

Department for
Business, Energy
& Industrial Strategy

Terms Of Reference for the Geological Disposal Programme Board

Change Control

Version No.	Date	Details of Changes included in Update	Author(s)
0.1	13/10/2016	First draft	Programme Manager
0.2	01/02/2017	Change of SRO	GDPB Secretariat
0.3	07/03/2017	Revised membership and roles	GDPB Secretariat
0.4	02/08/2018	Revised membership	GDPB Secretariat
0.5	11/02/2020	Change of SRO to NDA	GDPB Secretariat
0.7	14/04/2020	Revised membership and roles	GDPB Secretariat

Approval History

NAME	ROLE	DATE APPROVED	VERSION APPROVED
Stephen Speed	SRO (BEIS)	13 th April 2017	V.03
Stephen Speed	SRO (BEIS)	24 th September 2018	V.04
Corhyn Parr	SRO (NDA)	14 th April 2020	V.07

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1. Background and Context

The Geological Disposal Programme directly supports the Government's policy for managing higher activity radioactive waste in the long term through geological disposal. It will provide an underground facility for the disposal of the most hazardous wastes, without which the Nuclear Decommissioning Authority (NDA); cannot clear Sellafield; nuclear plants cannot be fully decommissioned; and the nuclear new build programme would be put at risk as development consent orders for new plants are reliant on there being effective plans to manage and dispose of the waste they will produce.

The purpose of the Geological Disposal Programme Board (GDPB) – hereafter referred to as “the Board” – is to ensure the successful implementation of the Geological Disposal Facility (GDF) Programme, in line with Government policy on the long-term management of higher-activity radioactive waste in England and Wales.

2. Role of the Programme Board

The role of the Board is to support the SRO in approving the direction of the Programme. It will support and enable decision-making which affects or involves parties outside RWM, and especially within HMG, and ensure the programme has adequate HMG leadership, support and resources required. . It will also provide oversight of progress against the Programme plan as well as oversight of risks and issues management, the delivery of benefits, quality and delivery of the Programme’s deliverables.

3. Responsibilities of the Programme Board

Programme Board responsibilities include:

- Approving the strategy, scope & strategic requirements of the GDF Programme.
- Providing overall strategic guidance and direction to the Programme, ensuring it remains viable and within any specified constraints.
- Responding to requests for advice from RWM and the GDF Programme Director.
- Approving formal deliverables (e.g. key documents used to initiate, plan, manage and close the Programme).
- Making decisions and providing steers for the programme where they affect strategy, policy or external parties.
- Approving the initiation of Projects or products that the Programme requires.
- Approving the Programme’s Vision, and confirming it aligns with BEIS and NDA policy.
- Setting, communicating and agreeing targets with the programme.
- Ensuring that the processes in NDA’s operating model are being followed including
 - Decision making
 - Effective risk management
 - Change control

- Benefits tracking and delivery
- Dependency and interdependency management
- Approvals and Assurance planning and management

4. Role of a Programme Board Member

Programme Board Members will be expected to adhere to the following behaviours:

- Work together to deliver the Programme's objectives.
- Take collective responsibility for the Programme's decisions.
- Follow best practice for Programme structures, operation and governance as outlined by the BEIS best practice documents.
- Read and reflect on papers issued prior to the Programme Board and to ensure that questions, challenges or decisions are prepared for the Board.

5. Membership

Programme SRO – Director of Integrated Waste, NDA

The SRO is accountable for the success of the Programme and its delivery, ensuring that it meets its objectives and realises the expected benefits. The SRO leads the Programme board, directs the Programme and takes decisions. They are accountable for ensuring that the full range of evidence needs have been identified, relevant evidence obtained and decisions taken understanding the limitations of the evidence.

Senior Benefits Owner – Director of Nuclear Operations, NDA

The purpose of this role is to plan and manage the changes needed for the realisation of the Programme's benefits and to agree how these will be monitored and reported.

Senior Delivery Partners

– Radioactive Waste Management (RWM) Chairman (Non-Exec)

– Radioactive Waste Management (RWM) Chief Executive Officer

The Senior Delivery Partners are responsible for ensuring the readiness of the delivery body to implement the policy and how they will monitor and realise the benefits expected and provide feedback.

The RWM CEO is also responsible for ensuring RWM is driving and managing the GDF programme in accordance with best programme practice, NDA policies and standards, and expectations of the SRO and BEIS. She will also ensure the programme has the right leadership and resources, to execute the delivery effectively.

Programme Director – GDF Programme Director, Radioactive Waste Management (RWM)

The Programme Director is responsible for driving and managing delivery of the programme on behalf of the SRO, supporting the SRO in the duties and activities set out above, and ensure the programme is focused throughout its lifespan on achieving its objectives and that it will achieve the forecast benefits while remaining value for money.

The RWM Programme Director is also responsible for developing and overseeing the programme delivery capabilities within RWM, and ensuring the sequencing of GDF project-level business cases is delivered at appropriate points throughout the programme.

Senior Sponsor

SCS, BEIS Nuclear Directorate

The Senior Sponsor representative is responsible for ensuring the programme continues to implement government policy and that sponsor requirements are met by the programme.

This role also has a responsibility to advise the Senior Responsible Owner (SRO) of any changes to the GDF policy and any wider policy that may have an impact on the Programme.

This role will maintain clear visibility of the delivery of the programme and is a highly influential role until the political risks, (including; *Successful legal challenge to siting decisions, No Communities come forward in the siting process and Scope: uncertainty around the final inventory of a GDF*) have diminished sufficiently for the Sponsorship Department to re-evaluate the role of its Sponsorship activities.

Welsh Government Representative

Responsible for providing the SRO with the views from the Welsh Government on the implementation of their high activity waste policy.

Additional Attendees

The SRO will also call, as necessary, officials from other government departments and advisors e.g. Regulators to present items or provide advice with regards to specific items.

Radioactive Waste Management (RWM) other Directors as necessary, including Siting & Engagement Director and Technical Director.

RWM Directors are responsible for driving specific projects and workstreams within the GDF programme, for example Siting and engagement, and the Tranche 3 sub programme.

Observer – CoRWM Chair

CoRWM are responsible for providing independent scrutiny and advice to Government on implementing the geological disposal programme.

Secretariat – NDA

Responsible for ensuring that papers and agendas for the Project Board are issued in good time to members. Also responsible for publishing minutes from each Programme Board meeting and ensuring that progress on actions are provided by the agreed date.

The Secretariat will also ensure formal records of decisions made by the board are maintained, including recording the evidence used for the decisions and how decisions are reached.

6. Agenda Items

The Programme Board Agenda will have the following standing items:

- Siting update
- Agree Minutes and review actions
- Reporting Items, reviewing the highlight report/dashboard, reviewing actions and decisions required, Project/Programme progress, communications forward look, key issues, key risks, progress against milestones (including delivery of evidence), evidence update (what new evidence has become available since the last meeting), performance, evaluation and Benefits Realisation Plans and finance and resources
- Specific Items (e.g. deliverables and product sign-off, change request decisions and dependency reviews)
- Update from Welsh Government
- Any other Business

An Agenda Template with examples of the items for discussion has been included at **Appendix A**. A template for recording Minutes and Actions is included at **Appendix B**.

7. Minutes and Meeting Papers

The secretariat will ensure that minutes and papers for each meeting are issued to Programme Board members one week before the next Programme Board.

By agreement of the committee, decisions can be made out of committee on papers and agenda items. For these decisions, Quorum requirements (outlined below) must be adhered to. The secretariat will be responsible for recording these decisions within the minutes of the next Programme Board meeting.

8. Frequency of Meetings

The Board's working principles and practices are that:

- meetings will be held approximately every eight weeks for two to three hours or as appropriate as determined by the delivery of programme milestones and decision points;
- exceptional meetings will be called as required;
- minutes of meetings will be published on the gov.uk website following approval at the next meeting;
- additional work to progress the programme will be delegated to working or delivery groups, as required;
- other Government departments, regulatory bodies, CoRWM and external organisations may be invited to contribute to supporting work.

9. Programme Board Member Apologies and Deputies

A Programme Board member may, in exceptional circumstances and at the discretion of the Chair, appoint a deputy to represent them if unable to attend.

The Programme Board member is responsible for informing the secretariat two weeks in advance of the meeting of their apologies and nomination for the deputy.

The Programme Board member will be responsible for briefing the deputy on the agenda of the board and the deputy will be expected to represent the Programme Board member's decision for any decision agenda items.

10. Quorum Requirements and Decision Making

A minimum of three Programme Board Members are required for the Programme Board to be recognised and decisions valid. The Quorum must contain at least the SRO (NDA), the Senior Sponsor (BEIS) and Senior Delivery Partner (RWM) members or nominated deputies for decisions to be valid.

11. Annexes

A. Governance Model for Geological Disposal Programme

Appendix A:**AGENDA****Geological Disposal Programme Board****Date****Time and Location****Attendees:**

Agenda Item	Description	Timing	Introduced by	Purpose
0	Siting Update (Prior to CoRWM joining the meeting)			
1	Agree Minutes and Review actions – From last Programme Board			
2	Reporting Items – Reporting Items, reviewing the highlight report, reviewing actions and decisions required, Project progress, key issues, key risks, progress against milestones, evidence update, performance, evaluation and benefits and finance and resources. At the end of this discussion the board should sign off the highlight report.			Discussion and sign-off
3	Specific Items – May include specific agenda items added at the request of the Programme Executive. May also include specific Programme Board Processes including: <ul style="list-style-type: none"> • Deliverables and product sign off • Change Request decisions • Dependency reviews 			Decision
4	AOB			

Apologies:**Meeting Decisions/Outcomes:**

- A list of expected Decisions and Outcomes from the Programme Board.
- A set of issues raised to or actions required of the next level of governance (programme or higher as appropriate).

Attached Papers:Agenda Items

1. 20121128-1 – Actions

1. For Information

Risks and Issues Register/Report

Appendix B:

MINUTES AND ACTIONS

Name of Programme

Date

Time and Location

Agenda Item	Update/ Action Description	Owner
1.		
2.		
3.		
4.		

Open Actions:

Ref.	Description	Target Date	Owner
1.			
2.			
3.			

Actions from meeting:

Ref.	Description	Target Date	Owner
4.			
5.			
6.			

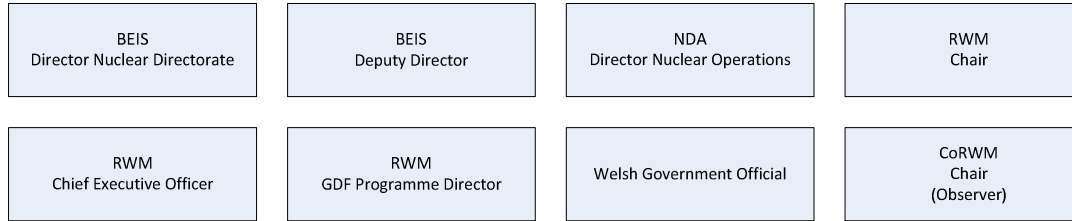
Annex A – GDPB GOVERNANCE MODEL

Geological Disposal Programme Board (GDPB)

Director – Integrated Waste Management NDA (SRO) - Chair

Primary formal governance channel for the GDF Programme on all aspects of policy and strategic direction for policy implementation.

Considers strategic position of GDF in relation to wider radioactive waste management issues.



Meets bi-monthly to consider strategic decisions and direction for the successful delivery of the GDF programme.

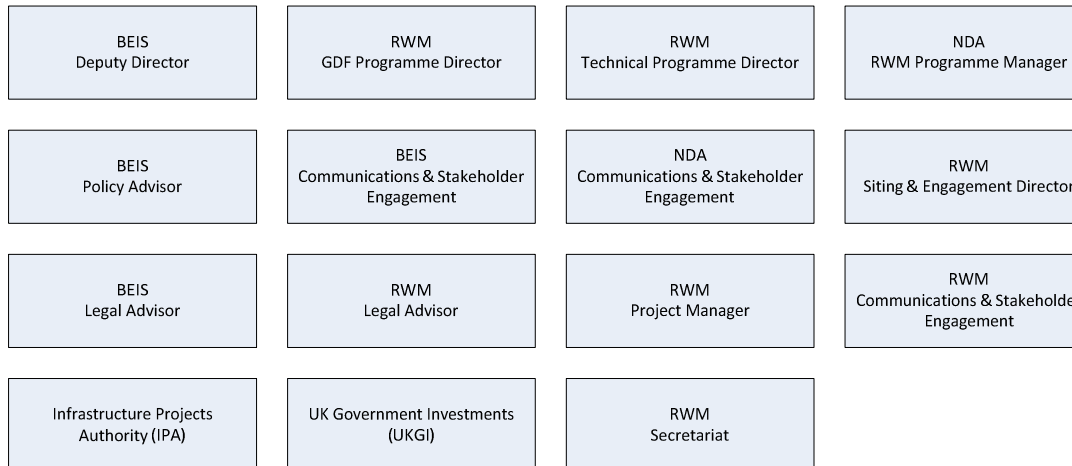
STRATEGIC POLICY
DIRECTION

Joint Delivery Group (JDG)

NDA Head of Group Development – Waste (Chair)

Ensures effective and timely policy design and implementation of the GDF Programme, ensuring key stakeholder views are considered along with interdependencies, risks and opportunities.

Supports the SRO in ensuring the programme is meeting its stated objectives and delivering expected outputs in line with the project and programme plans.



Meets monthly to facilitate the effective co-ordination and delivery of critical work packages across key GDF stakeholder groups.

ENGAGEMENT &
IMPLEMENTATION