



**Minutes of the Nuclear Decommissioning Authority (“NDA”) Board meeting
held on 18 April 2024 at Caxton House, Tothill Street, London SW1H 9NA
and Teams**

PRESENT:	Chris Train	Interim Chair of the Board	
	David Peattie	Group Chief Executive Officer (“CEO”)	
	Kate Bowyer	Group Chief Financial Officer (“CFO”)	
	Kathryn Cearns	Non-Executive Director	
	Evelyn Dickey	Non-Executive Director	
	Francis Livens	Non-Executive Director	
	Alex Reeves	Non-Executive Director	
APOLOGIES:	Janet Ashdown	Non-Executive Director and SID	
IN ATTENDANCE:	Peter Hill	NDA Board Chair Elect – Observer	
	Matthew Shaw	Group General Counsel and Company Secretary	
	Alan Cumming	Group Chief Assurance and Performance Officer	
	Paul Vallance	Group Chief Corporate Affairs Officer	
	s40	Assistant Company Secretary	
	Lawrie Haynes	NRS Chair - Observer	
	Corhyn Parr	NWS CEO	<i>[Part only]</i>
	s40	NWS Programme Manager	<i>[Part only – via Teams]</i>
		Head of Business Planning	<i>[Part only – via Teams]</i>
	Clive Nixon	Chief Nuclear Strategy Officer	<i>[Part only – via Teams]</i>
	s40	Risk Director	<i>[Part only – via Teams]</i>
	Jonathan Simcock	Sellafield Non-Executive Director	<i>[Part only – via Teams]</i>
	Fiona Rayment	NRS Non-Executive Director	<i>[Part only – via Teams]</i>
	s40	Strategy Programme Manager	<i>[Part only – via Teams]</i>

Agenda Item	Action Owner
1	Welcome and Safety Moment
1.1	C Train opened the meeting and welcomed P Hill and L Haynes. P Hill introduced himself and outlined his background and approach as Chair.
1.2	D Peattie and A Cumming presented the safety moment s40 The Board expressed its sympathies for the family and colleagues of those affected and reflected on the risks involved in riding motorcycles. Following discussion, A Cumming would investigate launching a safety campaign regarding road safety.
2.	Meeting Administration
2.1	Apologies
2.1.1	It was noted that J Ashdown had been unable to attend the rearranged date for this meeting due to a prior commitment and that she had sent her apologies. There were no other apologies for the meeting.
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 considered the minutes of the meeting held on 19 March 2024 and requested some minor amendments. The minutes would be amended and approved offline.
2.4	Decisions Log



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2.4.1	The Board noted the decisions made at its meeting on 19 March 2024. L Haynes noted that the term length of Jenifer Carruthers was planned to be extended to coincide with the appointment of a new Non-Executive Director of NRS in June 2024.	
2.5	Actions Review	
2.5.1	The Board reviewed the log of actions arising from previous meetings and: <ul style="list-style-type: none"> i. Noted that the AGR transfer programme decision planning calendar was expected to be presented to the Board at the meeting in May 2024. ii. Noted the Group Gender Balance improvement plan and following discussion it was noted that work to improve the gender imbalance would improve the gender pay gap in the Group. Retention of women was suggested as a key area for development for the plan. iii. Agreed that action 1941, 1959, 1963, 1973, 1975, 1976 and 1977 be closed. 	
3.	Reports / Updates	
3.1	Chair’s Observations	
3.1.1	C Train reported that the discussions with OpCo Chairs regarding Project Oxford had all concluded and provided feedback on those discussions. The Board reflected on the feedback and noted how in particular how the changes established NDA’s involvement earlier in the OpCo NED appointment process. It was suggested that this meant that the NDA’s views were now considered during the recruitment process, rather than at the end of it, which in turn would make the final NDA Board approval process much smoother. L Haynes suggested that the NDA’s involvement would add value.	
3.1.2	E Dickey suggested that the experiences with executive search firms for appointments should be shared in future Nomination Committee Chairs discussions.	
3.1.3	C Train noted that he had a meeting with the interim ONR Chair had been scheduled for July 2024.	
3.2	CEO’s update	
3.2.1	D Peattie briefed the Board on five matters: <ul style="list-style-type: none"> (i) An Employment Tribunal hearing taking place in Leeds that day which would re-hear cost applications made by NDA and Sellafield against a claimant who had brought an unsuccessful tribunal claim. (ii) A recent Executive Leadership Team meeting which had taken place off site and which included for the first time the heads of each of the control functions in their capacities as new ELT members. (iii) Planned strike action at Dounreay in May 2024 and the status of talks with the trade unions. (iv) The current position regarding the National Audit Office’s review of Sellafield and their upcoming visit to site. (v) The outcome of a Sellafield Remuneration Committee review of the performance outcomes for those Sellafield targets which are also Group Key Targets and the outcome of a joint NDA and Sellafield Remuneration Committee discussion. 	
3.3	CFO’s Update	
3.3.1	K Bowyer outlined the CFO report and highlighted the following details: <ul style="list-style-type: none"> (i) The inflation outturn for the financial year ending in 2024 had been confirmed at 4.3% by HMT, and that there was sufficient headroom in the budget. The outcomes over the financial year were outlined. (ii) The current position on the proposed transfer of Hinton House to the Government Property Agency. 	



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	(iii) The work being undertaken by PwC as part of the second phase of the Public Body Review and the focus of the interviews and document collection exercise.	
3.4	Group Chief Assurance and Performance Officer Update	
3.4.1	<p>The Board noted the Chief Assurance and Performance Officer report. A Cumming outlined the latest position in relation to changes to his directorate and highlighted the following:</p> <p>(i) Work was ongoing to reduce the Group Total Recordable Incident Rate (“TRIR”) and meetings had taken place with safety leaders across the group. A common theme emerging from these discussions is that employees not being in the moment and being easily distracted is a key contributory factor to the recent rise in the TRIR.</p> <p>(ii) A summary of the findings of a report into the causes of the rising TRIR which had been produced and shared with the HSSE Committee and would be shared with the Board.</p> <p>[REDACTED] s24 FOIA</p> <p>(iv) Widespread positive feedback for the Group Health and Wellbeing Conference and a stated ambition to achieve the Mind ‘Gold’ Workplace Wellbeing award.</p> <p>(v) [REDACTED] 12(4)(e) EIR</p>	
4.	Main Board Topics	
4.1	Programme and Projects Committee (“P&PCo”) Report	
4.1.1	The Board noted the P&PCo Report and the key matters discussed at the meeting on 26 March 2024. C Train noted that no decisions were taken at the meeting. The decision by Sellafield to make a strategic pause for the Replacement Analytical Project was noted and the Board discussed the context and rationale for this.	
4.1.2	L Haynes provided a summary of the recent DESNZ PIC meeting concerning the NRS Facilities Management (“FM”) FBC Resubmission. Whilst a 3 year sanction period had been requested the DESNZ PIC only approved a 18 month period in which to complete all internal governance and run a procurement process. The Board discussed the issue and accepted that a revised governance approach was required, however emphasised that the provision of quality information and robust assurance remained a requirement. The Board recognised the opportunity for this to be a pilot case to demonstrate what an expedited governance route for the NRS FM Services framework might look like and requested that a proposal was provided at an appropriate time.	L Haynes
	<i>C Parr joined the meeting.</i>	
4.2	Near Surface Disposal (“NSD”) Tranche 1 OBC	
4.2.1	C Parr noted that the approach for Near Surface Disposal of nuclear waste was being refined ahead of OBC internal governance. NSD offered an opportunity to dispose of certain types of low or intermediate level waste and the business case would focus on surface-level vaults which could store low-level waste. The work to design the programme business case was expected to take two years and would require extensive group collaboration to determine the scope and processes for utilising the vault disposals. Current plans would be for a multi-purpose container to be used for most of the waste streams, however currently used containers could also be reinforced for disposal in the vaults.	
4.2.2	It was confirmed that the suitable locations to store waste in underground siloes would continue to be explored, however developing the proposal for waste storage in vaults	



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	would be prioritised. The vault storage proposal was currently estimated to store around 80,000m ³ of waste which would have otherwise been stored in the GDF.	
4.2.3	The Board emphasised the importance of waste characterisation work for the success of the near surface disposals, and C Parr highlighted that progress was required across the group in that area.	
	s40 joined the meeting.	
4.3	Geological Disposal Facility (“GDF”) Programme re-baseline	
4.3.1	C Parr provided an update on the GDF programme status. There were other operational examples of GDF around the world, and a comparison was offered in which the scale and complexity of the proposal was highlighted.	
4.3.2	The current community engagement and site evaluation phase of the programme was ongoing and, if successful, construction was expected to commence in 2040. C Parr provided an overview of the two communities which had recently withdrawn from the siting process and the reasons for this. The Board considered the strengths, and challenges and political drivers in each of the remaining communities.	
4.3.3	The Board discussed the programme timeline and key risks and potential disruptive events.	
	C Parr and s40 left the meeting.	
4.4	Sanction Forward Plan	
4.4.1	K Bowyer provided an overview of the sanction forward plan. The CNC Operating Unit FBC remained with HMT for consideration and the ASW Contingent Labour OBC and FBC was still under consideration by DESNZ PIC. The sanction inflation relief proposals had not been fully approved by DESNZ, and work was ongoing to identify the projects requiring an imminent sanction uplift.	
	s40 joined the meeting.	
4.5	Group Key Targets (“GKTs”) and update on Group Operating Plan	
4.5.1	K Bowyer outlined the progress made in the design of the GKTs for the financial year ending 31 March 2025 and explained that 15 of the 21 GKTs were proposed for approval following receipt of assurance regarding their design. Of the remaining six proposed GKTs, four had received sufficient assurance since the paper was circulated, and the assurance of two were ongoing.	
4.5.2	The Board discussed the 15 GKTs tabled for approval. s40 explained the extensive work undertaken to design the GKT regarding dismantling of AGR spent fuel, due to the external dependency on receipt of spent fuel from EDF. The Board discussed the GKT and requested that further work was undertaken on the wording of the target. A Cumming praised the rigorous and proactive nature of the design process for the GKTs and provided an update on discussions that had taken place with OpCo leadership.	
4.5.3	s40 explained that the GDF target would not achieve desired assurance levels due to the external dependencies but that it was considered by management and HMG as an essential component of the Group Key Targets and had therefore been retained.	
4.5.4	Following discussion, the Board praised the work done so far and RESOLVED TO APPROVE GKTs 2-4, 7, 8, 11, 13-18, 20 & 21 tabled at the meeting. The remaining seven GKTs would be tabled for approval at the next meeting in May 2024.	
	C Nixon, s40 , J Simcock and F Rayment joined and s40 left the meeting.	
4.6	GSR009 Deep Dive	
4.6.1	C Nixon explained that GSR009 was established following the Fukushima nuclear accident in 2011, to consider the impact of an external nuclear incident on stakeholder acceptance of the NDA Group’s activities. The risk had since been developed to cover the operational impact of an external nuclear event, including the potential requirement to reassign key personnel from their NDA work to support in the aftermath of such an event.	



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4.6.2	Following review, an overlap with GSR009 and other GSRs was identified, and this was outlined to the Board. [s40] noted that the external nature of GSR009 meant that the ability to mitigate was limited. Emergency resource planning was mature and stakeholder relations work would be ongoing in perpetuity. F Rayment explained that the expectations of NDA’s role in such an event related to expertise, monitoring and reputation maintenance.	
4.6.3	The Board discussed the impact on the mission of an external event and noted that public trust and mission delivery pace would likely decrease, and that regulation would likely be increased. The importance of the relationships with HMG were emphasised to ensure that the expertise within the group could be called upon with optimal efficiency in an emergency and it was agreed that the NDA would support the response to any event as far as practicable.	
4.6.4	Following further discussion, the Board agreed that key areas of risk management relating to GSR009 were covered by other GSRs and the Board RESOLVED TO APPROVE the retirement of GSR009 as a Group Strategic Risk.	
	[s40], J Simcock, F Rayment left and [s40] joined the meeting.	
4.7	Billions & Decades	
4.7.1	C Nixon outlined the paper which provided a shortlist of strategic interventions following the Board workshop in January 2024. The interventions would be applied proportionately and would require strategic prioritisation. The optimisation of waste management would be a crucial component to accelerating mission progress. The revised approach would be action-oriented portfolio approach which would require strong consistent collaboration and planning across the group. The action plans would be shared with the Board once developed. C Nixon confirmed work would be undertaken to estimate the time and cost saving within each workstream. The paper had been shared with DESNZ and had received positive feedback.	C Nixon
4.7.2	The Board discussed the strategic priorities and approach and provided feedback on the scope of the paper and areas for focus to provide future efficiencies. It was suggested that robust assurance would be required for communicating the expected efficiencies with stakeholders. The Board noted the updated and agreed upon the importance of the work.	
	[s40] and C Nixon left the meeting.	
5.	Non-OpCo Subsidiaries Update	
5.1	The Board noted the update on the NDA subsidiaries which were not Operating Companies, and the additional level of detail on the nature and performance of each entity. The Board requested a proposal for the scope of the further review of the ‘Non-OpCo subsidiaries’ to be developed for approval.	M Shaw
6.	Forward Agenda	
6.1	The Board noted the forward agenda and discussed future arrangements for the Board meetings. It was noted that a new ‘All Boards’ event for NDA and the OpCos was being planned for before the end of the financial year.	
7.	Any Other Business	
7.1	The revised Framework Document was tabled for approval. The Board discussed its previous concerns with the document relating to the sections on the application of pay controls to the NDA Group, the assurances provided by HM Treasury, the nature of the discussions to date and concluded that it was content to accept the document as drafted with the benefit of the assurances provided.	
8.	Observers’ Reflections	
8.1	L Haynes provided his reflections on the meeting and praised the open nature of the Board discussions, the relevance of safety moment and the strong focus throughout the meeting on nuclear decommissioning and strategic matters. He provided his view on the number	



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	of group strategic risks which the Board is being asked to consider and provided his observations on a number of matters relating to the Sellafield Board in advance of his appointment as the Interim Chair of that Board.	
8.2	C Train also invited P Hill to provide his observations on the meeting and he reflected on the open and transparent nature of the Board discussions, the importance of having OpCo Chairs in the Board room and the dynamics during the meeting, which contained an appropriate balance of support and challenge to the Executive. He also referenced the importance of some of the more strategic matters the Board discussed, in particular the Billions and Decades discussion was praised for its contribution and strategic focus.	
9.	Any Other Business	
9.1	There being no further business, the Chair closed the meeting at 14:29.	