



Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 19 March 2024
at Caxton House, Tothill Street, London SW1H 9NA and via TEAMS

PRESENT:	Chris Train	Interim Chair of the Board (“Chair”)	
	David Peattie	Group Chief Executive Officer (“CEO”)	
	Kate Bowyer	Group Chief Financial Officer (“CFO”)	
	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	
	s40	Executive Assistant to CEO	
	Euan Hutton	Interim Sellafield CEO	<i>[Part only – via Teams]</i>
	s40	Head of Programme Spent Fuel Services	<i>[Part only – via Teams]</i>
	s40	AGROP Programme Manager	<i>[Part only – via Teams]</i>
	Roddy Miller	Nuclear Operations Director Sellafield	<i>[Part only – via Teams]</i>
	s40	Programme Manager Sellafield	<i>[Part only – via Teams]</i>
	s40	Executive Programme Manager Sellafield	<i>[Part only – via Teams]</i>
	s40	Head of Sanction	<i>[Part only – via Teams]</i>
	s40	Head of Business Planning	<i>[Part only – via Teams]</i>
	s40	NDA Group Performance Assurance Director	<i>[Part only – via Teams]</i>
	s40	Lead Business Case Writer	<i>[Part only – via Teams]</i>
	Clive Nixon	Group Chief Nuclear Strategy Officer	<i>[Part only – via Teams]</i>
	s40	Chief Strategist SDR	<i>[Part only – via Teams]</i>
	David Vineall	Group Chief People Officer	
	s40	Head of Diversity and Inclusion	<i>[Part only – via Teams]</i>
	s40	Group Reward Manager	
	s40	Group Head of Leadership, Skills and Talent	<i>[Part only – via Teams]</i>
	s40	Risk Director	<i>[Part only – via Teams]</i>
	Clive Maxwell	Second Permanent Secretary for DESNZ	<i>[Part only – via Teams]</i>
APOLOGIES:	Janet Ashdown	Non-Executive Board Member and SID	
	Paul Vallance	Director of Communications and Stakeholder Relations	

Agenda Item		Action Owner
1.	Safety Moment	
1.1	D Peattie shared his experience of recently witnessing an individual slip on a wet floor at a train station. The Board discussed how such circumstances can easily lead to significant injuries; the need to take a ‘back to basics’ approach in such situations; and conduct personal risk assessments.	
2.	Meeting Administration	
2.1	Welcome and Apologies	
2.1.1	C Train reported that an external candidate had been selected following the conclusion of the recruitment process for the role of NDA Board Chair. C Train shared details of the successful candidate and noted his appreciation for the support of the Board whilst he had acted as Interim Chair. The CEO and other Board Members expressed their equal appreciation for the time C Train had acted as Interim Chair and commended his leadership.	



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2.1.2	It was noted that due to the rearrangement of the current meeting, J Ashdown was unable to attend due to a prior commitment. P Vallance could not join the meeting as he was required in meetings as a Sellafield board member.	
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 Board Meetings	
2.3.1	The Board considered and RESOLVED TO APPROVE the minutes of the meeting held on 17 January 2024, subject to the following amendments: (i) The reassignment of the delegation recorded at minute 4.2.4 to the NDA Head of Commercial, to the Group Chief Commercial and Business Development Officer. The Chair explained that the intention had been for the delegation to be given to the Group Chief Commercial and Business Development Officer, but the paper presented to the Board in January did not reflect this. (ii) It being made clear at minute 9.2.1 that the Sellafield Chair and Senior Independent Director's opportunity to supply information to auditors for consideration with relation to 'Part 1' of the Reward Governance Report was at the NDA's discretion.	
2.3.2	The Board considered and RESOLVED TO APPROVE the minutes of the meeting held on 7 February 2024, subject to the following amendments: (i) The insertion at minute 6.1.1(iv) of A Cumming's new role title. (ii) The phrase 'so called' be removed from minute 6.1.4.	
2.4	Decision Log	
2.4.1	The Board noted the decisions made by the Board at and since its meeting on 17 January 2024.	
2.5	Action Update	
2.5.1	The Board considered the actions arising from previous meetings and: (i) Noted the assistance M Shaw and s40 would be providing to the team producing the updated AGR Transfer Programme Decisions Calendar pursuant to action 1799. (ii) Discussed the update on the current arrangements in relation to drug and alcohol testing at each of the OpCos. The Board requested the introduction of group-wide policy that staff not be charged for drug and alcohol testing and that consideration be given to how staff that had previously paid for such testing could be reimbursed. D Peattie undertook to take this forward with the GLT, and it was agreed that action 1939 could be closed. (iii) Noted the Remuneration Committee's ("RemCo") feedback on the paper produced pursuant to action 1955 on the group wide processes in place around target monitoring, assurance, audit, and the determination of incentive outcomes. Action 1955 could be closed. (iv) Discussed the update provided on the commercial capability of employees involved in contract review and management. D Peattie acknowledged the high turnover level in the Commercial team and the capacity and capability concerns that existed, and provided assurance that this was under review. It was agreed that action 1958 could be closed. (v) Considered the response to its enquiry of whether the NDA had a PCG from s43 FOIA	

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	remain open to allow this further investigation. (vi) Requested that the reference in action 1962 to a “controlling mind” for the 2023/24 Annual Report and Accounts be changed to “single point of accountability”. Action 1962 could be closed. (vii) Noted the RemCo’s feedback on the potential 2024/25 GKTs that could be used for incentivisation purposes. Action 1971 could be closed. (viii) Agreed that actions 1953, 1954, 1957, 1964, 1965 and 1972 be closed.	
2.5.2	The Board considered the actions on the Confidential Action Tracking Register and: (i) Agreed that actions 1 – 4 could be closed. (ii) Action 5 be merged with action 1963 on the main action tracker as they related to the same request i.e., for the Board to have sight of the induction programme for new board members. Action 5 would be closed.	
3.	Reports/Updates	
3.1	Chair’s Observations	
3.1.1	C Train updated the Board on his attendance at the NDA group Programme and Project Management Community Event and the Health & Wellbeing Conference both of which had been well attended with enthusiastic contributions from participants. The Board discussed the Interim Chair’s observations on his recent interactions with HMG, and how such interactions may be impacted by the pending election.	
3.2	CEO’s Update	
3.2.1	D Peattie briefed the Board on several matters: (i) His attendance at and the outcomes from the Waste Management Symposia in Phoenix. (ii) ONR’s intention to prosecute Sellafield under the Nuclear Industries Security Regulations 2003. M Shaw would keep the Board updated on how Sellafield proposed to manage the prosecution. (i) His invitation to the heads of the three control functions (Ethics and Compliance, Risk and Audit) to be co-opted on to the Executive Leadership Team. It was noted that each understood the terms of the co-option and were very positive in response to their selection.	
3.3	CFO’s Update	
3.3.1	The Board noted the CFO’s update and K Bowyer provided more detail on several points: (i) The agreement reached with DESNZ, having completed the P10 portfolio conversations, for the group to work to a higher TDEL for 2023/24. The update to the forecast reflected income risks, primarily lower inflation. (ii) Engagement ongoing with DESNZ about NDA’s delegations. This was taking slightly longer than expected as there was a need to ensure clarity on several points. (iii) The updates made to the NDA Business Plan 2024-27 following consultation and the path to publication. (iv) The appointment of PwC to lead the external review of efficiency as part of the second stage of the Public Bodies Review into the NDA.	
3.3.2	The Board noted that the reference to KODMs in the Financial and Operational Performance Analysis did not look as positive as would be anticipated and questioned the reasons for this. A Cumming explained how the KODMs were used by the OpCos and in response to the Board’s request for greater understanding, agreed to provide a demonstration of the ‘golden thread’ linking performance targets across the group (including KODMs) to the Mission.	A Cumming
3.4	Group Chief Assurance & Performance Officer Update	



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3.4.1	The Board noted the update on matters related to the Assurance and Performance Directorate. A Cumming drew the Board's attention to the following points alongside several operational highlights: (i) The outcomes from the recent meeting of Health & Safety officers and site representatives across the group. A paper was to be prepared for the Group Leadership Team on the key actions identified from the discussions. The intention would be to focus on three to four core actions that could be taken forward across the group. A Cumming would share the report with Board once finalised. <i>[This has been added to the agenda for the 15 May 2024 meeting.]</i> (iii) SEPA's upcoming roundtable event, at which the NDA would be in attendance. The event was to address the challenge of SEPA's limited resources and was seen as a good opportunity for the NDA to liaise and build relationships. (iv) The completion, since the publication of the report, of assurance of the Group Key Targets and Other Key Targets for FY2024/25.	
3.4.2	The Board discussed the recent uptick in safety incidents and enquired how the OpCos were responding to this. It was suggested that a good way to achieve this insight would be by inviting one of the OpCo CEOs to a future meeting. The Board requested that R Fletcher be invited to an upcoming HSSE Committee meeting.	M Shaw
4.	Main Board Topics	
4.1	Programmes & Projects Committee Report	
4.1.1	The Board noted the summary of the key matters discussed and decisions taken by the Programmes & Projects Committee ("P&PCo") at its meeting on 27 February and C Train shared his further reflections from the meeting. It was noted that the P&PCo had resolved to endorse the Strategic Outline Cases at agenda items 4.2 and 4.3. However, P&PCo had raised with the respective project teams that their papers were below par, with relatively straightforward circumstances presented in an overly complicated way. P&PCo had advised the authors to work with colleagues in the NDA to write their papers more efficiently, and in line with HMG's expectations. The Board discussed the questions it wished to ask the project teams. C Train confirmed as regards the Advanced Gas Reactor (AGR) Replacement Cooling System Project SOC, that it had been checked early in the process and discussed at the Group Investment Committee (GIC), that Sellafield had sufficient electrical safety capability as required by the SOC. C Train also confirmed that whilst other options had been explored, the proposal put forward in the SOC was considered the most viable, and acceptable to the ONR. The paper had just not covered this.	
	<i>E Hutton, s40, and R Miller joined the meeting</i>	
4.2	AGR Replacement Cooling System Project Strategic Outline Case	
4.2.1	The Sellafield team outlined the requirement for the Replacement Cooling System Project (RCSP) and responded to the Board's questions on: (i) Whether the planned delivery of the RCSP by November 2023 could impact the delivery of EDFe fuel receipts, and how this interdependency would be managed. (ii) The precision of the range for the overall lifetime cost of project delivery for the RCSP, and the dependencies that would determine the final cost. (iii) The outcome of NDA Keyholder Assurance activity, which was marked as "TBC" in the business case.	



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4.2.2	Being satisfied with the responses received from the Sellafield team, the Board RESOLVED TO APPROVE the AGR Replacement Cooling System Project SOC. It was agreed that when s40 joined the meeting, confirmation would be sought as to whether any further governance, i.e., onwards transmission to HMG, was required.	
	s40, and R Miller left and s40 and s40 joined the meeting	
4.3	Product Zone Power Supply Project SOC	
4.3.1	The Sellafield team outlined the requirement for the Product Zone Power Supply Project (PZPSP) and responded to the Board's request for assurance, taking into account the learnings from the EDNUP and CNC projects, that PZPSP had been adequately costed and the key risks, e.g., ground conditions, had been identified and addressed. The Board noted how the drawing out in the paper that the forward strategy of the Sellafield electrical network, including the End State Network, would be presented in due course, could cause confusion, and make an external reader question why the PZPSP was being pursued. The team accepted that whilst this terminology was readily understood internally, it should be revisited for an external audience, to demonstrate the connection between various programmes and the PZPSP, and dependencies thereon.	
4.3.2	Being satisfied with the responses received from the Sellafield team, the Board RESOLVED TO APPROVE the Product Zone Power Supply Project SOC.	
	E Hutton, s40 left, and s40 joined the meeting	
4.4	Sanction Forward Plan	
4.4.1	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 updated the Board on changes made to the timing of planned submissions after the papers for the meeting had been published. The Project Javelin OBC, originally intended to be presented to the Board in May, had been moved out to September. It was noted that more work was needed on the business case; the associated assurance; to get OpCo buy-in; and to respond to HMG's requests on the value add of moving from multiple to a single provider. As this was the first time the NDA would be running a large project for the group, which currently utilised varying approaches, the Board requested to hear from Commercial on whether it had the capabilities and skills to deliver the project, and whether there might be a need to second people across the group etc. The Board requested that the time dedicated to Project Javelin on its May agenda be retained for this purpose. <i>[This time has been retained on the 15 May 2024 Board agenda.]</i>	
4.4.2	In response to the Board's enquiry earlier in the meeting, s40 confirmed that no further governance was required following the approvals given by the Board in relation to the AGR Replacement Cooling System Project SOC and Product Zone Power Supply Project SOC. <i>[M Shaw provided this confirmation to E Hutton after the meeting.]</i>	
	s40 left and s40 the meeting	
4.5	Update on Group Key Targets and Group Operating Plan	
4.5.1	The Board noted the update on progress in the determination of Group Key Targets (GKTs). K Bowyer explained why Business Planning had deferred seeking the Board's approval to the GKTs for 2024/25 from the current meeting to the Board meeting in April. The primary reason was that although the position on the necessary assurance work had advanced significantly since the papers for the meeting were published, some remained outstanding. The Board noted the most recent position in respect of each OpCo and shared its view on how some targets may need to be constructed, e.g., to take account of external dependencies, a case in point being the AGR dismantling related target, the wording for which now catered for this.	
4.5.2	The Board noted that in respect of NRS, in most cases the final outcome of the assurance was anticipated to be amber. The Board explored the reasons for this and what could be done to assist in NRS if this position materialised. The Executive acknowledged that there	



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	needed to be consistency across the OpCos’ targets and the associated levels of stretch, and that the GLT should be driving the process forward together.	
4.5.3	E Dickey referred to the RemCo’s review at its meeting on 6 March of the potential 2024/25 GKTs that could be used for incentivisation purposes. It was noted that the RemCo had requested that when the GKTs for 2024/25 were presented to the Board for approval, that if a proposed GKT flowed from a GKT set in a previous year, the outturn from the previous year be provided along with an explanation of where the target was being reset.	
4.5.4	The Board confirmed that action 1960 could be closed.	
	s40 left the meeting	
4.6	NDA Framework Document 2024	
4.6.1	The Board noted the update on the production of the final draft of the NDA Framework Document provided by UKGI for its review. The final draft had been circulated to the Board by email prior to the meeting and included in the meeting pack for the meeting. M Shaw highlighted that the request of the Board was that it note the final draft; that it was not UKGI’s intention to negotiate on the document. However, there remained scope, albeit limited, to provide feedback where the Board did not necessarily agree certain content.	
4.6.2	The Board discussed the draft and focused in particular on the section “Staff: Pay and conditions of service”. There was concern that this section could lock the NDA into the Pay Remit when it was understood that DESNZ was supportive of the business case the group had submitted to come out of this. This could have negative consequences for resources in a market where skills and talent were short, and there was a significant need to sufficient SQUEP qualified resource. The Board discussed the options available to it, including to try and amend the wording or defer execution of the document on the basis it softened a position on which a determination from DESNZ was pending. The Board also expressed concern that as drafted the Framework Agreement only referred to existing quotas and exemptions the NDA operated under and that there would likely be future decisions in this area. It was agreed that M Shaw would amend the draft in response to the Board’s feedback. The amendments would be discussed with the HR team, as requested by the Board, and then shared with the Board. Agreement of the final draft by UKGI would then be sought and the document returned to the Board for formal consideration.	M Shaw
	s40 joined the meeting	
4.7	Sanctions and Assurance Beacon	
4.7.1	The Board noted the summary of the key changes and outcomes introduced by the Sanctions and Assurance (S&A) Beacon project.	
4.7.2	The Board noted the improvements and changes highlighted within the paper related to Assurance Workstreams 1, 2, 3, 4, 5, 6, and 7. s40 reported that work to support assurance related Beacon activities by 31 March 2024 was complete and that the associated deliverables had been approved or noted by the NDA Audit, Risk and Assurance Committee (ARAC) (as required by the GKT14 definitions) in advance of presentation to the Board meeting.	
4.7.3	s40 explained that the changes proposed to sanction under the S&A Beacon project, combined with the initiatives in the Sanction Improvement Plan 2024/25, would deliver sanction submissions that were more focused on decision critical information. The Board noted the contribution that Sanction workstreams 5, 8, 9 and 10 would make to increasing NDA group efficiency and effectiveness by delivering time savings for both governance committee members and staff, and enhanced decision-making confidence. It was noted that Workstream 8, 9 and 10 proposals were endorsed by the NDA ARAC on 6 March 2024, conditional on updates which had since been incorporated in the paper	



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	presented to the Board. A NDA Group Sanction Improvement Plan FY2024/25 had been jointly developed with Operating Companies (Workstream 5). It was noted that following review, the ARAC had requested that a stronger emphasis be placed on improving business case quality across the group. This requested had also been incorporated into the submission to the Board meeting. K Cearns confirmed that the ARAC was comfortable with the changes made to the Workstream 5, 8, 9 and 10 proposals in response to its feedback and approval of these Workstream by the Board was supported.	
4.7.4	K Bowyer confirmed to the Board that for GKT 14 to be achieved for incentive purposes, all the workstreams under the S&A Beacon project that required approval had to be approved by 31 March 2024, otherwise the target would be missed. The Board shared its observations on the flaws in the construction of the target and learnings to be taken forward in future years. Considering the papers submitted to the meeting, and the update post the ARAC’s consideration, the Board RESOLVED TO APPROVE the proposals within the paper related to Sanction Workstreams 5, 8, 9 and 10. The Board noted that OpCo specific improvements/changes of the project workstreams were to be approved by the respective OpCo governance forums.	
	s40 left and C Nixon and s40 joined the meeting	
4.8	Decommissioning strategies & End-States	
4.8.1	The Board noted the paper on the recent legislative changes that provided potential opportunities to apply more proportionate arrangements across the NDA’s licensed estate with potential significant benefits to the group’s decommissioning strategies and assumed site end-states and dates. It was noted that paper represented work from a range of subject matter experts across the NDA, NRS and Sellafield. s40 presented the initial findings and plans for further work. The Board noted that further legislation was necessary before changes in approach could be adopted, but preparatory work needed to be taken for that eventually, including the incorporation of proposals into lifetime plans, and bring DESNZ and the regulators on the journey, especially before any public socialisation of proposals. The Board was particularly cognisant of the need for careful public messaging to avoid any negative connotations, e.g., comprises to safety and was assured this was under consideration.	
4.8.2	The Board noted that the team would continue working across the OpCos to support the timely completion of the revised regime as well as helping develop case(s) for change for the group to exploit the new opportunities at the earliest possible opportunity. s40 and s40 would be working closely in this regard, likely focusing on a few initiatives. The work would be picked up in the Billions & Decades work and preparations for Strategy 5. The Board noted the Trawsfynydd, Winfrith and Dounreay case studies that had been prepared to illustrate how the benefits could apply in practice and sought further insight from s40 on the associated costings and risks. The case studies would be added to Board Intelligence. <i>[The case studies were added to Board Intelligence and the Board notified of this via its weekly update on 22 March.]</i>	
	C Nixon and s40 left and D Vineall, s40 joined the meeting	
4.9	Gender Pay Gap Reporting	
4.9.1	The Board noted the year ended 2022/23 gender pay gap data to be published across the group in accordance with legislation by 28 March. In addition to each NDA group company individually submitting its data to the Government portal, it was noted that the NDA would produce a collated report covering all group companies to provide additional narrative around any pay gaps and its continued commitment to address gender balance which supports the narrowing of pay gaps.	
4.9.2	The HR team presented the Gender Pay Gap Information pack to the Board. s40 confirmed that the pay gaps identified did not indicate inequality in pay. In response to the Board’s request, s40 suggested when the group could achieve gender parity. The	



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	Board commended the initiatives in train to address gender balance and acknowledged the differences they were making, particularly the focus on re-skilling and retaining staff, the latter of which was viewed as essential. The Board suggested that whilst there were highly commendable initiatives on entry to the organisation, there was a risk of imbalance developing as employees progressed in the organisation. The Board suggested various areas that could be focused on including supporting female, and male, employees through early years childcare, maintaining work from home flexibilities, and canvassing female employees to establish those initiatives that would have the most impact. It was also suggested that consistently gathering data on exits across the group would provide a rich data source that initiatives could respond to. The Board noted that a gender balance improvement plan existed for each OpCo and suggested that the move to a group model provided the ideal platform for a group wide plan. It was agreed that a gender balance improvement plan for the group be developed and presented to the Board.	s40
	<i>D Vineall, s40 left, and C Maxwell joined the meeting</i>	
4.10	Working Lunch with Second Permanent Secretary for DESNZ	
4.10.1	The Board welcomed the Second Permanent Secretary for DESNZ to the meeting. C Maxwell thanked the Board for inviting him to its meeting and extended his particular thanks to C Train for acting as Interim Chair since the end of August 2023. C Maxwell acknowledged the stability this had allowed the Board and looked forward to C Train’s continued support during the transition to the incoming Chair.	
4.10.2	C Maxwell shared with the Board various observations of the NDA from the perspective of DESNZ, focusing first on the context of his update before outlining several themes. The Board noted the political uncertainty around all activities as the general election was pending; the challenging fiscal position that was not anticipated to ease in the short-term; and the renewed levels of support for nuclear energy and the opportunities this presented. C Maxwell stated that the core role of the NDA remained unchanged, and it was DESNZ’s expectation that the NDA would focus on options for managing risk in the upcoming Spending Review. This was essential to ensure public confidence, particularly in new nuclear initiatives. The Board noted the requirement to focus on skills and the supply chain.	
4.10.3	C Maxwell shared several observations centred around the following themes: • Progress on programmes and projects. DESNZ acknowledged areas of groundbreaking work, but that there were also some projects from which there were clear lessons to be learnt. • NDA’s successful management of several operational and reputational risks, particularly towards the end of 2023. DESNZ encouraged the redress of such matters at pace and to get ahead of them where possible, with workforce interaction as necessary. • Acknowledgement of the work ongoing around the structure and governance of the group and anticipation that this could assist with some of the recent concerns that had arisen. • Work ongoing with HMG and the Department that was intended to improve the efficiency of the NDA’s interactions with officials.	
4.10.4	The Board responded to the points raised by C Maxwell and took the opportunity to discuss, make observations, and raise questions, on several areas, including: • Its appreciation for the good working relationship the NDA had with the Department that was both supportive and challenging. • NDA’s business case to operate outside of the Pay Remit. • Areas of particular concern to the Second Permanent Secretary. • DESNZ’s views on the quality of the sanction submissions it receives, noting the work under the S&A Beacon to make improvements in this area.	



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	- The potential for HMG to ask the NDA to do more in the current geopolitical climate. - DESNZ's appetite towards the potential opportunities afforded by recent legislative changes to apply more proportionate arrangements across the NDA's licensed estate. - DESNZ's expectations around sustainability and the journey towards Net Zero.	
4.10.5	The Board thanked C Maxwell for his attendance. The Board suggested that a regular cadence of attendance at meetings by the Second Permanent Secretary for DESNZ and the Director General, Net Zero, Nuclear and International at DESNZ be established. It was noted that the Director General, Net Zero, Nuclear and International at DESNZ was due to attend the Board's meeting in September.	
	<i>C Maxwell left and D Vineall, §40 joined the meeting</i>	
4.11	Group Strategic Risk 003 Deep Dive	
4.11.1	D Vineall and §40 presented the annual deep dive on Group Strategic Risk (GSR) 003 looking at the current capability and capacity risk landscape across the NDA and the OpCos, demonstrating progress to date, including work undertaken with the Risk team to strengthen and develop the approach to GSR003 analysis and reporting; mitigations implemented; and proposed actions.	
4.11.2	The Board acknowledged that a low-risk rating would not be achieved in the short to medium term, but commended the work undertaken with the Risk team to help provide a more granular view and understanding of how the risk manifested itself, where it currently sat against appetite, and the areas requiring focus. Acknowledging the funding challenge, but that this was also vital area of focus, the Board questioned whether more investment was required in risk systems and technology to support this trajectory. D Vineall agreed that such investment was required. It was noted that work was ongoing with the Group Chief of Staff & Security Officer's team to identify what would make the biggest impact and that this would be picked up as part of the AI Beacon project. The Board agreed that harnessing the power of the group in addressing the risk was equally important. The Board questioned how strategic workforce planning across the group was anticipated to contribute to the evolution of the organisation, and how this was prioritised so that interventions were made in tailored way. It was noted that more work and resource was required to be dedicated to this, particularly across the OpCos where different approaches were taken, with a focus on the taxonomy of data.	
	<i>D Vineall, §40 left the meeting</i>	
5.	Items to be taken as read with approvals deemed to be given, discussion by exception	
5.1	Committee Reports	
5.1.1	The Board noted the updates from the recent meetings of the: Health, Safety, Security and Environment Committee; Environmental, Social and Governance Committee; Nominations Committee; Audit, Risk & Assurance Committee; and Remuneration Committee.	
5.2	Quarterly Litigation Report	
5.2.1	The Board noted the update on current litigious matters since the update to the Board in November. M Shaw outlined the key points for the Board to be aware of.	
5.3	IRR Update	
5.3.1	The Board considered the update made to the group's IRR DR7 Recommendation in response to the feedback it provided at its meeting in January and RESOLVED TO APPROVE that this be closed. The Board confirmed that action 1961 could be closed.	
5.3.2	The Board considered the work done in respect of the group's IRR to DR16 Phase 2 and RESOLVED TO APPROVE that this be closed.	
5.3.3	The Board considered the work done in respect of the group's IRR to CR12 and questioned whether Row C of the NDA Sanction Governance Overview correctly reflected Sellafeld's	



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	current sanction governance route. The Board RESOLVED TO APPROVE that this be closed subject to this point being clarified.	K Bowyer
6.	Forward Agenda	
6.1	The Board noted the forward agenda planner. M Shaw raised the request for a joint discussion between the NDA and Sellafield remuneration committees to discuss incentive outcomes related to the 2023/24 GKTs to assist Sellafield to deliver SEBs bonus payments in May. The Board Members that sat on the RemCo provided their preferred availability. <i>[After the meeting, this availability was provided to the Head of Reward at Sellafield.]</i>	
	<i>A Cumming and s40 left the meeting</i>	
7.	Other	
7.1	Any Other Business	
7.1.1	There being no further business the Board proceeded to its Board Only Session.	
8.	Board Only Session	
8.1-8.2	These minutes are confidential. Please see Addendum.	