

Minutes of the 49th meeting of the board of directors (the "Board") of the Company
held at BY TELECON

on 25 November 2020

commencing at 09:30 AM

PRESENT

Professor Malcolm Morley	Chair
OBE (MM)	
Professor Mike Bowman	Independent Non-Executive Director
(MB)	
Dr. David Prout	Independent Non-Executive Director
CB (DP)	
Claes Thegerström	Independent Non-Executive Director
(CT)	
Corhyn Parr	NDA nominated Non-Executive Director
(CP)	
Andrew van der Lem	NDA nominated Non-Executive Director
(AvdL)	
Karen Wheeler	Chief Executive, RWM
CBE (KW)	
John Corderoy	GDF Programme Director, RWM
(JC)	
Peter Lock	HSSEQ Director, RWM
(PL)	

IN ATTENDANCE

<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div>	Head of Strategic Business Planning, RWM (Agenda item 3)
Peter Welch (PW)	Director, RWM (Agenda items 4 & 5)
<div style="background-color: black; width: 180px; height: 1.2em; display: inline-block;"></div>	Company Secretary, RWM
<div style="background-color: black; width: 180px; height: 1.2em; display: inline-block;"></div>	Board Assistant, RWM
<div style="background-color: black; width: 160px; height: 1.2em; display: inline-block;"></div>	Senior Executive Support, RWM
Mohammed Sammur (MS)	Technical Director, RWM

APOLOGIES

1. INTRODUCTION, APOLOGIES, QUORUM AND DECLARATION OF INTERESTS

- 1.1 A quorum being present, Professor Malcolm Morley OBE took the chair and welcomed the attendees to a special Board Meeting to consider the Tranche 3 Sub Programme Business Case.

2. CHIEF EXECUTIVE'S UPDATE AND SAFETY SHARE

- 2.1 The Chief Executive had provided a written update to the Board which was taken as read. KW's update included a safety share about [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] It was noted that once the current lockdown eases, RWM is looking to restart some working in the office, subject to advice from Government and the NDA.

- 2.2 KW highlighted that the Copeland Working Group had launched successfully with a second working group expected to launch in January 2021.

- 2.3 KW reported on the recent RWM virtual staff away day which had been well attended and had gone very well. She noted that CP had spoken to the organisation about the NDA Integrated Waste Management Programme and that MM had delivered a pre-recorded message.

- 2.4 The Board discussed generally the need to ensure that external knowledge, expertise and support is co-ordinated and leveraged and the role of the RWM Advisory Council and other geological disposal organisations across Europe in this. The Board noted that the aspiration for RWM should be that it is the "go to" organisation for information and advice about radioactive waste disposal.

3. CONSIDERATION OF THE TRANCHE 3 BUSINESS CASE FOR SUBMISSION INTO THE NDA SANCTION PROCESS

- 3.1 KW introduced the draft Tranche 3 Sub Programme Business Case which was presented to the Board with a recommendation that they approve it for submission into the NDA sanction process. It was noted that the Business Case had been reviewed previously by the Board and that the front sheet which accompanied the case set out the key changes which had been made since the Board had last reviewed it.

- 3.2 KW also noted that the Business Case team had had a helpful discussion with the Non-Executive Directors just prior to this meeting which allowed them to feed in further comments. There had not been time to circulate a revised version of the Business Case showing the most recent set of comments by the Non-Executive Directors but JC and [REDACTED] presented a summary sheet which highlighted the changes which were being made as a result of the latest round of comments which the Board discussed with the team.

- 3.3 The Board discussed the next steps for the Business Case and how it could best highlight its key concerns around the timetable, the potential to accelerate that and the risk that £bns could be spent on characterising a site which may not ultimately proceed in the process so that they could be easily understood by and brought to the attention of the key decision makers. The Board agreed that it would accompany the Business Case with a covering letter outlining the main issues.

- 3.4 **Action 49/01 MM to draft a letter from the RWM Board to accompany the submission of the Tranche 3 Business Case for submission into the NDA Sanction process.**

- 3.5 The Board **approved** the Tranche 3 Business Case for Submission into the NDA sanction process.

4. **PROPOSED 2020/21 CORPORATE TARGETS**

- 4.1 The Business Services Director joined the meeting to introduce the draft Corporate Targets which had to be submitted to the NDA on 4th December 2020. He explained that they would come back to the Board for final approval in February 2021 and that a cross functional team at RWM has been working to develop the draft targets.

- 4.2 The Board reviewed each Corporate Target in turn and provided comments and input which would be reflected in the revised Corporate Targets which would be submitted for initial consideration by the NDA. Several specific actions arose from this discussion which are set out below.

Action 49/02: PW to revise the Corporate Targets to reflect the comments made by the Board.

Action 49/03: ■ to schedule further Board discussions on Property Value Protection, the Borehole Sealing Project and Cultural Change and how RWM operates in various locations to support communities.

Action: 49/04: ■ to schedule an RWM Board visit to the Harwell Borehole Sealing project when Covid 19 restrictions allow.

- 4.3 Subject to the comments the Board had made being addressed the Board **approved** the Corporate Targets to be submitted to the NDA on the 4th December 2020.

5. **RWM's ASSURANCE POLICY**

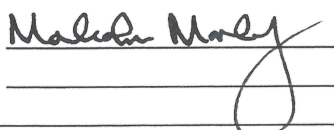
- 5.1 PW introduced a paper outlining a recommendation from the Audit and Assurance Committee to approve an Assurance Policy outlining RWM's approach to assurance activities. PW explained that RWM is reviewing its approach to assurance given the increasing scale and complexity of the programme and provided an overview of this work and of the recruitment which has been undertaken in this area.

- 5.2 The Board discussed the policy and the approach being taken by RWM to assurance activities and **approved** the RWM Assurance Policy.

Action 49/05: ■ to schedule a review of the RWM Assurance Plan by the Audit and Assurance Committee.

6. **CLOSING REMARKS**

- 6.1 The Chair thanked everyone for their input and closed the meeting.



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CHAIR OF THE MEETING