

NUCLEAR FREE LOCAL AUTHORITIES

SERVICE PLAN 2010 (Approved by NFLA AGM December 2009)



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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 on *all* nuclear policy issues. They are respected within local government and seen as a legitimate stakeholder with central government and the nuclear industry. The NFLA has also developed strong international links on the issues of nuclear weapons and proliferation through its close co-operation with the Mayors for Peace.

The NFLA was established through the passing of an official resolution of Manchester City Council on 5th November 1980 declaring itself as 'nuclear free'. It declared its opposition to the promotion of the nuclear energy cycle and advocated nuclear weapons abolition. 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.

1.2 NFLA Terms of Reference and Governance

The 2009 Annual General Meeting of the Nuclear Free Local Authorities Steering Committee works to the following terms of reference, agreed in 2006:

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 at Manchester Town Hall and is staffed by a full-time NFLA Secretary and a part-time (21 hours a week) Administration Assistant. It is hoped to change the profile of this post in to a NFLA Technical Officer with specific skills around conference, research and IT development. The Secretariat is funded through external affiliations from member authorities. The NFLA Secretary also spends 20% of time working for Manchester City Council on local peace policy and Mayors for Peace work, which is funded separately by Manchester City Council.

The NFLA Secretariat reports 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 Steering Committee meets four times a year, usually in Manchester Town Hall. One of the meetings will be prior to the NFLA Annual Policy Briefing and one prior to the Annual General Meeting where elections, budgets, resolutions and reports are formally approved. Other NFLA member authorities may host the Annual Policy Briefing and the Annual General Meeting.

The NFLA Annual Policy Briefing provides the opportunity for the NFLA Secretariat to highlight a key nuclear policy issue (or issues) in a wider context with high quality well respected and authoritative speakers. The NFLA Steering Committee will determine the theme of the Policy Briefing. In 2009 the Annual Policy Briefing considered the issues of climate change and nuclear weapons proliferation over the next decade, up to the important date of 2020.

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 report to the NFLA Steering Committee. The national Forums develop local policies, seminars and events that

mirror workstreams of the NFLA Steering Committee. The Forums have local Secretariats – NFLA Scotland is based at Glasgow, NFLA England is based at Leeds, and NFLA Ireland is based at Newry and Mourne. NFLA Wales is currently vacant, with the NFLA Secretariat in Manchester providing this role while discussions take place with Welsh member authorities on a replacement national Secretariat. NFLA Scotland holds a certain amount of resources back to fund a Policy Advisor to develop specific local policy.

NFLA national Forums meet 2 or 3 times a year and, in addition, hold their AGMs in conjunction with the NFLA Annual General Meeting. National Secretaries table reports to the NFLA Steering Committee and action all requests in conjunction with the NFLA Secretariat.

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 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, the Mayors for Peace, journalists and like-minded local government and public interest groups.
- 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 2010 reflects major changes to UK Government policy in seeking to develop a new generation of nuclear power stations and a national repository for storage of intermediate and high level radioactive waste. It also refers to the different nuclear policy agendas of the Scottish and Welsh Governments and the non-nuclear policy of the Republic of Ireland Government. Northern Ireland also does not possess any major nuclear facilities.

The work programme relies on the work of the NFLA and Forum Secretariats, the NFLA Scotland Policy Adviser, the Mayors for Peace Development Adviser (of which funding is only in place until March 2010), assistance from NFLA nominated councillors and officers and the occasional commissioning of research by independent consultants.

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

Theme	Date
New nuclear build -	
Respond to Government consultations, such as the justification process (required by EU law), site nomination process and national nuclear policy statements	February 2010 / 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	Ongoing
Research and promote alternatives to nuclear energy, such as renewable energy, carbon capture and storage and the benefits of energy efficiency	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	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
Attend the MOD's nuclear Submarine Decommissioning Group and work with host NFLA member authorities and interest groups	Quarterly
Radiation safety standards and low level radiation -	
Respond to official consultations and meetings of Government, such as the Environmental Permitting Programme	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 German KIKK study	As required
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	Quarterly, as

Steering Committee and NFLA member authorities	required
Nuclear weapons and proliferation -	
Respond to official consultations and meetings of Government, such as reviews of Trident submarine replacement and 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 with the development of the UK Working Group and as part of international delegations to the Nuclear Non-Proliferation Treaty Review Conferences in 2010.	Six monthly, as required

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.

1.3 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 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
Department of Environment, Food and Rural Affairs	Environmental safety
Ministry of Defence	Nuclear proliferation and submarines
Department of Health	Radiation health
Department of Business, Innovation & Skills	Economics of nuclear power
Cabinet Office Civil Contingencies Secretariat	Nuclear emergency planning
Department of Transport	Nuclear material transportation
Health and Safety Executive – Nuclear Installations Inspectorate	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
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	Energy policy consultations

Natural Resources	
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 Non Proliferation Treaty Conference	Nuclear weapons proliferation

NFLA liaison partners –

Organisation	Interaction
NFLA member authorities	Flexible support from Secretariat
Nuclear Legacy Advisory Forum	Involvement and presence on nuclear policy in England and Wales
Scottish Councils Committee on Radiation Substances	Involvement and presence on nuclear policy in Scotland
Irish Association of County and City Councils	Involvement and presence on nuclear policy in Irish Republic
Northern Ireland Local Government Association	Involvement and presence on nuclear policy in Northern Ireland
International Mayors for Peace	Nuclear weapons and proliferation
Manchester City Council Planning Section	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	Liaison
Nuclear power and Environment NGOs – Greenpeace, Friends of the Earth, Scientists for Global Responsibility, SERA, Low Level Radiation Campaign, local groups campaigning against nuclear power such as CORE, BANNG, PAWB, WANA and so forth.	Liaison

2. OBJECTIVES AND OUTCOMES FOR 2010

There follows below a list of the main objectives for the NFLA over 2010 and into 2011, 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 Organisation and Administration Committee and formally agreed at the 2010 NFLA AGM in November, where the draft 2011 Service Plan will be tabled.

2.1 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 nuclear policy	E-mail updates, newsletter, briefings	Monthly newsletters 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 remote working
Develop new post of NFLA Technical Officer	Support the NFLA Secretary	Recruit in early 2010
Update existing, and consider a new website	Review the NFLA website	Monthly website updates Ongoing project to develop new website in 2010
Produce policy briefings and consultation response	Monthly briefings	Achieving monthly NFLA policy briefings by email, post and on the website
Issue media releases and letters to the media	Regular releases / letter as opportunity arises	At least 1 – 2 monthly media releases and 5 -10 letters to the media per month
Produce Annual Conference and Annual AGM Briefing	Annual Conference in early summer AGM in late Winter	Annual Conference late June 2010 AGM in November in Manchester for 30 th anniversary

2.2 Support the work of 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 '10, Mar '10, June '10 and Nov '10
Attend / support 2/3 national Forum meetings in England	Organise meetings, recruit speakers and encourage new membership and NGO participation	Oxford meeting Feb '10 (tbc) and other meetings to be confirmed shortly. Would benefit from renewed support of the English Forum Secretariat in Leeds.
Attend / support 2/3 national Forum meetings in Scotland	Organise meetings, recruit speakers and encourage new membership and NGO participation	Fife meeting Feb '10. Other meetings to be confirmed shortly.

Attend / support 2/3 national Forum meetings in Ireland	Organise meetings, recruit speakers and encourage new membership and NGO participation	Belfast / Newry meeting March '10. Other meetings to be confirmed shortly
Attend / support 2/3 national Forum meetings in Wales	Organise meetings, recruit speakers and encourage new membership and NGO participation	Cardiff meeting January '10 (In association with WANA) and other meetings to be confirmed shortly. Would benefit from a new NFLA host Council in Wales.
Organise Annual Policy Briefing	Recruit speakers, promote to members	June 2010 – location to be confirmed
Organise AGM and 30 th anniversary event	Recruit speakers and promote to members	AGM in Manchester in November 2009
Press releases and letters to media from national Forums	Regular media releases as appropriate	2 – 3 media releases or letters for each Forum a month

2.3 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	<ul style="list-style-type: none"> • DECC new build and plutonium legacy meetings • DEFRA radioactive discharges meetings • MOD submarine decommissioning meetings • Scottish Government radioactive waste dialogue • Irish Government meetings as relevant 	Attend all government nuclear policy meetings where possible
Attendance at nuclear regulator dialogues	Special seminars on the design of new reactors	Attend meetings
Attendance at NDA Stakeholder Dialogues	Held in Manchester June / November	Attend meetings
Attendance at CoRWM plenary meetings and seminars	Held 4 times a year and as appropriate	Attend meetings
Attendance at NuLEAF meetings	4 open meetings and 4 Strategy meetings	Attend meetings
Attendance at SCCORS meetings	3 open meetings	Attend meetings
Attendance at OSPAR	Seek to attend Radioactive	Arranging formal link in with

Government meetings	Substances meetings	KIMO to allow attendance
Correspondence to government and nuclear bodies	Regular correspondence as appropriate	Letters sent after and between each Steering Committee
Response to consultations	Respond to all major consultations as announced	Consultation responses on all major aspects of nuclear policy (all placed on NFLA website)
Innovative policy briefings	High quality research on specific issues	New Nuclear Monitor Radioactive Waste Briefing General nuclear policy briefings Mayors for Peace briefing (all placed on website)

2.4 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	NPS / justification briefing in Dec 09 and Jan 10 and other briefings as required
Provide updates on radioactive waste management strategy	Briefing papers	Regular briefings as required
Provide updates on relevant nuclear policy issues	Briefing papers	Regular briefings as required
Provide updates on Mayors for Peace and nuclear weapons issues	Briefing papers	NPT briefing February '10, others as required
Provide updates on NFLA Steering Committee meetings	Briefing papers	Produce after every meeting
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

2.5 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	NFLA Policy Briefings	Briefings provided on

issues in NFLA briefings		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
NFLA Annual Policy Briefing and seminars profiling specific issues	Highlight the major issues relating to new nuclear build. Other issues raise at national Forum seminars	Successful Annual Policy Briefing and well attended seminars
NFLA dialogue with NGOs	Regular meetings	Regular email discussions Dec 09 / Jan 10 NFLA / NGO dialogue
Highlight policy concerns to Government / public	Letters to Government / media releases / public invited to seminars	Letters sent as appropriate and reported to SC Seminars advertised on web and directly to councillors and officers
Highlight concerns over nuclear safety	Develop links and events with emergency planning officers	Briefing paper on nuclear emergency planning and seminar in 2010
Seek to initiate new research	Produce innovative research	Briefings produced as appropriate
Dynamic media releases	Issue media releases and letters to media to highlight NFLA views	Sent as appropriate (placed on website)

2.6 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 Council examples of best practice in renewable energy and energy efficiency	NFLA briefing papers Media releases / letters	Regular Policy Briefings Regular releases / letters Co-operate with renewable energy sections on NPS
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 group established) Forum seminars to highlight climate change
Highlight positive renewable developments around the UK and Ireland in national energy policy	NFLA Forum seminars Steering Committee reports NFLA briefing papers	Each Forum to consider seminar on renewable energy in 2010
Develop alternatives to	Consider costs and	NFLA booklet / leaflet to

nuclear energy and promotion of renewables booklet / leaflet	research local government sites	consider. Contact LGA / COSLA / NILGA / ACC / individual Councils
Respond to consultations and policy announcements	Respond as appropriate	Post on NFLA website

2.7 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 Nuclear Non Proliferation Treat Conference with M4P	May '10 conference at the UN	Small delegation in attendance (dependent on NFLA finances)
Mayors for Peace to question UK Government policy on NPT	Organise meeting with Foreign Office Minister and Mayors for Peace delegation	Meeting in early 2010
Develop the UK Mayors for Peace Working Group	2 meetings in 2010	March 09 meeting in Scotland November 09 meeting in Milton Keynes Grant applications to charitable trusts
Issue letters and voluntary invoices to non members of Mayors for Peace	Joint letters to issue in England, Wales and Ireland and work with Ypres Secretariat over voluntary donations from members	Letters to Welsh Councils in early 2010, followed by English regions and Northern Ireland councils (after reorganisation)
Lobby UK and Irish Governments on their strategy for the 2010 NPT Review Conference	Arrange through MPs / TDs a reception with relevant Ministers / civil servants	Arrange reception with other NGOs in late 2009 / early 2010
Develop robust administrative, financial and line management arrangements in Manchester	Review administrative arrangements Review budget Arrange line management meetings	Admin review ongoing with development of NFLA Technical Officer post. Budget reviewed monthly. Weekly line management meetings.
Improve internal communication between NFLA & Manchester CC	Increase internal links within Manchester City Council	Quarterly meetings with the Manchester NFLA, NuLEAF and Mayors for Peace representatives. 6 monthly meetings with Cabinet member. Links developed with Green City Team,

		Emergency Planning, Environmental Health, International Unit, Lord Mayors Unit, and Planning Section.
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2.8 Commemorate the 30th anniversary of the NFLA in 2010

Strategic goal: To provide a fitting commemoration for the NFLA's 30th anniversary and use the year to increase the NFLA's profile

In-year Objective	Measure	Desired / actual outcome
Set-piece event for the 30 th anniversary on November 5 th 2010	High profile speaker / event / dinner to be considered	Well attended and publicised anniversary event
Consider other events throughout the year under a 'NFLA at 30' banner	Develop innovative and high profile events in 2010 and put all Forum seminars etc under the 'NFLA at 30' banner – exhibitions, concerts, lectures, seminars are all being considered	Events that positively promote the NFLA and perhaps provide income generation
Develop a local Manchester event given its central role to the NFLA	Development of Manchester City Centre Peace Trail & International Day of Peace event	Printed copies of the trail and a set-piece event for International Day of Peace

2.9 Retain and increase NFLA 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 email improvements, publication of briefings and consultations, deal with queries	Retain membership – work 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
Advertise seminars to non members	Email / write to non members	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	Forum seminars free where	Free Forum seminars 09

and Annual Policy Briefing to the minimum	possible, APB fee kept to minimum	APB '10 fee to be reviewed, affiliation fees to be frozen
Write to non members about benefits of NFLA	Letters / emails as appropriate	Letters / emails sent prior or after seminars
Look at alternative streams of funding – contact trade unions, charitable trusts and consider fund-raising events in reference to 30 th anniversary	Contact trade unions offering consultancy service / affiliation Look at charitable trusts for specific projects Look at income generation for high profile lecture or similar event	Creating level of extra income

2.10 Develop a communications strategy

Strategic goal: To develop a robust communications strategy		
In-year Objective	Measure	Desired / actual outcome
NFLA newsletters	Monthly newsletters	Monthly newsletters and consider quarterly national Forum newsletters
NFLA website	Thorough review and update	Monthly updates / ongoing major review through 2010
NFLA media release strategy	Update media contacts and 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	Increased media coverage in 2010

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December 2009