



Business Plan 2020-23

Doing
The
Right
Thing

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Delivering a safer future

Introduction

*This document summarises Radioactive Waste Management (RWM)’s Business Plan for 2020 –2023. It should be read alongside our **Annual Review** that sets out the priorities, governance and vision of our organisation.*

In brief, this plan highlights three key priorities which will frame and guide our work:

- 1. Deliver Community Partnerships for a GDF and prepare for site selection*
- 2. Deliver waste management solutions to support the UK nuclear estate*
- 3. Transform our organisation for safe and effective delivery*

The Plan

Driving our mission forward: our key priorities for 2020-23

We have set out three key priorities that will shape and guide our work throughout the next three years. Our priorities are in line with the Nuclear Decommissioning Authority (NDA)’s key activities for us and more detail can be found in Annex One at the end of this document.



1 Deliver Community Partnerships for a GDF and prepare for site selection

Our first area of priority is to work with potential interested parties and develop the conversation with them about whether their area might be suitable location for a GDF, with the aim of progressing them to Working Groups and eventually to Community Partnerships. We’ll also be driving our preparatory work for site evaluation to ensure we are ready for the next stage in our mission.



2 Deliver waste management solutions to support the UK nuclear estate

We are responsible for delivering waste management solutions for the UK and we will continue to play a key role, working alongside NDA, with a particular focus on how we can best support its teams with guidance for problematic waste and management of waste packaging.



3 Transform our organisation for safe and effective delivery

Our third priority is to look at the way we work and build on our existing strong culture so that we are driving delivery with pace, and with a strong culture of safety, security and quality in all we do. This work is underway, and everyone at RWM has a role in taking it forward, so we collectively become a strong and safe delivery organisation.

Key Priority 1: Deliver Community Partnerships for a GDF and prepare for site selection

It is vital for our mission that over the next three years we identify potential GDF sites with at least one supportive community, but ideally more.

First, we need to make progress towards the formation of at least one Working Group by the end of the financial year 2020-21. The main task of the Working Group will be to identify the area to be considered for a potential facility and to establish a Community Partnership by 2022. This will pave the way for site selection.

About National Geological Screening

To support the siting process for a GDF, we have carried out a National Geological Screening (NGS) exercise. The outputs of this exercise will provide a definitive source of information that will allow us to engage openly on questions on geology, which are likely to be raised during the siting process. The screening has been applied across England, Wales and Northern Ireland to provide a high-level summary of existing geological information, relevant to the safety of geological disposal. Further information on geological screening can be found [HERE](#).

We will also be building on our work with communities, stakeholders and individuals interested in learning more. That is because the community consent principle is now the cornerstone of the search for a permanent home for our higher-activity radioactive waste. The local community will now have the final say on whether to host a facility in their area; we will not be able to seek the necessary permission to build or operate without this explicit consent. People must feel they can ask as many questions as they like, and we must be able to provide answers. We will be using information generated from the National Geological Screening exercise to support our engagement with communities and help focus that engagement.

We will also be looking at potential locations where land is held by NDA, MOD and Crown estate, and working with the communities in those locations that may have potential to host a GDF. While we will need to explore how we might acquire such land, the government has stated clearly that no site should or will be imposed on a community. Rather, it must give its explicit consent. We will spend time working with these communities and authorities and considering with them if and how to progress the sites with the highest potential.

Our timeline for delivering a GDF



While we plan to have formed at least one Working Group by the end of 2020, we will still be working with other Interested Parties who are focused on forming Working Groups. We will support each Working Group, helping them to identify the area for a potential GDF and to ultimately transition to a formal Community Partnership, which will need to include at least one relevant principle local authority and reflect the views of the local community.

The establishment of Community Partnerships will signify the start of Community Investment Funding of £1 million per year. The money can be used by each Community Partnership for every year it continues its discussions with us, to fund projects, schemes and initiatives that will drive the economic development of the local area, or improve the local environment, or the community's wellbeing. We will work in partnership with communities to help them make the best use of the Community Investment Funding, including working on a vision of the future for their area, setting out points to consider including the many potential benefits in terms of highly skilled jobs, improved infrastructure and public facilities.

“We will work in partnership with communities to help them make the best use of the Community Investment Funding, including working on a vision of the future for their area.”

A timeline for the siting process is shown above. We anticipate that it could take up to five years to get from the launch of the siting process to a position where we can make a recommendation on sites to take forward into characterisation.

Interested Parties:

Discussions on a proposed location for a GDF can be initiated by an individual, a landowner, local authority, business or a community group with an interest in the siting process and who wish to propose an area for consideration. Interested Parties will contact us for initial discussions.

Working Group:

The Working Group is formed in the early part of the process in order to gather information about the community and provide information to the community about geological disposal before a Community Partnership is formed. It comprises the Interested Party, RWM, an independent facilitator, independent chair and any relevant principal local authorities that wish to join.

Community Partnership:

The partnership between the members of the community, at least one relevant principal local authority in the Search Area and RWM, which will provide a vehicle for sharing information with the community and for finding answers to the questions the community may have about geological disposal, the siting process and how they, as a community, could benefit.

The GDF Development Phase

The process of informing and engaging with communities will run in parallel with the underground and environmental investigations necessary to identify a suitable site for a GDF. We will work with the community as we build a geological assessment of the site’s suitability, discuss the inventory of materials that would be disposed of there, and the measures to be taken to ensure that it is safe and secure.

In sites that are selected to be taken forward, we will need to increase our technical understanding of the characteristics of the surface environment and sub-surface geological environment. Known as Site Characterisation, this will take a huge collaborative effort, with RWM leading the way. We will bring together remarkable expertise and experience, insight and cutting-edge research, both from within our own organisation, and from stakeholders across a range of sectors.

We estimate Site Characterisation will start around 2025. In the areas that are taken forward to this phase, we will carry out investigations to help us build an understanding of the sub-surface. These investigations will consist of non-intrusive investigations, such as geophysical surveys and environmental monitoring, as well as deep borehole investigations. The data we collect from these investigations will provide us with the information we need to make a recommendation on whether a site is suitable. We will eventually submit details to the regulators and planning authorities to obtain the relevant consents to begin construction, should the community support this.

“We will work with the community as we build a geological assessment of the site’s suitability, discuss the inventory of materials that would be disposed of there, and the measures to be taken to ensure that it is safe and secure.”



Key Priority 2: Deliver waste management solutions to support the UK nuclear estate

Alongside our pivotal role to deliver a GDF for the nation, we are also responsible for providing guidance and radioactive waste management solutions across the UK. This work is carried out with and for the waste producers, including Sellafield and Magnox, other NDA locations, and the UK nuclear estate more generally. It forms part of an Integrated Waste Management (IWM) programme to support higher-activity waste (HAW) inventory management.

Our work ensures that safe, proportionate and cost-effective solutions are applied to store and dispose of existing HAW, which are compatible with final disposal in a GDF.

Inventory for geological disposal – total packaged volume: around 750,000 m³



How are we going to deliver?

We are spearheading this change with our work on the IWM programme across the NDA group. Our organisation is well supported by the NDA, which provides access to a wider pool of leadership, expertise, and capabilities. We are leading the delivery of industry-wide package processes for producers across the UK, helping them retrieve and package wastes in ways that make them suitable for safe, permanent disposal.

By the end of the financial year 2020-21, we will have completed our work to establish the IWM programme, which we will then have a key role in delivering. Our work with waste producers across the NDA estate will be completed by 2023, when we will have developed and delivered a programme of waste package records preservation. This will involve us carrying out a suite of technical and disposal concept studies, including studying the work of our international partners and emergent technologies.

We will continue to drive change by working closely with waste producers across the industry, with a particular focus on supporting Sellafield in its high hazard and risk reduction missions and in managing wastes resulting from the end of fuel reprocessing activities. We will also be supporting Magnox in its ongoing programme of site closure activities and developing integrated waste management planning with the Ministry of Defence.

The importance of waste package records preservation

The management of Higher Activity Waste (HAW) being generated today, through to disposal, is a long-term undertaking. It is vitally important that the right information about the waste is captured and retained, and that it will be accessible to future users to support disposal of the waste to a GDF. Our organisation works with waste producers to determine the information that needs to be retained and supports the NDA estate through independently assessing waste package records generated by Site License Companies.





Key Priority 3: Transform our organisation for safe and effective delivery

A GDF is a multi-billion pound, 100-year project of national importance, and we are building the skills and capabilities we need in order to plan, manage, and deliver this major programme.

It is critical to our mission that we are seen as a credible high delivery organisation, both by key stakeholders and by the communities we work with. Managing radioactive waste is a complex subject, so we employ true leaders in this field.

Our people are central to our strategy and we need to attract and retain the best if we are to meet our objectives. As we progress over the next 10-20 years we will of course need to develop and adapt to meet our changing roles. We will need to progress into an organisation that is delivery-focused, which can effectively manage a wide scope of stakeholder and community engagement, large complex permissions and consents, major project development and delivery and ultimately becoming a licensed nuclear facility designer, owner and potential operator, to start GDF operations.

How are we going to deliver?

We will be implementing a transformation programme to examine the operating model, organisational design and capability we require, so we can build the capabilities we need to drive our work with pace and increased delivery focus, and by the end of the financial year 2020-21 we will have made a step change in our delivery capability.

Our progress and success will be measured and tracked through performance reporting and we are held to account by the NDA through a quarterly performance review.

To ensure we have an increased focus on delivery across our organisation we have created two new roles. In 2019 a GDF Programme Director role was created, with accountability to the Chief Executive Officer for all aspects of the GDF Programme delivery, and a Transformation Director was appointed in January 2020.

Our operating model will continue to evolve as our programme progresses and the scope of work changes. We have a strong work culture and we aim to build on this through analysis that was completed in 2019-20 on our culture and organisation.

We are ready to work with a wide range of stakeholders and communities as we lead the way for change, and we will ensure we are fully staffed, equipped and prepared to deliver.

Annex One:

Summary of corporate targets to be achieved in 2020-2023

Covid 19 and corporate targets impact statement

These targets were set prior to the onset of the Covid 19 pandemic and therefore they may be impacted as we move through the period of this Business Plan.

NDA Summary of RWM Key Activities	Timescale
Integrated Waste Management - Intermediate and High Level Waste	
Implement government policy on geological disposal of higher activity waste	2020-2023
Work proactively with waste producers, planning for and delivering waste management solutions	2020-2023
Deliver a robust technical programme, support the GDF programme and waste management	2020-2023
Critical Enablers	
Develop RWM into a high performing delivery organisation	2020-2023
Continue to work with each community to provide information and help develop a detailed community vision	2020-2023
Work in partnership with communities to evaluate potential sites for a GDF	2020-2023
Design studies for specific sites, initial safety analyses, and environmental and economic assessments to help establish whether sites could be suitable	2020-2023

RWM Summary of corporate targets	
Priorities	Target
Deliver Community Partnerships for a GDF and prepare for site selection	By end Q4, more than one Working Group has been formed in accordance with the HMG Implementing Geological Disposal - Working With Communities Policy and RWM is maintaining 'active engagement' with at least 3 further Interested Parties and relevant Principal Local Authorities who are demonstrably focused on Working Group formation.
	Develop the Working Group (or Groups) to enable progression to achieve at least one Community Partnership early in FY 2021-2022.
	Deliver the capability to manage up to five Community Partnerships in FY 2021-2022.
	Develop and assure the full capability to execute site evaluations during the Community Partnership phase of the GDF Siting Process.
Deliver Waste Management Solutions to support the UK Nuclear Estate	Working with NDA, establish and deliver RWM's role in the developing UK Integrated Waste Management Programme.
	Deliver Disposability Assessments and Records assurance in accordance with the prioritised NDA programme.
	Working with NDA, deliver RWM's contribution to the Spent Fuels and Nuclear Materials Management Programme.
Transform RWM for safe and effective delivery	Identify and implement any immediate changes to the RWM Operating Model to support the three key programmes (GDF, Waste Services and Transformation) by end of Q1.
	Implement the transformation programme activity to enable RWM to become a safe, effective and optimised delivery organisation.

Annex Two:

Managing risk

Risk management is an integral part of all our organisational activities which support our mission and the corporate targets set out for the year ahead. Our Board sets the tone for risk management and holds the senior leadership team to account for managing risks. The following key risks will be actively managed and reviewed by our Executive Team and our Board when we deliver our corporate priorities for the financial year 2020-21.

Risks to GDF delivery:

1. Risk: we fail to attract and retain communities during the siting process, which may result in a failure of the current siting process.

Mitigation: our GDF 2020 campaign reorganises and builds all teams to deliver a pipeline and resources capable of securing and supporting at least one Working Group and a pipeline of Interested Parties.

2. Risk: we not have access to a suitable, scalable supply chain to deliver site evaluation activities which may delay the siting process.

Mitigation: identify dynamic purchasing system which can provide relatively quick access to some of the necessary resources as and when required; scope and award bridging contract to cover anticipated FY 2020-2021 demands; scope, award and mobilise larger more comprehensive contract(s) to cover remainder of Tranche 2 activities.

3. Risk: we do not successfully transition into a suitable delivery body for siting and engagement, supply chain management, and GDF programme delivery milestones, which may result in a potential delivery delay, and/or failure to achieve regulatory permissions.

Mitigation: the Transformation Director is working with the Executive Team and our organisation to determine all the capabilities required to improve GDF delivery, supply chain management, and siting and engagement. This will inform an organisation structure for 2020-21 and an indicative capability plan to deliver the new capability.

In parallel, a culture change programme will develop and improve our ways of working, and upskill the organisation in change skills and leadership.

4. Risk: we are unable to lead a balanced national public debate, as result of a) successful campaigning by opposition group b) a negative event on an overseas GDF programme or c) national media engagement constraints placed upon us, which may

result in lack of support at a national level for a GDF and / or may discourage interested communities coming forward.

Mitigation: proactive programmes of stakeholder engagement with key stakeholders; Implementation of a targeted social media strategy, with comprehensive third-party advocacy; develop a rebuttal strategy. RWM is exploring options to strengthen its media and social media capability to effectively respond and engage on social channels.

5. Risk: Health, Safety, Security and Environment (HSSE) issues may affect delivery, for example a virus, potential injury or loss of life, damage to the environment, loss or compromise to Information and/or assets, adverse media reaction and coverage, and delay to the programme.

Mitigation: maintain and embed safety, security and environmental culture processes; continue implementation of Health, Safety, Security, Environment and Quality (HSSEQ) improvements and development of arrangements for new activities. A targeted plan for impacts of Covid-19 is being implemented.

Risks relating to waste management which impact elsewhere in the NDA and non-NDA estates:

6. Risk: we are unable to meet industries' requirements on provision of disposability advice, which might result in reputational damage to our organisation with waste producers and downstream issues for a GDF inventory.

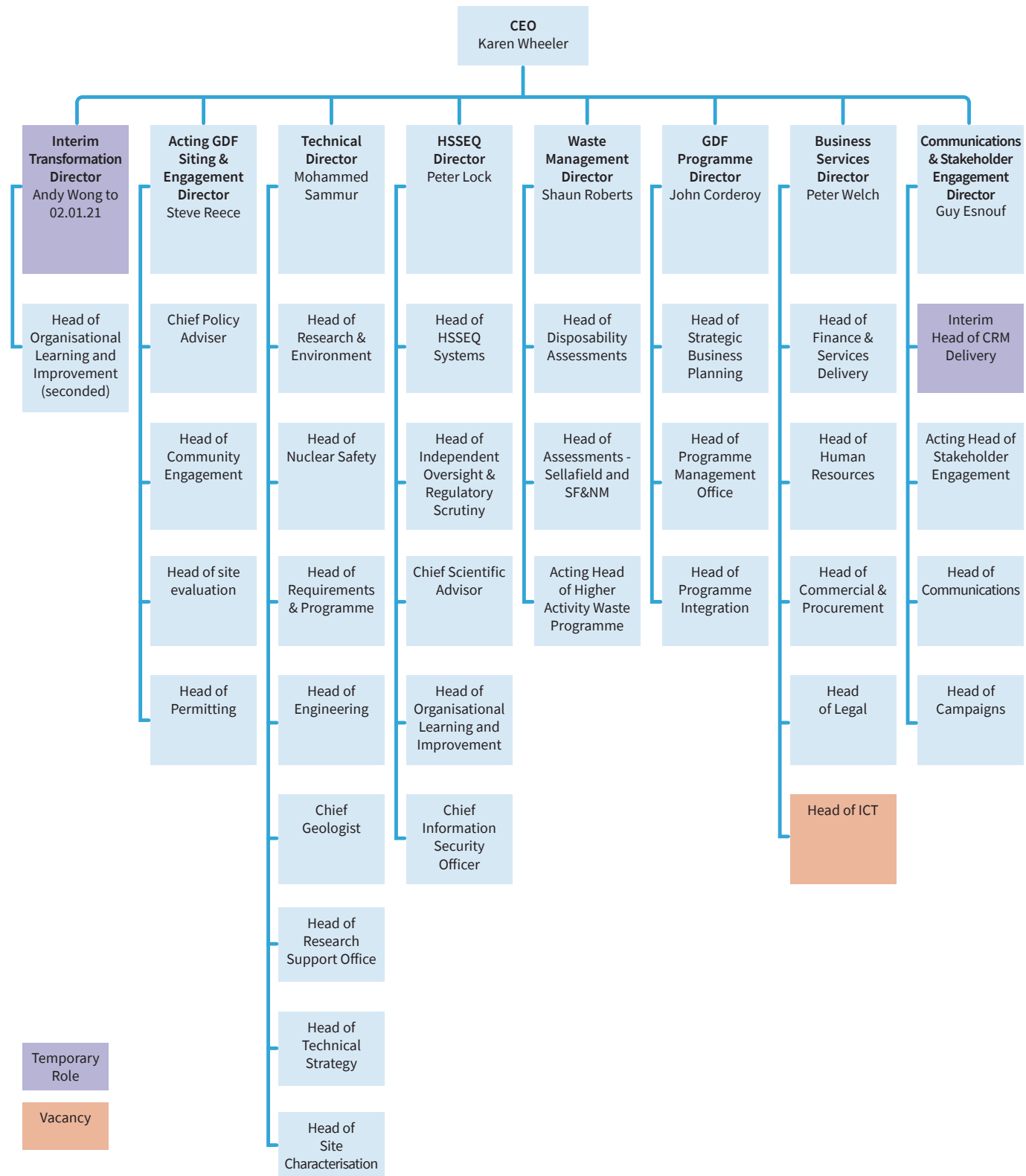
Mitigation: proactive programmes of engagement with waste producers; active engagement in NDA-led improvement initiatives on improved ways of working; active engagement with waste producers on post assessment learning from experience exercises.

7. Risk: we are unable to satisfy its contribution to the NDA target on the identification and preservation of key information associated with waste package records.

Mitigation: proactive programmes of engagement with waste producers and NDA; Support and leadership to an NDA level programme board and associated technical delivery board; clear scope and prioritisation for records delivery through the new IWM programme.

Annex Three:

Summary organisation chart



Getting in touch

To learn more about the UK's mission to deal with higher-activity radioactive waste

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Telephone **03000 660 100**

Follow us on Twitter [@rwm_gdf_uk](https://twitter.com/rwm_gdf_uk)

or visit www.gov.uk/rwm