



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 27 March 2025 at The Clermont Victoria,
101 Buckingham Palace Road, London, SW1W OSJ, and TEAMS**

1.3.1	The Chair outlined the agenda and highlighted the items that required particular attention and discussion by the Board, most significantly the Spending Review and proposed governance and assurance around key siting decisions relating to the NWS GDF Programme.	
2.	Safety	
2.1	Safety moment	
2.1.1	D Peattie shared an NRS video on psychological safety that had been well received at the Ethics Ambassador event in February 2025. A Cumming highlighted a noticeable improvement in psychological safety at Sellafield. The Board enquired as to the training provided to managers across the group on creating the right culture at work and noted that this was part of the Leadership Academy.	
	<i>A Reeves joined the meeting</i>	
2.1.2	A Cumming referenced the paper included in the Reading Pack on Asset Management and Degradation, emphasising the need for vigilance to the associated risk particularly considering the Spending Review. The Board discussed the need to address historical under-investment in ageing assets. A Cumming shared a presentation on the discovery in 2002 of a void in the reactor vessel head at the Davis-Besse nuclear power plant in Ohio. The presentation would be circulated to the Board offline. F Livens reported that the recent HSSSE Chairs meeting had similarly focused on reflections and learnings from the Texas City refinery explosion in 2005.	
2.2	Latest statistics, trends, incidents and near misses	
	s40 joined the meeting	
2.2.1	The Board noted the update on the P10 and P11 safety and environment statistics and trends, significant events, and near misses.	
2.2.2	s40 presented the key messages from the update and outlined his areas of focus during his first month as NDA Health, Safety & Environment Director. The Board focused on the finding of sub-standard radiological protection practices and behaviours at the Drum Filing Plant at Sellafield and noted that F Livens would be exploring this further with the Health, Safety & Environment Director.	
	<i>[At the Board meeting on 22 May 2025, it was reported that F Livens and s40 had conducted a deep dive into the radiological practices and behaviours at the Drum Filing Plant at Sellafield. The Board noted that there was clarity on the required actions and that these were being worked through.]</i>	
2.2.3	The Board noted the concern within NDA and amongst the regulators over the group’s capability and capacity to discharge its environmental commitments due to an acute lack of SQEP resource. A Cumming outlined how the NDA was responding to the challenge, which was an industry wide problem, and the regulators view of the steps being taken.	
2.2.4	The Board focused on the Environment Agency’s concerns around capping progress at LLWR and its preparation to issue permit improvement conditions aligned to a P0 programme and a Warning Letter. A Cumming explained that this was a historical matter and described the progress being made. The Chair requested that a paper be provided to the next meeting with more information on the Environment Agency’s concern, specifically: what the issue was and the history behind it, the current position, and the proposed way forward and timeline for resolution.	A Cumming
2.2.5	The Board sought assurance that NDA’s reactions to the type of matters highlighted in the report were appropriately responded to by the OpCos. The Board noted the impact of the recently created NDA Health, Safety & Environment Director role combined with that of the Group Chief Assurance and Performance Officer, the responsiveness of the OpCos to being held to account by the Accounting Officer, and the seriousness with which it could be attested the OpCo Boards took their health and safety responsibilities.	
3.	Administration	
3.1	Minutes of previous meeting	
3.1.1	The Board RESOLVED TO APPROVE:	



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	(i) The minutes of the meeting held on 30 January 2025 subject to two minor amendments; and (ii) The minutes of the meeting on 6 March 2025 with no amendments.	
3.2.	Decision Log	
3.2.1	The Board noted the Decision Log.	
3.3	Actions Review	
3.3.1	The Board considered the actions arising from previous meetings and: (i) Noted that the Chair had reviewed a further draft of the document setting out a proposed revision to the reporting line of the OpCo Chairs and how practically their reporting obligations are to be discharged. A final draft would be circulated to the Board following which Action 2026 would be complete. (ii) Agreed that C Middlehurst and B Whittard be invited to a Board meeting later in the year when they were settled into their roles as joint Interim NTS CEOs. Action 2075 could be closed. (iii) Agreed to close the remaining actions which were complete.	
4.	Reports/Updates	
4.1	CEO’s Report	
4.1.1	The Board noted the Report from the CEO and D Peattie highlighted the key matters for the Board to be aware of, including those that had arisen post circulation of the report: <ul style="list-style-type: none"> • The Group Total Recordable Incident Rate (TRIR) had improved over the period from 0.33 to 0.30 but pressure would remain on reducing the number of events. • The latest position on the FY2024/25 Group Key Targets (GKTs). • Emerging findings from the 2025 NDA employee engagement survey. A further update would be provided to the Board in due course. • A successful annual Waste Management Symposia in Phoenix, Arizona. • Planned engagement with key stakeholders to discuss further actions to realise closer alignment with the NDA and Cumbrian Local Authorities. • The request made of the Risk Director to develop a further Group Strategic Risk (GSR) around Industrial Relations. Although action had been taken recently to reduce the number of GSRs to ten, this was considered a necessary response to the Spending Review which would require a significant increase to the group’s efforts and engagement with the Trade Unions. • The second of three planned shipments of vitrified residues enroute to Germany anticipated to complete in early April. The third and final shipment was anticipated to take place in 2026, representing a significant milestone in the conclusion of activity with Germany related to reprocessing after a partnership of over 50 years. 	
4.1.2	The Board discussed the Public Accounts Committee (PAC) on Decommissioning Sellafield held on 20 March 2025 and noted the subsequent correspondence to the PAC Chair and Anna Dixon MP. Further correspondence was planned from the NDA CEO to the PAC Chair to provide the additional information requested at the hearing and to input into the final report. The Group Chief Corporate Affairs Officers would consider whether additional correspondence from the NDA Chair would be beneficial to the resolution of the NDA’s concerns regarding the conduct of the hearing.	
	<i>[Following the meeting, the NDA Chair and CEO met with Lord Hunt, and it was recommended that no further correspondence be entered into at the present time.]</i>	
4.2	CFO’s Report	
4.2.1	The Board noted the Report from the CFO and K Bowyer presented the forecast full year outturn for the group’s financial performance and GKTs.	
4.2.2	The Board considered the five GKTs that had been declared as missed, [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	



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	<p>████████████████████ The Board noted how the OpCos were held to account for their GKTs and discussed the action it should take on missed targets. It was agreed that the letters to be sent by the NDA Chair to the OpCo Chairs cascading points from the ██████████ s36 ██████████ should going forwards include a backwards look at the prior financial year. The backwards look should comment on any missed GKTs and enquire how the trajectory would be remedied for mission delays. For 2025/26, the forwards look should reference the Spending Review impact, including the need to re-baseline promptly so that there was a level to monitor delivery against, reference the creation of the Group Remuneration Committee, and for NRS specifically should reference change.</p>	K Bowyer / M Shaw
4.3	Performance and Project Delivery Report	
4.3.1	The Board noted the Performance and Project Delivery Report and A Cumming provided more detail on the key messages.	
4.3.2	<p>s36 ██████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████</p>	
4.3.3	A Cumming provided his early observations ██████████ s40 ██████████ at NRS Dounreay. The Board noted that there was a significant amount to do to turn the site around but there were early signs of steps in the right direction. The Chair requested that a briefing note be prepared ahead of his visit to Dounreay in May.	A Cumming
4.3.4	The Board noted A Cumming’s reflections on the need for pace on a decision on the future of the GDF. The Chair explained the rationale for removing the wider discussion on the GDF and future of NWS from the current agenda. This would be revisited once S Kybird had completed his initial observations.	
	<i>F Rainford, s40 ██████████ joined the meeting.</i>	
4.4	Senior Information Risk Owner, Cyber & IT Update	
4.4.1	The Board noted the paper on the current strategic, operational and performance status relating to Information Governance, Information Risk Management, Cyber Security, Information Technology and Digital Transformation within the NDA group.	
4.4.2	F Rainford presented the extension to the NDA group digital strategy to include Data and AI. ██████████ s40 ██████████ explained the rationale for the extension, its development by key personnel across the group, planned ownership going forwards, and alignment with Government’s future approach, including the recently launched AI opportunities action plan. The strategy had been reviewed, discussed and approved by GLT and would be rolled out from April 2025, subject to NDA Board approval. The Board considered the activities that would be launched upon approval of the extended strategy and intention for delivery in accordance with the principles of Functional Excellence. The Board RESOLVED TO APPROVE the Digital, Data and AI strategy.	
4.4.3	<p>The Board noted that NDA’s risk from cyber threats was still rated as ‘medium-high’, ██████████ ████████████████████ s24 ██████████ ██████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████ ████████████████████</p>	



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5.2.3	<p>The Board noted the NDA Board’s involvement in the Key Siting Decisions and queried its limited role given that the NDA has the function to deliver geological disposal and is the sole shareholder of NWS. V Bennett explained that the rationale for the process and legal advice which had helped to shape it. V Bennett explained that the NDA’s responsibilities under the Energy Act and as the shareholder of NWS were recognised and considered reflected in the proposed process. The Board was not able to support the process as presented and requested that a revised proposal that reflected the NDA’s statutory functions and role as shareholder of NWS be presented to its next meeting. The Board also requested that the associated legal advice be shared with it.</p>	<p>V Bennett/ s40 M Shaw</p>
	<p>s40 and V Bennett left the meeting</p>	
5.3	<p>Programmes & Projects Committee (P&PCo) Report</p>	
5.3.1	<p>The Board noted the summary of key matters discussed and decisions taken by the P&PCo at its meeting on 25 February 2025. P&PCo had met on 25 March 2025 to consider the case to cancel the Replacement Analytical Project (RAP). The outcome of P&PCo’s consideration would be considered under item 5.4.</p>	
	<p>E Hutton, s40 joined the meeting.</p>	
5.4	<p>Analytical Services Future State Programme (ASFSP) Review</p>	
5.4.1	<p>The Chair highlighted that in addition to the materials provided in advance of the meeting on the case to cancel the RAP, a briefing document had been produced. The latter had been requested by the NDA Chair during P&PCo’s consideration of the proposal at its meeting on 25 March, to provide context to the proposed approach, particularly for the benefit of the newer members of the Board. The Chair noted that the P&PCo Chair, J Ashdown, had experience of RAP since joining the Board and shared reflections he had received from her following the P&PCo meeting. The Chair noted that the Board had also been sighted on correspondence to the NDA CEO from the Department raising concerns regarding the future of Sellafield’s on-site analytical services capability.</p>	
5.4.2	<p>E Hutton explained the case to close RAP and noted that the Sellafield Board were supportive of this. D Peattie summarised that the Board were being asked to support the cancellation of RAP and that as requested by the Department in its letter of 19 March that work be undertaken collaboratively with the Department, the NDA, and other nuclear bodies in the UK, on a future solution for analytical services at Sellafield. P&PCo had endorsed this approach at its meeting on 25 March.</p>	
5.4.3	<p>The Board expressed its support for the activity requested by the Department, particularly to consider lessons learnt, and shared its observations on how the proposed working group, to consist of Sellafield, UKNNL, DESNZ and the NDA, would be most effective. s36</p>	
5.4.4	<p>Following consideration of the materials prepared for the meeting, the recommendation from P&PCo., and the commitment to progress in parallel the items outlined in the letter from the Department, the Board RESOLVED TO ENDORSE:</p> <p>(i) The cancellation of the Replacement Analytical Project (RAP) s43</p>	



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	(iv) [REDACTED]	
5.4.5	The Board recommended that the additional briefing note produced for the meeting be included in the submission to the DESNZ PIC.	
	<i>E Hutton, [REDACTED] A Munro, R Fletcher joined the meeting.</i>	
5.5	AGR Quarterly Report	
5.5.1	The Board noted the quarterly update on AGR defueling, transition & transfer, and strategic alignment and the additional verbal update provided by the programme team. Although the associated GKT had not been met, it had been a record-breaking year for the shared spent fuel process jointly run with EDF, and the Board congratulated the team.	
5.5.2	The Board explored several areas in detail with the programme team including the recovery of SQEP and duly authorised resource at the AGR dismantler [REDACTED]. In relation to the transfer of Hunterston B and Hinkley Point B, the Board sought more detail on: (i) the status of HMG approvals required for pension and salary sacrifice contributions for transferring EDF employees; (ii) the Board’s expectation to review the IAAP and consider the respective responsibilities of the NDA and NRS prior to its presentation to the Group Advisory Committee; (iii) the steps being taken to address the risk of the NDA taking over contracts from EDF that were not compliant with Public Contracting Regulations; and (iv) progress on the funding arrangements.	
	<i>[REDACTED] A Munro and R Fletcher left the meeting.</i>	
5.6	GSR012 Deep Dive	
5.6.1	The Board noted the information provided in respect of the status of and actions planned to update GSR 012: <i>As a result of NDA assets not performing as required, there is a risk of inability to deliver mission strategic outcomes, resulting in schedule prolongation, increased risk of asset failure and loss of stakeholder confidence.</i> The Board appreciated the quality of the information provided and sought more detail on next steps. A Cumming encouraged the Board to focus on this area when undertaking site visits and highlighted: <ul style="list-style-type: none"> • The benefit of the Sellafield CEO taking over sponsorship of GSR012 • GSR012 would not return to amber in the near term and work was being undertaken to understand the group’s assets • GSR012 was being mitigated with strategic asset management plans for plants and assets • How improvements could be measured • The need to allow the businesses to focus on implementation 	
5.6.2	The Board requested that future updates on GSR012 include more data e.g. number of assets, number of assets with plans in place etc. The key points from the Deep Dive materials would be incorporated into the Spending Review submission.	
5.7	Strategic Workforce Planning Progress	
5.7.1	The Board noted the update on Strategic Workforce Planning progress. D Vineall and [REDACTED] provided further detail on the challenge, now increased due to the Spending Review, NDA’s response, progress made, and the future plan.	
5.7.2	The Board questioned whether the work planned to move the current classification of workforce planning capability across the group from Foundation to Intermediate with elements of Advanced, would be complete in time to support the response to the Spending Review challenge. It was noted that whilst the work would lead to benefits in the longer term, it would still be of assistance in response to the Spending Review. Other areas of ongoing work would also be beneficial. The Board emphasised the need for the requisite	



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	data from across the group to support workforce planning and discussed how this could be achieved.	
5.7.3	The Board confirmed its support for the actions and next steps outlined in the paper.	
5.8	NDA Group Remuneration Committee Proposal	
5.8.1	H Kemp provided an update on progress to establish a Group Remuneration Committee (Group RemCo). The Board noted the “house” legal advice produced in response to the challenges raised at the recent RemCo Chairs meeting. H Kemp reported that at its meeting the previous day, the NDA Remuneration Committee had resolved to endorse the approach outlined in the paper to the configuration and implementation of the Group RemCo. There remained a significant amount of stakeholder engagement required to progress the formation of the Group RemCo. The NDA Remuneration Committee Chair, Sellafield Chair, Sellafield Remuneration Committee Chair and key HR, Reward and Legal personnel from NDA and Sellafield would shortly meet for this purpose and to consider the Group RemCo Terms of Reference. The Board RESOLVED TO APPROVE the proposed approach to the configuration and implementation by direction of the Group RemCo as outlined in the paper. The Board discussed how the direction would be approached.	
5.9	Schedule of Matters Reserved for the Board	
5.9.1	The Board RESOLVED TO APPROVE minor amendments to the Schedule of Matters Reserved for the Board to reflect the merger of the HSSE Committee with the ESG Committee to form the Health, Safety, Security, Sustainability and Environment (HSSSE) Committee from 1 January 2025.	
5.10	Committee Reports	
5.10.1	The Board noted the updates provided by the Chairs of the ARAC, Remuneration and Nominations Committee in respect of the meetings that had taken place over 26-27 March.	
6.	Other	
6.1	Reading pack	
6.1.1	No material comments were received on the items in the Reading Pack. The Board was content with the introduction of the Reading Pack and recently trialled approach of adding items as soon as they were ready for publication.	
6.2	Forward Agenda	
6.2.1	The Board noted the Forward Agenda. A Cumming reported that an update on Research & Development would be provided later in the year and would be added to the Forward Agenda. An opportunity for the Board to meet with staff as part of its visit to Hinton House in May would be arranged.	
6.3	Board Reflections	
6.3.1	The Chair encouraged Board Members to provide any reflections on the meeting either directly to himself or M Shaw.	
6.4	Any Other Business	
6.4.1	The Board discussed the proposed use of Artificial Intelligence (AI) tools to support meeting minuting. The Board was supportive of the Corporate Governance team exploring ways to discharge their role as efficiently and effectively as possible, but had concerns about the use of AI to support the production of minutes, including: <ul style="list-style-type: none"> ○ Experience of meeting transcriptions being inaccurate ○ The potential for meeting transcripts to be made available e.g., pursuant to a Freedom of Information request ○ Scepticism that a file could ever truly be deleted and therefore the potential for meeting transcripts to be accessed as part of a hack ○ In the event of a transcript being shared, inaccuracies in the transcript being relied upon/utilised. ○ Impact on open and frank discussions at meetings. 	



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6.4.2	The Board agreed to a reduced trial of the proposed AI tools at the ARAC meeting on 12 June. The Board requested a summary of the Freedom of Information exemptions that may be applicable to an information request for a meeting transcript and how they might be applied.	M Shaw
6.4.3	The Chair outlined his initial thoughts on reconfiguring the current governance structure and the drivers to progress the proposal. The Board and other Executive present were supportive of the high-level principles outlined by the Chair. The Chair requested that any further feedback be provided to himself and M Shaw who would consider next steps.	
6.4.4	There being no further business the Chair closed the meeting.	