

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

Minutes of the 22nd meeting of the directors of the Company
held at Hinton House, Birchwood Park Avenue, Risley, Warrington WA3 6GR on 28th June 2016
at 10.00.

PRESENT:

Dr Adrian Simper	(Chairman)
Mr Bruce McKirdy	(RWM Managing Director)
Mr Claes Thegerström	(Independent Non-Executive Director) (via telephone)
Prof Charles Curtis	(Independent Non-Executive Director)
Prof Melanie Brownridge	(NDA nominated Non-Executive Director)
Mr Peter Lock	(RWM HSSEQ Director)
Mrs Ann McCall	(RWM Waste Management Director)

IN ATTENDANCE:

RWM Transition Programme Director
RWM HSSEQ Special Adviser
RWM Company Secretary

1 NOTICE, QUORUM, DIRECTORS DUTIES, CHAIRMAN'S INTRODUCTION AND CONFLICTS OF INTEREST

- 1.1 The Chairman reported that, notice having been given to all directors of the Company, a quorum was present. Apologies were received from Mr Lowe and Mrs Douthwaite.
- 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.
- 1.3 The Chairman explained a number of changes around NDA Executive responsibilities and that Chairmanship of the RWM Board will, in due course, pass to Mr David Batters, NDA Chief Financial Officer and Estate Programme Director. A handover date will be agreed following completion of the first phase of the Organisational Readiness Review.
- 1.4 No new or additional 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 for Period 2, highlighting continued positive relations with the regulators. The regulators will support work to develop a broader understanding of the current status of higher activity waste management and the need for a safe permanent disposal solution.
- 2.2 The RWM HSSEQ Director informed the Board of the factual comments and evidence provided to CoRWM on their draft annual report. CoRWM have sent the annual report to DECC and RWM anticipate there will be some recommendations arising from the report. The recruitment process for new CoRWM members was progressing and RWM is arranging meetings to update new members on key issues.
- 2.3 Since the last Board the Organisational Development KPI has been raised to green to reflect the close out of the data and models project. The HSSEQ Performance KPI has been raised from red to amber in consideration of the remediation plan in place for facilities management performance.

- 2.4 The RWM HSSEQ Director highlighted key issues from the KPIs, noting that this is the first period this calendar year in which recruitment to the organisation has exceeded leavers. The transport and post-closure components of the updated generic Disposal System Safety Case are now undergoing, or have completed, peer review. The HSSEQ team has provided early feedback on areas of the Safety Case that might merit further attention. The Letter of Compliance Summit demonstrated strong support for the disposability assessment process. Further engagement will explore the balancing of short and longer-term risks.
- 2.5 Good progress has been made with recruitment to vacancies within the Stakeholder Engagement and Communications function. Continued efforts are being made to fill the vacancies within the Siting function. The RWM Managing Director highlighted a delay in formal approval of arrangements covering RWM's longer-term communications partner.
- 2.6 The three year independent oversight programme for 2016/17 is being finalised. Recruitment to the Independent Oversight Manager vacancy was progressing. Security performance remains good but the increase in sickness absence is under review.
- 2.7 The Board noted the Health, Safety, Security, Environment and Quality section of the Monthly Performance Report.

3 UPDATE ON RWM ORGANISATIONAL READINESS REVIEW

- 3.1 The RWM Managing Director presented an update on the RWM Organisational Readiness Review, setting out four main elements of the overall programme scope. The update focused on RWM's role as the lead organisation in a developer led siting process. Delivery of the activities is managed by the Organisational Development Programme Board. The RWM Managing Director presented the Phase 2 Business Model which will launch and deliver the next phase of the siting process.
- 3.2 The Organisational Readiness Review Panel is supported by the Routemap Review Team who are conducting interviews with key organisations. Initial findings and an interim report will be presented in July and the findings will be discussed at the Board Strategy meeting. A scenario planning workshop in September will test how RWM could respond to different scenarios during siting and will help strengthen project resilience.
- 3.3 The Panel have already been highlighted key issues for the Board to consider. These are access to board level social and political expertise and advice, and the position of the Senior Responsible Owner and Accounting Officer.
- 3.4 The Board noted the update and considered the key issues for the Board. A number of options to access social and political expertise were considered and Board members provided examples of when this had worked well in the past. The Board agreed it was worth thinking about access to political expertise. In the short to medium-term, the Board considered the Senior Responsible Owner should remain within DECC but direct accountability could be increased.

4 HARWELL OFFICE REMEDIATION PLAN

- 4.1 The RWM HSSEQ Director presented a note on the remediation plan regarding poor facilities management contractor performance for the Harwell Office. The Board has had concerns that the root causes of HSSEQ issues relate to the condition of the office and the performance of the facilities management contractor. The paper aims to address the concerns and minimise any risks.
- 4.2 The RWM HSSEQ Director outlined the plan to transfer facilities management scope. RWM will develop facilities management scope and KPI measures for the Harwell Office and new office accommodation with a new contractor. In the meantime, RWM continue to monitor the existing contractor and hold NDA to account for its contract management responsibilities.

- 4.3 The Board noted the paper and looked forward to seeing improvements in facilities management.

5 CLOSE OUT WORK ON DATA AND MODELS

- 5.1 The RWM Transition Programme Director provided an update on the work on data and models. A comprehensive presentation was given to the HSSEQ Committee in April, following which it was concluded “that the approach to the management of data and models presented was robust, well-structured and should constitute a strong basis for the continued development of RWM’s models and data management arrangements for future stages of the GDF implementation programme”. Based on the evidence presented, the RWM Executive has concluded that the KPI should be reported as ‘green’. Quality management arrangements covering data and models are in place and being applied. A number of reviews and audits confirm progress and that the current position is satisfactory. The position on data and models is now ‘business as usual’ which includes continuous improvement.
- 5.2 The Board noted the update and were very pleased with the substantial improvements in the management of data and models.

6 RADIOACTIVE WASTE MANAGEMENT LIMITED MONTHLY PROGRESS REPORT PERIOD 2

- 6.1 The RWM Managing Director provided the key highlights from the Monthly Performance Report for Period 2. In response to a request from the NDA, additional scope has been approved by the Programme Board to undertake a cost/benefit evaluation of small multi-purpose casks for potential deployment by EDF Energy.

Action 21.01: Waste Management Director to clarify the client for the cost/benefit evaluation of small multi-purpose casks.

- 6.2 A revised programme for the application of the geological screening guidance has been developed. There is no impact on launch date. Work continues to plan for the Local Government Association Conference in July.
- 6.3 The RWM Managing Director provided an update on the Community Representation Working Group meeting discussion paper. DECC will now prepare a policy document for public consultation later in the year covering RWM’s role as the developer and the interaction between the developer and the host community.
- 6.4 Clarity was provided on the overall picture of programme governance arrangements. RWM is considering whether it can act in a more agile manner whilst maintaining its robustness of approach.
- 6.5 The Board noted the Monthly Progress Report.

7 REPORTS FROM SUB-COMMITTEES

- 7.1 The Company Secretary noted there had been no Audit and Risk Committee since the last Board but a Committee meeting is scheduled for mid-July to review the annual report and accounts.
- 7.2 There has been no Remuneration Committee since the last Board.
- 7.3 Mr Thegerström noted that he provided a verbal update of the April HSSEQ Committee at the April Board and has provided a written summary for this meeting. The Committee agreed with the conclusions of the Annual HSSEQ review undertaken by the RWM HSSEQ Director.
- 7.4 The Board noted each of the reports from the Sub-Committees.

- 7.5 The RWM HSSEQ Special Adviser presented the first annual report of the HSSEQ Committee of the RWM Board which covers the work of the Committee during its first year of operation. The paper was developed independently from the Executive review and incorporates the Special Adviser report.
- 7.6 The RWM HSSEQ Special Adviser summarised the business of the Committee during the year and noted some significant examples of work undertaken. Using a particular classification of overall HSSEQ performance the Committee considers that overall performance is good. The prevailing culture is assessed as being around the Proactive (Level 4) region of the Safety Culture Maturity Model.
- 7.7 The Committee did raise some concerns to the Board's attention in 2015, for example, the number of unfilled vacancies and the long term trend in security confiscation events. The Board has accepted and acted upon all the advice from the Committee.
- 7.8 The Board noted the annual review and endorsed its conclusions and the Committee's calendar of work and priorities for 2016.

8 AOB

- 8.1 The Board agreed the appointment of the RWM HSSEQ Director as the RWM SIRO, noting that the NDA SIRO had endorsed his appointment as a fit and proper person for such an important role.

9 MINUTES AND ACTIONS OF THE PREVIOUS MEETINGS AND REDACTIONS

- 9.1 The Board approved the minutes of the twenty first meeting of Radioactive Waste Management Limited and authorised the Chair to sign them.
- 9.2 The Board reviewed the minutes of the twenty first 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 DATE OF NEXT MEETING AND 12 MONTH LOOK AHEAD

- 10.1 The next meeting will take place on 28th July 2016 at the Harwell Office.
- 10.2 There being no further business, the Chairman declared the meeting closed.

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Chairman