

Meeting:	Extraordinary General Meeting, 10 March 2016
Agenda Item:	1
Subject:	Draft Service Plan 2016-17
Author:	Philip Matthews and Catherine Draper
Purpose:	To present the Draft Service Plan 2016-17 for consideration

Introduction

This paper outlines the draft Service Plan for delivery in years 2016-17.

As agreed at the NuLeAF AGM, held in October 2015, a number of changes in the format and presentation of the Service Plan have been made. The Service Plan in this and subsequent years will be a one year plan covering the financial year (April-March). This will enable better planning as it ensures the commitments of the Plan are based on a clearer understanding of what funding (from NDA, RWM, members and other sources) will be available.

At the last AGM it was agreed that the NuLeAF constitution should be amended to reflect this change, and that an EGM would be held in the last Steering Group meeting of the current financial year (in this case March 2016) to approve next years' Service Plan.

The Service Plan for 2016-17 is still a work in progress due to on-going discussions with RWM and NDA. In particular, outputs and outcomes are still to be finalised. NuLeAF members are therefore asked to focus on the Key Tasks but comments are welcome on any aspect of the paper.

Recommendations

That the EGM accepts this Service Plan as the guide for NuLeAF's work programme 2016-17, on the understanding that some further, limited changes may be made following discussion with NDA and RWM.



NuLeAF Service Plan

April 2016 – March 2017

Introduction

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.

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. 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:

- priority work areas listed once Service Plan agreed

For each work stream the tasks we will undertake in 2016/17 are set out in detail, along with the indicators we will use to measure our performance in terms of outputs and outcomes. We will report against these indicators annually.

Who we are

NuLeAF is formally established as a Special Interest Group of the Local Government Association. We are directly supported by over 100 local authorities and national park authorities and also represent the wider interests of all local authorities across England and Wales on behalf of the Local Government Association. 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.

Priority Actions

Over financial year 2016/17 NuLeAF will undertake a wide range of actions. All work supports local authority capacity and the NDA and RWM mission, but some elements have a specific focus.

For RWM funded activity

- To be agreed following discussion with RWM and NuLeAF members

For NDA funded activity

- To be agreed following discussion with NDA and NuLeAF members

For member funded activity

- Continue to build the understanding of nuclear decommissioning among member local authorities through our programme of events and our communications, enabling individual authorities to better engage on these issues.
- Encourage best practice in radioactive waste planning policy.

- Continue to press the case for the maximum socio-economic benefits, and appropriate community investment, for communities affected by nuclear decommissioning and waste management.
- Work with New Nuclear Local Authorities Group to explore the legacy waste implications of nuclear new build.
- Continue to participate in the Submarine Dismantling Programme Advisory Group through to the completion of its work in 2016.
- Explore the potential for closer engagement with Sellafield, Public Body Organisations (PBOs), EDF, the Nuclear Industry Association and the wider private sector.

The full list of actions is set out in the Work Programme below. We will prepare a report card at the end of 2015/16 setting out our performance against our Objectives.

Work Programme 2016-2017

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
WORK IN SUPPORT OF NDA MISSION (X%)			
NDA STRATEGY & OPERATIONS			
Objective: 1. Identify key issues for members resulting from NDA Strategy implementation including Parent Body Organisation competitions, community benefits, and waste storage consolidation proposals.			
<p>On behalf of the membership, play an active role in the in the Integrated Waste Management (IWM), Critical Enablers (CE) and Site Decommissioning and Remediation (SDR) Theme Overview Groups (TOGs); also liaise with the Nuclear Materials/Spent Nuclear Fuel Theme Overview Group as appropriate. Engage through other means available to represent the interests of Local Authorities.</p> <p>Participate in the NDA's annual stakeholder event & report back to members.</p> <p>Oversee how the recently revised Value Framework is applied in determining preferred options for decommissioning and radioactive</p>	<p>Attend at least 80% of meetings of the Integrated Waste Management, Critical Enablers and Site Decommissioning and Remediation Theme Overview Groups</p> <p>Participate in update briefings on the Nuclear Materials/Spent Nuclear Fuel Theme Overview Group as appropriate.</p> <p>Regularly report to Steering Group on the Theme Overview Group meetings and the wider work of the NDA.</p> <p>Attend the annual NDA Stakeholder event and report back to members.</p> <p>Continue to engage with NDA to understand and communicate how the Value Framework</p>	<p>That NuLeAF member authorities have a high degree of awareness and understanding of NDA strategy, the work of the Theme Overview Groups, and of Strategy implementation.</p> <p>That individual member authorities submit their own responses to consultations and use NuLeAF consultation responses, reports and guidance to help inform these consultations as appropriate.</p> <p>This is to be assessed through the bi-annual survey of members and feedback from Steering Group meetings.</p>	<p>The Theme Overview Group meetings are an important means for NuLeAF (and thus local authorities) to gain a clear understanding of the current and future work of the NDA in developing strategy and on:</p> <ul style="list-style-type: none"> • Site restoration • Storage and disposal of waste • Community benefits and investment • Wider socio-economic issues • Environmental protection

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
waste management.	<p>informs NDA strategy implementation.</p> <p>Conduct a bi-annual survey of members to identify levels of satisfaction with NDA Strategy implementation and NuLeAF performance. Survey to be undertaken in late 2016.</p>		
Objective 2. Engage with the delivery of NDA Strategy III and the NDA Business Plan and encourage maximum consultation with NDA site host communities.			
<p>Engagement will include:</p> <ul style="list-style-type: none"> • Feeding back to Steering Group and RWPG on matters related to NDA Strategy • Attending the Critical Enablers, Integrated Waste Management and Site Decommissioning and Remediation Theme Overview Group meetings and raising NuLeAF member concerns & comments on the Strategy, Business Plan and associated activities 	<p>Updates on NDA Strategy and related matters to be a standing item for reporting to Steering Group and RWPG.</p> <p>Conduct a bi-annual survey of members to identify levels of satisfaction with NDA Strategy implementation and NuLeAF performance. Survey to be undertaken in late 2016</p>		<p>Strategy III sets the strategic direction of the NDA over the next 5 years. It was published in April 2016.</p>
Objective 3. Engage with the development of the Integrated Waste Management (IWM) Strategy and encourage maximum consultation with NDA site host communities.			
Engage through Theme Overview Groups and other meetings to represent local government views on the Integrated Waste	<p>Submission of IWM Strategy consultation response.</p> <p>Submission of response to the</p>	That the Integrated Waste Management Strategy is aligned with the needs of local authorities and communities.	NuLeAF has long argued for the development of an Integrated Waste Strategy to ensure a balanced and integrated approach

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>Management (IWM) Strategy and to feed back to members.</p> <p>Respond to the anticipated consultation on an NDA IWM Strategy.</p> <p>Invite NDA to present to the NuLeAF Steering Group on the Integrated Waste Management Strategy and use the Steering Group and RWPG to discuss and review progress with the development of Strategy.</p>	<p>SEA of the IWM Strategy.</p> <p>Host an engagement event on the Integrated Waste Management Strategy as part of Steering Group and/or RWPG meetings.</p>		<p>to waste management and allow proper consideration of the various options for waste management including for boundary wastes.</p> <p>Note: we are still unclear as to plans for the development of the Integrated Waste Management Strategy. This section may be amended following discussion with NDA.</p>
<p>Objective 4. Continue to engage with NDA, Site Licensee Companies, the regulators and host Local Authorities on site restoration, interim and end states and Intermediate Level Waste treatment/Fuel Element Debris storage.</p>			
<p>Engage with Magnox to raise concerns about changes to plans for Intermediate Level Waste treatment /Fuel Element Debris storage and wider site management issues, and to highlight the need for stakeholder engagement with affected communities.</p> <p>On behalf of members, participate in meetings of the Site Decommissioning and Remediation Theme Overview Group and report back to Steering</p>	<p>Maintain regular contact with Magnox on this issue. Hold at least one discussion between Magnox and members at Steering Group and/or RWPG.</p> <p>Attend at least 80% of Site Remediation and Decommissioning Theme Overview Group meetings.</p>	<p>Ensure engagement leads to greater clarity on proposals and higher satisfaction with what is proposed.</p> <p>This is to be assessed through the bi-annual survey of members and feedback from Steering Group meetings.</p>	<p>Following the engagement process carried out by Magnox on their original proposals for managing Intermediate Level Waste treatment and Fuel Element Debris, it is currently unclear what consultation on the new proposals may take place.</p> <p>Local authorities need to understand the new proposals and consider whether they are acceptable in terms of direct impact on sites and wider impacts such as on transport.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
Group and Radioactive Waste Planning Group.			It is recognised that leaving radioactive waste on-site is a contentious issue. The expectation of Planning Authorities regarding clean up and their understanding of the role of the environment agencies and the scope for different models of site management is thus a significant issue. Dialogue is important.
Objective 5. Engage with and advise NDA and the regulators on institutional controls and the scope for the transfer of nuclear licensed sites to local authorities.			
<p>Use the Steering Group and Radioactive Waste Planning Group to discuss and advise NDA and the regulators on the potential for the planning system to be employed to oversee nuclear licensed sites and manage any residual contamination.</p> <p>NuLeAF will attend the Site Decommissioning and Remediation (SDR) TOG meetings and feed into discussions on this issue.</p>	<p>NuLeAF to host discussion between the regulators and both Steering Group and the Radioactive Waste Planning Group on this issue as appropriate.</p> <p>Through NuLeAF, two local authority planning experts to sit on NDA/regulator forum exploring these issues.</p> <p>NuLeAF to attend at least 80% of Site Decommissioning and Remediation (SDR) TOG meetings.</p>	<p>Through drawing on the expertise of member authorities, and in particular the Radioactive Waste Planning Group, ensure that:</p> <ul style="list-style-type: none"> • NuLeAF members have clarity on what is proposed by NDA and regulators in this regard and its implications for local government • NDA and regulators have clarity on current planning legislation and practice and the implications of this for any proposed change in control and oversight of nuclear licensed sites. 	<p>The regulators and NDA are interested in the scope for transferring sites to local authority control at the point where the permit is surrendered. They require expert advice on the potential for the planning system to be used to oversee site sand the barriers to this. NuLeAF's Radioactive Waste Planning Group can be used as an expert forum for this.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
LOW LEVEL WASTE			
Objective 6. Hold an annual meeting between Low Level Waste Repository Ltd, the industry and local authorities to discuss plans for disposal of Very Low Level Waste/Low-Activity Low Level Waste (VLLW/LALLW) and explore issues of concern. Continue to encourage VLLW/LALLW management in line with the requirements for community engagement set out in Low Level Waste Policy and Strategy & NDA Strategy.			
<p>Work with Low Level Waste Repository Ltd to host an annual meeting between Low Level Waste Repository Ltd, the industry and local authorities in autumn 2016. NuLeAF to act as co-ordinator for local authority participation.</p> <p>Assess the impact of the revised Low Level Waste Strategy (launched in spring 2016) and raise any concerns with NDA and DECC as appropriate.</p>	<p>Meeting held and reported on.</p>	<p>That these actions leads to confidence among NuLeAF members, Low Level Waste Repository Ltd and the supply chain that engagement is in line with commitments in the NDA Strategy and an understanding of the issues of all parties involved.</p> <p>This is to be assessed through the bi-annual survey of members and feedback from Steering Group meetings.</p>	<p>Some NuLeAF members have expressed concern that engagement on Very Low Level Waste/Low-Activity Low Level Waste was not in line with the stated aims of the Low Level Waste Strategy.</p> <p>In response NuLeAF undertook research for Low Level Waste Repository Ltd which proposed actions to address this problem, including the annual meeting.</p> <p>A revised LLW Strategy was launched in February 2016. It will be important to monitor the implementation of this and its impacts on members.</p>
Objective 7. Monitor revisions of local policies for radioactive waste management and encourage consistency between policies for radioactive waste management within local development waste plans.			
<p>NuLeAF will monitor all revisions of local development and waste plans and regularly update a record of the policies on radioactive waste management in</p>	<p>Response made to consultations on all major revisions to local plans and wastes plans that cover areas hosting an NDA site.</p>	<p>That over time all local authorities with NDA sites establish clear policies on radioactive waste management within their local and waste plans.</p>	<p>Ensuring that local plans have clear policies on nuclear sites and the management of radioactive waste will prove useful to both local authorities and the NDA.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>all relevant local plans.</p> <p>NuLeAF will submit consultation responses to all relevant local and waste plan revisions as appropriate and support members in preparing their own consultation responses.</p> <p>The Radioactive Waste Planning Group will be used as a forum for local planners to update and discuss their local plans and discuss related issues such as the Duty to Co-operate.</p> <p>NuLeAF will continue to press DECC, Defra and DCLG for a more integrated approach to radioactive waste management in terms of national policy.</p>	<p>Completion of annual update of record of the policies on radioactive waste in all relevant local plans.</p>	<p>That over time there is greater understanding of the implications of the Duty to Co-operate for radioactive waste management across all affected local authorities.</p>	

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
WORK IN SUPPORT OF RWM MISSION (X%)			
GEOLOGICAL DISPOSAL FACILITY SITING			
Objective 8. Maintain regular dialogue with Dept. of Energy & Climate Change and RWM to take forward the Geological Disposal Facility siting process, based on the 2014 White Paper on Geological Disposal.			
<p>Hold regular meetings with Dept. of Energy & Climate Change and RWM to exchange information and identify how best to build the awareness and capacity of local government around the Geological Disposal Facility siting process.</p> <p>Hold regular meetings with RWM to review progress of NuLeAF work in support of RWM's mission.</p>	<p>Regular (at least 6 in 2016/17) phone or face to face meetings held jointly with Dept. of Energy & Climate Change and RWM.</p> <p>At least 6 meetings with RWM (either face to face or by phone) held.</p> <p>Reporting and discussion of developments in the Geological Disposal Facility siting process to be a standing item on the agenda of all NuLeAF Steering Group and Radioactive Waste Planning Group meetings.</p>		<p>The development of a new framework for the Geological Disposal Facility siting process is an issue of central importance to NuLeAF and local authorities. A regular exchange of information between Dept. of Energy & Climate Change, RWM and NuLeAF is therefore vital. NuLeAF will seek to highlight issues of concern to local government and also act as a conduit back to local authorities, raising their awareness of the developing framework and preparing them for the launch of the new siting process in early 2017.</p>
Objective 9. Build awareness of the Geological Disposal Facility and the potential for local government to become involved in the new siting process, launched in 2017.			
<p>NuLeAF to:</p> <ul style="list-style-type: none"> Engage with the Local Government Association Chief Executive and key officers to ensure awareness and support for NuLeAF's work with the wider Local 	<p>Invite the Chief Executive of the LGA to attend a NuLeAF Steering Group meeting.</p> <p>Report to RWM and DECC on relevant communication within Local Government Association.</p>	<p>That, through a comprehensive programme of engagement with NuLeAF members and local authorities, and working in partnership with RWM and Dept. of Energy & Climate Change:</p> <ul style="list-style-type: none"> The framework for the 	<p>Working with partners, NuLeAF will help reach out beyond the direct membership to heighten awareness of the GDF process with other local authorities and senior managers.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>Government Association.</p> <ul style="list-style-type: none"> • Deliver a presentation and/or present information on the Geological Disposal Facility process and the opportunities for local government to the Local Government Association Board on Economy, Transport, Environment and Housing. • Prepare an article on the Geological Disposal Facility siting process for Local Government First (Local Government Association magazine). Respond to any feedback as appropriate. • Working with RWM and Dept. of Energy & Climate Change, host an event at the 2016 Local Government Association Conference in Bournemouth • Working with RWM, engage with Society of Local Authority Chief Executives to raise awareness of the Geological Disposal Facility through offering to present to an event or by provision of information materials • Working with RWM, engage with Association of Directors 	<p>Article on GDF published in LG First magazine.</p> <p>Deliver an event at the 2016 Local Government Association conference, held jointly with RWM and Dept. of Energy & Climate Change. Materials provided to delegates at conference.</p> <p>Information materials or speaker provided to Society of Local Authority Chief Executives (SOLACE) and Association of Directors of Environment, Economy, Planning & Transport (ADEPT) events.</p>	<p>Geological Disposal Facility siting process meets the needs of Government, RWM and local authorities, ensuring the highest possible level of involvement of local communities</p> <ul style="list-style-type: none"> • Local authority awareness of the potential opportunities presented by entering into the Geological Disposal Facility siting process is as high as possible • Barriers and concerns among local authorities about participating in the siting process are removed or reduced as far as possible <p>This is to be assessed through:</p> <ul style="list-style-type: none"> • The bi-annual survey of members • Feedback from NuLeAF Steering Group meetings • Feedback from joint events such as at the Local Government Association conference • Numbers of users of social media groups and Knowledge Hub resources 	<p>NuLeAF opened a dialogue with the previous LGA Chief Executive during 2015/16. She left the organisation in late 2015 and key officers also moved roles. The aim now is to raise the awareness of the current Chief Executive and build knowledge and understanding of the GDF across the LGA family.</p> <p>2015/16 also saw significant changes in the LGA Board structure and it is proposed to engage with new boards at suitable times over the coming year.</p> <p>Over the last year NuLeAF has developed a database of contacts within the Local Government Association, Society of Local Authority Chief Executives, the Local Enterprise Partnership Network and Association of Directors of Environment, Economy, Planning & Transport to enable better targeting of information.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>of Environment, Economy, Planning & Transport to raise awareness of the Geological Disposal Facility through offering to present to an event or by provision of information materials.</p> <ul style="list-style-type: none"> Exploring with RWM, SOLACE and ADEPT whether there is need for additional support to these organisations secretariat to help support engagement on the GDF. <p>Following the 2016 LGA conference, work with DECC and RWM to plan an event at the 2017 LGA conference.</p>		<ul style="list-style-type: none"> Participation of local authorities in the consultation on the community aspects of the GDF siting process, expected to be held in summer 2016. 	
<p>Objective 10. Support and advise on the developing framework for working with communities, geological screening and land use planning aspects of the GDF as they evolve and are then launched during 2016/17</p>			
<p>1. Work on communities In a personal capacity, the NuLeAF Executive Director will continue to attend meetings of the Community Representation Working Group (CRWG) until its completion in April 2016 and feed into all aspects of the process.</p> <p>NuLeAF to prepare a submission to the likely DECC consultation on</p>	<p>NuLeAF Executive Director to attend at least 80% of CRWG meetings and associated events.</p> <p>NuLeAF to submit a response to the likely consultation on the community aspects of the GDF process, expected in summer 2016. At least 3 NuLeAF member local authorities submit their own responses, drawing on the</p>	<p>As above.</p>	<p>Establishing an appropriate framework for the community, geological and planning aspects of the GDF siting process will be crucial to its success.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>proposals for community engagement aspects of the GDF process; and build the capacity and awareness of local authorities to engage in the consultation.</p> <p>NuLeAF's to provide regular updates to members on progress with the Communities Representation Working Group and seek their views on issues as appropriate.</p> <p>2. Geological screening NuLeAF to continue to support work on the geological aspects of the Geological Disposal Facility siting process, building on the geology workshop held with RWM in 2015 and using NuLeAF meetings for engagement between RWM and local authorities as appropriate.</p> <p>NuLeAF will submit responses to consultations on the geological aspects of the Geological Disposal Facility</p> <p>NuLeAF will advise on the development of guidance, and</p>	<p>NuLeAF submission as appropriate.</p> <p>Reporting and discussion of developments in the Geological Disposal Facility siting process to continue to be a standing item on the agenda of all NuLeAF Steering Group and Radioactive Waste Planning Group meetings.</p> <p>NuLeAF to submit a response to all relevant consultations on the geological aspects of the Geological Disposal Facility, and encourage local authorities to do so.</p> <p>NuLeAF to advise on guidance and other materials on the geological aspects of the GDF; and support seminars and workshops as agreed.</p> <p>NuLeAF to represent the Local Government Association in workshops on planning aspects of the Geological Disposal Facility. NuLeAF's participation to be informed by the Radioactive Waste Planning Group and</p>		

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>wider communications and processes supporting the development of information on geology. This will include:</p> <ul style="list-style-type: none"> • Providing a 'safe' space for planning officers to work with RWM and BGS technical staff to help ensure all information and communication materials are pitched appropriately for local authorities • Working with RWM and BGS to develop a seminar or workshop programme to help engage with local authorities, explain the geological outputs and raise awareness among councils. • Promote any other workshops held by RWM or DECC to member authorities and with the wider Local Government Association membership. <p>3. Land use planning NuLeAF, and in particular the Radioactive Waste Planning Group, to engage with and advise</p>	<p>information from these meetings to be fed back to the Radioactive Waste Planning Group.</p> <p>NuLeAF to represent the Local Government Association on workshops and engagement on the Assessment of Sustainability (AoS) and Habitat Regulation Assessment (HRA) for the Geological Disposal Facility.</p>		

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>work on land use planning as appropriate.</p> <p>NuLeAF to engage with the advisory group for the NSIP process and the associated Appraisal of Sustainability.</p>			
<p>Objective 11. Advise RWM on the development of communication materials and resources around the GDF process</p>			
<p>Assist RWM in the preparation of the planned 'prospectus' for local authorities- the detailed and fact based document setting out a wide range of information for any community entering the siting process. NuLeAF will use the Steering Group as a sounding board for the prospectus as it develops. It is suggested that early engagement, helping to agree the format and approach taken, would be particularly useful; as well as the provision of feedback on iterations of the prospectus as it develops.</p> <p>NuLeAF to work with RWM to develop a concise and accessible document that sets out the socio-economic possibilities that the GDF could offer communities. This 'Brochure' will be</p>	<p>NuLeAF to host a discussion with RWM to provide early comment on plans for the prospectus; and further discussion and comment as agreed with RWM.</p> <p>Working with RWM, NuLeAF to prepare a 'Brochure' on socio economic benefits and options.</p> <p>NuLeAF's Executive Director to attend at least 80% of meetings of the planned RWM stakeholder panel and associated workshops and events.</p>	<p>As above.</p>	<p>It is important that all relevant materials produced by RWM are properly tailored to a local government audience, using the correct language and highlighting the issues of most interest and importance to councils. NuLeAF has the expertise to advise on this</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>aspirational, built around case studies of the potential regeneration, infrastructure or environmental improvements that the GDF's community investment could deliver.</p> <p>NuLeAF's Executive Director will provide regular and detailed feedback and comment through attendance at RWM's planned stakeholder advisory panel.</p>			
Objective 12. Maintain and develop online resources on the Geological Disposal Facility for local government			
<p>Maintain a NuLeAF LinkedIn group and Twitter feed to provide regular information on the Geological Disposal Facility process and progress with decommissioning and waste management.</p> <p>Maintain the information resource on the Geological Disposal Facility on the Local Government Association's Knowledge Hub and update it as required.</p> <p>NuLeAF's website to provide information and Briefings on the GDF process as appropriate.</p>	<p>LinkedIn and Twitter feed used to provide regular updates on developments in the Geological Disposal Facility process.</p> <p>Knowledge Hub pages available online and regularly updated.</p>	<p>That NuLeAF members and others within local authorities are kept informed on the GDF siting framework as it develops and on the scope for becoming involved in the siting process following its launch in early 2017.</p>	<p>NuLeAF operates a successful LinkedIn group providing regular updates to around 50 members.</p> <p>The Local Government Association Knowledge Hub is the UK's largest platform for Elected Members and staff to share knowledge, discuss issues and develop initiatives, with 180,000 members. NuLeAF has developed a bespoke online information resource on the Geological Disposal Facility for the Hub which would be backed by the factsheets and briefing paper previously mentioned.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
Objective 13. Advise and support RWM in developing its internal processes and staff awareness			
<p>RWM intends to undertake an organisational readiness review to help support their transition to a more pro-active organisation that is able to engage effectively with local government and communities. RWM intend to establish an advisory panel and host a 2 day workshop to evaluate plans for the siting process and how its effectiveness could be maximised. NuLeAF's Executive Director will contribute to the review and attend relevant workshops and meetings.</p> <p>NuLeAF's Executive Director will participate in RWM's staff awareness events and advise on induction processes, to ensure that staff have a good understanding of the wider policy environment and the means of engaging with local authorities.</p> <p>NuLeAF will advise on the development of RWM's Knowledge Hub, providing feedback as the information materials develop.</p>	<p>NuLeAF's Executive Director to attend the workshop and at least 80% of meetings of the planned Advisory Panel.</p> <p>NuLeAF's Executive Director will participate in RWM's staff awareness events and advise on induction processes as appropriate.</p> <p>NuLeAF will advise on the development of RWM's Knowledge Hub, providing feedback as the information materials develop.</p>	<p>That RWM, working in partnership with NuLeAF, are able to engage effectively with local authorities following the launch of the siting process in early 2017.</p>	<p>The challenges of delivering a GDF are not just technical but also political. A successful process will require that RWM understands local government and is able to engage in ways which generate the maximum interest in the siting process.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
Objective 14. On behalf of RWM, support the organisation of international site visits for interested local government parties, building understanding of the technical and political challenges, and the economic opportunities, that a GDF presents.			
<p>NuLeAF to act as administrator for international site visits. The visits will enable local authorities that are considering entering the siting process to understand the opportunities, technical challenges and the political and socio-economic issues. The visits would demonstrate the progress being made e.g. in Sweden or Finland, and also provide an opportunity to meet with local government, the siting organisation and regulators to explore how to best deliver an effective local process.</p> <p>NuLeAF can manage the booking of flights and accommodation and, in partnership with RWM, agree the itinerary. NuLeAF's Chair, Vice- Chair or Executive Director would also be available to accompany delegations, helping oversee the visit and also ensuring that learning is fed back to NuLeAF members through reports on the site visits.</p>	<p>Successful organisation of site visits as appropriate.</p> <p>NuLeAF to disseminate learning from any visits to NuLeAF members and across local government through the production of:</p> <ul style="list-style-type: none"> • Briefing Paper • Presentation at NuLeAF Steering Group • Presentation to Local Government 2017 conference (if appropriate) <p>NuLeAF and RWM to undertake a tour of relevant GDF sites abroad to build relationships and gain a full understanding of the relevance of each to the UK situation.</p> <p>NuLeAF to engage with international knowledge exchange events and programmes as appropriate.</p>	<p>That local authorities and communities which are considering entering the siting process develop a clear understanding of the opportunities available and also the issues and challenges that may arise.</p>	<p>The siting and development of a Geological Disposal Facility will be an immensely complex undertaking, both in terms of the long time span, technical and engineering challenges and the socio-economic aspects of the project.</p> <p>Visits to Geological Disposal Facility developments outside the UK will be very useful in helping local government understand this complexity, and explore the issues around the concept of 'community', the means of engaging the local population, and the wider issues around community investment, engineering and geology.</p> <p>NuLeAF has participated in a number of international programmes which seek to exchange information and build understanding of the approaches to radioactive waste management, storage and disposal in different countries.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>In advance of local authority site visits, NuLeAF will organise a joint RWM/NuLeAF tour of potential sites to meet with key individuals in national and local government, the developer, regulators and the community. The aim would be to build relationships and help ensure that each local authority visit is tailored to the specific interests and needs of that council.</p> <p>In addition to the above, NuLeAF to continue to attend international networking and knowledge exchange events (for example those run by the European Commission) as appropriate. These will be used to further build international links and to report back relevant information to the wider local authority network.</p>			<p>These have proved useful in helping appreciate the similarities and differences in the political environment, means of stakeholder/public engagement and technical processes undertaken in different nations.</p>
<p>Objective 15. Continue to advise planning authorities in the development of policies for higher activity waste (HAW) storage and/or disposal. Continue to advise Dept. of Energy & Climate Change, NDA, RWM and regulators in the delivery of Government policy for Higher Activity Waste locally.</p>			
<p>NuLeAF will monitor all revisions of local development and waste plans and regularly update a record of the policies on radioactive waste management in</p>	<p>Consultation responses to all relevant local and waste plan revisions submitted.</p> <p>Annual update of record of the</p>		

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>all relevant local plans.</p> <p>NuLeAF will submit consultation responses to all relevant local and waste plan revisions as appropriate and support members in preparing their own consultation responses.</p> <p>As noted above, NuLeAF will submit a response to the Integrated Waste Management Strategy consultation and participate in engagement events as appropriate.</p>	<p>policies on radioactive waste in all relevant local plans completed.</p> <p>Consultation response to Integrated Waste Management Strategy consultation submitted.</p> <p>Engagement in related events as appropriate.</p>		
<p>Objective 16. Support RWM's delivery mission through providing advice to local authorities considering entering the siting process</p>			
<p>NuLeAF will act as an independent and impartial advisor to any local authorities interested in entering the siting process. This could include:</p> <ul style="list-style-type: none"> Meeting with any local authority considering entering the process to explain the policy framework, the challenges and the best means of proceeding. These meetings could be held 	<p>Meetings held with every local authority expressing an interest in the siting process.</p> <p>Participation in local siting processes if agreed.</p>	<p>That any local authority expressing an interest in the siting process is able to discuss the interest and explore any concerns it may have.</p>	<p>NuLeAF is an independent local government body and is viewed as impartial and separate from government and from the specific interests of individual councils.</p> <p>This gives the organisation a unique position in helping to advise local authorities on the process.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>alone or jointly with RWM</p> <ul style="list-style-type: none"> • Siting on or advising individual siting partnerships to provide an independent and authoritative local authority voice • Potentially undertaking reviews of progress or an assessment of the overall siting process and reporting back to RWM and DECC on any issues or barriers that arise. 			
WORK IN SUPPORT OF MEMBER LOCAL AUTHORITIES (X%)			
LEGACY MANAGEMENT IMPLICATIONS OF POTENTIAL NEW BUILD			
Objective 17. 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.			
Engage with the NDA, EDF and other interested parties to raise any concerns NuLeAF members have on the impacts of New Build on radioactive waste management	NuLeAF to engage as appropriate.	That NuLeAF members are made aware of any issues arising out of nuclear new build that may impact on NDA sites and legacy waste management.	NuLeAF does not engage on the issues around new nuclear except in relation to their impact on existing NDA sites and on legacy waste management.
Objective 18. Continue to liaise with New Nuclear Local Authorities Group and advise and assist as appropriate regarding radioactive waste management and SNF storage impacts at nuclear new build sites			
Meet with the New Nuclear Local Authorities Group secretariat and/or membership as appropriate.	NuLeAF to attend at least one New Nuclear Local Authorities Group meeting and liaise with the New Nuclear Local Authorities		While NuLeAF has only limited direct interest in new nuclear a number of issues for members are likely to arise from plans for

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
	<p>Group secretariat as appropriate.</p> <p>Relevant updates on New Nuclear Local Authorities Group to be reported to NuLeAF Steering Group as appropriate.</p>		<p>new nuclear stations, many of which will be located within NuLeAF member authority areas.</p>
EDF ENERGY			
Objective 19: To seek to open dialogue with EDF Energy to discuss their plans for decommissioning and the role that host communities and local authorities could play.			
<p>To host a discussion between EDFE and the NuLeAF Steering Group to explore their plans for decommissioning.</p> <p>To monitor developments in EDFE plans and strategy for decommissioning and comment and update members as appropriate.</p>	<p>To invite EDFE to present to Steering Group.</p>	<p>That over the coming years EDFE plans for decommissioning are acceptable to host communities and local authorities.</p>	<p>Many EDFE nuclear stations are due to close in the 2020s and forward plans will need to be put in place to outline the approach to decommissioning and for engagement with local authorities and communities.</p>
SUBMARINE DISMANTLING PROJECT			
Objective 20. Continue to participate in SDP Advisory Group meetings and represent the interests of affected local authorities up until the conclusion of the SDP in summer 2016. Report on progress to NuLeAF Steering Group and Radioactive Waste Planning Group.			
<p>Following confirmation of the final shortlist of sites, NuLeAF to continue to:</p> <ul style="list-style-type: none"> Participate in the Submarine Dismantling Project Advisory Group until the completion of the process in 2016 	<p>NuLeAF to attend Submarine Dismantling Project Advisory Group meetings as required.</p>	<p>That the process operates effectively in terms of engagement with local authorities and communities.</p>	<p>The Submarine Dismantling Project is seeking to identify a site for the Intermediate Level Waste from the UK's 27 decommissioned nuclear powered submarines.</p> <p>This long process is almost</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<ul style="list-style-type: none"> Report on developments in the Submarine Dismantling Project to members. 			<p>complete and NuLeAF's engagement will not continue beyond summer 2016. The Ministry of Defence (MOD) meets all costs incurred in NuLeAF attending Submarine Dismantling Project meetings.</p>
COMMUNITY FUNDS & SOCIO-ECONOMIC SUPPORT			
Objective 21. Continue to support and represent local authorities in the development of community funds with a view to maximizing community benefits and also planning gain through S106, Community Infrastructure Levy and other mechanisms			
<p>At the appropriate time, host a round table discussion on community benefits and investment with NDA, Dept. of Energy & Climate Change and other interested parties.</p> <p>The timing of this is dependent on a number of factors and thus the meeting may be held over to a future year.</p>	<p>Round table meeting held within 2016/17 if appropriate.</p>		<p>Following the publication of a revised Briefing Paper on Community Investment, NuLeAF is seeking a discussion with NDA, Dept. of Energy & Climate Change and other parties on this issue. This work is on hold pending the agreement on community benefits for the Low Level Waste Repository Ltd site.</p>
Objective 22. Continue to assist member authorities as appropriate to ensure that effective engagement arrangements exist with Sellafield, SLCs and NDA, either through the local SSG or direct engagement.			
<p>Use the Steering Group, Radioactive Waste Planning Group and other engagement routes to identify member concerns and respond as appropriate.</p> <p>Work with NDA to discuss</p>	<p>NuLeAF to respond as appropriate.</p>		

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
potential changes to arrangements for engagement with local authorities, as identified in Strategy III.			
Objective 23. Continue to seek a consistent approach in the setting of socio-economic criteria for Sellafield and Magnox sites.			
<p>Engage with the Parent Body Organisation for Magnox to represent NuLeAF member concerns on socio-economic issues and the provision of community investment.</p> <p>Continue to represent member interests with the NDA in relation to the new arrangements for Sellafield.</p>	<p>Invitation offered to Magnox to present to Steering Group on this issue and respond to member concerns.</p> <p>Engagement undertaken with the new management of Sellafield to highlight the issues of concern to members in relation to community benefits.</p>		<p>April 2016 will see the implementation of new management arrangements at Sellafield. Given the importance of Sellafield to the entire decommissioning mission, NuLeAF members are keen to ensure that the new management arrangements work effectively and in the interests of local authorities, both in Cumbria and more widely.</p>
MAJOR ACCIDENTS			
Objective 24. 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.			
Monitor and respond as appropriate.	No specific work identified for 2016-17.		<p>Accidents and safety around legacy waste are of significant concern to members. NuLeAF will continue to monitor developments and their implications for local authorities.</p>

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
BUSINESS SUPPORT & MEMBER SERVICES			
Objective 25. Support Executive Director in delivering Geological Disposal Facility work programme			
<p>The Director's Assistant will attend, as appropriate, meetings with Dept. of Energy & Climate Change and RWM and help take forward work agreed with RWM on the Geological Disposal Facility White Paper process.</p>	<p>Actions to include:</p> <ul style="list-style-type: none"> • Attendance at meetings as appropriate • Organisation of events and meetings as agreed • Background research and information gathering 	<p>That NuLeAF delivers and effective programme of work in support of its aims and objectives, meeting the needs of local authorities and supporting the work of the NDA and RWM.</p> <p>This is to be assessed through the bi-annual survey of members, feedback from Steering Group meetings, and feedback from NDA and RWM.</p>	
Objective 26.Support Executive Director in delivering other aspects of NuLeAF work programme			
<p>Provide:</p> <ul style="list-style-type: none"> • Ongoing monitoring of developments in radioactive waste management advising Executive Director as appropriate. • Ongoing monitoring of government policy and strategy • Draft Annual Report and Finance and Staffing paper to AGM. • NuLeAF Annual Report to Local Government Association <p>Act as initial point of contact for</p>	<p>Annual report, Local Government Association report and other information submitted.</p>		

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
<p>NuLeAF members and external bodies providing information where appropriate.</p> <p>Support Head of Planning at Suffolk County Council in dealing with any HR issues.</p>			
Objective 27. Support NuLeAF meetings and other events.			
<p>Deliver Steering Group meeting, seminar (if scheduled), AGM and Radioactive Waste Planning Group meetings.</p>	<p>Arrangement of:</p> <ul style="list-style-type: none"> • 4 Steering Group meetings & AGM • 1 NDA/Site Licensee Company Engagement meeting • 1 seminar (opt) • 3 or 4 Radioactive Waste Planning Groups 		
Objective 28. Ensure effective web and new media communication.			
<p>Draft monthly newsletter and quarterly e-bulletin.</p> <p>Research and draft case studies and papers as appropriate.</p> <p>Keep website and new media up to date</p>	<p>Production of 8 newsletters and 4 e-bulletins</p> <p>Website kept up to date to provide information resource for members and others.</p> <p>Monitor Twitter feed and post tweets as appropriate on topics of interest to followers.</p> <p>New articles posted on LinkedIn site at least 4 times per month.</p>		

Key Tasks 2016-17	Outputs	Outcomes	Comments and funding allocation
Objective 29. Oversee finance and accounts.			
<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 County Council in order to ensure finances are managed correctly. Process Pcard receipts and ensure Executive Director adheres to Suffolk County Council policy. Amend financial guidelines in response to audit comments, if required.</p> <p>Make all travel and accommodation arrangements for Executive Director and any other NuLeAF members travelling on NuLeAF business, including international travel, ensuring best value for money is obtained at all times.</p>	<p>Submission of finance reports and other information as required. Produce end of year accounts and submit to auditors.</p>		
OTHER CONSULTATIONS			
Objective 30. Monitor other relevant national and local policy development; report on engagement opportunities to members. Prepare and submit NuLeAF comments as appropriate.			
Respond as appropriate	NuLeAF to respond to other consultations as appropriate and report on this at the end of each financial year.		It is important that NuLeAF engages with other related consultations as and when they arise.

Engagement Calendar 2016/2017

7 June 2016, 7 September 2016, 7 December 2016, tbc March 2017	NuLeAF Steering Group meeting
12 April 2016, 20 July 2016, 19 October 2016, tbc January 2017	Radioactive Waste Planning Group meeting
Meeting date to be decided	NuLeAF Seminar
26 April 2016, 19 July 2016, 13 September 2016, 1 November 2016, 13 December 2016, meeting dates in 2017 tba.	Site Remediation & Decommissioning Theme Overview Group meeting
29 April 2016, 9 June 2016, 21 July 2016, 15 September 2016, 3 November 2016, 15 December 2016, meeting dates in 2017 tba.	Integrated Waste Management Theme Overview Group meeting
14 June 2016, 6 September 2016, 29 November 2016, 14 February 2017.	Critical Enablers Theme Overview Group meeting
Provisionally 19 April, 6 June	Dept. of Energy & Climate Change /RWM liaison meeting/teleconference
20 September 2016	Low Level Waste Delivery Overview Group
Meeting date to be advised	Submarine Dismantling Project Advisory Sub-Group meeting
5-7 July 2016	LGA Conference
Meeting date to be advised	New Nuclear Local Authorities Group (NNLAG)
22 June 2016	CoRWM plenary meetings

Finance for FY2016/2017

Finance for FY2016/2017

Budget Income FY 2016-17

Nuclear Decommissioning Authority	£X
Radioactive Waste Management Ltd	£X
Local Authority membership	£22,020 ¹

Budget Expenditure FY 2016-17

Salaries and wages	£100,521
Travel, accommodation & subsistence	£6,135
Room hire and catering	£5,000
Printing, postage & stationery	£205
Staff office costs & expenses	£1,790

Total £X

Total £113,651

Budget deficit FY 2015-16

¹ This figure is based on status quo in NuLeAF contributing membership as understood at February 2016. The Chair will write to all contributing member authorities outlining NuLeAF's programme of work in 2016-17 and seeking their continued financial support.

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/RWM) Seek new funding opportunities including SLCs, MoD 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

Director's Assistant

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