



**Minutes of the Nuclear Decommissioning Authority (“NDA”) Board meeting
held on 22-24 September at Herdus House/Sellafield/Teams**

PRESENT:	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	<i>(part only – via Teams)</i>	
IN ATTENDANCE:	Alan Cumming	Group Chief Assurance and Performance Officer (“CAPO”)	
	Paul Vallance	Group Chief Corporate Affairs Officer	
	Matthew Shaw	Group Chief General Counsel & Company Secretary	
	s40	Deputy Company Secretary	
	s40	Group Chief Ethics & Compliance Officer	<i>(part only – via Teams)</i>
	s40	Health, Safety & Environment Director	<i>(part only – via Teams)</i>
	Frank Rainford	Group Chief of Staff & Security Officer	<i>(part only)</i>
	Andy Munro	Managing Director - AGRs & Paired Sites, NRS	<i>(part only – via Teams)</i>
	Clive Nixon	Chief Nuclear Strategy Officer	<i>(part only)</i>
	David Vineall	Group Chief People Officer	<i>(part only – via Teams)</i>
	s40	Unity Programme Director	<i>(part only)</i>
	Roddy Miller	Chief Operating Officer, Sellafield	<i>(part only – via Teams)</i>
	Nic Westcott	Sellafield Chief People Officer	<i>(part only)</i>
	John Vickerman	NRS Chief People Officer	<i>(part only – via Teams)</i>
	Emma Regan	NRS Commercial Director	<i>(part only – via Teams)</i>
	Andy Sharples	Major Projects Delivery Director, Sellafield	<i>(part only)</i>
	s40	Group Development Director	<i>(part only – via Teams)</i>
	s40	Director of Socio Economics	<i>(part only)</i>
	Chris Train	Sellafield Chair	<i>(part only)</i>
	Lawrie Haynes	NRS Chair	<i>(part only)</i>
	Liz Peace	NWS Chair	<i>(part only – via Teams)</i>
	Wanda Goldwag	NTS Chair	<i>(part only – via Teams)</i>
s40	Group Head of Sanction	<i>(part only)</i>	
s40	Head of Risk	<i>(part only – via Teams)</i>	
s40	Group Director of Internal Audit	<i>(part only – via Teams)</i>	
s40	Group Director of Financial Planning & Analysis	<i>(part only – via Teams)</i>	
Seth Kybird	NWS CEO	<i>(part only – via Teams)</i>	

Agenda Item		Action Owner
1	Introduction	
1.1	Apologies	
1.1.1	There were no apologies for absence. The Chair reported that due to prior commitments, C Schmolke would be absent for parts of the meeting.	
1.2	Conflicts of Interest	
1.2.1	The Board considered the Register of Board Members’ Interests. There were no conflicts of interest in respect of the business of the meeting and the Board RESOLVED TO APPROVE that all Board Members present could participate fully in the meeting.	
1.3	Chair’s Observations and Meeting Objectives	



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1.3.1	The Chair highlighted the agenda items that required particular attention and discussion by the Board.	
	s40 joined the meeting.	
2.	Safety	
2.1	Safety moment	
2.1.1	The CAPO shared reflections from the incident in Alaska in June 2025, when a cruise ship drifted from its dock, on remaining calm in pressurised environments. The Board discussed how removing emotion, remembering training and being clear on accountability were lessons that could be translated into all pressurised work environments.	
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 7 July 2025. F Livens highlighted that whilst the leak rate at the Magnox Swarf Storage Sile (MSSS) remained unchanged, radiation levels had reduced indicating that the content of the silo was evolving.	
2.2.2	F Livens provided an update on the status on the LLWR capping project. Agreement was outstanding from the Environment Agency (EA) on the final plan for the project. The Board requested further information to understand the status of the relationship between the EA and NWS on the matter of the environmental safety case for the repository and the progress on the capping.	S Kybird
2.2.3	The Board discussed the benefits of its annual meeting with the ONR and agreed that P Fyfe and P Dicks should be invited to a working lunch at its meeting in November.	
2.3	Latest statistics, trends, incidents, near misses and health & wellbeing	
2.3.1	The report on P3 – P4 health, safety, wellbeing and environment statistics and trends, significant events, and near misses was taken as read and s40 outlined the key matters for the Board to be aware of.	
2.3.2	Close attention was being paid to the commitments made to regulators and ensuring that these were delivered and/or status updates provided as required. The Board emphasised that once good regular baselines were established, the focus of the HSE team should be on ensuring the advancement of the safety, including safety culture, of the organisation. The Board requested that more detail be provided in the next report on volume of near misses and associated trend analysis.	A Cumming
2.3.3	The Board noted progress on the development of life saving rules and questioned the applicability of those used generally in the engineering industry. s40 would consider this and accelerate the development of the rules. The output would be presented to the HSSSE Committee.	
2.3.4	The Chair shared observations on safety improvement performance rates made by P Dicks of the ONR at their most recent quarterly meeting. A Cumming and s40 would meet with the Chair offline to consider the improvements rates in light of the ONR’s comments.	
	s40 left the meeting.	
3.	Administration	
3.1	Minutes of previous meeting	
3.1.1	The Board RESOLVED TO APPROVE the minutes of the meeting held on 26 June 2025 subject to the correction of a minor typographical error and a revision at minute 5.5.3 to more accurately reflect the feedback of those Board Members who had visited NRS Dounreay in May 2025. The minutes of the meeting held on 22 July 2025 were approved without amendment.	
3.2.	Decision Log	
3.2.1	The Board noted the Decision Log.	
3.3	Actions Review	



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3.3.1	The Board considered the actions arising from previous meetings and agreed that actions 2088, 2120, 2122, 2123, 2124, 2125 and 2127 be closed. [REDACTED] s36 [REDACTED]	
4.	Reports/Updates	
4.1	CEO’s Report	
4.1.1	The Board noted the Report from the CEO which for the first time included the OpCo CEO summaries prepared for the Accounting Officer Review (AOR) meetings in August.	
4.1.2	D Peattie shared the matters currently of most concern to him, including: <ul style="list-style-type: none"> Ongoing industrial action at Sellafield which was being closely monitored. Constraints on dismantling operations at Sellafield that had put EDF’s calendar year target at risk and meant NDA/Sellafield’s Group Key Target (GKT) for 2025/26 would be missed. [REDACTED] s43 [REDACTED] 	
4.1.3	D Peattie shared several ‘good news’ items including the recent unveiling of a new locomotive at Carlisle; the missions on which the NTS ships were currently engaged; and the high-performing and collaborative nature of the GLT as evidenced at its meeting the previous week on Unity.	
4.1.4	The Board reflected on the discussions taking place between DESNZ and the NDA on overall SRO responsibility for the AGR Transfer, and shared views on the position to be taken by the NDA. D Peattie would keep the Board updated on the matter.	
4.2	CFO’s Report	
4.2.1	The Board noted the Report from the CFO and K Bowyer provided more detail on: (i) the 2025/26 financial performance of the group; (ii) progress against the 2025/26 GKTs; and (iii) the annual planning cycle process and key dates for the 2026-29 NDA Business Plan and 2026/27 GKTs.	
4.2.2	[REDACTED] s24 [REDACTED]	
4.2.3	H Kemp referred to the groupwide GKTs proposed for 2026/27 and raised that ‘Skills’ was a potential metric for inclusion in the 2026-29 LTIP, and a revised approach to Group Strategic Planning was under consideration for the 2025-28 LTIP. Duplication within the 2026/27 STIP should be avoided.	
	[REDACTED] s24 [REDACTED]	
4.3	Performance and Project Delivery Report	
4.3.1	The Board noted the Performance and Project Delivery Report and A Cumming presented the key topics.	
4.3.2	The Chair enquired as to progress on the strategic review of NWS. It was noted the output of the review was to be shared with the NDA ahead of presentation to the Board at its meeting in November.	
4.4	PAC and NAO recommendations follow up	
4.4.1	The Board considered Government’s response, published in the Treasury Minutes, to the recommendations in the PAC’s report on decommissioning Sellafield. Progress against the recommendations would be tracked internally and regularly reported, with six monthly	



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	updates to the Board. Work was also underway on the NAO recommendations, which shared some similar themes to the PAC recommendations, and the Board would be kept updated on the same.	
4.4.2	The Board discussed Government’s response to the PAC recommendation that DESNZ must improve how it holds the NDA and Sellafield accountable for meeting its annual targets, particularly those related to hazard reduction. As part of the response, Government had noted that DESNZ had recently increased its direct oversight of the NDA. The Board discussed how improved holding to account was best achieved through receipt of the right information at the right cadence. It was noted that the NDA had recently written to the Department with feedback on the running of the new monthly meetings.	
5.	Main Board Topics	
5.1	AGR Transfer Programme	
5.1.1	NDA Group Advisory Committee Report	
5.1.1.1	N Bruce referred to the Chair’s request to take a more focused approach to the AGR Transfer Programme at Board meetings and ensure full utilisation of the role of the NDA Group Advisory Committee (the “GAC”) to provide assurance and advice to the Board to enable timely decision-making in support of the AGR Transfer Programme.	
5.1.1.2	N Bruce provided an overview of the status of the transfers of Hunterston B and Hinkley B and highlighted two areas where challenges remained, specifically the volume of IT work, and the triaging, novation and post novation activity in respect of EDF contracts. The Board discussed the potential risks related to the commercial and contracts workstream and how these were being mitigated. The Board agreed that DESNZ must be kept updated, as appropriate.	
5.1.1.3	N Bruce referred to the development of the Integrated Assurance and Approvals Plan (IAAP) that set out the approvals required at GAC, Board or by HMG before transfer. A summary of the IAAP for Hunterston B had been considered at the GAC meeting on 12 September 2025 and would be presented to the Board for approval once finalised. The Board noted that most of the approvals were required in Q3 2025/26, some of which had been considered by the GAC on 12 September (AGR Funding arrangements and People elements) and would now progress to the Board. Some Board approvals may necessitate ad hoc meetings or offline resolutions. An IAAP would be developed for the transfer of Hinkley B at an earlier stage to enable NDA Board agendas to be informed. N Bruce commended the work of the NRS and NDA teams in the development of the IAAP.	
	s40 , A Munro, R Miller and E Regan joined the meeting.	
5.1.2	AGR Quarterly Report	
5.1.2.1	The Board noted the quarterly update on AGR defueling, transition and transfer, and strategic alignment. R Miller highlighted details that had not been covered in the update provided by N Bruce and focused on the recent constraints to dismantling operations. It was forecast that 40-50 flasks could be missed by the end of the year unless performance levels were restored. s43	
5.1.3	AGR Transfer – Risk Report	
5.1.3.1	The Board noted the AGR Transfer Risk Report produced to update the NDA and NRS Boards of the current material risks associated with the transfer of Hunterston B from EDF to NDA. The Risk Report had been considered by the NRS Future Missions Committee and the GAC. The Risk Report would continue to be updated on associated issues ahead of transfer. A separate Risk Report would be produced in advance of each station transfer from EDF to NDA/NRS.	
5.1.3.2	A Munro reported that the transfer of Hunterston B was on track for 1 April 2026 and Hinkley B for 1 October 2026. The Risk Report did not identify any impediments to the first	



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	transfer. It was anticipated that there would be some matters to address post transfer. An early draft of the Risk Report had been provided to DESNZ to enable the Department to conduct a Gate 4 delivery review against readiness for transfer. The initial findings of the review were expected later in the week.	
5.1.3.3	The Board discussed how best to share the final Risk Report with DESNZ. It was the AGR Transfer Programme team’s intention to explain the Risk Report in more detail to the sponsorship team at DESNZ. The Programme team intended to provide an update on the key issues highlighted by the NDA AO to DESNZ at the time of option exercise in 2021. The Board was supportive of this approach in the form of an accompanying cover letter from the NDA CEO and AO.	
5.1.4	AGR Funding Agreement between NDA/NRS/NLF/DESNZ	
5.1.4.1	The Board noted that the funding arrangements for the future decommissioning of the AGR stations were now agreed and, following consideration by the GAC, it was recommended that they be approved by the Board. [REDACTED] [REDACTED] [REDACTED] E Regan highlighted the improved relationship with the NLF and that the ONR would review the funding arrangements during the transfer shadow working period. Considering the recommendation of the GAC, the Board RESOLVED TO APPROVE the new AFA arrangements and delegated formal signature to the agreements to the NDA CEO to enter into the AFA when the first AGR station transferred.	
	[REDACTED] A Munro, R Miller and E Regan left and D Vineall, N Westcott and J Vickerman joined the meeting.	
5.2	GSR11 - Industrial Action across the NDA group	
5.2.1	The Board noted the overview of the new Group Strategic Risk (GSR) developed in response to the heightened potential risk of localised and coordinated industrial action across the group, driven by a combination of the impact of the recent Spending Review, organisational change, job insecurity, ongoing pay discussions and the broader impacts of economic uncertainty (GSR011). The Audit, Risk and Assurance Committee (ARAC) had overseen and contributed to the development of GSR011 before endorsing it for Board approval at its recent meeting. D Vineall highlighted the discussion at ARAC on the current live industrial relations issues, namely supply chain disruption at Sellafield and the planned AGR transition within NRS. The Board noted the actions that had been taken by the Executive in response to ARAC’s feedback.	
5.2.2	The ARAC Chair suggested that although the group was experiencing events captured by GSR011, it was still appropriate for the Board to consider its formal approval. The Board acknowledged the current group risk assessment, key risk indicators, controls, and mitigation actions and RESOLVED TO APPROVE the transition of GSR011 into active management, with formal governance and reporting. The Board discussed the options for formal governance of the risk. Considering the risk’s strategic and operational relevance, its transitional nature between a risk and an issue, and its potential volatility, the Board RESOLVED TO APPROVE : (i) that ARAC be responsible for oversight of GSR011 and receive associated updates on industrial action; and (ii) a 12-month review period be instigated. The Chair of the Group Remuneration Committee would be invited to ARAC when GSR011 was considered. Reports to the Board from ARAC would contain more detail on industrial events as they materialised. If timelier updates were required on emerging issues, this information would be conveyed by the CEO.	
5.2.3	N Westcott and J Vickerman updated the Board on the latest position in respect of the live industrial relations issues at Sellafield and NRS.	



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	<i>J Vickerman left the meeting.</i>	
5.3	Culture Update - Sellafield	
5.3.1	<p>s36</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
5.3.2	<p>The Board thanked N Westcott and A Sharples for an insightful report and the additional verbal overlay. The Board explored several areas in further detail:</p> <ul style="list-style-type: none"> • Gaining control of absence – what ‘good’ looked like for an organisation of the scale and nature of Sellafield and the nature of the challenges it faced. • The activities that had been most pivotal in enabling Sellafield to make a marked improvement in its culture metrics. • The importance of ensuring the progress made at Sellafield was captured and communicated in response to the recommendations of the PAC report. • The ability to align Sellafield’s ‘values’ with those of the wider group in a way that was complementary with the unique nature of the site, its partners and workforce. 	
	<i>D Vineall and N Westcott left and s40 joined the meeting.</i>	
5.4	Revised BEC Governance Arrangements & Aggregated Investment Fund	
5.4.1	<p>The paper was taken as read and s40 detailed the work required to respond to stakeholder requests for the NDA to facilitate their economic ambitions for West Cumbria through BEC in a compliant manner that also served the group’s best interests and the continuation of the delivery of the mission at Sellafield. This would include the establishment of a working group with the intention to deliver to the Board for formal approval and/or endorsement in January proposals: (i) to enable BEC to leverage assets and borrow additional funding; and (ii) for the aggregation of existing NDA group socio-economic investments in West Cumbria, in accordance with good governance, NDA strategy, financial constraints and stakeholder ambitions.</p>	
5.4.2	<p>The Board acknowledged the necessity of progressing the agreements made with stakeholders and RESOLVED TO APPROVE the principles and work outlined in the paper. The Board cautioned that the proposals to be returned to it in January must be within risk appetite and have no adverse consequences for other socio-economic work undertaken across the group. The Board emphasised that the requirement for senior leader time to be dedicated to the ongoing work must be carefully monitored to ensure the group could continue to fulfil its primary purpose.</p>	
5.4.3	<p>The Board RESOLVED TO APPROVE that authority be delegated to the NDA Group CEO & AO and NDA CFO to enter a revised BEC Members Agreement and Articles of Association, subject to appropriate financial and legal review and revised governance arrangements being in place that would:</p> <ul style="list-style-type: none"> • Maintain the NDA’s existing level of control over BEC (casting vote) • Provide for no new BEC members without NDA’s express written consent, and • Provide proportionate controls over BEC as to management of funds, leveraging of assets, borrowing, and raising finance from third parties. 	
	<i>s40 left the meeting.</i>	
5.5	Project Oxford - Closure	



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5.5.1	<p>The Board considered the request to close the programme of work related to Project Oxford. All but one recommendation had been actioned, and it was proposed that the remaining implementation activities could be appropriately managed through standard governance mechanisms as part of business-as-usual (BAU). [REDACTED]</p> <p>s24 [REDACTED]</p> <p>The Board RESOLVED TO APPROVE the formal closure of Project Oxford as a standalone project. The Board suggested that whether an internal audit should be undertaken to evidence the continued embedding and effectiveness of the Project Oxford recommendations be kept under review.</p>	
<i>C Train, L Haynes, L Peace and W Goldwag joined the meeting.</i>		
5.6	Project Cambridge	
5.6.1	<p>The paper setting out the outcome of the “mock” Management of Change (“MoC”) exercise on the proposed governance changes described in the Chair’s Memo of 14 July 2025 was taken as read. The Chair summarised the activity that had taken place alongside the MoC exercise, including briefings with the OpCo Chairs, further discussions of the Board, and engagement with stakeholders including the Department and ONR. [REDACTED]</p> <p>s36 [REDACTED]</p>	
5.6.2	<p>The Chair reported that in response to feedback from the OpCo Chairs, the Board had agreed to two updates to the changes outlined in the paper. Firstly, the retention of the group’s four ‘nuclear NEDs’. Two nuclear NEDs would sit on the Sellafield Board, and one on each of the NRS and NWS Boards. NTS would have access to independent advisors as originally proposed. This update was a recognition of the regulatory responsibilities of the site licensees. Secondly, in response to concerns that the proposed governance changes would impact the transfer of the AGR stations, specifically Hunterston B and Hinkley B, meetings would be set up as a priority between the NDA, Department and Regulators to ensure no detriment to transfer. This represented the latest Cambridge construct.</p>	
5.6.3	<p>The Chair explained that the OpCo Chairs had been invited to the meeting to share their views on the proposed governance changes having considered the outcome of the MoC exercise. Following consideration of the same the Board would decide whether to write to the ONR confirming that it would be instructing the OpCos to commence MoCs for the governance changes. Any such communication would be preceded by a communication to the Department. The Chair emphasised that it was anticipated that the MoC process would be iterative and that some further flexibility to the proposed changes may be suggested by the MoC process and/or the ONR.</p>	
5.6.4	<p>Each OpCo Chair shared their response to the Cambridge construct, as updated. Each OpCo Chair was broadly supportive but had varying degrees of concern on common points but also specific to their OpCo. [REDACTED]</p> <p>s36 [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
5.6.5	<p>The Board explored in detail the points raised by the OpCo Chairs on their OpCo specific positions, and their shared views, including on the:</p> <ul style="list-style-type: none"> • Need for NDA-Appointed NEDs to have skills and expertise relevant to the OpCo Board they are assigned to. • Significant amount of work required to prepare for and implement Cambridge should not be underestimated, the further concentration of activity in individuals 	



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	<p>also required to be focused on several other significant workstreams, including delivering to the Spending Review challenge.</p> <ul style="list-style-type: none"> • Requirement for project management with a dedicated leader, plan and sufficient resource. • Requirement of early clarity on accountabilities under the revised structure. • Concentration of risk for the OpCo Chairs under the revised structure. • Inappropriateness of a one-size fits all model continued challenge for deviations on NED requirements and committee structure. • Level of detail and implementation plan on the individual elements of the Cambridge construct that was necessary before the Department and ONR were approached. • Timing of formal approaches to the Regulators vis a vis the formal MoC process and potential for this to impact the AGR transfer timeline. 	
	<i>C Train, L Haynes, L Peace and W Goldwag left the meeting.</i>	
5.6.6	<p>The Chair summarised the options he considered available to the Board having considered the views of the OpCo Chairs: (i) to proceed with the updated Cambridge construct; (ii) to progress elements of the updated Cambridge construct; and (iii) to take no action. The Board discounted taking no further action and sought further clarification from M Shaw as to the trigger point for an MoC and how this process would best be completed if a partial approach to Cambridge was taken. The Board reflected on the positions shared by each OpCo Chair and how likely and how best the group could be brought together to support Cambridge. The Board was clear in its agreement that no action should be taken that would jeopardise the transfer of the AGR stations.</p>	
5.6.7	<p>The Board agreed that:</p> <ul style="list-style-type: none"> • The documented Cambridge construct shared with the meeting would be updated to include the revisions summarised by the Chair and with greater detail on the rationale for and anticipated benefits of the governance changes. • The Sellafield and NRS Chairs be invited to submit further reflections on the updated construct. • D Peattie with support from F Livens would consider how best to engage with the ONR and SEPA to establish their positions on the impact of Cambridge on the AGR Transfers and if a risk was confirmed, to work with them on mitigation. • P Hill and N Bruce would together meet with the Sellafield CEO and NRS CEO, separately, to establish their positions on the revised construct. P Vallance would attend both meetings. • A meeting would be arranged for P Hill to brief the four Nuclear NEDs on the updated Cambridge construct and take their views. Briefing the wider OpCo NED population would be kept under review. • It would consider the need for any OpCo NEDs beyond the Nuclear NEDs, and whether an alternative solution was strengthening the Executive population and an improvement in OpCo Executive/NED communication. • A Reeves would take the meeting requested by the Sellafield and NRS Chairs, but individually. • If because of these steps, updates were necessary to the Cambridge construct, these would be captured in final paper by the Chair (with D Peattie as co-author). • The NWS and NTS Chairs be briefed on the outcomes from the above steps. • The final paper would be circulated to the Board to agree next steps. 	
	<p>s36 [REDACTED]</p>	
	<p>s40 [REDACTED] <i>joined the meeting.</i></p>	
5.7	Group P&PCo	



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5.7.1	<p>The Board noted the proposal to pilot and implement an alternative sanction governance model for requests exceeding the NDA’s delegated authority. Under the proposal the group would consolidate the current model of up to five steps into two comprising one groupwide Executive level committee and one groupwide Board level committee. There would be an element of dual running during the pilot (January to March 2026) to ensure stakeholder confidence was maintained, and to allow for learning to be gathered before formalising the new sanction governance structure. The aim was to streamline sanction governance and enhance decision-making effectiveness and efficiency for requests outside of NDA delegation. The proposal did not affect sanction governance/approval of requests within OpCo delegations. The proposal had the support of the Executive and the P&PCo Chair.</p>	
5.7.2	<p>██████████ confirmed that under the proposal the OpCo programme and project committees would be retained but would not consider sanction requests that exceeded the NDA’s delegated authority. The proposal was a step towards greater effectiveness and efficiency, and the Board noted the link to the objectives of Project Cambridge. The Board raised that one of the recommendations from the Magnox Inquiry was for the NDA Board to have a separate programmes and projects committee and any ultimate departure from this would need to be well justified. The Board discussed the work that would be required through the pilot and up to implementation to determine the composition of the groupwide committees and their Terms of Reference. The Board emphasised that the success of the condensed process would be dependent on the quality of sanction requests inputted and that this was an area that required continued focus. The Board expected to receive regular reports on the work of the groupwide Board level committee, just as it did from the current NDA P&PCo.</p>	
5.7.3	<p>The Board RESOLVED TO:</p> <ul style="list-style-type: none"> ● APPROVE consolidating the current five steps (up to) within the NDA group into two steps, being: <ul style="list-style-type: none"> - A reconstituted NDA Group Investment Committee (GIC) with appropriate empowerment so it could act as the single Executive level scrutiny committee for business cases outside NDA’s delegated authority. - A single NDA group Programmes & Projects Committee (P&PC) which would have delegated authority to make sanction decisions on behalf of the NDA Board and OpCo Board(s). ● APPROVE the NDA group undertaking a pilot of the Group P&PC and reconstituted GIC from January 2026 (initially for a three-month trial period), with interim delegation from the NDA and OpCo Board(s). 	
5.8	<p>Group ARAC</p>	
5.8.1	<p>The Board considered the work that had been undertaken on the development and implementation of an alternative governance model for Audit, Risk and Assurance matters in the form of a Group ARAC. The aim of a Group ARAC was to streamline governance and enhance decision-making effectiveness and efficiency. K Bowyer presented the drivers and assumptions that had been considered, and the benefits and challenges of the approach. The Board noted that initial analysis had been performed as to which matters within the remit of the NDA ARAC could be considered: (i) solely at a Group ARAC; (ii) potentially at a Group ARAC, with further work required to align existing arrangements / enabling activities; and (iii) for information only at a Group ARAC, with site licensee Board / Executive attention required due to site licence / nuclear safety.</p>	
5.8.2	<p>The Board acknowledged that the formation of a Group ARAC was closely aligned to Project Cambridge and agreed that further exploration of the proposal should be worked through in tandem. The Board was supportive of the next steps outlined in the paper, specifically:</p>	



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	<ul style="list-style-type: none"> Collective Group Board / ARAC discussions on the formation of a Group ARAC to agree an outline rationale and purpose, leading to development of a Group ARAC Terms of Reference. Agreement of an outline transition / implementation plan, with phasing / parallel running / iteration points as appropriate. Stakeholder engagement and communication plans. 	
	<p>s40 [REDACTED] S Kybird and C Nixon joined the meeting.</p>	
5.9	Unity	
5.9.1	<p>The Board noted the update on progress made with the Spending Review process and Unity and D Peattie provided additional context to support the Board’s consideration. The GLT had met the previous week for two days and had a successful meeting focused on Unity. There had been insufficient time to capture the output from the GLT in time for presentation to the meeting. The material presented to the Board was therefore incomplete as regards the role of the NDA Centre, the further work undertaken on Functional Excellence, and the strategic review that was underway of NWS. D Peattie reported that two dashboards had been developed and would form part of the reporting to the Board: s36 [REDACTED]</p> <p>[REDACTED] as Unity Programme Director, would support the presentation of each dashboard to the Board. It was reiterated that the Unity was not a transformation project. It was a response to a financial challenge and means of achieving progress against this as a group. The role of the Unity Programme Director was focused on assurance, tracking and coherence of the activities that made up Unity. D Peattie cautioned the Board against focusing on headcount targets; HMT had set financial targets but no headcount targets.</p>	
5.9.2	<p>The Board provided feedback and raised questions on the update that it requested be addressed in a paper to its next meeting, specifically:</p> <ul style="list-style-type: none"> The financial dashboard should show progress against the £264m annual resource efficiency savings to be achieved by 2028/29, rather than the £211m currently shown. A revised proposal should be made on the composition and role of the Board sub-group intended to provide input and challenge and oversee progress on Unity, and how this would be stood up to work. K Cearns offered to participate in this group. Clarity was needed on who was responsible for progressing the ‘horizontal’ cross group initiatives and this should not be the Board sub-group. An update on progress on these initiatives was also required. There was concern around unintended consequences from the initiation of MAVE prior to progress being made on the ‘horizontal’ cross group initiatives. Confirmation was sought whether an exercise was conducted prior to the initiation of MAVE on work that should be stopped/not started. Consideration be given to whether the OpCos should be incurring external spend on organisational modelling in parallel with the work under Unity. Confirmation to be provided that there was clarity and understanding on what was to be achieved through Unity, that these objectives were sufficiently strategic, and widely supported. The link to Project Cambridge to also be articulated and an explanation provided on the perception that elements of Unity were dependent on Cambridge. Consideration to be given to whether sufficient resources were dedicated to Unity and roles and responsibilities were clear. Whether any of the senior managers 	D Peattie

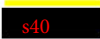


**Minutes of the Nuclear Decommissioning Authority (“NDA”) Board meeting
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	returning to the group following e.g., secondment, could support Unity should be investigated.	
5.9.3	s36	
	s40 and C Nixon left and s40 joined the meeting.	
5.10	Speak Up Annual Report and Updated Speak Up Policy	
5.10.1	s40 presented minor changes to the Speak Up Policy. It was noted that in revising the Policy consideration had been given to the National Audit Office report, Investigation into Whistleblowing in the Civil Service (December 2023) and the NAO Good Practice Guide (February 2024) and lessons learned across the group over the last couples of years. The Speak Up Q & A guidance and Information Sharing Principles had also been updated. s40 assured the Board that as the changes to the Policy were relatively minor it was anticipated the Policy would be adopted more quickly in the OpCos than the initial roll out. The OpCo General Counsels and GLT would support this process. The Board RESOLVED TO APPROVE the updated Speak Up Policy.	
5.10.2	The Board noted the group wide Speak Up data for 2024/25 and R Coleman highlighted the key points. The Board discussed the data in detail and the potential to centralise investigations. It was observed that there was no change in NRS Dounreay’s engagement survey results related to Speak Up from 2024 to 2025. s40 explained that at the point the survey had been conducted in 2025, the Speak Up Policy and associated training had not been rolled out there. The Board reflected on several factors that could lead to an increase in Speak Ups across the group including the recent PAC report on decommissioning Sellafield and levels of industrial activity. An appropriate narrative and breakdown of subsequent data would be necessary to reflect this.	
	s40 left the meeting	
5.11	NDA Board Effectiveness Review 2024/25	
5.11.1	The Board considered the Action Plan produced in response to the findings and recommendations of its 2024/25 Effectiveness Review (BER). The Chair was content with the outputs and for the actions to be progressed, noting that many related to or would be subsumed by Cambridge. The Board RESOLVED TO APPROVE the Action Plan.	
5.11.2	The Board considered the Chair’s proposal for the group BERs to be undertaken in 2025/26. For the NDA Board, noting that it had undertaken an ‘external review’ in 2024/25, a bespoke questionnaire would be produced along similar lines but “lighter touch” than the 2024/25 survey. BERs would not be undertaken by the OpCo Boards on account of Project Cambridge. The Board RESOLVED TO APPROVE this approach. The Corporate Governance team would ensure UKGI were comfortable with this approach.	
5.12	OpCo Board Effectiveness Reviews 2024/25	
5.12.1	The Board considered the outcomes and the action plans produced in response to the 2024/25 OpCo BERs. The plans in part reflected the additional detail the Board had requested be included following initial review at its meeting in June. The additional commentary provided by the Sellafield and NRS Chairs was noted. The Board also considered the thematic report produced by Deloitte which provided summary analysis of notable responses from the OpCo board members. The Board was comfortable with the progress against the individual OpCo actions plans and in view of Project Cambridge resolved that no action be taken at a group level in response to the thematic report at the present time.	
6.	Other	
6.1	Reading pack items	
6.1.1	The Board noted the Reading Pack items. No material points were raised.	
6.2	Forward Agenda	



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6.2.1	The Board noted the Forward Agenda. The Chair highlighted the potential requirement for ad hoc meetings and update calls on Project Cambridge. The Board were supportive of this and finding time to consider F Livens’ recent paper: ‘Risk, Innovation and the NDA’,	
6.3	Board Reflections	
6.3.1	The Board suggested that GLT meetings be scheduled two to three weeks in advance of Board meetings to ensure papers for onward transmission to the Board could be circulated a week in advance.	
6.4	Any Other Business	
6.4.1	D Peattie thanked the Board for its visit to the Cyber Centre at Herdus House and to Sellafield. D Peattie thanked the Corporate Governance team for facilitating the same.	
6.4.2	The Chair reported that Fiona Rayment, Non-Executive Director at NRS, had been awarded the Sir Frank Whittle Medal by the Royal Academy of Engineering. A note of congratulations would be sent from the Chair and CEO.	
6.4.3	There being no further business the Chair closed the meeting.	