



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 15 May 2024
at Hinton House, Birchwood Park Avenue, Warrington WA3 6GR 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	Senior Non-Executive Board Member
Kathryn Cearns	Non-Executive Board Member
Evelyn Dickey	Non-Executive Board Member
Francis Livens	Non-Executive Board Member
Alex Reeves	Non-Executive Board Member

IN ATTENDANCE:

Matthew Shaw	Group General Counsel and Company Secretary	
s40	Deputy Company Secretary	
Alan Cumming	Group Chief Assurance and Performance Officer	
Paul Vallance	Group Chief Corporate Affairs Officer	
s40	Site Director, Trawsfynydd	[Part only]
	Executive Director, Safety, Security, Health, Environment & Quality (SSHEQ), NWS	[Part only – via TEAMS]
	HSSE adviser – Observer	[Part only – via TEAMS]
	Head of Sanction	[Part only – via TEAMS]
	Group Development Director	
Roddy Miller	Nuclear Operations Director, Sellafield	[Part only – via TEAMS]
Rob Fletcher	NRS CEO	[Part only – via TEAMS]
Andy Munro	NRS Future Missions Director	[Part only – via TEAMS]
Clive Nixon	Chief Nuclear Strategy Officer	[Part only – via TEAMS]
Tracy Murray	NRS General Counsel	
Emma Regan	NRS Commercial Director	[Part only – via TEAMS]
s40	Head of Corporate Finance	[Part only – via TEAMS]
Emma Ferguson-Gould	Group Chief Commercial & Business Development Officer	[Part only – via TEAMS]
s40	Technology Category Manager	[Part only – via TEAMS]
	Senior Category Lead	[Part only – via TEAMS]
	Group CIO	
	Head of Business Planning	[Part only – via TEAMS]
Frank Rainford	Group Chief of Staff & Security Officer	
Seth Kybird	NTS CEO	[Part only – via TEAMS]
s40	Group Chief Ethics & Compliance Officer	
	Head of Compliance, NDA	[Part only – via TEAMS]
	Head of Conduct Compliance, Sellafield	
	Deputy General Counsel, NRS	[Part only – via TEAMS]
	Legal Operations Associate, NTS	
Vicky Bennett	General Counsel and Company Secretary, NWS	[Part only – via TEAMS]
s40	Senior Legal Counsel, NWS	
	Chief Sustainability Officer	
	Sustainability Manager	[Part only – via TEAMS]

Agenda Item		Action Owner
1	Safety Moment	
1.1	The Board reflected on its recent discussions on safety related incidents they had encountered during their careers and the challenge of raising awareness of consequences with individuals who had not experienced incidents first hand. The Board shared its observations on changing risk perspectives post the pandemic and the need to ‘go back to basics’ on safety. It was agreed that this message should be relayed to s40 as well	



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	as the Board’s support for her in her new role as NDA Health, Safety, Environment & Wellbeing Director.	
1.2	The Chair briefed the Board on events taking place across the NDA in support of Mental Health Awareness Week. Board Members welcomed the opportunity to take part in the ‘Wellbeing Walk’ and meet Mental Health First Aiders during the meeting’s lunch break.	
2.	Meeting Administration	
2.1	Apologies	
2.1.1	There were no apologies for absence.	
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 the previous meeting(s)	
2.3.1	The Board RESOLVED TO APPROVE the minutes of the meeting held on 18 April 2024 with no amendments.	
2.4	Decisions Log	
2.4.1	The Board noted the decisions made at and since its meeting on 18 April 2024.	
2.5	Actions Review	
2.5.1	<p>The Board considered the actions arising from previous meetings and:</p> <ul style="list-style-type: none"> (i) M Shaw outlined the work which had been done in conjunction with T Murray to produce the AGR Board Decision Calendar since this had been reviewed by the Board in January 2024 (action 1799), and on how decision making on the AGR Programme was intended to operate. The Board reported that it was not comfortable to make the decisions requested in relation to the transfer of Hunterston B (agenda item 4.4) for several reasons, specifically that it was not evident what had been presented to the NRS Board to enable it to put forward recommendations to the NDA Board, what the rationale for the NRS Board’s decisions had been and the options they had considered and discounted. Further, the Board expected that the NDA Executive would have had the opportunity to review and endorse the proposals put to the NDA Board and this step had not happened. D Peattie suggested that a cross-group committee be formed with appropriate representatives from across the group to review recommendations on the AGR Programme before they were presented to both the NRS and NDA Boards. The Board agreed with this proposal noting that it was essential to get the information flows correct, and ensure they allowed for an efficient use of the decision-making process. (ii) Noted that action plans to progress the findings of the Billions and Decades strategic review would be presented to the Board at its meeting in July, not June. Action 1986 could be closed. (iii) Agreed that actions 1978, 1984, 1985 and 1987 be closed. 	
3.	Reports / Updates	
3.1	Chair’s Observations	
3.1.1	C Train briefed the Board on the recent nuclear chairs meeting hosted by ONR. C Train, L Haynes, W Goldwag, and P Hill had all attended the meeting. C Train highlighted that the Interim ONR Chair was keen that the group was prepared for any change in the political landscape and that a separate planning meeting was to be arranged for this purpose. The Board noted the areas GBN had focused on, including the skills scarcity challenge and resource flexibility and agility. The Board acknowledged the acuteness of the issue across the sector and the need for workplans and workforce planning.	
3.2	CEO’s update	
3.2.1	D Peattie reported on a strong start to FY2024/25. The newly constituted ELT with the addition of the co-opted Heads of the Control Functions was now fully operational and	



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	the recent round of AOR meetings and the QGM had been productive. D Peattie outlined the areas of focus for FY2024/25 and the renewed energy the beginning of the year would provide to conventional safety, the cyber agenda, and the achievement of Mission related targets.	
3.2.2	D Peattie briefed the Board on several communications sent to and received from HMG, in particular: <ul style="list-style-type: none"> (i) Ongoing exchanges on the CNC Operational Unit Project FBC resubmission and the input that could shortly be required from the Board. (ii) An update provided to Minister Bowie on industrial relations at Dounreay. This would be circulated to the Board as part of the Weekly Update. (iii) Exchanges on the work undertaken to identify whether it would be possible to recover the SEBS overpayment in FY2023/24. The Board discussed how the redress of the associated issues identified by Project Beech had been resolved and could be evidenced to HMG. (iv) Chair’s letter 2024/25. This would be circulated to the Board as part of the Weekly Update. 	
3.2.3	D Peattie also drew the Board’s attention to the work being undertaken by s40 on risk horizon scanning and his encouragement for rationalisation in this area to ensure greater and more effective focus on the key strategic risks for the group.	
3.3	CFO’s Update	
3.3.1	The Board noted the P12 Performance Pack and key messages in the CFO’s update. K Bowyer updated the Board on the recruitment process for the Sellafield CFO and the anticipated timeline for the Spending Review.	
3.3.2	The Board noted progress on Stage 2 of the Public Bodies Review being led by PwC and explored the early findings. The Board noted the challenges of finding peer organisations for benchmarking purposes and encouraged the Executive to work closely with PwC to ensure the output of its review was beneficial to the group.	
3.3.3	The Board considered the Financial and Operational Performance Analysis in the CFO’s report and highlighted the pattern of Key Operational and Decommissioning Metrics (KODMs) being repeatedly missed. The Board questioned whether the KODMs should be refreshed. A Cumming explained that the KODMs did not operate as binary targets and their being missed was not necessarily an indicator of poor performance. A Cumming undertook to provide the Board with a teach-in on the KODMs and to raise with the GLT the Board’s perspective that they may need to be reviewed. The Board also sought insight into why four out of NTS’ ten OKTs had been missed. It was noted that the Rail business had a new leader and that the NTS CEO was working on improvements.	A Cumming
3.4	Group Chief Assurance and Performance Officer Update	
3.4.1	The Board noted the Chief Assurance and Performance Officer report and A Cumming highlighted key points for the Board to be aware of. The Board noted changes proposed to the NRS operating model so that one individual at each site would be accountable for all programmes on that site, in contrast to the cross-site programme approach currently taken. The Board noted the intention for the AGR Transfer Programme to be managed in accordance with the revised model post transfer. This proposal was due to be considered at the AORs in June. It was also noted that a gap analysis had been conducted to assist in the development of a target operating model for Assurance. A session was planned with Internal Audit to ensure alignment across the functions. Following this review the resource implications of the model would be considered and decisions made on allocation.	
	s40 <i>joined the meeting</i>	
3.5	Addressing adverse health and safety performance trend	



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3.5.1	The Board noted the report submitted by the newly appointed NDA Health, Safety, Environment & Wellbeing Director on the key strategies and supporting actions to improve safety performance across the group. [s40] explained how the investigation into the stagnation, and in places deterioration, in safety performance had been conducted and the improvement plan had been complied. [s40] took the Board through the improvement plan. The intention was for the plan to be issued by the end of June 2024 and delivered by March 2025.	
3.5.2	The Board explored with [s40] what had been identified as contributing to the change in safety performance. [s40] [redacted] [redacted] [redacted] outlined how it was proposed the plan would be delivered. It was intended that a steering group with individuals allocated specific focus areas would be formed and meet monthly.	
3.5.3	The Board expressed its strong support for the work [s40] was doing and offered to assist however it could, to help her influence change. The Board discussed with [s40] and [s40] its observations on the plan, and suggestions for how it could be effectively delivered including: <ul style="list-style-type: none"> • How the different risk profiles across the estate would be managed in the delivery of the plan. It was noted that delivering effectively through the safety representatives and leadership at each site would be critical to the success of the plan. • The need for metrics to help the Board understand progress. [s40] confirmed that reporting to the Board would include leading indicators and utilise key milestones (both to be set). • How a balance would be struck between finalising the plan and banking some immediate ‘quick wins’. It was noted that priorities would be identified imminently and were likely to be focused on ‘back to basics’ and situational awareness. • The sufficiency of the resources available to [s40] to deliver the plan. It was noted that at present resources were considered sufficient. Key to the successful delivery of the plan was anticipated to be a strong communications campaign that influenced changes in approach and behaviour. • The benefit of taking a group wide approach to the plan. • Utilising events like the upcoming Staff Event to test and finalise the plan. • Ensuring buy-in from OpCo leadership and leveraging the All-Boards event for this purpose. • The need for a strong communications campaign to support the roll out and delivery of the plan. This would be key to ensuring the messages were cascaded at all levels on sites. • Approaches to the delivery of training, including delivering in person where possible, sessions that involved full teams, utilising trainers experienced in engaging workforces, and, where feasible, shutting sites down for a day to focus on training. The need to record attendance at training was also highlighted. 	
	[s40] left the meeting	
4.	Main Board Topics	
4.1	Programme and Projects Committee (“P&PCo”) Report	
4.1.1	C Train provided an update of the business covered at the P&PCo meeting on 9 May and highlighted in particular: <ul style="list-style-type: none"> (i) Progress on the development of a hazard reduction metric. The P&PCo had requested that development of the nuclear risk focused tool continue without 	



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	<p>pause. The intention was for the tool to effectively communicate the relative priorities of investment options. This would link to the Spending review process with the aim of embedding a ‘common language’ across the group for risk/hazard prioritisation.</p> <p>(ii) Improvements in the assurance reporting received by the P&PCo.</p> <p>(iii) Good progress in the technology and innovation space realised through the Alpha Remediation Programme.</p> <p>(iv) P&PCo’s oversight of the Dounreay and NRS LTPs. The Dounreay LTP would not be put forward for Board approval until the conclusion of the assurance action plan. This would be monitored by P&PCo.</p>	
	s40 joined the meeting	
4.2	Sanction Forward Plan	
4.2.1	<p>The Board noted the summary of the sanction forward plan, upcoming submissions it was due to receive, and the status of cases currently with HMG for approval. s40 reported that PIC dates for PACE and the GDF Prep for Site Investigation cases had been confirmed. The Board noted that the rescheduling of the November 2024 Board meeting to early December would cause a 6-week delay to cases reaching the DESNZ PIC. The Board agreed that the rescheduling should not hold up the submissions and noted that s40 would consider whether an additional short meeting was required in order for the Board to review the submissions in line with the original timeframes.</p>	
	s40 , R Miller, R Fletcher, A Munro, C Nixon, T Murray, and E Regan joined the meeting	
4.3	AGR Quarterly Report	
4.3.1	<p>The Board noted the quarterly update on progress with: (i) defueling; (ii) transition and transfer; and (iii) strategic alignment in relation to the AGR Transfer Programme. The owners of each workstream presented the key points for the Board to be aware of. It was noted that there were two GKTs for FY2024/25 related to transition and transfer. Both were currently on track and the team were confident they could be delivered.</p>	
4.4	AGR Transfer Programme Description of Roles and Decision Plan (Calendar)	
4.4.1	<p>D Peattie briefed the AGR Transfer Programme attendees on the Board’s concern with giving the approvals requested on the Decision Calendar and in relation to land and people at Hunterston B. As a way forward, D Peattie requested that a proposal be written for a cross group executive and non-executive Committee that would review and provide assurance to the NDA Board (and if necessary the NRS Board) on proposals submitted to it for endorsement or approval in connection with the AGR Transfer Programme. Once drafted and socialised, the proposal should be returned to the Board along with the Decision Calendar (updated to include the new forum) for approval. s40 confirmed that the Board’s deferral of the approvals requested in relation to land and people at Hunterston B would not take this transfer off the critical path.</p>	s40 / T Murray
4.5	AGR Funding – Agreement in Principle	
4.5.1	<p>The Board noted the AGR Funding Agreement in Principle (AiP). K Bowyer explained how the AiP, having been agreed by the NDA, NRS, DESNZ and the NLF provided a good basis for the drafting of the AGR Funding Agreement (AFA), which would be presented to the Board for approval in late 2024.</p>	
	s40 joined the meeting	
4.5.2	<p>The Board emphasised that key to the NDA’s relationship with the NLF and NLF Trustees was providing assurance that they were not overpaying for non AGR related costs. s40 confirmed that a simple cost allocation methodology was being developed for this purpose. The Board also sought assurance that the NDA and NRS could not be obligated by DESNZ and / or the NLF to create new assurance and performance reporting</p>	



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	arrangements. s40 confirmed that clause 3 of the AiP required the NDA and NRS to only use and improve its existing processes.	
	s40 R Miller, R Fletcher, A Munro, C Nixon, T Murray, E Regan, s40 and C Train left the meeting, and J Ashdown took over as chair of the meeting	
4.6	Sellafield Board Chair Appointment	
4.6.1 – 4.6.2	These minutes are confidential. Please see the Addendum.	
	C Train re-joined the meeting, and E Ferguson-Gould, s40 F Rainford and s40 joined the meeting	
4.7	Javelin Programme Commercial Capability Assessment	
4.7.1	The Board noted the paper prepared in response to its request to hear from the Commercial team on the capability and capacity within the group to deliver the Javelin Programme. s40 explained the background to the Javelin Programme and how his team was approaching delivery of the programme for the Chief Information Officer (CIO). F Rainford noted that there was strong support across the group for the programme and for ensuring appropriate governance and assurance was in place to support its delivery.	
4.7.2	<p>The Board noted that the Javelin Programme OBC, due to be presented to the Board later in the year, contained a detailed and robust increase in the capacity of s40 team, which as the paper and s40 presentation outlined, would be required. The Board sought further insight into how the programme would be delivered and noted that:</p> <ul style="list-style-type: none"> • Since the Javelin Programme had been stood up in August 2023, a dedicated procurement individual had been allocated to the team. This arrangement was working well but further resource would be required, particularly after the approval of the OBC when the programme would split into three workstreams, each requiring a dedicated procurement lead. • It was a fine balance between whether the vacancies that the programme currently had in key areas should be filled in advance or after the launch. It was noted that external resource would need to be leveraged, including on a temporary basis. The team confirmed that it was comfortable with the position at present, but there would be a need for ongoing prioritisation. • The team had confidence in the CCS’s ability to deliver the required frameworks on the group’s behalf. The team would maintain and utilise its relationship with its CCS representative if necessary to escalate any matters. • There was sufficient resource within the group legal community to support the contract reviews the programme would require. A group lawyering approach would be utilised. • Contract management was an area that would need to be further resourced once new contracts pursuant to the programme were in place. A resource assessment had been carried out and needs identified. • The Commercial team was carrying out workforce planning alongside the development of its strategy to ensure it could respond to future developments. The results of this assessment would be fed into Stage 2 of the Public Bodies Review being led by PwC. 	
	E Ferguson-Gould, s40 F Rainford and s40 left, and s40 joined the meeting.	
4.8	Group Key Targets and Group Operating Plan 2024-27	
4.8.1	The Board noted the paper on the Group Key Targets (GKTs) for FY2024/25 and K Bowyer reported that approval was sought of the remaining six GKTs which had not been presented for approval at the Board’s last meeting, together with GKT 1 (AGR Dismantling) for which amendments had been requested at that meeting. K Bowyer explained the amendments that had been made to GKT 1 and confirmed that the outstanding assurance work on the remaining six GKTs was complete. s40 confirmed that in line with the	



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	<p>RemCo’s request, the GKTs had been drafted with reference to the feedback from the internal audit of the outturn of the FY2023/24 GKTs. The most material learnings had been reflected, and those points that were less time critical would be factored into the drafting of the FY2025/26 GKTs. It was noted that there was more time to reflect the feedback from the internal audit of the outturn of the 2021-24 LTIP in the LTIP targets for 2024-27. The Board RESOLVED TO APPROVE:</p> <p>(i) the remaining 7 (of 21 total) proposed Group Key Targets for 2024/25 (GKTs 1, 5, 6, 9, 10, 12 & 19); and</p> <p>(ii) that authority be delegated to the Group CEO and Group CFO for the approval of the Group Operating Plan 2024-27.</p>	
	<p>s40 left and F Rainford, S Kybird and s40 joined the meeting</p>	
4.9	Artificial Intelligence Deep Dive	
4.9.1	<p>The Board noted the paper on the transformational potential of Artificial Intelligence (AI), and the necessary steps being taken to ensure its successful continued adoption across the group. The Board heard from the Executive Sponsor of the AI Beacon, S Kybird, on why he had wanted to support the Beacon and how he envisaged it could benefit the group, NTS, and staff welfare. S Kybird highlighted that in July a group cyber collaboration centre would open in Hinton House.</p>	
4.9.2	<p>s40 provided several demonstrations of the uses of Microsoft Co-Pilot. The Board noted the protections in place for NDA data and the guidance issued to staff on the use of this platform and others that existed. s43</p> <p>The Board acknowledged the dependency of the successful use of AI by the group on a common goal, good data, robust platforms, data security, consistent group-wide training, and governance. F Rainford, S Kybird and s40 responded to questions raised by the Board on the presentation, specifically:</p> <ul style="list-style-type: none"> • The back-ups in place should an AI tool not perform as anticipated. • GDPR considerations. • The use of AI by the supply chain and safeguards that could be factored in. • The intellectual property considerations that would need to be considered when inputting internal and external documents to ‘train’ AI platforms. 	
	<p>F Rainford, S Kybird and s40, V Bennett, and s40 joined the meeting</p>	
4.9	Speak Up – OpCo Implementation	
4.9.1	<p>The Board noted the update on the implementation of the Speak Up framework in the OpCos during FY 2023/24. s40 provided an overview of the work that had taken place and was in progress. Some challenges had been experienced but the benefits of greater collaboration across the group were already evident. The Board heard from representatives from each of the OpCos on their experience of operationalising the framework, and the benefits they had experienced of working together as a group. The Board was also briefed on the metrics to support reporting to the Audit, Risk & Assurance Committee (ARAC) and Board on Speak Up, the questions included in the staff survey to measure different aspects of the implementation of the framework, and the Speak Up training that had recently been launched and could, with minor modifications, be rolled out across the group. The representatives responded to the Board’s questions around investigations and the experience of the Ethics Ambassadors. It was noted that a link to the Speak Up training would be circulated to the Board as part of the Weekly Update.</p>	
4.9.2	<p>The Board congratulated s40, and the representatives from the OpCos on the progress to date in rolling out the Speak Up framework. The CEO reiterated his strong support and commitment to progress in this area. The Board echoed the CEO’s observations and emphasised the need for each of the OpCo boards to recognise the importance of Speak Up and to support its cascade throughout their organisations. The</p>	



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	Board suggested that Speak Up could be spotlighted at the ARAC conference later in the year and at the All-Boards events in early 2025. It was noted that progress was being made on a Code of Conduct for the NDA. The intention was for a group code of conduct, but this would take some time to develop. s40 explained the steps being taken towards this.	
	s40, T Murray, s40, V Bennett, s40 and K Cearns left and s40 joined the meeting	
4.10	UN Sustainable Development Goals	
4.10.1	The Board noted the paper on the outcome of the group-wide consultation to review and identify how the group’s activities related to and impacted the United Nations Sustainable Development Goals (UN SDGs) and how the SDGs could be further incorporated into the NDA Mission. s40 presented the key points from the paper. The Board agreed with the outcome of the mapping exercise and the direct/indirect SDGs identified as impacted by the group’s activities. The Board discussed the benefits of using the SDGs to articulate the context of the Mission and was supportive of the next steps to be taken, particularly through embedding the identified SDGs in Strategy 5.	
	s40 left, and K Cearns re-joined the meeting	
5.	Committee Reports	
5.1	The Board noted the reports included in the papers for the meeting of the recent meetings of the Health, Safety, Security and Environment (HSSE) Committee and Environmental, Social and Governance (ES&G) Committee. The Chair of the HSSE and ES&G committees highlighted the key points for the Board to be aware of. The Chair of the ARAC provided an oral update on the ARAC meetings held on 26 April and 14 May, and the Chair of the RemCo provided an oral update on the RemCo meeting held on 14 May. The Board noted the key takeaways from each meeting.	
	A Reeves left the meeting	
6.	Forward Agenda	
6.1	The Board noted the forward agenda and discussed future arrangements for the Board meetings.	
	A Reeves re-joined the meeting	
7.	Any Other Business	
7.1	C Train thanked the Board for its assistance and support during his tenure as Interim Chair. On behalf of the Executive and the Board, D Peattie thanked C Train for his considerable contribution as Interim Chair and looked forward to C Train’s continuing role in the group as Sellafield Board Chair. A Reeves reiterated DESNZ’s strong appreciation for C Train stepping up and acting as Interim Chair since September 2023.	
7.2	There being no further business, the Chair closed the meeting.	