Minutes of the Nuclear Decommissioning Authority ("NDA") Board meeting held on 23 February 2026 via Teams

PRESENT:	Peter Hill	Chair of the Board ("Chair")	
	David Peattie	Group Chief Executive Officer & Accounting Officer ("Group CEO & AO")	
	Kate Bowyer	Group Chief Financial Officer ("Group CFO")	
	Catriona Schmolke	Senior 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	
	Alex Reeves	Non-Executive Board Member	
IN ATTENDANCE:	Alan Cumming	Group Chief Assurance and Performance Officer ("CAPO")	
	Paul Vallance	Group Chief Corporate Affairs Officer	
	Frank Rainford	Group Chief of Staff & Security Officer	
	Matthew Shaw	Group General Counsel & Company Secretary	
	[redacted]	Deputy Company Secretary	
	[redacted]	Assistant Company Secretary	
	[redacted]	EA to the Group CEO & AO	
	Seth Kybird	NWS CEO	*Part only*
APOLOGIES:	None		

	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.	
1.3	**Chair's Observations and Meeting Objectives**	
1.3.1	The Chair highlighted the agenda items that required particular attention and discussion.	
2.	**Safety**	
2.1	**Safety moment**	
2.1.1	The Board reflected on the large-scale fines issued by regulators over the last year in response to serious injuries and fatalities on sites across the sector [redacted] The Board considered the significance that individual actions could have on the group and need for constant vigilance. D Peattie advised that personal safety and responsibility would be discussed at the Health, Safety and Wellbeing (HSW) Conference on 25 February 2026, over 200 attendees were expected.	
3.	**Administration**	
3.1	**Minutes of previous meeting**	
3.1.1	The Board **RESOLVED TO APPROVE** the minutes of the meeting held on 29 January 2026 subject to the last bullet point in paragraph 5.12.2 being considered a formal action.	
	[Following the meeting, the action at 5.12.2 was numbered Action 2164 and added to the Board Action Log.]	
3.2.	**Decision Log**	
3.2.1	The Board noted the Decision Log.	
3.3	**Actions Review**	
3.3.1	The Board considered the actions arising from previous meetings and **RESOLVED TO APPROVE** that:	

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	(i) Action 2144 (NWS strategic review) and Action 2145 (GDF Programme Submission to SoS) be closed further to the discussions at the 29 January 2026 Board meeting and on the basis that both topics had been included on the Board's forward agenda planner for further at the appropriate time. (ii) Actions 2159, 2161 and 2163 be closed following the circulation of the requested information in recent weekly updates to the Board. (iii) Action 2162 be closed subject to the discussion at item 5.2 on today's meeting agenda.	
3.3.2	The Board noted that all other actions remained ongoing, further updates would be given at the March meeting. s24 [redacted]	
4.	**Executive Updates**	
4.1	**Group CEO's Report**	
4.1.1	D Peattie highlighted that Strategy 5 had been published earlier that day and provided an update on other recent matters of note, s36 [redacted]	
4.1.2	D Peattie confirmed that the first combined Quarterly Governance Meeting with DESNZ and UKGI had taken place. The Board agreed that it represented a good streamlining step by ensuring the Department and UKGI were aligned in their scrutiny of the group.	
4.1.3	The TRIR statistics had declined slightly over the past month. The Board discussed the impact of human behaviour on the incident rates and noted that this would be a key focus of the HSW Conference on 25 February.	
4.1.4	Strike action at Sellafield was expected to resume at some point over the next few weeks. The Sellafield executive were monitoring the situation closely and quantification of the impact on project performance had been requested.	
4.1.5	The Board noted that consideration was being given to recruiting a cyber advisor to support each of the NDA Board and the Operating Company Boards, to be a resource to draw on in the event of a major cyber incident and to support the group generally. F Rainford was exploring options for the group's specific requirements using a CCS framework for cyber services as the procurement route. The Board noted that a corporate solution would give the group surge capacity and access to a range of advisors as opposed to hiring a single individual. It was considered that a corporate offering would more readily be able to stay current to the evolving cyber risk. The Board, and F Livens in particular as the NDA Cyber NED, confirmed their support for the proposal. The Board noted that, post Cambridge, there would still be a need for a nominated "Cyber NED" on each Board but that the advisor would be available as a group resource to provide the expertise needed to deliver the necessary independent advice, support and challenge to the group Boards. The Board agreed that cyber security should remain a Board-level topic across all group entities post-Cambridge. The Board noted that J Hodges' extension on the board of Sellafield would be considered later in the meeting.	
4.1.6	D Peattie thanked P Hill for joining the Leadership Conference the previous week. The Conference had been useful in offering further clarity around Unity and Cambridge and overall, the tone of the group leadership had been positive. s36 [redacted] and the work being undertaken as part of Unity and Cambridge, as well as concerns about job security and the impact of the Spending Review.	
4.1.7	The Board discussed the Independent Review of the NDA and noted that the fourth member of the panel was still to be confirmed and that the formal review had not	

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	officially commenced. The review Chair had begun informal conversations with key stakeholders and was keen to start engaging with the Board as soon as possible.	
4.2	**Group CFO's Report**	
4.2.1	K Bowyer highlighted key updates from the P10 performance pack included in the weekly update email on 20 February. [redacted] s43 The Board noted that discussions with Treasury were ongoing in relation to income flexibility on the RDEL side given the expected impact of a reduction in EDF fuel delivery over the next few years. D Peattie advised that settlement flexibility would be a key point the NDA would advocate for as part of the Independent Review.	
4.2.2	The Board noted the ongoing work on finalising the funding arrangements with the Department and the Nuclear Liabilities Fund in respect of the AGR transfers. K Bowyer advised that the plan for the upcoming year would be reviewed at the Group Advisory Committee later in the week and highlighted good cross-group working over assurance workstreams during the last year.	
4.2.3	[redacted] s43	
4.3	**Performance and Project Delivery Report**	
4.3.1	The Board noted the Performance and Project Delivery Report on matters related to the Major Projects Portfolio and Operations. A Cumming provided updates to the report and summarised certain performance highlights from Sellafield, NRS, Dounreay and NTS.	
4.3.2	The Board noted the change control focus on major projects, and the impact of the recent industrial action at Sellafield, [redacted] s24 The Board further noted that, while the team were pushing to achieve the original P80, the project was likely to run two months overdue but should remain within cost. A Cumming also referenced the inflationary impact on additional costs required to meet the recommendations from the Grenfell Inquiry. The Board discussed the dynamics between Sellafield and LLWR, the potential future use of the site and noted that options would be explored with the ONR.	
	S Kybird joined the meeting	
4.3.3	S Kybird provided an update on the Southern Trench Interim Membrane Project at LLWR and the subsequent impacts to the Capping Project which would be presented to the March Group Investment Committee meeting. The team were making good progress with the project, [redacted] s36	
4.3.4	The Board noted that LLWR was currently operating under all 36 site licence conditions. NWS had a corporate target for 2026/27 to review, in coordination with the ONR, what could be optimised whilst safely and proportionately supporting the site's activities.	
4.3.5	The Board noted that the team were close to submitting the new environmental safety case. [redacted] s36 DRA guidance was clear as to how the group should use the site and that these elements would form the base of the case to be submitted in May. The Board noted that the EA's position would remain dynamic and that the LLWR team would continue to work closely with the NDA strategy team on the submission.	
4.3.6	[redacted] EIR12(5)(e)	

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	S Kybird left the meeting	
5.	**Main Board Topics**	
5.1	**Independent Review of the NDA**	
5.1.1	P Vallance advised that the Department was still aiming to complete the Independent Review of the NDA within the original time frame of nine months. The Board noted that the Review Team would be visiting several sites.	
5.1.2	The Board noted the draft briefing document circulated in the weekly update email on 20 February. P Vallance advised that background to Unity and Cambridge would be added. **The Board requested that briefing memo be updated** s36 [redacted] **Members would submit any further comments to P Vallance offline, and an updated version of the memo would be recirculated to the Board.**	**P Vallance**
5.1.3	The Board observed that it would be sensible to agree ahead of time who would support which areas of the review to avoid duplication. P Vallance advised that guidance on this had been requested from the review team and that further information would follow.	
5.2	**Project Cambridge**	
5.2.1	The paper was taken as read and D Peattie updated the Board on progress on Cambridge since its last meeting. s36 [redacted] The new Group Executive Committee was running well and had agreed its Terms of Reference (ToR). The Board discussed the latest draft of the GExCo ToR **and requested that alternative wording for paragraph 3.4 (escalation route available to OpCos) be considered.** The formal titles of the GExCo members would be updated in the ToR to coincide with planned senior personnel changes.	**M Shaw**
5.2.2	P Vallance advised that the OpCo CEOs would be encouraged to lead on implementing the next stages of the Project Cambridge and this would be emphasised in the upcoming senior group meetings. P Vallance updated the Board on the latest external senior stakeholder engagement, including with regulators. The Board were assured that the work of the team would continue to be supported and overseen by the SteerCo.	
5.2.3	The Board observed that Cambridge was moving out of Phase One 'concept' and into Phase Two 'design'. The focus remained on working through the remits of the new group committees with the intention of clarifying the final positions for the end of March, after which Phase Three, the 'MoC phase', would commence. The ultimate design would inform the final iteration of the Cambridge construct to the Phase Four 'Go-live' after the Hinkley B transfer in October 2026.	
5.2.4	The Board noted that there is some confusion about the group-wide committee structure post implementation and that the final Cambridge construct must ensure no duplication occurred at the OpCo versus group level. The Board agreed that, while matters relating to operational matters would continue to be overseen by the OpCo boards, some activities would be undertaken centrally by group committees and the NDA Board. The Cambridge Team would consider whether an 'FAQ' document could be useful to support the design phase of the project once the roles of the NDA Board v the OpCo boards had been clarified.	
5.2.5	The Board discussed the work done to-date in relation to the group ARAC. K Bowyer provided an update on the work being done set out what work needs to be done where in an ARAC context and advised that a handover period would likely be required due to the length and cadence of reporting cycles and to ensure senior knowledge was retained to support accordingly.	
5.2.6	The Board **RESOLVED TO APPROVE** the updated Terms of Reference for the Cambridge and Unity Steering Committee and agreed to close action 2162.	

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5.2.7	s36 s40 [redacted]	
5.2.8	[redacted]	
5.2.9	[redacted]	
5.2.10	[redacted]	
5.2.11	[redacted]	
5.2.12	[redacted]	

	iv) [redacted]	
5.2.13	[redacted]	
5.2.14	[redacted]	
5.3	**Unity**	
5.3.1	P Vallance outlined the work done on Unity over the recent period and that the focus was on ensuring appropriate design sequencing to move all key workstreams forward coherently and in alignment with Project Cambridge. The Board noted that further work was required before the team could present a realistic timeline for implementation. [redacted] s36 s43	
6.	**Other**	
6.1	**Reading pack items**	
6.1.1	The Board noted the Reading Pack items. The Board commented on the Trusted to Do More paper and requested this be considered in more detail at a future meeting. The Board noted that the new Inclusion Strategy would be brought to a future meeting for review and approval.	
6.2	**Forward Agenda**	
6.2.1	The Board noted the Forward Agenda.	
6.3	**Any Other Business**	
6.3.1	The Board noted the update on the actions taken from the 2024/25 Board Effectiveness Review and that the progress updates would be discussed in more detail at its next meeting.	
6.3.2	The Board noted that the sanction streamlining pilot paper circulated in the weekly update email on 20 February 2026 was for noting. Further discussions were to take place on the proposed membership, and an updated version of the paper would be shared in due course.	
6.3.3	There being no further business the Chair closed the meeting.	