



# **Nuleaf Service Plan**

April 2021 – March 2022

# 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 first communities have entered the siting process for a Geological Disposal Facility (GDF) and all current operational nuclear stations are due to close within the next 5 - 20 years. In addition, the Energy White Paper has signalled plans for conventional, fusion and small modular reactors, all of which has implications for existing NDA sites and legacy waste management. 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 2021-22. 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, the Covid pandemic has impacted on all organisations over the last year. At this time it is hoped that there will be a gradual return towards normality over 2021-22. However, some aspects of this programme may have to be adapted if the pandemic leads to further restrictions on work 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](http://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 our members and the NDA and RWM mission, but some elements have a specific focus.

## ***For RWM related 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.
- Work with RWM to build their organisational capacity 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 GDF siting process. Provide comment and oversight to Government and RWM on how local siting processes can work most effectively.
- Engage with the wider local government family in the UK to raise awareness of the GDF.

- At the appropriate time, explore with RWM the scope to arrange site visits to GDF facilities overseas, utilising our international networks.

### ***For NDA related activity***

- Provide a forum for NDA to engage with Local Government on critical issues including the delivery of Strategy 4, the development of the approach to Integrated Waste Management (IWM) and the revised arrangements for Magnox sites. Convene meetings to enable our members to engage across NDA Group.
- 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.

### ***Additional activity that supports our members***

- 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 and environmental benefits, and appropriate community investment, for communities affected by nuclear decommissioning and waste management.

# Work Programme 2021-2022

Key Tasks 2021-22	Outputs	Outcomes	Comments
<b>WORK RELATED TO THE NDA MISSION</b>			
<b>NDA STRATEGY &amp; OPERATIONS</b>			
<b>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.</b>			
<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 &amp; 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"> <li>• Site decommissioning and remediation</li> <li>• Storage and disposal of waste</li> <li>• Community benefits and investment</li> <li>• Wider socio-economic issues</li> <li>• Environmental protection</li> </ul>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<b>Objective 2. Provide support and advice to NDA in the delivery of Strategy 4, their Business Plan, and Integrated Waste Management (IWM).</b>			
<p>Engagement will include:</p> <ul style="list-style-type: none"> <li>• Feeding back to Steering Group and RWPG on matters related to NDA Strategy</li> <li>• Participating in meeting of the Strategy 4 Delivery Group (S4DG) and engaging with NDA around the development of the new Strategy as appropriate.</li> <li>• Respond to the consultation on the NDA Business Plan 2022-25.</li> </ul> <p>Contribute to the NDA's developing work on Integrated Waste Management. This will include:</p> <ul style="list-style-type: none"> <li>• Using Nuleaf meetings as a platform for engagement and discussion on the implications of IWM for local authorities and communities.</li> <li>• Engaging with NDA Group as plans are taken forward to integrate the work of NDA, RWM and LLWR.</li> <li>• Host discussions on Near Surface Disposal (NSD).</li> </ul>	<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 Strategy 4 Delivery Group.</p> <p>Submit response to NDA Business Plan 2022-25.</p> <p>Presentation held at Steering Group at the appropriate time.</p> <p>Highlight any member concerns about integration to NDA.</p> <p>Presentation on NSD made to either a Steering Group or dedicated meeting.</p>	<p>That the work of the NDA, as guided by Strategy 4 and the NDA Business Plan, is informed by the concerns of local government and communities.</p> <p>That the development of IWM and any proposals for NSD factor in the concerns of communities and maximises the opportunities presented.</p>	<p>Strategy 4 was published in March 2021 and sets the strategic direction of the NDA over the next 5 years.</p> <p>The NDA is moving towards Integrated Waste Management (IWM) across its operations. This has implications for the movement, storage and disposal options for waste and thus for host communities. It will also lead to changes in the governance of waste management and to the relationship between NDA, LLWR and RWM.</p>

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<b>Objective 3. Engage with the UK Government in their review of policy for radioactive substances and nuclear decommissioning.</b>			
<p>Participate in meetings of the UK Government's Radioactive Substances Policy Group (RSPG) and feedback comments on 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 60% 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 in-situ/on site disposal and Near Surface Disposal (NSD).</p>
<b>Objective 4. Support NDA Stakeholder Engagement through our Steering Group and RWPG meetings and other ad-hoc topic based events.</b>			
<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 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</p>	<p>Discussions held at Steering Group and RWPG in response to the developing agenda of the NDA.</p>	<p>That member authorities have a high degree of awareness and understanding of key agendas in terms of the NDA's work and 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>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 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</p>

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<p>government as and when required.</p> <p>Work with our members and the NDA's Director of Stakeholder Engagement to identify further opportunities to host webinars and other standalone meetings in response to new consultations/initiatives.</p>	<p>Webinars and standalone meetings undertaken as required.</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>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><b>Objective 5. Provide support for the NDA's stakeholder engagement.</b></p>			
<p>We will:</p> <ul style="list-style-type: none"> <li>• Engage with NDA in the development and delivery of any planned consultation or discussion on changes to the current approach to Public and Stakeholder Engagement (PSE).</li> <li>• Work with NDA to develop plans for a stakeholder event to be held in autumn 2021.</li> <li>• Engage with the NDA's Social Value Specialist and with the NDA's work in this area.</li> <li>• Engage in discussion on all these issues at NDA TOG and S4DG meetings.</li> <li>• Participate in the NDA's Sustainability Beacon Group; and host an engagement event with NDA on this topic.</li> </ul>	<p>At the appropriate time, hold a dedicated meeting on PSE reform, and discuss the issue at Steering Group and RWPG as required.</p> <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 our members are provided with opportunities to understand current and future NDA work and engage with NDA management and staff.</p>	<p>NDA has signalled its intention to review its approach to engagement over the coming year. This is to reflect the changing landscape for decommissioning, including plans for individual sites and the move towards closure of the EDF stations. It is also in recognition of the need to engage with a wider cross section of affected communities and in response to new ways of working that are likely to develop following the Covid pandemic.</p> <p>Nuleaf has worked closely with NDA over a number of years to encourage local authority attendance at their annual Stakeholder Summit.</p>

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<b>Objective 6. Engage with Government and the NDA on land use and waste planning.</b>			
<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 facilitate better 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 Master-planning approach to the management of NDA sites and to seek an effective approach to the development of plans for Interim and Final Site End States that maximises opportunities for reuse and activities of benefit to communities.</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>Engage with NDA and planning officers on how to take this forward, with through our existing RWPG or a new NDA Planning Group.</p> <p>Host discussion between Magnox and the RWPG on Master-planning and wider proposals for interim and final SES 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"> <li>Guidance or policy developed by BEIS, NDA and Regulators is prepared through proper engagement with local authorities and informed by their expertise.</li> <li>Nuleaf members have clarity on what is proposed by NDA and regulators in this regard and its implications for local government.</li> </ul>	<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>
<b>Objective 7. Represent local government on proposals for optimised decommissioning of Magnox sites.</b>			
Engage with BEIS, NDA and Magnox to ensure that the	Respond to all relevant consultations and engage with	That the overall approach and the proposals for individual sites	The NDA is taking forward a new approach to Magnox sites based

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<p>overall approach and the proposals for individual sites are developed in full consultation with local authorities and communities and meet their needs.</p>	<p>government and the industry as required.</p>	<p>are developed in full consultation with local authorities and communities and meet their needs.</p>	<p>around optimising decommissioning strategy for each site. This will result in some sites being decommissioned and ready for next use more quickly than previously envisaged.</p> <p>Trawsfynydd has been announced as the lead site for decommissioning. This will be followed by proposals for the decommissioning sequence of all Magnox sites with implications for interim and final Site End States (SES).</p>
<p><b>Objective 8. Provide support and advice for NDA work on Socio-economics, sustainability and net zero carbon.</b></p>			
<p>In 2020/21 we propose to:</p> <ul style="list-style-type: none"> <li>• Through our Steering Group and RWPG, provide a forum for ongoing discussion &amp; comment on socio-economics, Social Value, sustainability and Net Zero Carbon</li> <li>• Engage directly with the NDA in the planned refresh of the Local Economic and Social Impact Strategy and wider work on Covid recovery, ensuring the NDA is aware of the local government perspective and priorities.</li> <li>• Prepare a Briefing Paper on Socio-economics and sustainability.</li> </ul>	<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>At the appropriate time, host engagement events for our members and NDA on the Covid recovery.</p> <p>Briefing Paper published.</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 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</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 2012, under which all public authorities must have regard to economic, social and environmental well-being.</p> <p>NDA published its Local Economic and Social Impact Strategy during 2020. The Covid emergency has meant that this is an interim strategy and further engagement with local authorities is proposed to help</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<ul style="list-style-type: none"> <li>Continue to advocate the development of a coherent approach to community benefits across the NDA estate, using all available fora.</li> </ul>	<p>Highlight the need for an effective approach to community benefits through engagement in the BEIS policy review and with NDA Group.</p> <p>Attend at least 50% of meetings of the Sustainability Beacon Group.</p> <p>Host an engagement event on sustainability and carbon for Nuleaf members.</p>	<p>over the provision of appropriate Community Benefits for all nuclear communities.</p> <p>That the NDA develops and delivers 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>shape the Covid recovery and future socio-economic plans.</p> <p>The UK has also set a target to be carbon Net-Zero by 2050 and as a BEIS sponsored department with a large carbon footprint, the NDA must contribute to this. NDA is developing its position on Net Zero Carbon and also on Social Value and Sustainability.</p> <p>These are all important agendas for local authorities and communities.</p>
<b>Objective 9. Work with Magnox to enhance dialogue and engagement with local government.</b>			
<p>Hold an annual meeting, involving Nuleaf members and senior Magnox staff, at a Steering Group.</p> <p>Hold an annual meeting for our Welsh member authorities; also involving other key stakeholders such as the Welsh Government, Magnox, ONR and Natural Resources Wales (NRW).</p>	<p>Meeting held.</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> <p>In recognition of the distinct Welsh policy environment for decommissioning, Nuleaf has also been working with our members to establish a bespoke Welsh forum for decommissioning.</p>

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<b>Objective 10. Work with LLWR to support enhanced Low-Level Waste Management.</b>			
<p>Host an annual meeting between Low Level Waste Repository Ltd and local authorities in 2021/22. 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>That our members are able to engage with NDA and LLWR to understand and comment on proposals for the changing relationship between NDA and LLWR brought about by the new business model and moves to Integrated Waste Management (IWM).</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>
<b>Objective 11. Provide support and advice on development of Local Plans.</b>			
<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>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>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<p>The Radioactive Waste Planning Group will be used as a forum for local planners to update and discuss their local plans and related issues such as the Duty to Co-operate.</p>			<p>This work is also very relevant to current proposals for the 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.</p>
<p><b>WORK RELATED TO THE RWM MISSION</b></p>			
<p><b>GEOLOGICAL DISPOSAL FACILITY SITING</b></p>			
<p><b>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.</b></p>			
<p>Hold regular meetings with RWM, NDA and Dept. of Business, Energy &amp; 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>At least 4 online or in person meetings with Dept. of Business, Energy &amp; Industrial Strategy (BEIS), RWM and NDA.</p> <p>Regular discussion with RWM (either face to face or by phone).</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 2021-22	Outputs	Outcomes	Comments
<p>Ensure regular reports and discussion of developments in the Geological Disposal Facility siting process at Nuleaf Steering Group and Radioactive Waste Planning Group meetings.</p>	<p>Geological Disposal Facility siting process to be a standing item on the agenda of all Steering Group and Radioactive Waste Planning Group meetings.</p>		
<p><b>Objective 13. Build awareness of the Geological Disposal Facility and the potential for local government to become involved in the new siting process.</b></p>			
<p>Nuleaf to:</p> <ul style="list-style-type: none"> <li>• Maintain regular dialogue with key officials within the LGA and explore the scope for engagement with relevant LGA Boards and other fora.</li> <li>• Explore with RWM the scope for running a reception at the LGA's online conference in July 2021 or at another event this year.</li> <li>• Engage as appropriate with SOLACE, SIGOMA, DCN, CCN and ADEPT.</li> <li>• 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. Of particular importance will be to assist RWM in meetings with interested local authorities that do not</li> </ul>	<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 meetings and events with LGA, other local government networks and individual local authorities as requested by RWM.</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>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<p>currently engage in nuclear issues.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Act as an independent and impartial advisor to any local authorities interested in entering the siting process.</li> </ul>	<p>Feedback to RWM from Nuleaf Steering Group meetings and other activities.</p> <p>Advice provided to local authorities as and when requested.</p>		
<b>Objective 14. Support RWM through the testing of communication materials and resources around the GDF process.</b>			
<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 required.</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>
<b>Objective 15. Maintain and develop online resources on the Geological Disposal Facility for local government.</b>			
<p>Maintain a LinkedIn group and Twitter feed to provide regular information on the Geological Disposal Facility process and</p>	<p>LinkedIn and Twitter feed used to provide regular updates on developments in the Geological Disposal Facility process.</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 230 and 65 members respectively. Our new website</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<p>progress with decommissioning and waste management.</p> <p>Use our recently refreshed website as a resource to inform local authorities and communities on the GDF siting process. The new website includes a blog which can be used by RWM to share articles on aspects of the siting process.</p> <p>Undertake a review of our suite of GDF related Briefing Papers and revise and update Papers as required.</p>	<p>Publish at least one Blog post from RWM on our website.</p>		<p>provides a wealth of information on the GDF siting process in the UK and internationally, and a blog that can be used as a forum to discuss the issues around geological disposal.</p> <p>Nuleaf sets out its approach to engagement with Government, RWM and NDA through our Policy Statements, which are agreed by 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.</p>
<p><b>Objective 16. Advise and support RWM in developing its organisational capabilities.</b></p>			
<p>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 2021/22 Nuleaf will:</p> <ul style="list-style-type: none"> <li>• Run workshops on local government with RWM's Comms and Siting teams. These will explain local authority structures, powers and responsibilities; elections; and means of engagement.</li> </ul>	<p>Presentation and discussion on local government held with RWM staff.</p>	<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.</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 2021-22	Outputs	Outcomes	Comments
<ul style="list-style-type: none"> <li>Continue regular contact with key RWM staff and liaise with RWM senior management as appropriate.</li> </ul>	Regular contact by phone and email on all relevant issues. Meetings organised with others in RWM management and staff as appropriate.		
<b>Objective 17. Provide support and advice to RWM and to any local authorities that enter the process.</b>			
<p>The first local authorities have now begun formal engagement with the GDF siting process and others may follow in 2021/22. The ways in which Nuleaf assists local GDF siting processes will be determined by the individual local authorities and partners involved, along with RWM. Ways in which Nuleaf can provide support include:</p> <ul style="list-style-type: none"> <li>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</li> <li>If requested, participating in 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.</li> <li>Acting as a 'challenger' and 'critical friend' for RWM</li> <li>Supporting ongoing communications through:</li> </ul>	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.	<p>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 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 develops it will be essential that interested local authorities are given the support they need. The GDF is likely to prove a contentious issue in any community, and there is thus the risk that some</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<ul style="list-style-type: none"> <li>○ Monitoring the local government press to ensure accurate reporting of GDF policy developments and a balanced representation of the costs and benefits of geological disposal and responding as necessary</li> <li>○ Using our website, LinkedIn and Twitter feed to promote a balanced view and forum for debate.</li> <li>● 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.</li> <li>● Alerting RWM to issues that local authorities raise or to any barriers to local authorities and communities progressing within the siting process.</li> <li>● Advising RWM Regional Managers on their approach to engagement and on any issues or opportunities that may arise in relation to local siting processes.</li> </ul>			<p>may not progress beyond initial interest if their concerns and needs are not addressed.</p> <p>Nuleaf is 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> <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 2021-22	Outputs	Outcomes	Comments
<b>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.</b>			
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.
<b>Objective 19. Participation and engagement in international networks on geological disposal.</b>			
<p>In 2021/22 Nuleaf will:</p> <ul style="list-style-type: none"> <li>• Participate and contribute to meetings of the GMF and its Presidium.</li> <li>• Play an active role in shaping the work programme and outlook of the GMF network.</li> <li>• Participate in the meetings of the Civil Society group of the EURAD research programme and report back to RWM as appropriate.</li> <li>• Continue to work with RWM on the potential for site visits to geological disposal countries in other nations, facilitating these through the GMF.</li> <li>• Participate, though our Executive Director, in meetings of the NEA's Forum for Stakeholder Confidence.</li> </ul>	<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"> <li>• Engagement in the GMF (Group of Municipalities with nuclear Facilities), a pan-European network of local authorities. Nuleaf's Executive Director is currently a Vice President.</li> <li>• 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.</li> </ul> <p>Nuleaf is also increasingly engaged in the work of the International Atomic Energy</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<ul style="list-style-type: none"> <li>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.</li> </ul>			<p>Agency's (IAEA) and the Nuclear Energy Agency's Forum for Stakeholder Confidence (FSC).</p> <p>The Covid pandemic will continue to impact on international engagement throughout 2021/22 and may lead to the postponement or cancellation of some events.</p>

**ADDITIONAL WORK IN SUPPORT OF OUR MEMBER LOCAL AUTHORITIES**

**LEGACY MANAGEMENT IMPLICATIONS OF POTENTIAL NEW NUCLEAR BUILD**

**Objective 20. Continue to support the interests of member authorities impacted by proposals for all forms of nuclear new build that have implications for NDA sites and waste management.**

<p>Provide a forum for our members to engage with BEIS, the NDA, EDF, UKAEA, Rolls Royce and other interested parties as appropriate.</p>	<p>Nuleaf to engage as appropriate.</p>	<p>That Nuleaf members are made aware of any issues arising out of proposals for nuclear new build, including Small Modular and fusion reactors, that may impact on NDA sites and legacy waste management.</p>	<p>There is significant activity in the field of SMR/AMR and fusion reactor development in the UK at present, along with ongoing discussions on the development of new conventional nuclear plans. These proposals will impact on existing NDA sites and on legacy waste management.</p>
<p>Monitor developments in proposals for Small/Advance Modular Reactors (SMR/AMR) and fusion reactors and their potential to impact on site end states and waste facilities.</p>	<p>Provide updates to the membership through SG/RWPG papers and e-bulletin as appropriate.</p>		
<p>Liaise with the New Nuclear Local Authorities Group (NNLAG) secretariat and/or membership as appropriate.</p>	<p>Nuleaf to liaise with the New Nuclear Local Authorities Group secretariat as appropriate. Joint event hosted if agreed by both parties.</p>		

Key Tasks 2021-22	Outputs	Outcomes	Comments
Host a discussion with our members to determine the best way for our network to respond to the changing nuclear landscape in the UK.	Discussion undertaken and approach agreed.		
<b>EDF ENERGY</b>			
<b>Objective 21: Engage in dialogue with EDF Energy to discuss their plans for decommissioning and the role that host communities and local authorities could play.</b>			
<p>To monitor developments in EDFE plans and strategy for decommissioning and comment and update members as appropriate.</p> <p>When plans for the decommissioning of the EDF fleet are clearer, host a meeting with EDFE and the UK Government.</p>	<p>Meet quarterly with EDFE to facilitate updates on their plans. 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.</p>	<p>That 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 stations will be made by Government in 2021/22.</p>
<b>SUBMARINE DISMANTLING PROJECT</b>			
<b>Objective 22. 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.</b>			
<p>Report on developments in the Submarine Dismantling Project to members.</p> <p>Highlight any members concerns to the MOD and Government on the approach taken or the progress being made.</p>	<p>Provide updates to members through papers to SG and e-bulletins.</p> <p>Meet with or write to MOD and Government to raise any concerns identified by Nuleaf members.</p>	<p>That the process operates effectively in terms of engagement with local authorities and communities.</p>	<p>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.</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<b>ENGAGEMENT WITH SLCS</b>			
<b>Objective 23. Continue to engage with SLCs, regulators and host Local Authorities on site restoration, interim and end states and Integrated Waste Management.</b>			
<p>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.</p> <p>On behalf of members, participate in meetings of the Site Decommissioning and Remediation Theme Overview Group and report back to Steering Group and Radioactive Waste Planning Group.</p> <p>Use the Steering Group and RWPG to host discussion with ONR and the environmental regulators as required.</p>	<p>Maintain regular contact with Sellafield Magnox on these issues. Hold at least one discussion between Magnox and members at Steering Group and/or RWPG.</p> <p>Attend at least 60% of Site Remediation and Decommissioning Theme Overview Group meetings.</p> <p>Host member meeting with ONR and the environment agencies during 2021.</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>NDA is moving to operate as a more unified organisation, with a central core and a number of subsidiaries, most significantly Sellafield, Magnox, RWM and LLWR.</p> <p>Under proposals for Integrated Waste Management (IWM) further moves for closer working between LLWR and RWM are likely.</p> <p>The role of the regulators is also important in site restoration and waste management.</p>
<b>Objective 24. Continue to assist member authorities to ensure that effective local engagement arrangements exist with Sellafield, SLCs and NDA.</b>			
<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</p>	<p>Nuleaf to host additional engagement events as required.</p>	<p>That communities are supported by NDA to recover from the Covid pandemic. That new and integrated plans for local socio-economic support are developed that maximise the value added of NDA spend and deliver positive economic, social 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 2012, under which all public authorities must have regard to</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<p>arrangements for engagement with local authorities, as identified in Strategy 4.</p> <p>Monitor and feedback the views of member local authorities on the implementation of the Socio-Economic Strategy and Covid recovery. Organise additional events with NDA and members as appropriate, for example on the Covid recovery response from NDA.</p>		<p>environmental outcomes for communities.</p>	<p>economic, social and environmental well-being.</p> <p>NDA published an interim Local Economic and Social Impact Strategy during 2020. Engagement with local authorities is proposed in 21/22 to help shape the Covid recovery and future socio-economic plans.</p>
<b>BUSINESS SUPPORT &amp; MEMBER SERVICES</b>			
<b>Objective 25. Support Executive Director in delivering Geological Disposal Facility work programme.</b>			
<p>The Director's Assistant will organise, as appropriate, meetings with BEIS 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"> <li>• Participation at meetings as appropriate</li> <li>• Organisation of events and meetings as agreed</li> <li>• Background research and information gathering</li> </ul>	<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>	<p>All such meetings have been held online over the last year. In consultation with other meetings attendees, a return to face-to-face meetings may take place in 21/22.</p>
<b>Objective 26. Support Executive Director in delivering other aspects of Nuleaf work programme</b>			
<p>Provide:</p> <ul style="list-style-type: none"> <li>• On-going monitoring of developments in radioactive waste management advising</li> </ul>	<p>Annual report, Local Government Association report and other information submitted.</p>	<p>That Nuleaf delivers and effective programme of work in support of its aims and objectives, fulfilling</p>	

Key Tasks 2021-22	Outputs	Outcomes	Comments
<p>Executive Director as appropriate.</p> <ul style="list-style-type: none"> <li>On-going monitoring of government policy &amp; strategy</li> <li>Draft Annual Report and Finance paper to AGM.</li> <li>Nuleaf Annual Report to Local Government Association</li> </ul> <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>		reporting requirements to the LGA and Suffolk County Council.	
<b>Objective 27. Support Nuleaf meetings and other events.</b>			
<p>Deliver Steering Group meeting, seminar (if scheduled), AGM and Radioactive Waste Planning Group meetings.</p> <p>Assist in organising other topic-based workshops as appropriate.</p>	<p>Arrangement of:</p> <ul style="list-style-type: none"> <li>4 Steering Group meetings &amp; AGM</li> <li>1 NDA/Site Licensee Company Engagement meeting</li> <li>1 Welsh members meeting</li> <li>3 or 4 Radioactive Waste Planning Groups</li> </ul> <p>Delivery of workshops as appropriate.</p>		<p>Nuleaf's meetings have been held online over 2020/21 due to the Covid pandemic. This has worked well.</p> <p>Over 2021/22 it is anticipated there will be the potential to return to face-to-face meetings though this is dependent on Government guidance. Nuleaf will undertake discussion with our members to determine the best approach to meetings in future.</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
In consultation with our members, undertake a review of the best approach to future meetings post-Covid.	Consultation undertaken and new approach to meetings agreed.		
<b>Objective 28. Ensure effective web and new media communication.</b>			
<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. Consider potential articles for the website Blog.</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 as appropriate.</p>		<p>Nuleaf's website and communication materials have recently been refreshed, with a new logo and a redesign of the newsletter, ebulletin and PowerPoint presentation.</p> <p>A new website was launched in March 2021 with a Blog and an integrated Twitter feed.</p>
<b>Objective 29. Oversee finance and accounts.</b>			
<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</p>	<p>Submission of finance reports and other information as required.</p> <p>Produce end of year accounts and submit to auditors.</p>	<p>That Nuleaf has effective financial management systems.</p> <p>That Nuleaf is put on a firm financial footing, with a balanced budget, providing long term stability.</p>	<p>Due to the Covid 19 response all such meetings have been held online over the last year.</p> <p>During 2021/22 it is anticipated that there will be a return to more face-to-face meetings though the exact approach and timetable is dependent on Government guidance.</p>

Key Tasks 2021-22	Outputs	Outcomes	Comments
<p>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>			
<b>CONSULTATIONS</b>			
<b>Objective 30. Monitor other relevant national and local policy development and alert members on engagement opportunities. Prepare and submit Nuleaf comments as appropriate.</b>			
<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>

# Engagement Calendar 2020-21

<b>Nuleaf events</b>	
Steering Group meeting	<i>2021: 2<sup>nd</sup> June, 15<sup>th</sup> September, 9<sup>th</sup> December. 2022: tbc</i>
Radioactive Waste Planning Group meeting	<i>2021: 30<sup>th</sup> April, 21<sup>st</sup> July, 28<sup>th</sup> October. 2022: tbc</i>
<b>One NDA group meetings</b>	
Site Remediation & Decommissioning Theme Overview Group meeting	<i>2021: 18<sup>th</sup> May, 13<sup>th</sup> July, 7<sup>th</sup> September, 2<sup>nd</sup> November. 2022: tbc</i>
Integrated Waste Management Theme Overview Group meeting	<i>2021: 19<sup>th</sup> May, 14<sup>th</sup> July, 9<sup>th</sup> September, 4<sup>th</sup> November. 2022: tbc</i>
Critical Enablers Theme Overview Group meeting	<i>2021: 28<sup>th</sup> May, 23<sup>rd</sup> July, 17<sup>th</sup> September, 12<sup>th</sup> November. 2022: tba</i>
Low Level Waste Delivery Group	<i>2021: 21<sup>st</sup> April, 20<sup>th</sup> October.</i>
Low Level Waste National Waste Programme	<i>2021: 1<sup>st</sup> December.</i>
<b>International meetings</b>	
GMF meetings	<i>2021: 14<sup>th</sup> – 15<sup>th</sup> October AGM Brussels.</i>
<b>Miscellaneous</b>	
CoRWM meeting	<i>2021: 19<sup>th</sup> May, 14<sup>th</sup> September, 23<sup>rd</sup> November.</i>
BEIS/RWM/NDA/Nuleaf liaison meetings	<i>2021: 17<sup>th</sup> May, others tbc.</i>

## Finance for FY2021/2022

### *Budget Income FY 2021-22*

Nuclear Decommissioning Authority	£35,000
Radioactive Waste Management Ltd	£79,000
Local Authority membership	£18,965
Commissioned work	£0
IAEA (travel grant)	£0

*Total* *£132,965*

Budget surplus FY 2021-22 £2,340

### *Budget Expenditure FY 2021-22*

Salaries and wages	£117,400
Travel, accommodation & subsistence	£4,880
Room hire and catering	£3,500
Printing, postage, stationery	£500
Staff office costs & expenses	£2,270
GMF subscription	£2,000
Conference attendance fees	£75
Professional fees	£0

*Total* *£130,625*

# 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"> <li>Agree and communicate Nuleaf work programme with key funders (LAs/NDA/RWM)</li> <li>Seek new funding opportunities including SLCs, MoD and project work.</li> </ul>	PM
There is a risk that expenditure is not controlled resulting in a depletion of the reserves.	<ul style="list-style-type: none"> <li>Maintain active monitoring and reporting of income and expenditure.</li> <li>Ensure adequate mechanisms are in place to control expenditure.</li> <li>Ensure reimbursements are claimed wherever possible.</li> </ul>	CD
There is a risk that agreed performance targets are missed.	<ul style="list-style-type: none"> <li>Ensure performance targets are understood, that staff competencies are maintained with appropriate training if required, and that staff remain motivated.</li> </ul>	PM
There is a risk that funders do not consider services are VFM.	<ul style="list-style-type: none"> <li>Regularly brief and consult funders on work programme prioritisation.</li> <li>Engage and respond promptly to member concerns.</li> <li>Proactively engage with officer and member contacts in contributing authorities.</li> <li>Undertake an annual survey of members views.</li> </ul>	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"> <li>Ensure staff access to appropriate H&amp;S advice &amp; training.</li> <li>Risk assess workplaces annually.</li> <li>Ensure communication between staff, supportive team working, and be alert to signs of work-related stress.</li> <li>Allocate an agreed training and H&amp;S budget.</li> </ul>	ALL
There is a risk to Nuleaf's membership through promotion of pro or anti-nuclear views.	<ul style="list-style-type: none"> <li>Ensure neutrality in response at all times.</li> </ul>	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"> <li>Be clear about 'arms-length' relationship with external funders and purpose to serve member authorities.</li> </ul>	ALL
There is a risk of loss of expertise/knowledge through staff turnover.	<ul style="list-style-type: none"> <li>Ensure staff share information adequately. Procedures manuals to be kept up to date.</li> </ul>	ALL
There is a risk of loss of data and operational capacity through ITC failure.	<ul style="list-style-type: none"> <li>Ensure resilience through the availability of secondary communications and regular back up data storage on the Suffolk server.</li> </ul>	ALL

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