Dounreay -
Shaping for the Future

Tony Wratten
Assurance Unit Manager
End of Fast Reactor R&D Programme

- 1950’s – Fast reactor R&D establishment;
- 1988 – announcement that R&D programme will end;
- Early 1990’s – progressive closure of R&D plants;
- 1994 – PFR closed;
- Businesses established;
- AEAT Privatisation;
- Drive for commercial work;
- Divestment of some maintenance and support staff;
- Management support contract let;
- Loss of skills base;
- Increasing regulatory concerns.
1998 – The Way Ahead

• NII Direction halted Fuel Cycle Area operations, only “essential to safety” work permitted;

• Safety Audit – 143 recommendations;

• 3 year “time-out”;

• End of commercial work;

• New safety cases;

• Staff retraining programme;

• Long term strategy defined;

• Infrastructure upgrades (electrics);

• Plant upgrades implemented;

• POCO work progressed;

• Progressive plant restart during 2001
Managing the legacy – a new way forward

• Nov 2001: Policy change on civil nuclear programme;
• July 2002: Government policy paper “Managing the Nuclear Legacy” published;
• Intention to get best practice through competition;
• Commitment to ensure work is done safely, securely, environmentally sensitive and cost-effectively;
• Liabilities Management Unit Established;
• 2004: Government passed Energy Act;
• March 2005: Nuclear Decommissioning Agency established;
• Announcement that Dounreay site management to be competed, target date 2008/09.
Impact of the DCP Incident

Sept 2005: Dounreay cementation plant closed following an operational incident. Caused by combination of:

• Incorrect responses by staff;
• Tolerance of defects;
• Poor communications;
• Ambiguity of responsibility
• Poor safety culture;
• Poor control of temporary modifications;
• Training and competency issues
Dealing with the Underlying Causes

- Safety Culture
- Strategy
- Leadership
- Behaviours & Expectations
- Conduct of Operations
- Audit & Self Assessment
- Attitudes
- Arrangements

- Policies
- MS Manual
- Process / Topic Manuals
- Site Level Arrangements
- Site Level Documents
- Working Level Documents

- Standards, Process Maps, Procedures, Specifications, Guidance, Tools & Databases
- Unit/Department Level Documents
Clear Lines of Responsibility/Accountability

Managing Director
(Head of Site)

Director of Assurance

Site Project Manager

N.D Support | Commercial | Finance | Programme | Human Resources

Site Services | Waste Services | Site Decommissioning | ILW Projects | DFR | PFR
Leading change

• Partners included in management roles
• Leaders selected via assessment centres
• Leadership expectations have been made clear.

• Starting at the top we have embarked on a program to improve our own leadership in safety.

• Safety is made a key performance indicator for our line accountable managers.

• Line managers are consistently held to account for the actions of their whole team.

• Project performance measurement creates competition to excel.
Culture Change – changing behaviours

• 1750 people through “Second Nature” behavioural safety programme;

• Communal responsibility within the workforce.

• Strong support from workforce and Trades Union Safety Representatives;

• Second Nature Observations in the Workplace (SNOW) have made challenge acceptable;

• SNOW has increased worker engagement.
Site-wide SHEQ Improvement Plans

- Improve approach to and **Focus on Safety**
- Implement **Specific, Practical Actions** that actually contribute to and Promote Safety
- Set **Measurable Goals** and Track Performance
- Hold Site and Individuals **Accountable for Safety**
- Recognise & Reward those who contribute to a Safer Workplace
Raising the Profile of Safety

• Vertical slice workshops;
• Daily SEAC meetings running since January – Meeting Expanded in July;
• New Site Newspaper;
• New rewards programmes;
• Site wide PPE policy;
• New Electronic Permit to Work;
• Error Prevention Tool Training;
• Stand Up the Operational Assist Team;
• Better Fact-Finding and Injury Investigation;
• Improved “Learning from Experience”
Targeting “Zero Accidents"
## Developing Life Time Plan

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Needs an agreed and stable funding profile

Fully underpinned and compliant with opportunities for acceleration.
Developing a Socio Economic Strategy

What Dounreay means to Caithness and North Sutherland

• Caithness and North Sutherland has a major economic reliance on Dounreay

• 2,000 people work at Dounreay on a daily basis. This is equivalent to one in every five jobs in Caithness.

• It is estimated that Dounreay supports additional 2,500 jobs in Caithness. This is equivalent to one in every four jobs in Caithness

• £80 million per year is injected into the local economy. This is more than 10% of the total economic output of the North Highlands.
The route to closure ... staff numbers

Lifetime Plan 2007

Number of people

Contractors
UKAEA Staff

Number of people

Contractors
UKAEA Staff

Major Project Performance Highlights
Major Project Performance Highlights
Demolition is the “Fun Part”
Questions