



**NUCLEAR DECOMMISSIONING AUTHORITY
BOARD MEETING**

Minutes of the meeting of the Nuclear Decommissioning Authority (“NDA”) Board held on 17 and 18 October 2022 at 08:30 at the DoubleTree by Hilton London Victoria, 2 Bridge Place, Victoria, London, SW1V 1QA

Present (Board Members):

Ros Rivaz (Chair)	Kathryn Cearns (Non-Executive Member)
David Peattie (Chief Executive Officer)	Evelyn Dickey (Non-Executive Member)
Mel Zuydam (Chief Financial Officer)	Francis Livens (Non-Executive Member)
Janet Ashdown (Senior Independent Director)	Alex Reeves (Non-Executive Member)
*Volker Beckers (Non-Executive Member) – in part as noted in the minutes	Chris Train (Non-Executive Member)

Apologies (Board Members):

None

In attendance:

[Minute redacted – s.40 Personal] (Cross Industry Learning Manager) – in part as noted in the minutes	*[Minute redacted – s.40 Personal] (Head of Integrated Waste) – in part as noted in the minutes
Alan Cumming (Chief Operations and Performance Improvement Officer) – in part as noted in the minutes	[Minute redacted – s.40 Personal] (Head of Non-NDA Liabilities) – in part as noted in the minutes
[Minute redacted – s.40 Personal] (Group Chief Commercial & Business Development Officer) – in part as noted in the minutes	[Minute redacted – s.40 Personal] (Deputy Company Secretary)
[Minute redacted – s.40 Personal] (Head of Nuclear Fuel Cycle) – in part as noted in the minutes	Clive Nixon (Group Chief Nuclear Strategy Officer) – in part as noted in the minutes
[Minute redacted – s.40 Personal] (Head of Revenue and Services) – in part as noted in the minutes	[Minute redacted – s.40 Personal] (Head of Assurance) – in part as noted in the minutes
*[Minute redacted – s.40 Personal] (Head of Commercial Standards) – in part as noted in the minutes	Matthew Shaw (Acting Group General Counsel and Company Secretary)
Jeremy Harrison (Group Director of Risk and Assurance) – in part as noted in the minutes	Paul Vallance (Group Director of Communications and Stakeholder Relations)
*[Minute redacted – s.40 Personal] (Group Head of Capability and Capacity) – in part as noted in the minutes	David Vineall (Group Chief People Officer) – in part as noted in the minutes

Apologies (Attendees):

Neil Harnby (Group General Counsel and Company Secretary)

* Denotes attendance via MS Teams

AGENDA ITEM

**Action
Owner**

[Items 1 and 2 were taken over dinner on 17 October 2022 at the DoubleTree by Hilton London Victoria, 2 Bridge Place, Victoria, London, SW1V 1QA]

1.	Chair's Observations	
1.1	The Chair provided feedback on her recent meetings with the Government Expert Panel, the BEIS Chairs' meeting, and her attendance at the recent Sellafield Limited Board Strategy Day. R Rivaz also provided an update on the NDA Group NED	



	replacement process, on an MOD risk session she had attended with [Minute redacted – s.40 Personal], NDA Director of Risk, and on work she was doing with [Minute redacted – s.40 Personal], who was acting as her Chair colleague.	
1.2	The Board discussed the recent Chair’s Letter for BEIS, and the process to be followed in implementing and responding to the letter, as well as the feedback on the Sellafield Limited Board Strategy Day. The Board noted that it was disappointing that the NDA Group Strategy Director had not been invited to the Sellafield Strategy Day.	
1.3	<p>RR also reported that:</p> <ul style="list-style-type: none"> • [Minute redacted – s.40 Personal], the former CEO of BNFL, would join the Board at a future dinner and that it would be helpful to coincide this with [Minute redacted – s.40 Personal] attending the Board; • the Board Evaluation exercise was now complete, and the results of the survey would be brought to the November Board meeting; • the next Chairs’ meeting with each of the Operating Company Chairs attending was scheduled for 10 November and the agenda included topics such as: the Spending Review, the “New Narrative”, and accelerating the Mission; • work on establishing Great British Nuclear was gaining momentum; and • site visits were being planned to Chapelcross and Carlisle rail depot in November 2022, and to Berkley and Oldbury and Winfrith in 2023. 	
1.4	The Chair also updated the Board on a discussion she had had with [Minute redacted – s.40 Personal] about the challenges the NDA team sometimes had in balancing the various requests for support and information from BEIS. It was noted that [Minute redacted – s.40 Personal] had emphasised the importance of clearly outlining to BEIS the implications e.g., financial, human resource and impact on the NDA schedule, of doing what BEIS had requested so that this could be factored in by the BEIS team in determining whether to progress projects.	
2.	CEO’s Update	
2.1	D Peattie gave an update on the recruitment challenges posted by Great British Nuclear and the Board discussed generally the roles that might be affected.	
2.2	<p>D Peattie also provided updates on the following matters:</p> <ul style="list-style-type: none"> • The funding challenges faced by the Group and the work being done by the finance team and the GLT to portfolio manage the Group’s overall budget. • [Minute redacted – s.43 Commercial]. • The options being explored to help staff through the winter. [Minute redacted – s.43 Commercial] <p>[A Cumming joined the meeting]</p>	
3.	BOARD ADMINISTRATION	
3.1	Declarations of Interest	
3.1.1	The Board considered the register of interests and highlighted that J Ashdown’s name was missing from the register, although her interests were detailed. The Board APPROVED that all Board Members could participate fully in the meeting.	
3.2	Minutes of the previous meeting	
3.2.1	<p>The minutes of the meeting held on 26 and 27 September 2022 were APPROVED for signing subject to the following amendments:</p> <ul style="list-style-type: none"> • To reflect the Board’s discussion more accurately around the ONR cyber related intervention at Sellafield. • The addition of ‘some’ before ‘other arm’s length bodies’ in minute 1.5. • Clarification at minute 7.1.1 of what would be provided to the Board at each meeting by way of an extract from the master Register of Directors’ Interests. 	



	<ul style="list-style-type: none"> Greater emphasis at minute 10.7.1 of the steps taken by the Group Legal team to address the areas of misunderstanding that remained of the role of lawyers and legal advice. To note at minute 11.2.1 that some staff may require training on the NDA Policy on Counter Fraud, Bribery & Corruption. <p>[[Minute redacted – s.40 Personal] <i>joined the meeting</i>]</p>	
3.3	Decision Log	
3.3.1	The record of decisions from the Board meeting held on 26 and 27 September 2022 was noted.	
3.4	Action Update	
3.4.1	<p>The Board considered the update on actions arising from previous meetings and:</p> <ul style="list-style-type: none"> Agreed that actions 1620 and 1665 be closed. Agreed that action 1768 be closed, but in view of the time until the planned update to the Board on the implementation of a group wide Speak Up policy (March 2023) requested that interim update be given to the Sustainability & Governance (S&G) Committee. Noted that action 1770 would be addressed during A Cumming’s ‘Safety & Covid 19 update’ later on the agenda. Noted that the actions with due dates yet to be passed were progressing in line with plan. 	
4.	Safety & Covid 19 Update	
4.1	As a safety moment, A Cumming emphasised the need to take care when walking under loads, particularly on building sites near to public walkways, and not to assume the responsible contractor had done all they should from a health and safety perspective. The Board encouraged the wider dissemination of this message.	
4.2	A Cumming referred to the action he had taken from the last meeting to propose an aspirational safety target. The Board noted how this could be positioned and the focus that would be put on safety leadership. The Board agreed that the target was not intended to be punitive but to influence proactive leadership. The Board requested that the target be presented to the HSSE Committee and agreed that action 1770 be closed.	
4.3	A Cumming provided an overview of the health and safety position across the Group and highlighted his continued concern around the potential for incidents at Sellafield. It was noted that a good behavioural management system around safety had been demonstrated at Magnox and steps would be taken to roll this approach out across the Group, as well as to facilitate the investigation of health & safety related incidents by unaffected parts of the Group to encourage independent reviews and wider lesson sharing.	
4.4	A Cumming drew to the Board’s attention to his concerns around safety leadership at Sellafield because of departures from senior roles that had yet to be filled. It was noted that A Cumming had raised his concerns with the Chair of the Sellafield Board. The Board discussed the challenges associated with recruiting to the roles in question at Sellafield including their specialist nature, the failure to identify such skills internally or look across the estate for them. The Board noted A Cumming’s report and that it shared his concerns. The Board suggested that succession planning was an area that required attention across the Group and not just in relation to safety related roles. The Board was comfortable that the Sellafield Board were aware of the matter as an urgent concern and could reach out to the wider Group via D Peattie and A Cumming as necessary. The Board requested an update be provided at its next meeting on the	A Cumming



	challenges raised in relation to fulfilling key roles, particularly those with health & safety responsibilities, at Sellafield.	
4.5	The Board noted that relations with the Environment Agency continued to be positive and that the relationship with SEPA was improving. [Minute redacted – s.40 Personal] had contributed significantly to the development of the relationship with SEPA.	
5.	CFO's Update, Performance Report and Three-Year Financial Plan Update	
5.1	The Board noted the Period 5 2022/23 (P5) Board Performance Pack and M Zuydam highlighted that: <ul style="list-style-type: none"> • The forecast submitted to BEIS at the end of P5 reflected [Minute redacted – s.43 Commercial] (consistent with the P4 forecast). • Discussions had taken place with the OpCo CEOs and FDs, and BEIS, around alternative options to mitigate the gap. These were now sufficiently well developed and would be reflected in the P6 forecast. [Minute redacted – s.43 Commercial]. • Further risks around energy prices, EDF fuel deliveries and the impact of newly announced domestic energy price relief on inflation continued to be monitored. • The energy cost uplift risk was almost entirely at Sellafield. It was a concern for the other OpCos, but not to the same extent. • [Minute redacted – s.43 Commercial]. • [Minute redacted – s.43 Commercial]. 	
5.2	M Zuydam presented additional slides which described the work in progress on the forecast revenue and expenditure for the current year, and years 2 and 3 of SR21. The Board noted the forecast variance in each year against the SR. The Board noted that Work in Progress was headed in a positive direction. M Zuydam responded to questions from the Board on the additional slides, including on the underlying inflation assumptions, the impact Government support on energy costs may have, the mechanics of early recognition of vitrification income and the extent to which any of the measures identified included actual cost savings.	
5.3	In response to questions from the Board, [Minute redacted – s.40 Personal] noted that she had taken an action from the recent ARAC meeting to provide a deep-dive on the use of commercial hedging in relation to energy costs. Given the significance of energy risk to the SR, the Board requested that it receive this deep dive.	[Minute redacted – s.40 Personal]
5.4	The Board questioned how the actions being taken to mitigate the Group's rising energy costs impacted its "green" ambitions. An update would be provided to the Board. /[Minute redacted – s.40 Personal] <i>joined the meeting</i>]	[Minute redacted – s.40 Personal]
6.	Supply chain risk mitigations	
6.1	S Glasson tabled a slide deck titled "Supply Chain Risk" which had not been circulated in advance of the meeting. [Minute redacted – s.40 Personal] reported that managing supply chain risk was a key focus in the current volatile UK and global economy. It was noted that the focus was on managing the risk which varied between each OpCo and what was being purchased. [Minute redacted – s.40 Personal] tabled a presentation that addressed the context of the current economic climate, the ways in which the supply chain could be impacted by the economic volatility, the work of the Supply	



	Chain Vulnerability Working Group, the risks to the NDA Groups top 5 supplier and the work being done on supply chain resilience.	
6.2	[Minute redacted – s.40 Personal] responded to several questions from the Board on the presentation, including on the top three areas of inflationary pressure concern, the risk to the supply of industrial gases and whether suppliers were taking an open book approach.	
6.3	The Board requested that the ‘Supply Chain Risk’ slides tabled by S Glasson be circulated to it after the meeting. [[Minute redacted – s.40 Personal] left and D Vineall and [Minute redacted – s.40 Personal] joined the meeting]	[Minute redacted – s.40 Personal]
A – One NDA & Strategy		
7.1	People	
7.1.1	Skills & resourcing, recruitment & retention, succession planning and project management capability	
7.1.1.1	[Minute redacted – s.40 Personal] delivered a presentation that covered: <ul style="list-style-type: none"> • The key focus areas and developments of the Skills Beacon for 22/23 focusing on Strategic workforce planning, Projects, Cyber and the development of an NDA Group Graduate development programme. • The latest data on group wide mobility. • Succession plans for the senior leaders which were proactively governed by regular NDA CEO/HRD talent reviews and OpCo People Boards. 	
7.1.1.2	The Board discussed several observations prompted by the presentation. There was strong support for the processes and programmes in place, and being developed, but also concern about how progress could be achieved whilst certain challenges remained, including with sub-optimal relevant data, OpCos operating differently, mobility remaining relatively unattractive to employees, and the skills attrition associated with an ageing workforce. The Board offered its support in this area however it could best be utilised.	
7.1.1.3	The Board discussed how some of the challenging areas outlined by J Longrigg could be addressed, including the benefit of 360 reviews to encourage ongoing learning. The Board enquired whether the Executive team had undertaken 360 reviews, and it was confirmed that they had. The Board stressed the importance of the Executive leading the way in this regard and rolling out 360 reviews for all senior leaders.	
7.1.1.4	The Board noted the Executive succession plans in place across the Group. The Board questioned the absence of the General Counsel from the Sellafield plan and as a result the reporting line for the role. D Peattie undertook to raise the issue with the Sellafield CEO. [[Minute redacted – s.40 Personal] left and K Cearns joined the meeting]	
7.1.2	Update on Group Key Target Setting Workshop	
7.1.2.1	E Dickey reported that on 12 September D Vineall and M Zuydam had hosted a workshop, together with PwC, on target setting. The purpose of the workshop had been to review the current group key target setting process and associated challenges; consider themes from stakeholder interviews and also, market practice; to agree principles for incentives in which to assess effectiveness; and explore focus areas for improvement.	
7.1.2.2	E Dickey outlined the outcomes from the workshop, which D Vineall and M Zuydam would take forward. E Dickey noted that she would also value A Cumming’s input from an operational perspective to ensure the right targets were incentivised. A Cumming noted that the Group Leadership Team (GLT) would need to ensure the targets were	



	fit for purpose and equitable. The Board discussed the two-pronged purpose of targets: (i) to measure the performance of an organisation; and (ii) to assess incentive payments.	
7.1.2.3	The Board noted that the outcomes from the workshop had been well received at the recent meeting of the Group's Remuneration Committee Chairs and that a proposal would be presented at the 6 December Remuneration Committee on how they would be taken forward for FY2023/24. [D Vineall left and C Nixon, [Minute redacted – s.40 Personal] and [Minute redacted – s.40 Personal] joined the meeting]	
7.2.	Trusted to do More – review of priorities / Business Development Process and Opportunities	
7.2.1.	C Nixon reminded the Board that at its Strategy Day in July 2022, it had considered the rapidly changing external environment in which the NDA operated as well as its influence on HMG's priorities over the next decade. C Nixon tabled a slide deck that would be used to share the work done to date and the insights developed, with a series of proposed next steps. It was noted that the slide deck was a further iteration of that provided to the Board ahead of the meeting and that the Board had not had the opportunity to review the revised version in advance. The updated deck would be added to BoardIQ after the meeting.	[Minute redacted – s.40 Personal]
7.2.2	The Board revisited the external drivers influencing the UK public sector and the NDA and recognised that clarifying the Board's posture on a range of topics was key to ensure there was organisational alignment at a time of great change.	
7.2.3	The Board were taken through the process that had been applied in developing the portfolio of opportunities for the Group to potentially do more beyond its core mission. The value of doing this process together with the Operating Companies was noted, and it was agreed that this was a good example of OneNDA in action. It was noted that HMG were engaged throughout this process, and not just in the governance of any final decisions, and that this was critical to make sure both that HMG understand: (i) where the Group can legitimately add value beyond its core mission whilst explaining the implications of e.g., financial and human resource impacts; and (ii) the breadth of opportunities the Group is being asked to support.	
7.2.4	Following a detailed discussion, the following position statements were summarised by the CEO and agreed by those present: ➤ Core mission <ul style="list-style-type: none"> • The NDA Board agree that the NDA Core Mission is of primary importance. Assessments of the consequences of undertaking any potential activities over and above the core mission need to demonstrate there is no material detriment to mission delivery and any appropriate mitigations are developed as required. ➤ NDA Group posture to HMG's ambitions for new nuclear <ul style="list-style-type: none"> • The NDA Board endorse NDA Group's posture to new nuclear being; <ul style="list-style-type: none"> ○ NDA Group has a legitimate role to play in supporting HMG's aspirations for new nuclear, and to that end, it was noted that NDA Group will, where asked by BEIS: <ul style="list-style-type: none"> - Be ready to decommission new nuclear reactors at the end of their useful life - Be HMG's trusted advisor for new nuclear spent fuel and waste management and decommissioning (including reviewing Funded Decommissioning Plans on behalf of BEIS) 	



	<ul style="list-style-type: none"> - Make available our unique resources (such as our land, people & Uranium for possible fuel manufacture), where impact on core mission delivery is understood and appropriately mitigated - Promote NTS and NWS as the suppliers of choice for appropriate support activities • NDA Group will not seek to own a new nuclear development, or manage the financing thereof. • Support Great British Nuclear set up and continue appropriate engagement with third parties until GBN is launched ➤ NDA Group posture to MOD scope <ul style="list-style-type: none"> • The NDA Board endorse NDA Group's posture to MOD being; <ul style="list-style-type: none"> ○ NDA has a legitimate role to play in supporting HMG's aspirations for the management of MOD's nuclear liabilities, and to that end, it was noted that NDA Group will, where asked by BEIS: <ul style="list-style-type: none"> - Collaborate closely with MOD on nuclear liabilities to realise synergies with our core mission - Consider transferring Vulcan into the NDA Group alongside the Dounreay decommissioning mission - Provide strategic advice to shape the development of the AWE decommissioning and waste management and Submarine dismantling programmes, for nuclear aspects of these activities • NDA Group will not seek to take on the wholesale decommissioning of Aldermaston, nor seek to take on the full Submarine Decommissioning Programme. ➤ NDA Group posture to HMG's broader policy objectives where NDA Group has a unique role <ul style="list-style-type: none"> • The NDA Board endorse NDA Group's posture to supporting HMG broader objectives being; • NDA has a legitimate role to play in supporting HMG's broader policy objectives, which rely on unique skills, assets, materials, land¹ or infrastructure that is owned on behalf of the nation by NDA Group, and to that end, it was noted that NDA Group will, where asked to by BEIS: <ul style="list-style-type: none"> ○ Capture the full portfolio of requests from BEIS (and other government departments) to understand BEIS' view on prioritisation ○ Ensure that NDA Group only takes on additional scope for broader HMG objectives where i) it has a unique role or capability (that cannot reasonably be replicated by others) and ii) where any impact on core mission delivery is understood and appropriately mitigated • NDA Group will not proactively seek opportunities from across other government departments, but will support constructive discussions. We will request a letter (and, if required, funding) via our sponsor department to ensure impact to core mission is appropriately mitigated. ➤ NDA Group posture to generating revenue <ul style="list-style-type: none"> • The NDA Board endorse NDA Group's posture to supporting revenue generation being; 	
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¹ The Board discussed the importance of Maentwrog to the NDA's net carbon zero ambition and that any disposal of the site would mean it would be unable to honour the commitments it had made to date.



	<ul style="list-style-type: none"> • NDA has a legitimate role to play in supporting revenue generation activities ([Minute redacted – s.43 Commercial]). • It is recognised that many of the high-value, low-effort opportunities have now been delivered, and there are currently only two high-value, low-impact opportunities that should be considered based on their own merits <ul style="list-style-type: none"> ○ [Minute redacted – s.43 Commercial]. ○ [Minute redacted – s.43 Commercial] • It was noted that, at this time, NDA Group will not proactively seek to compete against the market for ‘nuclear consultancy’. It was also noted that there are possible revenue generation opportunities which are ‘policy hard’ and we will continue to engage with BEIS on these opportunities and whether there is stakeholder appetite to pursue these. 	
7.2.5	In summary, for all initiatives where the Group sought or was asked to ‘do more’, the opportunity costs (funding, resources, mission consequences etc.) would need to be identified and understood, with appropriate re-prioritisation and/or funding transfer in line with standard government processes (e.g., Managing Public Money).	
7.2.6	It was requested that a teach-in be offered to interested NDA Board NEDs on the process applied to develop the prioritised portfolio. C Nixon agreed to this and reiterated that this is done through a combination of stakeholder engagement, assessment and evaluation and professional judgement. The Board supported this approach and Board Members would indicate if they wished to participate in the teach-in. [[Minute redacted – s.40 Personal] and [Minute redacted – s.40 Personal] left and J Harrison, [Minute redacted – s.40 Personal] and [Minute redacted – s.40 Personal] joined the meeting]	
7.3	Cross-Industry Learning Update	
7.3.1	J Harrison introduced [Minute redacted – s.40 Personal] and [Minute redacted – s.40 Personal] to the Board and provided an overview of the successes of the cross-industry learning function since its inception in mid-2018. [Minute redacted – s.40 Personal] tabled a detailed presentation on the benefits realised by the creation of the function. The presentation had not been circulated in advance of the meeting.	
7.3.2	The Board congratulated [Minute redacted – s.40 Personal] for all that had been achieved by the function under his leadership and wished him well for his upcoming retirement. The Board requested that the slides tabled at the meeting be circulated offline. [[Minute redacted – s.40 Personal] and [Minute redacted – s.40 Personal] left the meeting]	[Minute redacted – s.40 Personal]
	B – Programmes & Projects	
7.4	Projects & Programmes Committee report	
7.4.1	C Train provided an update on the Programmes & Projects Committee (“P&PCo” or the “Committee”) meeting held on 12 October 2022 and highlighted in particular: <ul style="list-style-type: none"> • That K Cearns had joined the Committee and J Ashdown, after 3.5 years as an interim member of the Committee, would step down. • The launch under the Project and Programme Management Improvement initiative of the PPM Excellence Programme. It was noted that the Committee had challenged whether the level of ambition in relation to workforce planning was sufficient. • Concerns raised by A Cumming in relation to operational performance management and delivery in areas of the estate. 	



	<ul style="list-style-type: none"> • The publication of the Organisational Learning Best Practice Guide. • [Minute redacted – s.36 Policy]. • The ongoing challenges with the AGR Programme and how the associated risks were being managed. • Sellafield’s manufacture of Magnox Swarf Storage Silo (MSSS) Pile Fuel Cladding Silo (PFCS) 3m³ boxes. [Minute redacted – s.36 Policy]. • The new IT Services Agreement with Sellafield had been approved by the new BEIS Minister overseeing NDA, [Minute redacted – s.40 Personal]. <p>[C Nixon and [Minute redacted – s.40 Personal] joined the meeting]</p>	
7.5	Plutonium Disposition SOBC Status Update	
7.5.1	<p>[Minute redacted – s.40 Personal] handed out a paper to support his presentation to the Board. Due to the sensitivity of the content of the paper, this had not been shared with the Board prior to the meeting and was collected in at the end of the update. The Board noted the update on the preparation of the Strategic Outline Case (SOC) for the final disposition of sensitive nuclear materials, specifically:</p> <ul style="list-style-type: none"> • The proposed strategic direction that will form the basis of the SOC, referred to as the “Preferred Way Forward” (PWF), and the rationale for it. • The timeline for further engagement, assurance and governance through to March 2023, noting that the submission of the SOC to BEIS by 31 Mar 2023 is Group Key Target 14. • That information was available on request in response to matters the Board raised in March 2022. 	
7.5.2	<p>[Minute redacted – s.40 Personal] responded to several questions from the Board, including on:</p> <ul style="list-style-type: none"> • HMG’s commitment to its current position on sensitive nuclear materials disposition, particularly given the ongoing energy crisis. • The timetable for the PWF. • The options, feasibility and comparable value for money of alternate approaches. 	
7.5.3	<p>[Minute redacted – s.40 Personal] offered to discuss preparation for the SOC further offline if requested by any of the Board Members.</p> <p>[Minute redacted – s.40 Personal] <i>left the meeting</i></p>	
7.6	Sanction Forward Plan	
7.6.1	<p>The Board noted the overview of the current position on sanction submissions and those to be presented to the Group Investment Committee, P&PCo, Board and HMG in the coming months.</p>	
7.6.2	<p>It was noted that due to resource challenges, HM Treasury had requested that business cases be prioritised for submission. HMG had also requested that any significant cases or issues be raised with them early, and in advance of formal submission. J Harrison outlined the approach the Executive was taking to satisfy the Government’s requests in relation to the presentation of business cases e.g., to escalate anything out of the ordinary sooner; to lay the ground earlier on significant cases; to simplify messages; be clearer on sequencing; and sharper on overruns.</p> <p>[J Harrison left and [Minute redacted – s.40 Personal] joined the meeting]</p>	
7.7	BEIS Nuclear Decommissioning and Radioactive Substances Policy Consultation	
7.7.1	<p>The Board noted the update on the upcoming policy consultation document on nuclear decommissioning and radioactive substances, which was anticipated, subject to Secretary of State approval, to be launched before the end of 2022. The Board noted the additional scope and flexibilities a change in policy would provide the NDA, and</p>	



	consequently the NDA's commitment to actively support BEIS and the devolved administrations throughout the consultation and policy development process. [C Nixon and [Minute redacted – s.40 Personal] left the meeting]	
8.	Other	
8.1	Reflections of the first 100 days – Group Chief Information Officer	
8.1.1	The Board noted the Group CIO '100 days' observations paper regarding the Group's ICT.	
8.1.2	In view of the time left to complete the agenda for the meeting, the Board requested that the Group CIO provide an update in person at a later date.	
8.2	Forward Agenda	
8.2.1	The Board noted the forward agenda and that this would be updated by the Corporate Governance team to reflect the requests made throughout the meeting.	
8.2.2	The Board suggested that culture be considered as a potential future agenda item.	
8.3	Any Other Business	
8.3.1	M Zuydam reported on a notification received from BEIS of a change to the way the NDA would need to account for income tax and national insurance contributions to HMRC in respect of the reimbursement of non-executive director (NED) travel expenses. It was noted that each of the NEDs would shortly receive a letter outlining the changes and the revised process to follow when making expense claims.	
8.3.2	E Dickey reported that she planned to attend the upcoming meeting of the Joint Consultation Group. The Board noted that the JCG activities would be referenced in the FY2022/23 annual report and accounts in connection with the discharge of the Board Member's duties in line with S172 of the Companies Act 2006.	
8.3.3	E Dickey provided an update on the recent meeting of the Remuneration Committee Chairs from across the Group, which had proved very successful. It was noted that A Reeves had joined the meeting. The Board noted the areas that had been considered in addition to the outcomes from the workshop on target setting. It was noted that the meeting of HSSE Committee Chairs from across the Group was taking place the following day.	
8.3.4	The Chair raised the process for the recruitment of NEDs by the OpCo boards and the Board discussed how it could better contribute to this, and what would help to facilitate its input. The Board concluded that it should be brought into the process and have visibility of potential candidates at an earlier stage. The CEO noted that the OpCo Chairs with support from the corporate governance network could help to facilitate this.	
8.3.5	The Board noted that the Acting Group General Counsel and Company Secretary had recently hosted an Away Day for the wider legal function across the Group. The Board congratulated M Shaw on the success of the event.	
8.3.6	The Board provide feedback on its expectations around what constituted Board quality materials and when it would permit papers to be circulated outside of the standard circulation date of one-week before a meeting. The Corporate Governance team would relay these to the paper writers.	
8.3.7	There being no other business the Chair closed the meeting.	