

Meeting:	Annual General Meeting, 15 October 2014
Agenda Item:	7
Subject:	Draft Service Plan 2014-16
Author:	Philip Matthews and Catherine Draper
Purpose:	To present the Draft Service Plan 2014-16 for consideration.

Introduction

This paper outlines the Service Plan for delivery in years 2014-16. Action in relation to the Geological Disposal Facility (GDF) process will require refinement following further discussion with Radioactive Waste Management Ltd (RWM) and the Department for Energy and Climate Change (DECC).

1

Recommendation

That the Steering Group accepts the Service Plan as the guide for NuLeAF's work programme 2014-16.

NuLeAF Service Plan
November 2014 – October 2016

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, RWM 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.

This Service Plan is NuLeAF's work programme for the period November 2014 to October 2016. 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:

- participate in work intended to deliver a Geological Disposal Facility (GDF) for higher activity radioactive wastes
- engage with the Nuclear Decommissioning Authority (NDA) to help shape policy and strategy for, and with Site Licence Companies to help shape delivery of, the national decommissioning mission, and feedback developments in waste policy to our members;
- contribute to ongoing work on Low Level Waste (LLW) policy and implementation, represent the concerns of local authorities, help to shape a clear and coherent approach that meets local needs, and assist local authorities and operators to comply with developments in the national framework for LLW management and the planning process
- work with Government, the NDA and others to develop a clear and consistent approach to community benefits and investment for those areas affected by waste and legacy management issues
- consider the legacy impacts of waste arisings from any new nuclear programme and the requirements for safety and resilience;
- advise MOD on the Submarine Decommissioning Programme; and
- respond to consultations and engage in other work to support our overall outcome

For each work stream the tasks we will undertake between 2014 and 2016 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 105 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 2015 NuLeAF will undertake a wide range of actions including:

- Fully engaging with the review of the Geological Disposal Facility (GDF) siting process, following the publication in 2014 of a revised and updated White Paper on geological disposal.
- Helping DECC and RWM develop an informed national debate about the case for geological disposal.
- Continuing to advise and assist any local authority wishing to learn more about the GDF siting process.
- Continuing to clarify the practical options available to NDA for integrated waste management and site restoration and how criteria for options assessment will be identified and applied locally.
- Where justified by scale, national significance, and long term impacts, continuing to make the case for Community Benefits and investment additional to S106 'planning gain'.
- Monitoring revisions of local policies for radioactive waste management and encouraging consistency between policies for radioactive waste management within local development waste plans; and advising local authorities on developments in the national framework for radioactive waste and their implications
- Promote practices that secure high standards of public acceptability in LLW management through continued engagement with NDA, LLWR, the Environment Agency, Office for Nuclear Regulation (ONR) and others.
- Advising members and proposing a response to publication of the Submarine Decommissioning Project (SDP) of a shortlist of ILW storage sites, and advising the SEA consultation on ILW disposal options.

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

Work Programme 2014-2016

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
<p>NDA Strategy & Operations</p>	<p>Continue to monitor and advise NDA and NuLeAF membership on IWM Strategy implementation. Continue to engage NDA TOGs representing the interests of LAs. Continue to engage with NDA/Magnox colocation options assessment to encourage fairness and equity in waste transfers inc. socio economic support as appropriate.</p> <p>Promote engagement between NDA/SLCs and host LAs to ensure site decommissioning and waste planning is consistent with LDPs.</p> <p>Continue to monitor and advise NDA and membership as required.</p> <p>Continue to engage with NDA to understand and communicate how the Value Framework informs NDA strategy implementation.</p>	<p>The Executive Directors were regular attendees at the IWM and SR TOGs during 2013/14. The CE TOG did not meet for a long period but the Executive Director did attend the one meeting of the CE TOG held in 2013/14.</p> <p>During 2013/14 NuLeAF engaged with NDA and successfully argued that, while security reasons prevented NuLeAF attendance at the NM/SNF TOG, regular briefings on key issues from that TOG would be provided to the Executive Director.</p>	<p>Continue to monitor and advise NDA and NuLeAF membership on Integrated Waste Management.</p> <p>On behalf of the membership, play an active role in the Integrated Waste Management (IWM), Critical Enablers (CE) and Site Restoration (SR) Theme Overview Groups (TOGs); also liaise with the Nuclear Materials/Spent Nuclear Fuel (NM/SNF) TOG as appropriate. Engage through other means available to represent the interests of LAs.</p> <p>Engage with the development of NDA Strategy III and encourage maximum consultation with NDA site host communities.</p> <p>Engage with the development of the Higher Activity Waste (HAW) Strategy and encourage maximum consultation with NDA site host communities.</p> <p>Continue to promote engagement between NDA/ SLCs and host LAs to ensure site decommissioning and waste planning is consistent with LDPs.</p> <p>Continue to monitor and advise NDA and membership as required.</p>	<p>Regular attendance at IWM, CE and SR TOG meetings.</p> <p>Attend events on Strategy III and respond to consultations. Maintain regular briefings to the membership.</p> <p>Attend events on the HAW Strategy and respond to consultations. Maintain regular briefings to the membership.</p>	<p>Continue to monitor and advise NDA and NuLeAF membership on Integrated Waste Management.</p> <p>On behalf of the membership, play an active role in the Integrated Waste Management (IWM), Critical Enablers (CE) and Site Restoration (SR) Theme Overview Groups (TOGs); also liaise with the Nuclear Materials/Spent Nuclear Fuel (NM/SNF) TOG as appropriate. Engage through other means available to represent the interests of LAs.</p> <p>Engage with the development and implementation of NDA Strategy III and the HAW Strategy and encourage maximum engagement with NDA site host communities.</p> <p>Continue to promote engagement between NDA/ SLCs and host LAs to ensure site decommissioning and waste planning is consistent with LDPs.</p> <p>Continue to monitor and advise NDA and membership as required.</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
<p>Low Level Waste Strategy</p>	<p>Engage with NDA, LLWR and Government on the development of a revised LLW Strategy for the nuclear industry, and also on the preparation of a non-nuclear LLW strategy for LLW and a NORM Strategy.</p> <p>Continue to attend IWM TOG, SR TOG, LLW DOG, LLW Regulators and V/LALLW Review group meetings and promote the NuLeAF and local authority position.</p> <p>Hold a workshop on Permitting involving the EA and ONR.</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>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.</p>	<p>NuLeAF participated in engagement meetings on the LLW Strategy revision and the NORM Strategy. Consultation responses were provided on both. The non-nuclear LLW Strategy was not put out for consultation in 2013/14.</p> <p>NuLeAF's Executive Director has regularly attended IWM TOG, SR TOG, LLW DOG, LLW Regulators and V/LALLW Review group meetings and reported back to members.</p> <p>ONR and EA were key speakers at annual NuLeAF seminar held in June 2014, which focussed on permitting issues.</p> <p>The RWPG has regularly discussed local plan policies and the national planning framework. Local policies are monitored.</p> <p>Through research on Duty to Co-operate, commissioned by LLWR, it has been agreed to establish new mechanisms to engage regulators, SLCs and LLWR on V/LLW management and disposal.</p>	<p>Engage with NDA and LLWR on the revision of the LLW Strategy. Respond to the non-nuclear LLW Strategy review.</p> <p>Establish an annual meeting between LLWR, the industry and local authorities to discuss plans for disposal of VLLW/LALLW and explore issues of concern.</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> <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 where in line with the wishes of the local authority and community concerned</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>Continue to engage with regulators to align permissions</p>	<p>Consultation responses submitted. Other engagement undertaken as required.</p> <p>Annual meeting on VLLW/LALLW to be held November 2014 and then annually every June.</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.</p> <p>Ongoing monitoring of local policies to be undertaken.</p>	<p>Work with NDA, LLWR and NuLeAF members to ensure effective delivery of the revised nuclear LLW Strategy and the non-nuclear LLW and NORM Strategies as they relate to NuLeAF member concerns</p> <p>Work with LLWR to establish an annual meeting between LLWR, the industry and local authorities to discuss plans for disposal of VLLW/LALLW and explore issues of concern. Continue to encourage V/LALLW management in line with the requirements for community engagement set out in LLW National Policy and NDA Strategy.</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 where in line with the wishes of the local authority and community concerned</p> <p>Monitor revisions of local policies for radioactive waste management and encourage consistency between policies for radioactive waste management within local</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
	<p>Respond to consultations as appropriate and support members in preparing their own consultation responses.</p>	<p>NuLeAF has responded to consultations on draft local development plans and waste/mineral plans across England and Wales.</p>	<p>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.</p> <p>Respond to consultations as appropriate and support members in preparing their own consultation responses.</p>		<p>development waste plans.</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.</p> <p>Respond to consultations as appropriate and support members in preparing their own consultation responses.</p>
<p>Geological Disposal Facility Siting</p>	<p>Fully engage with the review of the MRWS siting process and advise DECC and RWMD as appropriate.</p> <p>Respond to any consultation to develop a National Policy Statement for a Geological Disposal Facility (GDF).</p> <p>Help DECC and RWMD develop an informed national debate about the case for geological disposal.</p> <p>Continue to support the interests of local authorities (including those hosting wastes earmarked for geological disposal) in the GDF process as it develops.</p> <p>Promote relevant aspects of the generic advice generated by the</p>	<p>NuLeAF submitted responses to the pre engagement and full consultation on the revised GDF process and participated in workshops and in face to face meetings with DECC and RWM.</p> <p>NuLeAF participated in a range of international</p>	<p>Advise DECC and RWM on the implementation of a revised GDF siting process, based on the 2014 White Paper on Geological Disposal. Key areas to engage with will be on community engagement/consent, community investment, land use planning and geology.</p> <p>Seek engagement with any new Consultative Partnerships to represent the local government interest.</p> <p>If timely, focus the annual NuLeAF seminar on the revised GDF process, giving members the</p>	<p>Establish regular monthly meetings with RWM and DECC. Participate in advisory groups as appropriate. Inform members of developments in the GDF process.</p> <p>Participate as appropriate in work on refining and clarifying the approach to community engagement, community investment, land use planning and geology within the new GDF process.</p> <p>Hold a seminar on the GDF process.</p>	<p>Advise DECC and RWM as appropriate on the implementation of a revised GDF siting process, based on the 2014 White Paper on Geological Disposal. Key areas to engage with will be on community engagement/consent, community investment, land use planning and geology</p> <p>Seek engagement with any new Consultative Partnerships to represent the local government interest.</p> <p>Continue to monitor and contribute to relevant</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
	<p>WCMRWS Partnership, and other learning from international experience, should other areas in England or Wales wish to consider engagement with MRWS.</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. Seek to engage with any new Geological Disposal Implementation Board.</p> <p>Attend the EURADWASTE'13 conference in Vilnius, October 2013. Continue to monitor and contribute to relevant international programmes and disseminate international best practice.</p> <p><u>Subject to funding for additional capacity:</u></p> <ul style="list-style-type: none"> ● Produce regular briefing papers for local authorities to accurately explain GDF developments in the UK and overseas. ● Produce other information materials and commentaries for LAs to ensure an accurate understanding of MRWS in the news and social media. Develop NuLeAF's own presence on Facebook, Twitter and develop NuLeAF's existing LinkedIn group. 	<p>processes including Insotec and IPPA and reported back key issues to members.</p> <p>A revised Briefing Paper on planning was prepared which included advice for planning authorities on policies for HAW.</p> <p>NuLeAF's Chair and Executive Director attended Euradwaste and reported back to members.</p> <p>Plans for engagement and capacity building around the new GDF process have been developed. Delays in the publication of the White Paper have meant that discussion of these with DECC and RWM have only recently taken place.</p>	<p>opportunity to engage with DECC and RWM on the key issues and opportunities the new process provides for local government and communities.</p> <p>Continue to monitor and contribute to relevant international programmes and disseminate international best practice.</p> <p>Continue to 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>Undertake other activities in support of the GDF process and the ability of local authorities to engage with that process. These to be agreed with RWM and DECC through discussion.</p>	<p>Attendance at international events and participation in the STING programme if funded.</p>	<p>international programmes and disseminate international best practice.</p> <p>Continue to 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>Undertake other activities in support of the GDF process and the ability of local authorities to engage with that process. These to be agreed with RWM and DECC through discussion.</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
	<ul style="list-style-type: none"> ● Develop and maintain NuLeAF's own web pages dedicated to MRWS implementation. ● Develop and maintain a wider local government network of interested senior officers and councillors in England and Wales who can speak authoritatively locally on MRWS developments supported by NuLeAF briefings and materials. ● Engage more proactively with DECC/RWMD to support delivery of their work programmes and reflect local authority concerns and issues about MRWS policy implementation where these arise. <p>Engage more proactively with: the LGA to ensure policy officers and Board members have an accurate understanding of MRWS policy; the local government press and media to ensure accurate reporting of MRWS policy and a balanced representation of the costs and benefits of geological disposal; relevant professional associations and other bodies within local government whose members have a professional interest in radioactive waste management; and conferences and seminars that address long term higher activity waste management issues.</p>				

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
Legacy Management Implications of Potential New Build	<p>Continue to support the interests of member authorities impacted by SNF and radioactive waste storage and disposal issues as a consequence of new nuclear build.</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>The Executive Director spoke at a significant conference on new build to highlight the legacy waste issues and the need to integrate management of waste from new nuclear with that from existing sites where appropriate.</p>	<p>Continue to support the interests of member authorities impacted by SNF and radioactive waste storage and disposal issues as a consequence of new nuclear build.</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.</p> <p>Engage with NDA, NNLAG, DECC and other key stakeholders at as appropriate to review engagement practice.</p>	<p>Continue to support the interests of member authorities impacted by SNF and radioactive waste storage and disposal issues as a consequence of new nuclear build.</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>
Submarine Dismantling Project	<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>Continue to participate in SDP Advisory Sub-Group meetings and represent the interests of affected local authorities. Report on progress to NuLeAF Steering Group and RWPG.</p>	<p>NuLeAF attended the SDP Advisory Sub-Group and reported back to Steering Group and RWPG.</p>	<p>Continue to participate in SDP Advisory Group meetings and represent the interests of affected local authorities. Report on progress to NuLeAF Steering Group and RWPG.</p>	<p>Participation in meetings of the SDP stakeholder engagement process.</p>	<p>Continue to participate in SDP Advisory Group meetings and represent the interests of affected local authorities. Report on progress to NuLeAF Steering Group and RWPG.</p>
Community Funds & Socio-Economic Support	<p>Review the NuLeAF paper on community benefits in light of recent developments.</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>A revised NuLeAF Briefing Paper on Community Benefits was published in 2013/14. This will be used for ongoing discussions with NDA and others on non-GDF community benefits and investment.</p>	<p>Host a round table discussion on community benefits and investment with NDA, DECC and other interested parties.</p> <p>Participate in discussions with DECC, RWM and other interested parties with the aim of maximising the community benefits and investments that will be provided to local authorities involved in the GDF site selection process.</p>	<p>Meeting on community benefits and investment with NDA and other parties held.</p> <p>Active engagement with DECC, RWM and other parties in discussions on Community Benefits in relation to the GDF.</p> <p>Preparation of case studies on the community benefits packages agreed at HPC, LLWR and at Sellafield.</p>	<p>Participate in discussions with DECC, RWMN and other interested parties with the aim of maximising the community benefits and investments that will be provided to local authorities involved in the GDF site selection process.</p> <p>Continue to support and represent local authorities in the development of community benefits with a view to maximizing</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
	<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 setting of socio-economic criteria for PBO management competition processes at NDA sites.</p>		<p>Continue to support and represent local authorities in the development of community benefits with a view to maximizing community benefits and also planning gain 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 setting of socio-economic criteria for PBO management competition processes at NDA sites.</p>	<p>Meet with and support member local authorities who request assistance in developing an approach to community benefit. Monitor and report on progress with inclusion of community benefits policies within local waste plans.</p>	<p>community benefits and also planning gain 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 setting of socio-economic criteria for PBO management competition processes at NDA sites.</p>
Major Accidents	<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>	<p>No significant action required or undertaken.</p>	<p>Monitor implementation of recommendations arising from Fukushima accident. Consider other safety and security issues relevant to radioactive waste management and decommissioning, where these have implications for local authorities.</p>	<p>Report to Steering Group and members on key developments and seek member views on local impacts.</p>	<p>Monitor implementation of recommendations arising from Fukushima accident. Consider other safety and security issues relevant to radioactive waste management and decommissioning, where these have implications for local authorities.</p>
Business Support & Member Services	<p>Arrange:</p> <ul style="list-style-type: none"> ● 4 SGs & AGM ● 1/2 NDA/SLC Engagement meetings ● 1 seminar ● 3/4 RWPGs <p>Source venues and caterers as necessary. Circulate meeting</p>	<p>Meetings arranged as required in a timely fashion. All meetings well attended.</p>	<p>Support Executive Director in delivering work programme, including attending meetings either with ED or in his stead when appropriate and necessary.</p> <p>Support Executive Director in delivering other aspects of NuLeAF work programme</p>		<p>Support ED in delivering work GDF work programme, including attending meetings either with ED or in his stead when appropriate and necessary.</p> <p>Support ED in delivering other aspects of NuLeAF</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
	<p>invitations, coordinate attendance, service meeting and produce minutes/note in a timely fashion. Contact and liaise with speakers. Produce outline programme and publicity for seminar. Promote seminar and manage all operational aspects including producing supporting documentation, registering bookings and invoicing.</p> <p>Organise trip to Sellafield.</p> <p>Refresh and maintain website, develop social media opportunities.</p> <p>Monitor and report on finance. Prepare end of year accounts and liaise with auditors as necessary. Process all invoices and purchase orders as required. Liaise with Suffolk CC in order to ensure finances are managed correctly. Process Pcard receipts and ensure ExCoDs adhere to Suffolk CC policy. Draft financial guidelines in response to audit comments.</p> <p>Make all travel and accommodation arrangements for Executive Co-Directors and any other NuLeAF members travelling on NuLeAF business, including international travel, ensuring best value for money is obtained at all times.</p> <p>Submit NuLeAF Annual Report to LGA.</p> <p>Proofread and comment on all NuLeAF papers.</p>	<p>Trip to Sellafield arranged in July 2013</p> <p>New website launched 1 April 2014.</p> <p>Financial guidelines agreed at October 2013 AGM.</p> <p>Accounts passed by audit.</p> <p>Costs kept under control. Discounts received through early booking and rewards membership on East Coast trains.</p> <p>Submitted.</p> <p>On-going</p>	<p>including attending meetings either with ED or in his stead when appropriate and necessary.</p> <p>Arrange:</p> <ul style="list-style-type: none"> ● 4 SGs & AGM ● 1/2 NDA/SLC Engagement meetings ● 1 seminar ● 3/4 RWPGs <p>Source venues and caterers as necessary. Circulate meeting invitations, coordinate attendance, service meeting and produce minutes/note in a timely fashion. Contact and liaise with speakers. Produce outline programme and publicity for seminar. Promote seminar and manage all operational aspects including producing supporting documentation, registering bookings and invoicing</p> <p>Keep website up to date to provide information resource for members and others.</p> <p>Monitor and report on finance. Prepare end of year accounts and liaise with auditors as necessary. Process all invoices and purchase orders as required. Liaise with Suffolk CC in order to ensure finances are managed correctly. Process Pcard receipts and ensure ExCoDs adhere to Suffolk CC policy. Draft financial guidelines in response to audit comments.</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 kept up to date.</p> <p>Report quarterly to ED. Auditors approved accounts and record-keeping.</p>	<p>work programme including attending meetings either with ED or in his stead when appropriate and necessary.</p> <p>Arrange:</p> <ul style="list-style-type: none"> ● 4 SGs & AGM ● 1/2 NDA/SLC Engagement meetings ● 1 seminar ● 3/4 RWPGs <p>Source venues and caterers as necessary. Circulate meeting invitations, coordinate attendance, service meeting and produce minutes/note in a timely fashion. Contact and liaise with speakers. Produce outline programme and publicity for seminar. Promote seminar and manage all operational aspects including producing supporting documentation, registering bookings and invoicing</p> <p>Keep website up to date to provide information resource for members and others.</p> <p>Make all travel and accommodation arrangements for ED and any other NuLeAF members travelling on NuLeAF business, including international travel, ensuring best value for money is</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
	<p>Draft monthly newsletter and quarterly e-bulletin. Research and draft case studies and papers as appropriate.</p> <p>Draft Annual Report and Finance and Staffing paper to AGM.</p> <p>Ongoing monitoring of development of fracking and its implications for radioactive waste management (inc NORM strategy).</p> <p>Ongoing monitoring of developments in radioactive waste management advising ExCoDs as appropriate.</p> <p>Ongoing monitoring of government policy and strategy.</p> <p>Act as initial point of contact for NuLeAF members and external bodies providing information where appropriate.</p> <p>Support ExCoDs in delivery of work programme.</p> <p>Support Spatial Planning & Partnership Manager in any HR issues.</p>	<p>Published</p> <p>No subjects identified to date.</p> <p>Papers submitted to meeting.</p> <p>Researched and wrote Briefing Paper on Fracking and Radioactive Waste Management.</p> <p>Monitoring EA website for applications under RSA. Notified local authorities likely to receive waste.</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>Handled HR issues for Stewart Kemp's retirement and Philip Matthews transfer to fulltime role.</p>	<p>Make all travel and accommodation arrangements for ED and any other NuLeAF members travelling on NuLeAF business, including international travel, ensuring best value for money is obtained at all times.</p> <p>Submit NuLeAF Annual Report to LGA.</p> <p>Proofread and comment on all NuLeAF papers.</p> <p>Draft monthly newsletter and quarterly e-bulletin. Research and draft case studies and papers as appropriate.</p> <p>Draft Annual Report and Finance and Staffing paper to AGM.</p> <p>Ongoing monitoring of development of fracking and its implications for radioactive waste management (inc NORM strategy).</p> <p>Ongoing monitoring of developments in radioactive waste management advising ED as appropriate.</p> <p>Ongoing monitoring of government policy and strategy.</p> <p>Act as initial point of contact for NuLeAF members and external bodies providing information where appropriate.</p> <p>Support ED in delivery of work</p>	<p>Confirmation of receipt of report from LGA.</p> <p>Positive feedback from ED at PDR</p>	<p>obtained at all times.</p> <p>Submit NuLeAF Annual Report to LGA.</p> <p>Proofread and comment on all NuLeAF papers.</p> <p>Draft monthly newsletter and quarterly e-bulletin.</p> <p>Research and draft case studies and other papers as appropriate.</p> <p>Draft Annual Report and Finance and Staffing paper to AGM.</p> <p>Ongoing monitoring of development of fracking and its implications for radioactive waste management (inc NORM strategy).</p> <p>Ongoing monitoring of developments in radioactive waste management advising ED as appropriate.</p> <p>Ongoing monitoring of government policy and strategy.</p> <p>Act as initial point of contact for NuLeAF members and external bodies providing information where appropriate.</p> <p>Support Spatial Planning &</p>

Workstream	2013/14 Key Tasks	Achievements to date	2014/15 Key Tasks	Performance indicators	2015/16 Projected Tasks
			programme. Support Spatial Planning & Partnership Manager in any HR issues	Positive feedback from Spatial Planning & Partnership Manager at PDR.	Partnership Manager in any HR issues
Other Consultations	Respond to: draft NDA 2014-17 Business Plan; draft NDA Strategy 3; DECC MRWS Review; revised LLW (nuclear) Strategy And also the revised non-nuclear strategy and NORM strategy. Monitor other relevant national and local policy development; report on engagement opportunities to members. Prepare and submit NuLeAF comments as appropriate.	In 2013/14 consultation responses were made on: <ul style="list-style-type: none"> • ILW and FED credible options • Updated national waste planning policy • MRWS Review • ILW Credible options • NDA Business Plan 2013-16 • Uranics credible options • Overseas nuclear fuel policy • LLWR Environmental Safety Case • A number of local plans 	Respond to: draft NDA 2015-18 Business Plan; Strategy III consultation: HAW Strategy Consultation; LLW Strategy review consultation, revised non-nuclear LLW Strategy review. Monitor other relevant national and local policy development; report on engagement opportunities to members. Prepare and submit NuLeAF comments as appropriate.	Respond to all significant national and local consultations. Monitor consultation outcomes.	Respond to: draft NDA 2016-19 Business Plan. Monitor other relevant national and local policy development; report on engagement opportunities to members. Prepare and submit NuLeAF comments as appropriate.

Engagement Calendar 2014/2015

Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15
	NuLeAF RWPG	NuLeAF SG		NuLeAF RWPG		NuLeAF SG	NuLeAF RWPG	NuLeAF SG NuLeAF seminar		NuLeAF RWPG	NuLeAF SG & AGM
	SR TOG	SR TOG		SR TOG	SR TOG		SR TOG	SR TOG		SR TOG	SR TOG
	IWM TOG	IWM TOG		IWM TOG		IWM TOG	IWM TOG	IWM TOG		IWM TOG	IWM TOG
	CE TOG	CE TOG		CE TOG	CE TOG		CE TOG	CE TOG		CE TOG	CE TOG
LLWR/SLC liaison meeting VLLW/LALLW											
NDA annual stakeholder meeting											
RWM stakeholder meeting											
RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting	RWM liaison meeting
	SDP meeting	SDP engagement workshop									

Key: CD = Critical Enablers, IWM = Integrated Waste Management, LLWR = Low Level Waste Repository, RWPG = Radioactive Waste Planning Group, SG = Steering Group.
SR = Site Restoration, TOG = Theme Overview Group.

Finance for FY2014/2015 and FY2015/2016

Budget Income FY 2014-15

Nuclear Decommissioning Authority	£75,000
Local Authority membership	£21,355
Seminar	£1,000
Commissioned work	£5,000
Total	£102,355

Budget deficit FY 2014-15 **£9,857**

Budget Income FY 2015-16

Nuclear Decommissioning Authority	£75,000
Local Authority membership	£21,355
Seminar	£1,000
Commissioned work	£5,000
Total	£102,355

Budget deficit FY 2015-16 **£9,924**

Budget Expenditure FY 2014-15

Salaries and wages	£97,601
Travel, accommodation & subsistence	£6,580
Room hire and catering	£4,400
Retirement costs (Holiday pay)	£499
Printing, postage & stationery	£249
Staff office costs & expenses	£2,750
Audit costs	£532
Total	£112,112

Budget Expenditure FY 2015-16

Salaries and wages	£98,575
Travel, accommodation & subsistence	£6,730
Room hire and catering	£3,965
Recruitment costs	£0
Printing, postage & stationery	£230
Staff office costs & expenses	£2,179
Audit costs	£600
Total	£112,279

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 	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 	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 • Undertake an annual survey of members views 	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 neutrality in 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

Contacts

Executive Director

Philip Matthews

E: philip.matthews@nuleaf.org.uk

T: 07949 209126

Business Support Co-ordinator

Catherine Draper

E: catherine.draper@nuleaf.org.uk

T: 01473 264833

Correspondence:

NuLeAF, c/o Suffolk County Council, Endeavour House, 8 Russell Road, Ipswich, Suffolk, IP1 2BX