



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 18 July 2023 (“Day 1”) and 19 July 2023 (“Day 2”)
at Hinton House, Birchwood Park Avenue, Warrington, WA3 6GR and TEAMS**

PRESENT:		Ros Rivaz	Chair of the Board	
		David Peattie	Group Chief Executive Officer (“CEO”)	
		Kate Bowyer	Group Chief Financial Officer (“CFO”)	
		Janet Ashdown	Non-Executive Director and SID	
		Kathryn Cearns	Non-Executive Director	<i>[Day 2 only]</i>
		Evelyn Dickey	Non-Executive Director	<i>[via Teams]</i>
		Francis Livens	Non-Executive Director	<i>[Day 1 only]</i>
		Alex Reeves	Non-Executive Director	
		Chris Train	Non-Executive Director	
IN ATTENDANCE:		Matthew Shaw	Acting Group General Counsel and Company Secretary	
			Deputy Company Secretary	
		Alan Cumming	Group Chief Operations and Performance Improvement Officer	
		Corhyn Parr	NWS CEO	<i>[Part only]</i>
			NWS General Counsel & Company Secretary	<i>[Part only]</i>
			Group Head of Leadership, Skills and Talent	<i>[Part only – via Teams]</i>
		Clive Nixon	Chief Nuclear Strategy Officer	<i>[Part only]</i>
			Head of Integrated Waste	<i>[Part only]</i>
			Chief Strategist, SDR	<i>[Part only]</i>
			Head of Sanction	<i>[Part only – via Teams]</i>
			Technology and Innovation Director	<i>[Part only – via Teams]</i>
		Epidemiology Manger	<i>[Part only – via Teams]</i>	
APOLOGIES:		Kathryn Cearns	Non-Executive Director	<i>[Day 1]</i>
		Francis Livens	Non-Executive Director	<i>[Day 2]</i>
		Paul Vallance	Group Chief Communications & Stakeholder Relations Officer	

Agenda Item		Action Owner
Day 1		
1.	Welcome and Safety moment	
1.1	A quorum being present, the Chair opened the meeting at 8:30.	
1.2	F Livens shared his reflections on the cross-group briefing following the fall from height at Sellafield in October 2021. The briefing had been comprehensive and involved a thorough diagnosis of the background to the incident. It had also been well attended with participants actively engaged in seeking transferable learnings for their workplaces.	
2.	Meeting Administration	
2.1	Apologies	
2.1.1	Apologies for absence were received from K Cearns in respect of Day 1 and from F Livens in respect of Day 2 of the meeting. It was noted that P Vallance was also unable to attend the meeting. There were no further apologies for absence.	
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 business of the meeting.	
2.3	Minutes of previous meetings	
2.3.1	The Board considered the minutes of its recent meetings and: (i) APPROVED the minutes of the meeting held on 23 June 2023 subject to the following amendments:	



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	<ul style="list-style-type: none"> • clarification at minute 2.3.1(v) of when it was anticipated the revised Framework Document would be agreed and published; and • at minute 6.2, the incorporation of wording to be provided by the CFO to describe the change more accurately in the nuclear provision. <p>(ii) Noted that the addendum to the minutes of the meeting held on 23 June 2023 would be considered when the Board met in camera on Day 2.</p> <p>(iii) APPROVED the minutes of the meeting held on 30 June 2023 without amendment.</p> <p>(iv) Noted the record of the informal meeting held on 14 June 2023.</p>	
2.4	Decisions Log	
2.4.1	The Board noted the decisions made at the meetings held on 23 and 30 June 2023.	
2.5	Actions Update	
2.5.1	<p>The Board considered the actions arising from previous meetings and:</p> <p>(i) Noted that the CFO Update to the meeting covered work in progress to assess the upcoming impact of inflation and that this would be included in future updates. Action 1866 could be closed.</p> <p>(ii) Requested that action 1871 be updated to reflect that the timeline to be provided related to the Sanctions and Assurance Beacon rather than the Sanction and Delegations improvement process.</p> <p>(iii) Agreed to close actions 1839, 1885, 1886, 1887, 1888 and 1889.</p> <p>(iv) Noted that the confidential action log would be considered when the Board was in camera on Day 2.</p>	
3.	Reports/Updates	
3.1	Chair’s Observations	
3.1.1	R Rivaz updated the Board on progress handing over her responsibilities to C Train as incoming interim Chair and the work she would complete before the end of her term.	
3.1.2	The Chair highlighted the success of the recent All-Boards event and the positive feedback received as to the structure and content of the two days. The Board agreed that the topics discussed provide a useful focus for the incoming interim Chair and that they should continue to be picked up at the Chairs’ Forum. C Train and D Peattie would discuss with the Forum when the event should next be undertaken.	
3.1.3	It was noted that the C Train, and some members of the Executive would meet with HMG on 10 August for an annual NDA performance review. The Board discussed the anticipated focus of the meeting.	
3.1.4	R Rivaz reported that she had met recently with A Meggs and had discussed upcoming recruitment to the Sellafield board. It was noted that E Dickey had offered to assist with the recruitment of a non-executive with a people/HR background and A Meggs and D Peattie would be involved in the recruitment of the new CEO and that assuming that four interviewers were to be involved, this would double up to two from Sellafield Board and two from NDA Board. The Board also discussed whether or not a review of the Sellafield board make-up would be appropriate upon the completion of this exercise.	
3.2	CEO’s Update	
3.2.1	<p>The CEO’s written report circulated on 14 July was taken as read and D Peattie drew the Board’s attention to several additional matters:</p> <p>(i) The launch of Great British Nuclear.</p> <p>(ii) A fatality at Aldermaston. A Cumming was following up on the incident and the learnings would be shared with the Board in due course.</p> <p>(iii) Sellafield were to discuss options for the recovery of the SEBS overpayments at its board meeting on 19 July, having reiterated their clear decision to recover payment</p>	



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	<p>(v) Work commissioned to gain further insight into NDA and OpCo attrition rates. The Board provided feedback on the focus of the exercise and looked forward to a data set that would assist in the identification of trends and support the group’s recruitment and diversity strategies.</p> <p>(vi) The CEO’s invitation to ONR’s strategy day in November and to be a guest speaker at the associated dinner.</p> <p>(vi) The publication by the Intelligence and Security Committee of Parliament of a report on China which included a case study on the civil nuclear sector and associated cyber security threat. The CEO requested that the report be circulated to the Board with a direction to the case study.</p>	M Shaw
3.3	CFO’s Update	
3.3.1	<p>The Board noted the CFO report and K Bowyer presented updates on:</p> <p>(i) The finalisation of the 2022/23 Annual Report and Accounts (ARA). The sub-group formed to finalise the ARA had met and agreed to delay laying the ARA in Parliament until after the summer recess as completion of the audit remained outstanding. The work outstanding on the nuclear provision was not the only factor contributing to the delay of the audit and K Bowyer would work with NAO to achieve a more efficient process going forwards. K Bowyer confirmed that the delay was not anticipated to impact the BEIS financial statements. The Board enquired how the ARA would be updated to cover changes in the period prior to laying in Parliament and agreed to delegate authority to the sub-group to finalise the ARA, subject to Board approval via email if there was any major or substantial change to the text, including related to SEBS, and/or the ARA needed to be qualified for any reason. The Board suggested that it be established whether the ONR would reference its letter of 19 June 2023, setting out its expectations of the NDA’s role in relation to the safety and security performance of the OpCos, in its financial statements in order that reference could be made in the NDA ARA, if appropriate.</p> <p>(ii) The inflation workstreams looking at: (i) in year effect on items in budget; and (ii) impact on major projects that had received sanction. The Board explored the benchmark for forecast year-end inflation and noted that this figure was estimated by HMT.</p> <p>(iii) 2023/24 P2 performance. The P2 forecast of £2,969m was on budget and a similar position was anticipated for P3.</p> <p>(iv) The timing of the second tranche of SOGIN income and management of risk around the step up required on AGR fuel processing volume.</p>	
3.3.2	<p>The Board discussed the performance reporting it received and acknowledged that work was ongoing to deliver joined up reporting on financial and operational performance. It requested that consideration also be given to whether the timeline to produce NDA management accounts could be improved.</p>	
3.4	Group Chief Operations & Performance Improvement Officer Update	
3.4.1	<p>The Board noted the COPIO’s update on matters related to Operations and Performance improvement which was based on the reports received by the Health, Safety, Security & Environment (HSSE) Committee on the 11 July and Programmes and Projects Committee (P&PCo) on the 10 July. A Cumming provided an oral update on additional relevant matters. The Board noted that:</p> <p>(i) There had been two non-suspicious fatalities at home.</p> <p>(ii) It was anticipated that the worker who suffered a head injury at Sellafield would return to work shortly.</p>	



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	<p>(iii) Mental health concerns were anticipated to have a significant impact on the group as with many other organisations. In recognition of this various initiatives were being pursued including the MIND Gold award: Achieving Excellence.</p> <p>(iv) Work was required and underway to improve the group’s disability data. The Board recognised the sensitivity involved in collecting the data and acknowledged the positive impact on productivity and performance that could ensue from greater understanding of the workforce in this regard.</p> <p>(v) Sellafield was investigating the methods of extracting waste from ponds.</p> <p>(vi) The sale of WEC was progressing to plan consistent with the Board’s understanding.</p> <p>(vii) A paper had been drafted in response to the ONR’s letter of 19 June 2023, setting out how the group would be engaged in the approach the NDA was to take going forward in relation to oversight of the safety and security performance of the OpCos. An update would be shared with the HSSE Committee and Board in due course. A Cumming agreed with the Board’s observation that risk and assurance processes would need to be revisited in line with the proposed approach.</p>	
3.4.2	The Board enquired as to Sellafield’s progress on undertaking a DSEAR Risk Assessment. It was noted that A Cumming had requested that P Vallance and D Vineall, as the NDA appointed NEDs to Sellafield, raise this at the Sellafield board meeting on 19 July. An update would be provided to the Board in due course.	
3.4.3	The Board enquired as to the governance that would accompany the changes being sought to the FGMSP milestones at Sellafield and whether the NDA had any concerns around financial impact or to incentive arrangements. A Cumming explained that the Sellafield programmes and projects committee would need to consider an update to the programme business case and thereafter the matter would progress to the Sellafield board to ensure the necessary approvals were provided.	
	<i>C Parr and s.40 joined the meeting</i>	
4.	Main Board Topics	
4.1	Nuclear Waste Services Merger	
4.1.1	C Parr introduced the proposal to merge Radioactive Waste Management Limited (RWM) into LLW Repository Limited (LLWR) in March/April 2024, bringing Nuclear Waste Services (NWS) together as a single legal entity. s.40 provided a summary of the merger plan, to be achieved by way of an asset transfer, the work done to date, and the requests that would be made of the Board in November if NDA approval, as shareholder, of the merger was granted. The Board noted that the overview provided was of the legal aspects of the merger only and not the wider transformation programme of NWS becoming one organisation.	
4.1.2	The Board made several enquiries about the merger plan and received updates from C Parr and s.40 on: <ul style="list-style-type: none"> • The level of risk associated with the contracts it may not be possible to novate. • The learnings from the Dounreay/Magnox merger that would be utilised. • The extent to which issues were anticipated whilst employees had different terms and conditions. • Whether any of the NWS executives’ contracts would be impacted. • What would happen to the RWM and LLWR branding. 	
4.1.3	The Board was satisfied with the responses provided to its enquiries and RESOLVED TO APPROVE the proposal to merge RWM into LLWR in March/April 2024 by way of asset transfer.	
	<i>C Parr and s.40 left and s.40 joined the meeting.</i>	



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4.2	Capacity and capability challenge	
4.2.1	<p>s.40 presented the detailed overview shared with the Board of the current and future capacity and capability challenges facing the NDA group, the factors influencing attrition, retention, and recruitment, and the ongoing and planned work to address these challenges. The Board noted that in response to the capacity and capability challenge becoming an increasingly escalating area of risk, oversight of GSR003 was to pass from the Audit and Risk Assurance Committee (ARAC) to the Board.</p>	
4.2.2	<p>s.40 responded to observations made by the Board in response to the approach being taken to manage the challenge, including:</p> <ul style="list-style-type: none"> • The tendency of the organisation to focus on recruitment at graduate/PMO level rather than retention and having visibility of the succession pipeline. • The extent to which the “radical” actions could legitimately be described as such and need to assign tangible associated actions. • The ability of the Nuclear Skills Taskforce to join up and address the complexity of the skills landscape unless empowered to do so. • The extent to which the actions were focused on “skills for nuclear” where the challenge was most concentrated. • The level of benchmarking undertaken to establish the areas and competencies in which skills were being lost. • The geographic and diversity split of apprentices. • The additional support the Board and Executive could provide that would make a difference. • Learnings from other organisations on staff retention that could be utilised. • Whether all was being done to promote the Mission, the training the organisation provides and transferable skills that can be gained to attract and retain staff. • How the changing generational preference for home versus office working could be used to best effect. 	
4.2.3	<p>The Board emphasised its support for the work being undertaken by s.40 and routes to pursue if it was determined there was insufficient traction being gained with the OpCos. s.40 confirmed that the support of the Board was fundamental, particularly in maintaining focus on the skills agenda, and operating as a group in response to the challenge. The Board agreed that action 1849 be closed.</p>	
	<i>E Dickey and s.40 left the meeting</i>	
4.3	Committee Reports	
4.3.1	<p>The Board noted the report from the HSE Committee meeting held on 11 July 2023 and J Ashdown highlighted several key points of discussion including the planned response to ONR’s letter of 19 June 2023 and associated actions being taken. The Board noted that the HSE Committee was due to undertake a two-day site visit to Sellafield in September, and the importance of the visit in securing the refreshed approach to oversight of safety and security performance by the NDA.</p>	
	<i>E Dickey re-joined the meeting</i>	
4.3.2	<p>The Board noted the report from the Sustainability & Governance (S&G) Committee meeting held on 11 July 2023 and J Ashdown highlighted several points of note including that the committee had received a deep dive on sustainability from Magnox. Whilst it had been positive to see progress on sustainability targets and greater alignment with NDA, the committee questioned whether the area was receiving the requisite attention from the Magnox board. A substantial part of the agenda had been taken up by people matters. J Ashdown reported that for the first time the committee was more comfortable with the aims of the Culture Beacon and was aligned with the underpinning measures. The committee had greater confidence that progress would be made against the baseline measures. The committee had received an update on diversity & inclusion and had been</p>	



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	<p>pointed at some aspects of progress to achieving the 2025 targets. The Board discussed the reasons for lack of progress and means of redress, including promotion at the Remuneration Committee Chairs Forum and utilising the NDA appointed NEDs to the OpCos.</p>	
4.3.3	<p>C Train provided an oral update on the Programmes & Projects Committee (P&PCo) meeting held on 10 July 2023. The Board noted the matters that had been considered. s.36</p>	
4.4	2022 Board Effectiveness Update	
4.4.1	<p>The Board noted the update on progress against the actions taken from the Board and Committee effectiveness reviews undertaken in October 2022. M Shaw drew the Board’s attention to key points of progress. The Board noted the update on the action to develop a Board induction programme and training programme and that s.40, who had previously delivered training to the Board, had been retained to provide further training on directors’ duties, including on the responsibilities of the NDA appointed NEDs to the OpCos. M Shaw agreed to consider whether the training could be offered to OpCo boards. The Board requested that its appreciation for the progress made be passed to the Corporate Governance team.</p>	
4.4.2	<p>The Chair referred to the recent request that the Board re-run the effectiveness review process conducted in October 2022. The desire to ensure points regarding the Board’s “fitness for the future” was discussed and it was noted that these points could readily be incorporated in the text opportunities in the current issued questionnaire, which was identical to the previous year’s questionnaire as intended. It was agreed, in view of the commitment made by the Chair to HMG, that the format of the review should not be altered but that the questionnaires be completed through the suggested lens. The questionnaires would be reissued with a revised completion date of 31 August and a reminder of the additional points to be considered by Board Members when answering the questions. It was also agreed that the M Shaw would share with the Chair and C Train, as incoming interim Chair, a list of individuals, who although not Board Members, regularly interacted with the Board and could provide valuable 360 feedback on the effectiveness of the Board and Board Members. The incoming interim Chair would then take this forward.</p>	<p style="text-align: right;">M Shaw</p> <p style="text-align: right;">M Shaw</p>
5.	Items to be taken as read	
5.1	Quarterly Group Litigation Report	
5.1.1	<p>The Board noted the update on current litigious matters since the update to the Board in April. M Shaw outlined the key points for the Board.</p>	
5.2	Quarterly IRR Update	
5.2.1	<p>The Board noted the update on Integrated Review Responses (IRR) progress and work to close IRR recommendations including that there were presently no material risks or issues associated with the continued closure of recommendations.</p>	
5.3	Modern Slavery Statement 2022/23	
5.3.1	<p>The Board considered the Modern Slavery Statement for 2022/23 (the “Statement”). After consideration of amendments made to the Statement following its review by the S&G Committee on 11 July, and the S&G Committee’s recommendation that the Statement be approved, the Board RESOLVED TO APPROVE the Statement for publication.</p>	
5.4	Speak Up Matter Information Sharing Principles	



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5.4.1	<p>Board considered the amendments made to the Speak Up Matter Information Snaring Principles in response to the feedback provided at its meeting in April. The Board discussed the criteria that would require an allegation of wrongdoing received by an OpCo to be shared by the OpCo General Counsel with the NDA Group Chief Ethics & Compliance Officer and whether that “the allegation is of such seriousness that it will or is likely to cause material reputational harm to the OpCo, the NDA or the NDA Group” was too subjective to serve as an appropriate trigger. It was noted the General Counsels of each OpCo had regular meetings attended by the NDA Group Chief Ethics & Compliance Officer at which conversations on ethics matters were encouraged, as appropriate. The Board concluded that the criteria remain as presented and that it be reassessed after a suitable period e.g., a year, whether the criteria had fulfilled its purpose. The Board enquired whether each OpCo Board would receive training on the Speak Up Policy. It was noted that this would be a matter for R Coleman’s replacement to put in place, working with the OpCos. The Board further suggested that when the Speak Up Policy was next reviewed, it be considered whether greater emphasis should be placed on the applicability of the Policy to reporting safety concerns.</p>	
5.4.2	<p>The Board repeated its previous commendation of the excellent work undertaken by the NDA Group Chief Ethics & Compliance Officer in rolling out the revised Speak Up Policy across the group. The Board agreed that action 1851 be closed.</p>	
Day 2		
6. Main Board Topics (cont.)		
6.1	Strategy Session	
	<i>C Nixon, s.40 and s.40 joined the meeting</i>	
6.1.1	<p>C Nixon outlined the objectives for the Strategy Update. It was noted that the session would build on the outcomes of the July 2022 Strategy Day and the Strategy team’s further presentations to the Board in September and October 2022. The Strategy team delivered a detailed presentation focused on:</p> <ul style="list-style-type: none"> (i) NDA’s strategic health, including significant changes in the last 12 months, particular areas of concern and how the Strategy team was supporting on these; (ii) The progress of inflight strategic initiatives, the near-term development priorities, and the Sprint reviews, which sought new interventions to address the long-term Billions & Decades and near-term affordability challenges; and (iii) The longer-term ambition and plan to establish Group strategic planning capability to enable scenario evaluation and inform decision making. 	
6.1.2	<p>The presentation prompted detailed discussion on several topics:</p> <ul style="list-style-type: none"> • How the Board could support the development of Lifetime Plans at pace. • The robust assurance and management scrutiny required of the Lifetime Plans in support of the Spending Review process. • The submissions to be made to HMG as part of the Spending Review process, how these could be as effective as possible, and how the Board’s input would be sought. It was agreed that a distilled version of the submission to be made to DESNZ ahead of the Spending Review meeting in September would be shared with the Board offline. • The analysis being undertaken by the Finance team to identify cost saving opportunities as a separate exercise to that requested by HMG as part of the SR process. The outcome of the analysis would be key to the prioritisation of decommissioning activity and would be presented to the Board in due course. • The potential for corporate efficiencies and potential for the same to enable operational efficiencies. It was noted that work was ongoing outside of the Strategy team’s remit on functional optimisation. The Board was supportive of this. 	K Bowyer



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
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	<p>█ The support that could be given to identifying areas for focus and the allocation of scarce resource by improving the link between performance and financial reporting in the OpCos. There was strong support following the All Boards event for adopting a more joined up approach across the group.</p> <ul style="list-style-type: none"> • Asset care. The Board agreed that this would be a useful future agenda item. • The continuing activity to transfer resource, including human resource, around the group to deliver the highest priorities. • Common priorities across sites and benefit thereto of lead and learn sites. • The capacity and capability challenge and how workforce planning, including retirement planning, and responding to changing workforce preferences, could contribute to the retention of skills and knowledge. • The future direction of NTS in terms of its role within the group as a provider of choice. 	
6.1.3	<p>At the Board’s request, C Nixon provided an update on new nuclear activity and the respective roles of the NDA and GBN, following its recent launch.</p> <p><i>C Nixon, s.40 and s.40 left the meeting</i></p>	
6.2	Committee Reports (cont.)	
6.2.1	<p>The Board noted the report from the ARAC Committee meeting held on 27 June 2023. K Cearns highlighted that since the meeting the decision had been taken to delay laying the 2022/23 ARA until after the Parliamentary recess and that NAO and the Board would be kept updated as work progressed on the Nuclear Provision and SEBS disclosures. The Board noted that the ARAC had approved the publication of the NDA Gifts & Hospitality Register for the period 1 October 2022 to 31 March 2023 and that it would be important to maintain focus on the associated declaration and approval procedure in the period before R Coleman’s replacement was appointed. K Cearns reported that representatives from the NDA had met with the Trustees and Executive of the NLF. It was noted that the NDA representatives were hopeful of a collaborative working relationship. K Cearns referenced the potential for the NLF to be utilised for purposes related to Technology & Innovation and suggested that it could be useful for F Livens to meet the Trustees.</p>	
6.3	Sanction Forward Plan	
	<i>s.40 joined the meeting</i>	
6.3.1	<p>s.40 outlined the sanction forward plan and highlighted that the Dounreay Lifetime Plan PBC remained scheduled for the September 2023 Board meeting but there was potential for this to be delayed. The Board discussed the importance of the PBC progressing promptly and the reasons for the delay. The Board noted the impact on the 2022/23 ARA and need to ensure future years’ ARAs were not similarly impacted. The Board emphasised the need to ensure that once submitted to HMG further changes were signalled early. The Board suggested that it would be useful to receive an annual round up of the conditions set by HMG when approving sanction submissions. The September agenda item on the Sanction Forward Plan would be extended to accommodate this update.</p> <p><i>s.40 left and s.40 and s.40 joined the meeting</i></p>	
6.4	Radiation Epidemiology & Radiobiology Research Programme Update	
6.4.1	<p>The Board noted the update on the Radiation Epidemiology & Radiobiology Research Programme (the “Programme”) and the transfer of the NDA’s ownership of its epidemiology assets to the UK Health Security Agency (UKHSA). It was noted that transfer activities for ownership of the assets were scheduled to complete by the end of FY2023/24 at which point a further update would be provided to the Board. s.40 recommended that upon completion of the transfer a letter of thanks be sent to the independent chair of the Epidemiology Governance Group, responsible for governing the Programme.</p>	



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	s.40 and s.40 left the meeting	
6.5	Board and Committee Terms of Reference and Matters Reserved for the Board	
6.5.1	The Board noted the summary of the work done to review and update where appropriate the Terms of Reference (ToR) for the Board and its Committees and the Board’s Schedule of Reserved Matters (SRM). M Shaw summarised the key points from the review and the Board provided feedback on the updated ToR and SRM presented for approval. The Board discussed in detail where responsibility for oversight of governance should be allocated. The Board agreed that there was a distinction to be made in this regard between Corporate Governance oversight i.e., monitoring developments in Corporate Governance and general oversight of governance obligations specific to the remit of a particular committee. The Board also discussed were responsibility for oversight of Cyber Security, Information Security, and ICT should sit. It was agreed that the HSSE Committee, rather than the ARAC, should have this responsibility.	
6.5.2	The Board requested that its feedback be incorporated as tracked changes in the versions of the ToR and SRM presented for approval and that the amended documents be uploaded to Board Intelligence for its final review and approval. The Board also requested that the diagram of the split of responsibilities between the Board and its Committees be updated to reflect the revised ToRs and SRM and uploaded to Board Intelligence. The Board noted that further amendments would be required to the Remuneration Committee ToR in addition to the feedback received provided by the Board as PwC’s review comments on the amended draft had been received following submission to the Board for approval.	M Shaw
6.6	Forward Agenda	
6.6.1	The Board considered the forward agenda and agreed that availability should be scoped for an additional Board meeting in October 2023. The Board also requested that it receive a half-yearly update on FY2023/24 performance and performance against GKTs. It was noted that the Board would visit Sellafield in November rather than an AGR site as originally proposed. Holding invitations for this visit would be issued by the Corporate Governance team.	
7.	Board Reflections	
7.1	The Board thanked the Corporate Governance team for rearranging the meeting to Warrington at short notice and E Dickey for attending remotely. The Board commented on a marked improvement in the papers presented to the meeting and the presentation style of those delivering the papers.	
8.	AOB	
8.1	There were no items of AOB to consider.	
	A Cumming left the meeting.	
9.	Project Updates	
9.1	s.36	
9.1.1	These minutes are confidential. Please see Addendum to the minutes.	
9.2	s.36	
9.2.1-9.2.3	These minutes are confidential. Please see Addendum to the minutes.	
10.	Other	
10.1	There being no further business, the Chair closed the meeting.	