

A commercial outlook for 2026: building momentum together



Fiona Bruce
Head of Commercial Strategy

Welcome back! I hope everyone enjoyed a well-deserved break over the festive season. As we step into 2026, we do so with renewed energy and a clear focus on delivering our exciting mission and preparing for significant new opportunities.

The multi-year spending review gives us a stronger foundation for longer-term planning and delivery. Our commercial team is working closely with the wider business to identify the support we'll need from you as our supply chain partners. We're committed to building an integrated, demand-led

procurement pipeline. By embedding category management and supplier relationship management (SRM), we aim to create a more strategic, transparent, and collaborative relationship with our supply chain.

Looking ahead, we encourage you to bring forward ideas that support hazard reduction, sustainability, and cost efficiency. By working together with clarity and purpose, we can deliver better outcomes for everyone.

Thank you for your continued support and partnership. I'm excited about what we can achieve together in 2026.



Andrew Munro

Managing Director NRS AGR and Paired Sites

The transfer of the AGR sites is an important part of the growth of NRS as a business. The transfer team has put in a huge amount of work to make the transfers of Hunterston B and Hinkley Point B in 2026 a success, and it continues to work tirelessly to create a seamless transition. The AGR programme affects our people across the entire business, showcasing that our amazing, skilled people are at the heart of everything we do, and we are so proud of the contribution made by our NRS team to date – across the sites, centre and programme.

Here's what that means in practice:

- EDF will complete defueling, funded by the Nuclear

Liabilities Fund (NLF)

- following fuel-free verification, each AGR station will transfer to NDA ownership, with NRS becoming the licensee
- Hunterston B is scheduled to transfer in April 2026, with Hinkley Point B 6 months later
- each site will transfer with its station staff and a decommissioning plan that we'll refine post-transfer
- relicensing and integration will be key steps in this process

Our focus remains on working with our supply chain to establish the foundations for safe, efficient decommissioning and delivering on our strategy to deliver, transform, innovate, and grow.

Caroline Shaw

Head of Commercial Assurance and Risk

includes several key strands.

The first of these is considering the financial health of NRS' supply chain, so we can ensure that the public funds entrusted to us are used responsibly. This work is closely connected to the development of NRS's supplier relationship management (SRM) capability, enabling us to take a more holistic and consistent approach to how we work with our supply chain partners.

The second strand involves assisting our teams in understanding issues within projects or contracts that have affected delivery outcomes. This

allows us to identify lessons we can learn from these projects or contracts to apply them to future work. I'd like to undertake more of this activity with the supply chain so that we can have open conversations, focus on areas where we can improve together and continue to build strong, effective working relationships.

Finally, I lead NRS's commercial assurance activity – you may have heard of our Commercial Assurance Review Panel, or CARP. This panel brings together representatives from across NRS to consider if our contracts are satisfying requirements of the

When I stepped into the role of Managing Director for NRS AGR and Paired Sites in April 2025, it was an opportunity I was excited to embrace. This is a pivotal period for NRS as we prepare to welcome EDF's 7 Advanced Gas-Cooled Reactor (AGR) sites into our portfolio. This is a transition that will shape both the future of our organisation and the wider UK nuclear decommissioning programme.



Happy New Year! I've been with NRS for just over a year in the role of Head of Commercial Assurance and Risk. This role was created to help NRS strengthen its commercial capability and to provide clearer insight into where we can focus our efforts. It

public contracting regime, such as social value (which will be more of a theme in 2026), and putting together the most effective commercial models to deliver our mission.

A key priority for me in 2026 is to improve the efficiency of our contracting approval processes. I

will be working with stakeholders across NRS to streamline where appropriate, while ensuring we continue to uphold the necessary controls around public spending. I hope this will help NRS become more agile and better able to meet the needs of our supply chain.

Atamis and Central Digital Platform (CDP): supplier guidance

Atamis is the e-sourcing system used by the NDA Group. Opportunities from across the group can be viewed on the Atamis supplier portal, where you will also be able to submit tenders for opportunities. Suppliers can register / log in / view opportunities at the following link: [Welcome to the OneNDA eCommercial System](#)

The Atamis system is web-based and hosted on the Salesforce platform, so it benefits from several Salesforce features. However, this does mean email notifications regarding opportunities come from a Salesforce domain and sometimes can be filtered as junk/spam. It is recommended that salesforce.com is added to your IT safer senders / whitelist to ensure you don't miss any opportunities. Invitation to tender notifications will come from noreply@salesforce.com

The primary contact on your account will receive the email notifications. Log in regularly to ensure your company information and contacts are up to date.

Tip: You can change the primary contact per procurement in the Manage Contacts module on your homepage

A helpful guide is available: [Suppliers: How to register your organisation and first administrator on find a tender in 3 easy steps \(HTML\) - GOV.UK](#)

In addition to registering on Atamis, suppliers tendering for a public contract must register on the **Central Digital Platform (Find a Tender)**. You'll need a GOV.UK One Login, which can be created here: [Create your GOV.UK One login or sign in - GOV.UK One login](#)

The image shows the Atamis supplier portal homepage with the following modules:

- My Proposals and Quotes:** View opportunities you have either registered interest in or have been sent by your customers. [Click Here](#)
- Find Opportunities:** Search for opportunities to tender. [Click Here](#)
- Message Centre:** View messages you have sent or received. [Click Here](#)
- My Contracts:** View your awarded contracts. [Click Here](#)
- Complete KPI's / Service Levels:** Review/complete service levels on your awarded contracts. [Click Here](#)
- Manage your account:** Manage your account settings.
- Company Details:** Make changes to your company information. [Click Here](#)
- Manage Contacts:** View and manage contacts linked to your account. [Click Here](#)

Due Diligence Questionnaire (DDQ)

NRS have recently created a new Due Diligence Questionnaire (DDQ) which is being used for below threshold procurements with a value >£25k.

This is answered for individual procurements on the Atamis system and comprises the five questions below:

Question number	Question	Weighting
1.1	Does your organisation hold ISO45001 Accreditation (or equivalent) or have an in-house policy as a minimum? If 'Yes', are you able to provide evidence of this, if requested?	Yes / No
1.2	Does your organisation hold ISO14001 Accreditation (or equivalent) or have an in-house policy as a minimum? If 'Yes', are you able to provide evidence of this, if requested?	Yes / No
1.3	Does your organisation hold ISO 9001 Accreditation (or equivalent) or have an in-house policy as a minimum? If 'Yes', are you able to provide evidence of this, if requested?	Yes / No
1.4	Does your organisation have a Policy, Plan or Process in place that addresses the risks of CFSI? If 'Yes', are you able to provide evidence of this, if requested?	Yes / No
1.5	Does your organisation agree to the Form of Contract as published?	Yes / No

Here are some useful top tips on how to write an effective bid provided by Crown Commercial Services:

6 top tips for writing effective tenders:

1. Research the buyer and align your bid with their strategic priorities
2. Be specific: use relevant examples and data to support every claim
3. Create added value: demonstrate benefits that you can provide that other suppliers cannot
4. Know your deadlines: plan backwards from submission date with internal milestones
5. Write in clear, concise language
6. Structure responses with headings, subheadings and bullet points

6 common mistakes to avoid when writing your tender:

1. Submitting generic or responses from previous bids
2. Starting the bid too late or underestimating preparation time
3. Using jargon or making unsubstantiated claims
4. Exceeding word counts or ignoring formatting requirements
5. Missing mandatory requirements or supporting documents
6. Failing to demonstrate specific value for the buyer

To find out more about writing a successful bid check out this useful guide provided by Crown Commercial Services: [How to write a bid: a supplier guide to writing effective tender responses](#)

For more information on how to work with NRS,
please follow the below link:

**Procurement at NRS -
Nuclear Restoration Services - GOV.UK**