

Corporate Brochure

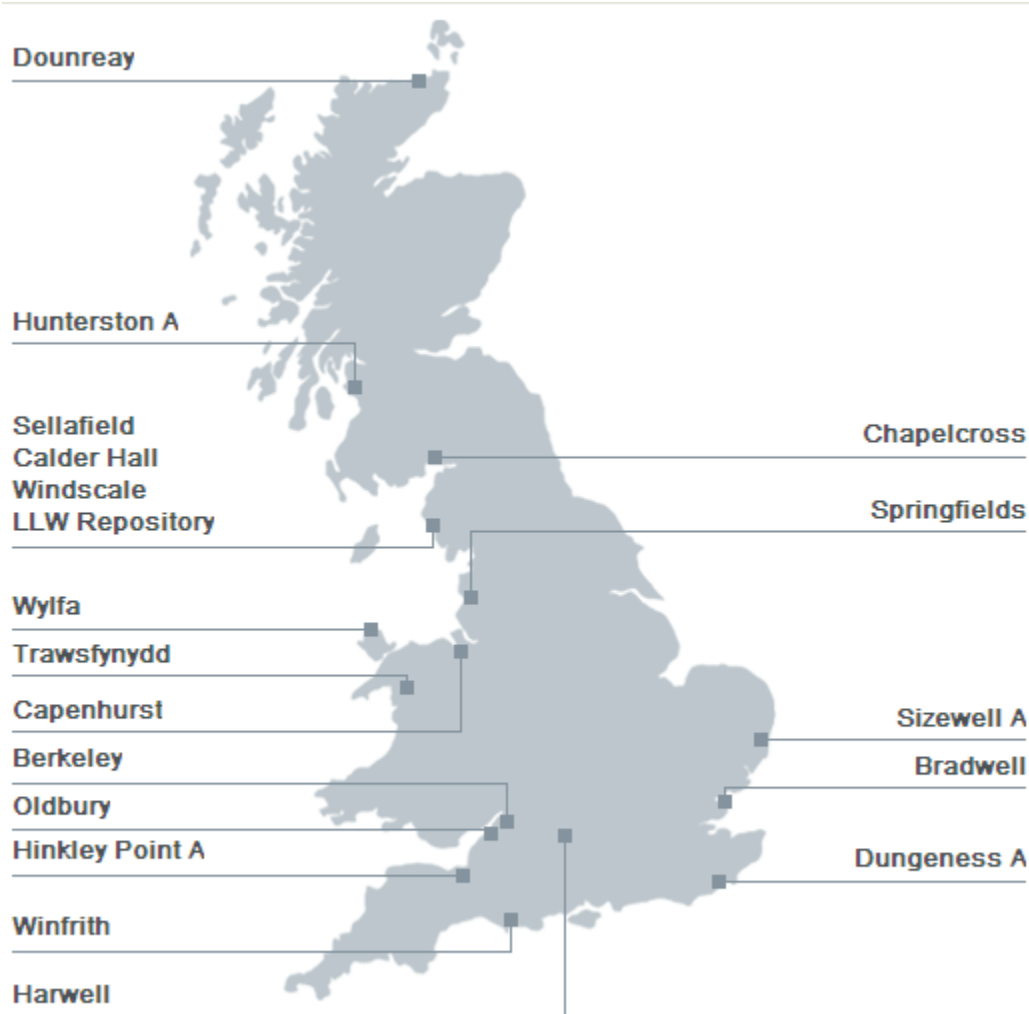
**Dealing with the Past.
Protecting the Future.**

July 2010

Who we are

The Nuclear Decommissioning Authority (NDA) is delivering the largest, most important environmental restoration programme in Europe.

Established as a non-departmental public body in 2005, we have built an organisation from scratch and begun to tackle one of the most technical and complex challenges facing Britain today.



The NDA owns 19 sites, built in the post-war days of the UK's early nuclear programme, which now need to be cleaned up and restored. We are responsible for implementing Government policy on the long-term management of nuclear waste and also have a role to scrutinise the decommissioning plans of British Energy.

The early pioneering work on nuclear technology for both defence and electricity generation has left a significant legacy and, put simply, our job is to decommission and clean up these nuclear facilities and ensure that all the waste products, both radioactive and non-radioactive, are safely managed – protecting both this and future generations.

In the meantime, some of the facilities on our sites continue to form an essential part of the nation's nuclear infrastructure which means they must continue to be operated safely and effectively until they have fulfilled their purpose.

Our top priorities in delivering this mission are safety, security, environmental responsibility and providing value for taxpayers' money.

Our work programme is moving at speed and we have made significant early achievements, including progress on reducing the risks around our most hazardous sites. In our first five years we have stayed within budget, generated over £7 billion in commercial income for the taxpayer and made efficiency gains worth hundreds of millions of pounds.

We have helped set up a new National Skills Academy for Nuclear to guarantee the future capability of the industry, created apprenticeship and graduate roles across the estate, and worked hard to support the sustainability of the communities around our sites.

The NDA reports to the UK Government through the Department for Energy and Climate Change and, for some aspects of our mission, we are also responsible to Scottish Ministers.

Why we were created

The UK's civil nuclear power programme grew out of the the post-war military imperative of producing plutonium for nuclear weapons. From 1946 the UK embarked on a major nuclear programme that saw the construction of nuclear research and development sites across the UK, with the construction of 26 reactors between 1953 and 1971. Nuclear reprocessing facilities were also built to deal with the increasing demand from both military and civil programmes. One of the problems of this legacy, in contrast to modern nuclear plants, is the limited information available. For example, in some of the older facilities, detailed inventories of waste do not exist and there is a lack of reliable design drawings. Some of the technical issues surrounding clean-up will require innovation and advances in science and technology before they can be dealt with.

Over the last 60 years a substantial part of the UK's electricity supply has come from the first generation of nuclear power stations – the Magnox fleet. These 11 stations have between them generated over 900 TWh of electricity, this is the equivalent to being able to power 5 million homes for the last 45 years. Just two of the fleet are still operating but they are reaching the end of their lives. This nuclear legacy is now a major public liability, and must be addressed in a planned and focussed manner. The NDA was established in 2005 to take on that role and in doing so assumed responsibility for the sites previously owned by British Nuclear Fuels plc (BNFL) and United Kingdom Atomic Energy Authority (UKAEA).

One of our first, but crucial, tasks has been to establish the real scale of the nuclear legacy and develop, for the first time, a strategy for dealing with it. The baseline plans we inherited were incomplete, inconsistent and in some cases inaccurate. Whilst there are still some uncertainties in parts of the estate, we now have a much better understanding of the overall picture.

Our plans, by necessity, look over 100 years ahead. However, we also have a real focus on the short to medium term: maintaining safe operations, reducing the highest hazards, and moving forward on decommissioning. Additionally, we are responsible for developing the UK wide strategy for dealing with low level nuclear waste and the storage and disposal arrangements for the UK's higher activity wastes, including responsibility for the programme to develop and deliver a geological disposal facility.

We also produce a detailed inventory of all types of radioactive waste in the UK. We know how much of each type of waste there is, and where it is stored today, as well as predicting future arisings from existing facilities. This helps us in developing our plans for future storage and disposal.

In developing these plans the NDA provides expert nuclear advice to Government and strategic direction for the sites we own. We set targets for our site operators and manage the contracts to achieve improved efficiency, value for money and delivery. We must also manage the inevitable fluctuations in expenditure and income inherent in such a large and complex programme.

Society wants to see progress in cleaning up the legacy, and that means visible progress in reducing hazards, removing redundant buildings and dealing effectively with radioactive waste. The NDA's expertise in delivering its mission is increasingly seen as important for building confidence in the UK's nuclear new build programme.

The NDA estate

The NDA has a large and complex estate spread across the length and breadth of the UK.

Sellafield

Sellafield has played a pivotal role within the nuclear industry since the 1940s, providing fuel reprocessing, fuel fabrication and storage of nuclear materials and radioactive wastes across a site of two square miles. It is home to some hazardous materials and it is our priority to ensure these are managed appropriately, in some cases by first placing them into robust storage facilities before they are conditioned and packaged ahead of final disposal.

Also located on the site is Calder Hall, the first nuclear power station to supply the grid, and Windscale which comprises three reactors. Substantial damage by fire to one of the Windscale reactors in 1957 has created a significant additional decommissioning challenge.

Sellafield also provides some of the fuel management services that allow British Energy's fleet of nuclear power stations – as well as our own stations at Oldbury and Wylfa – to help 'keep the lights on'. Our aim is to ensure that fuel is reprocessed and managed in a safe, secure and cost-effective way prior to disposal.

Magnox sites

The Magnox generating fleet comprised 11 generating stations Berkeley, Bradwell, Calder Hall, Chapelcross, Dungeness A, Hinkley Point A, Hunterston A, Oldbury, Sizewell A, Trawsfynydd and Wylfa. Once the main stay of nuclear power generation in the UK, only Oldbury and Wylfa remain in operation.

All sites transition through the following phases:

- a) Operations and electricity generation (Oldbury and Wylfa).
- b) Defuelling - where the fuel is removed from the reactor and transported to Sellafield for reprocessing (Chapelcross, Dungeness A, Sizewell A, with Calder Hall commencing in 2012).
- c) Care and Maintenance preparations - at this time the hazards presented by nuclear materials (sludge/ resins) and conventional hazards from such things as asbestos are removed from the site (Trawsfynydd, Berkeley, Hinkley Point A, Bradwell and Hunterston A).
- d) Care and Maintenance - This is the phase where the site and reactor buildings are left in a safe state until Final Site Clearance.
- e) Final Site Clearance - This is where provision of a Geological Disposal Facility will enable final decommissioning of the sites to take place involving the remaining wastes/hazards being removed and transferred to the GDF. Once these activities are complete the site will reach its designated end state.

Dounreay

Dounreay was the UK's centre of fast reactor research and development from 1955 until 1994 and is now Scotland's largest nuclear clean-up and demolition project.

Research carried out by some of the nation's leading scientists and engineers at Dounreay gave the UK the knowledge to generate electricity using a more advanced type of nuclear reactor – the 'fast breeder' reactor.

The experimental nature of these now redundant facilities poses some complex decommissioning challenges that have and will continue to require real technological innovations to deal with.

Harwell and Winfrith

Harwell was established in 1946 as the UK's first Atomic Energy Research Establishment whilst Winfrith was a major centre for ground breaking reactor development from the late 1950s to the 1990s. Both sites contained a number of nuclear research facilities, including plutonium handling facilities, radioactive laboratories, nuclear waste treatment and storage facilities. Decommissioning is well underway at both sites.

Low Level Waste Repository

The Low Level Waste Repository near Drigg in West Cumbria has operated as a Low Level Waste (LLW) disposal facility since 1959. Wastes are compacted and placed in containers before being transferred to the facility, the majority of which comes from Sellafield by rail. All other waste arrives by road from other UK nuclear facilities, and non-nuclear sources such as hospitals, research establishments and other industries. LLW is disposed of in engineered concrete vaults and a new vault is being constructed.#

The decommissioning programme is forecast to generate many more millions of tonnes of LLW and our task is to ensure that we reduce as much as possible the volumes that need to be disposed of and instead look to recycle and re-use as much material as we can.

Capenhurst

Capenhurst was home to a uranium enrichment plant and associated facilities that ceased operation in 1982. It also stores safely and securely the bulk of the UK's inventory of depleted uranium and uranium hexafluoride. The NDA's Capenhurst site is adjacent to Urenco's site which operates enrichment commercially.







Springfields

Since the 1940s, Springfields has manufactured fuel products for the UK's nuclear power stations and for international customers. In addition to fuel manufacture it is also undertaking various decommissioning activities.

In March 2010, an agreement was reached between NDA and Westinghouse to transfer the commercial operations and workforce of Springfields Fuels Limited to Westinghouse, who have been managing the site successfully for five years under contract to the NDA. Under the agreement, the NDA retains responsibility for the historic nuclear liabilities whilst Westinghouse will have the commercial freedom to pursue new fuel manufacturing business.

Station	Generation	Defuelling	Care & Maintenance Preparations	Care & Maintenance	Final Site Clearance
Calder Hall	1956-2003	2012-2015	2015-2024	2024-2105	2105-2115
Chapelcross	1959-2004	2008-2011	2011-2022	2022-2116	2116-2128
Berkeley	1962-1989	1989-1992	1992-2026	2026-2074	2074-2083
Bradwell	1962-2002	2002-2006	2006-2027	2027-2095	2095-2104
Hunterston A	1964-1990	1990-1995	1995-2020	2020-2081	2081-2090
Dungeness A	1965-2006	2008-2011	2011-2034	2034-2102	2102-2111
Hinkley Point A	1965-1999	2000-2004	2004-2030	2030-2095	2095-2104
Trawsfynydd	1965-1993	1993-1995	1995-2021	2021-2088	2088-2098
Sizewell A	1966-2006	2009-2012	2012-2034	2034-2102	2102-2110
Oldbury	1967-2011	2012-2014	2014-2027	2027-2095	2096-2101
Wylfa*	1971-2012	2011-2015	2015-2025	2025-2116	2116-2125

*Generation dates subject to regulatory and DECC approval. Defuelling commencement date will be driven by the generation extension, however the end date will be maintained within MOP constraints. Dates are correct at the time of going to press, for latest information visit www.nda.gov.uk

Site	Site Licence Company	Parent Body Organisation (& owning consortia)
Berkeley Bradwell Dungeness A Hinkley Point A Sizewell A	 MAGNOX South	Reactor Sites Management Company Ltd (Energy Solutions Inc)
Chapelcross Hunterston A Oldbury Trawsfynydd Wylfa	 MAGNOX North	Reactor Sites Management Company Ltd (Energy Solutions Inc)
Calder Hall Capenhurst Sellafield Windscale	 Sellafield Ltd	Nuclear Management Partners Limited (URS, Amec and Areva)
Low Level Waste Repository	 LLWR Ltd	UK Nuclear Waste Management Limited (URS, Studsvik, Areva and Serco)
Dounreay	 Dounreay Site Restoration Ltd	UKAEA Limited (Babcock International Group PLC)
Harwell Winfrith	 Research Sites Restoration Ltd	UKAEA Limited (Babcock International Group PLC)
Springfields	Decommissioning activity on this site is performed by Springfields Fuels Limited, a wholly-owned subsidiary of Westinghouse Electric UK Holdings Limited.	

Industry structure and contracting

The NDA is a small, strategic authority which, through the Energy Act 2004, owns the sites and associated liabilities and assets of the civil public sector nuclear estate previously under the control of BNFL and UKAEA.

We do not have a hands-on role in cleaning up our facilities. We deliver our mission through others, primarily the Site Licence Companies (SLCs). The SLCs are the organisations that between them employ the 18,000-strong nuclear workforce and who carry the licence to operate the nuclear site, granted by the Health and Safety Executive's (HSE's) Nuclear Directorate.

One of the NDA's principal roles is to introduce private sector skills and experience to the decommissioning programme through a series of competitions. We let contracts to winning bidders to take overall management responsibility for each of the SLCs in order to improve their performance and delivery. The winning bidders own the shares in the SLCs for the period of the contract and so act as a parent company able to provide additional resource and management expertise. They are called Parent Body Organisations (PBOs).

Our approach is to work in partnership with the SLCs and their PBOs, the regulators (Environment Agency, HSE ND, Department for Transport, Scottish Environment Protection Agency and others), the trade unions (Prospect, GMB and Unite) and communities (through the established Site Stakeholder Groups) in order to deliver progress in our mission.

The NDA's Radioactive Waste Management Directorate (RWMD) is the organisation responsible for delivering the Geological Disposal programme.

Our subsidiaries

Also helping us in the delivery of our mission are a number of subsidiary companies.

As the NDA's commercial and contract management agent, International Nuclear Services (INS) manages contracts and relationships on behalf of the NDA with utility customers in the UK and overseas, for services such as the storage and recycling of irradiated nuclear fuel.

INS has safely transported radioactive cargoes worldwide for over 40 years. Its subsidiary company, Pacific Nuclear Transport Limited, is the world's most experienced shipper of nuclear fuels.

Direct Rail Services (DRS) was established in 1995 to provide strategic rail transport services to the nuclear industry. The company has continued to develop its business into new areas to maximise revenues, while continuing to ensure that spent fuel products are transported safely and securely.

Our strategic approach

In order to bring a clear focus to such a complex task we cluster our activities under six strategic themes. These themes translate into key programmes of work that cover everything we are here to deliver in the short and medium term.

SITE RESTORATION	Reduce hazards and liability across our estate: <ul style="list-style-type: none"> remediate hazardous materials from the legacy of early defence programmes and first generation reprocessing and waste handling facilities at Sellafield maintain essential infrastructure and capability across the Sellafield site to ensure ongoing safe and effective performance decommission redundant facilities at Sellafield sustain operations of key supporting plants and services at Sellafield place Magnox reactors into Care and Maintenance deliver Dounreay Site to an interim end state take Harwell and Winfrith to site closure
BUSINESS OPTIMISATION	Maximise commercial value: <ul style="list-style-type: none"> determine commercial future of Capenhurst dispose of NDA assets that are no longer required
SPENT FUELS	Ensure fuel is reprocessed and managed in a safe and secure way: <ul style="list-style-type: none"> manage and ultimately dispose of spent Magnox fuel optimise the management of oxide fuels manage and ultimately dispose of non-standard, "exotic" fuels
INTEGRATED WASTE MANAGEMENT	Implement storage and disposal arrangements: <ul style="list-style-type: none"> deliver a Geological Disposal Facility (GDF) manage Low Level Waste (LLW) manage Intermediate Level Waste (ILW) manage High Level Waste (HLW)
MANAGE NUCLEAR MATERIALS	Deal with plutonium and uranium in a safe and secure way: <ul style="list-style-type: none"> manage plutonium stocks manage uranium stocks and optimise value realisation
CRITICAL ENABLERS	Build an effective industry: <ul style="list-style-type: none"> optimise capability within the NDA and the supply chain to deliver our mission build and maintain the confidence of our stakeholders provide national nuclear infrastructure

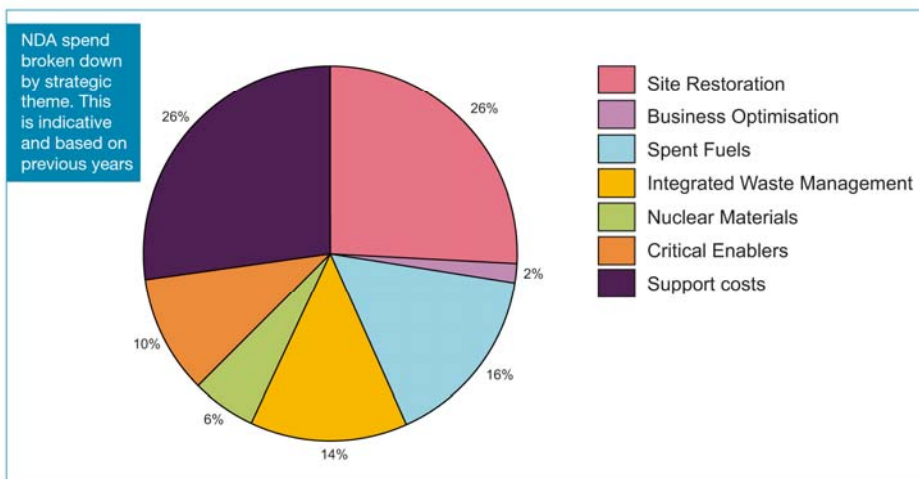
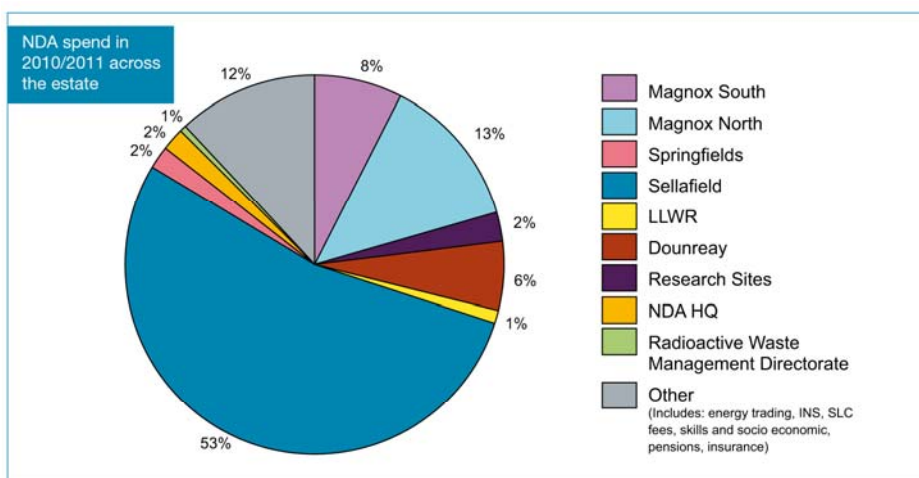
Funding

Our budget is set by the Department for Energy and Climate Change and HM Treasury. It is a combination of both Government funding and income from our commercial assets.

We recognise that there are always competing demands on public finances and that means we have to prioritise the programmes of work across our estate against a set of criteria that balances risk and hazard reduction, value for money and making progress on a broad front in line with Energy Act requirements.

One of our strategic objectives is to maximise the commercial value of our assets in order to offset the costs to the taxpayer of the decommissioning programme. As our income-generating assets come to the end of their lives, our reliance on public funds will increase.

The pie charts below show how our expenditure is currently allocated across the estate and also by strategic theme.



Performance and Delivery

Since 2005, we have built an organisation from scratch and developed a strategy for dealing with one of the most technical and complex challenges facing Britain.

What we have achieved so far...

- developed a detailed understanding of the legacy and produced the first ever UK wide strategy for tackling it
- prioritised funds towards the highest hazards
- reshaped the industry and introduced international delivery partners
- delivered value for money by driving performance and efficiency
- maximised income to reduce cost to taxpayers – over £7 billion in five years – including £470 million from land sales to new nuclear operators
- invested in skills to build the future capability of the UK's nuclear workforce
- developed our approach to open and transparent engagement with stakeholders
- worked with communities in priority areas to help them plan for sustainable futures

Decommissioning and hazard reduction

Real progress is being made on hazard reduction and decommissioning.

- **Dealing with the high hazard legacy**

Significant clean-up at Sellafield with waste removal from legacy facility

- In 2009 the clean up of one of Sellafield's most significant, long-standing environmental risks was completed. Approximately 95 percent of the radioactive sludge stored in a 50-year-old concrete waste tank has been removed and placed in a modern high integrity tank to prepare it for final treatment and encapsulation into a safe and long-term stable waste form.

Construction of waste process plant underway at Sellafield

- Work to build the Sludge Packaging Plant (SPP1) began in November 2005. This is the facility responsible for receiving and processing legacy sludge prior to long-term storage or disposal. Due to the physical constraints of the site and the close proximity to other nuclear facilities, conventional construction techniques can't be used, providing major challenges to the project. In 2008 however, the first concrete pour of the new structure took place and in February 2009, the first concrete pour on the buffer cell was completed marking a halfway stage for the team.

- **Putting High Level Waste into a passively safe form**

Vitrification milestone

- Vitrification is the process of converting materials into a glass form. At Sellafield liquid HLW from spent fuel reprocessing is converted into a borosilicate glass. Sellafield recently completed the 5,000th container of vitrified waste, over 60% through the anticipated programme.

- **Cleaning up at Dounreay**

Dounreay Puma Cell cleaned out and cleaned up

- The Dounreay Puma Cell was a facility built over 50 years ago to facilitate a major programme of criticality experiments on plutonium-bearing materials. The building housed a seven metre high and eight metre wide cell in which experiments took place, causing heavy contamination. In 2008 the clean-up was completed. This is a major decommissioning success for a problem it was once thought impossible to solve.

Engineering excellence award for Dounreay Shaft Isolation Project

- The UK's deepest nuclear clean-up job has won its 4th top award for engineering excellence. Judges in the 2009 Scottish Saltire Awards named the shaft isolation project at Dounreay as one of Scotland's best examples of civil engineering. Used as a disposal facility for ILW until an explosion in 1977, the first phase of decommissioning involved drilling more than 300 boreholes around the 65m deep shaft. A very fine grout was injected and this spread through the fissures to form a barrier around the waste. It has greatly reduced the amount of ground water entering the shaft, saving taxpayers an estimated £200 million in water treatment costs when the shaft is emptied.

- **Vital additional capacity for waste management**

Low Level Waste Repository (LLWR) approval

- January 2008 witnessed a landmark event for LLWR Limited when planning permission was granted by Cumbria County Council's Development Control and Regulatory Committee for an additional vault (Vault 9) at the LLWR site. This is an essential project to ensure we have sufficient near-term capacity to deal with LLW arising from the decommissioning programme and an area of the new Vault has already been made available for interim use.

New waste facilities at Dounreay

- In 2009 Dounreay Site Restoration Limited received planning consent for a Low Level Waste Repository. The new facility is the first in the UK to receive planning permission and is due to begin construction in 2011.

All residual reactor waste emptied from vaults and Intermediate Level Waste (ILW) store opened at Trawsfynydd

- To house processed and packaged wastes, an ILW store has been constructed and received its first package in 2009.

Bradwell Low Level Waste Management Facility (LLWMF) completed

- The completion of this purpose-built facility in 2009 marks the start of a new phase for the site. The LLWMF will improve Bradwell's radiological waste processes and allow the waste management team to perform additional decontamination and size reduction operations.

- **Removal of hazardous materials and redundant buildings**

Demolition of towers at Chapelcross

- Demolition of the four cooling towers successfully took place on 20 May 2007. This was the first time that an explosive demolition of this scale has been carried out within a nuclear licensed site in the UK.

Demolition of towers at Calder Hall

- On the 29 September 2007, after nearly three years of preparation work, the Calder Hall towers were safely demolished, marking a major step in the decommissioning of the Sellafield site and changing the West Cumbrian skyline.

Largest asbestos removal project in Europe at Chapelcross

- Once electricity generation stopped in 2004 and the site's 16 heat exchangers cooled down, the asbestos cladding began to absorb water, becoming heavy and posing a safety hazard. When chunks were dislodged, it became essential to strip the cladding off entirely. Asbestos lagging is also being removed from the turbine hall, in all around 3,300 tonnes. Innovation has delivered savings to the programme and we hope the expertise developed during this project will be put to good use across other sites facing similar challenges. A similar asbestos removal project has recently been completed at Calder Hall.

Managing radioactive waste

The NDA has a leading role in the management of radioactive waste in the UK. Our overriding objective is to ensure that it is managed safely by putting it into the most appropriate and safe form for storage and ultimate disposal.

Radioactive waste in many different forms is present at all of our sites and we have also been given UK wide responsibilities for some important aspects of waste management that extend beyond our estate. An integrated approach to the way in which these wastes are treated, packaged, stored and disposed is vital to ensuring long-term safety, security, protection of the environment and value for money to the taxpayer. Effective waste management is essential to delivering our decommissioning programme. The NDA also manages other radioactive materials – Spent Fuel, Plutonium and Uranium – but these are not categorised as waste.

Low Level Waste (LLW)

Overall, the major components of LLW are building rubble, soil and steel items from the dismantling and demolition of nuclear reactors and other nuclear facilities. A sub-category of LLW is Very Low Level Waste (VLLW). This comprises small volumes principally from hospitals and universities and larger volumes from nuclear sites including used gloves, masks and other equipment.

About 93% of the UK's radioactive waste by volume is LLW, but it contains less than 0.01% of the total radioactivity.

Most LLW is sent to the Low Level Waste Repository near Drigg in Cumbria or in certain cases to specific landfill sites soon after it is produced. The NDA has responsibility for a UK wide strategy for dealing with nuclear industry LLW.

Intermediate Level Waste (ILW)

ILW comprises of metal items such as nuclear fuel casing and nuclear reactor components, graphite from reactor cores, and resins from the treatment of radioactive liquid effluents.

The NDA is responsible for ensuring the safe management and disposal of all its ILW and that belonging to others such as the MoD and British Energy.

About 7% of the UK's radioactive waste by volume is in the ILW category, which represents about 5% of total radioactivity.

For most ILW, packaging consists of immobilisation in cement-based materials within 500 litre stainless steel drums. There are a number of ILW packaging plants operating at Sellafield. These plants are packaging a variety of solid and sludge wastes from spent fuel reprocessing. Further packaging plants are being built and planned on other sites such as the new ILW store recently opened at Trawsfynydd.

High Level Waste (HLW)

These are wastes in which the temperature may rise significantly as a result of their radioactivity, so this factor has to be taken into account in the design of waste storage or disposal facilities. Initially HLW comprises nitric acid solutions containing the waste products of reprocessing spent nuclear fuels.

Although less than 0.1% of the UK's radioactive waste by volume is HLW, it contains about 95% of all radioactivity.

The highly active waste is turned into a solid glass form (vitrified) and encased in a stainless steel canister. Canisters designated for return to overseas customers are retrieved from the Vitrified Product Store at Sellafield (pictured) and prepared for transportation. The NDA is responsible for the programme of disposal of the UK's high level wastes.

People, skills and communities

The Energy Act places a responsibility on the NDA to maintain and develop a skilled workforce able to take forward the decommissioning and clean-up programme, and to give support and encouragement to communities affected by decommissioning.

We were instrumental in developing the case for a new National Skills Academy for Nuclear (NSAN) which was approved by Government in 2006 and this now forms part of a wide-ranging Skills and Capability Strategy.

- **ENERGUS - new centre of excellence for skills and training in West Cumbria**
 - In 2009, Ed Miliband, Secretary of State for Energy and Climate Change, along with students from two West Cumbrian secondary schools, opened ENERGUS, a state of the art £20 million skills, training and education facility at Lillyhall Business Park, Workington – part-funded by the NDA. ENERGUS is the first project of Britain's Energy Coast to come to fruition. The NDA is also investing in skills infrastructure in Thurso College (Caithness), Coleg Menai (North Wales) and Bridgwater College (Somerset).
- **Apprenticeships in the nuclear industry**
 - To date there are around 400 apprentices being supported through NDA funding across the estate, working in SLCs and the supply chain. They are an essential element of the strategy to ensure we have skilled young people in a significant number of trades to meet our future needs.
- **NDA National Graduate Scheme 'nucleargraduates'**
 - In 2007 the NDA National Graduate Scheme 'nucleargraduates' was launched. Twenty leading companies and organisations operating in the UK nuclear industry joined forces to develop the scheme. In 2009 the scheme was named in the Times Top 100 Graduate Employer category. It has been described as the 'most comprehensive graduate scheme the industry has ever seen'.

A decommissioning programme on this scale will inevitably have an impact on communities around the sites. Therefore, we take our socio-economic responsibilities seriously. Our approach is to focus on four priority areas of Anglesey and Meirionnydd, the Gretna-Lockerbie-Annan corridor in Dumfries and Galloway, North Sutherland and Caithness, and West Cumbria.

We are not the lead agency for economic regeneration but we seek to provide encouragement and, where appropriate, support to assist these communities in securing sustainable futures. More information on our approach and the projects we have supported can be found on our website.

Future challenges

Having successfully established our organisation and laid the foundations for future success, the NDA is moving from its start-up phase to a strong focus on delivery.

We are improving the levels of performance across the estate and working with our delivery partners and key stakeholders, such as the regulators, to deliver our core mission of cleaning up the legacy.

In the coming years our priorities will be to:

- continue the drive to reduce risk and hazard from legacy facilities
- increase the proportion of spending on decommissioning activity by reducing support costs and elivering year-on-year efficiencies
- make real progress in implementing geological disposal of higher activity wastes – key for dealing with the nuclear legacy and new build
- complete the remaining competition programme
- maximise our commercial income to offset costs to the taxpayer
- establish clear strategies for dealing with spent nuclear fuel, plutonium and other nuclear materials.

Further information

The NDA is committed to open and transparent engagement with stakeholders. Our website has been developed to become an accessible source of information for the nuclear estate, including a wealth of information about the NDA and its activities and challenges. Visit www.nda.gov.uk for more information.

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