Minutes of the Nuclear Decommissioning Authority ("NDA") Board meeting held on 15 October 2025 at 16:00 Caxton House, 6-12 Tothill St, London SW1H 9NA / 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	*(via Teams)*
	Kathryn Cearns	Non-Executive Board Member	*(via Teams)*
	Harriet Kemp	Non-Executive Board Member	
	Francis Livens	Non-Executive Board Member	
	Catriona Schmolke	Non-Executive Board Member	*(via Teams)*
IN ATTENDANCE:	Alan Cumming	Group Chief Assurance and Performance Officer ("CAPO")	
	Paul Vallance	Group Chief Corporate Affairs Officer	*(via Teams)*
	Matthew Shaw	Group Chief General Counsel & Company Secretary	
	s40 [redacted]	Deputy Company Secretary	*(via Teams)*

	Agenda Item	Action Owner
1	**Introduction**	
1.1	**Apologies**	
1.1.1	There were no apologies for absence.	
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.	
2	**Project Cambridge**	
2.1	The Chair noted that, as planned, an additional meeting of the Board had been arranged following the Project Cambridge discussion at its last meeting. The intention was to update the Board on progress since that meeting and agree next steps.	
2.2	s40 [redacted] • [redacted] • [redacted] • [redacted]	

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	[redacted]	
2.3	The Chair noted that he was due to meet with the NRS Chair the following day and proposed to offer an additional Nuclear NED to sit on the NRS Board post Cambridge. The Board discussed the updates provided on the interactions since its last meeting and potential offer of an additional Nuclear NED to NRS. It was agreed that: • The offer of an additional Nuclear NED was not a concession, but a recognition of the complexity and scale of NRS' activities, which would also show parity with Sellafield. • s40 [redacted] • The Nuclear NEDs could provide the non-executive support the NRS Chair sought. • Consideration be given to utilising the Nuclear NEDs across the group Boards rather than assigning them to OpCos. • Whilst confirming Cambridge would not strictly prescribe the governance structure below board level within the OpCos, bespoke governance arrangements that would overlap with the planned responsibilities of the group committees should not be permitted. • It should be reiterated to the OpCo Chairs that Cambridge, including a further strengthened NDA Board, would not threaten the operational autonomy of the OpCos.	
2.4	The Chair outlined the timetable that he envisaged for Cambridge that would culminate in an implementation date of 1 June 2026. It was noted that P Vallance would be the SRO on Cambridge. The Board and Executive discussed that the timetable was ambitious but should be the starting point.	
2.5	Recognising that the process would continue to be iterative, the Board **RESOLVED TO APPROVE**: (i) That in recognition of the complexity and scale of activity undertaken by NRS, including Dounreay and the incoming AGR stations, and congruence with Sellafield, the construct of Project Cambridge as articulated in the memorandum sent by the NDA Chair to the NDA Board and OpCo Chairs on 29 September 2025, be updated with an additional "Nuclear" NED for the NRS Board. This would take the total number of "Nuclear" NEDs on the NRS board under Project Cambridge to two. The total number of "Nuclear" NEDs retained across the OpCos under Project Cambridge would increase from four	

	to five, with two allocated to each of the Sellafield and NRS boards, and one to the NWS board. NTS would continue to have no independent NEDs under Project Cambridge with any new advisors appointed in consultation with the NDA. (ii) The NDA Chair and NDA CEO present the updated Project Cambridge construct, as endorsed by the Board, to the NRS Chair on 16 October, and to the OpCo Chairs and CEOs at a briefing scheduled for 24 October. (iii) Following the briefing on 24 October, the Chair write to the Department after outlining the Project Cambridge construct in more detail. (iv) Subject to the approval of the Department, the Chair write to the ONR confirming the NDA's intention to instruct the OpCos to commence MoC processes on Project Cambridge.	
2.6	The Board discussed the suggestion raised through consultations on Cambridge of potentially adding additional nuclear NEDs to the NDA Board. This would only be progressed if deemed necessary to support the governance changes under Cambridge. **The number of NEDs it was possible to have on the NDA Board would be investigated** and consideration given to raising this in the communication to the Department.	**M Shaw**
3	**Any Other Business**	
3.1	There being no further business the Chair closed the meeting.	