

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

**Minutes of the 48th meeting of the board of directors (the "Board") of the Company**

**held** BY TELECON

**on** 28 October 2020

**commencing at** 09:00 AM

<b>PRESENT:</b>	Professor Malcolm Morley OBE (MM)	Chair
	Professor Mike Bowman (MB)	Independent Non-Executive Director
	Dr. David Prout CB (DP)	Independent Non-Executive Director
	Claes Thegerström (CT)	Independent Non-Executive Director
	Corhyn Parr (CP)	NDA nominated Non-Executive Director
	Andrew van der Lem (AvdL)	NDA nominated Non-Executive Director
	Karen Wheeler CBE (KW)	Chief Executive, RWM
	John Corderoy (JC)	GDF Programme Director, RWM
	Peter Lock (PL)	HSSEQ Director, RWM
	<b>IN ATTENDANCE</b> [REDACTED]	Nuclear Directorate, BEIS
	[REDACTED]	Company Secretary, RWM
	Simon Hughes (SH)	Community Engagement and Siting Director (Items 5 & 7)
	Guy Esnouf (GE)	Director of Communications and Stakeholder Engagement, RWM (Items 5 & 7)
	[REDACTED]	Head of Site Evaluation (Item 7)
	[REDACTED]	Head of Strategic Business Planning, RWM (Item 8)
	[REDACTED]	Senior Executive Support, RWM

**1. INTRODUCTION, APOLOGIES, QUORUM AND DECLARATION OF INTERESTS**

- 1.1 Apologies were received from [REDACTED] and the Business Services Director.
- 1.2 A quorum being present, Professor Malcolm Morley OBE took the chair and welcomed the attendees to the meeting.
- 1.3 Each director present confirmed that they had no interests to disclose in any transaction or arrangement to be considered at the meeting. The Chair reminded the Board to declare any interests that may arise throughout the meeting.

**2. MINUTES, ACTIONS AND MATTERS ARISING**

- 2.1 The Board reviewed the minutes of the 47<sup>th</sup> meeting of the Board, held on 29 July 2020, and progress against the action list and agreed that the minutes be approved.
- 2.2 The Board discussed the current status of the actions relating to the publication by CoRWM of two reports and the work being undertaken by Government to be able to update the publicly available reference statement for the cost of developing a GDF.
- 2.3 [REDACTED] provided an update on two CoRWM reports which the Board had previously considered. The first related to a report commissioned by CoRWM on accelerating implementation of a geological disposal facility in the United Kingdom. This has now been published on the CoRWM website with a clear statement that it is an independent report and that it does not represent the views of CoRWM.
- 2.4 The second report considers the cost of developing a geological disposal facility and [REDACTED] reported that CoRWM is reviewing this work in conjunction with BEIS to ensure that there is consistency about the cost ranges for a GDF which are referenced publicly. [REDACTED] acknowledged that having a consistent reference point for the cost of a GDF is important to RWM's work and reported that the BEIS team were taking advice to the Secretary of State at the end of November 2020 as part of a general GDF update which includes a recommended reference cost for a GDF.

**3. CHIEF EXECUTIVE'S UPDATE INCLUDING SAFETY SHARE**

- 3.1 The Chief Executive's update included a safety share relating to the [REDACTED] and a discussion about the impact upon staff of the pace of the programme, the preparations for Working Groups and of Covid 19 restrictions which are likely to continue into the draft winter months. The Board discussed generally how the organisation might support staff as we move into autumn and winter and reinforced that staff needed to know that they had the support of the Board to operate flexibly in order to manage the impact of lockdown during the dark winter months. It was noted that the upcoming staff virtual away day would be a good opportunity to reinforce this message.
- 3.2 KW also reported on the progress being made with Working Groups and on the development of the Tranche 3 Business Case, both of which would be covered in more detail later in the meeting. She also noted that the work on the Tranche 3 Business Case had identified several areas where more work was required to understand how RWM would fulfil certain requirements, such as Environment and Sustainability, Social Value and Engineering Excellence and Innovation and that work on these areas was beginning.
- 3.3 It was noted that Simon Hughes had now joined RWM as Community Engagement and Siting Director and that the new Executive team appear to be working well together.
- 3.4 An update was also provided on RWM's recent Quarterly Performance Review with the NDA and on recent meetings with RWM's Advisory Council and Regulators. The Board focussed upon the relationship with RWM's Regulators and it was noted that RWM had held several preparatory

sessions with the Regulators to share programme plans ahead of a detailed *ways of working workshop* in January 2021.

- 3.5 The Board emphasised the importance of RWM's relationship with Regulators and queried whether the team thought that the Regulators would have the resources and the capacity to consider licensing applications by RWM and to regulate a GDF. It was acknowledged that neither RWM or the Regulators are certain that the Regulators have everything that they will need and that this was partly the focus of the *ways of working* workshop which is intended to help define how RWM and Regulators will work together and to help Regulators plan their resources.

#### 4. **COVID 19 RESPONSE UPDATE**

- 4.1 PL also reported that RWM had just had its first confirmed case of [REDACTED] Covid 19 and that [REDACTED]. It was reported that [REDACTED] there is no risk of exposure to other members of staff.

- 4.2 It was noted that access to RWM's offices is still being permitted under strict controls. The team are reinforcing the messaging to staff on the controls they must observe when they are in the buildings.

#### 5. **REPORTS BY EXCEPTION**

- 5.1 **Safety:** PL reported on (i) [REDACTED]  
[REDACTED] (ii) the work safety and security teams are doing as part of the preparations for establishing working groups; and (iii) the release of an early draft of the Regulators' Annual Scrutiny report on the work of RWM.

- 5.2 **Finance:** Work is underway to review the latest best estimates of expenditure.

- 5.3 **Programme and Performance:** This update was provided under agenda item 8.

- 5.4 **Siting:** This update was provided under agenda item 7.

- 5.5 **Communications:** This update was provided under agenda item 7.

#### 6. **UPDATE FROM BEIS**

- 6.1 [REDACTED] provided an update on the Government spending review and noted that this would be only a one year settlement. [REDACTED]  
[REDACTED] also referenced discussions [REDACTED] about the need to provide RWM with flexibility to enable it to work with Local Authorities and on [REDACTED] about the MOD contribution to the cost of a GDF.

- 6.2 The Board noted the importance of the significant additional investment anticipated by the Working with Communities Policies to the GDF Programme and welcomed news that discussions were taking place [REDACTED] on what this might cover and how this might be presented to communities. It was agreed that all involved needed to ensure that the messaging around significant additional investment was consistent.

- 6.3 The Board also considered the recent appearance of the BEIS Permanent Secretary, Sarah Mumby, at the Public Accounts Committee and noted that this had included a discussion on the timing of GDF delivery.

- 6.4 [REDACTED] reported on several meetings BEIS had had with local authorities which related to nuclear projects in their areas. [REDACTED] also updated on status of the proposed Government White Paper on local government devolution.

6.5 ■ also noted that: (i) BEIS hoped to consult on a Policy Paper on Radioactive Substances and Nuclear before Christmas; (ii) that Trawsfynydd had been formally chosen as a lead and learn site for decommissioning; and (iii) Hitachi had now formally withdrawn from new nuclear development at Wylfa.

6.6 The Board also discussed: (i) the development of a new Energy White Paper to be published by Government and how the Board might be briefed by BEIS, when the time is right, to ensure that it has early sight of the contents so that it might identify the potential implications for RWM; and (ii) discussions Ms Parr had had with the Deputy Director, Decommissioning, Radioactive Material and GDF, Nuclear Directorate, BEIS about ■■■■■ noted on point (ii) that there was no update on this and that ■■■■■ would need to be carefully considered.

## 7. SITING UPDATE AND PREPARATION FOR WORKING GROUPS

7.1 SH noted that a significant amount had been achieved by a small team of people and that resourcing has been a challenge. The Board queried whether RWM is resourced in terms of skills and numbers to engage with multiple communities at once. SH explained this remains a risk and explained measures being undertaken to add capability and capacity to the siting team.

7.2 ■ provided the Board with an update on discussions with Interested Parties and on the status of arrangements to launch RWM's first Working Group with a community. On the Working Group, ■ explained in more detail the parties involved in the Working Group and the interactions with the relevant County Council. The Board was concerned that the County Council had still not declared its position on the Working Group so close to launch. After some discussion it was agreed that the Chair and Chief Executive would try and speak to the Leader and Chief Executive of the County Council before the public launch to discuss the Council's position.

**Action 48/01: The Chair and Chief Executive to speak to the Leader and Chief Executive of the County Council for the community involved in the first Working Group prior to launch.**

7.3 ■ reported on the appointment of Independent Chairs for the Working Groups and the Board discussed generally the role of the Independent Chair.

7.4 The Board discussed the importance of RWM having a local presence in the areas the teams are working in. ■ provided an overview of the steps RWM is taking to achieve this, including having locally based Siting Managers and working closely with local councils and, in some cases, using local council facilities. The Board also discussed the need for transparency of agendas and minutes.

7.5 MM thanked the Head of Siting for the tangible progress that had been reported to the Board and recognised the significant team effort that had enabled it to be achieved.

7.6 GE provided the Board with an update on the communications planned for the day of the launch of the first Working Group on 4 November 2020. He also outlined the media pieces already scheduled, the sequence of events required to obtain clearance from No 10 Downing Street to launch and the internal communications planned around the launch.

7.7 The Board discussed the issue of retrievability and wanted to test RWM's responses to questions on this topic because it was felt that retrievability was a topic which would inevitably be raised. The Board reinforced the need for the answer to be clear, aligned with the NDA's position and for there to be a consistent message delivered by RWM.

7.8 The Board considered some of the media and communications related risks involved in the launch of a Working Group and discussed areas of working and plans to add capacity.

7.9 GE also outlined some of the work to manage a high volume of enquiries on launch day should this be the case.

- 7.10 The Board commended the pack of information presented to it and the effort which had gone into preparing it.

## **8. TRANCHE 3 PLANNING AND BUSINESS CASE DEVELOPMENT**

- 8.1 JC provided the Board with an update on progress on the development of the Tranche 3 Sub Programme Business case which is scheduled to be presented to the Board for approval in November 2020.
- 8.2 The Board was taken through the timeline for the governance of the Business Case that includes review by the Geological Disposal Programme Board, the RWM Board, an Infrastructure and Projects Authority Review, the NDA Board, a BEIS Project Investment Committee and a Treasury Approval Point assessment. He also reported that the RWM team has engaged extensively with, for example, NDA keyholders who will review the case and explained how the team have learnt and applied the lessons from the development of the Tranche 2 business case.
- 8.3 The Board discussed at length the timetable for obtaining regulatory approvals, construction and achieving first waste emplacement set out in the Business Case along with the internal and external factors which may impact on those timescales.
- 8.4 The Board **noted** the intention to present the Business Case to the Board for approval on 25 November 2020.

## **9. UPDATE ON THE NDA INTEGRATED WASTE MANAGEMENT PROGRAMME AND NEAR SURFACE DISPOSAL**

- 9.1 CP provided an oral update on the NDA's Integrated Waste Management Programme which she confirmed has now been formally established as a programme. The Programme Board includes the RWM Chief Executive and representatives from BEIS and Regulators.
- 9.2 Work is currently underway to review the baseline for the programme and to determine how existing programmes such as geological disposal, near surface disposal, packaging and thermal treatment of waste may interact or be integrated. Ms Parr agreed to circulate an existing presentation to the Board which sets out some of this work in more detail.

**Action 48/02 CP to provide a copy of the presentation on the NDA's Integrated Waste Management Programme.**

## **10. RISK REVIEW AND RWM'S TOP RISKS**

- 10.1 The Board **noted** the paper outlining RWM's top risks.
- 10.2 DP expressed his view that RWM's key current risk is *1600 - RWM fails to retain communities in the Siting Process* and that the Board needs to devote significant time at a future meeting to fully understand the mitigation measures in place to try and address this risk.

**Action 48/03: JC to bring a paper to the next available Board Workshop to enable a full discussion on this topic.**

- 10.3 CT noted that one of the key risks which is not covered in the risk summary is the risk that RWM or the public loses confidence in the publicly available technical and scientific information about geological disposal because of the use of misleading, inaccurate or out of date information. The Board discussed this risk generally and, in the context of the recent information published by CoRWM, agreed that this was an important risk that should be captured in the RWM risk register.

**Action: 48/04: The Head of Risk to add a new risk that the public loses confidence in the technical and scientific information which is available about geological disposal.**

**11. RWM'S ASSURANCE POLICY**

11.1 This agenda item was deferred to a future Board meeting.

**12. KNOWLEDGE MANAGEMENT POLICY AND INFORMATION GOVERNANCE POLICY**

12.1 This agenda item was deferred to a future Board meeting.

**13. THE SAFETY CULTURE PLAN/HSSEQ UPDATE**

13.1 The Board **noted** the HSSEQ Director's paper on RWM's safety culture.

**14. REPORTS FROM BOARD COMMITTEES**

14.1 Other than the consideration of the RODCo recommendation for Executive scores at paragraph 17 there were no reports provided by the Board committees.

**15. FORWARD LOOK**

15.1 The Board considered the forward look.

**16. DATE AND TIME OF NEXT MEETING**

16.1 The next Board meeting will take place on Wednesday 25 November 2020.

**17. RODCO RECOMMENDATIONS FOR EXECUTIVE PERFORMANCE MANAGEMENT SCORES**

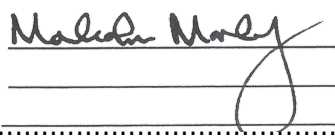
17.1 KW, JC and PL all declared a conflict of interest in this matter as their own personal performance scores were being considered and left the meeting.

17.2 The Board considered recommendations from the Remuneration and Organisational Development Committee for performance scores to be awarded to each member of the Executive for the performance year 2020/2021.

17.3 The Board discussed the recommendations from RODCo and **approved** each recommendation without amendment.

**18. ANY OTHER BUSINESS**

18.1 There being no other business the meeting was closed.

  
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**CHAIR OF THE MEETING**