

## DOUNREAY STAKEHOLDER GROUP

### DOUNREAY SOCIO ECONOMIC ALLIANCE UPDATE, JANUARY 2019

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#### NDA direct support

) C 0Q4GXHU[ X- [ ZNUXZ\_+ 2[ TJ 0MULbž9 NGYHKKT I US S 0ZKJ H\_: O- ZU Y[ WVUX 0LXGYZ[ I Z[ X GZC 0Q4GXHU[ X] NON] 0RY[ WVUX ZNK Y[ YZG0GHR PUHYI XGZKJ LXUS ZNK ULLYNUXK ] 0J LGS d ZNY 0LXGYZ[ I Z[ X 0GNOM] GZKXVUZKI Z0JT M0ZK ] NON] 0RNKR V ZU YN00R ZNK U[ ZKXNGHU[ X LXUS YZUXS Y[ XNK 5 F GJJ 00TFO?>8L[ TJ KJ ZNK J KYOM ULZNK NOM] GZKXVUZKI Z0JT M0ZK /: ?>< VGZTKXL[ TJ 0M] 0I [ Y0TYI UTZ0[ K0

) : [ I R[ YFZK: [ I R G X G T J / G 0 N T K Y Y - X N 0 K Y + 9 0 M G Z 0 T U L J U I [ S K T Z Y Z U Z N K G A N 0 K I U T Z 0 [ K Y F ] 0 N Z N K 4 G X ] K R S 0 M G Z 0 T I U S V R Z K 0 - Z G R U I G R R \ K R Z N K O U [ T X K G \_ G A N 0 K Y Y Z U V W K J X I K 0 0 M Y 0 K X I U X I Y U T ! \$ 9 G 0 - F R O U [ T X K G \_ X I U X Y G K 0 0 Z N K V X U I K Y Y U L H K 0 M 0 G T Y L K X X K J U : [ I R [ Y ] 0 N S U X K Z N G T Ž f Ž Ž G A N 0 K H U ' K Y S U X K J Z U : [ I R [ Y G R K G J 0 - X U [ T J ! " f Ž Ž H U ' K Y G K J [ K Z U H K Z G T Y L K X X K J L X U S Z N K Y 0 K 0 2 [ X N K X X I X 0 S K T Z 0 Y U U T Z U Z 0 C K V R 0 K ] N O N ] 0 R Y K K " \$ Y Z L L H G Y K J G Z : [ I R [ Y 0 N 0 ] 0 R V K K J [ V Z N K S 0 M G Z 0 T V X U N G S S K G R R ] 0 M U T Y 0 K X G H \_ S U X I U T Y 0 T S K T Z Y U L X I U X I Y V K X ] K K 0 Z U H K X I K 0 K J G Z N K G A N 0 K Z N G T Z N K X 0 I [ X K T Z R I G V G 0 Z U I U V K ] 0 N 0 @ N K : [ I R [ Y ; [ Z K G I N V X U N G S S K N G Y V X U X K J U H K \ K X \_ Y [ I I K Y L [ R ] 0 N M U ] 0 M T [ S H K X U L R I G R U X M 0 T 0 G Z 0 T Y G T J 0 J 0 0 [ G Y \ 0 0 0 M Z N K G A N 0 K G T J R G X T 0 M K Y K G A N Z K I N T 0 V K Y 0

@NK: O- 0 [ T J K X Z G 0 0 M G Y Z [ J \_ U L Z N K ] 0 K X V [ H R 0 \ G R 0 K U L : [ I R [ Y F Z K : [ I R G X G T J / G 0 N T K Y Y - X N 0 K Y 0 C 0 0 0 @ N K - V R 0 0 < U R 0 \_ ? I 0 T I K A T 0 U L A T 0 K X Y 0 \_ U L / K T Z 0 G R 0 G T I G Y N 0 K I A / 0 G T / 0 ] U X 0 0 M 0 I U R R H U X G Z 0 T ] 0 N Z N K : O- U T Z N 0 Y Z [ J 0 \_ @ N K ] U X 0 0 L [ T J K J H \_ Z N K ? G S [ K R 0 0 J U ] Z U [ T J G Z 0 T I G T 0 J K V K T J K T Z K J [ I G Z 0 T G R I N G 0 0 / F I G T J : [ I R [ Y 0 Y U T K U L G T [ S H K X U L I G Y K Y Z [ J 0 Y 0 G ] 0 K X V X U R I Z L [ T J K J H \_ Z N K Z U [ T J G Z 0 T ] N O N 0 I R 0 J K Z N K : G Z 0 T G R [ I R G X 0 G H U X G Z U X \_ G T J Z N K 1 [ X U V K G T ? V G K - N K T I \_ 0

) ?I XGHYZKX4GXHU[ X@Y Z+: O- I UTZ0[ KYZU Y[ WVUX ?I XGHYZKX4GXHU[ X@Y ZU 0 KYZ0GZK ZNK XJK\KRVS KTZULZNK ?Z; R0<000: O- NGYI US S 0ZKJ ZU VGZ0L[ TJ 0M0NK 0 KYZ0GZ0T ] UX0] 0N ?I XGHYZKX 4GXHU[ X@Y Y0 00I [ Y0TYNGAK I US S KTI KJ UT ZNK VUZKT0RZU VGZL[ TJ ZNK J\KRVS KTZULZNK V0XRJTN0X ZKXS GTJ G\W\ KYZUL0" 0 \$9 NGYHKKT S GJK ZU: O- ZU] GX YG ZNK ZUZRL[ TJ 0MVG 00NK GRUTMOK GT GJJ 00TGRGS U[ TZYU[ MIZLXUS 0?>0



- ) A7B8? [ ZNKXGTJ + 45 NGYGVXUG NKJ : O- LUXb\$\$ ZUNKR H[ @ ZNK VLVUYKJ YG K VUXZ R[ T I NVGJ @ ? [ ZNKXGTJ E OOI [ YDOT @ LWI [ YKJ UT M@OTMS UX J KZGRU @LXS GZOT UT PUH T [ S HXY GTJ J KLO@MGXGY ULHKT KLO
- ) /US S [ TQ\_ ?VUXY 4 [ H+<KXS OYOT ] GYMGZKJ H\_ : O- <XVXZBY ZU I GXX\_ U [ ZYUS K MU [ TJ ] UXOY OI R [ J OMYOK R \ K R O M G Z N K U B B @ ] LOZNYOK E @NOYGRU ] KJ ZNK MU [ V ZU [ Z@K S UT @Y MGTZKJ H\_ @KI U E @NOYOTU ] I US VRZK GTJ ZNK GKGNGYHKT ZO@U [ V E : O- NGYKI KOKJ G 2 5XW [ KYZYKKO@M@LXS GZOT UT ZNK ?VUXY 4 [ H VLVUYGR
- ) : UXZN 4@NRTJ /URKNI+ OOI [ YDOTYNGK ZGCKT VRI K XNMXJ OIM 4 / FYVUZKTZORI GS V [ Y J KKRVS KTZGTJ ZNOY LG @ZGZKJ H\_ ZNK VXURI ZY OI R YOT O ZNK / : ?> <V@XQ\_ VLVXGS S K E
- ) 5 GJ J @OT ZU ZNK GHUKFZK : O- NGYHKT GVVUG NKJ XNMXJ OIM [ TJ OIMLUXVURI ZY XPRZOM ZUNK C OOGTJ @N [ XU ZU ] T J KKRVS KTZVRTYFIJNT ; 3XUG9 @RV [ X NGYK GTJ 9 K\_ g5\@Z [ Yh 4@NRTJ 3GS KYE : O- ] @R OI [ Y@YZGZKM XNMXJ OIMZK \UR S K ULXW [ KYZYLX [ TJ OIM I US OIMLX [ GX GZNOZS K E

**Dounreay direct support**

**CNSRP secondments**

- ) **CNSRP secondment UKVL Sutherland:** ŽE\$2@I OYKI UTJ KJ ZU Y [ WVUXZNK A7B8? [ ZNKXGTJ YG K VUXZVURI ŽE @NOY [ WVUXZ O S GOR HGYKJ GXU [ TJ YZGCKNUR KXKTM@NIS KTZGTJ NGYHKT G H [ Y\_ VKXOU J KKRVM OIM US S YI YZGCKNUR KXVRTYFI [ VJ GZOM ] KHYOK GTJ VXU [ I OIM US S [ TQ\_ YZGCKNUR KXG ZO@BY LUXZK I US OIM\_KG E
- ) **North Highland College (NHC) secondment:** ŽE 2@I YKI UTJ KJ ZU : 4 / ZU Y [ WVUXZNK YKTOIX VNGYK VLVXGS S K J KYOTKJ ZU Y [ WVUXZ V [ V@Y ] @N ZNK OYI NUURYKTOIX VNGYK VLVXGS S K E ZU [ Y U K X Z N K R B Y L K ] S UT ZNYNGYHKT S K KZOM ] @N GR\* YI NUUR ZU VRET LUXG GJ KS @\_KG ! Žž\*H! ŽE C UXOI UTZOT [ KY ZU Y [ WVUXZNK VXKVGZOT ULS GCKZOMS GZK@R UT@K GTJ VGVKX HGKJ / GTJ ZNK VRET OIMLUXVUS UZOT GR \ K T Z Y G Z YI NUUR GTJ I URKNIKY U K X Z N K T K ^ Z % S UT Z N E
- ) **Wick Harbour Authority:** @NK YKI UTJ K K LXS /GKTJ ON: [ I R G X N G Y S U N K J Z U G T K ] V U Y @ O T ] @N O /GKTJ ON: [ I R G X G T J Z N K X L W X Z N O Y O T U R I T M X V X L O K J G Y V G Z U L Z N K < ; Y [ W U X Z E /GKTJ ON: [ I R G X I T U T f k . ; / N G Y G V I K K J Z U I U T Z O [ K Z N K Y K I U T J S K T Z Z U C O O 4 G H U [ X - [ Z N U X Q \_ H [ Z ] @ R V X L O K Z N O Y [ W U X Z \ @ @ B X ! I U T Z G Z E - Z V X Y K T Z E L [ T J O M G V R O G Z O T Y L X Z N K N O N ] G Z X N G Z K G K H K O M X U N K Y K J ] N O N O I R J K G V R O G Z O T Y Z U 4 @ N R T J G T J 9 U X G \_ 2 8 - 3 L [ T J O M G T J ? I U Z Z O N 3 U A K X T S K T Z Y J K I U S S O Y O T O M L [ T J E



J) **CNSRP Programme Support:** /GKTJON: [IRGFZNDU] MIQYIUTXG ZUXFNGYV WUXZK ZNK /: ?>< VXUNGS S K G ZOQ\_ZNDU [MIU] ZNK\_KGXGTJ OGRU ZGOTMLUX GX ZNK /GKTJON: [IRGX /GONTKYYULLOK VXURK ZGRJTMOK Y [WUXZOMMKM] RZDIT ZUVOYLUXZNK A7B8? [ZNKRTJ VXURK Z

**Dounreay Socio Economic funding**

**Dounreay Socio Economic Budget for 2018/19:** @NK OU [TXG\_?UI OI UTUS O . UGX NGYGVKKJ [TJOMUT GXURJOMVNKK\_KGXHGVO+

Activity	2018/19	2019/20	2020/21 [1]
<b>Overhead costs</b>			
OU [TXG_?UI OI KI UTUS O S GTGVKS KTZ	b" ZfZzZ	b" z fZzZ	b"! fZzZ
/: ?>< VXUNGS S K S GTGVKS Y [WUXZIVGZL] TJOM	b#ZfZzZ	b#z fZzZ	@H
/: ?>< OJ KVKTJ KTZI NGOS GT I VGZL] TJOM	b*fl Zz	b*fl Zz	@H
<b>CNSRP Project Delivery</b>			
/: ?><+5] GX 5\KYZ KTZVXURK ZJ KROKX_	b" \$fZzZ	b" \$fZzZ	@H
/: ?><+; LYNUXK] OJ Y [WR I NGO	b\$ZfZzZ	fl	fl
/: ?><+. [YOKYYS KTZJOM/VXURK ZI/U//	@H EF	bz \$fZzZ	@H
CNSRP Project funding (uncommitted funding)	£237,929	£294,700	Tbc
<b>CNSRP Enabling Activities</b>			
/GONTKYY @GTWUXZ ZUX S	bz ZfZzZ	bz ZfZzZ	@H
: 4/ ?I NUURBOTQYKTQXVNGYK	bz (fZzZ	bz *fZzZ	@H
?@19 I UUXJ OGDIT I G ZOQBY IOU [TXG_ G ZOQBV	bz \$fZzZ	bz \$fZzZ	@H
<b>Other activities (non CNSRP commitments)</b>			
/GONTKYY 4UXOUTY UVKXZDIT GRI UVZY	b' \$fZzZ	@H	@H
OU [TXG_ /US S [TQ_2] TJ	b! ZfZzZ	b! ZfZzZ	b! ZfZzZ
. [YOKYOK KRV S KTZ	bz ZfZzZ	bz ZfZzZ	@H
/GX_ UNXLI] TJOMXUS ! Zz' fz (+	bz z fi! *L" [3]		
<b>TOTAL</b>	<b>£500,000</b>	<b>£500,000</b>	<b>£500,000</b>
<b>GRAND TOTAL</b>	<b>£561,229.33</b>	-	fl

EZF/: ?>< OX\O] KJ UT G" \_KGR HGVOGTJ ZNO] GY [TJKZGCKT O! Zz' fz (fZNKXLUK GL [XNKX\O] UL/: ?>< G ZOQ\_ ] ORZGCK VRI K O! Zz \*! Zz - T\_H [JMKZ GRUJ GZDIT LUX! Z! z! z ] ORHK OKTZOBU O L] Z] X\_KGYNKTI K RZK L] TJOMYGRUJ GKJ GZVXYKTZ

E FO?>8L] TJOMUT YUI OI KI UTUS OY LUXZNOY LOGTI OR\_KGXOYI [XKTZ [TJKXVKTZ @NOYJ [K ZJGT] S HKXUL LG ZUX XREZOMVU /: ?>< OI R] J OM NGTMKY ULXURYGTJ G] GOZOMU] ZI US K UL/: ?>< 1KI [ZOK . UGX YZGZKM S KKZOM OOI [YOTYOK O VRI K] ON ZNK: O- ZU GVKK ZNGZGR] TI US S OZK L] TJOM GT HKI GXBU LUX GX OZU ZNK TK^ZLOGTI OR\_KG

J) **Follow up air study:** - T GVROGZDIT LUXb! " 7 NGYHKT Y [HS OZKJ ZU ZNK OU [TXG\_?UI OI 1I UTUS O . UGX IXUS ZNK /NGS HKXUL /US S KX K ZU] GX\_ U [ZGT GJJ OZDIT GRGXUXYZ] J\_VGXZD [RZ XREZOMVU NGOTMG <?; I V [HPO YK\OK UXI KX LUXZNK GOMUXE ZURU] OMIOI [YOT ZNK OI?. GVKKJ ZU Y [WUXZNOY GVROGZDIT E UXONGYI US S KTI KJ ] ON ZNK LOYZ OZORXVUXZ XKI KOKJE Z [XNKX] UXOO UTNMOTMGJ ] OR UTZO [K ZU J K\KRV UNXZNK TK^Z] US UTZML

J) **Caithness Horizons:** A7- 1- fYNOZUXDGR] TJOM US S OS KTZLUX/GONTKYY 4UXOUTYI KGKJ O ! Zz' fz ( GTJ J OI [YOTYI UTZO [K ZNDU [MIU] ZNK\_KGXZU K^VRJ L] XNKXY [WUXZ LUXZNOY LG ORZ @NK OU [TXG\_?UI OI 1I UTUS O . UGX I UTZO [KY ZU J OI [YU] Z] X L] TJOMMKV OKS KTZYFI GTJ GRJTMOK I UFI [TJKX@NK 4ORRTJ /U [TI ORZKXK ] GYGT GVKK S KTZ ZU VXUOK b' \$7 KG N ZU



Ref	Project	Funding	Deliverables	Due
	Y[ VVUXZ		; HRI ZOKY LUX! Žž(łž*	! (fł#fl Žž(
			- NKKs KTZUT ! #?KvZKS HKXGZOUJ TXKG_?UI OJ 1I UTUS O . UGX LUXI NGTNI ULLWI [ YUT O?>8YKI UTJS KTZJU I UTI KTZGZK ŠŽ` KLLUXZ UT A 7B8?[ ZNKXRTJ GZVKYKTZŁ	
Žž' fl Žž(	: 4/ ?I NUUR8OQ Y[ VVUXZ	bž(7	ŁJHJKYI XOVZOT ; HRI ZOKY LUX! Žž(łž*	! (fł#fl Žž(
			4GR_LKGS VG ZKVUXZ	" Žžžfl Žž(
			?[ I I KYOT VRET VXLOKJ	! *fł! fl Žž*
			ZOGRS VG ZGYKYS KTZKVUXZ	! \$fł" fl Žž*
Žž( fl Žž(	/GONTKY 4UXOUTY UVKXZOTM UZY	b' \$7	- NKK CK_ OJ OGZUJY =[ GZKR_ KVVUXZ =[ GZKR_ KVVUXZ =[ GZKR_ KVVUXZ =[ GZKR_ KVVUXZ >K(Ł) UL S VG ZY	" Žžfł#fl Žž(
				" Žžfł#fl Žž(
				Žžfł' fl Žž(
				Žžfłžfl Žž(
				Žžfłžfl Žž*
Žž*fl Žž(	/US S [ TQ_?VUXZY 4[ H	: Ø	/UTLOS GZOT UL Y[ VVUXZ! Žž(łž*	Ž" fł#fl Žž(
Žžžfl Žž(	; LLYUK] OJ GTGR_YO	b\$ž7	/: ?>< ŽU VXLOKJ KZGOW UT L[ TJ O M/XUJ KY <XUOOT UL/: ?>< YI UVKYGTJ VRETJY 8\KRULLI [ YGTJ XUY[ X K 8\KRULY[ VVUXZLUS 4S Awaiting new deliverable dates	ž" fł#fl Žž(
				ž" fł#fl Žž(
				" Žžfł#fl Žž(
				" Žžfł#fl Žž(
				" Žžfł' fl Žž(

### Progress with projects

- J /GAKTJ ONOU[ TXKG\_ <GZTKXNOY GTTU[ TI KJ O ; I ŽHKA Žž( GYKXBY UL VXUUVYGRY ŽU Y[ VVUXZ O?>8YZGLGZ ZNK KTJ ULYOK J KI US S OYOTOMŁ EZVRJNUJ ŽU VXLOK ZGOTOMGTJ [ VYOBOTM UUVUXZ TQBY ZNGZ] ORTUZUTR\_ Y[ VVUXZ ZNK J KI US S OYOTOM/XUNKS S K H[ Z] OBNKV O ZNK ZGTYOZOT ŽU PUHYO UTK ULZNK GKGYMU] ŽN OJ [ YZBYFZNK K'YOZOMRI GR[ VVR I NGO UXO G /O<I US VGT\_Ł @NOY OGRITMZXKS V(Ł K UL] UXOZNGZ] ORH K J K\KRVKJ ŽNUJ [ MJU[ ŽZNK XKS GOJ KXULZNK J KI US S OYOTOM UTZG ŽYU ZNGZ ZNK OU[ TXKG\_] UXOLUX K NGY UUVUXZ TQBY LUXKS VRJ\_S KTZGLZKXZNK YOK OI RYKJŁ
- J **Community Sports Hub (CSH):** @NK /?4 OI [ XKTZR\_ O I UTZG Z] ON?VUXZ?I UZRETJ ] ONG\Ø] ŽU Y[ HS OZOMGT GAVROZOTŁ @NK\_ NGK GVIKKJ ŽU G\OK UT KTY[ XOMVNK HKYI NGTI K ULY[ I I KYŁ ; TI K ?VUXZ?I UZRETJ NGY I UTLOS KJ FZNK /?4 ] OBNKT S LK LUX] GX ] ONUZNXLI TJ KX GAVROZOTYGTJ YZGX ZNK VRET O M/XUJ KYŁ
- J **UKVL Sutherland:** 5 Ł R! Žž( fZNK A 7?VG K - NKTI\_ GTTU[ TI KJ ZNK MGTZY[ VVUXZ LUXA 7B8 ?[ ZNKXRTJ GRITM] ONMGTZY[ VVUXZ LUXOJ [ YZ\_ VGZTKXY BUI ONKKJ 9 GXO GTJ ; X-K'Ł Ł TK BUK] ORTU] FILURJ] OMDU[ TXKG\_?UI OJ 1I UTUS O . UGX GVIKKs KTZFLWI [ YNKXŠŽ` YKI UTJS KTZ GI ZOQBY ŽU Y[ VVUXZOMVNK XUR ULYZCKNUR KXGTJ I US S [ TOGZOTY LUXZNO VXRKI ŽŁ ?S UT 9 OJ RKS GYIL[ TJ KJ H\_ /GAKTJ ON: [ I RKG' OGRU VXL O O M/MUS K Y[ VVUXZ UT XN] RZUX OZKXG ZOTY LUXZNO VXRKI ŽŁ - RIZULGI ZOQ\_ GUX[ TJ ZNK YZCKNUR KXKTMOVIS KTZNGY HKKT J K\KRVKJŁ
- J **Staffing profile:** @NK HKYZG GGR OU[ TXKG\_ YZGL O M/XULØK NGY HKKT VXL OKJ ŽU /: ?>< GTJ O?3 O KGRXKVVUXZŁ 9 KGT] NOKfi] UXOI UTZO[ KY ŽU VKVVGK GTK] VKLUXS GTI K VRET YKZOTM U[ ŽZNK XKS GO O M/XUNKS S K UL] UXOŽU J KI US S OYOT ZNK YOK GTJ ŽNOY K'VKI ŽU ŽU HK Y[ HS OZKJ ŽU: O- RZKXZNO\_KGŁ



**Workforce and Skills**

- ) @NKK TK] LOKLONZKYXIKTR\_ I US VRZKJ GT ( ) KKOLOKLONZOMLJ] TJGZOT I U] YK NKB GZ 9 UXZUT O 9 GXNŁ
- ) 9 W KXT GAVKTZDKY 5JTG 8UM]K GTJ 8KUTOPNGKXHUZNY I I KYL] R\_ I US VRZKJ ZNKX?B= R\KR' O H] YOKYGTJ GJS OYDZGZOTŁ
- ) **Dounreay/North Highland College Working Group** TK^ZS KKZOMYJ [ K ZU ZGCK VREI K O 2KH] GX\_Ł OOI [ YODTYHKZ] KKT ZNK XKR\GTZYGLGZOU] TXKG\_ GTJ : 4/ I UTZO [ K ZU S UNK VUZKTZORUVUXZ] TØBYLUX] GXŁ
- ) **STEM:** - T[ S HKXUL?@19 G ZOØBYI UTZO [ K UXGK HKOMVRETJK LUXZNK XKS GOJKXULZNK G GJKS O\_KGX+

- OU] TXKG\_ I [ XKTZR\_ NGY (( G ZOK ?@19 - S HGYGJ UXY+ ( LKS GRK GTJ %Z S GRŁ
- @ UO?>8KS VRJ\_KKYVGZDVGZK O S UI OOTZKXØ] YGZC OQ4ØN?I NUURGZ ZNK KTJ UL : UNKS HKXŁ @NY] GYVGZULGT K\KTZUMGTOKJ H\_ OK\KRVMØMØK DU] TMC UXLUX KŁ
- 3UHØ /GX+Z] U VXS GX\_ YI NUUR GTJ /GØNTKY 3ØRM]OKY GAVZDVGZOMØ ZNK 3UHØ /GX<XURI ZŁ @NY VURI ZO HKOM] WVUXZK H\_ OU] TXKG\_ GAVKTZDKYŁ
- />1?@- ] GXIY+OKØKX\_ ULZNK />1?@?ZGX- ] GXI ZU %<XS GX\_ Z] UV[ VØY GZ: UY <XS GX\_ ?I NUUR UTZO [ KYŁ <KTT\_ØGTJ <XS GX\_ ?I NUURNGY XW] KYZK ZNK />1?@[ VKXYZGX- ] GXI LUX ZNKØ<XS GX\_ # V[ VØY, V\KVGZOT O [ TJ KX] G\_ LUXJ KØKX\_ ZNY G GJKS O\_KGXH\_ OU] TXKG\_ ?@19 - S HGYGJ UXYŁ

- OU] TXKG\_ ] ØN ZNK Y] WVUXZ ULUZNXRXI GRKTMØKKXØM I US VGTØYGTJ : UXN 4ØNØGTJ /URRNI NUYZKJ GT 1TMØKKXØMØJ [ YZX\_ OG\_ UT @ KYJ G\_ # OKI KS HKXGZ 1@/fi UXN 4ØNØGTJ /URRNIŁ %# ?# ZU ?%V[ VØY LXS @N] XY 4ØN?I NUURIC OQ4ØN?I NUURGTJ 2GX4ØN?I NUUR GZKTJKJ ZNK K\KTZ ZU NØØ G\ØK UT KTMØKKXØM GAVKTZDKYNY GAVØGZOTYGTJ ØZKXØ] YŁ



- ?@1< ØZU ?@19 I LXS KR\_ ØTU] T GY ZNK . ØI GMTK\KTZ+ OU] TXKG\_ I UTZO [ KY ZU Y] WVUXZ ZNK UXØGTØGZOT ULZNK LØYZK\KTZ] NON] ØRH K NKB GZ: UXN 4ØNØGTJ /URRNI Y 1@/ UT Ž\* GTJ ! Ž 9 G\ NGTJ 3URVØ 4ØN?I NUURUT ! Ž 9 G\ NFI] TTØMØRUTMØK ZNK /GØNTKY ?I ØTI K 2KYZØGR @NK K\KTZ Ø HKOM UUX ØGZKJ H\_ OK\KRVMØMØK DU] TMC UXLUX K] ØN ZNK Y] WVUXZ UL\GXØ] YUZNXUXØGTØGZOTYŁ @NY] ØRH GT ØZKXG ZOK K\KTZGS KJ GZ?! V[ VØY ZU ØWØK ZNKS ZU I UTYO KX?@19 GTJ UVKT ZNKØK\_KY ZU ZNK \GXØ] YRUHY ZNGZ XW] ØK ?@19 XKRZKJ Y] HRI ZYŁ
- OU] TXKG\_ Y 1XØ 6VW\_] GYKRI ZKJ GYUTK UL" LØGØZYØ ZNK @KI NTØØT - ] GXI I GZKNIX\_ LUXZNK! Žž ( C 51 - ] GXI YŁ - RNU] NI 1XØ JOTFZ] Ø Ø] GYGXS GØGHRK G NØ\KS KTZ ZU HK GLØGØZŁ @NK G] GXI ] GY] UT H\_ - ØUT OURØMIG ZK G NØMØKI NTØØT GZ ZNK ATØKXYØ /URRNI FØJTJ UTŁ

- OU[ TXKG\_fyGvXKTZDKYY[ WVUXZK G?@19 K\KTZUXVGTOKJ H\_ : [ \G@ XKI UNTQDIT ULZNK gDKGXUL1TMDKKXOML @NY ] GYGVQJZK\KTZGS KJ GZ IURRML YZ JKTZYGTJ YI NUURPQO YZ JKTZYNDOMNKS GT UUVUXZ TQ\_ZU YKGOZU\_U[ TMVKUVRK ] UXQDMO KTMOKKXOM J OI OPRKYGTJ ZU VGZDOVGZK O NGTJYUT G ZOQBY KRZOMVU ZNGZJ OI OPRK
- OU[ TXKG\_ GvXKTZDKYY[ WVUXZK GT KS VRJ\_S KTZ ] KKONKB GZ / GYZRZU ] T <XS GX\_ ?I NUUR UXVGTOKJ H\_ OK\KRVOMNKN DU[ TMC UXQUM K; T \$ ; I ZUH-KXZNK GvXKTZDKYJ KPRKXJ G />1?@G ZOQ\_ZU KG NI RGYO ZNK YI NUUR
- - OU[ TXKG\_ ?@19 - S HGYGJ UXQY[ WVUXZOMNKN J KPRKX\_ ULGT F\KTZUXY / R HGC DO4OM ?I NUUR
- <XS GX\_ # \$ V[ VOY GZ9 ORX- I GJKS\_ <XS GX\_ ?I NUURHUXU ] KJ KRKI ZUT O QZY ZU [ YK J [ XOM ZNKOVXURI ZUT KRKI ZDQ\_Z @NKY QZYGK CKVZ O OU[ TXKG\_H US LUX[ YK\_H GT\_YI NUURUX ?@19 - S HGYGJ UX @NK LKJ HGI OLXUS ZNK <# \$ ZKG NKX ] GYK^ZKS KR\_VUYQOK, NUJ [ YKL[ RZK\_] KXJ [ XOMNKN VXURI ZGTJ NU ] S [ I NKTRE\_S KTZ ZNK V[ VOY NIZLUS [ YOM ZNKS
- ?\KXGROU[ TXKG\_ ?@19 - S HGYGJ UX [ TJ KXZUOZGOTOMUT G9 GOK 1TKX\C UXONUVFI ] ONZK GS ZNGZNK\_ IGT J KPRKXZNO NGRJ\_G\_VXURI ZNKS YRKY ZU YI NUURV[ VOY

**Visits/Events**

- ) 3XNGS K ?S ONfi3KTKXGR?KI KZGX\_ULZNK ?I UZZON@GK A T O T /UTMKYI?@A//f\OQKJ OU[ TXKG\_J [ XOM I ZUHKL 4K NKB J OI [ YDOTY ] ONYKTOXS GTGNIS KTZUT ZJV OY OI R J O M GJJ XYYOM [ TG I KVZGHR HKNG\O [ XYGTJ KS VRJ\_S KTZUUVUXZ TQBY VUYZYK I RY [ XE 4K GRU S KZS KS HXY ULZNK O?3 GTJ @GKY /U [ TI O O @N [ XU RZKXZNK YGS K J G\_Z
- ) . . / >G O ?I UZRTJ \OQK <2> O : UNKS HXZU UHZG O S GKXORLUXOY e XGO ] G\KYFY O TI K VXUNGS S KFJ [ K ZU HK GOKJ O GGT [ GX\_Z @NK\_XI UXJKJ ?Z\K . KI OZZ ZGROMGHU ] ZOU [ TXKG\_fy RNMH\_ GTJ VOTKKXOM ] UX\_Z
- ) @NK OU[ TXKG\_C US KTFY: KZ ] UXQY [ HS OZKJ GT [ S HXULTUS O GZDITYLUXZNK GTT [ GRC US KT O : [ I RGXIC O / G ] GXJY ] ON <NB / XGOMHKOMNUXZPZK O ZNK e R ULZNK\_KGF I GKMIX\_Z @NK ] OTKXY ] ORHK GTTU [ TI KJ GZNK C O I UTIKKTI K UT " Z GGT [ GX\_Z

**Procurement**

- ) - LZKXGTTU [ TI O M N K O V G Z T K X N O ] ON OU [ TXKG\_KG V O X Z N O\_KGF > UI @KI NTURIMBYNGYHKM [ T O\KYZOMO ZNK RI GRI US S [ TQ\_Z @NK I US VGT\_] GYI UTLOS KJ GY ZNK TK ] YWUTYUXULZNK DU [ T M P V [ XY ZUZHGR / R H O @N [ XUL
- ) - 85 / ] ON OU [ TXKG\_] UXQVG OGNK NGYHKKT G ] GXJKJ ZU OZKXIGZOTGRI US VGT\_ ; : 1@fj NU ] ORHK ] UXQDM ON 63 / UT ZNK ZURY ZNGZ I U [ B VUZKTZORR HK [ YKJ ZU JKI US S OYOT ZNK Z [ KR / \_ ] R - XGAY NONG ZOK I KRRE
- ) /GKTJON: [ I RGX ] GYG ] GXJKJ ZNK I UTZG ZLUXZNK JKS URZOT ULO9 @ IOU [ TXKG\_9 GKXOY @KYZ > KG ZUX\_Z

## Charitable giving

) - YVGZULZNIK YOKFY LKYZOK RĘ TI NKYGZUZGRULb" f(' # ] GYJUTGZKJ ZU! RJI GRI NGVZBY, /GONTKY  
29 @\_ - VVKGRGTJ . KLXBTJOM/GONTKYŁ



) @NK OUL TXKG\_1S VRJ\_KKY/NGVZ\_2[ TJ JUTGZKJ NOK\KYZY ZU 9 BRX- I GJKS \_ <XS GX\_ ?I NUUR

## Heritage

- ) 2OK NKXZGM UHRI ZY] KX I URKI ZK O ZNK VKXDU +
- o 6UNTYUT /UTZUR I UGYZXLUXG\KXZOMZK OUL TXKG\_NKRJ KYO
  - o /XGLZ- VVKTZOK YOMIK I US VKZKI \_ I KXZODGK LUXKRI ZODQ\_d JGZK ž\*''
  - o A7- 1- OUL TXKG\_HUJCRZ`OKYOM ULLOK GHFK\GZOTYFY\_S HURGTJ YZGKS KTZY
  - o 5J[ YZORY VKXGTT[ GZOT YI NKS K HUJCRZFU GZK ž\*''
  - o A7- 1- I RRGVPEYD X[ RX] NDN OI UXUXGZKYGYO OMPYIG] V[ ``R GHU[ ZRGGTOM

) ZU[ XRGKXYI US VRZKJ GOUL TXKG\_9 KS UXBYLXS Ł

) @NK: GZOTGR/URKI ZOT UL- KXOR<NUZUMGVN\_ i VGZUL4OZUXD 1T\OUTS KTZ?I UZBTJ/I REXDU  
ZNIK I UV\_XDIZU] TKXNOY OY[ KYLUXZNIK OUL TXKG\_GKXORVNUZUY ZGCT H\_ ZNK >- 2O ZNK ž\*#ZY  
GTJ ž\*\$ŽYŁ

) - S WKRULZNIK YNKK O UT RGT LXUS /GONTKY 4UXOUTYZU ZNK TK] B\_ - O[ TJKKS [ YK[ S GTJ  
O LKGI XJ O ZNK ?I UZZONOKYOM NBRX\_Ł@NKS [ YK[ S GZG ZK žžžžžž \OULY O ZNK ZNKK  
] KKOGLZXUVKTO MUT ž\$?KVZKS HX! Žž(ŁZGS YZU GZG Zžžžžžž O ZNK LONZ\_KGŁ

OUL TXKG\_?UI OI UTUS O - RGTI K  
6GT[ GX\_! Žž\*

<GM a (