

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

Minutes of the 35th meeting of the board of directors (the "Board") of the Company

held at Building 587, Curie Avenue, Harwell, Didcot, Oxfordshire, OX11 0RH
on 30 October 2018
commencing at 09:00 AM

PRESENT:	Professor Malcolm Morley OBE	Chair
	Professor Mike Bowman	Independent Non-Executive Director
	Dr. David Prout CB	Independent Non-Executive Director
	Karen Wheeler CBE	Independent Non-Executive Director
	Claes Thegerström	Independent Non-Executive Director
	Professor Melanie Brownridge	NDA Nominated Non-Executive Director (present via VC from Herdus House)
	Andrew van der Lem	NDA Nominated Non-Executive Director (present via VC from Herdus House)
	Bruce McKirdy	RWM MD
	Ann McCall	Siting and Engagement Director
	John Corderoy	Programme Director
	Peter Lock	HSSEQ Director
IN ATTENDANCE:	Umran Nazir	Deputy Director, Decommissioning, Radioactive Waste and GDF, BEIS and also Head of Geological Disposal, BEIS
	Jane Wilson	MHP (for agenda items 5 and 6 only)
	Nicola Beale	PA to Managing Director
	Stephanie Fox	Eversheds Sutherland (International) LLP, Secretarial Support

1. APOLOGIES, QUORUM AND DECLARATION OF INTERESTS

- 1.1 A quorum being present, Professor Malcolm Morley OBE took the chair and declared the meeting open. It was confirmed that notice of the meeting had been given to each director, and there were no apologies reported.
- 1.2 The Chair reminded the Board of their statutory duty to promote the success of the Company for the benefit of its members and their statutory duties generally.

- 1.3 Each director present confirmed that he had no interests to disclose in any transaction or arrangement to be considered at the meeting in accordance with sections 177 or 182 of the Companies Act 2006 and the Company's articles of association. There were no conflicts of interest to report.

2. CHAIR'S INTRODUCTION

The Chair reminded the Board of the importance of the meeting ahead of the upcoming launch. Having read through the launch papers, it was the Board's opportunity to raise any questions or uncertainties that they had, regarding RWM's readiness for launch.

3. MINUTES, ACTIONS AND MATTERS ARISING

- 3.1 The Board discussed the minutes of the 34th meeting of the Board, held on 24 July 2018, and agreed that the minutes of the meeting be approved.
- 3.2 The updated actions list was presented to the Board, who agreed that all actions were complete save for action 34.03 from the meeting on 24 July 2018. This action would be completed in November 2018.

4. RWM GOVERNANCE DOCUMENTS

- 4.1 The Chair informed the Board of new governance and Board committee arrangements.
- 4.2 The Chair noted that each committee needed to develop a forward plan to ensure progress and agree outcomes, and a joint meeting of the committees was advised.
- 4.3 The Board had reviewed the terms of reference and membership and agreed that they were hereby approved.

5. RWM CORPORATE STRATEGY 2018

- 5.1 The RWM MD noted that the RWM corporate strategy was taken as read and asked the Board for any final comments on it. The Board agreed that in order to emphasise the priority RWM gives to safety, the word 'responsible' should be replaced with the word 'safe'.
- 5.2 The Board approved the Paper and the RWM MD confirmed that he would arrange for the Paper to be published on the Company website.

6. RWM MONTHLY PROGRESS REPORT AUGUST 2018

- 6.1 The Board discussed the monthly progress report for August and reviewed the figures provided within the report for that time. The RWM MD reminded the Board that the Company was implementing a new management system in order to collate the reporting information in a shorter time following month end.
- 6.2 The Board noted that the Nuclear Decommissioning Authority ("NDA") reporting information needed to be included in the monthly progress report in future. The Chair added that he would like to see a more forward looking report which highlighted the current and upcoming issues. The RWM MD reminded the Board that there had been a number of risk workshops within the Company, whereby results would be collated and shared with the Board. The HSSEQ Director added that risk should be a standard part of the agenda of each board meeting, and the Board agreed.

Action 35.01: The Chair to ensure that risk was added to the board meeting agenda for all future board meetings.

- 6.3 The RWM MD updated the Board on the RWM office move and noted that the move had been pushed back to March 2019. The move was an NDA led project, and the NDA CEO had asked the NDA Executive to treat it as a priority.

- 6.4 The Board noted that the communication's strategy was last reviewed in 2014, and that certain factors, for example corporate communications will be updated.
- 6.5 The Board further noted that the contractor for the new contact centre management system had been decided through the crown commercial service, with NDA and Cabinet Office approval achieved. The purpose of the new system was to record and monitor the calls that the Company received. Although the new system would not be complete for the upcoming launch, the Siting and Engagement Director ensured the Board that the back-up system was mobilised and fully effective. It was noted that once the new system was ready, the data from the back-up system could be migrated to the new system and the back-up system would remain.
- 6.6 The Board discussed strategic risk and the risk matrix dashboard colour rating. The Board agreed that the risk matrix colour rating needed to be reviewed, and noted that a new risk framework would be launched following NDA estate-wide review of risk management.

Action 35.02: The RWM MD and Programme Director to review the risk matrix framework colour rating.

- 6.7 The Board discussed headcount, and noted that recruitment was under way for remaining vacancies.

Jane Wilson, MHP, entered the meeting.

7. UPDATE FROM BEIS

- 7.1 The Deputy Director, Decommissioning, Radioactive Waste and GDF, BEIS provided an update on approval of the new policy which it is hoped will be achieved this calendar year. It was unclear at present if Wales would launch on the same date.
- 7.2 The Board agreed that the flexibility allowed for the test of public support was of utmost importance, and this was discussed at length.
- 7.3 The Siting and Engagement Director confirmed that the Policy Paper, the community guidance and the site evaluation forecast needed to be consistent and final versions would be presented to the Board following detailed review by BEIS and RWM.

8. CONFIRMATION OF RWM'S READINESS TO LAUNCH

- 8.1 The Chair welcomed Jane Wilson of MHP (RWM's campaign partner). Jane Wilson delivered the Launch presentation, with the help of the Siting and Engagement Director, to update the Board on progress thus far. Weekly meetings with NDA were taking place, as well as monthly updates to the Executive and the RWM Head of Campaigns was managing a steering group for all social media aspects.
- 8.2 The Board were informed that the campaign website was ready and the Deputy Director, Decommissioning, Radioactive Waste and GDF, BEIS confirmed that a BEIS, RWM and NDA press notice had been drafted. The media training had taken place and there was a crisis and issue workshop, a playbook available which covered various Launch outcomes.
- 8.3 As previously discussed, the Board agreed that a regular operations meeting room was necessary. The contact centre team would be prepared for incoming queries, with a recovery plan for any contentious or unexpected issues.
- 8.4 The Board agreed that subject to final alterations of the documents, the Board approved the case set out for RWM's readiness to launch.

Action 35.03: The Siting and Engagement Director to liaise with Jane Wilson, of MHP to ensure that the RWM Launch papers are updated and distributed to the board prior to publication.

Deputy Director, Decommissioning, Radioactive Waste and GDF, BEIS and also Head of Geological Disposal, BEIS and Jane Wilson, MHP, left the meeting.

Independent NED David Prout left the meeting.

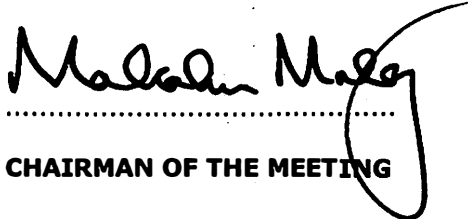
9. ANY OTHER BUSINESS

- 9.1 The Chair expressed his confidence in the launch, observing that progress was being made together, and thanked the Board for their contributions.
- 9.2 The Board noted the documents listed on the agenda that had been submitted for noting only. The Board agreed that the forward plan should cover all of the scheduled Board meetings and the Board committee meetings also.

Action 35.04: The Chair to arrange for the forward plan to be updated and circulated to the Board before the next meeting.

10. CLOSE OF MEETING

There was no other business and the meeting was closed. The next meeting of the Board will take place on 4 December 2018, RWM Board Workshop.


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CHAIRMAN OF THE MEETING