



DOUNREAY SOCIO ECONOMIC PLAN SUPPLEMENTARY INFORMATION

Nuclear Decommissioning Authority
Cavendish Dounreay Partnership
Dounreay Site Restoration Ltd

A strong partnership successfully delivering our
contribution to the Caithness and North Sutherland
Regeneration Partnership.

Final version: 30th March 2015

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1. INTRODUCTION

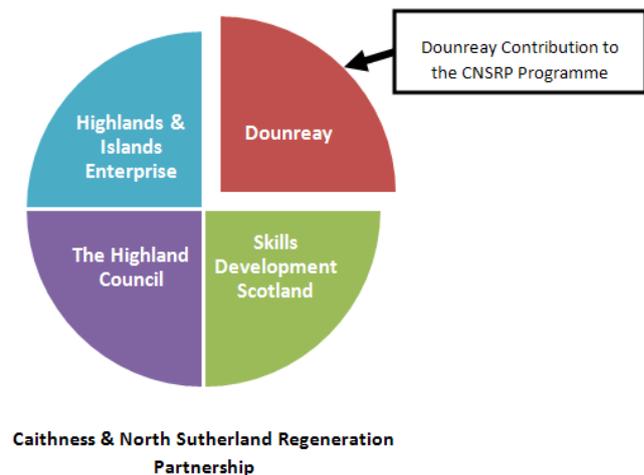
1.1 Summary

This document provides supplementary information and should be read and considered alongside the current Dounreay Socio Economic Plan.

Each year the Site Licence Company (Dounreay Site Restoration Ltd), in partnership with the PBO (Cavendish Dounreay Partnership) and the Nuclear Decommissioning Authority (NDA) produces a Socio Economic Plan outlining the activities to be carried out over the next three years.

The plan is one of the components for interactions with the Caithness & North Sutherland Regeneration Partnership (CNSRP) and aims to integrate, ensuring no duplication, within the overall CNSRP programme.

The Parent Body Organisation (Cavendish Dounreay Partnership) and the Site Licence Company (Dounreay Site Restoration Ltd (DSRL) are committed to delivering the NDA's mission to "*Deliver safe, sustainable and publicly acceptable solutions to the challenge of nuclear clean-up and waste management. This means never compromising on safety, or security, taking full account of our social and environmental responsibilities, always seeking value for money for the tax payer, and actively engaging with stakeholders.*"



1.2 Contractual Obligations

The Contract to take the site to the Interim End State¹ places Socio Economic commitments on both CDP and DSRL. For reference a full version of the commitments are included in Appendix 1. A summary of the commitments are below:

Site Licence Company (Dounreay Site Restoration Ltd)

- **Land and Property:**
 - Consider any Socio Economic benefit when considering the end use of facilities.
- **Stakeholder engagement:**
 - Consult when appropriate
 - Comply with NDA Strategy
 - Support the Dounreay Stakeholder Group
- **Socio Economics:**
 - Comply with NDA Socio Economic Policy

¹ Current estimate for Interim Site End State is in the range of 2022-2025

- Maintain existing Socio-Economic commitments
- Produce and deliver an annual 3 year Socio Economic Plan
- Fund and/or resource Socio Economic activities to £500,000 per annum
- Consult with stakeholders on the Socio Economic Plan
- Support the Caithness & North Sutherland Regeneration Partnership (CNSRP)
- Maintain the Partnering Agreement/Charter between the NDA, PBO and SLC
- Release staffing profiles to aid planning to NDA and CNSRP
- Honour the commitment to the Caithness & North Sutherland Fund (CNSF) – a community fund related to the new low level waste facility.

Parent Body Organisation (Cavendish Dounreay Partnership)

- Utilise the expertise and engage with Government Agencies
- Review staff forecast data for the site
- Encourage local business development
- Support and encourage SC spin-offs from the site
- Assist in the development of back-office services
- Multiple initiatives to aid DSRL workforce transition
- Ensure SLC compliance with its commitments
- Provide an annual report on Socio Economics

1.3 Working Together

On the 2nd April 2012, NDA, CDP and DSRL entered into a Partnering Charter to develop the relationship aimed at maximising the impact of the combined resource and ensuring a consistent approach.

**A strong partnership successfully delivering our contribution to the
Caithness and North Sutherland Regeneration Partnership**

A copy of the Partnering Charter can be found in Appendix 2.

In turn NDA, CDP and DSRL, as a combined resource, work in partnership with the Caithness and North Sutherland Regeneration Partnership (CNSRP) to further maximise the resources (people and funding) of the collective agencies' offering towards the economic regeneration of the area.

While CDP and DSRL's priority is to the DSRL workforce it recognises that the supply chain makes up almost half of the Dounreay workforce. By working with the CNSRP to create opportunities for future employment the capacities and capabilities of the supply chain will also be maintained.

1.4 Vision and Strategy

Dounreay's Socio Economic **Vision** is:

“By the Interim End Point, Dounreay will have prepared and supported our workforce to transition into sustainable alternative employment whilst completing the delivery of the site decommissioning programme.”

The strategy builds on the support to the economic development agencies tasked with creating a sustainable local economy which will allow the Dounreay workforce to successfully transition into sustainable alternative employment.

Our **Strategy** is to:

- Adhere to the principles of our Socio Economic Partnering Charter
- DSRL will work in partnership with the NDA and CDP in clearly defined roles and responsibilities to support the delivery of the CNSRP Programme.
- Work in partnership with the CNSRP to support their aim to maintain and/or increase the GDP of the area which will ultimately, through others, create new jobs in the area.
- Develop and deliver the annual Dounreay Socio Economic Plan, ensuring there is an opportunity for stakeholder input.
- Support the preparation of the transition of employees into alternative sustainable employment through education, retraining and skills development.
- Implement procurement strategies which consider socio economic and sustainability impacts where appropriate.
- Communicate our activities to the stakeholders
 - Externally: primarily through the Dounreay Stakeholder Group and the Caithness and North Sutherland Regeneration Partnership.
 - Internally: through discussion with the Dounreay Senior Trade Union representatives and to staff utilising existing internal communication methods.

CDP uses its strength and depth of expertise to add value to this strategy by:

- Executive-led support for Socio Economics using the extensive business experience from the parent body
- Pro-active lobbying for Caithness & North Sutherland Socio Economic issues
- Direct support to economic development agencies
- Transparent governance and accountability
- International best practice through reach-back resources
- Cost-effective use of Socio Economic funds
- Targeted additional funds

1.5 Funding for Socio Economic Activities

The NDA, in its' Socio Economic Policy, sets out three methods of supporting Socio Economic activities. These are:

- Direct NDA Funding
- Support through NDA operations, and
- Funding DSRL to deliver Socio Economic activities

CDP has committed to comply with the funding levels for Socio Economic activity as set out by the NDA. This is set at £500,000 and can be varied with prior approval by the NDA. Additionally, the PBO will consider direct funding for activities on a case by case basis.

The DSRL spend is detailed in the most current Socio Economic Plan.

It should be noted that additional activity is undertaken which is not included in the £500,000 and these will also be reported in the Socio Economic Plan.

1.6 Maintaining Existing Commitments

The contract requires CDP and DSRL to maintain existing commitments, ie those commitments agreed before CDP was awarded the contract. These commitments which will be maintained are also included in the current Dounreay Socio Economic Plan.

2. PLANNING THE FUTURE

2.1 The Context

The date for completing decommissioning to the site's Interim End State brings a focus and timescale against which to set activity. As the Interim End State approaches, a significant number of DSRL staff will need to find alternative employment and the local supply chain will have to diversify into new emerging industries.

The Socio Economic Plans build on the approach taken in 2012 to deliver the Socio Economic activities by providing details of the collective approach by all three partner organisations (NDA, CDP and DSRL). In turn, our approach will add value to the CNSRP's endeavours to the wider regeneration effort.

The activities to be undertaken by NDA, CDP and DSRL are outlined in the Dounreay Socio Economic Plan and should be read in conjunction with this document.

A Socio Economic Annual Report is also produced to report on the activities undertaken and details, where possible, the impacts of these interventions.

All information is available on the site's website.

2.2 NDA key activities for DSRL/CDP

The NDA places key activities on CDP and DSRL to deliver. These are identified annually and forms part of the Dounreay Socio Economic Plan.

2.3 Dounreay Socio Economic Plan

This plan is focussed on a three year rolling plan and builds on previous plans. These continue to evolve and activities may change overtime dependent on the priorities of the CNSRP.

At times commercial opportunities will be explored and because of the sensitivity around commercial discussions it will be difficult to inform people of these opportunities until such a stage that those involved are content to share these plans. Therefore, at times, while we can indicate, through our update and annual reports, that activity is taking place it may not be possible to report on these activities with any meaningful detail until all parties are content to do so.

On an annual basis we will engage with the CNSRP and Dounreay Stakeholder Group on proposals for activity within the Socio Economic Plan. In addition, progress will be reported through the CNSRP Delivery Group, CNSRP Advisory Board and the Dounreay Stakeholder Group on a regular basis.

2.4 Working Together

2.4.1 The Dounreay Socio Economic Board (DSEB)

Delivery of Dounreay's contribution to Socio Economic activities is reported internally by:

- The Dounreay Socio Economic Board (DSEB): The DSEB is chaired by the Chairman of the DSRL Board and attended by the NDA Head of Programme, the site's Managing Director along with the Dounreay Socio Economic Delivery team.
- The Dounreay Socio Economic Delivery Team consists of those people who deliver the activities from the NDA, PBO and DSRL.

2.4.2 Caithness & North Sutherland Regeneration Partnership (CNSRP)

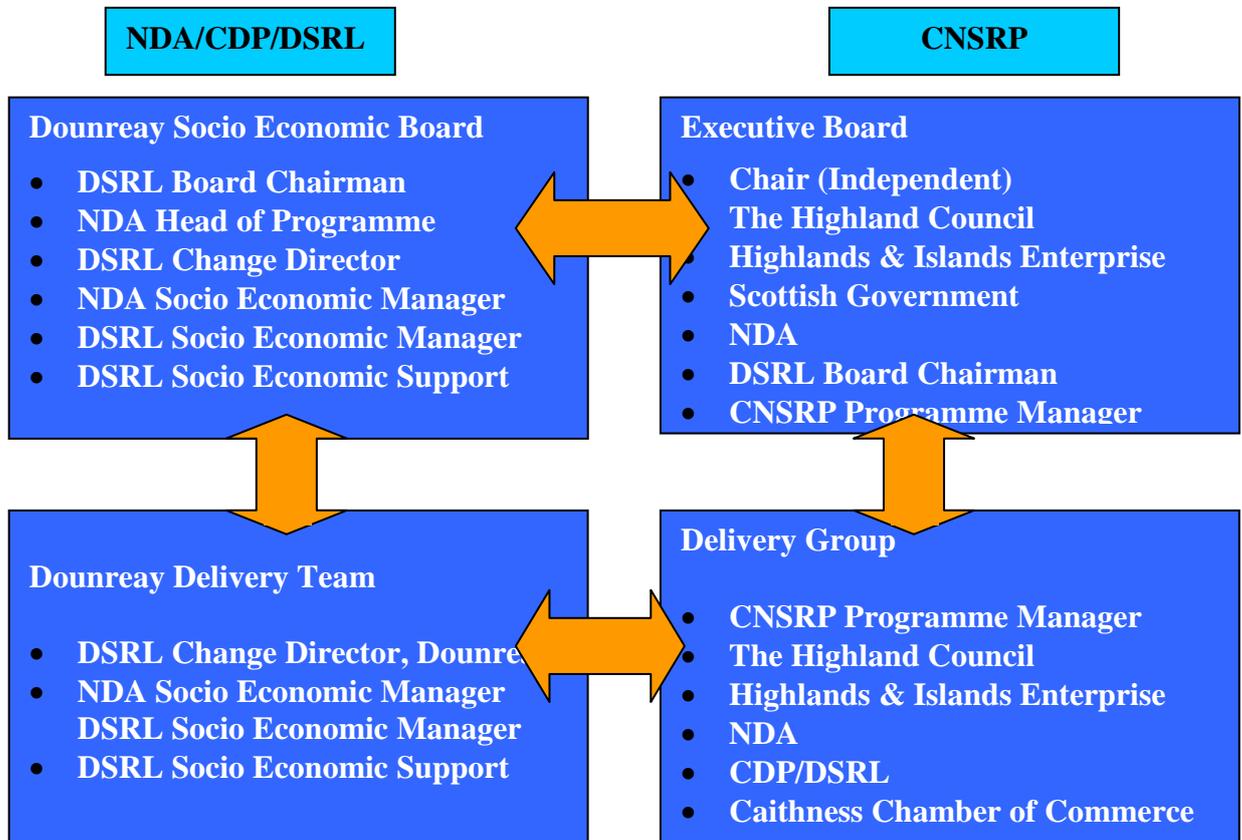
On a rolling three year basis the CNSRP agrees the strategic direction and support from all three partners within Dounreay is provided as identified through the CNSRP Delivery Group.

The CNSRP sets out priority projects and also sets out targets for the creation or maintenance of jobs in the local area.

We will continue to support CNSRP by carrying out activities identified by the CNSRP Executive Board and Delivery Group and aim to ensure Dounreay's contribution to CNSRP initiatives are measured and agreed outputs are delivered in support of the CNSRP programme.

2.4.3 Working together

The DSEB and Dounreay Delivery Team interact with CNSRP on a regular basis.



APPENDIX 1 – CONTRACTUAL REQUIREMENTS

Site Licence Company Agreement (SLCA)

Definitions

- "Authority's Socio-Economic Policy" means the Authority policy 'NDA Socio-Economic Policy, 2008';
- "Caithness and North Sutherland Priority Area Plan" means the document entitled the "Socio-Economic Caithness and North Sutherland Priority Area Plan" dated June 2009;
- "DSRL Socio-Economic Development Plan" means the Site Socio-Economic Development Plan as updated on an annual basis;
- "Socio-Economic Development Plan" means the document to be provided to the Authority by the Contractor pursuant to Clause 9 (*Socio-Economic Development*);
- "Socio-Economic Policy" means the Authority's Socio-Economic Policy;
- "Stakeholder & Socio-Economic Partnering Agreement" means the agreement to be entered into between the Authority, the PBO and the Contractor pursuant to Paragraph (vi) of Requirement 52 (*Socio-Economics*) of Schedule 1 (*Client Specification*);

9 SOCIO-ECONOMIC DEVELOPMENT

9.1 The Contractor shall give encouragement and support to activities which benefit the social and/or economic life of communities living near the Site or that produce Environmental benefits for such communities, subject to the Authority allocating a sum from the ASFL in each Contract Year (which shall be used by the Contractor solely for such purposes). In providing this encouragement and support, the Contractor is to have regard to the Authority's socio-economic requirements detailed within Schedule 1 and is to use best endeavours to implement and meet them, provided always that the Contractor is not obliged to incur any costs in providing any such encouragement or support in excess of the sum allocated by the Authority pursuant to this Clause.

9.2 Within thirty (30) Calendar Days (or such other period as the Parties may, acting reasonably, agree) of submission by the Contractor, the Authority shall review the Contractor's Socio-Economic Development Plan for that Contract Year and may require changes to be made. In so doing, the Authority shall:

9.2.1 respond in writing;

9.2.2 provide reasons for any determination that the Contractor's proposed events, activities or functions are unsuitable; and

9.2.3 not wilfully impede the Contractor from being able to comply with any agreed schedule set out in such Socio-Economic Development Plan.

9.3 Once approved, the Contractor shall comply with the terms of its Socio-Economic Development Plan as changed (if at all) in accordance with Clause 9.2 (*Socio-Economic Development*) above to the extent of available funding as allocated to this by the Authority for the events, activities or functions as specified therein.

SLCA – Schedule 1 – Client Specification

Requirement 48a – Land and Property – End Use

To support the Authority's Baseline Strategy in relation to maximising the benefit to the socio-economics of the local area, the Contractor shall, by entering partnership working with the local community and local economic regeneration bodies:

[i] when considering the end use of facilities, and in compliance with Requirement 3, consider any socio-economic benefit of such facilities.

Requirement 52 – Socio-Economic

To support the Authority's Baseline Strategy in relation to supporting the creation of dynamic, sustainable local economies for communities living near Authority sites the Contractor shall:

- [i] comply with the requirements of the Authority's Socio-Economic Policy;
- [ii] maintain the socio-economic commitments set out in the Lifetime Plan which exist on the Commencement Date and as defined in the current, approved DSRL Socio Economic Development Plan;
- [iii] on an annual basis, develop and submit for the Authority's approval, in accordance with Clause 9.2 of the SLCA, in conjunction with the Performance LTP, a 3 year rolling Socio-Economic Development Plan, setting out how the Contractor shall comply with the Authority's Socio Economic Policy, interpreted locally as the Authority's Socio Economic Caithness and North Sutherland Priority Area Plan July 2009, or as later amended, and include:
 - [A] the events, activities and / or functions which the Contractor intends fund to in compliance with the Authority's Socio-economic Policy; [B] the cost to the Contractor of these intended events, activities or functions; [C] the reasons for the selection of these events by the Contractor; and [D] the ways in which it is expected that social, economic or environmental benefits will be conferred on the local community as a result;
 - [[iv] on an annual basis, consult with local stakeholder partners on the Socio-Economic Development Plan referred to in [iii] and as a result, amend the Socio-Economic Development Plan to reflect the outcome of such consultation provided that the Socio-Economic Development Plan remains in compliance with:

[A] the Authority's Socio-Economic Policy; [B] the Authority's Socio-Economic Caithness and North Sutherland Priority Area Plan July 2009 (or as later amended); [C] Caithness and North Sutherland Regeneration Partnership Action Plan; [D] Annual Site Funding Limit (ASFL). Ring-fenced funding of £500,000, or as later directed by Authority, provided from within the ASFL, shall be allocated to DSRL funded socio-economic activities;

[v] in order to support Caithness and North Sutherland Regeneration Partnership's priority socio-economic activities, the Contractor shall:

- [A] support and influence national and local regeneration agencies; [B] communicate with employees and Trade Unions to develop workforce transition plans at the appropriate time; [C] develop individual transition plans and transition training/support programmes as appropriate; [D] work with the supply chain to inform and support them in their own workforce transition plans; [E] make available the skills and capability plan required pursuant to Requirement 49[iii] to local interested parties;
- [vi] jointly develop and enter into a Stakeholder & Socio-Economic Partnering Agreement with the Authority and the PBO. The Stakeholder & Socio-Economic Partnering Agreement shall provide clarity on how the parties intend to collaborate and cooperate in order to deliver the stakeholder communications and socio-economic activity requirements;
- [vii] in conjunction with the Performance LTP submission, inform the Authority of the planned Staffing Profile for the Site and provide updates should this profile change by more than 5% in any one year of the Performance LTP; and
- [viii] comply with the Operating Agreement between the Authority, DSRL and Caithness and North Sutherland Fund, in relation to the provision of a community benefit package associated with the operation of the LLW Disposal Facility and operation of the fund, 2010, AEB/UK050X301.

Parent Body Agreement

9 . SOCIO-ECONOMIC COMMITMENTS

- 9.1 The Parent Body Organisation shall comply with the provisions of Schedule 9 (*Socio-Economic Commitments*).
- 9.2 The Parent Body Organisation shall use best endeavours to ensure that the SLC complies with the socio-economic commitments contained within the Client Specification.

Schedule 9 - Socio-Economic Commitments

The Parent Body Organisation (referred to as the PBO within this schedule)

Socio-Economic Commitments

The PBO Socio-Economic commitments include the programme of activities that the stakeholders expect the PBO to contribute to Caithness and North Sutherland (the "PBO Socio-Economic Commitments"). These activities include:

1 SOCIO-ECONOMIC EXPERIENCE AND ONGOING ENGAGEMENT WITH COMMUNITY STAKEHOLDERS

The PBO is to demonstrate that it has the corporate experience to work with regeneration agencies, economic development agencies and other stakeholders in the Caithness and North Sutherland area and that this experience will be embedded through the PBO's involvement in the Caithness and North Sutherland community.

The PBO is to work collaboratively with such organisations and agencies accountable for the delivery of social regeneration and economic development across the areas of Caithness and North Sutherland including, but not limited to, The Highland Council, UK and Scottish Government, Highlands and Islands Enterprise, the Chamber of Commerce and other community organisations (as brought together by the Caithness & North Sutherland Regeneration Partnership or its successor).

2 FORECASTING

The SLC is to provide accurate and timely information to the organisations and agencies accountable for economic regeneration on the resource levels required to deliver the decommissioning and clean-up mission at the Site. This information needs to be presented in ways which the economic regeneration agencies are able to identify the types of skills which will become available from the Site over the period of decommissioning. The timely production of this information and the clear and inclusive way it is shared with local stakeholders is key to the success of socio economic activity. The PBO is to ensure that the SLC provides such information appropriately and in a timely manner.

3 ENCOURAGING LOCAL BUSINESSES

The PBO is to work in partnership with the organisations and agencies (including those identified above) accountable for economic regeneration in Caithness and North Sutherland and is to take a proactive role in encouraging local business development opportunities by applying its corporate capability and leverage to assist in the generation of new business opportunities in the area. Where possible the PBO is to encourage and enable other companies to become involved in such local business development opportunities too.

4 BUSINESS DEVELOPMENT ARISING FROM THE SLC

Where a viable business position can be established, the PBO is to pro-actively encourage and support the spin-out from SLC of parts of their existing portfolio of services, whilst ensuring sufficient capability remains available to service the needs of the SLC.

5 OFFICE SUPPORT AND REMOTE SERVICES PROVISION

Whilst working in partnership with stakeholder partners, (and where a viable business case can be established that does not impact on the delivery of the IES), the PBO is to assist, encourage, support and facilitate commercial arrangements enabling the creation of general "back-office" industry in the Caithness and North Sutherland region for NDA and for the wider interests of the SLC. In addition, the requirement of local stakeholders for town centre relocation of personnel is to be facilitated (where possible).

6 WORKFORCE TRANSITIONING

The PBO will ensure that the SLC assists the regeneration agencies, economic development agencies and other stakeholders in the transitioning of the Site work-force into alternative

industries. This will include the PBO ensuring that the SLC manages the retention of appropriate skills so that the SLC mission can be carried through to the Site IES.

7 **SLC SOCIO-ECONOMIC ACTIVITIES**

The PBO will ensure that the SLC continues to comply with the SLC socio-economic commitments as detailed in the Client Specification, the Socio-Economic Development Plan and the LTP Performance Plan in accordance with the SLC's obligations under the SLC Agreement.

8 **PBO MINIMUM PERFORMANCE STANDARDS**

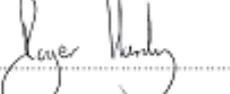
The PBO shall fulfil the PBO Minimum Performance Standards set out at Schedule 9 (*PBO Minimum Performance Standards*) of this Agreement.

The PBO shall procure that the SLC fulfils the Minimum Performance Standards as set out at Schedule 17 (*Minimum Performance Standards*) of the SLC Agreement. The PBO recognises that the achievement by the SLC of its socio-economic commitments (as detailed in the Client Specification) will assist the SLC in meeting its Minimum Performance Standards as set out at Schedule 17 (*Minimum Performance Standards*) of the SLC Agreement.

9 In accordance with Schedule 13 (Reporting) of the SLC Agreement, the PBO shall provide an annual Report to the Authority in respect of the PBO Minimum Performance Standards.

APPENDIX 2 – PARTNERING CHARTER

This is a copy of the charter signed at the point of share transfer between the NDA, Dounreay and the PBO.

 <p>NDA Nuclear Decommissioning Authority</p>	 <p>Dounreay</p>	 <p>Cavendish Dounreay Partnership A partnership between Cavendish CH2M HILL URS</p>
<h1>PARTNERING CHARTER</h1> <p>Socio Economics (Dounreay)</p> <p><i>2nd April 2012</i></p> <p>This Charter sets out the principles that we, the Partners, will adopt in working together to deliver the following vision:</p> <h2>VISION</h2> <p><i>A strong partnership successfully delivering our contribution to the Caithness & North Sutherland Regeneration Programme</i></p> <p>To support the socio-economic development of Caithness & North Sutherland we will:</p> <ul style="list-style-type: none">• Commit to delivering shared objectives through partnering, mutual support and trust, respecting our responsibilities to each other and all stakeholders• Make best use of our collective resources (people, skills and finance) by working together as an efficient & effective alliance to maximise the benefit to our organisations and the local community• Participate in the delivery of the Caithness & North Sutherland Regeneration Programme and Action Plan and work together to ensure a common approach• Regularly communicate with all our stakeholders our combined plans and efforts to diversify the local economy• Adopt, where relevant, a one-stop approach in supporting the local community		
Signed for and on behalf of the Nuclear Decommissioning Authority by: John Clarke	 (Chief Executive)
Signed for and on behalf of the Babcock Dounreay Partnership Limited by: Kevin Thomas	 (Chairman)
Signed for and on behalf of Dounreay Site Restoration Limited by: Roger Hardy	 (Managing Director)

APPENDIX 3 – FUNDING

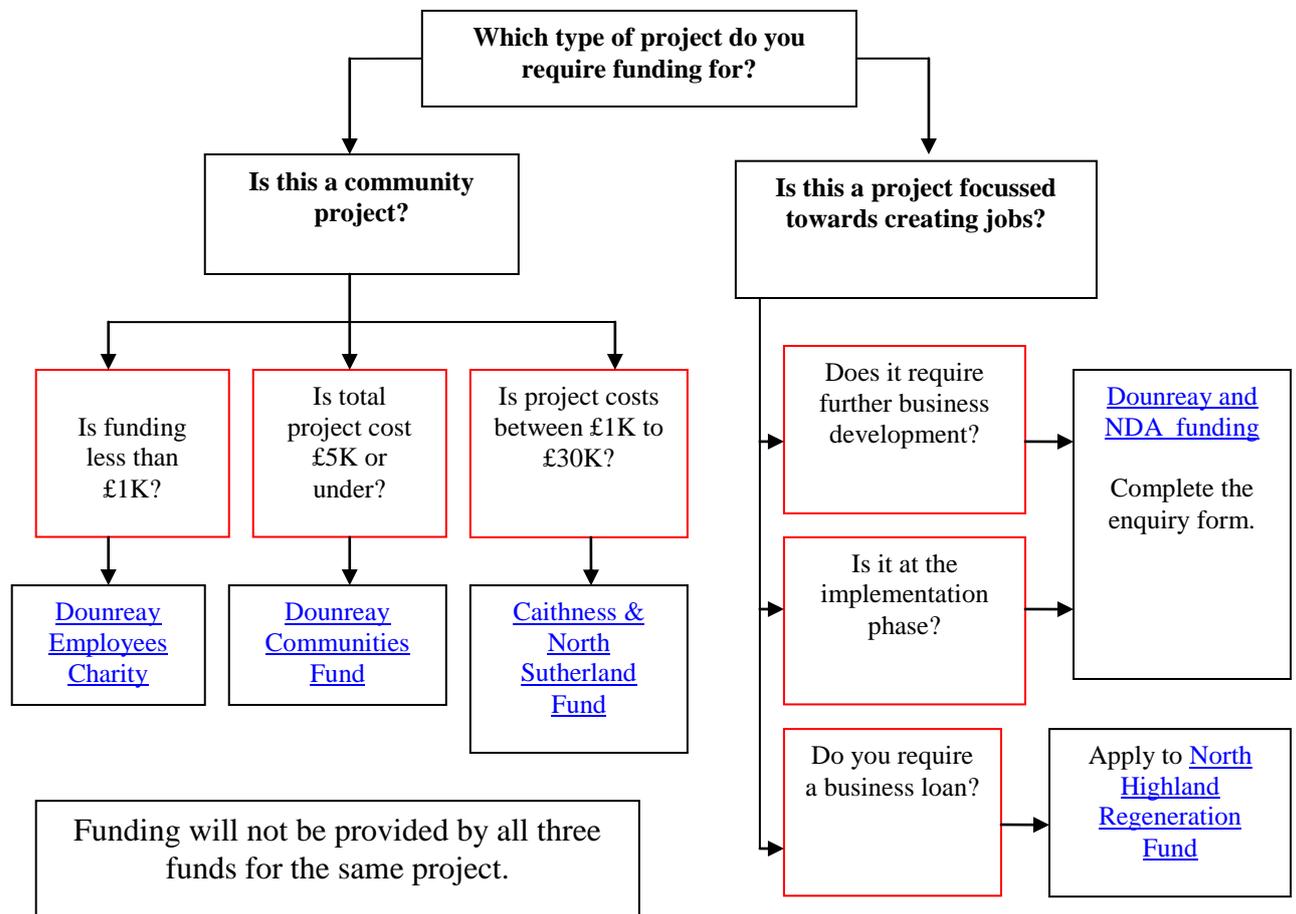
The NDA Socio Economic policy document sets out three methods by which it will deliver socio economic support to communities affected by nuclear decommissioning:

- Direct NDA funding
- Support through NDA operations
- Funding DSRL to deliver local socio economic support

Funding Available

There is a number of funding streams available dependent upon the type of project / business venture.

Before applying for funding consider the following:



APPENDIX 4 – CNSRP AIMS, OUTPUTS AND OUTCOME

CNSRP 2020 Vision: A dynamic, balanced, mixed, sustainable and growing economy

CNSRP Aim: to provide an effective, coordinated programme of support to key business sectors that build on the area's key natural, physical and human resources

What we do			How we do it		
Support existing businesses and new start-ups to grow	Attract businesses to relocate to the area	Invest in key enabling infrastructure	Prioritise resources	Coordinate activities	Communicate progress
<ul style="list-style-type: none"> ▪ Provide integrated career information, advice and guidance ▪ Provide support for training opportunities through Modern Apprenticeships ▪ Provide support for skills transition needs through MTRC programme ▪ Provide support for growth plans to Account-managed companies ▪ Provide loan-based support to new and existing companies through NHRF ▪ Provide support to new business start-ups through Business Gateway 	<ul style="list-style-type: none"> ▪ Provide detailed and up-to-date labour market information on the area via SDS and HIE ▪ Maintain and promote data on business/ industrial space and key services through Highland Council/ HIE/ SDI/ Invest Caithness ▪ Undertake targeted inward investment campaigns through HIE and SDI 	<ul style="list-style-type: none"> ▪ Work with appropriate bodies to agree priorities and timescales and assess financial support opportunities ▪ Maintain a realistic and up-to-date database of "pipeline" projects for investment 	<ul style="list-style-type: none"> ▪ CNSRP Executive Board agrees and monitors strategy, ▪ CNSRP Delivery Group identifies key projects for potential investment. 	<ul style="list-style-type: none"> ▪ CNSRP Advisory Board ensures wider stakeholder involvement in programme monitoring 	<ul style="list-style-type: none"> ▪ Weekly electronic reports ▪ Quarterly written updates ▪ Regular press releases ▪ Commission independent evaluations
Outcomes					
<ul style="list-style-type: none"> ▪ Workforce better able to manage career choices ▪ Current & future workforce able to secure training and employment opportunities ▪ Increased employment opportunities in key sectors ▪ Increased turnover and profitability in account-managed companies ▪ Increased business start-up and survival rates 	<ul style="list-style-type: none"> ▪ Increased employment opportunities in key sectors ▪ Inward migration of skilled personnel 	<ul style="list-style-type: none"> ▪ Current and future workforce has access to appropriate skills for employment ▪ Area's business & industrial space is appropriate for emerging opportunities ▪ Area's transport & digital connectivity provides competitive advantage 	<ul style="list-style-type: none"> ▪ CNSRP strategy is fully aligned and projects are prioritised for potential investment 	<ul style="list-style-type: none"> ▪ Stakeholders are fully engaged with the programme and agreed on direction and pace of progress ▪ Stakeholders are confident about the area's economic future beyond Dounreay decommissioning 	<ul style="list-style-type: none"> ▪ Wider public is aware of activities and the rationale for pursuing them ▪ Wider public is confident about the area's economic future beyond Dounreay decommissioning