



NDA Mid-Year Performance Report

Mid-Year (end of September 2020) status for 2020/21

NDA Mid-Year Performance Report

(Quarter 2)

Introduction

This report provides the status of the Group Key Targets and Business Plan Activities as at the mid-year of the 2020/21 financial year (i.e. as at end of September 2020). The year-end position against these targets and activities (i.e. as at end of March 2021) will be published in the NDA Annual Report and Accounts.

Targets and activities within this report are grouped by strategic theme for each business in the group as well as the NDA corporate centre. Also reported is Safety and Environmental performance information for each business.

Strategic themes key:

SF	Spent Fuels
NM	Nuclear Materials
IWM	Integrated Waste Management
SD&R	Site Decommissioning & Remediation
CE	Critical Enablers
RC	Regulatory Control

Covid-19

The Covid-19 pandemic has impacted performance across the entire NDA estate during the first half of 2020/21. Many on-site activities were halted at the end of March 2020, with a subsequent phased remobilisation of workforce in line with Government restrictions and safe working guidelines.

At the time of writing the mid-year performance report further national restrictions are in place and these are likely to adversely impact business plan targets and extend delivery timescales on some activities.

Work continues to assess the impact of the ongoing pandemic on mission delivery and will be reported as these impacts are better understood.



NDA Group Key Targets 2020/21

In addition to the activities set out in the NDA Business Plan, the top tier of targets for the group to achieve in 2020/21 are reflected in our Group Key Targets. Progress against these Group Key Targets is reported to the NDA Board and Her Majesty's Government (HMG) on a monthly basis.

In 2020/21 we have 25 Group Key Targets. These cover group-wide targets, targets specific to our individual businesses and targets specific to the NDA corporate centre.

The impacts of Covid-19 are the primary reason for the group reporting 9 of its 25 Group Key Targets for 2020/21 as either missed or unachievable (red) as at the end of Q2.

Status		Number of targets
Completed	Target achieved	1
On Track	On track	12
At Risk	Behind target with possibility of recovery	3
Missed	Behind target – expected to be missed	9

Our Vision	Lead Org	Strat Theme	No.	Target	Year End Forecast	Year End Status
Delivering our mission together safely, securely and more creatively, transparently and efficiently	NDA Corp Centre	IWM	23	IWM Programme Development	8 Sub-targets	On Track
		CE	20	Strategy IV	31-Mar-21	On Track
			21	Cyber Resilience	5 Sub-targets	On Track
			22	Tailored Review	-	On Track
			24	Spending Review (SR20)	-	On Track
	Sellafield		1	Major Project Schedule Adherence: SCP, SRP and RAP	N/A	Missed
		SF	6	Magnox Reprocessing	348tU	Missed
		IWM	2	WVP throughput – Vitrification of HAL, volume reduction	55m3	Missed
			3	Units of inventory removed from Legacy Ponds (FGMSP & PFSP)	371 Units	Missed
			4	PIRP - Type 1 Overpack Throughput	180 packages	At Risk
			5	BEPPS DIF - Complete Inactive Plant Commissioning	25-Apr-22	Missed
	8	MSSS - Basket of measures	0 Sub-targets	Missed		

		CE	7	Programme and Project Partners (PPP)	4 Sub-targets	On Track
	Magnox	IWM	11	ILW Retrievals	89te	Missed
		SDR	10	LETP decommissioning and land remediation completed	20-Oct-21	Missed
		CE	9	Business Case / Lifetime Plan Update	4 Sub-targets	At Risk
	Dounreay	SF	12	DFR Defuelling - Completion of 5B defuelling	Oct-21	Missed
		IWM	13	Shaft & Silo - Completion of waste characterisation fingerprinting	14-Sep-20	Completed
	RWM	IWM	14	GDF - develop & maintain at least 3 communities in 'active engagement'	2 Working Groups	On Track

Creating great places to work and taking pride in what we do	NDA Corp Centre	CE	16	Driving Respect & Inclusion at Work	4 Sub-targets	On Track
			17	Mission Progress Reporting +	3 Sub-targets	On Track
			18	One NDA Leadership Academy	3 Sub-targets	On Track
			19	Working towards Carbon Net Zero	5 Sub-targets	On Track

Trusted to do more in the UK and globally	CC / DRS / INS	CE	15	Transport division created and operational	01-Jan-21	At Risk
	NDA Corp Centre	CE	25	AGR Support to HMG	-	On Track

NDA Business Plan Targets 2020-23

The NDA Business Plan sets out key activities and expected progress for all of the NDA's nuclear sites over the 3 years from 01 April 2020 to 31 March 2023. This report shows the performance on each of the key activities at the end of September 2020.

Status Key

Achieved	The key milestone or activity has been achieved during the financial year 2020/21
On Target	The key milestone or activity is on track to be completed to schedule
Behind Target	The key milestone or activity is delayed and currently forecast for completion behind schedule
Missed	The key milestone or activity was due for completion during the financial year 2020/21 and this target has been missed
Deferred	Activity deferred due to re-prioritisation and/or reallocation of funding (where possible provide revised target)

NDA Corporate Centre Key Activities Target Summary

Status		Number of targets
Achieved	Target achieved	0
On Target	On target	25
Behind Target	Behind target with possibility of recovery	0
Missed	Behind target – expected to be missed	0
Deferred	Deferred	0

Spent Fuels			
Key Activities	Timescale	Status	Comments
Manage special nuclear materials consolidation in agreed locations	2020-2023	On Target	
Nuclear Materials			
Key Activities	Timescale	Status	Comments
Work with government to develop a long-term management solution for separated plutonium in the UK	2020-2023	On Target	

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
Work with group businesses to explore alternative disposal options for Higher Activity Waste	2020-2023	On Target	
Develop a group-wide integrated waste programme to secure significant change to radioactive waste management programmes across the NDA group	2020-2023	On Target	
Critical Enablers			
Key Activities	Timescale	Status	Comments
Publish a revised NDA Strategy	2020-2021	On Target	
Progress spending review through to settlement	2020-2021	On Target	
Implement accepted recommendations from the Magnox Inquiry and Tailored Review	2020-2021	On Target	
Provide support to government on nuclear new build decommissioning plans	2020-2023	On Target	
Lead the strategic agenda across the NDA group on equality, diversity and inclusion (ED&I), ensuring effective governance and provide oversight on the creation of implementation plans to achieve ED&I targets	2020-2023	On Target	
Embed the key tenets of the Industrial Strategy, including active participation in the Nuclear Sector Deal to help achieve HMG deliverables	2020-2023	On Target	
Support implementation of forthcoming new nuclear emergency preparedness standards across the NDA group, as part of the UK's implementation of the Basic Safety Standards Directive 2013	2020-2023	On Target	
International support, sharing knowledge and expertise in decommissioning and clean-up activities	2020-2023	On Target	
Implement the group Socio-Economic Strategy outlining opportunities for the wider economy	2020-2023	On Target	
Development of strategic opportunities that optimise delivery of the mission	2020-2023	On Target	
Enable the group to proactively deter, detect, defend against, recover from and be resilient to both current and evolving cyber threats	2020-2023	On Target	

Support small and medium enterprise organisations by increasing overall spend with them in line with the government growth agenda	2020-2023	On Target	
Implementation of our strategic people delivery plan to enable resource planning, skills development and flexibility and mobility across the group	2020-2023	On Target	
Lead in the area of Mental Health and Wellbeing across the NDA group and further enhance the wellbeing community across the group	2020-2023	On Target	
Implement new ICT infrastructure, software and working practices to allow smarter, flexible working across the NDA	2020-2023	On Target	
Implement government led reforms of public sector pensions and exit caps across the NDA group	2020-2023	On Target	
Develop a group-wide accommodation strategy (including welfare, warehousing, transport and logistics) allowing effective re-use of the operational land for construction of new facilities required to deliver the NDA mission and support UK Industrial Strategy	2020-2023	On Target	
Work with group businesses to map the carbon footprint and develop a road map for how we will support government's commitment to net-zero greenhouse gas emissions for the UK by 2050	2020-2023	On Target	
Continue collaboration with the NDA group and BEIS to further develop targeted opportunities for the delivery and effective re-use of our land and infrastructure in support of the NDA mission and wider UK Industrial Strategy	2020-2023	On Target	
Regulatory Control			
Key Activities	Timescale	Status	Comments
Contribute to sustainability performance and meet government objectives and targets	2020-2023	On Target	
Continue working with regulators and government to determine institutional controls appropriate to restoration of nuclear sites	2020-2023	On Target	

SELLAFIELD

Target Summary

Status		Number of targets
Achieved	Target achieved	0
On Target	On target	29
Behind Target	Behind target with possibility of recovery	2
Missed	Behind target – expected to be missed	2
Deferred	Deferred	0

Spent Fuels			
<p>All spent fuels discharged from the operating Advanced Gas-Cooled Reactor (AGR) power stations and defueling of all Magnox power stations reactors are sent to Sellafield for management. The receipt of AGR fuels will continue until the end of the AGR electricity programme, whilst all the Magnox fuel has now been received at Sellafield. The management of AGR fuel under contracts with EDF Energy provides a significant income stream to NDA.</p>			
Key Activities	Timescale	Status	Comments
SPENT MAGNOX FUEL			
Completion of Magnox reprocessing and continued interim storage in FHP for any remnant fuel	2020-2021	Missed	Magnox reprocessing delayed due to Covid-19. Plan approved to extend Magnox reprocessing from December 2020 to December 2021 (planning assumption).
First Generation Magnox Storage Pond - Complete the capability to export all fuel for interim storage	2021-2022	On Target	
SPENT OXIDE FUEL			
Enhance capacity to receive / manage and interim store AGR spent fuel from EDF Energy, to support bulk defueling	2020-2023	On Target	
SPENT EXOTIC FUEL			
Continue to receive Dounreay spent exotic fuel to be reprocessed, and develop alternative capability for receipt and management of remaining spent exotic fuels from Dounreay	2020-2023	On Target	
Nuclear Materials			
<p>Sellafield is the custodian of the majority of the UK's inventory of separated plutonium which is held in safe and secure storage.</p>			
Key Activities	Timescale	Status	Comments
PLUTONIUM			

Continue the safe and secure storage of plutonium by developing the capability to repack/retreat plutonium in line with UK policy	2020-2023	On Target	
URANICS			
Support future decommissioning by implementing plans for consolidated storage of Sellafield uranics	2020-2023	On Target	
Integrated Waste Management			
<p>The various activities across the site produce wastes in many forms. These require varying degrees of treatment and onward processing. The site continues to focus on safe, efficient management of these wastes, including: the conversion of Highly Active Liquor (HAL) into passively safe vitrified waste; the return of vitrified material overseas; and the management of on-site intermediate and low level wastes. The areas of principal focus are the redundant Legacy Ponds and Silos facilities, made up of the Pile Fuel Storage Pond, Pile Fuel Cladding Silo, First Generation Magnox Storage Pond and Magnox Swarf Storage Silo. These facilities supported the development of the nuclear programme in the UK from the early 1950s. Subsequently they supported electricity generation from the fleet of Magnox power stations. The programmes include the removal of nuclear fuel, sludge and solid material which require the provision of equipment to retrieve the various wastes and then treat and store them in passive condition. This process needs to take into account the role of integrated waste management in achieving hazard reduction and long-term safety, security and environmental protection requirements.</p>			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Continue to generate savings and preserve capacity at the Low Level Waste Repository by enhancing capability to divert waste to LLWR and the supply chain	2020-2023	On Target	
INTERMEDIATE LEVEL WASTE			
Support future decommissioning through optimisation of future storage and treatment arrangements	2020-2021	On Target	
PFSP - Demonstrate pond dewatering capability through completion of the bay dewatering trials	2020-2022	On Target	
MSSS - Commence retrievals from MSSS	2021-2022	On Target	
PFSP - Progress waste retrieval by having waste skips either exported or ready to export	2020-2023	On Target	
FGMSP - Support risk reduction from FGMSP through continued removal of fuel and waste from the facility	2020-2023	On Target	
MSSS - Progress the capability required for bulk retrievals	2020-2023	On Target	
Support the NDA's strategy by continuing the programmes to receive and treat waste materials from Harwell and AWE Aldermaston	2020-2023	On Target	

Support future waste treatment through implementing the capability to actively demonstrate characterisation, size reduction and decommissioning	2020-2023	On Target	
Support risk reduction by developing additional capability for treatment of intermediate level liquid wastes and storage of by-products	2020-2023	On Target	
HIGH LEVEL WASTE			
Continue the programme to repatriate overseas-owned vitrified waste to its country of origin	2020-2023	On Target	
Support reprocessing plant decommissioning by establishing the capability and commencing processing of High Active Post Operational Clean Out of solids through the vitrification plant	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DECOMMISSIONING AND DEMOLITION			
Establish decommissioning capability by implementing the alpha and beta gamma decommissioning programmes	2020-2021	On Target	
Commence post operational clean-out (POCO) of Magnox Reprocessing Plant	2020-2021	Missed	Due to the Covid-19 impact on Magnox Reprocessing and the agreement to extend Magnox operations until December 2021, commencement of post operational clean-out (POCO) is assumed for June 2022.
Complete decommissioning and demolition of the upper diffuser section of the Windscale Pile Chimney Number 1	2020-2022	On Target	
Critical Enablers			
A number of key enabling activities require specific focus, ranging from infrastructure refurbishment or replacement projects, through to key change programmes which aim to improve operational delivery and efficiency on site.			
Key Activities	Timescale	Status	Comments
Continue the Sellafield transformation to support future business requirements including the development and embedding of a value-led culture	2020-2023	On Target	
Develop and embed the long-term partnership with the supply chain	2020-2023	On Target	
Progress the transformation of project delivery on site and continue to embed the Programme and Project Partnership	2020-2023	On Target	

Support small and medium enterprise organisations by targeting overall spend with them in line with the government growth agenda	2020-2023	Behind Target	The impact of Covid-19 in the first quarter of FY 20/21 has impacted upon both the level and nature of supply chain spend. With a focus on core operations in Q1, SME expenditure dropped to 29%. A SME action plan is in place to recover but there remains a residual risk of not achieving 32% by the end of Q4 but it remains our target.
Continue the Sellafield security enhancement programme	2020-2023	Behind Target	Overall programme will not achieve its strategic objective of realising Initial Operating Capability for 31 July 2021 or the Office for Nuclear Regulation Security Improvement Schedule milestone of 30 Sept 2021. Covid-19 has impacted the programme. Work to determine the extent of the impact and reflect this in the schedule is ongoing.
Continue with improvements to the site utilities infrastructure and new Steam Generating Plant	2020-2023	On Target	
Continue the programme to ensure the analytical services capability is available to support the mission	2020-2023	On Target	
Embed the key tenets of the Industrial Strategy, including the Nuclear Sector Deal	2020-2023	On Target	
Working to embed the capability to proactively protect, detect, respond and recover against current and evolving cyber threats	2020-2023	On Target	
Maintain an asset management regime that takes into account the impact of asset condition on meeting regulation	2020-2023	On Target	
Regulatory Control			
Key Activities	Timescale	Status	Comments
Ensure discharges are in line with UK discharge strategy.	2020-2023	On Target	
Reduce environmental risk (including retrieval and treatment of legacy wastes, reduction of HAL stocks).	2020-2023	On Target	

MAGNOX

Target Summary

Status		Number of targets
Achieved	Target achieved	0
On Target	On target	62
Behind Target	Behind target with possibility of recovery	14
Missed	Behind target – expected to be missed	3
Deferred	Deferred	0

Nuclear Materials			
Key Activities	Timescale	Status	Comments
URANICS			
Continuation of the programme for the transfer of nuclear materials.	2020-2023	Behind Target	Whilst Covid-19 has impacted short term targets, long term targets are on track.
Regulatory permissioning in support of the transfer of nuclear materials between sites	2020-2023	On Target	
Integrated Waste Management			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Delivery of the Magnox elements of the estate-wide low level waste management plan including diversion to alternative treatment.	2020-2023	On Target	
INTERMEDIATE LEVEL WASTE			
Progress activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted some short-term targets.
Continue to pursue opportunities to consolidate ILW to interim stores	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DECOMMISSIONING AND DEMOLITION			
Continue estate decommissioning and demolition activities working towards interim states	2020-2023	Behind Target	Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the

			plan. Whilst Covid-19 has impacted short term targets, long term targets are on track.
Continue focus on the major risk of asbestos including production of an optimised, underpinned strategy for asbestos, without detriment to Care and Maintenance	2020-2023	On Target	
Develop continuous reactor dismantling strategy	2020-2023	On Target	
Development of mature decommissioning capability to support One NDA	2020-2023	On Target	
DE-DESIGNATE OR REUSE			
Continue working with regulators to ensure appropriately scaled management arrangements and permissioning for interim states and interim end states are determined and agreed	2020-2023	On Target	
Develop Interim State approaches, utilising revised management arrangements	2020-2023	On Target	
Monitor management and maintenance arrangements for sites in Care and Maintenance	2020-2023	On Target	
Progress land de-designation and release to support re-use	2020-2023	On Target	
Provide support to nuclear new build	2020-2023	On Target	
Critical Enablers			
Key Activities	Timescale	Status	Comments
Support the government in activities to deliver the new build agenda and preparations for decommissioning the AGR fleet	2020-2023	On Target	
Continue information governance activities and supporting processes	2020-2023	On Target	
Continue delivery of the sift & lift programme to rationalise all Magnox records and transfer as appropriate to NDA Archive in Wick	2020-2023	Behind Target	Impacted by Covid-19. NDA programme has been delayed and Magnox's programme reflects this.
Support small and medium enterprise organisations by targeting overall spend with them in line with government growth agenda	2020-2023	On Target	
Support NDA in property activities to reduce NDA decommissioning liability and achieve best value on asset disposal	2020-2023	On Target	
Continue the enhancement of cyber capability	2020-2023	On Target	
Continue delivery of the asset care programme	2020-2023	On Target	

BERKELEY

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
Complete Design and Build of ILW encapsulation facility	2020-2021	On Target	
Complete Design and Build of ILW retrieval plant	2020-2023	On Target	
Progress activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted short term target. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Continue retrieval and packaging activities in the active waste vaults	2020-2023	Behind Target	Covid-19 has impacted short term target. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Retrieve waste from shielded area (caves)	2020-2022	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. This activity is forecast to complete in 2021-22. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Encapsulation of ILW packages	2021-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Decommissioning (including asbestos removal) and demolition activities ongoing in preparation for entry into Care and Maintenance	2020-2023	On Target	

BRADWELL

Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Ongoing management of site during Care and Maintenance period	2020-2023	On Target	

CHAPELCROSS

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
Complete active commissioning of the Modular Active Effluent Treatment Plant	2020-2021	Missed	Impacted by Covid-19. Will complete in 21-22.
Complete design and build of ILW Encapsulation facility	2020-2022	On Target	
Progress activities to retrieve, treat and store ILW	2020-2023	On Target	
Operation of ILW store	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Preparations for pond draining and stabilisation	2020-2023	On Target	
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	

DUNGENESS A

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Complete active commissioning of the Modular Active Effluent Treatment Plant	2020-2021	On Target	
INTERMEDIATE LEVEL WASTE			

Progress activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted short term target. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Complete the current asbestos removal programme within the reactor buildings	2020-2021	On Target	
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	
Preparatory works for Safe Store Project	2020-2023	On Target	

HARWELL

Nuclear Materials			
Key Activities	Timescale	Status	Comments
URANICS			
Continuation of the programme for the transfer of nuclear materials	2020-2023	On Target	
Integrated Waste Management			
Key Activities	Timescale	Status	Comments
INTERMEDIATE LEVEL WASTE			
Progression of activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DECOMMISSIONING AND DEMOLITION			

Decommissioning (including asbestos removal) and demolition activities	2020-2023	On Target	
Continuation of preparations for decommissioning of radium chemistry facilities	2020-2023	On Target	
Continuation of decommissioning, demolition and land remediation of the Liquid Effluent Treatment Plant (LETP)	2020-2023	On Target	
DE-DESIGNATE OR REUSE			
Continuation of incremental release of land to the Harwell campus through targeted demolitions, remediation and clearance of land tracts	2020-2023	On Target	

HINKLEY POINT A

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Complete active commissioning of the Modular Active Effluent Treatment Plant	2020-2021	Missed	Impacted by Covid-19.
INTERMEDIATE LEVEL WASTE			
Progress activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Complete commissioning of ILW store	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	

HUNTERSTON A

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
INTERMEDIATE LEVEL WASTE			

Construct and commission the solid ILW encapsulation plant	2020-2022	On Target	
Progress activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Continue complete solid active waste bunker retrieval operations excluding post operational clean out	2020-2023	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	
Continue preparations for demolition of the cooling pond overbuilding	2020-2023	On Target	

OLDBURY

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
INTERMEDIATE LEVEL WASTE			
Continue ILW retrieval enabling works	2020-2023	On Target	
Progress activities supporting consolidated ILW storage	2020-2023	On Target	
Progress activities to retrieve, treat and store ILW	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	

SIZEWELL A

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
INTERMEDIATE LEVEL WASTE			
Continuation of preparation for ILW retrievals	2020-2023	On Target	
Progress activities to support consolidation of ILW storage	2020-2023	On Target	
Progress activities to retrieve, treat and store ILW	2020-2023	On Target	
Manage receipt of waste packages at Bradwell Site	2020-2023	On Target	
Continue ILW retrieval enabling works	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Complete ponds stabilisation	2020-2021	Missed	Impacted by Covid-19; now likely to complete in 2021-22.
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	

TRAWSFYNYDD

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
INTERMEDIATE LEVEL WASTE			
Continue and complete ILW retrievals and encapsulation	2020-2023	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.

Progress activities to retrieve, treat and store ILW	2020-2023	Behind Target	Covid-19 has impacted short term targets. Long term targets are on track. Magnox is working to re-baseline the full suite of activities taking account of the impact of Continuous Reactor Dismantling on the plan.
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Continue development of strategy for ponds end state conditions	2020-2023	On Target	
Decommissioning (including asbestos removal) and demolition activities in preparation for entry into Care and Maintenance	2020-2023	On Target	
Continue height reduction preparations	2020-2023	On Target	

WINFRITH

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Continue and complete shipments of LLW drums to LLWR	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DRAGON – continue reactor decommissioning	2020-2023	On Target	
Steam Generating Heavy Water Reactor (SGHWR) – continue decommissioning of the primary and secondary containment areas	2020-2023	On Target	
Decommissioning (including asbestos removal) and demolition activities	2020-2023	On Target	

WYLFA

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
INTERMEDIATE LEVEL WASTE			
Prepare for ILW retrievals and packaging	2020-2023	On Target	

Progress activities to retrieve, treat and store ILW	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
Prepare for decommissioning (including asbestos removal) and demolition for entry into Care and Maintenance	2020-2023	On Target	
Continue asbestos removal from turbine hall	2020-2023	On Target	

DOUNREAY SITE RESTORATION LTD

Target Summary

Status		Number of targets
Achieved	Target achieved	0
On Target	On target	6
Behind Target	Behind target with possibility of recovery	10
Missed	Behind target – expected to be missed	0
Deferred	Deferred	0

Spent Fuels			
Key Activities	Timescale	Status	Comments
SPENT EXOTIC FUEL			
Continue removal of Breeder Fuel elements from DFR	2020-2021	Behind Target	Removal of breeder fuel delayed due to Covid-19 impacts, the pause of reprocessing at Sellafield as a result of Covid-19 and some delay to the restart of reprocessing at Sellafield.
Complete delivery of all in reactor DFR Breeder Fuel to Sellafield	2021-2023	Behind Target	The pause of receipt and reprocessing at Sellafield due to Covid-19 has delayed the removal of the breeder fuel. Any elements which will not be reprocessed are to be packaged and delivered to Sellafield for dry storage.
Complete delivery of all fuels from DFR	2021-2023	Behind Target	Delayed due to pause of fuel receipts at Sellafield caused by Covid-19. Any elements which will not be reprocessed are to be packaged and delivered to Sellafield for dry storage. For dry storage it is dependent on the availability of the receipt facility at Sellafield and the transport flask Safety report.

Nuclear Materials			
Key Activities	Timescale	Status	Comments
Continue consolidation of remaining unirradiated exotics material (remnants)	2020-2023	On Target	
Integrated Waste Management			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Continue transfer of LLW to LLW vault	2020-2023	On Target	
Complete design and build of D3110 Waste Treatment Plant	2022-2023	Behind Target	Impact of Covid-19 and remote working is impacting the efficiency of the delivery programme.
INTERMEDIATE LEVEL WASTE			
Complete construction of Dounreay Cementation Plant (DCP) Store Extension Construction	2021-2022	Behind Target	Current project forecast completion date remains as June 22, against a revised contract completion date of March 22, after factoring in agreed contract changes for Covid-19. The current 3 months delay is also driven by impacts of weather.
PFR Raffinate Immobilisation Complete	2022-2023	Behind Target	Delay due to the unavailability of the Dounreay Cementation Plant store extension as it is being constructed. Construction delays due mainly to Covid-19.
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DECOMMISSIONING AND DEMOLITION			
PFR – Complete removal of Alkali Metal Lab	2020-2021	Behind Target	Expect to have all physical strip out work completed, and waste consigned by March 2021. Removal of building in late 2021

PFR - Irradiated Fuel Cave Post Operational Clean Out (PoCo) to permit installation of Irradiated Fuel Loading Equipment	2021-2022	Behind Target	The contract for concept design is expected to complete in April 2021, PoCo continues with High Activity Waste moves due to re-commence in mid-2021. Decision to accelerate absorber treatment to Nov 2021. Installation of fuel equipment now early 2023.
PFR – Removal of Sodium Disposal Plant Equipment (not tanks)	2021-2022	Behind Target	Revised detail program in preparation, following Covid-19 delay. Isolation of tanks expected by end of 2021. With Equipment removal underway in 2022.
Dounreay Material Test Reactor Building Complex Decontamination Complete	2021-2023	On Target	
PFR - Complete Reactor Vessel Residual Na Treatment Operations - Turn Reactor Vessel atmosphere from nitrogen to air	2022-2023	On Target	
Dounreay Material Test Reactor Structures demolished	2022-2023	Behind Target	Completion date now Quarter 3 2022-2023. Recovery plan is in place and is being monitored.
DE-DESIGNATE OR REUSE			
NDA and Regulatory permissioning in support of the Interim End State definition and arrangements for Dounreay	2020-2023	On Target	
Critical Enablers			
Key Activities	Timescale	Status	Comments
Support small and medium enterprise (SME) organisations by measuring and reporting overall spend with them in-line with government growth agenda	2020-2023	On Target	

LOW LEVEL WASTE REPOSITORY LTD

Target Summary

Status		Number of targets
Achieved	Target achieved	0
On Target	On target	12
Behind Target	Behind target with possibility of recovery	1
Missed	Behind target – expected to be missed	0
Deferred	Deferred	0

Integrated Waste Management			
Key Activities	Timescale	Status	Comments
LOW LEVEL WASTE			
Deliver the national LLW Programme to optimise LLW Strategy implementation. Work with consigning SLCs to improve waste forecast and inventory and continue segregated waste, treatment and disposal services	2020-2023	On Target	
INTERMEDIATE LEVEL WASTE			
Work with NDA to support innovation in approaches to waste management of IWM	2020-2023	On Target	
Type B Packaging capability to support NDA and MOD customers	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
NEW BUILD AND OPERATIONS			
Enabling works for phased construction of the final cap for trenches 1 to 7 and Vault 8	2020-2023	Behind Target	<p>Issues with increased voidage in the disposed waste containers have led to the need to revisit the optioneering process for Vault 8 closure engineering.</p> <p>This has a significant impact on the forecast final delivery date which has moved from 2027 to 2030. The Repository Development Programme (RDP) has recently been through an NDA Assurance Review with an Amber rating. This recognises</p>

			that there is a credible plan to resolve the issues, with opportunities to recover some of the schedule delays during the detailed design and construction phases.
Critical Enablers			
Key Activities	Timescale	Status	Comments
Support hazard reduction across the NDA group	2020-2023	On Target	
Manage and operate LLWR safely to provide an effective UK disposal service	2020-2023	On Target	
Consider options to further optimise operations at the LLWR	2020-2023	On Target	
Continue to pursue overall cost savings in delivery of the Lifetime Plan	2020-2023	On Target	
Support small and medium enterprise organisations by targeting overall spend with them in line with the government growth agenda	2020-2023	On Target	
Active participation in the Nuclear Sector Deal and the North West Nuclear Arc to help achieve HMG key deliverables	2020-2023	On Target	
Manage the existing LLWR Management and Operations contract through to completion and transition to new ownership arrangements	2020-2023	On Target	
Deliver the LLWR Transformation Programme and actively support the development of One NDA	2020-2023	On Target	
Regulatory Control			
Key Activities	Timescale	Status	Comments
Contribute to sustainability performance under the Greening Government Commitments (GGC)	2020-2023	On Target	

Radioactive Waste Management Limited



Integrated Waste Management			
Key Activities	Timescale	Status	Comments
Implement government policy on geological disposal of higher activity waste	2020-2023	On Target	
Work proactively with waste producers, planning for and delivering waste management solutions	2020-2023	On Target	
Deliver a robust technical programme, support the GDF programme and waste management	2020-2023	On Target	
Critical Enablers			
Key Activities	Timescale	Status	Comments
Develop RWM into a high performing delivery organisation	2020-2023	On Target	
Continue to work with each community to provide information and help develop a detailed community vision	2020-2023	On Target	
Work in partnership with communities to evaluate potential sites for a GDF	2020-2023	On Target	
Design studies for specific sites, initial safety analyses, and environmental and economic assessments to help establish whether sites could be suitable	2020-2023	On Target	

INS

Nuclear Materials			
Key Activities	Timescale	Status	Comments
Support the NDA's decommissioning programme by providing transport and technical solutions for movements of nuclear material in the UK.	2020-2023	On Target	
Integrated Waste Management			
Key Activities	Timescale	Status	Comments
Continue to deliver important international transports of vitrified High Level Waste (HLW) and conditioned Intermediate Level Waste (ILW).	2020-2023	On Target	
Critical Enablers			
Key Activities	Timescale	Status	Comments
Continue to deliver important international transports of spent mixed oxide (MOX) fuel	2020-2023	On Target	

Seek opportunities for new UK and international business within nuclear shipping, packaging and design and establish a consultancy that provides transport enabling solutions to UK and international markets.	2020-2023	On Target	
Maintain a leading fleet of specialist nuclear transport vessels and crews that, by undertaking regular shipments, meets the highest standards of quality, safety and security.	2020-2023	On Target	
Continue to develop a strategic partnership with Direct Rail Services including the creation of a joint consultancy offering that combines the nuclear transport capabilities of both organisations.	2020-2023	On Target	This has been superseded by the creation of a single NDA Transport Division, incorporating both INS and DRS, in February 2021
Implement a series of transformation activities that make INS more competitive, innovative and efficient whilst ensuring it has the right skills, capability and diversity of talent to deliver in a safe, secure and reliable manner.	2020-2023	On Target	

Direct Rail Services Limited

Spent Fuels			
Key Activities	Timescale	Status	Comments
Support AGR fuel movements by rail for EDF from stations to Sellafield, including preparations for the AGR defueling programme	2020-2023	On Target	
Nuclear Materials			
Key Activities	Timescale	Status	Comments
Support national nuclear material rail movements for Harwell, Winfrith and DSRL	2020-2023	On Target	
Delivery of the rail transport element in support of the Exotics programme	2020-2023	On Target	
Critical Enablers			
Key Activities	Timescale	Status	Comments
Provide assistance in the development of the NDA transport and logistics strategy	2020-2023	On Target	
Support the discharge of NDA obligations with respect to MOD nuclear rail transportation	2020-2023	On Target	

Provide value for money to the taxpayer through the execution of identified non-nuclear work that complements the skills and capabilities required to support the core nuclear mission	2020-2023	Behind Target	The target measure of this is year on year non-nuclear revenue growth of £2m-£2.5m. Performance is currently behind target due primarily to Covid-19. Efforts will continue to deliver non-nuclear revenue as opportunities arise.
Provide rail authority and other associated expertise to the NDA in considering areas of synergy between DRS and INS in support of the NDA's strategic transport capability	2020-2023	On Target	This will be supported by the creation of a single NDA Transport Division, incorporating both INS and DRS, in February 2021
Operate and maintain technology leading fleet of locomotives to support NDA operations	2020-2023	On Target	
Attract and retain the necessary skills, capability and diversity of talent to deliver our rail logistics business in a safe, secure and reliable manner	2020-2023	On Target	

NDA Archives Limited

Critical Enablers			
Key Activities	Timescale	Status	Comments
Maturing and implementing the NDA Group Heritage Strategy	2020-2021	On Target	
Development of NDA Group Digital Preservation and Digitisation strategies and policies	2020-2021	On Target	
Development of the Hub and Spokes delivery model – centralised inventory and management with dispersed, off-site storage	2020-2021	On Target	
Accessioning the outputs from the Sellafield and Magnox sift and lift projects	2020-2023	On Target	
Capacity management planning	2020-2023	On Target	
Re-competition of the commercial partner contract	2022-2023	Behind Target	There are a number of governance approvals that are required that are threatening the original target date.

NDA Properties Limited

Critical Enablers			
Key Activities	Timescale	Status	Comments
Effective management of Landlord's Essential works Programme, including property portfolio projects for repair work and improved environmental stewardship	2020-2021	On Target	
Effective management of Hinton House including collaborative partnership working with Sellafield Ltd to align with the award on the next generation Facilities Management contract	2020-2021	Deferred	On hold until future office strategy (post Covid-19) is known.
Proactively dispose/release surplus assets no longer required by the NDA Group or wider parts of government, including those that have high socio-economic value	2020-2022	On Target	
Effective and efficient management and assurance of retained landholding consisting of 1203 hectares and in excess of 100 properties	2020-2023	On Target	
Transfer land and property back to NDA where it is established the land is required for operational purposes	2020-2023	On Target	

Rutherford Indemnity Limited

Critical Enablers			
Key Activities	Timescale	Status	Comments
Continue to deliver the target return on the investment portfolio, protecting Rutherford's ability to offer insurance on a cost-effective basis, maintaining liquidity in order to be able to respond promptly to a major loss	2020-2021	On Target	
Develop and implement comprehensive major incident claims management solution	2020-2021	Behind Target	Solution is dependent upon a Third-Party Administrator being appointed (See below).
Procure Third Party Administrator to implement NDA-controlled nuclear liability claims handling administration	2020-2021	Behind Target	No bids were received for the Third-Party Administrator tender. Collating feedback from suppliers to re-scope for retender in 2021.
Provide optimal insurance coverage to the NDA to support its NDA group-wide insurance programme and exploit opportunities to reduce overall cost of insurance risk	2020-2023	On Target	

Explore all avenues to develop potential innovative solutions to the increased financial security or insurance requirement resulting from the Nuclear Installations (Liability for Damage) Order 2016 and to respond to demands for new or additional policy or cover	2020-2023	On Target	
Continue to use a prudent proportion of Rutherford's assets to support infrastructure investment within the NDA group	2020-2023	On Target	
Assist with the NDA group insurance broker tender to ensure all outsourced activities improve efficiency and are aligned to support NDA group Insurance Strategy	2020-2023	On Target	

Energus

Critical Enablers			
Key Activities	Timescale	Status	Comments
Continue to work closely with the NDA and stakeholders across the nuclear sector to upskill and develop the workforce of today and tomorrow	2020-2023	On Target	
Continue to manage and facilitate a number of training opportunities for the NDA group and wider nuclear sector; including nuclear graduates, cyber security graduates and apprentices and other bespoke programmes to support the NDA People Strategy	2020-2023	On Target	
Continue to work in partnership with the National Cyber Security Centre (NCSC) and NDA Cyber Security Resilience (CSRP) to deliver a pipeline of cyber security young talent into the sector. Deliver CyberFirst and be the venue of choice for Cyber Security training in the North West	2020-2023	On Target	
Continue to be a Cumbrian venue of choice for the NDA group's events, conferences and delivery of training and education.	2020-2023	On Target	

SPRINGFIELDS FUELS LTD

Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DECOMMISSIONING AND DEMOLITION			
Complete post operational clean out of the Residues Recovery Plant	2020-2022	Behind Target	A delay to the Service Island project at Springfields

			during 2020 means that this target is forecast to complete during 2022/23.
Continue decommissioning of the Magnox Island	2020-2022	Behind Target	A delay to the Service Island project at Springfields during 2020 means that this target is forecast to complete during 2022/23.

URENCO NUCLEAR STEWARDSHIP LTD (formerly known as Capenhurst Nuclear Services Ltd)

Nuclear Materials			
Key Activities	Timescale	Status	Comments
Continue receipt and safe storage of uranic materials	2020-2023	On Target	
Continued safe storage and management of uranic materials, including uranium hexafluoride tails prior to processing through the Tails Management Facility	2020-2023	On Target	
Site Decommissioning and Remediation			
Key Activities	Timescale	Status	Comments
DECOMMISSIONING AND DEMOLITION			
Continue decommissioning and demolition of key facilities	2020-2023	On Target	

HEALTH & SAFETY, SECURITY AND ENVIRONMENTAL PERFORMANCE

Below is a summary of safety and environmental information for April to September 2020.

The NDA has made clear its commitment to health and safety, security and the protection of the environment and expects its businesses and supply chain to sustain good performance in these areas.

This report summarises by exception reportable safety incidents and environmental impacts in the 12 NDA businesses, including our Corporate Centre.

The COVID19 pandemic has had a significant effect with many sites either ceasing operations or reducing their operational activities to a minimum for a period of time.

Summary

Nuclear and Radiological Safety:

- No incidents in reporting period
 One or more INES* Level 1 or above

Conventional Safety:

- No incidents in reporting period
 One or more RIDDOR** reportable events

Environment:

- No incidents in reporting period
 One or more environmental non compliances

* International Nuclear Events Scale

** Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Summary of RAG Definitions and Numbers (details are provided in Table 1)

RAG Status	RAG Definition	No of Businesses		
		Safety	Env't	Security
Red	Unacceptable performance, insufficient actions are in place to recover within an acceptable timeframe	0	0	0
Amber	Unacceptable performance, however, appropriate actions are in place to recover within an acceptable timeframe	1	1	4
Green	Acceptable performance	11	11	8

RAG – red, amber and green



Table 1 - Safety, Environmental and Security Rating of the Locations

SITE	RAG Category			COMMENTS
	SAFETY	ENV'T	SECURITY	
Sellafield	Amber	Amber	Green	<p>On Friday, 24 April 2020 an employee sustained injuries while working on high voltage electrical equipment. The Office for Nuclear Regulation (ONR) has notified Sellafield Ltd that it will be prosecuted under Section 2(1) of the Health and Safety at Work etc. Act (1974). The incident was a conventional health and safety matter and there was no radiological risk to workers or the public.</p> <p>Cracked pipe, released uranyl nitrate. No persons were affected and there has been no immediate safety consequence. This event was classified as INES level 1 category.</p>
Magnox	Green	Green	Amber	<p>A good safety performance was maintained.</p> <p>Two environmental non-compliances received related permit conditions breached at Harwell for exceeding the specified time and inadequate management arrangements to ensure compliance.</p> <p>Data security event at Sizewell A, where an unattended, unlocked and activated Laptop was identified and believed to have been so for 12 hours.</p> <p>Security System failure at Dungeness A affected the access control system, denying routine access via turnstiles for 3 days. Manual staff accounting was implemented and site personnel limited to compliance tasks only.</p>
Dounreay	Green	Green	Amber	<p>A good safety performance was maintained. Four environmental non-compliances reported were all minor, i.e. non-compliance at a regulated site that have no, or minimal, impact on the environment.</p> <p>A systematic investigation over 10-year period was instigated to assess vetting related administrative mistakes, following identification of site leavers being reinstated with expired security clearance. Assessed as Minor significance.</p>

LLWR	Green	Green	Green	LLWR's excellent safety performance received a blow after a lost time incident occurred in July when a security vehicle driving at slow speed struck a container.
Capenhurst	Green	Green	Green	No matters of note
Springfields	Green	Green	Green	No matters of note
RWM	Green	Green	Green	No matters of note
INS	Green	Green	Amber	An INS depowered and Bitlocker protected infrastructure laptop was left on a passenger train. Although there was no risk of compromise, there are still cultural and awareness lessons to be learned.
DRS	Green	Green	Green	No matters of note
NDA Properties	Green	Green	Green	No matters of note
NDA Archives	Green	Green	Green	No matters of note
Corporate Centre	Green	Green	Amber	NDA Managed service provider Sopra Steria suffered a burglary where 3 NDA Laptops with hard drive encryption were stolen from within a secure container overnight. No credentials, tokens or passwords were stored with the wholly encrypted laptops affording no access to NDA data. Although there was no risk of compromise, there are still cultural and awareness lessons to be learned.

Nuclear and Radiological Safety

Sellafield experienced a leak of uranyl nitrate from a cracked pipe that released a quantity of radioactive liquid from an overhead pipe onto the ground. No persons were affected and there has been no immediate safety consequence. This event was classified as INES level 1 category.

There has been one less INES level 1 events, compared with the two reported in the same period last year.

In last year's annual report, Sellafield reported an INES level 2 event (incident) which occurred in November 2019 when liquor level monitoring indicated a leak from the Magnox Swarf Storage Silo which culminated in contamination from the facility in an area not expected by design. The leak from this facility continues. Sellafield Ltd have a number of workstreams underway to monitor the ground and groundwater and also to consider a range of mitigation options whilst ensuring they pursue the plan to retrieve the wastes from the facility.

Safety

The Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) requires employers to inform the regulators of some work-related incidents. RIDDOR applies to all work activities, but not to all incidents. There are four types of incidents that must be reported:

- Specified Injuries, as defined in the regulations;
- Lost Time Injuries, where a worker has been unable to undertake normal work activities for a period of greater than seven days;
- Dangerous Occurrences, as specified in the regulations; and
- Industrial Diseases, as specified in the regulations and confirmed by a medical practitioner.

By the end of quarter two (Q2) there were a total of 3 RIDDOR injuries that had been reported to the NDA.

Number of RIDDOR injuries by SLC to the end of Q2	
Sellafield Ltd	2
Magnox Ltd	0
DSRL	1
LLWR	0
Total	3

The COVID 19 pandemic has impacted significantly on reducing work activities across the sites as they entered various stages of shutdown or reduced operations. The TRIR has fallen from 0.33 last year to 0.19 at the end of Q2 this year. However, drawing a direct comparison between these values is not meaningful due to the reduced work activities in 2020 do not reflect a normal year, i.e. those conducted in 2019 and the subsequent years.

Total Recordable Incident Rate (TRIR) is a metric defined by the US Occupational Safety and Health Administration (OSHA). TRIR is used extensively by major corporations and we use it as a proxy to benchmark our performance against international safety standards).

Environmental Events

We measure environmental performance by counting up the number of non-compliances with each site's regulatory authorisation as confirmed by the environmental regulator. At the end of Q2, NDA sites had recorded 16 non

compliances, 10 less than that recorded at the same time last year. Once again, the effect of COVID-19 may have contributed to these being lower.

Number of environmental non-compliances by SLC to the end of Q2	
Sellafield Ltd	10
Magnox Ltd	2
DSRL	4
LLWR	0
Total	16

The majority of non-compliances were associated with failures of management arrangements and caused only minor releases to the environment.



Nuclear
Decommissioning
Authority