Minutes of the Nuclear Decommissioning Authority ("NDA") Board meeting held on 9 December 2025 via Teams

PRESENT:	Alex Reeves	Non-Executive Board Member
	David Peattie	Chief Executive Officer ("CEO")
	Kate Bowyer	Chief Financial Officer ("CFO")
	Harriet Kemp	Non-Executive Board Member
	Francis Livens	Non-Executive Board Member
	Catriona Schmolke	Non-Executive Board Member
IN ATTENDANCE:	Alan Cumming	Group Chief Assurance and Performance Officer ("CAPO")
	Paul Vallance	Group Chief Corporate Affairs Officer
	Matthew Shaw	Group General Counsel & Company Secretary
	[redacted]	Deputy Company Secretary
	Clive Nixon	Chief Nuclear Strategy Officer
	[redacted]	NDA S5 Development and Delivery Lead
APOLOGIES:	Peter Hill	Chair of the Board
	Neil Bruce	Non-Executive Board Member
	Kathryn Cearns	Non-Executive Board Member

	Agenda Item	Action Owner
1	**Introduction**	
1.1	**Apologies**	
1.1.1	Apologies for absence were received from P Hill, N Bruce and K Cearns on account of prior commitments when the additional meeting of the Board had been called. In his absence, P Hill had requested that A Reeves chair the meeting. It was noted that P Hill had met with C Nixon and [redacted] to provide feedback on the draft post-consultation Strategy 5 Document and associated products. The resolution of the Chair's feedback would be addressed during 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.	
2.	**Main Board Topics**	
2.1	**NDA Strategy 5 Document (2026)**	
2.1.1	The post-consultation draft NDA group Strategy 5 Document, associated products and cover paper summarising the public consultation process and responses, and the nature and rationale for the post-consultation changes to the draft was taken as read. At A Reeves' request, C Nixon: • Explained the asks being made of the Board to enable Strategy 5 to progress to DESNZ and Scottish Ministers for approval to publish. • Reminded the Board of the governance route Strategy 5 had taken to date, including the Board's interaction with it. • Noted that the Strategy team were working to achieve publication w/c 2 March 2026 but would aim to do so earlier. • Detailed the level of scrutiny Strategy 5 had received e.g., from S5DG, NDSPG, ELT, Board, DESNZ, devolved governments, and the GLT. • Confirmed that the none of the post-consultation changes made to Strategy 5 had altered the strategic direction previously agreed by the Board and that there was nothing in the consultation feedback that the team had not been able to respond to due to the timeframe they were working to.	

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	• Explained the purpose of the associated Integrated Impact Assessment and why it was important. • Outlined the feedback provided by P Hill on the Strategy 5 Document and explained how the Strategy team had amended Strategy 5 in response. C Nixon highlighted the edits that had been made in response to the Chair's feedback.	
2.1.2	The Board discussed the publication of the Nuclear Regulatory Taskforce Report and whether the findings and recommendations should be reflected in Strategy 5. The Board were comfortable with C Nixon's proposal to reference the importance of the publication, and its support to the Strategy, in the preface but not to go into further detail until the NDA, DESNZ and Government's response to the Report was known.	
2.1.3	The Board reflected on the rationale for the timetable for the publication of Strategy 5 and explored with the Executive whether it might be beneficial for several reasons, particularly associated with the GDF programme and upcoming Scottish Election period, to bring this forward. It was noted that there was some flexibility in the timetable and the Board requested that **options to enable the publication of Strategy 5 earlier than w/c 2 March 2026 be investigated.**	**C Nixon**
2.1.4	The Board considered the references to funding in Strategy 5 and questioned whether anything in the recent Budget or as regards the Nuclear Liabilities Fund (NLF) should be called out. The Board were comfortable with C Nixon and K Bowyer's assurances on the adequacy of the disclosures, in particular around NLF funding.	
2.1.5	C Nixon explained the need for the Strategy team to be able to respond quickly to any feedback received during governmental approvals. To assist the Board's consideration of the delegations being requested to support this eventuality, C Nixon provided examples of what could constitute an immaterial versus material change. The Board noted that C Nixon had tested his perception of such changes with senior government officials and that if the Strategy 5 team were in any doubt, they would engage appropriately with the Board.	
2.1.6	After careful consideration, the Board **RESOLVED TO:** (i) **ENDORSE** the NDA group Strategy 5 post-consultation document for onward submission to DESNZ and Scottish Ministers for approval to publish, subject to the: (a) inclusion of a short statement in the preface acknowledging the importance of the publication of the Nuclear Regulatory Taskforce Review Report and explaining that NDA and HMG's response to the same was being considered; (b) incorporation of minor points of feedback to be provided by H Kemp offline; and (c) correction of minor typographical points e.g. references to Her Majesty's Stationery Office (ii) **ENDORSE** the Integrated Impact Assessment post-adoption statement. (iii) **APPROVE** that authority be delegated to: (a) the NDA Group CEO to agree any non-material amendments that may be required arising from feedback received during governmental approvals; and (b) the NDA Chair, NDA Group CEO and F Livens to agree any material changes which may arise following submission to DESNZ and Scottish Ministers subject to any changes the delegated group determine are of such significance they should be returned to the Board for review and approval.	
2.1.7	On behalf of the Board, A Reeves thanked the Strategy team for its significant work in bringing Strategy 5 to this point, and D Peattie echoed this. C Nixon thanked the Board for its support in the process.	
3.	**Other**	

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3.1	Any Other Business	
3.1.1	There being no further business, the Chair closed the meeting.	