Decommissioning Excellence

Aiming for

Making progress in

2017–2018
We continue to celebrate a long list of successes.

Delivery of a project of strategic national importance to remove nuclear materials remained the priority. The focus and resources required is unprecedented and cannot be underestimated. But Dounreay is about much more.

We have kept our focus on safety, security and the environment by investing in our infrastructure and making improvements to ensure sustained compliance throughout the remainder of our programme.

The Dounreay workforce, our supply chain partners, parent body organisations and customer, the Nuclear Decommissioning Authority (NDA), are working together as one Dounreay team to meet some of the most complex challenges in the industry.

As well as front-line delivery, the focus has been on the development and well-being of the team. We talked about important mental health issues and ambitious goals. But we must do better and this is just the start of our journey. We are committed to long-term improvements to achieve greater equality, diversity and inclusion for everyone in the organisation.

Scan the codes throughout this brochure or visit www.youtube.com/dounreayTV to watch recent progress films.
Safety, security and the environment are the highest priorities. The aim is zero accidents and sustained compliance.

- **Enhanced cyber security**
  - Focus has increased staff awareness and resulted in a reduction in reportable incidents.

- **Introduced Dounreay Professionalism**
  - Standards and expectations highlighting standards of behaviour expected of the workforce.

- **Dounreay’s Total Recordable Incident Rate (TRIR)**
  - Reduced to as low as 0.04 during the year.
  - The aim continues to be ZERO accidents.

- **A new ventilation system**
  - Was installed in one of the site’s most complex facilities. This is part of an investment in infrastructure to ensure sustained environmental compliance.

- **Supported the introduction of Civil Nuclear Constabulary’s Project Servator**
  - High visibility, unpredictable policing initiative.

Upgrading infrastructure to meet the demands of decommissioning.

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Decommissioning and hazard reduction

Significant progress has been made to safely reduce hazards and decommission one of Europe’s most complex nuclear sites.

- Designed, built and took delivery of bespoke tools to take apart the Prototype Fast Reactor vessel.
- Progressed a project of national strategic importance to remove exotic material from the site, requiring collaboration across the Nuclear Decommissioning Authority estate and beyond.
- Invested £17M in upgrades and maintenance of ageing facilities.

10% of breeder elements now removed from Dounreay Fast Reactor after the first material was removed from the reactor in decades.

274 tonnes of steel recycled from the demolition of a support complex attached to Dounreay Materials Test Reactor.

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Groundwork was completed for a higher activity waste store. Construction is expected to commence in the next year.

Processing of higher activity liquid waste from the Prototype Fast Reactor began after the site’s cementation plant was modified to accept the material.

60 years after one of the site’s reprocessing plants went into active operation, workers in airline suits entered the medium active cells to begin size reduction of equipment inside.

38 tonnes of waste were recycled after 2 sodium tanks were dismantled.

2 historic effluent pits were cleaned up and declassified.
Supply chain

The supply chain has a critical role to play, working in partnership with the site team to decommission Dounreay.

Major competitions
undertaken for strategically important contracts including IT provision, decommissioning services and DMTR demolition.

532 tenders received from contract opportunities.

16 supplier events presentations delivered around the UK.

More than 100 companies registered for LINC with Dounreay, a new initiative launched to encourage commercial collaboration between the site, small and medium sized enterprises and larger organisations.

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The workforce is involved in some of the most exciting and technically challenging projects in the nuclear industry, developing skills which are increasingly needed in many other industries.

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The Dounreay Women’s Network is taking forward inspirational initiatives, including mentoring, networking and exchange visits.

19 apprentices and graduates joined the company with a further intake scheduled to start in 2018.

A voluntary release programme, along with specialist recruitment, helped ensure the right mix of skills are available for the next phase of decommissioning.

900 people took part in Mind Safety training.
**Socio-economic development**

Dounreay has played an important role in the community for over 60 years, and that continues with support to projects which will create jobs and enhance skills. It supports the work of the Caithness and North Sutherland Regeneration Partnership (CNSRP) which concentrates on opportunities to create sustainable jobs for the future.

**Skills:**
- 88 registered Science Technology Engineering and Maths (STEM) ambassadors
- 9 business ambassadors supporting the Developing the Young Workforce initiative
- 2 PhD students exploring the nuclear industry and its impact on the community

**Funding support to CNSRP sponsored projects** including more than £315,000 awarded to:
- Wick Harbour (Beatrice offshore windfarm and harbour high water gate)
- Highlands and Islands Enterprise
- UHI North Highland College
- Potentially satellite launch facility
- Caithness Horizons operational costs
- Tidal operations and maintenance strategy

**Secondments**, making use of specialist skills from Dounreay and its parent companies including Cavendish Nuclear, supported:
- Wick Harbour (Beatrice offshore windfarm and harbour high water gate)
- Highlands and Islands Enterprise
- UHI North Highland College

**Local charities:**
- Caithness and North Sutherland Fund has received £2M to date, linked to the low level waste vaults development
- £20,000 available from the Dounreay Communities Fund to assist local projects
- Dounreay Employees Charity Fund received £10,000 supplied by the workforce
Innovation

As well as delivering the programme safely, the Dounreay workforce aims to achieve value for the taxpayer.

The workforce is encouraged to submit ideas and improvements using the Dounreay suggestion scheme.

- £1.2M saved over the last 2 years
- 11 successful ideas submitted to the suggestion scheme in the last year
- Scheme is open to everyone working on the site

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Moving forward

During the next year:

• Safety, security and environmental compliance will remain the highest priorities. Investment will continue to upgrade ageing systems and ensure sustained compliance during the remainder of the programme.
• Focus will remain on the company’s equality, diversity and inclusion strategy.
• The final volunteers will leave as part of a staff voluntary release scheme, while a further intake of graduates and apprentices will help ensure the right mix of skills for the programme.
• The Dounreay Socio-Economic Alliance will continue to support local regeneration and job creation activities.

Some examples of progress in the next year are expected to include:

• Work to safely and securely remove exotics and breeder material will continue.
• The bulk sodium heel will be removed from Prototype Fast Reactor.
• Construction of a higher activity waste store will begin.
• Significant progress will continue within the fuel cycle area with a cell wall demolished, redundant laboratories stripped and active components removed and treated.
• A major contract is expected to be awarded to demolish the site’s oldest reactor, followed by a framework for decommissioning services.