



Nuclear
Decommissioning
Authority

Nuclear Decommissioning Authority (NDA) Guidance for Site Stakeholder Groups – DRAFT REVISION Ref LAR3.0

1 - Introduction

1.1 This document defines the remit and roles of the Site Stakeholder Groups (SSGs) and describes what the NDA expects from SSGs and what support the SSGs can expect in return. It also provides the basis of a generic Constitution that SSGs can use to inform their own operation. The Guidance provides clarity on the aim and operation of SSGs.

1.2 The NDA recognises that each site is uniquely situated, has its own priorities and different stakeholder interests. There is, therefore, the need for some flexibility in the detailed arrangements that apply at each site. However, SSGs are expected to adhere to certain minimum standards in their composition, conduct and operation.

2 – Purpose of the SSG

2.1 The SSG is a standing forum for communications between the NDA, Site Licence Company (SLC) and the local community. It has the overarching aim of ensuring that the NDA's interactions with local communities are conducted openly and transparently and that decisions taken by the NDA or SLC are informed by the local community's views.

The primary objectives of each SSG are:

	Objective	Examples of how this could be delivered
1	To provide an opportunity for questioning the operators, NDA and regulators on behalf of the community.	Info circulated by operators or NDA on local or national issues. Presentations, briefing papers and structured questioning time.
2	To receive and comment on progress reports and forward plans for the sites.	Receive updates on site progress. Request updates on issues of interest.
3	To represent the views of the local community through the provision of timely advice to NDA, operators and regulators.	Represent local views at local and national level: e.g. National Stakeholder Group meetings, SSG Chairs' Forum, as well as SSG meetings. Raising issues of local concern. Responding to NDA consultations. Input on site socio-economic fund applications.

4	To act as a two-way conduit for information between the Members and the SLC, NDA and the regulators.	Representatives are expected to give feedback from SSG meetings to members of their organisations in a timely and impartial manner; circulate the minutes of SSG meetings and other relevant paperwork to the groups they represent; and represent the views of their organisations at SSG meetings, including asking questions on their behalf.
---	--	--

2.2 SSGs are not executive decision-making bodies. The objectives above do not interfere with the accountability of relevant bodies for decision-making on the sites or of statutory organisations such as the regulators and Local Authorities.

2.3 Submissions to NDA or SLC consultations (objective 3) are a central part of the SSG's remit. Submissions do not have to provide a consensual view of all SSG members but should aim to map out where agreements and disagreements exist on the SSG and why these exist. The NDA and SSG Secretariat will provide advance notice of major consultation requests to the SSG: e.g. Business Plan and Strategy consultations.

2.4 SSG activity that is not in direct support of the objectives above should be agreed in advance by the NDA (both the local team and the Stakeholder Relations Team).

2.5 As representative of local communities, it is recognised that SSGs will be approached by organisations who wish to use agenda time for activities that fall outside of the NDA's core remit (e.g. new nuclear build developers and any of the many organisations based on the Harwell Campus). Where the NDA wholly funds an SSG, it expects discussions to focus on activity at NDA sites¹. While other issues may be of interest to the SSG, the NDA expects these to be limited to brief updates and not to take up significant time on the agenda. In all cases, common sense should prevail but the SSG should not be used as the primary vehicle for community engagement by anyone other than the NDA or the relevant SLC. A similar principle should be applied to invitations that SSG members may receive to attend conferences and other events – if the subject matter falls within the NDA's core remit and attendance will help the SSG deliver on the purpose and objectives set out in Section 2 of this Guidance, then there is a reasonable expectation that any costs involved will be covered by the SSG Secretariat. If it does not, then funding support to cover attendance at the event concerned should be sought from the event organisers. Before accepting any such invitations, SSG members should therefore speak to their Secretariat.

2.6 Any questions about any of the above should be directed to the Secretariat, who will liaise with the NDA Stakeholder Relations Team as required.

3 – Constitution and Code of Conduct

3.1 This Guidance provides a standard foundation for the SSG constitution. Each SSG should develop its own constitution that reflects both the NDA's requirements and the local stakeholder needs at each site. To ensure alignment with NDA guidelines, each draft constitution will be submitted to the NDA for comment before adoption. New constitutions should be adopted and published on the Magnox website by 31 March 2018.

3.2 All SSGs are encouraged to adopt a common Code of Conduct (provided at Annex A).

4 – Membership and Public

4.1 Members. SSG membership should reflect the local community and its interests, as well as the

operational status of the site and needs of the NDA.¹ On that basis the SSG should have provision to include members from:

- Elected representatives;
- Representatives of Local Authorities, parish councils and community councils;
- Local community groups with an interest in the site, including environmental groups and Non Governmental Organisations (NGOs);
- Local residents with a declared interest in the site; and
- Other local interests such as businesses and the voluntary sector

¹ This part of the Guidance may need to be revised if other organisations start to offer a financial contribution to SSG running costs.

The precise criteria for membership are a matter for each SSG and should be included in the SSG constitution.

4.2 Criteria for membership. From time-to-time, new organisations may wish to become members of the SSG. Votes to admit a new member to the SSG should be included as an item on the meeting agenda and notified to SSG members in advance of the meeting. Members should vote on a member's potential inclusion based on the following criteria. Those wishing to become SSG members are eligible if they:

- Represent an organisation or a community of interest that warrants inclusion on the SSG. Organisations must have a well-defined local interest in the site's operations and be supported by a formal constitution.
- Be willing and able to fulfil the roles and responsibilities of an SSG member as set out in the Guidance.
- Adhere to the SSG's Constitution and Code of Conduct.

4.3 Official Representatives. It is expected that representatives from the following organisations will also attend and provide updates to SSG meetings:

- Appointed representatives of relevant organisations such as regulators, trades unions, emergency and health services.
- A representative of the NDA, normally a member of the stakeholder relations team or a nominated deputy.
- Representatives of the site operators, normally the Site Closure Director/Station Manager or his or her deputy.
- Officers from the local councils at County, District and Parish level or Community Councils in Scotland and Wales.

4.4 Public. The public should be able to attend SSG meetings, ask questions and contribute to discussions with members when appropriate. The NDA considers it good practice for the Chair to allow members of the public the opportunity to ask questions for an allocated, proportionate time period following each agenda item.

4.5 Press. The press should be able to attend SSG meetings and ask questions at least at the end of the meeting. This is at the discretion of the Chair.

4.6 Role and responsibility of members. Being an SSG member means that:

- You represent your organisation or 'community of interest' actively on the SSG, including

¹ Please refer to Section 2: Purpose of the SSG.
NDA Guidance for Site Stakeholder Groups. Reference LAR 3.0 27 March 2009

consulting them beforehand on major agenda items and asking questions on their behalf.

- You formally update your organisation or community of interest after SSG meetings, either verbally or in writing.
- You attend every SSG meeting, where possible, or send a nominated representative.
- You read papers circulated in advance of SSG meetings.
- You update other SSG members promptly after representing them at another meeting.

These responsibilities should be monitored by the Secretariat and enforced where possible by the Chair and/or Deputy Chair.

²

4.7 Wider community engagement. From time-to-time, the NDA or SLC may undertake wider engagement with the community. In such instances, the SLC will inform the SSG and engage with its Members. This would allow the SSG to exercise influence without having to manage and deliver wider engagement activities themselves.³

5 – The Chair

5.1 The Chair of the SSG should:

- Be independent of the SLC and NDA: i.e. not employed by either organisation.
- Be formally elected by SSG members and be subject to re-election at least every three years.
- Be supported by a similarly elected Deputy Chair.
- Be transparent about any conflicts of interest, by declaring them at the start of SSG meetings.

5.2 The Chair is accountable to the SSG members, through their formal election.

5.3 The Chair is accountable for:

- Upholding the SSG's Constitution in its entirety.
- Respecting the boundaries of SSG business.
- Planning forward to ensure that agendas meet the needs of stakeholders, SSG members, the site operators and NDA in the context of SSG objectives.
- Managing SSG meetings to ensure that a balance of views is heard and that all members are able to contribute to discussions.
- Liaising with the Secretariat to enable the development of both new and existing members through appropriate training, site visits and other support.
- In conjunction with other nominees, representing the SSG at national level and in other meetings as needed.⁴
- Circulating updates to SSG members from any relevant meetings they attend.
- Ensuring SSG subgroups update the full SSG meeting, with an opportunity for discussion.
- Reviewing SSG performance and operation at least every five years with the NDA, SLC and SSG (please see Section 12).
- Assisting the Secretariat in assessing SSG activity requirements for the year ahead.
- Considering with the Secretariat how best to provide for smooth succession of the Chair post.

³The delivery of wider community engagement by the SLC reflects the feedback that many SSGs found the Site End States exercise onerous in terms of time and resource. Also, it is not legally possible for the SSG to hold a contract with a

consultant to deliver this work, whilst an SLC is well-suited to do so.

5.4 In considering the selection of a Chair, the SSG will want to consider qualities such as independence, local reputation, experience in chairing groups of this sort and having the time, interest and willingness to fulfil this demanding role.

6 – The Deputy Chair

6.1 The Deputy Chair of the SSG should:

- Be independent of the SLC and NDA: i.e. not employed by either.
- Be formally elected by SSG members and be subject to re-election at least every three years.
- Provide support to the Chair.
- Be transparent about any conflicts of interest, by declaring them at the start of SSG meetings.

6.2 The Deputy Chair is accountable for:

- Upholding the SSG's constitution in its entirety.
- Respecting the boundaries of SSG business.
- Covering the accountabilities of the Chair in the Chair's absence (see section 5.3).
- In conjunction with other nominees, representing the SSG at national level and in other meetings as needed.⁵

7 – Secretariat

7.1 The SLC will provide Secretarial support funded by the NDA. This Secretarial support should include:

- Administering SSG meeting dates, venues and refreshments.
- Reimbursing agreed out-of-pocket expenses for members on SSG business.
- Booking travel tickets and accommodation for members on SSG business.
- Administering the emolument for the Chair and Deputy Chair (see section 11).
- Arrange minute-taking and, where applicable, simultaneous translation into Welsh.
- Promptly circulating and publishing minutes from SSG meetings to members and wider interested parties, including an Executive Summary of key bullet points that members can pass on to their organisation.
- Managing and updating the SSG website or the relevant page on www.magnoxsites.com.
- Circulating relevant papers to members promptly, including communications from relevant external bodies: e.g. the Office of Nuclear Regulation (EA) and the environment agencies.
- Organising inductions for new SSG members.
- Organising biennial (i.e. once every two years) site visits for SSG members or if there is a business need identified by the NDA or SLC.
- Liaising with the Chair and with adjacent sites (where appropriate) to ensure that relevant issues are adequately covered on SSG agendas.

7.2 Information volume and format. The Secretariat has an important role in challenging the organisations and individuals that submit information to the SSG to help ensure that it is as useful and relevant as possible. Questions to ask include but are not limited to:

- Is the information relevant?
- Does the information assist the SSG in fulfilling its purpose and remit?
- Is the information for noting, discussion or a decision?
- Can the information be presented in a more useful way for SSG members given their time constraints and technical background?
- What information would they like to be passed to SSG members' constituents? Is the information presented in a suitable format to easily allow this?
- Are there specific questions that merit further discussion by members' constituents?

7.3 Where sites are joint or closely adjacent and share, for historic reasons, an SSG (e.g. with EDF Energy at Dungeness, Hinkley Point, Hunterston and Sizewell and the MoD at Dounreay), the Secretariats or relevant Communications Officers should:

- Jointly input to agenda planning with the SSG Chair.
- Recognise that, although sites may be owned and operated by different organisations, there is significant overlap and some common services on shared sites. The agenda for SSG meetings should reflect this and allocate an appropriate proportion of time to each site, based on the needs and interests of the SSG members as well as the site operators themselves.

8 – Meeting Location and Frequency

8.1 Meetings should be advertised and must be held in locations that are easily accessible to members of the public and press, ideally within easy reach of public transport and with suitable parking. The timing should be convenient to stakeholders so that, as far as possible, they are not inhibited or prevented from attending.

8.2 The SSG Chair will choose the venue and location of SSG meetings from a shortlist of appropriate venues produced by the Secretariat. Cost and the general suitability should be important considerations in selecting meeting venues. As a minimum, all venues should:

- Have appropriate capacity.
- Provide seating and presentation facilities.
- Provide appropriate audio and visual equipment and catering facilities.
- Be able to receive payment by BACS or credit card.

8.3 The SLC, in discussion with the NDA, will determine the appropriate level of meetings per year taking account of the site's work programme. This is expected to be between one and four meetings a year.

8.4 As the need arises, consideration should be given to holding additional or special meetings to deal with particular issues that may fall outside the routine business of the SSG. Equally, the SSG may choose to set up subgroups to address specific topics on behalf of the whole SSG. Each request to convene a subgroup meeting must be submitted to the Secretariat and approved by the NDA. Approved subgroups should seek to reflect SSG membership as set out in section 4.1. The work of all SSG sub-groups should be regularly shared with the relevant SSG and an appropriate opportunity for discussion given.

8.5 Arrangements for engaging with local communities after a site has entered care and maintenance will be agreed in discussion with the local community and SLC.

9 – Communications

9.1 Each SSG should have a website that is hosted on the Magnox internet pages at www.magnoxsites.com.

9.2 As a minimum, the SSG website should be frequently updated with:

- Dates, locations and agendas of future meetings.
- Past minutes or reports.
- Full list of members and who they represent.
- Key papers of interest to the community regarding SSG business
- SSG Constitution and Code of Conduct.
- Reciprocal links to partner websites such as Local Authorities, SLC, NDA etc..

9.3 All organisations providing information to the SSG are responsible for ensuring it is accessible and useful to members and can be passed on to members' organisations easily.

10 – Capacity Building

10.1 Induction. To ensure the effective operation of the SSG, new members should undergo an induction process that, as a minimum, would include:

- An information pack including: An information sheet about the site, copies of this Guidance, the SSG Constitution and Code of Conduct and any relevant SSG policies.
- Meeting the SSG Chair and Secretariat to welcome them on board and clarify any questions about the SSG and its Constitution.

10.2 Information and skills gaps. Members should be encouraged to recognise their own needs to understand the issues that come before them. Additionally, SSGs should identify annually the information and skills gaps that prevent them fulfilling their objectives. The secretariat or NDA will consider how best to address these needs.

11 – NDA Support

11.1 Chairs' and Deputy Chairs' Emolument. Via the Secretariat, the NDA will provide an emolument to Chairs and Deputy Chairs that recognises their enhanced role on SSGs. Chairs are entitled to claim an annual emolument of £5,000 and Deputy Chairs £1,750, paid six-monthly in arrears by the Secretariat.

The emolument acknowledges the extra work involved in preparing for meetings related to the NDA's core mission, Chairing meetings, undertaking follow-up actions from meetings and local car mileage associated with undertaking essential SLC business.

11.2 Expenses. Via the Secretariat, the NDA will meet out-of-pocket expenses of SSG members when on SSG business, such as reasonable travel costs outside of usual SSG business. Travel should only take place if it is necessary to delivering SSG objectives. Less expensive, safer and more environmentally responsible alternatives such as telephone and videoconferences must have been considered as a first option prior to travelling. When travelling on SSG business, SSG members should choose their mode of transport based upon what is safe, time-effective and best value for money. When selecting their method of travel they should consider the practicalities of the journey in terms of relevance to the SSG, their own time and other related costs, as well as the actual transport costs.

In line with NDA policy on travel expenses, SSG members travelling by rail on essential SSG business during normal working hours are entitled to travel first-class if the train journey time is longer than two hours.

All travel must be agreed in advance with and booked via the Secretariat.

Claims may only be made with prior approval along with valid receipts and necessary paperwork.

Legitimate claims for additional expenses will also be considered on a case-by-case basis. Such claims should be agreed in advance via the Secretariat.

Reasonable expenses can also be claimed by Chairs and Deputy Chairs in addition to the emolument.

11.3 The NDA's stakeholder relations team will:

- Ensure NDA representation at all SSG main meetings or arrange informed cover, except in exceptional circumstances.
- Offer regular meetings to the Secretariat and SSG Chair to clarify NDA Guidance, policies and plans.
- Ensure timely responses to SSG queries, including providing information upon request.
- Facilitate exchange visits between SSGs upon request, via the Secretariat.
- Provide oversight and advice regarding SSG operation, including maintaining a appropriate consistency of approach across the UK.
- Support an SSG Chairs' Forum meeting.
- Provide a Meeting Report from NDA national stakeholder events, with an Executive Summary for ease of circulation and reading.
- Clarify in advance when a response to a major consultation is required from the SSGs: e.g. Business Plan or Strategy consultation
- Provide advice and expertise on public and community engagement.
- Keep SSG Chairs informed, where possible in advance, of announcements that are likely to generate interest locally

12 – Review of SSG

12.1 To ensure constant evolution and opportunity for improvement, SSG progress should be reviewed at least every five years. A prompt for this review could be when a new Chair is elected. This review must involve all SSG members, the NDA, SLC and potentially other interests depending on the circumstances of the site. The review should cover all aspects of the Constitution, including:

- Progress against objectives.
- Membership.
- Role and accountabilities of the Chair/Deputy Chair.
- Administration and procedures.
- Information and training needs for all members.
- Website and communication.
- NDA and Secretariat support.

12.2 The results of each review should be made public on the website so that learning can be shared across all SSGs.

12.3 Where necessary, the NDA will provide resources required to undertake the external review.

Annex A: Site Stakeholder Group (SSG) Code of Conduct

- Respect each person both during and outside of the SSG meeting.
- Prepare for the meeting by reading the agenda and reports.
- Participate fully in the meeting.
- Listen to what others have to say and keep an open mind.
- Do not talk while others are talking – allow people their say.
- Contribute positively to the discussions.
- Try to be concise and avoid speeches.
- Challenge only ideas, not people.
- It is the Chair's job to bring the meeting to order.
- The Chair has right of sanction against Members.
- Have the best interests of the organisation you represent in mind at all times.
- Be punctual.
- Send apologies to the Secretariat if you are unable to attend a meeting and, where possible, nominate a deputy to attend on your behalf.
- Turn off mobile phones and other electronic devices that may interrupt the meeting.