



Nuclear Decommissioning Authority
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Chancellor of the Exchequer
HM Treasury
1 Horse Guards Road
London
SW1A 2HQ
[sent by email]

11 September 2026
CEO(26)-0187

Dear Chancellor,

Implementing the Nuclear Regulatory Taskforce Review

The NDA Group welcomes the opportunities presented by this regulatory review and shares the Government's ambition to achieve a significant step change across the nuclear sector while maintaining the highest standards of safety, security and environmental protection. We recognise the scale and urgency of the challenge that has been set. Delivering it will require us to change not only regulation, but also behaviours, processes, governance, commercial arrangements and approach to risk. This response draws on work from across the NDA and its operating companies, Sellafield Ltd, Nuclear Restoration Services, Nuclear Waste Services and Nuclear Transport Solutions.

The NDA Group programme has two elements:

- I. Immediate improvements, delivered within the existing legal and regulatory framework
- II. A more fundamental reset, developed with Government, regulators and the supply chain

This letter summarises our principal commitments against the five areas identified in your letter. Our full submission, enclosed, provides further detail underpinning this response.

Improving Timely and Cost-Effective Delivery

The NDA Group strongly supports accelerating hazard reduction and mission delivery through a more proportionate, risk-informed approach to regulation and decision-making. We are moving away from a one-size-fits-all model, ensuring that regulatory controls, governance and assurance are aligned with actual hazards and risks. This should enable faster delivery, lower costs and better value for taxpayers while maintaining our uncompromising commitment to safety, security and environmental protection. Across the Group, collaboration with regulators and across the sector is already realising practical improvements through risk-informed regulation, streamlined safety arrangements, digital transformation, more effective use of the supply chain and innovative delivery models.

Process and System Reform

Action is being taken to reform our own systems, processes and behaviours, simplifying governance and reducing duplication to support faster mission delivery and better outcomes. Programmes to evolve and strengthen the NDA Group are already underway to provide stronger strategic planning, oversight and risk-balanced portfolio management. This will free up resources to focus on mission delivery and improve organisational effectiveness. Beyond the NDA Group, we support wider regulatory reform, including exploration of a Lead Regulator model and reforms to safety, planning and environmental processes. The objective is a more coherent, risk-informed regulatory system that reduces unnecessary delays and costs while maintaining public confidence and regulatory standards.

Responding to Cultural Issues Identified by the Review

The NDA Group recognises that lasting improvement depends as much on culture as it does on legislation or process change. Building on solid foundations, leadership culture in the NDA Group is being strengthened to encourage greater accountability, constructive challenge, innovation and proportionate decision-making, underpinned by a refreshed Risk Appetite Framework and a shared set of expectations across the NDA Group.

At the same time, we are working with Government, regulators and industry to address wider sector behaviours that can inhibit pace and innovation. Our aim is to create a culture that remains firmly grounded in safety, security and environmental protection while empowering people to make better decisions, challenge established practices and deliver outcomes faster.

Commercial and Contractual Reform

Commercial arrangements are being strengthened to better align incentives with timely and efficient mission delivery outcomes. Future contracts will place greater emphasis on performance, innovation, collaboration and delivery against agreed outcomes, supported by stronger supplier relationships and effective contract management.

In addition, we are focusing on adopting contracting approaches which promote integrated delivery and shared accountability, in recognition of the scale and complexity of many NDA Group projects and programmes.

Across the NDA Group, we are focused on enhanced engagement with strategic suppliers, standardising approaches and aggregating work where appropriate to capture economies of scale. This will improve delivery certainty, strengthen supply chain capability and secure greater value for taxpayers.

Expected Benefits and Savings

The opportunity presented by the Nuclear Regulatory Task Force is transformational. By adopting more proportionate regulation, simplifying delivery arrangements and accelerating decision-making, the NDA Group can deliver substantial reductions in cost, schedule and regulatory burden while maintaining the highest standards of safety, security and environmental protection.

The greatest prize lies not in individual initiatives but in creating a more integrated and proportionate system across Government, regulators and industry. If delivered successfully, this programme has the potential to save billions of pounds, accelerate hazard reduction and fundamentally improve the efficiency and effectiveness of the UK's nuclear decommissioning mission.

Next steps

The NDA Group has appointed Clive Nixon, NDA Group Chief Nuclear Strategy Officer, as Senior Responsible Owner for the programme, providing executive oversight and ensuring progress remains a priority focus at the most senior levels of the NDA Group.

Delivering the ambitions of the Nuclear Regulatory Task Force will be challenging and will require sustained commitment, collaboration and alignment across industry, regulators and government to realise the full benefits.

With government support, there is now a genuine opportunity to achieve a radical step-change. The NDA Group is committed to playing a leading role, acting where change is within our control and working collaboratively where wider reform is required. The time is right for change, and we are ready to seize the moment.

Yours sincerely,



David Peattie FREng FNUcl
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Chief Executive Officer, Sellafield



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Ciara Middlehurst
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'Building our nuclear nation: NDA Group response to the Nuclear Regulatory Taskforce Review', September 2026.



Sellafield Ltd



NRS
Nuclear Restoration
Services



Nuclear Waste
Services



NTS
Nuclear Transport
Solutions