



# NDA Group Overview

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# The UK's Nuclear Legacy

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The UK's nuclear landscape began to take shape in the post-war period and has evolved over many decades.

The UK's nuclear legacy includes the first fleet of nuclear power stations, research centres, fuel-related facilities and Sellafield, which has the largest radioactive inventory and the most complex facilities to decommission.

Current plans indicate it will take more than 100 years to complete our core mission of nuclear clean-up and waste management. The ultimate goal is to achieve the end state at all sites by 2125.



# UK Government Policy

The UK's policy on managing radioactive substances and nuclear decommissioning is outlined in the document "[Managing Radioactive Substances and Nuclear Decommissioning: UK Policy Framework](#)."

- **Purpose and Scope:** The policy aims to ensure the safe, secure, and environmentally responsible management of radioactive substances and the decommissioning of nuclear facilities across the UK
- **Regulatory Framework:** The policy is governed by a comprehensive regulatory framework involving multiple bodies, including the UK government, devolved administrations, delivery bodies, and regulators
- **Radiological Protection:** The policy emphasizes radiological protection principles to safeguard human health and the environment. This includes the justification of practices involving exposure to ionizing radiation and the application of a graded approach to regulation
- **Management of Radioactive Waste:** The policy outlines strategies for managing solid radioactive waste, including the disposal of less hazardous intermediate-level waste in near-surface facilities
- **Nuclear Decommissioning:** The policy promotes efficient and cost-effective decommissioning of nuclear facilities while maintaining high standards of safety, security, and environmental protection
- **International Guidelines:** The policy aligns with international guidelines, regulations, and obligations to ensure consistency and compliance with global

In summary, the UK's policy on nuclear decommissioning and radioactive substances management focuses on safety, security, environmental protection, and compliance with international standards, while promoting efficient and cost-effective practices.

# The Nuclear Decommissioning Authority: Our Mission

The Nuclear Decommissioning Authority (NDA) is a non-departmental public body created through the Energy Act 2004.

We're charged with the mission, on behalf of Government, to clean up the UK's earliest nuclear sites safely, securely and cost effectively.

Doing this with care for our people, communities and the environment is at the heart of our work.

We're committed to overcoming the challenges of nuclear clean-up and decommissioning, leaving our 17 nuclear sites ready for their next use.



Department for  
Energy Security  
& Net Zero

Sets policy, Governance, Funding



Group Strategy and Planning,  
Assurance, Group Leadership



Delivery

UK Supply Chain  
Partnership, delivery



# How we work

The NDA group has transformed itself in recent years moving from the Parent Body Organisation (PBO) model to a group model.

The group model is firmly rooted in delivering work safely, more quickly and efficiently, and providing better opportunities for our people.

We call this approach the One NDA way of working. This is about working collaboratively together to maximise the benefits of being part of a group as well as succeeding as individual organisations. We seek to achieve:

- £ Increased value for money for the taxpayer
- OH Strong organisational health
- ↑ Enhanced performance and delivery of outcomes
- 👤 An improved culture for our people
- 🛡 Improved stakeholder confidence and trust



# Our sites

Our work to clean up the UK's nuclear legacy is the largest, most important environmental restoration project in Europe.

Our mission is so long-term it spans the next century and beyond.

Our 18 sites are at different stages of decommissioning and all have unique challenges.

We are also engaging with communities to establish a long-term storage solution for higher level wastes, making our environment safer for future generations.

In addition to the existing sites, NDA will also take over responsibility for the decommissioning of the seven Advanced Gas Reactors (AGR) from EDF Nuclear Generation Ltd. The first station, Hunterston B, transferred in April 2026.



17  
nuclear sites  
across the UK



11  
operating  
companies



15,000  
employees across  
the group



1,043  
hectares of  
designated  
land on nuclear  
licensed sites



800+  
buildings to be  
demolished



# NDA Strategic Approach

The NDA Strategy (required by Energy Act every five years) describes our high-level approach to delivering our mission over the lifetime of decommissioning.

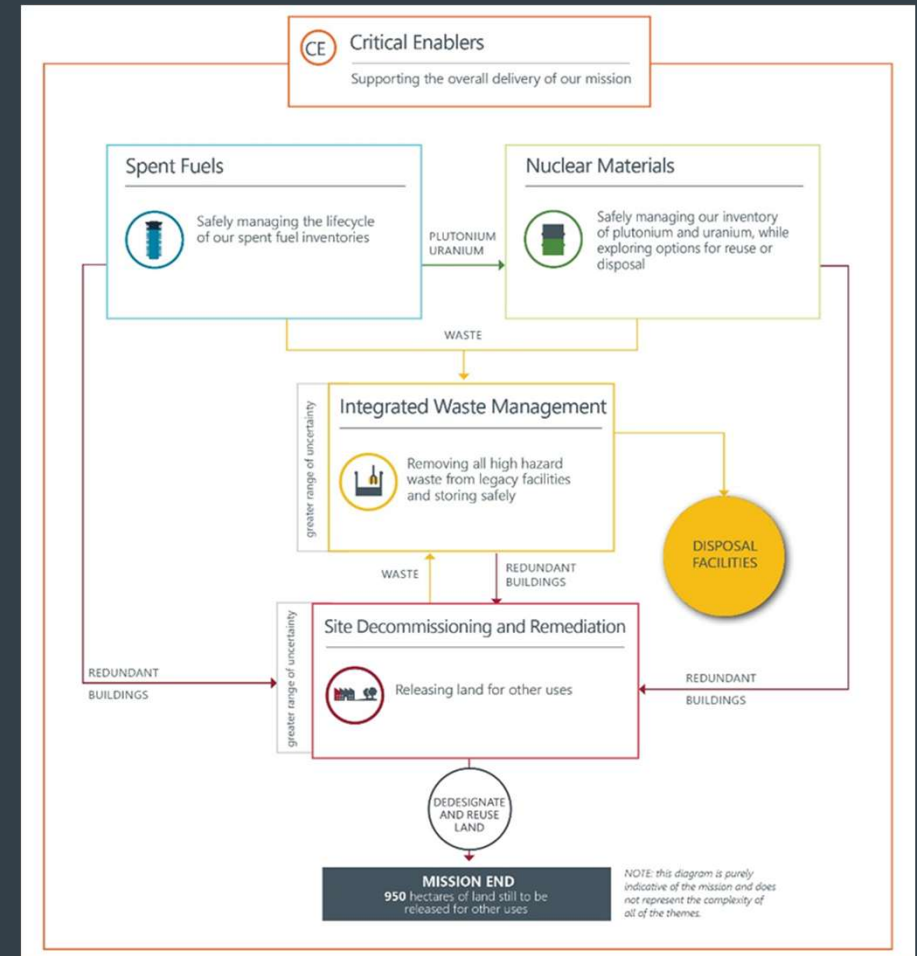
NDA strategy (currently Strategy 5 effective from March 2026) uses five strategic themes to describe all the activities needed to deliver the NDA's mission

The first four strategic themes, Spent Fuels, Nuclear Materials, Integrated Waste Management and Site Decommissioning & Remediation relate directly to our clean-up and decommissioning work and are known as driving themes.

The fifth theme describes the Critical Enablers, needed to support the delivery of our mission.

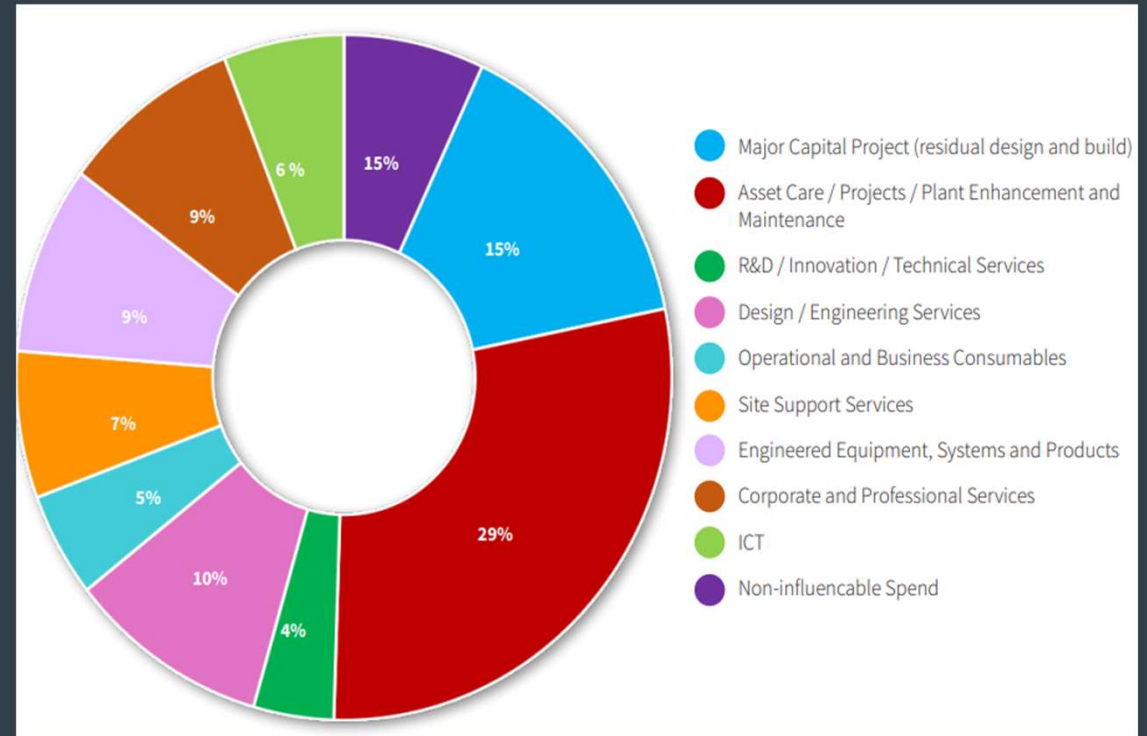
The most urgent task is dealing with our sites' highest-hazard materials, spent fuel, nuclear materials and highly-radioactive wastes.

Once the inventory has been made safe, the redundant nuclear facilities can be dismantled and demolished.



# Our Supply Chain

- £2.2bn spent in the supply chain per annum
- Over 1100 active suppliers
- c35% annual spend is through Small & Medium Sized Enterprises (SME)
- c98% of supply chain spend stays in the UK



# Our Supply Chain Strategy

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

Highly Capable  
and Professional  
Commercial  
Workforce

Digital by  
Design

Whole-life  
commercial  
provision

One NDA  
working together





# Sellafield Ltd

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# Sellafield Ltd – Supply Chain Approach

- **Supply Chain Focus Areas:**
  - **Position**— having the right supply chain capability in place, and teams can rely on a supply chain that works, today and tomorrow.
  - **Optimise**—making better decisions, get more from every pound, and focus on long-term value, not just short-term cost.
  - **Advance**—actively build the future: innovation, SMEs, sustainability, and the skills we'll need next.
- **Approach delivered through the Sellafield Ltd Overarching Acquisition Strategy**
- **70% of spend is via the strategic delivery vehicles:**
  - Project & Programme Partner (PPP) – New Capability
  - Decommissioning & Nuclear Waste Partnership – Decommissioning, Retrievals and Demolition
  - Project & Asset Care Execution – Enhancing existing capability
  - Infrastructure Delivery Partnerships – Non-nuclear infrastructure enhancements eg electrical distribution, civil infrastructure, utilities
- **Areas of supply chain growth over the next 5 years:**
  - Manufactured Products – Waste containers
  - Research & Development – Innovation (Digital, AI, Robotics, Unmanned Aerial Vehicles etc)
  - Plutonium Immobilisation – Capital expenditure for a £12bn investment



# The Overarching Acquisition Strategy 2040v2 - Architecture

Future acquisition

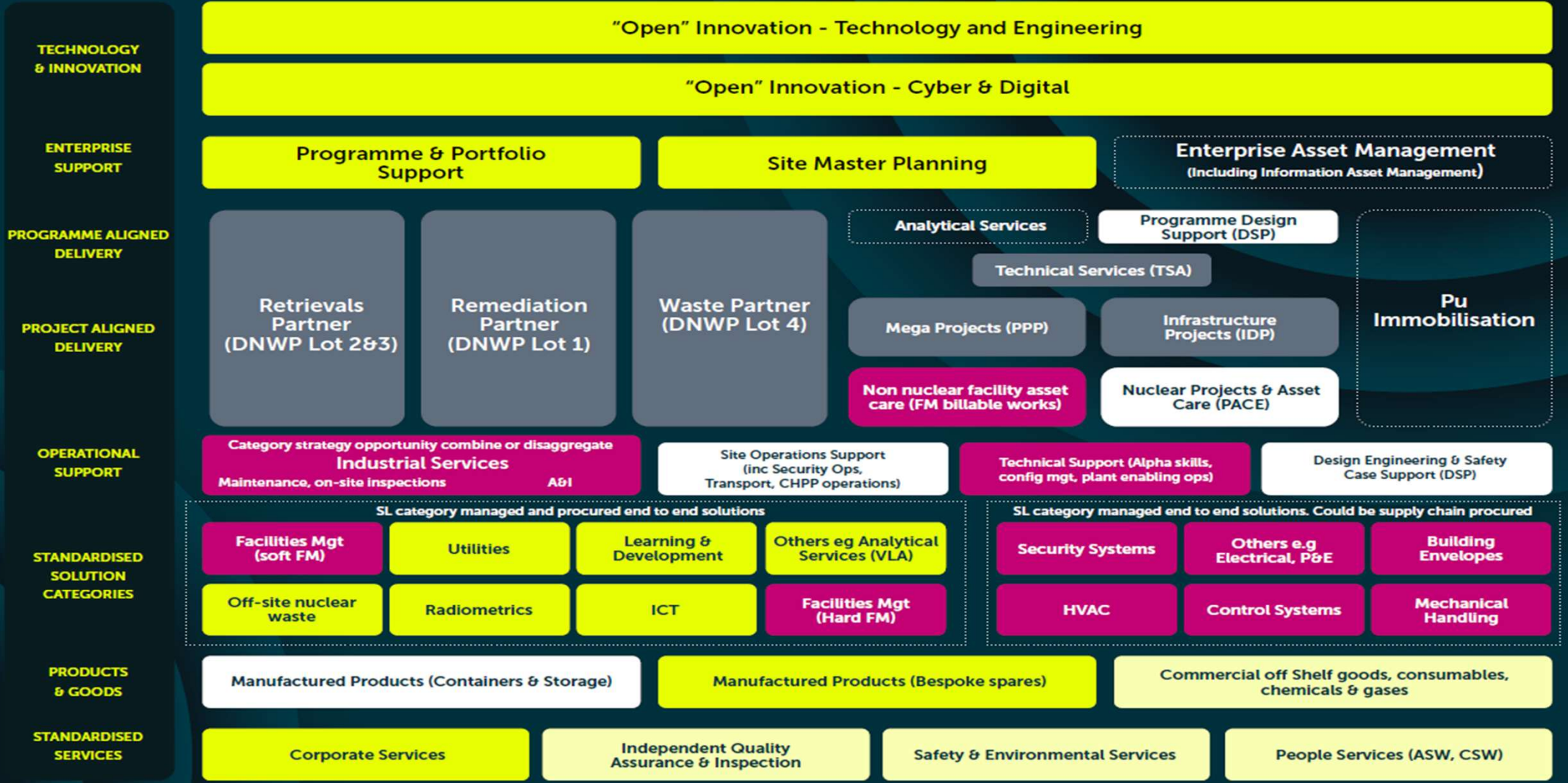
Enduring acquisition

OneNDA acquisition

Future potential vehicle (s) needed

Vehicle being procured as of 2026

Vehicle in place in 2026





# Ways to Engage – With Sellafield Ltd

Register with [Find-a-Tender](#)

Register on Atamis: [Welcome](#) (Google – NDA Atamis)

Look at our [How to do Business Page](#) by scanning the code

Check out our Social Media:



General Supply Chain queries: [supply.chain.enquiries@sellafieldsites.com](mailto:supply.chain.enquiries@sellafieldsites.com)

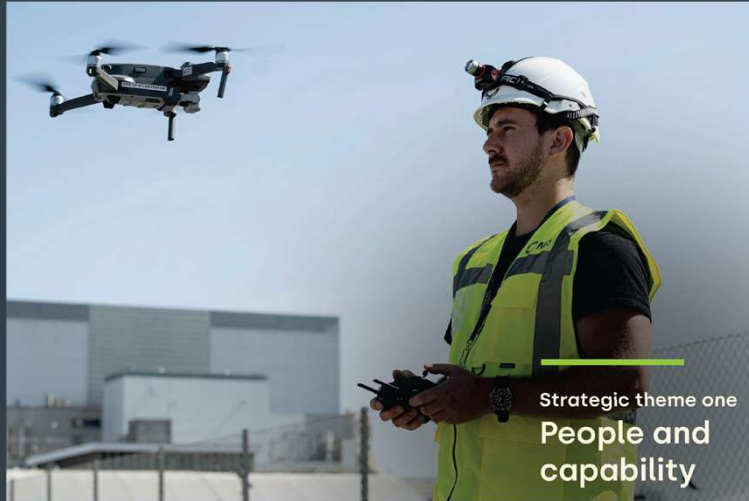


# Nuclear Restoration Services



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# Nuclear Restoration Services – Supply Chain Approach



Strategic theme one  
**People and  
capability**



Strategic theme two  
**Supplier  
relationships**



Strategic theme three  
**Delivering value**



Strategic theme four  
**Make / buy  
strategy**



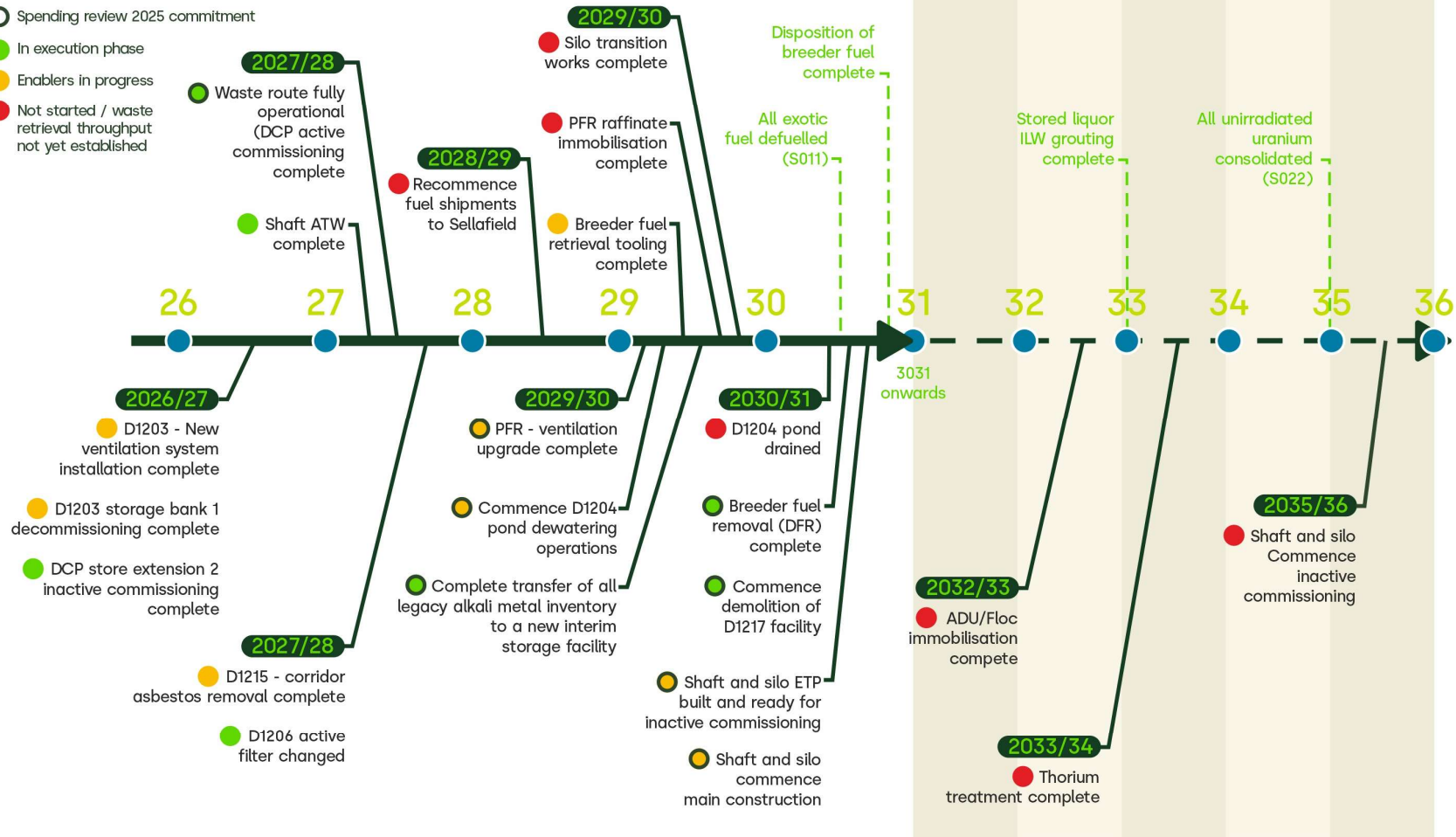
# NRS 5 year milestones (with look ahead) - Dounreay



Project spend c. £350M

## Delivery certainty

- Spending review 2025 commitment
- In execution phase
- Enablers in progress
- Not started / waste retrieval throughput not yet established



Project spend is for 5 year period

Project Spend is for 5-year period  
 ILW Removed = percentage disposed since 1 April 2026 to 31 March 2031

## Paired Sites: NRS 5-year Milestones & ILW Volume Reduction

### Hunterston A Project Spend ~£31m 26/27

- SILWE plant in commissioning 27/28
- PPSREP in commissioning 28/29
- Completion of WILREP 29/30
- Completion of AETP decontam

### Hinkley Project Spend ~£135m 27/28

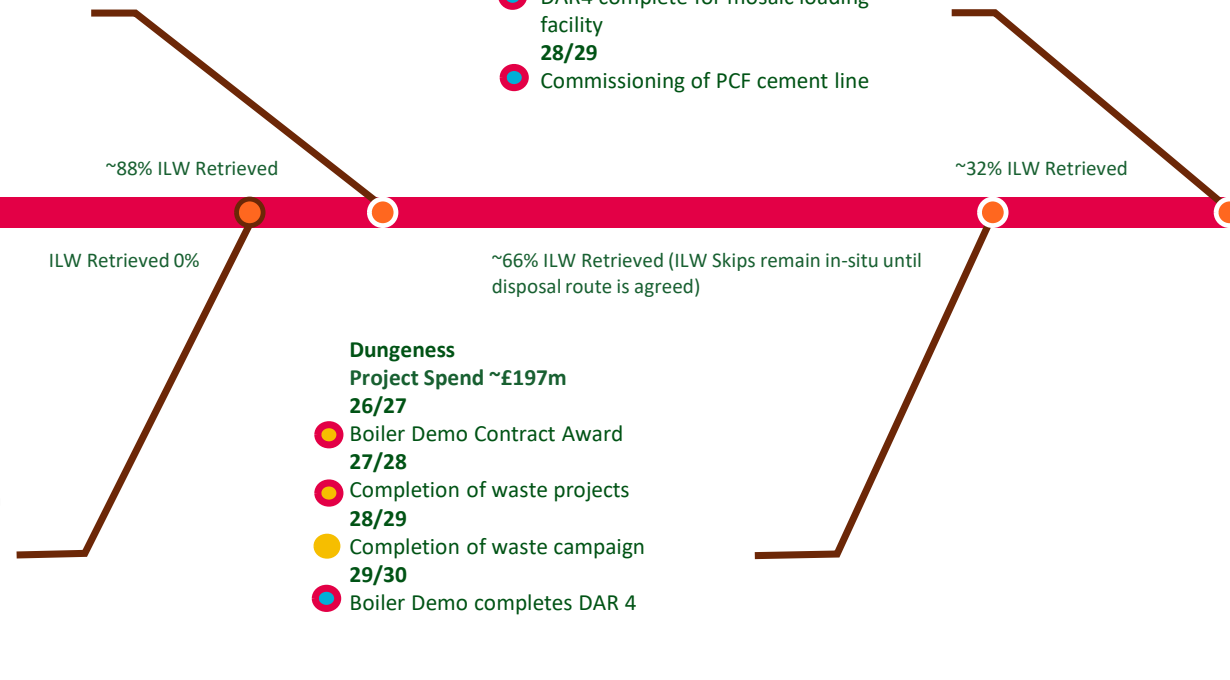
- Completion of concrete box loading facility
- DAR4 complete for mosaic loading facility 28/29
- Commissioning of PCF cement line

### Hunterston B 26/27

- Electrical Overlay Complete Detailed Design (Stage 1-4)
- AAEDL Placement of contract for design and build Circ Halls
- R3 Circulator Hall Pressure Vessel Cooling Water & Reactor Auxiliary Cooling Water Pumps & Coolers deplanting complete

### Dungeness Project Spend ~£197m 26/27

- Boiler Demo Contract Award 27/28
- Completion of waste projects 28/29
- Completion of waste campaign 29/30
- Boiler Demo completes DAR 4



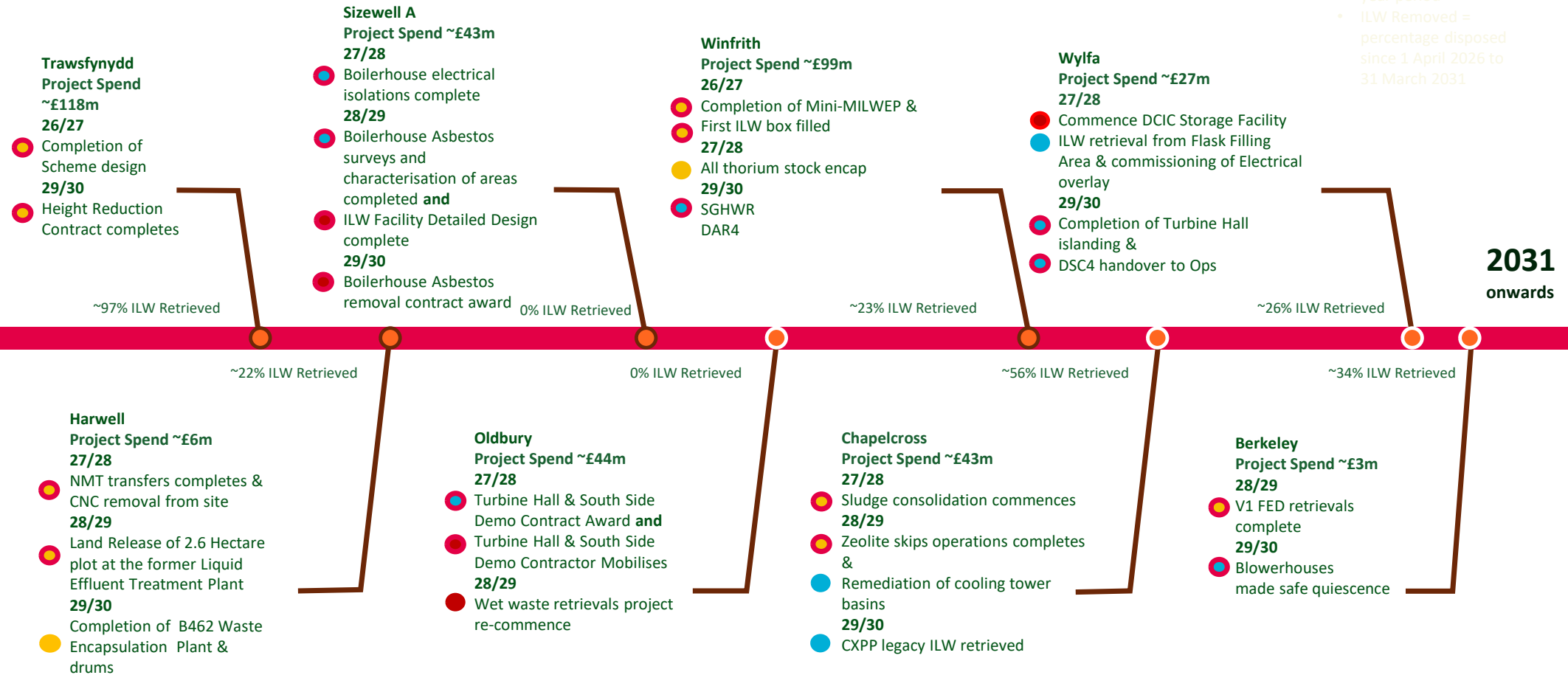
**2031  
 onwards**

**Key:**

- SR25 commitment
- In execution phase
- Enablers in progress
- Not started/ waste retrieval throughput not yet established

Project Spend is for 5-year period  
 ILW Removed = percentage disposed since 1 April 2026 to 31 March 2031

## Solo Sites: NRS 5-year Milestones & ILW Volume Reduction



2031 onwards

period

- Project Spend is for 5-year period
- ILW Removed = percentage disposed since 1 April 2026 to 31 March 2031

# Ways to engage with NRS



## Procurement

### Procurement at NRS

The Nuclear Restoration Services Procurement Plan is published every month.



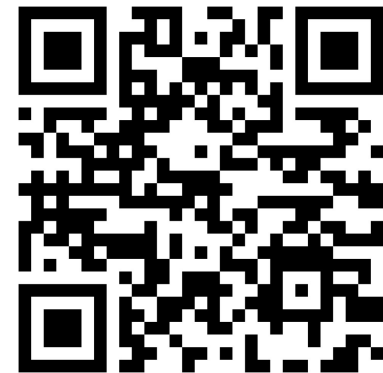
#### Contents

- [Details](#)
- [Documents](#)
- [Procurement at NRS Dounreay](#)

Join our mailing list



Find out about procurement opportunities at NRS here





# Nuclear Waste Services

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# Nuclear Waste Services Supply Chain Approach - Focused on delivery

- Delivering the GDF - progressing the long-term solution for the most hazardous radioactive waste.
- Safely and securely operating the Repository site - safely, securely, and sustainably managing the nation's low level waste Repository site with an outstanding safety record. Alongside our core role of waste disposal, we are delivering major site closure programmes.
- Providing support to waste producers, informing decisions through or disposability packaging advice and operating our framework services to enable transfer and disposal of Lower Activity Wastes away from waste producer sites.

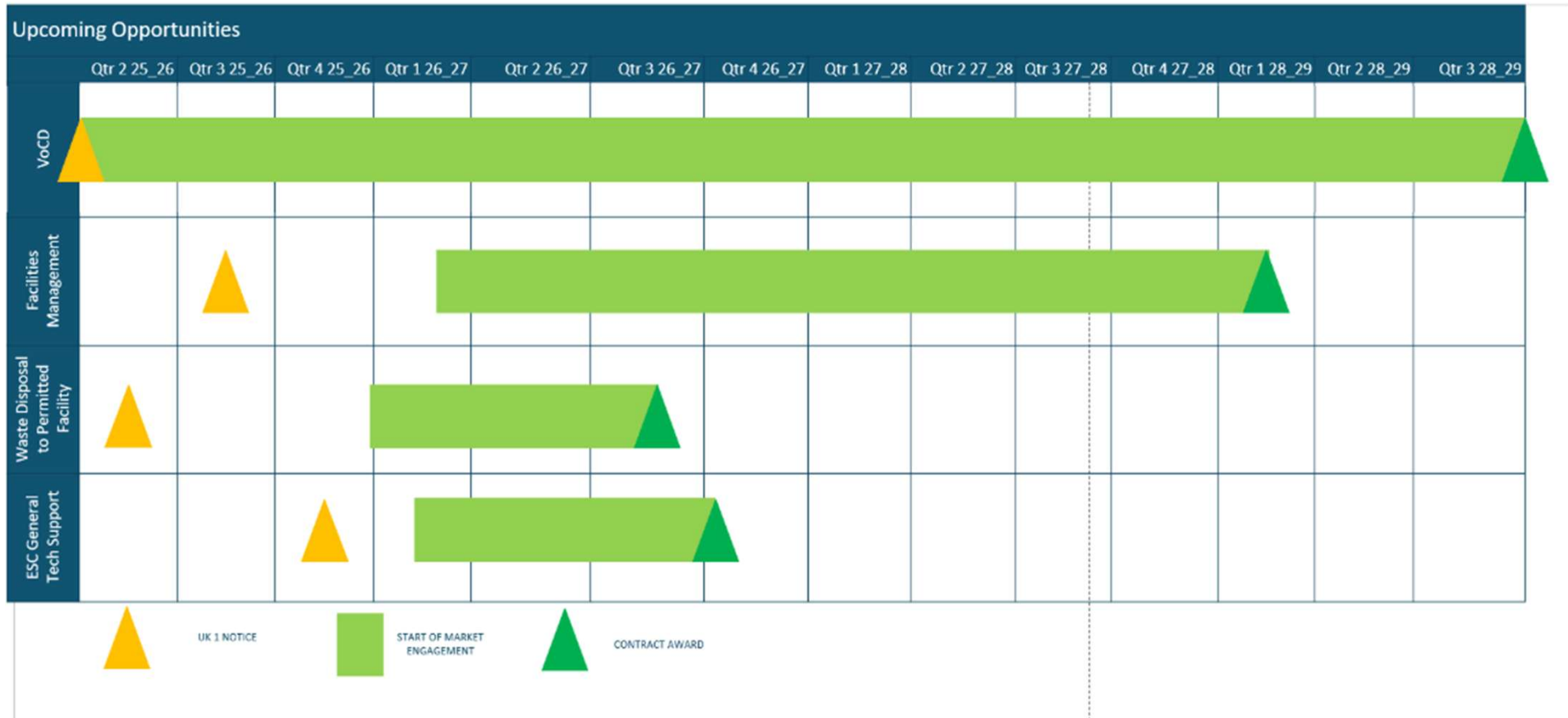


GDF Decision making process



**STIM progress, November 2025**

# NWS – Supply Chain Opportunities





# Ways to Engage – With NWS

Register with [Find-a-Tender](#)

Register on Atamis: [Welcome](#)

Look at our Pipeline



Check out our Social Media:



Or Email your usual NWS contact

Look at our websites: [Nuclear Waste Services - GOV.UK](#) ; [About us - Nuclear Waste Services](#)

General Supply Chain queries: [SCDevT@nuclearwasteservices.uk](mailto:SCDevT@nuclearwasteservices.uk)



# Nuclear Transport Solutions



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# Nuclear Transport Solutions – Supply Chain Approach

- Specialises in Nuclear Transport
  - **International Nuclear Services (Ships)**
  - **Direct Rail Services (Rail)**
- Not bound by UK Procurement Legislation
- NTS' priority is to develop a supply chain which works with us in the delivery of safe, reliable nuclear transport solutions which provide value for money for the UK taxpayer throughout the commercial lifecycle.
- Opportunities – Transport Containers

For further information visit - [Procurement at Nuclear Transport Solutions - Nuclear Transport Solutions](#)





**Thank you  
&  
Any Questions**