



DSG(2018)C036

# An overview appraisal of the public value of Dounreay

a report for the Dounreay Site Stakeholder Group

October 2018 v2

Lancashire  
School of Business  
and Enterprise



To begin...

Thank you for your collaboration – one of our first case studies

This work has been *extremely* useful to us

We hope that it will assist you, too...

## In this presentation

- describe our framework
  - public value
  - the public sphere
  - human values
  - public value profile
- report on our collaboration with you
  - early exposition of public value approach
  - workshop
  - questionnaire probing perceived public value
  - what the findings tell us
- what does this tell us?
- how does this help you?
- achieving positive impact for you...

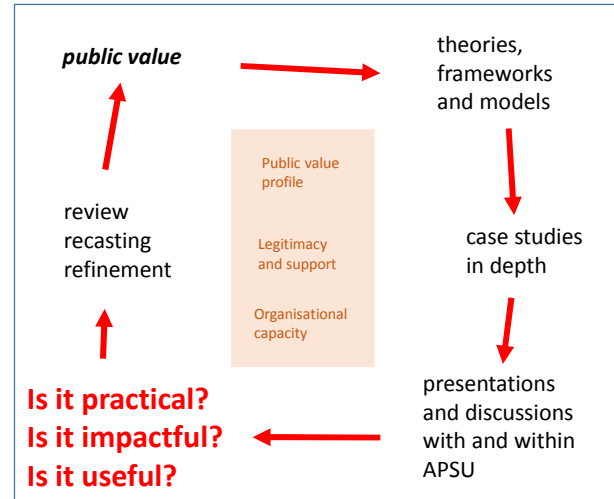


## Who we are and what we're doing

- University of Central Lancashire's (UCLan) Applied Policy Science Unit
  - in the Lancashire School of Business and Enterprise,
  - sponsored by the Samuel Lindow Foundation
- three elements to our public value framework
  - developing an approach to measuring, managing and maximising public value
  - creating acceptance and defensibility to give legitimacy and support
  - creating new structures to enhance operational capacity to achieve public value
- developing a *practical, impactful* approach

## APSU's approach

- grounded in theories, frameworks and models
- using case studies with collaborators, including...
  - National Nuclear Laboratory
  - The NDA – (Nucleus at Wick, this week)
  - URENCO
  - European Space Agency
- within strict research protocols
  - advise organisations
  - optimise public value
  - achieve public benefit
- public value in context...

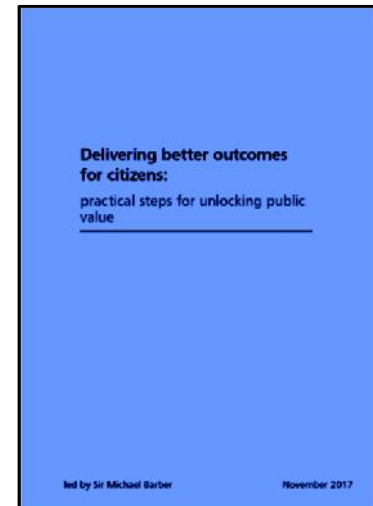


## Treasury Green Book

*“The full value of goods such as health, educational success, family and community stability, and environmental assets **cannot simply be inferred from market prices...**”*

## The Barber Report (November 2017)

- “...how central government can ensure it is delivering maximum value with every pound spent on public services
- *social value inherent in public... spending not adequately captured by economic calculus*
- *financial efficiency does not equal public value*
- *distribution of fairness, equity and associated values key for citizens...*”



## Public value = results for citizens

- *“If we can’t measure results, people will talk about what they always talk about: money. We need to track how we turn public money into **results for citizens**. We need to understand the impact each pound spent has.”*

• Chief Secretary to the Treasury (Rt Hon Elizabeth Truss MP 17 November 2017 ) IN THE PREFACE OF *Delivering better outcomes for citizens: practical steps for unlocking public value*

## Public Value

- essentially - **what the public values**
- relational - reflects the **social nature** of our existence
- dialogic - **from and for the public**
- value creation - for **the 'common good'**
- adds value to **the public sphere**
- perceptions grounded in **basic human needs**
- based on **human values...**

## Human Values

- **guiding principles** - for individual lives
- **desirable** goals that motivate **action**
- **forceful** - beliefs upon which we act
- **enduring** - cross-situational
- **universal** - grounded in human needs
  - of biological organisms
  - for co-ordinated social interaction
  - of needs of groups
- there are a number of categorisations, different levels of analysis

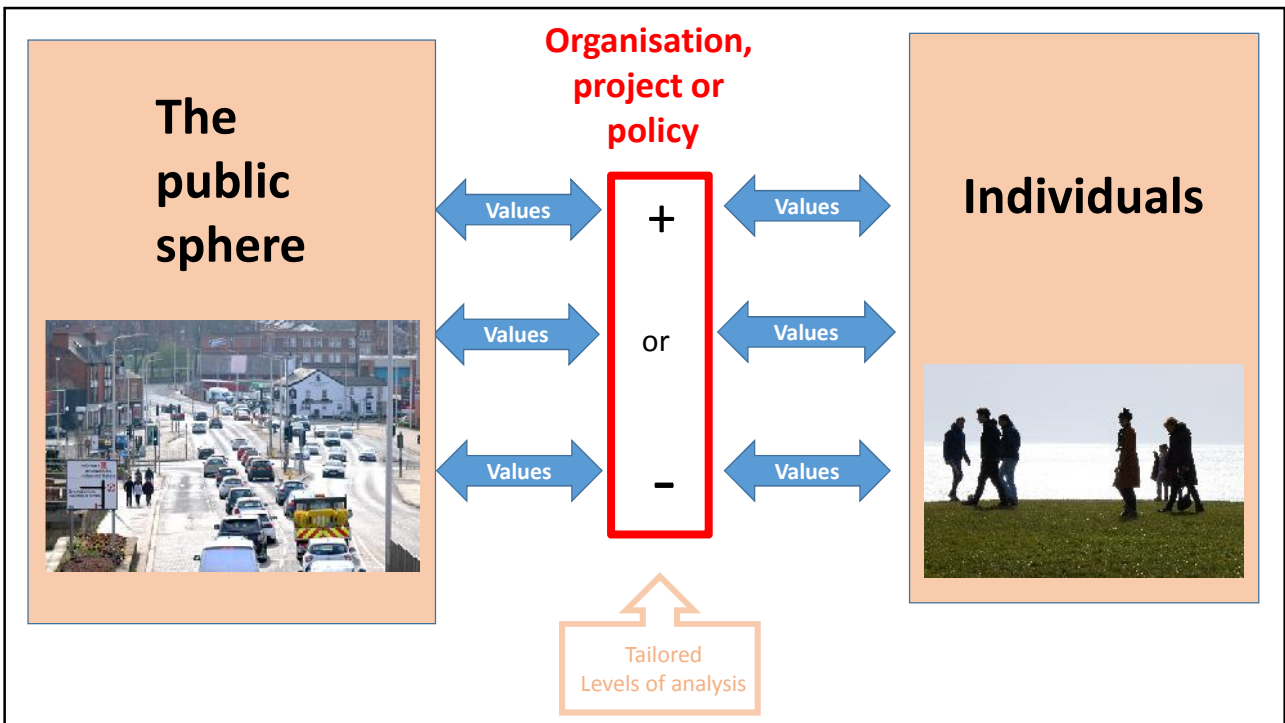
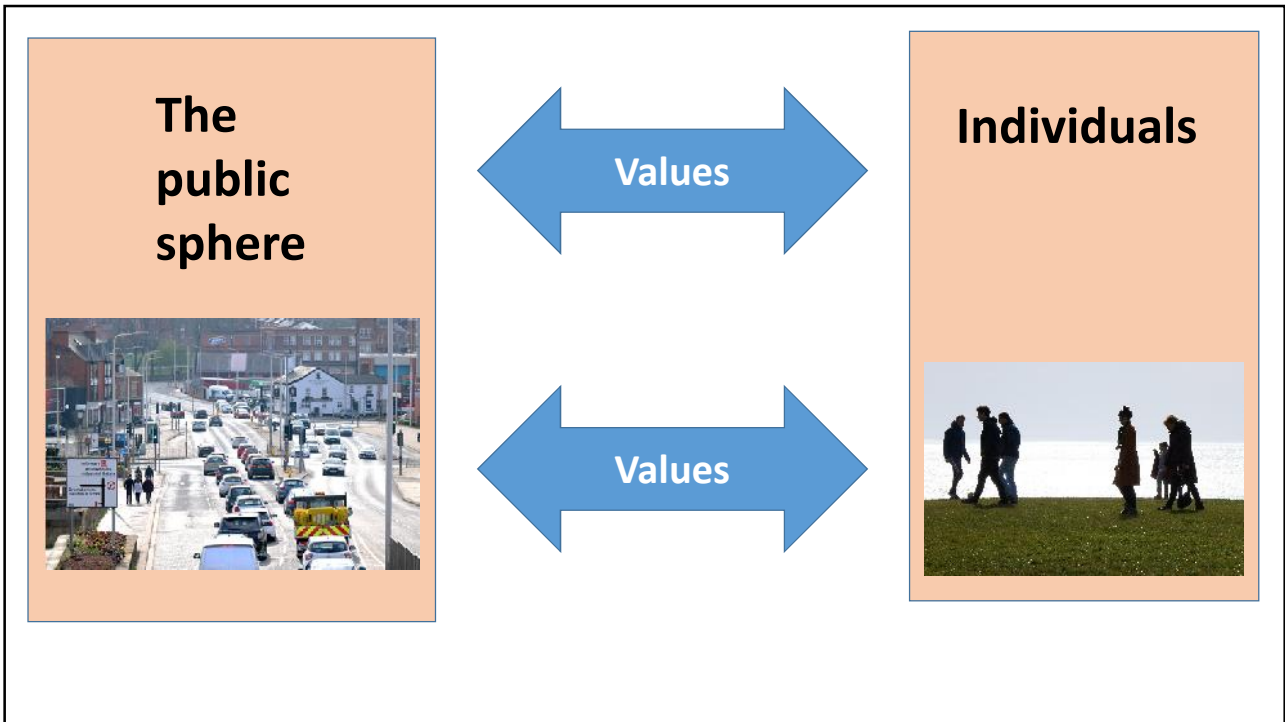
## The Public Sphere

- a **democratic** and **dialogic** space constantly created by a 'public'
- held in common by people through **everyday** experience, commitments and behaviours
- provides a society with some sense of belonging, meaning, purpose - a **foundation**
- **web** of values, places, organisations, rules, knowledge and cultural resources
- The forum for public value - the '**common good**'



## Public value from an organisational standpoint...

- looks at an organisation **from the point of view of society**
- its impact on individual **wellbeing** and society
- contextualises financials within framework of human value
- is an organisation perceived as **valuable for society at large?**
- combines objective and subjective performance factors
- relates to its '**license to operate**'
  - legitimacy and support
    - relevant and defensible publicly and politically...



## The Dounreay case study - stages

1. inception conversation with colleagues
2. identify issues...
3. ...and salient public(s)
4. tailor questionnaire
5. set level of analysis
6. implement questionnaire survey
7. report results of use to collaborator



## The Exploratory Questionnaire

- **xx** respondents – July 2017
- **2** elements...
  - **public value profile – 5 categories**
    - shelter and existence
    - viability and safety
    - relations
    - esteem
    - motivation
  - **insights into related issues**
    - governance process
    - dialogue and engagement with publics
    - understanding of contribution to public sphere
- **3** perspectives - past, present, future

BENEFITS - GENERAL		The chances of the initiative being successful are great because...				
		Strongly disagree	Disagree	Neither	Agree	Strongly agree
The concept and content is well considered and has clear public benefits		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The activities are perfectly organised		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A wide range of interests is being appropriately considered		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Those involved predominantly recognise the opportunities it gives them		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a prospect of economic success		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BENEFITS - LOCAL		I am convinced that the NHS will gain recognition for its activities because...				
		Strongly disagree	Disagree	Neither	Agree	Strongly agree
It provides substantial economic benefits		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It makes nuclear sites safer		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It provides social and economic benefits		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It contributes to all groups in the local community		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It helps motivate people to achieve their creative potential		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



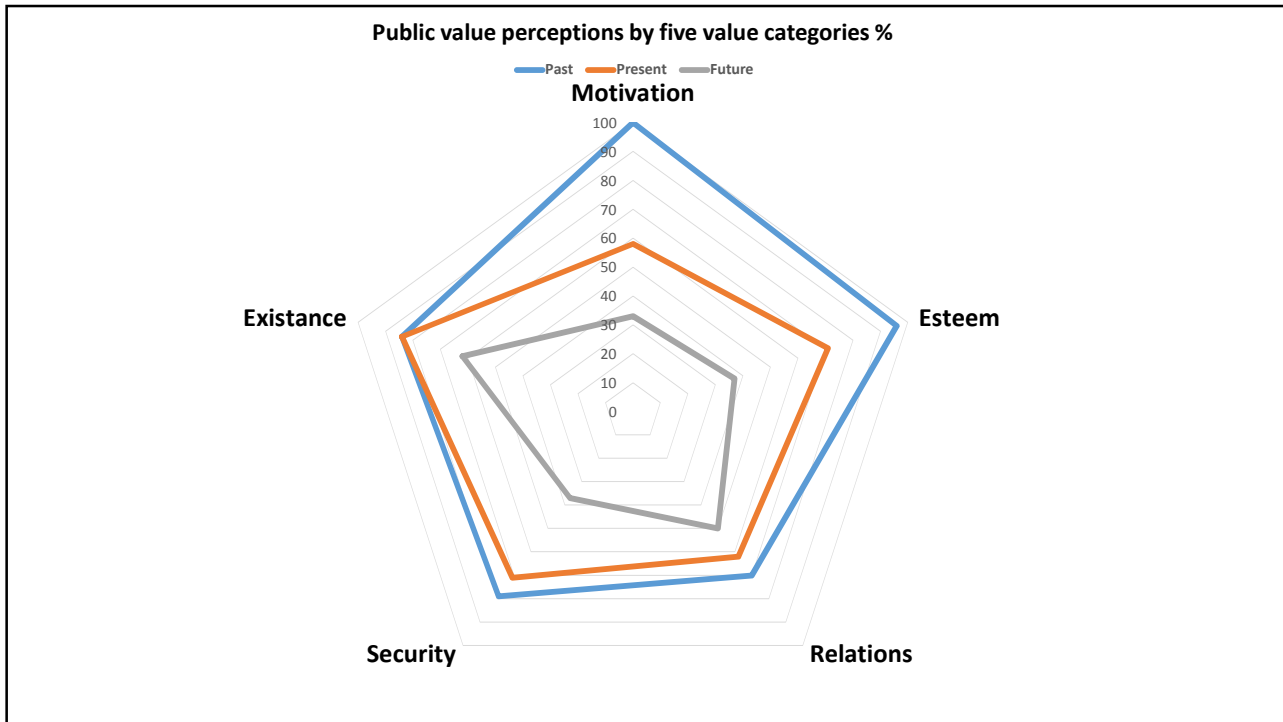
## Analysis

- Part one - public value profile
  - past, present, future
  - profile map based upon five value categories
  
- Part two - public value issues
  - past, present, future
  - related
  - revealing

PAST In the early years, Dounreay was successful because...				VALUE
	Agree	Neither	Disagree	
The concept and content were well considered and had clear socioeconomic benefit	84	16	-	EXISTENCE
The activities were perfectly legitimised	79	21	-	SAFETY
A wide range of interests were appropriately considered in its development and operation	70	18	12	RELATIONS
Those involved predominantly recognised the scientific and technical opportunities it provided	100	-	-	MOTIVATION
It made a great contribution to the dignity and identity of the area	96	-	4	ESTEEM

PRESENT Dounreay will secure lasting recognition for its decommissioning activities because				VALUE
	Agree	Neither	Disagree	
It provides substantial economic benefits	84	12	4	EXISTANCE
It provides prestige and status to Caithness	71	12	17	ESTEEM
It provides a voice for individuals and interests in the community	62	25	12	RELATIONS
It contributes to all groups in the community	71	17	12	SAFETY
It helps motivate people to achieve	58	17	25	MOTIVATION

FUTURE Dounreay's non-nuclear legacy will above all...				VALUE
	Agree	Neither	Disagree	
Create a strong sense of place and identity in Caithness	62	29	8	EXISTENCE
Strengthen the dignity of individuals in this community	37	37	25	ESTEEM
Provide a focus and forum for individuals and interests in the community	50	29	21	RELATIONS
Make the area more sustainable	37	33	29	SAFETY
Give people the opportunity to achieve their potential	33	37	29	MOTIVATION



## Public Value Profile Findings

- a significant public value contribution in all five value domains
- makes much more than a financial contribution
- reveals a changing profile over time
  
- turn now to issues...

PAST For Dounreay, in the early years...				VALUE
	Agree	Neither	Disagree	
Its socioeconomic value was <b>not fully recognised</b>	50	25	25	EXISTENCE
The community did not have an <b>input</b> into the decision making process	58	29	12	RELATIONS
The importance of nuclear research and development was <b>not appreciated</b>	50	17	33	MOTIVATION
The long-term side effects of science and technology may have been largely <b>unknown</b>	67	21	12	SAFETY
Its impact on the prestige of Caithness was <b>not widely understood</b>	67	12	21	ESTEEM

PRESENT Dounreay will not secure lasting recognition for its decommissioning activities because...				VALUE
	Agree	Neither	Disagree	
The technical superiority of the approaches and capabilities are <b>not recognised</b>	42	25	33	SAFETY
Its wider economic benefits are <b>not properly appreciated</b>	50	4	46	EXISTENCE
Its positive impact on relations between citizens, communities and countries is <b>not articulated</b>	37	37	25	RELATIONS
The project is <b>not seen as relevant</b> to individuals' aspirations and motivations	37	37	25	MOTIVATION
Its impact on the wellbeing and identity of individuals is <b>not understood</b>	33	46	21	ESTEEM

FUTURE In the future Dounreay's non-nuclear legacy will above all...				VALUE
	Agree	Neither	Disagree	
Affect negatively individuals' <b>economic and property</b> interests	67	16	17	EXISTENCE
Negatively impact the <b>cohesion</b> of families and communities in Caithness	67	12	21	RELATIONS
Diminish the possibilities for <b>individual</b> achievement and creativity	42	37	21	MOTIVATION
Put a strain on the <b>image and identity</b> of the area	46	25	29	ESTEEM
Fail to ensure the <b>wellbeing</b> of individuals in the area	50	25	25	SAFETY

## Issues in public value

- Past – historical
  - lack of recognition
  - risk
  - prestige
- Present - lived
  - lack of articulation and appreciation of contribution
  - esp. financial and technical
- Future - perceived
  - diminishing public value
  - esp. economic, property and community

## In Review

- very significant public value profile - all key areas - *past* and *present*
- less so in the *future*, though still significant
- changing profile reflects site programme
- but perceived lack of awareness - and articulation of PV
- implications for policy and practice