

**Nuclear Decommissioning Authority
National Low-Level Waste Strategy Group
Terms of Reference**

National LLW Strategy Group

The Nuclear Decommissioning Authority (NDA) shall establish and maintain a UK-wide National Low Level Waste (LLW) Strategy Group to develop a working partnership between NDA, LLW Repository (LLWR), Regulators, and LLW consignors for promoting innovation, value for money, and implementing the waste hierarchy by planning for effective solid waste management solutions. This initiative will support ongoing nuclear operations, the nuclear site decommissioning and remediation programme, and the LLW disposal needs of 'non-nuclear' organisations. The National LLW Strategy Group shall serve as a primary point-of-contact for integration and engagement on LLW innovations, issues, and strategy development.

The Strategy Group shall serve as a collaborative and consultative forum to integrate the UK-wide LLW programme on a regional and national scale. It will strengthen the partnership between the NDA, LLWR, LLW consignors, Regulators, and others to support NDA's obligations under the Energy Act and in line with Government's LLW Policy 2007 as well as NDA's approved strategy. Information and recommendations developed and discussed at National LLW Strategy Group meetings will be shared with other applicable groups and forums involved in LLW issues.

Strategy Group Terms of Reference (TOR)

Article 1

Strategy Group Name

The Strategy Group name shall be the NDA National Low Level Waste Strategy Group (hereafter referred to as the National LLW Strategy Group).

Article 2

Mission

The National LLW Strategy Group shall serve as a collaborative and consultative forum to effectively integrate the UK LLW programme. The Strategy Group shall integrate LLW management at the independently-managed NDA sites and other nuclear facilities to develop and consult on recommendations for best business practices, economies of scale, standardisation, and the implementation of the entire waste hierarchy throughout the UK. A primary goal of the Strategy Group is to minimise site costs, optimise transportation logistics, and minimise waste volumes for disposal at the Low Level Waste Repository (LLWR) and other facilities as applicable. However, final decisions on implementation of strategic recommendations rest with the NDA.

The National LLW Strategy Group mission shall emphasise the following areas for integrating LLW management throughout the UK.

1. Identify and assess opportunities for the effective handling of UK's LLW including:

- Applying the waste hierarchy and fostering best practice in LLW management;
- Encouraging innovation in practical LLW processes and commercial areas and driving waste-related hazard reduction;
- Obtaining value for money for the UK taxpayer and waste producers through benefits of scale and common solutions rather than site-by-site or independent solutions;
- Securing appropriate LLW treatment and disposal capacity in the short, medium, and long terms;
- As applicable, evaluate LLW solutions in concert with waste management requirements for intermediate level, very LLW, high-volume low-activity, and exempt wastes;
- Seeking to build the confidence of stakeholders and communities affected by LLW operations.

2. Inform development of NDA's strategy on LLW issues

- Providing recommendations on the LLW opportunities listed above;
- Consulting and informing appropriate participants throughout the process;
- Conduct business in an open and transparent manner utilising electronic website(s), formal correspondence, and public consultations.

3. Assess priorities for action in deployment of LLW strategies

- Maintaining overview of timescales, appropriate "insertion points", or "windows of opportunity" for new LLW strategies;

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- Maintaining cognisance of treatment technologies and infrastructure developments;
- Develop appropriate metrics to monitor and assess progress with LLW strategy delivery and implementation.

4. Raise awareness and achieve a common level of understanding of LLW issues

- Providing a forum for group members to provide the views, expertise, and concerns of their organisations;
- Consulting LLW recommendations and issues amongst group members and their extended networks;
- Consulting with various applicable stakeholders in accordance with Stakeholder Engagement Plans;
- Sharing information with the wider LLW community on developing and implementing best practice.

Article 3

Goals and Objectives

Decisions to support recommendations by the Strategy Group to NDA shall be based on protecting personal and public safety, protecting the environment, regulatory compliance, and, to the maximum extent possible, incorporate the use of good business practices including:

- Standardisation;
- Economies of scale at the National level;
- Operational efficiencies.

Implementing best practices and evaluating and recommending innovative approaches for reducing the NDA's overall lifecycle cost liability in LLW management throughout the UK is a major objective supported by the Strategy Group.

Article 4

Membership

Membership in the Strategy Group shall include senior representatives from NDA, consignor sites, and local government involved with facilities and sites that are actively generating LLW. Each member is responsible for representing the views and interests of their parent organisation and for promulgating the business of the Strategy Group back into their parent organisation.

The Strategy Group membership shall consist of the following:

Strategy Group Officers

- Strategy Group's Chairperson (Chair): NDA Head of Lower Activity Waste Management
- Strategy Group's Deputy Chair: NDA Head of Waste and Nuclear Materials
- Strategy Group Secretary: NDA LLW Technical Support Manager

Strategy Group Members

- LLWR SLC Head of National LLW Strategy

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- NDA Site Programme Manager for LLWR
- NDA and SLC site/bundle representatives
- Non-NDA LLW Consignor representatives
- Regulators
- UK Stakeholder representative(s)

In addition to the formal membership of the National LLW Strategy Group, other participants and organisational representatives will be invited to attend LLW Strategy Group meetings at the Chairs discretion. Corresponding participants will also be notified of future meetings and topics of discussion and/or review.

- Participants may attend to participate in strategy discussions and provide input to the NDA, as approved by the Strategy Group Chair.
- NDA staff with a valid interest may attend from time to time.

Attachment A to this Strategy Group TOR lists the approved Strategy Group membership and effective date of membership. This list may be updated at the Chairs discretion in accordance with Article 5 below.

Article 5

Process for Membership Changes and Temporary Substitutions

Proposed membership modifications shall be considered by the Strategy Group but shall be decided by the Chair subject to internal NDA governance processes.

Additions

- The Strategy Group shall consider adding a Member to the Strategy Group upon receipt of a written request and justification from the applicant or applicant organisation.

Resignation

No Strategy Group Member or Officer shall resign without providing written notice to the Strategy Group Secretary.

- Resignation of a Strategy Group Member shall take effect upon receipt by the members of a resignation notice or at such later time as shall be specified in the notice.
- Resignation of an Officer shall take effect upon receipt by the Strategy Group of a resignation notice or at such later time as shall be specified in the notice.

Filling Vacancies following resignations

- At NDA invitation, the ex-Member's organisation shall recommend a replacement member to the Strategy Group Chair. Refer to additions section above.

Temporary substitutions

- Members should make efforts to fulfil their Strategy Group duties themselves. However, it is recognised that there may be problems with the availability of Members from time to time, when

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a Member so affected may propose the use of a Temporary Substitute to the Chair via the Secretary.

Article 6

Strategy Group Officer Duties

Strategy Group Chair

The following are the primary duties of the Strategy Group Chair:

- Establishes, leads, and maintains the National LLW Strategy Group;
- Formally approves all Strategy Group actions;
- Directs the work of the Strategy Group Deputy and/or Strategy Group Secretary to ensure that operations of the Strategy Group are consistent with the needs and requirements of the Strategy Group;
- Serves as Strategy Group spokesperson;
- Takes forward Strategy Group recommendations for NDA approval.

Deputy Chair

The following are the primary duties of the Strategy Group Deputy Chair:

- Serves as Chairperson of the Strategy Group in the absence of the Chair;
- Ensures that actions items of the Strategy Group, upon approval of the Chair, are tracked and implemented;
- Monitors overall performance metrics or indicators to make appropriate recommendations to the Strategy Group;
- Acts as initial point of contact for recommending changes to the NDA.

Strategy Group Secretary

The following are the primary duties of the Strategy Group Secretary:

- Prepares the agenda for Strategy Group meetings for approval by the Chair;
- Solicits and compiles technical and consultation papers for meetings;
- Notifies members and participants of Strategy Group meetings;
- Maintains Strategy Group records and prepares and issues Strategy Group Meeting minutes;
- Organises Strategy Group meeting logistics;
- Tracks Strategy Group actions, issues, and assignments of Strategy Group;
- Tracks Strategy Group baseline change control process;
- Provides progress reports, as requested, on the work of the Strategy Group;
- Facilitates Strategy Group functions and provides logistical support to the Strategy Group;
- Provides the Members' point of contact for proposed membership changes and temporary substitutions.
- Maintains Strategy Group documents, technical reports, and information using readily-available and visible mechanisms (e.g. Website)

Article 7

Strategy Group Member Roles and Responsibilities

The following are the primary duties of the Strategy Group Members:

- Provide solutions, ideas, and suggestions to issues that affect the strategy of the UK LLW Programme;
- Actively participate in Strategy Group activities and regularly attend Strategy Group meetings;
- Seek a common and accurate understanding of the site baselines and LLW inventory;
- Assist the Chair to implement and prioritise Strategy Group initiatives;
- Establish the priority for LLW Strategic initiatives;
- Actively seek recommendations and implement activities to improve overall UK-wide operating efficiencies, develop standardised methods for performing waste hierarchy actions, accelerate remediation initiatives, and enhance economies of scale;
- Monitor, review, and recommend appropriate performance metrics or indicators that will maintain Strategy Group transparency;
- Communicate the Strategy Group recommendations to their organisations;

Certain members (e.g. Independent regulators or stakeholder representatives) may choose to abstain from making certain recommendations. On those occasions, the Strategy Group will direct the Secretary to prepare summary reports describing the Strategy Groups concerns and issues.

Article 8

Technical Advisors

Technical Advisors may be periodically proposed by Strategy Group members and appointed by the Chair to provide technical advice and consultation to the Strategy Group. The following are the primary duties of Technical Advisors:

- Provide technical advice and consultation to the Chair and/or Strategy Group;
- Attend Strategy Group meetings and other functions at the request of the Chair;
- Perform technical support upon request of the Chair;

Designated Technical Advisors to the Strategy Group shall include LLW Strategy personnel from the LLWR SLC. Other advisors may be added, as designated by the Chair.

Article 9

Standing Strategy Groups

The Strategy Group may recommend and/or maintain a Strategic Planning Strategy Group as a standing Strategy Group, as approved by the Chair. The Strategic Planning Strategy Group shall be comprised of Strategy Group members, as designated by the Chair. The primary duties of the Strategic Planning Strategy Group, if formed, are:

- Responsible for researching the potential effectiveness of new technologies or processes, and modifications to existing practices to optimise certification, transportation, or disposal operations at the LLWR or other alternative sites.
- Advise the Strategy Group on optimisation opportunities.

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- Coordinate activities and be the point of contact for sub-Strategy Groups formed by the Chair to address technical issues.

Article 10

Meetings

The Strategy Group shall meet at least twice per year for the foreseeable future, or as necessary, to provide strategic planning and guidance for the National LLW programme. However, more frequent meetings may be scheduled at the request of the Chair. Regularly scheduled meetings may be by electronic means (video and teleconferencing). However, preference is to meet in person to promote personal interaction and discussions. Emergency meetings may be called by the Chair, as required.

Written notice of the biannual meetings stating the place, day, and hour of the meeting and the purpose or objectives which the meeting is called shall be delivered by the Strategy Group Secretary no less than 30 days before the date of the meetings by electronic or regular mail. Requests for papers or presentations shall be performed at least 10 days prior to the meeting. Additional lead time will be strived for in scheduling meetings.

Article 11

Quorum

The quorum necessary for making recommendations for NDA consideration and approval shall be a minimum of ten members and the Chair or Deputy Chair.

Article 12

Issue Identification and Change Process

Issues may be brought before the Strategy Group by a variety of sources including Strategy Group officers, members, participants, technical advisors, regulators, and stakeholders. The following processes shall be used:

- Request for the Strategy Group to consider an issue is submitted to the Strategy Group Secretary;
- Upon approval of the Chair, issues are placed on the Strategy Group agenda;
- Prior to a Strategy Group meeting, if required, the Strategy Group Chair will prioritise all issues under consideration;
- The Strategy Group will review an issue and may (1) direct further study, (2) ask for more information, (3) request technical advisor review and recommendations, (4) establish a point-of-contact and/or form a sub-Strategy Group to prepare recommendations for the Strategy Group, or (5) make a recommendation for change, if required.
- A formal request shall be prepared by the Strategy Group Secretary documenting the Strategy Group's recommendation for submittal to the Chair.
- Upon Chair approval of the Strategy Group actions, the Chair takes the action forward for NDA approval.
- Strategy Group members are responsible for ensuring communication, assessment and, if appropriate, implementation of NDA-approved recommendations at their respective sites.

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Article 13

Strategy Group Recommendations and Dispute Resolution Process

The Strategy Group will make consensus recommendations to the Chair. Consensus is defined as general agreement or accord. Simply, this means that each Strategy Group member is comfortable with the recommendation even if it may not be his or her first choice. For Strategy Group purposes, consensus will mean substantive agreement among Strategy Group members on recommendations. However, it is probable the Strategy Group may not always be able to reach consensus. In addition, it is acknowledged that certain members (e.g. Independent regulators or stakeholder representatives) may choose to abstain from making certain recommendations. On those occasions, the Strategy Group will direct the Secretary to prepare summary reports describing the Strategy Groups concerns and issues. The Chair shall review the reports and forward recommendations to the NDA for evaluation. The NDA has the ultimate decision-making authority within approved regulatory and government requirements.

Article 14

Amendments to the Terms of Reference

The TOR, and any amendments, will be reviewed annually or as otherwise necessary. The Strategy Group will make consensus recommendations to the Chair for changes to the TOR, which upon approval by the Chair (subject to internal NDA governance processes), will be incorporated.