



NDA Mid-Year Performance Report
Mid-year (end of Sept 2022) status for 2022/23



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NDA Group Key Targets 2022/23

During 2022/23 we have 21 Group Key Targets. These cover group-wide targets, targets specific to our operating companies and targets specific to the NDA. The status against the Group Key Targets at the mid-year point (end of September 2022) is shown in the table below.

No.	Lead Org.	Strategic Outcomes	Description	Year End Forecast	Commentary
1	Sellafield	18b, 31, 36	Combined Operational Throughput	At Risk	At risk due to performance issues at the Waste Vitrification Plant and Legacy Ponds.
2	Sellafield	31	Magnox Swarf Storage Silo (MSSS) waste retrievals	Stretch	
3	Sellafield	31	Pile Fuel Cladding Silo (PFCS)	At Risk	At risk due to issues with the KUKA robot and the Waste Retrievals Crane.
4	Sellafield	3,4	Magnox Fuel Reprocessing Exit Strategy	Stretch	
5	Sellafield		Acceleration of Programme and Project Partners (PPP)	Stretch	
6	Sellafield	19, 33	Schedule Adherence - SCP, SRP and BEP	Stretch	
7	Magnox	31, 32, 33, 42	Projects Delivery (Waste and Decommissioning)	On Target	
8	Magnox	31, 32, 33	ILW retrievals	On Target	
9	Dounreay	41	Installation of the Water Vapour Nitrogen system	On Target	
10	Dounreay	33	Dounreay Cementation Plant Store Extension	Stretch	
11	NWS	34, 39	Community Partnerships and Seismic Work	Threshold	
12	NTS		Deliver Mixed Oxide (MOX8) fuel	Stretch	
13	NDA		Embedding the Group Operating Framework (GOF)	On Target	
14	NDA	20	Strategic Outline Case (SOC) for Pu Disposition	Stretch	
15	NDA		Delivery of Group Asset Management Strategy	On Target	
16	NDA		Sustainability	On Target	
17	NDA		Social Value	Stretch	
18	NDA		Survey Response	On Target	
19	NDA		Skills Agenda	Stretch	
20	NDA		Delivery of the Inclusion Strategy	On Target	
21	NDA	6, 9	Advanced Gas-Cooled Reactor (AGR) Defueling Receipts and Seamless Transfer	At Risk	At risk due to skip buffer being lower than target due to operational issues.



Key activities and milestones

The following section provides a summary as to how each of the organisations in the NDA group has performed in the first half of 2022/23 against the key activities and milestones in the 2022-25 NDA Business Plan. The performance of Urenco Nuclear Stewardship Ltd and Springfield Fuels Ltd is also included due to their role in decommissioning our sites at Capenhurst and Springfields.

NDA

The NDA is a non-departmental public body created by the Energy Act 2004 to lead the clean-up and decommissioning work at the NDA's 17 sites on behalf of government. NDA is sponsored and funded by the Department for Energy Security and Net Zero (DESNZ) (Department of Business, Energy and Industrial Strategy until February 2023).

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Spent Fuels					
Continue to work with EDF Energy and our subsidiaries on the integrated and collaborative delivery programme for the safe and cost-effective defueling of AGR power stations, the AGR Operating Programme		2022-2025		On Target	
Work with our group businesses to optimise the strategy for the consolidation of exotic fuels from Dounreay to Sellafield		2022-2025		On Target	
Nuclear Materials					
Work with the UK Government on a disposition solution that puts the UK's plutonium beyond reach		2022-2025		On Target	
Implement a programme of research and development to mature the credible options for plutonium disposition		2022-2025		On Target	
In line with our Strategy, and following business case approval, implement the preferred approach to dealing with the NDA owned uranium hexafluoride at Capenhurst		2022-2025		On Target	
Integrated Waste Management					
To make more use of a risk informed approach for waste management and to seek solutions that help to optimise the lifecycle of both radioactive and nonradioactive wastes. This risk-informed approach enables wider application of the Waste		2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Hierarchy and allows us to make optimum use of our treatment, storage and disposal infrastructure					
Work with group businesses to explore alternative disposal options for Higher Activity Waste		2022-2025		On Target	
Site Decommissioning and Remediation					
Review the use of Safety and Environmental Detriment scores to determine if and how they might be improved as a consistent means of expressing the level of risk to people and the environment. Seek to develop meaningful indicators for other factors in the Value Framework as an input to decision-making		2022-2025		On Target	
Ensure that approaches to decommissioning and remediation reflect the changing level and nature of hazards that exist throughout the lifetime of a nuclear installation, and support businesses with developing proportionate arrangements		2022-2025		On Target	
Work with Government, regulators and local communities to ensure that remediation of our sites is safe, sustainable and publicly acceptable, and enables their beneficial reuse as early as possible		2022-2025		On Target	
Facilitate beneficial reuse of wastes generated from demolition activities and land remediation to restore sites where it represents the most sustainable solution		2022-2025		On Target	
Engage with UK Government and local government to better understand what they need from NDA land and develop our understanding of the controls required to reuse our sites safely where residual contamination is being managed		2022-2025		On Target	
Regulatory engagement					
Continue working with regulators and Government to determine institutional controls appropriate to restoration of nuclear sites will remain		2022-2025		On Target	
Critical Enablers					
Develop strategic opportunities that optimise delivery of the mission		2022-2025		On Target	
Active participation in the Nuclear Sector Deal to help achieve HMG deliverables		2022-2025		On Target	



Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Provide support to Government on nuclear new build decommissioning plans		2022-2025		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		2022-2025		On Target	
Sustainability and Health, Safety, Environment and Wellbeing					
To ensure that our mission outcomes and the journey to deliver them are sustainable		2022-2025		On Target	
Having established our group carbon footprint, group carbon policy and a roadmap to net zero by 2050, we will develop and implement carbon reductions through carbon management plans at each operating company		2022-2025		On Target	
We will deliver a natural capital baseline assessment of our NDA owned land and develop a plan to improve the environmental value of this land where this aligns with other strategic land use opportunities		2022-2025		On Target	
Contribute to environment sustainability performance and meet Greening Government Commitment		2022-2025		On Target	
Lead in the area of Mental Health and Wellbeing across the NDA group and further enhance the wellbeing community across the group		2022-2025		On Target	
Security, Resilience, ICT, Information Governance and Digital					
Implement new ICT programmes to allow smarter, flexible working across the NDA. To include digital transformation and Information Governance initiatives aimed at improving the way we work, whilst maintaining information security and legislative compliance		2022-2025		On Target	
Lead on the development and co-creation of a Digital Vision and Strategy for the group		2022-2025		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		2022-2025		On Target	
Cyber Security					
Proactively deter, detect, defend against, recover from and be resilient to both		2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
current and evolving cyber threats					
Research, Development and Innovation					
Work with other nuclear and non-nuclear organisations to encourage and leverage cross-sector investment in RD&I and foster technology transfer between sectors and internationally		2022-2025		On Target	
Lead the promotion and adoption of technology and innovation across the NDA group, developing an environment where innovation can thrive		2022-2025		On Target	
Work collaboratively across the NDA group to embed good practices in Technology and Innovation Management and Technical Assurance		2022-2025		On Target	
People					
Enable and drive the delivery of our mission through our people by attracting, retaining and developing a high performing, highly skilled, talented and motivated workforce and creating a culture in which they can thrive		2022-2025		On Target	
Lead the strategic diversity and inclusion agenda across the NDA group ensuring effective governance and oversight to drive One NDA Inclusion, including achieving targets in the Nuclear Sector Deal and supporting our vision to create great places to work		2022-2025		On Target	
Implement government led reforms of public sector pensions across the NDA group		2022-2025		On Target	
Asset Management					
To secure safe, reliable, maintainable and sustainable asset performance and optimise through life cost of assets		2022-2025		On Target	
Supply Chain					
To build commercial capability which maintains a resilient, sustainable, diverse, ethical and innovative supply chain that optimises value for money for the UK taxpayer when sourcing goods and services		2022-2025		On Target	
Socio-Economics					
To support the maintenance of sustainable local economies for communities living		2022-2025		On Target	



Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
near NDA sites and, where possible, contribute to regional economic growth					
Public and Stakeholder Engagement					
To build a better understanding of our mission among the public and our stakeholders and maintain their support, confidence and trust		2022-2025		On Target	
International Relations					
To be a world leader in facilitating international collaboration in nuclear decommissioning		2022-2025		On Target	
Transport					
To ensure the effective, safe and secure transportation of materials to enable the successful delivery of the NDA mission		2022-2025		On Target	
Non-NDA Liabilities					
To identify, assess and decide how to manage non-NDA liabilities, whether public or private sector, to deliver greater value for the UK, while ensuring the successful delivery of our mission remains our priority		2022-2025		On Target	



Sellafield Ltd

Sellafield Ltd is an NDA subsidiary, responsible for operating and decommissioning Europe's largest and most complex nuclear site. This includes cleaning up nuclear facilities and safeguarding nuclear fuel, materials and waste.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Spent Fuels					
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.					
Spent Magnox Fuel					
First Generation Magnox Storage Pond					
Complete the capability to export all fuel for interim storage	2	2022-2023	Missed		Due to the impact of the Self-Shielded Box (SSB) skip clash recovery work, achievement of the activity within the timescale is no longer possible. The requirements to complete active commissioning are demonstrated with 10 zeolite skips placed into the store, which is now forecast to be complete in 2023/24.
Complete Magnox reprocessing and continued interim storage in FHP for any remnant fuel	3,4	2022-2023	Achieved		
Spent Oxide Fuel					
Enhance capacity to receive/manage and interim store AGR spent fuel from EDF Energy, to support bulk defueling	6,9	2023-2024		On Target	Seven hybrid one racks loaded into the pond. First receipt of Hybrid two rack due November 2022.
Spent Exotic Fuel					
Continue to receive Dounreay spent exotic fuel to be reprocessed or stored, and develop alternative capability for receipt and management of remaining spent exotic fuels from Dounreay	12,14	2022-2025		On Target	All DFR fuel received to date has been reprocessed. Forecast for next fuel delivery is during FY 2026.
Integrated Waste Management					
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					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
<p>passively safe vitrified waste; the return of vitrified material overseas; and the management of on-site intermediate and low level wastes.</p> <p>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.</p> <p>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>					
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	27	2022-2025		On Target	
Intermediate Level Waste					
Pile Fuel Storage Pond (PFSP)					
Progress supporting programme activities	31	2022-2024		On Target	
First Generation Magnox Storage Pond (FGMSP)					
Support risk reduction from FGMSP through continued removal of fuel and waste from the facility	31	2023-2025		On Target	The commencement of the Self-Shielded Box export capability for Fuel Bearing Material is progressing well and should enable the export of the remaining fuel inventory.
Magnox Swarf Storage Silo (MSSS)					
Commence retrievals from MSSS	31	2022-2023	Achieved		
Continue retrievals from MSSS	31	2022-2025		On Target	
Progress the capability required for bulk retrievals	31	2023-2024		On Target	The second of the retrievals machines continues to be installed and commissioned.
Pile Fuel Cladding Silo (PFCS)					
First box of waste from early retrievals delivered to store	31	2022-2023	Deferred		There are ongoing challenges due to issues with equipment performance. Due date is now 2026/27.
Support the NDA's strategy by continuing the programmes to receive and treat waste materials from Harwell and AWE Aldermaston	32	2023-2024		Deferred	Active transfers from Harwell now ongoing. Revised date of 2025 in line with Strategic tolerance of National Moves

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
					Business Case.
Support future waste treatment through implementing the capability to actively demonstrate characterisation, size reduction and decommissioning	32	2022-2025		On Target	Both Active Demonstrators have been commissioned FY 2022/23.
Support risk reduction by developing additional capability for treatment of intermediate level liquid wastes and storage of by-products	32	2023-2025		On Target	
High Level Waste					
Continue the programme to repatriate overseas-owned vitrified waste to its country of origin	38	2022-2025		Behind Target	Target is ongoing, however, as a result of further deferrals by customers there is a requirement to extend the baseline to support. Ongoing discussions with NDA and customers.
Support reprocessing plant decommissioning by determining the capability to process High Active Post Operational Clean Out of solids through the Vitrification Plant, and commence processing if capacity exists	36	2023-2025		On Target	
Nuclear Materials					
Sellafield is the custodian of the majority of the UK's inventory of separated plutonium which is held in safe and secure storage.					
Plutonium					
Continue the safe and secure storage of plutonium by developing the capability to repack/retreat plutonium in line with UK policy	18, 19	2022-2025		On Target	Sellafield Product and Residue Store Retreatment Plant (SRP) delivery on track with some key dependency risks under review.
Uranics					
Support future decommissioning by implementing plans for consolidated storage of Sellafield uranics	22, 24	2022-2025		On Target	NDA reviews ongoing in relation to future exports and consolidation strategies.
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Complete decommissioning and demolition of the upper diffuser section of the Windscale Pile Chimney Number 1	42, 43	2022-2023	Achieved		
Commence post operational clean-out (POCO) of Magnox Reprocessing Plant	42	2022-2023	Behind Target		Risks to the current forecast of October 2023, including

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
					Finishing Line 5 Effluent management.
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.					
Continue the Sellafield transformation to support future business requirements including the development and embedding of a value-led culture		2022-2025		On Target	
Develop and embed the long-term partnership with the supply chain		2023-2024		On Target	
Progress the transformation of project delivery on site and continue to embed the Programme and Project Partnership		2022-2025		On Target	
Support small and medium enterprise organisations by increasing overall spend with them in line with the government growth agenda		2022-2025		On Target	
Continue to embed the Sellafield security enhancement programme		2022-2025		On Target	
Continue with improvements to the site utilities infrastructure		2022-2025		On Target	
Continue the programme to ensure the analytical services capability is available to support the mission		2022-2025		On Target	
Active participation in the Nuclear Sector Deal to help support HMG key deliverables		2023-2024		On Target	
Working to embed the capability to proactively protect, detect, respond and recover against current and evolving cyber threats		2022-2025		On Target	
Manage and deliver asset management and continuous improvement capability and performance to support mission delivery		2022-2025		On Target	
Regulatory engagement					
Ensure discharges are in line with UK discharge strategy		2022-2025		On Target	
Reduce environmental risk (including retrieval and treatment of legacy wastes, reduction of HAL stocks)		2022-2025		On Target	



Magnox Ltd

Magnox is an NDA subsidiary, responsible for 12 nuclear sites across the UK: Berkeley, Bradwell, Chapelcross, Dungeness A, Harwell, Hinkley Point A, Hunterson A, Oldbury, Sizewell A, Trawsfynydd, Winfrith and Wylfa. Magnox also generates electricity at the Maentwrog hydroelectric plant.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Continue estate decommissioning and demolition activities in line with individual site strategies	42, 43	2022-2025		On Target	
Continue reactor decommissioning	43	2022-2025		On Target	
Continue to manage and remove asbestos	42	2022-2025		On Target	
Continue development of site specific strategies as part of a rolling programme of decommissioning	42	2022-2025		On Target	
De-designate or Re use					
Continue working with regulators to ensure appropriately scaled management arrangements and permissioning for Interim States and Interim End States are determined and agreed	44, 45	2022-2025		On Target	
Development of Interim State approaches, utilising revised management arrangements	44	2022-2025		On Target	
Monitoring of management and maintenance arrangements for sites in Care and Maintenance	44	2022-2025		On Target	
Progress land quality activities to support suitability for reuse	46	2022-2025		On Target	
Progress land dedesignation and release to support reuse	47	2022-2025		On Target	
Provision of support to nuclear new build	47	2022-2025		On Target	
Nuclear Materials					
Uranics					
Continue the programme for the transfer of nuclear materials including regulatory	22	2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
permissioning					
Integrated Waste Management					
Low Level Waste					
Delivery of the Magnox elements of the estate-wide low level waste management plan including diversion to alternative treatment including development of updated Integrated Waste Strategy	26, 27, 28, 29	2022-2025		On Target	
Intermediate Level Waste					
Progress activities to retrieve, treat and store ILW	31, 32, 33	2022-2025		On Target	
Progress design and build of ILW retrieval plant	31	2022-2024		On Target	
Continue to pursue opportunities to consolidate ILW to interim stores	33	2022-2025		On Target	
Critical Enablers					
Support Government in activities to deliver preparations for decommissioning the Advanced Gas-cooled Reactor fleet		2022-2025		On Target	
Prepare Magnox for the joining of Dounreay and each AGR as they reach fuel free state. Develop and deliver the joint programmes with DSRL and EDF		2022-2025		On Target	
Support small and medium enterprise organisations by increasing overall spend with them in line with the government growth agenda		2022-2025		On Target	
Continue enhancement of Cyber Security Capability and IT infrastructure		2022-2025		On Target	
Optimise Asset Management capability and performance to support mission delivery		2022-2025		On Target	
Progress development of workforce capability and skills for decommissioning in Magnox and the supply chain		2022-2025		On Target	
Develop and deliver to the Sustainability Agenda		2022-2025		On Target	
Identify and realise opportunities in Research Development and Innovation		2022-2025		On Target	

Berkeley

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress design and build of ILW retrieval plant	31	2022-2025		On Target	
Continue to progress activities to retrieve, treat and store ILW wastes	31, 32, 33	2022-2025		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Commence the deplant and demolition of the Caesium Removal Plant	42, 43	2022-2025		Deferred	Due to commence 25/26
Continue to progress the asbestos and plant removal from the Blower Houses	42, 43	2022-2025		On Target	

Bradwell

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Site Decommissioning and Remediation					
De-designate or Re use					
Ongoing management of site during Care and Maintenance period	44	2022-2025		On Target	

Chapelcross

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW wastes	31, 32, 33	2022-2025		On Target	
Continue to progress design and build of ILW retrieval plant	31	2022-2025		On Target	
Complete design and build of ILW Encapsulation facility	31, 32	2022-2023	On Target		
Site Decommissioning and Remediation					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Decommissioning and Demolition					
Progress preparations for pond draining and stabilisation including waste retrievals	42	2022-2025		On Target	
Prepare and execute land remediation of the Cooling Tower basins	46	2022-2024		Behind Target	Design and commercial phases longer than initial estimate
Commence and progress Turbine Hall asbestos removal	42	2022-2025		Deferred	Consciously deferred. Due to commence 2025-2026

Dungeness A

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW wastes	31, 32, 33	2022-2025		On Target	
Continue to progress design and build of ILW retrieval plant	31	2022-2025		On Target	
Continue to progress activities supporting consolidated ILW storage	33	2022-2025		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Commence and progress decommissioning the Active Effluent Treatment facilities	42	2022-2025		On Target	
Prepare and progress the demolition of the boilers and associated buildings	43	2022-2025		On Target	

Harwell

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Nuclear Materials					
Uranics					
Continue the programme for the transfer of nuclear materials	22	2022-2025		On Target	
Integrated Waste Management					
Intermediate Level Waste					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Continue to progress activities to retrieve, treat and store ILW	31, 32, 33	2022-2025		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Continue preparations for decommissioning of the Radiochemistry Facility (B220)	42	2022-2025		On Target	
Continue decommissioning, demolition, land remediation, reinstatement and delicensing of the Liquid Effluent Treatment Plant (LETP)	42	2022-2025		Deferred	The next phase of work has consciously been deferred, and is expected to commence in 2024
Continue preparations for the decommissioning of the British Experimental Pile Zero reactor (BEPO)	42	2022-2025		On Target	
Continue preparations and planning for the decommissioning of the Active Waste Handling facility (B459)	42	2022-2025		On Target	
De-designate or Re use					
Continue incremental release of land to the Harwell campus through targeted demolitions, remediation and clearance of land tracts	42, 43, 47	2022-2025		On Target	

Hinkley Point A

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW	31, 32, 33	2022-2025		On Target	
Continue to progress design and build of ILW retrieval plant	31	2022-2025		On Target	
Complete design and build of ILW Encapsulation facility	31, 32	2022-2023	On Target		
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Continue and complete asbestos removal from the Reactor Building	42	2022-2024		On Target	Due to complete 2024-2025 (extended due to additional scope)
Continue to progress the de-planting of	42	2022-2025		Deferred	Consciously deferred to start

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
the Reactor Building					2023-2024
Commence the decommissioning of the Active Effluent Treatment facilities	42	2022-2025		Deferred	Consciously deferred beyond the Business Plan

Hunterston A

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW	31, 32, 33	2022-2025		On Target	
Continue to progress design and build of ILW retrieval plant	31	2022-2025		On Target	
Commissioning of the solid ILW encapsulation plant	32	2022-2025		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Continue the decommissioning of the Active Effluent Treatment facilities	42	2022-2025		On Target	
Continue to progress the deplanting of the Reactor building	42	2022-2025		On Target	
Continue to progress the deplanting of the Cooling Pond overbuilding	42	2022-2025		On Target	

Oldbury

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities supporting consolidated ILW storage	33	2022-2025		On Target	
Commence the design and build of ILW retrieval plant	31	2022-2025		On Target	
Continue to progress activities to retrieve, treat and store ILW (at Berkeley)	31, 32, 33	2022-2025		On Target	
Site Decommissioning and Remediation					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Decommissioning and Demolition					
Continue to progress the decommissioning of the Active Effluent Treatment facilities	42	2022-2025		On Target	
Commence and progress the asbestos removal, deplant and demolition of the Turbine Hall	42	2022-2025		On Target	
Commence the asbestos removal from the Reactor Building	42	2022-2025		On Target	

Sizewell A

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to support consolidation of ILW storage	33	2022-2025		On Target	
Commence design and build of ILW retrieval plant	31	2022-2025		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Commence and progress the decommissioning of the Active Effluent Treatment facilities	42	2022-2025		On Target	
Progress and complete the asbestos removal, deplant and demolition of the Turbine Hall	42	2022-2025		On Target	
Commence and progress the asbestos removal from the Boiler Houses	42	2022-2025		On Target	

Trawsfynydd

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					
Continue and complete activities to retrieve, treat and store ILW	31, 32, 33	2022-2025		On Target	
Site Decommissioning and Remediation					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Decommissioning and Demolition					
Continue and complete Reactor Height Reduction enabling activities	42	2022-2023	On Target		
Commence, prepare, and progress Reactor Building Height Reduction	43	2022-2025		On Target	
Continue deplanting, decommissioning and demolition of the Ponds complex facility	42	2022-2025		On Target	

Winfrith

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Low Level Waste					
Complete shipments of LLW (TRS) drums to LLWR	28	2022-2024		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Continue DRAGON reactor decommissioning, including the completion of the construction and installation of the Core Segmentation equipment	42	2022-2025		On Target	
Continue SGHWR decommissioning, including the completion of the construction and installation of the Core Segmentation equipment	42	2022-2025		Behind Target	Delays incurred due to technical complexities and increased asbestos works
Commence and progress the removal of the discharge pipelines	42	2022-2025		Deferred	Consciously deferred to commence 2024-2025 in order to optioneer and develop the strategy
Continue land remediation activities and end state development	46	2022-2025		On Target	

Wylfa

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
Intermediate Level Waste					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Continue to progress activities to retrieve, treat and store ILW	31, 32, 33	2022-2025		On Target	
Continue to progress design and build of ILW retrieval plant	31	2022-2025		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Continue and complete asbestos removal from the De-aerator floor of the Turbine Hall	42	2022-2023	On Target		
Commence and progress asbestos removal from the Reactor Building	42	2023-2025		On Target	
Continue and complete the installation of a replacement Electrical Overlay scheme	42	2022-2024		On Target	

Dounreay Site Restoration Ltd

Dounreay Site Restoration Ltd (DSRL) is responsible for cleaning up and decommissioning the Dounreay site in the north of Scotland. It also operates a Low Level Waste (LLW) disposal facility to deal with waste from the site. DSRL became a wholly owned subsidiary of the NDA from 1 April 2021.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Spent Fuels					
Spent Exotic Fuels					
Complete delivery of all in reactor DFR Breeder Fuel to Sellafield	12	2022-2024		On Target	
Complete delivery of all fuels from DFR	12	2022-2024		On Target	
Integrated Waste Management					
Low Level Waste					
Continue transfer of LLW to LLW facility	27	2022-2025		On Target	
Complete design and build of D3110 Waste Treatment Plant	28	2023-2024		Deferred	Deferred until resource becomes available from Priority Projects
Intermediate Level Waste					

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Complete construction of Dounreay Cementation Plant (DCP) Store Extension Construction	32	2022-2023	Behind Target		Completion now anticipated Q2 2023-24
PFR Raffinate Immobilisation Complete	32	2023-2024		On Target	
Site Decommissioning and Remediation					
Decommissioning and Demolition					
Dounreay Material Test Reactor Building Complex Decontamination Complete	42	2023-2024		Deferred	Resource redeployed to Site priorities
PFR - Complete Reactor Vessel Residual Sodium Treatment Operations - Turn Reactor Vessel atmosphere from nitrogen to air	42	2022-2023		On Target	
Dounreay Material Test Reactor Structures demolished	43	2023-2024		Deferred	Resource redeployed to Site priorities
De-designate or Re use					
NDA and Regulatory permissioning in support of the Interim End State definition and arrangements for Dounreay	44	2022-2025		On Target	
Critical Enablers					
Support small and medium enterprise organisations by increasing overall spend with them in line with the government growth agenda		2022-2025		On Target	

LLWR Limited

Low Level Waste Repository (LLWR) Ltd manages and operates the UK's low level waste repository in west Cumbria, providing safe, permanent disposal for a range of radioactive wastes. It's also responsible for delivering the UK's national low level waste programme and associated waste management services.

LLWR became a wholly owned subsidiary of the NDA in July 2021. It is part of Nuclear Waste Services.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management					
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	26, 27, 28, 29	2022-2025		On Target	
Intermediate Level Waste					
Work with NDA to support innovation in approaches to integrated waste management	32, 33, 34	2022-2025		On Target	
Type B Packaging capability to support NDA and MOD customers	33	2022-2025		On Target	
Site Decommissioning and Remediation					
Site End State Gate B paper delivered	44,45,47	2022-2025		On Target	
New Build and Operations					
Enabling works for phased construction of the final cap for trenches 1 to 7 and Vault 8	41	2022-2025		Achieved	
Critical Enablers					
Support hazard reduction across the NDA group		2022-2025		On Target	
Deliver the LLW packaging and transport services		2022-2025		On Target	
Manage and operate LLWR safely to provide an effective UK disposal service		2022-2025		On Target	
Consider options to further optimise operations at the LLWR		2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Continue to pursue overall cost savings in delivery of the Lifetime Plan		2022-2025		On Target	
Support small and medium enterprise organisations by increasing overall spend with them in line with the Government growth agenda		2022-2025		On Target	
Active participation in the Nuclear Sector Deal and the North West Nuclear Arc to help achieve HMG key deliverables		2022-2025		On Target	
Manage the existing LLWR Management and Operations contract through to completion and transition to new ownership arrangements		2022-2025		Achieved	
Deliver the LLWR Transformation Programme and actively support the development of One NDA		2022-2025		On Target	
Mature and deliver asset management and continuous improvement capability and performance to support mission delivery		2022-2025		On Target	
Transition successfully into Nuclear Waste Services and maintain momentum of Integrated Waste Management programme		2022-2025		On Target	
Regulatory engagement					
Contribute to sustainability performance under the Greening Government Commitments (GGC)		2022-2025		On Target	

Radioactive Waste Management Limited

Radioactive Waste Management Limited (RWM) is an NDA subsidiary, responsible for providing a range of waste management services including delivering a geological disposal facility in England and Wales. This includes finding a suitable site with a willing community to host this permanent and safe solution for managing radioactive waste. It is part of Nuclear Waste Services.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Integrated Waste Management - Intermediate and High Level Waste					
Implement Government policy on geological disposal of higher activity waste to deliver a suitable site and willing community	34, 39	2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Through activity and enabling partners - Work proactively with waste producers, planning for and delivering waste management solutions	34, 39	2022-2025		On Target	
Through activity and enabling partners - Deliver a robust technical programme, support the GDF programme and waste management	34, 39	2022-2025		On Target	
Critical Enablers					
Ensure that we have willing communities – working closely with local community and local authorities to develop a detailed community vision once Community Partnerships are formed		2022-2025		On Target	
Ensure that we have suitable sites – working closely with our supply chain to design studies for initial safety analyses, and environmental and economic assessments to establish suitability		2022-2025		On Target	
Empower our people with clear direction, the right resource and outstanding support so we achieve our mission and our transition		2022-2025		On Target	
Transition successfully into Nuclear Waste Services and maintain momentum of GDF programme		2022-2025		On Target	

Nuclear Transport Solutions

Established in 2021, Nuclear Transport Solutions (NTS) is a centre of excellence and a strategic UK capability for the transport of radioactive and other critical materials.

Delivering our mission relies on being able to transport radioactive materials and other freight safely and sustainably. NTS supports this by transporting spent nuclear fuel from UK power stations to Sellafield, returning reprocessed products to customers overseas, and providing packaging and licensing solutions to the NDA group.

It also generates revenue through commercial opportunities in the UK and overseas – offsetting the cost of delivering decommissioning and clean-up work at the UK’s oldest nuclear sites.

NTS operates Direct Rail Services (DRS) and Pacific Nuclear Transport Limited (PNTL) to deliver rail and shipping services for customers, building on decades of experience of providing safe, secure and reliable transport solutions.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Spent Fuels					
Support AGR fuel movements by rail for EDF from stations to Sellafield, including preparations for the AGR defueling programme	6	2022-2025		On Target	
Nuclear Materials - Plutonium and Uranics					
Support national nuclear material rail movements for Harwell, Winfrith and DSRL.	17, 22	2022-2025		On Target	
Integrated Waste Management - High Level Waste					
Continue to deliver important international transports of vitrified High Level Waste (HLW) and conditioned Intermediate Level Waste (ILW)	36, 37	2022-2025		On Target	
Critical Enablers					
Establish and implement an Integrated Transport Programme to identify opportunities and realise benefits from better coordination and optimisation of NDA group transports		2022-2025		On Target	
Seek opportunities for new business within nuclear shipping, rail, packaging and design by providing transport enabling solutions to UK and		2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
international markets					
Undertake appropriate non-nuclear business to maintain and enhance the skills and capabilities required to support the core nuclear mission		2022-2025		On Target	
Maintain and operate a fleet of specialist transport assets which meet the highest standards of quality, safety and security in order to support NDA operations		2022-2025		On Target	
Attract and retain the necessary skills, capability and diversity of talent to deliver business in a safe, secure and reliable manner		2022-2025		On Target	
Support the discharge of NDA obligations with respect to MOD nuclear rail transportation		2022-2025		On Target	
Continue to deliver NDA's contractual obligations for transport of mixed oxide (MOX) fuel from France to Japan		2022-2025		On Target	
Undertake a series of transformation activities that bring transport capabilities together into a single division that is efficient, commercially competitive and self-funding		2022-2025		On Target	
Develop and implement a carbon reduction plan to successfully achieve the net zero carbon emissions aspirations		2022-2025		On Target	



NDA Archives Limited

NDA Archives is an NDA subsidiary, responsible for the Nucleus (the Nuclear and Caithness Archives). The facility is operated by a commercial partner and provides long-term records management and archiving services for the NDA group.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Critical Enablers					
Continuing development of the Hub and Spokes delivery model – centralised inventory and management with dispersed, off-site storage where appropriate		2022-2023	On Target		
Re-competition of the commercial partner contract		2022-2023	On Target		
Capacity management planning at Nucleus		2022-2024		On Target	
Working with interested third parties to continue the development and implementation of the NDA's heritage strategy		2022-2025		On Target	
Magnox collection sift completed and ready for accession		2023-2024		Behind target	Some progress has been made however the schedule is in the process of being revised.
Development of accommodation options, including strategies/proposals for dealing with increased capacity needs at Nucleus and the Material and Samples requirements		2023-2025		On Target	
Sellafield offsite collection sift completed and ready for accession		2024-2025		On Target	

NDA Properties Limited

NDA Properties Ltd is an NDA subsidiary, holding and managing the majority of the non-nuclear property assets within the NDA group.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Critical Enablers					
Effective and efficient management and assurance of retained landholding		2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
consisting of 1,203 hectares across 92 properties					
Review and deliver progressive environmental stewardship across the portfolio estate		2022-2025		On Target	
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		2022-2025		On Target	
To engage and collaborate with NDA group and stakeholders to target Carbon Zero objectives		2022-2025		On Target	

Rutherford Indemnity Limited

Rutherford Indemnity Ltd provides insurance cover for the NDA group. It has a particular focus on nuclear liability cover and the provision of support for changes to insurance requirements. The company is a wholly-owned NDA subsidiary, managed for the NDA by Marsh Captive Management Services, and has no direct employees.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Critical Enablers					
Provide optimal insurance coverage to the NDA to support its NDA group-wide insurance programme, exploiting opportunities to reduce overall cost of insurance risk and offering insurance solutions to meet the evolving needs of the group		2022-2025		On Target	
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		2022-2025		On Target	
Continue to use a prudent proportion of Rutherford's assets to support infrastructure investment within the NDA group		2022-2025		On Target	
Maintain capability for payment of dividends to the shareholder		2022-2025		On Target	
Participate in joint tender with NDA for insurance broker services that support the group insurance strategy and the		2022-2023	On Target		

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Rutherford reinsurance placement					

Energus

Energus is an NDA subsidiary offering a range of training, education and business support services geared towards providing and enhancing skills within both the local and national nuclear workforce.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Critical Enablers					
Continue to work closely with the NDA and stakeholders across the nuclear sector to upskill and develop the workforce of today and tomorrow		2022-2025		On Target	
Continue to manage and facilitate a range of training opportunities for the NDA group and wider nuclear sector; including nuclear graduates and a range of functional programmes for both graduates and apprentices including: cyber security, Finance Audit and Risk, Radiation Protection, Commercial, business and civil engineering as well as other bespoke programmes to support the NDA People Strategy and the Nuclear Sector Deal		2022-2025		On Target	
Continue to work in partnership with the National Cyber Security Centre (NCSC) and NDA Cyber Security Resilience (CSR) 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		2022-2025		On Target	
Provide a range of managed services within the people and skills arena including recruitment programmes, work experience and STEM engagement – supporting the NDA commitment to ED&I and achieving greater levels of social value and socio economic benefit to our communities and broader stakeholders		2022-2025		On Target	
Provide a high quality training environment for all Sellafield apprentices, working with a range of education partners and suppliers		2022-2025		On Target	

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Continue to be a Cumbrian venue of choice for the NDA group's events, conferences and delivery of training and education		2022-2025		On Target	

Springfields

Owned by Westinghouse Electric UK Holdings Limited

Springfields is a nuclear fuel manufacturing site and is located near Preston in Lancashire. The site is operated by Springfields Fuels Limited (SFL) and issued to manufacture a range of fuel products for UK and international customers, the processing of historic uranic residues and decommissioning of redundant facilities.

From April 2010, the NDA permanently transferred ownership of the company to Westinghouse Electric including the freedom to invest for the future under the terms of a new 150-year lease. SFL is contracted to provide decommissioning and clean-up services to the NDA to address historic liabilities.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Site Decommissioning and Remediation - Decommissioning and Demolition					
Complete post operational clean out of the Residues Recovery Plant	41	2022-2023	On Target		
Continue decommissioning of the Magnox Island	42, 43	2022-2025		On Target	
Nuclear Materials - Uranics					
Continue to appropriately manage, care and maintain NDA stock of uranic materials	23, 25	2022-2025		On Target	

Capenhurst

Owned by URENCO

The NDA Capenhurst site is located near Ellesmere Port in Cheshire.

In 2012, the site was transferred to URENCO, owners of the adjacent licensed site, and was amalgamated into a single nuclear licensed site. As part of this transfer, URENCO established



Urenco Nuclear Stewardship (UNS), formerly known as Capenhurst Nuclear Services, to provide responsible management of uranic materials and carry out remediation work on behalf of the NDA.

UNS manages a large proportion of the NDA’s uranic inventory and also provides broader decommissioning and demolition works for redundant facilities, in order to reduce liability and optimise space utilisation on site.

Key Activities	Strategic outcome	Timescale	2022/23 Activity	2022/25 Activity	Comments
Site Decommissioning and Remediation - Decommissioning and Demolition					
Continue decommissioning and demolition of key facilities	41, 42, 43, 47	2022-2024		Behind Target	Technical challenges with ground remediation activities and supply chain resource constraints means that this target is behind schedule – mitigation opportunities are being reviewed.
Nuclear Materials – Uranics					
Continue the safe storage and management of uranic materials, including uranium hexafluoride tails prior to processing through the Tails Management Facility	22, 23, 24, 25	2022-2025		On Target	



Nuclear
Decommissioning
Authority