

**RADIOACTIVE WASTE MANAGEMENT LIMITED**  
(the "Company")

Minutes of the 6<sup>th</sup> meeting of the directors of the Company  
held at NDA's offices, Building 587, Curie Avenue, Harwell, Oxford OX11 0RH and (via  
videoconference) at Herdus House, Westlakes Science and Technology Park, Moor Row,  
Cumbria CA24 3HU on 29<sup>th</sup> July 2014 at 09.30 a.m.

**PRESENT:**

Dr Adrian Simper	(Chairman)
Mr Alun Ellis	(RWM Science and Technology Director)
Professor Charles Curtis	(Independent Non-Executive Director)
Mr Claes Thegerstrom	(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 Board Special Advisor  
RWM Business Services Director (up to and including agenda item 5)  
RWM Head of Campaigns (agenda item 5 only)  
RWM Communications Support (agenda item 5 only)  
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. Apologies were received from the RWM Managing Director.
- 1.2 The Chair 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. He noted the publication of the White Paper on Implementing Geological Disposal earlier in July.

**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, noting the joint regulatory inspection of RWM's data modelling assurance arrangements in July. The initial feedback was positive and a formal report will follow.
- 4.2 There are some performance issues surrounding the facilities management contract and RWM is taking a more active role in its management. There were two security events in June, representing a significant improvement in security performance over the last month.
- 4.3 The Nuclear Safety and Environment Committee (NSEC) met in June and supported the proposal to implement updated Disposability Assessment procedures and the

proposal to adopt two cylindrical concrete reinforced package designs into the disposal system.

- 4.4 The RWM HSSE Director summarised the Safety and Environmental Key Performance Indicators. In Organisational Development, the three year action plan is progressing well. The organisation has seen a steady increase in vacancies, which is being managed through the use of interims, where appropriate. There was some discussion on the reasons for recent resignations. The data and models project is making good progress. The KPI will be held at amber until conformance of key models and their inputs with updated arrangements has been demonstrated.
- 4.5 The Iterative Development of the Disposal System remains green. Good progress is being made on plans for the update of the generic Disposal System Safety Case.
- 4.6 The Waste Packaging KPI has been changed to amber. Progress with the delivery of a number of disposability assessments is behind schedule. The updated procedures for disposability assessments have been loaded onto the management system, however, a small number of comments remain to be closed out.
- 4.7 The Scrutiny and Regulatory Engagement KPI is amber. The regulatory scrutiny programme is progressing however the available level of regulatory resource is of concern.
- 4.8 The Board noted the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report.

## **5 RWM VALUES, BRAND AND IDENTITY**

- 5.1 The RWM Head of Campaigns and RWM Communications Contract Support entered the meeting.
- 5.2 The RWM Business Services Director introduced the paper and the purpose of the presentation, which is to seek views from the Board on the development of the new brand vision and values.
- 5.3 The RWM Head of Campaigns gave a presentation on the development of vision, values and brand identity, reminding the Board of the approach taken so far and learning from research undertaken. The Brand Vision is underpinned by six proposed values.
- 5.4 The Board discussed the similarity of the values with other organisations and requested an explicit articulation of what the brand and values are attempting to achieve. The brand attempts to shape how the Company is perceived. The Board considered the specific perception which the organisation is trying to elicit, for example, is it to show the Company is within the NDA family? It was agreed that safety should be more explicit within the values. Preferences were expressed for fewer values.
- 5.5 The RWM Communications Support introduced the four brand design options, setting out what each is meant to convey. The Board noted these and had a general preference for designs 2 and 3 but agreed that a clear set of design principles setting out what the specifics of what is to be achieved is needed prior to a final design being adopted.
- 5.6 The Board noted the developments with the brand vision, values and identity.
- 5.7 The RWM Business Services Director, RWM Head of Campaigns and RWM Communications Support left the meeting.

## **6 PLAN FOR THE UPDATE OF THE GENERIC DISPOSAL SYSTEM SAFETY CASE**

- 6.1 The RWM Science and Technology Director provided an update to the Board on the plan to update the generic Disposal System Safety Case (gDSSC), which underpins the disposability assessment and siting processes. An up to date gDSSC is needed to support engagement with communities as part of the revised geological disposal facility siting process. The current gDSSG was produced in 2010 and has been kept up to date by the preparation of additional documents. A project has been set up to prepare a new version of the document suite, with publication targeted for 2016. The drivers for the update and the outline project plan are set out in the paper. The update of the gDSSC will use up to date data and model management procedures and revised documentation production and peer review procedures. All data and models will be compliant with RWM's data and model management procedures.
- 6.2 It was noted that resources are tight and timescales or scope may need to alter. The Chairman observed that achieving the full benefit is important and proposed that the required delivery timescales of different elements be considered.
- 6.3 The Board noted the work being done by RWM to update the generic Disposal System Safety Case.

## **7 HSSSEQ SUB-COMMITTEE TERMS OF REFERENCE**

- 7.1 It was noted that the Board is establishing a Health, Safety, Security, Safeguards, Environmental and Quality Sub-Committee to advise the Board on ensuring the Company meets its obligations in those areas.
- 7.2 The RWM HSSE Director gave a presentation on the relationship between the Nuclear Safety and Environment Committee (NSEC) and the proposed Board HSSSEQ Sub-Committee. He explained that the NSEC works on behalf of the Board, ensuring that nuclear safety is given due weight when decisions are made. It is advisory, not executive. The advice is primarily to the RWM Executive but can be directly to the Board. The HSSSEQ Sub-Committee will advise the Board on ensuring RWM meets its HSSSEQ obligations, for example, periodically reviewing the overall culture and performance of RWM HSSSEQ.
- 7.3 The RWM HSSE Director presented the proposed Board HSSSEQ Sub Committee Terms of Reference. The proposed Terms of Reference include coordination with the programme of the Special Advisor and consideration of reports from, but not duplication of, the work of the NSEC.
- 7.4 The RWM Special Adviser gave a presentation on the HSSSEQ Governance Review. This is currently work in progress. The Special Adviser set out the key elements to excellence in HSSSEQ and what an effective governance model looks like.
- 7.5 The objectives of the Review were to identify the strengths and areas for improvement of the Company's HSSSEQ governance and to prioritise the improvements and propose an action plan. The strengths were summarised in the presentation. The top 5 emerging aspects to consider for improvement were discussed.
- 7.6 The Board discussed the presentations and the proposed Terms of Reference. The functional representation on the Sub-Committee requires further thought. Outputs from the Sub-Committee would include an annual report to the Board and feedback to the Board following the Sub-Committee meeting (via a standing agenda item). The role of the Sub-Committee relating to bodies of enquiry or major events was considered.
- Action 06.01:** RWM HSSE Director to consider the evolution of the competency framework and Board membership as RWM Limited becomes a Site Licence Company.
- 7.7 The Board did not approve the Sub-Committee Terms of Reference, pending completion of the Governance Review.

**Action 06.02:** RWM HSSE Director to produce Sub-Committee Terms of Reference back to the Board to allow consideration of findings from Governance Review.

## **8 PROPOSAL FOR GOVERNANCE ENHANCEMENT**

8.1 This was included in agenda item 7.

## **9 ARRANGEMENTS FOR BOARD VISIT TO SWEDEN**

9.1 Claes Thegerstrom provided an overview of the arrangements for the Board visit to Sweden in September, which will include a visit to three SKB facilities and a Board meeting. The Board are looking forward to the excellent programme.

## **10 MONTHLY PROGRESS REPORT PERIOD 3**

10.1 The RWM Science and Technology Director presented the Monthly Progress Report for Period 3. The White Paper has been published and work with DECC has moved to the project management phase to develop workstreams to progress the matters set out in the White Paper. Five workstreams have been identified.

10.2 An update was provided on the Finance and Programme Overview and the current funding shortfall, which will be managed by efficiency savings or changes to the scope of work. All Operating Plan targets remain on forecast to be achieved on or ahead of target. RWM is supporting NDA's proposal for a collaborative procurement of external auditors for NDA subsidiaries.

10.3 Updates were provided on a very successful IGD-TP Conference in Manchester and that RWM staff are providing technical input and advice to the Belgian waste management organisation regarding the unexpected evolution of certain waste packages. Highlights of the successful recent Ministerial visit were noted.

10.4 The Board noted the Monthly Progress Report.

## **11 AOB**

11.1 The Board discussed the publication of RWM Board minutes on the NDA website and were comfortable that the minutes should be published. It was agreed that full minutes will continue to be kept which can, if appropriate, be redacted before publication.

11.2 The Board delegated the review and redaction of the previous RWM Board minutes to Jon Phillips and the Company Secretary.

11.3 The Board appointed the RWM Science and Technology Director as the Senior Information Risk Owner (SIRO) for the Company, in accordance with the April 2014 version of the Security Policy Framework.

## **12 MINUTES AND ACTIONS**

12.1 The Board approved the minutes of the fifth meeting of Radioactive Waste Management Limited subject to a couple of minor typographical amendments. The Chair will sign the minutes in due course.

12.2 The Board reviewed the minutes of the fifth meeting of Radioactive Waste Management Limited to consider possible redactions needed prior to publication of the minutes on the NDA website. No redactions were identified.

12.3 An updated actions list is attached.

**Action 06.03:** RWM Science and Technology Director to produce a document showing all Business Planning documents, how they relate and how they will be used to support the annual business planning cycle.

**13 DATE OF NEXT MEETING AND 12 MONTH LOOK AHEAD**

13.1 The next meeting will take place on 24<sup>th</sup> September 2014. There were no comments on the Meeting Calendar.

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

.....

Chairman