



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 7 February 2024
at Caxton House, Tothill Street, London SW1H 9NA and via TEAMS**

PRESENT:	Chris Train David Peattie Kate Bowyer Janet Ashdown Kathryn Cearns Evelyn Dickey Francis Livens Alex Reeves	Interim Chair of the Board (“Chair”) Group Chief Executive Officer (“CEO”) Group Chief Financial Officer (“CFO”) Non-Executive Director and SID Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director	
			<i>[via Teams]</i>
IN ATTENDANCE:	Matthew Shaw s.40 Paul Vallance s.40 Clive Nixon s.40	Group General Counsel and Company Secretary Deputy Company Secretary Director of Communications and Stakeholder Relations Executive Assistant to CEO NDA Group Performance Assurance Director Group Chief Nuclear Strategy Officer Head of Non-NDA Liabilities Risk Director	 <i>[Part only – via Teams]</i> <i>[Part only – via Teams]</i> <i>[Part only – via Teams]</i> <i>[Part only – via Teams]</i> <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 tabled a slide displaying the safety incidents reported since the start of the year across the estate. The Board noted that there had been an increase in incidents that could be attributed to a lack of situational awareness and/or a failure to conduct adequate risk assessments. The Board discussed how with the correct focus from management and good housekeeping practices on site such incidents could be reduced. There was also an expectation from Board Members that when OpCo Board Chairs and CEOs attended an NDA Board meeting they be prepared to discuss how they were addressing these incidents. D Peattie reported that to focus management attention he intended to share the slide at the upcoming Accounting Officer Review (AOR) meetings. The slide contained some typographical errors that would be corrected prior to the AORs.	
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.	
3. Reports/Updates	
3.1 Chair’s Observations	
3.1.1 C Train provided an update on progress with the process to appoint a permanent NDA Board Chair and on his recent meeting with the Interim Chair of the ONR.	
3.2 CEO’s Update	
3.2.1 D Peattie briefed the Board on several matters: (i) His recent meeting with Ministers on the use of land at the Harwell Campus. (ii) Preparation for his upcoming annual meeting with senior stakeholders on the AGR Transfer Programme.	



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	(iii) Preparation for the upcoming meeting with NAO to discuss the NDA’s Operating Plan and the terms of reference for the Value for Money review, which would be central to the forthcoming Public Accounts Committee meeting.	
3.2.2	M Shaw provided an update on the latest position with regards to the s.42 and confirmed that he would ensure that the Sellafield Board were similarly briefed.	
3.3	CFO’s Update	
3.3.1	K Bowyer updated the Board on several workstreams within in her remit: <ul style="list-style-type: none"> (i) Work ongoing with DESNZ to clarify the NDA’s delegations and how they should operate in practice. (ii) Preparations to close out the outcomes of the 2023/24 GKTs and to present the 2024/25 GKTs to the Board for approval. R.12(5)(a) EIR 2004 J Ashdown highlighted the discussion at the recent Environmental, Sustainability & Governance (ESG) Committee meeting around the possibility of a sustainability related GKT. (iii) Scoping of the external consultant-led review of efficiency that would form the second stage of the Public Bodies Review into the NDA. 	
	s.40 joined the meeting	
3.4	Group Chief Assurance & Performance Officer Update	
3.4.1	s.40 provided an update from the Group CAPO’s directorate on safety, operational and project related matters of significance since the last update to the Board in January. The Board noted in particular: <ul style="list-style-type: none"> (i) That there was significant focus and engagement at Sellafield at present on safety, particularly following the recent annual safety forum. (ii) The potential for two ONR enforcements notices at Dounreay. (iii) That some Key Operational and Decommissioning Metrics (KODMs) were trailing behind their year-end targets. There was the potential for some recovery, but this would require a significant undertaking. 	
	s.40 left the meeting	
4.	Board Only Session	
	Minutes 4.1 to 4.3 are confidential. Please see the Addendum to the minutes.	
	C Nixon, s.40 and s.40 joined the meeting	
5.	Main Board Topics	
5.1	Group Strategic Risk 15 (Additional Scope) – Deep Dive	
5.1.1	C Nixon and s.40, with input from s.40, delivered a deep dive view of updated Group Strategic Risk (GSR) 015, being the risk that additional scope across the Group may adversely impact current programmes, stretch resources and management focus, leading to adverse delivery performance.	
5.1.2	The Board considered the presentation and noted that it agreed with the scoring and representations made. It did however make a series of observations that it considered management should reflect in the risk assessment to ensure the right actions were being taken on mitigation, specifically: <ul style="list-style-type: none"> (i) Whether there was a sound understanding of the resource requirement additional scope demanded. This should generate a clear view, currently not visible to the Board, of workforce planning across the group to ensure the right resources could be deployed to deliver the Mission, and, in addition, additional scope. (ii) Acknowledgement that additional activities may bring additional resource to the group, but this may not always be the right resource. 	



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	<p>(iii) Whether the group’s HR processes are fit for purpose to support an inflow of additional resource.</p> <p>(iv) The Board’s capacity, in addition to that of management, to consider additional scope. There were leading indicators to suggest this could be an area of concern.</p> <p>(v) The acute dependency of the group on parts of its supply chain.</p> <p>(vi) The link between scope and funding. For the group’s funding and resource to be appropriate, its activities must be fully scoped. If the scoping narrative was incorrect, this would present a funding risk.</p> <p>(vii) Loss of focus and failure to deliver on the core Mission due to too broad a scope of activities.</p>	
	<i>C Nixon, s.40 and J Ashdown left the meeting</i>	
6.	Other	
6.1	Any Other Business	
6.1.1	<p>D Peattie referred to the note included in the papers for the meeting of pending movements on the OpCo Boards that he wished to take the Board’s thoughts on. The Board discussed the position on each OpCo Board and agreed that:</p> <ul style="list-style-type: none"> ■ s.40 ■ ■ ■ <p>discuss with A Cumming the appropriateness, taking into account his new role as Group Chief Assurance and Performance Officer, of him joining the NTS Board. The outcome of this discussion would shape the approach taken to the NDA Nominated NEDs on the NWS and NTS boards.</p>	
6.1.2	As part of the discussion on the composition of the OpCo boards, the Board queried the term of office currently being served by J Simcock on the Sellafield Board. M Shaw undertook to confirm the position.	M Shaw
6.1.3	C Train provided an update his latest interactions with Sellafield Chair and noted that A Meggs had enquired as to the contingency arrangements should a replacement Sellafield Chair not be identified before the conclusion of his term on 1 May. The Board discussed the contingency arrangements that were being developed and how the proposed individuals to act in interim capacity should be approached. The Board enquired as to the consideration given to the feedback it had provided on the role profile for the Sellafield Chair and requested sight of the final role specification and timeline for the recruitment process.	D Vineall
	<i>K Cearns left the meeting</i>	
6.1.4	E Dickey provided an update on the RemCo Chairs response to ‘Part 2’ of the Reward Governance Report. The Report had been positively received. It was noted that the Group Director of Internal Audit would undertake a review of the implementation of the management actions in Part 2 of the Report, and of the previously undertaken audit of the Group Reward and Reward Governance Frameworks, in Q1 FY2024/25. C Train updated the Board on when he expected to receive A Meggs’ response on ‘Part 1’ of the Reward Governance Report.	
6.1.5	E Dickey updated the Board on progress of the recruitment process to appoint a Sellafield NED who would Chair the Remuneration Committee at Sellafield. It was noted that the	



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	appointment process should follow the principles on appointment set out in Project Oxford.	
6.1.6	There being no further business the Chair closed the meeting.	