

Service Plan



APRIL 2025 – MARCH 2026

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. We also host the secretariat for SCCORS, the equivalent body for Scottish local authorities.

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 2025-26 recognises that this is a time of ongoing change within the nuclear decommissioning and waste management sector. Priorities for this year include:

- The development of NDA Strategy 5, the guiding strategy for the NDA Group.
- A dialogue with the NDA and other stakeholders on how to optimise local engagement processes, informed by independent research that we have commissioned.
- Evolution of the decommissioning plans for each NRS site and for the NDA's operation at Sellafield and across Cumberland.
- The progress of the GDF siting process and the wider management of radioactive and non-radioactive wastes.
- Dialogue with our members and stakeholders as to how we further develop our network, our membership models, our media presence and our engagement across the nuclear fuel cycle.
- Further work with our international partners and the International Atomic Energy Agency (IAEA) to develop the Nuclear Communities Global Partnership.

This Service Plan has been developed with our members and with NDA, NRS and NWS. 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 2025-26

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 2025-26 | 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 2026-29.</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 as part of consultation process. Response to consultation submitted following engagement with our members.</p> <p>Submit response to NDA Business Plan 2026-29.</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. 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 expansion of the NDA to incorporate AGR stations and new facilities such as Vulcan • Community benefits and wider socio-economic issues • Stakeholder and community engagement • Environmental protection |

Work Programme 2025-26

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 2025-2026 | 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; and 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>Hold an annual meeting for our Welsh member authorities; also involving other key stakeholders such as the Welsh Government, NDA, NRS, ONR and Natural Resources Wales (NRW).</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>Welsh member meeting held.</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>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>The One NDA model has been established with four pillars: Sellafield (SL), Nuclear Restoration Services (NRS), Nuclear Waste Services (NWS) and Nuclear Transport Solutions (NTS).</p> <p>NRS has responsibility for Magnox sites and Dounreay and will take on responsibility for the decommissioning of the Advanced Gas Cooled Reactors (AGRs), starting with Hunterston and Hinkley Point A. It is expected that the Vulcan facility will also pass to NRS.</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> <p>In recognition of the distinct Welsh policy environment for decommissioning, Nuleaf is committed to hosting meetings that support our Welsh member authorities.</p> |

Work Programme 2025-26

Objective 3: Provide support for the NDA's Public and Stakeholder Engagement (PSE).

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|--|--|---|--|
| Work with NDA to maximise local government participation in the 2025 Stakeholder Summit. Seek to input into the agenda and ensure a speaking slot for a Nuleaf representative. | At least 10 local authority elected members and officers from England and Wales to participate in NDA stakeholder events during 2025-26. Nuleaf to input into agenda and be offered a speaking slot. | That our members are provided with opportunities to understand current and future NDA work and engage with NDA management and staff. | The changing landscape for decommissioning, including plans for individual sites and the programme of closure of the AGR stations, prompted discussion on whether reform is required to the ways the NDA engages with stakeholders. |
| Publish our independent research on local government engagement in nuclear and use the report to guide the development of Nuleaf and our engagement with NDA Group and Government. | Prepare a response to the research setting our (a) actions that Nuleaf will take forward and (b) issues we will seek to engage with NDA and Government on. Prepare an Action Plan to take this forward along with a 'Manifesto' of key issues we seek to engage NDA and Government on. | That our members engage with NDA to help enhance the local and regional stakeholder landscape, delivering best practice and ensuring that the voices of local government and the wider community are fully heard. | In response, Nuleaf commissioned independent consultancy work that has considered current NDA engagement with local authorities and communities and look at practice in other industries and in different countries. The final report will be published in summer 2025. |
| Establish a dialogue between our members and NDA to help provide new and creative thinking on local and regional engagement, drawing on Nuleaf research and the SSG review. One focus of this would be engagement with seldom heard groups, drawing on local authority expertise in this area. | Convene a workshop with members and NDA to discuss the local and regional stakeholder landscape and recommend actions. | | In parallel, the NDA commissioned: <ul style="list-style-type: none">• A review of the Site Stakeholder Groups (SSGs)• A study that considered the scope for greater use of deliberative democracy. Nuleaf will work with NDA to help shape any proposals for changes to PSE. |
| Facilitate discussion between NDA Group and Nuleaf members on the scope for deliberative engagement techniques to be utilised for engagement. This would be informed by the recent University of Aberdeen and international examples. | Convene a workshop on the issues around deliberative democracy and work with NDA Group to support action in this area. | | |

Work Programme 2025-26

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

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|--|--|--|
| <p>Through our Steering Group and RWPG, provide a forum for ongoing discussion & comment on socio-economics, Social Value, sustainability and Net Zero Carbon</p> <p>Engage directly with the NDA in the delivery of its Social Impact and Communities Strategy to ensure the NDA approach reflects local government perspectives and priorities.</p> <p>Advocate the development of Community Hosting Agreements (CHAs) and a coherent approach to community benefits across the NDA estate, using all available fora.</p> <p>Respond to UK Government working paper on community benefits and shared ownership for low carbon energy infrastructure. Draw on this in developing a new manifesto (see above)</p> | <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>Publish a short 'manifesto' setting out the value of Community Hosting Agreements (CHAs) and the other aspects of an effective approach to community benefits. Engage on this with the Director of Socio-economics and others within NDA Group.</p> <p>Submit response to working paper. Feed in thinking to 'manifesto'.</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 including Community Hosting Agreements.</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, Zero Carbon and Biodiversity Net Gain 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 and on the environment. 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. We will also engage in the development of the next iteration of the plan, expected to be published in 2027.</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, Biodiversity Net Gain and Sustainability. These are all important agendas for local authorities and communities.</p> |

Work Programme 2025-26

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

| Key Tasks 2025-26 | 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 25/26 include Planning Performance Agreements (PPAs); Planning Policy Guidance (PPG); Master-planning; Biodiversity Net Gain and potential reform of Permitted Development Rights (PDR) and EIADR.</p> | <p>Nuleaf to host discussion with DESNZ, NDA and regulators on key issues and consultations at our Radioactive Waste Planning Group.</p> <p>Hold a site visit to Dungeness A nuclear site as part of our Annual Gathering in London in 2025. Dungeness A and B sites are co-located, with the B site being defueled by EDF before passing to the NDA.</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>Attend the Site Decommissioning and Remediation (SDR) TOG meetings and feed into discussions on this issue.</p> | <p>Nuleaf to attend at least 60% of Site Decommissioning and Remediation (SDR) TOG meetings.</p> | | |
| <p>Work with Government and the 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>Engage with NDA and planning officers on how to take this forward. Use the RWPG as the focus for regular dialogue and also engage in external work. During 25/26 this will include work with NDA on their review of landfill and engagement with the Planning Officers Society (POS).</p> | | |

Work Programme 2025-26

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

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|--|---|---|
| <p>Nuleaf will monitor all revisions of relevant 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 secure section of the Nuleaf website enables 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 an update 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>Radioactive substances and decommissioning policy supports new method of decommissioning and waste management. This will have significant implications for the use of planning controls to help manage nuclear licensed sites.</p> |
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Work Programme 2025-26

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

| Key Tasks 2025-26 | 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>Work with DESNZ and NDA Group on the range of implications the Decommissioning and Radioactive Substances Policy 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>Use our meetings to facilitate dialogue with Government and industry on the changes being driven by the new policy.</p> <p>Hold quarterly meetings between Nuleaf's Executive Director and DESNZ civil servants. Invite DESNZ to address the Annual Gathering 2025 and engage with our members.</p> | <p>That the implementation of the Decommissioning and Radioactive Substances Policy is done in ways which address the needs of local government in terms of engagement, land use and waste management, environmental protection and Social Value.</p> | <p>A new Decommissioning and Radioactive Substances Policy was published in 2024. It sets out the framework within which NDA operates. Key changes are 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).</p> |

Work Programme 2025-26

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 2025-26 | Outputs | Outcomes | Comments |
|--|--|--|---|
| Engage in dialogue with NDA, Sellafield, NRS and NWS around Integrated Waste Management (IWM), Site End States and Lifetime Plans. | 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. | Ensure engagement leads to greater clarity on proposals and higher satisfaction with what is proposed. | Plans for the Sellafield site continue to evolve while NRS is due to publish revised Lifetime Plans for its sites during 2025/26. 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 Radioactive Substances and Decommissioning Policy of the UK and Devolved Governments. |
| 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. | Attend at least 60% of Site Remediation and Decommissioning Theme Overview Group meetings. | | The role of the regulators is also important in site restoration and waste management. |
| Use the Steering Group and RWPG to host discussion with ONR and the environmental regulators as required. | Host member discussions with ONR and the environment agencies as appropriate. Respond to relevant consultations. | | |
| Meet regularly with ONR and engage with the Environment Agency (EA) and Natural Resources Wales (NRW) as appropriate. | Hold quarterly meetings between Nuleaf's Executive Director and ONR. | | |
| Respond to all relevant consultation. | Consultation responses made and shared on Nuleaf website. | | |

Work Programme 2025-26

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 2025-26 | Outputs | Outcomes | Comments |
|--|--|--|---|
| 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. | Use our Steering Group and RWPG as a focus for discussion with NRS on potential changes to their overall strategy and site plans that flow from the 2025 Spending review settlement. Respond to all relevant consultations and engage with government and the industry as required. Site visit to Dungeness A held. | That the overall approach and the proposals for individual sites are developed in full consultation with local authorities and communities and meet their needs. | 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. This process has been impacted by last years Budget and the Spending Review 2025, the implications of which for individual sites are still being worked through – these are likely to become clearer in 25/26 and will require discussion. Engagement between local authorities, communities and NRS will be critical as proposals for individual sites are revised. |
| Organise a site visit for our members to the Dungeness A site, as part of our Annual Gathering 2025. Dungeness host a decommissioning A site and a defueling B station. | | | |
| 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. | 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. | | |

Work Programme 2025-26

Objective 10: Work with NRS, NDA and EDF to help shape plans for the decommissioning of the AGR stations

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|--|--|--|
| Use the Steering Group, Radioactive Waste Planning Group and other engagement routes to identify member concerns and respond as appropriate. | Provide updates to members through papers to SG, RWPG and newsletters. Hold discussion sessions on AGR decommissioning at our meetings as appropriate. | That proposals for the decommissioning of the AGR stations reflect the interests and views of host local authorities. | All AGR stations operated by EDF are due to close by 2030. NRS will take responsibility for the decommissioning of the AGR reactors, once defueled by EDF. |
| Engage regularly with EDF operations and communications staff, and with NRS, to discuss developments in AGR decommissioning and highlight issues raised by our members. | Meet as appropriate with EDF, Magnox and NDA to facilitate updates on their plans. | 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. | This represents a major expansion of the NRS estate, which has also taken on responsibility for the Dounreay site and the adjoining Vulcan facility. |
| Facilitate dialogue between Nuleaf, NRS and those local authorities that host an AGR site but don't have a Magnox/A site. | Request meetings with Hartlepool and City of Lancaster/Lancashire County Councils. | | 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. |

Work Programme 2025-26

Objective 11: 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 2025-26 | 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>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>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 engaged in discussion on any future changes to NWS Corporate Strategy or operating model.</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 2025-26

Objective 12: Engage on proposals for Near Surface Disposal (NSD) and non-radioactive waste management.

| Key Tasks 2025-26 | 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.</p> <p>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 2025-26

Objective 13: 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 2025-26 | 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. Provide speaking slots for presentations from NWS and other bodies engaged in geological disposal in the UK and overseas.</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 2025-26

Objective 14: Provide support and advice to NWS and to any local authorities that enter the GDF process.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|---|---|---|
| <p>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>Prepare a Briefing Paper on the Canadian GDF Process. Use our website and social media to share news of interested related to geological disposal in the UK and around the world.</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>Meet as requested with Community Partnership Chairs and others connected with local engagement.</p> <p>In liaison with the Canadian Waste Management Organisation (NWMO), develop a briefing on the Canadian siting process.</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>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 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>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> <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 2025-26

Objective 15: Participate and engage in international networks on decommissioning and waste management.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|--|---|--|
| <p>Participate and contribute to meetings of the GMF Presidium and support the strategic development of the network. Play an active role in shaping the work programme and outlook of the GMF network.</p> <p>Play an active role within the developing Nuclear Communities Global Partnership through attending Board meetings and other events as appropriate. The Nuleaf Executive Director is one of two European representatives on the Partnership Board.</p> <p>Continue to engage with the IAEA in their ongoing work on local government/community dimensions of nuclear issues.</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>Participate as a member of the Presidium in:</p> <ul style="list-style-type: none"> GMF General Assembly meeting in Hungary, September 2025 World Nuclear Exhibition, Paris, November 2025 <p>Participate in at least 80% of global Partnership meetings. Attend and speak at Energy Communities Alliance event, April 2025.</p> <p>Nuleaf delegation to attend and speak at the IAEA International Conference on Stakeholder Engagement in Vienna in May 2025. Advise IAEA on the agenda for this meeting and their wider work.</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 developing Nuclear Communities Global Partnership. This international network was instigated by GMF Europe, working with our Canadian and American colleagues (the CANHC and ECA networks). Countries such as South Korea and Argentina have now joined and others are interested. The IAEA supports the network. 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 2025-26

Objective 16. Continue to support the interests of member authorities impacted by proposals for all forms of nuclear new build.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|--|--|---|---|
| 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. | 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. | 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. | 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. |
| 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. | Use our Annual Gathering as a forum for discussion on the future nuclear landscape in the UK. Seek dialogue with other interested parties such as Rolls Royce and GBN-E. | That Nuleaf engages with and influences the development of a policy framework for new nuclear siting, ensuring that the views of local authorities and communities are properly reflected. | Great British Energy - Nuclear (GBE-N) has announced that Rolls-Royce has been selected as its preferred bidder for SMRs and has purchased land at Wylfa and Oldbury-on-Severn. |
| Liaise with the New Nuclear Local Authorities Group (NNLAG) secretariat and/or membership as appropriate. | Nuleaf to liaise with the New Nuclear Local Authorities Group secretariat as appropriate. Joint event hosted if agreed by both parties. | | The landscape for new nuclear in the UK is evolving with consultations expected on a National Policy Statement on new nuclear (EN-7) and a range of other related matters. |
| Submit detailed responses to UK Government consultations on a new National Policy Statement (EN-7) on New Nuclear and engage with the UK Parliament on new nuclear issues. | Submit responses to EN-7 and Call for Evidence on Revisiting the Nuclear Roadmap. Engage in future consultations and discussions as required. | | |
| Continue to monitor developments around fusion power and respond as appropriate. | Respond to any relevant consultation. | | |

Work Programme 2025-26

Objective 17: Provide the Secretariat for the Scottish Council Committee on Radioactive Substances (SCCORS) and support the development of the network.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|---|---|--|
| <p>Engage with all 32 Scottish local authorities to encourage Elected Members and officers to participate in SCCORS. Seek to reach out to all relevant functions of local government e.g. planning, economic development, environmental health.</p> <p>Engage with key stakeholders to raise awareness of SCCORS and facilitate dialogue.</p> <p>Re-establish regular meetings for members, to serve as a focus for engagement with Government, NDA/NRS and others.</p> <p>Respond, as appropriate, to relevant consultations. Hold quarterly meetings involving the SCCORS Convenor, NDA and Nuleaf to plan forward work. Report to NDA on progress with SCCORS.</p> | <p>Contact all local authorities to identify lead Members and Officers. Establish contacts with at least 20 local authorities, with a particular focus on those councils that host NDA/NRS sites.</p> <p>Hold at least one meeting each with Scottish Government, CoSLA, SEPA and Nuclear Free Local Authorities (NFLA).</p> <p>Hold 2 SCCORS meetings. These will be hybrid, allowing participation in person or online. Consider opportunities to hold joint meetings with Nuleaf on issues of mutual interest.</p> <p>Identify important consultations and respond, seeking views of member Councils on draft responses. If a consultation on the HAW Strategy is held, host a dedicated engagement session to seek member views.</p> <p>Quarterly meetings held.</p> <p>Progress report submitted to NDA after 6 months, setting out work undertaken.</p> | <p>That Scottish local authorities are supported in engaging in nuclear decommissioning and waste management through the provision of regular meetings and other information.</p> <p>That the Scottish Government, NDA, regulators and other stakeholders are aware of the views of local authorities and actively engage with councils on issues of concern.</p> | <p>In early 2025, Nuleaf took over the Secretariat for SCCORS (Scottish Council Committee on Radioactive Substances). SCCORS is the Scottish local authority network on nuclear matters.</p> <p>With funding from the NDA, a Co-ordinator has been appointed to support the development of the network, initially on a 12-month contract.</p> <p>SCCORS had not been active for a number of years and the aim of the appointment is to reinvigorate the network. SCCORS will engage with the Scottish Government, NDA, NRS, SEPA and other key stakeholders, ensuring that the voice of Scottish local Government is heard.</p> <p>Of critical importance will be to engage in the Scottish Government's planned consultation on Higher Activity Waste Policy (HAW), although it is unclear if this will be launched in 25/2 or at a later date.</p> |

Work Programme 2025-26

Member and Corporate services

Objective 18: Supporting the Nuleaf work programme.

| Key Tasks 2025-26 | 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 AssociationDevelop 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>Annual report, Local Government Association report and other information submitted.</p> <p>Nuleaf to respond to all relevant consultations and report on this at the end of each financial year. 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 Nuleaf delivers an effective programme of work in support of its aims and objectives, fulfilling reporting requirements to the LGA and Suffolk County Council.</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>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> <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> |
| <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> | | | |

Work Programme 2025-26

Objective 19: In consultation with members, undertake a review of the scope of our work and our membership and funding models.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|--|---|--|
| <p>Submit a paper to our Steering Group setting out possible options for a reform of membership and member fees. This will consider:</p> <ul style="list-style-type: none">• Whether there needs to be greater distinction in the benefits offer to our Contributing and Corresponding members.• Whether Nuleaf should continue to develop its work across the nuclear fuel cycle.• Whether there is a case for a revising of fee levels. <p>Prepare a paper for Steering Group that considers the scope for alternative funding to be provided, either for core operating costs or for distinct projects. Prepare a paper that identifies key local authorities to engage with and encourage to become active in Nuleaf.</p> <p>Following the May 2025 local elections, seek engagement with the new political leadership of local authorities that host nuclear facilities.</p> | <p>Papers prepared and Steering Group discussions held on:</p> <ul style="list-style-type: none">• Reform on membership benefits and fee levels• The scope for alternative funding <p>Prepare a paper that identifies key target local authorities that should be engaged with to encourage their active membership of Nuleaf. Reach out to those local authorities.</p> <p>Seek meetings with new Cabinet leads and senior officers in local authorities that host nuclear infrastructure.</p> | <p>That Nuleaf continues to build its service to members and ensures that as many local authorities as possible are actively engaged in our network and contribute financially to our work.</p> <p>That we maximise our income by safeguarding existing funding sources and identifying potential new sources of finance.</p> <p>That, where there have been recent changes in political leadership, senior politicians and officials from those local authorities are encouraged to participate in Nuleaf.</p> | <p>Nuleaf member fees have been held at the same level since 2009, in recognition of the financial pressures facing local authorities. The NDA Group is also managing a challenging financial situation, in terms of the funding settlement they are provided with.</p> <p>More widely, Nuleaf needs to ensure that our service to members, our relationship with stakeholders, and our influence, is optimized. We also need to engage with the new political leadership in many local authorities and to encourage other councils that host nuclear infrastructure to be Contributing members.</p> <p>Nuleaf has commissioned independent research on engagement that will be published in September 2025. This research seeks to identify international best practice in terms of engagement and also make recommendations on how Nuleaf as a network can further develop and enhance its support to members.</p> |

Work Programme 2025-26

Objective 20: Support Nuleaf meetings and other events.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|--|---|---|--|
| Deliver Steering Group, AGM and Radioactive Waste Planning Group meetings. | <p>Arrangement of:</p> <ul style="list-style-type: none">• 3 Steering Group meetings to be held online• 1 Annual Gathering and AGM. In 2025 this will be held in Stratford, London and will incorporate a seminar on the nuclear landscape, a dinner with guest speakers and a site visit to Dungeness A.• 1 Welsh members meeting• 3 or 4 Radioactive Waste Planning Groups, to be held online unless members wish otherwise. | <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>That our Annual Gathering is well attended and receives a positive rating from our members. We will conduct a survey of participants and report the results to the Nuleaf Steering Group</p> | <p>The Nuleaf Steering Group meets online three times per annum, and once in-person through an Annual Gathering, incorporating a site visit and seminar. This year marks our 20th anniversary, and a guest dinner will be held with speeches from David Peattie, CEO of the NDA; and Gerben Dijksterhuis, President of GMF Europe.</p> <p>The RWPG will meet online, though has the scope to meet once a year in-person if members feel it necessary.</p> |
| Organise other topic-based meetings as appropriate. In 25/26 this will include an engagement meeting on the NDA Strategy 5 consultation. | Delivery of Strategy 5 consultation event and other meetings as appropriate. | | |

Work Programme 2025-26

Objective 21: Ensure effective web and media communications.

| Key Tasks 2025-26 | Outputs | Outcomes | Comments |
|---|---|---|--|
| <p>Prepare a regular 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 5 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 2025-26

Objective 22: Manage finance and accounts.

| Key Tasks 2025-26 | 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 at the AGM.</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 2025-26

| Nuleaf events | |
|--|--|
| Steering Group | June 10 th and 11 th (Annual Gathering), 10 th September, 10 th December, 11 th March |
| Radioactive Waste Planning Group | May 7 th , July 16 th , October 22 nd , January 28 th |
| Welsh Member Authorities Meeting | Date to be confirmed |
| Strategy 5 Consultation event | July 16 th |
| One NDA Group events | |
| Site Decommissioning and Remediation TOG | Dates confirmed during the year |
| Integrated Waste Management TOG | Dates confirmed during the year |
| Critical Enablers TOG | Dates confirmed during the year |
| Strategy 5 Development Group (S5DG) | Dates confirmed during the year |
| NDA Stakeholder Summit | Tbc (online) |
| International events | |
| GMF | GMF General Assembly, Pacs, Hungary, 23 rd to 25 th September |
| Global Partnership | ECA Forum, 23 rd to 25 th April, Idaho Falls; World Nuclear Exhibition, 4 th to 6 th November, Paris |
| IAEA | International Conference on Stakeholder Engagement, May 26 th to 30 th , Vienna |
| Miscellaneous | |
| CoRWM | Dates confirmed during the year |

Finance 2025-26

Budget Income FY2025-26

| | |
|----------------------|-----------------|
| NDA Group | £130,000 |
| NDA – SCCORS funding | £34,000 |
| Local Authorities | £18,100 |
| Grants | <u>£5,000</u> |
| Total | £187,100 |

Budget Expenditure FY2025-26

| | |
|---------------------------------------|-----------------|
| Salaries and on-costs | £148,358 |
| Travel, accommodation and subsistence | £23,650 |
| Room hire and catering | £5,600 |
| Printing, postage and stationery | £250 |
| Staff office costs and expenses | £4,350 |
| Subscription to Professional bodies | £9,000 |
| Translation services | £1,000 |
| Commissioned work | <u>£0</u> |
| Total | £193,418 |

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. Engage with NDA to ensure continuance of support for SCCORS. Reach out to new member authorities to encourage their involvement in Nuleaf. | ALL |
| 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. Use our Steering Group to seek member views on how to optimise our service. | 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 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. Maintain good records and a complete catalogue of documents. | 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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