

Service Plan

APRIL 2024 – MARCH 2025

Introduction

Nuleaf (the Nuclear Legacy Advisory Forum) is the local government representative body on legacy nuclear wastes and decommissioning, formally established as a Special Interest Group (SIG) of the Local Government Association (LGA). We are directly supported by around 100 local authorities and national park authorities across England and Wales.

Decommissioning and the clean-up of the UK's nuclear infrastructure 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. Nuleaf's role is to facilitate this, acting as a common voice for local government, and building the capacity of individual councils.

Local Authorities are key stakeholders for the Nuclear Decommissioning Authority (NDA) and important partners in the delivery of the NDA Group mission. Through their land use and waste planning functions, Local Government is a regulator of the nuclear industry.

Councils have been given a central role in the

Geological Disposal Facility (GDF) siting process. They can be effective partners for the NDA in supporting skills development and in delivering wider economic, social and environmental objectives. Our work also helps NDA, Nuclear Restoration Services (NRS) and Nuclear Waste Services (NWS) comply with engagement and socio-economic requirements under the Energy Act 2004.

This Service Plan sets out the tasks we will undertake and how success 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.'

Our work in 2024-25 recognises that this is a time of ongoing change within the nuclear decommissioning and waste management sector. Key agendas we will work to influence include:

- The development of NDA Strategy 5, the guiding strategy for the NDA Group.
- The changes in decommissioning and waste

management that will be unlocked by the recent publication of the new UK Policy.

- Progress by NRS in their plans for the optimized decommissioning of the sites they manage and the revision of Lifetime Plans.
- The progress of the GDF siting process and the wider management of radioactive and non-radioactive wastes.
- The review of NDA engagement that is underway. As part of this we have commissioned independent research that will consider how engagement with local authorities and communities can be enhanced in future.
- Further work with our international partners and the International Atomic Energy Agency (IAEA) to develop a Global Partnership of Nuclear Communities.

We have engaged with our members, NDA, NRS and NWS to develop this programme of work.

For each workstream 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 annually.

Work Programme 2024-25

Work related to the NDA mission

Objective 1: Engage with NDA Strategy development and delivery, representing the views of our members and raising their awareness of developments.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>On behalf of our 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>Participate in the Strategy 5 Development Group (S5DG) and other processes set up to develop the next NDA Strategy.</p> <p>Host a member event of Strategy 5 to help inform our response to the consultation on Strategy 5. Prepare a detailed response to Strategy 5 consultation.</p> <p>Respond to the consultation on the NDA Business Plan 2025-28.</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 relevant NDA Stakeholder events and report back to members.</p> <p>Participate in at least 60% of meetings of the S5DG and other related events.</p> <p>Member workshop on Strategy 5 held. Response to consultation submitted following engagement with our members.</p> <p>Submit response to NDA Business Plan 2025-28.</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 work of the NDA, as guided by Strategy and the NDA Business Plan, is informed by the concerns of local government and communities.</p>	<p>The work of the NDA is guided by their 5-year Strategy. Strategy 5 is due for publication in 2026 and work to develop it is underway. It is imperative that Nuleaf is fully engaged in this work and influences the final Strategy, ensuring it reflects the needs of our members.</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 on:</p> <ul style="list-style-type: none"> • Site decommissioning and remediation • Storage and disposal of waste • The development of 'One NDA' and incorporation of AGR decommissioning • Community benefits and investment • Wider socio-economic issues • Stakeholder and community engagement • Environmental protection

Work Programme 2024-25

Objective 2: Use our Steering Group, Radioactive Waste Planning Group (RWPG) meetings and other ad-hoc topic based events to engage with the NDA Group and reflect our members views to them.

Key Tasks 2024-2025	Outputs	Outcomes	Comments
<p>Use our Steering Group and RWPG meetings for reports and discussion on the work of the NDA and wider national developments in radioactive waste management. Use our meetings as a platform for NDA corporate centre, Sellafield, Nuclear Restoration Services (NRS), Nuclear Waste Services (NWS) and other elements of NDA Group to meet with local government as and when required.</p> <p>Work with our members and the Directors of Stakeholder Engagement at NDA, NRS and NWS to identify further opportunities to host webinars and other standalone meetings in response to new consultations/initiatives.</p>	<p>Papers updating members on all aspects of NDA Group operations to be tabled at all Steering Group and RWPG meetings. Discussions to be held at Steering Group and RWPG in response to the developing agenda of the NDA and its subsidiaries.</p> <p>Webinars and standalone meetings undertaken as required.</p>	<p>That member authorities have a high degree of awareness of the NDA Group's work and wider developments in decommissioning and radioactive waste management.</p> <p>That the NDA Group 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>Recent years have seen significant changes within the NDA with the creation of Nuclear Restoration Services (NRS), Nuclear Waste Services (NWS) and Nuclear Transport Solutions (NTS). NRS has responsibility for Magnox sites and Dounreay and will take on responsibility for the decommissioning of the Advanced Gas Cooled Reactors (AGRs) from 2025.</p> <p>Our Steering Group and RWPG offer regular opportunities for all elements of the NDA Group to engage directly with those local authorities with the greatest understanding of nuclear decommissioning and interest in the NDA's work.</p>

Work Programme 2024-25

Objective 3: Provide support for the NDA's stakeholder engagement.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>We will:</p> <ul style="list-style-type: none"> • Work with NDA to maximise local government participation in the 2024 Stakeholder Summit, being held in Manchester on the 17th and 18th September. • Secure a speaking or Chairing opportunity for Nuleaf at the 2024 Stakeholder Summit and work to influence the agenda for the meeting. • Engage with NDA in the development and delivery of their planned review of Site Stakeholder Groups(SSGs). • Commission research that will consult our members and set out our view as to how local, regional and national stakeholder engagement could be enhanced. 	<p>At least 10 local authority elected members and officers from England and Wales to participate in NDA stakeholder events during 2023-24.</p> <p>Nuleaf's Chair or Executive Director to speak or chair a session at the Stakeholder Summit.</p> <p>Meeting held if appropriate.</p> <p>Work informed by discussion with Nuleaf members at 2024 Annual Gathering. Report delivered and used to support discussion internally and with NDA.</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>The changing landscape for decommissioning, including plans for individual sites and the programme of closure of the AGR stations, has prompted discussion on whether reform is required to the ways the NDA engages with stakeholders. Nuleaf will work with NDA to help shape any proposals for changes to PSE.</p> <p>An in-person Stakeholder Summit will take place in Manchester in 2024. Nuleaf will work closely with NDA to encourage local authority attendance at their annual Stakeholder Summit, something we have done successfully over a number of years.</p> <p>Nuleaf has commissioned independent consultancy work that will consider current NDA engagement with local authorities and communities and look at practice in other industries and in different countries. This will be published in autumn 2024 and will be informed by our members.</p>

Work Programme 2024-25

Objective 4. Promote the development by the NDA of an effective approach to socio-economics, sustainability and net zero carbon.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>This year 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, Social Value, sustainability and Net Zero Carbon Engage directly with the NDA in the delivery of its recently published Social Impact and Communities Strategy to ensure the NDA approach reflects local government perspectives and priorities. Continue to advocate the development of a coherent approach to community benefits across the NDA estate, using all available fora. Engage with the NDA to ensure that the expansion of NRS operations to include the AGR stations and other facilities is done in ways that enhances positive Social Impact across the estate. 	<p>As appropriate, use the Steering Group and RWPG as fora for the NDA to discuss and review plans for strategy development and policy in this area.</p> <p>Provide opportunities that support our members to engage directly with the NDA Group and the Director of Socio-economics.</p> <p>Highlight the need for an effective approach to community benefits through engagement with NDA Group.</p>	<p>That socio-economic support for communities is maximised through the development and delivery of an integrated and effective approach to these issues by NDA Group.</p> <p>That the NDA, NRS and NWS engage with local authorities and communities to support 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 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 plans.</p>	<p>The 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 a new Social Impact and Communities Strategy in early 2024 and we will work with NDA to help maximise its positive impact.</p> <p>The NDA has set a target to be carbon Net-Zero by 2050 and continues to develop its position on Net Zero Carbon, Social Value and Sustainability. These are all important agendas for local authorities and communities.</p>

Work Programme 2024-25

Objective 5: Engage with Government and the NDA to ensure proper dialogue with local authorities on land use and waste planning.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Use the Steering Group and Radioactive Waste Planning Group to discuss and advise DESNZ, NDA and the regulators on the potential for the planning system to be employed to oversee nuclear licensed sites and manage any residual contamination. Key issues for discussion in 24/25 include Planning Performance Agreements (PPAs); Master-planning, Biodiversity Net Gain and potential reform of Permitted Development Rights (PDR) and EIADR.</p> <p>Attend the Site Decommissioning and Remediation (SDR) TOG meetings and feed into discussions on this issue.</p> <p>Work with NDA to facilitate better direct engagement between local authority planning officers and DESNZ/NDA, enabling expert input into discussions on land use and waste planning. A key element of this will be ongoing work with NDA to create a regular dialogue with local authorities.</p>	<p>Nuleaf to host discussion with DESNZ, NDA and regulators on key issues and consultations at our Radioactive Waste Planning Group.</p> <p>Nuleaf to hold a site visit to Trawsfynydd nuclear site as part of our Annual Gathering in Llandudno in June 2024. Trawsfynydd is a 'Lead and Learn' site and the visit will enable issues around planning to be explored in more depth.</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. Use the RWPG as the focus for regular dialogue.</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 DESNZ, NDA and Regulators is prepared through proper engagement with local planning 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 DESNZ, 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> <p>The establishment of the NIGLQ - Planning Group is of particular interest to our members.</p>

Work Programme 2024-25

Objective 6: Provide support and advice on development of Local Plans.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Nuleaf will monitor all revisions of local development and waste plans and regularly update our 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 and support members in preparing their own consultation responses.</p> <p>The Radioactive Waste Planning Group will continue to be used as a forum for local planners to update and discuss their local plans and related issues. A new secure section of the Nuleaf website has been launched to enable our members to share planning documents and other information.</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>Use of secure website to enable members to exchange and share information on land use and waste planning.</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 nuclear 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 given the recent launch of a new radioactive substances and decommissioning policy. This will have significant implications for the use of planning controls to help manage nuclear licensed sites.</p>

Work Programme 2024-25

Objective 7: Engage with the UK Government on radioactive substances and nuclear decommissioning.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Participate in meetings of the UK Government's Radioactive Substances Policy Group (RSPG).</p> <p>Engage in discussion of the policy through the NDA's Theme Overview Groups (TOG) meetings.</p> <p>Following the launch of the new Decommissioning and Radioactive Substances Policy, work with DESNZ and NDA Group on the range of implications it will have for national policy, site decommissioning and waste management.</p> <p>Continue wider dialogue with DESNZ officials.</p>	<p>Attend at least 50% of RSPG meetings.</p> <p>Disseminate and discuss the implications of the final agreed policy with our members. Use our meetings to facilitate dialogue with Government and industry on the changes being driven by the new policy.</p> <p>Hold meetings as appropriate between Nuleaf's Executive Director and DESNZ civil servants.</p>	<p>That the implementation of the new Policy is done in ways which address the needs of local government in terms of land use and waste management, environmental protection and Social Value.</p>	<p>The UK Government, working with the Devolved Administrations, has undertaken a review of policy in this area, the first since 1995. A consultation on a draft policy was held in 2023 and Nuleaf provided a detailed response.</p> <p>The new Policy was published in early 2024. It will set the framework within which NDA operates. Key changes will be the development of a risk informed approach to decommissioning and radioactive waste management; and the appropriate use of in-situ/on-site disposal and Near Surface Disposal (NSD). Policy on Spent Nuclear Fuel (SNF) and Uranium will also be updated.</p>

Work Programme 2024-25

Objective 8: Continue to engage with NDA Group, regulators and host Local Authorities on site restoration, interim and end states and Integrated Waste Management.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Engage in dialogue with NDA, Sellafield, NRS and NWS around Site End States and Lifetime Plans.</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. During 2024/25 this is likely to include a discussion with the Environment Agency on the GRA and with the ONR on Proportionate Regulatory Control (PRC).</p> <p>Meet regularly with ONR and engage with the Environment Agency (EA) and Natural Resources Wales (NRW) as appropriate.</p>	<p>Maintain regular contact with Sellafield, NRS and NWS on these issues. Hold at least one discussion between NRS 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 discussions with ONR and the environment agencies as appropriate.</p> <p>Hold quarterly meetings between Nuleaf's Executive Director and ONR.</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>Plans for the Sellafield site continue to evolve while NRS is due to publish revised Lifetime Plans for its sites during 2024/25.</p> <p>NWS has been created and tasked with developing an integrated and risk informed approach to the management of all types of wastes, supported by the new Radioactive Substances and Decommissioning Policy by the UK and Devolved Governments.</p> <p>The role of the regulators is also important in site restoration and waste management.</p>

Work Programme 2024-25

Objective 9: Represent local government to help shape an optimal approach to the decommissioning of the sites operated by Nuclear Restoration Services (NRS).

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Engage with DESNZ, NDA and NRS to ensure that the overall approach and the proposals for individual sites are developed in full consultation with local authorities and communities and meets their needs.</p> <p>Organise a site visit for our members to the Trawsfynydd site, as part of our Annual Gathering 2024. Trawsfynydd is one of the NDA's 'Lead and Lean' sites and the visit will enable members to engage with NRS around plans for on-site/in site disposal, decommissioning, wider waste management and the next planned use.</p> <p>Continue to promote a strategic planning approach to the management of NRS sites along with other mechanisms such as Planning Performance Agreements (PPAs) where these are appropriate. Seek an effective approach to the development of plans for Interim and Final Site End States.</p>	<p>Respond to all relevant consultations and engage with government and the industry as required.</p> <p>As part of the Nuleaf Annual Gathering 2024 organise a site visit for members to Trawsfynydd and opportunities for dialogue with NRS and Cwmni Egin.</p> <p>Host discussion between NRS and the RWPG on strategic planning, Lifetime Plans and wider proposals for interim and final SES in other meetings and fora.</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>NRS has undertaken a review of the plans for the decommissioning of its sites that will lead to changes in the timeline for the clean-up of some sites.</p> <p>A key issue over the coming period will include engagement around on site or in-situ disposal, with the Trawsfynydd and Winfrith sites leading this process in England and Wales.</p>

Work Programme 2024-25

Objective 10: Work with Nuclear Restoration Services to enhance dialogue with local government.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Invite senior NRS staff to present to a Nuleaf Steering Group meeting. Use our Steering Group, RWPG and bespoke/stand-alone meetings as a focus for engagement between NRS and our members as and when required.</p> <p>Hold an annual meeting for our Welsh member authorities; also involving other key stakeholders such as the Welsh Government, NRS, ONR and Natural Resources Wales (NRW).</p>	<p>Meeting with senior NRS staff held. Additional engagement sessions on specific topics as agreed with NRS</p> <p>Meeting held.</p>	<p>That our members become more aware of NRS strategy and site plans and are able to influence them to deliver positive outcomes.</p> <p>That NRS better understand the views and concerns of local government and is able to engage more effectively as a result.</p> <p>That we provide a forum for discussion on decommissioning at Welsh NDA sites, recognising and reflecting the particular devolved context at Wylfa and Trawsfynydd.</p>	<p>Over recent years Nuleaf has regularly raised with NRS the varying experiences of our members in engaging at a local level.</p> <p>In recognition of the distinct Welsh policy environment for decommissioning, Nuleaf has established a bespoke Welsh forum for decommissioning that meets annually and involves a range of other stakeholders.</p>

Work Programme 2024-25

Objective 11: Work with NRS, NDA and EDF to help shape plans for the decommissioning of the AGR stations

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Use the Steering Group, Radioactive Waste Planning Group and other engagement routes to identify member concerns and respond as appropriate.</p> <p>Engage regularly with EDF operations and communications staff, and with NRS, to discuss developments in AGR decommissioning and highlight issues raised by our members.</p> <p>Facilitate dialogue between Nuleaf, NRS and those local authorities that host an AGR site but don't have a Magnox/A site.</p>	<p>Provide updates to members through papers to SG, RWPG and newsletters. Hold discussion sessions on AGR decommissioning at our meetings as appropriate.</p> <p>Meet as appropriate with EDF, Magnox and NDA to facilitate updates on their plans.</p> <p>If requested, set up meetings with Hartlepool and City of Lancaster/Lancashire County Councils.</p>	<p>That proposals for the decommissioning of the AGR stations reflect the interests and views of host local authorities.</p> <p>That engagement processes around those AGR stations which are not co-located with an existing NRS sites are brought into line with NDA engagement processes.</p>	<p>All AGR stations operated by EDF are due to close by 2028. NRS will take responsibility for the decommissioning of the AGR reactors, once defueled by EDF.</p> <p>This represents a major expansion of the NRS estate, which has also taken on responsibility for the Dounreay site and is likely to do so for the Vulcan facility.</p> <p>This new model has significant implications for host local authorities and for local engagement process. New communities will become host to NRS operations, following the planned closure of the Heysham and Hartlepool stations. Building relationships with local government and local people in these areas will be vital.</p>

Work Programme 2024-25

Objective 12: Work with Nuclear Waste Services (NWS) and the NDA Group to facilitate engagement on the Low Level Waste aspects of Integrated Waste Management.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Host an annual meeting on Low Level Waste (LLW) management between NWS and local authorities. This will cover the work of the LLW Repository and the management, storage and disposal of LLW across the country. It will also consider the implications of the UK Policy review for LLW management and the Repository site.</p> <p>Nuleaf to attend meetings of the Integrated Waste Management Industry Forum and other meetings as appropriate.</p> <p>Report on developments in IWM to Steering Group and RWPG meetings.</p> <p>Contribute to the NDA's developing work on Integrated Waste Management. This will include using Nuleaf meetings as a platform for discussion on the implications of IWM for local authorities and communities.</p>	<p>Meeting with NWS held and reported on.</p> <p>Attend at least 60% of IWM engagement meetings convened by NDA or NWS.</p> <p>Regular updates on IWM provided to Steering Group and RWPG meetings.</p> <p>Presentation held at Steering Group at the appropriate time.</p>	<p>That our members are able to engage with NWS to understand and comment on their work and understand the implications for Integrated Waste Management as a whole and for LLW in particular.</p> <p>That our members are clear about the proposals in NWS Corporate Strategy and have engaged in dialogue with NWS to help shape their forward strategy.</p>	<p>In 2023 NWS published its Corporate Strategy. This is an important development that will have implications for future waste management.</p> <p>The new Policy on radioactive substances and decommissioning policy, released in May 2024, promotes a risk informed approach to waste management, Near Surface Disposal (NSD) and in-situ or on-site disposal. These changes have major implications for waste management and will impact on host communities. It will also see the potential development of a new landscape of treatment and disposal sites, with associated transport implications.</p>

Work Programme 2024-25

Objective 13: Engage on proposals for Near Surface Disposal (NSD) and non-radioactive waste management.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Engage with NWS and NDA Corporate Centre on Near Surface Disposal as appropriate.</p> <p>Continue a dialogue with NDA around asbestos and non-radioactive waste. Continue to engage with NDA as they develop and then implement their Strategic Position Paper on asbestos.</p> <p>Engage on issues around NDA and non-radioactive waste through the IWM TOG and other fora. Report back to members.</p>	<p>Host a discussion on NSD at a Nuleaf Steering Group or RWPG meeting.</p> <p>Hold a discussion on asbestos management at a Nuleaf Steering Group or RWPG meeting.</p> <p>Attend at least 60% of IWM engagement meetings convened by NDA or NWS.</p>	<p>That any proposals for NSD recognise the interests and concerns of local authorities, and are based on a proper, effective and inclusive siting process.</p> <p>That there is effective engagement with Local Authorities and communities on non-radioactive waste management, with asbestos being a particular area of interest.</p>	<p>The new radioactive substances and nuclear decommissioning policy will support the potential development of a Near Surface Disposal (NSD) site.</p> <p>The NDA and NWS has already been investigating the scope for a NSD for part of the GDF inventory. This work will continue in 24/25.</p> <p>The NDA is likely to become the UK's biggest producer of asbestos, though the size of the inventory is not fully understood as yet. Asbestos and other non-radioactive wastes impact on communities that host nuclear decommissioning sites and waste management facilities.</p>

Work Programme 2024-25

Objective 14: Maintain regular dialogue with NWS and Dept. of Energy Security and Net Zero (DESNZ) to take the Geological Disposal Facility siting process forward.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Hold regular meetings with (a) senior NWS staff and (b) senior DESNZ officials to exchange information on the Geological Disposal Facility siting process.</p> <p>Out-with formal meetings, maintain clear communication channels between Nuleaf and NWS. Alert NWS 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 process at Nuleaf Steering Group and Radioactive Waste Planning Group meetings.</p>	<p>At least 4 online or in person meetings on geological disposal with:</p> <ul style="list-style-type: none"> NWS senior managers Dept. of Energy Security and Net Zero civil servants <p>Regular discussion with NWS (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 and Radioactive Waste Planning Group meetings.</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 NWS has a clear understanding of any issues that may affect the delivery of the GDF siting process.</p>	<p>Local authorities currently involved in Community Partnerships or Working Groups are active members of Nuleaf, and the GDF is an issue of interest to our wider membership. A regular exchange of information with DESNZ, NWS 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 siting process as it progresses.</p>

Work Programme 2024-25

Objective 15: Maintain and develop online resources on the Geological Disposal Facility for local government.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<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>Use our website as a resource to inform local authorities and communities on the GDF siting process. Our website includes a blog which can be used by NWS 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>LinkedIn and Twitter feed used to provide regular updates on developments in the Geological Disposal Facility process.</p> <p>Briefing papers updated as and when required.</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 260 and 70 members respectively.</p> <p>Our website 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>

Work Programme 2024-25

Objective 16: Provide support and advice to NWS and to any local authorities that enter the GDF process.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Continue to hold quarterly meetings of our GDF Local Authority Group. This group is open to all local authorities engaged in Community Partnerships and provides a useful forum for discussion and debate.</p> <p>Respond to any requests for support and advice from Cumberland Council, Lincolnshire Council and any other local authority as required.</p> <p>Use our Steering Group and RWPG meetings as a forum for the discussion of the issues that arise and reflecting our member concerns back to NWS and Government.</p> <p>Respond positively to requests from any Working Group or Community Partnership to support or advise them or their members/local community.</p> <p>Participate in the 2024 Local Government Association (LGA) conference in Harrogate on the 2nd to 4th July. Work with NWS to engage with local authorities at the event.</p>	<p>Hold 4 meetings of our GDF Local Authority Group. Feedback any issues raised to NWS, CoRWM and DESNZ as appropriate.</p> <p>Support provided on request.</p> <p>A report on the GDF siting process is a standing item at all Nuleaf Steering Group and RWPG meetings. We will hold presentation and discussion sessions as required.</p> <p>Attend the LGA conference 2024.</p>	<p>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 NWS.</p>	<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 our 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, NWS.</p> <p>Local authorities in Cumberland and Lincolnshire are formally engaged with the GDF siting process. Others may follow in 2024/25.</p> <p>Nuleaf has established a Local Authority Group, involving all local authorities involved in Community Partnerships. This meets quarterly and provides a forum for discussion and debate on the siting process.</p>

Work Programme 2024-25

Objective 17: Participation and engagement in international networks on decommissioning and waste management.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Participate and contribute to meetings of the GMF Presidium. Play an active role in shaping the work programme and outlook of the GMF network. Participate in planned GMF meetings in Finland, France and Spain during 2024.</p> <p>Participate in the meetings of the Civil Society group of the EURAD research programme and report back to NWS and our members as appropriate. As appropriate, engage in discussions on proposals for EURAD 2, due to commence in 2024.</p> <p>Continue to engage with the IAEA in their ongoing work on local government/community dimensions of nuclear issues.</p> <p>Participate in an NWS hosted meeting with the Australian Radioactive Waste Agency (ARWA) during their visit to the UK in May 2024.</p>	<p>Participation by our Executive Director in at least 80% of meetings of the GMF and its Presidium. Provide financial support for some of our members to attend GMF events.</p> <p>If required, engage with the EURAD 2 programme.</p> <p>Attend the IAEA Technical Meeting in Vienna in October 2024. Advise IAEA on the agenda for this meeting and their wider work.</p> <p>Attend AWRA visit.</p>	<p>That Nuleaf is an active and influential member of international networks.</p> <p>That Nuleaf builds a better understanding of the experience of decommissioning, radioactive waste management and 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"> • Membership of GMF (Group of Municipalities with nuclear Facilities), a pan-European network of local authorities. Nuleaf's Executive Director is a Vice President of the network. • 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. It is due to end in 2024 – the arrangements for a new EURAD 2 programme are being finalised. • High level engagement with the IAEA, which now hosts an annual meeting on the community and local government aspects of the nuclear fuel cycle.

Work Programme 2024-25

Objective 18. 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.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Provide a forum for our members to engage with DESNZ, Great British Nuclear (GBN), the NDA, EDF, UKAEA, CoRWM and other interested parties as appropriate.</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>Liaise with the New Nuclear Local Authorities Group (NNLAG) secretariat and/or membership as appropriate.</p> <p>Engage with DESNZ and others on work that flows from recent consultations on a draft National Policy Statement on New Nuclear and another on Alternative Routes to Market.</p>	<p>Nuleaf to engage as appropriate. We will use our Steering Group and RWPG meetings to facilitate dialogue between our members and those involved in new nuclear; and hold bespoke meetings as required.</p> <p>Use our Annual Gathering as a forum for discussion on proposals for SMR development at Trawsfynydd and the implications of this for site remediation and next planned use.</p> <p>Nuleaf to liaise with the New Nuclear Local Authorities Group secretariat as appropriate. Joint event hosted if agreed by both parties.</p> <p>Engage in future consultations and discussions as required.</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>The launch of Great British Nuclear (GBN) is intended to drive forward this agenda. Further support is provided by the Civil Nuclear Roadmap to 2050 and by recent consultations on a proposed National Policy Statement and Alternative Routes to Market.</p>

Work Programme 2024-25

Objective 19: Continue to monitor work on the Submarine Dismantling Project, now in its delivery phase. Report issues and progress to Nuleaf Steering Group and Radioactive Waste Planning Group.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<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 newsletters.</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>

Work Programme 2024-25

Objective 20: Monitor other relevant national and local policy development and alert members on engagement opportunities. Prepare and submit Nuleaf comments as appropriate.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<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 DESNZ, Welsh Government, NDA and regulators to ensure that the consultations lead to effective policy and strategy and better outcomes for communities.</p>

Work Programme 2024-25

Member services

Objective 21: Supporting the Nuleaf work programme.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Provide:</p> <ul style="list-style-type: none"> On-going monitoring of developments in radioactive waste management. On-going monitoring of government policy & strategy. Draft Annual Report and Finance paper to AGM. Prepare Nuleaf Annual Report to Local Government Association <p>Respond to Nuleaf members and external bodies as required, providing information where appropriate.</p> <p>Engage with the Head of Planning at Suffolk County Council (SCC) and other SCC staff in dealing with any HR issues.</p>	<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 reporting requirements to the LGA and Suffolk County Council.</p>	<p>Nuleaf is an independent body hosted by Suffolk County Council, which provides back office support to the organisation.</p> <p>As an LGA Special Interest Group (SIG) we have requirements to liaise with and report to the LGA on an annual basis.</p>

Work Programme 2024-25

Objective 22: Support Nuleaf meetings and other events.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Deliver Steering Group, AGM and Radioactive Waste Planning Group meetings.</p> <p>Assist in organising other topic-based meetings as appropriate.</p>	<p>Arrangement of:</p> <ul style="list-style-type: none">• 3 Steering Group meetings & AGM to be held online• 1 Annual Gathering incorporating a dinner and site visit• 1 Welsh members meeting• 3 or 4 Radioactive Waste Planning Groups, to be held online unless members wish otherwise. <p>Delivery of meetings as appropriate.</p>	<p>That Nuleaf meetings are well attended by our members and valued by them and our stakeholders as a valuable means of engaging in nuclear decommissioning and legacy waste management issues.</p>	<p>Post-Covid, the Nuleaf Steering Group has agreed that the Steering Group will meet online three times per annum, and once in-person through an Annual Gathering. The latter should incorporate a site visit.</p> <p>The RWPG will meet online, though has the scope to meet once a year in-person if members feel it necessary.</p>

Work Programme 2024-25

Objective 23: Ensure effective web and media communications.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<p>Prepare a monthly newsletter and quarterly e-bulletin.</p> <p>Research and draft case studies and papers as appropriate.</p> <p>Keep website and online media up to date. Consider potential articles for the website Blog.</p> <p>Prepare an Annual Report for members and funders.</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. New articles posted on LinkedIn as appropriate.</p> <p>Annual report published and circulated to members and stakeholders.</p>	<p>That our communication materials are valued by our members as a useful resource that keeps them informed and assists them in their work.</p>	<p>Nuleaf's website and communication materials have been refreshed. The Nuleaf website has a Blog and an integrated Twitter feed.</p>

Work Programme 2024-25

Objective 24: Manage finance and accounts.

Key Tasks 2024-25	Outputs	Outcomes	Comments
<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 adherence to Suffolk County Council policy.</p> <p>Make all travel and accommodation arrangements for staff and any Nuleaf members travelling on Nuleaf business, including international travel, ensuring best value for money is obtained at all times.</p> <p>Explore all suitable avenues for new or additional funding for Nuleaf.</p>	<p>Submission of finance reports and other information as required.</p> <p>Produce end of year accounts and submit to auditors. Publish independent audit for sign off by members.</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>Where appropriate, and subject to sufficient finances being available, Nuleaf will fund some of our members to attend international meetings. We will also alert members to the range of international online meetings that may be of interest.</p>

Engagement Calendar 2024-25

Nuleaf events	
Steering Group	June 17 th -19 th (Annual Gathering), 11 th September, 11 th December, 12 th March
Radioactive Waste Planning Group	April 30 th , July 18 th , November 6 th , January 29 th
Welsh Member Authorities Meeting	Date to be confirmed
One NDA Group events	
Site Decommissioning and Remediation TOG	11 th June , 2 nd July, 4 th September, 5 th November, tbc
Integrated Waste Management TOG	22 nd May, 13 th September, 7 th November, tbc
Critical Enablers TOG	10 th July, 10 th September, 14 th October, 26 th November, tbc
Strategy 5 Development Group (S5DG)	9 th April, 24 th May, 21 st June, 29 th July, 22 nd August, 16 th September, 16 th October, 15 th November, 13 th December
IWM Industry Forum	tbc
NDA Stakeholder Summit	17 th -18 th September, Manchester
International events	
GMF	April 15 th to 17 th (Lovisa, Finland), May 22 nd to 24 th (Saint Vulbas, France); October 8 th and 9 th (Salamanca, Spain)
EURAD	tbc
IAEA	October 21 st to 25 th , Vienna
Miscellaneous	
CoRWM	12 th September, tbc

Finance 2024-25

Budget Income FY2024-25

NDA Group	£155,000
Local Authorities	£18,100
Grants	<u>£1,000</u>

Total £174,100

Salaries and on-costs	£115,000
Travel, accommodation and subsistence	£17,500
Room hire and catering	£3,850
Printing, postage and stationery	£500
Staff office costs and expenses	£5,920
Subscription to GMF	£9000
Translation services	£1000
Commissioned work	<u>£24,000</u>

Total £177,270

Budget Expenditure FY2024-25

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 Group) • Seek new funding opportunities including 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. 	CA
There is a risk that agreed performance targets are missed.	Ensure performance targets are understood, that staff competencies are maintained with appropriate training if required, and 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.	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.	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.	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.	Ensure resilience through the availability of secondary communications and regular back up data storage on the Suffolk server.	ALL

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