

2009-2010

Sellafield Socio-economic Development Plan



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1. Introduction



1.1 Sellafield

Situated on the far west coastal fringe of Cumbria, the Sellafield nuclear complex represents one of the largest industrial sites in the United Kingdom. Initially developed in the 1950's to meet the defence imperatives of the nation, it has since progressively grown to become a centre of international importance for nuclear technology. In April 2005, following the re-organisation of the country's nuclear assets and liabilities, ownership of the Sellafield site transferred to the Nuclear Decommissioning Authority (NDA), a non government public body that has

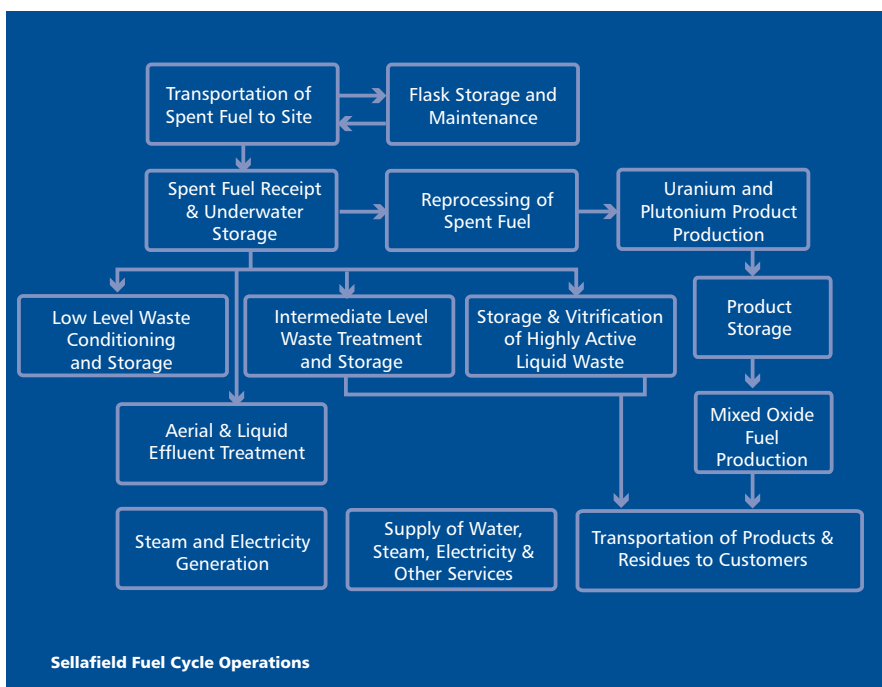
the strategic responsibility for managing all UK civil nuclear liabilities. Sellafield Ltd was established at this time and contracted by the NDA to deliver their mission of safe and cost effective decommissioning, clean-up plus remediation of the historic legacy at the Capenhurst and Sellafield sites. Following the share transfer in November 2008, Sellafield Ltd became a wholly owned subsidiary company of Nuclear Management Partners Ltd.

Sellafield is the largest of the NDA sites. The complexity of its 100 year+

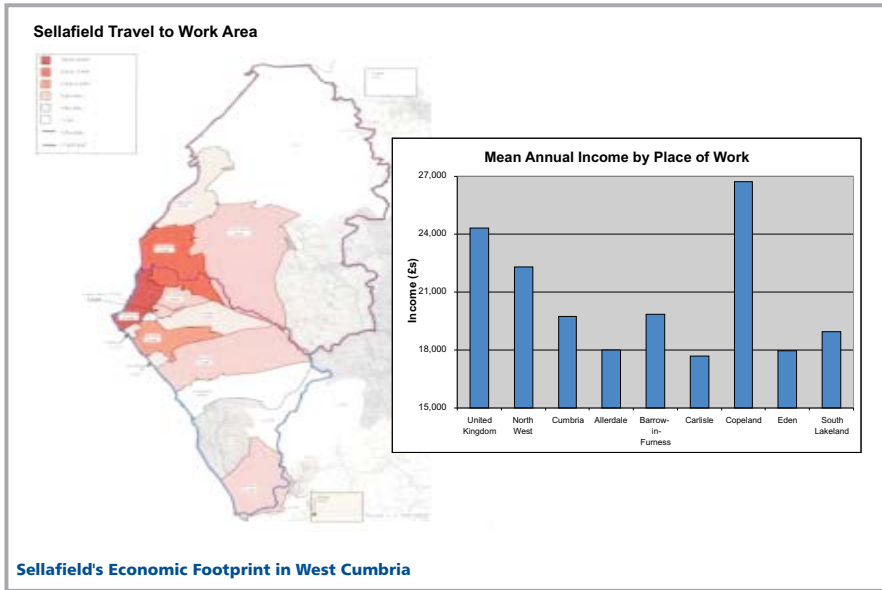
decommissioning program is unparalleled anywhere in the world. It comprises over 1,000 facilities compacted within an area of 260 hectares, many of which are operationally dependent upon one another.

Legacy facilities that earlier reached their design life expectancy have either been demolished or are in various stages of decommissioning. Those facilities that continue to support commercial fuel reprocessing, fuel manufacturing, waste management, research and engineering operations are valuable assets, provide a major source of revenue to sustain the clean-up of the site and continue to be maintained. New facilities to manage existing plus future waste arisings and sustain commercially viable operations are either being constructed or are planned.

To successfully manage a program of this magnitude requires the mobilisation and deployment of a workforce of the highest caliber. Nuclear Management Partners Ltd (NMP) is an international consortium of URS Washington Division, AMEC and AREVA. The partners, who already have considerable experience of the Sellafield site, are committed to using their capacity to reach back and draw upon a vast resource of expertise to achieve the NDA's mission and for Sellafield to become the site of choice for potential new missions.



Sellafield is the largest of the NDA sites. The complexity of its 100 year+ decommissioning program is unparalleled anywhere in the world.



is committed to an extensive decommissioning programme. Not only will this ensure that Sellafield Ltd continues to play an integral part in the economy of West Cumbria, the opportunities afforded by the international consortium of NMP and the concentrated know-how required to deliver the programme provide the area with a quite unique and unrivalled comparative advantage for transforming the economy of West Cumbria.

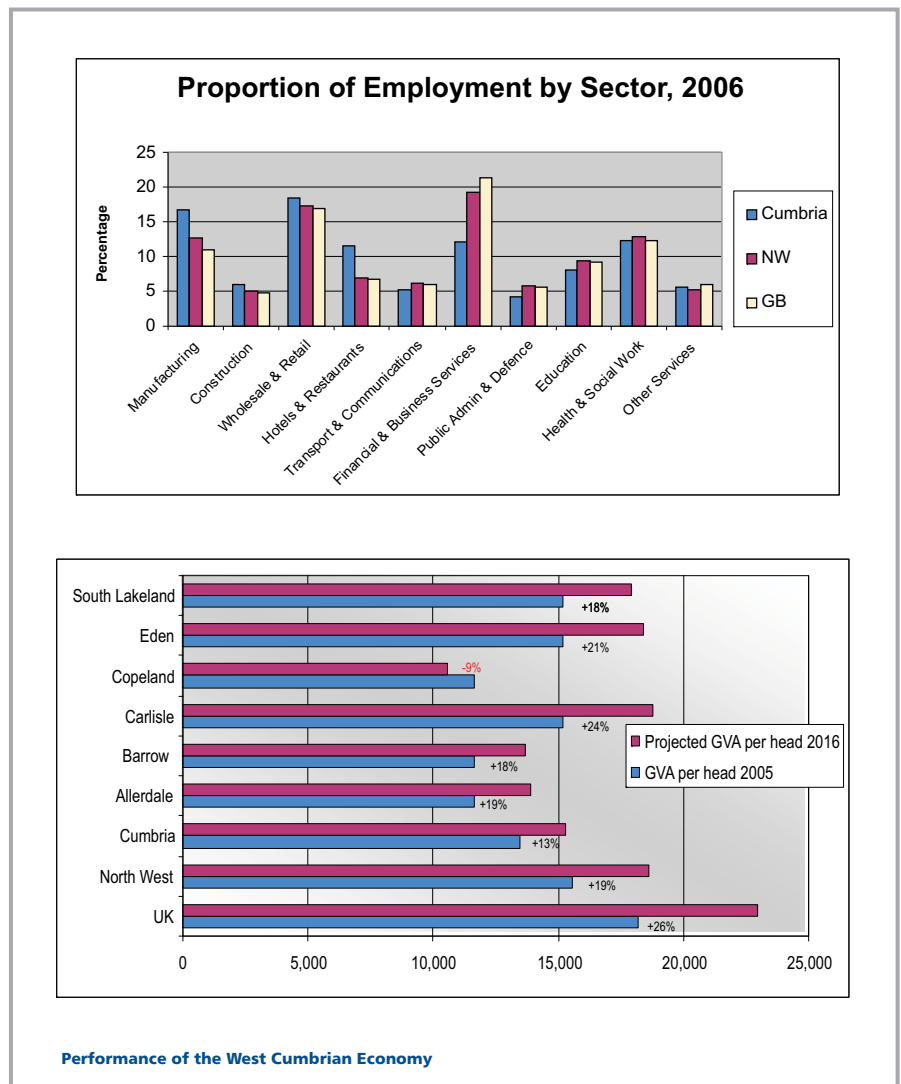
1.2 Sellafield's Role in the Economy

For over six decades Sellafield has dominated the economic landscape of West Cumbria. The long term fiscal certainty of the site, coupled with the geographical separation of the area from other economic centers, have provided communities with a stable economic backdrop and insulated local businesses and communities from the worst effects of changes in the wider economy.

Equally though, the area's dependency on the site has decoupled it from wider economic trends. The area is largely a branch economy, overly dependent upon declining traditional manufacturing sectors which largely support Sellafield.

Development of locally-based, high-value, modern knowledge-based businesses trading in national and international markets has been constrained by the low levels of entrepreneurship, the result of stable, high-level and well-paid employment at Sellafield. Consequentially, the economy of West Cumbria has underperformed for many years, achieving comparatively low output and low growth.

The Sellafield site faces a complex life-cycle with the prospect of new fuel management business remaining very uncertain. Despite this, the NDA



2. NDA Socio-Economic Policy



- Education/skills – both to support decommissioning and clean-up and diversification into other sectors
- Economic and social infrastructure, including environmental remediation and improvement and cultural and natural heritage and
- Economic diversification - diversification into other industries and sectors, including support or the local supply chain.

Supplemental to its core mission of decommissioning and remediating its sites, the NDA has a statutory duty to consider the socio-economic impact of its activities on local communities. It is required to play a full and active role in helping to mitigate the effect of its activities and contributing to the development of sustainable communities living near its sites. The approach adopted by the NDA is described in its Socio-economic Policy, published in January 2008.

communities on nuclear sites for employment by increasing the number, variety and vibrancy of local businesses, promoting entrepreneurship and attracting new enterprises and increasing the attractiveness of areas near NDA sites as places to live, work and invest, with particular emphasis on achieving environmental, social, cultural and infrastructure improvements.

The NDA's socio-economic vision is to support the creation of dynamic, sustainable local economies for communities living near its sites.

The NDA's socio-economic vision is to support the creation of dynamic, sustainable local economies for communities living near its sites. It aims to support relevant agencies economic development with a view to:

- enhancing the opportunity for local people to be involved in decommissioning work through education, retraining and skills development
- supporting the diversification of local economies into other sectors, reducing the reliance of

A number of themed priorities that underpin the meeting of these objectives are included in the policy:

- Employment – with a preference for higher value job creation

The NDA delivers benefits, working in partnership where appropriate, through either direct funding of socio-economic activities, support through its operations and funding of Sellafield Ltd to deliver local socio-economic support



The NDA's socio-economic vision is to support the creation of dynamic sustainable local economies

3. Economic Renewal of West Cumbria



growing sub regional economies in the United Kingdom.

3.2 Britain's Energy Coast Programme

Comprising a suite of public sector funded projects, **Britain's Energy Coast Master Plan**® combines strands of regeneration with economic development, addressing the area's industrial legacy while establishing West Cumbria as a 'centre of excellence for nuclear and other energy-related technologies, complemented by high quality local services'.

Projects aim to improve the competitiveness of West Cumbria by developing businesses, its people and the physical environment through investment in:

- Education
- Energy Industries
- Enterprise and Investment
- Health
- Infrastructure
- Transport
- Skills and R&D
- Sustainable Communities

The Urban Regeneration Company, West Lakes Renaissance leads on the delivery of the Britain's Energy Coast Master Plan® projects with funding secured predominantly from the Northwest Regional Development Agency and Communities England.

The West Cumbria Strategic Forum was established in 2005 in response to the challenges facing the local economy. Its purpose is to galvanize the support of all bodies involved with regeneration in West Cumbria, to work together under a Memorandum of Agreement and meet the economic needs of the area. The establishment of the Forum is an unprecedented intervention by central, regional and local government to secure a stepped improvement in the performance of a sub-regional economy.

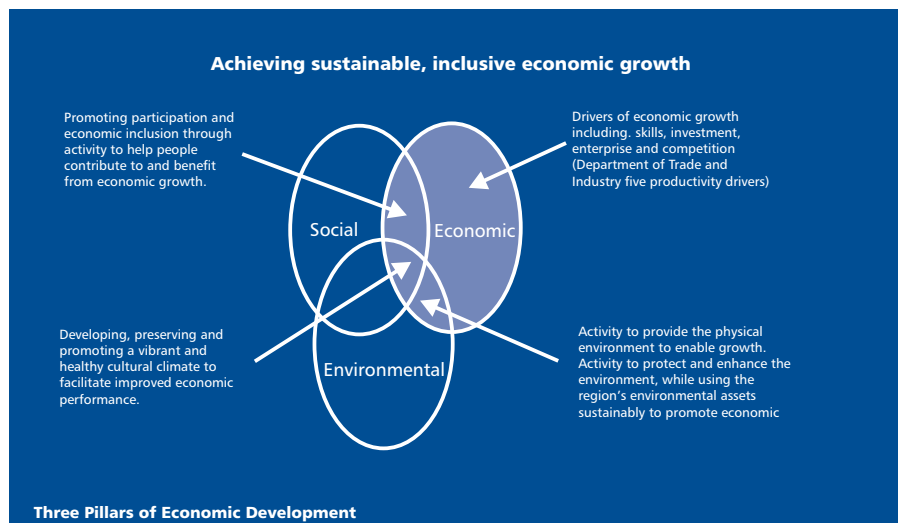
Cumbria Vision, the county level strategic regeneration partnership established by the Northwest Regional Development Agency, is the lead partner to take forward a sub-regional spatial plan for West Cumbria. The recent formation of West Cumbria Vision, a private sector-led board made up of a partnership of Cumbria County Council, Copeland and Allerdale Borough Councils, the North West Regional Development Agency, Cumbria Vision, Government Office North West, NDA and private sector representatives, provides a suitable decision-making body to oversee delivery of sub-regional economic development in the west of the county.

- be globally recognised as a leading nuclear, energy, environment and related technology cluster, building on its nuclear assets and its technology and research strengths
- be a strong, diversified and well connected economy, with a growing, highly skilled population with high employment
- project a positive image to the world and be recognised as an area of scientific excellence, outstanding natural beauty and vibrant lifestyle, which attracts a diverse population and visitor profile
- provide opportunities for all its communities, where geography is not a barrier to achievement and where deprivation, inequality and social immobility is reduced.

The **Britain's Energy Coast Master Plan**® identifies how the comparative advantage afforded by the nuclear sector will 'provide the springboard to regenerate the area, diversify the local economy; significantly improve the prospects of local communities, and raise the sub-region's profile as an attractive place to live, work and visit'. It aims to transform West Cumbria into one of the fastest

3.1 Britain's Energy Coast Master Plan

Launched by the Secretary of State for Business, Enterprise and Regulatory Reform in July 2008, the **Britain's Energy Coast Master Plan**® represents the blue-print for economic development of West Cumbria. The plan is based upon delivery of the critical elements of a national and North West regional energy strategy that meets the imperatives of both combating climate change and securing the nation's energy supply. It aims by 2027 to establish the area as a 'confident place that prides itself on its strong economy' and:



4. Working in Partnership



For over six decades the goodwill of neighboring communities towards Sellafield has provided it with a mandate to operate. Contributing to the social and economic well being of West Cumbria is consequentially not merely a contractual obligation for Sellafield Ltd, the company considers it a moral duty and fundamental to exhibiting good Corporate Social Responsibility.

Furthermore, NMP's three parent companies have proud histories of working in partnership with the local communities in areas where they operate.

The NDA, Sellafield Ltd and NMP are bound by a common goal to deliver a sustained programme of safe and cost-effective clean-up which recognises the opportunities to achieve this in such a way that fits with the vision and priorities of both the NDA's Socio-economic Policy and **Britain's Energy Coast Master Plan**[®]. A shared purpose and strategy in West Cumbria, coupled with quite unique capacities to deliver socio-economic benefit, has created a formidable public and private sector collaborative relationship for contributing socio-economic benefits.

4.1 Collaborative Tripartite Approach

All three organisations are committed to working closely and to align their socio-economic activities to support West Cumbria Vision and West Lakes Renaissance to realise their ambitions through delivery of **Britain's Energy Coast Master Plan**[®]. As such, they ultimately aim to

develop a fully integrated tri-partite socio-economic strategy that fully aligns to the **Britain's Energy Coast Master Plan**[®].

This strategic partnering approach will ensure the co-ordination and optimum return from interdependent complementary resource pools targeted at socio-economic priorities determined by the delivery team charged with delivery of the **Britain's Energy Coast Master Plan**[®].

The combined resources of the NDA, Sellafield Ltd and NMP will be directed at projects identified and prioritised in partnership with the local community in direct support of the overall strategy. This will help to focus all our socio-economic efforts on a clear path forward rather than historically-driven or opportunistic initiatives. It will provide the communities with a higher degree of clarity of the resources available to them.

Importantly, the integrated strategy will encompass the acquisition of optimum levels of match funding and grants that may be available from central government resources as "draw down" to further strengthen the levels of resource being applied through delivery of the Masterplan.

Another important aspect of our work will be that we will encourage all our employees to engage with the local community. The term resources used in this document not only reflects financial assistance, but also the application of the wide range of expertise and capability that our

workforce can offer.

This will range from voluntary work in the many community organisations through the villages and towns of West Cumbria, to formal secondments of selected personnel to posts in the key delivery teams associated with **Britain's Energy Coast Master Plan**[®], sourced either from the Sellafield site or from the vast-reach back strength of NMP's parent companies.

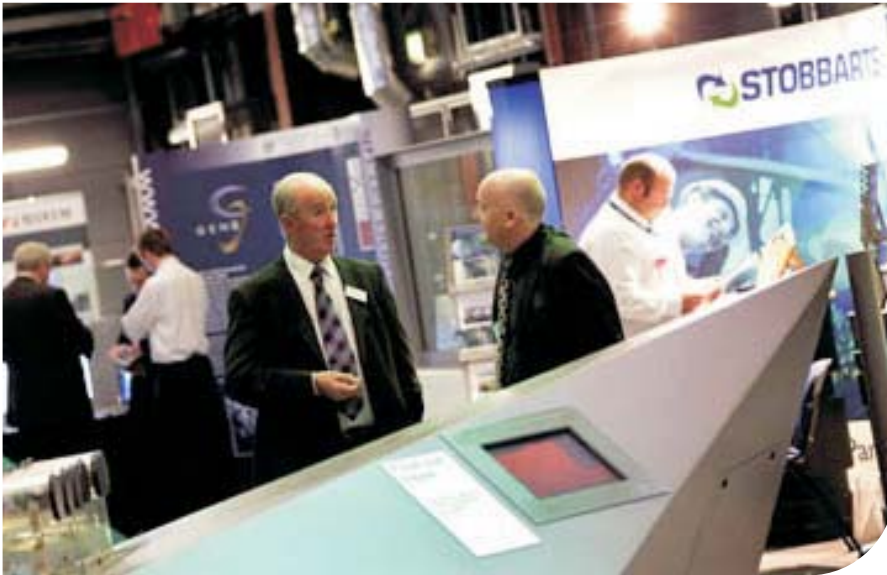
However, we recognise that development of this fully-integrated strategy will take some time, not least of which will include consultation with the leaders of the local community.

Also, both the NDA and Sellafield Ltd have ongoing socio-economic commitments that will be honoured while the overall strategy is reviewed. The activity and funding schedules contained in this document reflect this position and represent an interim position, while the co-ordinated strategy is further developed.

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We are committed to deliver Britain's Energy Coast master plan



We work closely with local suppliers

Ltd and NMP will then agree the appropriate focus area for each organisation and the financial input of each will be apportioned accordingly. The model for indicative resource distribution illustrated below shows how this funding may be attributed.

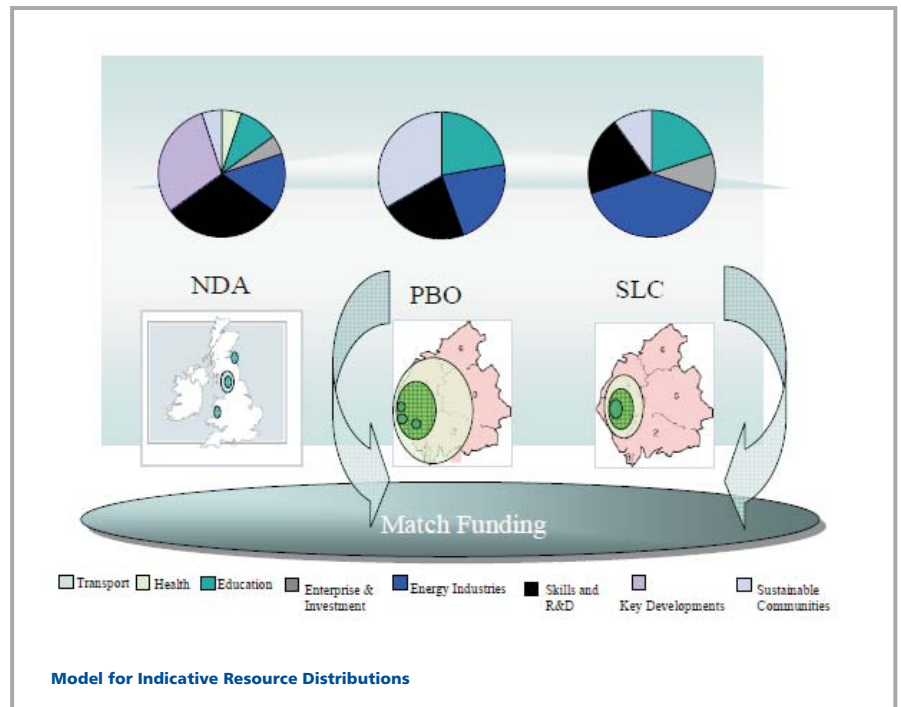
It is anticipated that the final funding model will be agreed by the end of March 2009.

4.2 Areas of Resource Deployment

Britain's Energy Coast Master Plan® is underpinned by a variety of projects identified against each workstream. In early 2009, NDA, NMP and Sellafield Ltd will agree, with the input of key members of the local community, which of these workstreams will be supported by the integrated strategy, and the relative proportion of funding that will be made available to each following an extensive engagement process.

The final agreed Plan will be widely communicated. This exercise will be aligned to the NDA's Priority Area Plan and will be consistent with the elements contained in the Multiple Element Funding Plan.

Having agreed the overall combined resource allocations, NDA, Sellafield



5. Sellafield Ltd Socio-Economic Activities



The Sellafield Centre is widening its community role and promoting business to business interaction

Our approach to delivering our socio-economic programme is no different to that adopted for achieving our wider mission. It reflects our intention to deploy appropriately skilled people, establish open and transparent partnering relationships with stakeholders and establish proven performance in delivering agreed outcomes and outputs. Sellafield Ltd will continue to work closely in early 2009 with West Cumbria Vision and West Lakes Renaissance to understand their priorities and transition its programme of socio-economic activities to fit with these priorities.

5.1 Lifetime Plan

Throughout 2009 Nuclear Management Partners Ltd will optimize the Sellafield Lifetime Plan in accordance with the NDA Mission and principle drivers of:

- reduction of the risk associated with high hazards and ensuring radioactive waste is converted into a passively safe form
- a reduction in UK civil nuclear liabilities
- delivering value for money savings

It is currently planned that nuclear fuel reprocessing will cease on site by 2016, following which the business

will focus its entire effort on decommissioning and waste management until an interim end state is reached by 2120. Subject to funding, we aim to accelerate programmes and the interim end state. Although the overall pattern for future site expenditure and employment will broadly continue to follow the profiles shown below, bringing forward site programmes will, in the short and medium term, provide greater employment opportunities on the site, support economic development of the local area and consequentially provide sustainable employment opportunities long into the future.

During 2009/2010 Sellafield Ltd anticipates spending approximately £1.3bn, increasing its expenditure for competed goods and services in the supply chain from £659m in 2008/09 to approximately £700m, of which around £340m will be new competed work.

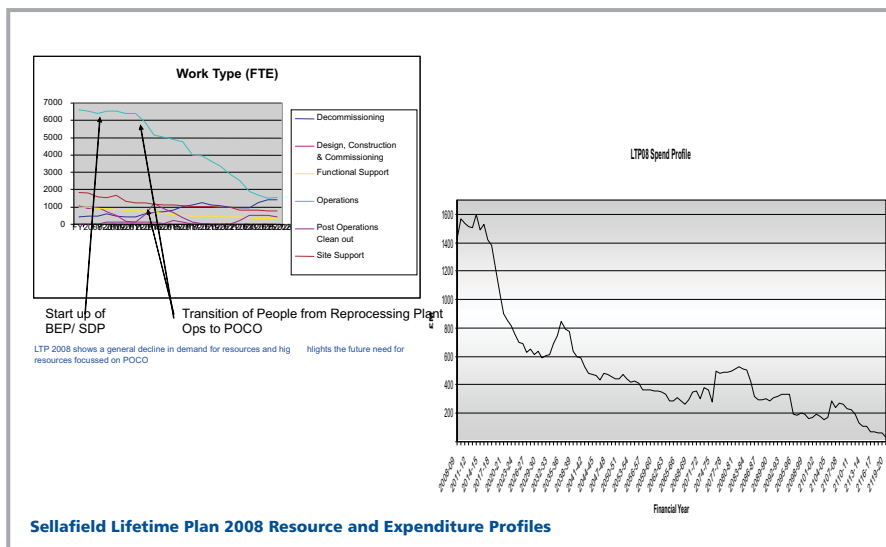
5.2 Funding Socio-economic Activity

The £3.1m funding for Sellafield Ltd's 2009/2010 Socio-economic Plan is budgeted from annual site funding set at a level agreed between the NDA, Sellafield Ltd and West Cumbrian stakeholders.

NDA direct funding of socio-economic activities is both derived from, and dependent upon, programme cost efficiency savings. Sellafield Ltd is committed to securing the necessary efficiency cost savings to enable the NDA to meet its socio-economic responsibilities in full.

5.3 Managing Socio-economic Activity

Derived from within the Directorate for Corporate Affairs, the Sellafield Socio-economic Plan is managed as an integral component of the wider Corporate Social Responsibility programme. By working closely alongside the various Sellafield Directorates, Energy Coast Partners and other key stakeholders, the team aims to help identify, align and where appropriate, progress the Site Lifetime Plan activities that support





Communication with our public sectors is fundamental to our socio-economic programme

delivery of **Britain's Energy Coast Master Plan**[®]. These include business functions having a socio-economic impact, such as business development, supply chain management and workforce transition.

As our aim is to deliver a Site Lifetime Plan in such a way that mutually optimises delivery of the NDA mission and socio-economic benefit, so communications with external public sector service delivery bodies to secure the necessary service or funding in areas such as those mentioned has become an increasingly important dimension to the socio-economic programme.

5.4 Building Delivery Capacity

The establishment of an effective sub-regional strategic decision-making body for economic regeneration and development coupled with an enhanced capacity to deliver a comprehensive sub-regional development plan are vital if Sellafield Ltd is to contribute a full supporting role.

The Sellafield programme affords the area with a comparative skills advantage unparalleled anywhere in the world. During 2009 we will explore with NMP and our partners the potential to extend our staff leadership skills development

programme more widely in West Cumbria to enhance the capacity of organisations to deliver economic development.

Identifying which Sellafield know-how and technologies are transferrable to support the diversification of the West Cumbrian economy, and understanding how this may be achieved (beyond any new nuclear mission), represents a major challenge. To bridge the gap, Sellafield Ltd will assign senior staff to West Cumbria Vision to provide strategic input into decision making. Additionally, we will continue to meet the cost of a suitably skilled project management secondee to West Lakes Renaissance to provide both an interface with Sellafield Ltd and to enhance the delivery capacity of the two organisations.

5.5 Employment and Enterprise

In delivering the NDA mission for Sellafield we recognise the vast know-how contained within the business, along with that procured through the supply chain, will provide Sellafield Ltd with mutually beneficial opportunities to contribute to the establishment of business clusters within the nuclear, energy and other technology sectors in West Cumbria. We will, therefore, factor in socio-economic considerations to our delivery strategies and supporting

management systems, such as 'make vs buy' decisions, to leverage benefits through:

- Inward Investment – using both outsourcing and new business development as a means of attracting inward investments
- Business Spin-Outs – divestment of business functions to support either supply chain development or economic diversification, plus encouragement of entrepreneurial behaviour from within the business
- Skill Transfer – outsourcing of skills to strengthen both local supply chain entrants and, where appropriate, relocation of key specialist skills off-site in West Cumbria
- Technology Transfer – licensing our Intellectual Property (IP) to West Cumbrian businesses
- Innovation Development – providing seed capital and access to facilities to support the development of innovative technologies.

We will continue to work with our partners to develop approaches to unlocking and using the knowledge and technology to establish a Higher/Further Education 'knowledge hub' that supports local business development in areas such as low carbon energy technologies, health, medical and social care, policing and security, plus other sectors that may benefit from Sellafield know-how.

As the Energy Coast infrastructure programme progresses, and spatial priorities for development of technology and business parks in West Cumbria become available, we will at the time of publishing our 2010 Lifetime Plan contribute our imperatives for future land use at Sellafield plus the results of feasibility studies to accommodate Sellafield Ltd personnel off-site to deliver mutual benefits described in section 5.9.

Additionally, we will continue to support organisations whose activities are complementary to our own, particularly those that either attract new entrants to our supply chain or improve the competitiveness

of existing entrants. Funding in 2009/10 will therefore continue to be made available to Invest in Cumbria and the West Cumbria Development Agency to deliver pre-agreed outcomes in support of the Sellafield mission.

5.6 Supply Chain Development

The availability of a competitive and vibrant supply chain is fundamentally important to achieving the NDA mission. Sellafield Ltd aims in 2009/2010 to spend £750m in its supply chain, nearly 60% of its annual budget of which over £300m will be new contracted work. Since 2005, when it consolidated over 2,500 contracts so as to leverage maximum value through its suppliers, Sellafield Ltd has progressively developed a programme of support for suppliers, and particularly local West Cumbrian suppliers. The University of Cumbria Centre for Regional Economic Development determined in early 2009 that the proportion of spend with local suppliers, around 33% of total supply chain expenditure, has remained unchanged since before Sellafield Ltd consolidated its procurements.

Our supply chain development activities will therefore continue to centre around attracting and concentrating specialist Small Medium Enterprises (SME's) into technology clusters local to the site and providing the necessary connectivity with new knowledge, skills, market information and with potential partners. The resulting collaborative environment will maximise the likelihood of effective supplier networking, formation of local and international partnerships and the emergence of innovative solutions to complex technical challenge at Sellafield and elsewhere. It will provide unrealised opportunities, particularly for smaller or less competitive local suppliers, who may in the past have solely depended on Sellafield Ltd for work.

Consequentially, a rolling programme of 'Supplier Forums', 'Knowledge Markets' and 'Meet the Buyer' events will continue throughout 2009/2010, but with an increasing emphasis on

supply chain, external nuclear and energy market penetration. It is our intention to deliver these events from the Sellafield Centre, which has during 2008 acquired a market-place identity and a reputation as a premiere business facility.

Organisations such as the UK Trade and Investment, West Cumbria Business Cluster and FrameworksNW will be encouraged to establish a supporting presence in the facility and contribute to our events, in order to provide West Cumbria with a valuable gateway for suppliers to better penetrate markets at Sellafield and elsewhere.

Driving decommissioning programme acceleration and reduction of costs through innovation is an important aspect of delivering the Sellafield programme. It requires, however, the combined efforts of both Sellafield Ltd and the entire supply chain. Although Sellafield Ltd has for some years shared its forward Procurement Plan with its supply chain, for the first time it published in 2008 its forward Research and Development Plans along with the simultaneous introduction of an Innovation and Suggestion Scheme for either current or potential new suppliers.

As well as contributing to a wider culture of local innovation and promoting closer relationships

between Sellafield Ltd and contributory suppliers, participation in the scheme provides other benefits to suppliers such as raising their profile within Sellafield and thus improving their competitive position when tendering for work either at Sellafield or elsewhere. During 2009/2010, we aim to realise the benefits of at least two evaluated suggestions, while encouraging wider use of the scheme.

5.7 Education and Skills

Sustaining delivery of the Sellafield Lifetime Plan over several decades depends upon the continued availability of a skilled workforce.

It is therefore important that Sellafield Ltd continues to work closely with the Sector Skills Council for Nuclear industries, COGENT and the Learning Skills Council to both ensure that the existing Sellafield workforce continuously adapts and develops the necessary skills required, and we develop an appropriately skilled future workforce. Moreover, our skills strategies recognise the need to build local educational capacity that aligns with the NDA Skills Strategy and **Britain's Energy Coast Master Plan**[®] need for business sector development in West Cumbria. Not only will this improve the competitiveness of existing local



The availability of a competitive and vibrant supply chain is fundamentally important to achieving the NDA mission

communities, but it will also act as a persuasive influence on those persons who we wish to attract to the area.

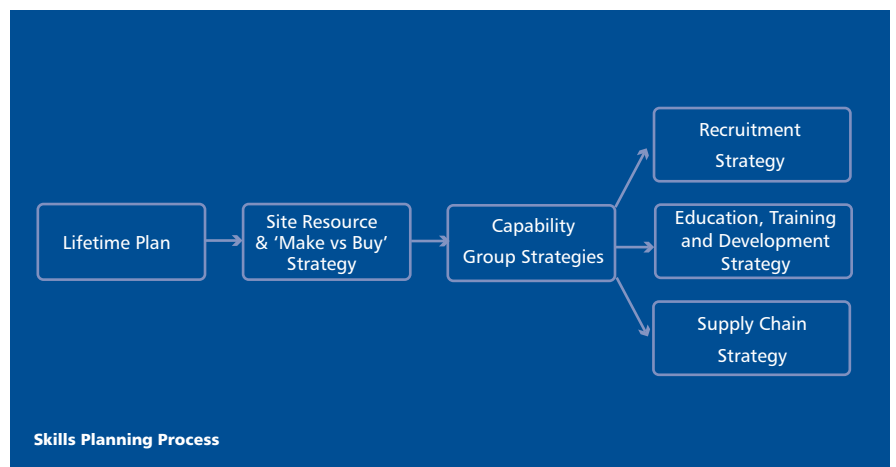
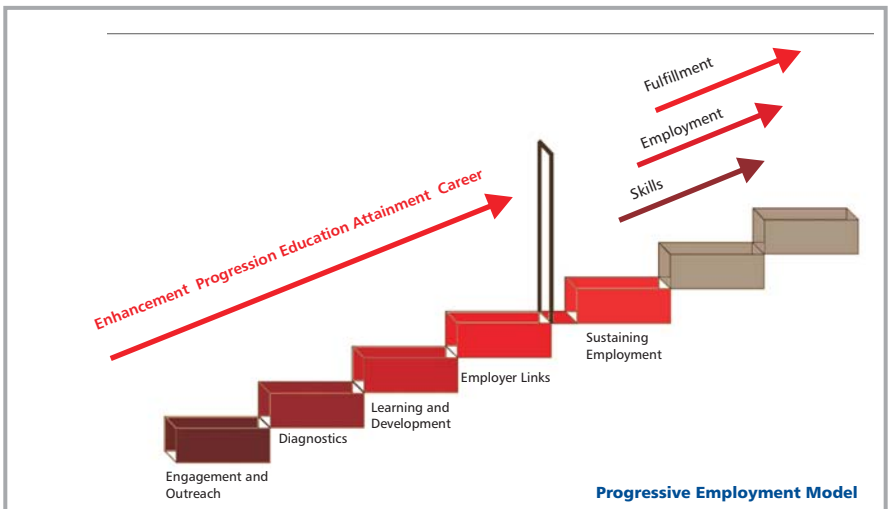
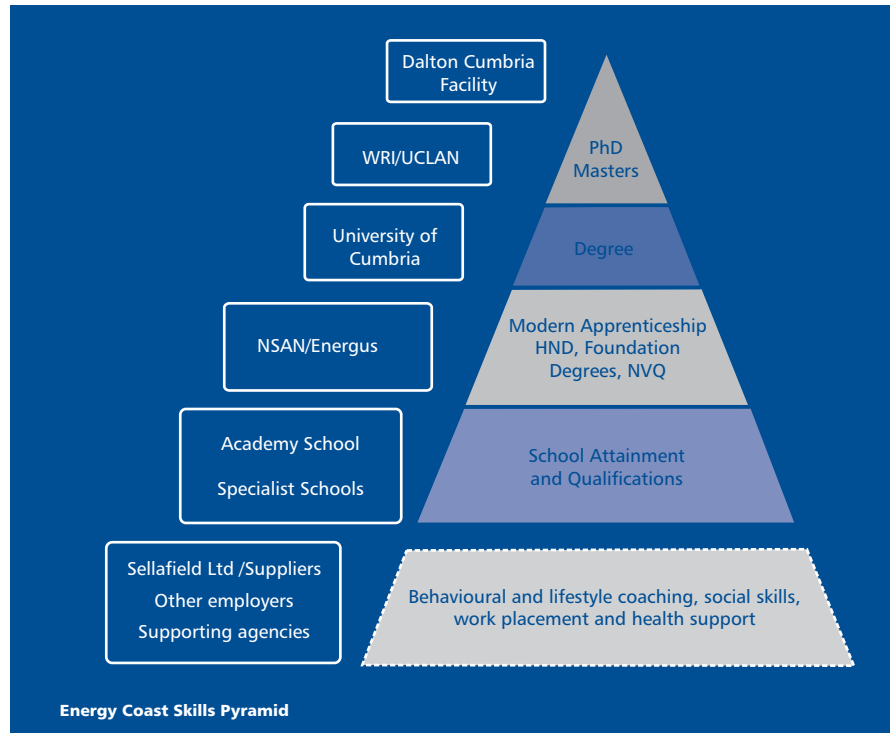
Adapting and Developing Skills

Since the introduction of a business-wide Capability Development Program in 2007, capability strategies have been established within a common planning framework to address issues of resourcing, recruitment, education, training and development. The strategies will continue to develop throughout 2009 to account for Nuclear Management Partners Ltd changes to management priorities and revisions to the Sellafield Lifetime Plan. Ahead of changes to the resource profile required to maintain the Sellafield programme, strategies will increasingly incorporate elements of career transition planning and training support. Jointly with the Learning Skills Council, Sellafield Ltd will seek European Structural and Cohesion funding in recognition that workforce transition will contribute to economic development of the West Cumbrian economy. Meanwhile, in 2009 Sellafield Ltd will increase its annual recruitment, funding 80 new GENII apprentices and employing 68 GENII newly qualified apprentices, 50 new graduates and 26 additional staff on training schemes.

Developing the Future Workforce

Due to Sellafield Ltd's reliance on the future availability of innovative science, technical, engineering and programme management skills, its support for education will be focused on teaching in these areas at all academic levels as described more fully in its Education Liaison Policy published in 2008. The purpose of the Policy is to inform the recruitment and development activities of the Capability Directorate in order to establish links to the young talent in Cumbria and the North West so that we help deliver the resourcing of the Sellafield lifetime plan. It specifically describes our activities to support four age groups.

The Education Liaison Policy will be updated to reflect any changes in skill requirements due to revisions of the



Lifetime Plan. The current programme will meanwhile continue throughout 2009/2010.

During 2008, Sellafield Ltd identified a unique opportunity for it to support specialist organisations contracted by the Learning Skills Council to tackle a legacy of long-term unemployment in West Cumbria. We recognise that limited job opportunities outside the industry, when combined with limited public and private sector capacity to tackle issues of worklessness on all fronts, requires the concerted effort of all local partners. The ability of Sellafield Ltd and its supply chain to offer a range of pre-employment interventions within the Employment Model, shown over page, and improve the competitiveness of marginalised individuals who previously have not had access to sustainable employment, again reflects the comparative advantage the industry affords the area.

We will continue during 2009 to promote the role Sellafield Ltd could play in tackling worklessness to West Lakes Renaissance and other relevant organisations and co-operate in any public sector initiative to develop a programme of supporting activities.

5.8 Community Support

The co-existence and mutual dependency of Sellafield with its surrounding communities have over the life of the site required that we work in such a way as to support one another. We recognise that to deliver the NDA mission, while playing a full role in transitioning the West Cumbrian economy, addressing its under-performance and legacy of localised deprivation requires that this relationship is further nurtured and strengthened.

In addition to providing direct economic benefit through local employment and supply chain activities, Sellafield Ltd has, and will continue to, contribute to the social capital of West Cumbria, fortifying communities through a period of economic change. Developing sustainable communities is, as indicated in the Rainbow Model shown on page 13, a highly-complex process achieved primarily through the co-ordinated efforts of a multitude of public and voluntary sector organisations.

Our objective in 2009/2010, subject to consultation and stakeholder agreement, is to deliver a more strategic contribution by aligning our

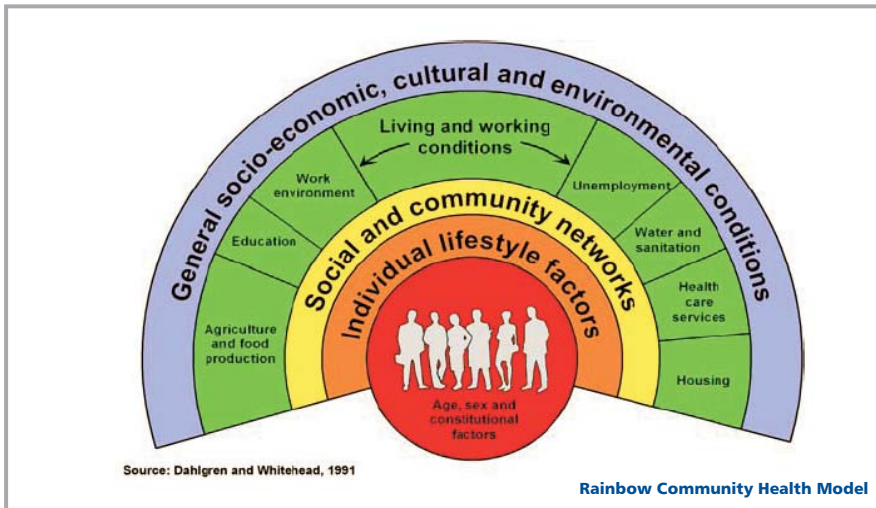
voluntary support and community funding to **Britain's Energy Coast Master Plan®** priorities that accord with European State Aid Directives. The necessity to align our funding criteria around those required by the NDA and report on our performance against these is understood by our parent company, NMP, who in December 2008 pledged £2.5m of private sector funding to support community activities in West Cumbria until April 2013.

Donations and Sponsorships

During 2008/09, Sellafield Ltd directly supported a variety of worthy community causes (section 8) in an attempt to tackle issues of social exclusion, thought to be closely linked to crime and other aberrant social behaviour. By promoting employment, educational attainment, raising aspirations and fostering leadership skills, we have aimed to remove the barriers to marginal groups making a legitimate economic contribution and exhibiting good citizenship.

Providing Sellafield Ltd and nuclear industry partners with an effective means of delivering complementary funding for community support across West Cumbria, the Cumbria Community Foundation (CCF) has

Age Group	Objectives	Activity	Benefit
5-11 years	<ul style="list-style-type: none"> Encourage interest in science, engineering, technology and mathematics (STEM subjects) Bringing fun in to science 	<ul style="list-style-type: none"> Yottenfews Environment Project Science and Engineering activities supported by Science and Engineering Ambassadors (SEAS) 	Students develop curiosity and motivated to consider related careers or professional business roles
11-14 years	<ul style="list-style-type: none"> Develop knowledge of STEM subjects to boost aspirations 	<ul style="list-style-type: none"> Succeeding with Science education resources supporting 5-19 years Science workshops Teaching/Coaching on SETPOINT scheme 	Students consider appropriate GCSE choices to fulfill ambitions
14-19 years	<ul style="list-style-type: none"> Encourage selection of appropriate AS and A levels or Diplomas 	<ul style="list-style-type: none"> Mentoring/Coaching on Young Enterprise Scheme, Young Apprenticeship Scheme, and Engineering Education Scheme 	Students begin to feel some sense of connection to the industry and the business. Potential to offer summer placements to grow a mutual bond
19+ years	<ul style="list-style-type: none"> Delivery of innovative multi-threaded approach to compete for the best candidates and win over their interest 	<ul style="list-style-type: none"> Undergraduate Placements, Undergraduate and Postgraduate Project Support, Bursaries and Research/Student Sponsorships Guest Lectures, Visiting Professorships, Careers Fairs 	Business maximizes its opportunity to recruit the best graduates



since July 2007 successfully administered and coordinated the use of the Sellafield Site and other industry grant making funds. The award of £2.5m to the CCF by NMP Ltd reflects the value the industry places on their work to address social need, identified in December 2008 in a report commissioned by the CCF. These centre around improving the life chances of individuals, reducing poverty, increasing community cohesion and improving the health of individuals.

Voluntary Support

To deliver so complex a mission, the NDA, NMP, Sellafield Ltd and its supply chain have drawn together in West Cumbria the most capable engineers, scientists, project managers and business leaders available from around the world. Using this talent for the benefit of local communities is considered to be more beneficial than providing direct financial support, transferring and embedding our core values and skills which underpin our own endeavors. Leading by example, the Sellafield Executive Team will participate in and encourage staff involvement in all areas of community life from the moment they join the company. Paid leave, travel plus subsistence costs and matched funding for charitable fund raising will be made available. Occasionally, we will provide suitable experienced and skilled staff to improve the capacity of 'not for profit' organisations whose primary purpose is to deliver social and economic

benefits that accord with the NDA's thematic criteria. Activities currently supported include:

- Local government elected office and duties at Borough and County Council level
- Board membership on West Cumbria Vision, Invest in Cumbria, Phoenix Enterprise, Cumbria Community Foundation, Energen and the West Lakes Academy
- Seconded project management support to Westlakes Renaissance
- Teaching and educational mentoring across West Cumbria at all academic levels
- Individual and team involvement

in local community projects/charitable events.

In view of the value Sellafield Ltd and its partners place on voluntary support, during 2009/10 we will continue to encourage staff participation in these and similar activities and in future make available the costs for reporting purposes in accordance with well established principles published by the London Benchmarking Group.

5.9 Infrastructure Investment

Developing the physical infrastructure of West Cumbria and improving its attractiveness and competitiveness as a place to live, work and invest, represents a formidable challenge, not least because of the area's geographical isolation from other economic centres and because it retains a legacy of industrial and social neglect.

Through a long standing commitment to support the West Cumbria Development Fund with annual funding of £1.5m, Sellafield Ltd has played an active role in transforming the physical appearance of the area. The Fund was instrumental in the initial commercial property developments at the Westlakes Science and Technology Park. Under the management of Westlakes Properties Ltd, the Park has since developed as a knowledge hub and accommodates a number of major nuclear related technology



Sellafield Ltd already support a variety of worth community causes

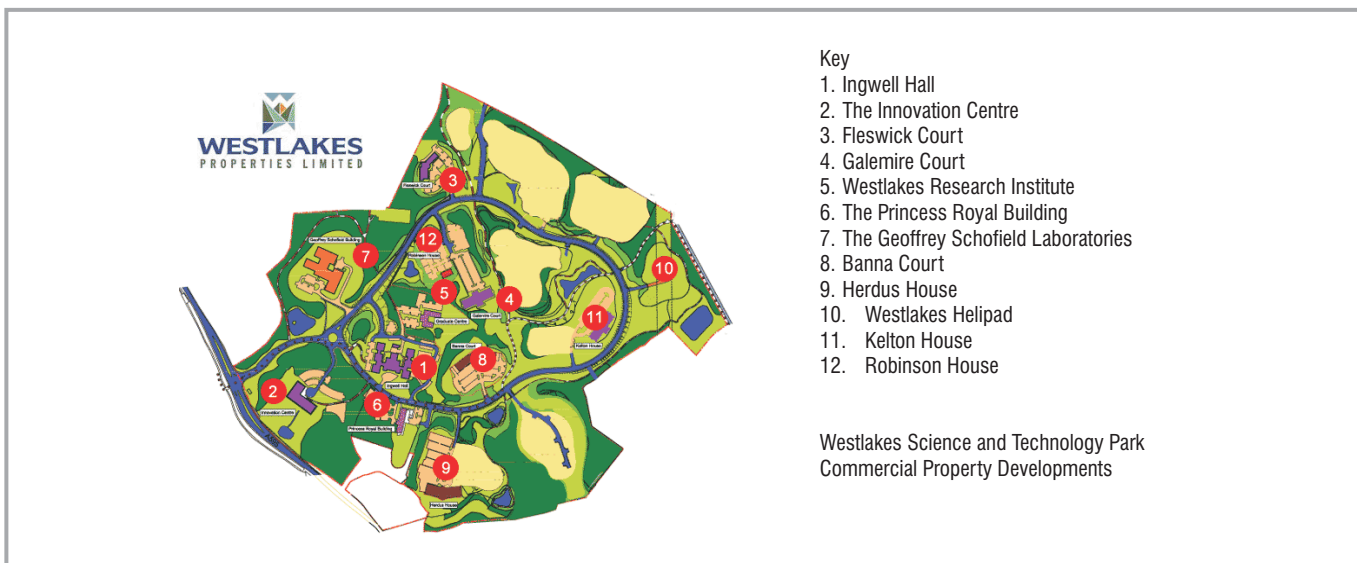
companies, as well as several Sellafield Ltd functional groups that benefit from the location. It serves as a good example of where a concentration of expertise fosters innovative behaviour and stimulates business cluster growth.

The Fund has though also made a major contribution to reclaiming and returning back to economic use a number of derelict or neglected industrial properties. In 2008/09 alone, the Fund invested over £650k

supporting the refurbishment of the Whitehaven Beacon, development of the Whitehaven Boat Repair Facility and the Maryport Marina plus the demolition and clearance of a Workington factory reclamation site.

Although we will continue to support the West Cumbria Development Fund during 2009/2010 in order that it can meet all of its forward commitments, we recognise that future infrastructure developments will be prioritised within a wider Spatial

Development Plan and generally delivered through West Lakes Renaissance. It is therefore our aim in future to align our resources to provide direct support to **Britain's Energy Coast Master Plan**[®] projects as previously described and identify opportunities, such as further development and making the Sellafield Centre available to promote and deliver elements of the Masterplan programme in areas such as Business Development.



6. Performance Management

In keeping with the ethos and performance requirements of our new parent company, Sellafield Ltd will work closely with the NDA and West Lakes Renaissance in 2009/10 to ensure a socio-economic performance management system is in place so that specific programme targets, outcomes and measurable outputs may be reported in future years.

Drawing on best practice adopted by other public sector spending programmes, not only will such a system inform our future investment decisions and provide a basis for evaluating the effectiveness of these decisions, most importantly it will enable us to demonstrate responsible governance of our use of public funds.



Whitehaven harbour

7. Stakeholder Engagement

Sellafield Ltd's socio-economic programme has always been informed by engagement with local stakeholders in the public, private and voluntary sectors. We also work closely with partners including the NDA and respected national regeneration bodies to ensure that the community gets the best possible benefit from our socio-economic activities. This ongoing dialogue ensures that our socio-economic plan is a live document, updated on an annual basis to reflect changing social and economic requirements.

We have produced this draft socio-economic plan on the basis of these discussions and will use this document for further dialogue with stakeholders before producing a final document in April 2009. Our engagement programme will include the following groups:


- Local MPs
- Copeland Borough Council
- Allerdale Borough Council
- Barrow Borough Council
- Cumbria County Council
- Economic regeneration bodies
- West Cumbria Sites Stakeholder Group socio-economic sub-committee
- Sellafield Ltd employees and employee representatives
- Supply chain
- NDA


Sellafield Ltd's draft socio-economic plan will also be available for comment on our website www.sellafieldsites.com.

Future of the
**Sellafield and
Low Level Waste Sites**



“
have your say...
”

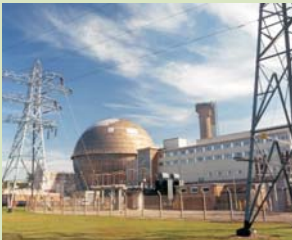




The West Cumbria Sites Stakeholder Group (WCSSG) is an independent body that convenes 4 times a year to receive information from operators of the four nuclear licensed sites based in West Cumbria, namely Sellafield, UKAEA, Windscale, Calder Hall and the Low Level Waste Repository as well as the regulators and the owner of the Sellafield Site, the Nuclear Decommissioning Authority.

WCSSG wants to hear your views on the future of the Sellafield and Low Level Waste sites.

See www.wcssg.co.uk or ring **019467 85802** to find out how to join the debate, or register on the website for future consultations.



We continually engage with our stakeholders

8. Review of Socio-Economic Funding 2008/09

Beneficiary	Funding	Activity Areas
West Cumbria Development Fund	£1,500,000	Employment and Enterprise plus Infrastructure
Westlakes Research Institute	£50,000	Education and Skills Development
Invest in Cumbria	£150,000	Employment and Enterprise plus Supply Chain
Princes Trust	£100,000	Community Support
HM Queen Whitehaven Visit	£25,000	Community Support
Cumbria Community Foundation	£50,000	Community Support
Whiteboard Awards Winners	£3,000	Education and Skills Development
Young Engineers for Britain	£5,000	Education and Skills Development
Furness Enterprise	£25,000	Employment and Enterprise
GENII	£249,200	Education and Skills Development
Whitehaven Community Trust	£20,000	Community Support
Rathbone Charitable Body	£29,000	Community Support
Employee Challenge & Safety Schemes	£6,000	Community Support
Image of Copeland	£50,000	Employment and Enterprise
SASRA Music Festival	£2,000	Community Support
Engineering Education Scheme	£12,600	Education and Skills Development
Site Fundraising, Christmas Card Donation & Employee Challenge	£8,500	Community Support
Match Funding of Employee Charitable Fundraising	£15,713	Community Support
Lighthouse Centre Project	£50,000	Community Support
Egremont Castle Pavillion and Performance Space	£36,250	Infrastructure
Cleator Moor into Work project	£20,000	Community Support
Egremont into Employment	£20,000	Community Support
South Whitehaven Employment Focus	£20,000	Community Support
Copeland Cultural Olympiad	£5,000	Community Support
Enterprise Development Workers Project	£10,000	Community Support
Nuclear Opportunities News	£18,000	Employment and Enterprise plus Supply Chain
Young Enterprise	£10,800	Education and Skills Development
IChemE (including IChemE Awards of Excellence)	£15,000	Education and Skills Development
Enterprise Education Trust	£4,800	Education and Skills Development
UK Science & Engineering Fair	£15,000	Education and Skills Development
Celebrate Success - Prince's Trust Awards	£2,000	Community Support
Miscellaneous donations*	£44,100	Community Support
Educational Projects**	£350,000	Education and Skills Development
Major Project to be confirmed	£178,000	TBC
Total	£3,099,963	

* Miscellaneous donations primarily cover small discretionary sums of generally less than £1,000 made to 'not for profit' charitable bodies on the basis of need.

** Includes Yottenfews Education Programme plus other education programme and resource costs.

9. Socio-Economic Funding 2009/10



Sellafield Ltd has an education and skills policy

The overriding need to support **Britain's Energy Coast Master Plan**[®] necessitates that Sellafield Ltd uses 2009/10 to continue delivering internal socio-economic activities, while transitioning the remaining funds to support Masterplan projects that closely fit with the NDA Socio-economic Policy requirements.

To ensure the future viability and the operations of current beneficiaries of Sellafield Ltd socio-economic support are not exposed to undue risk by our reassigning funds to West Lakes Renaissance, we shall complete an impact assessment in April 2009 and agree with our stakeholders a phased approach to transitioning our programme to support the Masterplan.

Although it is likely some of the work undertaken by current beneficiaries will fit with one or more of the Masterplan work-streams and may be supported by West Lakes Renaissance, as our intention is to align our support to those projects that best fit with NDA Socio-economic Policy requirements, it may be necessary in 2009/10 to assist current

beneficiaries of Sellafield Ltd meet their current programme commitments and become financially self-sustaining.

We anticipate at least 80% of our annualized funds (£2.4m) will be made available to support **Britain's Energy Coast Master Plan**[®] transformational projects from 2010/2011, dependent upon West Lakes Renaissance achieving

continued high delivery performance.

9.1 Sellafield Ltd Activities

The company Education and Skills Policy and supporting activities capitalises on the expertise of our staff and is not readily available elsewhere in West Cumbria. Consequentially it is our intention to continue with the current programme during 2009/10 at a cost of £350k. Similarly we will continue to further encourage staff involvement in charitable fund raising, community projects/challenges around the Sellafield, Risley and Capenhurst sites and will make available £25k for this purpose. An additional budget of £100k will be used to deliver community support local to the Risley and Capenhurst sites that are beyond the coverage of the Cumbria Community Foundation and a further £25k will provide for opportunistic socio-economic expenditure at our sites.

9.2 West Cumbria Development Fund

The work of the Fund and the West Cumbria Development Agency which it underwrites is unparalleled in delivering improvements to the local physical environment and providing business support. Until such time as the work and funding to these two bodies is subsumed in to the **Britain's Energy Coast Master Plan**[®] 'Enterprise' and 'Infrastructure' work streams, we will continue to



We continue to encourage staff involvement in charitable fund raising around our sites



Sellafield Site

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