



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 22 May 2025 Hinton House, Birchwood Park Avenue,
Risley, Warrington, WA3 6GR / Teams**

PRESENT:	Peter Hill	Chair of the Board (“Chair”)	
	David Peattie	Chief Executive Officer (“CEO”)	
	Kate Bowyer	Chief Financial Officer (“CFO”)	
	Harriet Kemp	Non-Executive Board Member	
	Kathryn Cearns	Non-Executive Board Member	
	Francis Livens	Non-Executive Board Member	
	Alex Reeves	Non-Executive Board Member	
IN ATTENDANCE:	Catriona Schmolke	Non-Executive Board Member Elect	<i>(part only – via Teams)</i>
	Matthew Shaw	Group General Counsel & Company Secretary	
	Alan Cumming	Group Chief Assurance and Performance Officer (“CAPO”)	<i>(part only – via Teams)</i>
	Paul Vallance	Group Chief Corporate Affairs Officer	
	s40	Deputy Company Secretary	
		EA to NDA CEO	
		Health, Safety & Environment Director	<i>(part only – via Teams)</i>
	Frank Rainford	Group Chief of Staff & Security Officer	<i>(part only)</i>
	Euan Hutton	Sellafield CEO	<i>(part only – via Teams)</i>
	Rob Fletcher	NRS CEO	<i>(part only – via Teams)</i>
	Clive Nixon	Chief Nuclear Strategy Officer	<i>(part only)</i>
	s40	Head of Business Planning	<i>(part only – via Teams)</i>
	David Vineall	Group Chief People Officer	<i>(part only)</i>
	Seth Kybird	NTS CEO	<i>(part only – via Teams)</i>
	Vicky Bennett	NWS General Counsel & Company Secretary	<i>(part only – via Teams)</i>
	Andy Munro	Managing Director – AGRs & Paired Sites, NRS	<i>(part only – via Teams)</i>
	s40	Talent Acquisition and EVP Lead	<i>(part only – via Teams)</i>
		Chief Sustainability Officer	<i>(part only – via Teams)</i>
		Editor in Chief Strategy 5	<i>(part only)</i>
	Gordon Frisby	NRS CFO	<i>(part only – via Teams)</i>
	Emma Regan	NRS Commercial Director	<i>(part only – via Teams)</i>
APOLOGIES:	Janet Ashdown	Non-Executive Board Member	

Agenda Item		Action Owner
1	Introduction	
1.1	Welcome and Apologies	
1.1.1	The Chair reported that Catriona Schmolke would join part of the meeting as an observer ahead of her appointment to the Board on 1 June 2025. Neil Bruce had also been invited to observe the meeting but was unable to due to a prior commitment.	
1.1.2	Apologies for absence were received from J Ashdown who had another commitment arranged prior to her extension as an NDA Board member to 31 May 2025.	
1.2	Conflicts of Interest	
1.2.1	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.	
1.3	Chair’s Observations and Meeting Objectives	
1.3.1	The Chair outlined the agenda and highlighted the items that required particular attention and discussion by the Board, most significantly the proposed governance changes raised at the last meeting and the revised governance and assurance process for key siting decisions related to the GDF Programme. The Chair was also keen for the Board to gain insight into the recent AOR, QSM and QGM meetings.	
	s40 joined the meeting.	



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2.	Safety	
2.1	Safety moment	
2.1.1	D Peattie and A Cumming tabled the UK Motorcycle Fact Sheet [REDACTED] s40 [REDACTED] [REDACTED] [REDACTED] [REDACTED] The Board suggested that the Executive investigate lessons learnt or practices adopted by other large industrial sites on motorcycle safety.	
2.2	Health, Safety, Security, Sustainability & Environment Committee Report	
2.2.1	The Board noted the summary of key matters discussed and decisions taken by the Health, Safety, Security, Sustainability & Environment Committee (HSSSE) at its meeting on 1 May 2025. F Livens provided additional narrative on the key points for the Board to be aware of.	
2.2.2	The Chair acknowledged the focus and progress on the MSSS Leak Programme but sought clarity on the targeted outcome and timeframe to completion. It was noted that the Programme was solution focused, and that the HSSSE Committee had improved confidence in the related works. D Peattie and F Livens shared their observations on the timeframe to completion.	
2.2.3	The Chair highlighted the ONR’s focus, following its Themed Inspection on Climate Change on evidence that the Board was assessing the group’s approach to climate change hazard mitigation and that it would support the implementation of good practice and appropriate arrangements across the group so that it could adapt to future issues caused by climate change. It was noted that the ONR recognised the associated challenge posed by the group’s requirement to maintain ageing assets. The Board would return to look in detail at climate change and adverse weather hazards on sites and what was being done to mitigate these risks.	
2.3	Latest statistics, trends, incidents, near misses and health & wellbeing	
2.3.1	The Board noted the update on the P10 – P12 health, safety, wellbeing and environment statistics and trends, significant events, and near misses.	
2.3.2	s40 [REDACTED] presented the key messages from the update and provided an overview of his response, supported by a recent deep dive with F Livens, to the finding of sub-standard radiological protection practices and behaviours at the Drum Filling Plant at Sellafield. The Board noted the learning points that were emerging and being disseminated.	
2.3.3	The Board noted the soft launch of revised leading and lagging safety metrics and questioned whether they would be incorporated into the targets under the Short-Term Incentive Plan (STIP). The Executive explained that metrics were not yet ready to be incorporated within the STIP; the initial aim was to ensure focus on the targets and the closure of associated actions. This position would be revisited for the 2026/27 STIP.	
2.3.4	The Board highlighted that the significant near miss trend for the group between P6 and P12 2024/25 appeared high. s40 [REDACTED] provided further context on the themes underlying the incidents and assured the Board of the seriousness with which they were being responded to.	
	<i>E Hutton joined the meeting.</i>	
2.4	Sellafield Safety and Security Performance	
2.4.1	The Board noted the update on the progress and actions taken in response to ONR’s June 2023 letter to D Peattie on the NDA’s role relating to Sellafield’s safety and security performance. D Peattie and E Hutton reported on the marked progress since receipt of the letter and particularly the improvement in Sellafield’s relationship with the ONR.	
2.4.2	s24 [REDACTED] [REDACTED] [REDACTED]	



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	The Board accepted that resource was key to progress and highlighted its concern over anecdotal evidence on the number of days taken to onboard staff at Sellafield. E Hutton assured the Board that the same concerns were recognised by Sellafield and were being addressed. A Sellafield Executive ICT steering group was meeting that week having been tasked to identify and remove barriers to key roles being filled promptly. It was noted that the Sellafield Board and Executive were also focused on the response to the Internal Audit reports. s36	E Hutton
2.4.3	The Board confirmed that future updates on the progress and actions being taken in response to the ONR’s June 2023 letter could be provided as part of standing agenda items; a standalone agenda item and report was no longer required.	
	s40 and E Hutton left the meeting.	
3.	Administration	
3.1	Minutes of previous meeting	
3.1.1	The Board RESOLVED TO APPROVE: (i) The minutes of the meeting held on 27 March 2025 s40 ; the addition of a post meeting note at minute 2.2.2 on the deep dive conducted following the meeting by F Livens and s40 into the radiological practices and behaviours at the Drum Filing Plant at Sellafield; and the correction of some minor typographical errors. (ii) The minutes of the meeting on 6 May 2025 were approved 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) K Bowyer reported that the s40 would draft the letters to the OpCo Chairs cascading the 20252/26 DESNZ NDA Chair’s Letter and would do so in line with action 2088. s40 had also been asked to track performance against the requests made of the NDA Chair by DESNZ. It was noted that an aide memoire would be produced for the NDA Chair summarising the points made in the cascade to the OpCo Chairs. (ii) 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. D Peattie provided an overview of the purpose of the AOR meetings, the approach taken to chairing the meetings, and outlined the topics covered at the AORs over 14 and 15 May. The Chair shared his reflections on the recent AORs and noted that he had found the OpCo CEO reports submitted to the meetings insightful. It was agreed that the OpCo CEO reports would be provided to the Board on a quarterly basis.	s40
4.1.2	s40 s40 The Chair had undertaken to collate and share his observations in July when the new meeting regime had been in operation for at least six months. The Board reflected on the impact on the Executive, and associated cost, of the extensive rounds of meetings and was supportive of a continued push in this regard.	



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4.1.3	D Peattie provided more information on the anniversary event to celebrate 50 years of PNTL and 70 years of Dounreay to be held at Scrabster Harbour, Thurso on 28 July 2025. Invitations to the Board would follow from the CEO’s office.	
4.1.4	D Peattie updated the Board on the [REDACTED] s43 [REDACTED] This was a renewed request having previously been made and paused. The Board noted the funding arrangements for the purchase and that if progressed the purchase would require its approval.	
4.1.5	P Vallance provided an update on the progress being made against the actions asked for by the Secretary of State [REDACTED] s36 [REDACTED] [REDACTED] [REDACTED] The Board welcomed the update, and noted that, notwithstanding the Secretary of State’s position, appropriate governance processes, up to and including formal Board approval were required.	
4.2	CFO’s Report	
4.2.1	The Board noted the Report from the CFO on the 2024/25 financial performance of the group and the 2024/25 Group Key Targets (GKTs).	
4.2.2	K Bowyer provided more detail on progress made against GKT 15 (Spending Effectively) which had been missed. Although some OpCos achieved Stretch for in year savings (Part A), not all OpCos had achieved the Threshold requirement. [REDACTED] s36 [REDACTED] [REDACTED] [REDACTED] The work undertaken during 2024/25 had highlighted the challenge of achieving a significant reduction in overheads across the group and would continue to be a focus in 2025/26.	
4.2.3	[REDACTED] s36 [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
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	The Board explored the CAPO’s observations on NRS’ performance and the degree of confidence there was that NRS would be able to quickly re-baseline in response to the Spending Review. The Board acknowledged the challenges that had prevented NRS from fully re-baselining post the PBO era but emphasised that the sooner this work was complete the sooner stakeholder management could commence, and performance management could be improved. It was anticipated that re-baselined plans would be available towards the end of the Summer. The Board observed that careful management of Trade Union relationships would be a key part of getting the NRS workforces back to delivering decommissioning work against a re-baselined plan. The Board referred to the additional information provided by the CAPO on Major Projects performance and noted that NRS was forecasting above sanction on a significant number of projects. A Cumming provided more detail on the reason for the forecast position.	
	[REDACTED] s40 [REDACTED] joined the meeting.	
4.4	Sustainability Update	



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4.4.1	The Board noted the Sustainability Update. D Stronati reported that this was the first biannual report to the Board on Sustainability following the establishment of the HSSSE Committee and took the Board through the key messages.	
4.4.2	The Board thanked s40 for an insightful report and supported the need to shift the narrative that remained in some areas that delivering the Mission in a sustainable way was slowing down progress. Board Members had also encountered this perception amongst some employees. The Board highlighted the need to increase the data held on the financial impact of delivering the Mission more sustainably so that this could be leveraged with stakeholders, including government.	
	s40 left the meeting.	
4.5	Reflections from NRS Dounreay Site Visit	
4.5.1	<p>The Chair, H Kemp and A Reeves shared reflections from their recent visit to NRS Dounreay:</p> <ul style="list-style-type: none"> • It had been a well organised visit although there remained a significant amount still to observe. Other Board Members were therefore encouraged to visit. • The new Managing Director, Dave Wilson, had demonstrated a clear leadership style and had the support of his team. • There was a sense of pride in the site amongst employees and clear strong links into the local community. It appeared that employees felt valued and appreciated, but with some concerns regarding pay. • s36 • Innovation and attempts to change siloed ways of working had been witnessed, as well as successes that could be applied elsewhere across the estate. • The Dounreay apprentice and graduate population were a valuable and in demand resource. Sustainability was important to these groups, and each had raised concerns around the impact on their roles of the Spending Review. • s40 	
4.5.2	The Board reflected on the need to reassure the apprentice and graduate population as far as possible. The Board discussed whether there was more that could be done to support these groups with affordable accommodation and, as a means of attracting future talent, to enable virtual visits for potential future cohorts recognising that site visits took a significant amount of time to organise due to security requirements. The Executive would keep these points under consideration.	
5.	Main Board Topics	
	<i>D Vineall, F Rainford and C Nixon joined the meeting.</i>	
5.1	Spending Review and potential Governance Changes	
5.1.1	s36	s40
5.1.2		



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	<p>[Redacted]</p>	
5.1.3	<p>[Redacted]</p>	M Shaw M Shaw
5.1.4	<p>[Redacted]</p>	
5.1.5	<p>[Redacted]</p>	
5.1.6	<p>[Redacted]</p>	



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	[REDACTED]	M Shaw
5.2	[REDACTED]	
5.2.1	[REDACTED] The Board noted the actions to be taken in response to the letter and discussed the cultural shift that was needed to generate change. F Rainford reported that he would be accountable for delivery of the actions. Completion was targeted by 31 October 2025 and the Board would be kept updated on progress	
	<i>F Rainford and D Vineall left and [REDACTED] joined the meeting.</i>	
5.3	NDA Draft Strategy 5	
5.3.1	The Board noted NDA Draft Strategy 5, and the associated documents presented for its consideration. C Nixon clarified that Strategy 5 was not intended to present ambitions that required further development but rather was to detail the work that was being carried out to discharge the NDA’s strategy. C Nixon reminded the Board of the process that had been followed to reach this point in the timeline and responded to questions from the Board on the nature of the statutory public consultation that would now follow.	
5.3.2	The Board provided feedback on the draft, including future-proofing aspects of document as they related to the siting process for the GDF. This language would be doubled-checked by the Strategy team. The Board sought clarification on the delegation given to the NDA CEO and Group Chief Nuclear Strategy Officer to make any necessary amendments to the draft ahead of the public consultation launch on 7 July 2025. The delegation was only to be used for non-material changes to the preamble as required following confirmation of the Spending Review outcome. The Board made clear that if the Spending Review outcome was not in line with the Minimum Tolerable Submission, the implication for Strategy 5 and any consequent changes to the document must return to the Board for consideration.	
5.3.3	The Board thanked the Strategy team for its work in developing Strategy 5. The document was considered much clearer and coherent. The Board RESOLVED TO: <ul style="list-style-type: none"> (i) APPROVE that the NDA Draft Strategy 5 and associated Integrated Impact Assessment proceed to the Secretary of State for Energy Security and Net Zero and Scottish Ministers for noting; and (ii) ENDORSE the commencement of a 12-week statutory public consultation, scheduled to begin on 7 July 2025. 	
	<i>C Nixon and [REDACTED] left the meeting. [REDACTED] joined the meeting.</i>	
5.4	Group Key Targets 2025/26	
5.4.1	The Board noted the draft Group Key Targets (GKTs) for 2025/26. K Bowyer summarised the development of GKTs in response to the Board’s feedback, including on prior year targets. H Kemp highlighted the discussion at the Remuneration Committee (RemCo) the previous day on the outturn of the NDA LTIP 2022-25 and noted that RemCo had experienced challenges in the drafting of the targets that had required it to apply judgement in determining the final outturn. H Kemp questioned whether the Executive was comfortable with the degree of specificity and quality of the GKTs presented for approval. D Peattie acknowledged that improvements had been required and had been demonstrated year on year. It was noted that Internal Audit had undertaken a review of the 2025-26 GKT Definition Documents, which would be shared with the Board.	[REDACTED]
5.4.2	The Board considered the draft GKTs and questioned: <ul style="list-style-type: none"> • GKT 11 (Functional Excellence) – whether the ‘NDA Reporting Structures’ on which performance against the target would be measured were set and approved. The 	[REDACTED]



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	<p>Executive confirmed that the Reporting Structures were set and embedded and would provide the basis on which reporting would be generated.</p> <ul style="list-style-type: none"> GKT 13 (Skills) – whether target 13.3 (Strategic Workforce Planning and People Date) was sufficiently SMART. The Executive acknowledged that achievement would be difficult to evidence and would rely on review by the Group Chief People Officer (CPO). Detail would be added by the CPO on how 13.3 would be measured. 	
5.4.3	The Board RESOLVED TO APPROVE the GKTs for 2025/26 subject to the resolution of the Board’s feedback and that GKT 10 (Delivery of major project milestone – NWS) be updated to reflect the revised governance process to be applied to the decision on which community(ies) to progress to deep borehole drilling, to be considered later on the agenda.	
5.4.4	The Board discussed the proposed Change Control Process. It was noted that the process dealt with how to modify GKTs and Other Key Targets (OKTs) for performance measurement only. Changes to incentivisation were covered by the separate NDA Incentivisation Change Process. It was agreed that further detail would be provided offline on how the Change Control Process would work i.e. would it be implemented if a target became easier to achieve as well as vice versa. Examples of the ‘exceptional circumstances’ in which the process would be used would also be provided. The Board RESOLVED TO APPROVE the Change Control Process subject to the Board’s satisfaction with the additional information to be provided offline.	s40
	s40 left the meeting and C Schmolke joined the meeting.	
5.5	Programmes & Project Committee Report	
5.5.1	The Board noted the summary of key matters discussed and decisions taken by the Programmes & Projects Committee (P&PCo) at its meeting on 6 May 2025.	
5.6	NDA Sanction Governance Approach – GDF Preparation for Site Investigation OBC Addendum	
5.6.1	The Board noted HMT’s decision to ‘call in’ the GDF Preparation for Site Investigation OBC Addendum for approval and considered the options on how this could be handled through NDA sanction governance, taking into account associated time constraints. The Board RESOLVED TO APPROVE that its decision-making authority on the matter be delegated to the NDA Accounting Officer. The Chair requested [REDACTED] EIR 12(5)(e) [REDACTED] [REDACTED]	s40
	<i>E Hutton, A Munro, G Frisby and E Regan joined the meeting</i>	
5.7	AGR Quarterly Report	
5.7.1	The Board noted the quarterly update on AGR defueling, transition & transfer, and strategic alignment and the additional verbal update provided by the programme team. It was noted that the ONR had confirmed that defueling at Hunterston B was complete on time and on budget; a significant programme milestone for the first AGR power station.	
5.7.2	E Regan updated the Board on NRS’ work to review the supply chain contracts NRS would inherit as part of the transfer. [REDACTED] s43 [REDACTED] [REDACTED] [REDACTED]	
5.7.3	D Peattie provided more detail on his response to DESNZ’s request to refresh the approach to finalising the arrangements for the NLF funding of AGR decommissioning work. Significant progress had been under the senior completion team stood up by the NDA with	



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	authority to do what was required to complete the arrangements by the end of June. The Board was supportive of the change introduced and progress made.	
	<i>E Hutton, C Nixon, A Munro, G Frisby and E Regan left and S Kybird and V Bennett joined the meeting</i>	
5.8	Key Siting Decisions relating to the NWS GDF Programme: Assurance & Governance	
5.8.1	The Board noted the paper which responded to the ask from the last Board meeting to develop a revised proposal on the assurance and governance process for GDF key siting decisions that reflected the NDA’s statutory functions and role as shareholder of NWS.	
5.8.2	S Kybird provided his observations following the re-work requested by the Board on how the relationship between the NDA and NWS could be improved as it related to governance processes and routes associated with the GDF Programme. The Interim NWS CEO outlined his plans to achieve this including updates to the Decision Making Framework to more clearly articulate the role of the NDA. This would be shared with the Board in due course.	
5.8.3	s36 [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
	<i>S Kybird and V Bennett left and s40 joined the meeting.</i>	
5.9	Employee Engagement Update	
5.9.1	The Board noted the update on the NDA Group Employee Engagement Survey Results 2025 and plans for future Employee Engagement Surveys. D Vineall and s40 presented the highlights and identified areas for focus. The Board noted that the reduction in NTS’ score was not a matter of concern. This had been largely anticipated as NTS had removed PNTL from the 2025 survey, as they had not engaged well with the survey in 2024. An alternative approach had been taken to obtaining the views of PNTL colleagues. This had been successful and was under consideration for the NTS train drivers. The Board acknowledged that the results showed progress in areas previously highlighted for attention.	
5.9.2	The Board discussed employee concerns regarding the management of organisational transformation and change. In view of the impacts of the response to the Spending Review and other projects that were under consideration, the Board recommended that a sense of employee feeling was taken every couple of months e.g., using pulse surveys. The Board emphasised that it would also be important to support line managers through transformational change so that they could best support their teams.	
	s40 left the meeting.	
5.10	NDA Group Remuneration Committee Proposal	
5.10.1	The Board noted the update on the formation of the Group Remuneration Committee (Group RemCo) and updated draft of the proposed Terms of Reference (ToR). H Kemp provided an update on the feedback received from the Chairs of the OpCo remuneration committees that ranged from matters previously raised and addressed, to constructive feedback on the details of the proposal and draft ToR. The intention was to now move ahead at pace and hold the first meeting in June/July. The NDA Board Chair would be writing to the Chairs of the OpCos to confirm the intention to proceed with the formation and to request that the OpCo LC36 assessments that had been requested be completed and returned by 13 June 2025. It was noted that A Reeves had provided feedback on the draft ToR. This would be incorporated alongside that received from the OpCos. The updated ToR would be circulated to the Board offline for approval.	
	<i>D Vineall left the meeting.</i>	
5.11	Role and Purpose of NDA-Appointed NED	
5.11.1	The Board noted the document previously agreed by the Nominations Committee on the role and purpose of NDA-Appointed NEDs that was intended to be provided to the NDA-Appointed NED population. M Shaw outlined the other activities that were underway to	



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	ensure the population was educated on its role and purpose, including the issuance of Letters of Appointment, delivery of bespoke training, and the creation of a community that met regularly with the CEO to ensure it was briefed on NDA activity and perspectives. The Board provided feedback on the document. An updated draft would be circulated offline to the Board for approval.	
5.12	Committee Reports	
5.12.1	The Board noted the updates provided by the Chairs of the Audit, Risk & Assurance, Remuneration and Nominations Committees in respect of the meetings that had taken place on 21 May 2025.	
6.	Other	
6.1	Reading pack	
6.1.1	F Livens referred to the paper included in the Reading Pack on Capping at LLWR and suggested that given the EA’s focus on this activity it should continue to receive Board oversight. It was noted that the Interim NWS CEO and team were ensuring progress at pace. The matter would be added to the HSSSE agenda for continued oversight. There were no further comments on the items in the Reading Pack.	
6.2	Forward Agenda	
6.2.1	The Board noted the Forward Agenda and discussed potential options for a site visit in September.	
6.3	Any Other Business	
6.3.1	The Board noted the announcement of other public sector executive pay rises earlier that day and suggested that they be considered by the Remuneration Committee when opining and deciding on NDA Executive pay rises.	D Vineall
6.3.2	There being no further business the Chair closed the meeting.	