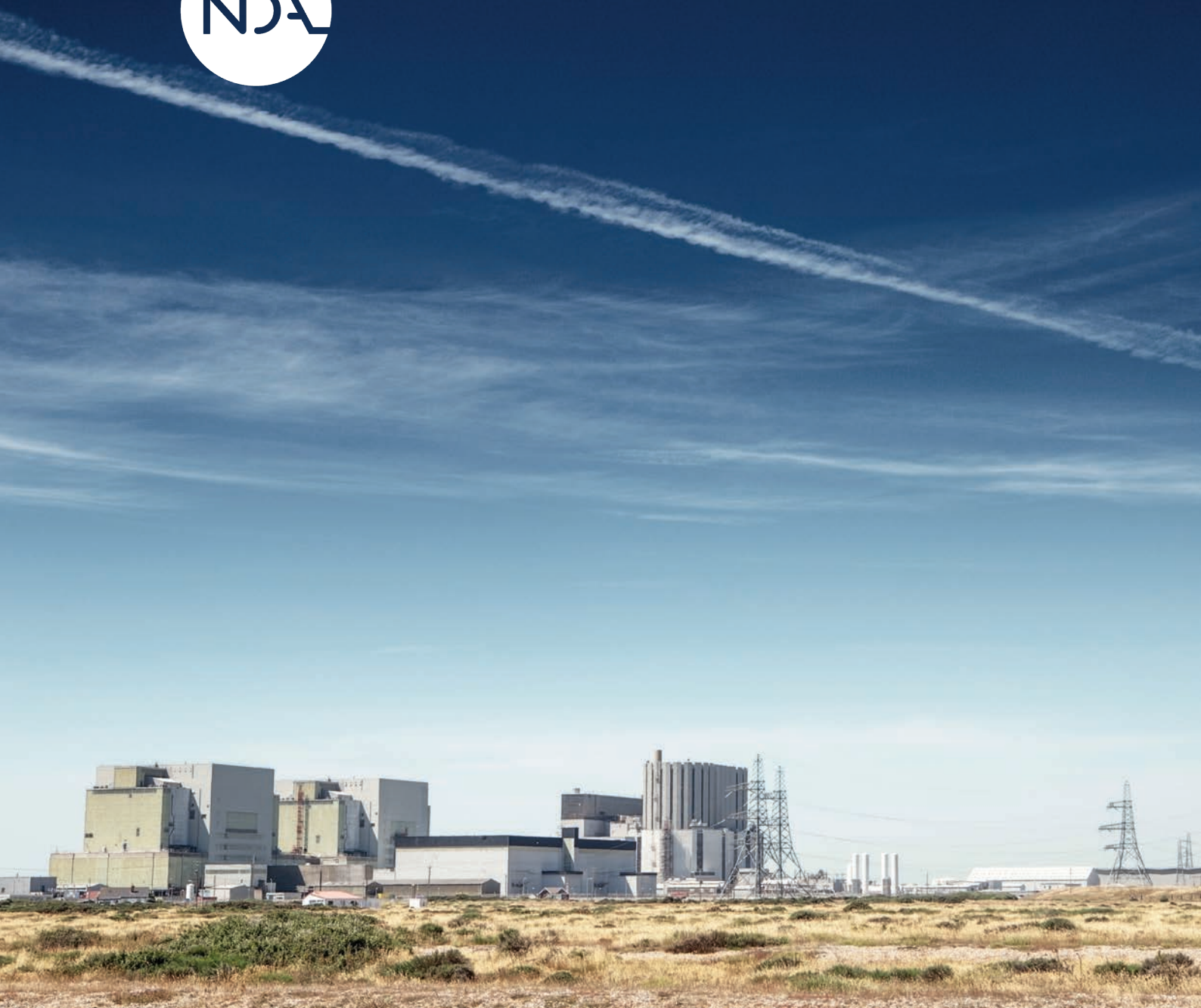




DSG(2020)C058



Stakeholder Update

December 2020

NDA Stakeholder Update

October - December 2020

NDA – Keeping in touch

Welcome to our latest stakeholder update – I hope this message finds you well and in good health, and staying safe within the current Government guidelines.

I won't dwell too long on 2020 – a year many of us will want to forget I'm sure – but I did want to say a personal thank-you for the way stakeholders have worked with us to ensure engagement continues in these constrained times. Under the circumstances I think our approach to engaging with you on a regular basis has been successful, as we have all learnt to maximise the benefit of virtual meetings. I'm sure the learning from this experience will form best practice we can incorporate in to the "new normal", as we now enter a more hopeful period at Christmas and beyond into 2021, with the roll-out of the vaccine. During 2020 the NDA stakeholder team received a large amount of feedback via our annual stakeholder survey and feedback to Strategy 4.

Our thinking around engagement is constantly evolving and we are using this detailed feedback from a wide range of stakeholders to plan ahead for next year. Generally, the feedback commends NDA's work with communities, but challenges us to do better. The main theme repeated in much of the feedback, some of which is still being analysed and digested, is for the NDA to broaden its stakeholder base, and to engage with harder-to-reach stakeholders, including young people, faith groups, isolated communities, those living in nuclear communities but outside the industry workforce, and immigrant communities. We intend to act on this feedback, and plan one of our periodic reviews of stakeholder engagement, following publication of our final Strategy 4 in Spring 2021.

The NDA feels that after gathering such a large amount of feedback from a broad range of stakeholders, that we have the mandate and responsibility to take this forward. We would like to work with stakeholders on this process, and we are keen to look at the formation of further forums, and in creating independent benchmarking on good practice from outside the nuclear sector, as we have done in previous reviews.

I do hope you all have as enjoyable festive period a possible under the current restrictions, and we look forward to working with you in the New Year

Best wishes

John McNamara

Head of Stakeholder Relations

NDA Business Update

COVID-19

The NDA Group continues to closely follow government guidelines in response to the Covid pandemic.

From December 2 details of three of three-tiered regional measures for England, and similar tiered measures in Scotland and Wales were published. All of our locations (bar Dounreay) fell into the equivalent of Tier 2 – high alert. Although the tiers (which remain under review and may alter) could mean changes for us in our everyday lives, government guidance on working arrangements remains unchanged - that everyone who can work from home should do so. We are keeping a watching brief– but our sites and corporate offices continue to be safe and compliant, allowing staff to work while observing safe social distancing rules. In review, we quickly implemented arrangements for working from home from March onwards, and since then we've adopted a blended approach of working from home wherever possible and in the office when needed. We've pushed our agile working agenda forward, with fantastic support across the Corporate Centre, not least from our IT and Facilities teams. As you know, we're incorporating what we've learned into our Re-imagine work to support our important vision of creating great places to work.

Our COVID recovery team has ensured we're aligned to the evolving instructions and guidelines from PHE and Government, to keep us safe. We've kept Government informed at every stage and ensured that the NDA is playing its part in the national recovery effort. We've supported response efforts in our communities, providing equipment and PPE, donating funds and, of course, volunteering with food parcels, prescriptions and with the NHS. There is no expectation that any groups within the NDA would be given priority for the roll-out of a national vaccination programme. We will keep you posted, in line with government guidelines on how this develops into the new year. All our operational sites are manned and secure.

Draft Business Plan, 2021 – 24

- On 8th December, we published our Draft Business Plan for a period of public consultation: <https://www.gov.uk/government/consultations/nuclear-decommissioning-authority-business-plan-2021-to-2024>
- The draft plan sets out what the main activities will be in advancing - our nationally-important clean-up and decommissioning work over the next three financial years, and what funding will be available for them. It also highlights some of the other essential work that will enable us to carry out our mission.
- Safety will continue to be our number one priority, including the new importance placed on us to manage the ongoing response to COVID-19.
- Reflecting the UK Government's recent one-year spending round, our total planned expenditure for 2021/22 is £3.494 billion, of which £2.699 billion will be funded by UK Government and £0.795 billion by income from commercial operations. This underlines the Government's commitment to the nationally important work that we do.
- Notable milestones that we plan to achieve in the next three years include:
- The end of nuclear fuel reprocessing at Sellafield, with the closure of the Magnox Reprocessing Plant, and consequent end to the separation of plutonium and uranium
- Start of bulk retrievals from the Magnox Swarf Storage Silo at Sellafield – one of our highest hazard facilities
- In the first half of 2021, completion of the transition to NDA subsidiaries of the two remaining site licence companies under parent body ownership – Dounreay Site Restoration Ltd (DSRL) and Low Level Waste Repository (LLWR)
- Bringing our transport and logistics companies, International Nuclear Services (INS) and Direct Rail Services (DRS), into a single division.

- The consultation ends on 1st February 2021, and we welcome your comments on any aspect of the document.
- NDA Stakeholder Update

Strategy 4

The consultation on our draft Strategy document closed in November and we wanted to thank everyone who provided comments.

Running a consultation during a pandemic was certainly different but it pushed us to try different approaches, many of which we will continue to use in the future. We used a creative approach to social media to try to reach as many people as possible and this has been noticed and commented-on positively by stakeholders. We also held our first large-scale virtual stakeholder event using new technology.. This allowed around 150 people to attend a full day event/conference, which resulted in some good feedback and valuable lessons learned for the stakeholder engagement team as we move forward into next year still using virtual means to communicate and engage.

We received approximately 80 sets of comments and we are currently in the process of considering all the points raised and amending the text of the Strategy document where appropriate. There will then be a period of internal governance before the document is submitted to our sponsoring department BEIS and the Scottish Government for final approval. The final version of the Strategy will be published on our website by the end of March 2021, together with a response document summarising the main comments on the draft document and how we addressed them in the final Strategy.

The stakeholder engagement team is responsible for collating the comments on the Public and Stakeholder Engagement section of the Strategy. There were three main themes that emerged from the comments received. Firstly, the need for us to involve more young people in our work by getting them actively involved in our stakeholder engagement activities.

Secondly, there was a request to enhance our use of social and digital media and make better use of virtual events and meetings. The final theme that emerged was a drive for us to review how we operate in our local communities so that we are reaching out to as many under-represented groups as possible.

One NDA

Dounreay/LLWR Transition

As part of the NDA's plan to replace the Parent Body Organisation (PBO) model and create a series of Operating Companies, progress to bring both Dounreay and LLWR into the One NDA family continues. Our Due Diligence processes are currently on-going, and we remain on schedule for Dounreay to become one of our operating companies on March 31st 2021 and LLWR to transfer in July 2021.

One NDA already has as part of its family Sellafield, Magnox, DRS (rail), INS (shipping) and RWM (waste management).

Appointment of Dounreay Managing Director

We have now completed the process to recruit a new MD for the Dounreay site, and we expect to make an announcement in due course. We also continue to make good progress in recruiting the additional Executive Leadership roles for Dounreay and, once again, we expect further announcements in due course

LLWR

The CEO position is to be replaced and will follow the LLWR succession plan, which has been discussed with stakeholders. Craig Ashton will return from his NDA secondment to take up the role of Director of Waste Services. The Director of Site position will follow a parallel internal and external recruitment process, both of which are now live.

Spending Review

We welcome the £2.7bn settlement for the NDA group. The settlement demonstrates the UK Government's confidence in us continuing to deliver our important mission during the most difficult of economic times.

Beacon Projects

A Group wide Focus

Our NDA Beacon projects continue to progress well. As part of the Leadership Academy Beacon Project, our new 'Leadership Standard' is nearing completion and, as part of our Net Carbon Zero work, we continue to look at opportunities to reduce carbon emissions. Across the NDA group we're working to identify ways to map and reduce our current carbon footprint, as well as developing meaningful targets and a roadmap. This is a 30-year programme of work which has had an initial boost by becoming a group-wide Beacon Project for 2020-2021. There are four initial key stages of work and we're on track to achieve these, with the support of the Carbon Trust, by March 2021. Firstly, we've mapped our NDA group carbon footprint and we'll be projecting how the carbon footprint will change out to 2050 as our mission progresses. We'll identify carbon reduction opportunities, and from that, develop a set of targets and a roadmap going forward.

Social Value

Our understanding of the importance of social value continues to grow following the publication of our Local Economic Development and Social Value Strategy - and helpful feedback from stakeholders. The concept of social value – maximising the positive social, economic and environmental impact achieved as a result of procurement, employment and investment activity – has begun to transform the way businesses in the UK and globally operate. This presents new ideas and opportunities for how we do business and to meet our statutory requirements to support socio-economic development in the communities in which the NDA operates. Hazel Blears, a former Secretary of State for Housing, Communities and Local Government, has recently joined the NDA as a social value advisor to help us strengthen our activities in this area and to make recommendations on the NDA can maximise the social impact of its operations.

Our social value strategy will continue to develop, particularly as we emerge from the recent COVID19 pandemic, and will reflect the needs of local communities going forward.

Schools Help with Remote Learning

In a bid to support the educational needs of local students, the NDA has donated 45 laptops in a first for the organisation.

Solway Community School, at Silloth, and Beacon Hill School, Aspatria, Cumbria, were given the equipment so pupils who, would otherwise struggle to access technology, could continue with their learning both at school and at home. The initiative is also designed to help make a difference to disadvantaged pupils in the community or those who wouldn't otherwise have access to appropriate IT equipment.

NDA supports North Ayrshire Regeneration Plans

Work on the construction of the Garnock Visitor and Community Hub - part of a major regeneration project at Lochshore in North Ayrshire, which will have a significant economic and environment impact on the area, will begin next Spring.

Lochshore has been earmarked as a key site in the Council's Community Wealth Building plans and the NDA are supporting the £3.6m project contributing £500,000 for construction of the Visitor and Community Hub.

Partner agencies include Scottish Government's Regeneration Capital Grant Fund, Scottish Enterprise, Sport Scotland and the Land Trust.

Hazel Blears appointed as the Nuclear Decommissioning Authority's Social Value Specialist

In this new role, Hazel will provide advice to the whole of the NDA group on how to increase the social, economic and environmental impact of its work to decommission and clean up the UK's oldest nuclear sites.



Hazel is a nationally recognised expert in this field and is Chair of the Social Investment Business and a Trustee of the Social Mobility Foundation. Hazel is a former cabinet minister and, during her time as an MP, was one of the authors of the Social Value Act. Hazel said, "Since moving to Cumbria four years ago I have seen for myself the pivotal role that the NDA plays in the local and national economy. As well as undertaking a vital mission for the country, the nuclear industry is a key driver of employment and prosperity. I welcome this opportunity to help the NDA ensure that its decisions about how it conducts its business are fully informed by the additional impact it can make by maximising its social value".

New Faces at the NDA

Professor Francis Livens

The Rt Hon Alok Sharma MP has appointed Professor Francis Livens to our board for a three-year term from 1 December. Prof Livens is Professor of Radiochemistry and Director of The University of Manchester's Dalton Nuclear Institute.

Professor Livens brings a wide range of nuclear and leadership experience to the NDA. He has held a number of senior positions in universities and research institutes. He is a member of the Nuclear Innovation & Research Advisory Board advising Government, as well as the Office of Nuclear Regulation Independent Advisory Panel. He has also performed numerous other important advisory roles in the UK and internationally, as a recognised expert in radiochemistry in particular plutonium and nuclear materials.



As Director of the Dalton Nuclear Institute, he is responsible for coordination of nuclear research and education across The University of Manchester. He is particularly focused on the linkages between Science & Engineering and Humanities, addressing the societal, cultural and organisational aspects of implementing nuclear technologies in modern societies. He is also Nuclear Theme Champion at the Henry Royce Institute.

Professor Livens has over 35 years of experience in nuclear research, working closely with industry and government. He is a Fellow of the Royal Society for Chemistry and Member of the Institute of Strategic Studies. As well as teaching undergraduates and post graduate courses, Professor Livens has supervised over 60 PhD students and postdoctoral researchers. He has published over 200 peer reviewed articles in scientific journals.

Davide Stronati

Davide Stronati has joined the NDA as Sustainability Director. Davide is an internationally experienced corporate responsibility and sustainability professional, specialising in strategy, leadership and change management for private companies globally and in the public sector across Europe.



Davide joined us from Mott MacDonald – a global engineering, management and development consultancy, and spent some of this time seconded to Anglian Water. Davide was instrumental in leading the carbon strategy that is allowing the water utility company to be considered at the cutting edge of low carbon asset delivery among infrastructure companies worldwide. He also won the 2010 USIT Harvard Award on leadership for pioneering corporate responsibility and sustainability as a change management strategy.

Davide is Chair of the Sustainability Guidance Panel at the Institution of Civil Engineers in the United Kingdom (ICE) and the Standard Committee of SuRe (Standards for Sustainable and Resilient Infrastructure at the Global Infrastructure Institute in Basel, Switzerland).

Our Contact details – stay safe – and stay in contact

We will be contacting you regularly either by phone or email as we go through the current period of virtual meetings - and beyond. In the meantime, please don't hesitate to contact us if we can be of assistance. Our contact details are below.

Best wishes for Christmas and the New Year

John, Kelly, Jonathan, David

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