



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 20 April 2023 at Mercure London Bridge,
71-79 Southwark St, London SE1 0JA and TEAMS**

PRESENT:	██████████	Ros Rivaz	Chair of the Board	
		David Peattie	Group Chief Executive Officer (“CEO”)	
		Janet Ashdown	Non-Executive Director and SID	<i>Part only – via Teams</i>
		Kathryn Cearns	Non-Executive Director	
		Evelyn Dickey	Non-Executive Director	
		Francis Livens	Non-Executive Director	
		Alex Reeves	Non-Executive Director	
		Chris Train	Non-Executive Director	
APOLOGIES:		Neil Harnby	Group General Counsel and Company Secretary	
IN ATTENDANCE:	s.40	██████████	Head of Diversity and Inclusion	<i>Part only – via Teams</i>
	s.40	██████████	Head of Business Planning	<i>Part only – via Teams</i>
	s.40	██████████	Group Chief Ethics & Compliance Officer	<i>Part only</i>
		Martin Chown	Sellafield CEO	<i>Part only – via Teams</i>
		Neil Crewdson	Executive Sellafield Site Director	<i>Part only – via Teams</i>
		Alan Cumming	Group Chief Operations and Performance Improvement Officer	
	s.40	██████████	Procurement Lead - Utilities & Fellside, Sellafield	<i>Part only – via Teams</i>
	s.40	██████████	Senior Legal Counsel	<i>Part only – via Teams</i>
	s.40	██████████	Group Head of Leadership, Skills and Talent	<i>Part only – via Teams</i>
	s.40	██████████	Head of Sanction	<i>Part only – via Teams</i>
	s.40	██████████	Deputy Company Secretary	
	s.40	██████████	Fellside – Head of Operations	<i>Part only – via Teams</i>
	s.40	██████████	NDA Programme Director, Sellafield	<i>Part only – via Teams</i>
		Matthew Shaw	Acting Group General Counsel and Company Secretary	
		Susannah Taylor	Interim Chief Financial Officer	
		Paul Vallance	Director of Communications and Stakeholder Relations	
s.40	██████████	Head of Category Management, Sellafield	<i>Part only</i>	
s.40	██████████	Risk Director	<i>Part only – via Team]</i>	

Agenda Item		Action Owner
1.	Safety Moment	
1.1	A Cumming reported that a note had been prepared for the Health, Safety, Security and Environment (HSSE) Committee on the legal responsibilities of the NDA Board and Executive with regards to health and safety responsibilities. The note was due to be shared with the Board at its meeting in May. A Cumming highlighted the importance of being clear on health and safety responsibilities particularly due to the group’s complex governance arrangements. Reflecting on the size of the estate, the Board enquired how it could ensure it was aware of all it should and doing all it could to fulfil its responsibilities. A Cumming noted the importance of site visits, undertaking deep dives and relevant training. M Shaw reported the intention to re-run the directors’ duties training previously delivered to the Board which would focus on this area, including the role of NDA-nominated NEDs on the OpCo boards. It was agreed that the flow of health safety information from the sites, to the OpCos and onto the NDA Board would also be mapped and shared with the Board.	A Cumming
2.	Board Administration	
2.1	Introduction and Apologies	
2.1.1	It was noted that J Ashdown had provided partial apologies for absence and would join the meeting where possible. There were no further apologies for absence.	



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2.1.2	The Board noted that on 31 March M Zuydam had concluded his role as CFO and with effect from that date his position as a Board Member had ceased. It was noted that when appointed the incoming CFO would be a Board Member. The Chair welcomed S Taylor, who was serving as Interim CFO, to the meeting.	
2.2	Conflicts of Interest	
2.2.1	The Board considered the register of interests and APPROVED that all Board Members present could participate fully in the meeting.	
2.3	Minutes of the previous meeting(s)	
2.3.1	The minutes of the meeting held on 22 March 2023 were APPROVED for signing, subject to the following amendments: <ul style="list-style-type: none"> (i) The addition of a post meeting note at minute 8.4 reflecting the re-allocation of M Zuydam’s actions to the Interim CFO. (ii) It be recorded at minute 12.1(iii) that a lessons learnt session was to be presented to the April HSSE committee meeting on the fall from height incident at Sellafield and subsequent prosecution. (iii) The note at minute 15.3(v) that an update would be provided to the Board on progress on streamlining the sanctions process and the formation of the associated steering committee be made into a formal action. (iv) The reference at minute 16.1(i) to UKGI be amended to BEIS (now DESNZ). (v) The action at minute 18.1 to update the Board on the steps being taken to improve the Group’s diversity and bring in talent at entry levels, to be updated to include the steps being taken to close the gender pay gap. 	
2.4	Decisions Log	
2.4.1	The record of decisions from the Board meeting held on 22 March 2023 was noted.	
2.5	Action Update	
2.5.1	The Board considered the update on actions arising from previous meetings and: <ul style="list-style-type: none"> (i) Requested that action 1799 be allocated to R Fletcher in view of G Parry-Jones upcoming secondment to GBN. (ii) Agreed that action 1837 be closed. (iii) S Taylor provided an update on government’s response to the ministerial submission regarding the NLF and funding the AGR programme. It was noted that government had advised the NDA to work with the NLF trustees to accede to the fund. There was a substantial amount to work through, but the trustees were supportive. The Board discussed the challenges associated with the proposed funding route and noted that D Peattie would raise these with s.40. Pending any further developments, S Taylor was requested to continue her engagement with the NLF trustees. Action 1838 could be closed. (iv) Noted that the response to action 1839 meant the action was only partially complete and requested that the clearer articulation of the self-help measures referred to in the SR21 FY2023/24 be completed by its next meeting. (v) Agreed that part (i) of action 1840 could be closed by updating the Board’s forward agenda planner with an update to its September meeting from the OpCos on their experience of the roll out of Speak Up. An assessment of whether part (ii) (as amended – see minute 2.3.1(v) above) could be closed would be taken after the Culture Update to the meeting. 	
3.	Chair’s Observations	
3.1	The Chair provided updates to the Board on the following matters: <ul style="list-style-type: none"> (i) Her insights and actions taken from recent meetings with Ministers and HMG. (ii) Highlights and insights from her recent visit to Sellafield. 	



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	<ul style="list-style-type: none"> (iii) Progress on the development of the agenda for the All Boards event in July and proposal to visit each of the OpCo boards to share this. (iv) Discussions with ONR, F Rainford, s.40 and s.40 on the upcoming review of the Framework Document. (v) The topics discussed at the recent BEIS Chairs’ meeting, which had included a request for NDA to share its expertise in producing the Framework Document. (vi) Her introductory meeting with the new chair of the Environment Agency. 	
4.	CEO’s Update	
4.1	<p>The Board noted the report from the CEO and D Peattie highlighted several points and developments since its publication:</p> <ul style="list-style-type: none"> (i) D Peattie had responded to s.40 letter regarding the AGR fuel dismantler and had taken the opportunity to emphasise the untenable situation pending the outcome of the FY2022/23 pay remit decision, including the prospect of industrial action. The Board discussed the action it could potentially take to expediate a resolution and A Reeves shared some useful insight on government’s timeline. s.36, s.40 (ii) F Rainford was attending CyberUK, the NCSC’s annual cyber security summit, on D Peattie’s behalf. D Peattie cautioned the Board to be on high alert as the threat risk associated with cyber-attacks was currently very high. The Board discussed the benefits associated with all Board Members using only an NDA email address for email communications. (iii) D Peattie commended s.40 for his round up of health and safety observations made by delegates on a recent site visit to Sellafield and how these would be addressed. A Cumming would relay this feedback. 	D Peattie
5.	CFO’s Update	
5.1	<p>S Taylor updated the Board on financial performance for the current year. It was noted that:</p> <ul style="list-style-type: none"> (i) At the time of the supplementary estimate (SE) there were several large variable risk factors: closing RPI for the year, AGR spent fuel processing volumes and whether SOGIN would be signed. (ii) The initial tranche of £68m from the signing of SOGIN at the end of December 2022 had been added to the SE with an offset in contingency/portfolio to recognise the AGR and inflation risks being carried. (iii) The March RPI metric had been released the previous day. At 13.5%, it was less than had been assumed (14%) and only £10m of the contingency was required and the remaining £58m of SOGIN income would be returned to HMT. In addition, expenditure was £18m lower than the SE driven by a combination of lower energy cost in Sellafield and lower spend centrally in NDA where efficiencies and activity prioritisation had continued to be driven. (iv) £76m would be returned to HMT in addition to the £57M returned as part of the SE. (v) Engagement with the OpCos had been good and each had worked hard to balance their portfolio. (vi) Year end results had been received from each of the OpCos and the year-end process was progressing well. 	
5.2	<p>S Taylor brought several other key points to the Board’s attention, including:</p> <ul style="list-style-type: none"> (i) The NDA Business Plan for 2023-24 had been published on gov.uk. 	



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	<p>(ii) HMRC had completed and closed its VAT inspection without comment or material control observations.</p> <p>(iii) The triennial valuation of the pension scheme had been completed as at 31 March and the outcome would result in lower contributions across the group.</p> <p>(iv) The placement of the annual insurance covers required had completed. The same level of cover had been obtained at a reduced cost.</p> <p>(v) Mandatory counter fraud, bribery and corruption training had been launched for all staff and would be extended to the OpCos. The Board agreed that it should also undertake the training.</p> <p>(vi) The next cohort of Finance graduates would join the group in September and for the first-time half of the intake were female. S Taylor outlined the steps that would be taken to retain the intake having experienced several dropouts in previous years. s.36</p>	D Vineall
6.	Safety & Performance Improvement Update	
6.1	<p>A Cumming provided an update on safety across the Group and highlighted that:</p> <p>(i) The TRIR had remained constant over P12 FY2022/23 at 0.30. The number of RIDDOR events had reduced but other leading indicators were not as aligned i.e., number of injuries, time taken to investigate and close out actions etc., which provided cause for concern. A Cumming confirmed that NDA was providing guidance to the OpCos on appropriate timeframes for investigations and follow up actions with the aim of receiving more interim updates.</p> <p>(ii) Aside of the RIDDOR Dangerous Occurrence at Sellafield, PPP had performed well.</p> <p>(iii) Magnox had received an enforcement letter from ONR citing that recent hand injury incidents involved foreseeable risks of injury from routine work. The NDA had assisted Magnox and learnings were being shared across the estate. A similar approach would be taken when the learnings from the fire in a redundant transformer at Wylfa had been established. Learnings from the redress of shortfalls in asbestos management at Sellafield would be shared with Magnox. The Board suggested that strong conventional safety practices at Magnox could be of benefit to other parts of the group, particularly Sellafield.</p>	
6.2	<p>A Cumming provided an overview of performance in each of the OpCos and highlighted that a common concern across the estate was capacity and capability to focus on mission priorities. The Board observed the repeated reoccurrence of this concern and factors that could cause the situation to worsen, including staff taking early retirement, and sought A Cumming’s views on what could be done to address the issue and how it could assist. The Board concluded that a clear articulation of the issue was required in order that it could contribute to its redress. The Board noted that remediation plans were being formalised in the OpCos and were due to be presented to the upcoming AO meetings. The Board requested that a clear articulation of the capacity and capability challenge facing the Group and the plans to address this be presented to it.</p>	D Vineall
	s.40 joined the meeting.	
7.	Main Board Topics	
7.1	Approval of Group Key Targets	



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7.1.1	<p>S Taylor presented the 16 proposed Group Key Targets for 2023/24 and reported that the two Sellafield GKTs that were still under discussion between NDA and Sellafield at the time the meeting papers were published (GKTs 1 and 2), had now been agreed. The Board noted that there was some discrepancy between S Taylor and P Vallance’s record of the final version of GKTs 1 and 2. S Taylor advised that the two data sets could be reconciled. An explanation of the reconciliation and confirmation of the final version of GKTs 1 and 2 would be provided to the Board.</p>	S Taylor
7.1.2	<p>The Board discussed and provided feedback on the GKTs including that:</p> <ul style="list-style-type: none"> (i) For several GKTs, the rationale as to why the three attainment levels were sufficiently challenging was not clear. (ii) At the September 2022 GKT workshop, there had been a strong desire to avoid date driven targets and yet they featured in the proposal. (iii) Project related targets had improved but the rationale for why the attainment levels were sufficiently stretching was lacking. (iv) GKT 5 was particularly complex which could impact assessment by the Remuneration Committee and engaging staff in its achievement. (v) The structure of the GKTs did not help to demonstrate how the group was collectively aiming to deliver on the mission. (vi) The areas covered by the targets looked right, but the measures were less appropriate. (vii) The target reporting scorecard was helpful and concise. <p>It would be helpful to see how Internal Audit got comfortable that the GKTs were SMART.</p>	
7.1.3	<p>The Board requested that the GKTs be updated in response to its feedback and recirculated offline for final approval. E Dickey and P Vallance would assist in this.</p>	S Taylor
7.1.4	<p>L Haynes reported that Magnox had approved its targets. The Board was uncomfortable that this approval preceded its own particularly in view of the need for amendments following the meeting and previous requests that the governance approach for the approval of the GKTs was revisited. The Board requested that the Magnox targets be verified.</p>	s.40
	<p>S Taylor and s.40 left and J Ashdown joined the meeting</p>	
7.2	<p>P&PC Report</p>	
7.2.1	<p>C Train provided an update on the key matters considered at the Programmes and Projects Committee (P&PCo) meeting held on 24 March. The Board noted that:</p> <ul style="list-style-type: none"> (i) P&PCo had endorsed the strategic direction set out in the Harwell s.24 Decommissioning SOC. C Train commented on the good paper presented to P&PCo and astute approach of gathering further information before presenting an OBC, which recognised levels of uncertainty in the building, (ii) P&PCo had endorsed the Fellside bridging contract direct award FBC and completed procurement OBC. C Train highlighted that the paper presented to P&PCo was overly complicated. The Board noted that P&PCo had spent time discussing the legal risk associated with the direct award of the bridging contract to the current incumbent and whilst this approach was not ideal, it was able to get comfortable with the proposal. (iii) P&PCo had also considered the NWS Depository Development Programme, an update on the supply of 6m3 concrete boxes, the outcomes from its recent effectiveness review, an update on sanction related assurance activity, and had approved seven IRR actions for closure. 	
	<p>M Chown, N Crewdson, s.40, s.40, s.40 and s.40 joined the meeting</p>	
7.3	<p>Fellside CHPP OBC and Bridging DAR FBC</p>	



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7.3.1	<p>s.43</p> <p>s.44</p> <p>s.43</p>	
7.3.2	<p>s.42, s.43</p>	
7.3.3	<p>s.36</p>	
<p>M Chown, N Crewdson, s.40, s.40, s.40 and D Redpath left the meeting</p>		
<p>7.4 Harwell B220 Decommissioning SOC</p>		
7.4.1	<p>The Board noted the change in circumstances of some of the planned presenters of the paper for Building s.24 Decommissioning and Demolition Project and confirmed it was content to proceed based on the paper presented and update from the P&PCo meeting. The Board noted the project lifetime cost range from the RCF of £202m (P50) - £432m (P80) and QRA of £224m (P50 inflated) - £311m (P80 inflated) due to uncertainties, not limited to the level of contamination, inadequate record keeping and environmental factors. The Board also observed that the project could provide significant learning for Project s.36. The Board RESOLVED TO:</p> <ul style="list-style-type: none"> (i) APPROVE the strategic direction identified in the SOC. (ii) APPROVE the requested sanction of £22.8m (P80 real + inflation) for completion of characterisation, building isolation and ventilation modifications, radiological control optioneering and procurement of a waste processing and storage facility over the defined four years 3 months at P50. This took the SOC cumulative sanction to £27.4m (P80 real + inflation). (iii) APPROVE the request to delegate to Magnox IRP approval of additional sanction of up to £15m to enable Magnox to pursue the opportunity of Early Remediation Works (should this prove feasible). Sanction release would be 	



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	<p>notified to Magnox P&PC and NDA GIC. This approval took the total cumulative sanction to £42.4m.</p>	
	<p>s.40 joined the meeting</p>	
7.5	Sanction Forward Plan	
7.5.1	<p>The Board noted the overview of upcoming sanction proposals due to be presented to the Group Investment Committee, P&PCo, Board and HMG up to December 2023. There were no changes to the timetable or the progress of business cases with HMG for approval since the last update to the Board.</p>	
	<p>s.40 left and s.40 joined the meeting</p>	
7.6	Speak Up Policy	
7.6.1	<p>s.40 outlined the work undertaken on the draft Speak Up Policy since it was reviewed by the Board in February including external review and benchmarking, engagement with NDA union representatives and the preparation of materials to assist the OpCos in union engagement. It was noted that the Speak Up Policy presented for approval was intended to be user friendly, with staff able to refer to a supporting Q&A document for more detail.</p>	
7.6.2	<p>The Board provided feedback on the draft Speak Up Policy, supporting Q&A document and Information Sharing Principles. The Board also considered the proposed scheme of ARAC, S&G and Board reporting for Speak Up. It was noted that on a biannual basis consolidated data on numbers, themes and trends from the OpCos would be presented to the ARAC. s.40 confirmed that eventually the intention would be to move this reporting to a quarterly basis in line with that on Speak Up at the NDA. s.40 outlined the next steps for rolling out Speak Up across the group, including the development of a communications plan. It was intended that representatives from the OpCos would attend the Board meeting in September to share their experience of the roll out.</p>	
7.6.3	<p>D Peattie reiterated how important the roll out of Speak Up was to him and his personal values. The Board echoed its firm support for the important steps being taken to build trust and transparency across the group. The Board RESOLVED TO APPROVE the Speak Up Policy, subject to its feedback, and the proposed governance approach for Speak Up. It was agreed that the Information Sharing Principles would be updated in line with the Board’s feedback and circulated offline for final approval. The Q&A document would also be updated in line with the Board’s feedback.</p>	<p>s.40</p>
	<p>s.40 and s.40 joined the meeting</p>	
7.7	NDA Group Culture	
7.7.1	<p>The Board noted the update on the response to date to HMG’s request in recent Chair’s and priority letters for action to be taken to establish a common understanding of culture across One NDA and, during FY2023/24, to report to DESNZ on progress using relevant metrics. The Board emphasised that culture was an important topic not only for this reason but also because ensuring the group’s culture was regularly assessed and monitored was a matter reserved for the Board, in line with the principles of the UK Corporate Governance Code.</p>	
7.7.2	<p>The Board discussed the update in detail and shared a number of observations that s.40 and s.40 responded to. Primarily, it was noted that whilst there were many good ongoing initiatives it was less clear what the main objectives were against which progress could be measured. It was suggested that this should be the starting point and thereafter the identification of those initiatives expected to generate significant cultural improvements. The Board noted the intention to focus on four key areas: Leadership/Talent & Skills, Diversity & Inclusion, Employee Engagement and Ethics & Compliance and suggested there should be a focus on identifying those areas that</p>	



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	required the most rapid progress. The Board requested that a ‘lunch and learn’ session on the Culture Beacon be arranged in order that it could better understand the planned direction and contribute to its achievement. It was noted that the Sustainability & Governance (S&G) committee would contribute in due course in deepening the dialogue and receiving assurance that activities were on track. As part of the discussion, it was noted that the NDA and each of the OpCos had a gender pay gap balance improvement plan. The Board confirmed that it was content that action 1840 (as amended – see minute 2.3.1(v) above) could be closed.	D Vineall
	A Cumming left the meeting during this item and J Ashdown, s.40 and s.40 left at the conclusion of the item.	
	s.40 and s.40 left the meeting	
7.8	Quarterly Group Litigation Report	
7.8.1	The Board noted the update on current litigious matters since the update to the Board in January. The update had been discussed in detail at the Nominations Committee the previous day and M Shaw confirmed there were no other matters to bring to the Board’s attention.	
	s.40 and s.40 joined the meeting	
8.	GSR013 Deep Dive	
8.1	The Board considered the deep dive presentation on GSR013 and in particular the activities undertaken since the last deep dive (April 2022) to reduce legal risk across the group. It was noted that all the risk reduction actions had been progressed with one complete and the remaining actions on track for completion. The management assessment was therefore that the position had improved. The Board noted that one of the challenges experienced by the Legal team had been a slight uptick in challenge to legal advice. M Shaw clarified that this challenge, in contrast to the position at the time of the previous review, was restricted to discrete examples and the situation was manageable. Redress through further training was planned. The Board questioned whether there was more the Executive could do to mitigate this challenge and D Peattie undertook to cascade clarification on the role of lawyers via the GLT. The Board and s.40 agreed with management’s assessment of GSR013, and that considerable progress had been made in the period.	
	s.40 and s.40 left the meeting	
9.1	Terms of Reference Overview	
9.1.1	The Board noted the update on the work undertaken and to be undertaken to review the Terms of Reference (ToR) for the Board and its Committees and the Board’s Schedule of Reserved Matters. The Board considered the proposed high-level principles to address the areas of duplication identified in the ToRs. M Shaw clarified that the proposal in relation to ethics and compliance was for the Audit and Risk Assurance Committee (ARAC) to receive quantitative reporting on Speak Up activity across the group and to provide assurance on this, and for the S&G Committee to receive a summary of this reporting to assess whether Speak Up was embedded across the group and staff were engaged with the policy. On an annual basis, the Board would receive a consolidated group-wide review of the year in speak up. The Board RESOLVED TO ENDORSE the proposed principles to guide the review.	
9.2	IRR Quarterly Update	
9.2.1	The Board noted the update on progress to close the Integrated Review Responses (IRR) recommendations. It was noted no further action was required of the Board at the present time and there were currently no material risks or issues associated with the continued closure of recommendations.	



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9.3	Sellafield Ltd Box Encapsulation Plant (BEP) and Replacement Analytical Project (RAP) – HMG Approval Conditions Updates	
9.3.1	The Board noted the progress updates provided by Sellafield on the Box Encapsulation Plant (BEP) Project and the Replacement Analytical Project (RAP). The Board highlighted one of the findings from the NDA Tier 2 Assurance Review of BEP that the forward schedules were overly optimistic and requested assurance that the forward schedules were achievable.	s.40
10.	Forward Agenda	
10.1	The Board considered the forward agenda and the Chair reported that: <ul style="list-style-type: none"> (i) The meeting in May would start at 11.00am to allow sufficient time for travel. (ii) The meeting in June was to be moved from Harwell to London. (iii) The meeting in July would comprise a site visit on 19 July and a meeting on 20 July. A joint dinner with the Sellafield board would be held on 19 July. (iv) A date for the Board cyber training and tabletop exercise was still to be agreed. The Corporate Governance team would contact Board Members offline to establish availability. The Board requested that the session be focused on its responsibilities as Board Members. 	
11.	Reflections from observing OpCo Chair	
11.1	L Haynes shared several key points from Magnox’s perspective, including <ul style="list-style-type: none"> (i) The considerable efforts of the Finance and Project teams in delivering the FY2022/23 business plan at £3m under budget. Magnox would work hard to deliver in line with the FY2023/24 budget but there was an anticipated impact from the £60m reduction in budget due to inflation. (ii) 93% of projects were at either a good or stretch level of achievement. (iii) The value that the Chairs’ meeting and events such as the All Boards event contributed to the effectiveness of the One NDA model and that further opportunities to work together across the group should be sought. 	
12.	Any Other Business	
12.1	K Cearns reported that she had agreed to observe the Sellafield ARAC whilst the current ARAC Chair, R McLean, s.40	
13.	Board reflections	
13.1	The Board shared its reflections on the meeting in particular that the update from the P&PCo Chair on the business cases presented for approval at the meeting had been useful. The Board suggested that going forwards it would be helpful for the Safety & Performance Improvement Update to be supported by the reporting A Cumming produced for the P&PCo. A Cumming agreed to provide this and to produce a written report for the Board once a year in a similar format to that produced for the HSSE Committee.	
13.2	There being no further business, the Chair closed the meeting.	