

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

Minutes of the 16<sup>th</sup> meeting of the directors of the Company  
held at Building 587, Curie Avenue, Harwell, Didcot OX11 0RH on 29th September 2015 at  
09.30 a.m.

**PRESENT:**

Mr Rob Higgins	(Acting Chairman) (via video conference)
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)
Mr Jon Phillips	(NDA nominated Non-Executive Director) (via video conference)
Professor Melanie Brownridge	(NDA nominated Non-Executive Director) (via video conference)

**IN ATTENDANCE:**

RWM HSSEQ Director  
RWM Waste Management Director (Agenda Item 4)  
HSSEQ Advisor  
RWM Company Secretary (via video conference)  
PA to RWM Managing Director

**1 NOTICE, QUORUM AND DIRECTORS DUTIES**

- 1.1 Apologies were received from Mr Simper. In his absence, Mr Higgins agreed to act as Chairman. The Acting Chairman reported that, notice having been given to all directors of the Company, a quorum was present.
- 1.2 The Acting 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. No new conflicts of interest were declared.

**2 HEALTH, SAFETY, SECURITY, ENVIRONMENT, AND QUALITY ISSUES**

- 2.1 The RWM HSSEQ Director presented the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report, noting the Board HSSEQ sub-committee met in August to review RWM's HSSEQ performance and endorsed the terms of reference for the sub-committee and a draft updated HSSE Policy Statement. RWM's HSSE performance is also being considered by a number of NDA committees.

**Action 16.01:** Managing Director to consider the level of assurance on RWM and agree the optimum balance with NDA.

- 2.2 Regulators have published a biennial report covering their scrutiny of RWM over the period April 2013 to March 2015. The report is constructive and positive regarding RWM's work. In support of a fissile exception application made by RWM, the Office for Nuclear Regulation (ONR) audited RWM to confirm the adequacy of RWM's management system arrangements. The inspector found the system to be of 'Good Standard', meaning that ONR's consideration of the application will not be delayed.
- 2.3 CoRWM have published their Annual Report and RWM will engage with DECC on the development of the Government's response to their recommendations. RWM has responded to the Scottish Government's consultation on an Implementation Strategy for Scotland's Policy on Higher Activity Radioactive Waste and responded jointly with the

NDA to the Welsh Government's consultation on Community Engagement and Implementation Processes for its policy on the geological disposal of higher activity waste.

- 2.4 The RWM HSSEQ Director provided an update on the HSSEQ Key Performance Indicators. The Organisational Development KPI remains amber awaiting full close out of the data and models project. RWM continues to implement the new organisational structure. A number of vacancies remain unfilled, some pending the outcome of the spending review. The RWM Executive has undertaken the annual review of the effectiveness of the quality management system. A number of improvement activities have been identified and a fuller report will be provided to the Board in October.
- 2.5 The Iterative Development of the Disposal System KPI remains green. Progress continues to be made with the update of the generic Disposal System Safety Case. One key issue to be resolved is the approach to be taken to address the requirements of the EC Groundwater Directive. Advice was received on this from the Nuclear Safety and Environmental Committee (NSEC) in September.
- 2.6 The Waste Management KPI had moved from amber to green in the previous month as the action plan covering identified improvements to the work instructions within the disposability assessment management system is being implemented. The Independent Advice and Oversight and Regulatory Scrutiny KPI remains green, with positive engagement with regulators.
- 2.7 The GDF Implementation KPI had moved from green to amber in the previous month pending the outcome of a review into the controls and resources applied to the production of RWM documentation in support of GDF implementation. The HSSE Events remains amber pending changes to provide increased resilience in the guarding service.
- 2.8 The Board noted the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report.

### **3 RWM BOARD TERMS OF REFERENCE AND ARTICLES OF ASSOCIATION**

- 3.1 The Company Secretary presented the annual review of the RWM Board Terms of Reference and Articles of Association. No changes have been identified with the latter document. Some minor changes have been proposed to the RWM Board Terms of Reference, reflecting the wider scope on waste management and support to NDA and referencing the Board sub-committees.
- 3.2 The Board considered the documents and suggested some minor amendments around the higher activity waste management bulletpoint and the use of HSSEQ terminology. The HSSEQ Advisor considered that paragraph 3 read as though the Board were implementing the role of the Executive. However, the Board agreed that, within the context of the introductory sentence, the bullet point wording is fine.
- 3.3 The Board approved the revised RWM Board Terms of Reference, subject to the amendments proposed in the meeting, and agreed that the Articles of Association remained appropriate. The Board noted the updated RWM Executive Committee Terms of Reference.

### **4 DEVELOPMENT OF PACKAGING ASSESSMENT PROCESS AND UPDATE ON PROGRESS AGAINST THE PRIORITISED SCHEDULE**

- 4.1 The RWM Waste Management Director entered the meeting and presented a paper on the development of the packaging assessment process and update on progress against the prioritised submissions schedule. A consolidated programme capturing all of the SLC planned submissions for disposability assessment was compiled with input from waste producers during Q3 2014/15. Improvements to the disposability assessment process are intended to facilitate early and sustained engagement between waste

owners and RWM, which should allow earlier endorsement of packaging proposals where appropriate with less iteration, leading to faster clearance of legacy and decommissioning sites.

- 4.2 A number of process improvements have been made, including early input to waste management plans through the provision of Expert View letters and an increase in resources to ensure active management of the schedule. Recent customer feedback results demonstrate a clear upward trend in satisfaction with the majority of key indicators. There has been a slight shift away from the highest score around added value. A focus on emphasising benefits to the customer may need to be incorporated into future engagement activities.
- 4.3 The RWM Waste Management Director updated the Board on progress in 2015/16. The schedule has been very helpful to increase visibility of the need and demand for disposability assessments and as a basis for discussions with SLCs. However, a comparison of the planned submissions compared to actual submissions reflects the current uncertainty in site plans and strategy.
- 4.4 The Board considered whether NDA could further drive SLC behaviours around the disposability assessment process and agreed that the process adds value for the NDA and regulators, not just the waste producers. The strategic aim to change the view of RWM as an enabler is becoming recognised within the Estate. The RWM Waste Management Director explained four KPI's around number of submissions were being trialled internally via the Programme Board.

**Action 16.02:** Managing Director to update the Board on the quality assurance and controls around the disposability assessment process.

- 4.5 The Board thanked the RWM Waste Management Director for a very clear paper and noted the update. The RWM Waste Management Director left the meeting.

## **5 HSSE POLICY STATEMENT**

- 5.1 The HSSEQ Director presented the revised HSSE Policy Statement considering developments over the company's first year as a subsidiary and amendments to NDA's HSSE Policy Statement. Feedback has been received from the RWM Health and Safety Committee, the RWM Executive and the Board HSSEQ Sub-Committee. There has been some feedback from the NSEC which has not yet been incorporated primarily relating to a consistency of style issue.
- 5.2 The Board commented on the revised HSSE Policy Statement. It was confirmed that it is comparable with other organisations within the NDA Estate and that external feedback is provided via the HSSEQ Advisor's experience of the wider nuclear industry.
- 5.3 Subject to the small changes discussed in the meeting, the Board approved the HSSE Policy Statement. The final version will be circulated to the Board.

## **6 REVIEW OF TRAVEL SAFETY**

- 6.1 The HSSEQ Director explained that a key risk identified by the RWM Board is travel safety. He presented a paper reviewing RWM's travel statistics, related incidents and issues raised, and the systems, guidance and training in place to help manage travel safety. The dominant mode of travel for RWM is rail travel, which is positive from a safety perspective. Commuting is being considered in relation to the impending relocation of the Harwell office.
- 6.2 The HSSEQ Director outlined a number of recommendations for improvements to the current safety management arrangements, for example, broadening the consideration of travel safety to cover future visits to potential host communities and issuing travel safety leaflets as part of the formal induction process.

- 6.3 The Board commented on the review of travel safety and the useful and proportionate recommended improvements set out. It was agreed that clear expectations should be set around travel following evening events. The role of the line manager was seen as important in rolling out the tools. The HSSEQ Advisor added further best practice guidance to consider, for example, annual checks on driving licences. The HSSEQ Director explained that NDA and RWM had considered this several times and decided it was not proportionate to undertake proactive checks at this time.

## **7 RADIOACTIVE WASTE MANAGEMENT LIMITED MONTHLY PROGRESS REPORT PERIOD , 2015**

- 7.1 The RWM Managing Director provided the key highlights from the Monthly Performance Report for Period 5, providing an update on the efficiency savings to be found against the programme of work. The RWM Managing Director then informed the Board of progress against Corporate Targets. It was noted that final screening guidance (target 1.3) is expected late due to a revised view of the Programme Team of the time needed to consider the responses received.

**Action 16.03:** Managing Director to provide update on likelihood of recovery around corporate target 1.3 and ensure consistent messages provided to NDA. Managing Director to consider notification system coding for consistency with NDA coding.

- 7.2 The RWM Managing Director noted that the draft national geological screening Guidance has been revised to address review comments received from the Independent Review Panel. Responses to an invitation to tender for preparations to apply the Guidance were received early in September. On behalf of DECC, the Chief Scientific Advisor led the production of the UK National programme, a requirement under the EC Directive on the Safe Management of Spent Fuel and Radioactive Waste.

- 7.3 RWM and DECC were recently subject to a Major Projects Authority Project Assessment Review. Overall, feedback was positive and the programme was seen as well led and managed. This combined with the amber rating is a good outcome. DECC's call for evidence closed earlier in September and DECC are analysing the responses. RWM sits on the community representative working group and will require clear information on the identity of the representatives.

- 7.4 Given the significant contribution from RWM to Sellafield Limited's Magnox Swarf Storage Silo options work (as reported in previous reports to the Board) it was agreed that the MD would circulate a briefing note to the Board on the outcome of those studies

- 7.5 **Action 16.04:** Managing Director to circulate a briefing note to the Board on the outcome of the Magnox Swarf Storage Silo options studies.

- 7.6 The Board noted the Monthly Progress Report.

## **8 REPORT FROM SUB-COMMITTEES**

- 8.1 The Acting Chair explained that the Audit and Risk Committee would meet on 6<sup>th</sup> October and the agenda focuses on risk management. The update from the Remuneration Committee was deferred until the Chair is in attendance. The Independent Non-Executive Director who chairs the HSSEQ Committee referred to a written update circulated on 25<sup>th</sup> August. The Board noted the reports from the Sub-Committees.

## **9 MINUTES AND ACTIONS OF THE PREVIOUS MEETINGS AND REDACTIONS**

- 9.1 The Board approved the minutes of the fifteenth meeting of Radioactive Waste Management Limited.

9.2 The Board reviewed the minutes of the fifteenth 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.

9.3 An updated actions list is attached.

**10 AOB**

10.1 The HSSEQ Director presented a paper on the framework for development consent of Nationally Significant Infrastructure Projects (NSIPs), summarising the framework and the associated environmental and habitats assessment requirements. The process for development consent of NSIPs includes a number of key features: decisions are ultimately taken by the Secretary of State and the Secretary of State may designate a National Policy Statement, which may set out the need for NSIP development and establish relevant matters of national policy. The development of NPS needs to be supported by an Appraisal of Sustainability and may also be subject to Habitats Regulation Assessment. The approach is advantageous in reducing schedule uncertainty. The Board discussed the application of the regime to deep boreholes. NPS content is key and RWM is currently engaged in the Government consultation process.

10.2 The Board noted the paper.

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

11.1 The next meeting will take place on 22nd October 2015 at the Harwell Office with a strategy discussion planned for the afternoon.

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

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Chairman