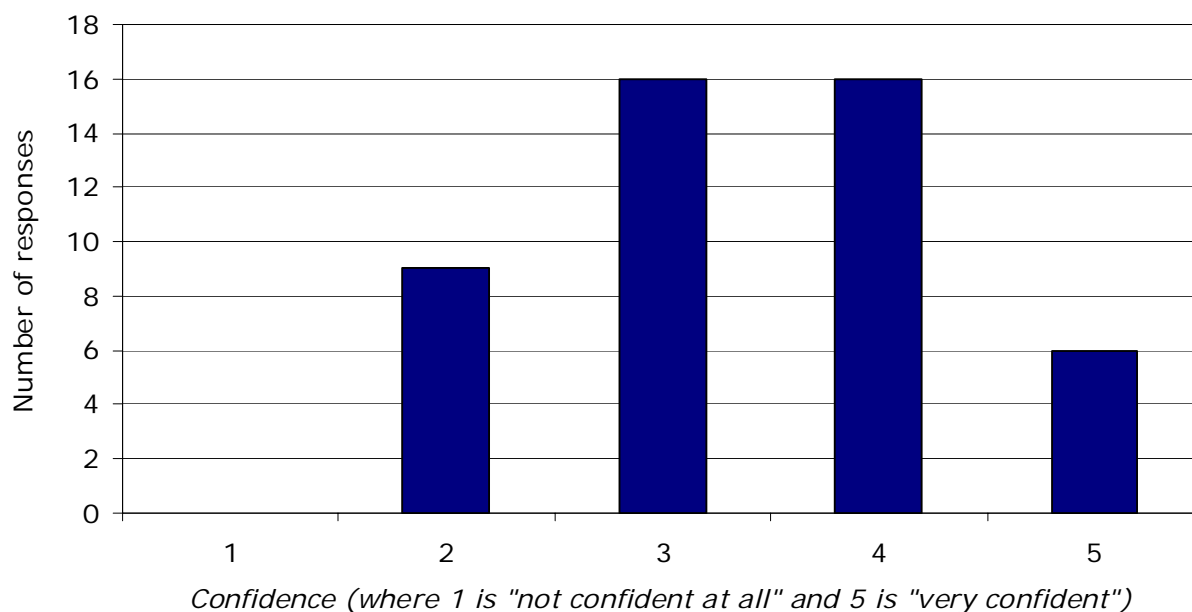
- Perhaps a bit more structure to the questions
- Nothing- it is just at a very early stage. Expect related discussions to improve it is usefulness
- A bit more specifics on the needs expressed
- Information from the NDA as to their requirement
- Purely one way- no feedback / viewpoint from NDA

From respondents who did not respond to the first section of the question

- All had value
- None really
- None, all were valuable in their own right
- They all had some use

**Section 3: Confidence in being heard**

**(Q3) How confident are you that your input today will influence the NDA's thinking?**



There were 4 respondents who submitted a questionnaire without completing this part of the question.

**(Q3) Comments**

From respondents who scored confidence as 2

- Often there is a feeling that the NDA has mainly made up its mind before stakeholders are consulted
- It may well influence, but it would be good to see how
- Life experience
- Maybe too late to discuss strategy and not convinced previous comments have been taken on board
- There are a lot of views expressed from diverse participants- individual views are difficult to 'capture and mould' unless part of a consensus
- Feel that as NSG is an informed body, NDA will take note

From respondents who scored confidence as 3

- One can hope that comments made are taken seriously
- There are certain areas where NDA take NOTE. Due to financial circumstances a great deal of our input can only be graded as useful
- Previous experience of influence on [Umines] and Capenhurst Strategy
- Would like to see the output and could answer at the next NSG
- Trust that NDA does wish to learn from stakeholders modulated by the number of sometimes opposing views that also have been presented
- My comments will have to be taken together with others and it is unrealistic to imagine that one voice can sway policy / strategy

- I have no reason as this stage to doubt NDA along to listen and be informed
- The hands will be tied by government / change policy
- First meeting as SSG chair / so sitting on the fence - sorry
- NSG is one element of a communication/influencing mechanism
- Some topics (site restoration) = 5, others (IWM) = 1 as decisions already made so why bother asking us
- Some issues on smaller sites are not part of the NDA bigger picture
- Specific comments made to individuals during breakout and structured networking sessions were well received
- Lots of input has been consistently given over the last few years which has been taken into account and some haven't.

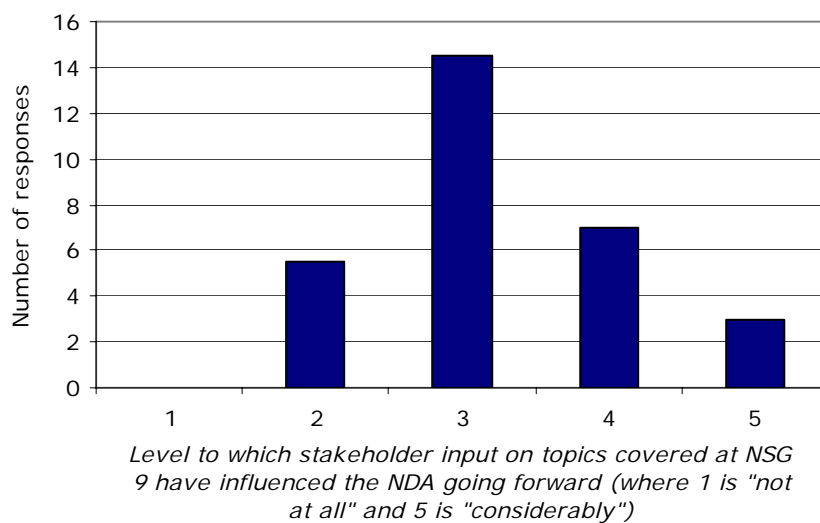
#### From respondents who scored confidence as 4

- Pointless asking our opinion if you don't use it
- Some of the inputs by stakeholders had real weight and impact, based on local knowledge and experience
- I had plenty of opportunity to contribute
- Because the topics discussed appeared to require some input and rather important options were being looked at in 'workshop' style
- General atmosphere of openness and listening
- Apparent enthusiasm (by NDA) to hear stakeholder views
- NDA seem to be listening more but still need to improve communication between NSG meetings
- They appear to listen
- Not enough feedback and what and how NDA are using our input
- Being able to take part in all debated subjects rather than only 3 out of 5 as previously, was a great improvement
- Much improved. Positive feedback from this meeting gave me great encouragement

#### From respondents who scored confidence as 5

- After so many NSGs I am confident having to know NDA personnel. Most are genuinely interested
- The collective positive effort could not be maintained if the NDA were not fully signed up to the process and see benefit from the output
- Evidence that it has from past NSGs
- The clear understanding was given that NSG input is valued to 'trim the boat'- examples were cited of how previous NSG input had been used
- Evidence during the sessions that input was being taken on board

**(Q4) How much do you think your input on the topics covered at the last NSG has influenced the NDA going forward?**



Where respondents placed a mark between scores this was recorded as half a response for each score with comments appropriated in the lower scoring section of the comments section.

Note: A qualifier was asked before respondents answered this question regarding whether or not people attended NSG9. Those that had not attended were asked to continue to question 5 and not complete question 4. There were 21 respondents who submitted a questionnaire without completing question 4.

**(Q4) Comments**

From respondents who scored the level to which stakeholder input on topics covered at NSG9 have influenced the NDA going forward as 2

- I would not expect a score of above 3 in almost any circumstances. The NDA needs to be more ambitious in what it asks the NSG to comment upon
- Not clear to me how this influence is demonstrated
- Outputs not yet clear, e.g. Use of Safety and Environment Detriment (SED) or other metrics for public concern, Public Value Programme (PVP) discussions etc.
- As above (there are a lot of views expressed from diverse participants- individual views are difficult to 'capture and mould' unless part of a consensus)

From respondents who scored the level to which stakeholder input on topics covered at NSG9 have influenced the NDA going forward as 3

- Influence should be taken on board
- I could spot some of my inputs in the reports given to us
- My points made then are still remembered and hopefully acted upon
- Difficult to assess progress / influence
- Input from 1 individual tends to get diluted by the time it is implemented
- As above (not enough feedback and what and how NDA are using our input)

From respondents who scored the level to which stakeholder input on topics covered at NSG9 have influenced the NDA going forward as 4

- Pointless asking our opinion if you don't use it
- E.g. You are now starting to 'blow your own trumpet' as requested
- Some evidence as above (evidence during the sessions that input was being taken on board)
- NDA now looking to spend more money at non-Sellafield sites

From respondents who scored the level to which stakeholder input on topics covered at NSG9 have influenced the NDA going forward as 5

- United voice
- Same as above- there was a strong willingness to set real views rather than facts- the use of language promoted discussion
- I interact directly with the NDA on the topic in my remit and know how the NDA uses such information

From respondents who did not score the level to which stakeholder input on topics covered at NSG9 have influenced the NDA going forward

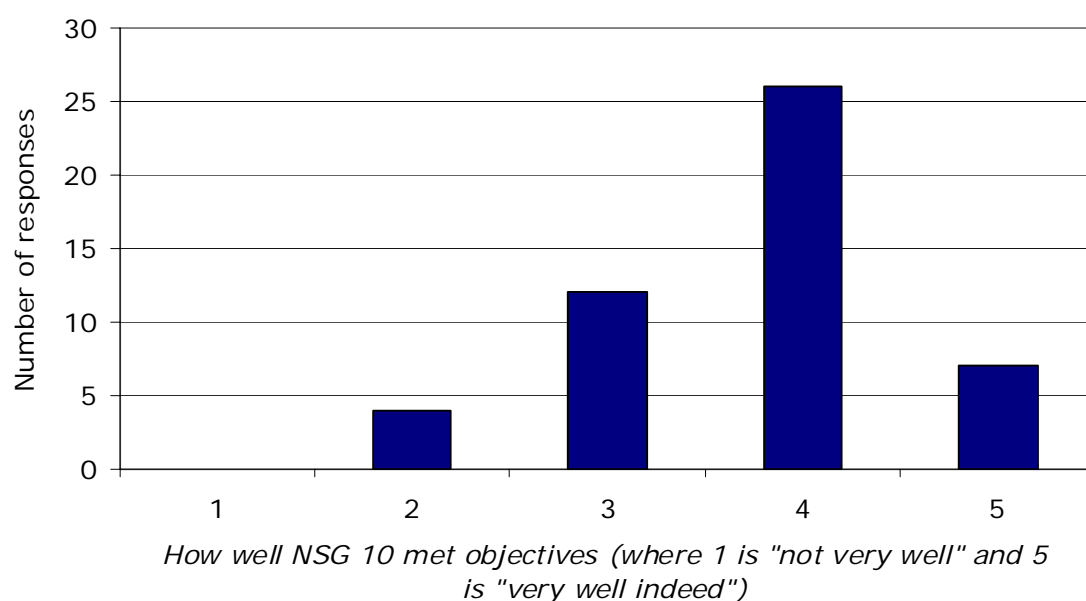
- I believe the session on end of state was highly successful and I thought the feedback was very useful
- Very difficult to tell

#### **Section 4: The workshop overall**

**(Q5) The objectives for the NSG10 were:**

- Updating stakeholders on the development of Strategy II
- Sharing the strategic challenges and ensuring stakeholders understand the Strategy at a theme level
- Providing stakeholders with a 'pre consultation' opportunity to provide feedback on the Strategic Theme strategies.
- Giving stakeholders the opportunity to help the NDA refine the consultation.

**How well did NSG 10 meet these objectives?**



There were 2 respondents who submitted a questionnaire without completing this part of the question.

## **(Q5) Comments**

### From respondents who scored how well NSG10 met it is objectives as 2

- Draft text of Strategy II would be helpful
- Gave us an opportunity to hear but not necessarily to influence
- Little disjointed, bits of a bigger picture

### From respondents who scored how well NSG10 met it is objectives as 3

- Well enough
- NSG covered the criteria that were set out - giving feedback and listening to view between all sectors. Would like to see report and see what was captured
- Learn a bit / more to learn, great networking
- Shows a bit vague on a few of them
- Frustrated at the high level skim across key issues. More detailed joint working may be appropriate on some issues in the future
- The strength is in the face to face engagement, listening and participating in all views

### From respondents who scored how well NSG10 met it is objectives as 4

- The objectives this time were quite well met. The programme and the structure of the meeting had been thought through and worked (generally) well
- I believe three of the objectives were met. I am not sure if 'fire-consultation' feedback was achieved
- Good opportunity to input to strategies on integrated waste management (although question whether we are there yet) and site restoration in terms of clarity and elucidation of topics
- My particular points were recorded and presumably noted. My time seems to have been well spent
- There was plenty of opportunity to participate in this important strategy document
- I did feel that this was 'real time' work, good!
- As each NSG progresses we are becoming better informed
- Given feedback from various stakeholders during meetings to NDA via plenary sessions. Information shared highlighted topics / issues were understood and clear
- Subjects properly addressed and different questions answered
- My judgement of how your stakeholders appeared to value the meeting so I hope this is an average score
- Some of the debate seemed to be carry on but SSG are consultations out due to our debates are running into each other
- Time will need to elapse before positive judgement possible. Indicators good however
- All the aims were covered in varying amounts
- I think a reminder of the one page theme table with topics could have been used more- it was in the pack but not referred to
- Could have done with additional time to have Q&A in GDF sessions
- Much improved feedback provided for the stakeholders at this meeting - Well done NDA!

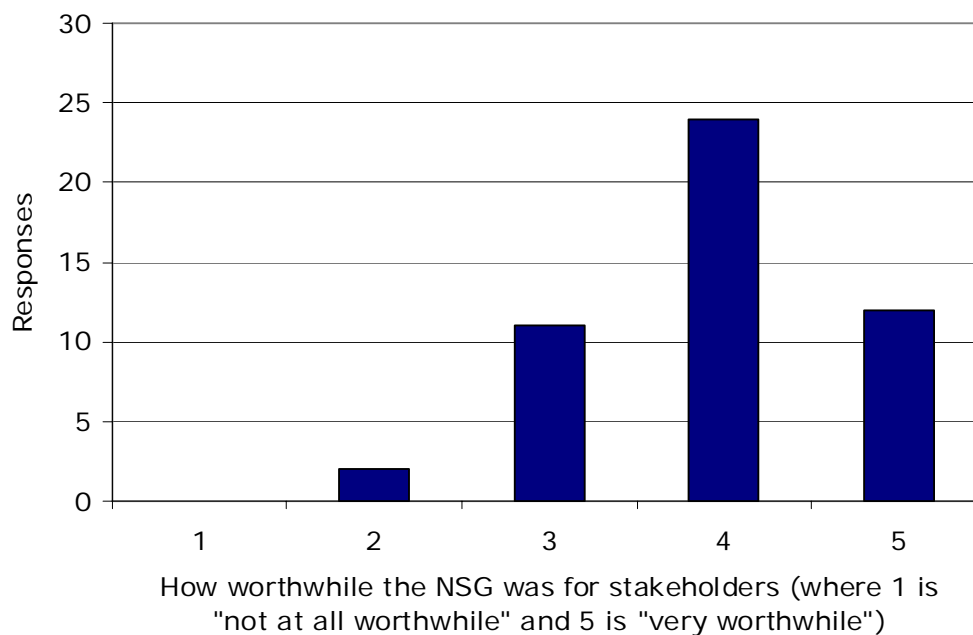
### From respondents who scored how well NSG10 met it is objectives as 5

- My first session- overall impressed with quality of discussion and networking
- Bullet 1: It did (me) Bullet 2: Ditto, Bullet 3: Ditto, Bullet 4: we were able to contribute (although don't know if it will help refine!)
- Objectives clearly set out, and any uncertainty / questions cleared up in the meeting.

### From respondents who did not score how well NSG10 met it is objectives

- Ask me after the next NSG

## (Q6) How worthwhile do you feel the NSG was for you as a stakeholder?



There were 2 respondents who submitted a questionnaire without completing this part of the question.

### (Q6) Comments

#### From respondents who scored NSG10 as 2 in terms of being worthwhile

- Very repetitive of many previous discussions
- As an industry rep, nothing really new

#### From respondents who scored NSG10 as 3 in terms of being worthwhile

- Worthwhile communication with other SSGs
- Very good giving and excellent view of how the NDA works, prepares for their consultation and listening. Very good for networking and hearing other points of view
- I got out what I needed
- Hearing from others is always helpful
- As time goes on regularly attendees possibly get less from it

#### From respondents who scored NSG10 as 4 in terms of being worthwhile

- Very good networking opportunities. Information given in pack and learned during meeting was good and the quantity was about right
- It allows SSG Chairs to meet and also meet and network with NDA and others
- Excellent networking opportunity, good chance to input to nationally important issues and to understand customer expectations
- I enjoyed the process, the network and exchange of views
- My particular points were recorded and presumably noted. My time seems to have been well spent
- One can be confident that while reporting back to the SSG etc a fuller knowledge of the problems facing the NDA was gained
- Great networking, enjoyed all discussions / challenges
- Good opportunity to meet top NDA reps informally, face to face
- Good networking with stakeholders. Need this type of format
- Worthwhile to share with others
- More opportunities to engage / influence than previous NSGs

- A growing realisation that performance matters and under performance undermines the reputation of the NDA as experts in nuclear waste management
- Some comments as for question 5, plus- an opportunity for me to learn, meet people and do some indirect stakeholder engagement on behalf of CoRWM. Some groups of stakeholders were clearly under-represented though
- Excellent to meet other key stakeholders and NDA executives. Get the big picture (which is always moving)
- Hearing about how other sites were progressing
- It gave me insight into what is shaping and driving NDA activities
- I get most of the information I need directly from the NDA, but it is good to see other stakeholders and network with them

From respondents who scored NSG10 as 5 in terms of being worthwhile

- Able to both learn and ensure own views are known
- Helps us to feel part of the family and that we (SSG chains etc) are not out there on our own and enables us to see and appreciate the bigger picture
- Meeting with NDA and other agencies. Clarity of issues and challenges
- Great to meet stakeholders and the NDA. Valuable information and face to face contact. Very professional management
- Specific problems and issues of pension scheme resolved through networking and face to face discussion although I did have a very specific agenda with all goals met
- To communicate with NDA leaders and other sites make debate on similar problems easier to understand and address
- Interface / discussions opportunities particularly appreciated
- Good opportunity to hear wide range of views and to take them into account in future work

**(Q7) What, if anything, would you like to see done differently at the next NSG meeting?**

- Not much possibly inclusion of NGOs again
- NSG10 was a very good template to follow
- This was a good format. If it is not broken, don't fix it. Best to date, many thanks
- Structured information if NDA ask stakeholders to comment on strategy. Spent over an example of where supporting info would have been very useful.
- More time in strategy breakouts "structured networking" didn't really work for me- it needs more structure! Mini break-outs at previous NSGs have been better. Great forward task and view on political dimensions from CEO
- Nothing
- Advance notification of questions to be asked in breakout sessions (where appropriate with advance copies of briefings, in adequate detail like the presentations as given)
- More careful preparation of material to answer question (perhaps more dialogue throughout)
- End of each session questions should be sent to use along with draft agendas allowing us to have views of community
- More information given at the beginning of the break-out sessions to improve the structure of the subsequent discussions
- No problems with current set up
- Regional sessions of material
- Less networking perhaps more structure. Manned stands were better
- Nothing of significance other than more central government departmental representation
- More handouts in folder
- I would be happy to consider a shorter NSG (especially perhaps integrating the 'chair's forum' into the NSG e.g. Lunchtime slot instead of structured networking session)
- Attendance needs revisions / looking at
- More background material distributed in advance

- More basic technical information prior to engagement of sessions
- A number of breakout sessions because dominated by individuals with specific site topics
- Less time on 'structured networking' - does it really work?
- More challenge is needed - a lot of people aren't expert enough to challenge what the NDA is saying
- Clearly indicate links between small sessions and bigger picture
- More focus on stakeholders rather than industry's requirements. Industry must have other engagement mechanisms
- More breakout sessions
- More time devoted to holding the NDA to account for performance management in specific topic areas
- We have previously had an update from Sellafield (presentation)- would be good to have an update from each PBO (1 per NSG) over the next 2/3 NSGs
- Greater information to add quality to the breakout engagement sessions
- To keep up momentum of where the NSGs have given us all. It an important room and we should understand that all have to contribute and we have much more to give
- Very little, but need evidence of consideration of new brand issues- transport, waste storage etc
- Not as many. Not 5 Star as it is not good value to UK plc
- No change
- Attendance by government (DECC + for minister) to hear their views and feedback from stakeholders directly
- Availability of documentary information
- I think the maturity now means more 'sub group' type approach. I also think we could have mixed more rather than all red, greens, blues keeping together
- Less discussion on topics already discussed that have not changed significantly from previous NSG discussion e.g. Intermediate Level Waste (ILW) and Spent Fuel
- No
- More of the same

**(Q8) What, if anything, would you like to stay the same for the next NSG meeting?**

- Membership / Representation by NDA
- Keep it the same for NSG11
- Possibly move the structured network session to last thing on the programme. SSG chairmen need a period to brief the NSG on their meeting.
- Environment Council doing a good job
- Extensive access to senior NDA staff; opportunity to network with both stakeholder group chairs and councillors also. Good chance to make useful industry contacts too
- General approach and structure
- Brainstorming breakouts
- General format good
- Environment Councils way of running NSG10. Maybe change the food
- Key is the face to face discussion
- Keep the smaller sessions. Plenary is not suitable for detailed arguments or points of reason
- Basically the same format
- Keep the attendance concentrated on people / representatives who are focused on tackling the current issues and exclude people who are only interested in promoting other issues and their own viewpoints e.g. NGOs have been pleasingly conspicuous by their absence
- This time- fewer people? Everyone had valid opinions and ideas. Seemed to have more opportunity to discuss issues.
- The pace was spot on
- Excellent venue and good facilitators
- Most of it- but am prepared to accept cost cutting measures e.g. 2<sup>nd</sup> class travel for all, lower grade of hotel, shorter stay etc

- The ideal venue
- Senior NDA participation
- Same format but smaller groups to give more input from all
- Networking time and smaller workshops
- The opportunities to network with NDA people who know and colleagues who want to know
- Breakout sessions on key areas of concern to SSG members and less about the NDA agenda
- Everything
- Networking session, Venue
- Openness and honesty of all participants
- Engagement from NDA's top team and opportunity to interact informal networking sessions
- Plenary and breakout on themes. A little bit more breakout without seat movement
- Most - particularly appreciate extensive discussions of relatively few issues and networking opportunity
- Breakout sessions worked well
- No change
- Broad attendance allowing networking between stakeholders and broad attendance by NDA
- Hotel / facilities were excellent
- Round table discussions and networking
- I like the opportunity to discuss and question NDA management in open forum
- Maintain the arrangement where by attendees had the opportunity to go to each presentation.

**(Q9) If you have any general comments you would like to add, please do so here.**

- Well done to Richard Griffin and his team
- Good meeting, when are we going to have one in London?
- Venue is excellent; good facilitation by TEC staff and great management of technology (assisting and non-intrusive)
- If money spending is an issue is there a chance to be more creative and cost effective in venue choice
- Thanks to NDA for involving stakeholders and TEC for effective facilitating- only the 2<sup>nd</sup> NSG I've attended personally, but TEC personnel are beginning to feel like friendly family, which is very welcome
- This was a very well organised meeting, thank you
- My compliments on a well organised and arranged 3 days
- An exchange of views by people with an understanding of each others problems and aspirations does help to arrive at a balanced consensus and I feel we achieved this at NSG10. Thanks for the venue, arrangements and hospitality
- Chairs forum very important and so good to meet the NDA
- It would be helpful to add the job titles of the NDA reps on the attendance list
- TEC have their finger on the pulse and know how to run the show- well done to all
- Appointment system for one-to-one discussions with some key NDA staff as it is currently difficult to get a discussion during the event
- Think the NSG can be worthwhile but the agenda had to be designed around the needs of the stakeholders rather than predominantly the NDA
- List of attendees job role
- NSG should be organised on a topic basis and should have informed sub contractors present to challenge NDA on their performance the stated topic
- Very valuable meeting which gives me the bigger picture and allows me to interact with all stakeholders and NDA
- Breakout sessions worked very well. Venue layout was very good. Better engagement in smaller spaces i.e. Ballroom to less chat and noise from other groups was more intrusive
- After a 2 year break from NSG meetings, I found NSG10 made better use of the time available

- NSG is full of debate and is and should be seen as a useful tool for NDA to engagement personally
- The meeting was 'best yet'. The format and facilitation were particularly good
- Feel that usefulness of 2 NSGs per year is questionable, 1 with more time would suit need
- Very difficult to meet all site needs as each site are very different and their needs and expectations. NSG is a very costly exercise, cuts can easily be made e.g. Why bother with 1000s of photos
- A lot of talk has been about the cost of the meeting to the NDA. My own thoughts are to ask if we could meet 3 times in 2 years (instead of 4 times in 2 years). Similarly do we need to meet at a 5 star hotel?
- There is a cost to all in attending NSG but it is the only forum where the practitioners interact on a face-to-face basis with the community. It is important for both (all) parties to hear / listen / exchange information and views
- We should consider starting the first day at 12 noon and ending the second day at 1pm to allow people option to stay only one night.
- Good feedback from the NDA to stakeholders at this meeting - addresses a concern I had from the three previous NSGs. Much improved this time, well done!
- Venue very pleasant and hopefully cost effective.

## Appendix 2: Source Data - NDA Staff Response

Data is set out in the same order as questions in the evaluation form provided to NDA staff to complete at the end of the NSG. It is the product of 17 forms with at least one section completed, collected at the end of the workshop or received by post afterwards. A separate form was provided to stakeholders to complete, results of which appear in Appendix 1.

### **Additional Comments (addition space provided at beginning of form)**

The section for additional comments at the beginning of the questionnaire form was provided as further space for answers to specific questions. These comments have been integrated into their relevant specific questions in this report Appendix. Where comments were not question specific, they have been added to the question 9: general comments section at the end of the form.

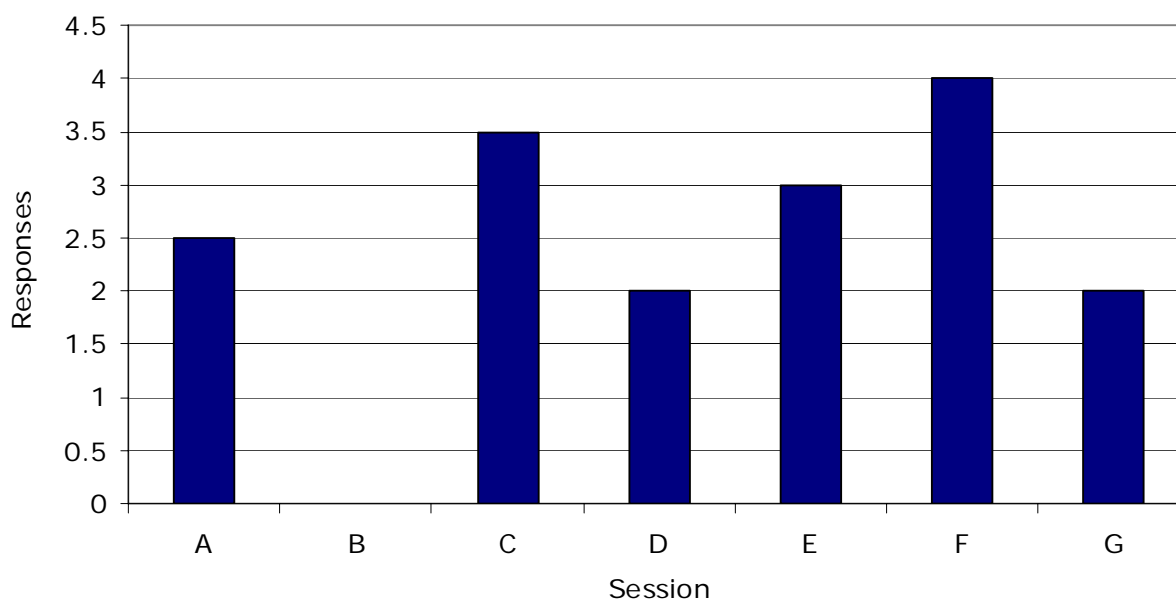
### **Section 1: NDA staff information**

Staff information was requested from each person completing a form in case they needed to be contacted at a later date to clarify any feedback provided. As this section comprised only of a section for name and role, no information from it appears in this un-attributed report.

### **Section 2: Engagement during the NSG**

**(Q1) Which one of the following sessions that took place during NSG10 did you find particularly valuable? Please select one only from the list below.**

- A. Opening plenary updates from Tony Fountain
- B. Strategic Challenge plenary
- C. Integrated Waste Management breakout
- D. Site Restoration breakout
- E. Spent Fuel breakout
- F. Structured Networking sessions
- G. Future Arrangements for NDA National Engagement plenary



Note: Some respondents to this question selected two sessions. Where this was the case, the selection was counted as two halves, one half given to each session chosen. Comments related to such responses were assigned to the most pertinent session accordingly.

## **(Q1) Comments: What made this session particularly valuable to you?**

### From respondents who ranked A as most valuable

- Understanding Tony's perspective six months in on stakeholder engagement
- Can't comment! Led B, led D, so didn't attend C, E. So...A!

### From respondents who ranked C as most valuable

- The format added a sense of urgency to discussion and new areas of interest i.e. the need for NDA involvement in local consultation
- I was in C the whole time - so difficult to answer. C was useful, although we are a long way down the line. There remains room for improvement (I think) in deciding what we bring to the NSG and room for more thought on what we are trying to get out of the NSG
- It was the only one I attended as I was answering questions
- Plenty of good guidance from NSG members on how to craft IWM section of Strategy II

### From respondents who ranked D as most valuable

- Gave a completely different view
- Challenge to stakeholders on their perception and allowing the programme to be broken down into more meaningful chunks

### From respondents who ranked E as most valuable

- Recycle / Reuse options are common in people's everyday life so why not in Spent Fuel Options - came out of our discussions
- Generally best interaction of the breakout sessions. Clearly set out reprocessing / oxide fuel level options for discussion
- A lot of very valuable feedback and exposure of my team to a wide variety of views and opinions

### From respondents who ranked F as most valuable

- The chance to listen to stakeholders and explain what we're doing in a way that answers specific questions
- Opportunity to engage directly with stakeholder groups
- Directly relevant to my role - lots of valuable suggestions to take away and consider
- The quality of ideas and inputs provided by stakeholders to inform Strategy II

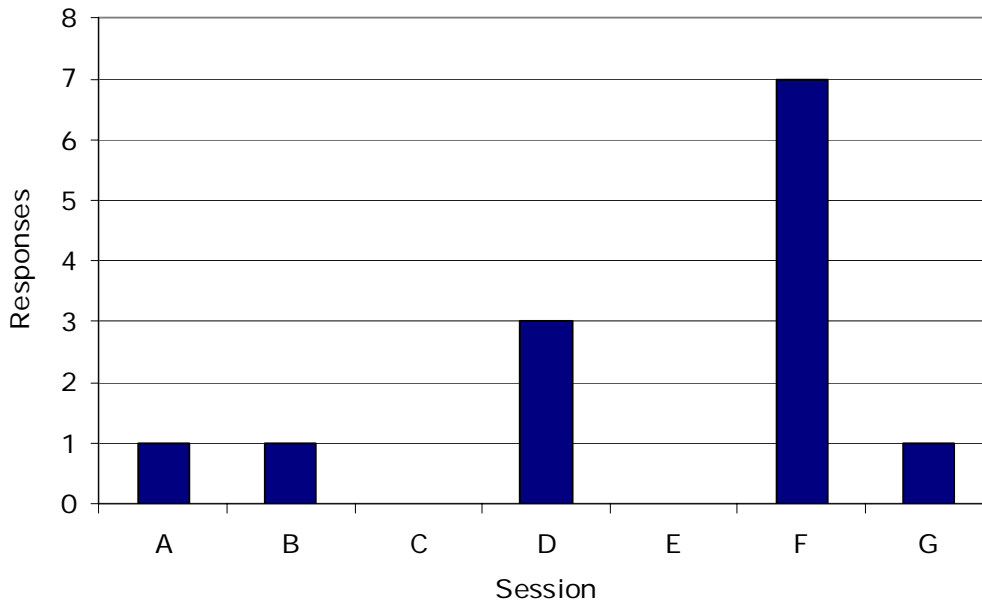
### From respondents who ranked G as most valuable

- Recognition that things may need to change

## **(Q2) Of the NSG10 sessions listed for question 2, which one did you find least valuable?**

*For ease of understanding in this report, the session's list cited in (Q1) is provided below.*

- A.** Opening plenary updates from Tony Fountain
- B.** Strategic Challenge plenary
- C.** Integrated Waste Management breakout
- D.** Site Restoration breakout
- E.** Spent Fuel breakout
- F.** Structured Networking sessions
- G.** Future Arrangements for NDA National Engagement plenary



Note: There was 4 respondents who submitted a questionnaires without completing this section of the question.

**(Q2) Comments: What would have increased the value of this session for you?**

From respondents who ranked A as the least valuable

- Information given was very generic

From respondents who ranked B as the least valuable

- Got over-printed by subsequent sessions

From respondents who ranked D as the least valuable

- Difficulty in phrasing the question for discussion meant that the discussion 'could not see the wood for the trees'
- The topic should have been considered in the broader context of decommissioning and clean-up priorities. The questions were not well formed
- Lack of background / detail to enable a proper discussion

From respondents who ranked F as the least valuable

- Doing this once was fine, but twice was too much and the second session turned into a very long coffee break. Not against the format but timing needs to be considered carefully
- Not sure structured networking works. Requires dedication and focus from attendees that doesn't always happen
- Seating
- Not sure how valuable these are to NDA if you're not a "hot topic". But, seem popular with the stakeholder community
- Probably less items and requesting people to ensure they visited at least two of the topics
- Some areas not very well supported

From respondents who ranked G as the least valuable

- An outline / example of potential future options

From respondents who did not respond to the first section of the question

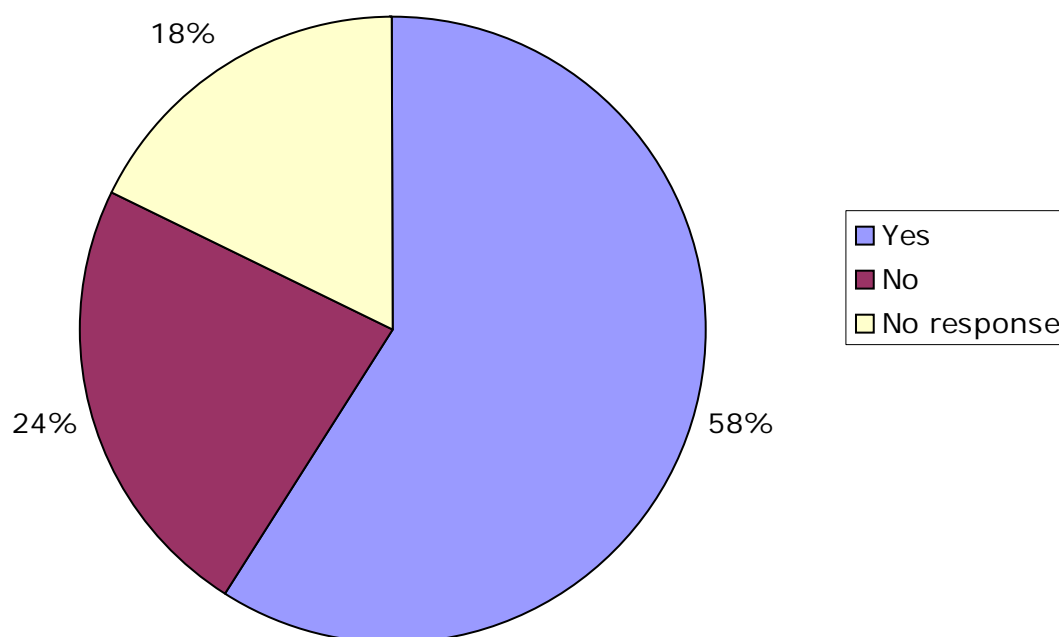
- I wasn't really looking to get anything out of the other sessions
- I found all sessions valuable and would like to see this format in the future

### Section 3: Getting the most from the NSG

**(Q3) Are there any matters that you come across in your day-to-day role that might benefit from discussion at the next NSG?**

Responses to this question are not part of the agreed evaluation process but will be consulted on further with NDA staff to inform the next NSG.

**(Q4) A number of NDA staff have indicated that they and / or their team have benefited from the feedback provided by stakeholders through NSG meetings. Are you able to identify any such feedback and, in particular, any specific developments, changes or actions that have happened as a result?**



#### **(Q4) Comments**

##### Comments from those respondents answering Yes

- All feedback useful, particularly during meals / breakouts, etc.
- The general mood is important. For my area we have largely been information giving at both NSGs I have attended
- Key items are stakeholder perceptions and improvements to communications.
- Dialogue with GPS pension trustee to cover issues on trusteeship changes for the scheme
- Intellectual Property (IP)
- Specific examples
- Thoughts / direction
- Need for more data to the public
- Need to answer question "why reprocess?"
- Changes to the LLW strategy regarding local views
- Interest expressed in National Nuclear Archive project including concerns not expressed previously
- Comments on socio-economic from NSG8 here influenced improvements in NDA applications process and improve engagement with 'non-priority' areas

#### Comments from those respondents answering No

- *No comments were provided*

#### Comments from those who did not respond to the first part of the question

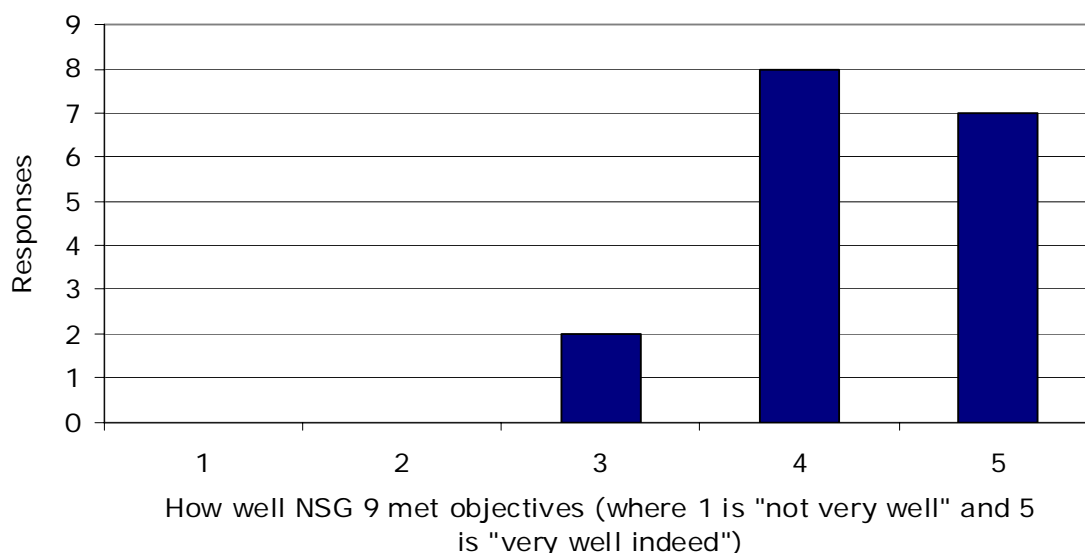
- *No comments were provided*

### **Section 4: The workshop overall**

#### **(Q5) The objectives for the NSG10 were:**

- Updating stakeholders on the development of Strategy II
- Sharing the strategic challenges and ensuring stakeholders understand the Strategy at a theme level
- Providing stakeholders with a 'pre consultation' opportunity to provide feedback on the Strategic Theme strategies.
- Giving stakeholders the opportunity to help the NDA refine the consultation.

#### **How well did NSG10 meet these objectives?**



#### **(Q5) Comments**

##### From respondents who scored how well NSG10 met it is objectives as 3

- Structured networking was useful. Good plenary sessions. Themed discussion could have been better structured
- Strategy - definition vs. tactics vs. plans: What do we mean? Are we talking the same language / meaning?

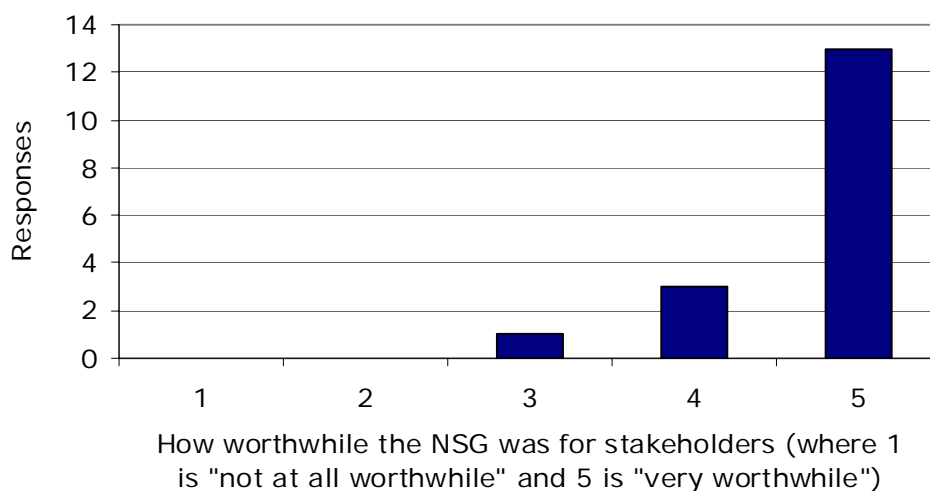
##### From respondents who scored how well NSG10 met it is objectives as 4

- Good engagement and help in focusing and language for Strategy II
- I think we have achieved this fairly well - although I wonder whether some people did not have enough time to really absorb what we told them and feed back
- Good dialogue, the idea of allocating people to groups worked well
- Stakeholders updated on spent fuel contingencies. Downside is nuclear materials didn't give good enough engagement chance.
- We covered the main bits!

##### From respondents who scored how well NSG10 met it is objectives as 5

- Communicated our message
- It has built on the experience of earlier NSGs to create a very successful forum
- I think the different sessions informal networking allowed the objectives to be met
- Good engagement levels in all sessions apart from F

**(Q6) How worthwhile do you feel the NSG was for you as an NDA employee?**



**(Q6) Comments**

From respondents who scored NSG10 as 3 in terms of being worthwhile

- Most sessions did not impart new information.

From respondents who scored NSG10 as 4 in terms of being worthwhile

- Good opportunity to understand broader stakeholder issues and improve how we communicate to stakeholders on a day-to-day basis
- As in question five comments (Stakeholders updated on spent fuel contingencies. Downside is nuclear materials didn't give good enough engagement chance)
- Networking (structured and informed) very useful. Good opportunity to hear stakeholder views and understand input to strategy

From respondents who scored NSG10 as 5 in terms of being worthwhile

- It has built on the experience of earlier NSGs to create a very successful forum
- Good engagement and help in focusing and language for Strategy II
- Just being here to hear what and how people think is extremely valuable
- Information received helpful
- It's very worthwhile to meet stakeholders, particularly those that I don't meet anywhere else to discuss the GDF project
- Always get value from "fringe" discussions
- Challenge and questions are good
- (1) Networking outside the structured sessions (2) Inputs / ideas for socio-economics - maturity of approach, not ""give us more money", more "how can we work, leverage, influence outcomes"

**(7) What, if anything, would you like to see done differently for the next NSG?**

- Focus around the actual Strategy II
- See question one comments (there remains room for improvement (I think) in deciding what we bring to the NSG and room for more thought on what we are trying to get out of the NSG)
- Better questions
- A wider range of stakeholders (probably NGOs) would make the NSG more useful
- Structured networking posters - improve and sell topics in plenary beforehand
- Not sure about the structured networking process next time
- Tighter focus sessions - single items in more depth
- Second structured networking session did not need stall holders
- Less focus on themes / topics and more engagement on strategic challenges that cut across issues and topics

**(8) What, if anything, would you like to stay the same for the next NSG?**

- I think we have generated an environment that demonstrates that we listen - we need to continue this
- Majority
- The location, organisation and facilitation all allowed the NSG to work effectively
- Cafe style discussions
- Manchester
- Venue!
- Structured networking. Range of plenary sessions balanced with breakouts

**(9) If you have any general comments you would like to add, please do so here.**

- Cheaper hotel! Form is by TEC so why is expensive card used for evaluation forms?
- Good input and management from TEC