

DOUNREAY SOCIO ECONOMIC ALLIANCE UPDATE
current as of 4 July 2021

Introduction

The Dounreay site became a subsidiary company of the NDA on the 1st April 2021. The Parent Body Organisation no longer exists as a legal entity to manage the Dounreay site. NDA and DSRL continue to work in partnership on socio economic topics and governance arrangements of socio economic funding and activity will be revised to reflect the changes made.

Social Impact Plan

DSRL Social Impact Plan was finalised and submitted to NDA on 25th March 2021. The plan has subsequently been approved and will be provided to DSG members for discussion. The plan will include a Socio Economic programme of site activities that, in addition to supporting the delivery the decommissioning programme, has the potential to provide wider benefit to the community.

Dounreay Socio Economic Board

The Dounreay Socio Economic Board has been disbanded. This is to allow more alignment to Executive Committee meetings to ensure that socio economics becomes more integrated with site activities. Two meetings have now been set up to replace the DSEB.

1. An ExCo sub group to develop and implement a programme of site activities that could also provide wider external impact.
2. A Socio Economic funding group that will evaluate all grant funding applications.

Both groups have met and work is ongoing to revise the governance arrangements in place. The Socio Economic programme continues to develop.

Socio Economic reporting

Reporting of progress of the SE programme will be provided in relation to progress against the milestones and provided in summary form, as follows:

Key:	Complete	On track	Behind schedule
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Milestone	Completion date	Progress	Comments
DSRL Socio economic plan and programme development			
Publish SE programme	31-Mar-2021	Complete	<ul style="list-style-type: none"> • Programme developed being refined. • Will be included in SE plan. • Completed and incorporated into SE plan
DSRL Socio economic plan	31-Mar-2021	Complete	<ul style="list-style-type: none"> • Plan submitted to NDA at end of March.
DSRL Socio economic plan	30-Jul-2021	On track	<ul style="list-style-type: none"> • Allows time for new governance/DSRL meeting arrangements to be put into place and to review/development SE programme. • Consultation with DSG/CNSRP (at July socio economic sub group) • Dependent on outcome of discussions with external stakeholders document will be amended (as appropriate) or endorsed.
Nuclear Services Hub business case development			
Outline business case	23-Dec-2020	Complete	<ul style="list-style-type: none"> • Outline case presented to Exco

Milestone	Completion date	Progress	Comments
			<ul style="list-style-type: none"> Approval to proceed to next stage NDA SE team engaged early
Gate review (RIBA 0&1)	26-Jun-2021	Complete	<ul style="list-style-type: none"> Arch Henderson procured to support RIBA stage timelines. Discussion with DSRL TUs taking place Review outcome of RIBA 0&1 Update business case Exco Review and approved to move to this stage
Gate review (RIBA 2&3)	01-Apr-2022		
Gate review (RIBA 4)	26-Aug-2022		
Construction	06-Oct-2022		
Dounreay Skills audit			
Pilot audit undertaken	14-Dec-2020	Complete	<ul style="list-style-type: none"> Pilot cohort of Project Managers identified Online questionnaires and telephone interviews conducted. 98% completion rate (86 out of 104 – 44 on-line surveys and 42 telephone surveys.
Pilot audit report issued	05-Jan-2021	Complete	<ul style="list-style-type: none"> Report issued internally for review
Internal review of pilot audit report	11-Jan-2021	Complete	<ul style="list-style-type: none"> Meeting held to review output of pilot project.
Procurement for full audit	23-Apr-2021		<ul style="list-style-type: none"> Procurement documents now developed and agreed (DSRL/NDA) Date of commence of procurement slightly delayed Discussions ongoing with Procurement to commence this piece of work. Tender was issued on 28 May 2021 No responses were received Tender will be re-issued and delay is expected to be around 2 months Forward dates will be revised following award of contract.
Mobilisation of consultant for full audit	21-May-2021		<ul style="list-style-type: none"> Dates to be changed to reflect delay in procurement.
Completion of full audit	28-Feb-2022		<ul style="list-style-type: none"> Dates to be changed to reflect delay in procurement.
People Plan and transition			
Produce resource profile	31-Mar-2021	Complete	<ul style="list-style-type: none"> Resource info will come from Near Term Work Plan (NTWP) Initial plan developed – going through internal reviews.
Define future organisation structure and roles	30-Sep-2021		<ul style="list-style-type: none"> Will be dependent on new management structure on 1st April alongside skills needs for NTWP/LTP. Work ongoing to provide definition Enhancement of Leadership programme refreshed to incorporate Leadership standards.
Develop career transition approach for site personnel	15-Nov-2021		<ul style="list-style-type: none"> Discussions have commenced to define transition approach.
Establish careers support	15-Aug-2022		<ul style="list-style-type: none"> Activity will include future site decommissioning needs alongside external industry sector requirements.
Other Business case generation			
Identify pipeline of potential spin out opportunities	29-Sep-2021		<ul style="list-style-type: none"> Programme will be developed following decision to identify suitable opportunities to develop into business case. ExCo has approved revisiting the spin out for the Environmental Labs. Programme to be developed

Milestone	Completion date	Progress	Comments
Investigate potential R&D opportunities for Dounreay and wider NDA estate	12-May-2021		<ul style="list-style-type: none"> DSRL has joined the Game Changers programme that identifies and develops technologies that could provide significant advances in nuclear science and engineering. Programme will be developed following decision to identify suitable opportunities. Formal working group set up with North Highland College/ERI. Early discussions with a potential R&D project. CNSRP development proposal for Fusion (STEP) project as an alternative site use.
Procurement activities	30-March-2022		<ul style="list-style-type: none"> Quarterly reporting for SE benefits from contracts. First report due in September 2021. Work continues to define the social value within procurement.
Sustainability	30-March-2022		<ul style="list-style-type: none"> Draft sustainability strategy now reviewed by DSRL Strategy and Sanction Board. Further work to be done to develop this activity as part of Life Time Plan.

In addition, the continued governance of other related grant funding activities is recorded here. The decision making process and governance arrangements will be the responsibility of the DSRL Socio Economic Funding Group. The information below has been amended to reflect the commitments for grant funding for 2021/22 (and where appropriate 2022/23 and 2023/24). Further updates will reflect progress on the impacts of these projects.

At this difficult time, there is recognition that some of the conditions linked to drawdown of funding for socio economic projects will be difficult to deliver. A flexible approach will be taken to continue to support these projects into the 2020/21 financial year.

CNSRP funded activities	Completion date	Progress	Comments
FR-00000030: ETEC Manager, North Highland College, UHI	31-Mar-2022		<ul style="list-style-type: none"> £87.3k (3 year grant funding). 2021/22 final year of grant funding. Reporting continues to be delivered on schedule.
FR-00000035 CNSRP Support hub (incl sustainability)	30-Oct-2021		<ul style="list-style-type: none"> £190k funded 2 new posts (Project management/business development). Chester Uni/ERI drawn down small funding to commence development of BEST tool (sustainability). Number of pipeline projects being pursued by CNSRP Support Team. <ul style="list-style-type: none"> Fusion (STEP) project Hydrogen project Space Cluster Development
FR-00000133: Strathnaver museum development	30-Mar-2022		<ul style="list-style-type: none"> £80k funding approved in 2020/21 Full funding package for redevelopment has now been confirmed. Project delay due to Covid restrictions. Funding committed in 2020/21 therefore accrued funding into 2021/22. Expected to commence during 2021/22. Awaiting first 6 monthly report (due end July 2021)
FR-00000224: Caithness Transport Forum	31-Mar-2024		<ul style="list-style-type: none"> £30k for three years support commencing 2021/22) New application commencing 01-Apr-2021 (for three years funding support). DSEB approved application in February 2021.

FR-00000225: Chamber of Commerce business mentoring	31-Mar-2024		<ul style="list-style-type: none"> • Impact report to be available at (each) year end. • New funding application received for three year funding grant – total value £100K. • DSEB approved funding application in February 2021. • £40k funding for 2021/22 to cover costs of: <ul style="list-style-type: none"> ○ Chamber membership waiver ○ Production of offshore wind supply chain directory. ○ Food waste pilot project. ○ Business mentoring activity
FR-00000228: Space Cluster Development	31-Mar-2022		<ul style="list-style-type: none"> • £34.4k grant funding (additional funding from HIE). • Approved and funded in 2020/21 • Delivery of ecosystem audit to gain detailed understanding of company and facility capability • Delivery of ecosystem development plan on launch and support services to bridge identified gaps. • Steering Group meeting set up and first meeting held on 7th April 2021 • Regular meetings continue and progress is being made. • Full report expected end March 2022.
FR-00000272: North Coast Visitors Attraction (former Caithness Horizons)	31-Mar-2024		<ul style="list-style-type: none"> • 3 years of funding approved (£75k/year) • Part funding with The Highland Council • Delayed re-opening due to Covid restrictions. • HLH looking to commence recruitment early 2021 • Opening scheduled for May 2021 • £40k released in 2020/21 to support recruitment and readiness of building for opening. • Remaining £35k for year 1 to be released on facility opening.
FR-00000279 CNSRP Programme Manager	31-Mar-2024		<ul style="list-style-type: none"> • £40k (maximum payment – part funded by HIE). • New application approved by DSEB in February 2021. • Funding application approved for three years (commencing 2021/22). • Conditions identified and agreed.
FR-00000280: CNSRP Independent chair	31-Mar-2024		<ul style="list-style-type: none"> • £9.3k part funding (alongside HIE) • Application for three years (2021 to 2024) • Approved by DSEB in February 2021 • Conditions identified and agreed.
Space Hub Sutherland Secondment via CNSRP	31-Mar-2023		<ul style="list-style-type: none"> • Secondment (50% of FTE) continued (max £40k funding). • Agreed secondment would continue for 2021/22 with succession plan identified for 2022/23. • Role is to primarily engage with local community and work with Community Liaison Group. • Legal hearings have now taken place – awaiting decision from Land Court and the Judicial Review. • Ground Investigations took place over May 2021
STEM activities	31-Mar-2024		<ul style="list-style-type: none"> • Activities to be confirmed following further guidance on Covid restrictions.
Dounreay Community Fund	31-Mar-2024		<ul style="list-style-type: none"> • £25k per year • DSRL provide admin support • DSG socio economic sub group consider and approve applications.

Innovation / R&D

Being part of the OneNDA Group, DSRL looks to embrace innovative ways of working. Innovation covers many forms; new ways for the business to operate as Covid restrictions reduce through to detailed technical decommissioning solutions.

Over the last few months, championed by DSRL's Strategic Programme Director, DSRL is

identifying the site's innovation challenges and opportunities and reaching out across the NDA estate and wider to build an innovation based network. Below is some of the work that has been undertaken so far:

- **Head of Strategic Planning and Innovation Manager appointments:** Appointments have now been made within the Strategic Programme Directorate for the Head of Strategic Planning and Innovation Manager. These roles will be responsible for developing the consolidated long term strategic direction for the site and championing innovation. An important aspect of these roles is working across the business and supply chain to develop the opportunities in delivering the Dounreay mission.
- **Alpha Resilience and Capability (ARC) official partner:** DSRL is now a partner in the NDA led ARC programme, this focus group is working across the business to identify skills gaps and associated future requirements with respect to alpha operations and decommissioning. At Dounreay some of our highest hazards are related to decommissioning within an alpha contaminated related environment. Understanding the skills needs allows Dounreay to work with the supply chain and to develop its in house skills for these future challenges.
- **Dounreay and Sellafield lead and learn programme development:** Connections have been made with the Sellafield innovation team to develop a joint 'lead and learn' programme. This is an opportunity for Dounreay to showcase their knowledge and experience and to champion 'active demonstrators' for the trialling and deployment of innovative decommissioning technologies. It also provides the opportunity to offer resource placements on the site and welcome new people to the community.
- **Technical Baseline:** Dounreay recognise more quality underpinning is needed to identify the future technical challenges and to map out the logical steps and decisions to achieve its mission. The Technical Baseline Underpinned Research Development (TBURD) document is an essential part of this understanding. The Innovation Manager supported by the Head of Strategic Planning has commenced a review of TBURD over the next six months and are championing improvements to its quality and underpinning aligned to the Dounreay plans.
- **Innovation Skills:** The Strategic Programme Directorate is working closely with Organisational Excellence to develop a coherent skills development and people plan based upon the future strategic direction and site plans. We are also now reaching out within the OneNDA and wider within Scotland to gain an understanding of the fast developing innovation developments and challenges that the Dounreay experience can benefit. Working closely with UHI, we are looking at potential opportunities for joint research funding and associated framework.

Dounreay Heritage

- **Collection of objects:** No objects were collected throughout the year. A total of 448 objects have been collected since 2008 with numerous donated to the Caithness Horizons museum, the National Museum of Scotland and the Science Museum. Highlife Highland is now responsible for the collections in the Caithness Horizons museum, which is due to re-open in 2021 as the North Coast Visitor Centre.
- **Recording history:** A process to capture the memories of those leaving the site is in place and 3 forms were completed and returned. The guidance note for recording oral history has been revised in line with the latest guidance given by the UK Oral History

Society. There are particular issues associated with the latest data protection regulations.

- **Knowledge sharing presentations:** Talks about the early history of Dounreay were given to Dounreay staff and Thurso Camera Club.
- **Educational studies:** Dounreay, along with Sellafeld and the NDA, has pledged support to an international research project on nuclear heritage to be led by Dr Egle Rindzeviciute, Associate Professor, Kingston University, London. This will involve sharing/learning knowledge with representatives from Sweden, Lithuania and the UK, over a 3 year period starting in 2021.
- **NDA Heritage Initiative:** James Gunn continued in the role as the NDA Heritage Officer and managed the NDA's heritage initiative alongside his Dounreay duties as Information and Knowledge Manager. Each organisation is required to write their site history for inclusion into the NDA's overall report on the history of the UK civil nuclear industry. James has started to draft sections with review and comment by experienced staff. In addition, James wrote a conference paper about the NDA heritage initiative for an international conference organised by The International Committee for the Conservation of Industrial Heritage (TICCIH). It was accepted and the paper is due to be presented at the conference in Montreal in August 2022.

Staffing

- During week beginning 21 June, the new chair of the board, Lawrie Haynes visited site for the first time. He was given a tour of the facilities and managed to meet with the various people to find out more about their work and about the site more generally. He was very impressed with everything he saw and said afterwards: "I particularly found it useful to be briefed on the wide ranging work being conducted by the site and to witness first-hand the professional people we have and the remarkable work they manage and deliver."
- Two new Executive Directors will join DSRL in September. William Lindsay takes over the role of Delivery Project Director from David Hubbard who will leave site on 16 July (interim arrangements to cover this post have been identified). Frederic Stalin has been appointed as Strategic Programme Director and will take over this role from Sam Usher who will leave site at the end of September.
- As part of the new structure, two new appointments have been made to the DSRL Board with effect from 1 July 2021.

Gwen Parry-Jones OBE is the CEO of Magnox with a wealth of experience in the nuclear industry. She started with the company in 1989 and returned in 2019 after a spell at Horizon Nuclear Power as Executive Director of Operations Development. Gwen was the first woman in the UK to run a nuclear power station when she became Station Director

of Heysham 1 power station in 2008.

Paul Vallance has been Group Chief Communications and Stakeholder Relations Officer with the NDA since 2016. He also brings a huge amount of knowledge and expertise having worked in the past with both Rolls-Royce and BNFL.

- During May the latest health physics surveyor trainees started their 2 year training programme. Their training includes a Level 2 NVQ Diploma in Radiological Protection along with many other training courses and hands-on training in Dounreay facilities alongside fully qualified surveyors.
- This year 17 summer students worked around site in a variety of departments. While undertaking their placements they also got the opportunity to take part in a series of meetings with the 2020 intake of graduates.
- The Next Generation Executive Committee is now up and running. The aim is to bring diversity of thought to key subjective matters as proposed by the DSRL Executive Committee (ExCo) and to challenge and bring alternative perspective, as well as innovative ideas on matters which affect the business.
- DSRL's Nicole Tait came third in the final of the Nuclear Institute Scotland Branch speaking competition in June. The event was held in collaboration with the Young Generation Network with professionals from across the industry speaking on the topic of Nuclear for Net Zero.
- Dounreay works in partnership with See Me, Scotland's national programme to end mental health stigma and discrimination, to create a mentally healthy workplace where all staff can have open and honest conversations without fear of stigma and discrimination. A See Me survey was launched during May with all staff being encouraged to complete the 10 minute survey.

- The EDI Forum, consisting of 7 Dounreay networks, continues to meet bi-monthly and is now developing new goals and targets going forward that complement those set by the NDA Group Centre. The infographic below is a summary of activities undertaken during 2020/21.



Dounreay Site Restoration Ltd
Current as of 4 July 2021