



**Minutes of the Nuclear Decommissioning Authority (“NDA”)
Board meeting held on 22 July 2025 Microsoft Teams**

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| PRESENT: | Peter Hill | Chair of the Board (“Chair”) | |
| | David Peattie | Group Chief Executive Officer & Accounting Officer (“CEO”) | |
| | Kate Bowyer | Group Chief Financial Officer (“CFO”) | |
| | Neil Bruce | Non-Executive Board Member | |
| | Harriet Kemp | Non-Executive Board Member | <i>(part only)</i> |
| | Kathryn Cearns | Non-Executive Board Member | |
| | Francis Livens | Non-Executive Board Member | |
| | Alex Reeves | Non-Executive Board Member | |
| Catriona Schmolke | Non-Executive Board Member | | |
| IN ATTENDANCE: | Matthew Shaw | Group General Counsel & Company Secretary | |
| | Alan Cumming | Group Chief Assurance and Performance Officer (“CAPO”) | <i>(part only)</i> |
| | s40 | Assistant Company Secretary | |
| | David Vineall | Group Chief People Officer (items 3.4) | <i>(part only)</i> |
| | s40 | Programme Director: Unity (item 3.4) | <i>(part only)</i> |
| | Wanda Goldwag | NTS Chair (item 3.4) | <i>(part only)</i> |
| | Seth Kybird | NWS CEO (item 3.4) | <i>(part only)</i> |
| s40 | Head of Regional Affairs (item 3.5) | <i>(part only)</i> | |
| APOLOGIES: | Kathryn Cearns | Non-Executive Board Member | |
| | Paul Vallance | Group Chief Corporate Affairs Officer | |

| Agenda Item | | Action Owner |
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| 1 | Introduction | |
| 1.1 | Apologies | |
| 1.1.1 | The Chair opened the meeting and noted the apologies for absence received. | |
| 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. | |
| 2. | Safety | |
| 2.1 | Safety moment | |
| 2.1.1 | D Peattie noted that some Board members would visit Dounreay at the end of July and the importance of personal safety when travelling was emphasised. This included making adequate preparations ahead of journeys and ensuring sufficient time was factored in. | |
| 3. | Reports/Updates | |
| 3.1 | CEO’s Report | |
| 3.1.1 | 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 following the circulation of the report: <ul style="list-style-type: none"> (i) HMG had announced its final investment decision for the construction of Sizewell C nuclear power plant. The announcement represented a significant investment in the nuclear sector. (ii) Plans to announce a voluntary exit scheme for NDA staff had been deferred as HMG approval was still outstanding. | |
| 3.2 | Annual Performance Meeting | |



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| 3.2.1 | D Peattie reported on the Annual Performance meeting on 9 July 2025 with UKGI and DESNZ officials. The meeting was attended by the DESNZ Permanent Secretary and for the first time by the Sellafield and NRS CEOs. The meeting discussed milestones on the organisational transformation plans, as well as the root and branch review at NRS. A formal read out of the meeting outcome was awaited. The Chair reflected on the meeting and highlighted the positive contributions by the NDA representatives. | |
| 3.2.2 | The policy approach for the Geological Disposal Facility (‘GDF’) remained a significant area of focus and further discussions were likely with HMG by the end of year. The Board discussed the strategic review taking place at NWS and the predicted future demands for identifying a suitable location to site the GDF. | |
| 3.3 | Potential Governance Changes | |
| 3.3.1 | The Chair outlined the status of conversations with Operating Company (‘OpCo’) Chairs on potential governance changes across the group. M Shaw noted the ongoing work with the Sellafield and NRS General Counsels to undertake a mock Management of Change (‘MoC’) assessment of the proposals and to produce the ‘house’ legal advice to accompany this. Conversations were scheduled with ONR to seek their input and advice on the proposed changes particularly regarding the need for non-executive directors on OpCo Boards, whether risk and assurance would be best considered centrally or in the OpCos, and the ability for the OpCo CEOs to have dual reporting lines. | |
| 3.3.2 | H Kemp provided an update on the first Group Remuneration Committee (‘Group RemCo’) meeting on 11 July 2025 and outlined some of the lessons learned from that process. The Board discussed generally the feedback from the Group RemCo activities and the interactions with the OpCo Chairs on the potential governance changes. | |
| 3.3.3 | The Board also discussed and discounted a move to a model where the NDA would hold the regulatory permits and licences for each of the sites. | |
| 3.3.4 | The Board RESOLVED TO APPROVE the approach to the proposed governance changes covered in the memo sent on 14 July. It was noted that the mock MoC exercise and accompanying house legal advice being led by the Group General Counsel & Company Secretary would be undertaken during July and August and would be discussed further at the September Board meeting. | |
| 3.4 | Programme Unity | |
| | <i>W Goldwag, S Kybird, D Vineall and s40 joined the meeting.</i> | |
| 3.4.1 | D Peattie introduced the item and summarised the key aspects of Programme Unity. He explained that there were several transformation type activities underway across the group which together represented a significant organisational change designed to respond to the spending review challenge and ultimately improve mission delivery. Programme Unity was designed to track the benefits of each of those individual transformation activities and ensure coherence between them. The tracking of key performance metrics would be a key part of the work, and there would be regular reporting to the Board and HMG. The role of the Accounting Officer was central to the work given the cost reduction focus. | |
| 3.4.2 | s36 | |
| 3.4.5 | | |
| 3.4.6 | The Board discussed the ownership and accountabilities for work within the programme and the roles played by the Unity presenters (‘the working group’) were outlined: | |



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| | <p>(i) Seth Kybird would be the nominated executive lead within the Group Leadership Team and would support D Peattie in overseeing progress on a regular basis.</p> <p>(ii) Wanda Goldwag would Chair the Board group which would provide independent advice, support and challenge to the Group Leadership Team.</p> <p>(iii) s40 would lead the working group.</p> <p>A similar approach had been used in the formulation of the Senior Officials Groups for the integrated response to the Holliday Inquiry. The Board emphasised the importance of regular contact between the working group and the provision of an escalation procedure if required.</p> | |
| 3.4.7 | s36 | |
| | H Kemp, W Goldwag, S Kybird, D Vineall and s40 left and s40 joined the meeting. | |
| 3.5 | Clean Energy Development at Sellafield | |
| 3.5.1 | D Peattie introduced the item and outlined the HMG policy ambitions regarding the future use of the Moorside land adjacent to Sellafield. It was noted that NDA’s joint venture with Cumberland Council, Britain’s Energy Coast (‘BEC’), had been identified as a vehicle to undertake the assessment work for development on Moorside. s40 explained that the paper proposed that the Board approve BEC undertaking market engagement work for the Moorside land. s43 | |
| 3.5.2 | The Board discussed the role of the NDA and the underlined the importance of focus on the mission. There was agreement that there must be a high degree of certainty that a Moorside development would not inhibit future decommissioning activities. The mitigation of costs and risks were key to the work. The reputational risk for NDA on BEC’s performance, and the amount of time and resourced spent on the work, would need to be closely monitored. | |
| 3.5.3 | s40 explained that, upon the Board’s approval, a letter would be sent from NDA and Cumberland Council to commission the work, and NDA would be required to give approval for BEC to proceed with the work as member by guarantee. The Board RESOLVED TO APPROVE in principle that targeted market engagement should take place in relation to the Moorside land and subsequent creation of a site masterplan. This approval would be subject to further details on the scope of the request being re-circulated for approval outside of the meeting. | s40 |
| 4. | Other | |
| 4.1 | Any Other Business | |
| 4.1.1 | There being no further business, the Chair closed the meeting at 15:00. | |