

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

Minutes of the 17th meeting of the directors of the Company  
held at Building 587, Curie Avenue, Harwell, Didcot OX11 0RH on 22 October 2015 at 1000.

**PRESENT:**

Dr Adrian Simper	Chairman
Mr Bruce McKirdy	(RWM Managing Director)
Professor Charles Curtis	(Independent Non-Executive Director)
Mr Claes Thegerström	(Independent Non-Executive Director)
Mr Jon Phillips	(NDA nominated Non-Executive Director)
Mr Rob Higgins	(NDA nominated Non-Executive Director)
Professor Melanie Brownridge	(NDA nominated Non-Executive Director) (via video conference)

**IN ATTENDANCE:**

RWM HSSEQ Director  
RWM Waste Management Director  
RWM Strategy Adviser  
PA to the RWM Managing Director

**APOLOGIES FOR ABSENCE:**

Mr Alun Ellis (RWM Science and Technology Director)

**1. CHAIRMAN'S INTRODUCTION**

1.1 The Chairman welcomed Board members to the 17<sup>th</sup> RWM Board meeting and noted that the meeting would be combined with a Board strategy discussion.

**2. RWM MONTHLY PROGRESS REPORT PERIOD 6 SEPTEMBER 2015**

2.1 The RWM Managing Director provided the key highlights from the Monthly Performance Report for Period 6.

2.2 It was noted that Corporate Target 1, previously reported as "expected late" had been changed to "on target". The target was still on track for delivery by the end of December.

2.3 On 16 – 18 September 2015, the Major Projects Authority carried out a Project Assessment Review of the Geological Disposal Facility (GDF) programme. The review team assessed delivery confidence as Amber – *Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun.* The review team found that the GDF Programme was well managed, well led and there was a chorus of consensus that it was required, particularly in the context of the New Nuclear build programme.

2.4 The Audit and Risk Committee had met on 6 October and reviewed the draft Risk Management Framework, the full risk register (with a view to commenting on whether the risks flagged for Board attention were the right risks), and the Assurance Report on the effectiveness of RWM's risk management system recently completed by Internal Audit.

### **3. HEALTH, SAFETY, SECURITY, ENVIRONMENT AND QUALITY ISSUES**

- 3.1 The RWM HSSEQ Director presented the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report and provided an update on the HSSEQ Key Performance Indicators.
- 3.2 The Organisational Development KPI remained amber awaiting full close out of the data and models project.
- 3.3 The Iterative Development of the Disposal System KPI remained green. Further work was being undertaken on the development of the approach to be taken to address the requirements of the EC Groundwater Directive.
- 3.4 The Waste Management KPI remained green. The main controlling procedures and the more detailed supporting instructions had been updated. RWM had demonstrated to the regulators how the process is well controlled, but flexible to cater for waste producers' requirements.
- 3.5 The GDF Implementation KPI had moved to green from amber. Plans are being enacted to address resource shortfalls and additional controls are being developed to cover the production of materials.
- 3.6 Independent Advice and Oversight and Regulatory Scrutiny was reported green. The regulatory scrutiny programme was progressing and the summary of regulatory scrutiny findings presented in the regulators' biennial report was largely positive. A joint regulatory inspection of RWM's organisational development is expected in February 2016.
- 3.7 The Board NOTED the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report.

### **4. RWM SCENARIOS - ADDRESSING BOARD FEEDBACK AND DEVELOPING UPDATED SCENARIOS.**

- 4.1 The RWM Managing Director presented the paper which set out for Board approval a set of scenarios, modified to reflect RWM Board feedback, which had been developed as a way of testing the robustness of the RWM corporate strategy and for helping in the development and assessment of future strategic choices.
- 4.2 The scenarios were not set in stone and could be re-evaluated at regular intervals and changed subsequently if required.
- 4.3 The Board AGREED the modified scenarios.

### **5. HIGHER ACTIVITY WASTE STRATEGIC OPTIONS – NEAR SURFACE DISPOSAL**

- 5.1 The RWM Managing Director gave a presentation which outlined a number of strategic options identified for the management of higher activity wastes.
- 5.2 The Board agreed that it was timely and appropriate to undertake a strategic analysis of options for the management of higher activity wastes, similar to the exercise undertaken for LLW. It was agreed that NDA should commission RWM to undertake this review on its behalf and as a first step the RWM Managing Director would prepare a "framing document" outlining the scope and context for the work.
- 5.3 The Managing Director would circulate the framing document to the Board ahead of the 27 November Board meeting.

**Action: The Managing Director would circulate a “framing document” on options for the management of higher activity waste to the Board ahead of the 27 November Board meeting.**

**6. ANY OTHER BUSINESS**

6.1 The Managing Director reported that a briefing note on “Alternative ILW Approach (AIA) at Sellafield” had been circulated to the Board ahead of this meeting.

**7. MINUTES OF THE PREVIOUS MEETING**

7.1 The Board accepted the minutes of the 30 June 2015 RWM Board Strategic Review meeting as a correct record subject to noting Professor Melanie Brownridge as absent from the meeting.

**8. DATE OF NEXT MEETING**

8.1 The next Board Strategy meeting will take place on 26 January 2016.

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

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Chairman