

RADIOACTIVE WASTE MANAGEMENT LIMITED
(the "Company")

Minutes of the 9th meeting of the directors of the Company
held at Building 587, Curie Avenue, Harwell, Didcot, Oxfordshire OX11 0RH and (via video-
conference) at Herdus House, Westlakes Science and Technology Park, Moor Row, Cumbria
CA24 3HU and (via video-conference) at 20 Sanctuary Buildings, Great Smith Street,
Westminster, London SW1P 3BT on 25th November 2014 at 09.30 a.m.

PRESENT:

Dr Adrian Simper	(Chairman)
Mr Bruce McKirdy	(RWM Managing Director)
Mr Alun Ellis	(RWM Science and Technology Director)
Professor Charles Curtis	(Independent Non-Executive Director)
Mr Claes Thegerström	(Independent Non-Executive Director)
Professor Melanie Brownridge	(NDA nominated Non-Executive Director)
Mr Jon Phillips	(NDA nominated Non-Executive Director)
Mr Rob Higgins	(NDA nominated Non-Executive Director)

IN ATTENDANCE:

RWM HSSE Director
RWM Company Secretary

1 NOTICE, QUORUM AND DIRECTORS DUTIES

- 1.1 The Chairman reported that, notice having been given to all directors of the Company, a quorum was present.
- 1.2 The Chairman reminded the directors of the need to consider their general duties, including those contained in the Companies Act 2006, in considering the matters put to the meeting.

2 CHAIRMAN'S INTRODUCTION

- 2.1 The Chairman welcomed the attendees to the meeting. The Managing Director updated the Board on the recent Staff and Stakeholder Events. The Staff Event introduced the new RWM brand, vision and values to RWM staff. Feedback has been very positive and employees appear to feel ownership of the vision and values. The Stakeholder Event was very successful with a high level of engagement. Quantified feedback from stakeholders has been very positive.
- 2.2 The Chairman noted that he had received positive feedback from around the NDA estate on the Waste Management Director and RWM's new approach to disposability assessments.

3 CONFLICTS OF INTEREST

- 3.1 No new conflicts of interest were declared.

4 HEALTH, SAFETY, ENVIRONMENT, SECURITY AND QUALITY ISSUES

- 4.1 The RWM HSSE Director presented the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report and informed the Board of two safety-related events during Period 7. The events have been followed up and improvements put in place.

- 4.2 Arrangements in place for the off-site archiving of RWM historic materials are being reviewed to ensure they meet current security requirements. The RWM HSSE Director will inform the Board of progress at the next meeting.
- 4.3 There were seven security incidents in Period 7 relating to materials not being secured at the end of the day. The Board requested a more detailed analysis of the figures and conclusions drawn and discussed possible procedural changes. Further information on trends in security incidents will be included in the annual HSSE performance review.
- Action 09.01:** RWM HSSE Director to provide analysis of security incidents as part of the annual HSSE performance review.
- 4.4 A surveillance audit of RWM's management system was undertaken and confirmed continued conformance with requirements. One minor non-conformance was identified relating to the need for the timely production of reports following audit of waste producer arrangements.
- 4.5 The RWM HSSE Director updated the Board regarding a recent meeting with CoRWM to discuss their advice in relation to national geological screening. It was a positive meeting and RWM were able to demonstrate technical progress.
- 4.6 An update was provided on Key Performance Indicators. No significant changes were identified from the previous month. The Organisational Development KPI remains amber. Good progress is being made on a number of actions and the data and models project. The Waste Packaging KPI remains amber but progress has been made on revised work instructions and closure of the comments will allow this KPI to return to green. An update was provided on regulatory resources under the Scrutiny and Regulatory Engagement KPI and it was understood that ONR view RWM's work as an important strategic area.
- 4.7 The Board noted the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report.

5 RWM INITIAL SPENDING REVIEW SUBMISSION

- 5.1 The Chair provided some background context to the agenda item, explaining that government funding is allocated on a periodic basis. The next spending review is expected soon after the next general election and significant cuts are expected. In preparation for this, the NDA is engaging with Government to manage expectations and discount some of the more extreme scenarios. Three scenarios have been requested, covering Best Estimate, Accelerated and Minimal Spend options over the period to end 2020/21. NDA has indicated that the preparations will conclude around March 2015. Further work is envisaged to further refine NDA's submission in response to review and challenge.
- 5.2 The RWM Managing Director provided an overview of the three scenarios, the assumptions and what they mean in practice for RWM, for example, the Best Estimate scenario allows RWM to continue with their broader waste management role. The principle differentiators between the scenarios are set out in the paper.
- 5.3 The NDA nominated directors explained that the strength and quality of the arguments attached to the scenarios are vitally important in enabling NDA to put forward a strong case and encouraged the Board to make compelling arguments. The Executive were advised to further consider the risk profiles of each scenario and make them explicit.
- 5.4 The Board considered the implications of the scenarios and noted the RWM approach should be to continue to implement policy until told otherwise.
- 5.5 The Board noted the RWM Initial Spending Review Submission and that further developments with the Spending Review will be reported.

6 IMPLICATIONS FOR RWM OF THE 2014 WHITE PAPER ON IMPLEMENTING GEOLOGICAL DISPOSAL

6.1 The RWM Science and Technology Director explained that the 2014 White Paper Implementing Geological Disposal sets out the policy framework for implementing geological disposal in the UK and places a number of specific actions and responsibilities on RWM. An analysis has been made of the responsibilities attributed to RWM and the paper summarises the actions put in place by RWM to meet these responsibilities. RWM is confident that these actions adequately address all the implications of the White Paper. Some budget implications arise as all engagement and investment funding previously assumed to be in the DECC budget is now to be held in the RWM budget.

6.2 The Board felt the systematic review of the actions and responsibilities on RWM was helpful and noted the contents of the paper and asked to see the links to project plans that underpins it.

Action 09/02: RWM Science and Technology Director to provide that the links to project plans that underpins the response to White Paper commitments.

7 MONTHLY PROGRESS REPORT PERIOD 7

7.1 The RWM Managing Director presented the highlights of the Monthly Progress Report for Period 7 and updated the Board on the Latest Best Estimate of expenditure and available funding.

7.2 RWM have visited the National Waste Management Organisation in Canada as part of its programme of learning from overseas experience to support the geological screening exercise.

7.3 A meeting on geological screening with a regional group of the Geological Society was held in November and meetings with other regional groups are planned. The presentation was well received and led to a constructive discussion.

7.4 RWM continues to actively recruit for the GDF Siting Director, the Stakeholder Engagement and Communications Director and three other roles.

7.5 The Board noted the Monthly Progress Report.

8 AOB

8.1 The Chair noted his intention to set up three sub-committees of the Board, notably a Remuneration Committee, an HSSSEQ Committee and an Audit Committee, in line with normal corporate practice.

8.2 Mr Curtis informed the Board of his intention to resign from the Board. He will continue in post until a successor is found.

8.3 The NDA Business Services Director explained that the Managing Director had been appointed by Government as the qualified person to make decisions under s36 of the Freedom of Information Act.

9 MINUTES AND ACTIONS OF THE PREVIOUS MEETING AND REDACTIONS

9.1 The Board proposed some amendments to the minutes of the eighth meeting of the Radioactive Waste Management Limited Board. The minutes will be updated for approval at the December meeting.

9.2 An updated actions list is attached. The Board reviewed the current governance arrangements paper in response to Action 07.05 and requested it address the fact that

there are no conflicts of interest more explicitly. The RWM Science and Technology Director will update the paper in accordance with the comments received at the Board.

Action 09.03: RWM Science and Technology Director to update briefing paper on governance arrangements.

10 DATE OF NEXT MEETING AND 12 MONTH LOOK AHEAD

10.1 The next meeting will take place on 16th December 2014. There were a number of comments on the Meeting Calendar, which the Managing Director will consider. Potential locations for the next site visit were discussed.

10.2 There being no further business, the Chairman declared the meeting closed.

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Chairman