



Stakeholder Update

Summer 2021

NDA Stakeholder Update

June 2021

Welcome to our latest NDA stakeholder update – I hope this message finds you well and in good health and staying safe as the national vaccination campaign continues to move forward and we start to look to a brighter future.

Despite the constraints the pandemic has placed upon us, a lot has been happening at the NDA – and our engagement with a wide range of stakeholders continues.

Thanks is due here to you, our key stakeholders, for bearing with us, and working flexibly and creatively sharing digital platforms, to continue lively conversation and cover a lot of ground as our mission moves forward, and we continue to develop closer working. As we are in a phase of relaxation of lockdown guidelines, we are inevitably looking at our approach going forward.

The NDA's "re-imagine" workstream is looking at getting staff back into our offices and also at how we can effectively create a blended approach between the needs of our staff and our stakeholders, which could see a combination of virtual and face-to-face forums in the future. We will keep you updated on our thinking around this, and of course we will be engaging you, to hear your views about how we continue to work together effectively in the future.

Our thinking around engagement is constantly evolving and we are using detailed feedback received in Strategy 4 from a wide range of stakeholders to plan ahead for next year. To this end we will be working with you to review our guidelines for Site Stakeholder Groups, we will be reaching out to harder to reach groups in our communities and will be looking to engage more effectively with non-government organisations. We are also looking at incorporating independent, third-party benchmarking in these areas.

This issue of our stakeholder newsletter covers our work in group development. There are updates on our new Group Leadership Team (GLT), and an update on our newly formed transport division. Please contact the stakeholder engagement team if we can be of any assistance in the meantime.

Best wishes and stay safe.

John McNamara
Head of Stakeholder Relations

NDA Business Update



Group Development

A new top leadership team for the NDA group has been announced.

The move aligns the team to the new subsidiary operating model and so maximises the benefits of working as a group. Key to this, is the creation of a new NDA Group Leadership Team (GLT) to drive improved leadership, assurance, collaboration and transfer of learning and skills across the NDA group.

The GLT will include the NDA Corporate Centre CEO and executives, alongside the CEOs and MDs of the NDA operating companies: Sellafield, Magnox, Dounreay, Nuclear Transport Solutions and our emerging waste organisation, which will bring together the management capabilities of LLWR and RWM. By taking a cross-group view, the Team will drive benefits for our mission, people, site communities and the UK taxpayer.

By bringing our organisations closer together, our employees can feel part of a larger, more diverse and inclusive NDA group. People will have the freedom to move around, share ideas and successes, leverage cutting edge technology and find ways to better deliver our mission.

Importantly, we will now have an integrated approach to waste, which will be led by Corhyn Parr as designate CEO. Karen Wheeler continues to lead RWM as CEO and Martin Walkingshaw will succeed Paul Pointon as LLWR CEO in July.

Dr Adrian Simper has been appointed to joint roles of NDA Chief Scientific Officer and Chief Nuclear Advisor to BEIS.

In his NDA capacity, Adrian will be Chief Scientific Officer for the NDA group and provide advice to the NDA Corporate Centre, and our operating companies, on strategic nuclear matters while leading our representation on a number of nuclear forums and with academia.

Adrian's nuclear knowledge, skills and experience are unique and respected nationally and internationally and, as Chief Nuclear Advisor, Adrian will provide input to BEIS and MOD on key aspects of the UK's strategy for the nuclear sector.

Adrian will continue to report directly to David Peattie, NDA CEO, however, given the breadth and importance of the new roles, he'll step away from his Executive and Strategy & Technology Director accountabilities but will continue to lead our International Relations Team.



Nuclear Transport Solutions

Earlier this year we announced that Direct Rail Services (DRS), International Nuclear Services (INS) and Pacific Nuclear Transport Ltd (PNTL) were coming together to create Nuclear Transport Solutions, a single nuclear transport division bringing together our transport expertise and capabilities across the NDA group. This is a significant development within the NDA around our transport and waste businesses, further underlining our One NDA approach to working more collaboratively and efficiently to clean up the UK's earliest civil nuclear sites. Nuclear Transport Solutions (NTS) started operating as a single organisation on 1 February, ahead of its full external launch on the 1st April.

NTS's primary objective will be to support the NDA mission through a range of activities including transporting spent AGR fuel from UK power stations to Sellafield, moving irradiated fuels from Dounreay, returning reprocessing products to customers overseas, and packaging and licensing support to the NDA group. Additionally, NTS will also use its world-leading expertise to provide commercial activities in the UK and overseas and bring further value by providing transport services for customers outside of the nuclear sector.

These decisions are important steps in support of our vision and the effective delivery of our mission. David Peattie, said: "NTS plays a vital part in the NDA's mission to clean up the UK's earliest nuclear sites, as well as supporting the wider nuclear sector".

Dounreay becomes latest Operating Company within NDA Group



Dounreay is the latest addition to the NDA Group of Operating Companies, transferring over on April 1st 2021.

This is yet another key piece of the jigsaw in place in creating our NDA group. It will allow NDA to work closer together and focus decisions on our collective vision and strategic priorities without commercial barriers.

DSRL becoming NDA's latest addition to the NDA group builds on what has been a busy start to 2021. It's seen NDA Group bring our transport and logistics companies, INS and DRS, together into a single division – Nuclear Transport Solutions - and announce the intention to create a waste division, bringing together the expertise of LLWR and RWM. This will follow LLWR's transition to a subsidiary in July.



Lawrie Haynes has been appointed as Chair for Dounreay

DSRL became the newest Operating Company of the NDA on March 31st 2021. Lawrie brings extensive experience in senior executive and non-executive roles across a range of major private sector companies and high-profile public sector organisations. He comes with a strong track record in the nuclear sector including his roles as President of Rolls-Royce's Land and Sea

Division, Chair of Magnox Ltd, Chief Executive of British Nuclear Group and Non-Executive Director at Network Rail.

He joins DSRL just as Mark Rouse is appointed as the new Managing Director, and as DSRL continue the process of appointing a new Executive Leadership Team.

Lawrie Haynes said: "Dounreay is unique with an incredible history and tradition. The role and influence it has had within the communities of Caithness and North Sutherland cannot be underestimated, and I'm very proud to be given the opportunity to help shape its future and influence within the wider NDA Group as we deliver the site's important mission."

Tony Meggs CB has been appointed as the new Chair of NDA subsidiary, Sellafield Ltd.

Tony took up his post for a three-year term on 3rd May 2021, replacing Lorraine Baldry who has led the Sellafield Board since May 2018 as Sellafield Chair. Tony will report directly to David Peattie. Tony is an experienced Chair and senior executive leader with 30 years' experience across the public and private sector. Most recently Tony was Chair of Crossrail, engaged in 2019 to oversee the integration phase of the project. Significantly, Tony held several senior roles at BP and as Head of Technology was responsible for the organisation's central project and engineering functions and R&D.





Wanda Goldwag appointed as Chair of Nuclear Transport Solutions

The NDA has announced that Wanda Goldwag has been appointed as Chair of Nuclear Transport Solutions (NTS).

NTS was launched in April 2021, following NDA's decision to bring together Direct Rail Services (DRS), International Nuclear Services (INS) and Pacific Nuclear Transport Ltd (PNTL) into a single transport organisation. As Chair of the NTS Board, Wanda will be responsible for leading and shaping the strategic direction of the newly established organisation. She will assume the role from July 2021 when Kate Ellis steps down as Chair.



Commenting on her appointment, Wanda Goldwag said: "It's a real honour for me to become Chair of NTS and oversee the important role it plays in delivering specialist transport services in support of NDA's strategy, and on behalf of customers in the UK and around the world".

She has a wealth of experience in non-executive roles, specialising in chairing complex organisations in both the public and private sectors. She is currently Chair of the Financial Service Consumer Panel, Chair of a body in the gas industry called the Uniform Network Code Modification Panel, Interim Chair of the Leasehold Advisory Service, and an advisor to Smedvig Capital.

Publications



NDA Annual Report and Accounts "amongst best in public sector"

The NDA's Annual Report and Accounts has been recognised by the National Audit Office (NAO) as an example of best practice amongst public sector organisations.

<https://www.gov.uk/government/news/nda-annual-report-highlighted-amongst-best-in-the-public-sector>



This report details the gender pay gap for the NDA group. This is displayed as the difference between the hourly rate of pay of male employees and female employees, which is expressed as a percentage of the hourly rate of the male employees. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis. The gender pay gap is not the same as equal pay, which is about paying the same to men and women who are doing like work, work of equal value or work related as equivalent.

The report includes the data for the NDA and its seven operating companies:

- Nuclear Decommissioning Authority (Corporate Centre)
- Sellafield Limited
- Magnox Limited
- Dounreay Site Restoration Limited
- Low Level Waste Repository Limited
- International Nuclear Services Limited
- Direct Rail Services Limited
- Radioactive Waste Management Limited

The 2019-2020 NDA group gender pay gap average (weighted by employee numbers) is 13.1% mean and 12.4% median. Which is a small decrease compared with 13.3% mean and 12.7% median in 2018-2019.

<https://www.gov.uk/government/publications/nda-gender-pay-gap-report-and-data-2020>

NDA Business Plan 2021 – 2024

Our Business Plan for 2021-2024 was published on 22nd March. The Business Plan sets out key activities and the progress the NDA expects across all its sites during the next 3 years, in line with the funding allocated by the Department for Business, Energy and Industrial Strategy (BEIS). We consulted on our draft Business Plan from December 2020 to February 2021.

We received 16 responses to our consultation and a summary of the comments received is included at the front of the final document. Thanks to everyone who submitted comments.

<https://www.gov.uk/government/consultations/nuclear-decommissioning-authority-draft-business-plan-2020-to-2023>



Strategy 4

Strategy 4 was published on 18th March 2021. The Draft Strategy was published for a 12-week public consultation between August and November 2020. We received 71 sets of feedback from a wide range of stakeholders, including individuals, public bodies and private organisations. Of the 71 responses received, the majority answered the consultation questions, whilst also providing a general response. These answers and responses were considered in developing the Strategy and are covered in the Stakeholder Response Report. Thank you to all of you who submitted comments. They really have helped us to shape the final document.

<https://www.gov.uk/government/publications/nuclear-decommissioning-authority-strategy-effective-from-march-2021>

NDA Sustainability Report

We published our first Sustainability Report on 8 March 2021.

We have a unique role, charged with the mission to clean up the UK's earliest nuclear sites safely, securely and cost-effectively - but we also have a unique opportunity to invest in our people, our communities and by protecting the environment for long term future use. We are committed to making the journey towards delivering our mission a sustainable one.

On 4 March, we hosted a sustainability webinar to coincide with World Engineering Day for Sustainable Development, where NDA Group Chief Operations and Performance Improvement Operator, Alan Cumming, shared his vision for delivering our mission in a more sustainable way.

<https://www.gov.uk/government/publications/nda-sustainability-report-financial-year-april-2020-to-march-2021>

Other NDA News Updates:

Second GDF working group launched

A second Working Group has been formed in Cumbria to begin discussions about the potential for hosting a deep geological disposal facility for the safe and secure disposal of radioactive waste.

The Allerdale Working Group comes two months after the first group was established in neighbouring Copeland. Chaired independently by Jocelyn Manners-Armstrong, the Allerdale Working Group will now begin local discussions and fact-finding about the potential for the future siting of a Geological Disposal Facility (GDF) in Allerdale.

Radioactive Waste Management (RWM) Chief Executive, Karen Wheeler, said: "I'm delighted to see the formation of the GDF Working Group in Allerdale which will start to engage local residents, businesses, and other organisations about the possibility of hosting a GDF."



NDA sponsorship of the Young Generation Network (YGN)

NDA group continues its sponsorship and close working relationship with the Nuclear Institute's Young Generation Network. The NDA became the YGN's first-ever Industrial Partner back in September – and the relationship is going from strength to strength. A partnership board featuring young professionals from each of the NDA's Group companies has been formed, and is taking forward a year-long series of events aimed at encouraging young professionals in the industry to consider working towards further professional qualifications and chartership of the Institute. Senior leaders from across the group, including David Peattie, Gwen Parry Jones and Adrian Simper have supported YGN events since the partnership began, particularly the YGN Festival week, which saw more than 600 young professionals attend seminars, webinars and mentoring sessions.

In return, the YGN is helping take forward the NDA Group development, it is involved in outreach to schools and universities to talk about the work of our group, and in the NDA's Equality, Diversity and Inclusion programmes.

We will give you further updates about this developing partnership in future Stakeholder Updates.

Beacon Projects Update

Our Beacon Projects were initially announced in 2019 as a way of maximising the benefits of working across the group to realise opportunities and tackle challenges together. This year's group-wide Beacon Projects have been agreed by our Group Leadership Team and are as follows: Sustainability, Leadership development, Respect and inclusion and Re-imagine.

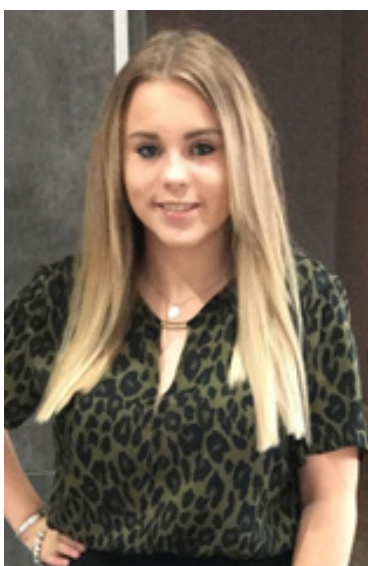
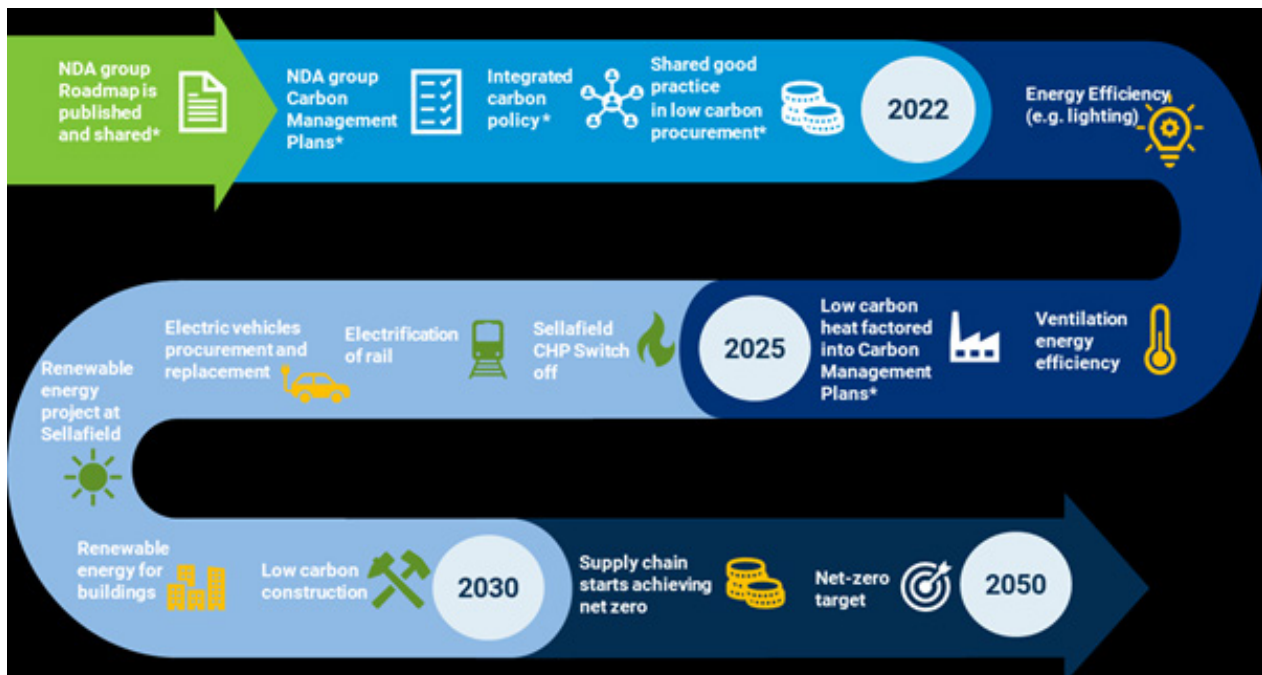
'Our Beacon Projects for 2021 will support our ongoing success as a group, reinforcing the benefits of working as one NDA group on our collective mission. Having met the challenges, we set ourselves last year, even in the midst of difficult external factors, I am confident we will continue to deliver further achievements this year.' – David Peattie

<https://ndalive.co.uk/exhibition/>



Carbon Net-Zero – next steps for the NDA

The NDA has recognised that if we are to reach our zero carbon emissions target by 2050, it will require significant action. NDA Group has identified further opportunities to reach net-zero – set out in our road map below:



New Team Member - Introducing Lucy

I'm Lucy, I am 19 years old and from West Cumbria. I am currently doing a Level 3 Business Admin qualification which is 18 months long and I am placed on two different 9-month long placements.

I have been with the NDA since January 2021 and my first placement is in the Comms team in Stakeholder Relations, I will be on placement with this team until September 2021. The purpose of me being in this team is to provide admin support to different tasks and projects such as this one.

So far, I have done a lot of calendar and planner organisation and helped to provide support with the production of documentation.



Forward Look



Supply Chain Event 2022

Our ninth supply chain event will be held on 3 February 2022 at The International Centre, Telford. The event was originally due to take place in June 2020 but was postponed because of the Covid-19 pandemic.

Launched in 2011, the supply chain event has attracted around 10,000 visitors from more than 20 countries and is now the largest event of its kind in Europe, with almost 1,700 people attending and more than 300 companies exhibiting at the event in 2019.

The Supply Chain Award ceremony will also be held on the same day. The application deadline for the awards is 12:00 on 1 October 2021.

Registration to attend the event is now open. More information can be found on the supply chain event website:

<https://web-eur.cvent.com/event/2263a42b-a43a-4061-a960-f0715be47457/summary>

Low Level Waste Repository becomes a subsidiary of the NDA

Low Level Waste Repository Ltd (LLWR) is now a subsidiary of the Nuclear Decommissioning Authority (NDA) after its ownership was transferred from UK Nuclear Waste Management Ltd (UKNWM).

It represents the latest NDA-owned site to move to subsidiary status and follows a similar transition at Dounreay Site Restoration Ltd in March.

NDA Chief Executive Officer David Peattie said: "LLWR becoming a subsidiary is a significant milestone in building a stronger NDA group. We are transforming the way that we work across the estate, with a focus on sharing and collaboration, while also maximising the strength and scale of the group.

"Thank you to the UKNWM team for their good stewardship of the site in recent years and congratulations to Martin Walkingshaw, who is stepping up from being LLWR's Deputy Chief Executive Officer to lead the organisation. Martin is fully committed to the NDA group's mission and values and will expertly steer the important work at the LLWR site."

The move to make LLWR an NDA subsidiary is a step towards the creation of a single group waste division early next year. This will bring together the NDA's waste management expertise, including LLWR and Radioactive Waste Management, growing capability and simplifying how the group operates to deliver greater value for the taxpayer.

Departmental Review published

BEIS has published the NDA's response, alongside its own, to the Magnox Inquiry and Departmental Review published in March and June this year. You can read the responses to the recommendations here:

[Magnox Inquiry and Review into the Nuclear Decommissioning Authority \(NDA\): responses from government and NDA](#)

The NDA welcomes the recommendations of the reviews. Since the publication of the Interim Magnox Inquiry, NDA has undertaken significant steps to improve and many changes have been made in the NDA group. This is reflected in the positive assessment of progress against the recommendations in the final report.

While good progress has been made since 2017, the NDA's work to improve continues. The Departmental Review and Magnox Inquiry are of great value to the NDA as it further develops and embeds its new operating model

It has fundamentally changed its operating model, moving away from tier-one contracting with single parent body organisations (PBOs) to becoming a group of wholly-owned subsidiaries

The NDA has changed its internal governance arrangements, including the development of a Group Leadership Team (GLT) and new collaborative ways of working and sharing of learning across the NDA group

It has also made significant changes to strengthen its legal, commercial and assurance functions, including the appointment of a General Counsel and Commercial Director.

In 2017, the Government made a public commitment to carrying out a Tailored Review into the NDA. Although the tailored review process for arm's length bodies ended in 2020, BEIS continued its review into the form, function, and effectiveness of the NDA, under the auspices of a Departmental Review. The Review was published in June 2021.

Advanced Gas Reactors to be decommissioned by the NDA

The NDA group is delighted to have been directed by government to take on the future ownership of the seven EDF advanced gas reactor sites for future decommissioning. The work will be undertaken by our subsidiary Magnox Ltd and the BEIS arrangements are testament of the skills, knowledge and experience held in the NDA group.



This work is of national importance and we now look forward to working with EDF to ensure the seamless transfer of stations in the coming years.

We are pleased to have been entrusted by government to take on this important decommissioning work on behalf of the UK.

The NDA, along with our subsidiary Magnox Ltd, are global leaders in decommissioning and at the forefront of innovation and technical expertise in the decommissioning arena.

<https://www.gov.uk/government/news/decommissioning-agreement-reached-on-advanced-gas-cool-reactor-agr-nuclear-power-stations>

Our Contact details – stay safe – and stay in contact

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

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