NUCLEAR FREE LOCAL AUTHORITIES

SERVICE PLAN 2012

(Approved by NFLA 2011 AGM)

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1. OVERVIEW

1.1 Overview of the Nuclear Free Local Authorities

The Nuclear Free Local Authorities (NFLA) is the primary voice in local government in the UK and Ireland providing a critique on nuclear policy issues. The organisation is well-known within local government and seen as a legitimate stakeholder with central government, the nuclear industry and nuclear regulators. The NFLA has also developed strong international links around the issues of nuclear weapons and proliferation through its close co-operation with the Mayors for Peace, and its Secretariats in Hiroshima and Ypres, and KIMO International, with its Secretariat in Lerwick.

The NFLA was established through the passing of an official resolution by Manchester City Council on 5th November 1980, formally declaring itself as highly concerned over the expansion of nuclear weapons in the UK and the safety of nuclear power reactors. By declaring itself 'nuclear free' it sought to build up an association of like-minded Councils to raise common concerns about nuclear policy issues and seeking sustainable alternatives to a nuclear weapons-laden world and the nuclear fuel cycle. It also sought to establish an organisation of like-minded Councils with similar aims. The organisation quickly grew leading to the creation of a formal NFLA Secretariat in Manchester in 1981. *National NFLA Forums* were also established from 1983 with member Councils providing Secretariat support and reporting in to a *NFLA Steering Committee* of nominees from each Forum to determine formal NFLA policy. In 2005 a NFLA All-Ireland Forum was established with local authorities from Northern Ireland and the Republic of Ireland.

In 1999 Manchester City Council became a Vice President of the Hiroshima and Nagasaki-led International Mayors for Peace, which campaigns for the elimination of nuclear weapons. A close relationship has developed with Mayors for Peace and the NFLA, though they remain quite separate organisations. Manchester City Council also provides a Secretariat for the *UK Mayors for Peace Working Group,* which seeks to develop membership and a work programme of the Mayors for Peace in the UK. Since 2010 Glasgow City Council became an Associate Member of the Mayors for Peace's '2020 Vision' Campaign and will co-operate with Manchester on providing leadership to develop the Mayors for Peace in the UK and the Republic of Ireland.

The NFLA has also developed a close relationship with the local government marine pollution group, KIMO International. KIMO has its Secretariat in Lerwick, Shetland Islands and represents coastal local authorities across Northern Europe. The NFLA Secretary provides specialist assistance on nuclear policy matters to KIMO and represents KIMO at the OSPAR Inter-governmental Radiation Substances Committee to lobby for a full reduction in radioactive discharges into the North Atlantic area and associated seas.

2012 will remain a challenging year for the NFLA, as local government across England, Scotland, Wales, Northern Ireland and the Republic of Ireland face the largest cuts to its budgets in a generation. There are also all-out local government elections in Scotland and Wales. Responding to the effects of the local government funding cuts and major elections will require realistic budget provision, strong member support for

the NFLA, pooling appropriate resources with other like-minded organisations and emphasising the value for money of the NFLA consultancy service to its members.

1.2 NFLA Terms of Reference and Governance

The 2011 Annual General Meeting of the NFLA Steering Committee agreed a new constitution, which will be placed on the NFLA website in January 2012. It works to the following long-standing set of objectives:

"To further the policies of the Annual General Meeting of Nuclear Free Local Authorities between Annual General Meetings and to report back to the Annual General Meeting on its actions in the interim.

With a view to implementing this general objective:

1. To consider and recommend action which can be taken by local authorities to promote the well being of their areas by reducing hazards in or potentially affecting their areas.

2. To obtain and provide information and assistance to local authorities that can inform their understanding of the risks from nuclear hazards.

3. To consider and recommend action which can be taken by local authorities and others to support and / or enable:
   - efforts to prevent the retention and proliferation of nuclear weapons and technology assisting that proliferation;
   - the safe phase-out of nuclear power in the shortest practicable time;
   - the minimisation of the production of all types of radioactive waste and materials resulting from military and energy applications of nuclear power and the minimisation of all risks to humans and the environment from such waste and other nuclear hazards;
   - energy conservation and the use of renewable sources of energy and other steps to reduce climate change without resort to nuclear power; and
   - sustainable economic development outside the nuclear sector."

These terms of reference are achieved through the following governance processes:

NFLA Secretariat and NFLA Steering Committee

The NFLA Secretariat is based in Manchester City Council and is staffed by a full-time NFLA Secretary. The NFLA Secretariat is funded through external affiliations from member authorities, based on population size. 20% of the NFLA Secretary's time is directed to work for Manchester City Council on its local peace policy and Mayors for Peace work, which is directly funded by Manchester City Council.

The NFLA Secretary reports regularly and directly to the NFLA Steering Committee, which is made up of nominated representatives from NFLA National Forums in England, Wales, Scotland and Ireland (Northern Ireland and Republic of Ireland). The Committee has a Chair, elected annually, and national Vice Chairs representing each Forum.

The NFLA Chair elected for 2012 is Councillor Brian Goodall from Fife Council. National Steering Committee Vice Chairs and Forum Chairs elected for 2012 are:

- All Ireland Co-Chairs – Councillor Michael Carr from Newry and Mourne Council and Councillor Ollan Herr from Dundalk Town Council;
- England – Councillor Ralph Pryke from Leeds City Council;
- Scotland – this will be confirmed at its AGM on the 20th January 2012;
- Wales – Councillor Stephen Churchman from Gwynedd County Council.

The Scottish and Welsh Forums also elected Vice Chairs in 2010 – Councillor Audrey Doig from Renfrewshire Council for Scotland; and Councillor Ed Bridges from Cardiff City Council and Councillor Ray Davies from Caerphilly County Borough Council for Wales.

All these posts were appointed at the NFLA 2011 AGM, which took place in Newry on 25th November 2011.

Through the NFLA Steering Committee, members and officers met Government Ministers from across the UK and Ireland. It also helped to organise a major Westminster seminar following the Fukushima nuclear disaster in Japan.

NFLA members also hosted a special Hiroshima-Nagasaki A-bomb exhibition. This had been kindly donated to the NFLA by the Mayor of Nagasaki. An updated exhibition, which will include panels on the Fukushima disaster, is being developed for 2012.

The NFLA Secretary, in conjunction with the NFLA Chair and line management in Manchester City Council, determine day-to-day work, where appropriate.

NFLA National Forums

The NFLA is made up of 4 national Forums that formally report to the NFLA Steering Committee. The national Forums develop local policies, seminars and events that mirror workstreams of the NFLA Steering Committee. The NFLA Scotland Forum is serviced by Glasgow City Council and the NFLA All-Ireland Forum is serviced by Newry and Mourne District Council. The NFLA English Forum and NFLA Welsh Forum are serviced by the NFLA Secretariat in Manchester. NFLA Scotland retains a small percentage of additional resources to fund a Policy Advisor to develop specific local policy.

NFLA national Forums meet 2 - 4 times a year with business meetings and seminars on relevant nuclear policy issues. These are hosted by individual NFLA members – in 2011 these included Newry, Wexford, Dundee, Glasgow, Manchester, Oxford, Rotherham, London, Cardiff and Caernarfon.

1.3 Key priorities and work programme for the NFLA

The key priorities for the NFLA Secretariat are to:

- Provide a high quality research, consultancy and informative nuclear policy service to all NFLA member authorities.

- Influence the national and international nuclear policy agenda by responding to Government and nuclear industry policy consultations, attending relevant stakeholder dialogues and national and international nuclear policy conferences.
- Provide an update of major nuclear policy issues to the NFLA Steering Committee and national NFLA Forum meetings.
- Promote, where practical, alternatives to nuclear energy and the benefits of renewable energy sources and energy efficiency projects in a strategy to provide reliable energy security and mitigate the effects of climate change.
- Organise an Annual Policy Briefing Seminar and an Annual General Meeting to showcase the NFLA and highlight key elements of the NFLA nuclear policy agenda.
- Publish regular policy briefings, media releases, updates to the NFLA website and NFLA newsletters to member authorities on different aspects of nuclear policy.
- Support national NFLA Forums through policy work and the organisation of seminars on issues of local importance across different aspects of nuclear policy.
- Engage with the LGA's Nuclear Legacy Advisory Forum (NuLeAF) in England and Wales and COSLA's Scottish Councils Committee on Radioactive Substances (SCCORS).
- Develop efficient links with NFLA member authorities through nominated elected members and officers and answer all NFLA member queries.
- Build up links with a national and international network on nuclear policy issues with councillors, MPs, TDs, MEPs, MSPs, AMs, MLAs, official government and nuclear industry groups, journalists and like-minded local government and public interest groups.
- Develop formal partnerships with the Mayors for Peace and KIMO International.
- Provide a resource centre for queries, a daily 'nuclear news' service, official letters and releases to the media.
- Produce high quality responses on nuclear policy issues for member authorities on their request.

The work programme for the NFLA in 2012 is influenced particularly by the UK Government's policy to develop a suite of new nuclear power stations and a national deep-level repository for the storage of intermediate and high level radioactive waste. It also seeks to promote its own alternative energy policy of the promotion of a wide renewable energy mix, increased efforts at energy efficiency and the expansion of microgeneration projects. It also seeks to influence the nuclear policy agendas of the Scottish, Welsh and Northern Irish Governments and the non-nuclear policy of the Republic of Ireland Government.

On the issue of nuclear weapons proliferation it seeks to lobby the UK Government to reduce and eventually eliminate the UK nuclear weapons programme and co-operates closely on the international nuclear weapons non-proliferation agenda of the Mayors for Peace.

The work programme relies on the work of the NFLA and National Forum Secretariats, the NFLA Scotland Policy Adviser, assistance from NFLA nominated councillors and officers and the occasional commissioning of research by independent consultants.

The NFLA work programme therefore is guided by specific policy themes as follows:

Theme	Date
New nuclear build -	
Respond to Government consultations, such as the national nuclear policy statements, electricity market reforms, site nomination processes and the ONR / EA Generic Design Assessment for new nuclear reactors.	Ongoing
Research and provide regular updates / briefings to the NFLA Steering Committee and NFLA member authorities.	Quarterly, as required
Develop a common strategy with like-minded organisations on responding to the Government and nuclear industry claims for new build through the creation of a local NGO sites alliance and joint research bids.	Ongoing
Co-operate with the Nuclear Consulting Group (NCG) on major seminars in Bristol, Norwich, Lancaster and London on the nuclear new build issue.	First half of 2012
Research and promote alternatives to nuclear energy, such as renewable energy, combined heat and power, micro-generation projects, carbon capture and storage and the benefits of energy efficiency in reducing fuel poverty. Major reports on this matter in 2011 will be built upon.	Quarterly
Research issues around the design and safety of new nuclear reactors.	Ongoing
Radioactive waste management and decommissioning -	
Respond to official consultations and meetings of Government, the Nuclear Decommissioning Authority (NDA) and the Committee on Radioactive Waste Management (CORWM).	As required
Interact and influence the policy agendas on radioactive waste management of NuLeAF and SCCORS.	Quarterly
Research and provide regular updates / briefings to the NFLA Steering Committee and NFLA member authorities.	Quarterly, as required
Respond to the MOD's public consultation on the dismantling of redundant nuclear submarines in co-operation with host NFLA member authorities and interest groups. To follow up the MOD's response to the consultation.	First quarter of 2012, ongoing
Radiation safety standards, radiation discharges and low level radiation -	
Respond to official consultations and meetings of Government, such as reports of the Committee on the Medical Aspects of Radiation in the Environment (COMARE) and reports of the Health Protection Agency and the Radiological Protection Institute of Ireland.	As required
Research and provide regular updates / briefings to the NFLA Steering Committee and NFLA member authorities.	Quarterly, as required
Commission or comment on original research on low level radiation, such as the COMARE Annual Reports and the German KIKK study.	As required
In co-operation with KIMO International, research the effects of marine radioactive discharges into the Irish Sea and North East Atlantic and raise concerns at an official level with the OSPAR Commission and the UK and Republic of Ireland Governments.	Ongoing, annual OSPAR RSC meeting
Commission further research on the radioactive discharges from a	First half of

new nuclear build programme.	2012
Nuclear safety, transportation and emergency planning -	
Respond to official consultations and meetings of Government, such as reviews of the regulators and transportation guidelines.	As required
Research and provide regular updates / briefings to the NFLA Steering Committee and NFLA member authorities.	Quarterly, as required
Follow-up findings of NFLA national nuclear emergency planning questionnaire as a result of the Fukushima disaster.	Ongoing
Nuclear weapons and proliferation -	
Respond to official consultations and meetings of Government, such as the work of the independent Trident Commission and UK government nuclear proliferation policy.	As required
Research and provide regular updates / briefings to the NFLA Steering Committee and NFLA member authorities.	Quarterly, as required
Interact with the International Mayors for Peace through the development of the UK Mayors for Peace Working Group and attendance at international Mayors for Peace events as appropriate.	Six monthly, as required
Assist in the improvement of organisational and financial capacity in the Mayors for Peace following it passing the 5000 members mark.	First half of 2012

Each policy area will include regular reports to the NFLA Steering Committee and NFLA National Forums, and provides subject areas for seminars, conferences and events, attendance at stakeholder dialogues and the production of NFLA Policy Briefings for member authorities.

1.4 NFLA actors, partners and associates

The NFLA interact with a large amount of nuclear policy stakeholder organisations on a regular basis, which is divided into 'actors' – who the NFLA directly interacts with; 'liaison partners' – who the NFLA closely links with and its member authorities; and 'associates' – public interest and community citizen groups in the nuclear policy area.

NFLA actors –

Organisation	Interaction
UK Government and Regulatory Agencies -	
Department of Energy and Climate Change	Energy policy consultations and quarterly stakeholder dialogue meetings between DECC and NGOs
Department of Environment, Food and Rural Affairs	Environmental safety and permitting regulations
Ministry of Defence	Nuclear weapons convoys and the decommissioning of redundant nuclear powered submarines
Foreign and Commonwealth Office	Nuclear weapons proliferation policy
Department of Health	Radiation health and public health
Home Office	Nuclear security policy
Cabinet Office Civil Contingencies Secretariat	Nuclear emergency planning
Department of Transport	Nuclear material transportation
Office for Nuclear Regulation	Nuclear regulation and safety

Office for Civil Nuclear Security	Nuclear security
Environment Agency	Radiation safety and discharges
Health Protection Agency	Radiation safety limits
Food Standards Agency	Radiation safety limits
Committee on Medical Aspects of Radiation in the Environment (COMARE)	Effects of low level radiation
Devolved assemblies and Regulatory Agencies-	
Scottish Government	Devolved nuclear policy matters
Scottish Environment Protection Agency	Radiation safety and discharges
Welsh Government	Devolved nuclear policy matters
Northern Ireland Government	Devolved nuclear policy matters
Republic of Ireland Government and Regulatory Agencies -	
Department of Environment, Heritage and Local Government	Radiation safety consultations
Department of Communications, Energy and Natural Resources	Energy policy consultations
Radiological Protection Institute of Ireland	Radiation safety limits
Association of County and City Councils	Local government nuclear policy
Nuclear Industry and other agencies -	
Nuclear Decommissioning Authority	Radioactive waste management
Committee on Radioactive Waste Management	Radioactive waste management
OSPAR inter-governmental commission	Radioactive discharges into the sea
United Nations Disarmament Commission	Nuclear weapons proliferation

NFLA liaison partners –

Organisation	Interaction
NFLA member authorities	Direct support from the NFLA Secretariat
Nuclear Legacy Advisory Forum (NuLEAF)	Involvement and presence on nuclear policy in England and Wales
Scottish Councils Committee on Radiation Substances (SCCORS)	Involvement and presence on nuclear policy in Scotland
Mayors for Peace	Nuclear weapons and proliferation
Manchester City Council	Practical support for Secretariat
KIMO (International Marine Pollution Local Authority Association)	Marine radiation discharges

NGO associates that NFLA may interact and liaise with –

Organisation	Interaction
Nuclear weapons NGOs – CND, Beyond Trident coalition, Parliamentarians Against Non-proliferation and Nuclear Weapons, CADU, Nukewatch, Oxford Research Group, BASIC, Acronym Institute	Ongoing liaison and relevant co-operation
Nuclear power and Environment NGOs – Greenpeace, Friends of the Earth, Nuclear Waste Advisory Associates, No Need for Nuclear Alliance, Nuclear Consulting Group, SERA, Low Level Radiation and Health	Ongoing liaison and relevant co-operation

Conference, local groups campaigning against new nuclear build organised through the Communities Opposed to New Nuclear Energy Development (CONNED).	

2. OBJECTIVES AND OUTCOMES FOR 2012

There follows below a list of the ten main objectives for the NFLA in 2012, the measure to judge them and the desired or actual outcomes. This covers the large majority of work undertaken by the NFLA Secretariat. They will be regularly reviewed by the NFLA Steering Committee and were formally approved at the 2011 NFLA AGM in late November 2011, where the 2012 Service Plan will be tabled for formal approval.

2.1 Produce an ongoing strategy for dealing with the severe economies on local authority finance in 2011 to retain and increase membership

Strategic goal: To retain and seek to increase NFLA membership at a time of severe economic pressures in local government		
In-year Objective	**Measure**	**Desired / actual outcome**
Improve visibility and communications with existing members	Website and regular email improvements, publication of briefings & consultations, deal with queries	Retain membership – work very closely with members when invoices go out and discuss carefully timeliness of invoices
Develop membership recruitment pack	Pack of useful information on the NFLA	Issue to non members – pack regularly updated
Develop annual 2011 and 2012 newsletter to outline all NFLA policy work	Annual 6 page newsletter summarising NFLA work emailed to members / other supporters	Dissemination of newsletter by member and officer reps within their authorities and through environmental / proliferation policy NGO networks
Produce financial report for AGM and SC meetings	Outline financial priorities and economies and a detailed plan of action	Approval and ongoing monitoring by Steering Committee
Provide a set and tightly controlled 2012 operational budget	Keep to a set amount of resources and aim for a balanced budget	Balanced budget for 2012/13 and 2013/14
Negotiate new administrative arrangements following inter-departmental transfer	Discuss change of line management arrangements to the Corporate Policy department	Improved local Manchester City Council administrative arrangements
Recruit student interns / placement and apply to Society of Friends 'Peace Workers' scheme	Have 1 or 2 student interns to provide assistance and discrete project work / apply to Society of Friends scheme for a 1 year funded	Reasonable administrative and project support to NFLA Secretary

	placement	
Advertise seminars and reports to non members	Email / write to non members (database of all councillors for each Forum)	All NFLA seminars / conference open to non members
Encourage NFLA members to contact non members	Email and personal contact	NFLA members contacted as appropriate to undertake this role
Keep costs of seminars to the minimum	Forum seminars free where possible, in accessible locations and slightly reduced but more informative	All seminars to be free where possible
Review number of meetings to save Councillor expenses and concentrate central resources	Retain 4 SC meetings and AGM for 2012. 2 Welsh, English and Irish Forum meetings in 2011 and 3/4 Scottish meetings.	Slight reductions in meetings will assist delivering balanced budget
NFLA affiliation fees to be frozen for 2012/13 and 2013/14	Keep the affiliation fee as it is and advertise this to existing members	Assist all NFLA members to successfully process annual fee
Write and lobby non members about the benefits of NFLA	Letters / emails / direct contact as appropriate	Letters / emails sent prior or after seminars
Look at alternative streams of funding – contact trade union councils, charitable trusts, NGOs and one-off fund-raising events	Contact trade union councils and supportive union representatives. Look at joint bids to charitable trusts for specific projects.	Creating level of extra income

2.2 Deliver a high quality, flexible Secretariat to member authorities

Strategic goal: To deliver a high quality service to NFLA members		
In-year Objectives	**Measure**	**Desired / actual outcome**
Regular updates on all aspects of nuclear policy	E-mail updates, newsletter, briefings	Monthly newsletters Annual newsletter Regular Policy Briefings Weekly email updates Daily Nuclear News service
Respond to member queries	Daily presence in NFLA Secretariat office	5 day a week presence and / or remote working
Develop student intern / placement scheme	Support the NFLA Secretary	Recruit in 2012
Ensure smooth internal transition of NFLA Secretariat	Consolidate administrative support and line management of NFLA Secretary	Continuing high quality Secretariat in Manchester
Apply to Society of Friends	Application made to the	Excellent formal support for

'Peace Worker' scheme for externally funded support worker	Society of Friends and, if successful, appointment starts in September	the NFLA Secretary externally funded for 12 months
Update NFLA website and monthly NFLA newsletters	Continue to keep the NFLA website informative and up-to-date	Monthly website updates and newsletters
Produce regular policy briefings and consultation responses	Monthly briefings	Achieving regular NFLA policy briefings by email, post and on the website
Issue media releases and letters to the media	Regular releases / letters as opportunity arises	At least 1 – 2 monthly media releases and 5 -10 letters to the media per month
Produce Annual Seminar and Annual General Meeting	Successful seminar, AGM and SC organised in Newry in 2011	Similar format for 2012 AGM

2.3 Support the work of the NFLA Steering Committee and NFLA National Forums

Strategic goal: To provide practical support to NSC / NFLA Forums		
In-year Objective	**Measure**	**Desired / actual outcome**
Organise NFLA Steering Committee meetings	Organise meetings, send meeting papers out	Meetings in Jan, Mar, June and September 2012 and AGM in December 2012.
Attend / support 2 / 3 national Forum meetings in England	Organise meetings, recruit speakers and encourage new membership and NGO participation	Develop at least one northern and one southern meeting. Would benefit from renewed support of the English Forum Secretariat in Leeds.
Attend / support 3 / 4 national Forum meetings in Scotland (at least 1 / 2 in Manchester with NFLA SC)	Organise meetings, recruit speakers and encourage new membership and NGO participation	AGM in Glasgow in Jan 2012 and further meetings to timetable then.
Attend / support 2 national Forum meetings in Ireland	Organise meetings, recruit speakers and encourage new membership and NGO participation	Look at West and East Coast meetings in 2012.
Attend / support 2 / 3 national Forum meetings in Wales	Organise meetings, recruit speakers and encourage new membership and NGO participation	Cardiff seminar in Jan 2012 and further meetings to be timetabled then.
Organise AGM, Annual Seminar with a NFLA SC.	Recruit speakers, promote to members	2012 meeting in an English or Welsh Council.
Press releases and letters to media from national Forums	Regular media releases as appropriate	Media release for each Forum event and around specific issues, regular

		letters to regional and national media via what appears on 'Nuclear News' service

2.4 Influence Government and nuclear industry agenda

Strategic goal: To critically analyze and influence official nuclear policy in UK and Ireland		
In-year Objective	**Measure**	**Desired / actual outcome**
Attendance at Government stakeholder dialogues	• DECC NGO stakeholder meetings • DEFRA radioactive discharges meetings • MOD submarine decommissioning meetings • Scottish Government radioactive waste dialogue • Irish / Welsh Government meetings as relevant	Attend all government nuclear policy meetings where possible / practical
Attendance at nuclear regulator dialogues	Attend ONR NGO meeting and other meetings as appropriate	Attend meetings where possible / practical
Attendance at NDA Stakeholder events	Attend annual event and other ad hoc meetings	Attend meetings where possible / practical and invite NDA to attend one NFLA SC meeting in 2012
Attendance at CoRWM plenary meetings and seminars	Attend NGO dialogue meeting and plenary meetings if practical	Attend meetings where possible / practical
Attendance at NuLEAF meetings	4 open / strategy meetings	Attend meetings where possible / practical
Attendance at SCCORS meetings	1 AGM and ad hoc meetings	Attend meetings where possible / practical
Attendance at OSPAR Government meetings	Attend Annual Radioactive Substances meetings	KIMO funds NFLA involvement as part of MoU
Correspondence to government and nuclear bodies	Regular correspondence as appropriate	Letters sent after and between each Steering Committee
Response to consultations	Respond to key major consultations as announced, seek to pool resources with other groups to maximise specialised knowledge	Consultation responses on key aspects of nuclear policy (all placed on NFLA website)

Innovative policy briefings	High quality research on specific issues using the network of support available to the NFLA Secretariat	• New Nuclear Monitor • Radioactive Waste Briefing • General nuclear policy briefings • Mayors for Peace briefings (all placed on NFLA website)

2.5 Production of high quality research and consultation responses

Strategic goal: To produce high quality, well-informed nuclear policy research		
In-year Objective	**Measure**	**Desired / actual outcome**
Provide overview of new build debate	Briefing papers	New Nuclear Monitor as required, updates to NFLA SC meeting
Provide updates on radioactive waste management strategy	Briefing papers	Radioactive Waste briefings as required, updates to NFLA SC meeting
Provide updates on relevant nuclear policy issues	Briefing papers	Nuclear Policy briefings as required, updates to NFLA SC meeting
Provide updates on Mayors for Peace and nuclear weapons issues	Briefing papers	Nuclear Policy briefings as required, updates to NFLA SC meeting
Provide updates on NFLA Steering Committee meetings	Briefing papers	Produce summary after every meeting and place on NFLA website
Respond to Government, CoRWM and NDA consultations	Full consultation responses	Responses as and when required (all placed on website when complete)
Commission research as required	Briefing papers as appropriate	Regular briefings as required

2.6 Anticipate major changes in the nuclear policy agenda

Strategic goal: To anticipate major changes in nuclear policy		
In-year Objective	**Measure**	**Desired / actual outcome**
Overview of nuclear policy issues in NFLA briefings	NFLA Policy Briefings	Briefings provided on regular basis (on website)
Secretariat discussion on 'horizon scanning' of major nuclear policy issues	Discussion at the NFLA Organisation and Admin Committee	Regular updates at NFLA Steering Committee meetings

Anticipate and respond swiftly to the Government's Nuclear Policy statements	NFLA meetings with NGOs NFLA Policy Briefings	Thorough response to new nuclear policy consultations
Develop briefing for MPs, MSPs, MLAs, AMs, TDs, Lords and Senators	Provide and email a briefing pack for Parliamentarians and identify sympathetic supporters for questions / events	Improve Parliamentary liaison to have greater impact with decision-makers
NFLA dialogue with nuclear site NGOs and liaison with national groups like NCG, Greenpeace and Friends of the Earth	Regular meetings / online and email discussions	Develop joint events, pooling of expert resources, anticipate the nuclear policy agenda and co-operate where and when appropriate
Highlight policy concerns to Government / public	Letters to Government / media releases / public invited to seminars / website as public face of NFLA	Seek high public impact of NFLA policy work
Highlight concerns over nuclear safety	Develop links and events with emergency planning officers	Follow-up questionnaire and policy paper on nuclear emergency planning
Seek to initiate new research	Produce innovative research	Briefings produced as appropriate and where opportunity arises
Dynamic media releases	Issue media releases and letters to media to highlight NFLA views	Sent as appropriate (placed on website)

2.7 Encourage local energy revolution and positive policies to mitigate climate change

Strategic goal: To encourage a local energy revolution and positive policies to mitigate climate change		
In-year Objective	**Measure**	**Desired / actual outcome**
Highlight UK and Ireland Council examples of best practice in renewable energy and energy efficiency	NFLA briefing papers Media releases / letters	• Update 2011 National Energy Policy Briefings • Regular releases / letters • Co-operate with renewable energy sections of NFLA members
Co-operate with Council officers in Environment Policy	Develop email and direct links. Encourage attendance at seminars	Good links with officers in NFLA authorities (email groups established)

		Forum seminars to highlight climate change
Consider alternatives to nuclear energy and promotion of renewables booklet / leaflet	Consider costs and research local government sites – look for join funding bid to charitable trusts / LGA / ACC	NFLA booklet / leaflet to consider. Contact LGA / COSLA / NILGA / ACC / individual Councils
Respond to consultations and policy announcements	Respond as appropriate	Post on NFLA website

2.8 Interaction with Mayors for Peace and Manchester City Council

Strategic goal: To co-operate with Mayors for Peace and with Manchester City Council, the host of the NFLA Secretariat		
In-year Objective	**Measure**	**Desired / actual outcome**
Consider attendance at Mayors for Peace board meetings and sub-group meetings	Manchester and Glasgow are invited to attend these meetings	Attendance dependent on cost and location – one meeting likely to be a videoconference
Consider attendance at the 2012 NPT Preparatory Conference meeting in Vienna	All NFLA / Mayors for Peace members invited to join an international Mayors delegation	Attendance dependent on cost – will include a seminar on nuclear power
Encourage development of Mayors for Peace regional meetings	Creation of a Mayors for Peace Europe section	Improved organisation capacity and deepened membership of both M4P and NFLA
Issue Mayors for Peace voluntary invoices	Send to NFLA members and Mayors / councillors likely to process them	Assist continued development of the Ypres organised group
Develop the UK Mayors for Peace Working Group	2 meetings in 2012 and consider joint bid to Joseph Rowntree and other charitable trusts	March 2012 meeting in Manchester December 2012 meeting in Glasgow Grant applications to charitable trusts
Organise an annual Hiroshima-Nagasaki A-bomb commemoration	Annual commemoration has been held for past 2 years	Successful Manchester event and publicise all UK and Ireland events
Issue letters to non members of Mayors for Peace	Joint letters with membership packs emailed in England, Wales, Scotland and Ireland	Recruitment letters went out in December 20111 and will be followed up
Consider joint NFLA / Mayors for Peace fundraising event	Consider reception with Mayors for Peace celebrity patrons and prominent supporters	Raise additional income for the NFLA and Mayors for Peace – see Objective 2.9
Lobby UK and new Irish	Respond to the Trident	Trident Commission

Government on its nuclear weapons non-proliferation policy	Commission. Send letters and consider meetings with Minister / supportive Parliamentarians	submission in December 2012, awaiting oral submission.
Attend Scottish Parliament's cross-party Nuclear Weapons Group	Attend quarterly meetings on request of this group	Greater influence on Scottish nuclear weapons policy stance
Develop robust administrative, financial and line management arrangements in Manchester	Review administrative, line management and finance arrangements in Council following internal transfer of departments	Admin review with support of new line manager and MCC HR. Budget reviewed quarterly.
Improve internal communication between NFLA & Manchester CC	Increase internal links within Manchester City Council	Regular meeting with Manchester's NFLA and Mayors for Peace representatives. Ad hoc meetings with appropriate Cabinet members. Regular meetings with line management and increase links with appropriate sections in the Council
Promote the Manchester City Centre Peace and Social Justice Trail	Develop school events, local trails and its website	Improved links with schools and valuable peace and nuclear free education tool
Support the Imperial War Museum North's Peace Expo and Manchester peace festivals	Support where practical Manchester Peace Week, Peace Expo and Peace and Social Justice Festival	Manchester Peace Week is in March 2012, Manchester Peace Festival in September 2012 and the Peace Expo in October 2012. NFLA Secretary kept informed and is involved where practical.

2.9 Commemorate the 30th anniversary of the Mayors for Peace with a possible joint NFLA / Mayors for Peace fund-raising event

Strategic goal: To provide a fitting commemoration for the 30th anniversary of the Mayors for Peace with a joint NFLA / Mayors for Peace high profile fund-raising event		
In-year Objective	**Measure**	**Desired / actual outcome**
Recruit high profile figures as Ambassadors for NFLA and Mayors for Peace	Westminster event to encourage participation of Parliamentarians, NFLA, NGO groups and Chernobyl charities	Well attended and publicised 25th anniversary event
Consider joint reception / lecture	Look at major set-piece event with high profile	Generate funds and higher profile for both

	figures, Mayors and Council Leaders	organisations
Host 30th anniversary Mayors for Peace photographic exhibition	Mayors for Peace developing a new exhibition for board members	Seek to host in Manchester / Glasgow and other member cities
Build on close liaison with Hiroshima and Nagasaki	Develop school partnerships and promote existing A-bomb exhibition to NFLA and Mayors for Peace members	Formal school partnerships UK and Irish tour in 2012 for exhibition
Consider developing other international links	Research with KIMO and Mayors for Peace the benefits of developing stronger international links on nuclear policy issues with other groups	Wider local government international solidarity on nuclear issues and possible income generation

2.10 Develop a communications strategy

Strategic goal: To develop a robust communications strategy		
In-year Objective	**Measure**	**Desired / actual outcome**
Develop NFLA newsletters	Monthly newsletters Annual newsletter summary	Production of monthly newsletters and an Annual Newsletter summary.
NFLA website	Thorough review and update	Monthly updates / ongoing major review through 2012
NFLA media release strategy	Thoroughly update media contacts across all forms of media	All lists updated and sent to press, TV, radio, internet
NFLA pre-emptive media work	NFLA innovative research to appear in media	Create pool of sympathetic journalists
NFLA letters to the media	Ensure regular correspondence to letters pages	3 – 10 letters per month as appropriate
Co-operation with media requests	Co-operate with any media requests	Increase media coverage in 2012

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