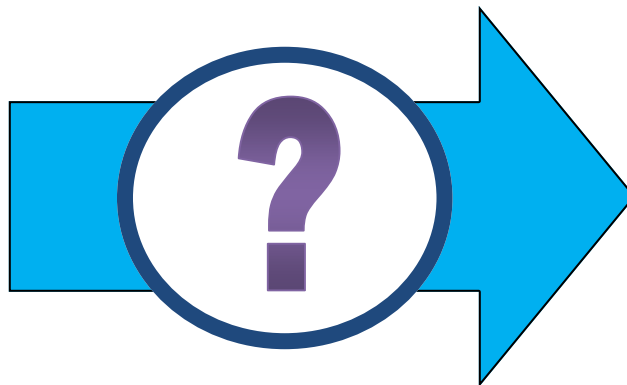


LLW Management Peer Assist Framework



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Glossary

Term	Definition
LLW	Low Level Waste
NWP	National Waste Programme

What is the purpose of this framework?

This framework document provides an overview of the concept of the Peer Assist and how this can be used to assist waste generators in improving their Low Level Waste (LLW) management practice. This document provides a definition for Peer Assist, describes the benefits and details the Peer Assist process. It is intended that this document is a source of information for waste generators seeking to be involved in the Peer Assist process and for other stakeholders who are interested in the nature / intent of LLW management Peer Assists.

What is LLW management culture?

The Peer Assist process is intended to support the identification, implementation and embedding of improvements to LLW management culture across the UK.



LLW management culture describes the approach employed by a waste generator (on any scale from an individual project to a whole organisation) for the management of LLW. This covers all aspects of LLW management (people, plant, processes and policies) for the full lifecycle of the waste from characterisation to disposal.

Why is LLW management culture important?

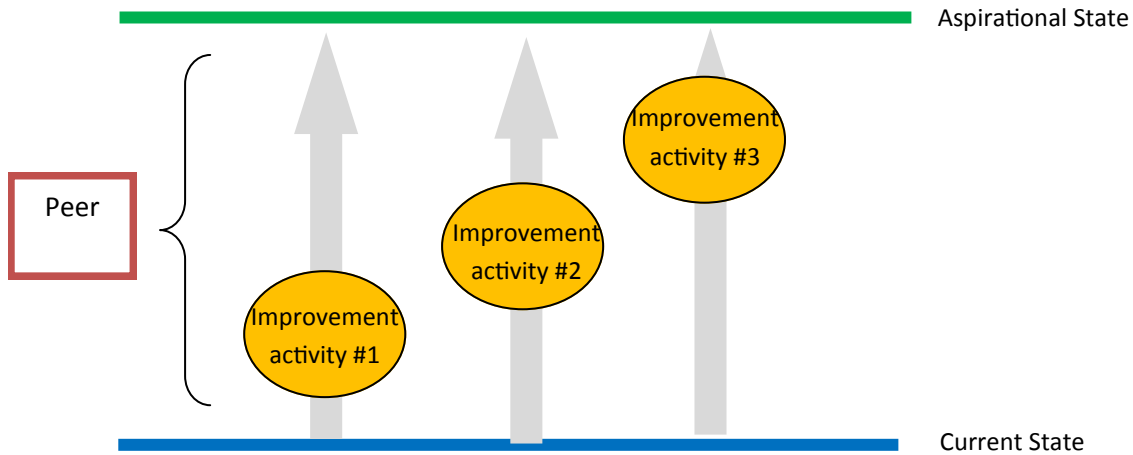
For organisations that generate LLW, its safe and effective management is a key concern. Managing LLW through its lifecycle from retrieval to disposal requires the coordination of effort from a range of personnel, plant and processes to ensure that is conducted safely, efficiently and successfully. Historically, the default waste management option for management of LLW is disposal at the national LLW Repository (LLWR) in West Cumbria. It has been recognised in Government Policy and Strategy that unless there was a change in this behaviour, the disposal capacity at LLWR will be exceeded before completion of decommissioning of the civil nuclear industry, requiring the construction of a second facility.

The significance of a positive LLW management culture is that it ensures that the right decisions can be made and can be implemented so as to reduce the volume of waste disposed of at the LLWR, to reduce the environmental impact of waste management activities and to deliver cost savings through the use of more joined up and efficient waste management practices.

LLW Management Culture can be described by a holistic model [the LLW Peer Review Model available via the LLWR website] that considers all of the attributes that contribute to safe, efficient and successful LLW management.

What is a Peer Assist?

A **Peer Assist** is a problem-solving tool that enables anyone involved in LLW management to identify and implement improvements to their LLW management practice and culture.



Key components of the Peer Assist



Current state—where the waste generator is now in terms of LLW management practice / culture. This can be general (i.e. the whole LLW management culture for the organisation) or specific to particular aspects such as characterisation, packaging / transport or waste management operations.



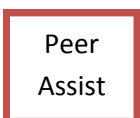
Aspirational state—where the waste generator wants to be in terms of LLW management practice / culture.



Improvement activity—a task or project that will deliver an improvement in LLW management practice. For example, this may be the introduction of a new package or changing processes / procedures.



Direction of travel between current state and aspirational state.



A *Peer Assist* is a tool for identifying and planning these activities to progress from the current to the aspirational state.

What is the difference between a Peer Assist and a Peer Review?

A **Peer Assist** is a problem-solving tool that enables anyone involved in LLW management to identify and implement improvements to their LLW management practice and culture.

A **Peer Review** is a benchmarking tool that enables anyone involved in LLW management to have an independent measurement of their LLW management practice against best practice.

The Peer Assist and Peer Review are standalone tools, directed at problem-solving and benchmarking respectively. Both tools can be scaled depending on the needs of the host. The Peer Review is conducted using a specific process (defined in the LLW Peer Review Model) whereas the Peer Assist process can be tailored to the needs of the host and the nature of the improvement need. Both are complementary to each other, and a Peer Review may be an input or initiator to the Peer Assist.

When would I use a Peer Assist?

Peer Assists may prove particularly useful to waste generators when:

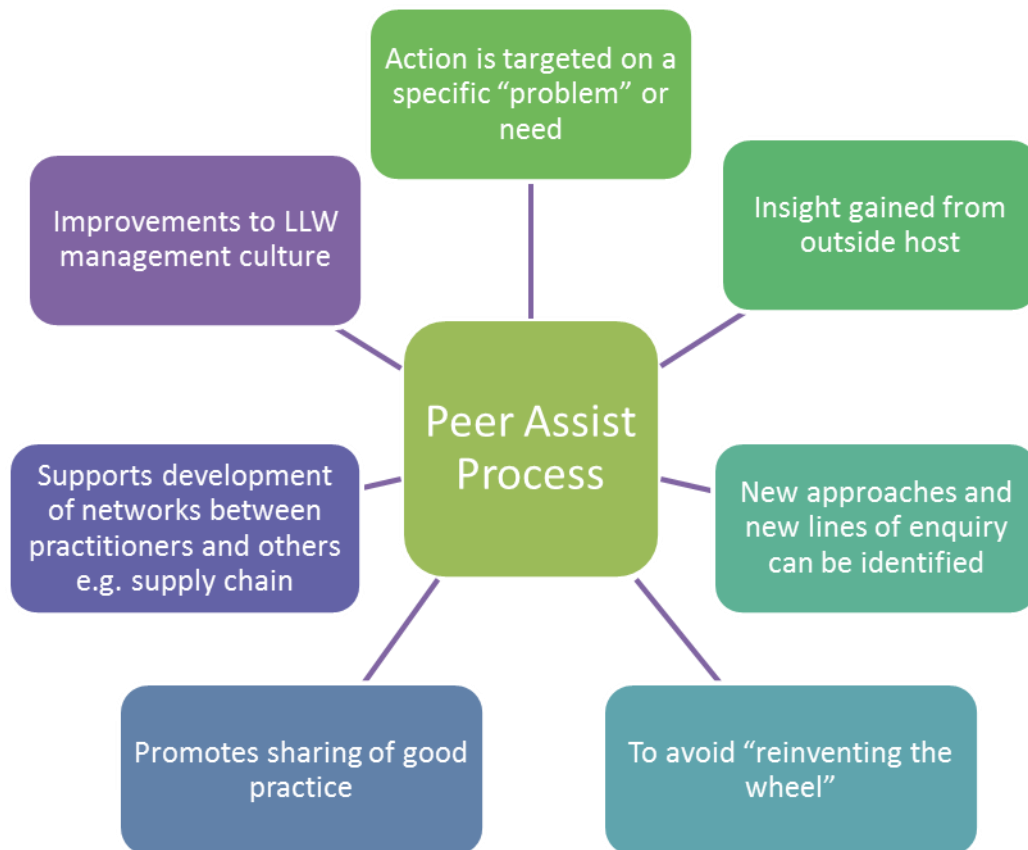
- Solving problems or issues identified in existing LLW management practice
- A new waste management task, project, programme or service is starting
- Facing a problem again where action has failed in the past
- Dealing with a particular situation for the first time in a long time
- There is uncertainty on what direction to take for an aspect of LLW management practice
- It has been identified that improvements could be made

What aspects of LLW management practice does Peer Assist support?

Any and all aspects of LLW management practice, across the LLW lifecycle.

Characterisation	Engagement
Inventory Management	Learning from Experience
Packaging and Transport	People and people organisation
Policies, strategies and procedures	Training and qualification
Waste Hierarchy	Waste management operations
Waste route availability and decision making	

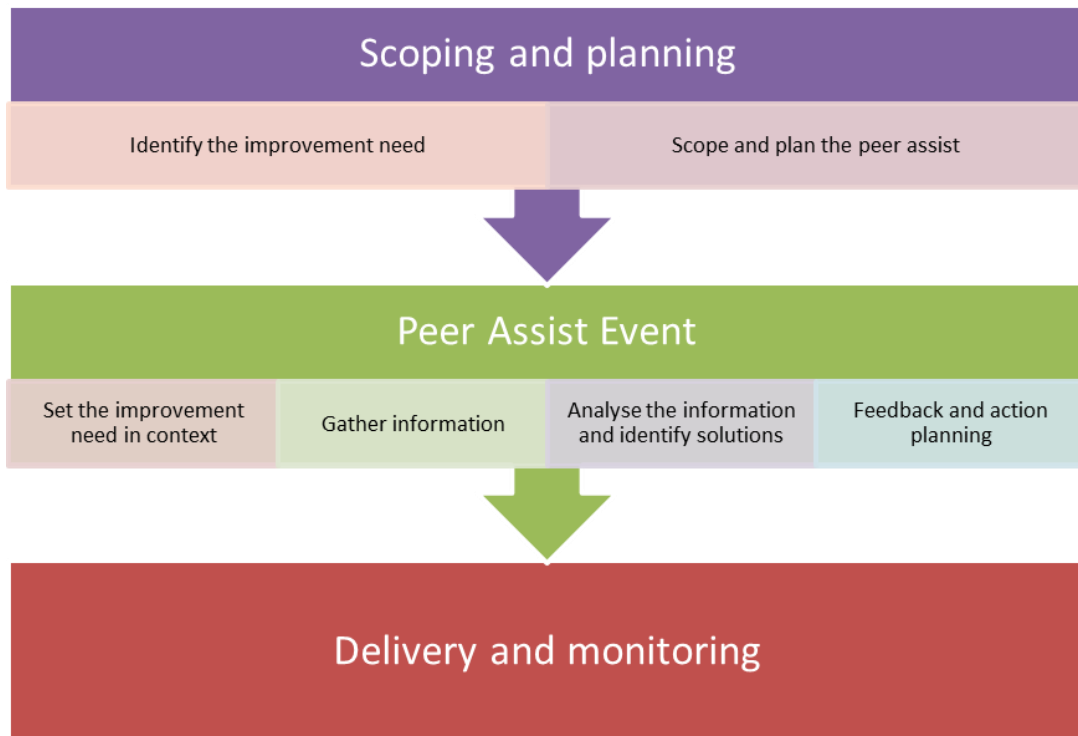
What are the benefits of undertaking a Peer Assist?



Principles of the Peer Assist process

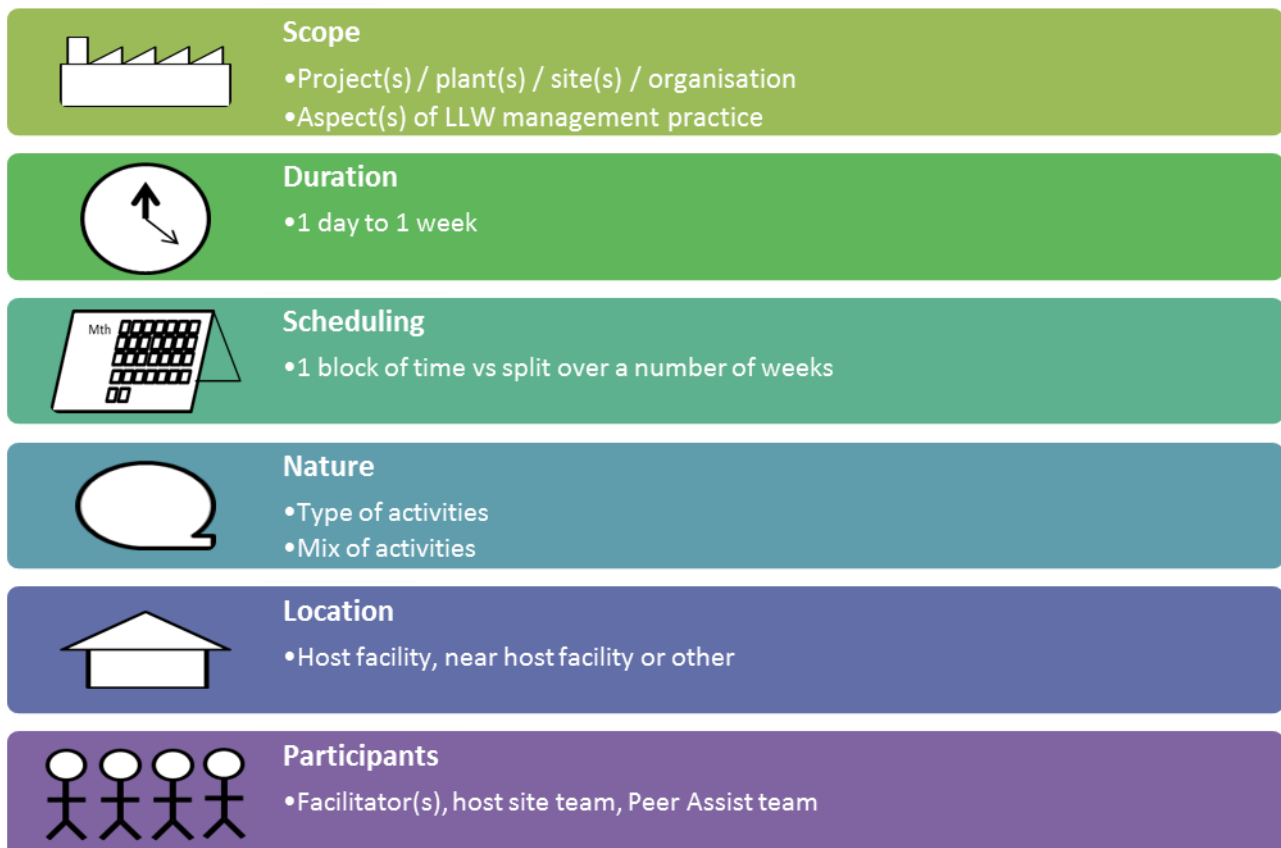


Peer Assist—Process Flow

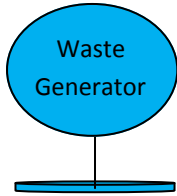


Tailoring the Peer Assist process

All aspects of the Peer Assist process will be tailored to the needs of the host and the need. Some examples of how the process will be tailored are provided below:



Who is involved in a Peer Assist?



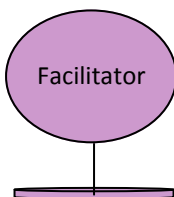
Responsible for:

- Identifying the problem and initiating the Peer Assist with the National Programme Office
- Forming a team of appropriate personnel to participate in the Peer Assist
- Participating in the Peer Assist process
- Appointing a lead to manage implementation of the actions
- Implementing the actions from the Peer Assist, as appropriate and practicable
- Monitoring the progress and success of the improvement



Responsible for:

- Appointing a facilitator and forming Peer Assist team (as required)
- Supporting the scoping and planning of the Peer Assist
- Making appropriate logistical arrangements for the event
- Developing and publishing output from the Peer Assist on the Knowledge Management system
- Providing any required post-Assist support to the Waste Generator
- Organising the light-touch follow-up review
- Monitoring the progress and success of the programme



Responsible for:

- Supporting the scoping and planning of the Peer Assist
- Facilitating the Peer Assist activities during the process
- Producing the Action Plan report when the Peer Assist is finished



Responsible for:

- Participating in the Peer Assist process when and as required

The Peer Assist process

IDENTIFY THE IMPROVEMENT NEED

- 1 The waste generator identifies a need for a peer assist. This may be because it is known that a specific waste management practice needs improvement; because a new route or process is starting; or because the generator is facing a particular situation again after a long time. In this stage, the waste generator identifies what the problem is and what aspect of LLW management practice needs improvement.

SCOPE AND PLAN THE PEER ASSIST

- 2 The National Programme Office will appoint a facilitator for the Peer Assist. The National Programme and the facilitator will work with the waste generator to define the scope / purpose of the peer assist and to plan the event.

SET THE NEED IN CONTEXT

- 3 The waste generator shares information on the need with the Peer Assist team to provide context. This may include sharing information on current practices, events / near-misses, the output of audits etc. and may involve presentations, brainstorming, discussions, process mapping and plant / site visits. Importantly, at this stage the waste generator, with the help of the facilitator, defines both the current state and where the generator would like to get to after implementing the improvement (the aspirational state).

GATHER INFORMATION ON THE IMPROVEMENT NEED

- 4 The waste generator and the peer assist team (as required) collect information on the need and the waste generators' practices, to enable the need to be fully understood and to enable improvement options to be identified. This may involve plant / site walk downs, gathering documents, holding structured discussions with key personnel etc.

ANALYSE THE NEED AND IDENTIFY SOLUTIONS

- 5 The waste generator and the peer assist team reviews and analyses the gathered information to identify and rank potential improvement activities. This may involve undertaking an information share with another generator who has particularly good practice in a particular area. This step should provide a set of realistic and appropriate improvement activities that the waste generator can implement to solve the need and work toward delivering the aspirational state.

FEEDBACK AND ACTION PLANNING

- 6 Feedback on the analysis phase is provided to the waste generator (as required) and an action plan is developed that the waste generator can use to implement the solutions to the need and deliver the aspirational state.

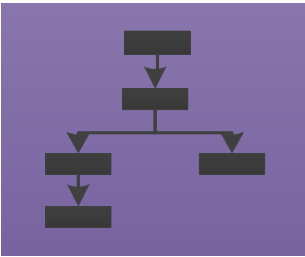
DELIVERY AND MONITORING OF SUCCESS

- 7 The facilitator produces and issues the action plan to the waste generator, who uses it to implement the improvement activities. The National Programme Office will conduct a follow-up with the waste generator after the completion of the Peer Assist to support monitoring progress and success. A summary of the Peer Assist will be produced and disseminated via the Knowledge Management process.

Peer Assist Activities

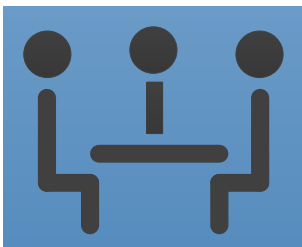
The Peer Assist process may involve a range of different activities to identify current practice, gather information, identify solutions and prioritise solutions to the waste management improvement need; but will generally take place within a facilitated workshop.. This section provides an overview of some of the techniques that may be used; although this list is not exhaustive nor applicable in every case —the nature of the Peer Assist event will be tailored to the needs of the host organisation / site.

Process Mapping



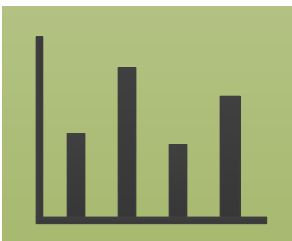
Process mapping involves the identification of all process steps and their associated inputs / outputs to define what the process is, who is responsible for different phases and how success for the process can be measured. This is often expressed via flowcharts. This technique assists in understanding the current and future state, as well as identifying where and how improvements can be implemented.

Information share / benchmarking



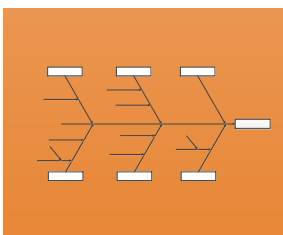
This technique enables the host site to observe and gather information on waste management practice associated with their need at another project, plant or site, and through benchmarking against best practice (as defined in the Peer Review model). This enables potential solutions to be identified and enables the formation of networks between practitioners for the sharing of waste management good practice.

Data gathering and analysis



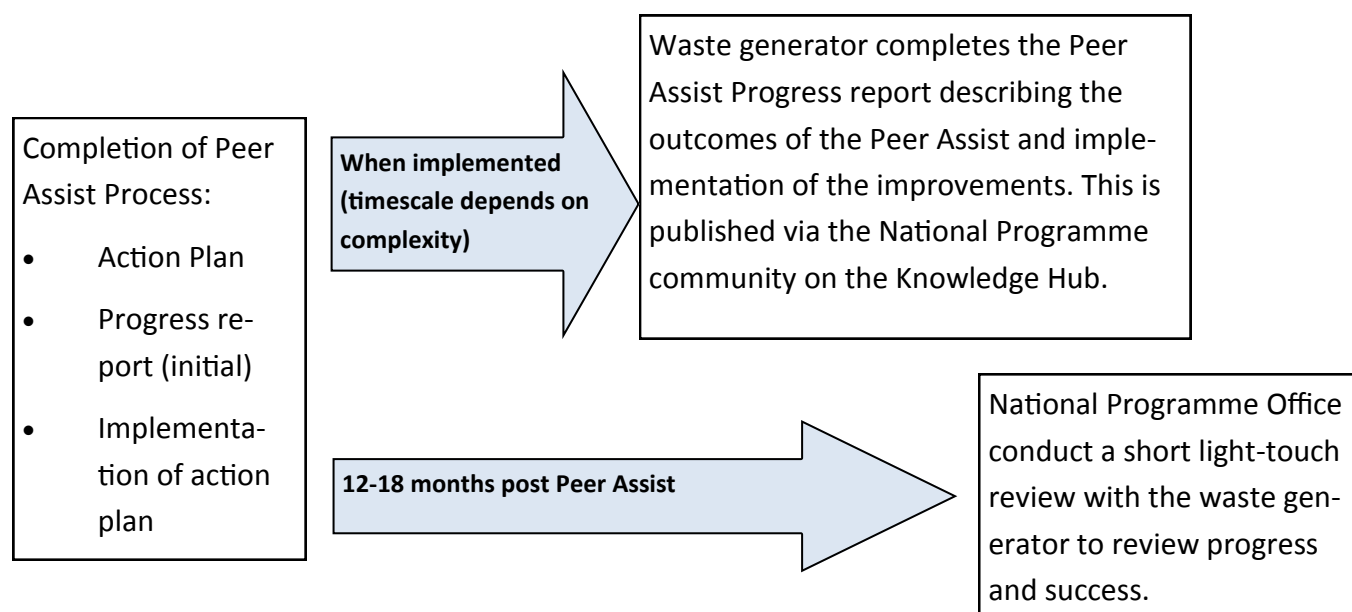
This technique involves the collection of data relating to the improvement need (such as lead times for given activities), its organisation into a usable data set and data analysis. This enables the nature of the need to be better understood, to identify where improvements could be directed and provides a mechanism to measure the success of the activity.

Cause and effect modelling



This technique is used to understand the causes of the need and the effects that these create. Such knowledge enables waste generators participating in the process to identify actions / solutions to break the causes and also provides information to test the actions and to predict their success (thus supporting action planning). Cause and effect models are often expressed as Ishikawa (fishbone) diagrams.

Monitoring progress and success of the Peer Assist



Waste generators may incorporate improvement actions into their Joint Waste Management Plan as a mechanism to monitor progress with implementation. Overall progress and success of the Peer Assist programme will be monitored via the National Programme governance arrangements. There will be periodic reviews of the Peer Assist methodology to ensure that it remains fit-for-purpose.

Deliverables

There are three key deliverables from the peer assist process:

Deliverable	Purpose	Delivered by
Peer Assist Charter (prior to the Peer Assist)	Defines the improvement need; summarises the scope and boundaries of the Peer Assist.	National Programme Office (with approval by the host)
Action Plan (within 3 weeks of Peer Assist)	Summarises the key improvement actions identified during the Peer Assist for the waste generator to take forward to implementation. This will be shared only with the waste generator although key messages from it may be shared at appropriate indus-	Peer Assist Facilitator
Peer Assist Progress Report (initial draft produced by National Programme Office within 2 months of Peer Assist and re-issued by host site on completion of Action Plan)	Summarises the improvement need, the root causes of the need, the Peer Assist process used, the type of improvement activities identified in the Action Plan and the results of implementation. This report is to provide information to the wider LLW management community and the report will be published via the National Programme community on the Knowledge Hub.	National Programme Office and Host Site