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NuLeAF Service Plan
November 2012 – October 2014

Executive summary

NuLeAF (the Nuclear Legacy Advisory Forum) is a Special Interest Group of the Local Government Association. We represent and support local authorities in England and Wales in dealing with nuclear waste and legacy issues. We:

- provide a mechanism to identify, where possible, a common, local government viewpoint on nuclear legacy management issues;
- represent that viewpoint, or the range of views of our member authorities, in discussion with national bodies, including Government, the NDA and the regulators;
- seek to influence policy and strategy for nuclear legacy management in the interests of affected communities; and
- develop the capacity of member authorities to engage with nuclear legacy management at a local level.

Recent years have seen the closure of many of the UK's nuclear stations, with the rest of the current generation due to close within the next 25 years. Decommissioning and clean up will cost many billions of pounds, take many decades and have significant impacts across the country. Local authorities and communities are affected by nuclear legacy and waste in a number of ways and have to be at the heart of all decision making around these issues. There is a need to:

- fund economic diversification and to ensure that the socio-economic benefits of decommissioning are maximised;
- address the impacts of decommissioning in terms of storage, transport, safety and environmental impacts; and
- engage with communities to develop the best possible solutions to complex problems and ensure their consent to waste management proposals.

All this requires that the voice of local authorities is clearly heard in the development of nuclear waste and legacy strategy, policy and practice. The capacity of local authorities to address these issues, and their awareness of national policy decisions, needs to be enhanced. NuLeAF's role is to support and facilitate these objectives.

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This Service Plan is NuLeAF's work programme for the period November 2012 to October 2014. It sets out the work NuLeAF will undertake and how success in NuLeAF programme delivery will be measured.

All our work is intended to help achieve an overall Outcome, namely:

'That policy, strategy and practice for all nuclear waste and legacy issues has the interests of local authorities as a central concern, leading to the best possible outcomes for the communities they serve.'

To help meet this Outcome, we will work in a number of specific areas, namely to:

- engage with the Nuclear Decommissioning Authority (NDA) to help shape policy and strategy and feedback developments in waste policy to our members;
- contribute to ongoing work on Low Level Waste (LLW) Policy, representing the concerns of local authorities and helping to shape a clear and coherent approach to these interests that meets local needs;
- participate in work intended to deliver a Geological Disposal Facility (GDF) for higher activity radioactive wastes;
- consider the legacy impacts of waste arisings from any new nuclear programme and from resilience measures;
- advise MOD on the Submarine Decommissioning Programme;
- work with Government, the NDA and others to develop a clear and consistent approach to community benefits for those areas affected by waste and legacy issues; and
- respond to consultations and engage in other work to support our overall Outcome

For each work stream the tasks we will undertake between 2012 and 2014 are set out in detail, along with the indicators we will use to measure our performance. We will report against these indicators annually.

Who we are

NuLeAF is formally established as a Special Interest Group of the Local Government Association and supported by 100 local authorities and 3 national park authorities. NuLeAF's remit encompasses all aspects of the management of the UK's nuclear waste legacy. This includes the implications for legacy management of any developments that are likely to impact on that management. NuLeAF's terms of reference, constitution, and current membership can be found at www.nuleaf.org.uk.

What we do

NuLeAF's primary objectives are:

- to provide a mechanism to identify, where possible, a common, local government viewpoint on nuclear legacy management issues;
- to represent that viewpoint, or the range of views of its member authorities, in discussion with national bodies, including Government, the NDA and the regulators;
- to seek to influence policy and strategy for nuclear legacy management in the interests of affected communities; and
- to develop the capacity of its member authorities to engage with nuclear legacy management at a local level.

Priority Actions

Over the coming year to October 2013 NuLeAF will undertake a wide range of actions including:

- Continuing to clarify the practical options available to NDA for integrated waste management and how criteria for options assessment will be identified and applied, and communities impacted.
- Revising NuLeAF guidance to local authorities on model local policies in view of changes to legislation and national planning policy.
- Monitoring revisions of local policies for radioactive waste management and encouraging consistency between policies for radioactive waste management within local development waste plans.
- Promote practices that secure high standards of public acceptability in LLW management through continued engagement with NDA, the Environment Agency and others.
- Continuing to advise and assist any local authority wishing to engage with MRWS through Stages 1 to 3 or in Stage 4 and engaging with any future Community Siting Partnership to represent national local government views.
- Advising Government and NDA on local government engagement in MRWS Stage 4.
- Advising members and proposing a response to publication of the Submarine Decommissioning Project (SDP) shortlist of ILW storage sites, and advising the SEA consultation on ILW disposal options.
- Where justified by scale, national significance, and long term impacts, continuing to make the case for Community Benefits additional to S106 'planning gain'.

The full list of actions is set out in the Work Programme below.

Work Programme 2012/2014

Lead Officer	Workstream	2011/12 Key Tasks	Achievements to date	2012/13 Key Tasks	Performance indicators	2013/14 Projected Tasks
PM/SK	NDA Strategy & Operations	<p>1. Encourage NDA and SLCs to engage early and effectively with the relevant local authorities when considering options for centralised and multi-site approaches to waste management, and to only move forward with such approaches where they are supported by the affected local authorities in the light of the overall balance of benefits and disadvantages.</p> <p>2. Seek to ensure that proposals for new projects can be convincingly demonstrated to be the best practicable, taking into account a full range of life cycle, safety, environmental and socio-economic factors, and stakeholder views.</p> <p>3. Work with NDA to ensure that the Value Framework is fully understood by local authorities and helps deliver solutions that are acceptable to local authorities and affected communities.</p>	<p>NuLeAF participates in the NDA Integrated Waste Management Topic Overview Group (IWM TOG) and Site Restoration TOG.</p> <p>NDA/SLC/NuLeAF Engagement Forum established.</p> <p>Membership briefed via Steering Groups, RWPG and NuLeAF Bulletin.</p> <p>Through IWM TOG/Engagement Forum/bilateral meetings convey stakeholder views, clarify, and bring transparency to, the credible options available to NDA for integrated waste management.</p> <p>NDA provides explanatory paper on the value framework.</p>	<p>Represent local authorities and support member engagement with finalised IWM Strategy.</p> <p>Identify key issues for members resulting from NDA Strategy implementation including PBO competitions, community benefits, and waste storage consolidation proposals.</p> <p>Continue dialogue with NDA and SLCs via the NuLeAF/NDA/SLC Engagement Forum. Maximise local authority consultative opportunities through our engagement with the IWM and Site Restoration TOGs and advise members when new opportunities arise.</p> <p>Via above fora, continue to clarify the practical options available to NDA for site restoration and integrated waste management and how criteria for options assessment will be identified and applied, and communities impacted.</p> <p>Provide explanatory briefing paper about the 'value framework' for member authorities.</p>	<p>Conduct an annual survey of members to identify levels of satisfaction with NDA Strategy implementation, IWM Strategy process and NuLeAF performance. Report via 'Annual Report Card' to 2013 AGM.</p> <p>Maintain regular briefings to the membership.</p> <p>Through the NDA/SLC Engagement Forum and ensure NDA explain how the Value Framework is applied in determining preferred options for decommissioning and radioactive waste management.</p>	<p>Continue to monitor and advise NDA and membership on IWM Strategy implementation.</p> <p>Continue programme of meetings with NDA/SLCs/regulators and local authorities with Magnox sites to ensure effective engagement.</p> <p>Continue to monitor and advise NDA and membership as required.</p> <p>Continue to engage with NDA to understand and communicate how Value Framework informs NDA strategy implementation.</p>

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PM	Low Level Waste Strategy	<p>4. Seek to ensure that LLW strategy is implemented in ways that can inspire local authority and public confidence.</p> <p>5. Encourage and assist the NDA, SLCs and the supply chain to take full account of the role and needs of the LA planning system in the implementation of LLW strategy.</p> <p>6. Encourage WPAs to develop policy in MWDFs on the management of LLW (and VLLW).</p> <p>7. Encourage NDA to provide sufficient evidence base information and to engage in discussion about the potential for a more strategic approach to the siting of LLW management facilities.</p> <p>8. Subject to site suitability and local community views, encourage development of local or multi-site LLW management facilities at or adjacent to existing nuclear sites, in preference to non-nuclear sites.</p>	<p>Contributed to: i) NDA LLW Programme Delivery Group/Delivery Overview Group ; NDA IWM TOG and Site Restoration TOG to advise on acceptable LLW management policies and practices; ii) NDA V/LALLW Review Group to identify a) more publicly acceptable methods for implementing Government policy and b) future capacity needs. Attend initial meeting of the LLW Regulatory Group. Reported back from these different fora via Steering Group, RWPG, and e-bulletin.</p> <p>Convened 3 RWPG meetings to report on: developments at Kings Cliffe (and advised Northamptonshire CC during its refusal of planning permission for LLW disposal and latterly during determination of the conditions under which LLW is to be received); Clifton Marsh; Keekle Head; Lillyhall; and the LLWR.</p> <p>Sought alignment of permits for V/LALLW disposals with LA planning</p>	<p>Revise NuLeAF guidance to local authorities on model local policies in view of changes to legislation and national planning policy.</p> <p>Monitor revisions of local policies for radioactive waste management and encourage consistency between policies for radioactive waste management within local development waste plans.</p> <p>Promote practices that secure high standards of public acceptability in LLW management through continued engagement with NDA IWM TOG; Site Restoration TOG; LLW DOG; and V/LALLW Review Group. Engage with the Environment Agency and other regulators as appropriate.</p> <p>Continue to engage with regulators to align permissions for V/LLW disposals with LA planning permissions. Update NDA regularly of revisions to local planning policies relevant to this issue.</p> <p>Encourage SLCs to consult with communities impacted by site waste management plans (inc. 'Duty to Cooperate').</p>	<p>Conduct an annual survey of members to determine levels of satisfaction with LLW Strategy process over time. Report via 'Annual Report Card' to 2013 AGM.</p> <p>Monitor the extent to which LLW is disposed of in line with LLW national policy, NDA strategy, and key principles in radioactive waste management including (a) the proximity principle and (b) active engagement with local authorities and communities. This to be done through a survey of members and set out in a report at the end of 2012/13. Report via 'Annual Report Card' to 2013 AGM.</p>	<p>Continue to monitor and advise on developments in policy and the planning system that impact on LLW disposal.</p> <p>Continue to promote on or near site disposal for V/LALLW.</p> <p>Continue to encourage V/LALLW management in line with the requirements for community engagement set out in LLW National Policy and NDA Strategy.</p>

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			permissions. Reported on impact of Localism Act, and 'duty to cooperate' on waste planning policy .	Respond to consultations as appropriate and support members in preparing their own consultation responses.		
SK	Geological Disposal Facility Siting	<p>9. Liaise effectively with any LA that may wish to consider, or makes, an 'expression of Interest' in the GDF siting process and to provide assistance as appropriate.</p> <p>10. Work with Government, the NDA, CoRWM, regulators and member authorities to help ensure that the approach based on voluntarism and partnership works robustly in practice.</p> <p>11. Ensure member authorities are up-to-date on developments in the GDF siting process.</p>	<p>Participated in the West Cumbria MRWS Partnership; advised on PSE and contributed to Technical Review drafting group; assisted with completion of Partnership work programme and 'Bridging Group'; assisted DMBs. Advised and assisted Kent CC and Shepway DC.</p> <p>Contributed to GDIB and the Regulatory Interface Management Meetings (RIMM). Maintained DECC/NDA/NuLeAF MRWS liaison. Reported to members on CoRWM advice and fed member views to CoRWM.</p> <p>Reported MRWS progress to Steering Group, the RWPG, and via e-bulletin.</p>	<p>Continue to advise and assist any local authority wishing to engage with MRWS through Stages 1 to 3 or in Stage 4. Seek engagement with any future Community Siting Partnership to represent national local government views. Alert members to and advise upon relevant consultations.</p> <p>Advise planning authorities in the development of policies for higher activity waste storage and/or disposal.</p> <p>Advise Government and NDA with local government engagement nationally in MRWS Stage 4 and to identify any further interest in MRWS. Continue to represent wider local government opinion to CoRWM and RIMM, particularly in the development of the permissioning process and implementation of key MRWS principles.</p> <p>Seek Regulators' briefing on their role in MRWS Stage 4 and disseminate as appropriate.</p>	<p>Undertake annual membership survey to determine levels of satisfaction with progress on MRWS. Specifically, determine satisfaction levels of local authorities engaged in, or considering engagement with MRWS.</p> <p>Seek feedback on NuLeAF performance from Government, the NDA, CoRWM, regulators and others through existing fora and one to one meetings as appropriate, and report via 'Annual Report Card' to 2013 AGM.</p>	<p>Continue to support the interests of local authorities and communities in the GDF process as it develops.</p> <p>Assist in the application of WC Partnership advice should MRWS implementation continue in West Cumbria.</p> <p>Continue to seek engagement with any future Community Siting Partnership to represent the national local government interest.</p> <p>Advise planning authorities in the development of policies for higher activity waste storage and/or disposal.</p> <p>Continue to advise DECC, NDA and regulators in the delivery of Government policy for HLW locally.</p> <p>Monitor and consider opportunities for engagement with relevant</p>

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Lead Officer	Workstream	2011/12 Key Tasks	Achievements to date	2012/13 Key Tasks	Performance indicators	2013/14 Projected Tasks
				<p>Monitor and engage as appropriate with international programmes addressing key PSE issues, and identify resourcing opportunities.</p> <p>Prepare case study of WCMRWS process as exemplar for PSE in radwaste management issues.</p>		<p>international programmes. Help disseminate international best practice.</p>
SK	Legacy Management Implications of Potential New Build	<p>12. Seek to ensure that proposals for radioactive waste management and decommissioning of new nuclear power stations are appropriate and do not prejudice effective nuclear legacy management .</p> <p>13. If proposals for new nuclear build progress, consider opportunities to do this to the benefit of nuclear legacy management and in accordance with the Polluter Pays Principle, including how a more coordinated ‘across site’ approach could be taken in locations that have or are proposed to have multiple licensed nuclear sites.</p> <p>14. Liaise effectively with the New Nuclear Local Authorities Group and with local authorities addressing the radioactive waste management implications of new build and provide assistance as appropriate.</p>	<p>Reported regularly to Steering Group meetings, the RWPG, and via e-bulletin.</p> <p>As above</p> <p>As above</p>	<p>Liaise as appropriate with NDA and industry to monitor and engage with on going developments in site specific SNF storage; radioactive waste management; and land use proposals at new build sites.</p> <p>Consider relevant aspects of HPC site Local Impact Report and NID consideration. Report to RWPG and take member advice about any proposed NuLeAF responses.</p> <p>Continue to liaise with NNLAG and advise and assist as appropriate regarding radioactive waste management and SNF storage impacts at nuclear new build sites.</p>	<p>Demonstrate that NuLeAF has responded to all significant and relevant consultation opportunities. Report via ‘Annual Report Card’ to 2013 AGM.</p> <p>Meet with NDA, NNLAG, DECC and other key stakeholders at least annually to review engagement practice. Report via ‘Annual Report Card’ to 2013 AGM.</p>	<p>Continue to engage in this process to support the interests of member authorities impacted by SNF and radioactive waste storage and disposal issues.</p> <p>Continue to liaise with NNLAG and advise and assist as appropriate regarding radioactive waste management and SNF storage impacts at nuclear new build sites</p>

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PM	Submarine Dismantling Project	<p>15. Encourage member authorities that may be affected by the management of radioactive wastes from laid up nuclear submarines to participate in consultation on the proposed way forward.</p> <p>16. Encourage MoD to adopt clear objectives and good practices in the consultation on options for managing radioactive wastes from laid up Submarines.</p> <p>17. Seek to ensure that the approach taken to the implementation of the Submarine Dismantling Project is consistent with developments in the civil nuclear industry.</p>	<p>Maintained effective engagement with MoD; reported to Steering Group and responded to the MoD consultation on management of laid up submarine ILW.</p> <p>As above.</p> <p>Continued to input to the Submarine Dismantling Project Independent Advisory Group on ILW management and PSE good practice.</p>	<p>Advise members and propose a response to publication of SDP shortlist of ILW storage sites, and to the SEA consultation on ILW disposal options.</p> <p>Engage with SDP through MoD revised stakeholder engagement processes.</p>	<p>Participation in all meetings of the SDP stakeholder engagement process.</p>	<p>Continue to participate in meetings and represent the interests of affected local authorities.</p>
PM	Community Funds & Socio Economic Support	<p>18. Seek to ensure that a consistent, proportionate and transparent approach can be taken to the establishment of Community Funds associated with key radioactive waste management facilities.</p>	<p>Monitored and reported on the growing role for, and mechanisms to deliver, socio economic benefits to aide development within the waste and energy sectors, and considered their application to radioactive waste legacy management.</p> <p>Liaised with other organisations to secure consistency in policy and practice towards CBCs.</p>	<p>Where justified by scale, national significance, and long term impacts, continue to make the case for Community Benefits additional to S106 'planning gain'.</p> <p>Review NuLeAF's approach in the light of 'path finder' negotiations between NDA and Cumbrian authorities, developments within the wind industry , NNLAG and other comparable sectors.</p> <p>Prepare a case study on the waste management aspects of the S106 benefits package agreed between Somerset authorities</p>	<p>Preparation of case studies on the community benefits packages agreed at HPC and at Sellafield.</p> <p>Meet with and support member local authorities who requests assistance in developing an approach to community benefit.</p> <p>Monitor and report on progress with inclusion of community benefits policies within local waste plans.</p> <p>Develop revised planning policy guidance to include community benefits.</p>	<p>Continue to support and represent local authorities in the development of CBC practice with a view to maximizing community benefits through S106, CIL and other mechanisms.</p> <p>Continue to assist member authorities as appropriate to ensure that effective engagement arrangements exist with SLCs and NDA, either through the local SSG or direct engagement.</p> <p>Continue to seek a consistent approach in the</p>

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Lead Officer	Workstream	2011/12 Key Tasks	Achievements to date	2012/13 Key Tasks	Performance indicators	2013/14 Projected Tasks
		<p>19. Promote good practices in applications to NDA for socio-economic funding.</p> <p>20. Encourage member authorities with licensed nuclear sites to ensure that effective engagement arrangements with SLCs and NDA are in place, either through the SSG or direct engagement.</p>	<p>Monitored and reported on developments in NDA socio economic policy.</p> <p>Reported to member authorities on relevant examples of good socio economic practice, including the principles agreed with DECC through the West Cumbria MRWS Partnership and negotiations through NNLAG.</p>	<p>and EDF for development of HPC.</p> <p>Prepare a case study on the community benefits package agreed between NDA, Cumbria CC and Copeland BC for development at Sellafield to support delivery of NDA Strategy.</p> <p>Continue to assist member authorities with licensed nuclear sites, as appropriate, to ensure that effective engagement arrangements with SLCs and NDA are in place, either through the SSG or direct engagement.</p> <p>Seek a consistent approach in the setting of socio-economic criteria for PBO management competition processes at NDA sites.</p>	<p>Survey annually member views about progress with acceptance of Community Benefits to offset long term impacts additional to immediate development impacts. Report via 'Annual Report Card' to 2013 AGM.</p>	<p>setting of socio-economic criteria for PBO management competition processes at NDA sites.</p>
SK	Major Accidents	<p>21. With regard to the implications of the Fukushima accident for nuclear legacy management in the UK, to encourage the Government and the Office for Nuclear Regulation to ensure that appropriate actions are taken and improvements sustained, and to regularly communicate progress to stakeholders.</p>	<p>Reported to the Steering Group on the Final 'Weightman' report about implications of the Fukushima accident. Received ONR presentation at Steering Group about land use and emergency planning implications from Weightman recommendations.</p>	<p>Continue to monitor and report on impacts of 'Weightman' recommendations.</p> <p>Continue to monitor and report on changes to the Paris-Brussels Convention on nuclear liabilities management including whether the level of operator liability is sufficient and whether waste management facilities should be included.</p>	<p>Report to Steering Group and members on key developments and seek member views on local impacts.</p>	<p>Continue to monitor and report on implementation of 'Weightman' recommendations.</p> <p>Continue to monitor and report on changes to the Paris-Brussels Convention on nuclear liabilities management including whether the level of operator liability is sufficient and whether waste management facilities should be included.</p>

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CD	Business Support & Member Services	22. Manage finances and accounts; prepare end of year final accounts for submission to auditors; provide office management; arrange meetings and events; prepare minutes and meeting notes; draft case studies; maintain website and membership database; undertake project/research/communications work. Coordinate preparation of NuLeAF annual report to LGA, and Annual Report and Finance Report to AGM.	4 Steering Groups convened; AGM convened; 3 Radioactive Waste Planning Groups convened; 3 new NDA/SLC/NuLeAF Engagement meetings convened; 1 seminar delivered; 3 presentations coordinated; website and membership database maintained. All minutes and meeting notes prepared. Annual Report to LGA submitted. Annual Report and Finance Report to AGM prepared. 1 Case Study written. Annual income and expenditure statement for FY 2011-12 prepared and all supporting paperwork submitted to auditors. Assisted in recruitment of new Executive Co-Directors.	<p>Arrange:</p> <ul style="list-style-type: none"> ● 4 SGs & AGM ● 1/2 NDA/SLC Engagement meetings ● 1 seminar ● 3/4 RWPGs <p>Refresh and maintain website develop social media opportunities.</p> <p>Monitor and report on finance. Prepare end of year accounts.</p> <p>Submit NuLeAF Annual Report to LGA.</p> <p>Support ExCoDs in delivery of work programme.</p> <p>Support Spatial Planning & Partnership Manager in ensuring smooth transition with new ExCoDs.</p>	<p>Successful delivery of the planned programme of meetings and events.</p> <p>Completion of minutes, notes and reports (inc finance) as required.</p> <p>Website refreshed.</p> <p>Support to ExCoDs provided.</p> <p>Support to Spatial Planning & Partnership Manager provided.</p> <p>Maintain high standard classification from auditors.</p> <p>Report via 'Annual Report Card' to 2013 AGM.</p>	Continue to support operation of NuLeAF based on agreed annual work programme for 2013/14
PM/SK	Other Consultations	23. Ensure appropriate responses to other relevant consultations and engagement opportunities. Advise Steering Group as necessary.	Responded to draft NDA 2012-2015 Business Plan, and to DECC scoping consultation for assessing 'Justification' of different plutonium stockpile management options.	<p>Respond to draft NDA 2013-16 Business Plan.</p> <p>Monitor relevant national and local policy development; report on engagement opportunities to members. Prepare and submit NuLeAF comments as appropriate.</p>	Respond to all significant national consultations. Identify consultation outcomes. Report via 'Annual Report Card' to 2013 AGM.	<p>Respond to draft NDA 2014-17 Business Plan.</p> <p>Monitor relevant national and local policy development; report on engagement opportunities to members. Prepare and submit NuLeAF comments as appropriate.</p>

Engagement Calendar 2012/2013

Nov '12	Dec '12	Jan '13	Feb '13	Mar '13	Apr '13	May '13	Jun '13	Jul '13	Aug '13	Sep '13	Oct '13
		NULEAF SG			NULEAF SG			NULEAF SG			NULEAF SG & NULEAF AGM
	NULEAF RWPG						NULEAF RWPG			NuLeAF RWPG	
				NULEAF SEMINAR							
											National NDA event?
	LLW DOG?			LLW REGULATORY MEETING?			LLW DOG?			LLW REGULATORY MEETING?	
		VLLW REVIEW?			VLLW REVIEW?			VLLW REVIEW?			VLLW REVIEW?
	IWM TOG				IWM TOG?						IWM TOG?
SITE RESTORATION TOG								SITE RESTORATION TOG?			
MRWS RIMM REGULATORY MEETING								MRWS RIMM REGULATORY MEETING?			
RWMD LIAISON MEETING?			RWMD LIAISON MEETING?			RWMD LIAISON MEETING?			RWMD LIAISON MEETING?		
							W/CUMBRIA CSP?				W/CUMBRIA CSP?
					DECC/NDA LIAISON?						DECC/NDA LIAISON?
		GDIB?						GDIB?			

Bold Type: confirmed Standard Type: to be confirmed

Note: subject to content of NuLeAF Seminar and timing of NDA National Stakeholder meeting, possibly seek further NuLeAF/NDA/Magnox/RSRL engagement meeting

Risk Management

Project Risks	Mitigating Action	OWNER
There is a risk that insufficient funding can be attracted to maintain the existing level of service, or at the extreme, result in the organisation ceasing to operate	<ul style="list-style-type: none"> • Agree and communicate NuLeAF work programme with key funders (LAs/NDA) • Seek new funding opportunities inc. SLCs and project work 	SK/PM
There is a risk that expenditure is not controlled resulting in an depletion of the reserves	<ul style="list-style-type: none"> • Maintain active monitoring and reporting of income and expenditure • Ensure adequate mechanisms are in place to control expenditure • Ensure reimbursements are claimed wherever possible 	CD
There is a risk that agreed performance targets are missed	<ul style="list-style-type: none"> • Ensure performance targets are understood, that staff competencies are maintained with appropriate training if required, and that staff remain motivated 	SK/PM
There is a risk that funders do not consider services are VFM	<ul style="list-style-type: none"> • Regularly brief and consult funders on work programme prioritisation • Engage and respond promptly to member concerns • Proactively engage with officer and member contacts in contributing authorities 	SK/PM
There is a risk of lower individual and workplace H&S protection for lone and remote working staff	<ul style="list-style-type: none"> • Ensure staff access to appropriate H&S advice & training • Risk assess workplaces annually • Ensure communication between staff, supportive team working, and be alert to signs of work related stress • Allocate an agreed training and H&S budget 	ALL
There is a risk to NuLeAF's membership through promotion of pro or anti nuclear views	<ul style="list-style-type: none"> • Ensure impartiality of response at all times 	ALL
There is a risk of reputational damage if NuLeAF is perceived as being too close to external funders	<ul style="list-style-type: none"> • Be clear about 'arms length' relationship with external funders and purpose to serve member authorities 	ALL
There is a risk of loss of expertise/knowledge through staff turnover	<ul style="list-style-type: none"> • Ensure staff share information adequately. Procedures manuals to be kept up to date 	ALL
There is a risk of loss of data and operational capacity through ITC failure	<ul style="list-style-type: none"> • Ensure resilience through the availability of secondary communications and regular back up data storage on the Suffolk server or in Dropbox 	ALL

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