



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 22 November 2023 (“Day 1”) & 23 November 2023 (“Day 2”)
at Sellafield, Seascale, Cumbria CA20 1PG on Day 1 &
Herdus House, Ingwell Drive, Moor Row, Cumbria, CA24 3HU and TEAMS on Day 2**

	declared interests. The Board 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 RESOLVED TO APPROVE the minutes of the meeting held on 20 October 2023 with no amendments.	
2.4	Decisions Log	
2.4.1	The Board noted the decisions made at the meeting held on 20 October 2023.	
2.5	Actions Update	
2.5.1	The Board considered the actions arising from previous meetings and: <ul style="list-style-type: none"> (i) Requested that action 1914 be updated as follows: <ul style="list-style-type: none"> • Representatives from ONR to be invited to attend an HSSE Committee meeting to discuss progress on cyber matters at Sellafield. F Rainford to co-ordinate. • Representatives from ONR to be invited to observe an Accounting Officer Review meeting. A Cumming to co-ordinate. • Clive Maxwell (Second Permanent Secretary for DESNZ) and Lee McDonough (Director General DESNZ) to be invited to spend time with the NDA Board either over lunch or dinner around an upcoming Board meeting. M Shaw to co-ordinate. (ii) Agreed that actions 1934 and 1935 could be closed. 	
2.5.2	The Board would consider the actions on its confidential action log during Board Only session later on the agenda.	
	<i>[Following the meeting, the actions log was updated in line with the Board’s request at minute 2.5.1.]</i>	
3.	Reports/Updates	
3.1	Chair’s Observations	
3.1.1	C Train shared his reflections from his attendance at the Group ARAC Conference, and the Leadership Conference that E Dickey had also attended. The Board noted that both events had been very well received and demonstrated progress in the embedding of the OneNDA model. The tone of discussion at each event had been highly collaborative and there was keen interest in understanding the role of the NDA in the group model. C Train also briefed the Board on his recent interactions with the Sellafield Chair and Government, and the agenda for the forthcoming NDA Group Chairs meeting.	
3.2	CEO’s Update	
3.2.1	The Board noted the CEO’s Update and D Peattie briefed the Board on matters to since its publication, in particular: <ul style="list-style-type: none"> (i) On 20 November the NDA and the Korea Radioactive Waste Agency (KORAD) had signed a second cooperation statement reaffirming their commitment to share knowledge, experience, and technology in relation to the management of radioactive waste. (ii) His meeting with the Director General DESNZ. (iii) Time spent focusing on Moorside and the articles that were planned to run in the Guardian in relation to Sellafield. Both of which would be discussed later on the agenda. 	
3.3	CFO’s Update	
3.3.1	The Board noted the CFO report and K Bowyer highlighted: <ul style="list-style-type: none"> (i) The key financial information for the period contained in the extracts from the P6 Performance Pack. It was noted that the Supplementary Estimate (SE) for 2023/24 had been submitted to HMT and would be finalised shortly. The reforecast of inflation assumptions expected later that day would be 	



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	<p>reflected in the SE. It was noted that discussions were ongoing with Treasury about the possibility of fixing inflation assumptions to give greater certainty on spend.</p> <p>(ii) The addition of a new page of narrative to the pack, titled ‘Financial and Operational Performance Analysis’ and co-authored by the NDA Finance and Operations teams. The aim of the additional page being to add transparency to the interactivity between operational outcomes and financial results, to inform discussion of operational and financial planning. The Board was supportive of the addition and looked forward to its maturity alongside the NDA Reporting Structures Project to inform updated financial reporting from 2024/25 onwards.</p> <p>(iii) Progress on the preparations on going for a spending review. There was not a lot of new information to provide. K Bowyer confirmed that Finance were responding to DESNZ’s requests on the scenarios it had presented. It was also noted that Finance were discussing with HMT how the Mission might be described more programmatically and what the benefits of this would be.</p>	
3.3.2	The Board noted that Sellafield Operations and Magnox were behind on their YTD plans on the delivery of the majority of their Key Operational and Decommissioning Metrics (KODMs) and discussed the reasons for this. The Board sought assurance from the Executive on the controls around mid-year target adjustments. K Bowyer highlighted the accountability of the OpCos CEOs in this scenario and the additional robustness that would be built into the associated processes as a result of the Project Beech recommendations. The Board emphasised that amendments required to any processes must be carefully documented.	
3.3.3	The Board noted its concern at the reports of the OpCos reporting a lack of key resources and higher levels of attrition, particularly amongst skilled, time-served resources. It was noted that OpCo executive sponsored work was being undertaken to address this issue, and a proposal being developed by Sellafield was to be shared at group level towards the end of the financial year. The Board discussed the time it would take for the plan to return benefits and noted the other factors that would contribute to improvements. An update would be returned to the Board once the work was complete.	
3.4	Group Chief Assurance & Performance Officer’s Update	
3.4.1	The Board noted the report from the Group Chief Assurance & Performance Officer. A Cumming drew several key points to the Board’s attention and provided an update on the ongoing reorganisation of the Operations and Performance Improvement team. The Board referred to the ONR’s recent clarification on its expectations of the role NDA in relation to the OpCos and oversight of health and safety matters and sought further detail on the proposal for the HSSE lead in the Group CAPO’s team. The Board noted A Cumming’s current positioning on the HSE Director role in his new structure and it was agreed that he would brief the HSSE Committee Chair further once he had concluded his view on this.	A Cumming
3.4.2	The Board discussed the issue of asset degradation at the Magnox sites highlighted in the Group CAPO’s report and emphasised the need for accurate understanding of the state of the assets, the associated risk and plan for redress, particularly how if secured, extra funding could be allocated in this area. It was noted that a plan was being developed and would be presented to the GLT for consideration before progressing to the Board.	A Cumming
3.4.3	The Board noted that commercially, market conditions continued to be challenging, s.43	
		A Cumming provided further insight



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	into the position at Sellafield. The Board requested that the Group Chief Commercial & Business Development Officer provide an update at the next Board meeting on the stability of the group’s supply chain.	E Ferguson-Gould
4.	Project Oxford	
4.1.1- 4.1.2	These minutes are confidential. Please see Addendum to the minutes.	
	Day 2	
5.	Main Board Topics	
5.1	Programmes & Projects Committee Report	
5.1.1	C Train provided an update on the key matters considered at the Programmes & Projects Committee (P&PCo) meeting held on 14 November. There had been a challenging discussion around risk reduction metrics and their purpose. It was noted that the Risk Director had taken an action to develop a metric reflecting the Committee’s feedback that what was required was a metric that could demonstrate how multiple projects contributed to risk reduction and the achievement of the Mission. A teach-in on the use of risk metrics, particularly in other industries where there could be transferable learnings, was to be arranged for the P&PCo.	
	s.40 [REDACTED] the meeting	
5.2	NDA Sanction Inflation Relief – HMG Paper 1	
5.2.1	The Board noted the paper setting out the proposed approach to seeking an inflation related increase to Sanction Approvals which sat outside of NDA delegated authority. [REDACTED] s.40 [REDACTED] outlined the engagement on the proposal to date with Government, the investigatory work that had been carried out to identify an appropriate methodology, and highlighted changes anticipated to the projects, direct delivery contracts and framework agreements currently in scope. It was noted that the NDA had successfully pursued a similar approach during the COVID-19 pandemic.	
5.2.2	The Board sought assurance from [REDACTED] s.40 [REDACTED] on the identification of the methodology applied, the risk that HMT would take a different approach, and extent to which there would be alignment if HMT sought a consistent approach from all bodies that may make the request. The Board enquired whether the significant amounts of fixed price inventory, particularly at Sellafield, had been taken account of. [REDACTED] s.40 [REDACTED] explained how this had been mitigated and it was noted that this was an area DESNZ had also been interested in. The Board discussed the potential for a further spike in inflation and enquired whether this had been sufficiently explored. It was noted that there were limits under some contracts on what could be done, but the exposure had been significantly reduced. The Board requested that the Group Chief Commercial & Business Development Officer’s update to its next meeting include the group’s indexation clause contract exposure and the steps being taken to mitigate this.	E Ferguson-Gould
5.2.3	The Board was comfortable with the further assurances provided by [REDACTED] s.40 [REDACTED] and RESOLVED TO ENDORSE the approach proposed in the paper. It was noted that a second paper requesting the sanction increases would be submitted to the Board in Q4 2023/24 for endorsement.	
	s.40 [REDACTED] left the meeting	
5.3	Sanction Forward Plan	
5.3.1	The Board noted the summary of the sanction forward plan and the upcoming submissions it was due to receive. [REDACTED] s.40 [REDACTED] highlighted key points from those business cases that had passed through NDA governance and the business case approvals received since the last update to the Board.	
5.3.2	The Board noted that it was due to receive the ASW Contingent Labour Outline/Full Business Case in January for endorsement. [REDACTED] s.40 [REDACTED] explained why a single stage	



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	approval was sought. The Board raised concerns that the recent transition from Capita to Alexander Mann may be having unintended cost consequences for new employees i.e., related to drug and alcohol testing. s.40 agreed to raise this with S Glasson.	J Maxwell
5.3.3	s.40 reported on the upcoming teach-in to be delivered to the DESNZ PIC on the governance and assurance process operated across the group. It was anticipated that the PIC may provide useful feedback that could be utilised by the Sanctions and Assurance Beacon. The Board requested that the pre-reading provided to the PIC be shared with it.	
	<i>[Following the meeting, the pre-reading provided to the DESNZ PIC was uploaded to the November Board meeting Information Pack on Board Intelligence.]</i>	
	s.40 C Nixon joined the meeting	
5.4	Billions & Decades Sprint Outcome	
5.4.1	The Board noted the report on the outcomes of the strategy sprints carried out in response to the challenge from the previous Chair, R Rivaz, on how delivery of the current Group mission might be improved by saving Billions and/or Decades. The sprint approach had been implemented as planned, with a dedicated cross-Group core team working together from June to late September 2023. The sponsor group had included F Livens as the Board representative and subject matter expert.	
5.4.2	The Board commended the work undertaken by the core team, both in terms of content and displaying OneNDA collaborative working. It also enquired whether the ideas would be prioritised so as not to distract from the group’s focus on the Mission. C Nixon noted that throughout the remainder of the financial year and into FY2024/25, the sprint ideas would continue to be prioritised and developed. In addition, limited dedicated cross-OpCo resources would be deployed to maintain the recent momentum and build the group capability required to assess, prioritise and implement new interventions. The team would engage with the OpCo CEOs and established sponsor group on the opportunities identified, as well as the ongoing spending review preparations and development of a group planning capability to further integrate efforts across the model pillars to realise maximum mission benefit. The Board noted that whilst the outcomes included the utilisation of T&I, and data in this area would be strengthened, improvements in the approach taken to T&I had not been identified.	
5.4.3	The Board was keen to understand in more detail the ‘quicker’ wins that had been identified and the process that would be followed to identify the short list of mission interventions and how these could be converted into actions. It was agreed that a workshop would be arranged for the Board to consider in more detail the outcomes and identify those that could be prioritised. The short-list would be returned to the Board in due course for approval. It was noted that there was a detailed supporting information pack available to supplement the paper submitted to the meeting and the Board requested that this be added to Board Intelligence.	C Nixon
	<i>[Following the meeting, the supplementary material available on the sprint outcomes was uploaded to the November Board meeting Information Pack on Board Intelligence.]</i>	
5.5	Trusted To Do More – Annual Update	
5.5.1	The Board noted the update on developments over the last 12 months in pursuit of the ambition of being ‘Trusted to do More’, in particular: <ul style="list-style-type: none"> (i) The progress made and the case studies presented. (ii) That all development activities remained in line with the position statements agreed with the Board in October 2022 (and that these remained valid for the group). (iii) That the portfolio of opportunities had been updated and the identified priorities for the next 12-24 months. 	



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5.5.2	The Board was supportive of the progress made and the greater degree of collaboration being witnessed between the OpCos. The Board noted its continued support to the alignment of development activities beyond the core mission within the continued paramountcy of the group’s core mission.	
	s.40 and E Hutton joined the meeting	
5.6	Moorside Task Group: Considerations for DESNZ	
5.6.1	<p>The Board noted the paper setting out the consideration that had been given to the request the NDA had received from Government to consider release of some of its land at Moorside for development by Great British Nuclear (GBN) as part of its current Small Modular Reactor technology competition. P Vallance outlined the position that had been reached, specifically that the group needed to retain the majority of the land to deliver its Mission, leaving only a small proportion (as indicated in Appendix (A2) submitted to the meeting) that could be made available. R12(4)(E) EIR</p> <p>[REDACTED]</p> <p>Ultimately, it would be for DESNZ to determine whether the NDA should deviate from this. P Vallance highlighted the letters included in the meeting pack from the Interim CEO of GBN, and from Cumberland Council to Minister Bowie, s.40</p>	
5.6.2	<p>The Board discussed the request and position reached in detail, focusing on the utilisation of the land; the consequences of its release; the NDA’s previous stance on Moorside; the potential that existed for flexibility; the position of key stakeholders; and the need for clear and robust communication of its ultimate position. The Board RESOLVED TO ENDORSE the position articulated in the paper that the group considered that it needed to retain the majority of the Moorside land to deliver the mission but that a small proportion (as indicated in Appendix (A2)) could be made available, subject to consideration of the wider implications of allowing new nuclear build adjacent to the Sellafield site. The Board requested that Government and the Interim CEO of GBN be informed of NDA’s conclusion at the appropriate time. The Board further RESOLVED TO ENDORSE that the NDA, under the leadership of the Group Chief Communications and Stakeholder Relations Officer, continue to support DESNZ and GBN in reaching their conclusion regarding the suitability of Moorside for potential new build and in supporting further stakeholder engagement on this topic, without the need for further GLT or NDA group approvals.</p>	
	C Nixon and s.40 left and F Rainford, s.40, and G Slater joined the meeting	
5.7	Sellafield Update	
5.7.1	<p>The Board sought an update from G Slater on progress on cyber security at Sellafield following ONR’s close engagement on this, and the recent red/amber rated Sellafield Cyber Security Review. G Slater provided an overview and the Board noted:</p> <ul style="list-style-type: none"> • A shift in Sellafield and ONR’s relationship from one of reaction to collaboration. • ONR had reduced its regulatory level of Sellafield, its confidence having improved since the appointment of G Slater. • Positive progress made on Project Rhinestone and Project Aries. • Significant improvement in Sellafield’s cyber response with no immediate areas of concern to raise to the Board. • Resource improvements, in particular personal changes in the IS space; the CISO now had a full complement of staff, who were on track to become SQUEP, and a 	



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	<p>‘Cyber NED’ had recently been appointed to the Sellafield Board. Training had also improved to enable the upskilling of staff.</p> <ul style="list-style-type: none"> Strengthened governance and assurance arrangements. 	
5.7.2	G Slater responded to the Board’s further enquiries as to how it could be assured that the progress G Slater had achieved under his leadership was sustainable. It was noted that the NDA HSSE Committee and DESNZ would each have a role in overseeing the improvement plan and its stability thereafter. The Board commended the progress made by G Slater and his team.	
	<i>F Rainford, s.40, and G Slater left and s.40 joined the meeting</i>	
5.7.3	E Hutton tabled a presentation titled ‘2 for 20 Re-setting Sellafield’ and took the Board through the update on progress against the six measures identified for the programme based on their criticality to the success of Sellafield. s.40 highlighted the collaboration taking place across the group in support of the programme and the cross-group learnings that were being utilised. The Board thanked E Hutton and s.40 for an insightful update, and commended the progress made and pace at which the programme was generally proceeding. The Board requested that the tabled presentation be uploaded to Board Intelligence.	
	<i>E Hutton and s.40 left the meeting</i>	
5.7.4	P Vallance referred to the email received from a journalist at the Guardian on 20 November confirming that the paper was considering publishing a series of articles relating to past and current activities at Sellafield. The Board noted the request that the right of reply be shared in full with appropriate persons at the Cabinet Office, NDA and ONR. P Vallance outlined the plan the Communications team had developed in anticipation of the article. The Board discussed the plan and sought further detail from P Vallance on the investigations being conducted into the assertions in the email. The Board requested that it be kept up to date on the outcome of the investigations. It also emphasised that assurance around the operation of Speak Up at Sellafield would be required and that P Vallance had the sufficient resources to support the NDA’s response. The Board confirmed its agreement to the plan prepared by the Communications team.	
	<i>[Following the meeting, the ‘2 for 20 Re-setting Sellafield’ presentation was uploaded to the November Board meeting Information Pack on Board Intelligence.]</i>	
5.8	Business Plan 2024-27 and Group Key Targets 2024/25	
5.8.1	The Board noted the update on the process for and production of the NDA Business Plan in accordance with the Energy Act 2004, and the determination of the Group Key Targets (GKTs) for 2024/25.	
5.8.2	In response to the Board’s request, K Bowyer explained how the GKTs had been developed, the challenge that the NDA provided to the OpCos during the process and how eventually, once the right areas to target had been identified, they would, for performance purposes, be made SMART, and appropriate threshold levels would be set.	
5.8.3	The Board discussed the draft GKTs for 2024/25. It was supportive of the focus on more waste being directed to NWS and, following further explanation from the CFO, how the vitrification programme at Sellafield was captured in GKT 2. The Board encouraged the CFO to be bold with the OpCos, to strongly assert the ambition for change, performance, and action. The Board was encouraged that the business planning process had commenced earlier but considered that there remained work to do to achieve a transparent group picture before it could consider if all the necessary areas were covered, and the targets were assessed for incentive purposes by the Remuneration Committee.	
5.8.4	The Board provided feedback on the draft GKTs to be incorporated, specifically: <ul style="list-style-type: none"> GKTs should not be focused on ‘day job’ responsibilities. 	



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	<ul style="list-style-type: none"> • There should be greater focus on operational outperformance in addition to the key programmes the Board was focused on. • Development should be prioritised across the group. • The weighting between operations and projects, and between the OpCos should be sense checked. • Noting the involvement of the ONR in GKT 2, consideration should be given to an area of focus of the Environment Agency. • Sustainability, cost efficiency and delivering the benefit of One NDA, improving safety, security and the nuclear profession, should be included. 	
5.8.5	<p>The Board considered the Draft NDA Business Plan 2024-27 and highlighted some drafting points to be addressed in the funding section. It was agreed that any further feedback could be provided to the Group CFO offline. The Board RESOLVED TO APPROVE:</p> <p>(i) the Draft NDA Business Plan 2024-27 for onward submission to DESNZ to seek ministerial approval to publish the document for consultation; and</p> <p>(ii) that a delegation be given to the Group CEO and Group CFO to approve the finalisation of the Business Plan post-consultation.</p>	
	<i>C Parr and V Bennett joined the meeting</i>	
5.9	Legal Update on Nuclear Waste Services Merger	
5.9.1	<p>C Parr referred to the approval by the Board in July 2023, of the request submitted by Nuclear Waste Services (NWS) to merge LLW Repository Limited (LLWR) and Radioactive Waste Management Limited (RWM) by transferring the assets of RWM to LLWR, which would then be renamed Nuclear Waste Services Limited (the “NWS Merger”). It was noted that since this date, the programme of the NWS Merger had been completed as initially outlined and remained on track to take place on 1 April 2024. C Parr confirmed that no risks had been identified through the programme and there were no material points that needed to be brought to the Board’s attention. V Bennett reported that although the NWS Merger was a relatively standard inter-group transfer, internal and external legal advice had been obtained.</p>	
5.9.2	<p>The Board sought further detail on the people transitions that would be required, the pensions options that would be available for staff and the purpose of the entity (RWM) that would remain, albeit empty, at the end of the process. C Parr and V Bennett responded to the Board’s questions to its satisfaction.</p>	



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5.9.3	<p>In support of the completion of the NWS Merger, the Board noted the detailed update provided at Section 3 of the paper submitted to the meeting, and:</p> <ul style="list-style-type: none"> (i) Noted the requirement to complete the Business Transfer Agreement (“BTA”) to give legal effect to the business transfer. The BTA would be reviewed and approved by the Boards of RWM and LLWR (collectively the “NWS Boards”). (ii) RESOLVED TO APPROVE that the CEO of LLWR and RWM be authorised to, following approval by the NWS Boards, execute the BTA. (iii) RESOLVED TO APPROVE the blanket execution of all novation agreements, assignments, transfers and other ancillary legal documents (the “Transaction Documents”) by NWS required to give effect to the NWS Merger without the need to revisit delegations and sanctions for each matter. (iv) Noted the requirement for the Property Transfer documentation and RESOLVED TO APPROVE the execution of the licence to assign with respect of the two properties on the Harwell Campus and that this be executed by D Peattie as NDA Group CEO. (v) Noted that the existing version of the NWS Interface Agreement had been amended to remove reference to RWM and replace references to LLWR with Nuclear Waste Services Ltd and RESOLVED TO APPROVE its execution by D Peattie, as NDA Group CEO, to take effect on the Merger Date. (vi) RESOLVED TO APPROVE the termination of appointment of all directors of RWM other than C Parr and M Buttery, in accordance with Article 35.1 of the RWM Articles of Association, with effect from the Merger Date. (vii) Noted the intention to dissolve the shelf company “Nuclear Waste Services Ltd”, opened to protect the use of the company name and RESOLVED TO APPROVE its closure following endorsement by the NWS Boards. (viii) As sole shareholder, passed a special resolution, and RESOLVED TO APPROVE that D Peattie, as NDA Group CEO, execute the appropriate form of written shareholder's resolution to approve that: <ul style="list-style-type: none"> (a) LLWR amend its Articles of Association to remove all reference to the Management Board governance structure. (b) RWM amend its Articles of Association to remove all reference to the Management Board governance structure and reduce the quorate number of directors to two. (c) LLWR be renamed Nuclear Waste Services Ltd. 	
	<i>C Parr and V Bennett left the meeting</i>	
5.10	Magnox Board Composition	
5.10.1-5.10.3	These minutes are confidential. Please see Addendum to the minutes.	
5.11	Quarterly Litigation Report	
5.11.1	The Board noted the update on current litigious matters since the update to the Board in July. M Shaw outlined the key points for the Board. The Board was interested in the lessons learnt from the challenge experienced in June to an ongoing group procurement. An update on the learnings would be provided to the next meeting.	
5.12	2023 Board Effectiveness Review and 360 Survey – Initial Themes	
5.12.1	<p>The Board noted the high-level themes identified from the initial assessment of the responses to the effectiveness review questionnaires issued to the Board and Committee Members in July. M Shaw reported that a report would be brought to the January Board meeting addressing:</p> <ul style="list-style-type: none"> • The 2023 questionnaire responses in full. 	



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	<ul style="list-style-type: none"> • The progress made to-date on the actions identified from the 2022 review. • Suggested actions arising from the 2023 review. 	
5.12.2	The Board discussed the externally facilitated Board and Committee effectiveness reviews that would be conducted in 2024. It was suggested that a group-wide board and committee effectiveness review could be carried out, with the results returned to the NDA Board. If this was not doable, the Board considered that the scope of the reviews carried out by the NDA and OpCos should be aligned. M Shaw confirmed that initial preparations for the 2024 reviews would commence in Q4 FY2023/24, and the Board’s feedback would be considered.	M Shaw
5.13	Annual NDA Mission Progress Report	
5.13.1	It was noted that the 2023 Mission Progress Report had been circulated to the Board on 27 October ahead of publication on 6 November 2023.	
6.	Forward Agenda	
6.1	The Board considered the forward agenda and noted that the Board Meeting in January would now take place over one day, rather than two incorporating a site visit. The Governance team would contact the Board to establish their availability and would rationalise the current agenda.	
7.	AOB	
7.1	The Board reflected on the site visit it had had undertaken at Sellafield the previous day and in particular the time spent further building its relationship with E Hutton. The Board shared some observations that could be useful for future visits and extended its thanks to all those who had contributed to the arrangements.	
7.2	A Cumming provided an update on the progress and governance of the Sanction and Assurance Beacon, which was linked to GKT 14. The Board noted that the series of improvement targets for Sanction and Assurance across the group were defined by ten workstreams. Whilst most of the workstreams had delivery target dates of 31 March 2024, the ‘stretch’ target date for three key workstreams (2: Assurance Principles, 8: Keyholder and 9: Sanction Documents) was 31 December 2023. The Board agreed that submission to the Audit, Risk & Assurance Committee (ARAC) on 5 December 2023, of workstreams 2, 8 and 9 would meet the ‘stretch’ targets.	
7.3	There being no further business, the Chair closed the meeting.	
8.	Board Only Session	
8.1-8.2	These minutes are confidential. Please see Addendum to the minutes.	