

Service Plan

APRIL 2026 – MARCH 2027

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 Scotland.

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 host communities are affected by the nuclear legacy in many ways. They 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 the 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 2026-27 has been guided by our members and developed in partnership with the NDA Group. Priorities for this year include:

- Building a clear plan for co-working with SSGs, strengthening outreach and building on Nuleaf member expertise.
- Developing Local Authority understanding of waste strategy and planning implications.
- Managing dialogue around forward plans for

Magnox decommissioning, recognising financial constraints. Supporting the application of GRR principles and the taking forward of site decommissioning strategies.

- Respond to the secretary of State's announcement on next steps with the GDF process. Offer guidance and support for Community Partnerships – addressing local changes in political structures.
- Engage around the work of LLWR and in LLW management.
- Raise awareness of NRS socio-economic programme and engage with the NDA on the Social Value and Communities Strategy refresh.
- Undertake 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.
- Work further with our international partners and the International Atomic Energy Agency (IAEA) to develop the Nuclear Communities Global Partnership.

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 2026-27

Objective 1: Support the delivery of NDA Strategy, ensuring that the views of Nuleaf and our members is heard in the NDA's forward work programme.

Key Tasks 2026-27	Outputs	Outcomes	Comments
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). Engage through other means to represent the interests of Local Authorities in all relevant aspects of NDA, NRS and NWS work. Participate in the NDA Stakeholder Summit and other events & report back to members. Respond to the consultation on the NDA Business Plan 2027-30.	Attend at least 60% of meetings of the Integrated Waste Management, Critical Enablers and Site Decommissioning and Remediation Theme Overview Groups. Regularly report to Steering Group on the Theme Overview Group meetings and the wider work of the NDA. Ensure the attendance of a number of Nuleaf members at the NDA Stakeholder Summit in September 2026; and ensure representation at other events. Submit response to NDA Business Plan 2027-30.	That Nuleaf member authorities have a high degree of awareness and understanding of NDA Strategy 5, the work of the Theme Overview Groups, and of Strategy implementation across the work of the NDA Corporate Centre and the Operating Companies. 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.	The work of the NDA is guided by their 5-year Strategy. The latest iteration, Strategy 5, was published in early 2026 and will underpin work until 2031. 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: • 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 2026-27

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 2026-2027	Outputs	Outcomes	Comments
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. Work with our members and the Stakeholder Engagement leads at NDA, NRS and NWS to identify further opportunities to host webinars and other standalone meetings in response to new consultations/initiatives. 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).	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. Webinars and standalone meetings undertaken as required. Welsh member meeting held.	That member authorities have a high degree of awareness of the NDA Group's work and wider developments in decommissioning and radioactive waste management. That the NDA Group has an enhanced understanding of local government perspectives and draws on this in developing policy and strategy. That individual member authorities submit their own responses to consultations, and use Nuleaf consultation responses, reports and guidance to help inform these as appropriate. That we provide a forum for discussion on decommissioning at Welsh NDA sites, recognising and reflecting the particular devolved context at Wylfa, Trawsfynydd and across Wales.	The One NDA model has four pillars: Sellafield (SL), 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), starting with Hunterston and Hinkley Point A. It is expected that the Vulcan facility will also pass to NRS. 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. In recognition of the distinct Welsh policy environment for decommissioning, Nuleaf is committed to hosting meetings that support our Welsh member authorities.

Work Programme 2026-27

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

Key Tasks 2026-27	Outputs	Outcomes	Comments
Work with the NDA to establish a clear and deliverable plan for co-working with the Site Stakeholder Groups (SSGs). The aim will be to strengthen outreach as part of the SSG review and embed greater integration of local community engagement around NDA sites, while utilising the expertise of Nuleaf members in supporting SSGs in meaningful engagement on nuclear legacy matters in nuclear host communities. Establish a dialogue between our members and NDA to help provide new and creative thinking on local and regional engagement, building on our members expertise and learning from our international engagement. Facilitate discussion between NDA Group and Nuleaf members on the scope for deliberative engagement techniques.	Work with the new engagement team at the NDA, along with colleagues in NRS and NWS, to take this work package forward and establish clear deliverables. Convene a workshop with members and NDA to discuss the local and regional stakeholder landscape and recommend actions. Convene a workshop on the issues around deliberative democracy and work with NDA Group to support action in this area.	That a Plan for Co-working with SSGs is developed and agreed by all parties. That our members are provided with opportunities to understand current and future NDA work and engage with NDA management and staff. 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.	There have been significant changes to the NDA Group engagement teams and the ways in which they propose to engage with nuclear communities. Changes have also been made to the Site Stakeholder Groups (SSGs), drawing on recommendations of an independent review. More widely, the NDA estate continues to grow and evolve, with the first AGR stations now transferred to NRS and further expansion expected. The local government sector is also in a period of change, with a move towards unitary authorities in England along with the growth of Combined and Mayoral Authorities. Furthermore, there has been a rise in regional networks around nuclear matters. Nuleaf must respond to these changes, working with NDA Group, our members and the SSG to enhance local and regional engagement.

Work Programme 2026-27

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

Key Tasks 2026-27	Outputs	Outcomes	Comments
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 Social Impact and Communities Strategy refresh in 2026/27, to ensure the NDA approach reflects local government perspectives and priorities. Advocate the development of Community Hosting Agreements (CHAs) and a coherent approach to community benefits across the NDA estate. Work with NRS to support engagement with members around the NRS socio-economic programme and its benefits to communities. Continue to engage with NDA, NRS and NWS colleagues around net zero carbon and sustainability matters, with a focus on reporting and indicator development.	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. Provide opportunities that support our members to engage directly with the NDA Group and the Director of Socio-economics around plans for the refresh of the Social Impact and Communities Strategy. Publish a paper setting out the value of Community Hosting Agreements (CHAs) and the other aspects of an effective approach to community benefits. Engage on this with Government and the NDA. NRS provides socio-economic support around its sites. Awareness of this could be strengthened. We will host engagement between NRS and members on this. Host regular meetings with NDA Group sustainability staff and engage on relevant work streams.	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. That the NDA, NRS and NWS engage with local authorities and communities to support longer-term plans for local areas. That a proper dialogue is opened up with NDA and Government over the provision of appropriate Community Benefits for all nuclear communities, in line with recent proposals around new nuclear development. 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.	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. NDA is expected to publish a new Social Impact and Communities Strategy in 2027. We will engage in the development of this next iteration of the plan. 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.

Work Programme 2026-27

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

Key Tasks 2026-27	Outputs	Outcomes	Comments
Use the Steering Group and Radioactive Waste Planning Group to provide a focal point for engagement with DESNZ, NDA and regulators on the effective use of the planning system as a tool to oversee nuclear licensed sites and manage any residual contamination. Key issues for discussion in 26/27 include Planning Performance Agreements (PPAs); Planning Policy Guidance (PPG); Master-planning; Biodiversity Net Gain and potential reform of Permitted Development Rights (PDR) and EIADR. 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. Submit consultation responses to all relevant local and waste plan revisions and support members in preparing their own consultation responses. Enhance and drive local authority understanding of NDA waste strategy and associated planning considerations to support informed engagement and decision-making at local and regional levels.	Nuleaf to host discussion with DESNZ, NDA and regulators on key issues and consultations at our Radioactive Waste Planning Group. Hold a site visit to Chapelcross as part of our Annual Gathering 2026, during which the effective use of a Master-planning process will form a key part of discussions. Response made to consultations on all major revisions to local plans and wastes plans that cover areas hosting an NDA site. Completion of an update of the policies on radioactive waste in all relevant local plans. Work with the NDA to develop engagement around the NDA Waste Strategy during an expected refresh.	Through drawing on the expertise of member authorities, and in particular the Radioactive Waste Planning Group, ensure that: - 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. - All local authorities with NDA sites establish clear policies on radioactive waste management within their local and waste plans. - Our members are fully engaged in developing NDA work around the Waste Strategy.	Nuleaf has been working closely with DESNZ, the NDA Group and the environment agencies to promote innovative and effective approaches to land use and waste planning on nuclear licensed sites. 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. 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.

Work Programme 2026-27

Objective 6: Engage with the UK and Welsh Governments on radioactive substances and nuclear decommissioning.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Participate in meetings of the UK Government's Radioactive Substances Policy Group (RSPG). Engage in discussion of the policy through the NDA's Theme Overview Groups (TOG) meetings. Work with DESNZ, NDA and NRS on the range of implications the Decommissioning and Radioactive Substances Policy will have for national policy, site decommissioning and waste management. Continue wider dialogue with DESNZ officials.	Attend at least 50% of RSPG meetings. Participate in at least 60% of TOG meetings. Use our meetings to facilitate dialogue with Government and industry on the changes being driven by the new policy. 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.	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.	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.

Work Programme 2026-27

Objective 7: Act as a forum for engagement around the incorporate of GRR principles in developing site specific decommissioning strategies. Continue to engage with Nuclear Restoration Services, Sellafield, regulators and host Local Authorities on site restoration, interim and end states and Integrated Waste Management.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Engage in dialogue with NRS and Sellafield, around Site Specific Decommissioning Strategies and the application of GRR.	Hold at least one discussion between NRS and members at Steering Group and/or RWPG around Decommissioning Strategies and the GRR.	Ensure engagement leads to greater clarity on proposals and higher satisfaction with what is proposed.	NRS is due to publish site specific decommissioning strategies. Plans for Sellafield decommissioning continue to evolve.
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 site-specific decommissioning strategies will be underpinned by GRR (Guidance on Requirements for Release from Radioactive Substances Regulation) .
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.		This sets out the principles that regulators use to decide whether a nuclear site can be released from radioactive substances regulation at the end of decommissioning. They support the Waste Management Plan (WMP) and Site-Wide Environmental Safety Case (SWESC) and enable full consideration of the management of waste either on or off site.
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 2026-27

Objective 8: Work with Nuclear Restoration Services (NRS) to the decommissioning of the sites. Be a focal point for engagement around the impact of the challenging financial environment on forward decommissioning plans and associated socio-economic work.

Key Tasks 2026-27	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.	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. This process has been impacted the Spending Review 2025, the implications of which for individual sites are still being worked through – these are likely to become clearer in 26/27 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 Chapelcross site, as part of our Annual Gathering 2026.	Site visit to Chapelcross held.		
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 and wider proposals for interim and final Site End States (SES) in other meetings and fora.		

Work Programme 2026-27

Objective 9: Work with NRS, NDA and EDF to help shape plans for the decommissioning of the AGR stations

Key Tasks 2026-27	Outputs	Outcomes	Comments
Use the Steering Group, Radioactive Waste Planning Group and other engagement routes to identify member concerns and respond as appropriate. Engage regularly with EDF operations and communications staff, and with NRS, to discuss developments in AGR decommissioning and highlight issues raised by our members. Facilitate dialogue between Nuleaf, NRS and those local authorities that host an AGR site but don't have a Magnox/A site.	Provide updates to members through papers to SG, RWPG and newsletters. Hold discussion sessions on AGR decommissioning at our meetings as appropriate. Meet as appropriate with EDF, NRS and NDA to facilitate updates on their plans. Request meetings with Hartlepool and City of Lancaster/Lancashire County Councils.	That proposals for the decommissioning of the AGR stations reflect the interests and views of host local authorities. 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.	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. This represents a major expansion of the NRS estate, which has also taken on responsibility for the Dounreay site and the adjoining Vulcan facility. 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 2026-27

Objective 10: Be an advocate and a facilitator of engagement between NWS and local government on the work of the Low-Level Waste Repository (LLWR) and the Low-Level Waste aspects of Integrated Waste Management.

Key Tasks 2026-27	Outputs	Outcomes	Comments
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. Report on developments in IWM to Steering Group and RWPG meetings. 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. Continue a dialogue with NDA around asbestos and non-radioactive waste.	Meeting with NWS held and reported on. Regular updates on IWM provided to Steering Group and RWPG meetings. Presentation held at Steering Group at the appropriate time. Presentation held at Steering Group at the appropriate time.	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.	In 2023 NWS published its Corporate Strategy. This is an important development that will have implications for future waste management. The new Policy on radioactive substances and decommissioning policy, released in May 2024, promotes a risk informed approach to waste management 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. 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.

Work Programme 2026-27

Objective 11: Provide support and advocacy to underpin the anticipated decision by the Secretary of State in summer 2026 on the next stages of the GDF programme. Facilitate advocacy to illustrate the work carried out by NWS and amplify post-decision messages and engagement.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Following the announcement of the decision by the Secretary of State, work with NWS, DESNZ, Cumberland Council and our members to consider our response at both a national and local level; and work to advocate for and support the forward process. Hold regular meetings with (a) senior NWS staff and (b) senior DESNZ officials to exchange information on the Geological Disposal Facility siting process. 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. Ensure regular reports and discussion of developments in the Geological Disposal Facility siting process at Nuleaf Steering Group and Radioactive Waste Planning Group meetings.	Meet with NWS leaders, DESNZ and Cumberland Council to decide how Nuleaf can support the forward GDF programme. Consider how we can engage post-decision in media work around geological disposal. Convene a discussion at our Steering Group to seek members views and ot raie their awareness of the SoS decision and the forward GDF process. Regular discussion with NWS (either face to face or by phone). 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.	That Nuleaf members understand the SoS' decision and future plans for the GDF process; and are able to engage effectively. That Nuleaf is seen as a significant voice in the debate around a GDF at both a national level and in support of Community Partnerships. 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. That NWS has a clear understanding of any issues that may affect the delivery of the GDF siting process.	The Secretary of State (SoS) at DESNZ is considering the next stages of the GDF siting process, based on recommendations submitted by NWS in May 2026. The decision on whether to proceed to the next stage of the process in one or both of the existing Community Partnerships; or whether to amend the process, will have significant implications for the delivery of a GDF. Nuleaf support geological disposal and will continue to be an advocate for an effective and well funded siting process that delivers a GDF in a timely way.

Work Programme 2026-27

Objective 12: Support the Community Partnerships by facilitating information and topics of interest to the CPs including international best practice in GDF siting.

Key Tasks 2026-27	Outputs	Outcomes	Comments
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. Respond to any requests for support and advice from any local authority around the GDF process. 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. Respond positively to requests from any Working Group or Community Partnership to support or advise them or their members/local community. Work with NWS and local authorities to consider how we can enhance our local support following the SoS' announcement. Continue to engage actively in international work around geological disposal and disseminate message to our members and NWS/Government.	Hold 4 meetings of our GDF Local Authority Group. Feedback any issues raised to NWS, CoRWM and DESNZ as appropriate. Support provided on request. 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. Meet as requested with Community Partnership Chairs and others connected with local engagement. Participate in a GMF visit to Osthhammer, site of the Swedish GDF, in June 2026 and report back to members. Engage in other international meetings and network as appropriate.	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. 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.	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. We are an advocate for the delivery of a GDF in a timely fashion. Nuleaf has the scope to act as a 'thought leader' and 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. 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. 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.

Work Programme 2026-27

Objective 13: Play a leading role in international networks and meetings around local government and community engagement in nuclear. Identify good practice that could be replicated in the UK; and act as a strong UK voice in international discussions.

Key Tasks 2026-27	Outputs	Outcomes	Comments
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. Play a leadership role within the 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. Continue to engage with the IAEA in their ongoing work on local government/community dimensions of nuclear issues. Engage with the UK Government and NDA Group to build awareness of Nuleaf's international role and connect to wider work on international engagement.	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. Participate as a member of the Presidium in: • Visit to Osthhammer, Sweden in June 2026 • GMF General Assembly meeting in Belgium, October 2026 Support the involvement of the Nuleaf Chair in an IAEA Technical meeting on decommissioning in July 2026; and participate in a Technical meeting on local engagement in November 2026. Hold quarterly meetings with DESNZ staff involved in international liaison and in supporting UK work with the IAEA and others. Develop our engagement with the NDA international lead.	That Nuleaf is an active and influential member of international networks. 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.	Nuleaf's international involvement has increased significantly in recent years. It now includes: • 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). • 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 2026-27

Objective 14. Support our members local authorities in engaging in the new nuclear sector, including Small Modular Reactors (SMRs), Advanced Modular Reactors (AMRs) and fusion.

Key Tasks 2026-27	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. 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. Liaise with the New Nuclear Local Authorities Group (NNLAG) secretariat and/or membership as appropriate. Submit detailed responses to UK Government consultations on new nuclear and engage with the UK Parliament. Respond to the consultation on a new National Policy Statement (EN-8) on Fusion and continue to monitor developments around fusion power and respond 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. Use our Annual Gathering as a forum for discussion on the future nuclear landscape in the UK. Seek dialogue with other interested parties. Nuleaf to liaise with the New Nuclear Local Authorities Group secretariat as appropriate. Joint event hosted if agreed by both parties. Engage in future consultations and discussions as required. Respond to EN-8 and any other relevant consultation.	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. 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.	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. Great British Energy - Nuclear (GBE-N) has announced that the UK's first SM<R reactors will be developed at Wylfa in north Wales. A range of other SMR proposals are also in the pipeline.

Work Programme 2026-27

Objective 15: Provide the Secretariat for the Scottish Council Committee on Radioactive Substances (SCCORS) and support the development of the network.

Key Tasks 2026-27	Outputs	Outcomes	Comments
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. Engage with key stakeholders to raise awareness of SCCORS and facilitate dialogue. Participate in the Scottish Sites Group, the Scottish Parliament Cross Party Group and other relevant fora. Hold regular meetings for members, to serve as a focus for engagement with Government, NDA/NRS and others. Respond to relevant consultations, with a particular focus on the anticipated Scottish Government consultation on Higher Activity Waste (HAW). Hold quarterly meetings involving the SCCORS Convenor, NRS and Nuleaf to plan forward work. Report to NDA on progress with SCCORS.	Continue to build engagement with all local authorities to identify lead Members and Officers. Hold at least one meeting each with Scottish Government, CoSLA and SEPA. Attend Scottish Site Group and Cross-Party Group meetings. 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. 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. Progress report submitted to NDA after 6 months, setting out work undertaken.	That Scottish local authorities are supported in engaging in nuclear decommissioning and waste management through the provision of regular meetings and other information. 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.	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. With funding from the NDA, a Co-ordinator was appointed and has been successful in building the network and establishing contact with all relevant stakeholders. Of critical importance will be to engage in the Scottish Government's planned consultation on Higher Activity Waste Policy (HAW), expected during 2026/27.

Work Programme 2026-27

Member and Corporate services

Objective 16: Respond to relevant consultations and ensure we connect with Government fora, the Local Government Association (LGA) and new policy and strategy developments around nuclear.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Provide: - On-going monitoring of developments in radioactive waste management. - On-going monitoring of government policy & strategy. - Prepare Nuleaf Annual Report to Local Government Association and liaise with LGA officials as appropriate. - 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. Respond to Nuleaf members and external bodies as required, providing information where appropriate.	Annual report, Local Government Association report and other information submitted. 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.	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. That the views of local authorities and Nuleaf are effectively communicated in all relevant consultations, leading to better outcomes for communities.	Nuleaf is an independent body hosted by Suffolk County Council, which provides back office support to the organisation. As an LGA Special Interest Group (SIG) we have requirements to liaise with and report to the LGA on an annual basis. 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.

Work Programme 2026-27

Objective 17: Build our membership base and connections with English and Welsh local authorities. Respond to the reform of local government in Suffolk and more widely. Continue the process of enhancing our service and our support for local government.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Reach out to those local authorities who have nuclear facilities, or are likely to have them in the future, to encourage them to join Nuleaf and participate in our network. Work with Councillors and senior officials in Suffolk County Council to ensure that Nuleaf is able to transition to a new host local authority following reorganisation. Undertake research to identify the scope for alternative funding sources for Nuleaf, either on a core or project basis. Build our relationships with new lead elected members; and engage with any new lead political groups in member authorities following future local elections.	Deliver at least 2 new Contributing member authorities. Ensure that Nuleaf is integrated fully into planning processes with the end result being that we transition to a new host local authority. Research undertaken. Applications for additional funding submitted. Meeting offered to any new Cabinet member in Nuleaf member authorities. Overall participation of Elected Members in our meetings grows.	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. That we maximise our income by safeguarding existing funding sources and identifying potential new sources of finance. That, where there have been recent changes in political leadership, senior politicians and officials from those local authorities are encouraged to participate in Nuleaf.	This is a time of significant change for local government in England, with a move towards unitary councils and the establishment of Mayoral and Combined authorities. Nuleaf's host local authority, Suffolk County Council, will cease to exist and Nuleaf will have to establish a new host local authority within the county. The change in the nuclear landscape offers opportunities for Nuleaf to encourage other local authorities to become contributing members of the network, following the reforms to our membership model agreed in 2025/26. Finally, we are seeing regular changes in the local political representation at each local government electoral cycle. It is important that Nuleaf encourages newly elected members to participate in our meetings and find value in them

Work Programme 2026-27

Objective 18: Organise effective and well attended Nuleaf meetings and other events.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Deliver Steering Group, AGM and Radioactive Waste Planning Group meetings.	Arrangement of: 3 Steering Group meetings to be held online 1 Annual Gathering and AGM. In 2026 this will be in Carlisle and will incorporate a seminar on the nuclear landscape in Cumberland, a dinner with guest speakers and a site visit to Chapelcross. 1 Welsh members meeting 3 or 4 Radioactive Waste Planning Groups, to be held online unless members wish otherwise.	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. 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.	The Nuleaf Steering Group meets online three times per annum, and once in-person through an Annual Gathering, incorporating a site visit and seminar. The RWPG will meet online, though has the scope to meet once a year in-person if members feel it necessary.
Organise other topic-based meetings as appropriate. In 2026/27 this will include meetings on the NDA's Storage and Treatment Strategy.	Delivery of storage and treatment meeting and other meetings as appropriate.		

Work Programme 2026-27

Objective 19: Enhance our web and media communications.

Key Tasks 2026-27	Outputs	Outcomes	Comments
Undertake a full refresh of our website and associated materials.	A refreshed website is developed.	That our communication materials are valued by our members as a useful resource that keeps them informed and assists them in their work.	Nuleaf's website and communication materials would benefit from a refresh to make them more accessible and of greater value to members and others.
Publish a regular newsletter and distribute to members and stakeholders.	Production of 6 newsletters during the year.		
Research and draft briefings as appropriate.	Website kept up to date to provide information resource for members and others.		
Keep website and online media up to date.	Monitor X feed and post tweets as appropriate on topics of interest to followers. New articles posted on LinkedIn as appropriate.		
Prepare an Annual Report for members and funders.	Annual report published and circulated to members and stakeholders.		

Work Programme 2026-27

Objective 20: Maintain effective financial management and audit systems.

Key Tasks 2026-27	Outputs	Outcomes	Comments
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. 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. Explore all suitable avenues for new or additional funding for Nuleaf.	Submission of finance reports and other information as required. Produce end of year accounts and submit to auditors. Publish independent audit for sign off by members at the AGM.	That Nuleaf has effective financial management systems. That Nuleaf is put on a firm financial footing, with a balanced budget, providing long term stability.	To be sustainable, Nuleaf must demonstrate that it continues to be a well run, efficient and prudent organization that delivers the best value for money.

Engagement Calendar 2026-27

Nuleaf events	
Steering Group	July 14 th and 15 th (Annual Gathering), 7 th October, 9 th December, 10 th March
Radioactive Waste Planning Group	April 29 th , September 9 th , January 12 th
Welsh Member Authorities Meeting	9 th October 2026
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
NDA Stakeholder Summit	September 15 th and 16 th
International events	
GMF	GMF Extended Steering Group, 10 th to 12 th June, Osthhammer Sweden. GMF General Assembly, Dessel, Belgium, 13 th to 15 th October
Global Partnership	ECA Forum, 21 st to 24 th April, Augusta GA.
IAEA	Decommissioning meeting July 20 th to 24 th ; Technical meeting on engagement November 18 th to 20 th 2026.
Miscellaneous	
CoRWM	Dates confirmed during the year

Finance 2026-27

Budget Income FY2026-27

NDA Group	£140,000
NDA – SCCORS funding	£30,000
Local Authorities	£21,425
Grants	<u>£1,500</u>

Total **£192,925**

Budget Expenditure FY2026-27

Salaries and on-costs	£162,660
Travel, accommodation and subsistence	£23,100
Room hire and catering	£4,400
Printing, postage and stationery	£250
Staff office costs and expenses	£8,300
Subscription to Professional bodies	£10,000
Translation services	£500
Commissioned work	<u>£0</u>

Total **£209,620**

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.	• 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.	• 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.	• 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.	• 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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