



**Minutes of the Nuclear Decommissioning Authority (“NDA”) Board meeting held on 26 June 2025 at 1 Birdcage Walk, London SW1H 9HP / Teams**

<b>PRESENT:</b>	Peter Hill	Chair of the Board (“Chair”)	
	David Peattie	Group Chief Executive Officer & Accounting Officer (“CEO”)	
	Kate Bowyer	Group Chief Financial Officer (“CFO”)	
	Alex Reeves	Non-Executive Board Member	
	Neil Bruce	Non-Executive Board Member	
	Kathryn Cearns	Non-Executive Board Member	
	Harriet Kemp	Non-Executive Board Member	
	Francis Livens	Non-Executive Board Member	
Catriona Schmolke	Non-Executive Board Member		
<b>IN ATTENDANCE:</b>	Alan Cumming	Group Chief Assurance and Performance Officer (“CAPO”)	
	Paul Vallance	Group Chief Corporate Affairs Officer	
	s40	Deputy Company Secretary	
		Assistant Company Secretary	
		Executive Assistant to the Group CEO & Accounting Officer	
		Group Chief Ethics & Compliance Officer	
		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)</i>
	Clive Nixon	Group Chief Nuclear Strategy Officer	<i>(part only)</i>
	David Vineall	Group Chief People Officer	<i>(part only)</i>
	s40	Unity Programme Director	<i>(part only – via Teams)</i>
		Group CISO	<i>(part only – via Teams)</i>
		Group CIO	<i>(part only – via Teams)</i>
		Group Head of Digital and Information Governance	<i>(part only – via Teams)</i>
	Rob Fletcher	NRS CEO	<i>(part only – via Teams)</i>
	Emma Regan	NRS Commercial Director	<i>(part only – via Teams)</i>
s40	Head of Nuclear Fuel Cycle	<i>(part only – via Teams)</i>	
	Group Development Director	<i>(part only – via Teams)</i>	
	Group Financial Controller	<i>(part only – via Teams)</i>	
	Project Advisor – Business Planning	<i>(part only – via Teams)</i>	
<b>APOLOGIES:</b>	Matthew Shaw	Group General Counsel & Company Secretary	

Agenda Item		Action Owner
<b>1</b>	<b>Introduction</b>	
<b>1.1</b>	<b>Welcome and Apologies</b>	
1.1.1	A quorum being present, the Chair opened the meeting and welcomed N Bruce and C Schmolke to the Board.	
1.1.2	No apologies were noted from members of the Board. The Board noted that M Shaw was unable to attend the meeting due to a long-standing commitment and that s40 was in attendance on his behalf.	
<b>1.2</b>	<b>Conflicts of Interest</b>	
1.2.1	The Board considered the Register of Board Members’ Interests, and the Chair established that there were no conflicts of interest in respect of the business of the meeting.	



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	Accordingly, the Board <b>RESOLVED TO APPROVE</b> that all Board Members present could participate fully in the business of the meeting.	
<b>1.3</b>	<b>Chair’s Observations and Meeting Objectives</b>	
1.3.1	The Chair outlined the agenda and highlighted the items that required particular attention and discussion by the Board. The Chair noted the upcoming attendance of OpCo CEOs at NDA Board meetings which assisted the Board in discharging its oversight responsibilities.	
	<b>s40</b> joined the meeting.	
<b>2.</b>	<b>Safety</b>	
<b>2.1</b>	<b>Safety moment</b>	
2.1.1	The Board discussed hot weather protocols on the sites, noting that appropriate PPE was essential. A Cumming shared observations from a recent site visit where an excellent demonstration of the duty of care to colleagues working in high temperatures had been observed, this included regular welfare checks, breaks and additional hydration stations across the site.	
2.1.2	The Board reflected generally on the requirement for a proportionate approach to the application of health and safety procedures across the group.	
<b>2.2</b>	<b>Latest statistics, trends, incidents and near misses</b>	
2.2.1	The report on P1 – P2 health, safety, wellbeing and environment statistics and trends, significant events, and near misses was taken as read and <b>s40</b> outlined the key messages.	
2.2.2	A Cumming highlighted the particular focus on falls from height and dropped loads following a series of related near misses. The Board commented on the number of significant near misses during the period and sought assurance that these were being thoroughly investigated. A Cumming explained that such incidents underwent director-led investigations with a focus on sharing learnings. D Peattie further commented that the level of incident reporting being received was encouraging from a cultural perspective. A Cumming noted the development of an NDA wide investigation assist (self-assessment) which would focus on learning sharing from incidents, including significant near misses. The Terms of Reference for the self-assessment had been drafted and would be presented to the Safety Directors on 27 June. An update on progress would be brought to the October HSSSE Committee meeting. The Board also requested that future HS&E Director’s reports include more detail on how such investigations were progressing, as well as information on the positive reinforcement initiatives across the group to encourage good H&S behaviours.	
2.2.3	The Chair reminded the Board of the reference in the <b>s40</b> in which the <b>s40</b> stated that he was pleased that health and safety was receiving heightened attention at Board meetings and requested the Board maintain this focus, including on the ongoing development of group safety improvement planning. The Board were reminded that, while the NDA was accountable for health and safety performance across the group, direct responsibility lay with the Site Licence Companies.	
	<b>s40</b> left the meeting.	
<b>3.</b>	<b>Administration</b>	
<b>3.1</b>	<b>Minutes of previous meeting</b>	
3.1.1	The Board <b>RESOLVED TO APPROVE</b> the minutes of the meeting held on 22 May 2025 subject to: (i) Clarification at minute 2.4.2 that the action related to the time taken to hire rather than onboard staff at Sellafield; (ii) Clarification at minute 5.6.1 <b>s40</b> <b>EIR 12(5)(e)</b> <b>s40</b>	



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	(iii) Correction of minor typographical errors at minutes 5.1.5 and 5.7.2; and (iv) The incorporation of any further feedback to be provided by A Reeves after the meeting.	
	<i>[Following the meeting, A Reeves provided feedback on minute 4.5.1 related to the Board visit to Dounreay that was resolved following which the minutes of 21 May 2025 were finalised.]</i>	
<b>3.2.</b>	<b>Decision Log</b>	
3.2.1	The Board noted the Decision Log.	
<b>3.3</b>	<b>Actions Review</b>	
3.3.1	The Board considered the actions arising from previous meetings and agreed that actions 2103, 2104, 2105, 2106, 2107, 2108 and 2109 be closed. The Board noted that an oral update on action 2102 would be given later in the meeting.	
3.3.2	The Chair updated the Board on the work being done to prepare letters for the OpCo Chairs, cascading points from the Chair’s Letter 2025/26 from the Permanent Secretary. Action 2088 would remain open until this work was complete.	
3.3.3	The Chair enquired as to the status of the Management of Change (MoC) assessments the OpCos had been requested to complete by 13 June in relation to the formation of the Group Remuneration Committee (Group RemCo). <span style="background-color: black; color: red;">s36</span>  The Board noted that the ONR generally was supportive in principle of the direction of travel towards greater connectivity between the NDA and the Operating Company Boards and that the formation of the Group RemCo was largely viewed by the ONR as an internal governance matter. H Kemp advised that the first meeting of the Group RemCo was set for 11 July. <span style="background-color: black; color: red;">s40</span> confirmed that the outstanding MoC assessments would not prevent the meeting from going ahead.	
<b>4.</b>	<b>Reports/Updates</b>	
<b>4.1</b>	<b>CEO’s Report</b>	
4.1.1	D Peattie reflected on the Spending Review Settlement announcement and its implications for the nuclear industry generally. The Board noted that this was the longest settlement the NDA had received. Although aligned to the minimum tolerable case submitted to HM Treasury, it would require a fundamental re-set of the group’s planning to adapt to the new funding envelope. Meetings with the Group Leadership Team (GLT) to discuss indicative allocations to the OpCos would take place on 27 June and some funding would be held back in the centre to support efficiency work across the group. The Board noted the plans to implement voluntary exit programmes across the group, subject to HMG approval.	
4.1.2	D Peattie reported that an announcement on the new Minister for Energy Security and Net Zero was not expected until after Parliament’s summer recess.	
4.1.3	D Peattie reflected on the Public Accounts Committee (PAC) hearing on value for money at Sellafield and noted that the team was working on a formal response to the hearing recommendations. D Peattie would be meeting Anna Dixon MP in the coming weeks to provide further background to some of the points raised at the hearing.	
4.1.4	D Peattie highlighted the NDA as part of critical national infrastructure and the varied areas it was increasingly being asked to contribute to. The associated constant cyber threat was a continued area of focus of the Cyber Security team. The Board reflected on recent political protests, as well as cyber incidents, and were reassured that the NDA group’s threat-based analysis covered all potential risk areas, including perimeter security. The Board noted that in addition to security in the current climate, the CEO’s key concerns encompassed industrial relations risk, the realistic pace of necessary change and morale and motivation across the group.	
<b>4.2</b>	<b>CFO’s Report</b>	



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4.2.1	<p>K Bowyer outlined the key accounting activities of the year to-date. Focus remained on the forecast and the following significant areas:</p> <p>(i) [REDACTED]</p> <p>(ii) [REDACTED]</p> <p>(iii) In respect of income volatility, the group would maintain good visibility on the pace of the AGR defueling work so that expenditure could be offset accordingly.</p> <p>(iv) Spending for the year was broadly on-track, Sellafield had slowed one project due to the changes in the Plutonium Disposition Policy and NRS had actioned a larger slow-down due to expected Spending Review impact which was taking longer to recover from. NWS were undertaking a detailed forecasting exercise for P3.</p>	
4.2.2	<p>The Board discussed the need to ensure appropriate planning at Sellafield over the next few years to accommodate changes required under the new Plutonium Disposition Policy. The Board recognised the risks this posed to the group and noted that it was the Government’s decision around the policy that would inform the plans.</p>	
4.2.3	<p>The Board noted the Financial Threats and Opportunities slide in the pack, including the risk of CDEL overspend if the overpressure on the budget wasn’t managed for NWS.</p>	
4.3	<p><b>Performance and Project Delivery Report</b></p>	
4.3.1	<p>The Performance and Project Delivery Report was taken as read. A Cumming outlined the key highlights from the reporting period. A Cumming advised that inflationary relief on projects continued to be an issue with HMG which was not accurately reflecting the true status of the projects. The Board suggested how the inflationary aspects of the project funding could be isolated as part of the re-baselining that would take place following the Spending Review outcome.</p>	
4.3.2	<p>The Board noted that going forward, the appendices ordinarily provided with the Performance and Project Delivery Report would instead be presented to the Projects &amp; Programmes Committee. The Board was comfortable with this but requested that any matters of significance be reflected in the report to the Board meeting.</p>	
	<p><i>E Hutton joined the meeting.</i></p>	
4.4	<p><b>Public Accounts Committee (“PAC”) Report and Recommendations</b></p>	
4.4.1	<p>P Vallance outlined the findings of the PAC report. The Board noted the precedent to be followed in responding to the PAC report. It was noted that the formal response from the NDA group would confirm acceptance of most of the recommendations. The approach to be taken with the remaining recommendations would be to agree with the spirit of the recommendations but to demonstrate the alternative approaches being taken to address the matters highlighted. <b>The final responses to the recommendations agreed between the NDA and the Department would be shared with the Board ahead of final submission to HMT.</b></p>	P Vallance
4.4.2	<p>The Board observed that perception of the longer-term projects at Sellafield had impacted the PAC findings. The Board discussed the PAC recommendation regarding setting milestones to achieve a completely decommissioned site in the next 100 years, noting that long-term end state expenditure was built into the liabilities of the group. It was noted</p>	



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	that the strategy team was considering a range of options around the potential end state of the site.	
4.4.3	E Hutton updated the Board on the work being done to improve the ‘time to hire’ figures at Sellafield, <span style="color: red;">s36</span> [REDACTED] The ambition was to reach a good practice benchmark of 60 days. E Hutton also outlined the strategy to address urgent specialist role recruitment. The Board agreed that action 2102 be closed.	
	<i>E Hutton left the meeting.</i>	
<b>5.</b>	<b>Main Board Topics</b>	
	<i>D Vineall, F Rainford and C Nixon joined the meeting.</i>	
<b>5.1</b>	[REDACTED]	
5.1.1	<span style="color: red;">s36</span> [REDACTED]	
5.1.2	[REDACTED]	
5.1.3	[REDACTED]	
5.1.4	[REDACTED]	
5.1.5	[REDACTED]	
5.1.6	[REDACTED]	D Vineall
5.1.7	[REDACTED]	
<b>5.2</b>	<b>Potential Governance Changes</b>	
5.2.1	The Chair reminded the Board of the agreement made at the last meeting whereby DESNZ and the ONR would be approached regarding the proposed way forward on Project Cambridge and that the Chair would brief the OpCo Chairs at their meeting on 9 June. The	



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	Chair believed that it was important to settle the group structure prior to commencing any recruitment process for a new Group CEO.	
5.2.2	s36 [REDACTED]	
5.2.3	The Board discussed the Project Cambridge ‘Plan B’ referenced in the paper to the meeting and whether it would address the concerns raised by the OpCo Chairs.	
5.2.4	The Board reflected on the process and challenges of establishing the Group Remco and the lessons learned from this process. The Board recognised the challenges that would be faced in restructuring the current group governance structure, oversight and reporting lines. The Chair agreed that clarity between the role and responsibilities of the NDA Board and the role and responsibilities of the OpCo boards would be essential.	
5.2.5	The Board recognised the need to gather a range of views to scope and deliver the project successfully, but that such discussions must focus on the mutual benefits of the changes and proceed at pace as procrastination remained a risk. The Board determined that an inclusionary approach to the project was preferred over any alternative and that having the support of the OpCo Chairs would allow for a smoother transition into a new model. The Board agreed that there was a need to fully understand the concerns of the Sellafield and NRS Chairs.	
5.2.6	There remained broad support for Project Cambridge construct and it was agreed that: <ul style="list-style-type: none"> <li>a) A further meeting would be arranged for the NDA Chair and Group CEO with the SL and NRS Chairs to gain an accurate understanding of their concerns with Project Cambridge.</li> <li>b) The Board would be updated on the outcome of the meeting at a) and the SL and NRS Chairs’ response to any follow-up correspondence.</li> <li>c) A further turn of the Project Cambridge proposal would be produced and shared with the OpCo Chairs.</li> <li>d) The Board would be updated on the outcome of the meeting of the OpCo Chairs.</li> </ul>	M Shaw
	s40 [REDACTED] joined the meeting	
5.3	<b>Programme Unity: progress and next steps</b>	
5.3.1	The Programme Unity paper was taken as read. s40 [REDACTED] outlined the key elements of Unity, which would incorporate the work done to-date around Functional Excellence. The Board noted that the change programme would consider both the imminent and longer-term impacts of the Spending Review on the group. s40 [REDACTED] advised that a main aim of the Programme was to ensure coherence between the various change activities being undertaken across the group, to track the benefits and outcomes of them and to provide assurance to the Group CEO and Accounting Officer and the Boards on those areas.	
5.3.2	The Board questioned whether the plans to drive centres of excellence to this scale were appropriate at the current time and the Board discussed that meaningful change would only be achieved if transformation was done in collaboration. The Board noted that the GLT were in support of the changes, but that this needed to be effectively cascaded down to the other senior leaders in the group.	
5.3.3	The Board expressed some concern at the readiness to ‘launch’ Programme Unity on 30 June, particularly given the lack of resources in the team. The Board did not suggest that the timetable be deferred, recognising that it was necessary to address talk across the group that was already building around the areas Unity would cover. It was agreed that ‘launch’ was too strong a phrase to use at this stage and that it should be positioned more as recognition of a communication framework around which existing and planned	



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	workstreams would take place in response to the Spending Review, OneNDA and Functional Excellence.	
5.3.4	The Board suggested that the Programme Unity team prepare a high-level summary to describe the scope of Programme Unity. The Board also expected further information as to how the work around Functional Excellence would be incorporated into the Programme and what this meant for the existing workstreams.	
	<i>D Vineall and s40 joined the meeting.</i>	
<b>5.4</b>	<b>Senior Information Risk Owner, Cyber &amp; IT Update (SIRO Report)</b>	
5.4.1	The SIRO Report was taken as read. F Rainford referenced the Desktop Cyber Exercise that the Board had undertaken on 25 June and advised that the findings from the Internal Audit report on cyber security would be discussed in more detail at a future Board meeting.	
5.4.2	The Board noted the Department for Science, Innovation & Technology Cyber Governance Code of Practice and accepted the recommendation that it be formally recognised by the NDA.	
5.4.3	The Board noted that there had been no successful cyber-attacks in the reporting period, no data had been lost and there had been no engagement with the ICO on any new matters.	
5.4.4	It was noted that there would be a discussion a future Board meeting on how the investment in technology to manage cyber risks would be funded upon the conclusion of the ‘investment deficit’ analysis in September.	
	<i>R Fletcher joined the meeting and s40 left the meeting.</i>	
<b>5.5</b>	<b>NRS ‘Back to Green’ Plan</b>	
5.5.1	The paper was taken as read. R Fletcher outlined the key elements of the plan, including the resourcing options being assessed to deliver on efficiency commitments.	
5.5.2	The Board thanked R Fletcher for the constructive response to the restraints and advised that a s36	
5.5.3	s40	
5.5.4	The Board discussed the status of the relationship with the ONR, particularly in respect of changes that needed to be made on security matters. R Fletcher advised of positive progress, and it was hoped a pragmatic approach would be taken by the regulator in respect of certain sites. The Board recognised that commercial contractors were being considered to progress work, pending policy and regulator approval.	
5.5.5	The Board discussed potential options to more efficiently use site resources and assets. A Cumming advised that the GLT would be discussing group land resource options at its meeting in July.	
5.5.6	The Board noted the open actions outlined in the report. R Fletcher gave further context, advising that most of the open actions related to 2–3-year programmes which were due to be completed by June 2026. The Board advised that the action close-out reviews would need to determine whether the expected savings had been achieved. The Board recommended that NRS ensure its finance function was sufficiently integrated with the commercial teams to support contract management. Training was planned to support the teams in establishing these connections. Training was also being offered to the site managers to support in their leadership and accountability development.	
	<i>F Rainford, C Nixon and R Fletcher left the meeting. E Regan joined the meeting.</i>	



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5.6	<b>AGR Funding Agreement (Project Ruby)</b>	
5.6.1	E Regan advised that the parties had concluded the principal negotiations in respect of the AGR funding agreement. A final version of the agreement would be drafted including a Memorandum of Understanding and side letter which would require signature by the NDA and NRS.	
5.6.2	<span style="color: red;">s41</span> [REDACTED]	
5.6.3	The Board further noted that the legal agreement would require the consent of EDF within the next 2-3 months. The team were working with the Department who would liaise with EDF to this effect.	
5.6.4	The Board thanked E Regan and the team for their efforts.	
	<i>E Regan left the meeting. E Hutton, <span style="color: red;">s40</span> joined the meeting</i>	
5.7	<span style="color: red;">s43</span> [REDACTED]	
5.7.1	[REDACTED]	
5.7.2	[REDACTED]	
5.7.3	[REDACTED]	
5.7.4	[REDACTED]	
	<i>E Hutton, C Nixon, <span style="color: red;">s40</span> left the meeting</i>	
5.8	<b>Committee Reports</b>	
5.8.1	K Cearns summarised the focus and discussion points of the Audit, Risk and Assurance Committee meetings on 12 and 24 June, noting that the latter meeting had focussed solely on year-end matters.	
	<span style="color: red;">s40</span> joined the meeting	
5.9	<b>Draft FY2024/25 Annual Report &amp; Accounts</b>	
5.9.1	The Board discussed the updates provided in the paper in respect of 2024/25 year end matters and, in respect of the draft of the 2024/25 Annual Report and Accounts (ARA) circulated on 25 June 2025.	
5.9.2	Those members of the Board who were members of the Nominations Committee, Remuneration Committee, Audit, Risk and Assurance Committee, Programmes & Projects Committee and Health, Safety, Security, Sustainability and Environment Committee confirmed that they endorsed the reports included in the ARA from their respective committees.	
5.9.3	After careful consideration, the Board <b>RESOLVED TO APPROVE:</b> <ul style="list-style-type: none"> <li>(i) the statements in the 2024/25 ARA detailing the NDA’s compliance with the 2018 UK Corporate Governance Code and the corporate governance in central government departments code of good practice for the 2024/25 year; and</li> <li>(ii) the 2024/25 ARA in principle, and to delegate final approval of any non-material changes to the ARA to a sub-committee comprised of the Group CEO, Group CFO, and Chair of the Audit, Risk and Assurance Committee.</li> </ul>	



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5.9.4	N Bruce highlighted the limited period of time he had had since his appointment to familiarise himself with the NDA’s accounting practices and the process of assurance that had been undertaken in connection with the preparation of the ARA. He noted that his approval at minute 5.9.3 was based on his current understanding of the NDA’s position as reflected in the 2024/25 ARA constructed on the information provided to him since the date of his appointment, discussions in that time with the NDA Finance team and fellow Board Members, and assurance received from the NDA’s auditor. N Bruce confirmed that that he did not have a specific concern about the content of the ARA, or the accounting methods used to prepare the ARA that had not been addressed but that he wanted to highlight that he had not been able to spend as much time as he would normally expect to be able to when approving an organisation’s annual report and accounts as a Board member.	
5.9.5	<p>In connection with the proposal to exempt certain of the group’s subsidiaries from audit requirements, the Board <b>RESOLVED TO APPROVE:</b></p> <ul style="list-style-type: none"> <li>(i) NDA Archives Limited, NDA Properties Limited, Dounreay Site Restoration Limited and Radioactive Waste Management Limited claiming an exemption from audit under s479A Companies Act 2006 for their financial statements for the year ended 31 March 2025.</li> <li>(ii) The provision of parent company guarantees for NDA Archives Limited, NDA Properties Limited, Dounreay Site Restoration Limited and Radioactive Waste Management Limited in line with their audit exemption for the financial year ending 31 March 2025.</li> <li>(iii) That authority be granted to the Group CEO to sign the associated shareholder resolution and any other documents required in pursuance of the audit exemption of NDA Archives Limited, NDA Properties Limited, Dounreay Site Restoration Limited and Radioactive Waste Management Limited for the financial year ending 31 March 2025.</li> </ul>	
5.9.6	The Board thanked the Annual Report and Accounts team for their efforts.	
	s40 [REDACTED] left the meeting	
5.10	<b>NDA Board Effectiveness Review 2024/25</b>	
5.10.1	The Chair reported that the actions from the Board’s 2024/25 effectiveness review would be further considered in light of Project Cambridge. The Chair requested that Board Members provide any feedback they have on the actions produced in response to the review to him and M Shaw. The actions would return to the Board for approval in September.	
5.11	<b>OpCo Board Effectiveness Reviews 2024/25</b>	
5.11.1	<p>The Chair reminded the Board that the OpCo Board 2024/25 effectiveness reviews had been internally conducted, based on template questionnaires provided by Deloitte. The Chair commended the comprehensiveness of the NRS action plan in response to their review. The NDA Corporate Governance team would ask the other OpCos to produce <u>similarly comprehensive plans for consideration by the NDA Board in September.</u> [REDACTED]</p> <p>s36 [REDACTED]</p>	
5.11.2	The Chair requested that Board Members provide any feedback on any action to be taken in response to the common themes identified from the reviews to him and M Shaw. A final paper would be brought to the September Board meeting.	
6.	<b>Other</b>	
6.1	<b>Reading pack items</b>	
6.1.1	The Board noted the Reading Pack items. In respect of the Quarterly Litigation Report, the Board requested that the Legal team communicate into the business the need to undertake lessons learnt exercises in respect of those cases that went to Employment Tribunal.	



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<b>6.2</b>	<b>Forward Agenda</b>	
6.2.1	The Board noted the Forward Agenda and requested that time to be identified and held for a 3-hour remote Board meeting in the second half of July.	s40
<b>6.3</b>	<b>Board Reflections</b>	
6.3.1	The Board reflected on the heavy workload currently being faced by the Executive team, particularly in respect of large programmes such as Unity where resourcing in the team would be challenge.	
<b>6.4</b>	<b>Any Other Business</b>	
6.3.1	The proposal for the September Board meeting and site visit would be shared with the Chair for agreement and then invitations issued.	s40
6.3.2	The schedule of events for the 28 July celebratory event and 29 July Dounreay site visit would be circulated to the Board after review by the Chair.	s40
6.3.3	There being no further business the Chair closed the meeting.	