



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 17 January 2024
at The Rochester, 69 Vincent Square, London, England, SW1P 2PA and TEAMS**

PRESENT:	Chris Train	Interim Chair of the Board (“Chair”)	
	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	
	Evelyn Dickey	Non-Executive Director	
	Francis Livens	Non-Executive Director	
	Alex Reeves	Non-Executive Director	
IN ATTENDANCE:	Matthew Shaw	Group General Counsel and Company Secretary	
	s.40	Deputy Company Secretary	
	Paul Vallance	Director of Communications and Stakeholder Relations	
	s.40	Executive Assistant to CEO	
	Wanda Goldwag	NTS Chair	
	s.40	NDA Group Performance Assurance Director	<i>[Part only – via Teams]</i>
	s.40	Senior Category Lead – Corporate Services	<i>[Part only – via Teams]</i>
		Category Manager – Corporate Services and Resourcing	<i>[Part only – via Teams]</i>
	Rob Fletcher	NRS CEO	<i>[Part only – via Teams]</i>
	Emma Regan	NRS Commercial Director	<i>[Part only – via Teams]</i>
	Paul Winkle	NRS Chief Operating Officer	<i>[Part only – via Teams]</i>
	s.40	Head of Sanction	<i>[Part only – via Teams]</i>
		Lead Business Case Writer	<i>[Part only – via Teams]</i>
		Head of Business Planning	<i>[Part only – via Teams]</i>
	Emma Ferguson-Gould	Group Chief Commercial & Business Development Officer	<i>[Part only – via Teams]</i>
	s.40	Group Procurement & Supply Chain Director	<i>[Part only – via Teams]</i>
	s.40	Senior Category Lead	<i>[Part only – via Teams]</i>
		Head of Commercial Assurance, Profession and Standards	<i>[Part only – via Teams]</i>
	s.40	Risk Director	<i>[Part only – via Teams]</i>
		Group Development Director	<i>[Part only – via Teams]</i>
	Euan Hutton	Interim Sellafield CEO	<i>[Part only – via Teams]</i>
	Andy Munro	NRS Future Missions Director	<i>[Part only – via Teams]</i>
	Roddy Miller	Nuclear Operations Director Sellafield	<i>[Part only – via Teams]</i>
	Mark Rouse	Dounreay – Managing Director	<i>[Part only – via Teams]</i>
	David Vineall	Group Chief People Officer	<i>[Part only – via Teams]</i>
	s.40	Group Head of Diversity and Inclusion	<i>[Part only – via Teams]</i>
		Head of Strategic Communications	<i>[Part only – via Teams]</i>
		HR Business Partner	<i>[Part only – via Teams]</i>
APOLOGIES:	Alan Cumming	Group Chief Assurance and Performance Officer	

	Agenda Item	Action Owner
1.	Safety Moment	
1.1	D Peattie highlighted the recent successful evacuation of Japan Airlines Flight 516 at Tokyo Haneda airport, which had caught fire following a collision with another aeroplane	



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	on the runway. All 300 passengers were evacuated from the aeroplane within 3 minutes. Footage showed passengers leaving in an orderly manner, without their hand luggage, and the Board discussed how the Japanese culture may have contributed to all the passengers being safely evacuated. The Board discussed the importance of practising building evacuations and ensuring any lessons learned were circulated across the group.	
1.2	s12(5)(a) EIR	
1.3	J Ashdown raised as a safety share a set of seemingly innocuous circumstances, she had recently encountered in a domestic setting that could have escalated into a fire. The Board reflected on the need to be vigilant to potential fire hazards in all settings.	
2.	Meeting Administration	
2.1	Apologies	
2.1.1	There were no apologies for absence from Board Members.	
2.2	Conflicts of Interest	
2.2.1	The Board considered the Register of Board Members’ Interests and APPROVED that all Board Members present could participate fully in the business of the meeting.	
2.3	Minutes of previous meeting	
2.3.1	The Board considered the minutes of the meeting held on 22-23 November 2023. The Chair reported that at its meeting on 5 December 2023 the Audit, Risk & Assurance Committee (ARAC) had approved workstreams 8 and 9 of the Sanctions and Assurance Beacon. The Board confirmed that minute 7.2 of the minutes of the meeting held on 22-23 November 2023 was an accurate reflection of its discussion about the Sanctions and Assurance Beacon and that it had not delegated any approval authority to the ARAC. The Board understood that it would receive a round-up update on all the Sanctions and Assurance Beacon workstreams and that this would include a request for the various approvals that were needed.	
2.3.2	The Board RESOLVED TO APPROVE the minutes of the meeting held on 22-23 November (including the Addendum) subject to the following amendments: (i) The reflection at minute 3.4.1 that the return to the Board of the plan to address asset degradation was a formal action for A Cumming. (ii) A description of the meaning of ‘utilised’ in minute 5.1.1.	
2.4	Decisions Log	
2.4.1	The Board noted the decisions made at the meeting held on 22-23 November 2023.	
2.5	Action Update	
2.5.1	The Board considered the actions arising from previous meetings and: (i) Noted that the closure of actions 1799 and 1938 would be considered later on the agenda. (ii) Agreed that actions 1914, 1937 and 1940 could be closed. (iii) Discussed the response to its concern that candidates may be asked to pay for their own drug and alcohol tests when being recruited. The Board requested that: a) the current approach of each OpCo/site be established; b) consideration be given to how the burden could be removed from the process for candidates under the current, and new, ASW framework; and c) confirmation also be provided whether the security clearance process for candidates at Sellafield took longer relative to the other OpCos. <i>(Action 1939 would be updated in response to a) and b))</i>	D Vineall F Rainford
2.5.2	The Board would consider the actions on its confidential action log during Board Only session later on the agenda.	
3.	Reports/Updates	



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3.1	Chair’s Observations	
3.1.1	C Train briefed the Board on his recent interaction, alongside the CEO and E Dickey, with the Sellafield Chair and J Baxter in connection with the Reward Governance Advisory Report. This would be considered later on the agenda during the Board Only session. The Chair also highlighted changes in the NDA’s engagement team at DEZNZ. The Board discussed the requirement to support the new personnel in getting up to speed.	
3.2	CEO’s Update	
3.2.1	The Board noted the CEO’s Update and D Peattie briefed the Board on several additional matters: <ul style="list-style-type: none"> (i) His recent meeting with C Maxwell and exchange of letters with the Second Permanent Secretary for DESNZ on the Department’s medium-term priorities for the NDA. (ii) The appointment to the DESNZ Audit and Risk Assurance Committee of a non-executive director with cyber security experience. The new appointee would be in contact with the NDA’s Group Chief of Staff & Security Officer. (iii) The likelihood, in line with national priorities, that the Replacement Analytical Project (RAP) Business Case would be presented to the DESNZ Programme & Investment Committee (PIC) ahead of the NRS Facilities Management Re-Sanction. 	
3.2.2	s.42 FOI	
3.3	CFO’s Update	
3.3.1	The Board noted the CFO report and K Bowyer presented the key financial information for the period contained in the extracts from the P8 Performance Pack. The Board considered the inflation rate announced earlier that day and the impact of the NDA having included a forecast RPI inflation of 6.1% as part of its 2022/23 supplementary estimate submitted to HMG in December. The Board noted the risk being carried around EDF fuel deliveries and explored how Sellafield would manage cost to the AGR programme dependent on whether deliveries were below or above forecast. The CFO outlined the reasonable level of comfort that the expenditure ramp ups forecast across the estate through the remainder of FY2023/24 could be managed.	
3.3.2	The Board noted the commencement of the Public Bodies Review into the NDA and that given the size and complexity of the NDA, DESNZ had proposed an alternative approach to the standard review process. K Bowyer explained the proposed three stages to the review, which had been agreed in principle with DESNZ. The Board discussed the external consultant-led review of efficiency that would form the second stage, noting that the terms of reference for this would be developed by DESNZ. The Board reflected on the level of input into the scope it would be able to have, and potential consultants that could lead the review. It was agreed that Board Members would send details of potential consultants to the CFO offline. The Board recommended that an internal lead be assigned to the second stage review with accountability to ensure it was successful. The Board requested that a summary of the self-assessment submitted to DESNZ as part of the first stage of the review be shared with it.	P Vallance
	s.40	<i>joined the meeting</i>
3.4	Group Chief Assurance & Performance Officer Update	
3.4.1	The Board noted the report from the Group Chief Assurance & Performance Officer and s.40 presented the key points.	
3.4.2	The Board noted that there were currently differences of opinion between the NDA and Sellafield as to the achievement of GKT 6 and sought insight from s.40 on the steps that would be taken to ensure this was resolved. s.40 explained the process that	



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	had been introduced to resolve such difference of opinion. A high degree of collaboration between the NDA and Sellafield on the matter was noted. The Board explored the mechanics of the process in detail, as well as the assurance work that would be undertaken to ensure, without being duplicative, that the OpCos and NDA were satisfied with the eventual target outcomes. .	
3.4.3	<p>The Board requested that a paper be produced for the Remuneration Committee on the group wide processes around target monitoring, assurance, audit, and the determination of incentive outcomes, in particular:</p> <ul style="list-style-type: none"> (i) how progress against GKTs is monitored; (ii) the escalation route available to the OpCo Boards in case of a divergence of views on GKT achievement during a performance period; (iii) how assurance will be undertaken on GKT achievement to the satisfaction of the OpCos Boards and the NDA Board without unnecessary duplication; and (iv) the functions to be discharged by the relevant governance forums in the OpCos and NDA in determining the achievement of the GKTs and outcomes for incentivisation purposes (the NDA Remuneration Committee would want early sight on areas where the relevant governance forums may be asked to consider an incentive outcome mitigated from the forecast achievement). 	K Bowyer
	s.40 left the meeting	
4.	Main Board Topics	
4.1	Programmes & Projects Committee Report	
4.1.1	C Train reported that he would advise on the key points discussed by the Programmes & Projects Committee (P&PCo) at its meeting on 9 January during the sanction items to be considered on the agenda.	
	s.40 joined the meeting	
4.2	ASW Contingent Labour OBC & FBC	
4.2.1	The Board noted the proposal to replace the NDA group’s existing arrangements for contingent labour, which were due to expire in July 2025, with a new framework, the Workforce Solutions Framework (WSF). The WSF was anticipated to be awarded by Crown Commercial Services (CCS) in February 2024. As with the existing arrangement, it was proposed that CCS would award the WSF to a Single Managed Service Provider (MSP). The Board noted the approach taken to develop a group strategy to procure contingent labour and the anticipated benefits of the approach. s.40 summarised the term and estimated value of the proposed contract award.	
4.2.2	It was noted that the proposal had been considered at the P&PCo on 9 January. C Train reported that the Committee had discussed whether there was the potential for the use of contingent labour to increase, and for the current resourcing challenges to be exacerbated, by the proposal. The Board noted that s.40 had addressed this challenge well at P&PCo. The WSF was considered the best mechanism to facilitate the future use of contingent labour, which was necessary to the delivery of the Mission, and quite separate from the wider HR policy issue around resourcing. The use of contingent labour had reduced across the group and there were robust controls in place to ensure every placement was justified, along with active monitoring of spend.	
4.2.3	<p>The Board discussed several points with s.40 to its satisfaction, specifically:</p> <ul style="list-style-type: none"> (i) The degree of confidence that one supplier would be able to provide all the contingent labour capabilities that the group required, and the assurance that would be undertaken to ensure the chosen supplier would be able to deliver and prioritise the group’s requirements. (ii) That there was no committed amount, or guarantee, of expenditure in case the NDA was not satisfied with the supplier. 	



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	<p>(iii) The extent to which the estimated spend on contingent labour, which was considered high, particularly in some of the OpCos, had been tested, justified, and the IR35 consequences considered.</p> <p>(iv) How it would be ensured that contingent labour would be well integrated into the group, and the potential to convert contingent labour to permanent staff.</p>	
4.2.4	<p>The Board was satisfied with the responses it had received but was keen to review the broader workforce plan and role of contingent of labour in this. The Board RESOLVED TO:</p> <p>(i) ENDORSE the direct award to a sole supplier to provide contingent labour and associated services to the NDA group using the Crown Commercial Services (CCS) Workforce Solutions Framework – RM6288.</p> <p>(ii) APPROVE that authority be delegated to the NDA Head of Commercial for the final contract signature with the CCS WSF supplier (in place of an FBC).</p>	
	<p>s.40 [REDACTED] left the meeting</p>	
4.3	NRS Facilities Management Re-Sanction	
4.3.1	<p>The Board noted the paper detailing the requirement for a sanction increase to the Magnox Ltd Facilities Management (FM) framework contract commenced with Mitie Limited in February 2021. [REDACTED]</p> <p>s.43 [REDACTED]</p> <p>The Board noted its appreciation of the frank tone of the paper, anticipating that the request would receive significant challenge from HMG. The Board discussed the key points it expected the NRS team to address including whether root causes for the overspend had been identified; how the lessons learned exercise would be co-ordinated; the plan for remediation; whether NRS understood its cost drivers and could provide confidence in its future forecasts; the assurance it would require to demonstrate that NRS would have the right control mechanisms in place going forwards; and where accountability lay. Additionally, the Board was keen to understand whether the approach to the delivery of FM services at Magnox was appropriate and noted that E Regan was reviewing the way the market was approached.</p>	
	<p>R Fletcher, E Regan and P Winkle joined the meeting</p>	
4.3.2	<p>R Fletcher acknowledged that the requirement for the resubmission would attract significant scrutiny from HMG and that there should have been more control of the contract. It was noted that NRS had been working closely with HMG in advance of the resubmission to ensure understanding of the issues that had transpired. R Fletcher recognised the need for NRS to look not only at contract management controls, but also assurance and cultural failings. E Regan took the Board through the detail of the paper.</p>	
4.3.3	<p>The Board acknowledged the dependency of NRS on the current contract but emphasised that the overspend was so significant that the root causes must be identified urgently, and lessons learnt. The Board discussed the request in detail and E Regan responded to the Board’s requests for further information to assure it as to the appropriateness of the resubmission, including:</p> <p>(i) NRS’ confidence in the sufficiency of the increased sanction amount and the assurance that had been undertaken to substantiate this.</p> <p>(ii) The consequences of a decision by the Board not to endorse the resubmission.</p> <p>(iii) The approach being taken to scoping the independent review to examine the root causes and lessons learnt, and who would sit on the review panel.</p>	



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	<p>(iv) The skill set and professional background required to fulfil the ‘Gatekeeper’ role introduced to provide enhanced financial and contractual control, and the most appropriate reporting line for the role.</p> <p>(v) The approach to be taken to the contract that would be required upon the expiry of that awarded to Mitie.</p> <p>(vi) Where accountability for the failings associated with the management of the contract lay.</p>	
4.3.4	M Shaw responded to the Board’s questions on the legal advice provided in connection with the Business Case and the Board requested further analysis in a number of areas.	
4.3.5	<p>The Board considered when the Business Case would likely be reviewed by the DESNZ PIC and requested that before it resolved whether to endorse the submission, it be provided with:</p> <p>(i) The updated legal analysis.</p> <p>(ii) Confirmation that the CFO has reviewed the scope of the proposed independent review to examine the root causes and lessons from the FM Framework and considers it appropriate to provide the Board with assurance that all causes have been identified and the output will be sufficient to prevent a recurrence.</p>	E Regan
4.3.6	The Board also requested that the CFO liaise with the Group Director of Internal Audit and Group Chief Commercial & Business Development Officer on how best to obtain assurance on the appropriateness of financial controls applied to contract management across the group.	K Bowyer
	<i>R Fletcher, E Regan and P Winkle left and [REDACTED] s.40 joined the meeting</i>	
4.4	NDA Sanction Inflation Relief	
4.4.1	<p>The Board noted the second of two papers presented to it dealing with inflation in Sanction Approvals that sat outside of NDA delegated authority. [REDACTED] s.40 explained that endorsement was sought from the Board for changes to the individual sanction of the Sanction Approvals (Paper 2), based on the approach to seeking an inflation related increase endorsed by the Board in November 2023. It was noted that since the Board had endorsed the approach to be taken, Paper 2 had been endorsed by the Group Investment Committee (GIC) and P&PCo and socialised with the DESNZ PIC. [REDACTED] s.40 outlined the challenges received to Paper 2 at each forum and how they had been or were in the process of being responded to. [REDACTED] s.40 also reported that the approach endorsed by the Board in November had been confirmed by the Infrastructure and Projects Authority.</p>	
4.4.2	<p>The Board made and discussed several observations and sought [REDACTED] s.40 and M Shaw’s input as required in relation to:</p> <p>(i) The justification for seeking the Board’s endorsement of the release, if approved, of the sanction uplift to the relevant OpCo. The Board did not consider itself in a position to make this commercial judgement.</p> <p>(ii) The extent to which the Sanction uplift requested represented the totality of the uplift that would be sought.</p> <p>(iii) The cost implication to the Mission despite the fact Paper 2 did not seek additional funding.</p> <p>(iv) The potential for the uplifts to amount to contract variations and the likelihood that these would be permitted under public procurement rules.</p> <p>(v) The training provided to staff to manage inflation impacts in contracts.</p>	
4.4.3	<p>Taking into accounts its observations, the Board RESOLVED TO ENDORSE for each individual Sanction Approval within the scope of Paper 2:</p> <p>(i) the requested Sanction uplift shown in Table 1 column B; and</p>	



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	(ii) that authority be delegated to the CEO to approve the release to the relevant OpCo of the sanction uplift in Appendix 1.	
	s.40 left the meeting	
4.5	Major Permissions FBC: Scope and Governance since OBC	
4.5.1	The Board noted the revised approach being taken to the GDF Programme of work and the impact of this on the sanctioning approach for the NWS Major Permissions FBC since the OBC was approved by HMG. It was noted that the FBC was seeking to enter into a contract with the preferred bidder of the Major Permissions Delivery Partner under a zero-value framework agreement. Pursuant to the revisions, the value of the sanction was within the delegation of the NDA Accounting Officer (AO) and had been approved by the AO at GIC on 21 November. Onward submission to DESNZ for noting would now follow.	
4.6	Sanction Forward Plan	
4.6.1	The Board noted the summary of the sanction forward plan and the upcoming submissions it was due to receive. s.40 reported that dates for the Replacement Analytical Project (RAP) to be considered at pre-PIC and PIC had been provided and outlined the focus of each meeting. An update was also provided on the status of the CNC Operational Unit Project RBC resubmission.	
	s.40 left and s.40 joined the meeting	
4.7	Group Key Targets 2024/25	
4.7.1	The Board noted the update on progress with the determination of the Group Key Targets (GKTs) for 2024/25. s.40 provided an update on the status of engagement with UKGI on the GKT framework and confirmed that three of the Board’s suggestions, made at its last meeting, for additional GKTs, had been incorporated in the updated list. Two suggestions had not incorporated. s.40 also outlined additional changes that were proposed at a recent GLT meeting, that were not reflected in the materials submitted to the meeting. The Board reflected on the two of its suggestions that had not be included in the updated list: cost efficiency and baselining/LTPs. The Board accepted the rationale for the exclusion of the latter but challenged the rationale in respect of the exclusion of cost efficiency. The Board clarified that its intention was broader than the rationale assumed, and extended to whether the expected outcomes from the spend were being delivered, and whether there was consideration of spend across the group and how this might be improved.	
4.7.2	In response to the Board’s feedback the Business Planning team agreed to: <ul style="list-style-type: none"> (i) Insert a placeholder for a 2024/25 GKT on cost efficiency. (ii) Liaise with the Group Performance Assurance Director and Group Director of Internal Audit to build into the GKT setting timetable the incorporation of lessons learned from the previous year’s process. 	K Bowyer
4.7.3	E Dickey requested that at its meeting on 6 March, the Remuneration Committee consider the updated list of 2024/25 GKTs (understanding that they would not be approved by the Board until its meeting on 19 March) with a recommendation from the Executive on the key few that could be used for incentivisation.	K Bowyer
	s.40 left and E Ferguson-Gould, s.40 joined the meeting	
4.8	Supply Chain Risk Updates	
4.8.1	s.43 The Board noted the presentations on: (i) the stability of the group’s supply chain; and (ii) the group’s indexation exposure and the steps being taken to mitigate this.	
4.8.2	The Board explored the options for continuity of supply in the event of supplier failure and noted that the response would vary between suppliers. It was noted that the team	



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	were actively engaged in keeping HMG updated on developments in the supply chain. Confirmation was requested of whether the NDA had a Parent Company Guarantee from [s.40].	E Ferguson-Gould
4.8.3	The Board sought further insight into the approach taken to the inclusion of indexation clauses in contracts, noting that an approach bespoke to each supplier was adopted. The Board was assured that the approach was monitored to ensure it was equitable. The Board requested that confirmation be provided on the commercial capability of those employees involved in contract review and management, and what ongoing training was provided to them.	E Ferguson-Gould
4.8.4	The Board thanked the team for an insightful presentation and highlighted the need to continually monitor the robustness of the supply chain and associated risk. The Board requested that a further update be presented to it in six to nine months. Action 1938 could be closed.	
4.8.5	In view of the time available at the meeting, it was agreed that discussion of the lessons learnt from the recent informal procurement challenge relating to the procurement of managed print services for the group, be deferred to a future meeting.	
	<i>Following the meeting the slides tabled in support of the presentation were added to Board Intelligence. A further update on supply chain risk was allocated to the September 2024 meeting on the Board’s forward’s agenda planner.</i>	
	<i>E Ferguson-Gould, [s.40] left and [s.40] R Fletcher, E Hutton, [s.40] and R Miller joined the meeting</i>	
4.9	AGR Quarterly Report	
4.9.1	The Board noted the update on progress with Defueling, Strategic Alignment and Transfer in relation to the AGR Transfer Programme. E Hutton and R Miller provided further insight into the defueling workstream. The Board noted an increased strengthening of the NDA’s relationship with EDF, attributable to steps taken internally to increase engagement. The Board commended the very positive Sellafield dismantler performance and the work of the Sellafield team to achieve this. The completion of the second hoist project, which was on track to complete on time, would further increase fuel dismantling resilience. K Bowyer provided an update on the work NDA was doing with the NLF and DESNZ to define arrangements for NLF to fund AGR scope post transfer. This was progressing well. It was noted that time was also being spent with the NLF trustees to provide them comfort on NDA and NRS’ arrangements for assurance and performance management post transfer.	
	<i>E Hutton and R Miller left the meeting</i>	
4.10	AGR Transfer Programme Decision Calendar	
4.10.1	Further to its request in September (Action 1799), the Board noted: (i) the key work areas for the Transition & Transfer (T&T) programme for the first AGR site to transfer to the NDA group (Hunterston B); (ii) the corporate and programme-level governance structures in place for the T&T programme; and (iii) a 12-month lookahead decision calendar with indicative timescales, clarifying what decisions would need NRS and NDA Board consideration, and by when.	
4.10.2	The Board noted that the T&T programme for Hunterston B was currently on-track to deliver the seamless transfer of the site to NDA/NRS in mid ‘2026 (subject to EDF defueling performance). The Board highlighted several ‘at risk’ areas in the status update on the programme, seen as part of agenda item 4.9, and questioned this conclusion. The AGR transfer programme team acknowledged that there were challenges to address but confirmed that at present the transfer was on track. The team responded to the Board’s enquiries about potential difficulties associated with the different IT and asset management systems used by NRS and EDF; and the HR/legal treatment of staff moving to the NDA group as part of the transfer.	



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4.10.3	The Board discussed the decision calendar and whether it met the expectations of its request in September. The Board asked that the calendar more clearly articulate the decisions to be taken at each governance stage and by, for example, using common board nomenclature and clarifying the roles of the NDA group Accounting Officer and Senior Responsible Officer and their counterparts in DESNZ for the different aspects of the transaction. Action 1799 would not be closed but updated accordingly.	M Shaw/ P Vallance/ s.40
	s.40 left and M Rouse joined the meeting	
4.11	Dounreay Programme Business Case (PBC) and the underlying baseline Lifetime Plan	
4.11.1	R Fletcher outlined the request of the Board in relation to the Dounreay Programme Business Case (PBC) and the underlying Lifetime Plan (LTP). The Board commended the good work that had been undertaken in relation to the LTP and PBC but expressed concern at being asked to approve the LTP, as the basis for the development of a near time plan, when it had not had the opportunity to review the LTP. The Board noted that the intention to prepare a short-term near time plan based on the LTP was in response to a shift in DESNZ’s expectations. Whilst supportive of this, the Board noted that in addition to not having had the opportunity to review the LTP, it had not been appraised of the rationale for the evolution in DESNZ’s approach or assurance that this would be appropriate. The Board also raised that it had not had sight of the outcomes of the Independent Assurance Review conducted by NDA Assurance of the LTP and PBC, nor of the actions agreed in response to the review and the timeline for their completion. The Board did not want to delay the implementation of the preferred way of delivering the Dounreay Mission, scheduled for April 2024, but was highly cognisant of the significant increase in the associated Sanction. The Board requested that the LTP, and full output, and consequent actions, from the Independent Assurance Review, be provided to the February P&PCo. for review and thereafter resubmitted to the March Board meeting.	
	R Fletcher and M Rouse left the meeting	
4.12	D&I Audit Report and Inclusion Strategy	
4.12.1	The Board noted the findings and response to the recommendations from the PwC-led Group Audit Theme (GAT) reviewing the D&I performance of the NDA and the OpCos, as well as progress against the group Inclusion strategy goals. W Goldwag shared their observations on the outcomes from the audit, the priorities that should now be focused on, specifically D&I data and recruitment processes, and how they should be addressed. The Board endorsed the audit findings and recommendations.	
	D Vineall, s.40 joined the meeting	
4.12.2	The Board noted that the Environmental, Sustainability & Governance (ES&G) Committee had considered the outcome of the audit and requested the identification of five priorities that would make significant progress and have the most impact. s.40 tabled a slide detailing the priorities it was considered would move the dial. The Board discussed the priorities and how they could be delivered. The Board agreed that SMEs were required in each area to drive progress, and that there needed to be clear lines of accountability for progress. The Board recognised the challenge of maintaining the variety of D&I networks that had grown up, but strongly supported focusing on the building of the D&I data repository, and recruitment processes, over the rationalisation of the frameworks. The Board discussed oversight of progress on D&I performance and confirmed that the ES&G Committee should take the main role in this, with milestone reports continuing to be provided to the Board. The Board noted that the meeting materials contained a broader D&I update and requested that this be given dedicated time at the upcoming ES&G Committee meeting.	
	Following the meeting the slides detailing the D&I priorities were added to Board Intelligence. The broader D&I update was delivered to the ES&G meeting on 1 February.	
	D Vineall, s.40 left the meeting	



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4.13	Framework Document	
4.13.1	M Shaw provided an update on the production of the revised Framework Document and the Board discussed the time the process was taking. It was agreed that as soon as the final draft was received from HMG it would be circulated to the Board for review.	
	<i>A draft of the Framework Document was circulated to the Board on 2 February ahead of the final version being presented to the March Board meeting for formal consideration.</i>	
5.	Items to be taken as read	
5.1	IRR Response DR7	
5.1.1	The Board considered the work done in respect of the group’s Integrated Review Response to DR7. The Board suggested that the tone of the response was perhaps not as was intended. It was agreed that the tone of the response would be reviewed and returned to the Board for approval for closure.	M Shaw/ F Rainford
5.2	NDA Group Risk Management Principles and Requirements	
5.2.1	The Board noted that the NDA Group Risk Management Procedure was being retired and replaced with the NDA Group Risk Management Principles and Requirements document. The Board noted the accompanying NDA Group Risk Appetite Guidance and NDA Group GSR Guidance. The Board RESOLVED TO APPROVE the NDA Group Risk Management Principles and Requirements.	
5.3	2023/24 Annual Report and Accounts	
5.3.1	The Board noted the lessons learned from the previous year’s Annual Report and Accounts and the key improvements identified for 2023/24. The Board also noted the production and approvals timeline for 2023/24. The Board RESOLVED TO APPROVE the project plan for 2023/24 and was supportive of the proposal to make the document available in a digital format only. The Board requested that a ‘single point of accountability’ for the ARA process be identified and notified to it.	K Bowyer
5.4	Committee Reports	
5.4.1	The Board noted the reports from the Remuneration Committee and Audit, Risk & Assurance Committee meetings held on 5 December. E Dickey and K Cearns highlighted the key points from the respective meetings.	
6.	Forward Agenda	
6.1	The Board considered the forward agenda and enquired when it would receive the consolidated group-wide review of the year in Speak Up. The Governance team would follow up with the Group Chief Ethics & Compliance Officer to identify the relevant meeting.	
	<i>The presentation of the consolidated group-wide review of the year in Speak Up has been allocated to the July 2024 meeting on the Board’s forward’s agenda planner.</i>	
7.	Board Reflections	
7.1	The Board shared its reflections on the meeting. W Goldwag shared their observations as an observer, in particular highlighting the volume and complexity of the materials the Board had considered. W Goldwag suggested some insights on the NRS Facilities Management Re-Sanction it would have been helpful to have and highlighted the success of the coming together of the Remuneration Committee Chairs.	
	<i>W Goldwag and s.40 left the meeting.</i>	
8.	Any Other Business	
8.1	The Board confirmed that apart from those Board Members who had provided apologies, those attending the Billons & Decades Sprint workshop on 29 January intended to do so in person. It was noted that pre- reading material had been prepared and was in train to be circulated ahead of the workshop.	
8.2	The Board discussed its additional February meeting and preference to hold this in person. The Corporate Governance team would investigate whether an alternate date might better facilitate in person attendance.	



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 17 January 2024
at The Rochester, 69 Vincent Square, London, England, SW1P 2PA and TEAMS**

	<i>Following the meeting, it was agreed that the retaining the Board Meeting on 7 February was the best option.</i>	
9.	Board Only Session	
9.1-9.4	These minutes are confidential. Please see Addendum to the minutes.	