Nuclear Decommissioning Authority
Draft Business Plan
1 April 2026 to 31 March 2029

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Nuclear Decommissioning Authority

Draft NDA group Business Plan

Financial year beginning April 2026 to financial year ending March 2029
Published for consultation on 8 December 2025

Picture below: A vessel being installed into the SIXEP Continuity Plant (SCP) at Sellafield


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Introduction to the consultation

Our consultation on this draft Business Plan starts on 8 December 2025 and closes on 2 February 2026.

How to respond

We want to hear from anyone who has a comment on any aspect of this document. In your response, please state whether you are responding as an individual or representing the views of an organisation. If you're responding on behalf of an organisation, please make it clear who the organisation represents and, where applicable, how you assembled the views of members. When considering responses to this consultation, the Nuclear Decommissioning Authority (NDA) will give greater weight to those that are based on argument and evidence, rather than simple expressions of support or opposition.

You can respond by letter or email using the contact details below. Please address all responses to NDA Business Planning, Business Plan Consultation.

Letter:
NDA Business Planning, Business Plan Consultation, Nuclear Decommissioning Authority, Herdus House, Westlakes Science and Technology Park, Moor Row, Cumbria, CA24 3HU
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businessplanning@nda.gov.uk

Confidentiality and data protection

Any information we receive in response to this consultation, including personal data, may be subject to publication or disclosure in accordance with UK information access legislation (the Freedom of Information Act 2000, the Data Protection Act 2018 (DPA) and the Environmental Information Regulations 2004), unless suitable exemptions/exceptions apply. If you want the information that you provide to be treated as confidential, please let us know, but be aware that we cannot guarantee confidentiality in all circumstances. For example, an automatic confidentiality disclaimer generated by your IT system won't necessarily be binding on the NDA. Please refer to Information Commissioner's Office (ICO) guidance on information provided in confidence for more detail.

The personal information we collect and process is provided to us directly by you. This could include your name, email address, and anything that could be used to identify you. It is an essential part of the consultation process, so that we can contact you regarding your response or for statistical purposes. The lawful basis we are relying on to process your personal data is article 6(1)(e) of the UK General Data Protection Regulations (GDPR),

which allows us to process personal data when this is necessary for the performance of our public tasks. We will retain consultation and response information until our work on the subject matter of the consultation is complete.

The NDA is committed to protecting the privacy and security of your personal information. Our Personal Information Charter explains your rights and gives you the information you are entitled to under data protection legislation (DPA and the UK GDPR). If you would like to exercise any of these rights, please contact our Data Protection Officer at dpo@nda.go.uk. If you are dissatisfied with the way we have processed your data you may also contact the Information Commissioner's Office (ICO).

Additional copies

This draft business plan is available on our website at www.gov.uk/nda.

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Consultation conduct

If you've got a question relating to this consultation, or concern about how it's being carried out please let us know, using the contact details already stated. Please mark your correspondence with 'Business Plan consultation'.

A copy of the consultation criteria from the Government's Code of Practice on Consultation is available at www.gov.uk/government/publications/consultation-principles-guidance

Next steps

We'll consider all responses received to the consultation and revise the Draft Business Plan as appropriate. Subject to approval by the UK and Scottish Governments, we'll publish the final version of our Business Plan before the end of March 2026.

Contents

Preface

The NDA group is responsible for one of the most important environmental programmes in the world; protecting people and the planet. We are a government-funded body responsible for safely and securely decommissioning the UK's former nuclear sites and overcoming the challenges of managing and disposing of nuclear waste. With a workforce of 19,000* staff across our estate, our employees make up one of the most knowledgeable and experienced nuclear workforces in the world. How we go about our work is very important to us and we are committed to delivering our mission safely, sustainably and responsibly, with care for communities and the environment, ensuring our actions and decisions continue to deliver a positive and long-lasting legacy for future generations.

*includes non-permanent employees across the group (not included in 2025/28 Business Plan)

Engaging openly and transparently on our work is important to us. This Business Plan is one of several publications which we create and consult on every year. In line with Energy Act 2004 requirements, it sets out the activities that will take place over the next three years to advance our important clean-up and decommissioning work and operate our facilities safely and securely. It shows anticipated funding for the NDA group for 2026/29. We show how the activities are helping to deliver our mission by aligning them to the 47 strategic outcomes set out in our Strategy and Mission Progress Report. We also include key work across a range of critical enablers vital to delivering the mission.

Picture above: Employees at the Low-Level Waste Repository in west Cumbria

How we communicate our strategy and report progress

ENGAGE WITH OUR STAKEHOLDERS

NDA Strategy

Twelve-week public consultation every five years. Describes how we will deliver our mission, ensuring that the UK's nuclear legacy sites are decommissioned and cleaned up safely, securely, cost-effectively and in ways that protect people and the environment.

Energy Act (2004) requirement.
Covers 100+ years.

Published every five years.

REPORT PROGRESS

Mission Progress Report

Provides our stakeholders with a clear and concise story of NDA mission progress since 2005, that demonstrates delivery of our strategic themes and outcomes as explained in our Strategy.

Covers 100+ years.

Published every year.

NDA Business Plan

Public consultation every year.

Describes key activities across the group over the next three years that align to our strategic outcomes and details the funding available for the next year.

Energy Act (2004) requirement.
Covers three years (the first year in more detail).

Published every year.

NDA Annual Report and Accounts

Describes achievements and spending. Reports against Business Plan activities and contains an overall progress update against our mission.

Covers the previous financial year.

Published every year.

A message from our Chief Executive David Peattie

Welcome to the NDA's Business Plan for 2026–2029, setting out the NDA group's key activities and funding for the next three years.

Delivering our nationally important mission

Last year was a special year for us as we marked the 20th anniversary of the NDA. I was filled with immense pride and gratitude as we looked back on two decades of one of the most important environmental programmes in the world. Our mission remains clear, to safely, securely and cost effectively decommission the UK's nuclear legacy. Over the twenty years, our work has remained nationally important and highly complex and there is still much more to be done.

The latest iteration of our strategy sets a clear, ambitious and credible path for the next phase of our work. Our strategic principles remain firm; we'll always put the mission first, make decisions based on the best available waste treatment and disposal options, act proportionately and make best use of our people and capabilities to maximise delivery. Safety and security are fundamental to our mission. We continue to invest in additional cyber capability, including the new Group Cyber Collaboration Centre facility, which we've made available across the NDA group, enhancing our collective ability to successfully defend against cyber threats.

This year, we received an increased government settlement covering a longer period, giving us more certainty in our planning however requiring some difficult prioritisation judgements. In delivering our important work, we are particularly mindful of the pressures of the public purse, which means it is even more important to work effectively and efficiently as a group. Over the coming years, we're committed to making efficiencies in our running costs, maximising funding for frontline mission delivery.

As part of our agreed funding, the NDA group has been allocated £154 million by government to develop specialised capabilities to enable disposal of the UK's plutonium stocks, which are housed at Sellafield. This will help drive forward important national policy, build cutting edge facilities and grow world-leading expertise and capability in plutonium immobilisation, providing a safe, secure and permanent solution for the nation.

Over the next three years, our relentless focus on high hazard reduction will include key operational milestones at Sellafield and Nuclear Restoration Services (NRS) sites. NRS will start work to reduce the height of two reactor buildings at its Trawsfynydd site, in North Wales. This will not only advance our mission but also create first-of-its-kind opportunities for Wales, showcasing innovation and leadership in nuclear decommissioning. Elsewhere in the group, Nuclear Waste Services (NWS) is leading work to deliver a

Geological Disposal Facility (GDF), a permanent solution for the most hazardous radioactive waste. In line with UK and Welsh Government policy, a GDF will be built where there is both a suitable site and a willing community. NWS continues to work with two communities in Cumbria, engaging openly and undertaking studies and investigations to assess their potential suitability.

Creating great places to work

The NDA group's highly skilled workforce drives our mission forward, and developing the next generation of talent is vital to our continued success. I was thrilled to welcome over 80 graduates to the NDA group this year and see the launch of the NDA group's first young person's network, our sixth group employee network.

Creating an inclusive work environment is at the heart of our culture, supported by our group diversity and inclusion strategy and wellbeing framework. I was pleased this year to see the NDA achieving Disability Confident Level 3 status. This makes us a disability confident leader in the government scheme, aimed at helping organisations to attract, recruit, retain and develop disabled people.

Being trusted to do more

Our mission is growing, with preparations underway for EDF Energy to transfer seven Advanced Gas-cooled Reactor (AGR) stations to us, for decommissioning by NRS. This will see the number of NDA sites increase from 17 to 24, with Hunterston B being the first AGR station to transfer, in April 2026. This is our first significant new mission since the NDA's creation. Arrangements are also progressing to potentially transfer the Ministry of Defence's Vulcan site, which sits adjacent to Dounreay, to the NDA for decommissioning.

We have unique expertise, resources and assets and we are continually exploring how we best utilise these to support government's wider energy security ambitions and low carbon energy generation. That includes identifying land not required for our mission, which could be freed up for other uses, to deliver benefits to the local community and wider economy. Government recently asked us, along with Cumberland Council, to explore clean energy development in Cumbria, supporting new jobs as part of government's plan for change. The land at Moorside, sitting adjacent to the Sellafield site, presents opportunities for a diverse portfolio of clean energy projects, including nuclear and other new technologies.

Looking forward

This plan sets out a challenging programme to deliver our mission, create great places to work and be trusted to do more. It is shaped by our history and lessons of the past, and the opportunities of the future.

Looking ahead, I've informed the NDA Chair and Board of my intention to continue to serve the NDA group as its CEO until March 2027. By then, I'll have had the privilege of leading the NDA group for a decade, an incredible milestone that feels like the right moment to pass over the group's leadership baton.

I'm proud of what our 19,000 employees do every day, and grateful for the support of stakeholders, partners and the supply chain as we take forward such an important mission on behalf of the nation.

David Peattie FREng FNucl
NDA Group Chief Executive Officer

The NDA and our mission

We're responsible for keeping the UK's former nuclear sites and facilities, once at the heart of supporting national defence and generating nuclear power for electricity, safe and secure as we decommission them and overcome the challenges of managing nuclear waste. It's one of the most important environmental programmes in the world; protecting people and the planet.

We employ 19,000 employees across our estate (pre-transfer of the first AGR station) and around 40,000 indirectly; a skilled group workforce, supported by a large supply chain. We work hard on behalf of the UK, using innovation and technology to overcome the challenges of identifying and removing nuclear waste from ageing facilities, so we can store it safely and permanently dispose of it. The work is complex and challenging.

Above: An employee in training at Winfrith

Dealing with all the waste, dismantling hundreds of buildings and facilities, and building a GDF, to dispose of the most hazardous radioactive waste, will take decades. However, by investing today in the challenges left over from the UK's proud nuclear history, we can remove the burden for future generations and deliver social and environmental benefits through our jobs, knowledge, skills, technology and social investment. We also have a role in assuring decommissioning plans for new nuclear.

Our team is working with partners in research and industry to drive innovation, using cutting-edge technology to reduce hazards and risks, so that over time the sites can be used again for other worthwhile purposes.

Open and transparent engagement is a critical enabler to the successful delivery of our mission and we could not make progress without the support and confidence of our stakeholders. Key partners include government entities, employees, trade unions, commercial partners, customers, local communities, councils, non-governmental organisations (NGOs), and international organisations.

Our history

The UK is a pioneer of nuclear technologies, which have been part of our lives since the 1950s. Our sites and facilities have been at the heart of delivering nuclear benefits for the UK, including national defence programmes

and supplying safe, low-carbon power to UK homes, businesses, schools and hospitals, for decades.

Unlike modern day equivalents, our old nuclear plants and facilities weren't designed to manage the nuclear waste they created, or for decommissioning. There are limited historical records on what, or how much, nuclear waste was left on some of the sites during their working lives.
Generating nuclear power today will not leave future generations with the challenges we're trying to overcome. Nuclear waste produced today is carefully managed, and following in the footsteps of other countries, a GDF will provide a safe way of disposing of the most hazardous radioactive waste, permanently in England and Wales. Scotland has a distinct policy for higher activity radioactive waste which sets out a near site, near surface approach.

Aiming for the highest standards

How we go about our work is very important and we must deliver results safely, responsibly, and sustainably. Our commitment to creating environmental and social benefits builds on our long history of providing value for the UK and we want to ensure that our actions and decisions continue to have a lasting, positive impact.

For more information on how we assess investment decisions, see the NDA value framework.

Trusted to do more

Our work is expanding, and we have been asked to use our specialist expertise and skills to decommission newer reactors as they reach the end of their power-generating lives. Arrangements have been agreed by the UK Government, Scottish Government and EDF Energy for the NDA group to decommission Britain's seven AGR stations.

The AGRs will reach the end of their operational lives over the next 10 years and, after defueling, with the fuel being transferred to Sellafield for interim storage, will transfer to NRS for decommissioning. Hunterston B will be the first station to transition to the NDA group estate in 2026.

We work with the MOD to maximise opportunities across the civil and defence enterprise, playing a critical role in the management of the MOD's nuclear liabilities. For example, approval has been provided by the MOD and the Department for Energy Security and Net Zero (DESNZ) to start work on the potential transfer of Vulcan to the NDA.

17* nuclear sites across the UK

19,000* employees across the group

800+ buildings to be demolished

946* hectares of designated land on nuclear licensed sites

Existing NDA group sites

1. LLW Repository
2. Sellafield
3. Hunterston A
4. Chapelcross
5. Wylfa
6. Trawsfynydd
7. Berkeley
8. Oldbury
9. Hinkley Point A
10. Dungeness A
11. Bradwell
12. Sizewell A
13. Harwell
14. Winfrith
15. Dounreay
16. Capenhurst
17. Springfields

Sites expected to transfer to the NDA group in the future

18. Hunterston B - transferring on 01/04/2026
19. Torness
20. Hartlepool
21. Dungeness B
22. Hinkley Point B - transferring on 01/10/2026
23. Heysham 1, Heysham 2
24. Vulcan

* pre-transfer of the first of the AGR stations to NDA group

The final concrete pour at the Sellafield Product and Residue Store Retreatment Plant (SRP)

The NDA group

Our group is made up of the Nuclear Decommissioning Authority (NDA) and four key component parts: Sellafield, Nuclear Restoration Services, Nuclear Waste Services and Nuclear Transport Solutions.

The **NDA** is an executive non-departmental public body, created through the Energy Act 2004, sponsored and funded by DESNZ. UK Government Investments (UKGI) also provides strategic oversight of corporate governance and performance. We are accountable to UK Government and Scottish Government for delivery of our mission through our subsidiary companies.

Sellafield is responsible for decommissioning the UK's most complex and challenging nuclear site. The site houses around 85 per cent of all the UK's nuclear waste, on an area of less than two square miles. The Sellafield workforce is taking waste out of some of the earliest buildings on the site, looking after fuel so that nuclear power stations can continue to operate, and repackaging the country's stockpile of nuclear materials. Today, great steps are being taken towards creating a clean and sustainable future.

Nuclear Restoration Services (NRS) is responsible for safely decommissioning the first generation of nuclear and research sites across the UK. It brings together Dounreay and the sites previously branded as Magnox, as part of our work to simplify the way the NDA group is structured, taking opportunities to get best value from working together as one team. NRS also operates a hydro-electric plant and is preparing to welcome the seven AGRs, currently managed by EDF Energy, for decommissioning, as well as other future missions.

Nuclear Waste Services (NWS) is the UK's leading nuclear waste management organisation, focused on managing the UK's nuclear waste, safely and securely, for generations to come. Its work includes the programme to deliver a GDF, operating the Low-Level Waste Repository site in Cumbria and overseeing the NDA group's Integrated Waste Management Programme.

Nuclear Transport Solutions (NTS) is our leading global provider of safe, secure and reliable nuclear transport solutions. It uses its specialist transport and logistics expertise to support our nuclear decommissioning mission and help customers and partners around the world solve their own complex challenges.

Other NDA group companies include NDA Archives Ltd, NDA Properties Ltd, Rutherford Indemnity Ltd and Energus.

Our vision

Deliver our mission together safely, securely and more efficiently

Create great places to work and take pride in what we do

Trusted to do more in the UK and globally

Our funding

We are publicly funded by DESNZ. Our total planned expenditure is voted upon annually by Parliament in line with the Spending Review.

Funding framework

UK Government has shown continued support for the NDA mission over recent years with increased grant funding offsetting the decline in commercial revenue. Spending Reviews 2024 and 2025 set capital funding to 2029/30, resource funding to 2028/29, and included challenging efficiency commitments for the NDA group, recognising current fiscal and economic contexts.

Expenditure incurred on decommissioning the seven AGR stations which will transfer to the NDA over the coming years will be funded by the Nuclear Liabilities Fund (NLF) and not by government grant funding. As such, both this expenditure and related funding are excluded from the tables presented on the following page. We continue to work closely with EDF Energy and the NLF Trustees to ensure smooth and efficient transfers of the incoming AGR sites in 2026 and beyond.

Commercial income

We maximise revenue from our existing assets and operations to help fund decommissioning and clean-up work, in order to reduce the level of public funding needed to deliver the scope of our plans and the NDA mission. Our commercial operations are primarily managing spent fuel and nuclear materials with additional opportunities including the provision of transportation services.

Prioritisation and allocation of funding

Within affordability constraints, we will seek to maintain progress and maximise value for money through effectively implementing our strategy. This means focusing on reducing our highest hazards and risks, while ensuring that our high standards of safety, security and environmental protection for site operations are maintained.

Planned income and expenditure in 2026/27

This Business Plan sets out our anticipated income and expenditure for the three years to 2028/29, in line with our recent Spending Review settlement. The NDA retains the right to reallocate funding within agreed totals in order to meet prioritised programme needs.

£4.124bn
Total planned expenditure 2026/27

£3.550bn
Funded by UK Government 2026/27

£3.838bn
Planned site expenditure 2026/27

£0.286bn
Planned non-site expenditure 2026/27

Our total planned expenditure for 2026/27 is £4.124 billion, of which £3.550 billion will be funded by UK Government and £0.574 billion from commercially generated net revenue. Planned expenditure for on-site programmes will be £3.838 billion, while non-site expenditure is expected to be £0.286 billion. This non-site expenditure includes skills development, socio-economic, research and development, insurance and pension costs and the NDA operating costs as detailed below.

Planned income and expenditure summary 2026/27

Operating Company / Site £m	Decommissioning and clean-up costs		Running costs and management C £m	2026/27 Plan Total (A+B+C) £m	2025/26 Plan Total £m
	Operations A £m	Projects B £m			
Sellafield Ltd	1,752	783	296	2,831	2,805
Nuclear Restoration Services	310	214	250	774	761
Nuclear Waste Services	34	99	42	175	216
Springfields	4	13	12	29	36
Capenhurst	5	19	4	28	26
Non-site expenditure	19	23	245	287	186
TOTAL	2,124	1,151	849	4,124	4,030
Net income				574	725
Net (grant funded)				3,550	3,305

Notes:

- NDA reserves the right to reallocate funding to meet prioritised programme needs. As such, final Annual Site Funding Limits issued in March 2026 may be adjusted to reflect efficiency, performance and portfolio pressures.
- The classification of costs in the above table has been amended to align with NDA group reporting arrangements.

Summary of NDA funding 2026/27 onwards

NDA funding	2026/27 £m	2027/28 £m	2028/29 £m
Net income	574	618	841
Government grant funding	3,550	3,575	3,394
Expenditure	4,124	4,193	4,235
Net	-	-	-
Memo: Expected expenditure on AGRs* funded by the NLF	55	Tbc	Tbc

* Indicative expenditure in respect of Hunterston B only. The level of expected expenditure for Hinkley Point B is subject to further work following completion of the Site-Specific Decommissioning Plan

2026/27 breakdown of non-site expenditure

Non-site expenditure	2026/27 Plan £m	2025/26 Plan £m
NDA operating costs	32	32
Critical enablers	72	82
Estate Insurance	10	11
Other central spend *	172	64
Total	**286**	**189**

* 2026/27 figure includes costs awaiting allocation

2026/27 breakdown of planned income by category

Income source	2026/27 Plan* £m	2025/26 Plan £m
Reprocessing and fuel management services	582	697
NDA-NTS transport	69	61
NDA-generated revenue	26	60
Intra-site services	41	41
Total income	**718**	**859**
Less direct costs of sale **	(144)	(134)
Net income	**574**	**725**

*Income figures presented are aligned to our Spending Review 2025 settlement but the timing of the income recognition in respect of some elements may be subject to change
**Costs directly incurred in the generation of the above income:

Direct costs of sale	2026/27 Plan £m	2025/26 Plan £m
NTS transport contracts	69	61
Other NDA commercial costs	54	51
NWS pass-through costs	18	19
Energy trading costs	3	3
Total costs of sale	**144**	**134**

Sustainability in the NDA group

The NDA group is committed to creating environmental and social benefits for the UK and ensure that we have a lasting, positive impact. We support government aspirations to be carbon net zero and see sustainability as a much broader commitment aligned with the United Nations sustainable development goals.

The UK and devolved governments' policy for managing radioactive substances and nuclear decommissioning (May 2024) mandates that sustainability is hardwired into our thinking and decommissioning plans. The NDA group's sustainability strategy defines how sustainability is applied to our activities, and our sustainability report sets out the progress, opportunities and challenges.

Our definition of sustainability

To create value through nuclear decommissioning - at pace, affordably, with participation and creatively.

At pace: Keep safety and security paramount, optimise progress in decommissioning

Affordably: Consider the long-term value for money alongside short-term financing, optimising investment decisions

With participation: Seek and support the opinions, plans and aspirations of our workforce, communities and stakeholders

Creatively: Decommission our nuclear sites, enhancing the environment and achieving carbon net zero

The United Nations' sustainable development goals are a blueprint for peace and prosperity, now and into the future. We are committed to delivering our mission in line with the goals.

Sustainability integration and commitment

Sustainability is a core principle of our strategy, ensuring that decisions bring benefits to society and enhance mission delivery. The Energy Act 2004 sets out the functions of the NDA, which directly align to 11 of the 17 sustainable development goals. This reflects the NDA group's sustainability vision to transform nuclear legacies into opportunities for local, regional and national sustainable development.

We have undertaken a double materiality assessment to identify the sustainability topics that matter most; those which maximise positive societal impact and enhance mission delivery and therefore deliver value for money and promote shared prosperity for our stakeholders.

These topics are aligned to many of the goals as shown opposite.

Sustainability is a key priority across the NDA group, with lots of topics linking back to our driving themes and critical enablers. You can see examples of the progress we're making in the case studies on pages 34-39, which also highlight the goals they support; showing how sustainability runs through everything we do.

Our strategic approach and themes

Our strategic themes

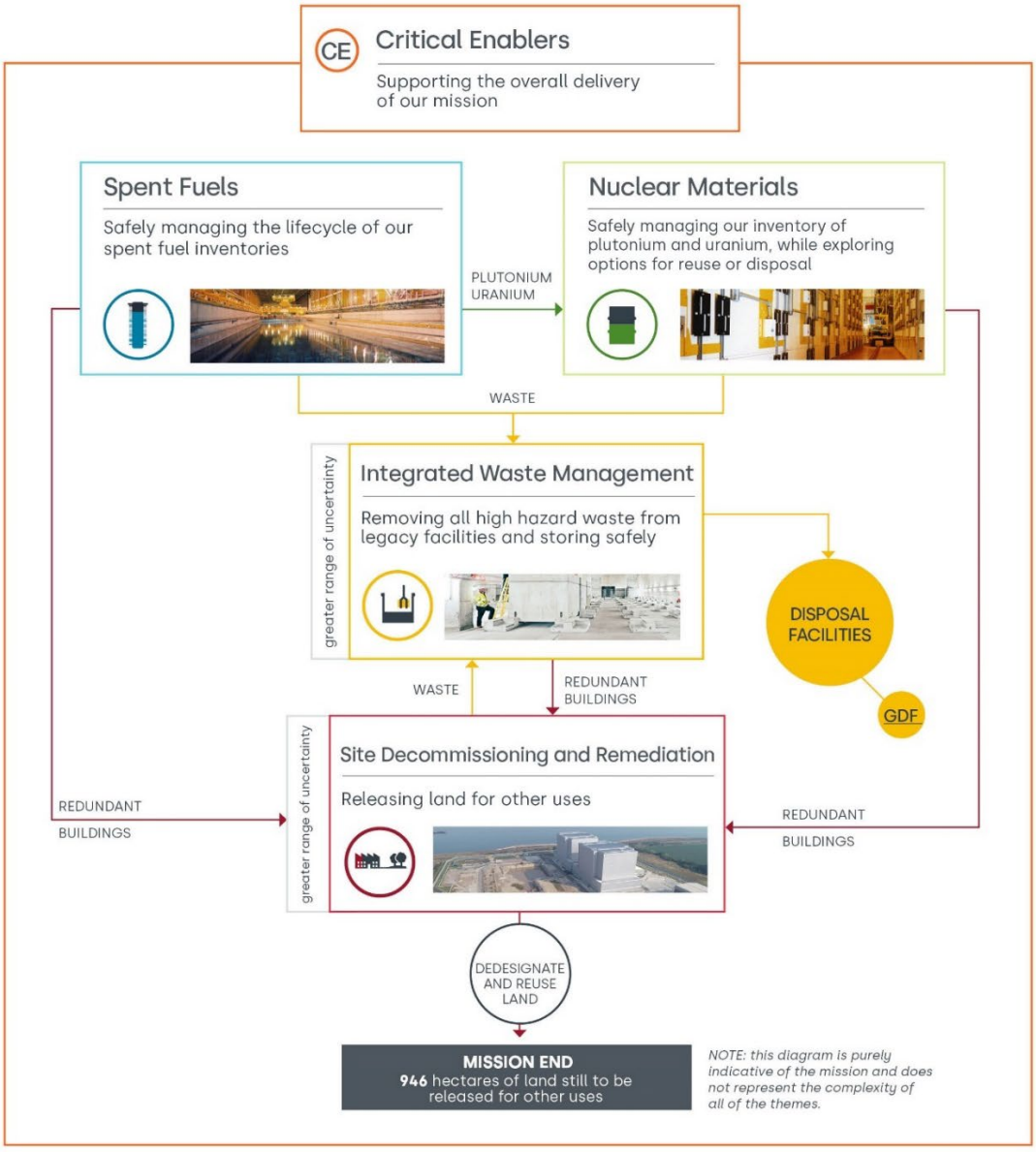
We organise our activities into five strategic themes that support mission delivery. This structure helps us focus on key priorities, understand how different parts of our work are connected, and communicate clearly with our stakeholders.

The first four themes relate directly to decommissioning work and are known as driving themes: spent fuels, nuclear materials, integrated waste management and site decommissioning and remediation.

The fifth theme, critical enablers, describes the important activities needed to support the delivery of our mission. The diagram below demonstrates how the themes interact.

Integration of our strategies

Our most urgent tasks are dealing with the highest-hazard materials, spent fuel, nuclear materials and highly radioactive wastes. Only once the inventory has been removed and either securely stored or disposed of, can the redundant nuclear facilities be dismantled and demolished.



Our themes and strategic outcomes

Across our four driving themes, we break our mission down into 47 strategic outcomes. These outcomes represent the significant pieces of work that must be achieved to deliver our mission. In our latest Strategy we updated some of these outcomes to ensure they continue to reflect our current priorities and approach.

We're building a clearer picture of what's already been achieved across our 47 outcomes and what still needs to be done. The end dates shown in the tables on pages 26-29 represent the latest emerging information and are subject to change as our plans evolve.

Spent Fuels

We're responsible for managing several types of spent nuclear fuel, which fall into three main categories: magnox, oxide and exotic. Once spent fuel is removed from a reactor, it is stored in a pond or dry store until it can be dispatched to Sellafield. To learn more about the different types of spent fuel we manage, see NDA draft Strategy 2025, pages 50-59.

Our strategy is to consolidate all the spent fuels we own or are contracted to manage in interim store at Sellafield pending a future decision on whether to classify them as waste for disposal in a GDF. For planning purposes, we assume that all the remaining spent fuels will be disposed of in a GDF.

Our spent fuel work is separated into 15 strategic outcomes that we must deliver, outlined on page 26.

Nuclear Materials

Our strategy is to support operating companies to safely and securely store the inventory of uranics and plutonium currently stored on some of our sites. These nuclear materials are by-products from different phases of the fuel cycle, either manufacturing or reprocessing.

All nuclear materials must be managed safely and securely, by either converting them into new fuel or immobilising and storing them until a permanent UK disposal facility is available.

All of our plutonium is stored at Sellafield. Although uranium is located at a number of our sites, we are continuing to consolidate it at sites best suited to its management. To learn more about the types of nuclear materials we manage, see NDA draft Strategy 2025, pages 60-67.

Our nuclear materials work is separated into 10 strategic outcomes that we must deliver, outlined on page 27.

Integrated Waste Management

Our strategy considers how we manage all forms of waste arising from operating and decommissioning our sites, including waste retrieved from legacy facilities.

Managing the large quantities of radioactive waste from electricity generation, research, the early defence programme and decommissioning is one of our biggest challenges. Some of this radioactive waste is in a raw (untreated) form, some has been treated and is being interim stored and, in the case of low-level waste, some has already been permanently disposed of.

Our highest priority is the retrieval, treatment, and interim storage of waste from Sellafield's four legacy ponds and silos, which contain some of the UK's most complex and hazardous materials.

For more detail on the types of waste we manage, see NDA draft Strategy 2025, pages 68-80.

Our integrated waste management work is separated into 14 strategic outcomes that we must deliver, outlined on page 28.

Site Decommissioning and Remediation

Our approach to decommissioning redundant facilities and managing land quality ensures that each site can be safely prepared and released for its next planned use.

After the buildings on our sites have been decommissioned, decontaminated and dismantled, the land will be cleaned up to allow it to be released for other uses. At that point, ownership would transfer to the new user of the land.

We're currently assessing alternatives for the final stages of decommissioning that could lead to earlier release of land, continued employment and opportunities to reuse it.

Our site decommissioning and remediation work is separated into eight strategic outcomes that we must deliver, outlined on page 29.

For more detail on how we plan to safely dismantle redundant facilities and restore land for future use, see NDA draft Strategy 2025, pages 34-48.

Critical enablers

Our fifth strategic theme, critical enablers, covers the important activities needed to support the overall delivery of our mission. See pages 31-32 for more detail.

Below: A student in training at the Willie Mackie Hub in Scotland, a socio-economic project supported by the NDA

Work featuring in 2026 - 2029

The next few pages present in more detail examples of the important work that will either be completed or advanced in the next three years. These near-term activities are mapped against our strategic themes and specifically to the 47 outcomes that make up our mission. All dates reflect the latest information and are subject to change.

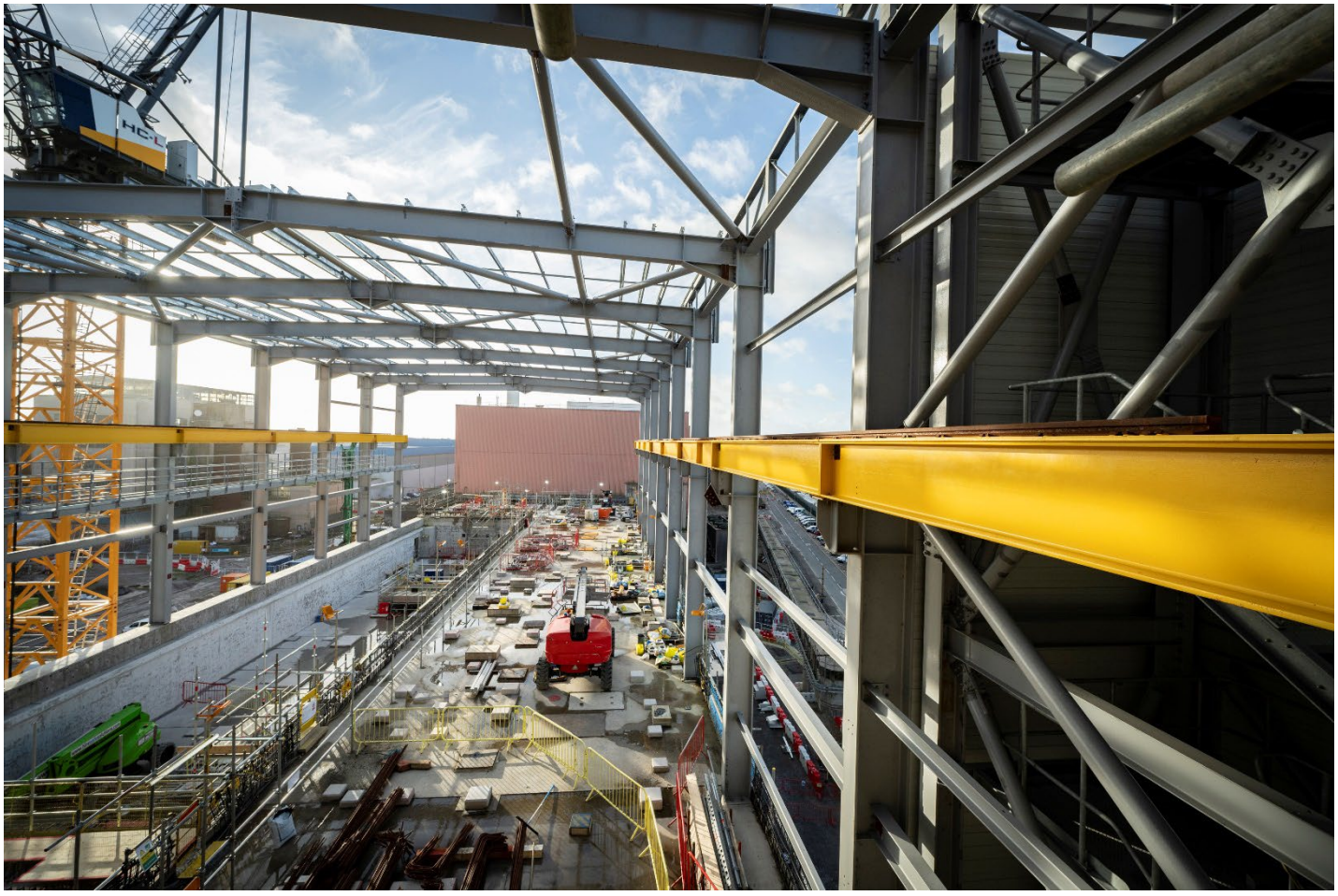
The case studies also show how our work is contributing to the United Nations' sustainable development goals, which are a blueprint for peace and prosperity, now and into the future. Much of our work can be related to one or more of the goals, and we are continuing to work to maximise these outcomes.

Our 47 outcomes cover all our strategic themes except 'critical enablers'. As the data range matures over the next 120+ years, along with the reduction of uncertainty of the inventory, progression in the lifecycle and strategy development, it may well be subject to change.

The dates for each strategic outcome contained within this plan are correct up to 31 March 2025.

For more information see NDA Mission Progress Report 2025.

Below: SIXEP Continuity Plant (SCP) at Sellafield under construction



Spent fuels

SPENT MAGNOX FUEL	End date
1- All sites defueled	COMPLETED
2 - All legacy magnox fuel retrieved	2045
3 - All Magnox fuel reprocessing completed	COMPLETED
4 - All remaining magnox fuel in interim storage	2045
5 - All remaining magnox fuel disposed	2125
SPENT OXIDE FUEL	
6 - All EDFE oxide fuel received	2033
7 - All legacy fuel retrieved	COMPLETED
8 - All oxide fuel reprocessing completed	COMPLETED
9 - All remaining oxide fuel in interim storage	2033
10 - All remaining oxide fuel disposed	2125
SPENT EXOTIC FUEL	
11- All exotic fuel defueled	2028
12 - All exotic fuel consolidated	2044
13 - All exotic fuel reprocessing completed	COMPLETED
14 - All remaining exotic fuel in interim storage	2044
15 - All remaining exotic fuel disposed	2125

Left: Employees in the Fuel Handling Plant at Sellafield

Nuclear materials

PLUTONIUM	End date
16 - All plutonium produced	COMPLETED
17 - All plutonium consolidated	COMPLETED
18 – All cans not suitable for extended storage repackaged*	2060
19 - All plutonium in interim storage	2060
20 - All plutonium put beyond reach and then disposed*	2120
URANIUM	
21 - All uranium produced	COMPLETED
22 - All uranium consolidated	2028
23 - All uranium treated	2055
24 - All uranium in interim storage	2055
25 - All uranium reused or disposed	2120

*On 24 January 2025 the UK Government announced a policy decision to immobilise the UK's inventory of civil separated plutonium at Sellafield. Our revised Strategy has recently been out for public consultation, with a final version expected to be published by March 2026. The following strategic objectives have been updated in the Strategy:

1 SO18 (A,B merged) – All cans not suitable for extended storage repackaged
2 SO20 – All plutonium put beyond reach and then disposed

Right: THORP Product Store at Sellafield

Integrated waste management

LOW LEVEL WASTE	End date
26 - All LLW produced	2127
27 - All LLW treated - to enable diversion or reuse	2127
28 - All waste suitable for disposal in NDA facilities	2127
29 - All waste suitable for permitted landfill disposed	2127
INTERMEDIATE LEVEL WASTE	
30 - All ILW produced	2120
31 - All legacy waste retrieved	2059
32 - All ILW treated	2120
33 - All ILW in interim storage	2120
34 - All ILW disposed	2379
HIGH LEVEL WASTE	
35 - All HLW produced	2039
36 - All HLW treated	2039
37 - All HLW in interim storage	2039
38 - All overseas HLW exported	2031
39 - All HLW disposed	2104

Above: The Low-Level Waste Repository near Drigg, west Cumbria

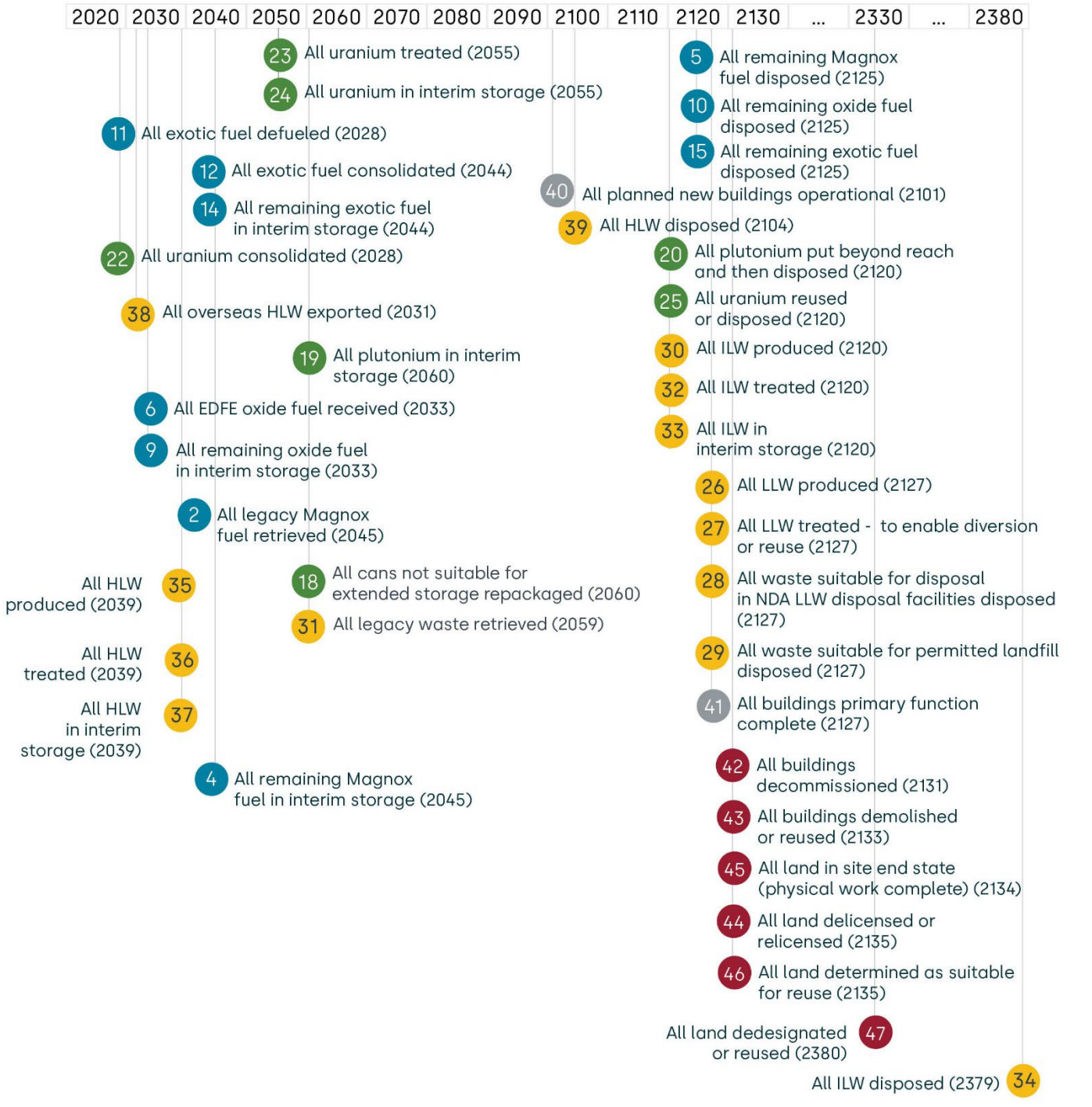
Site decommissioning and remediation

OPERATIONAL AND PLANNED	End date
40 - All planned new buildings operational	2101
41 - All buildings primary function completed	2127
DECOMMISSIONING AND DEMOLITION	
42 - All buildings decommissioned	2131
43 - All buildings demolished or reused	2133
SITES	
44 - All land delicensed or relicensed	2135
45 - All land in end state - all planned physical work complete	2134
46 - All land demonstrated as suitable for reuse	2135
47 - All land de-designated or reused	2380

Above: An employee at Chapelcross working on asbestos removal

Roadmap to mission delivery

Our latest roadmap for mission delivery presents the major milestones for our driving themes: site decommissioning and remediation, integrated waste management, spent fuel and nuclear materials management. These milestones align with the delivery objectives of our operating companies, aiming to reduce the UK's nuclear liabilities safely, securely and in ways that benefit society.



The dates for each strategic outcome above are correct up to 31 March 2025. For more information see NDA Mission Progress Report 2025.

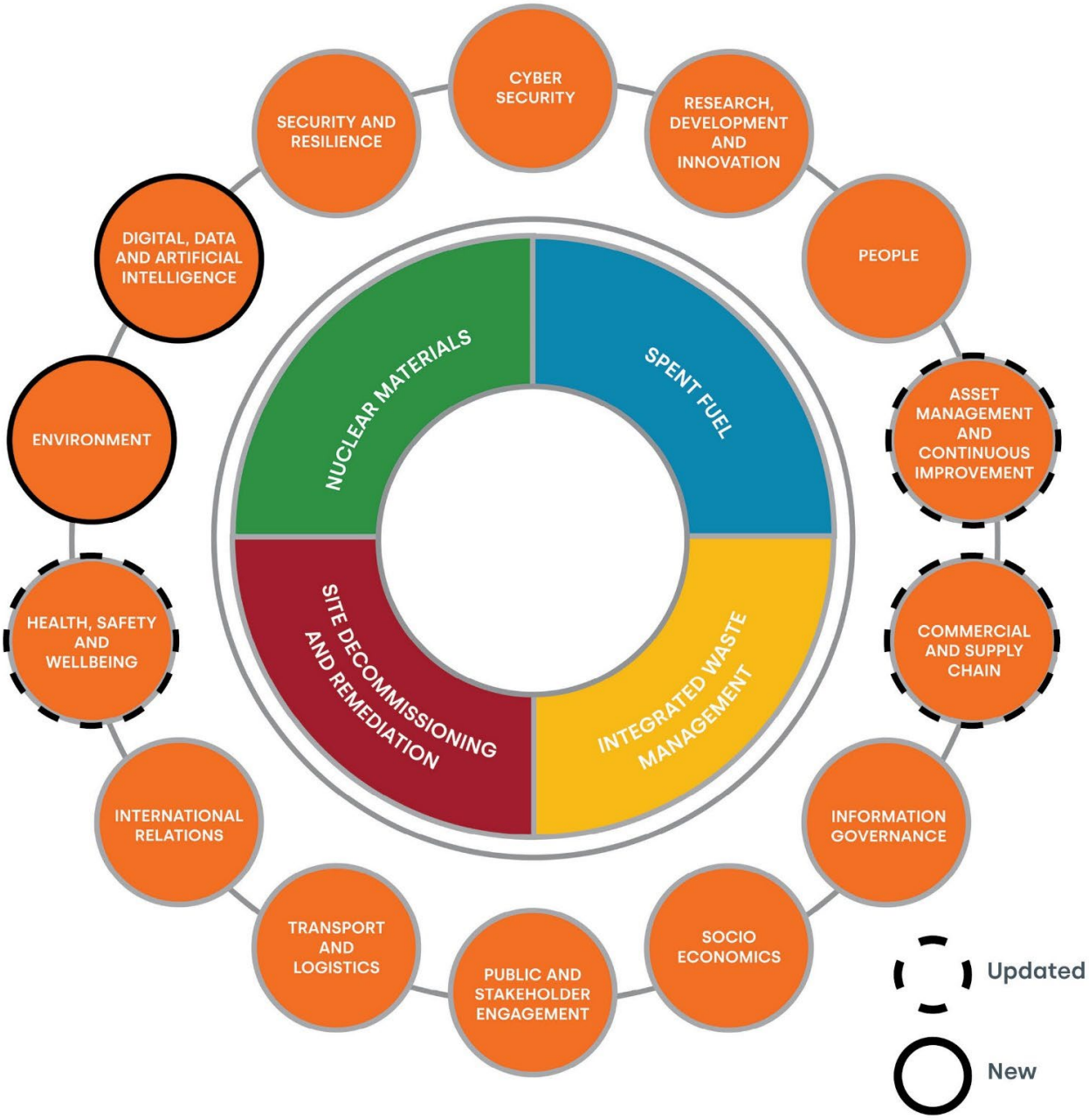
Critical Enablers

Our fifth strategic theme, critical enablers (CE), covers the important activities needed to support the overall delivery of our mission.

Several of our critical enablers respond to our highest group strategic risks and require group focus and attention. These include health, safety and wellbeing, asset management and continuous improvement, security and resilience, including cyber security, commercial and supply chain, and people.

During the revision of our latest Strategy, we updated some critical enablers and identified new ones. These changes are highlighted in the diagram below. Sustainability is now hardwired into all our strategic thinking. For more information see pages 20-21.

Together, our set of critical enablers give us the tools and stability to progress our strategic themes and stay focussed on delivering value to the taxpayer.



Critical enabler objectives

CE1 – Health, safety and wellbeing

To deliver our mission, while improving health, safety and wellbeing management across the NDA group.

CE2 – Environment

To protect and enhance the environment now and for the future, while maximising the environmental benefits of delivering the NDA's mission.

CE3 – Security and resilience

To provide proportionate security and resilience solutions throughout the decommissioning lifecycle.

CE4 – Cyber security

Proactively deter, detect, defend against, recover from and be resilient to current and evolving cyber threats

CE5 – Research, development and innovation

To transform and accelerate the delivery of our mission through research, development and innovation.

CE6 – People

To ensure we have the right talent, skills and culture to safely and efficiently deliver our mission

CE7 – Asset management and continuous improvement

To optimise mission performance across the NDA group by embedding robust asset management and continuous improvement capabilities.

CE8 – Commercial and supply chain

To provide commercial excellence now and in the future through collaboration as One NDA, to deliver our collective mission.

CE9 – Information governance

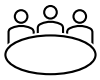
To effectively manage and reuse knowledge and information assets in a compliant and secure manner to support NDA group mission delivery.

CE10 – Socio-economics

To support sustainable local economies for communities living near NDA sites and, where possible, contribute to regional economic growth.

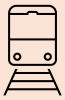
CE11 – Digital data and artificial intelligence

To empower our people to transform the delivery of our mission through the right digital and data tools, skills and culture.



CE12 – 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.



CE13 – Transport and logistics

To ensure the effective, safe and secure transportation of materials to enable the successful delivery of the NDA mission.

CE14 – International relations

To engage and collaborate effectively with international partners to facilitate delivery of the NDA group's strategic objectives

To find out more about our critical enablers please refer to our draft Strategy which can be found at https://www.gov.uk/government/consultations/the-nda-group-draft-strategy-2025-for-public-consultation

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An employee working on one of the locomotives at Direct Rail Services

CASE STUDY – Decommissioning project to help local regeneration

One of the most significant and complex decommissioning projects in the NDA group's portfolio is going to be taking place over the course of this Business Plan period.

The two reactor buildings at Trawsfynydd, Gwynedd in North Wales, will be reduced in height. Now over 60 years old, they have experienced structural wear due to prolonged exposure to the elements.

Set to begin autumn 2025, the project will reshape the site's iconic skyline through the partial removal of the upper sections of both reactor buildings, lowering them from approximately 54m to 25m. This will be the most dramatic visual transformation the region has seen in decades.

Extensive enabling work has already been completed, including the installation of new internal roofs at a lower level, major de-planting of the primary boiler sections, and rerouting of electrical supplies - all designed to prepare the buildings for safe and efficient demolition.

The programme is expected to take around four years. However, it forms part of a broader vision to transform the site, unlocking future opportunities for growth, innovation, and sustainable development. This year, NRS appointed Costain as the principal contractor to reduce the height of the two reactor buildings.

Valued up to £70 million, this transformative project represents a major milestone in the region's regeneration. At its peak, Costain is expected to employ more than 100 people to deliver the programme, creating opportunities to boost regional skills development and make a lasting contribution to the local economy.
Reduction of the reactor buildings will not only advance our mission but also create first-of-its-kind opportunities for Wales, showcasing innovation and leadership in nuclear decommissioning.

The Trawsfynydd reactor buildings, originally designed by renowned architect Sir Basil Spence, were a bold statement of mid-20th-century industrial design. Their striking silhouette has long been a landmark in the region. This new chapter honours that legacy while embracing a future defined by delivery, transformation, and innovation.

Image above: Trawsfynydd site as it looks today

Image above: Trawsfynydd site following reactor height reduction

This project aligns to the following sustainable development goals:

8 DECENT WORK AND ECONOMIC GROWTH

- Business conduct and working conditions
- Contribution to national and international trade (UK PLC)
- Local economic contribution

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Research and development (including innovation)
- Ethical, responsible and resilient supply chain

CASE STUDY – Deploying innovative technology to manage radioactive waste

Robotic and AI technologies have the potential to transform the way we deliver our mission, improving safety and sustainability, and reducing costs.

Here we showcase how the research, development and innovation critical enabler is accelerating the deployment of cutting-edge robotic technologies across the NDA group to deliver complex decommissioning tasks through a project called Auto-SaS.

Auto-SAS is a group-wide technology demonstrator project to autonomously sort through waste and attribute to the correct waste routes. Manual segregation of radioactive waste is complex and hazardous due to the nature of the material, so caution is exercised, and where waste is mixed it's currently all categorised as intermediate level waste or plutonium contaminated material rather than being sorted by type or radioactivity.

Using robotics provides the ability to categorise the waste more accurately, avoiding more costly waste routes when they aren't required, while also removing people from hazardous environments and giving them the opportunity to develop new skills. This project, delivered group-wide, will be a trailblazer for autonomous working across the group.

In June 2025, the NDA announced a pioneering partnership which will see AtkinsRéalis and Createc, known as ARCTEC, working together on this project. They will take learning from the solutions they developed in an earlier innovation competition to develop a system which will be deployed on the NRS Oldbury, former nuclear site.
The NDA has committed to invest up to £9.5m in the project over four years, which is a collaboration with NRS, Sellafield and NWS.

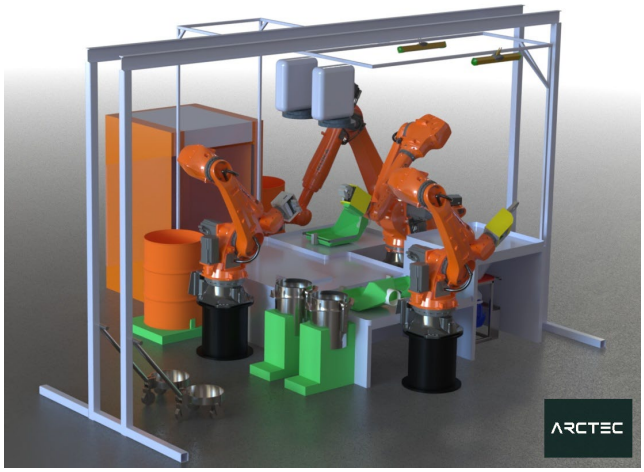
Progress on the project so far is that CO2 tanks on the Oldbury site have been decommissioned to enable space for the demonstration and the contractor has started developing the technical system.

The project is being undertaken in two phases which will run throughout the term of this Business Plan. Phase 1 runs from June 2025 to August 2027 and will see a prototype design being developed and taken through to being fully operational in an inactive environment. Phase 2 will deliver an active demonstration of the system at Oldbury.

This is a hugely exciting project for the NDA group and has the potential to save hundreds of millions of pounds in waste storage and disposal costs.

Our ambition is to use what we learn here to benefit multiple sites in the NDA group and potentially beyond.

Image below: The ARCTEC system will use a combination of sensors to categorise the waste before robotic manipulators grasp and consign waste items to the most appropriate waste route.



This project aligns to the following sustainable development goals:

- Research and development (including innovation)
- Ethical, responsible and resilient supply chain

CASE STUDY – Plutonium immobilisation progress

A long-term solution for the UK's plutonium inventory is essential to dealing with the UK's nuclear legacy and leaving the environment safer for future generations.

In 2025, the UK Government decided to immobilise the UK-owned civil separated plutonium inventory at Sellafield to put it beyond reach. We are working to implement this policy.

While work continues on long-term immobilisation of the material, we will ensure its continued safe and secure storage. Given its age and condition, some plutonium will need to be repackaged and, in some cases, treated so that it can be safely stored until it is immobilised.

A major new facility known as the Store Retreatment Plant (SRP) is being built at Sellafield to do this and is expected to be operational by the end of the decade. A new analytical laboratory is proposed to be built within an existing facility to test some materials processed in SRP and confirm they have been stabilised for storage. Operating these new facilities will require highly skilled workforce which we are developing.

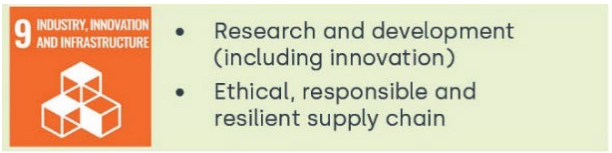
Left: Containers used for plutonium

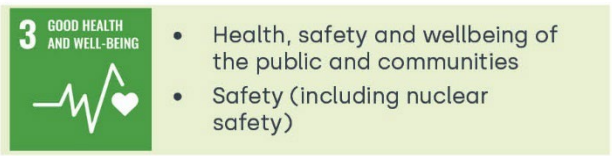
For a small part of the plutonium inventory that we refer to as residues, we have decided to encapsulate some material in a cement-based matrix suitable for storage and disposal in a GDF. We will start processing these materials shortly meaning this will be some of the first material to be put beyond reach.

We have been carrying out technology development work to select a preferred process to immobilise the bulk of the plutonium. This technology development work involves a significant investment in research and development capability at Sellafield Ltd, UK National Nuclear Laboratory and the supply chain companies.

A new industrial-scale manufacturing facility will be required based on the technology chosen. Over the next several years we will be taking the first steps in preparing to build this facility including identifying a suitable site at Sellafield. Towards the end of the decade, and following government approval, we expect to begin delivery of a major build programme at Sellafield to deliver the immobilisation capability.

This project aligns to the following sustainable development goals:





CASE STUDY – Continuous improvement - bringing time and money back to the business

We are responsible for managing all assets across our estate throughout their entire lifecycle, from new developments to those that have reached the end of their use and need to be safely demolished.

Through group-wide learning and embedding continuous improvement principles, we are enhancing reliability, reducing risks and demonstrating value for money. This approach helps us to:

- Build capability across the group
- Improve the visibility of how our plants and facilities perform
- Highlight gaps and solve problems through local teams
- Deliver better outcomes in safety, quality, cost, delivery and people measures

This year, we've successfully designed and implemented the first integrated Circular Economy Framework (CEF), where products and materials are kept in circulation where possible, through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting, to create a more sustainable system.

The CEF focusses on assets, facilities, equipment, and sites across the organisation. It's an initiative that aims to enhance mission delivery performance while improving cost efficiency and affordability.

We're currently in phase one of a three-phase project; CEF is establishing an intense baseline assessment of circular economy practices across all NRS sites and facilities to inform future optimisation of circular economy across the wider NDA group.

Phases two and three will focus on embedding circular economy practices through targeted workshops, continuous improvement tools and cross-group knowledge sharing, then measure the benefits in time and cost savings. The results will be shared across the NDA group, government, and industry to accelerate decommissioning, improve sustainability and enable replication in sectors like new nuclear and defence.

The framework aligns with multiple UN Sustainable Development Goals by prioritising waste reduction and maximising resource reuse in various areas. These are:

SDG 4 – **Educating sites** and functions on how integrated circular economy can aid environmental and economic performance.

SDG 6 – **Reusing water** and brown water sources within facilities

SDG 7 – Promoting circular economy in **our energy sources** can reduce greenhouse gas emissions and fossil fuels consumption

SDG 8 – Circular economy can **drive innovation,** create new business opportunities and therefore jobs.

SDG 12 – Integrated circular economy in all phases of an asset life cycle can reduce waste and promote **resource efficiency.**

CASE STUDY – NDA group collaborative approach bringing value for money

In today's dynamic and competitive marketplace, our commercial function plays a key role in enabling cost-effective mission delivery. They are part of assuring £2.3 billion supply chain spend, representing approximately 58% of the £4 billion total group expenditure.

One of our key strategy developments is to encourage the operation of an NDA group commercial function. This includes collaborative procurements on behalf of multiple entities.

We are now starting to see the benefits that these joint procurements can bring. One such example is the contract for managed print services. In 2023, each operating company within the NDA group had its own managed print services contract. Most of these were due to expire in early 2024, with the NDA's own contract finishing in 2023. This was an opportunity to undertake a group approach to the re-procurement, considering the entire group rather than the geographical landscape of the existing contracts. It also allowed the NDA to test a value for money approach through economies of scale as opposed to individual contracts.

Managed print services include the provision of multifunctional devices, non-network printers, the Sellafield Ltd print room, scanning devices, and associated software and technical support. The preferred option to deliver service continuity was a collaborative procurement led by the NDA using the CCS Manage Print Framework. Given the uncertainty in demand for printing services following Covid-19 and potential new ways of working, the procurement needed to provide the vehicle for obtaining the devices but not constrain the volumetrics for the NDA group's future decisions.

Most of the managed print spend (>89%) is on the leasing/purchasing of equipment and software licences, consumables specific to the Sellafield Ltd print room and staff costs. The 'per click' printing costs represents c.11% of the total spend.

The benefits of the managed print procurement were to:

- Minimise any cost increases in the unit rates costs of providing the services.
- Improved management information and reporting (therefore visibility and service optimisation) and supplier relationship management. This includes provision of enhanced information around carbon and environmental performance.
- Consistency of service provision, therefore enabling alignment prior to the next managed print contract solution which will deliver further innovation and reduce costs.
- End user efficiency through providing an easy to use, reliable printing service.
- Setting the foundation for any longer-term contract post this one for larger and longer-term benefits realisation.
- Target a reduction / efficiency of 10% around the number of devices on the estate

A 10% reduction in the number of devices was achieved very early on in the contract lifecycle and the group has had a positive experience with moving towards a single supplier. The anticipated savings over the course of the five-year contract are expected to exceed £11 million.

This contract now allows for additional benefits with regards to movement of people across the group as well as exposing the group to opportunities surrounding technological enhancements such as cloud printing in the future.

Over the course of the Business Plan period, there will be numerous other collaborative procurements including such topics as business travel, company credit cards, laboratory consumables and records management.

This work aligns to the following sustainable development goals:

- Research and development (including innovation)
- Ethical, responsible and resilient supply chain

NDA group key activities

The NDA group's key activities for the next three years are set out on the following pages.

These near-term activities are mapped against our strategic themes and specifically our 47 strategic outcomes that make up our mission. All activities and dates represent the latest emerging information and are subject to change.

Where we expect an activity to complete during the three-year Business Plan period, this is clearly stated. All other activities represent longer-term programmes of work or are enduring in nature and are therefore expected to continue beyond the three years and will feature in future business plans.

Above: NWS employees working at the grouting facility at the Low Level Waste Respository

Sellafield Ltd

Sellafield Ltd is an NDA subsidiary, responsible for delivering the NDA mission, through operating and decommissioning Europe's largest and most complex nuclear site. This includes cleaning up nuclear facilities and safeguarding nuclear fuel, materials and waste - creating a clean and safe environment for future generations.

The portfolio of work is balanced around the following priorities:

- Receipt, dismantling and long-term storage of spent AGR fuel, to support EDF Energy's electricity generating capacity.
- The vitrification of highly active liquid waste resulting from the delivery of the UK policy on reprocessing.
- Ongoing management of the UK stockpile of civil special nuclear materials, (SNM).
- The retrieval and safe storage of legacy wastes created during the operation of the site over the last 70 years as it delivered on a number of UK national priority missions.
- Making progress on the decommissioning and remediation of redundant facilities which have completed their operational lifecycle.

Highlights 2026 - 2029

- Continue to receive and dismantle AGR fuel from EDF Energy
- Progress analytical services capability
- Continued roll out of asset management plans and continuous improvements
- Sustained retrievals from the legacy ponds and silos
- Continued focus on supporting a low carbon future

Site in Cumbria

276 hectares

Hectares dedesignated

0 hectares

All 276 hectares remain covered by the nuclear site licence.

Planned expenditure for 2026/27

£2,831 million

Site progress (achieved and expected)

All buildings decommissioned	TBD
All land remediated	2125
All land dedesignated	2125

'TBD' is shown when the date for completing the strategic outcome is not sufficiently clear for a specific date to be given at this time.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Spent Fuels					
Spent Magnox Fuel					
Continue to interim store in the Fuel Handling Plant (FHP) remnant Magnox fuel and fuels recovered from the First-Generation Magnox Storage Pond (FGMSP)					4
Continue to retrieve fuels from the First-Generation Magnox Storage Pond (FGMSP)					2
Spent Oxide Fuel					
Enhance the capacity to receive/manage and interim store AGR spent fuel from EDF Energy to support bulk defueling					6, 9
Spent Exotic Fuel					
Prepare for the receipt and management of future Dounreay Fast Reactor (DFR) fuel					12, 14
Nuclear Materials					
Plutonium					
Continue the safe and secure storage of plutonium by developing the capability to repack plutonium in line with UK policy					18, 19
Continue Post Operational Clean Out (POCO)/ Initial Decommissioning activities on key facilities					42
Continue to support NDA Immobilisation Programme stand-up, including delivery of the early 'residues to waste' opportunity					20
Uranium					
Support consolidated storage and potential transfer / export (commercial plans) of Sellafield Uranics					22, 24
Integrated Waste Management					
Low Level Waste					
Continue to generate savings and preserve capacity at the Low-Level Waste Repository (LLWR) by enhancing capability to divert waste from LLWR and into the supply chain					27
Intermediate Level Waste					
Support risk reduction from Legacy Ponds through continued removal of fuel and waste from the facilities					31
Magnox Swarf Storage Silo (MSSS) • Continue retrievals from MSSS					31

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
• Progress the capability required for bulk retrievals • Delivery of tasks within the MSSS containment response plan to address the original building leak					
Continue retrievals from Pile Fuel Cladding Silo (PFCS)					31
Support the NDA's strategy by continuing the programmes to receive and treat waste materials from Harwell and AWE Aldermaston					32
Support future waste treatment through implementing the capability to actively demonstrate characterisation, size reduction and decommissioning					32
Support risk reduction by developing additional capability for treatment of intermediate level liquid wastes (Site Ion Exchange Effluent Plant (SIXEP) Continuity Plant (SCP))					32
Continue to support industry and health care in the management of used radioactive sources					32
Ensure continued storage capacity in the SIXEP facility, including the identification of alternatives to additional storage such as treatment					33
Complete studies on retrieval and treatment of SIXEP stored ILW at enterprise and programme level					33
High Level Waste					
Continue the programme to repatriate overseas-owned vitrified waste to its country of origin					38
Support risk reduction through the continued vitrification of highly active liquor					36
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue Post Operational Clean Out activities on key facilities					42
Continue to progress the Low Active Effluent Treatment Plant Retrieval Project to enable bulk flocculant removal					42
Continued delivery of priority Alpha Decommissioning scope					42
Continue progress of legacy hazard removal and demolition					43
Sites					
Continue to progress Calder land clearance to					47

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
support SCP and the SIXEP Waste Management Plant					
Progress new site-wide end state assumptions					45
Critical Enablers					
The critical enabler objectives on page 32 summarise the work carried out in each of the 14 critical enabler areas. Case studies reflecting some of the key critical enabler activities are provided on pages 34-39 with further supporting detail available in the NDA draft Strategy 2025. In addition, the following specific activities are planned, either covering one of the 14 critical enabler topic areas or addressing another important enabling activity:					
Lead and manage the development of robotics and Artificial Intelligence across the NDA group to improve safer operations and increase performance and effectiveness					CE5, CE11
Progress the transformation of project delivery on site and continue to embed the benefits of the Programme and Project Partnership					-
Continue the programme to ensure the analytical services capability is available to support the mission					-

NRS
Nuclear Restoration Services

Nuclear Restoration Services (NRS) was launched in October 2023 as the new brand for Magnox Ltd and is structured into three delivery business units - NRS AGR Paired Sites, NRS Solo Sites and NRS Dounreay.

NRS is responsible for the safe delivery of value- for-money decommissioning and restoration of nuclear sites ensuring all our futures are safe, secure and sustainable.

NRS is responsible for decommissioning, restoring, and remediating:

- the ten ex-Magnox sites;
- former research sites at Harwell and Winfrith;
- Dounreay, in the North of Scotland;
- AGR sites Hunterston B and Hinkley Point B, due to transfer to NRS during 2026/27; and
- Maentwrog, a hydro-electric power station in Wales.

On transfer to NRS, the AGR sites will be funded separately through the Nuclear Liabilities Fund (NLF). The programme of AGR sites being handed to NRS once defueled will continue into the 2030s.

The original strategy for the sites was to remediate the hazard to implement a low-cost care and maintenance period from the 2030s. Following the quiescence period, the final structures would be removed. We now have greater experience, better understanding, and up-to-date knowledge.

Site Specific Strategies (SSS) have been developed which consider all contributing factors for that site as well as the strategic and funding pressures on the NRS portfolio. This will support the Rolling Programme of Decommissioning (RPD) strategy, which approaches decommissioning in a phased way and aims to reduce the overall cost, duration, and consistency of the mission, enabling further beneficial re-use of some of our land for other purposes.

We endeavour to support economic growth and job creation by continuing to drive progress against a short-term plan with clear milestones. Each site will also have long-term options identified and decision points on both the decommissioning strategy and the end state. This will allow us to consider opportunities for more innovative approaches, based on the technology and external factors of the time, and provide a basis for ongoing engagement and consultation on our strategies for site decommissioning.

To recognise the uncertainties in the long term, we have chosen to set out approximate dates that our best estimates of the earliest available options encompass, rather than setting out specific dates for our milestones. The current best estimates for end state dates have been included in this Plan and reflect the work done to date on near-term and medium-term plans. These estimates are subject to change as we develop our plans and take account of contributing factors including HMG priorities, funding and approvals.

Planned expenditure for 2026/27

£774 million*

** excludes expected expenditure on AGRs which will be funded by the NLF (see page 18)*

Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Nuclear Materials					
Uranium					
Continue the programme for the transfer of nuclear materials including regulatory permissioning					22
Integrated Waste Management					
Low Level Waste					
Delivery of the Magnox elements of the estate-wide LLW Management Plan including diversion to alternative treatment including development of updated Integrated Waste Strategy					26 to 29
Intermediate Level Waste					
Progress activities to retrieve, treat and store ILW					30, 32, 33
Progress design and build of ILW retrieval plant					30
Continue to pursue opportunities to consolidate NRS ILW to interim stores					33
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue estate decommissioning and demolition activities in line with individual site plans					42, 43
Continue reactor decommissioning					42
Continue to manage and remove asbestos					42
Continue development of site-specific strategies as part of a rolling programme of decommissioning					42
Dedesignate or Reuse					
Continue working with regulators to ensure appropriately proportionate management arrangements and permissioning foriInterim states and interim end states are determined and agreed					44, 45
Development of Interim State approaches, utilising revised management arrangements					44
Monitoring of management and maintenance arrangements for sites in care and maintenance					44
Progress land quality activities to support suitability for reuse					44, 46
Progress land dedesignation and release to support reuse					47

Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Provision of support to nuclear new build					47
Critical Enablers					
The critical enabler objectives on page 32 summarise the work carried out in each of the 14 critical enabler areas. Case studies reflecting some of the key critical enabler activities are provided on pages 34-39 with further supporting detail available in the NDA draft Strategy 2025. In addition, the following specific activities are planned, either covering one of the 14 critical enabler topic areas or addressing another important enabling activity:					
Support the Government in activities to deliver preparations for decommissioning the advanced gas-cooled reactor fleet as they reach a fuel free state					-
Continue the Dounreay delivery business and Sites delivery business integration					-

Below: NRS employees carrying out beach monitoring work

Berkeley

Site in Gloucestershire

27 hectares

Hectares dedesignated

11 hectares

16 hectares remain covered by the nuclear site licence

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2060s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Continue to progress activities to retrieve, treat and store ILW wastes					30, 32, 33

Bradwell (in care and maintenance)

Site in Essex

20 hectares

Hectares dedesignated

0 hectares

All 20 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2080s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Site Decommissioning and Remediation					
Dedesignate and Reuse					
Ongoing management of site during care and maintenance period					44

Chapelcross

Site in Essex

20 hectares

Hectares dedesignated

0 hectares

All 20 hectares remain covered by the nuclear site licence

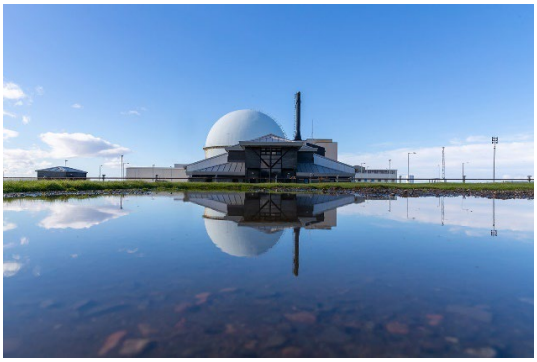
Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2060s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW					30, 32, 33
Continue to progress activities – Sludge and Sand Fill house and Wet Waste Transfer ILW retrieval plant					27, 30, 32, 33
Site Decommissioning and Remediation					
Decommissioning and demolition					
Progress preparations for pond draining and stabilisation including waste retrievals					42
Progress preparations to deplant and demolish old admin building					42, 43

Dounreay



Site in Caithness, Northern Scotland

60 hectares

(plus 10 hectares designated for LLW facility)

Hectares dedesignated

0 hectares

All 60 hectares remain covered by the nuclear site licence. The 10 hectares for the LLW facility are designated but not licensed.

Site progress (achieved and expected)

Free from spent fuels	TBD
Free from nuclear materials	TBD
All radioactive waste disposed	TBD
All buildings decommissioned or relicensed	TBD
All land demonstrated as suitable for reuse	TBD
All land dedesignated or reused	TBD

The Dounreay Lifetime Plan is currently under review and so TBD is shown until dates are known upon approval of the new plan.

Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Spent Fuels					
Spent Exotic Fuel					
Dounreay Fast Reactor (DFR) - complete removal of in reactor DFR breeder fuel and transfer to interim storage	■	■			11
DFR - progress transport of dry breeder shipments to Sellafield	■	■	■	■	12
Nuclear Materials					

Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Uranium					
Fuel Cycle Area (FCA) - disposal of all identified waste material					12
Integrated Waste Management					
Low Level Waste					
Services - continue transfer of LLW to LLW storage facility					27
Intermediate Level Waste					
Balance of Site – ILW Stores active commissioning and handover to Operations					40
Services – Prototype Fast Reactor (PFR) raffinate immobilisation progressed					32
Site Decommissioning and Remediation					
Decommissioning and demolition					
PFR - reactor vessel residual sodium treatment facility Full Business Case					42
PFR – completion of ventilation system replacement					42
FCA – D1203 Uranium Reprocessing Facility ventilation replacement and decommissioning complete					42
FCA – D1217 Post Irradiation Examination Facility decommissioned					42
Shaft and silo advanced transition works complete					42
Dedesignate or Reuse					
NDA and regulatory permissioning in support of the interim end state definition and arrangements for Dounreay					44
Low Level Waste Pits - finalise inventory report					44

Dungeness A

Site in Kent

20 hectares

Hectares dedesignated

0 hectares

All 20 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2060s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW wastes					30, 32, 33
Continue to progress design and build of ILW retrieval plant					30
Continue to progress activities supporting consolidated ILW storage					30
Site Decommissioning and Remediation					
Decommissioning and demolition					
Prepare and progress the demolition of the boilers and associated buildings					43

Harwell

Site in Oxfordshire

107 hectares

Hectares dedesignated

23 hectares

84 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	2026
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2050s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

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Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Nuclear Materials					
Uranium					
Continue the programme for the transfer of nuclear materials					22
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW					30, 32, 33
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue decommissioning, demolition, land remediation and reinstatement					42, 43, 46
Delicensing of the Liquid Effluent Treatment Plant (LETP)					44

Key Activities	Timescale				Strategic outcomes/ critical enabler
	2026/27	2027/28	2028/29	Later years	
Continue development of the POCO equipment					42
Continue B462 tube store retrieval and POCO					42
Dedesignate or Reuse					
Continue incremental release of land to the Harwell campus through targeted demolitions, remediation and clearance of land tracts					42, 43, 47

Hinkley Point A

Site in Somerset

19 hectares

Hectares dedesignated

0 hectares

All 19 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2060s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW					30, 32, 33
Continue to progress design and build of ILW retrieval plant					30
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue to progress the deplanting of the reactor building					42
Continue ponds deplanting					42

Hinkley Point B

(AGR site due to transfer to NDA / NRS 1st October 2026, to be funded from the Nuclear Liabilities Fund)

Site in Somerset

40* hectares

Hectares dedesignated

0 hectares

All 40* hectares remain covered by the nuclear site licence.

*This figure is approximate and based on AGR Option Agreement plans. Final land areas will be confirmed upon transfer of the AGR sites

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	TBD

The planned activities for Hinkley Point B are expected to be similar to those of Hunterston B below but are yet to be confirmed following completion of the Site-Specific Decommissioning Plan

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Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
TBD – see note above					
Site Decommissioning and Remediation					
Decommissioning and demolition					
TBD – see note above					

Hunterston A

Site in Ayrshire

15 hectares

Hectares dedesignated

0 hectares

All 15 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)	
Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2050s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to retrieve, treat and store ILW					30, 32, 33
Commissioning of the solid ILW encapsulation plant					32
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue the decommissioning of the Active Effluent Treatment facilities					42
Continue to progress the deplanting of the reactor building					42
Continue to progress the deplanting of the cooling pond overbuilding					42

Hunterston B

(AGR site due to transfer to NDA / NRS 1st April 2026, to be funded from the Nuclear Liabilities Fund)

Site in Ayrshire

30* hectares

Hectares dedesignated

0 hectares

All 30 hectares remain covered by the nuclear site licence.

*This figure is approximate and based on AGR Option Agreement plans. Final land areas will be confirmed upon transfer of the AGR sites

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	TBD

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Commence optimisation and characterisation of ILW waste streams					32, 33
Commence design and build of Safestore					33
Site Decommissioning and Remediation					
Decommissioning and demolition					
Progress build of new electrical overlay system					40
Continue to progress build and commissioning of the Alternative Active Effluent Discharge Line					40
Commence enablers for pond drain and deplant					42
Commence enabling work for deplant of Circulator Hall					42
Commence enablers work for turbine hall decommissioning					42

Oldbury

Site in South Gloucestershire

47 hectares

Hectares dedesignated

32 hectares

15 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2080s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities supporting consolidated ILW storage					33
Progress the design and build of ILW retrieval plant					30
Continue to progress activities to retrieve, treat and store ILW (at Berkeley)					30, 32, 33
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue to progress the decommissioning of the pond facilities					42
Commence and progress the asbestos removal, deplant and demolition of the turbine hall					42

Sizewell A

Site in Suffolk

14 hectares

Hectares dedesignated

1 hectare

13 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)	
Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2070s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress activities to support consolidation of ILW storage					33
Commence design and build of ILW retrieval plant					30
Site Decommissioning and Remediation					
Decommissioning and demolition					
Commence and progress the decommissioning of the Active Effluent Treatment facilities					42

Trawsfynydd

Site in Wales

15 hectares

Hectares dedesignated

0 hectares

All 15 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2050s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval

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Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Site Decommissioning and Remediation					
Decommissioning and demolition					
Commence, prepare and progress reactor building height reduction					42
Continue deplanting, decommissioning and demolition of the ponds complex facility					42
Progress completion of scheme design for reactor dismantling					42,43

Winfrith

Site in Dorset

81 hectares

Hectares dedesignated

10 hectares

71 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2036*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval
.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
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
Continue SGHWR decommissioning, including the completion of the construction and installation of the core segmentation equipment					42
Continue land remediation activities and end state development					46
Continue with Active Liquid Effluent System (ALES) decommissioning programme					42

Wylfa

Site in Anglesey

21 hectares

Hectares dedesignated

0 hectares

All 21 hectares remain covered by the nuclear site licence.

Site progress (achieved and expected)

Free from spent fuels	ACHIEVED
Free from nuclear materials	ACHIEVED
All radioactive waste disposed	TBD
All land in end state – all planned physical work complete	c.2080s*

*This is our best estimate of the earliest date to achieve milestones but is based on a number of dependences, assumptions, risks and exclusions and is subject to site specific strategy development and approval
.

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Continue to progress design and build of ILW retrieval plant					30
Site Decommissioning and Remediation					
Decommissioning and demolition					
Commence and progress the isolation, asbestos removal, deplant and demolition of the turbine hall					42
Progress and complete decontamination of Dry Store Cell 4					42

Nuclear Waste Services

Nuclear Waste Services' (NWS) vision is vitally important to the UK today and for future generations. It's here to make nuclear waste permanently safe, sooner.

The creation of NWS in January 2022 brought together the expertise of Low Level Waste Repository Ltd (LLWR), Radioactive Waste Management (RWM), and the NDA group's Integrated Waste Management Programme (IWMP). With a view of the full waste management cycle, its skilled workforce is focussed on supporting our customers in managing and disposing of nuclear waste safely, securely and sustainably.

Our strategic objectives are:

Right Waste Form, in the Right Package, in the Right Facility
We are enabling waste prevention, recycling, and the minimising of overall volumes, ensuring that the waste hierarchy is applied throughout the radioactive waste management lifecycle.

Accelerate Decommissioning by Innovation
We will work with waste producers to overcome a range of waste challenges and to capitalise on opportunities.

Value for the UK
We will deliver cost effective waste treatment and disposal facilities for the UK's radioactive waste.

Site in Cumbria, Low Level Waste Repository

100 hectares

Hectares dedesignated

0 hectares

All 100 hectares remain covered by the nuclear site licence.

Planned expenditure for 2026/27

£175 million

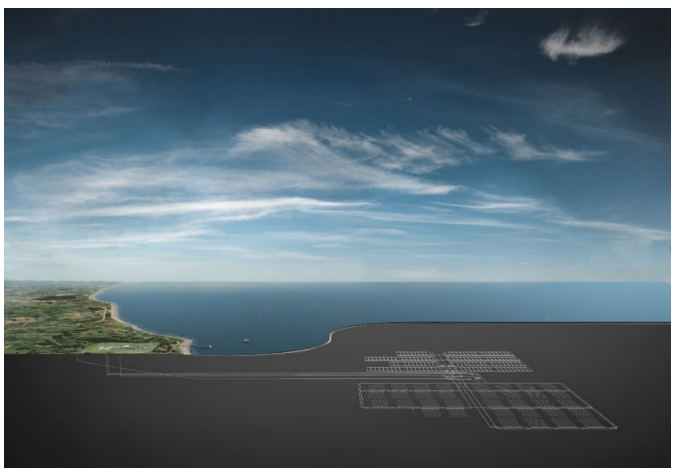
Site progress (achieved and expected)

All buildings decommissioned	TBD
All land remediated	TBD
All land dedesignated	2135*

'TBD' is shown when the date for completing the strategic outcome is not sufficiently clear for a specific date to be given at this time.

(*) indicates activities related to specific work at NWS Low Level Waste Repository site

Below: An artist's impression of a GDF



Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Integrated Waste Management					
Intermediate Level Waste					
Work with consigning site licence companies (SLCs) to improve waste forecast and inventory and continue segregated waste, treatment, and disposal services					26 to 39
Manage and operate LLWR site safely to provide an effective UK disposal service*					26 to 30, 34
Seek response from DESNZ Secretary of State to recommendation regarding GDF programme and, as appropriate, mature preparations to support its development.					5, 10, 15, 20, 25, 34, 39
Deliver LLWR site Environmental Safety Case*					34, 39, 41
Site Decommissioning and Remediation					
Decommissioning and demolition					
Complete installation of the Interim Trench Cap at the LLWR site*					42 to 47
Critical Enablers					
The critical enabler objectives on page 32 summarise the work carried out in each of the 14 critical enabler areas. Case studies reflecting some of the key critical enabler activities are provided on pages 34-39 with further supporting detail available in the NDA draft Strategy 2025. In addition, the following specific activities are planned, either covering one of the 14 critical enabler topic areas or addressing another important enabling activity:					
Progress major civils procurement for the capping of Vault 8 and the Northern Trenches*					-

(*) indicates activities related to specific work at NWS Low Level Waste Repository site

NTS
Nuclear Transport Solutions

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.

NTS is supporting UK Government plans to expand nuclear power by developing the key technologies, capabilities and assets required to transport High-Assay Low-Enriched Uranium (HALEU) fuel; the specialist fuel required to power the next generation of nuclear reactors.

NTS also generates revenue through commercial transport and logistics 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 Ltd (PNTL) to deliver rail and shipping services for customers, building on decades of experience of providing safe, secure and reliable transport solutions.

Planned expenditure for 2026/27

£123 million

Below: A DRS train and PNTL vessel

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Spent Fuels					
Spent Oxide Fuel					
Support AGR fuel movements by rail for EDF Energy from stations to Sellafield, including preparations for the AGR defueling programme					6
Nuclear Materials					
Plutonium and Uranium					
Support national nuclear material rail movements for Harwell and Dounreay					2
Integrated Waste Management					
High Level Waste					
Continue to deliver important international transports of vitrified HLW and conditioned ILW					34, 38
Critical Enablers					
The critical enabler objectives on page 32 summarise the work carried out in each of the 14 critical enabler areas. Case studies reflecting some of the key critical enabler activities are provided on pages 34-39 with further supporting detail available in the NDA draft Strategy 2025. In addition, the following specific activities are planned, either covering one of the 14 critical enabler topic areas or addressing another important enabling activity:					
Maintain and operate a fleet of specialist transport assets which meet the highest standards of quality, safety and security in support of NDA operations					CE13
Support the discharge of NDA obligations through the provision to the MOD of nuclear rail transportation					CE13
Continue to deliver NDA's contractual obligations for transport of mixed oxide (MOX) fuel to Japan					CE13

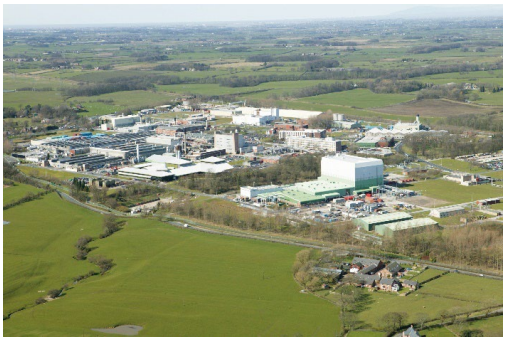
Planned expenditure for 2026/27

£ 32 million

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Spent Fuels					
Spent Oxide Fuel					
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					6, 9
Spent Exotic Fuel					
Provide support to the MOD fuel storage and analysis programme					14
Nuclear Materials					
Plutonium					
Implement the government policy to put the UK's plutonium beyond reach through immobilisation including a major R&D programme with suppliers					20
Integrated Waste Management					
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 non-radioactive wastes					26 to 39
Work with group businesses to explore alternative disposal options for lower hazard ILW					34, 39
Site Decommissioning and Remediation					
Decommissioning and demolition					
Work with our operating companies to support the continued optimisation of our strategies for decommissioning and clean-up, embedding a rolling programme of decommissioning across NRS reactor					42 to 46

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
sites and planning for the integration of AGRs					
Dedesignate or reuse					
Work with government, regulators and our operating companies to support continued development of more proportionate regulatory arrangements for final stage decommissioning and clean-up and the timely delivery of these					45, 46, 47
Continue to lead the NDA group Remediation Forum, helping embed approaches to the determination and delivery of site end states across our sites, and sharing our learning through the wider Nuclear Industry Group on Land Quality					45
Review opportunities available under our Group Operating Framework to make better use of our land, across the NDA-owned estate, to support delivery of our decommissioning and clean-up mission and also ensuring we deliver relevant long-term controls and stewardship of our sites					46, 47
Critical Enablers					
The critical enabler objectives on page 32 summarise the work carried out in each of the 14 critical enabler areas. Case studies reflecting some of the key critical enabler activities are provided on pages 34-39 with further supporting detail available in the NDA draft Strategy 2025. In addition, the following specific activities are planned, either covering one of the 14 critical enabler topic areas or addressing another important enabling activity:					
Collaborate on the evolution of the NDA group Digital Data and AI Strategy and lead on the development of a Data Target Operating Model					CE11
Lead a cross-group team to improve NDA group planning capability in order to fully leverage the benefits of the new group structure					-
Actively participate in supporting the government's clean energy imperative and provide support on nuclear new-build decommissioning plans					-

Springfields



Springfields is a nuclear fuel manufacturing site and is located near Preston in Lancashire.

The site is operated by Springfields Fuels Limited (SFL) and is used 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 ability 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

Site in Lancashire

81 hectares

Hectares dedesignated

0 hectares

All 81 hectares remain covered by the nuclear site licence.

Planned expenditure for 2026/27

£ 29 million

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Nuclear Materials					
Uranium					
Continue to appropriately manage, care and maintain NDA stock of uranic materials					24, 25
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue decommissioning of the Magnox Island					42, 43

Capenhurst

The Capenhurst site is located near Ellesmere Port in Cheshire and is operated on the NDA's behalf by Urenco Nuclear Stewardship (UNS).

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 UNS, formerly known as Capenhurst Nuclear Services (CNS), to provide 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 provides broader decommissioning and demolition works for redundant facilities, in order to reduce liability and optimise space utilisation on site.

Site in Cheshire

30 hectares

Hectares dedesignated

17 hectares

13 hectares remain covered by the nuclear site licence.

Planned expenditure for 2026/27

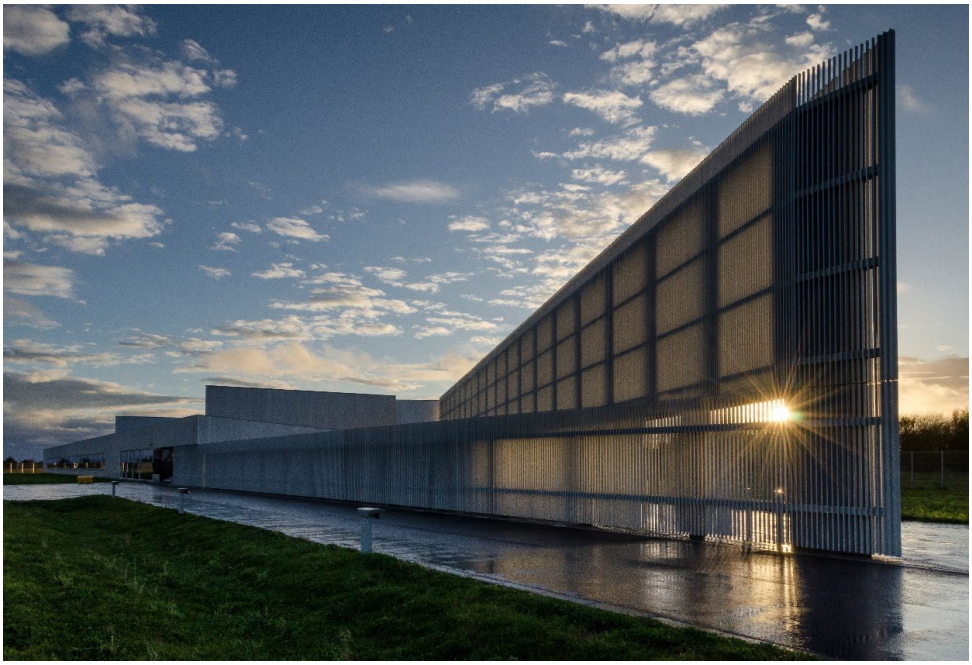
£ 28 million

Key Activities	Timescale				Strategic outcomes / critical enabler
	2026/27	2027/28	2028/29	Later years	
Nuclear Materials					
Plutonium					
Continue the safe storage and management of uranic materials, including management of uranium hexafluoride tails prior to processing through the Tails Management Facility					22, 23, 24, 25
Site Decommissioning and Remediation					
Decommissioning and demolition					
Continue decommissioning of key facilities					41, 42, 43, 47

NDA Archives Ltd

NDA Archives is an NDA subsidiary, responsible for Nucleus (the Nuclear and Caithness Archives) and related operational and programme activities across the NDA group. NDA Archives Limited services are currently operated by a commercial partner as a centre of excellence, providing shared services covering records management, archive management, digitisation, digital preservation and heritage management.

Key Activities	Timescale			
	2026/27	2027/28	2028/29	Later years
Critical Enablers				
Development and delivery of Heritage Roadmap aligning with Heritage Strategy and meeting statutory obligations where required				
Development of accommodation options, including strategies/proposals for dealing with increased capacity needs at Nucleus, potential commercial opportunities, and the NDA group's material and samples management and storage requirements				
Nucleus archive operations continual improvement programme				
Sellafield off-site legacy records programme				
Capenhurst and Springfields legacy records programme				



Left: Nucleus (the Nuclear and Caithness Archives)

NDA Properties Ltd

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

Key Activities	Timescale			
	2026/27	2027/28	2028/29	Later years
Critical Enablers				
Effective and efficient management and assurance of retained landholding consisting of 1,106 hectares across 87 properties				
Review and deliver progressive environmental stewardship across the portfolio estate. Identify beneficial projects and collaborate in delivering these for community or environmental gain. Support NDA work on nature recovery plans and biodiversity net gain initiatives				
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				
To engage and collaborate with NDA group and stakeholders to target carbon reduction opportunities to support achieving carbon net zero objectives				

Rutherford Indemnity Limited

Rutherford Indemnity Limited

Rutherford Indemnity Limited provides insurance cover for the NDA group. The company is a wholly- owned subsidiary, managed for the NDA by Marsh Management Services Guernsey Limited, and has no direct employees.

Key Activities	Timescale			
	2026/27	2027/28	2028/29	Later years
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 (including support for claims handling enhancements) to meet the evolving needs of the group				
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				
If requested, offer a proportion of Rutherford's assets to support infrastructure investment within the NDA group				
Maintain capability for payment of dividends to the shareholder				

Energus

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

Key Activities	Timescale			
	2026/27	2027/28	2028/29	Later years
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				
Continue to manage and facilitate a range of training opportunities for the NDA group and wider nuclear sector, including: • Nuclear graduates • NDA group Graduate Programme • Functional programmes for both graduates and apprentices including cyber security, finance, audit and risk, radiation protection, commercial, business and civil engineering • Support for the National Nuclear Skills Plan Work in partnership with key stakeholders such as NCfN, NSAN, NIA, ONR				
Provide a range of managed services within the people and skills arena including recruitment programmes, work experience and STEM engagement – supporting the NDA group and nuclear sector commitment to equality, diversity and inclusion and achieving greater levels of social value and socio-economic benefit to our communities and broader stakeholders				
Provide a high-quality training environment for all Sellafield apprentices, working with a range of education partners and suppliers				
Continue to be a Cumbrian venue of choice for events, conferences and delivery of training and education				

Glossary

AGR	Advanced Gas-Cooled Reactor
ALES	Active Liquid Effluent System
BEP0	British Experimental Pile Zero reactor
CE	Critical Enabler
DESNZ	Department for Energy Security and Net Zero
DFR	Dounreay Fast Reactor
DRS	Direct Rail Services Limited
FCA	Fuel Cycle Area
FHP	Fuel Handling Plant
GDF	Geological Disposal Facility
HALEU	High-Assay Low-Enriched Uranium
HLW	High Level Waste
ILW	Intermediate Level Waste
LETP	Liquid Effluent Treatment Plant
LLW	Low Level Waste
LLWR	Low Level Waste Repository
MOD	Ministry of Defence
MOX	Mixed Oxide Fuel
MSSS	Magnox Swarf Storage Silo
NDA	Nuclear Decommissioning Authority
NGO	Non-Government Organisation
NLF	Nuclear Liabilities Fund
NRS	Nuclear Restoration Services
NTS	Nuclear Transport Solutions
NWS	Nuclear Waste Services
POCO	Post Operational Clean Out
PFCS	Pile Fuel Cladding Silo
PFR	Prototype Fast Reactor
PFSP	Pile Fuel Storage Pond
PNTL	Pacific Nuclear Transport Limited
PPP	Programme and Project Partnership
SCP	SIXEP Continuity Plant
SDG	United Nations Sustainable Development Goals
SIXEP	Site Ion Exchange Effluent Plant
SFL	Springfields Fuels Limited
SLC	Site Licence Company
SNM	Special nuclear materials
SR24/25	Spending Review 2024 / 2025
SWM	SIXEP Waste Management Plant
YPN	Young Persons Network

Useful links and documents

- Nuclear Decommissioning Authority
  www.gov.uk/nda
- Department for Energy Security and Net Zero
  www.gov.uk/government/organisations/department-for-energy-security-and-net-zero
- Sellafield Ltd
  www.gov.uk/government/organisations/sellafield-ltd
- Nuclear Restoration Services
  www.gov.uk/government/organisations/nuclear-restoration-services
- Nuclear Waste Services
  https://www.gov.uk/government/organisations/nuclear-waste-services
- Nuclear Transport Solutions
  https://nucleartransportsolutions.com
- Capenhurst Nuclear Services Ltd
  https://www.urenco.com
- Springfields Fuels Ltd
  https://www.westinghousenuclear.com/
- NDA Strategy 5 - published for consultation in July 2025
  https://www.gov.uk/government/consultations/the-nda-group-draft-strategy-2025-for-public-consultation)
- NDA Mission Progress Report 2025 (www.gov.uk/nda)
  https://www.gov.uk/government/publications/the-nuclear-decommissioning-authority-mission-progress-report-2025
- NDA Business Plan 2025 to 2028
  https://www.gov.uk/government/publications/nuclear-decommissioning-authority-business-plan-2025-to-2028
- The NDA group Sustainability Strategy 2022
  https://www.gov.uk/government/publications/the-nda-group-sustainability-strategy-2022
- NDA group sustainability report 2024
  https://www.gov.uk/government/publications/nda-group-sustainability-report-2024
- NDA Social Impact and Communities Strategy 2024
  https://www.gov.uk/government/publications/nda-social-impact-and-communities-strategy-april-2024/nda-social-impact-and-communities-strategy-april-2024
- NDA Value Framework (www.gov.uk/nda)
  https://www.gov.uk/government/publications/nda-value-framework-how-we-make-decisions

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