



The NDA group **Draft Strategy**

Executive Summary
July 2025



Executive summary

The Nuclear Decommissioning Authority (NDA) is responsible for safely, securely and sustainably decommissioning the UK's earliest nuclear sites. We carry out this national responsibility on behalf of the UK and devolved governments, using public funds to deliver long-term environmental protection and value.

Since 2021, major events, including the COVID-19 pandemic and energy security challenges following Russia's invasion of Ukraine, have led to unprecedented state intervention. The UK's increased public debt burden continues to influence government funding decisions and strategic priorities, and funding constraints require us to balance short-term affordability with long-term value for money.

Our vision is to be a world leader in responsible nuclear clean-up, contributing to the UK's energy, environmental and economic goals. The values that guide our work remain constant – we prioritise safety and security, collaboration and transparency, drive innovation and improvement, and champion sustainability and public value in all that we do.

Because of the longevity of our mission, the NDA is recognised as the enduring foundational organisation for the UK nuclear enterprise, one that other government departments can rely on now and into the future.

NDA Strategy (2026) sets out our direction for the next five years and beyond, providing a clear roadmap for how we will meet our mission in a changing and increasingly complex landscape. This Strategy sets out our strategic priorities across core mission delivery and the enabling capabilities that support success.



- We remain focussed on **site decommissioning and remediation** – ensuring that facilities are safely dismantled and land is released for beneficial use. We aim to accelerate decommissioning through better planning, innovation and shared capability
- We continue to drive **integrated waste management** across all types and sources of radioactive waste, always seeking consistent and efficient waste management to deliver safer outcomes and long-term value
- We manage **spent nuclear fuels** in line with UK policy and develop clear long-term plans for the management of **nuclear materials** (plutonium and uranium stocks).

We will continue to grow our role as a strategic partner to government, using our expertise, infrastructure and assets to support wider UK policy goals including national climate targets and net zero commitments. We're managing non-NDA nuclear liabilities on behalf of public and private clients; supporting the Ministry of Defence (MOD) and EDF Energy with complex programmes and Advanced Gas-cooled Reactor (AGR) defueling and decommissioning; advising government on nuclear policy, security and international partnerships and enabling shared services that bring broader benefit to the UK nuclear enterprise.

These core mission areas are supported by a suite of Critical Enablers, which include Health, safety and wellbeing; Security and resilience; Environment; People; Research, development and innovation; Commercial and supply chain; Digital data and AI; Asset Management and others.

Sustainability is now positioned as a strategic principle, embedded throughout all areas of our mission. We're supporting the UK's net zero commitments by reducing emissions, applying circular economy principles, and enabling land reuse. We're enhancing safety, security and wellbeing – including through modern working practices; strengthening supply chain resilience and capability to deliver UK economic benefit; and investing in digital tools, innovation and our people to keep the NDA group agile and future-ready.



Executive summary continued

Our NDA Strategy sets out a unified, long-term approach to addressing the UK's nuclear legacy. It builds on the significant progress made to date, while introducing a more integrated and collaborative approach to delivery under the One NDA model. We work closely with our Site Licence Companies and subsidiaries – including Sellafield Ltd, Nuclear Restoration Services (NRS), Nuclear Waste Services (NWS) and Nuclear Transport Solutions (NTS). Strategic priorities are translated into site-level plans, and delivery is tracked through performance frameworks. We work in active partnership with UK and devolved governments, regulators and industry to ensure that our direction of travel is aligned with national policy, and that our decisions are informed by society's expectations.

By 2050, we aim to have retrieved the majority of high-hazard radioactive waste from legacy facilities at Sellafield, delicensed most of our ex-Magnox reactor sites, repackaged a proportion of the UK's plutonium and begun conversion into a disposable form. We aim to have established new waste storage centres, identified a suitable site for a Geological Disposal Facility (GDF), and enabled land and asset reuse for new development or other government priorities.

We will focus investment and effort where it's needed most. Our highest strategic priority remains hazard reduction at Sellafield, particularly through the retrieval of waste from legacy ponds and silos, supported by the development of new treatment and storage infrastructure. Decommissioning will be scaled up using lead-and-learn approaches, and our decommissioning decisions will be shaped by the availability of waste treatment and disposal routes – enabling action now, while we develop long-term solutions. We will apply proportionality to our interventions, ensuring that we only do what is needed to enable safe outcomes and future reuse, and avoiding unnecessary cost or delay. Where feasible, we will prioritise reuse of assets, land and



infrastructure across our estate, not only for NDA needs, but also for wider government missions such as defence and innovation. The principles guiding our strategy remain clear and robust. We will always put the mission first. We will pursue waste-informed decommissioning, making decisions based on what is possible now, not deferring action due to future uncertainties. We will apply proportionality to deliver effective outcomes efficiently. And we will use our shared resources to maximise delivery, while continuing to adapt to new challenges and opportunities.

We are committed to transparency and accountability. This includes maintaining clear governance and assurance processes, aligning our activity with the NDA Business Plan and Mission Progress Report (MPR), and continuing to engage openly with stakeholders and the public.

Collaboration is central to how we operate. We offer shared infrastructure such as LLWR and Sellafield for wider public benefit, and we contribute to national resilience, counterterrorism and emergency preparedness. We work with academic institutions and public bodies to maintain

critical UK skills in nuclear science and waste management, and we engage closely with local authorities, elected representatives and communities to shape plans and deliver local value. This collaborative approach ensures that our strategy delivers not only for the NDA, but for society more widely.

Looking ahead, the NDA Strategy (2026) represents an important milestone in our long-term mission – but it is also part of an ongoing journey. We will launch a 12-week public consultation in summer 2025, review the feedback received, and update our NDA Strategy accordingly before submitting it for final approval by government. Our next formal Strategy update is expected by 2031, though we will continue to adapt and refine our approach in response to new evidence, policy and need.

The NDA remains firmly committed to delivering safe, secure and sustainable outcomes for the UK public. Strategy (2026) sets a clear, ambitious and credible course for the next phase of this essential national mission.



A short form of our Strategic themes and critical enabler topic strategies.
For further information, refer to the latest version of the NDA Strategy.



Site Decommissioning and Remediation

Strategic Objective:

To decommission and remediate our estate and release it for other uses

Our Strategy:

- Ensure the safe and sustainable management of our estate
- Deliver site end states as soon as reasonably practicable with a progressive reduction of risk and hazards
- Define credible objectives for the decommissioning and remediation of our estate
- Optimise the use and reuse of our estate.



Spent Fuels

Strategic Objective:

To ensure safe, secure and cost-effective lifecycle management of our spent fuels.

Our Strategy:

- Manage spent AGR, Magnox and exotic fuels at Sellafield, ensuring safe interim storage and future disposal.
- Support defueling of AGR reactors and optimise existing storage facilities such as THORP and Interim Storage Facilities (ISF).
- Develop disposal cases for all fuel types, in alignment with GDF plans and government policy.
- Ensure consolidation, hazard reduction and long-term cost-effectiveness.



Nuclear Materials

Strategic Objective:

To ensure safe, secure and cost-effective lifecycle management of our nuclear materials.

Our Strategy:

- Deliver government policy on plutonium immobilisation and progress repackaging at Sellafield.
- Store uranium securely, prioritise consolidation and explore reuse opportunities.
- Work with the MOD on shared solutions and disposal options.
- Invest in R&D, new facilities and workforce capability to manage these materials safely over the long-term.



Integrated Waste Management

Strategic Objective:

To drive mission progress through effective waste management and application of our integrated waste management (IWM) principles.

Our Strategy:

- Implement a risk-informed, proportionate approach across the full waste life cycle: planning, treatment, storage, and disposal.
- Drive waste prevention and volume reduction, reuse and recycling opportunities, while implementing effective treatment and long-term storage solutions.
- Embed updated IWM principles across the NDA group and ensure strong alignment with UK radioactive substances and decommissioning policy.
- Develop new disposal routes, including near-surface disposal (NSD) and a GDF.
- Manage non-radioactive waste sustainably, reducing landfill and applying circular economy principles.

NDA in the UK Nuclear Enterprise

Strategic Objective:

To leverage the unique capabilities and infrastructure of the NDA group to support the UK nuclear enterprise while ensuring the successful delivery of our mission remains our priority.

Our Strategy:

- Optimising the management of non-NDA liabilities through collaborating with EDF, MOD and other liability owners within the UK to deliver greater value for the UK
- Support government through providing strategic advice to support their ambitions for the UK nuclear enterprise
- Utilise our unique assets, infrastructure and capabilities to support the delivery of broader UK policy objectives, while ensuring successful delivery of our core mission remains our priority

Our core mission areas are supported by a suite of critical enablers.



Topic strategy	Strategic objective	Our topic strategy
Health, safety and wellbeing	To deliver our mission, while improving health, safety and wellbeing management across the NDA group.	Embed modern safety culture, with primary focus on prevention, strengthen wellbeing practices, and support continuous improvement.
Security and resilience	To provide proportionate security and resilience solutions throughout the decommissioning lifecycle.	Deliver proportionate, risk-based security and resilience solutions, enhancing resilience through innovation, assurance and group-wide collaboration.
Environment	To protect and enhance the environment now and for the future, while maximising the environmental benefits of delivering the NDA's mission.	Embed environmental protection into mission delivery – acting on climate change, enhancing biodiversity, reducing pollution, and applying circular economy principles.
Cyber security	Proactively deter, detect, defend against, recover from and be resilient to current and evolving cyber threats.	Build collective cyber resilience across the group, aligning with UK policy to protect mission-critical systems through shared services and modern infrastructure.
R&D and innovation	To transform and accelerate the delivery of our mission through research, development and innovation.	Deliver technology, knowledge and skills through collaboration to underpin group programmes today and for the future.

Topic strategy	Strategic objective	Our topic strategy
People	To ensure we have the right talent, skills and culture to safely and efficiently deliver our mission.	Ensure we have the capability and capacity to deliver our mission through attracting, retaining and developing talent; promoting mobility, and continuing to invest in the skills we need now and in the future.
Asset management and continuous improvements	To optimise mission performance across the NDA group by embedding robust asset management and continuous improvement capabilities.	Embed strategic and lifecycle asset management planning and associated processes, improve performance visibility, and ability to manage, utilising modern digital and continuous improvement principles.
Commercial and supply chain	To provide commercial excellence now and in the future through collaboration as One NDA, to deliver our collective mission.	Develop a highly capable commercial workforce, maximise digital technology, enhance group collaboration and highlight the contribution of sub-teams responsible for managing commercial contracts, business development and revenue generation.
Information governance	To effectively manage and reuse knowledge and information assets in a compliant and secure manner to support NDA group mission delivery.	Standardising, protecting, preserving and re-using data, heritage, knowledge and information assets, deploying new ways of working that improve productivity and efficiency in the workforce.
Socio-economics	To support sustainable local economies for communities living near NDA sites and, where possible, contribute to regional economic growth.	Deliver long-term socio-economic impact by co-creating targeted, evidence-based interventions with communities, supporting local economies, skills and social value through strategic investment.
Digital, data and artificial intelligence	To empower our people to transform the delivery of our mission through the right digital and data tools, skills and culture.	Drive data-driven decision-making, strengthen digital capabilities, and explore AI use across the group.
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.	Be open and transparent, maintain our social licence to operate with our communities and ensure effective engagement.
Transport and logistics	To ensure the effective, safe and secure transportation of materials to enable the successful delivery of the NDA mission.	Utilise NTS transport and logistics capability and expertise, use rail where appropriate, and develop transport containers.
International relations	To engage and collaborate effectively with international partners to facilitate delivery of the NDA group's strategic objectives.	Share learning and best practice, influence standards, support government objectives, and complete overseas programmes.