



# Radioactive Waste Management

**Head of Site Evaluation**

Candidate Information Pack

**rockpools** | GLOBAL EXECUTIVE SEARCH

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## Welcome Message

Thank you for your interest in this leadership position with Radioactive Waste Management Ltd (RWM).

For more than 60 years, Britain has been accumulating radioactive waste which is currently stored safely at over 30 sites around the country. With extensive and proven expertise in higher activity radioactive waste management, the future promises to be both exciting and challenging for RWM. Since the publication of the White Paper in 2014, we have been working with colleagues in the department of Business Energy and Industrial Strategy (BEIS), Welsh Government and Nuclear Decommissioning Authority (NDA) with a hugely important objective in mind; the launch of a new siting process for a Geological Disposal Facility (GDF).

Delivering a GDF for the UK is mission critical for both the Government and the NDA. The UK requires a safe and permanent way to dispose of higher activity radioactive waste. A safe disposal route is critical to supporting the Government's nuclear new build programme, making sure the UK has access to safe, secure, affordable, low-carbon energy. NDA cannot deliver its mission of cleaning up the UK legacy without a GDF and waste packaged today that is compatible with the future requirements of a GDF. As a nation, we have an obligation to provide waste management solutions today and reduce the burden of our radioactive waste legacy on future generations. RWM is the delivery vehicle to provide the solution.

At the heart of this work will be the vast body of knowledge that we have built up over the decades from our own experience and from our collaboration with other countries. Through our ongoing work with the producers of radioactive waste, we are developing waste management solutions that will be suitable for final disposal in a GDF.

Our most important asset is our people and we will provide a supportive and inclusive work environment in which they can realise their full potential.

As part of the transition into delivering on RWM's programme of activities, we require:-

A Head of Site Evaluation to lead and implement the site evaluation programme for the Geological Disposal Facility. With relevant technical and project leadership in the evaluation of sites for major projects, you will bring outstanding experience in the generation and analysis of information to support decision-making regarding the GDF, assessing the feasibility of the site selection process and ascertain risks and viability.

This is a highly complex and challenging role. If you are interested in this leadership position and have the necessary experience to help lead RWM's work, then we look forward to receiving your application.

## Background

Higher-activity radioactive wastes are produced as a result of the generation of electricity in nuclear power stations, from the associated production and processing of the nuclear fuel, from the use of radioactive materials in industry, medicine and research, and from military nuclear programmes.

As one of the pioneers of nuclear technology, the UK has accumulated a substantial legacy of higher activity radioactive materials. Some of it has already been processed and placed in safe and secure interim storage on nuclear sites. However, most will only become waste over the next century or so as existing facilities reach the end of their lifetime and are decommissioned and cleaned up safely and securely.

These higher-activity wastes can remain radioactive, and thus potentially harmful, for hundreds of thousands of years. Modern, safe and secure interim storage can contain all this material - but this method of storage requires on-going human intervention to monitor the material and to ensure that it does not pose any risk to human or environmental health. While the Government believes that safe and secure interim storage is an effective method of managing waste in the short to medium term, the Government is committed to delivering a permanent disposal solution.

In October 2006, following recommendations made by the independent Committee on Radioactive Waste Management (CoRWM), the Government announced its policy of geological disposal, preceded by safe and secure interim storage. The Government subsequently announced that it would pursue a policy of geological disposal with a community consent-based siting process working in partnership with potential host communities. This remains Government policy.

## Geological Disposal

Geological disposal involves isolating radioactive waste in an engineered facility deep below ground inside a suitable rock formation to ensure that no harmful quantities of radioactivity ever reach the surface environment. It is a multi-barrier approach, based on placing packaged wastes in engineered tunnels at a depth of between 200 and 1000m underground, protected from disruption by man-made or natural events.

Geological disposal is internationally recognised as the preferred approach for the long-term management of higher-activity radioactive waste. It provides a long-term, safe solution to radioactive waste management that does not depend on on-going human intervention

## 2014 White Paper

The White Paper released on 25th July 2014 set out the UK Government's framework for managing higher-activity radioactive waste in the long term through geological disposal. This will be implemented alongside ongoing interim storage and supporting research. This White Paper updated (and replaced in England and Northern Ireland) the 2008 White Paper by the UK Government and the devolved administrations of Wales and Northern Ireland, *Managing Radioactive Waste Safely - A Framework for Implementing Geological Disposal*.

A GDF is a highly-engineered facility capable of isolating radioactive waste within multiple protective barriers, deep underground, to ensure that no harmful quantities of radioactivity

ever reach the surface environment. Packaging of radioactive waste today at waste producers' sites is the first of these multiple protective barriers. The development of a GDF will be a major infrastructure project of national significance. It will provide a permanent solution for the UK's existing higher activity radioactive waste (including anticipated waste from a new build programme).

To download the July 2014 White Paper, please follow the link:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/332890/GDF\\_White\\_Paper\\_FINAL.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/332890/GDF_White_Paper_FINAL.pdf)

## **About Radioactive Waste Management Limited**

RWM was established as a wholly-owned subsidiary of the Nuclear Decommissioning Authority (NDA) on the 1 April 2014. It is the delivery organisation for a GDF and for the provision of other waste management solutions.

RWM has extensive and proven expertise in higher activity radioactive waste management and planning for a GDF. On behalf of Government and NDA we are running the geological disposal programme and have significant experience of specification, design, assessments and research.

We offer our waste producer customers disposability assessments of proposals for packaging intermediate level waste. This is done within the regulatory framework described in “The Management of Higher Activity Waste on Nuclear Licensed Sites”.

RWM provides support to NDA by working proactively with waste owners. This involves optimisation of the geological disposal system in combination with earlier phases of the waste management lifecycle in order to minimise factors such as safety and environmental impacts, hazard, cost, risk and volume of waste to be managed in a geological disposal facility.

### **Our mission is to:**

Deliver a geological disposal facility and provide radioactive waste management solutions.

### **Our objectives are to:**

- Engage with national and local governments and communities to identify a geological disposal facility site.
- Develop the specification, design, safety case and environmental and sustainability assessments for the disposal system and obtain regulatory support.
- In conjunction with waste producers, identify and deliver solutions to optimise the management of higher activity waste.
- Develop and maintain an effective organisation and secure resources to deliver the geological disposal facility programme.
- Obtain and maintain stakeholder support for our activities.
- Deliver a focused R&D programme to support geological disposal and optimised packaging solutions.

## **Governance**

As a wholly-owned subsidiary of NDA, RWM has a board of directors and is chaired by an NDA Director. This is the primary mechanism for NDA’s governance of RWM and its performance through monthly performance reports against its agreed business plan. Sanctioning of RWM’s funding is carried out by the NDA.

## Overview of 2017/2018 Corporate Targets

An overview of RWM's Corporate Targets for 2017/18 is given below:

### **1. Deliver the planned GDF siting engagement activities to encourage communities to enter the siting process**

The success of the GDF siting process is dependent on RWM attracting willing communities and identifying a suitable site. RWM must prepare itself and others for the launch of the siting process and, implement a programme of activities which raises awareness of geological disposal and encourages interested parties and communities to enter into informal discussions with RWM at the beginning of the siting process.

### **2. Gain the necessary business case approvals for RWM to deliver its programme**

Over the programme duration, Integrated Assurance and Approvals Plans (IAAP) and 4 Business Cases are required for the GDF Programme; the overarching Strategic Outline Programme Business Case (SOPBC) and 3 underpinning project Business Cases. The intent of this target is, as the delivery body for the GDF, to work jointly with BEIS and NDA to gain agreement to the following during 2017/18:

1. IAAPs for the underpinning business cases for projects 2 (Community Engagement and Site Evaluations) and 3 (Site Characterisation Business Case)
2. The Outline Business Case for Community Engagement and Site Evaluations (project 2). This will require the approval of the SOPBC.

### **3. Produce an updated RWM Programme, underpinned by a costed technical programme to enable the delivery of a GDF**

The intent is to develop an updated RWM Programme, underpinned by a full technical programme, where the scale, scope, timing and costs are sufficiently mature to support the delivery of a GDF. Where available, the programme will adopt low risk existing technology.

This target aims to define the programme and technical development and de-risking activities through to the start of main facility construction, initial operation and delivery of all safety cases and environmental statements.

### **4. Develop RWM to be ready for the launch of the GDF siting process**

Following the Readiness Review final panel outcome in January 2017, RWM needs to continue the momentum and deliver the activities in the Pre-launch Plan. An assurance plan will be developed to monitor progress against the agreed schedule.

### **5. Develop RWM as a high performing, healthy and smart organisation**

The intent of this target is to ensure RWM has an effective leadership team and staff are engaged and realise their individual potential as part of a high performing team.

This target will include developing and evolving the organisational culture, improving processes (e.g. internal communications and engagement, recruitment, training and development and performance and succession management) and implementing new systems (e.g. HR system). The results of the Equality, Diversity and Inclusion (EDI) and Investors in People (IiP) surveys will form inputs to an action plan to deliver improvements in organisational culture and performance.

**6. Work with waste producers so that the UK's higher activity waste is packaged to be compatible with the planned GDF**

RWM has the lead role in delivering an integrated waste management programme to support Higher Activity Waste Inventory Management across the NDA estate.

Operation of the Disposability Assessment process aims to ensure that waste packages will be manufactured in a way that minimises the risk of significant re-work, or re-packaging being needed before disposal. Re-work or repackaging could cause potential health and safety risks and lead to additional costs.

RWM will engage with waste producers to maintain an agreed submissions programme, facilitating the regulatory expectation that waste management plans are subjected to disposability assessment.

**7. Implement a NDA estate waste package records approvals process and develop and maintain RWM information governance performance against agreed standards**

This RWM Corporate Target responds to an NDA Corporate Target identified by the NDA Information Governance Programme (IGP), namely:

*'By 31 March 2021 all Intermediate level waste (ILW) packages in interim ILW stores will have an approved waste package record and thereafter ILW packages entering interim ILW stores will have an approved waste package record in line with a mutually agreed RWM Approved Schedule.'*

In 2017/18, RWM plans to deliver a programme of work to establish a schedule of approvals for waste package records and to commence the approval of packages against the relevant Package Records Specification (PRS) accordingly. This programme will include the retrospective development (by waste producers) and endorsement by RWM of the PRS that defines the required records for each existing package type. The endorsement of a PRS will be formally co-ordinated with the prioritised programme for disposability assessments to manage and prioritise resources.

**8. Deliver the higher activity waste (HAW) programme to establish the strategy position on near-surface disposal via the Integrated Project Team and other issues as part of the HAW programme.**

The intent is that RWM fulfils its commitments to support the NDA HAW programme (support to Scottish HAW Policy and other issues), as laid out in the RWM Client Specification.

Delivery of the national HAW programme aims to ensure that wastes are managed in a manner that protects people and the environment, now and in the future, and in ways that comply with Government policies and provide value for money.

## Organisational Structure

### RWM Board

#### Non-Executives

NDA Chief Financial Officer and Estate Programme Director (Chair)

NDA Director of Communications and Stakeholder Relations

NDA Head of Technology

NDA Head of Strategic Business

Non-Executives - Independent x 2

RWM Managing Director

RWM HSSEQ Director

RWM Siting and Engagement Director

RWM Programme Director

#### RWM Executive Team

Managing Director

Programme Director

GDF Siting and Engagement Director

Health, Safety, Security and Environmental (HSSEQ) Director

Business Services Director

Waste Management Director (Acting)

Technical Director (Acting)

For the GDF siting process, RWM has specific programme governance arrangements from the Department for Business, Energy & Industrial Strategy (BEIS).

## Funding Framework

RWM is publicly funded by NDA with part of this financing coming from the income RWM generates from its disposability assessment activities and national and international research programmes. Our total planned expenditure is approved as part of the NDA business planning process and spending reviews.

## Commercial Income

Our commercial operations fall broadly into two areas:

- Disposability assessments activities.
- National and international research programmes.

The GDF programme, which will be a multi-billion pound programme, will be drawn down through the NDA to achieve critical delivery milestones.

## Head of Site Evaluation

### Role Profile

As Head of Evaluation, you will be accountable for Radioactive Waste Management (RWM) Limited implementation of a Geological Disposal Facility (GDF) site selection process in the UK.

### Scope of the role

- Reporting to the Siting & Engagement Director and working closely with the Programme Director and Managing Director. Liaison with the wider NDA Director level, notably Director of Communications and Stakeholder Relations:
- Lead interface with BEIS, regulators and relevant governance bodies and close liaison with RWM executive, maintaining RWM's collaboration and relationship development and ensure appropriate level of scrutiny.
- Liaise with at senior level, with Local Authorities and other representatives of local community interests, major infrastructure project networks, broader developer contacts, academia and international organisations. Commission use of external third party expert support as needed to address specialist technical, commercial, financial and legal matters.
- Establish & lead the site evaluation programme to ensure successful delivery of outcomes.
- Project Lead and Technical Authority for all RWM work for the siting process, including site evaluations and studies, ensuring that the siting evaluation process delivers to cost, scope, schedule and quality.
- Define and deliver the site identification and selection process responding to the requirements and needs of potential host community (ies), delivering a suitable site & willing community to meet RWM and community needs and ensure alignment with Government objectives.
- Ensuring that preparations for detailed site identification and selection are put in place, including regulatory and planning authority permissions and a final test of community support.
- Supporting the Siting and Engagement Director and Head of Community Engagement, in the campaign to attract new communities, liaising with potential interested communities to explain the site evaluation approach, addressing concerns and assist them in the site evaluation process.
- Developing and implementing delivery mechanisms to ensure timely delivery of site evaluations to meet the requirements of communities.

- Providing leadership to the site evaluation process teams and performance managing to ensure a high performing team with appropriate goal and priority setting that are fit for purpose to deliver RWM priorities and objectives.

## Person Specification

In your written application, please give evidence of proven experience in response to as many of the criteria listed in "Part One" of the Person Specification as possible.

These responses will be further developed and discussed with those candidates invited for interview, together with the other criteria listed in "Part Two".

It is expected that the successful candidate will be able to demonstrate a strong record across a broad range of the criteria in both Part One and Part Two:

## Key Experience

1. Significant experience and track record of leadership in the evaluation of sites for comparable major projects (e.g. mining), delivering information and analysis to support decision making, assessing feasibility in the site selection process and ascertaining risks and viability.
2. Proven track record of leading site evaluation strategies and processes, delivering innovative solutions that have been built on a strong technical capability and pedigree;
3. Experience in major infrastructure project delivery to bring about sustainable community development;
4. Experience in strategy development and implementation;
5. A proven track record of effectively leading and structuring resources, technical capability around complex projects and programmes;
6. Experience of acting as "Intelligent Customer" for services procured from third parties.
7. Proven track record of success in sustaining an organisational profile, grounded in sophisticated, shrewd and high level political awareness, understanding and knowledge of how to manage a complex range of stakeholders;
8. Proven experience in stakeholder relationship management and more specifically in building productive external relationships and effective networks with industry personnel and with key national and local government officials/representatives.

## Part Two

### Abilities, Skills and Knowledge

1. A strong relevant professional background, expertise and reputation in a relevant discipline (good first degree in a technical, project or business discipline).
2. Ability to develop and maintain relationships with a wide range of backgrounds. Good understanding of Local, Regional and Central Government operations, policy development and implementation.
3. Understanding of radioactive waste and wider nuclear policy, strong influencing, communication and interpersonal skills.
4. Understanding of local and national planning processes for both Town and Country Planning Act and Nationally Significant Infrastructure Projects.
5. Leadership and influencing skills across all levels of organisations, together with strong interpersonal and communication skills, resilience and proven ability to behave professionally in challenging circumstances;
6. Ability to identify and deliver innovative solutions to deliver cost savings across the nuclear estate and supply chain nationally;
7. The ability to positively influence others and to build positive relationships with a wide range of external organisations and stakeholders;
8. Good communication and excellent team player demonstrating effective, presentation, skills and experience of presenting to senior industry managers and regulators;
9. High level of integrity and commitment to high standards together with a passion to drive the business forward;
10. Strategic thinker with a flair for communicating complex concepts to stakeholders of wide ranging backgrounds
11. A highly sophisticated appreciation of how to work effectively at the public/private interface.

## Personal Style and Behaviour

1. Highly self-motivated; respected for a reputation and track record of delivering and getting things done;
2. An immediately credible, highly presentable and persuasive leader for RWM; demonstrating a personal and professional demeanour/credibility that will command the immediate confidence of a range of stakeholders;
3. Articulate, dynamic, energetic, self-motivated, committed and enthusiastic;
4. Convincing in terms of a capacity to translate broad objectives into effective practical steps;
5. Leads by example; inclusive rather than exclusive; prepared to share expertise, know-how and skills;
6. Highly innovative; thinks outside traditional boundaries and ways of doing things; anticipatory - encouraging a forward-looking inquisitive approach that maximises opportunities before they are lost and that eliminates risk in good time;
7. High degree of probity and integrity; committed to the activities and actions of RWM.

## Indicative Timetable

(NB: Please note that these dates are only indicative at this stage).

Advert appears:	Tuesday 31 <sup>ST</sup> October 2017
Advert closes:	Monday 27 <sup>th</sup> November 2017
Search closes:	w/e 8 <sup>th</sup> December 2017
Long list meeting:	w/c 11 <sup>th</sup> December 2017
Preliminary interviews (Rockpools):	w/c 11 <sup>th</sup> December 2017
Short list meeting:	w/ce 18 <sup>th</sup> December 2017
Final interviews (RWM):	w/c 2 <sup>nd</sup> January 2018

## How to Apply

Ref Number: **Head of Site Evaluation (RWM021)**

If you wish to apply, please supply the following documentation:

- > A **comprehensive CV** setting out your career history, with responsibilities and achievements;
- > A **supporting statement** that fully addresses the criteria in **Part One** of the person specification;
- > Please also state details of **two referees** together with a brief statement of the capacity in which, and the length of time for which, they have known you (referees will not be contacted before final interviews without your express permission). The successful candidate will be subject to final references and security clearance before an appointment can be formally offered;

It is essential in your written application that you provide as full an answer as possible to the criteria being answered to ensure your application covers all the relevant experience that the selection panel will be looking for in the sift process.

If you wish to receive a hard copy of the information content, or in an alternative format e.g. Audio, Braille or large font then please contact Kelly Rooke on +44 (0)20 3137 3449 or by e-mailing her at [Kelly.rooke@rockpools.com](mailto:Kelly.rooke@rockpools.com)

If you cannot apply online, please post applications to:

**Kelly Rooke  
Coventry Techno Centre  
Coventry University Technology Park  
Puma Way  
Coventry  
CV1 2TT  
United Kingdom**

For an informal and confidential discussion, please call our advising consultants at Rockpools: **David Thomas on 020 3137 3446, Janice Dean on 07793 606015 or Balvinder Sangha on 020 3137 3453.**

Rockpools will, of course, respect the privacy of any conversations regarding this key role.

*At RWM, we provide equality and fairness for all our employees and do not discriminate against age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.*