



Nuleaf Service Plan

April 2020 – March 2021

Introduction

Nuleaf (the Nuclear Legacy Advisory Forum) is the local government representative body on legacy nuclear wastes and decommissioning and a Special Interest Group (SIG) of the Local Government Association (LGA). 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.

With the last Magnox reactor now defueled and the ending of reprocessing at Sellafield, the NDA is moving towards a sole focus on decommissioning and environmental remediation. The siting process for a Geological Disposal Facility (GDF) was launched in 2018, and all current operational nuclear stations are due to close within the next 5 - 20 years. Decommissioning and clean-up will cost billions of pounds, take many decades and have significant impacts across the country. Local authorities and communities are affected by the nuclear legacy in many ways and must be at the heart of all decision making around these issues.

This requires that the voice of local authorities is heard clearly in the development of strategy, policy and practice on decommissioning and waste management. The capacity of local authorities to address these issues, and their awareness of national policy decisions, needs to be enhanced. Our role is to support and facilitate this.

This Service Plan is Nuleaf's work programme for 2020-21. It sets out the tasks we will undertake and how success in 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 have engaged with RWM, NDA and our members to define a clear programme of work. For each work stream the tasks we will undertake is 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.

Finally, we would note that, in common with all organisations, our work programme has had to be adapted to meet the challenges posed by the Covid-19 pandemic. Further alterations may be required given the uncertainty on how the pandemic will progress over this year.

Who we are

Nuleaf is formally established as a Special Interest Group (SIG) of the Local Government Association (LGA). We are directly supported by over 100 local authorities and national park authorities across England and Wales and represent the Local Government Association as a whole on nuclear decommissioning and waste issues. Our remit encompasses all aspects of the management of the UK's nuclear waste legacy. More information can be found at www.Nuleaf.org.uk.

Priority Actions

Nuleaf is an independent organisation. Our Service Plan is designed to serve the needs of our members and of the wider local government family. In addition to funding from our members, we receive financial support from NDA and RWM, something that is essential to our operation. However, as set out in our constitution any agreement between ourselves and external funders *'shall not constrain or be regarded as exerting influence on the viewpoints reached by Nuleaf.'*

Local Authorities, through their waste and planning functions, are regulators of nuclear licensed sites, and Councils have been given a central role in the GDF siting process. The work of Nuleaf helps NDA and RWM comply with engagement and socio-economic requirements under the Energy Act 2004. By acting as a common voice for local government, and building the capacity of individual councils, we also assist the delivery of their wider objectives. Our meetings and events offer NDA and RWM a ready-made local government forum for discussion and review of policy, strategy, proposals and approaches, something which will benefit both organisations financially as well as in delivery of their mission.

All our work this year will support local authority capacity and the NDA and RWM mission, but some elements have a specific focus.

For RWM funded activity

- Use our meetings and membership to provide advice and guidance to RWM on their approach, their communication and engagement materials and wider plans. Provide wider information dissemination through briefings, newsletters and our social media channels.
- Help build awareness of the GDF siting process proposals among our members and wider local government audience, particularly in terms of the socio-economic opportunities.
- Work with RWM to build their organisational readiness and staff understanding of local government and enhance their ability to engage effectively with local authorities, Community Partnerships and local people.
- Advise and assist local authorities choosing to enter the siting process. Provide comment and oversight to Government and RWM on how local siting processes can work most effectively.

For NDA funded activity

- Provide a forum for NDA to engage with Local Government on critical issues including the development of Strategy 4 and the revised arrangements for Magnox. Convene meetings to enable our members to engage with NDA, LLWR and Magnox.
- Work with NDA to develop an enhanced approach to socio-economic support for NDA sites and on social value, carbon management and sustainability.
- Engage with BEIS in the development of their new Policy on Radioactive Substances and Nuclear Decommissioning.
- Monitor revisions of local policies for radioactive waste management and encouraging consistency between policies for radioactive waste management within local development waste plans; and advise local authorities on developments in the national framework for radioactive waste and their implications.

For member funded activity

- Continue to build understanding of nuclear decommissioning among member local authorities through our programme of events and our communications, enabling them to better engage on these issues.
- Co-ordinate and prepare detailed and informed responses to all relevant consultations undertaken by the UK and Welsh Government, NDA, RWM, regulators and others.
- 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.
- Undertake a review of our website and communication materials to enhance their effectiveness and accessibility. Adapt our meetings and engagement activities to reflect the restrictions imposed in response to the Covid-19 pandemic.

Work Programme 2020-2021

Key Tasks 2020-21	Outputs	Outcomes	Comments
WORK IN SUPPORT OF NDA MISSION			
NDA STRATEGY & OPERATIONS			
Objective: 1. Identify key issues for members resulting from NDA Strategy implementation including changes to the NDA operating model, 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 to represent the interests of Local Authorities.</p> <p>Participate in NDA stakeholder events & report back to members.</p> <p>Engage in the NDA's work in reviewing its Value Framework.</p>	<p>Attend at least 60% of meetings of the Integrated Waste Management, Critical Enablers and Site Decommissioning and Remediation Theme Overview Groups.</p> <p>Regularly report to Steering Group on the Theme Overview Group meetings and the wider work of the NDA.</p> <p>Attend all relevant NDA Stakeholder events and report back to members.</p> <p>Continue to engage with NDA to understand and communicate how the Value Framework informs NDA strategy implementation.</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 the Value Framework properly addresses wider economic, social and environmental concerns and helps drive more effective outcomes for NDA sites.</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 decommissioning and remediation • Storage and disposal of waste • Community benefits and investment • Wider socio-economic issues • Environmental protection

Key Tasks 2020-21	Outputs	Outcomes	Comments
Objective 2. Provide support and advice to NDA in the development of Strategy 4, their Business Plan, and Integrated Waste Management (IWM).			
<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 (TOG) meetings and raising Nuleaf member concerns & comments on the Strategy, Business Plan and associated activities • Respond to the consultation on the NDA Business Plan 2021-24. • Participating in meetings of the Strategy 4 Development Group (S4DG) and engaging with NDA around the development of the new Strategy as appropriate. • Responding to all formal or informal consultations on Strategy 4; and participating in any engagement events. • Hosting a presentation from NDA on Strategy 4 at a Nuleaf Steering Group. 	<p>Updates on NDA Strategy and related matters to be a standing item for reporting to Steering Group and RWPG.</p> <p>Attend at least 60% of meetings of the Integrated Waste Management, Critical Enablers and Site Decommissioning and Remediation Theme Overview Groups.</p> <p>Submit response to NDA Business Plan 2021-24.</p> <p>Participating in at least 60% of meetings of the S4DG.</p> <p>Consultation response submitted and engagement event held.</p> <p>Presentation on S4 held at Steering Group.</p>	<p>That the work of the NDA, as set out in Strategy 4 and the NDA Business Plan, is informed by the concerns of local government and communities.</p>	<p>Strategy 4 will set the strategic direction of the NDA over the next 5 years. It will be developed during 2020 and published in April 2021.</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
<ul style="list-style-type: none"> Contribute to the NDA summit on Integrated Waste Management. Host discussions on Near Surface Disposal (NSD) at Steering Group and as part of our Strategy 4 engagement event. 	<p>Nuleaf to chair session on local government and community perspectives at the event.</p> <p>Presentation on NSD made to Steering Group.</p>	<p>That the siting process for any proposed Near Surface Disposal (NSD) site properly addresses the concerns of potential host communities.</p>	<p>The NDA is considering options for the use of NSD for the disposal of some of the Higher Activity Waste Inventory.</p>
<p>Objective 3. Engage with the UK Government in their review of policy for radioactive substances and nuclear decommissioning.</p>			
<p>Participate in meetings of the UK Government's Radioactive Substances Policy Group (RSPG) and feedback comments on early drafts of the Policy as they emerge.</p> <p>Engage in discussion on the policy through the NDA's Theme Overview Groups (TOG) meetings.</p> <p>Prepare a response to the consultation on the new draft Policy and host an event for members to engage with BEIS on proposals.</p>	<p>Attend at least 50% of RSPG meetings.</p> <p>Submission of response to the consultation on the policy.</p> <p>Engagement event held.</p>	<p>That the new Policy properly addresses the needs of local government in terms of land use and waste planning, environmental protection, socio-economics and community benefits.</p>	<p>The UK Government, working with the Devolved Administrations, is undertaking a review of policy in this area, the first since 1995.</p> <p>This new Policy will set the framework within which NDA operates and enable the development of new approaches to decommissioning and radioactive waste management, including Proportionate Regulatory Control (PRC) and Near Surface Disposal (NSD).</p>
<p>Objective 4. Support NDA Stakeholder Engagement through our Steering Group and RWPG meetings and other ad-hoc topic based events.</p>			
<p>Our meetings provide a ready-made forum for NDA (and SLCs and regulators) to engage with local authority representatives. Reports and discussion on the</p>	<p>Discussions held at Steering Group and RWPG in line with those proposed.</p>	<p>That member authorities have a high degree of awareness and understanding of key agendas in terms of the NDA's work and</p>	<p>A clear message from our members is that there is a need for more and better direct engagement between NDA Group and the planning and economic</p>

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<p>work of the NDA and wider national developments in radioactive waste management are a standing item for all Steering Group and RWPG meetings. Meetings can be used by NDA Group to meet with local government as and when required.</p> <p>Depending on the timing of initiatives and the availability of NDA staff, planned discussions will be on:</p> <ul style="list-style-type: none"> • The NDA People Strategy • Public and Stakeholder engagement • Net zero carbon and sustainability • Spent Fuel & Nuclear Materials • Near Surface Disposal (NSD) • Transport <p>Other discussions, or standalone meetings will be organised in response to new consultations/initiatives or at the request of members or the NDA.</p>		<p>wider developments in radioactive waste management.</p> <p>That the NDA has an enhanced understanding of local government perspectives and draws on this in developing policy and strategy.</p> <p>That individual member authorities submit their own responses to consultations and use Nuleaf consultation responses, reports and guidance to help inform these as appropriate.</p>	<p>development functions of councils and their political leadership.</p> <p>Our Steering Group and RWPG offer regular opportunities for NDA to engage directly with those local authorities with the greatest understanding of nuclear decommissioning and interest in the NDA's work. They provide bespoke forums for such engagement and Nuleaf will continue to work with NDA to utilise these to maximum benefit.</p>
<p>Objective 5. Provide support and advice for NDA work on Socio-economics, sustainability and net zero carbon.</p>			
<p>In 2020/21 we propose to:</p> <ul style="list-style-type: none"> • Through our Steering Group and RWPG, provide a forum for ongoing discussion & comment on socio-economics 	<p>As appropriate, use the Steering Group and RWPG as fora for NDA to discuss and review plans for strategy development and policy in this area.</p>	<p>That socio-economic support for communities is maximised through the development and delivery of an integrated and effective NDA Local Economic and Social Impact Strategy and</p>	<p>NDA is required to ensure its work impacts positively on the socio-economic condition of communities. This is supported by the Energy Act 2004 and the Public Services (Social Value) Act</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
<ul style="list-style-type: none"> Engage directly with the NDA Local Economic and Social Impact Strategy lead officer throughout the process of preparing a new Strategy, ensuring the NDA is aware of the local government perspective and priorities. Work with NDA to develop plans for ongoing engagement on socio-economics, with a particular emphasis on Covid recovery. Prepare a Briefing Paper on the NDA Local Economic and Social Impact Strategy. Continue to advocate the development of a coherent approach to community benefits across the NDA estate, using all available fora. Engage with the NDA's Social Value Specialist and host a discussion on social value at a Steering Group meeting. Engage in discussion on this issue at NDA TOG and Strategy 4 meetings. Engage in the NDA's developing work on Net Zero Carbon and Sustainability, including: Participation in the NDA's Carbon Net Zero Beacon Group; and hosting an 	<p>At the appropriate time, host engagement events for our members and NDA on the Covid recovery.</p> <p>Briefing Paper published.</p> <p>Highlight the need for an effective approach to community benefits through engagement in the BEIS policy review and with NDA and Magnox.</p> <p>Host a discussion on Social Value at our Steering Group.</p> <p>Attend at least 50% of meetings of the Carbon Net Zero Beacon Group.</p>	<p>an enlightened approach to skills development across the NDA estate.</p> <p>That the NDA engages with local authorities and communities to help support local action on the post-Covid economy and longer-term plans for local areas.</p> <p>That a proper dialogue is opened up with NDA and Government over the provision of appropriate Community Benefits for all nuclear communities.</p> <p>That the NDA develops an ambitious response to the sustainable development agenda, incorporating plans to promote Social Value and net Zero Carbon across the estate. Their work should be integrated with local authority and LEP plans.</p>	<p>2012, under which all public authorities must have regard to economic, social and environmental well-being.</p> <p>NDA will publish its Local Economic and Social Impact Strategy during 2020. The Covid emergency has meant that this will be an interim strategy and further engagement with local authorities is proposed to help shape the Covid recovery and future socio-economic plans.</p> <p>The NDA is also developing its position in relation to wider issues of Social Value, Net Zero Carbon and Sustainability, all important agendas for local authorities and communities.</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
engagement event with NDA on carbon and sustainability.	Host an engagement event on sustainability and carbon for Nuleaf members.		
Objective 6. Engage with Government and the NDA on land use and waste planning.			
<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>Attend the Site Decommissioning and Remediation (SDR) TOG meetings and feed into discussions on this issue.</p> <p>Engage with NDA to promote the establishment of a Town and Country Planners Group to facilitate direct engagement between local authority planning officers and BEIS/NDA, enabling expert input into discussions on land use and waste planning.</p> <p>Continue to promote a Masterplanning approach to the management of NDA sites.</p> <p>Actively engage in the planned development by BEIS of Planning</p>	<p>Nuleaf to host discussion between BEIS, NDA and regulators (as appropriate) and both Steering Group and the Radioactive Waste Planning Group on this issue as appropriate.</p> <p>Nuleaf to attend at least 60% of Site Decommissioning and Remediation (SDR) TOG meetings.</p> <p>Convene a discussion with NDA and planning officers on how to establish a Planners Group to advise NDA and Government.</p> <p>Host a discussion between Magnox and the RWPG on Masterplanning and advocate the approach in other meetings and fora.</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"> Guidance or policy developed by BEIS, NDA and Regulators is prepared through proper engagement with local authorities and informed by their expertise. Nuleaf members have clarity on what is proposed by NDA and regulators in this regard and its implications for local government. 	<p>Nuleaf has been working closely with BEIS, the NDA and the environment agencies to promote innovative and effective approaches to land use and waste planning on nuclear licensed sites.</p> <p>Of particular value in this has been the role of our Radioactive Waste Planning Group (RWPG), which provides an expert forum for discussion of the planning implications of changes to controls, and an advisory group on technical challenges.</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
<p>Guidance for in-situ disposal and a national narrative.</p> <p>Continue to press BEIS, Defra and MHCLG for a more integrated approach to radioactive waste management in terms of national policy. In 2020/21 this will include preparing consultation responses on:</p> <ul style="list-style-type: none"> • The Planning White Paper ('Planning for the Future') • The Waste Management Plan for England 	<p>Consultation responses submitted.</p>		
<p>Objective 7. Represent local government on proposals for accelerated decommissioning of Magnox sites.</p>			
<p>Engage with BEIS, NDA and Magnox to ensure that the overall approach and the proposals for individual sites are developed in full consultation with local authorities and communities and meet their needs.</p>	<p>Respond to all relevant consultations and engage with government and the industry as required.</p>	<p>That the overall approach and the proposals for individual sites are developed in full consultation with local authorities and communities and meet their needs.</p>	<p>The NDA announced in 2017 that it was considering a new approach to the Magnox sites based around accelerated decommissioning. This will result in some sites being decommissioned and ready for next use more quickly than previously envisaged.</p> <p>It is anticipated that Government agreement for a new approach will be reached in 2020 and that the lead site or sites for decommissioning will be announced. This will be followed by proposals for the</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
			decommissioning sequence of all Magnox sites.
Objective 8. Provide support for the NDA's stakeholder engagement meetings.			
<p>We will:</p> <ul style="list-style-type: none"> • Encourage participation from local authorities in the IWM summit held in November 2020 • Work with NDA to develop plans for a stakeholder event to be held in spring 2021. • Encourage Nuleaf members to participate in the NDA's Strategy 4 engagement event and other events as they arise. 	<p>At least 20 local authority Members and officers from England and Wales to participate in NDA stakeholder events during 2020-21.</p>	<p>That Nuleaf members and officers are provided with opportunities to understand current and future NDA work and engage with NDA management and staff.</p>	<p>Nuleaf has worked closely with NDA over a number of years to encourage local authority attendance at their annual Stakeholder Summit.</p> <p>Due to the Covid-19 emergency, plans for NDA engagement events have changed, with all events moved online until the end of 2020-21. Nuleaf will work with NDA to ensure proper local government participation in events held throughout the year.</p>
Objective 9. Work with Magnox to enhance dialogue and engagement with local government.			
<p>Hold an annual meeting, involving Nuleaf members and senior Magnox staff, at a Steering Group meeting.</p>	<p>Meeting held.</p>	<p>That our members become more aware of Magnox strategy and site plans; and the new operating model for Magnox that was launched in 2019.</p> <p>That Magnox better understand the views and concerns of local government and is able to engage more effectively as a result.</p>	<p>Over recent years Nuleaf has regularly raised with Magnox the varying experiences of our members in engaging at a local level. In response it has been agreed that an annual meeting is held, involving Nuleaf members and senior Magnox staff. The first such meeting took place in summer 2018.</p>

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Objective 10. Work with LLWR to support enhanced Low-Level Waste Management.			
<p>Host an annual meeting between Low Level Waste Repository Ltd and local authorities in 2020/21. Nuleaf to act as co-ordinator for local authority participation.</p> <p>Nuleaf to attend meetings of the LLW Delivery Overview Group (DoG) and regulators group; and other meetings as appropriate.</p> <p>Report on developments in LLW to Steering Group and RWPG meetings.</p>	<p>Meeting with LLWR and industry held and reported on.</p> <p>Attend at least 60% of LLW engagement meetings convened by NDA or LLWR.</p> <p>Regular updates on LLW provided to Steering Group and RWPG meetings.</p>	<p>That these actions lead to confidence among our members, Low Level Waste Repository Ltd and the supply chain that engagement is in line with commitments in the NDA Strategy.</p> <p>Increased understanding of the issues among all parties involved.</p>	<p>Recent years have seen a successful policy of diverting much LLW away from the LLW Repository. Material is instead recovered, compacted, incinerated or disposed of in landfill. Given this complex supply chain, it is important that proper engagement takes place with local government and communities so that decisions on waste management are properly understood, and any local concerns addressed.</p>
Objective 11. Provide support and advice on Local Authority 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 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</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>Completion of annual update of record of the policies on radioactive waste in all relevant local plans.</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>Previously, many local authorities with NDA sites or related facilities in their area did not have clear policies on radioactive waste in their local plans or waste plans.</p> <p>Through the work of Nuleaf and our RWPG this has changed, with benefits for communities and the industry. Nuleaf will continue to monitor and report on radioactive waste policies in local plans, and to respond to consultations and advise local authorities as appropriate.</p> <p>This work is also very relevant to current proposals for the</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
related issues such as the Duty to Co-operate.			updating of policy on radioactive substances and decommissioning policy and the implications that might have for the use of planning controls to help manage nuclear licensed sites.
WORK IN SUPPORT OF THE RWM MISSION			
GEOLOGICAL DISPOSAL FACILITY SITING			
Objective 12. Maintain regular dialogue with RWM and Dept. of Business, Energy and Industrial Strategy (BEIS) to take the Geological Disposal Facility siting process forward.			
<p>Hold regular meetings with RWM, NDA and Dept. of Business, Energy & Industrial Strategy (BEIS) to exchange information and identify how best to build the awareness and capacity of local government around the Geological Disposal Facility siting process, and to support any local authorities that enter into the siting process.</p> <p>Outwith formal meetings, maintain clear communication channels between Nuleaf and RWM. Alert RWM to any issues or concerns that local authorities have in relation to the GDF siting process.</p> <p>Ensure regular reports and discussion of developments in the Geological Disposal Facility siting</p>	<p>At least 4 phone or face to face meetings with Dept. of Business, Energy & Industrial Strategy (BEIS), RWM and NDA.</p> <p>Regular discussion with RWM (either face to face or by phone).</p> <p>Geological Disposal Facility siting process to be a standing item on the agenda of all Steering Group</p>	<p>That all parties will be fully informed as to the issues relevant to local authority audiences, and how best to articulate and present the GDF to those audiences.</p> <p>That RWM has a clear understanding of any issues that may affect the delivery of the GDF siting process.</p>	<p>The development of a new Geological Disposal Facility siting process is an issue of central importance to Nuleaf and local authorities. A regular exchange of information with BEIS, RWM and is therefore vital.</p> <p>We will seek to highlight issues that our members are concerned about, 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.</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
process at Nuleaf Steering Group and Radioactive Waste Planning Group meetings.	and Radioactive Waste Planning Group meetings.		
Objective 13. Build awareness of the Geological Disposal Facility and the potential for local government to become involved in the new siting process.			
<p>Nuleaf to:</p> <ul style="list-style-type: none"> • Maintain regular dialogue with key officials within the LGA and explore the scope for engagement with relevant LGA Boards and other fora. • Engage as appropriate with DCN, CCN, ADEPT and SOLACE. • Assist RWM in defining the routes to engagement with elected members, officers and other public and private bodies in individual communities; and ensure that the messaging used is appropriate and clear. • Use our Steering Group and RWPG meetings to discuss and explore all aspects of the GDF siting process and the role of local authorities within it. • Place an article on the GDF in the LGA's First magazine • Act as an independent and impartial advisor to any local authorities interested in entering the siting process. 	<p>At least one meeting with the lead LGA officer covering nuclear and issues. Report to RWM and BEIS on relevant communication / discussions within the Local Government Association.</p> <p>Participate with RWM in an ADEPT online meeting on geological disposal and other events as appropriate.</p> <p>Feedback to RWM from Nuleaf Steering Group meetings and other activities.</p> <p>Article published in LGA First magazine</p> <p>Advice provided to local authorities as and when requested.</p>	<p>That Nuleaf reaches out beyond its own direct membership to heighten awareness of the GDF process with local authorities and senior managers.</p>	<p>Nuleaf is in a unique position. We are located within the local government family with an understanding of the drivers and pressures on local authorities and an expertise in nuclear decommissioning and the GDF siting process.</p> <p>We represent the whole Local Government Association (LGA) on matters related to the geological disposal and can therefore act as a bridge between RWM and that wider network.</p> <p>The Covid-19 emergency will mean that engagement with other parts of the LGA family will have to be adapted to reflect the inevitable changes in the meeting plans of all organisation.</p>

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Objective 14. Support RWM through the testing of communication materials and resources around the GDF process.			
<p>Assist RWM in the preparation and testing of planned materials for local authorities and communities.</p> <p>The specific materials to be reviewed and tested will be agreed with RWM as and when they are developed.</p>	<p>Nuleaf to use its Steering Group as a sounding board for the testing of materials as they develop.</p>	<p>That RWM will have communication materials that are 'fit for purpose' and address local authority needs.</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> <p>With a Steering Group and expert planners group (RWPG) that meet regularly, Nuleaf offers a bespoke resource for the testing of RWM resources and materials.</p>
Objective 15. Maintain and develop online resources on the Geological Disposal Facility for local government.			
<p>Maintain a 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 an information resource on the Geological Disposal Facility on the Local Government Association's Knowledge Hub and update it as required.</p> <p>Undertake a review of our Briefing Papers and develop new papers on specific issues related to the GDF siting process. In</p>	<p>LinkedIn and Twitter feed used to provide regular updates on developments in the Geological Disposal Facility process.</p> <p>LGA Knowledge Hub pages available online and regularly updated.</p> <p>Preparation of new Briefings on the issues noted.</p>	<p>That Nuleaf members and others within local authorities are kept informed on the GDF proposals and the scope for becoming involved in the siting process.</p>	<p>Nuleaf operates a successful Twitter feed and a LinkedIn group providing regular updates to around 130 and 60 members respectively.</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.</p> <p>Nuleaf sets out its approach to engagement with Government, RWM and NDA through our Policy Statements, which are agreed by</p>

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2020 this will include new Briefings on: <ul style="list-style-type: none"> • GDF Siting Process • Inventory for disposal • Geological Disposal and Retrievability 			members at Steering Group. We have also prepared a series of Briefings that provide guidance to members on relevant issues. These are developed and revised as appropriate.
Objective 16. Advise and support RWM in developing its organisational readiness.			
Nuleaf's Executive Director will work with RWM to ensure that RWM management and staff have a good understanding of the wider policy environment and the means of engaging with local authorities. In 2020/21 it is proposed that Nuleaf: <ul style="list-style-type: none"> • Run a workshop on local government for RWM staff. This will explain local authority structures, powers and responsibilities; elections; and means of engagement. • Continue regular contact with key RWM staff and liaise with RWM senior management as appropriate. 	<p>Presentation and discussion on local government held with RWM staff.</p> <p>Regular contact by phone and email on all relevant issues. Meetings organised with others in RWM management and staff as appropriate.</p>	That RWM staff gain a good understanding of the issues and constraints that local authorities have to operate under. This will allow RWM to engage more successfully at the local and national level.	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.
Objective 17. Provide support and advice to RWM and to any local authorities that enter the process.			
Over 2020/21 it is anticipated that the first local authorities will begin formal engagement with the GDF siting process. The ways in which Nuleaf assists local GDF siting processes will be determined by the individual local authorities and partners involved,	Detailed outputs and performance measures to be identified once the nature of Nuleaf's involvement in local siting processes is clearly understood and agreed with RWM.	That Nuleaf provides effective support to any local authorities entering in the process and highlight their issues and challenges to the UK and Welsh Government and RWM.	Nuleaf is in a unique position, being located within the local government family with an understanding of the drivers and pressures on local authorities and an expertise in nuclear decommissioning and the GDF siting process. It takes a neutral

Key Tasks 2020-21	Outputs	Outcomes	Comments
<p>along with RWM. Ways in which Nuleaf could provide support might include:</p> <ul style="list-style-type: none"> • Preparing briefings for the local authority members of local siting partnerships on the wider policy framework for the GDF and the opportunities that it presents • Representation on individual siting partnerships. Nuleaf sat on the West Cumbrian MRWS partnership and could fulfil this role on partnerships established as part of the current process. This would provide an independent local government voice and also enable learning, insights and advice to be shared between local siting partnerships • Assisting RWM's regional managers to respond to queries and information requests from local authorities • Acting as a 'challenger' and 'critical friend' for RWM • Supporting ongoing communications through: <ul style="list-style-type: none"> ○ Monitoring the local government press to ensure accurate reporting of GDF policy 			<p>stance on the question of nuclear development, focusing on legacy management.</p> <p>This gives the organisation potential to act as an 'independent arbiter' and 'honest broker' entering into debates and engagement with local authority organisations with a status that is different from that of the developer, RWM.</p> <p>As the siting process gets underway in earnest it will be essential that interested local authorities are given the support they need to enter the process. The GDF is likely to prove a contentious issue in any community, and there is thus the risk that some may not progress beyond initial interest if their concerns and needs are not addressed.</p> <p>Nuleaf could be available to act as a contact point for local authorities, supporting their progress through the siting process, advising them on particular issues that arise, and feeding back concerns to RWM.</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
<p>developments and a balanced representation of the costs and benefits of geological disposal and responding as necessary</p> <ul style="list-style-type: none"> ○ Using our website, Knowledge Hub, LinkedIn and Twitter feed to promote a balanced view and forum for debate. ● Exploring with RWM and relevant local authorities the potential for hosting an 'annual gathering' of GDF communities in which they could share experiences and engage with RWM and Government ● Undertaking, either directly or through commissioning a third party, an independent annual review of the siting process from a local government perspective. ● Alerting RWM to issues that local authorities raise or to any barriers to local authorities and communities progressing within the siting process ● Advising RWM Regional Managers on their approach to engagement and on any issues or opportunities that 			<p>As an independent voice, separate from the developer or Government, Nuleaf's communications are more likely to be trusted by local authorities and communities. We therefore have scope to debate issues on social media and challenge inaccuracies in reporting of GDF issues in an effective and credible way.</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
may arise in relation to local siting processes.			
Objective 18. Work with RWM, the Welsh Government and the Welsh Local Government Association to support effective engagement of Welsh local authorities and communities as the Welsh GDF siting process evolves.			
To work as required with the Welsh Government and Welsh Local Government Association (WLGA) to support any local authorities within Wales that wish to discuss the siting process.	No Welsh local authority has so far expressed an interest in entering the GDF process.	That any local authority in Wales is provided with appropriate support as they consider whether to enter the GDF siting process.	Nuleaf will continue to work with RWM, the Welsh Government, Welsh LGA and our Welsh local authority members to encourage participation in future engagement events and to support any Welsh authority entering the process.
Objective 19. Participation and engagement in international networks on geological disposal.			
<p>In 2020/21 Nuleaf will:</p> <ul style="list-style-type: none"> • Participate and contribute to meetings of the GMF and its Presidium. These will be held online until face to face meetings are possible. • Play an active role in shaping the work programme and outlook of the GMF network. • Participate in the meetings of the Civil Society group of the EURAD research programme and report back to RWM as appropriate. • Continue to work with RWM on the potential for site visits to geological disposal countries in other nations, facilitating these through the GMF. Such meetings cannot be held until free international 	<p>Participation in at least 80% of meetings of the GMF and its Presidium.</p> <p>Report to the Nuleaf Steering Group on international engagement and wider international issues of relevance to the UK.</p> <p>Participation in at least 60% of meetings of the Eurad Civil Society group. Provide regular updates on the process to RWM.</p> <p>Engagement with the work of the IAEA and NEA as appropriate.</p>	<p>That Nuleaf is an active and influential member of appropriate international networks.</p> <p>That Nuleaf builds a better understanding of the experience of geological disposal in other countries and is able to use this to enhance our influence within the UK policy context.</p>	<p>Nuleaf's international involvement has increased significantly in recent years. It now includes:</p> <ul style="list-style-type: none"> • Engagement in the GMF (Group of Municipalities with nuclear Facilities), a pan-European network of local authorities. Nuleaf's Executive Director is currently Vice President. • Involvement in the Civil Society Group of the current 5-year EURAD programme. This is a major research project funded by the European Union and involving participants from across the continent.

Key Tasks 2020-21	Outputs	Outcomes	Comments
<p>travel and engagement is again possible.</p> <ul style="list-style-type: none"> • Participate, through our Executive Director, in meetings of the NEA's Forum for Stakeholder Confidence. • Continue to engage with the IAEA as they develop proposals for a forum on the local and community dimensions of all stages of the nuclear fuel cycle. 			<p>Nuleaf is also increasingly engaged in the work of the International Atomic Energy Agency's (IAEA) and the Nuclear Energy Agency's Forum for Stakeholder Confidence (FSC).</p> <p>The Covid pandemic will have a significant impact on international engagement throughout 2020/21 and may lead to the postponement or cancellation of some events.</p>

WORK IN SUPPORT OF MEMBER LOCAL AUTHORITIES

LEGACY MANAGEMENT IMPLICATIONS OF POTENTIAL NEW NUCLEAR BUILD

Objective 20. Continue to support the interests of member authorities impacted by Spent Nuclear Fuel (SNF) and radioactive waste storage and disposal issues as a consequence of new nuclear build.

<p>Engage with the NDA, EDF, Horizon/Hitachi, NuGen and other interested parties to raise any concerns Nuleaf members have on the impacts of New Nuclear Build on radioactive waste management</p> <p>Monitor developments in the Government's approach to Small Modular Reactor (SMR) technology (Advance Nuclear Technologies) and their potential to impact on site end states and waste facilities.</p>	<p>Nuleaf to engage as appropriate.</p> <p>Provide updates to the membership through SG papers and e-bulletin as appropriate.</p>	<p>That Nuleaf members are made aware of any issues arising out of nuclear new build, including Small Modular Reactors, that may impact on NDA sites and legacy waste management.</p>	<p>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.</p>
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Key Tasks 2020-21	Outputs	Outcomes	Comments
Host a meeting for members on SMRs to enable them to understand more how this technology might impact on NDA sites and legacy wastes.	Meeting held.		
Objective 21. 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.			
<p>Liaise with the New Nuclear Local Authorities Group (NNLAG) secretariat and/or membership as appropriate.</p> <p>Host a joint event for NNLAG and Nuleaf members on any issue of mutual interest, for example the impact of Small Modular Reactors (SMRs) on NDA sites.</p>	<p>Nuleaf to liaise with the New Nuclear Local Authorities 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>Joint event hosted if agreed by both parties.</p>	<p>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.</p> <p>That NNLAG and the Government are made aware of any such concerns.</p>	<p>While Nuleaf has only limited direct interest in new nuclear, a number of issues for members are likely to arise from plans for new nuclear stations, many of which will be located within Nuleaf member authority areas.</p>
EDF ENERGY			
Objective 22: Engage in dialogue with EDF Energy to discuss their plans for decommissioning and the role that host communities and local authorities could play.			
<p>To monitor developments in EDFE plans and strategy for decommissioning and comment and update members as appropriate.</p> <p>At an appropriate time, when plans for the decommissioning of the EDF fleet are clearer, we will host a Steering Group discussion with EDFE and the UK Government.</p>	<p>Provide updates to members through papers to SG and e-bulletins.</p> <p>Host an engagement event on decommissioning and waste management plans for the EDF sites at the appropriate time.</p>	<p>That over the coming years EDFE plans for decommissioning are acceptable to host communities and local authorities.</p>	<p>The majority of EDFE nuclear stations are currently due to cease generating 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> <p>It is understood that an announcement on the decommissioning plans for EDF</p>

Key Tasks 2020-21	Outputs	Outcomes	Comments
			stations will be made by Government in 2020/21.
SUBMARINE DISMANTLING PROJECT			
Objective 23. Continue to monitor work on the Submarine Dismantling Project as the project moves into the delivery phase. Report issues and progress to Nuleaf Steering Group and Radioactive Waste Planning Group.			
Report on developments in the Submarine Dismantling Project to members. Highlight any members concerns to the MOD and Government on the approach taken or the progress being made.	Provide updates to members through papers to SG and e-bulletins. Meet with or write to MOD and Government to raise any concerns identified by Nuleaf members.	That the process operates effectively in terms of engagement with local authorities and communities.	The SDP will progress over coming years with approximately 1 reactor pressure vessel per year being transported to Capenhurst from Rosyth or Devonport until all are stored at Capenhurst, awaiting long term disposal in a GDF.
ENGAGEMENT WITH SELLAFIELD AND SLCS			
Objective 24. Continue to engage with NDA, Sellafield, Magnox, the regulators and host Local Authorities on site restoration, interim and end states and Integrated Waste Management.			
Engage with NDA, Sellafield and Magnox to raise concerns about any changes to plans for waste management and wider site issues, and to highlight the need for stakeholder engagement with affected communities. Participate in the Sellafield Strategic Futures work being led by the Environment Agency. On behalf of members, participate in meetings of the Site Decommissioning and Remediation Theme Overview Group and report back to	Maintain regular contact with Magnox on these issues. Hold at least one discussion between Magnox and members at Steering Group and/or RWPG. Attend at least 50% of Sellafield Strategic Futures meetings. Attend at least 60% of Site Remediation and Decommissioning Theme Overview Group meetings.	Ensure engagement leads to greater clarity on proposals and higher satisfaction with what is proposed. This is to be assessed through the bi-annual survey of members and feedback from Steering Group meetings.	Magnox plans for the management of ILW/FED continue to evolve. Local authorities and Nuleaf are taking a keen interest in proposals for the transportation and storage of such wastes and will continue a dialogue to Magnox to ensure the best outcomes possible for communities. Local authorities need to understand new proposals and consider whether they are acceptable in terms of direct impact on sites and wider impacts such as on transport.

Key Tasks 2020-21	Outputs	Outcomes	Comments
Steering Group and Radioactive Waste Planning Group.			
Objective 25. Continue to assist member authorities to ensure that effective local engagement arrangements exist with Sellafield, SLCs and NDA.			
<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 potential changes to arrangements for engagement with local authorities, as identified in Strategy 4.</p> <p>Following publication of the NDA Local Economic and Social Impact Strategy, monitor and feedback the views of member local authorities on the implementation of the Strategy and on local socio-economic outcomes. Organise additional events with NDA and members as appropriate, for example on the Covid recovery response from NDA.</p>	Nuleaf to host additional engagement events as required.	That community benefits and wider support for communities is based on effective dialogue between local authorities, Sellafield, SLCs and the NDA, leading to the best possible outcomes.	<p>NDA is required to ensure its work impacts positively on the socio-economic condition of communities. This is supported by the Energy Act 2004 and the Public Services (Social Value) Act 2012, under which all public authorities must have regard to economic, social and environmental well-being.</p> <p>NDA will publish its Local Economic and Social Impact Strategy during 2020. The Covid emergency has meant that this will be an interim strategy and further engagement with local authorities is proposed to help shape the Covid recovery and future socio-economic plans.</p>
OTHER WORK			
Objective 26. Engage with the Government, NDA and industry on other issues of concern to Nuleaf members.			
Monitor developments in the planned NDA Transport Strategy and engage as appropriate.	As and when the Transport Strategy is developed further, engage with NDA through	That the transport of nuclear materials is undertaken	The NDA has committed to develop a Transport Strategy. The exact timetable for its

Key Tasks 2020-21	Outputs	Outcomes	Comments
<p>Engage more widely on nuclear transport issues as they arise.</p> <p>Convene a discussion at Steering Group on nuclear Emergency Planning as and when space in the programme permits this.</p> <p>Continue to monitor developments in nuclear safety in light of the learning from the Fukushima accident and elsewhere.</p>	<p>hosting a discussion at Steering Group and submitting a response to any consultation.</p> <p>Hold a discussion on Emergency Planning at a Steering Group Meeting.</p>	<p>appropriately and in a way which minimise community concerns.</p> <p>That the NDA develops effective transport planning for its sites to minimise the negative impacts of work-related travel on local communities.</p> <p>That Nuleaf members are informed on developments in Emergency Planning as they relate to nuclear decommissioning and nuclear safety.</p> <p>That Nuleaf members informed on developments in nuclear safety.</p>	<p>development is not as yet clear. More widely, the transport of nuclear materials and the impact of work-related traffic around NDA sites are issues of concern to communities.</p> <p>There have been developments in Emergency Planning over the last few years. Local authorities and communities expect proper arrangements for emergency planning to be in place around all nuclear facilities.</p> <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>

BUSINESS SUPPORT & MEMBER SERVICES

Objective 27. Support Executive Director in delivering Geological Disposal Facility work programme.

<p>The Director's Assistant will organise, as appropriate, meetings with Dept. of Business, Energy & Industrial Strategy 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"> • Participation 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</p>	<p>Due to the Covid 19 response all such meeting will be held online until it is possible to meet in person again.</p>
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Key Tasks 2020-21	Outputs	Outcomes	Comments
		Steering Group meetings, and feedback from NDA and RWM.	
Objective 28. Support Executive Director in delivering other aspects of Nuleaf work programme			
<p>Provide:</p> <ul style="list-style-type: none"> On-going monitoring of developments in radioactive waste management advising Executive Director as appropriate. On-going monitoring of government policy & strategy Draft Annual Report and Finance paper to AGM. Nuleaf Annual Report to Local Government Association <p>Act as initial point of contact for 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> <p>Support member engagement during Covid pandemic.</p>	Annual report, Local Government Association report and other information submitted.	That Nuleaf delivers and effective programme of work in support of its aims and objectives, fulfilling reporting requirements to the LGA and Suffolk County Council.	
Objective 29. Support Nuleaf meetings and other events.			
Deliver Steering Group meeting, seminar (if scheduled), AGM and Radioactive Waste Planning Group meetings.	<p>Arrangement of:</p> <ul style="list-style-type: none"> 4 Steering Group meetings & AGM 1 NDA/Site Licensee Company Engagement meeting 		

Key Tasks 2020-21	Outputs	Outcomes	Comments
Assist in organising other topic-based workshops as appropriate	<ul style="list-style-type: none"> • 1 seminar (opt) • 3 or 4 Radioactive Waste Planning Groups Delivery of workshops as appropriate.		
Objective 30. Ensure effective web and new media communication.			
Draft monthly newsletter and quarterly e-bulletin. Research and draft case studies and papers as appropriate. Keep website and new media up to date. Manage refresh of Nuleaf printed materials and website.	Production of 8 newsletters and 4 e-bulletins Website kept up to date to provide information resource for members and others. Monitor Twitter feed and post tweets as appropriate on topics of interest to followers. New articles posted on LinkedIn as appropriate. New materials and website delivered.		Nuleaf's website and communication materials are in need of a refresh. Over the year it is intended to commission a new logo and a redesign of the newsletter, ebulletin, Powerpoint presentations and website. The website redesign will ensure better functionality and a more contemporary look.
Objective 31. Oversee finance and accounts.			
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	Submission of finance reports and other information as required. Produce end of year accounts and submit to auditors.	That Nuleaf has effective financial management systems. That Nuleaf is put on a firm financial footing, with a balanced budget, providing long term stability.	Due to the Covid 19 response all such meeting will be held online until it is possible to meet in person again.

Key Tasks 2020-21	Outputs	Outcomes	Comments
<p>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>Work with the Executive Director, the Chair and Vice-Chair to explore all suitable avenues for new or additional funding for Nuleaf.</p>			

CONSULTATIONS

Objective 32. Monitor other relevant national and local policy development and alert members on engagement opportunities. Prepare and submit Nuleaf comments as appropriate.

<p>Nuleaf will develop detailed responses to all relevant consultations, circulating draft responses to members for comment and hosting discussion at Steering Group and RWPG meetings. This will ensure high quality and informed submissions will be prepared.</p>	<p>Nuleaf to respond to all relevant consultations and report on this at the end of each financial year.</p> <p>Draft responses to be prepared in advance wherever possible enabling final submissions to be fully informed by the views of member local authorities.</p>	<p>That the views of local authorities and Nuleaf are effectively communicated in all relevant consultations, leading to better outcomes for communities.</p>	<p>In consultation with members, Nuleaf will develop detailed responses to all significant consultations and work with BEIS, Welsh Government, NDA and RWM to ensure that the consultations lead to effective policy and strategy and better outcomes for communities.</p>
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Engagement Calendar 2020-21

Nuleaf events	
Steering Group meeting	<i>2020: 10th June, 9th September, 9th December. 2021: 10th March</i>
Radioactive Waste Planning Group meeting	<i>2020: 23rd April, 29th July, 12th October. 2021: 28th January</i>
Workshop with NDA on Sustainability	<i>2020: 7th May, 25th August.</i>
Small Modular Reactors presentation	<i>2020: 9th October.</i>
Strategy 4 presentation	<i>2020: 23rd September.</i>
Review of UK radioactive waste policy workshop	<i>2021: 20th January.</i>
One NDA group meetings	
NDA Integrated Waste Management event	<i>2020: 20th November</i>
Site Remediation & Decommissioning Theme Overview Group meeting	<i>2020: 28th April, 14th July, 8th September, 6th November, 1st December. 2021: 19th January, 16th March.</i>
Integrated Waste Management Theme Overview Group meeting	<i>2020: 30th April, 16th July, 30th September, 17th November, 30th November, 2021: 21st January, 18th March.</i>
Critical Enablers Theme Overview Group meeting	<i>2020: 20th April, 23rd November. 2021: 29th January.</i>
International Relations Theme Overview Group meeting	<i>2020: 9th November.</i>
Strategy 4 Delivery Group and stakeholder event	<i>2020: 13th May, 20th May, 27th May, 17th June, 18th June, 8th July, 8th October, 19th October, 11th November, 18th November, 25th November, 2nd December.</i>
NDA Net Zero Carbon	<i>2020: 25th June, 30th July, 26th August, 3rd September, 23rd September, 24th September, 5th November. 2021: 7th January, 25th February, 25th March.</i>
Sellafield Futures	<i>2020: 19th August, 4th September, 2nd October, 30th October, 13th November.</i>
Dept. of Business, Energy and Industrial Strategy/RWM/NDA liaison meeting/teleconference	<i>2020: 22nd April, 7th July, 8th October, 8th December.</i>
Radioactive Substances Policy Group	<i>2020: 6th October.</i>

International meetings	
GMF meetings	<i>2020: 17th April, 15th May, 24th August, 6th October, 12th November.</i>
Eurad	<i>2020: 5th May, 6th May, 18th May, 17th June, 25th June, 26th October, 27th October, 6th November, 13th November. 2021: 16th, 17th and 18th March.</i>
FSC workshop	<i>2020: 16th September.</i>
IAEA workshop	<i>2021: 22nd – 26th March</i>
Miscellaneous	
Meeting with Chair and Vice-Chair of SSG Chair's Group	<i>2020: 13th August</i>
Briefing for RWM staff on local authority issues	<i>2020: 29th October</i>
Low Level Waste National Waste Programme and Regulatory meetings	<i>2020: 3rd June, 3rd November, 2nd December</i>
ADEPT workshop	<i>2020: 29th September.</i>
CoRWM meeting	<i>2020: 14th and 15th September, 2021: 17th March.</i>

Finance for FY2020/2021

Budget Income FY 2020-21

Nuclear Decommissioning Authority	£35,000
Radioactive Waste Management Ltd	£79,000
Local Authority membership	£17,365
Commissioned work	£0
IAEA (travel grant)	£0

Total *£131,365*

Budget surplus FY 2020-21 £5,175

Budget Expenditure FY 2020-21

Salaries and wages	£113,700
Travel, accommodation & subsistence	£0
Room hire and catering	£0
Printing, postage, stationery	£155
Staff office costs & expenses	£2,835
GMF subscription	£2,000
Conference attendance fees	£0
Professional fees	£0
Materials and website refresh	£7,500

Total *£126,190*

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 a 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