

# Magnox Socio-economic Plan 2016-19



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## 1. Introduction

The Nuclear Decommissioning Authority's (NDA) objective "to support the creation of dynamic, sustainable local economies for communities living near our sites" is underpinned by four thematic priorities.

### **NDA thematic principles:**

- Employment - with a preference for higher value job creation
- Education / skills - both to support decommissioning and clean-up and diversification into other sectors
- Economic and social infrastructure - including environmental remediation and improvements and cultural and natural heritage
- Economic diversification
- Diversification into other industries and sector - including support for the local supply chain
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Our socio-economic strategy and plan supports the NDA's vision and thematic priorities.

Whilst we are not directly accountable for regeneration in the areas around our sites, Cavendish Fluor Partnership (CFP) and Magnox recognise the important role we play in supporting the communities and partner agencies to develop plans and deliver initiatives which help mitigate the impact of decommissioning the sites.

The Magnox contract places socio-economic commitments on CFP, and Magnox (see **Appendix 2**). A summary of the commitments are provided below.

### **Socio-economic commitments (summary):**

- Support the NDA's strategy to take account of the socio-economic consequences of its plans, engaging with agencies for economic development, providing financial support to Magnox for socio-economic expenditure and providing direct socio-economic funding support,
- Support the NDA's socio-economic objectives and policy through engagement with the NDA, Local Authorities, development agencies and other key stakeholders,
- Prepare and deliver a three-year rolling socio-economic development plan in partnership with NDA, consulted upon with stakeholders,
- Work/support local and national regeneration/economic development agencies through a complementary socio-economic plan,
- Plan will consider: local skills retention, workforce transition, apprentice schemes, supply chain/small-medium-enterprises (SMEs) optimisation, engagement with local educational establishments, re-use of land,
- Publish an annual review of socio-economic performance against the plan, and against specific, measurable, attainable, relevant and timely (SMART) targets,
- Prioritise socio-economic interventions; timescale to care and maintenance and prevailing socio-economic conditions.

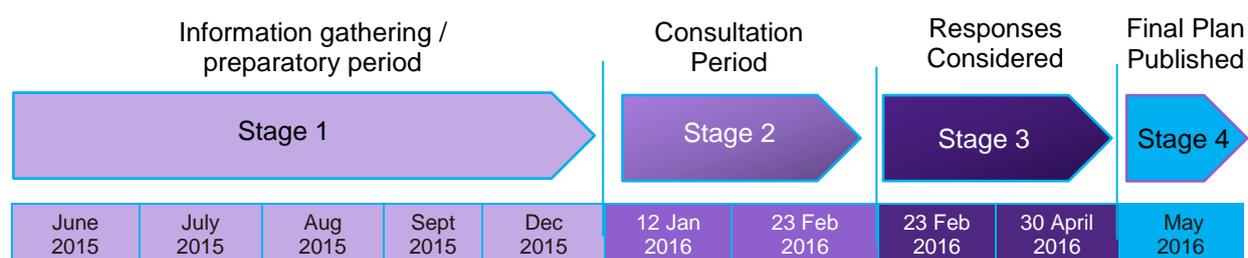
## 2. Stakeholder engagement and consultation

In developing the three-year rolling Magnox socio-economic plan 2016-19, we engaged with key stakeholders to seek views and feedback during a six week consultation period (12 January to 23 February 2016).

The stakeholder groups engaged as part of this process were as follows:

- Nuclear Decommissioning Authority (NDA)
- Local Authorities in England, Scotland and Wales
- Members of Parliament (MPs), Members of the Scottish Parliament (MSPs) and Welsh Assembly Members (AMs).
- The UK, Scottish and Welsh Governments
- Site Licence Company management teams
- Site Stakeholder Groups (SSGs) / Local Community Liaison Council (LCLC)
- Non-government organisations
- Socio-economic partnerships
- Regional economic development agencies
- Local Enterprise Partnerships (LEPs) and Enterprise Zone Boards
- Magnox workforce
- EDF Energy and EDF new nuclear build
- Horizon Nuclear Power
- Trade Unions
- Supply Chain forums
- The Nuclear Legacy Advisory Forum (NuLEAF) and the Scottish Councils Committee on Radioactive Substances (SCCORS).

Figure 1: Stakeholder engagement and consultation timeline



### Post consultation report

A summary of responses and comments on the draft Magnox socio-economic plan 2016-19 was published in May 2016. This included the consultee’s name and describes how the responses/comments received were considered in developing the final document.

### Engagement 2017-2019

During 2017-2019 (the duration of the existing three-year rolling plan) we will engage and inform stakeholders of any fundamental changes which are made to the plan and consider any feedback in updating the existing plan or formulating the next version. Formal consultation on the Magnox Socio-economic Plan will take place every three years following the conclusion of the previous three-year rolling plan.

### What has changed in the 2017/18 update to the Magnox socio-economic plan 2016-19?

- The targets for years 2 and 3, identified in Table 1, have been reviewed based on progress against the year 1 targets, the emerging Magnox strategies and the development of local community initiatives and priorities. The overarching approach and objectives remain unchanged.
- A revised layout for the site pages has been developed, which provides more focus on the 2016/17 socio-economic achievements and deliverables.

### 3. The Magnox Socio-economic Plan

#### 3.1. PBO/SLC socio-economic strategy

Our socio-economic strategy and objectives cascade from the NDA's Socio-economic strategy, through the Parent Body Organisation (PBO) and Site Licence Company (SLC) to the sites, ensuring consistency of messages and approach. The Magnox Socio-economic Scheme is the mechanism for distributing grant funding that supports the strategy and objectives. More information on this scheme is available on the [Magnox website](#).

#### Socio-economic strategy:

Key areas of our overarching socio-economic strategy include:

- Employing a holistic approach that enriches learning from experience across the sites yet still recognises individual site requirements
- Building upon existing stakeholder relationships and socio-economic initiatives
- Enhancing economic diversification and opening up new employment opportunities
- Leveraging the parent organisations' experience in education and training to enhance the potential opportunities for people in the supply chain
- Developing opportunities for workforce redeployment into Cavendish Nuclear, Babcock International Group and Fluor at the appropriate time in the Magnox programme
- Achieving value for money through targeted use of funds for socio-economic initiatives that offer the biggest impact for the lowest cost at prioritised sites for funding.

#### Our plans consider:

- Existing local socio-economic development plans;
- The prevailing socio-economic conditions in each Magnox site's locality;
- Relevant Government policy, including in Wales and Scotland;
- Results of local stakeholder engagement;
- Skills retention in localities/skills transfer from each Magnox site to local communities;
- Transfer of learning from the PBO to Magnox;
- Apprentice scheme development;
- Maximising the potential/capacity of local supply chains to bid for work from each Magnox site;
- Engagement with local education establishments, supporting curricula and raising aspirations;
- Supporting the spin-out of functions from the Magnox sites to the local economy; and
- Availability of NDA-owned, proximate land to divest for socio-economic benefit;

#### 3.2. Prioritisation of interventions

The three-year rolling socio-economic development plan provides a rationale for prioritisation to ensure that socio-economic interventions are targeted where they can have the greatest impact, deliver the best value for money and are sustainable in the long term. Taking account of NDA thematic priorities, the sites have been prioritised according to the following factors:

- Workforce profile
- Lifecycle transition dates from generation to defueling or from decommissioning to care and maintenance
- Working age population and employment statistics (2014)

- Regional Gross Value Added and Index for Multiple Deprivation statistics (compared to National average) (2013)
- Geographical distance to urban employment
- Results of the Magnox socio-economic scheme and direct NDA funding invested to date
- Development of the opportunities highlighted in the former Magnox socio-economic development plan (2011-15), the former Research Sites Restoration Limited (RSRL) socio-economic development plan and implementation of existing independent socio-economic impact assessment report recommendations and action plans.
- External factors – inward investment employment opportunities, new nuclear build and sister nuclear site lifecycles.
- Prevailing socio-economic conditions in the surrounding area.

The prioritisation of sites will be regularly reviewed in order to take account of changing factors.

Site prioritisation is one factor that will be taken into account when making decisions on funding. It is important to note, however, that if a robust transformational project is submitted to the Magnox Socio-Economic Scheme that fits the criteria, then irrespective of the site prioritisation it would be given due consideration based on its merits alongside other applications.

The output of this prioritisation exercise, the detail of which is summarised in **Appendix 1**, has categorised the sites as high, medium or low as follows.

#### High priority areas/sites:

- Bradwell
- Dungeness A
- Hunterston
- Trawsfynydd
- Wylfa

#### Mid priority areas/sites:

- Chapelcross
- Hinkley Point A
- Winfrith

#### Low priority areas/sites:

- Berkeley
- Harwell
- Oldbury
- Sizewell A



#### Site Lifetime Plans

The contract awarded to the Cavendish Fluor Partnership (CFP) by the NDA in September 2014 was to take the 12 historic Magnox nuclear sites into the final stages of decommissioning in line with the NDA's strategy.

As part of the contract a period of consolidation was built in for the winning bidder to progressively implement its proposed strategy and plan and to reconcile any differences between the tender documentation and the actual position it inherited in September 2014.

During the period of Consolidation, it was determined that there was a material difference between the scope of work identified in the tender documentation and the actual position inherited in September 2014.

Although CFP have delivered a strong performance since September 2014, it has been agreed by the NDA and CFP to mutually terminate the Magnox contract due to the material differences identified in the tender documentation. The 2 year termination notice period will commence in September 2017 and thus CFP will cease operating the contract on 31 August 2019. We expect no change to the socioeconomic plan or funding as a result of this announcement.

### 3.3. The Magnox socio-economic scheme

The Magnox socio-economic scheme provides funding to support activities that benefit the social or economic life of communities, in support of the NDA's responsibilities under the Energy Act (2004) to mitigate the socio-economic impact of its work programme where it operates. The scheme has three funding aims:

1. Being a good neighbour
2. Helping to build sustainable communities
3. Supporting transformational projects that mitigate the impact of decommissioning Magnox sites.

Funding is prioritised towards aims 2 and 3, where the biggest and most sustainable socio-economic benefit can be achieved.

#### Funding

Magnox, the Cavendish Fluor Partnership and the NDA work together to manage a funding portfolio of up to £1million each financial year. Funding is available on a rolling programme to support our aims on three levels:

1. Up to £1,000 for small projects neighbouring Magnox sites (good neighbour funding)
2. Up to £10,000 capital expenditure towards a sustainable project
3. Over £10,000 to support large projects that make a significant contribution towards mitigating the impact of decommissioning your nearest Magnox site/s.

More information on the scheme and funding criteria is available at <https://magnoxsocioeconomic.com/>

## 4. Socio-economic objectives

Our objectives for the three-year rolling Magnox Socio-economic Development plan cascade from the NDA's Socio-economic policy, through the PBO and Site Licence Company to the sites. These objectives are detailed in **Table 1**. Overall progress against these objectives is discussed in **Section 7**, with site-specific achievements highlighted alongside the site specific objectives in **Section 4.2**.

<b>TABLE 1</b>			
<b>Strategic objectives</b>	<b>Magnox objectives</b>	<b>SMART Targets</b>	<b>Performance measures</b>
<b>Employment – with a preference for higher value job creation</b>			
<p>Optimise the potential of local suppliers to bid for site work by establishing a supply chain transformation programme:</p> <ul style="list-style-type: none"> <li>• To encourage opportunities for, and the use of, Small and Medium Enterprises (SMEs).</li> <li>• To develop a robust and healthy supply chain.</li> <li>• To develop a Magnox estate approach to supply chain management activities.</li> <li>• To develop strategic supplier partnerships focused on added value for Magnox and its suppliers.</li> </ul>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Improve visibility by developing the Magnox supplier web pages, with particular attention to the development of SME content, update supplier Top 20 list, monitor web traffic and add a link to NDA website.</li> <li>2. Improve accessibility by providing opportunities for the supply chain to engage directly with Magnox</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Improve the visibility and accessibility of supply chain opportunities based on feedback identified via a supplier survey</li> <li>2. Explore the opportunity to standardise the pre-qualification questionnaire process and approach, to make it easier for the supply chain, including SMEs, to apply.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. Improve the visibility and accessibility of supply chain opportunities based on feedback identified via a supplier survey</li> </ol>	<ol style="list-style-type: none"> <li>1. Publish the 2016 procurement plan on www.magnoxsites.com by 29 July 2016.</li> <li>2. Attend the annual NDA Estate Supply Chain Event.</li> <li>3. Deliver the first phase of the supply chain transformation plan by 29 July 2016.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Deliver an annual supplier survey and action plan based on the feedback provided by end October 2017</li> <li>2. Develop the Magnox supplier web pages, with particular attention to the development of SME content,</li> <li>3. Regularly promote supplier web pages and monitor web traffic throughout the year</li> <li>4. 2017/18 Procurement Plan published and publicised on time and updated monthly</li> <li>5. Consider standardisation of supplier tendering interface through technology deployment</li> <li>6. Establish baseline of traffic to supplier pages of website</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>7. Deliver an annual supplier survey and action plan based on the feedback provided.</li> <li>8. Regularly promote supplier web pages and monitor web traffic</li> <li>9. Publish summary of supplier survey and action plan on website by Mar 2018</li> </ol> <p>2018/19 Procurement Plan published and publicised on time and updated monthly</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. No of contract opportunities posted annually on www.magnoxsites.com and the Achilles Utilities Vendor Database.</li> <li>2. No of Regional NDA SME Steering groups attended annually.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>3. Evidence promotion and development of supplier web pages by Sep 17</li> <li>4. Evidence that the opportunity to standardise the pre-qualification questionnaire process and approach has been explored and considered.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. Evidence promotion of supplier web pages</li> <li>2. Increase in traffic to supplier pages of website</li> </ol>

Strategic objectives	Magnox objectives	SMART Targets	Performance measures
<p>Use parent organisation's business experience to establish a programme for the supply chain and, in particular, SMEs to enhance their capability and establish a structured approach to supplier development that is consistent with public procurement regulations and optimises the potential for local supply chain opportunities.</p>	<p>2017/18 Year 2 Understand the changes in value and % overall supply chain spend. with SMEs</p> <p>2018/19 Year 3 As year 2</p>	<p><b>2016/17 Year 1</b> 1. Monitor the value and % overall supply chain spend with SMEs based on criteria agreed with the NDA.</p> <p><b>2017/18 Year 2</b> 1. Monitor the value and % overall supply chain spend with SMEs based on criteria agreed with the NDA</p> <p><b>2018/19 Year 3</b> 1. Monitor the value and % overall supply chain spend with SMEs based on criteria agreed with the NDA.</p>	<p><b>2016/17 Year 1</b> 1. Establish a reporting mechanism for Value and % supply chain spend with SMEs by 01 July 2016 and report on a quarterly basis.</p> <p><b>2017/18 Year 2</b> 1. Value and % supply chain spend with SMEs reported on a quarterly basis based on criteria agreed with the NDA.</p> <p><b>2018/19 Year 3</b> 1. Value and % supply chain spend with SMEs reported on a quarterly basis based on criteria agreed with the NDA.</p>
<p><b>Employment – with a preference for higher value job creation</b></p>			
<p>Develop opportunities for spin-off businesses from site.</p>	<p>Explore opportunities for new or spin off business. Where opportunities exist put in place mechanisms to support staff in the development of such opportunities</p>	<p><b>2016/17 Year 1</b> 1. For staff in transition, work with Penna to develop support and workshops on how to start new businesses  2. Summary of feedback produced by 28 February 2017</p> <p><b>2017/18 Year 2</b> 1. Evaluate the performance and feedback of support being made available by 28 February 2018. 2. Explore opportunities to extend support to other sites as they near closure by 28 February 2018.</p> <p><b>2018/19 Year 3</b> 1. Explore opportunities to extend support to other sites as they near closure by 28 February 2017.</p>	<p><b>2016/17 Year 1</b> 1. No. of people who attend a workshop/meeting/access support annually. 2. Value and number of new or spin off businesses supported annually via existing Magnox support schemes.</p> <p><b>2016-19 Years 2-3</b> 3. No. of people who attend a workshop/meeting/access support annually. 4. Value and number of new or spin off businesses supported annually via existing Magnox support schemes.</p>

Strategic objectives	Magnox objectives	SMART Targets	Performance measures
<p>Identify and optimise opportunities for local resource redeployment, secondment and training.</p> <p>Align with the NDA and Magnox people strategy, particularly in respect to supporting reskilling and redeployment into other parts of the NDA estate and, where possible, trying to retain skills within the localities.</p>	<p>Ensure staff are aware of opportunities for local redeployment, secondment and retraining.</p> <p>Maximise awareness and knowledge of local opportunities among employees</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Work with Penna to establish a process for making staff in transition aware of local redeployment, secondment and retraining opportunities both within the parent companies and the wider supply chain.</li> <li>2. Work with Penna to understand local employers' skills requirements.</li> </ol> <p><b>2017-19 Year 2-3</b></p> <ol style="list-style-type: none"> <li>1. Continue to work with Penna to make staff in transition aware of opportunities for local redeployment, secondment and retraining</li> <li>2. Engage with local stakeholders so that employers have sight of talent and skills as staff become available.</li> <li>3. Annual Resource plans published and publicised by 31 March 2018 and annually thereafter, to ensure stakeholders and employers have sight of talent as staff become available.</li> </ol>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Communicate local redeployment, secondment and retraining opportunities both within the parent companies and the wider supply chain by 29 July 2016.</li> <li>2. No of local employers contacted annually, to understand local employers' skills requirements by 30 September 2016.</li> <li>3. Work with Penna to establish a Magnox skills database of staff in transition and local employer's skills requirements by 30 September 2016.</li> </ol> <p><b>2017-19 Years 2-3</b></p> <ol style="list-style-type: none"> <li>1. Report no of employees referred to Penna by end FY</li> <li>2. Report no of employee Personal Development Plans created by end FY</li> <li>3. Report no of internal redeployment opportunities offered to staff annually.</li> <li>4. Report no of staff in transition attending outplacement support/workshops annually.</li> <li>5. Report no of employees securing their desired personal aspirational outcome.</li> </ol>
Strategic objectives	Magnox objectives	SMART Targets	Performance measures
<p><b>Education/skills – both to support decommissioning and clean-up and diversification into other sectors</b></p>			

<p>Develop wide-ranging and accessible training and reskilling programmes, including apprenticeships, to support workforce transition to suitable employment.</p> <p>Align this with existing Cavendish Nuclear and Fluor apprentice schemes to maximise opportunity and benefit of the nuclear industry.</p>	<p>Consolidate SLCs' training programmes and provide a single training gateway for SLC staff, to support workforce transition to suitable employment.</p> <p>Deliver the Talent Management Programme, which identifies rising stars in the organisation and places them on a structured development programme to enhance their career progression.</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Develop a plan for combining the pre-existing Magnox and former RSRL training programmes into a single programme and gateway by 30 September 2016.</li> <li>2. Create and implement a Talent Management Programme (TMP) by Sep 16</li> <li>3. Single SLC training programme and gateway in place by 31 January 2017.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Deliver the Talent Management Programme</li> <li>2. Combine the pre-existing Magnox and former RSRL training programmes, where appropriate, into a single programme by end Jan 17</li> <li>3. Augment single SLC training programme further by exploring synergies within the parent companies' training portfolios.</li> <li>4. Continue to deliver the SLC training programme, to support workforce transition to employment.</li> <li>5. Parent companies' training portfolios opened up by 31 May 2017.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. Continue to deliver the Talent Management Programme</li> <li>2. Continue to deliver the SLC training programme, to support workforce transition to employment.</li> </ol>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Plan to create a single SLC training programme and gateway in place on time.</li> <li>2. Create and implement a Talent Management Programme (TMP) and identify individuals to attend this by 30 September 2016.</li> <li>3. No of individuals identified for the Talent Management Programme.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>4. No of individuals identified for the Talent Management Programme.</li> <li>5. No of training opportunities and qualifications aligned to industry standards created annually.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. No of individuals identified for the Talent Management Programme.</li> <li>2. No of training opportunities and qualifications aligned to industry standards created annually.</li> </ol>
	<p>Establish a process for supporting individuals with their transition plans and access to transition support.</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Work with Penna to provide access to appropriate information so that individuals can develop their transition plans i.e. appropriate resources, templates, and opportunities to transfer to parent organisations.</li> <li>2. Establish an effective process for facilitating staff to transition to parent body organisations.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Deliver the process for facilitating staff to transition to parent body organisations</li> <li>2. Provide access to appropriate information so that individuals can develop their transition plans</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. Deliver the process for facilitating staff to transition to parent body organisations</li> <li>2. Provide access to appropriate information so that individuals can develop their transition plans</li> </ol>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Evidence of resource support available to staff.</li> <li>2. PBO transition plan and process in place on time by 29 July 2016.</li> <li>3. No of people in transition offered alternative employment to the PBO</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. No of people in transition offered alternative employment to the PBO</li> <li>2. Evidence of resource support available to staff.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. No of people in transition offered alternative employment to the PBO</li> <li>2. Evidence of resource support available to staff.</li> </ol>

Strategic objectives	Magnox objectives	SMART Targets	Performance measures
<b>Education/skills – both to support decommissioning and clean-up and diversification into other sectors</b>			
<p>Deliver and establish a process for transitioning Magnox staff into the parent body organisations at the appropriate time, when their work on the Magnox programme has concluded.</p>	<p>Deliver and communicate the process for transitioning Magnox staff into the parent body organisations at the appropriate time, when their work on the Magnox programme has concluded.</p>	<p><b>2016-19 Years 1-3</b></p> <ol style="list-style-type: none"> <li>1. Develop and deliver a communications plan for publicising the opportunities in the parent body organisations by end 2016</li> <li>2. Deliver ongoing communications in support of the above throughout the duration of this plan</li> </ol>	<p><b>2016-19 Years 1-3</b></p> <ol style="list-style-type: none"> <li>1. No of opportunities made available in the parent organisation companies annually.</li> <li>2. No of staff offered opportunities in the parent organisation companies annually</li> </ol>
<p>Work with skills bodies, the National Skills Academy for Nuclear (NSAN), local authorities and local educational establishments to support apprentice programmes and to provide mentoring and support to supply chain apprentice schemes.</p>	<p>With PBO support and guidance, work with skills bodies, the NSAN, local authorities and local educational establishments to support apprentice programmes and to provide mentoring and support to supply chain apprentice schemes.</p> <p>This will include assessing the impact of the new government apprenticeship levy and development of an appropriate Magnox apprenticeship programme.</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Assess the impact of the new government apprenticeship levy and identify what industry apprentice programmes exist in Magnox communities, including PBO schemes to identify an appropriate Magnox apprentice programme.</li> <li>2. Establish relationships with the relevant skills bodies and identify the support Magnox can provide to external apprentice programmes by 31 October 2016.</li> <li>3. Identify what industry apprentice programmes exist in Magnox communities, including PBO schemes to identify an appropriate Magnox apprentice programme. by 30 April 2016.</li> <li>4.</li> </ol> <p><b>2017/28 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Develop and deliver an appropriate Magnox apprenticeship programme which supports the UK Government's apprenticeship levy.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. Deliver an appropriate Magnox apprenticeship programme which supports the UK Government's apprenticeship levy.</li> </ol>	<p><b>2016-19 Years 1-3</b></p> <ol style="list-style-type: none"> <li>1. Number of industry apprentice-related meetings attended annually I.e. NSAN.</li> <li>2. Number of apprentice placements taken at Magnox sites annually.</li> </ol>
<p><b>Strategic objectives</b></p>	<p><b>Magnox objectives</b></p>	<p><b>SMART Targets</b></p>	<p><b>Performance measures</b></p>
<b>Economic and Social infrastructure, including environmental remediation and improvement and cultural and natural heritage</b>			

<p>Support economic and social infrastructure regeneration initiatives through targeted use of the socio-economic fund and SLC support where appropriate.</p> <p>Support opportunities to divest land for socio-economic benefit.</p>	<p>Support economic, environmental remediation and social infrastructure projects that align with NDA policy and meet funding/prioritisation criteria.</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Work with socio-economic partnerships to identify social infrastructure projects and opportunities to divest de-licensed land for socio-economic benefit throughout 2016.</li> <li>2. Continue to support transformational economic or social infrastructure projects via the Magnox socio-economic scheme, which align with NDA policy and meet funding/prioritisation criteria.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Consider if new medium priority sites require a socio-economic impact assessment report and action plan commissioning, which can be supported through the socio-economic scheme via match funding.</li> <li>2. Continue to support transformational economic or social infrastructure projects via the Magnox socio-economic scheme, which align with NDA policy and meet funding/prioritisation criteria.</li> </ol>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. No/value of social infrastructure projects supported through the socio-economic fund annually.</li> <li>2. No of opportunities supported to divest land for socio-economic benefit annually.</li> <li>3. Gearing ratio of match funding achieved for FY 16/17.</li> <li>4. Socio-economic benefits delivered by the projects supported measured and reported by end of FY 16/17.</li> </ol> <p><b>2017/18 Year 2-3</b></p> <ol style="list-style-type: none"> <li>1. Where a requirement is identified, No of socio-economic impact assessment reports/action plans commissioned.</li> <li>2. Gearing ratio of match funding achieved for FY 17/18.</li> <li>3. Socio-economic benefits delivered by the projects supported measured and reported by end of FY 16/17.</li> <li>4. Report on outcomes for medium priority sites by 30 April 2018</li> </ol>
<p>Work with local education establishments to support the curriculum and raise aspirations.</p>	<p>Identify a programme for capturing, publishing and reporting on Magnox STEM activities/voluntary support.</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Identify a process for capturing and reporting existing STEM/voluntary support (online form, booking code, line manager approval).</li> <li>2. Identify what STEM activities are available locally and nationally e.g. Business in the Community (BITC), STEMNet, STEM workshops that require volunteer time or financial support.</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. Establish a programme to support the curriculum and encourage pupils to pursue STEM disciplines by 20 September 2017.</li> <li>2. Publicise staff volunteering opportunities and encourage staff to support appropriate social infrastructure initiatives</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. Deliver the programme to support the curriculum and encourage pupils to pursue STEM disciplines</li> <li>3. Continue to publicise staff volunteering and encourage staff to support appropriate social infrastructure initiatives by January 2017.</li> </ol>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Employee volunteering reporting mechanism in place by 29 July 2016.</li> <li>2. Identify what resource is needed to support education activities by 31 March 2017.</li> <li>3. STEM activity report published on time, which also includes the STEM activity supported through the Magnox socio-economic scheme</li> <li>4. Agree approach to maximise impact of local and national STEM activities by 30 September 2016</li> </ol> <p><b>2017/18 Year 2</b></p> <ol style="list-style-type: none"> <li>1. No of 'active' STEM Ambassadors, Nuclear Graduates and voluntary supporters.</li> <li>2. No of education visits and STEM initiatives delivered annually.</li> </ol> <p><b>2018/19 Year 3</b></p> <ol style="list-style-type: none"> <li>1. No of 'active' STEM Ambassadors, Nuclear Graduates and voluntary supporters.</li> <li>2. No of education visits and STEM initiatives delivered annually.</li> </ol>
<p><b>Strategic objectives</b></p>	<p><b>Magnox objectives</b></p>	<p><b>SMART Targets</b></p>	<p><b>Performance measures</b></p>
<p>Ref 4 NDA thematic priority</p>		<p>Encourage diversification into other industries and sectors, including support for the local supply chain</p>	

<p>Encourage diversification and business development by working with local economic development agencies to encourage inward investment.</p>	<p>Work in partnership with regional development agencies and local authorities to identify opportunities for inward investment and support these with appropriate SLC resource.</p> <p>Work in partnership with regional development agencies and local authorities to identify opportunities to encourage and support diversification and business development.</p>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. Identify and make suitable socio-economic resources from the site available to work alongside the lead stakeholders to identify opportunities to secure investment into the Travel to Work Area and to encourage and support diversification and business development</li> <li>2. Identify and attend meetings with all the regional economic development agencies and local authorities throughout 2016.</li> <li>3. Work in partnership with regional development agencies and local authorities to identify opportunities for diversification at all high priority sites throughout 2016.</li> </ol> <p><b>2017-19 Years 2-3</b></p> <ol style="list-style-type: none"> <li>1. Identify and make suitable socio-economic resources from the site available to work alongside the lead stakeholders to identify opportunities to secure investment into the Travel to Work Area and to encourage and support diversification and business development</li> <li>2. Identify and attend meetings with all the regional economic development agencies and local authorities throughout 2016.</li> <li>3. Support appropriate applications which support diversification and business development and which align with the Magnox Socio-economic Scheme criteria.</li> </ol>	<p><b>2016/17 Year 1</b></p> <ol style="list-style-type: none"> <li>1. No of inward investment opportunities for high priority sites identified.</li> </ol> <p><b>2016/17 Years 1-3</b></p> <ol style="list-style-type: none"> <li>1. No of socio-economic meetings supported by Magnox.</li> <li>2. No/value of appropriate funding applications supported via the Magnox Socio-economic Scheme annually.</li> <li>3. Gearing ratio of match funding achieved.</li> <li>4. No of new businesses created annually</li> </ol>
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*Note 1: Penna - Third party who provides redeployment and outplacement support to staff who are transitioning. This will include, but is not limited to, helping staff develop techniques for coping with change, identify skills and competencies in demand elsewhere in the organisation or wider.*

## 4.1. Site socio-economic objectives

Recognising that the socio-economic development plan needs to focus on those sites identified as high or medium priority, additional objectives have been identified for these particular sites. These are in addition to the company-wide objectives outlined in **Table 1**.

## 4.2. Site Descriptions

### High priority sites

#### 4.2.1 Bradwell – high priority site

**Workforce numbers (as of April 2017):**  
117 Magnox staff

#### Socio-economic stakeholders

Maldon District Council  
Essex County Council  
Bradwell Working Group  
Bradwell Legacy Partnership Group  
Bradwell Local Community Liaison Committee



**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £450,775**

#### Projects awarded Magnox socio-economic scheme funding over £10k since 2012

Fiscal Year	Organisation	Project	Funding awarded
2012/13	West Mersea Town Council	Mersea Island Recreational Park	£50,000
2013/16	Maldon District Council	Bradwell Socio-economic Action plan	£150,000
2015/16	Bradwell-on-Sea Community Shop	Bradwell-on-Sea Community Shop (fittings and equipment)	£25,000
		Sub total	£225,000
2016/17	Stow Maries Great War Aerodrome	Discovering the Wildlife at Stow Maries Great War Aerodrome	£10,000
2016/17	Maldon District Council	Bradwell Legacy Partnership Secretariat	£33,000
		<b>Total</b>	<b>£268,000</b>

#### Key projects and initiatives in 2016/17:

- Bradwell Legacy Partnership (BLP) update:
  - £33,000 awarded to Maldon District Council towards the cost of providing secretariat support for the BLP for two years.
  - Themes remain the same and in line with the Bradwell Socio-economic Action Plan:
    - Tourism – Branding for the area has been achieved for the Maldon District, [www.visitmaldondistrict.co.uk](http://www.visitmaldondistrict.co.uk) website created,

- Skills – Exploring options to provide skills training locally
    - Business and Community Support – free business advice and support available
    - Business Premises – investigating options to supporting businesses with suitable premises in the appropriate area within the Maldon district
  - The BLP continue to meet regularly to look at various options in terms of Businesses and Tourism which includes working with vineyard owners to develop the “Wine Offer”.
- Stow Maries Great War Museum – Discovering the Wildlife as Stow Maries Great War Aerodrome
  - Part of a larger project to attract tourism to site, this project focuses on the Wildlife aspect of the site by offering hide-hire for ornithologists and wildlife enthusiasts. The project also looks to offer wildlife education workshops to school children and clubs.
  - It is envisioned that this offer could also lead to an increase of visitors staying in the area.

During 2016/17 Magnox funding provided at least 10 Volunteering Opportunities and three Training Opportunities as well as supporting more than 1,400 community skills opportunities in First Aid. 20 schools have benefitted either directly or through other projects supported. Two junior sports clubs have also received funding. The projects supported have also realised £45,082 match-funding.

<b>HIGH PRIORITY SITE – Bradwell</b>
<p><b>Opportunities / objectives for 2017/18</b></p> <p>Continue to work with the Bradwell Legacy Partnership on the plans to mitigate the impact on the local economy and the future job losses at Bradwell in alignment with the outputs from the Bradwell Socio-economic Action Plan and the Maldon District Economic Prosperity Strategy document.</p> <p>Fully consider any proposals that emerge which would mitigate the closure of the site expected in 2018.</p>

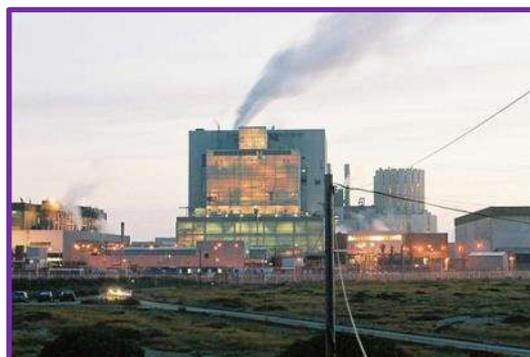
## 4.2.2 Dungeness A – high priority site

### Workforce numbers (as of April 2017):

161 Magnox staff

### Socio-economic stakeholders

Kent County Council  
 Shepway District Council  
 Ashford Borough Council  
 Rother District Council  
 East Sussex County Council  
 Romney Marsh Partnership Group  
 Marsh Million Board  
 Dungeness Site Stakeholder Group  
 New Romney Coastal Communities Team



**Direct NDA Socio-economic funding invested in local projects between 2005-17: £41,250**

**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £1,525,758**

### Projects awarded Magnox socio-economic scheme funding over £10k since 2012:

Fiscal Year	Organisation	Project	Funding awarded
2012/13		No applications	£0
2013/14	Kent County Council	Marsh Million Fund	£500,000
2013/14	Romney Marsh Partnership	Romney Marsh Coordinator	£120,000
2013/14	Shepway District Council	New Romney Business Incubator Units	£99,709
		Sub total	£719,709
2014/15	The Marsh Academy	Apprentices on the Marsh	£43,000
		Sub total	£43,000
2015/16		No applications	£0
		Sub total	£0
2016/17	Romney Marsh Partnership	Romney Marsh Coordinator (3 year funding of £20k/annum)	£60,000
2016/17	Shepway District Council	Mountfield Road Feasibility Study £35k and New Romney Town Council Coastal Communities Team £5k	£40,000
2016/17	CineMarsh	To support the creation of a cinema in New Romney	£50,000
		Sub total	£150,000
		<b>Total</b>	<b>£912,709</b>

### Key projects and initiatives 2016/17:

- **Romney Marsh Partnership (RMP) Group:** The RMP continues to work towards the delivery of the Romney Marsh Socio-Economic Plan which focuses on:
  - Highlighting some of the area's significant economic and social challenges.
  - Bringing people together and making the most of the excellent projects already being delivered on Romney Marsh.
  - Involving local people and giving them more of a stake in their local community and local economy.

- Providing a framework and a strategy to bring new funding into the area through new projects and new approaches.

Members of the partnership include Kent County Council, Shepway District Council (SDC), Ashford Borough Council (ABC) and Rother District Councils (RDC), Essex County Council (ECC), Dungeness Site Stakeholder Group, the NDA and Magnox amongst others.

The initial three-year funding for the role of coordinator was through the Magnox Socio-economic Scheme; however, for the next three years of funding, the RMP have recognised the benefit of this role and successfully bid for Magnox funding of £20,000/annum along with match funding from Shepway District Council, Ashford Borough Council, Rother District Council and East Sussex County Council to continue the role for another three years.

- **The Marsh Million Fund** is currently closed for general applications. The Marsh Million Board meet regularly to review the situation on repayments whilst also looking at and exploring opportunities that could benefit the area in line with the work of the RMPG.
- **New Romney Mountfield Road Industrial Estate Feasibility Study** – SDC are contributing £40k along with Magnox’ £35k to assess the infrastructure needs, a site master plan and investigate various options to maximise the benefit of the land available.
  - An additional £5k of funding from Magnox was used as match-funding for the New Romney Coastal Communities Team (NRCCT) to support an economic strategy to attract funding from the Coastal Communities Team and other sources for New Romney.
- **CineMarsh** is a project put forward by the Marsh Academy to set up a small cinema in New Romney. Magnox has confirmed £50k funding support to this project providing that other funders are found.

During 2016/17 Magnox funding created at least 4 employment opportunities, safeguarded one job and supported nine volunteering and seven training opportunities. Two apprentices have also been employed. Training opportunities through the Varne Boat Club and IMOS Foundation has meant that at least 511 individuals have experienced some community skills coaching and opportunities. The area has benefitted from at least £24,000 additional income through local events. Seven schools have also benefitted through this scheme. Overall the projects supported by Magnox have realised £331,307 match-funding.

<b>HIGH PRIORITY SITE – Dungeness</b>
<p><b>Opportunities / objectives for 2017/18:</b></p> <p>Continue to work with the Romney Partnership Group moving forward.</p> <p>Monitor and assess the impact of larger projects to evaluate their effectiveness.</p> <p>Look for opportunities to work with partners in the future to mitigate the closure of the site.</p>

### 4.2.3 Hunterston A – high priority site

**Workforce numbers (as of April 2017):**

150 Magnox staff

**Socio-economic stakeholders**

- Scottish Government
- North Ayrshire Council
- Scottish Enterprise
- Irvine Bay Regeneration Company
- Hunterston Site Stakeholder Group
- North Ayrshire Hunterston Regeneration Steering Group



**Direct NDA Socio-economic funding invested in local projects between 2005-17: £250,000**

**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £772,223**

**Projects awarded Magnox socio-economic scheme funding over £10k since 2012:**

Fiscal Year	Organisation	Project	Funding awarded
2012/13	West Kilbride Community Centre	West Wing Development	£20,000
		Sub total	£20,000
2013/14	Ardrossan Quayside Offices	Ardrossan Quayside Offices	£375,000
		Sub total	<b>£375,000</b>
2014/15	Field Studies Council	Marine Biological Station at Millport	£300,000
		Sub total	<b>£300,000</b>
2015/16		No applications	£0
		Sub total	<b>£0</b>
2016/17	Portencross Castle	Provision for WC facilities for staff and visitor	10,000
		Sub total	<b>£10,000</b>
		<b>Total</b>	<b>£705,000</b>

**Key projects and initiatives in 2016/17:**

- **Portencross Castle.** Magnox funding support the installation of WC facilities at the castle for the use of the volunteers working there and to ensure the castle remained open to the public. This will generate more visitors to the area with around 500 additional school children visiting annually.

During 2016/17 Magnox funding has supported local schools, community groups including events at Largs Family Weekend Festival; Sports equipment for local football teams and dance groups; restored a piano for St Andrews Congregation and funded a safety life raft for Ardrossan unit Maritime volunteer service. The projects supported have also realised £61,144 match-funding.

**Opportunities / objectives for 2017/18:**

<b>HIGH PRIORITY SITE – Hunterston A</b>
Work with North Ayrshire Hunterston Economic Steering Group to mitigate the impact on the local economy of the future job losses at Hunterston A.

## 4.2.4 Trawsfynydd – high priority site

### Workforce numbers (as of April 2017):

167 Magnox staff

### Socio-economic stakeholders

Welsh Government  
 Gwynedd County Council  
 Menter Môn  
 North Wales Economic Ambition Board  
 Trawsfynydd Oversight Group  
 Traws-Newid  
 Snowdonia National Park Authority  
 Snowdonia Enterprise Zone Board  
 Grŵp Llandrillo Menai  
 Trawsfynydd Site Stakeholder Group



**Direct NDA Socio-economic funding invested in local projects between 2005-17: £2,285,000**

**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £888,084**

### Projects awarded Magnox socio-economic scheme funding over £10k since 2012:

Fiscal Year	Organisation	Project	Funding awarded
2012/13	Coleg Meirion Dwyfor	CaMDA	£360,000
		Sub total	£360,000
2013/14	Antur Stiniog	Y Siop, Blaenau Ffestiniog	£40,000
	Gwesty Seren Cyf	Gwesty Seren, Llan Ffestiniog	£50,000
	Gwynedd County Council	Llwyddon Lleol (Anglesey & Gwynedd)	£36,000
	Urdd Gobaith Cymru	National Eisteddfod 2014, Meirionnydd	£35,000
		Sub total	£161,000
2014/15	Bryncrug Community Centre	Bryncrug Business Centre	£14,459
	Prysor Angling Association	Trawsfynydd Lake Development Phase II	£25,825
		Sub total	£40,284
2015/16	Cellb	Digital cinema project	£21,280
2015/16	Porthmadog Football Club	Y Traeth Skills Academy	£40,373
		Sub total	£61,563
2016/17	Outdoor Partnership	3 year project to encourage women and girls into the outdoors sector	£30,000
2016/17	Grwp Llandrillo Menai	2 year Youth Entrepreneurship Scheme	£15,000
		Sub total	£45,000
		<b>Total</b>	<b>£667,847</b>

### Key projects and initiatives in 2016/17:

- **Outdoor Partnership**, was awarded £30,000 over 3 years to increase the number of women and girls participating in outdoor activities for health, social and economic reasons. The project offers the opportunity of attending taster sessions and

development programmes to gain national governing body awards in outdoor activities and on to a pathway to employment as local qualified freelance instructors in the outdoor sector, a sector very much underrepresented by women. This project follows on from a hugely successful 'Pathways to Employment' project of which the NDA funded £169k in 2012. A successful delegate from this programme is now in full time employment and appointed the Pathways to Employment Officer on this new project.

- **Llanbedr Community Centre**, following the refurbishment of the village hall for which the community raised their own funds of £391k, Magnox funded £7,000 to install the latest IT and communication facilities to provide high tech meeting rooms, attracting use from new businesses to the nearby Llanbedr Enterprise Zone. There was an opportunity to create a part time Development Officer.
- **Grwp Llandrillo Menai, Youth Entrepreneurship Scheme**, with £123,000 funding awarded from Welsh Government and £15,000 from Magnox, Grwp Llandrillo Menai are running a two-year programme aimed at 16 to 24-year olds to reach their full potential to create their own business. The initial stage will be engaging with over 3,000 students through activities and events in colleges, then support 300 students to further develop through test trade opportunities and challenges and finally nurturing 30 individuals with one to one support to develop their own business idea linked to Business Wales Services.

During 2016/17 Magnox funding has supported local schools with funding gardening club equipment and outdoor waterproofs, trophies for sports groups and football kits along with marquees for the Rock Ardudwy Festival; funding towards Cyfeillion Yr Ysgwrn hosting a week-long festival to commemorate 100 years since the death of Hedd Wyn, whilst creating 15 volunteer opportunities; the Outdoor Partnership which has provided 159 training opportunities to women and girls in the outdoor sector to encourage them to become involved in instructor roles.

The projects supported have also realised £1,030,430 match-funding.

**Opportunities / objectives for 2017/18:**

HIGH PRIORITY SITE - Trawsfynydd
Work with Gwynedd County Council, Welsh Government and regional partners regarding future socio-economic interventions for North West Wales to mitigate impacts of end of work at Trawsfynydd.

## 4.2.5 Wylfa – high priority site

### Workforce numbers (as of April 2017):

397 Magnox staff

### Socio-economic stakeholders

Welsh Government

Isle of Anglesey County Council

Menter Môn

North Wales Economic Ambition Board

Grŵp Llandrillo Menai

Wylfa Site Stakeholder Group



### Direct NDA Socio-economic funding invested in local projects between 2005-17: £5,870,000

- In 2017, the NDA awarded £2M along with Welsh Government, Grwp Llandrillo Menai and Horizon for the development and construction of the Engineering Centre in Llangefni.

### Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £864,287

#### Projects awarded Magnox socio-economic scheme funding over £10k since 2012

Fiscal Year	Organisation	Project	Funding awarded
2012/13	Anglesey County Council	Energy Island Apprentices	£16,000
		Sub total	£16,000
2013/14	Môn Communities First	Vocational Training Academy Joinery Skills Programme	£140,533
2013/14	North Wales Watersports	Ysgol y Môr Phase II (Anglesey & Gwynedd)	£32,970
		Sub total	£173,503
2014/15	Anglesey County Council	Anglesey Cycling Festival	£60,000
2014/15	Menter Mechell	Llanfechell Community Shop and Post Office	£21,754
		Sub total	£81,754
2015/16	Anglesey Agricultural Showground	Infrastructure improvements	£40,000
2015/16	Menter Mon Morlais	Tidal Energy Development	£300,000
2015/16	Mon Communities First	Mon Communities First - Driving Skills Programme and Construction Skills Test Centre	£99,282
		Sub total	£439,282
2016/17	Gwynjim Gymnastics Club	Purchased equipment in new facility.	£32,000
2016/17	National Eisteddfod	Science Pavilion in week-long festival	£30,000
2016/17	Anglesey County Council (Energy Island Programme)	Phase 3 Strategic Infrastructure.	£100,000
2016/17	GeoMon - Mapping	Three year mapping geology project	£10,500

	Geology of South Anglesey		
		Sub total	£172,500
		<b>Total</b>	<b>£883,039</b>

### Key projects and initiatives in 2016/17:

- Magnox continues to support Mentor Môn Morlais on the second year of the tidal energy development. With eight developers signed up to the zone off the coast of Anglesey and are well on the way to securing further Welsh Government funding to progress to the next stage.
- Môn Communities First (Môn CF), Journey to Work programme is progressing well in their second year. They have passed the inspection to become an accredited Construction Skills Certification Scheme (CSCS) test centre, they have a qualified driving instructor, purchased a dual controlled car and are training participants to pass their theory test to assist with gaining employment.
- Anglesey County Council (Energy Island Programme) was successful in receiving Magnox funding to continue from the Phase 2 works and carry out the Phase 3 Strategic Infrastructure in the following five areas: EZ5 Llangefni; Former Peboc Site, Llangefni; EZ3 Penrhos Business Park; Holyhead Port Masterplan and Amlwch Regeneration Masterplan.
- Anglesey is to host the 2017 National Eisteddfod; Magnox's contribution will help benefit the island from the socio-economic impact of the events leading up to and the week-long festival to be held in August 2017.
- Magnox funded £32,000 to Gwynjim towards equipment for a new gymnasium facility. Along with funding from Sports Council Wales, the new facility has accommodated an additional 148 children, created coaching opportunities and provided volunteers with the opportunity to qualify as sports leaders with a training pathway. The new facility will now enable the group to host competitions, increasing the economic benefit to the local area.

During 2016/17 Magnox funding created over 100 employment opportunities, mainly through the Mon CF programme and has supported 340 volunteering opportunities within the Eisteddfod and Cwmni Cymunedol Amlwch Cyf, who created a new business enterprise providing 10 volunteering opportunities.

350 training opportunities have been supported through Mon CF courses, Gwynjim and the Eisteddfod. Overall the projects supported by Magnox have realised £4,319,163 match-funding.

### Opportunities / objectives for 2017/18:

<b>HIGH PRIORITY SITE - Wylfa</b>
Continue to work with Anglesey Council, Welsh Government and regional partners regarding future socio-economic interventions for Anglesey and the surrounding areas following from the defuelling phase at Wylfa.

## Medium priority sites

Although these sites are identified as medium priority, it is important to note that if a robust transformational project is submitted to the Magnox Socio-Economic Scheme which fits the criteria, then irrespective of the site prioritisation it would be given due consideration based on its merits alongside other applications.

### 4.2.6 Chapelcross – medium priority site

**Workforce numbers (as of April 2017):**

218 Magnox staff

**Socio-economic stakeholders**

Scottish Government  
 Dumfries & Galloway Council  
 Scottish Enterprise  
 Corridor Regeneration Steering Group (CoReS)  
 Chapelcross Site Stakeholder Group  
 Annan Regeneration Steering Group  
 Gretna Regeneration Steering Group  
 Chapelcross Site Stakeholder Group



**Direct NDA Socio-economic funding invested in local projects between 2005-17: £3,900,000**

**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £193,040**

**Projects awarded Magnox socio-economic scheme funding over £10k since 2012:**

Fiscal Year	Organisation	Project	Funding awarded
2012/13		No applications	£0
2013/14		No applications	£0
2014/15	Dumfries & Galloway Council	Chapelcross Site Masterplan	£20,000
		Sub total	£20,000
2015/16		No applications	£0
2016/17		No applications	£0
		<b>Total</b>	<b>£20,000</b>

**Key projects and initiatives in 2016/17:**

- **Youth Beatz World of Wonka**, an annual free event hosted by Dumfries and Galloway Council attracting over 12,000 young people addresses the issues of suicide, drugs and alcohol abuse through music and workshops. Magnox supported the workshop with £2,000 towards the event.
- **Tour of Britain in Dumfries and Galloway**, overall cost of £155,000 with Magnox funding £4,000 towards the training costs and events held in Castle Douglas for Annadale and Eskdale residents to attend. The tour brought over £241,000 economic benefit to the area during the tour.

- **Annandale and Eskdale Sports Partnership - PEPAS Calendar (Physical Activity, Physical Education and Sport)**, Magnox funded £3,000 towards the £7,000 annual project providing training opportunities within the sports activities held throughout the year.

During 2016/17 Magnox funding supported 330 schools with sports activities through the PEPAS calendar. The Youth Beatz World of Wonka performances provided 107 voluntary opportunities for youngsters, with 30 gaining training qualifications to assist with drug and alcohol related issues in young people. Overall the projects supported by Magnox have realised £260,125 match-funding.

**Opportunities / objectives for 2017/18:**

<b>MEDIUM PRIORITY SITE - Chapelcross</b>
Work with the Corridor Regeneration Steering (CoReS) Group to mitigate the impact on the local economy of the future job losses at Chapelcross.

### 4.2.7 Hinkley Point A – medium priority site

**Workforce numbers (as of April 2017):**

162 Magnox staff

**Socio-economic Stakeholders:**

- Somerset County Council
- West Somerset Council
- Sedgemoor District Council
- Hinkley Point Site Stakeholder Group
- Business West
- Nuclear South East



**Direct NDA Socio-economic funding invested in local projects between 2005-17: £450,000**

**Cumulative value of Magnox Scio-economic Scheme funding invested in local projects between 2012–17: £93,945**

**Projects awarded Magnox socio-economic scheme funding over £10k since 2012:**

Fiscal Year	Organisation	Project	Funding awarded
2012/13	Bridgwater Education Trust	Changing Life Opportunities	£37,550
2013/14	Spaxton Community Shop	Development project	£20,000
		Sub total	£57,550
2015/16		No applications	£0
2016/17		No Applications	£0
		<b>Total</b>	<b>£57,500</b>

During 2016/17 three sports organisations received Magnox funding to provide equipment and kits. Two recognised training courses were also funded. There was also backing for a business event and an environmental improvement project. These projects, along with others, realised £45,480 of match funding.

**MEDIUM PRIORITY SITE – Hinkley Point A**

Keep a watching brief of opportunities and developments in the area.

### 4.2.8 Winfrith – medium priority site

**Workforce numbers (as of April 2017):**

169 Magnox staff

**Socio-economic stakeholders**

- Purbeck District Council
- Dorset County Council
- Winfrith Site Stakeholder Group
- Bridgwater/Weymouth College
- Dorset Local Enterprise Partnership (LEP)



**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £20,176**

**Projects awarded Magnox socio-economic scheme funding over £10k since 2012:**

Fiscal Year	Organisation	Project	Funding awarded
2016/17		No successful applications	£0
		Sub-total	£0
		<b>Total</b>	<b>£0</b>

During 2016/17 Magnox funding facilitated 85 volunteering opportunities across 50 schools in the area. Funding was also given in support of another 10 schools to enhance learning and purchase equipment. Two sports organisations were also helped with kits and equipment. These projects realised £3,550 of match funding.

<b>MEDIUM PRIORITY SITE - Winfrith</b>
<p><b>Opportunities / objectives for 2017/18:</b></p> <p>Keep a watching brief on developments and opportunities in the area. Contact already made with Purbeck District Council in looking at possible economic projects.</p>

## Low Priority Sites

<b>LOW PRIORITY SITES</b> <b>Berkeley, Harwell, Oldbury and Sizewell</b>
<p><b>Opportunities / objectives for 2017/18:</b></p> <p>Low priority sites are typically supported at good neighbour level (applications up to £1,000), but this is not exclusively the case and a number of more significant applications have been awarded in recent years.</p> <p>The following provides a summary of that support.</p> <p>Applications will continue to be considered on a case by case basis on their own merit and alignment with the Magnox socio-economic criteria.</p> <p>Keep a watching brief on developments and opportunities in the area.</p>

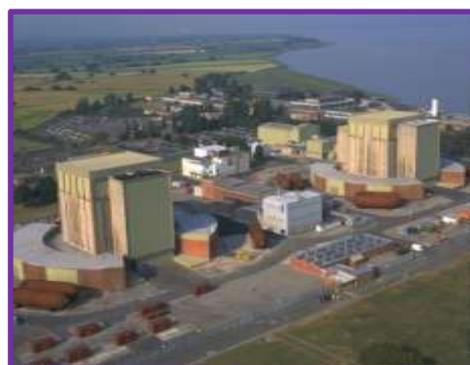
### 4.2.9 Berkeley site

**Workforce numbers (as of April 2017):**

136 Magnox Staff

**Socio-economic stakeholders:**

Gloucestershire County Council  
 Berkeley Site Stakeholder Group  
 Business West



**Direct NDA Socio-economic funding invested in local projects between 2005-17:**  
**206,782**

- £206,782 - South Gloucestershire and Stroud College (SGS) Green. Funding to buy engineering machinery for Engineering Workshops due to be installed July 2017 with official opening January 2018.

**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £78,248**

**Key projects and initiatives in 2016/17:**

During 2016/17 Magnox funding enabled 85 opportunities for people to volunteer and get involved; funding has also supported at least 79 members of the community to learn something new. Two Business events to support students on career choices were supported with 21 schools benefitting. New equipment was also funded for another school. Four persons also received accredited sport coaching training through Magnox support and last year the applications realised £51,050 of match funding.

## 4.2.10 Harwell

### Workforce numbers (as of April 2017):

241 Magnox staff

### Socio-economic stakeholders:

Oxfordshire County Council  
 Vale of White Horse District Council  
 Harwell Site Stakeholder Group



### Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £19,872

### Key projects and initiatives in 2016/17:

- **Harwell Innovation and Science Park development**, established in 2000 continues to expand with over 5000 people working in some 200 organisations that focus on a range of commercial applications including healthcare, medical devices, space, detector systems, computing, green enterprise and new materials.
- **A quarter of the original Harwell licensed area has been delicensed (2014)**. One area on the Eastern boundary, adjacent to land already released has seen development commence to create new science/technology facilities; this is part of the Science Vale UK Enterprise Zone.

In the last 12 months, Harwell had eight successful applications under the Good Neighbour Scheme totalling £4,872. The outcomes from these projects helped support 45 volunteering opportunities and community involvement across 13 schools. This support realised £11,028 of match funding.

## 4.2.11 Oldbury

### Workforce numbers (as of April 2017):

Oldbury Technical Centre 236 Magnox Staff

Oldbury Site 159 Magnox Staff

**Total 395 Magnox Staff**

### Socio-economic stakeholders:

South Gloucestershire Council  
 Business West  
 Oldbury Site Stakeholder Group



### Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £70,658

### Projects awarded Magnox socio-economic scheme funding over £10k since 2012:

Fiscal	Organisation	Project	Funding awarded
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Year			
2012/13	Bristol Storm Basketball Club	Storming the Streets	£15,000
2015/16		No applications	£0
		Sub total	£15,000
2016/17		No applications	£0
		<b>Total</b>	<b>£15,000</b>

During 2016/17 the funding received enabled STEM activities to take place across five schools with another receiving equipment to help with science projects. The £3,444 funding allocated to successful applicants was match-funded by £12,650 from other sources.

## 4.2.12 Sizewell A

### Workforce numbers (as of April 2017):

201 Magnox staff

### Socio-economic stakeholders:

Suffolk County Council  
Suffolk Coast District Council  
Waveney District Council  
Sizewell Site Stakeholder Group



**NDA Socio-economic funding invested in local projects between 2005-17: £25,000**

**Cumulative value of Magnox Socio-economic Scheme funding invested in local projects between 2012-17: £42,048**

### Key projects and initiatives in 2016/17:

- **Suffolk Coast Business** had previously received £9,929 Magnox funding and 2016/17 saw the culmination of events take place across the area. The outputs and feedback from these will help inform future plans to support businesses in the area.

During 2016/17, three schools were supported in purchasing outdoor learning equipment, musical instruments and equipment to develop a baby room. Two sports organisation received support for equipment and football kit. There was also support for a locally significant photographic exhibition. These projects realised another £9,000 of match funding from other sources and fundraising.

## 5. Care and maintenance (C & M)

In line with the NDA's strategy, the appropriateness, availability and level of socio-economic support for sites as they enter C&M will be agreed on a case by case basis and discussed with NDA and stakeholders.

The socio-economic support and arrangements as sites move towards and enter C&M will be assessed and will:

- Take in to account each site's local area, timescales to quiescence.
- Describe what options and support will/will no longer be available.
- Identify the point at which we will engage with stakeholders e.g. ~12mths before the site's C&M date.

## 6. Monitoring and reporting

As part of the development of the three-year rolling socio-economic plan, appropriate performance measures and reporting arrangements were agreed with the NDA to track progress against the objectives and targets outlined in this socio-economic plan.

The socio-economic plan will be reviewed annually as a minimum.

## 7. Progress against targets during 2016/17

### 7.1. Employment – with a preference for higher value job creation

- We are continuing our work on a supply chain transformation programme and delivered the first phase on time. This has included updating the content of the Magnox supplier web pages, including monthly publication of our Procurement Plan, our 'Top 20' contractors and information on standards and expectation on our suppliers. In addition, we have promoted the procurement plan through our social media presence, where we have a significant number of business users as followers. Expenditure through the supply chain is regularly reported to the NDA. Mentoring opportunities for suppliers will be considered after we complete the consolidation Procurement & Supply Chain. We are incorporating the mentoring activity into our SME Action plan so it has been removed from this plan
- We sent a large team of procurement specialists to the NDA Supply Chain event in November 2016 and provided speakers for the afternoon programme. We continue to meet with SME Steering Groups on a quarterly basis in two regions and have also agreed to provide a speaker to the NW Nuclear Forum later this year.
- It is difficult to measure how many people establish themselves as self-employed once they have left the business, but 108 employees have attended workshops to help them into forms of self-employment.
- We have not yet commissioned any local market intelligence research. However, Magnox engaged with nuclear estate organisations throughout the restructuring programme. Job opportunities across the estate are notified to Magnox and advertised on the intranet and through Penna, as are any local vacancies notified to us. Local redeployment, secondment and training opportunities are also highlighted to Penna. All Magnox employees are loaded into the website Talent Retention Solution (TRS); this enables their CV information to be shared with local employers and the network of partner organisations.

## 7.2. Education/skills – both to support decommissioning and clean-up and diversification into other sectors

- The company's Talent Management programme for technical and professional staff was rolled out in November 2016. Succession plans are in place and have been reviewed by Function/Programmes/Sites. We now have common processes across the business for training and authorisation arrangements and the E.Academy is available to all staff. We are also undertaking a Learning Needs Analysis which will result in further rationalisation and drive consistency across all sites.
- A process for registering interest in transferring to parent body organisations (PBOs) was put in place and communicated to all employees late 2015. Eight formal offers of employment with the PBO were made to the end of Q4 2016/17.
- Magnox continues to work collaboratively with NSAN on Nuclear Trailblazers and with Cogent on apprenticeship standard mapping. Magnox is also working as part of the Oxfordshire Advanced Skills (OAS) apprenticeship centre project which is a collaboration between UKAEA & STFC in generating advanced apprentices for nuclear and the local STEM community. Magnox was also the first employer to place an apprentice (from Harwell) at OAS.
- Members of the HR team have attended a range of related meetings e.g. Standards Advisory Group meetings, Chairing the NSAN regional meeting, NDA & SFA meetings to discuss apprenticeship programmes and the apprenticeship levy.
- A list has been established outlining the apprenticeship programmes currently in use across MX & Cavendish. *Where is this list?*

## 7.3. Economic and Social infrastructure, including environmental remediation and improvement and cultural and natural heritage

- Magnox continues to attend a range of meetings with local authorities and development organisations, in its own right and in conjunction with the NDA.
- We have continued to work with the NDA and regional providers on a number of major schemes, including the Mentor Môn Morlais wave and tidal energy programme on Anglesey and the Marsh Million business grant and loan scheme on Romney Marsh. More details are provided in the site-specific pages of this report. The Berkeley Laboratories site was released to South Gloucester and Stroud College for further development into an engineering skills campus.
- Levels of match funding and the socio-economic benefits delivered are addressed in the individual site pages.

## 7.4. Encourage diversification into other industries and sectors, including support for the local supply chain

The company's E.Academy has been developed to enable individuals in the business to record the support they provide for STEM/local educational activities and significant internal attention is being given to encouraging staff to participate in these events.

## 7.5. Future targets

Note that the wording of the targets section has been revised to clarify what this plan is setting out to achieve, and how we are measuring ourselves. We are working with the NDA to further improve these targets, and in particular to make them more SMART (Specific, Measurable, Achievable, Relevant and Time-based)

## Appendix 1 – Prioritisation matrix

### Magnox socio-economic funding prioritisation matrix May 2016

The statistical information on which this table is based is revised periodically. The prioritisation table will normally, therefore, be updated every three years or following a significant site transition point: e.g. upon a site's entry into care and maintenance.

Site	Hunterston A	Chapelcross	Dungeness A	Bradwell	Sizewell A	Oldbury	Berkeley	Hinkley P A	Wylfa	Trawsfynydd	Harwell	Winfrith
Previous Site Ranking 2012-15	Mid	Mid	High	High	Low	Low	Low	Low	Mid	High	n/a	n/a
Existing workforce profile as at April 2016 should this be 2017?	146	225	170	127	191	159 site <sup>3</sup> 236 OTC	136 site <sup>3</sup>	162	494	156	178	182
Care & Maintenance Interim End State date *1	2022/3	2028	2027	2016-19	2027	2027	2021-22	2025-27	2025-26	2027-28	2027-28	2022-23
2016 -19 = 3 points 2020 -23 = 2 points 2024 + = 1 point	2	1	1	3	1	1	2	1	1	1	1	2
Working age population 2014	84,600	90,200	65,200	37,700	71,100	171,800	35,000	34,300	41,000	74,100	76,800	26,300
% unemployed 2014-15	9.3%	4.4%	4.9%	3.4%	2.6%	3.6%	3.1%	2.8%	5.7%	5.3%	2.6%	2.5%
7.00% + = 3 points 5.00 - 7.00% = 2 points Under 5.00 % = 1 point	3	1	1	1	1	1	1	1	2	2	1	1
Regional GVA per head National Average (NA) £24,958	£13,546	£17,343	£20,006	£19,585	£20,750	£24,342	£24,342	£19,648	£13,162	£18,608	£30,485	£19,719
30-50% below NA = 3 points 20% below NA = 2 points 10% below NA = 1 point	3	3	1	2	1	0	0	2	3	2	0	1
Multiple Index of Deprivation Ranking - 1 being most deprived Regional %	3953 6505 60.76%	4363 6505 67.07%	9822 32,844 29.90%	18,085 32,844 55.06%	13,426 32,844 40.87%	21,562 32,844 65.64%	23,249 32,844 70.78%	11,380 32,844 34.64%	980 1909 51.33%	1174 1909 61.49%	27,839 32,844 84.76%	18,034 32,844 54.90%
10-35% = 3 points 35-55% = 2 points 55-65% = 1 point	1	1	3	1	2	0	0	3	2	1	0	2
Distance from major employment	Glasgow 37 miles	Sellafield 63 miles	Canterbury 36 miles	Chelmsford 25 miles	Ipswich 28 miles	Bristol 20 miles	Bristol 22 miles	Bristol 47 miles	Chester 93 miles	Chester 60 miles	Oxford 15 miles	Southampton 52 miles
Up to 30 miles = 1 point 30 – 50 miles = 2 points Over 50 miles = 3 points	2	3	2	1	1	1	1	2	3	3	1	3
Magnox/RSRL funding 2012-16 *2 Direct NDA funding 2005-16 Total	£756,440 £250,000 £1,006,440	£176,702 £3,900,000 £4,076,702	£1,358,378 £41,250 £1,399,628	£401,168 0 £401,168	£39,971 £25,000 £64,971	£67,214 0 £67,214	£64,918 £206,782 £271,700	£87,756 £450,000 £537,756	£671,926 £3,870,000 £4,541,926	£816,334 £2,285,000 £3,101,334	£15,000 N/A £15,000	£15,000 N/A £15,000
High/Medium priority sites only Up to £500k = 4 points Up to £1.5M = 3 points £1.5 - £3.5M = 2points Over £3.5M = 0 points	3	0	3	4	N/A	N/A	N/A	N/A	0	2	N/A	N/A
Sub Total	14	9	11	12	6	3	4	9	11	11	3	9

Site	Hunterston A	Chapelcross	Dungeness A	Bradwell	Sizewell A	Oldbury	Berkeley	Hinkley P A	Wylfa	Trawsfynydd	Harwell	Winfrith
Sub Total carried forward	14	9	11	12	6	3	4	9	11	11	3	9
External factors/ opportunities	Youth Employment Scheme Irvine Enterprise Zone	Beyond Chapelcross Project Annan Industry Park Chapelcross Site Development	Marsh Million Fund Romney Marsh Partnership Romney Marsh Business Centre	Bradwell Socio-economic impact assessment Action Plan Bradwell B Bradwell Power Station Legacy Partnership	Sizewell C	Oldbury B Stroud & South Gloucester College	Stroud & South Gloucester College Oldbury B	Hinkley Point C Stroud & South Gloucester College	Wylfa Newydd Biomass plant Leisure Village Morlais Tidal Energy	Snowdonia Enterprise Zone Small Modular Reactors Snowdonia Aerospace Centre	UK Science Vale Enterprise Zone	Purbeck Enterprise Zone
New nuclear build generating date	N	N	N	Not known	2025	Not known	N	2025	2020-25	N	N	N
EDF B site C & M date	2023	N	2028	N	2035	N	N	2023	N	N	N	N
Total Points	14	9	11	12	6	3	4	9	11	11	3	9
New Site Ranking 2016-19	Hunterston A High	Chapelcross Mid	Dungeness A High	Bradwell High	Sizewell A Low	Oldbury Low	Berkeley Low	Hinkley Point A Mid	Wylfa High	Trawsfynydd High	Harwell Low	Winfrith Mid

\* <sup>1</sup> Subject to future funding and validation of the programme by the NDA. \*<sup>2</sup> including future year commitments for multi-year projects

\* <sup>3</sup> Staff figures adjusted from 2016 figures to reflect movement of support office to Oldbury Technical Centre

**Magnox Socio-economic Plan 2016-19 site ranking**

**High priority funding sites (11-15 points)** Bradwell, Hunterston A, Dungeness A, Trawsfynydd, Wylfa

**Medium priority funding sites (7-10 points)** Chapelcross, Hinkley Point A, Winfrith

**Low priority funding sites (1-6 points)** Berkeley, Harwell, Oldbury, Sizewell A

**Data source:**

Scotland Index of Multiple Deprivation 2012, Welsh Index of Multiple Deprivation 2014, English Index of Multiple Deprivation 2015 – Lower Super Output Area for site postcode

Office of National Statistics - Regional Gross Value Added NUTS3 Data 2014.

Nomis Official Labour Market Statistics – Working age population (16 – 64) in the site postcode’s County in 2014, % of working age population unemployed January – December 2015

RAC Route Planner

## Appendix 2 – Client specification / contract

6.8	<p>Critical Enablers: <b>Socio Economics</b>: To support the creation of dynamic, sustainable local economies for communities living near Sites</p> <p>SOD Reference: SMS/TS/F4/SOD001 (Version V2 February 2012)</p>	<p>To support the Authority's Strategy to take account of the socio-economic consequences of its plans, engaging with agencies for economic development, providing financial support to the Contractor for socio-economic expenditure and providing direct socio-economic funding support, the Contractor shall commit sufficient human and financial resources to do the following, to the Authority's reasonable satisfaction:</p> <p>6.8(a) apply the principles and approval systems as previously agreed by the Authority for any socio-economic support;</p> <p>6.8(b) work to support the Authority's socio-economic objectives, as set out in the Authority's Socio-Economic Policy, through engagement with the Authority, Local Authorities, development agencies and other appropriate bodies ensure that three year rolling Socio-Economic Development Plans are prepared in partnership with the Authority, consulted upon with stakeholders and submitted to the Authority and are in line with the requirements detailed in the Authority's Socio-Economic Policy and in the socio-economic section(s) of the LTP Performance Plan;</p> <p>6.8(c) prepare, consult upon and publish an annual review of socio-economic performance against the LTP Performance Plan detailed in 6.8(b) above; the plan should include clear objectives, desired outcomes, SMART targets and performance measures;</p> <p>6.8(d) influence, work with and support local and national regeneration/economic development agencies in the delivery of their objectives through the development and execution of a complementary socio-economic plan;</p> <p>6.8(e) prioritise its socio-economic interventions according to both the timescale towards Quiescence at sites and the prevailing socio-economic conditions in the travel to work area;</p> <p>6.8(f) Whilst cognisant of 6.8(e) above, plans should consider, as a minimum:</p> <ul style="list-style-type: none"> <li>[i] skills retention in localities/skills transition from the sites to jobs in local communities;</li> <li>[ii] the transfer of learning from the PBO to the Magnox Contractor and the RSRL Contractor in order to engender a more diversified and skilled workforce;</li> <li>[iii] apprentice scheme development, including community apprentices;</li> <li>[iv] optimising the potential/capacity of local supply chains to bid for work from sites;</li> <li>[v] engagement with local education establishments - supporting curricula and raising aspirations;</li> <li>[vi] supporting the spin-out of functions from the sites to the local economy as new SMEs; and</li> </ul>
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		<p>[vii] re-location of associated staff/offices/businesses within the travel to work area for individual sites;</p> <p>6.8(g) communicate with employees and trades unions to develop, at the appropriate time, workforce transition plans;</p> <p>6.8(h) develop individual transition plans and transition training/support programmes as appropriate;</p> <p>6.8(i) work with the supply chain to inform and support them in their own workforce transition plans;</p> <p>6.8(j) make available to appropriate stakeholder organisations the Annual Resource Plans produced; and</p> <p>6.8(k) jointly develop and enter into a stakeholder and Socio-Economic Partnering Agreement with the Authority to support development and delivery of the Socio-Economic Development Plan. This agreement will provide clarity on how the parties intend to collaborate and co-operate in order to deliver stakeholder and socio-economic activity requirements.</p>
6.8.1	SLC Programme Requirement (Magnox) Develop plans suited to Magnox sites	<p>The Contractor shall:</p> <p>6.8.1(a) prioritise areas for support. The plan(s) prepared and maintained by the Contractor pursuant to Requirement 6.8 above should take into account:</p> <ul style="list-style-type: none"> <li>[i] Magnox socio-economic plans;</li> <li>[ii] local Socio-Economic Development Plans;</li> <li>[iii] availability of Authority-owned, proximate land to divest for socio-economic benefit;</li> <li>[iv] the prevailing socio-economic conditions in each Magnox Site's locality;</li> <li>[v] results of local stakeholder engagement;</li> <li>[vi] skills retention in localities/skills transfer from each Magnox Site to local communities;</li> <li>[vii] transfer of learning from the PBO to the Magnox Contractor;</li> <li>[viii] apprentice scheme development;</li> <li>[ix] maximising the potential/capacity of local supply chains to bid for work from each Magnox Site;</li> <li>[x] engagement with local education establishments, supporting curriculum and raising aspirations;</li> <li>[xi] supporting the spin-out of functions from the Magnox sites to the local economy; and</li> <li>[xii] re-location of associated staff/offices/businesses to locality around the Magnox Site(s).</li> </ul>
6.8.2	SLC Programme Requirement (RSRL) Develop plans suited to	<p>The Contractor shall:</p> <p>6.8.2(a) prioritise areas for support. The plan(s) prepared and maintained by the Contractor pursuant to Requirement 6.8 above, should take into account:</p>

	RSRL sites	<ul style="list-style-type: none"><li>[i] local Socio-Economic Development/Regeneration Plans;</li><li>[ii] availability of Authority-owned, proximate land to divest for socio-economic benefit;</li><li>[iii] the differing stages of each RSRL Site's life-cycle;</li><li>[iv] the prevailing socio-economic conditions in each RSRL Site's locality;</li><li>[v] results of local stakeholder engagement;</li><li>[vi] skills retention in localities/skills transfer from each RSRL Site to local communities;</li><li>[vii] transfer of learning from the PBO to the RSRL Contractor;</li><li>[viii] apprentice scheme development;</li><li>[ix] maximising the potential/capacity of local supply chains to bid for work from RSRL sites;</li><li>[x] engagement with local education establishments, supporting curriculum and raising aspirations;</li><li>[xi] supporting the spin-out of functions from each RSRL Site to the local economy; and</li><li>[xii] re-location of associated staff/offices/businesses to locality around the RSRL Site(s).</li></ul>
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