



**Minutes of the Nuclear Decommissioning Authority ("NDA") Board meeting
held on 20 April 2026 at 15:00 via Teams**

PRESENT:

Catriona Schmolke	Interim Chair of the Board ("Interim Chair")
David Peattie	Group Chief Executive Officer & Accounting Officer ("GCEO & AO")
Kate Bowyer	Group Chief Financial Officer ("GCFO")
Neil Bruce	Non-Executive Board Member
Kathryn Cearn	Non-Executive Board Member
Harriet Kemp	Non-Executive Board Member
Francis Livens	Non-Executive Board Member
Alex Reeves	Non-Executive Board Member

IN ATTENDANCE:

Paul Vallance	Group Chief Corporate Affairs Officer	
Frank Rainford	Group Chief of Staff & Security Officer	
Matthew Shaw	Group General Counsel & Company Secretary	
s40	Deputy Company Secretary	
Seth Kybird	NWS CEO	<i>(part only)</i>
Steve Glasson	NWS Commercial Functions Director	<i>(part only)</i>
s40	Group Head of Sanction	<i>(part only)</i>
Clive Nixon	Group Chief Nuclear Strategy Officer	<i>(part only)</i>
s40	Chief R&D Officer	<i>(part only)</i>

APOLOGIES:

Alan Cumming	Group Chief Assurance and Performance Officer
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Agenda Item		Action Owner
1	Introduction	
1.1	Apologies	
1.1.1	Apologies for absence were received from A Cumming. There were no apologies from Board Members.	
1.2	Conflicts of Interest	
1.2.1	The Board confirmed that there were no conflicts of interest in respect of the business of the meeting and 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	C Schmolke noted that it was her intention to remove 'Chair's Observations and Meeting Objectives' as an agenda item as she considered it should be for the Group CEO to identify the key agenda items and those that they required the Board's input on. To do this, the Group CEO Report would be given greater prominence on future agendas.	
1.3.2	C Schmolke invited D Peattie to take the agenda item, and the Group CEO updated the Board on: - Matters under consideration by the Group ExCo. - The post year-end work underway, specifically the production of the Annual Report and Accounts (ARA) and the increasing impact of the calculation of the Nuclear Provision on the production timetable. The Board noted that a discussion would be had at the Audit, Risk & Assurance Committee on 20 May about how to proceed with the Department on the laying date for the ARA. - His concerns over potential further industrial relations activity at Sellafield. - The significant workstreams occupying the Executive, including the Independent Review of the NDA and the response to the Nuclear Regulatory Taskforce Review (NRTR) Report and Recommendations. Updates on Cambridge and Unity would be provided as part of the agenda.	





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2.2	Group Governance arrangement for Research & Development (R&D)	
2.2.1	The Board noted the updated proposal in response to its request for a review of the proposed group governance arrangements for R&D, first presented to it in November 2025.	
2.2.2	§40 recapped on the importance of R&D to the NDA's Mission and how the approach to and nature and scale of R&D varied across the group. §40 explained how it was proposed the existing governance arrangements would be strengthened. The Board noted the benefits of R&D having also already moved to the Group Chief Strategy Officer's Directorate. D Peattie praised the work of §40 and her team and explained that the move to the Strategy would help align R&D with the group's strategic drivers. C Nixon noted his intention that group R&D capacity would continue to be developed as part of Strategy 5. The Board was supportive of the move.	
2.2.3	F Livens reported that he had been engaged in several discussions with C Nixon and §40 since the November Board and was comfortable with the proposed arrangements, which were similar to other models he was familiar with.	
2.2.4	The Board considered the revised arrangements and discussed with §40 whether they were effective and streamlined enough for the R&D team's purpose and ambitions, and whether it was a bespoke arrangement, or quite standard in a group setting. §40 explained that the arrangements would be kept under review, including consideration of other models both in the private and public sector, and would be explored further as part of the work on the Group Operating Model. §40 confirmed that detail on levels of R&D spend, and the split between NDA and OpCo activity would be provided in the annual update on R&D to the Board. The Board confirmed that it would like to see more examples on what was in the R&D pipeline and this would be reflected in its forward agenda planner.	
2.2.5	The Board RESOLVED TO APPROVE the revised governance arrangements outlined in the paper.	
	C Nixon and §40 left the meeting.	
2.3	Project Cambridge	
2.3.1	P Vallance provided an update on progress against the Project Cambridge Implementation Plan. Work continued at pace.	
2.3.2	The Board noted that on 22 April 2026, Group ExCo would consider a revised set of principles for Cambridge against which alignment would be sought. The principal changes being proposed were around ensuring that the non executive directors which remained had the skills needed by each board and an acknowledgement that each OpCo may need a local risk and assurance forum. The revised principles, provided they were agreed by GExCo and P Vallance was comfortable that the scope met the Board's needs, would be considered by the Cambridge and Unity SteerCo on 23 April. They would then progress to the Board for approval.	
2.3.3	§36 C Schmolke requested that the Cambridge and Unity SteerCo meeting on 23 April be opened to the full Board and F Rainford.	P Vallance
2.4	Programme Unity	
2.4.1	P Vallance provided an update on Unity and highlighted the good work of the team. Constructive sessions had been held with the OpCo CEOs and there was now broad alignment around the construct for the Group Operating Model. This would be discussed by Group ExCo and, once agreed, would progress to the Cambridge and Unity SteerCo for consideration.	
3.	Other	
3.1	Forward Agenda	



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3.1.1	The Board noted the Forward Agenda and the Chair indicated that there may be some revisions to the plans for the June and September Board meetings.	
3.2	Sanction risk-based delegation plan	
3.2.1	The Board was content with the risk-based approach to upcoming sanction requests.	
3.3	Any Other Business	
3.3.1	There being no further business the Chair closed the meeting.	