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REVIEW OF DOUNREAY STAKEHOLDER GROUP

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OFFICIAL**REVIEW OF DOUNREAY STAKEHOLDER GROUP 2021-2022****1.0 INTRODUCTION**

Ray Kemp consulting is pleased to present this independent review of the Dounreay Stakeholder Group (DSG).

DSG is to be congratulated for seeking such an independent review. All too often stakeholder groups can slip into ways of working that become less representative and less effective merely through being too close to the task in hand.

Self-reflection has become an important element in assessing performance of organisations involved in public and stakeholder engagement. A set of fresh eyes can provide confidence for members and key stakeholders that expected standards of performance are being assessed and addressed.

The scope of this independent review has been to address how DSG performs its four main roles for the main DSRL Dounreay site and the MOD Vulcan site and their travel to work areas., namely:

- Oversight
- Socio economics
- Communication and
- Consultation

There is a potential tension between the tasks of providing a constructive challenge to operators, while seeking to enhance socio-economic opportunities for the local communities and facilitating communication and consultation with the sites. The review has focused on each main role but also how DSG manages this potential tension.

2.0 METHODOLOGY

Given the restrictions of the CoVID-19 pandemic both DSG's activities and this review's method of working have had to be primarily through remote contact. Nevertheless, a start-up meeting was able to be held remotely with the Chair and the Secretary. This confirmed the proposed scope of work and tasks of the review. Subsequently it has been possible to observe the DSG business group and sub-groups at work through on-line "Teams" meetings, as well as the public meeting which was held remotely in September 2021. These observations have been supported by semi-structured interviews also held remotely on-line with key members and stakeholders, and an on-line questionnaire survey open to all interested parties. This has been supported by a desk review of documents. The objective throughout has been to identify what DSG is doing well and where it might consider improving or "fine tuning" its work and activities.

The following sections outline the key findings of this independent review.

OFFICIAL**2.1 DESK REVIEW – MATERIALS AND WEBSITE**

This involved taking a fresh look at DSG terms of reference (See Appendix A) in light of the changing structure and priorities of the Nuclear Decommissioning Agency (NDA), reviewing a sample of key DSG documents and outputs (including but not limited to the induction pack for new members), as well as ease of access to DSG and other relevant documentation through the web site.

The desk review provided an insight to the fundamentals of DSG work but also helped inform and focus subsequent tasks of the review. Part of this task involved reviewing emerging Scotland government and UK approaches to socio-economic development and considering the implications for DSG activity in this important part of its remit.

2.2 OBSERVATION OF MEETINGS

A key part of the review has been to observe DSG public and DSG sub-group meetings. Given that this attendance was held remotely the observation was likely less intrusive than if undertaken under “normal” (non-CoVID affected) conditions. Nevertheless, it was apparent that the reviewer’s attendance was clear on the agenda and invited to speak to the attendees about the purpose and progress of the review at each meeting. There was a sense that this presence did encourage some participants to promote particular issues of importance to them perhaps more forcefully than would have otherwise been the case.

This was not true however of any of the sites’ representatives or of any of the regulators so to that extent the attendance did not materially affect the main work of the DSG.

A key element was to observe the role of the Chairs of the different meetings and of the secretariat support. Also, how members engaged and interacted during the meetings. More difficult to assess was how the sub-groups relate to and feed back into the main work of the DSG. Interviewees reported that this worked well.

2.3 STAKEHOLDER INTERVIEWS

A main part of the information gathering for the review was a series of semi-structured face-to-face interviews with a selection of both DSG members and key stakeholders. 17 such interviews each lasting approximately 1 hour were conducted. The interviews included sites’ representatives; the NDA; key Scottish Government Directorates; Highland and Caithness Council members; and business community group representatives. They focussed on:

- both members’ and co-opted members’ understanding of their remit in relation to the Terms of Reference
- a reflection on the demands placed on members by the DSG
- a more reflective discussion about “outreach” of DSG and whether and how access to “hard to reach” groups and stakeholders might be achieved

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- whether there are matters/issues that DSG should or should not have been examining
- finally looking ahead – their views about where the group’s focus should be over the next 3, 6 and 10 years

2.4 MEMBER SURVEY

An on-line “survey monkey” survey was also sent to all DSG members and co-opted members in order to gather consistent, comparative information on:

- DSG membership representation
- DSG members’ perceptions of their ability to contribute and their effectiveness on the work of DSG
- the demands of the post in terms time and effort for members
- what helps or hinders individual and collective effectiveness
- how DSG representatives ensure they reflect the views of their respective organisations and the wider community
- how DSG members think public participation in meetings could be improved in terms of access and engagement
- DSG members’ views on the effectiveness of remote working under the recent CoVID restrictions and what lessons can be learned

3.0 RESULTS of the INTERVIEWS

- 3.1.** Few interviewees were able to describe the remit of the DSG accurately. All had a reasonable understanding of the role but there were key differences in emphasis. Regarding “oversight”, it was somewhat surprising that while the majority of the members interviewed described the remit of the DSG in general terms as holding the Dounreay site operators – often referred to as “the NDA” – to account, very few mentioned the remit relating to the Vulcan site and the M.O.D.
- 3.2.** In relation oversight, words such as “challenge” and “scrutinise” were used but there was a general feeling that this was a particularly difficult part of the DSG role. The difficulties were described in terms such as having limited technical expertise within the DSG and being dependent upon information provided by the site. However, the secretariat advised that the DSG does have the ability and budget to commission additional independent expert advice should it identify the need to do so.
- 3.3.** While the regulators’ input appeared to be trusted, there was nevertheless an acknowledgement that the DSG members were not party to important considerations going on “behind the scenes” regarding key challenges facing site restoration and so have to take information provided at face value.
- 3.4.** The regulators were very clear regarding the remit of the DSG in relation to their own functions. While one regulator saw DSG meetings as an important focal point to understand what was concerning the local community, both regulators essentially saw their participation as providing information so as to be accountable. It became clear that the information provided to the DSG was “reactive” to those questions

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that were posed, and not “proactive” in order instigate discussion or raise awareness above and beyond what was necessary in the view of the regulator.

- 3.5.** The site operators / owners had a very clear understanding of what they saw as the role of the DSG and of the sub-groups. This understanding clearly differed between the Dounreay site and the Vulcan site. The relationship with the Dounreay site appears to be straightforward and on a sound footing. The relationship with the Vulcan site is one that reportedly has had its difficulties but has improved in recent months. As the site moves onto a more distinct decommissioning stage, this relationship will need further work on both sides.
- 3.6.** With respect to “socio-economics”, the predominant emphasis and interest that emerged among DSG members was on the role of the DSG in trying to ensure long term benefits for the “local community”. There is much greater expertise available within the DSG on this part of the remit but there is some frustration among members regarding the difficulties facing Caithness and Sutherland in obtaining the required level of third party (government or industry) support for the necessary level of investment to sustain the future socio-economic well-being of the community. Recent setbacks such as the decision not to provide the level of investment in Wick Airport as identified by the business case, and the failure of a local bid for inclusion on the short list for the Spherical Tokamak for Energy Production (STEP) programme had increased the sense of frustration.
- 3.7.** The regulators gave the impression that socio-economic issues were less of a priority in their thinking and the potential role of the regulators in this respect was rarely mentioned by members during the interviews. There appeared to be a low awareness among members of potential developments in radioactive waste management policy that could affect the sites.
- 3.8.** The site operators / owners however were conscious of the priority given to socio-economic considerations within the local community. For Dounreay there is a strong sense of trying to find ways to ensure that site spend including through the supply chain benefits the local community both in the short and the long term. However, there is an acknowledgement that uncertainty around issues such as the site end date creates difficulties for planning about long-term socio-economic futures.
- 3.9.** The need for “Social Value” as opposed to “socio-economic” investment was mentioned in relation to both sites. This is a topic that will be touched upon further in the discussion section below.
- 3.10.** It is probably fair to say that members found the work of the DSG demanding. The range of issues and material for the two sub-groups’ consideration is extensive. The senior team – Chair, Vice Chair, and sub-group Chairs all invest a significant amount of personal time, effort and resource to the work. There appears to be strong mutual support and recognition of the value of teamwork. The smaller business group appears to work effectively but is only manageable given the mutual support among

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the members while the secretariat support is seen as “invaluable” and “second to none”.

- 3.11.** There were extensive discussions concerning what might be termed “outreach” and public engagement. Almost all interviewees expressed a desire to see the DSG membership broadened, and to see greater community interest expressed in its work. At the same time there was an acknowledgement that the day-to-day work of the DSG presents few attractions to encourage new members. Conversely, regulators and site operators / owners felt the DSG provided a broad spectrum of views and questions. Looking at this objectively, it is clear that the membership has fairly extensive antennae and a network of connections linking it into the Caithness and Sutherland area. The concern for many is in relation to the ageing nature of the membership and the need to bring in some “new blood” to secure the future of the DSG and ensure that its continuing contribution is both effective and meaningful.
- 3.12.** CoVID-19 has clearly had a major impact upon both the day-to-day and the public work of the DSG. Remote working via “Teams” has proved to many members a highly convenient substitute for the demands of attending face-to-face meetings. It is particularly beneficial for members so geographically dispersed. At the same time, remote meetings do not allow for the informal and nuanced working together that inevitably happens when committee members meet together physically. Similarly, there are pros and cons associated with how public / annual meetings are held. On-line meetings can attract greater public participation. The “official” format of formal public meetings involving high status representatives of local and national organisations can be disconcerting for some members of the community. Joining such meetings remotely to observe and better understand the issues can be more attractive to some. Others enjoy attending in person and watching the cut and thrust of discussion at a social venue even more agreeable. The DSG’s attempts at a “hybrid” version – holding a meeting with some participants physically in the room and some attending remotely were not overly successful and members had very mixed views concerning the way forward.
- 3.13.** The interviews touched upon the successes and challenges facing the DSG. Of note were the organisational changes within the Nuclear Decommissioning Agency (NDA). Of foremost concern amongst members was the NDA decision to include Dounreay within the “Magnox Fleet” as far as administration is concerned. However, reassurances were received during the interviews that the NDA does recognise the important technical and substantive links between Dounreay and the Sellafield site and the desire to improve co-operation and co-ordination among all the Scotland elements of the NDA.
- 3.14.** There was a collective view that communication with the Vulcan site has come through a difficult period and may be at a turning point. However, it is unclear which direction that turn will take. Relations with the MOD appear to be at flux at a time when the approach to the future direction of decommissioning the Vulcan site is under review.

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- 3.15.** Apart from the challenges presented by CoVID-19 restrictions, and potentially changing patterns of management at both sites, interviewees noted the challenges of uncertainty around the site end dates for both sites. The future direction of Scotland Government policy on the management of High Activity Waste (HAW) was also mentioned. The continuing lack of investment by Scotland Government, transport Scotland and others was said to create significant barriers for socio-economic development. It was reported that the socio-economic challenges need to be thought of in the context of Caithness and Sutherland being an area effectively the size of Belgium - but with a much smaller and widely dispersed population.
- 3.16.** Finally, there was a general concern about knowledge retention – how best to capture and retain members’ and secretariat skills and knowledge for the future. While it does appear that the formal administrative structure and support works well – it is the informal contacts and local knowledge that are always difficult to replace.

4.0 RESULTS of the QUESTIONNAIRE SURVEY

- 4.1.** The online questionnaire survey elicited 21 responses from a broad section of the DSG and other interested parties. The results indicated that:
- The socio-economic work of the DSG appears to be of most interest to the majority of the respondents
 - These respondents mainly obtained their information by email or attendance at meetings – not via the website
 - While some respondents found the material difficult, the majority thought the content and volume “about right”
 - There was ambiguity in how respondents felt about the effectiveness and influence of the DSG on the socio-economic future of the region. While approximately two thirds felt it has “some” or even “a great deal” of influence, others felt it had “no” or “insufficient” influence.
 - Overall, respondents generally felt the views of the DSG had some influence over the future decommissioning of the Dounreay site but “little or no influence” over the Vulcan site.

- 4.2.** The results of the survey are shown in slide format in Appendix B.

5.0 COMMUNICATION AND CONSULTATION

- 5.1** The organisation of DSG public meetings, business group meetings and sub-group meetings appears to be efficient and well managed.
- 5.2.** While members raised few complaints about the workload, from the outside the amount of material distributed and actions arising does appear to be quite onerous. It is often the case that organisations generate more work than is necessary, as a consequence of wanting to be seen to be active and influential. This is something to

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guard against not only because it generates more work than is necessary, but it also diverts attention away from potential issues that could be very important. The workload could become detrimental to attracting others to participate in the work of the DSG, but there is no clear evidence to that effect.

- 5.3.** All of the meetings observed allowed for an open discussion of the agenda items. It was noted that the current way of working lends itself to some members speaking much more than others. While the points made were pertinent and helpful, it gave the impression to the outside observer that not all views are being heard and potential issues not being followed through.
- 5.4.** This can be most difficult at the public meetings when members of the public often feel disinclined to “come forward” in front of a large number of people – especially when some of them are perceived to be “high status” or “expert” in their fields. There is an added complication in localised communities where “everyone knows everyone”.
- 5.5.** There are various techniques available to address this – each with their different advantages and disadvantages, promoters and detractors. One technique is to encourage all attendees and DSG members in particular, to think about questions they may have in advance. Members should have an ear to the ground regarding even very simple questions that people still want to hear answers for. The chair and the sub-group chairs should have a core list of questions ready in advance that the chair can then invite subgroup chairs to raise during discussion. A balance has to be struck so that the questions do not appear to have been “manufactured” and such that those asking the questions are able to follow up with secondary questions in response to answers given if need be. In public meetings, it helps if at key stages the chair summarises the points that have been made – in simple terms and then invites further questions.
- 5.6.** At all meetings – including subgroup meetings – it is helpful if the chair invites each Member to comment or question if they wish at the end of a main section of the agenda. Online meetings provide additional challenges and opportunities. The “chat” function can be a successful means of encouraging questions that people may be less willing through shyness to raise in a face-to-face meeting. At the same time the chat needs to be “moderated” to avoid misuse. Chairs need assistance in monitoring the “chat” sections during online meetings as it is very difficult to engage with the verbal discussion, possible sharing of documents, and the online “chat” all at the same time.
- 5.7.** From observing the DSG online public meeting, subgroup and business meetings, it is clear that the DSG is fortunate to have highly competent and experienced chairpersons for its meetings. Nevertheless, reflecting on best techniques and thinking about how best to chair different kinds of meeting – public, online or a hybrid (“blended”) mixture of both face-to-face and online, is always beneficial.

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- 5.8.** The DSG enjoys a wide range of participation from groups across Sutherland and Caithness. Several members expressed a wish to see greater participation of younger generations in the work of the DSG. This is not an issue that is unique to the DSG. It affects many bodies that are important for the running of public life in a democracy.
- 5.9.** It has been argued that “Generation Z” – those currently under 25 – have an entirely different dimension of engagement through social media that is largely unfathomable to those not of that generation. The physical and virtual worlds are interchangeable; social network channels are multiple and overlapping; and collaboration across social groups is extensive but often without logic or clear rationale. The challenge of entering into the complex world of social media lies beyond the remit or capability of this review. The simplest advice is to not consider social media as a “bolt on” method of additional dialogue or outreach with groups that have proved difficult to engage with previously. It is a far more complex phenomenon and the costs of developing outreach social media outweigh the likely benefits to DSG at this time.
- 5.10.** Nevertheless, the DSG has good links with North Highland College and the University of the Highlands and Islands that could be developed further. Similarly, connections through Women in Nuclear membership on DSG also provide an avenue for further engagement with younger people and future decision makers.

6.0. CONCLUSIONS

- 6.1.** All respondents – both in the interviews and in the questionnaire survey, spoke highly of the work of the DSG, the Chair, the leadership group and of the secretariat. The commitment and energy shown to secure the safety, socio-economic and environmental well-being of Dounreay, and of Caithness and Sutherland more broadly is obvious to an outside independent observer.
- 6.2.** The remit of the DSG is broad and complex. It requires a detailed knowledge of site histories, operations, regulatory and policy positions, and future intentions. It requires an understanding of local and regional socio-economic conditions, potential opportunities, and ambitions within a complicated and somewhat opaque national framework.
- 6.3.** The workload of the DSG is correspondingly heavy. To an extent it is different to the work of other site stakeholder groups within the NDA operations other than at Sellafield – but even then, the history, geographic and political circumstances are quite different and arguably more challenging.
- 6.4.** The additional remit of engagement with the Vulcan site is an added complication.
- 6.5.** The work of the DSG has continued in the face of difficult challenges presented by CoVID-19, and structural changes in the management of the Dounreay site. Members appear to have adapted well to the use of “remote” meetings using “Teams” software and internet connections.

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- 6.6.** The DSG leadership team and its supporting secretariat are acknowledged as both hardworking and effective. They should be congratulated for providing a model of site oversight by local stakeholders among the Nuclear Decommissioning Agency's fleet of operations.
- 6.7.** Nevertheless, there are lessons to learn from recent activities and there are several challenges ahead that deserve further discussion and consideration.

7.0 RECOMMENDATIONS**7.1 OVERSIGHT**

- 7.1.1.** Members need to be reminded periodically of the remit of the DSG and of their particular role on the DSG. If their role is as the representative of a particular interest group that should be made clear during meetings and minutes of meetings.
- 7.1.2.** While it is understood that Caithness West Community Council and the independent chair of the Buldoo Residents Group are members, the DSG would benefit from encouraging more participation from the community of Reay to better reflect the role of the DSG in relation to the Vulcan site.
- 7.1.3.** DSG should continue to emphasise to the NDA that the greatest similarity to Dounreay in terms of safety and environmental challenges is the Sellafield site. Promoting Dounreay as a "lead and learn" site – particularly given recent campaign experience in transporting waste off site – makes a great deal of sense and would be of potential benefit to both sites, their stakeholder groups and their local communities.
- 7.1.4.** This should make good sense to the NDA and should be additional to the DSG's involvement in a Scotland-wide NDA forum.
- 7.1.5.** DSG would benefit from access to occasional independent technical advice regarding site restoration of both the Dounreay and in due course the Vulcan site. Effective oversight requires the ability to ask the "right" questions of the responsible site operators. It is likely going to be increasingly difficult for the DSG to retain sufficient expertise within its own ranks to hold the site to account without knowing what are the "right" questions to ask.
- 7.1.6.** While the regulators will of course answer questions put to them by the DSG, they are unlikely to advise what the right questions are to ask in the first place. This conundrum is difficult to resolve but a funding mechanism that enables the DSG to seek external advice under certain circumstances may be one way forward. Deeper links with the Sellafield site may be one solution. Seeking the advice of independent external advisory committees is another.
- 7.1.7.** A periodic "horizon scanning" exercise should be held to identify radioactive waste management, implementation and policy issues that could affect the DSG's areas of

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remit. This will help forward planning and if organised with a range of third parties across Scotland and the NDA estate it will enhance visibility and potentially influence.

7.2 SOCIO-ECONOMICS

- 7.2.1.** Achieving success in the field of socio-economics investment requires extensive collaboration with third parties. The DSG already has good links with local community councils, the Chamber of commerce, the Caithness and North Sutherland Regeneration Partnership (CNSRP) and so on. However, it does appear that while political connections with Highland Council are well established, political support into the Scotland Government is lacking.
- 7.2.2.** Highlands and Islands Enterprise (HIE) and the Scottish Environment Protection Agency (SEPA) do have mature and well developed engagement policies for considering socio-economics. It may be that given the regulatory role of the latter for Dounreay, additional support from SEPA in terms of local engagement around regeneration has been under-used and should be explored further.
- 7.2.3.** Additional thought needs to be put into how, through working with others, DSG can increase its access to national resources – both for advice and support and potential investment from national government agencies. DSG needs to “punch above its weight” to secure greater access and opportunities and this can only be achieved through collaboration. The current leadership team of the DSG clearly recognise this but the challenge is to work up and maintain a coherent plan of action for the medium term.
- 7.2.4.** Similarly, UK Defence Estates has a more mature policy background in dealing with communities than it would appear has the current Vulcan site management. This is an avenue worth exploring while at the same time developing a considered response to the MOD’s stated approach to seeking “social value” from future contracts at the Vulcan site. (See Appendix C).
- 7.2.5.** DSG should be wary of the introduction of concepts such as Social Value that have been developed by advisers at UK national government level but which have little or no relevance to the context in which Dounreay is placed. A strategy is required to maximise the chance of extracting local socio-economic benefit from decommissioning at the Vulcan site.

7.3 COMMUNICATION and CONSULTATION

- 7.3.1.** The DSG is to be congratulated for the way in which it has continued to work effectively throughout the CoVID-19 pandemic.
- 7.3.2.** Chairs of the DSG and its subgroups would benefit from some low-key training or advice on effective chairing of meetings and encouraging participation. This is especially important for on-line meetings, but more so should there be a move towards “hybrid” meetings in future as recommended below.

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- 7.3.3.** “Hybrid” meetings are a combination of face-to-face meetings that also have the facility for participants to join “on-line”. Given the large geographic area of interest in and affected by the DSG, and the wide range of local, regional, and national stakeholders that need to engage with the DSG, it is recommended that hybrid meetings become the norm for the future. This is not simply a recognition that post CoVID-19 things need to change. It is an acknowledgement of the real benefits of improved connectivity and costs savings that arise from working “on-line”.
- 7.3.4.** This will require capital investment and training in the use of specialist IT equipment and a suitable venue or venues depending upon the nature of the meeting. The potential costs savings in terms of reduced travel times and costs for members and other participants will be considerable.
- 7.3.5.** Nevertheless, the main public meetings should revert as soon as practicable to face to face meetings – but with the additional facility of enabling people to join the meeting remotely. This “blended” or “hybrid” approach will increase access to and transparency of the DSG. It is where choosing and financing and training in the use of the right equipment is essential.
- 7.3.6.** The use of social media should not be considered as a “bolt on” method of additional dialogue or outreach with groups that DSG have found difficult to engage with. The costs of developing outreach via social media outweigh the likely benefits to DSG at this time and direct communications, meetings (both face-to-face and online), email and use of the web site should remain the mainstay of raising awareness.
- 7.3.7.** Links with the North Highland College and the University of the Highlands and Islands should be developed further through for example encouraging project work or inviting external speakers to raise awareness encourage engagement around the core issues of interest to the DSG.

8.0 ACKNOWLEDGEMENTS

The support of all members and observers of the DSG during the conduct of this review has been invaluable and greatly appreciated. Specific thanks go to June Love for her much valued skill and organisational assistance, and to the DSG Chair and Chairs of Subgroups for their patience in both listening and providing feedback throughout. The views expressed in this report are entirely those of the author.

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REVIEW OF DOUNREAY STAKEHOLDER GROUP

APPENDIX A

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DOUNREAY STAKEHOLDER GROUP (DSG)

TERMS OF REFERENCE

Role and Remit

The primary purpose of the Dounreay Stakeholder Group (DSG) is to be the main interface between the community, the site operator and the Nuclear Decommissioning Authority (NDA). In this role it exists:

- To provide an active, two-way channel of communication between the site operator, the NDA and local stakeholders.
- To give an opportunity for questioning the operator, the NDA and regulators.
- To represent local views and input timely advice to the NDA and site operator
- To comment on the performance of NDA and site operator with regard to achievement of plans, value for money, etc.
- To commission and receive reports about activities and their impact on, for example, safety, the environment and local economy.
- To review arrangements for such matters as emergency response.
- To scrutinise and input into the prioritisation of work programmes.
- To scrutinise and input into the priorities of socio economic activities by the NDA, PBO and the site licence company and how these link into the Caithness & North Sutherland Regeneration Partnership.
- To provide views and comments to the NDA and site operator on the future of the site.
- To provide views on the NDA contract and the performance of the operator.
- To set up sub-groups to address specific issues relevant to the clean up programme.
- To facilitate participation in the wider local consultation via public meetings and other mechanisms as required.

The group will also function as the Local Liaison Committee for the Vulcan Naval Reactor Test Establishment, providing a formal interface between the Ministry of Defence operator, the Naval Superintendent Vulcan and the local community. In this role it exists:

- To provide an active, two-way channel of communication between the Ministry of Defence and local stakeholders.
- To give an opportunity to question the Ministry of Defence operator and Defence site regulators on site operational matters
- To review arrangements for such matters as emergency response.
- To provide views and comments to the Ministry of Defence operator on the future of the site.

Community

For the purposes of operations and environmental issues relating to the site the community is deemed to go beyond the Dounreay Travel to Work area and is anyone who has an interest in the decommissioning activities of the site.

For the purposes of the socio economic impact of the operations and decommissioning of the site the local community is deemed to be the “Dounreay Travel to Work” area (west to Tongue and south to Helmsdale).

Membership

The Dounreay Stakeholder Group should reflect the local community and its interests. The Dounreay Stakeholder Group should have provision to include:

- Elected representatives of the local community.
- Appointed representatives of relevant local stakeholder interests, such as but not exclusive to, site trade unions, emergency and health services.
- Independent advice to support members as appropriate.
- Representation from members of the public and environment groups.

The DSG representative of a member organisation will be accountable for two-way communication with their respective constituencies. All members of the Dounreay Stakeholder Group will have voting rights.

Membership will be reviewed on a 3 yearly basis and organisations will be requested to consider representation on the same timescale.

In addition, the group should have provision to include representation from:

- The NDA
- The site operator
- The regulators (ONR and SEPA)
- Vulcan Naval Reactor Test Establishment
- Scottish Government
- Highland Council, Planning
- Civil Nuclear Constabulary

None of these representatives will have voting rights.

The core membership of the Dounreay Stakeholder Group should consist of:

Core Membership:

Highland Councillors
Other Local authorities (Orkney and Shetland)
Community Councils
Business representation
Trade Unions
Health Service
Local Enterprise company
Non Government Organisations
Community representatives

Voluntary sector
Local residents

Industry & Site Representation

Vulcan Site Representative (MoD)
Dounreay Site Representative
NDA Site Representative

Regulators

Office of Nuclear Regulation (for Dounreay and Vulcan)
Defence Nuclear Safety Regulator
Scottish Environment Protection Agency

Highland Council Planning

Invite when required:

MP for Caithness and Sutherland & Easter Ross
MSP for Caithness and Sutherland & Easter Ross
The Highland Council – Representative from Emergency Arrangements
Food Standards Agency

The DSG has the right to co-opt up to 5 members of the public if circumstances arise that additional representation is required. This will be considered where capacity on certain topics are limited by existing membership. Representation will be re-advertised, reviewed and renewed on a 3 yearly basis.

In addition DSG can co-opt individuals on a short term basis for independent expert advice as appropriate.

The Chair and Vice-Chair

The Chair and Vice-Chair of the Stakeholder Group should be:

- Independent of the site operator and the NDA (ex-employees should have 3 years clear of the industry before they would be eligible).
- Elected by voting members from within their number, and re-appointed annually.
- The tenure of Chairman and Vice-chair should be no longer than five years.
- If the Chair or Vice-Chair no longer finds themselves representing their respective organisation there should be a period of a 3 months handover or until the AGM for the incoming chair/vice chair to allow continuity in the intervening period. Where the exiting Chairman no longer represents an organisation they will be invited to become an honorary member.
- Transparent about any conflicts of interest, by declaring them at the start of DSG meetings.
- Accountable for:

- Upholding the DSG's constitution in its entirety.
- Respecting the boundaries of DSG business.
- Planning forward to ensure agendas meet the needs of stakeholders, DSG members, the site operators and NDA in the context of DSG objectives.
- Managing DSG meetings to ensure a balance of views is heard and that all members are able to contribute to discussions.
- Liaising with the secretariat to enable the development of both new and existing members through appropriate training, site visits and other support.
- In conjunction with other nominees, representing the DSG at national level and in other meetings as appropriate.
- Circulating updates to DSG members from any relevant meetings they attend.
- Ensuring DSG sub groups update the full DSG meeting, with an opportunity for discussion.
- Reviewing DSG performance and operation at least every three years with the NDA, site operators and SSG.
- Assisting the secretariat in assessing DSG activity requirements for the year ahead.
- Considering with the secretariat how best to provide for smooth succession of the Chair post.

Member's roles and responsibilities

DSG members are responsible for:

- representing their organisation or 'community of interest' actively on the DSG, including consulting them beforehand on major agenda items.
- Formally updating their organisation or community of interest after DSG meetings, either verbally or in writing.
- Attendance at DSG meetings, where possible, or sending a nominated representative.
- Reading all paperwork circulated in advance of DSG meetings.
- Updating other DSG members promptly after representing them at another meeting.

Secretariat

The site operator will provide secretarial support, funded by the NDA, as part of the budget for the site.

The Secretariat should be the first point of contact for any issue relating to the Dounreay Stakeholder Group (DSG) and should operate an open and transparent policy.

Secretariat support would normally include:

- Administering DSG meeting dates, venues and refreshments
- Reimbursing agreed out-of-pocket expenses for members on DSG business.
- Booking travel tickets and accommodation for members on DSG business.
- Administering any emolument agreed for the Chair and/or Vice Chair.

- Drafting and promptly circulating and publishing minutes from DSG meetings to members and wider interested parties, including an Executive Summary of key bullet points that members can pass on to their constituents.
- Managing and updating the DSG website.
- Circulating papers to members as needed, including communications from external bodies
- Organising inductions for new DSG members.
- Organising site visits when useful for DSG members.
- Budgeting for, administering and paying for all costs involved in the above.
- Compilation and publication of an annual site Stakeholder Engagement Plan , in liaison with the DSG, to ensure clarity and visibility of local engagement plans.
- Liaising with adjacent sites (where relevant) to ensure relevant issues are adequately covered on DSG agendas.

Meetings

Full meetings of the group should be held in public and normally at least four times a year. These meetings will be held in Thurso. Formal notice of the meetings should be advertised in the John O’Groat Journal, Caithness Courier, Northern Times, Moray Firth Radio , Caithness FM and the Dounreay Stakeholder Group web-site at least seven days prior to the date of the meeting.

Meetings should be held in locations that are freely accessible to members of the public and press. The timing should be convenient to stakeholders so that as far as possible they are not inhibited or prevented from attending. As the need arises, consideration should be given to holding additional or special meetings to deal with particular issues that may fall outside the routine business of the Dounreay Stakeholder Group.

Conduct of Business

Quorum

For a meeting to be quorate the following conditions will be met:

- The Chairman and Secretary or duly appointed substitutes must be present.
- No less than 8 other members or their duly appointed substitutes must be present.
- If any member of the Dounreay Stakeholder Group is unable to attend any meetings of the group, the person or body responsible for appointing such person as a member of the group shall be entitled to appoint another person to attend such meetings as his deputy, provided this nominee is acceptable to the DSG. Where practicable substitute members should be pre-registered with the secretary.
- If a member organisation does not send a representative to three consecutive full meetings or sub group meetings, the organisation may lose their place on the DSG.
- If a member no longer represents their respective organisation they can remain on the DSG, for handover purposes, for a period of 3 months or until the AGM, whatever is the soonest.

Agenda

The agenda for meetings should be set to ensure that all matters contained in the terms of reference are adequately addressed in the light of local site and community needs. In addition to reviewing past performance, meetings should also look forward to ensure stakeholder needs are considered in forward planning, both at site and NDA level.

Standard headings for the Agenda should include:

- Chairman's report
- DSG business meeting report, which will include as appropriate:
 - Terms of Reference
 - Budget
 - Procedures
 - Membership
 - Communications
 - Website structure
 - Community Engagement
 - Liaison with other stakeholder groups (national/Scottish forums)
 - Attendance
 - Overview of the workload of sub groups
 - Agenda setting for DSG meetings
 - Overview of forward programme
- Site Restoration sub group report, which will include as appropriate:
 - Site programme
 - Site performance
 - Safety, environment and security performance
 - Operational issues
 - Contractual obligations
 - ONR Report for Dounreay and Vulcan NRTE
 - DNSR report for Vulcan NRTE
 - DSRL Report
 - Vulcan NRTE report
 - SEPA report
 - Site Emergency procedures
 - Infrastructure issues
 - Discharge authorisation
 - Transport/storage issues
 - Site End Point
 - Particles in the environment
 - Waste issues
 - Fuel issues
- Socio Economic sub group which will include as appropriate:
 - Dounreay socio economic alliance plan
 - Baseline study
 - Employment for the community

- Training
- Research and development
- Diversification
- NDA's site funding allocations
- Dounreay Community Fund requests
- Contractual issues

The draft Agenda will normally be published no less than 10 working days before a meeting. Any other business should be communicated to the Secretariat before the meeting.

Any matters requiring formal decision or resolution should be put to the vote on the basis of simple majority. In the event of deadlock, the Chairman should have a casting vote.

At an appropriate time in the meeting, members of the public should be afforded the opportunity to ask questions relevant to any reports and the business of the meeting. Where possible, members of the group, the general public and press would be encouraged to table questions ahead of the meeting via the Secretariat; if a question was unable to be answered at the meeting the answer will be communicated afterwards and posted on the DSG web-site.

Executive summary

An executive summary highlighting main points from full DSG meeting will be issued 10 working days following the meeting to allow representatives to cascade to members of their respective organisation. This summary will also be posted on the website in the same timescale.

Minutes

The minutes will be approved by the Chairman and shall normally be issued not less than one month before the date of the next meeting. A copy shall also be placed on the DSG web-site and in local libraries.

Papers

Papers will normally be issued to members no less than 5 working days prior to the date of the meeting at which they are scheduled to be taken. Paper numbers shall be obtained from the Secretariat who will be responsible for issuing papers.

Sub-groups

To augment routine reporting and monitoring mechanisms, the Dounreay Stakeholder Group should consider setting up sub-groups (both permanent and temporary) or holding special meetings to explore particular issues in more detail. Sub groups might be requested to concentrate on specific areas or to carry out a specified work package on behalf of the main committee.

Permanent sub groups should elect a sub group chairperson who will carry out sub group chair duties, including reporting progress at the full meeting. Sub group chairpersons should be rotated on a yearly basis.

The Dounreay Stakeholder Group should also consider holding workshops and discussions with stakeholders to ensure wide understanding and the inclusion of broader opinion on matters of significant interest. It may also be appropriate to co-opt temporary members to bring expert knowledge to help the Group or its sub-groups to complete work more efficiently. If research or expert advice is required the costs should be borne from the DSG budget or DSG would have to go back to the NDA to request additional funding.

Capacity building

To ensure effective operation of the Dounreay Stakeholder Group, all members should undergo an induction process that as a minimum would include an information pack and site visit. The pack should include the NDA stakeholder charter and arrangements for stakeholder engagement, the NDA Guidance for Site Stakeholder Groups as well as the Dounreay Stakeholder Group terms of reference. During their period of tenure, members should be afforded opportunities to visit the site for general familiarisation in the form of Briefing Sessions and also to review specific issues that may be the subject of Dounreay Stakeholder Group discussion.

Members should be encouraged to recognise their own needs to understand the issues that may come before them. This could include a programme of training and the use of experts to help the Dounreay Stakeholder Group or its sub-groups understand specific matters as and when required.

All organisations providing information to the Dounreay Stakeholder Group are responsible for ensuring it is easily understandable to the members in plain language and meets their communication needs.

Cost Reimbursement

The NDA, through its funding of the site operator will meet legitimate out-of-pocket expenses incurred by members attending national meetings on behalf of the Dounreay Stakeholder Group. It will also consider legitimate claims for additional expenses on a case by case basis.

The finances of the Dounreay Stakeholder Group will be reviewed on a quarterly basis and audited by the site operator at the end of each financial year.

The Chairman (or Vice Chairman in the absence of the Chairman) will receive a responsibility allowance of £5k in addition to other out-of-pocket expenses. This will be paid on a quarterly basis, in arrears.

The vice-chair may receive an emolument of up to £1500 per annum. This would be dependent on the number of meetings attended outwith the area, the workload for the DSG and at the discretion of the DSG business meeting.

Representation at National Meetings

The Dounreay Stakeholder Group will be able to nominate members, through the DSG Business meeting, to formally represent the Group at the NDA National Stakeholder level and other UK/Scottish meetings.

22nd March 2016

OFFICIAL

REVIEW OF DOUNREAY STAKEHOLDER GROUP

APPENDIX B

OFFICIAL

Dounreay Stakeholder Group Review: SURVEY RESULTS

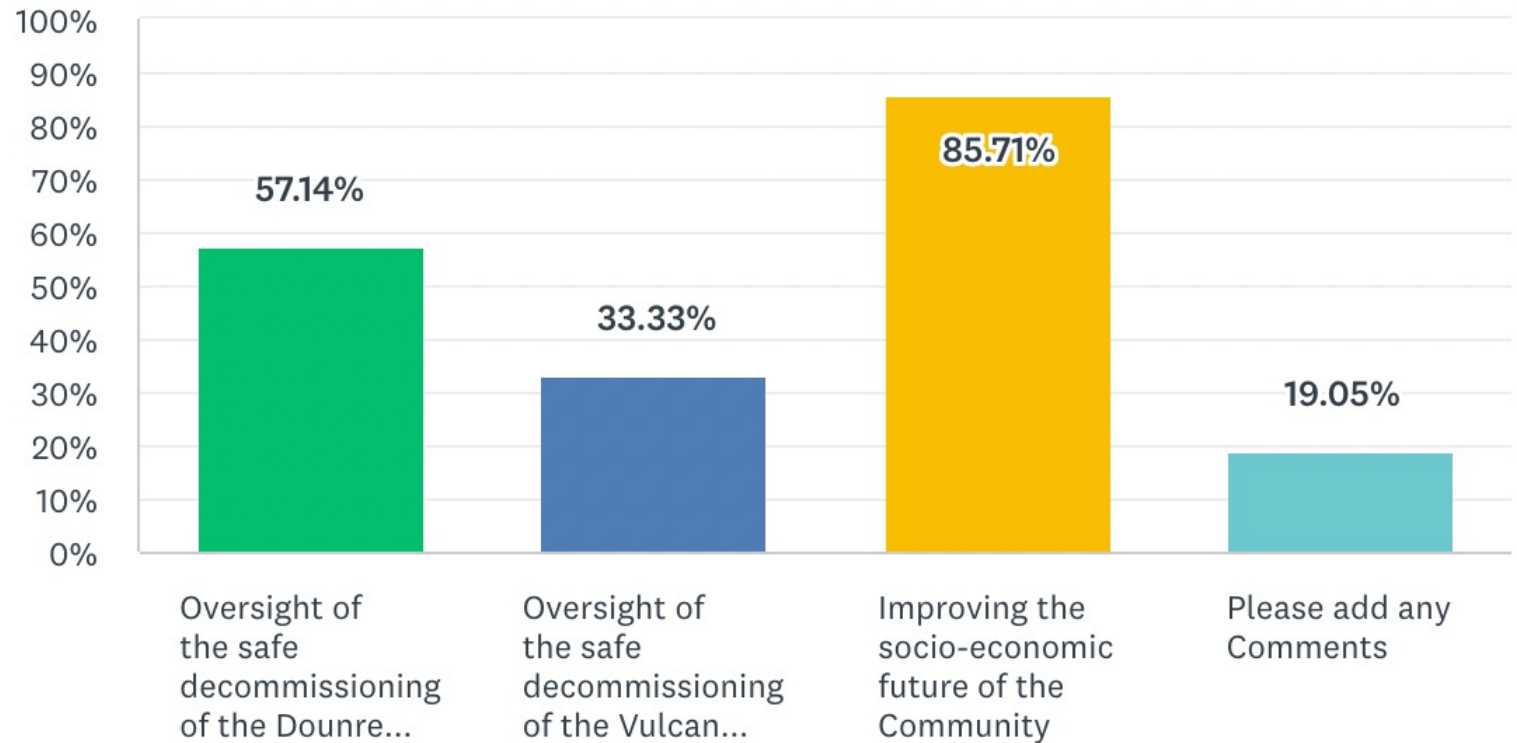
Ray Kemp February 2022

DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q2

What is it about the DSG's work that MOST interests you?

Answered: 21 Skipped: 0

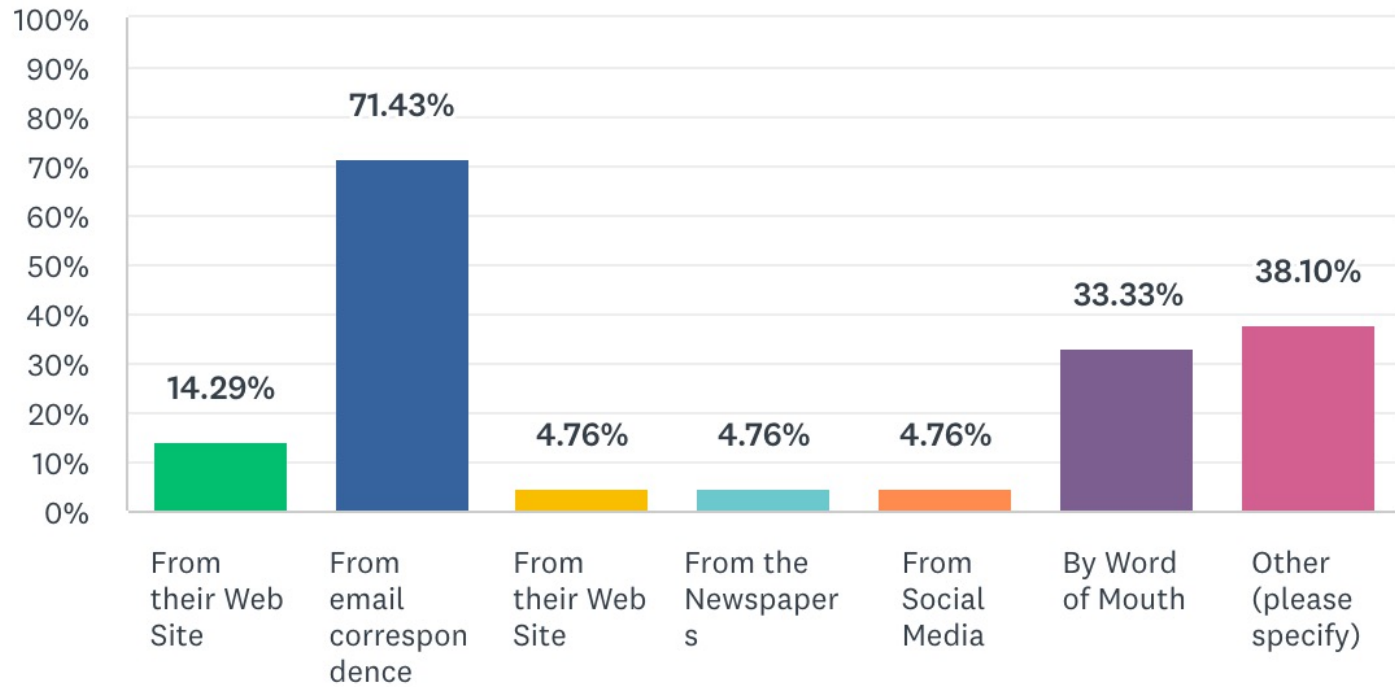


DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q3

Where / How do you obtain information about the work of the DSG?

Answered: 21 Skipped: 0

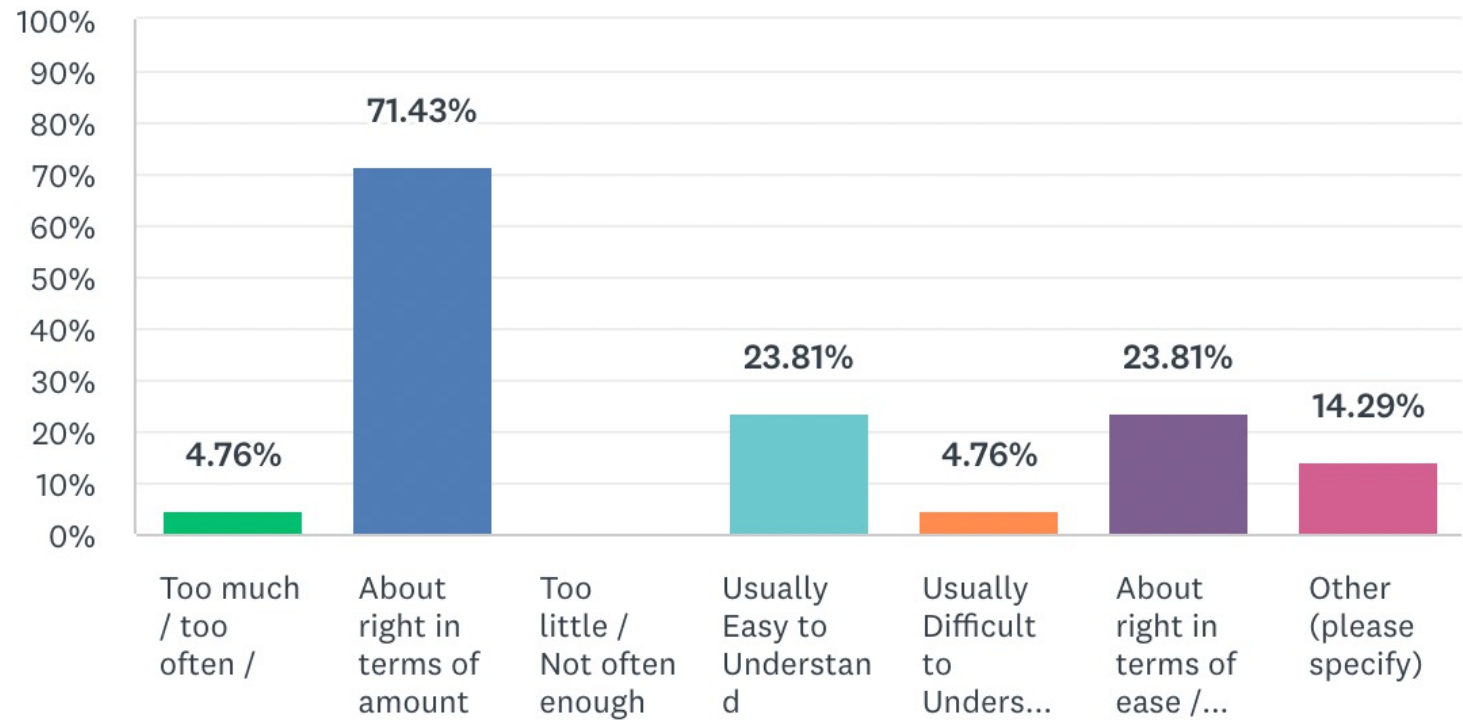


DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q4

Do you find the information you receive from the DSG?

Answered: 21 Skipped: 0

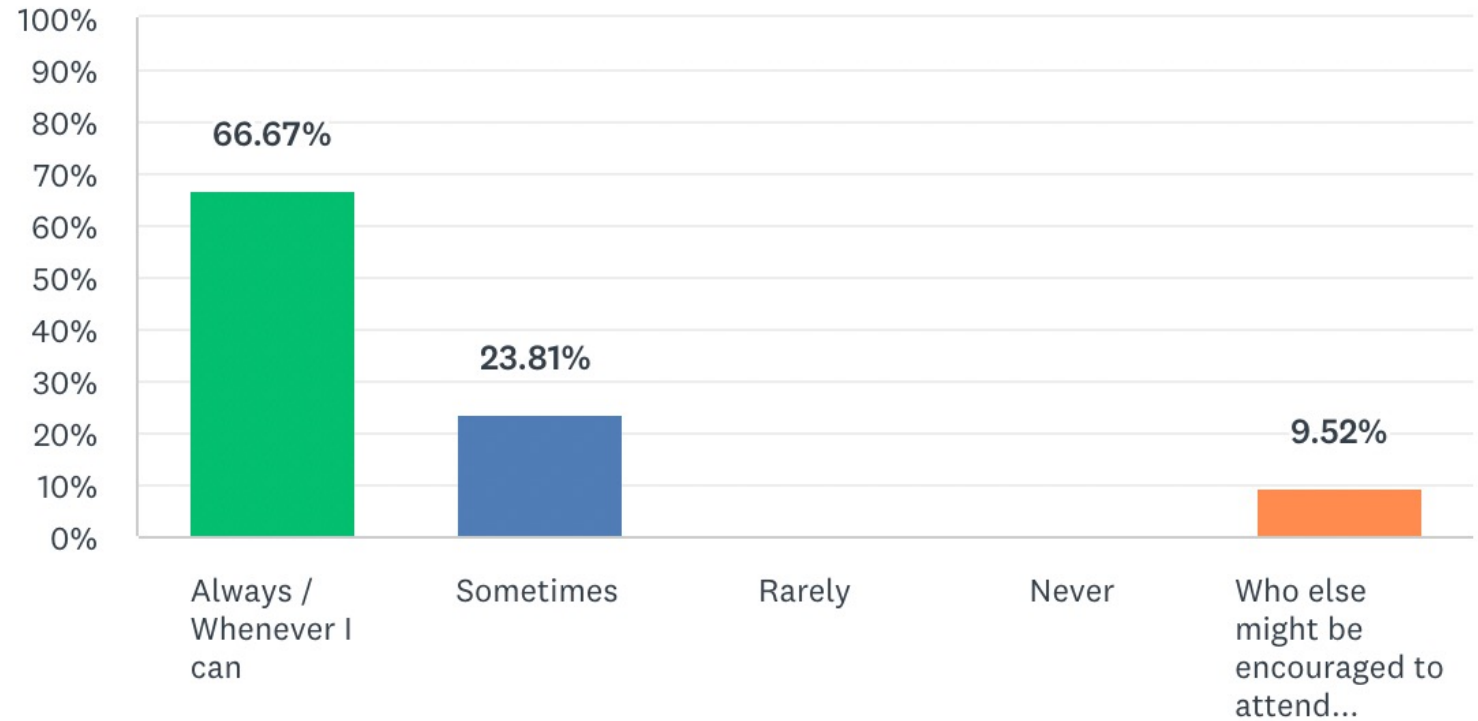


DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q5

Concerning DSG Meetings. Do you attend DSG meetings:

Answered: 21 Skipped: 0

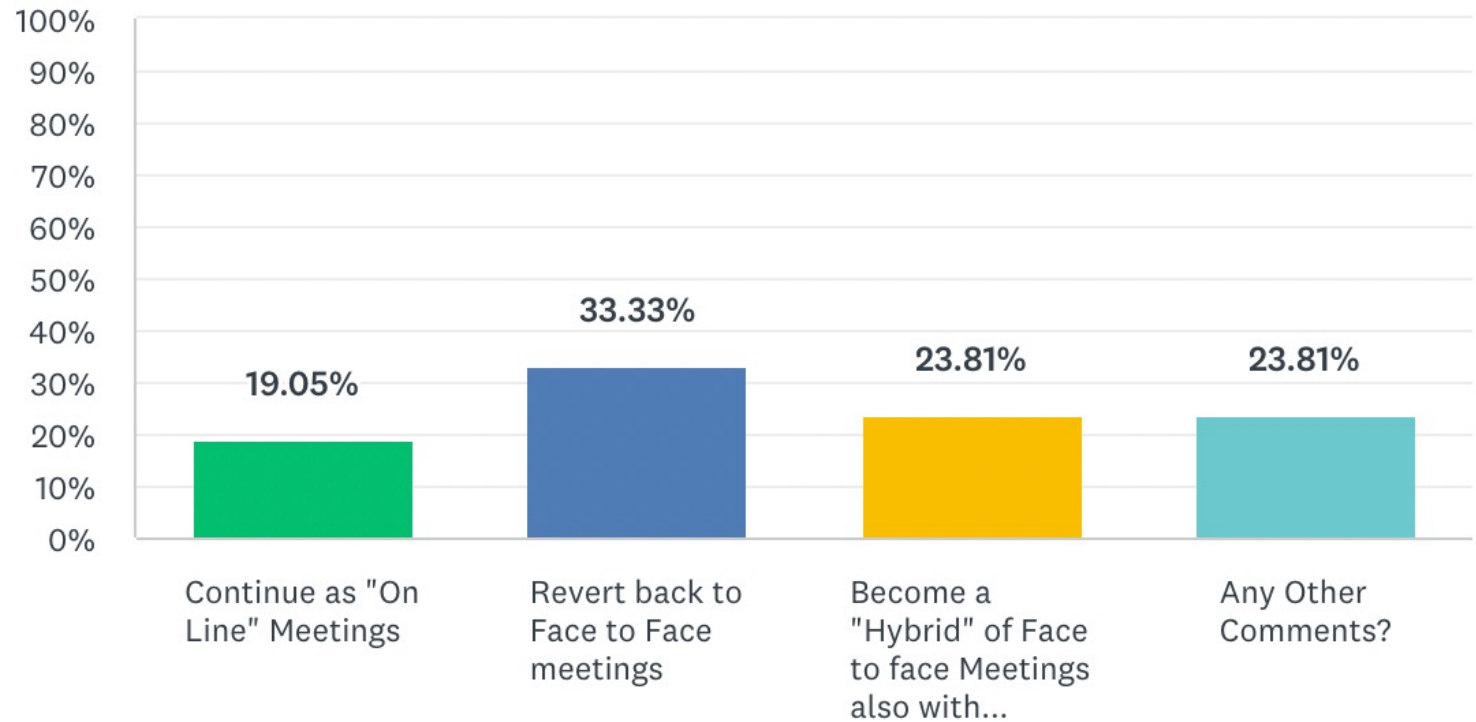


DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q6

Concerning Future DSG Meetings. Would you like them to:

Answered: 21 Skipped: 0

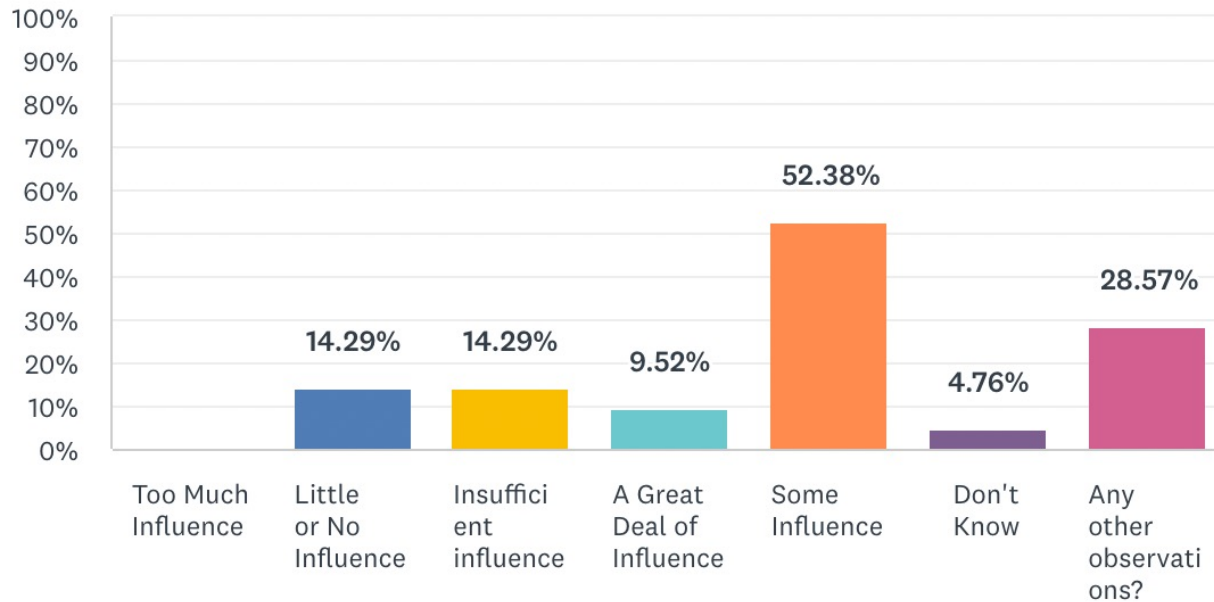


DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q7

Regarding the work of the DSG and its influence over the future well-being of the Dounreay / Caithness / Sutherland Region. Do you think it has:

Answered: 21 Skipped: 0



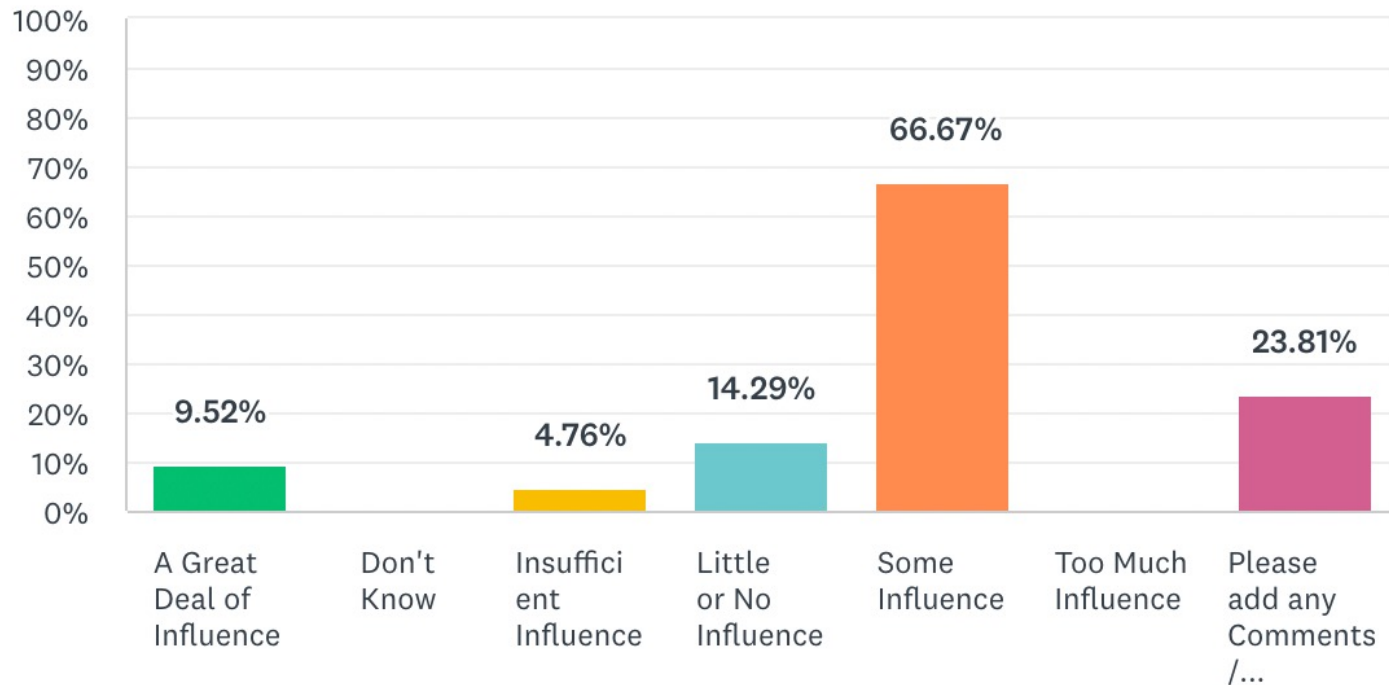
DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q8 and Q 9 Compared

Regarding the work of the DSG and its influence over the future decommissioning the DOUNREAY site. Do you think it has:

Answered: 21 Skipped: 0

DOUNREAY



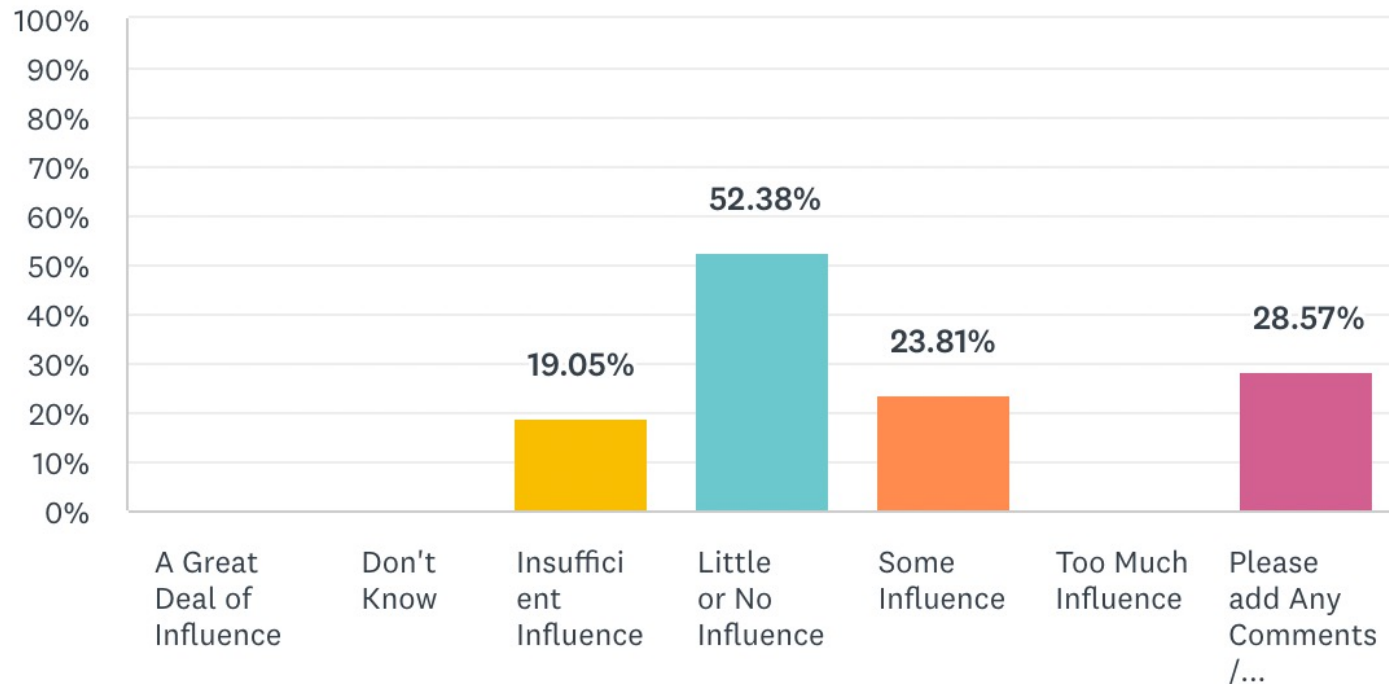
DSG REVIEW – QUESTIONNAIRE SURVEY RESPONSE ANALYSIS

Q8 and Q 9 Compared

Regarding the work of the DSG and its influence over the future decommissioning the VULCAN site. Do you think it has:

Answered: 21 Skipped: 0

VULCAN



OFFICIAL

REVIEW OF DOUNREAY STAKEHOLDER GROUP

APPENDIX C

OFFICIAL

DSG(2021)C043

Vulcan NRTE Update to DSG



Commodore Mark Prince
Director Nuclear Propulsion

Way Ahead for Site

- Site to be extended under Rolls Royce management until 31 Dec 2025
- Decision endorsed at ministerial level via written statement to Parliament
- Majority of SNM will be off site by end 2022
- Limited nuclear activities into 2025
- Decommissioning competition to be restarted by end of year
- Contract award anticipated 2024, Site Handover during 2025, site manager for decommissioning fully in place from 1 Jan 26
- Decommissioning to commence formally 2026 and remain coherent with Dounreay
- NDA remain engaged on Vulcan decommissioning detail

Social Value Model

- The Social Value Model has been launched by Central Government to take account of the additional social benefits that can be achieved in the delivery of its contracts.
- During the competition, suppliers will be asked to describe their commitments to deliver selected Outcomes and Award Criteria which will carry a minimum of 10% weighting in the bid assessment.
- Suppliers will be awarded scores for suitable evidence provided against the following Themes and Outcomes, which align to Government priorities.
- Following contract award, delivery of the agreed additional social benefits will be measured as part of the contract.

Social Value Model 1. Tackling economic inequality

| Themes | Policy Outcomes | Examples during contract performance |
|------------------------------|--|---|
| Tackling economic inequality | Create new businesses, new jobs and new skills | <ul style="list-style-type: none"> • Opportunities for entrepreneurship and helping new organisations to grow • Employment and training opportunities for those facing barriers to employment and in industries with skills shortage or high growth sectors. • Educational attainment relevant to the contract |
| | Increase supply chain resilience and capacity | <ul style="list-style-type: none"> • Development of scalable and future-proofed new methods to modernise delivery and increase productivity. • Supply chain collaboration |

Social Value Model 2. Fighting Climate Change

| Themes | Policy Outcomes | Examples during contract performance |
|-------------------------|--|---|
| Fighting Climate Change | Effective stewardship of the environment | <ul style="list-style-type: none">• Additional environmental benefits including working towards net zero greenhouse gas emissions.• Influence staff, suppliers, customers and communities to support environmental protection and improvement. |

Social Value Model 3. Equal Opportunity

| Themes | Policy Outcomes | Examples during contract performance |
|-------------------|--------------------------------------|--|
| Equal Opportunity | Reduce the disability employment gap | <ul style="list-style-type: none"> Increasing the representation of disabled people in the contract workforce Support disabled people in developing relevant new skills, including training schemes resulting in recognised qualifications |
| | Tackle workforce inequality | <ul style="list-style-type: none"> Tackling inequality in employment, skills and pay in the workforce. Support in-work progression to help people, incl disadvantaged or minority groups moving to higher paid work by developing relevant new skills Manage the risks of modern slavery including in the supply chain. |