



**NUCLEAR DECOMMISSIONING AUTHORITY
BOARD MEETING**

Minutes of the meeting of the Nuclear Decommissioning Authority (“NDA”) Board held on
25 July 2022 at 12:45 at the DoubleTree by Hilton London Victoria, 2 Bridge Place, Victoria, London,
SW1V 1QA

Present (Board Members):

Ros Rivaz (Chair)	Evelyn Dickey (Non-Executive Member)
David Peattie (Chief Executive Officer)	Francis Livens (Non-Executive Member)
Mel Zuydam (Chief Financial Officer)	Alex Reeves (Non-Executive Member)
*Janet Ashdown (Senior Independent Director)	Chris Train (Non-Executive Member)
Volker Beckers (Non-Executive Member)	

* Indicates attendance by MS TEAMS

Apologies (Board Members):

None	
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In attendance:

Kathryn Cearns (Non-Executive Member Elect)	Matthew Shaw (Acting Group General Counsel and Company Secretary)
Alan Cumming (Chief Operations and Performance Improvement Officer)	Paul Vallance (Group Director of Communications and Stakeholder Relations)
[Minute redacted – s.40 Personal] (Deputy Company Secretary)	

Apologies (Attendees):

Neil Harnby (Group General Counsel and Company Secretary)	
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AGENDA ITEM

**Action
Owner**

1.	BOARD ADMINISTRATION	
1.1	Introduction	
1.1.1	The Chair welcomed K Cearns to the meeting. It was noted that K Cearns would join the Board as a Non-Executive Member, and Chair of the Audit & Risk Assurance Committee, with effect from 1 August 2022. The Chair reminded the Board that K Cearns’ appointment was confidential until announced on 29 July. It was noted that K Cearns had completed the necessary security induction and vetting requirements but would recuse herself as required by either the Chair or CEO during the meeting.	
1.1.2	K Cearns introduced herself and extended her thanks to the Chair, for inviting her to observe the meeting, and to A Reeves and BEIS, for their support during the recruitment and appointment process.	
1.2	Declarations of Interest	
1.2.1	The Board considered the register of interests. No further interests were declared, and the Board APPROVED that all Board members could participate fully in the meeting.	
1.2.2	The Chair reminded the Board of the process for raising and seeking approval of new interests.	
1.3	Minutes of the previous meeting	
1.3.1	It was noted that ahead of the meeting the Chair and CEO had provided feedback on the draft minutes of the meeting held on 28 June 2022, particularly that they could be made	



	<p>more succinct. In addition, the Board requested that the actions recorded at minute 4.5 and 6.8.3 be added to the formal action tracker and assigned owners. The minutes would be updated in response to the feedback received and circulated offline for approval.</p> <p><i>[Post meeting note – the minutes of the meeting held on 28 June 2022 were circulated to the Board on 5 August 2022. They will be presented to the Board on 27 September 2022 to obtain final approvals.]</i></p>	
1.4	Decision Log	
1.4.1	The record of decisions from the 28 June 2022 Board meeting was noted.	
1.5	Action update	
1.5.1	<p>The Board considered the update on actions arising from previous meetings and:</p> <ul style="list-style-type: none"> • Requested that going forwards due dates be included for all actions rather than a status of ‘Ongoing’ • It was noted that the Terms of Reference of the Projects and Programmes Committee and Nominations Committee, and Board Reserved Matters, had been circulated to the Board on 22 July 2022. It was agreed that the action 1671 be closed. • Requested that the action to confirm the site licence owner for Springfields be removed from the minutes of 28 June 2022; this had been unnecessarily recorded. • Agreed that the remaining actions marked as either ‘Proposed Closed’ or ‘Completed’ be closed. 	
1.6	Action update	
1.6.1	The Board noted the forward agenda. It was agreed that the meeting on 18 October 2022 should be primarily focused on People, specifically the succession planning session requested at the Board meeting on 28 June 2022, and a Performance/Group Key Target update.	
2.	Chair’s observations	
2.1	The Chair noted her congratulations to Sellafeld following the final feed of spent fuel taken by the Magnox Reprocessing Plan on 17 July 2022. The Chair also congratulated the Finance team, and all those involved, in the preparation for presentation to Parliament of the Annual Report and Accounts for the year ended 31 March 2022.	
2.2	<p>The Chair provided updates on:</p> <ol style="list-style-type: none"> The session facilitated by JMW the previous week. The Board discussed the next steps and timeline for completion of the review and recommendations. The discussions at the recent BEIS Chairs Forum. The Board noted the widespread focus on cost saving and role of continuous improvement in this. 	
3.	CEO’s update	
3.1	D Peattie provided an update on his recent meeting together with the Sellafeld team with Minister G Hands. [Minute redacted – s.36 Policy]. [Minute redacted – s.36 Policy]. It was noted that M Zuydam was working with each of the OpCo CEOs to address concerns.	
3.2	The Board noted the support the NDA was providing internationally via the UK Government.	
3.3	The Board noted the CEO’s concerns around industrial action, due to ongoing pay negotiations and the steps being taken by HR in this regard, and for good staff to be lost to opportunities related to Great British Nuclear. The Board offered to support the Executive on staff retention in any way it could.	



	<i>A Cumming joined the meeting.</i>	
4.	Performance Report	
4.1	The CFO took the Board through the key points of the Period 3 2022/23 Performance Pack and responded to the Board's questions on the cost challenge facing the Group [Minute redacted – s.36 Policy]. [Minute redacted – s.36 Policy]. This information, and the consequences therefore, would be relayed to Treasury.	
4.3	The Board discussed the options outlined by the CFO to address the funding challenge, specifically to: <ul style="list-style-type: none"> (i) Utilise inflation driven income increases to offset inflationary cost increases. (ii) Defer costs albeit with cognisance of value for money and the potential regulatory impacts. (iii) Reduce costs. Although the numbers were not significant, had been progress at Sellafield 	
4.4	[Minute redacted – s.36 Policy]. [Minute redacted – s.36 Policy]. [Minute redacted – s.36 Policy] [Minute redacted – s.36 Policy]	M Zuydam
5.	Safety and Covid 19 update	
5.1	A Cumming provided an overview of the health and safety position across the Group. It was noted that cases of COVID-19 had increased and were being closely monitored. Good learnings from the pandemic would be utilised as required. There were no significant events to report from NTS and NWS. [Minute redacted – s.36 Policy]	
6.	AOB	
6.1	There being no other business the meeting closed at 14:00. <i>[Post meeting note: the Board meeting was followed by a Board Strategy Day over the afternoon of 25 July, and morning of 26 July. As part of the discussions, the following topics were agreed for the Board meetings to the end of the calendar year:</i> September <ul style="list-style-type: none"> • <i>Summary of the outcomes and actions from the Strategy Day</i> • <i>Cost challenge – as noted at minute 1.6.1 above</i> October <ul style="list-style-type: none"> • <i>Fuller session looking at the dozen or so Trusted To Do More topics of most interest to the Board at the Strategy Day</i> • <i>People – as noted at minute 1.6.1 above</i> • <i>Performance/Group Key Target Update – as noted at minute 1.6.1 above</i> November <ul style="list-style-type: none"> • <i>Opportunities presented by, and impact of, changes in the Ministry of Defence's strategy (if not considered in October)</i> • <i>Performance/Group Key Target Update</i> 	