LLW Management
Peer Assist Framework
Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is LLW management culture?</td>
<td>3</td>
</tr>
<tr>
<td>Why is LLW management culture important?</td>
<td>3</td>
</tr>
<tr>
<td>What is the purpose of this framework?</td>
<td>3</td>
</tr>
<tr>
<td>What is a Peer Assist?</td>
<td>4</td>
</tr>
<tr>
<td>Key components of the Peer Assist</td>
<td>4</td>
</tr>
<tr>
<td>What is the difference between a Peer Assist and a Peer Review?</td>
<td>5</td>
</tr>
<tr>
<td>When would I use a Peer Assist?</td>
<td>5</td>
</tr>
<tr>
<td>What aspects of LLW management does the Peer Assist support?</td>
<td>5</td>
</tr>
<tr>
<td>What are the benefits of a Peer Assist?</td>
<td>6</td>
</tr>
<tr>
<td>Principles of the Peer Assist process</td>
<td>6</td>
</tr>
<tr>
<td>Peer Assist—Process Flow</td>
<td>7</td>
</tr>
<tr>
<td>Tailoring the Peer Assist process</td>
<td>7</td>
</tr>
<tr>
<td>Who is involved in a Peer Assist?</td>
<td>8</td>
</tr>
<tr>
<td>The Peer Assist process</td>
<td>9</td>
</tr>
<tr>
<td>Peer Assist activities</td>
<td>10</td>
</tr>
<tr>
<td>Deliverables</td>
<td>11</td>
</tr>
<tr>
<td>Monitoring progress and success</td>
<td>11</td>
</tr>
</tbody>
</table>

Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>LLW</td>
<td>Low Level Waste</td>
</tr>
<tr>
<td>NWP</td>
<td>National Waste Programme</td>
</tr>
</tbody>
</table>
What is LLW management culture?

People Plant Processes Policies

LLW Waste Management Culture

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 it 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.

<table>
<thead>
<tr>
<th>Characterisation</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory Management</td>
<td>Learning from Experience</td>
</tr>
<tr>
<td>Packaging and Transport</td>
<td>People and people organisation</td>
</tr>
<tr>
<td>Policies, strategies and procedures</td>
<td>Training and qualification</td>
</tr>
<tr>
<td>Waste Hierarchy</td>
<td>Waste management operations</td>
</tr>
<tr>
<td>Waste route availability and decision making</td>
<td></td>
</tr>
</tbody>
</table>
What are the benefits of undertaking a Peer Assist?

- Action is targeted on a specific “problem” or need
- Insight gained from outside host
- New approaches and new lines of enquiry can be identified
- To avoid “reinventing the wheel”
- Promotes sharing of good practice
- Supports development of networks between practitioners and others e.g. supply chain
- Improvements to LLW management culture

Principles of the Peer Assist process

- Process is not “one size fits all”
- Process tailored to needs of host and “problem”
- Can be applied at any scale (project to organisation)
- Can be applied to any aspect of LLW management practice
- Stand alone from but complementary to Peer Reviews
- Scope is driven by host
- Output of process is owned by the host
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:

- **Scope**
  - Project(s) / plant(s) / site(s) / organisation
  - Aspect(s) of LLW management practice

- **Duration**
  - 1 day to 1 week

- **Scheduling**
  - 1 block of time vs split over a number of weeks

- **Nature**
  - Type of activities
  - Mix of activities

- **Location**
  - Host facility, near host facility or other

- **Participants**
  - Facilitator(s), host site team, Peer Assist team
Who is involved in a Peer Assist?

**Waste Generator**
- 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

**National Programme Office**
- 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

**Facilitator**
- 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

**Peer Assist Team**
- Responsible for:
  - Participating in the Peer Assist process when and as required
The Peer Assist process

IDENTIFY THE IMPROVEMENT NEED

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

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

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

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

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

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

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.

<table>
<thead>
<tr>
<th>Process Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information share / benchmarking</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data gathering and analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cause and effect modelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
Monitoring progress and success of the Peer Assist

Completion of Peer Assist Process:
- Action Plan
- Progress report (initial)
- Implementation of action plan

When implemented (timescale depends on complexity)

Waste generator completes the Peer Assist Progress report describing the outcomes of the Peer Assist and implementation of the improvements. This is published via the National Programme community on the Knowledge Hub.

12-18 months post Peer Assist

National Programme Office conduct a short light-touch review with the waste generator to review progress and success.

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:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Purpose</th>
<th>Delivered by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Assist Charter (prior to the Peer Assist)</td>
<td>Defines the improvement need; summarises the scope and boundaries of the Peer Assist.</td>
<td>National Programme Office (with approval by the host)</td>
</tr>
<tr>
<td>Action Plan (within 3 weeks of Peer Assist)</td>
<td>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 industr-</td>
<td>Peer Assist Facilitator</td>
</tr>
<tr>
<td>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)</td>
<td>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.</td>
<td>National Programme Office and Host Site</td>
</tr>
</tbody>
</table>