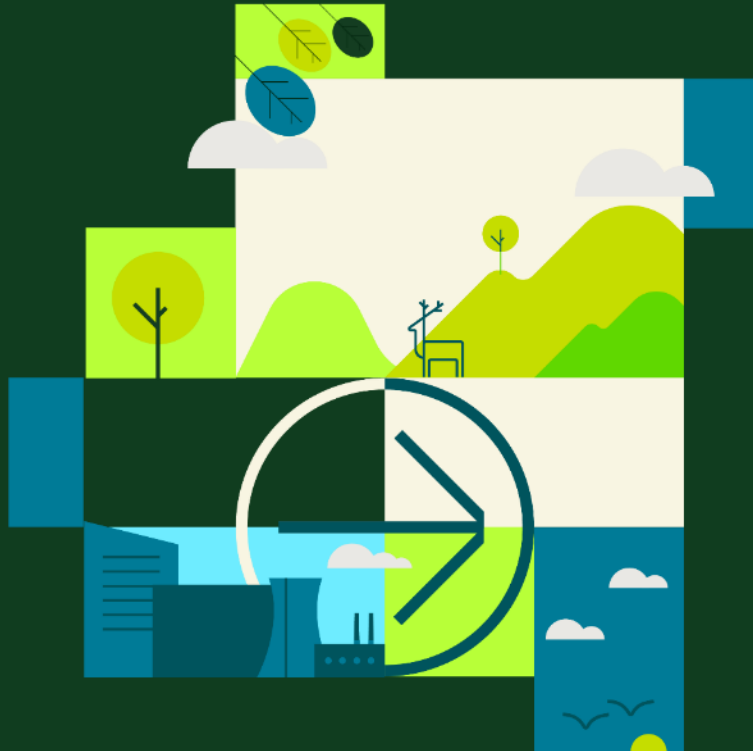


Nuclear Restoration Services



10/09/2026



NRS
Nuclear Restoration
Services

Agenda

Time	Topic	Lead
10:30 - 10:40	Welcome and safety share	John Grierson
10:40 – 10:50	NRS structure	John Grierson
10:50 – 11:00	Transformation programme	Dave Wilson
11:00 – 11:05	Business planning 2027/28	Sarah Deeble
11:05 – 11:20	5-year business plan opportunities – Solo Sites	Sarah Deeble
11:20 – 11:35	5-year business plan opportunities – Paired Sites	Kevin Shepherd
11:35 – 11:50	5-year business plan opportunities – Dounreay	Robert Astall
11:50 – 11:55	Useful links	Robert Astall



01

Welcome and safety share
John Grierson

Loading and Unloading Operations – August 2026

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What Happened

The has been an increasing trend of unsafe practices associated with deliveries to sites such as

- Persons accessing vehicles without appropriate protection measures resulting in increased risk of falls from height;
- Unstable items falling from vehicles
- Individuals accessing or moving around site without their whereabouts or activities being known

Actions Taken

- Toolbox talk has been created to reinforce the expected controls for deliveries
- Increased focus on supervision of delivery activities



Key Learning and Discussion

How can we ensure each delivery is planned, resourced and coordinated before unloading begins?

When should we stop work and seek advice if a load or unloading method appears unsafe?

Human Performance Corner



Observe and Coach

I ask open questions to encourage deeper self-reflection

What can you do differently in your work?

Issue Notes

Site: MSO

Event date
09/07/26

Contact:
David Williams

UNDERSTANDING THE RISKS

- Work at height
- Increased security risk associated with unvetted persons
- Unstable loads caused by:
 - Not secured the load correctly
 - Items moving in transit
 - items such as pallets are old or faulty.
- Time pressures associated with strict delivery schedules leading to poor decision making
- Drivers unfamiliar or unaware of NRS standards and requirements

CONSIDER AND DISCUSS

- Are we prepared for this delivery?
- Do we always have line of sight?
- When a delivery is expected, is all necessary equipment, such as load angels, and FLT's, ready before the delivery arrives?
- Is the work at height risk controlled?
- Are contractors who are required to provide escort duties clear on what is required of them?
- Are the security team, the delivery driver and escort aligned?

SUPERVISING AND OBSERVING

- Observation should be planned up front. The escort must ensure that no unloading is carried out until the recipient has arrived with a method of unloading and the driver understands.
- Observation of the task - are they using the right equipment such as a load angel, protecting themselves from a fall?
- Behavioural observations - are persons wearing the correct PPE, following their company procedures and working safely? Are they looking out for each other?



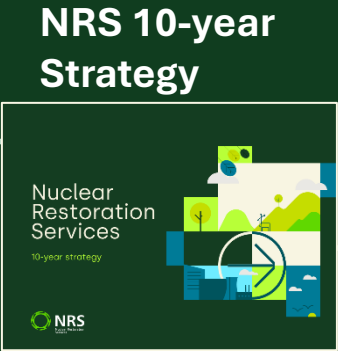
02

NRS structure
John Grierson

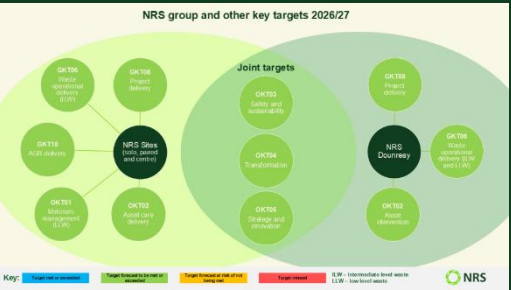
Strategy to delivery



NDA group Strategy



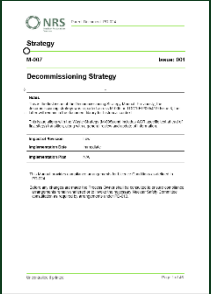
NRS 10-year Strategy



Business Plan and annual targets



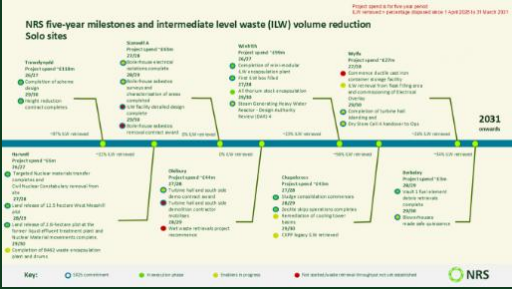
NRS Decommissioning Strategy



Mission plan

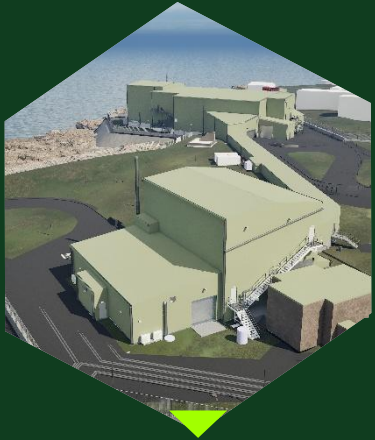


Spending review 2025 commitments



Delivery of our mission

- Clear work programme agreed for this spending review period
- Focus on meeting commitments safely, securely and sustainably, while driving increased efficiency



Dounreay shaft and silo

Trawsfynydd height reduction



Oldbury turbine hall demolition

Hinkley Point A Vaults

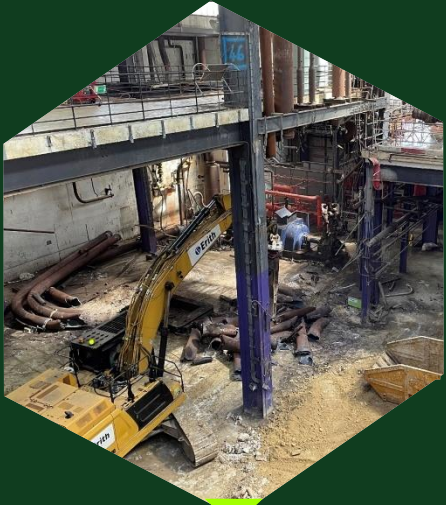


Winfrith
SGHWR

Dungeness
boilers



Making a difference



**Sizewell turbine
hall demolition**

**Higher activity waste
programme
completed at
Trawsfynydd**



**Dounreay breeder
fuel elements
removed**



**Chapelcross
masterplan strategic
developer
appointed**



**750 electrical
isolations in
Oldbury
turbine hall**



**Dungeness turbine
hall void filled**



Our business



John Grierson
Managing Director
Solo sites



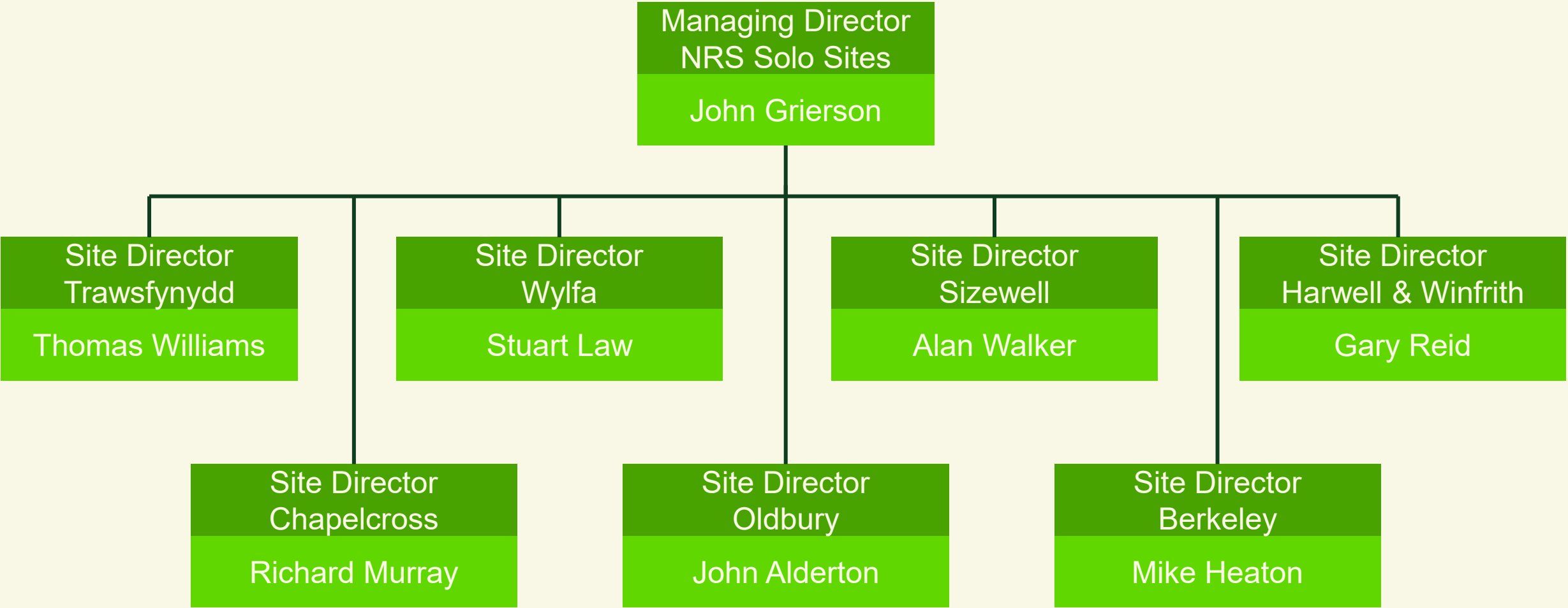
Jen Carruthers
P3M and Strategy
Director

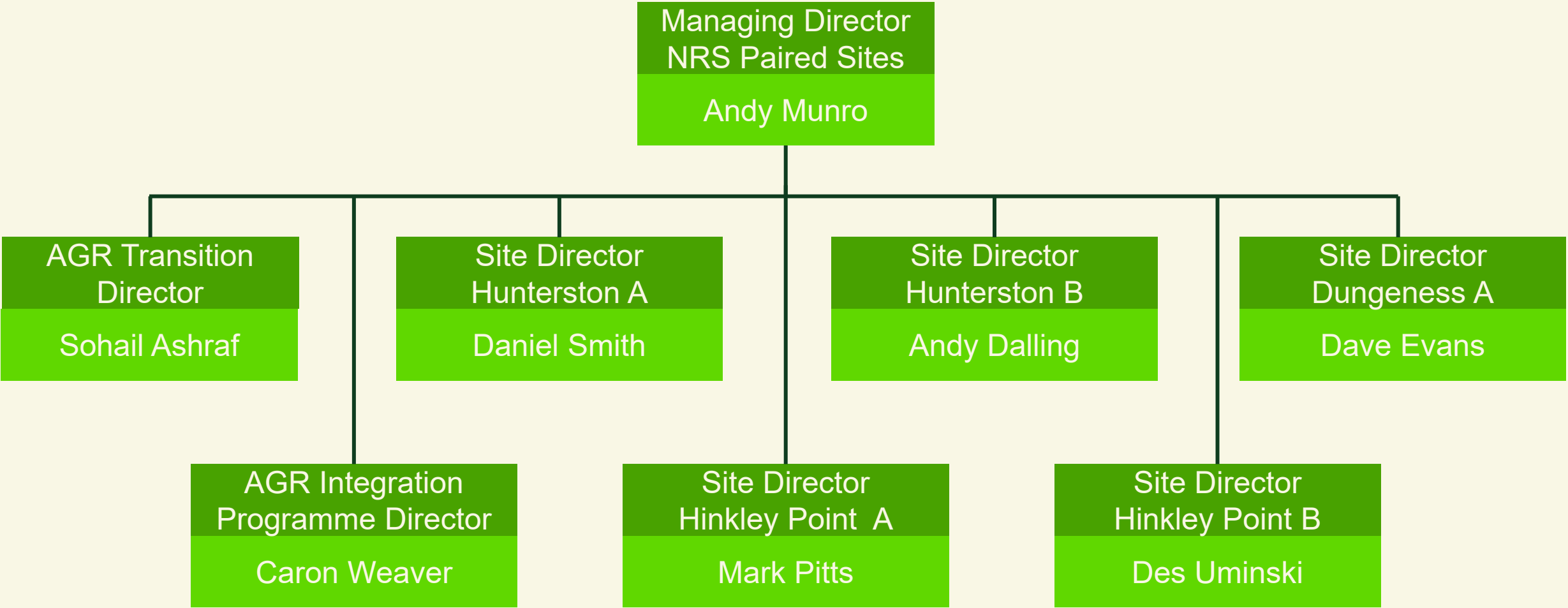


Andy Munro
Managing Director
AGR and paired sites

Dave Wilson
Managing Director
Dounreay

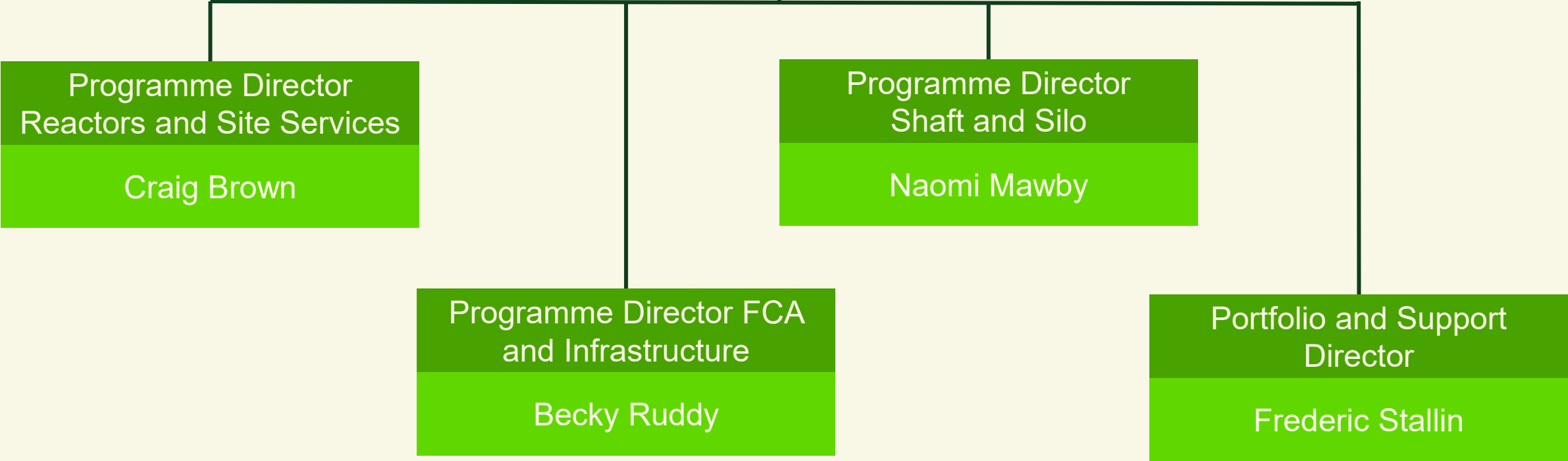




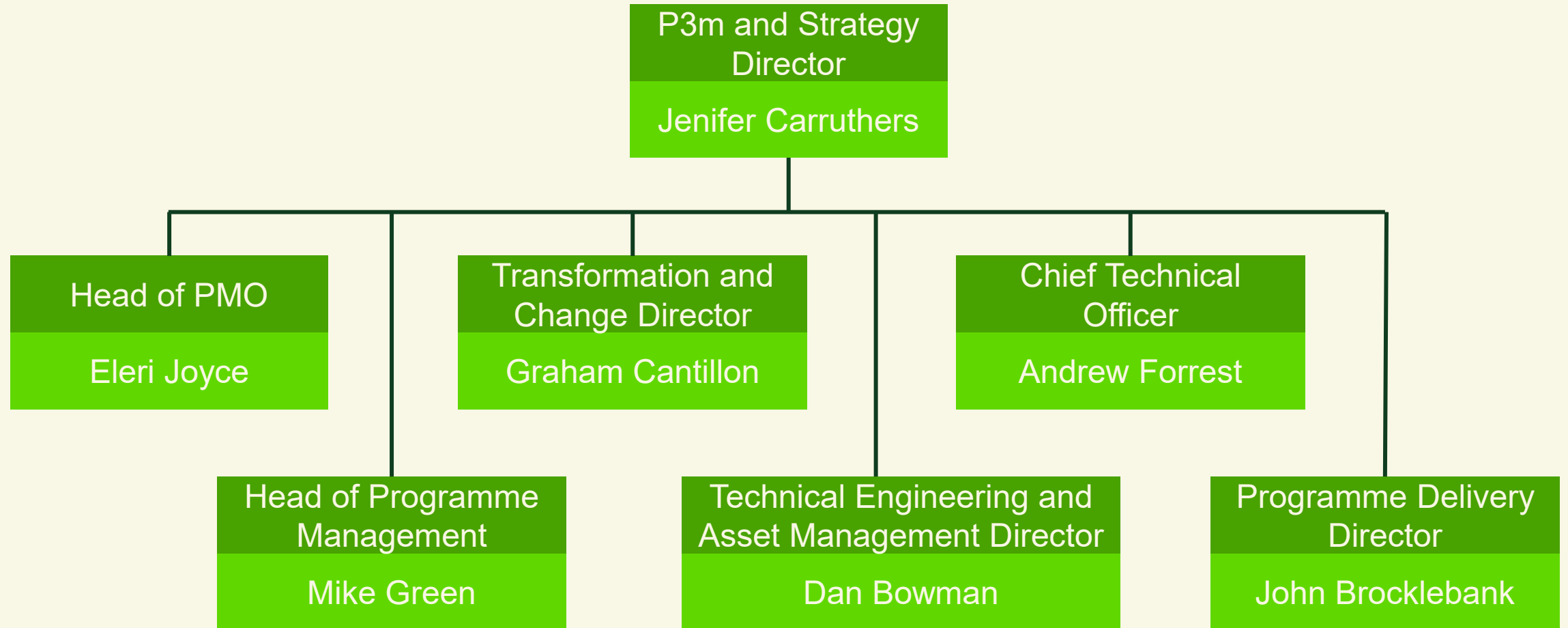


Managing Director NRS
Dounreay

Dave Wilson



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03

NRS transformation programme
Dave Wilson

Our heritage matters

With the same pioneering spirit that brought us here, we'll build a legacy for all our futures.



A race against time

Time is running out. The rising tides of **asset degradation** and **rising costs** threaten NRS's ability to deliver.



Addressing key challenges

Achieving pace and progress by 2030 is critical to **unlocking the funding we need to achieve our long-term goals**.



Siloed working and duplicated effort

Fragmented data and systems



Slow, manual processes

Red tape inefficiencies



Delivering the mission at pace

through skills, culture & innovation



Operate as

One Delivery Organisation united around a single mission

Clear priorities and modern ways of working

Supported by a single source of truth, we know what to do and why. We are trusted to make decisions.



Build a future-focused NRS to be proud of

As an innovator in reactor decommissioning, we will attract, develop, and retain world-class talent.



I know what to do, and why.

Less admin, more time on real work.

It feels like somewhere I can build a career.

Attract and retain talent

NRS

Single plan for delivery across sites and functions

I'm trusted to decide and act.

My work is valued, and I can see its impact.

We share ideas and improve things, every day.

Redefine supply chain as delivery partners

Embrace our place at the heart of our communities

People understand the long-term benefit of our work – for the good of all our futures.



Deliver at pace, without compromising safety and security

Maintenance outpaces asset degradation through smarter planning, regulation, and investment.



↑ **Downreay:** Leading the world in handling unique high-hazard challenges.

↑ **NRS sites:** Bringing 30 years of excellence in safe decommissioning.

↑ **AGRs:** Nuclear power world beaters beginning a new journey.

Our legacy

By laying the foundations for those who inherit our mission, we secure **a better future** for our communities, our country, and the landscapes we call home.



Remediate & Verify



Demolition



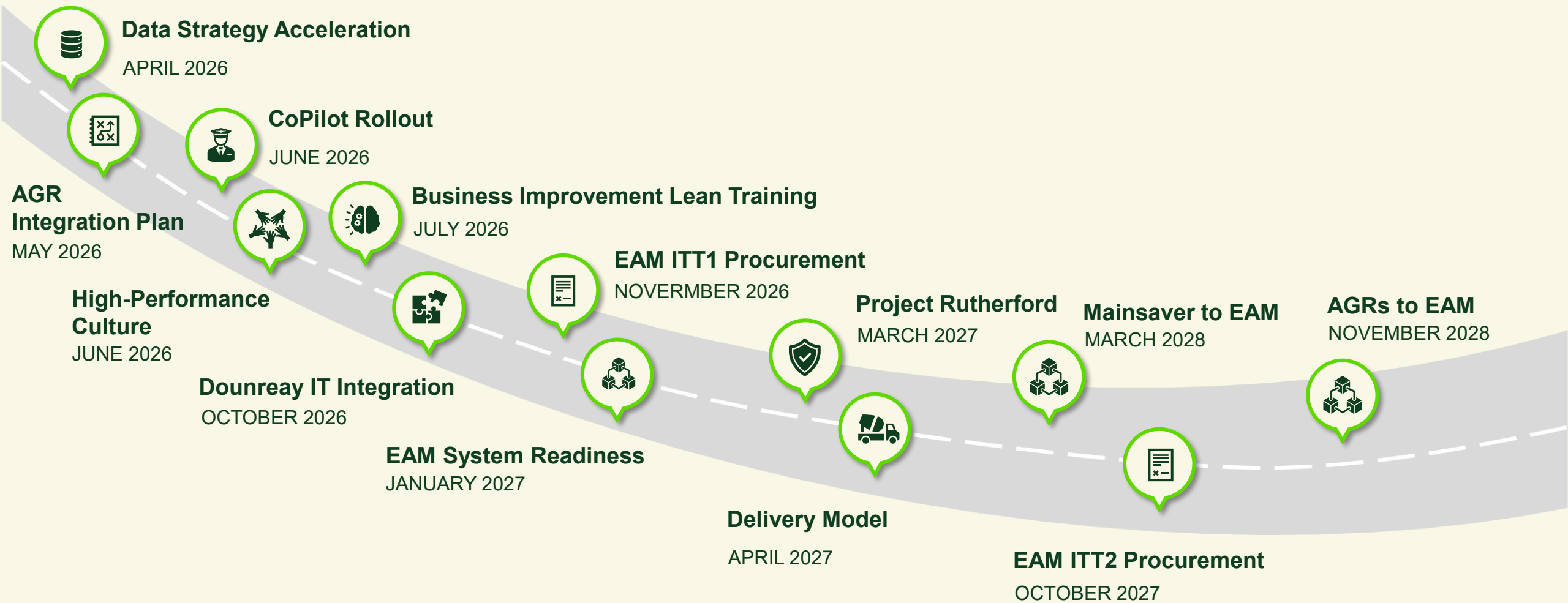
Decommissioning



POCO

This moment matters. Through an ambitious timeline of projects, we will **deliver, transform, innovate and grow.**

Our roadmap to 2030



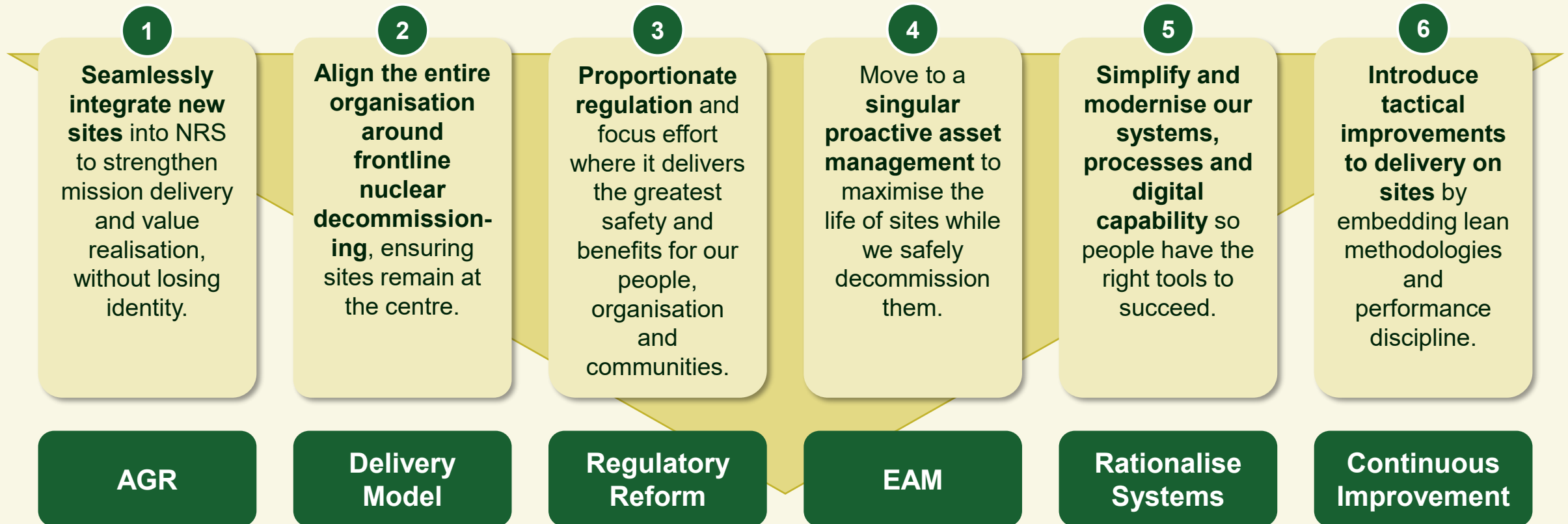
Please note dates are implementation dates, implementation of these programmes will take us to 2030.

Our transformation programmes help us deliver our ambition

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Transformation 2030 brings together the programmes that will help NRS deliver our ambition in a coordinated way.

Each programme tackles a different part of the challenge, but together they help us **operate as One Delivery Organisation** united around a single mission.



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Our transformation – what it looks like

Tx VISION

Establish NRS as the leading decommissioning organisation, investing in our people and achieving demonstrable progress in the next 5 years to enable accelerated waste removal, effective and efficient operations and enhanced project delivery.

BLUE CHIPS

Successful Integration of new sites	Enable Delivery through our Operating Model	Systems & Digital that Enable Efficient Delivery	Big Change Projects	Continuous Improvement	Culture
Seamless integration of AGR and other sites into NRS to strengthen mission delivery and value realisation.	Clear accountabilities, streamlined governance and improved ways of working to support predictable, efficient delivery.	Modernised systems and digital capability to reduce manual work and improve data driven decisions.	Targeted initiatives that unlock structural value and long-term performance improvement.	Embedding lean methodologies and performance discipline across sites.	Building a unified, high-performance culture that embraces accountability and change.

IN-FLIGHT

Develop AGR Integration Plan	Make vs Buy Strategy	Rationalise Systems*	EAM*	CI Capability Build	High Performance Culture
	HR Transformation	Co Pilot Initial Rollout	Security Enhancements	Quick Wins Surge Capacity	
	Optimised Delivery Model	*Rationalise systems includes in-flight projects like Dounreay IT Integration, IT Strategic Blueprint, Unified Intranet etc.	Regulatory Reform Discovery		
	Delivery Model		*EAMs in-flight projects : EAM System Readiness, Mainsaver to EAM		

NEXT FY

Implement AGR Integration Plan	Delivery Model	AI Development	Regulatory Reform Implementation	CI BAU	Culture Strategy Interventions
	HR Transformation	Rationalise Systems*	Business Dev. & Innovation Opportunities		
	LMS Long Term Solution	*Rationalise systems includes scheduled projects like Replace 2 Unit 4 into 1, PMO Systems, continue Dounreay IT Integration	EAM*		
	Implement Commercial Strategy		*EAMs scheduled projects : Maximo & Asset Suite to EAM, continue Mainsaver to EAM		



04

Business planning 2027/28
Sarah Deeble

Procurement pipeline - business planning 2027/2028

Purpose

NRS is developing a forward procurement pipeline for the 2027/28 business planning cycle to improve visibility, planning and engagement across all future procurement activity.

What this means for the supply chain

- All procurement requirements above £25,000 are being reviewed and captured.
- The pipeline will support greater transparency under the Procurement Act 2023.
- Planned procurement activity will be visible over an 18-month horizon, helping suppliers plan resources, tendering activity and delivery capability.
- The pipeline will include goods, services, works, resources, DPS requirements, framework routes, standalone contracts and direct awards where applicable.

How the pipeline is being developed

NRS sites and functions are completing three key reviews:

Atamis review – validating existing and planned procurement activity.

Asset care register review – identifying future site and asset-related requirements.

Framework utilisation review – understanding future use of established frameworks.

Key message

A complete and validated procurement pipeline will help NRS engage the market earlier, improve supplier visibility of upcoming opportunities, support better commercial planning and enable more effective delivery across the programme.

Next steps

Commercial points of contact will work with each site and function to validate requirements and develop the forward pipeline for publication and future supply chain engagement.

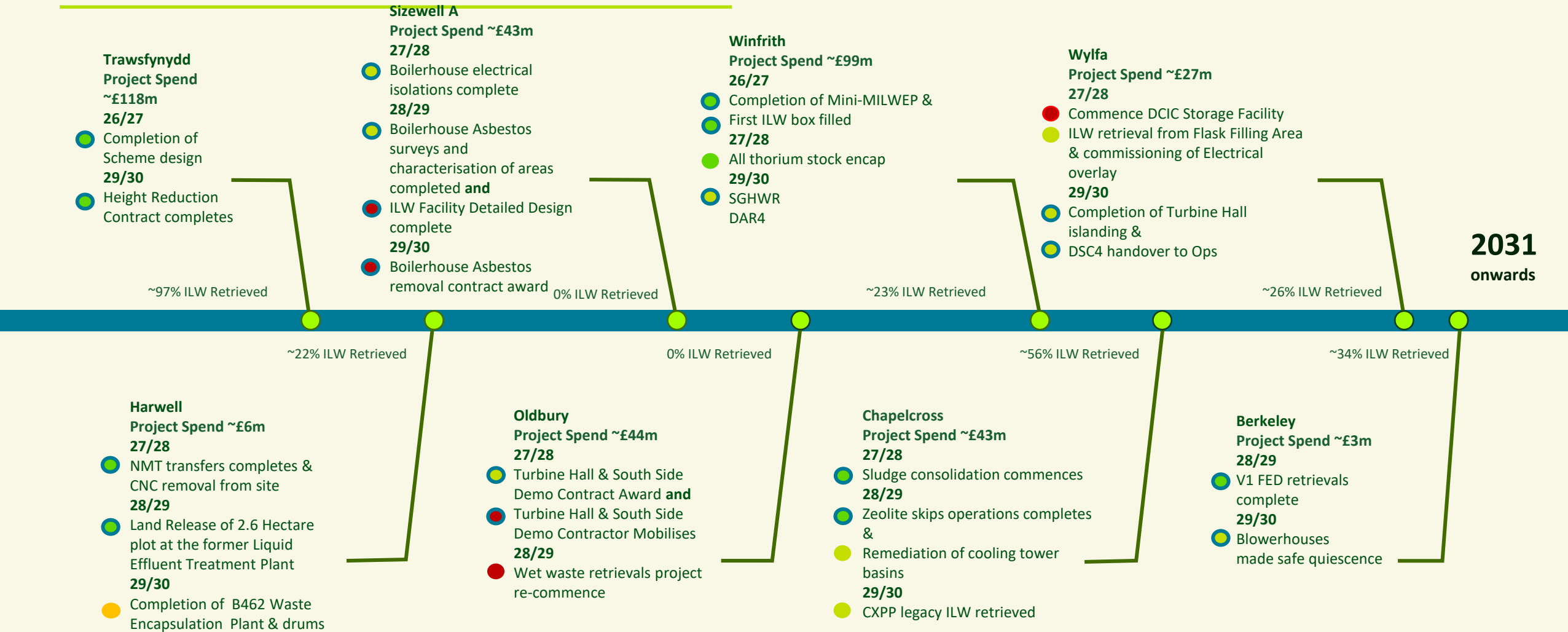
Reviews of the sites and functions business plans takes place late November



05

Solo Sites
Sarah Deeble

NRS 5-year milestones & ILW volume reduction – Solo Sites



Key:

SR25 commitment

In execution phase

Enablers in progress

Not started/ waste retrieval throughput not yet established

Priority projects – Solo Sites

- Trawsfynydd – Height Reduction
- Oldbury – Turbine Hall & South Side Demo
- Winfrith - Steam Generating Heavy Water Reactor (SGHWR)

Supply chain support

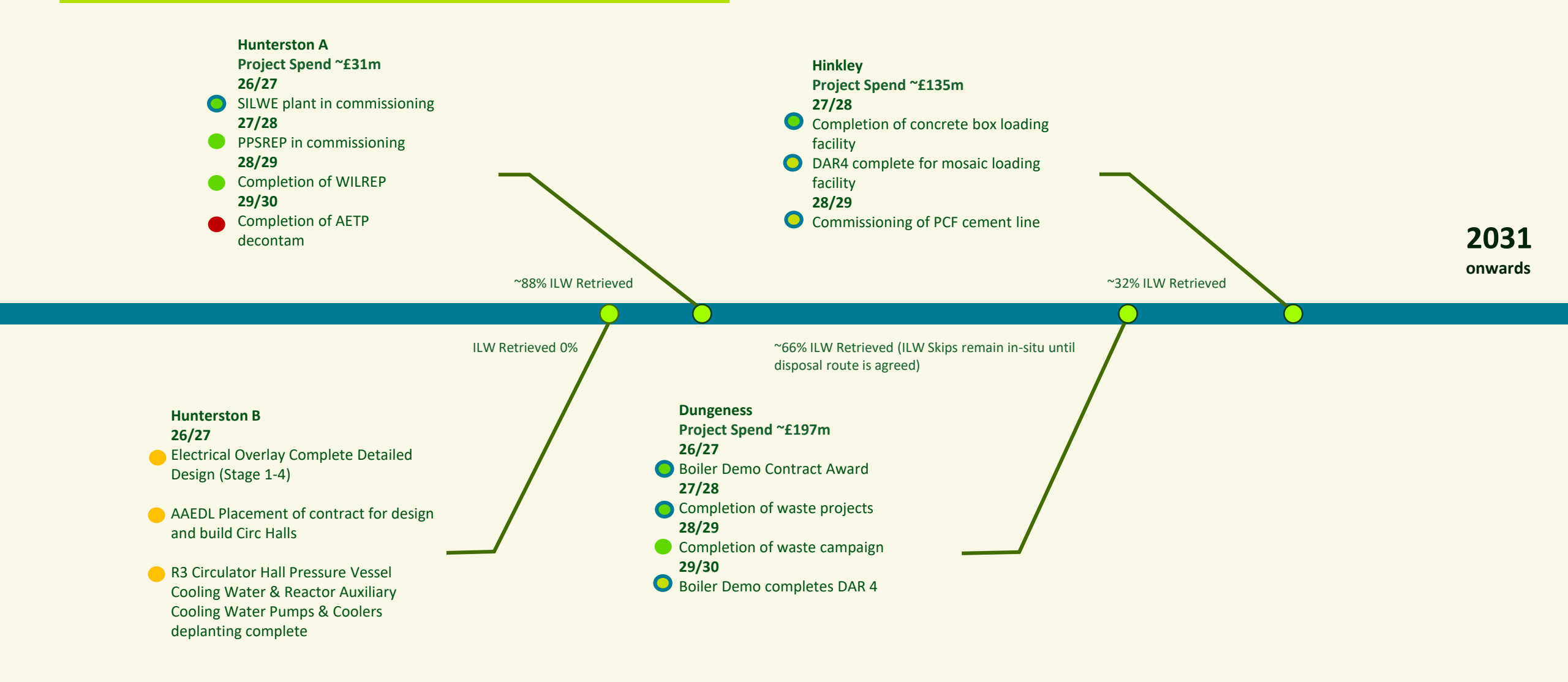
Programme Delivery Manager	Site	Contract	Value Range	Delivery Window	Route to Market
Jacob Clutterbuck	Sizewell	Design & Construction of Intermediate Level Waste Processing Facility	£5-£10m	Desired started date October 2028	Open Procurement Act 23
Jacob Clutterbuck	Sizewell	Boiler House Asbestos Removal	£75-£85m	Desired start date September 2029	TBC
Mark Liston	Oldbury	Demolition of various buildings	Under £750k	Desired start date May 2027	Decommissioning & Asbestos Removal Framework or Civils Dynamic Purchasing System
Alan Whiston	Wylfa	Ductile Cast Iron Container (DCIC) Storage Facility – Detailed Design, Construction & Commissioning	£2-2.5m	Desired start date April 2029	Competitive Flexible Procurement Act 23
Alan Whiston	Wylfa	Turbine Hall Islanding – Cooling Water Inlet & Outlet Modifications	£2-2.5m	Desired start date May 2028	TBC
Adrian Roberts	Trawsfynydd	Ponds Complex Demolition	£5-7m	Desired start date December 2029	Competitive Flexible Procurement Act 23
Alasdair Stewart	Chapelcross	Old Admin Building Demolition	£1-2m	Desired start date June 2029	Decommissioning & Asbestos Removal Framework
Allen Richardson	Chapelcross	Chapelcross Ponds Decommissioning-Divers	£4-4.5m	Desired start date April 2029	Open Procurement Act 23
Steve Maxwell	Winfrith	SGHWR – Design Delivery Partner	£4-5m	Desired start date December 26	Government Commercial Function Dynamic Purchasing System



06

Paired Sites
Kevin Shepherd

NRS 5-year milestones & ILW volume reduction – Paired Sites



Paired Sites – Hunterston A/B, Hinkley A/B, Dungeness A/B

- **Business Planning ongoing + reviewing synergies and opportunities across NRS Sites including (but not limited to)**
 - Boilers
 - Turbine halls
 - Demolition
 - Remediation works
- **Key activities £500K and above (currently on procurement plan*) Note: update to business plan taking place from October 2026 onward**
 - Tank repairs
 - Cranes
 - Waste disposal
 - Environmental monitoring
 - Demolition/deconstruction works
 - Cooling pond repairs
 - Asset Care

**Detail in addition to current business plan will be updated published following Business plan review/consideration of synergies across NRS*

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07

Dounreay
Robert Astall

FFICIAL

NRS 5 year milestones (with look ahead) - Dounreay



Project spend c. £350M

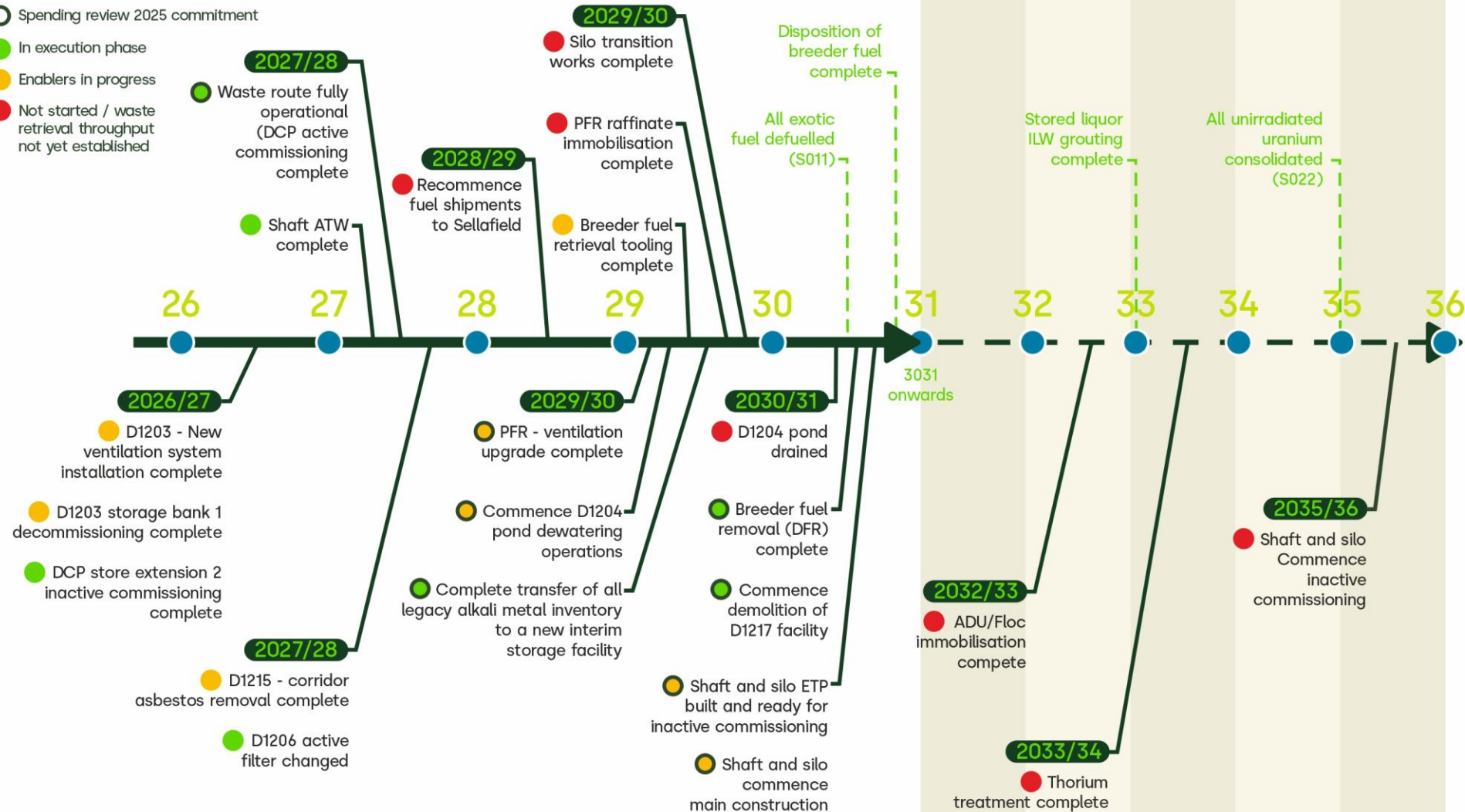
Delivery certainty

○ Spending review 2025 commitment

● In execution phase

● Enablers in progress

● Not started / waste retrieval throughput not yet established



Upcoming Dounreay procurements

Site services

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Colin Campbell	Tarring of Dounreay Offsite Carparks	£1m-£5m	18/01/2027	Open PA23
Valerie Jappy	Supply & Delivery of Medium Fuel Oil, Kerosene, Gas Oil and Diesel	£1m-£5m	01/04/2028	Framework - Further Competition

People

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Alison Ross	Framework Agreement for Contingent Resource (2027-2031)	≥ £10m to <£25m	01/06/2027	Framework Agreement – Set up of a new Framework

Capability

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Mike Potts	Safety Case Support and Peer Review Services Framework (2027-2031)	£10m-£25m	31/05/2027	Framework Agreement – Set up of a new Framework
Mike Potts	Safety Case Support and Peer Review Services Framework - Market Engagement	£10m-£25m	31/05/2027	Framework Agreement – Set up of a new Framework
Mike Potts	Technical and Professional Support Services Framework (2027-2031)	£25m-£50m	01/06/2027	Framework Agreement – Set up of a new Framework

Upcoming Dounreay procurements

Fuel Cycle Area (FCA)

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Gary Manson	D1204 Pond Project: Phase One Concept Design through Scheme and Detail Design	£1m to £5m	18/01/2027	Open (PA23)
Hugh Tunn	FCA Vent Upgrade Project	£1m to £5m	01/04/2027	Below Threshold – Competitive Tender
Michael L Tait	D1206 Major Project	£1m to £5m	01/04/2027	Direct Award - Above Threshold - PA23 Section 41 (Special cases)
Andrew Calder	Fuel Cycle Area Asset Review	£1m to £5m	01/07/2027	Framework - Further Competition
Andrew Calder	Building Information Modelling Project	£1m to £5m	03/04/2028	Framework - Further Competition
Matthew Lawes	D2900 Post Operational Clean Out (POCO)	£1m to £5m	01/06/2028	Below Threshold - 3 Quotes

Reactors

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Donna Stewart	Support for Bulk Alkali Metals Treatment Technical Study	£1m to £5m	01/10/2026	Framework - Further Competition
Matthew Leavesley	Two Senior EC&I Engineers	£1m to £5m	01/10/2026	Framework - Further Competition
Alisha Farquhar	Turbine Hall South and West Walls and De-Aerator Tower West Wall Cladding	£1m to £5m	01/04/2027	Below Threshold - 3 Quotes
Vicki Edmunds	Breeder Fuel Transport Contract	£1m to £5m	01/04/2027	Direct Award - Above Threshold - PA23 Section 41 (Special cases)
Andy MacInnes	Bulk Alkali Metals Treatment Concept, Scheme and Detail Design	£5m to £10m	01/04/2027	Open (PA23)
Andy MacInnes	Construction of D2185	£1m to £5m	16/09/2027	Below Threshold - Competitive Tender
Kevin Anderson	Prototype Fast Reactor Ventilation Upgrades	£10m to £25m	18/11/2027	Open (PA23)
Alisha Farquhar	Prototype Fast Reactor Concrete Panel Repair/Overcladding	£1m to £5m	06/03/2028	Below Threshold - 3 Quotes

Upcoming Dounreay procurements

Infrastructure

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Jason Simpson	Steam Replacement Upgrade	£1m to £5m	31/10/2026	Open (PA23)
Derek Manson	Accommodation Concept Design Outline Business Case Consultancy Services	£1m to £5m	01/11/2026	Open (PA23)
Morris Macleod	Water Infrastructure Assessment / Future Plan	£1m to £5m	04/01/2027	Framework - Further Competition
Derek Manson	Razor Wire Replacement - Site Security Fence	£1m to £5m	11/01/2027	Below Threshold - 3 Quotes
Paul Robertson	D1215 South Side Asbestos Removal	£5m to £10m	16/02/2027	Framework - Further Competition
Gary Armstrong	D1310 Laboratories Upgrades	£5m to £10m	01/04/2027	Open (PA23)
Morris Macleod	Ventilation Upgrades	£1m to £5m	01/04/2027	Below Threshold - 3 Quotes
Derek Manson	Replacement of Fire Alarm System	£1m to £5m	01/04/2027	Open (PA23)
Richard Hunt	Upgrade of Switchgear & LV Distribution Network	£10m to £25m	01/09/2027	Open (PA23)
Morris Macleod	Welfare Emergency Response Centre - Design	£1m to £5m	01/09/2027	Framework - Further Competition
Morris Macleod	Asbestos Removal - Steam Line & Stores	£1m to £5m	01/04/2028	Below Threshold - 3 Quotes

Upcoming Dounreay procurements

Shaft & Silo

Programme Delivery Manager	Contract	Value Range	Desired start date	Route to Market
Grant Coghill	Silo Effluent Treatment Plant	£5m to £10m	01/04/2027	Open (PA23)
Grant Coghill	ATO97 Groundworks	£10m to £25m	15/04/2027	Open (PA23)
Grant Coghill	Long Term Storage and Asset Management of Plant and Equipment for Shaft & Silo	£1m to £5m	03/05/2027	Open (PA23)
Colin Munro	Silo Transition Works	£1m to £5m	03/05/2027	Open (PA23)
Grant Coghill	Design and Build of Shaft & Silo Waste Transfer Plant and Equipment System	£10m to £25m	17/05/2027	Competitive Flexible
Grant Coghill	Pre Market Engagement - D&B of Waste Transfer Plant & Equipment	£10m to £25m	17/05/2027	Competitive Flexible
Gordie Sutherland	Shaft Groundwater Monitoring Works: Upgrades	£5m to £10m	01/06/2027	Open (PA23)
Iain Lyall	Shaft and Silo Process Cell including Shaft Retrieval Crane	£10m to £25m	12/07/2027	Open (PA23)
Andrew Taylor	D1211 Waste Retrievals & Sentencing Equipment	£1m to £5m	10/08/2027	Open (PA23)
Grant Coghill	Shaft & Silo: Remote Manipulators	£10m to £25m	28/01/2028	Open (PA23)
Andrew Taylor	Shaft & Silo D1211 Enabling Works	£1m to £5m	01/02/2028	Framework - Further Competition



08

Useful links
Robert Astall

Useful links – please access regularly

Please contact commercial.services@dounreay.nrservices.uk for any queries in the first instance.

Find a Tender: [Find a Tender](#)

Contracts Finder: [Contracts Finder](#)

LINC with Dounreay Registration (C10546): [Welcome](#)

NRS procurement pipeline: [Procurement at NRS - Nuclear Restoration Services - GOV.UK](#)

LinkedIn: please follow NRS where details of procurement engagement sessions and documents such as our supply chain newsletter can be found.

Join our mailing list

