Chapelcross (CX) Site Transformation Programme

Our CX Team Briefing Pack

OBC stage (including Defining the Programme)

Jan 2021 DO.3

PENDING CX PROGRAMME BOARD REVIEW/APPROVAL - NOT FOR ISSUE

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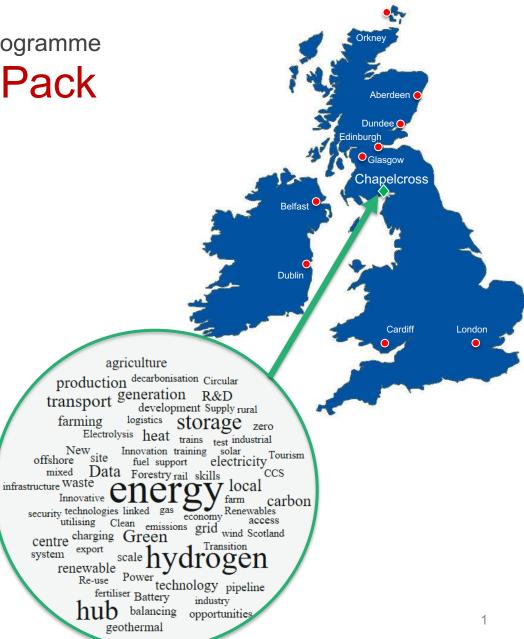














Our CX Team Briefing Pack













Briefing Pack Purpose and Foreword

I am delighted to introduce this CX Team Briefing Pack. The pack is a tool which CX Partners will use to progress CX Partner team selection, onboarding and induction throughout the CX OBC stage of the CX Site Transformation Programme (2095).

You will have received this pack as a potential CX Programme team member. The covering note should provide further explanation as to why you have been selected.

With pressing time constraints and limited resources, the CX Partners have adopted the a common team engagement and onboarding process in help order to help develop a team capability which is collaborative, focused and committed to effective CX programme team working - an integrated team. The approach and process steps are outlined within the diagram to the right.

The CX engagement process model seeks to take the individual team members through a progressive journey...recognising that that no one can be "committed" to the CX programme if they don't fully understand it...and haven't progressively become involved in it...so that they can contribute, own and potentially shape it. The focus of this module is the journey steps including awareness, understanding and support. This starts assuming no awareness and potentially negative perceptions.

The seven onboarding and team performance steps provide a full lifecycle process for the CX OBC stage.

CX Partners recognise their need to learn from the CX site development experiences since 2004 and integrate lessons learnt into the programme going forward. Consequently, this induction process also learns from global experience of complex multi-partner programmes. CX Partners seek to make best use this opportunity to "un-lock" the 210ha CX site and enable the transformation of the full CX site, as proposed within the CX strategic outline business case.

Please take the time to read the pack and qualify your involvement in the CX Programme.

Mark Fulton

CX Strategic Programme Lead, Dumfries and Galloway Council mark.fulton@dumgal.gov.uk



Identification, selection and onboarding of the CX OBC team **CX Team Engagement Process** Degree of change CX Team Briefing Pack focus CX PPP OBC Engagement activities How? Why? Degree of involvement to achieve the change outcomes & Short listing Share the Pack CX values / Inc. Programme **Buddy** pairing Confirm interest Q&A - balance behaviours definition Selection Integrated team RAID UKG/SG CX sponsorship Onboarding and team performance

- The model above is intended to be used as tool to plan and deliver team engagement activities in the development of shared vision of a brighter future. The current focus is the delivery of the CX OBC stage
- This Briefing Pack provides basic information support the the first 3 steps: awareness, understanding and support and signpost the last 2.
- Further information can be found on the CX website starting with "the story so far"

Site Transformation Story so far...











Developing options for the re-use of the 200+ hectare Chaplecross site have been a topic of discussion since before site decommissioning work started in 2004.

Activities and studies have been led by a number of bodies including the Nuclear Decommissioning Authority (NDA), Scottish Enterprise (SE), Dumfries and Galloway Council (DGC).

The chronology of events looks like this:

- The period from 2004 to 2016 supported numerous studies and proposals, these tended to be led or sponsored by a single entity and, in some instances, were impacted by government changes to accountability for regional development
- In March 2017 the NDA, SE and DGC (the Partnership) agreed a Memorandum of Understanding (MoU) to collaboratively develop an Action Plan in support of the site transformation as the CX Project
- In 2018, the Borderlands Inclusive Growth Deal provided an opportunity to reset the CX Project Action Plan as a Green Book led initiative
- In 2019, we developed a CX Route-map to guide collaborative efforts over the short (to 2035), medium (to 2050) and longer term (beyond 2050) supported by proportionate controls and governance based best practice guidance recommended by the HMT Green Book
- In September 2019 the Council authorised the first stage of the CX programme (identify the programme-MSP) underpinned by a programme mandate with 4 high level objectives aligned to UK wide policy drivers.

The high level CX programme objectives are to:

- Support the development of green energy production, storage and distribution solutions
- Make a significant contribution to the UK and Scottish Government's 2050/45 net-zero targets.
- Create a large-scale mixed-use employment site for Borderlands with significant wider economic and policy impacts
- Maintain 100% beneficial use of the site over the full decommissioning period (in line with Energy Act 2004) and beyond.
- Between October and July 2019 the Partners developed a compelling CX SOBC which passed into Borderlands Growth Deal Governance at the end of the month.
- Borderlands Governance was completed at the end of September and a target UKG/SG Deal approval target of Q1 2021 was suggested
- The SOBC ASK of Scottish and UK Governments is for funding to support the unlocking of the site through new access to the A74(M) and site servicing costs.
- Note- unlocking the site does not only rely on site access alone. It also requires the creation of a shared Chapelcross vision that engages stakeholders from many perspectives in the making a compelling proposition which invents a new future for the re-use of the site in the achievement of the mandate objectives - it requires "market making"
- Current National Policy Drivers indicate that the time is right to bring forward significant transformational change for the benefit of the local, regional and international stakeholders

We hope that this briefing pack and the site video will helps to build readers' awareness, understanding and support for our efforts going forward...

<u>Please take 3 minutes to view our 3 minute video- a vision for the future of Chapelcross</u>

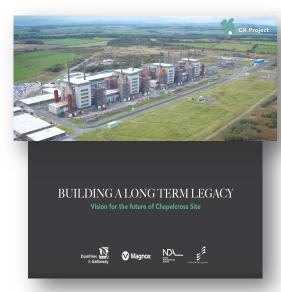


Figure 3.1 CX Video screen shots

Please take 3 minutes to view the

"Building a Long Term Legacy- a vision for the future of the Chapelcross site" video.

This provides a comprehensive introduction to the full 200ha site, including the pipeline to the Solway Firth coastline (a further 13.8ha)



The Chapelcross Location...













Figure 4.1 NDA CX Freehold Red line

Chapelcross is very large site located near the town of Annan in Dumfries & Galloway. During WWII the site was an RAF fighter training base. It is a former nuclear Magnox power plant which was opened on 02 May 1949 and stopped Energy production in 2004. The site (within the red line) is being decommissioned by the NDA with final completion planned in 2095.

Key marketable features of the location are:

- Over 200 ha of developable land with 60 ha available now and over 160ha available over the next 10 years
- A workforce culture in with safety critical and regulated industry practice embedded
- Accessible by air, road, rail and sea
- Potential for hi capacity, zero latency digital connectivity
- An existing nuclear license
- Existing HV connection to the National Grid
- Potential to generate, store (hydrogen, ammonia) and distribute electricity with onsite high voltage connection to the National Grid Electricity network
- Potential utilisation of historical water abstraction license
- Direct access from site, through the town of Annan to the Solway Firth coastline through an NDA owned land corridor (13.8ha)
- Site development supported within the Dumfries and Galloway Local Development Plan with site Planning guidance with authority to create a Simplified Planning Zone
- Memorandum of Understanding between Dumfries and Galloway Council, Scottish
 Enterprise and the Nuclear Decommissioning Authority to deliver the transformation plan
- Potential for support Scottish Government, UK Government and the Borderlands
 Regions with Climate Emergency Commitments including removing contraints from wind
 power power in the Region (onshore and offshore)
- Well-placed within one of the Borderlands Strategic Growth Corridors and the Gretna-Lockerbie-Annan regeneration corridor to build on current economic strengths. With the ability to 'transmit' economic activity and inclusive growth through these corridors and beyond
- Strategic location on the Scottish-English borderlands within the M74/M6corridor—on the Trans-European Transport (TEN-T) Network core network of transport corridors across Europe
- NDA sponsored £495k Grant Fund for CX Mandate led transformation over 5 years
- · Stunning scenery
- Compelling strategic fit between National Policy Drivers and business case

Pipeline route

to the Solway Firth Coastline

Enabling Zero Carbon Energy led Growth

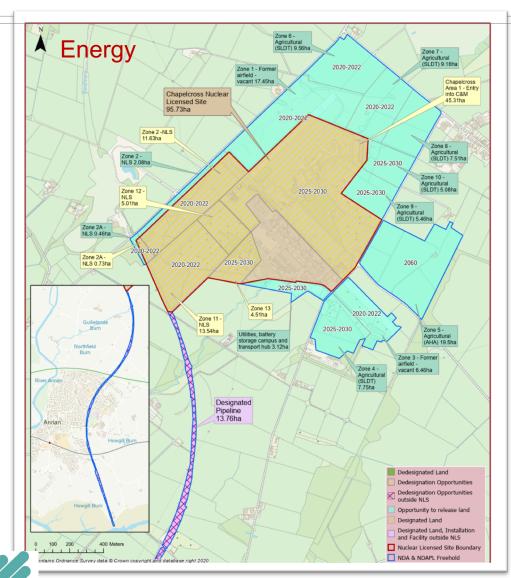












The NDA Decommissioning Programme – at March 2020

The NDA Decommissioning programme drives land release for zero carbon energy led development. Over 60ha is available now outside the nuclear licensed boundary. Further land may be made available within the nuclear licensed site.

The facility decommissioning programme delivers over a number of sequential stages

- 2004 2025: Care and Maintenance Preparation Period
- 2025 2089: Care and Maintenance Period
- 2089 2095: Final Site Clearance

Figure 5.1 provides detail of zone size and estimated availability for development

Site development will is subject to planning conditions, as described in the Dumfries and Galloway Local Plan – see links below

See Dumfries and Galloway Council Policy ED4: Chapelcross and pages 232 - 234 on Chaplecross Business and Industry Overview

- https://www.dumgal.gov.uk/media/21885/Adopted-Local-Development-Plan-2/pdf/Adopted LDP2 OCTOBER 2019 web version.pdf?m=637060550180970000
- https://www.dumgal.gov.uk/media/22140/Chapelcross-Development-Framework/pdf/Chapelcross Framework for LDP2.pdf?m=637098373408230000
- https://www.dumgal.gov.uk/media/22139/Chapelcross-Development-Framework-Appendices/pdf/Chapelcross Framework appendice for LDP2.pdf?m=637099271078 130000

National Policy Drivers 1 of 4













Economic

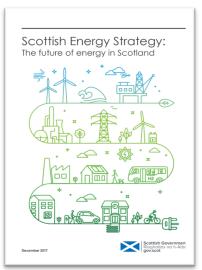


The Chapelcross site has the potential to facilitate uses that will be effective in driving economic growth and meeting the ambitions of Scotland's Economic Strategy, which include investment, innovation, inclusive growth and internationalisation.

Link to Scotland's Economic Strategy

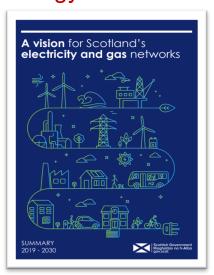
rategy

Energy



Scotland's First Minister has declared a climate emergency and the Scottish Energy
Strategy sets out the vision''''
for the future energy systems up until 2045, articulating the need for an integrated systems-wide approach – crucially reaching net zero by 2045.

Energy



This document sets out Scotland's ambitions for the future and enabling the gas and electric networks to deliver decarbonised energy. This sets out principles and priorities for Scotland's energy going forward, these are ambitions that Chapelcross can look to serve and deliver.

Energy





The Borderlands Partnership recognises the importance of the energy sector as a driver for job creation and growth.

The Borderlands Partnership Heads of Terms Agreement sets out a vision for a Borderlands Energy Investment Company and a regional energy masterplan, facilitating a whole energy systems approach.

Future energy systems will require substantial storage space which Chapelcross is potentially well placed to provide.

Link to Scottish Energy Strategy: The future of energy in Scotland



Link to A vision for Scotland's electricity and gas networks

National Policy Drivers 2 of 4













International Trade



The Scottish Enterprise Strategy focuses on improving exports, capitalising on their comparative advantage and building Scotland's reputation among other nations

Chapelcross is the most strategically placed site within the south of Scotland, with the correct attributes to achieve these ambitions

Link to Net Zero: Building Scotland's Future Today

Legacy - Socio & Economic

UK Government LegislationThe Energy Act 2004

The Energy Act 2004 created the NDA as the authority tasked with cleaning up the UK's public sector nuclear legacy safely, securely, cost effectively, and in ways that safeguard the environment for this and future generations. The NDA has responsibility for designated sites in Scotland that represent that legacy, including sites and facilities that were developed in the 1950s and 1960s to support defence and nuclear power generation research. There are three NDA sites in Scotland: Dounreay, Hunterston A, and Chapelcross.

Link to The Energy Act 2004...

Net Zero



Chapelcross, with the existing national grid connection, is well suited to provide green energy usage, production or storage. This would align with the wider legacy of energy production at Chapelcross and its ambition to play an enabling role in achieving the 2050 net zero carbon target with region, national and international impact.

- This is now a binding requirement in law.
- Dumfries & Galloway Council have made their own Climate Emergency Declaration in June 2019.

Domestic Economy



The site is well placed to facilitate the expansion and development of high-value sectors noted in the Regional Economic Strategy.

High value sectors in the strategy are sectors with identified growth potential and which are in a position to provide more highly paid, skilled employment

The Regional Economic Strategy identifies the following sectors:

- Digital
- · Energy (renewables)
- Forest and timber technologies

Link to DGC Economic Strategy



Link to Net Zero: the UK's contributions to stopping global warming

National Policy Drivers 3 of 4

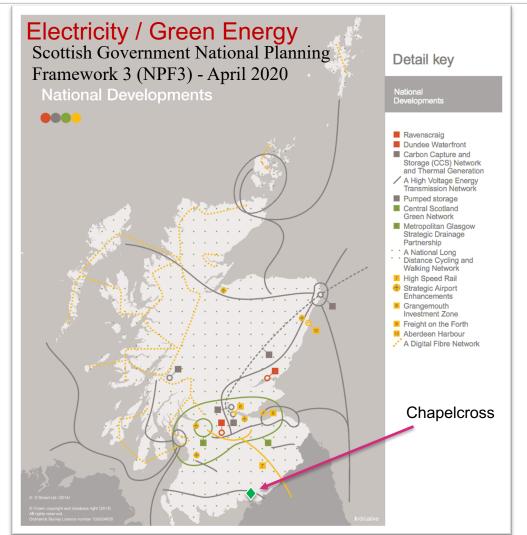












National Planning Framework 4 (NPF4)

Chapelcross is making its case to be included in NPF4 as a National Development Site for Scotland

International Gas Transmission

The UK Feeder 12 gas transmission pipeline runs through Langholm and Longtown, just east of CX, before heading east towards Bishop Auckland (County Durham).

There is also a recent EU reference to a PCI for upgrading the Scotland to Northern Ireland interconnector (SNIP)

http://ec.europa.eu/energy/maps/pci fiches/pci 5 1 2 en 2017.pdf

THE EUROPEAN NATURAL GAS NETWORK (ENTSOG, 2015) – https://www.entsog.eu/sites/default/files/2018-10/ENTSOG CAP MAY2015 A0FORMAT.pdf



National Policy Drivers 4 of 4





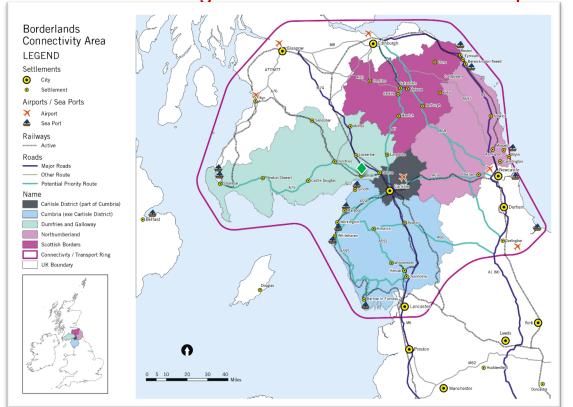








Borderlands Regional and International Transport



Regional

The Borderlands Partnership sets out the shared desire to play a full part in the Scottish and wider UK economy, through the development of five 'Strategic GrowthCorridors'shown above. Chapelcross forms an important part of the South West Scotland and Northern Ireland Corridor as a result of its strong transport links. Unlocking sites of major economic activity such as Chapelcross has the potential to 'transmit' economic activity and inclusive growth outwards through these Strategic Growth Corridors and beyond

International

The M6/M74 corridor forms part of the TEN-T - Core Network of **Transport Corridors**

https://ec.europa.eu/transport/infrastructure/tentec/tentecportal/site/index en.htm



2050 Climate Commitment Considerations Magnox











The role that "green energy production, storage and distribution and the site's contribution to zero carbon targets" within emerging business case could play in addressing Climate Commitment targets on a local, regional, national and international scale could be a game changer.

The Chapelcross programme has the potential to complement and directly collaborate in the development and implementation of local, regional, national and international scale plans to achieve our shared zero carbon targets.

This presentation helps to put this into a context well beyond the red line that defines the Chapecross site boundary

Supplying energy for our everyday lives reliably and affordably has always been a key goal of government policy.

But the UK's commitment to do so while almost completely eliminating carbon emissions over the next three decades poses an unprecedented challenge for government, business and individuals.

BBC Briefing explores how that challenge can be met.

The details in this Briefing were correct in November 2019







Link to BBC Energy Briefing Dec 2019



The Borderlands Inclusive Growth Deal Context 1/3











Four themes: Infrastructure; Places; Business Skills and Innovation; and Green Growth Ten Initiatives: 5 cross cutting themes; 5 regional priorities



The Borderlands Partnership was established in 2018 to unlock the potential for sustainable and inclusive economic growth across the South of Scotland and North of England.

It has changed the site development strategy from zone led to United Kingdom and Scottish Government backed Green Book Business Case approach with a full site vison for the short term (to 2035) medium term (to 2050) and longer term (beyond 2050).

The CX programme is one of ten initiatives supported from the Scottish Government the United Kingdom Government over a 10-15 year period with circa £400m funding

The CX Programme Mandate and Council Report captured the lessons learned from the "cold eyes review" and secured approval from the Full Council in September 2019.

The "review" identified the need for a step change in approach to create the right environment for success over the short, medium and longer term.



The Borderlands Inclusive Growth Deal Context 2/3













The site's qualities and assets, not least in the shape of the existing grid connection, as well as the area's emerging interests in key sectors and technologies relating to clean growth, green energy, and zero carbon, offer a significant 'market-making' opportunity for investment.

As has been mentioned earlier, Chapelcross is located within the M74 corridor, a priority for investment in its own right thanks to its strategic connectivity, connections to Scotland's Central Belt, and major urban and industrial centres in the North of England. The diagrams help to bring together the UK, Scotland, Borderlands and Chapelcross components.



Figure 12.1 Chapelcross and the M74 corridor

Chapelcross site – sitting within the M74 corridor that connects Scotland's Central Belt with northern English towns.



Figure 12.2. Chapelcross Local context

Chapelcross and Dumfries & Galloway in the wider context of the Borderlands region.

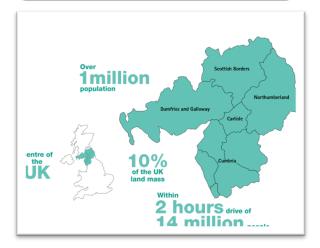


Figure 12.3. Borderlands UK context



The Borderlands Inclusive Growth Deal Context 3/3















Borderlands Growth Deal has had a very positive and significant impact on the partners approach to the transformation of the site.

It provided an opportunity to take a fresh look story to date, the barriers to change, the historical approach and the need to include lessons learned within the SOBC- often referred to as the "cold eyes review"

The cold eyes review recommendations were incorporated into the second iteration of the SOBC and then deployed by the Council, as lead authority within the CX MoU (2017) and only CX Partner contracted within the Borderlands Growth Deal

This included presenting recommendations to establish the CX Initiative as: a formal Programme, supported by best practice programme management thinking: including a formal mandate to start the first stage of the programme and the definition of critical success factors (stage objectives, and a CX Route-map to support the long term transformation of the site targeting the short term (15 year Growth Deal), the medium term (2050 net zero objectives) and the longer term, including full site decommissioning in 2095.

The CX Mandate clearly states that securing the financial UK/SG ASK is only one of Critical Success Factors needed to create an environment for success required to "unlock the site". The prevailing challenges lay in:

- establishing fit for purpose collaboration between partners and sponsorship of programme at national level;
- establishing a competent programme board, and SRO, to own the evolving vision and support the orchestration of change
- maintaining focus on the successful delivery of current stage objectives and making the best use of available time, resources and opportunities
- Collaborative delivery of partner commitments

Officers from SOSE, NDA and DGC are currently preparing for the start and delivery if the next stage of the business case - OBC (outline business case)



Developing a "Shared Vision of a **Brighter Future**"











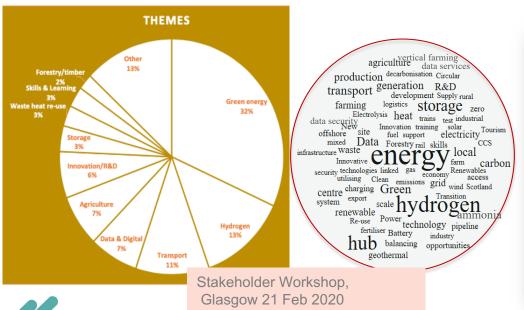
The CX SOBC stage included formal and informal discussions with stakeholders through workshops, webinar etc. The outputs from the formal stakeholder workshop activities can be found on the CX Website – see links below

Throughout the workshops a number of consistent themes began to emerge. The areas of overlap include:

- Green Energy
- Hydrogen
- Transport

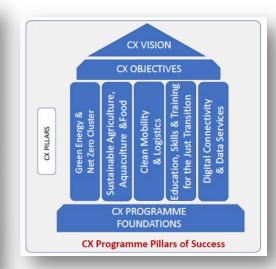
- Agriculture
- Innovation and R&D
- Energy storage
- Waste heat re-use
- Waste heat re-use
- Skills and learning
- Nationally important asset
- Enabler for 2050 net zero target
- Cross sector energy hub
- Agriculture under glass nearby the site
- Green energy demonstrator at scale
- High security data and digital

A key output from the engagement was the creation of the CX Pillars of Success Model with provides underpinning (how) detail to support the 4 CX objectives (why) The 4 thematic pillars are: green energy and net zero cluster; sustainable agriculture, aquaculture and food; clean mobility and logistics; education, skills and raining for the Just Transition; digital connectivity and data services (see diagram below). This informs further development of the programme vision with the CX OBC.



Web links to CX Stakeholder workshops

- June 2020 London CX programme Webinar- CX call to action
- May 2020 CX Thematic Webinars (energy and transport; utilities; economic growth, resources and skills)
- Feb 2020 Glasgow CX Opportunities Workshop Report
- Feb 2020 CX Workshop Delegate information pack





OBC Business Case: CX Next Stage













The long term development of the CX Site is supported by the CX Route-map (2095). This divides the long development timetable into 3 stages: short term, medium term and long term

- Short Term: the Borderlands Inclusive Growth Deal Period
- Medium term: contribution to the 2045/50 net zero targets
- Longer term: aligning with the availability of the full 210ha site from 2045/50and beyond 2095

The CX Route-map relies on the Borderlands Growth Deal to provide funding for infrastructure to unlock the site development.

Un-locking is achieved by improved site access, site servicing infrastructure delivered through a project.

The Borderlands funding is provided by Scottish Government and the UK Government and required that we follow the Green Book 5 case model business case development process to secure the funding. This has 3 stages before funding is released: strategic outline case (SOC), outline business case (OBC) and final business case (FBC)

The next stage of the CX Programme develops the CX Strategic Outline Case into the CX Outline Business Case.

The OBC will include further definition of the programme and activities to provide SG with confidence that the development of the CX site and objective delivery will be self funding















COVID 19: Economic growth, skills and resources













Impact of COVID 19

- The full impact of the Covid-19 lockdown will not be clear until more data is available; we can say:
 - Significant reduction in the business base, especially in the micro-business sectors
 - Potential change of travel habits and increasing interest in localism
 - Increase in domestic tourism leading to greater pressure on attractions and transport network
 - Significant increase in jobless households and reduced opportunities for young people
 - · Potential increase in population decline
- The Chapelcross programme presents a unique opportunity to mitigate some of these impacts through establishing the foundations of a new economy built on clean energy and digital infrastructure.

Opportunities through Chapelcross investment

- The lockdown has brought the impact of climate change challenges into stark relief as pollution levels have fallen through the cessation of activity
- Opportunity to build a new economy based on green energy production, distribution and storage
- Such a venture would create significant local supply chain opportunities and the creation of high-value jobs
- The combination of investing in a green energy hub and spoke model and supporting this through skills development and knowledge exchange creates a powerful force for change in the economy of Dumfries and Galloway, the Borderlands and Scotland
- Economic growth requires the availability of resources with the right skills.
 These opportunities will only be realised by combining the knowledge and resources of both the public and private sectors.
- The alignment of public policy and commercial investment provides the best opportunity to deliver the full potential of the project.



DGC Council – lead role



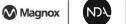












Figure 17.1. CX Programme Mandate

CHAPELCROSS (CX) SITE TRANSFORMATION- APPROVAL TO START THE NEXT STAGE 1.2 To present Members with an overview of the key management and leadership measures that the CX Partnership is taking to deliver a step change and success for the short medium and longer-larm site transformation.

> Figure 17.2. 26th September Full Council Committee Report

In September 2019 the Full DGC Council meeting agreed to the proposals to establish a formal CX programme and commenced the deployment of the first programme stage (identify a programme).

Council members have maintained active oversight of progress through Reports presented for consideration, including

- September 2019: Elected Member Workshop (Report- private)
- September 2019: Chaplecross (CX) site transformation approval to start the next stage
- September 2019: (appendix 2) Chapelcross Site Transformation Programme (2095)- Programme Mandate
- January 2020: Chapelcross (CX) Site transformation progress update
- September 2020: Chapelcross: Strategic Outline Business Case (Private)
- February 2021: Chapelcross (CX) Site Transformation Programme CX Partner Memorandum of understanding Update (MoU) 2021

The Chair and Vice Chair of the Economy and Resources Committee have received regular briefings and updates from the Director of Economy and Resources and the CX Strategic Programme Lead. Copies of the distributed may be filed by the respective CX Partner Lead officers

The DGC SLT and nominated CX Partner Leads have received formal monthly reports through the Head of Economy and **Development**

Potential CX team members are encouraged to read the full Reports to build awareness and understanding of the Council Elected Members engagement and support

For the OBC Stage

- DGC, like other CX MoU signatories, will be represented on the CX Programme Board by an SRO (senior accountable officer)
- DGC are nominated as the lead partner within the CX MoU
- DGC will be the contracted through Borderlands Inclusive Growth Deal to receive Grant Funding
- DGC will be accountable, and lead the delivery of the road improvement and site servicing infrastructure to unlock the site
- CX Partners will be jointly accountable for defining the programme vision, benefits, blueprint and project dossier

Your role in CX OBC stage team delivery











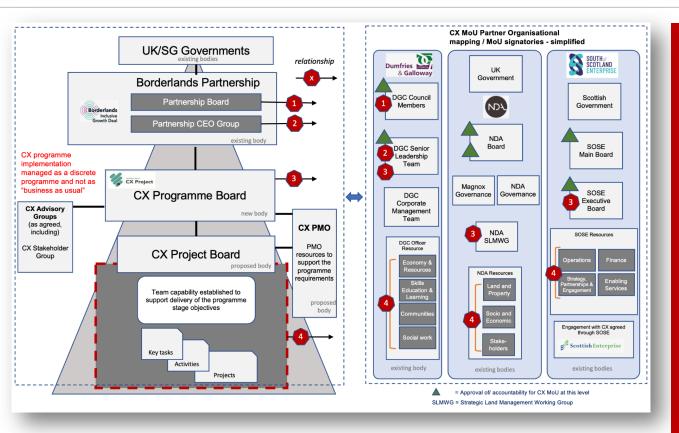


Figure 18.1 Programme and Partner alignment - abstract from CX MoU (2021)

- > So where do I fit it?
- Who else is involved?

The diagram should help:

- · on the right- your organisation
- on the left the programme organisation
- The CX PPP (programme preparation plan) provides a schedule for each of the following organisations to align people to programme roles:
 - DGC
 - SOSE
 - SE
 - NDA
 - Magnox
 - Borderlands Partnership
- All new team members should be allocated a "buddy" to support the onboarding process including the involvement and commitment steps
- The buddy's role will help ensure new "recruits' become valued and respected members of the team within
- The "buddying period" is notionally 3 months











NEXT STEPS

- Thankyou for taking the time to read this briefing pack
- We'd recommend that you visit the CX website and explore the current array of information that we have collected to support the programme <u>CX web site link</u>
- Once you've this, then please contact your nominated CX Partner Lead to discuss your potential involvement in the OBC stage of the CX Programme

Dankie Gracias

CΠαςμδο

Merci Takk

Köszönjük Terima kasih

Grazie Dziękujemy Dėkojame

Ďakujeme Vielen Dank Paldies

Kiitos Täname teid 谢练

Thank You Tak

感謝您 Obrigado Teşekkür Ederiz
 감사합니다

Σας ευχαριστούμε υουρικ

Bedankt Děkujeme vám

ありがとうございます
Tack

PENDING CX PROGRAMME BOARD REVIEW/APPROVAL - NOT FOR ISSUE



Borderlands Inclusive Growth Deal

Chapelcross Route-map (2095)













version 13/01/21

The CX Partnership [South of Scotland Enterprise (with Scottish Enterprise), the Nuclear Decommissioning Authority (NDA), and Dumfries and Galloway Council] have a shared interest in the development of the Chapelcross site and have agreed a Memorandum of Understanding to this end. This diagram provides a framework to support Partner collaboration in this common purpose and a route-map to agree and deliver the CX partnership vision

.. BUT WHY CHAPELCROSSS ? (location, location, location....) link to video

- Accessible by air, road, rail and sea; hi capacity, zero latency digital connectivity; workforce culture: safety critical/regulated industries; potential opportunities of operating within a nuclear licensed site; low cost energy from on site generation; established water abstraction licence; options for the phased development of 210+ hectares of low cost land within a new Simplified Planning Zone; HV national grid connection; stunning surroundings
- Green Energy cluster • 100% CX site utilisation - day 1

...WHICH LEADS TO...

Zero Carbon 2045/50

