NRS Dounreay

For all our futures

Performance Report to DSG Site Restoration Sub Group

For the period 1st July 2026 – 30th September 2026

Executive Summary

Dounreay continues to make good progress against its key delivery commitments for FY26/27, with overall performance remaining broadly on track. Two of the site's three performance targets are currently forecast to achieve stretch performance, with the remaining target forecast to achieve on-target performance.

During the period, a number of significant delivery milestones were achieved, and progress continues across reactor decommissioning activities, waste management operations and key infrastructure improvements, supporting delivery of both current-year targets and longer-term Spending Review commitments.

The principal delivery challenge remains the DCP Store Extension project, where inactive commissioning is currently forecast to miss its FY26/27 target milestone. Recovery actions are in place.

Operational performance remains strong, with waste consignments and fuel retrieval activities progressing well. Site asset condition improvements are also advancing, with all twenty planned key asset interventions forecast to complete within the financial year.

Safety, security, health and environmental performance continues to improve, although the overall assessment remains AMBER. Positive progress has been recognised in regulatory engagement and delivery of the Safety Priority Action Plan; however, conventional safety performance, organisational resilience and the sustainability of improvements remain areas of ongoing management focus.

Looking ahead, the site's priorities remain focused on delivering this year's targets, maintaining safe and compliant operations, and progressing the projects and enabling activities required to achieve the commitments set out in the 2025 Spending Review and support the long-term mission of site restoration.

More detail on the long-term direction is provided in Appendix 1. This appendix will not be updated quarterly but is intended to provide an overview of the long-term strategy and how the work being undertaken this year contributes to it.

In-year progress

There are three key targets this year –

Target	Forecast
GKT8 Project Delivery	Stretch
GKT6 Operational Delivery	On Target
OKT2 Asset Interventions	Stretch

These are displayed on the diagram below -



GKT8 – Project delivery measured by schedule milestones

There are 10 sub element milestones for this target, each with their own deadline date. If 8 or more sub elements are achieved by their individual deadline dates, the target is achieved at stretch. If 7 sub elements are achieved on time, then the target is achieved at on target. And if 6 sub elements are achieved on time, then the target is achieved at threshold. If 5 or less sub elements are achieved on time, then the target will be missed. We are currently forecasting to achieve 9 on time so the target will be achieved at stretch. The list of milestones is as follows –

- D1203 Ventilation Improvement Project (VIP) installation complete
- D2001 Carbon Bed Filter (CBF) intrusive ground investigation physical work (borehole drilling)
- D1206 Active Filter Change (AFC) Robot Fabrication & Testing Complete
- D1203 Storage Bank (SB1) and UO3 line decommissioning complete

- PFR Ventilation System construction contract tender process commenced
- PFR Alkali Metal Storage Improvements Dounreay Modification Report (DMR) encompassing the Safety & Environmental Case is produced for the construction of the new Alkali Metal Store
- Shaft and Silo Advanced Transition Works (ATW): Completion of cell wall construction, installation of gantry beam
- DCP Store Extension: Completion of inactive commissioning.
- Non Active Drains. Completion of site enabling work to allow delivery of Treatment Plant 1 (TP1) Mechanical equipment.
- Dounreay Access Control Replacement Programme

These are all included on the site key targets diagram above. Milestones highlighted in blue indicate the targets that have been met or exceeded. There is one target highlighted in red to indicate it will not be achieved.

GKT6 – Operational delivery measured by metrics, i.e. quantity, throughout, etc.

There are 6 sub elements for this target. They each have their own definition of what is required to achieve at stretch, on target and threshold and the overall achievement of the target is determined by the lowest scoring sub element. I.e. if we achieve 5 sub elements at stretch and 1 at threshold then the overall target is achieved at threshold. The 6 sub elements are as follows -

- Metric 1: Consignment of CHILW Drums into unconditioned CHILW store
- Metric 2: Consignment of RHILW Drums into unconditioned RHILW store
- Metric 3: Consignment of Half Height ISO Containers to the Low-Level Waste Disposal Facility (LLWDF)
- Metric 4: Diversion of LLW off-site using Nuclear Waste Services (NWS) Frameworks
- Metric 5: Average Waste acceptance rate (%) for ILW, LLW and Controlled Wastes over the 12 months
- Metric 6: DFR Removal of Breeder Fuel Elements

This target is forecast to be achieved on target with 4 sub elements forecast to be achieved on target (metrics 1, 2, 3, 5) 1 at stretch (metric 6) and 1 already achieved at stretch (metric 4).

OKT2 – Key asset interventions

There are 20 sub element asset interventions identified for this target. There is no set date for each to be competed, but they must be completed within the financial year. If 16 or more are completed within the year, the target is achieved at stretch. If 14 or 15 are completed in the year, then the target is achieved at on target. And if 12 or 13 are completed in the year, then the target is achieved at threshold. If 11 or less are completed in the year, then the target will be missed. 20 sub elements are currently forecast to be completed within the financial year so the target will be achieved at stretch. The list of asset interventions is as follows –

- D2003 office windows
- D2003 fire exit doors
- D2000 Roof
- D1300 lecture Theatre repair work
- DN060 North annexe
- D8525 Roof edge protection
- Pits surface stabilisation
- D1218 South facing windows
- D1313 tender work for new roof
- Replacement of Dounreay Fire and Rescue Service (DFARS) roller doors
- Replace 4 carpark concrete panels
- D1206 office roof repairs
- D1200 lab North annexe roof
- DN141 roof repairs
- D1201 main entrance lintol repairs
- D1201 roof repairs
- D1201 tea bar windows replacement
- PFR transformer unit cladding
- DFR control room roof
- DFR D1101 IXP Roof

These are included at the top right-hand corner of the diagram where you can see the asset interventions already completed are in blue and those forecast to be completed within the financial year are in green. 10 have been completed to date and all 20 are forecast to be completed within the financial year.

Programme delivery updates

Reactors

The PFR Infrastructure Project has successfully installed 2 mast climbing work platforms (MCWPs) for the North Turbine Hall recladding project, providing a safer, more efficient alternative to traditional scaffolding. Installed and operational within just 7 working days, the mast climbers have improved access arrangements, increased productivity and reduced reliance on crane support. The innovative approach is expected to deliver savings of approximately £140k compared with a conventional scaffolding solution. The platforms allow personnel, tools and materials to be positioned directly at the required working height, while an integrated 500kg hoist enables steel beams and cladding sheets to be lifted directly to the workface.

A redundant air pressure vessel and associated pipework used for the breathing air supply have been safely removed from the DFR Water Treatment Room. This creates storage space for 6 new containers that will support future breeder dry fuel shipments. This required effective collaboration across project, operations, lifting and contractor teams to deliver improvements safely, efficiently and cost-effectively.

Work has commenced on the repairs to the exterior of the DFR ventilation plant building, D1127. This work is being carried out by the DFR team in collaboration with contractor Gow's Lybster Ltd. Work will include the replacement of deteriorated facings around the building. Painting of the east elevation of the sphere will commence soon with contractor Berlin Tech.

Repairs to the DFR control room atrium roof are in progress. The glass roof has been safely removed, and repairs are ongoing to put in place a new roof which will now be a flat design. Internal to the control roof, the ceiling height will remain the same, walls panels and flooring will be replaced and painted.

The team supported the REDE26 exercise specifically looking at the future flask moves of breeder fuel off site to Georgemas railhead for further transport to Sellafield. Positive learning provided from multi agency participation.

A further 12 breeder fuel elements have been recovered from the Dounreay Fast Reactor and the programme remains on track to achieve the stretch target of 60 for this financial year. The team have moved into a 7-day working pattern to maintain progress. Over 80 percent of the breeder fuel has now been retrieved with the remaining 156 elements being the most challenging given their condition and location.

FCA

YTD SPI	YTD CPI	PROGRAMME EXPENDITURE
1.00	1.15	£14.9m
ON SCHEDULE	FAVOURABLE	YTD TO PERIOD 6

DELIVERY HIGHLIGHTS

GROUP KEY TARGETS (GKTs)

D2001 Carbon Bed Filter	Borehole drilling completed. GKT complete
D1206 Active Filter Change (AFC)	Robot Factory Acceptance Testing complete; GKT complete.
D1203 Replacement Ventilation	Replacement Vent installation continued; GKT on track
D1203 SB1 and UO3 Line	SB1 and UO3 line decommissioning on track; GKT on track

PHYSICAL DELIVERY AND ASSET PROGRESS

D1217 | PERIODS 3–6

- 625 cores cut into the PIE South Cell floor.
- 181 containment entries completed.
- 124 LLW C-Bins sentenced (13.7 tonnes)
- Six bags of out-of-scope waste (2.2 tonnes)

D1203 Storage Bank1 / UO3 Line

- Approximately 230 entries and removal of 3 gloveboxes, 450–500 m of pipework and 230 LLW drums of secondary waste.

ASSET AND OTHER DELIVERY

- D1210 progressed into building demolition.
- D1206 AFC readiness reviews and deployment preparations progressed.
- D1204 Medium Active Cell access works continued.
- D1201 lintel and tea bar windows replaced.
- Redundant ventilation external to D1206 removed.
- D1206 North and South ventilation assessment and remediation ongoing.
- Unisex change-room optioneering underway.
- D1209 fire alarm installation ongoing.

FCA WASTE PERFORMANCE (FY26-27 to date)

CONSIGNMENTS	CONSIGNED	OFF-SITE DIVERSION
845	**222.8 t**	**306 t**
400 LLW compactable	337.8 m³	Includes D1203 ductwork

QUARTER 3 FOCUS

Complete D1203 Storage Bank (SB1) and UO3 line decommissioning and associated waste consignments; complete D1203 Vent Improvement Plant installation; progress D1206 AFC readiness; maintain D1217 delivery; continue ongoing fire-alarm works.

Shaft & Silo

Programme business case now fully approved by HMG. All Project business cases are progressing in line with the sanction plan.

Enabling works:

- GKT 8.2.7 Shaft and Silo. ATW: Completion of cell wall construction, installation of gantry beam. The delivery focus and recovery plans were realised this period with the Cell Wall construction completed on 10 Sept followed by installation of the Service Gantry Beam on 15 Sept. The subsequent quality inspections and sign off was completed on 18 Sept, four days ahead of schedule. This completes this target.
- Contracts have been awarded for concrete cutting (Corecut) and cutting mock-up (Gow's)

Capability Acquisition

- Sourcing strategies approved for D3310 building design change, Main Construction WI co-ordination and collation.
- Process cell trials - Engineering workshops held to refine scope.

DCP Store extension

- ILW Drum Handling System target positioning and stacking capabilities tested and proven.
- Work to finalise the Container Handling Crane installation has continued, with documentation transfers being achieved ahead of anticipated schedule.
- A return to Green plan has been implemented with focussed action to recover slippage and complete the project by the P50 completion date of 21 June 2027

Site Services

Site services continue to build resilience within its team through the addition of Debbie Oag as Business Manager, Debbie will work with the team to manage and improve the wide variety of services offered to the site in terms of planning, reporting and the management of business-related functions. The team continue to prioritise compliance related activities, most notably on the sites legacy waste pits, sites drainage system and improvements to the laboratories infrastructure. Continued support is also provided to the Dounreay Cementation Plant Store Extension 2, with the future operations team now being formed.

Significant progress is being made across the site on minor works with the site lecture theatre, previously damaged during the last winter storms, nearing refurbishment completion and a range of additional facility improvements being completed. Progress continues with NRS workplace services contractor AMEY to provide additional support to the site in undertaking building improvements, the first being the replacement of the D1313 workshop roof. On the 1 October the catering and cleaning services successfully transitioned to AMEY's subcontractor Aramark, positive feedback has been received from the catering and cleaning team and the staff using these facilities

Infrastructure

Site infrastructure has spent £8.2M to date and forecasts expenditure of £18M this financial year, representing approximately 9% of the site's year end forecast spend. Infrastructure projects are also undertaken in each of the programme areas, see their updates for more details. Current priorities for this area focus on utility resilience, waste and analytical capabilities, IT/OT and security improvements, and upgrades to non-active facilities.

Utilities:

- Steam contingency project (temporary supply of steam to facilities in FCA)
- Electrical distribution - procurement of switchgear for critical facilities this FY and development of HV strategy and plan.
- Steam stabilisation - no expected spend this FY as were going through governance getting business case/ contracts ready this FY ready for implementation next FY)

Waste/ Analytical capabilities:

- D1310 lab upgrades (detailed design completed this FY and ready for build next FY)
- Non-active drains - upgrades to NAD system (Treatment plant 1 installation)
- LLLETP - various facility upgrades (including SCADA/ PLC system, accommodation and gravity receipt ladder)
- LLW Pits - resurfacing works and technical reviews)
- D1313 Gamma Calibration Facility - installation of new calibration equipment

IT/OT/ Security:

- Automated Access Control System Replacement - installation of new access control system across all Cat 1 facilities and 50% of main gate turnstiles)
- IT/OT Demilitarised Zone - upgrade to IT/OT network at NRSD
- preparation work for FCA security fence replacement (not expected this FY but business case etc. being developed ready for implementation next FY)
- D1120 server room upgrades - new emergency generator and various server room upgrades

Non-active facilities:

- Accommodation strategy - developing strategic and economic case

Commercial

During the period there has been significant commercial activity with the supply chain. Particularly noteworthy is that a number of advance/enabling contracts have been placed to support the progression of the Shaft and Silo Programme. The sourcing process has, in addition, formally commenced on two major procurements for Shaft and Silo - for the Programme Delivery Partner and for the Transfer Corridor Plant and Equipment package of work. Also of note was the transfer to Aromark (subcontractor to Amey, NRS Workplace Services provider) of the site catering and cleaning services, involving the TUPE transfer of the existing staff from the previous incumbent supplier.

There have also been both virtual and face to face meetings with the supply chain, providing detail on Dounreay's pipeline of future procurement opportunities.

Financial table

Many projects are currently updating their business cases and plans through change control. As this work is completed, more detailed financial information will be available. In the meantime, the table below provides the sanctioned (approved) and forecast costs and completion dates for sanctioned projects.

Unique Identifier	Project Description	Forecast/EAC Cost	Sanction Value P50	Sanction Value P50e	Sanction Value P80	Sanction Value P80e	Forecast Finish Date	Sanction Finish Date P50	Sanction Finish Date P80
D10003	D1217 Decommissioning and Demolition	12,900	12,900	13,400	14,100	14,700	10/01/2031	10/01/2031	21/08/2031
D10002	D1203 Ventilation Improvement Project	10,700	10,700	11,000	11,100	11,400	31/01/2028	31/01/2028	30/06/2028
D10004	D1206 AFC Restoration Project	8,300	8,300	8,400	8,900	9,000	07/07/2027	07/07/2027	19/11/2027
D30015	DCP Store Extension 2	61,592	65,000	65,000	66,500	66,500	21/07/2027	21/06/2027	30/08/2027
D20006	DFR Breeder Enabling Offsite Fuel Shipment (FBC)	5,100	4,800	5,100	5,000	5,400	05/01/2029	05/01/2029	17/01/2029
D10001	D2001 Carbon Bed Filter	1,180	1,160	1,180	1,280	1,300	16/06/2027	16/06/2027	07/12/2027
D30012	D1310 Labs design & Build	12,582	12,582	13,800	13,544	14,780	30/11/2031	30/11/2031	30/04/2032
D30017	Non Active Drains (NAD)	7,000	5,171	6,500	5,360	6,500	11/10/2028	04/01/2027	19/03/2027
D30013	Automated Access Control System (AACS)	4,094	3,632	3,632	4,068	4,068	31/12/2027	30/03/2027	30/03/2027
D20004	DFR Breeder Release of Damaged Elements (FBC)	5,700	5,300	5,700	5,700	6,200	02/08/2029	02/08/2029	02/11/2029
D20005	Bulk Alkali Metals Storage Improvements (OBC)	9,571	8,396	9,571	8,916	10,162	18/12/2030	18/12/2030	30/05/2031

P50 Values indicate costs/dates with a 50% confidence level.

P80 Values indicate costs/dates with an 80% confidence level.

P50e/P80e indicate P50/P80 values with escalation (inflation) added.

Safety, security, health & environment update

L3/L2 Assurance rate NRS Dounreay's Q1 EHSSQ performance as AMBER with an improving trend. Progress is credible, but remains fragile and dependent upon resilient SQEP capability, effective supervision and consistent implementation of strengthened standards, processes and assurance arrangements.

Notable Events: Media interest was generated following the July D1310 laboratories acid odour event, and ONR issued an Enforcement Letter in September, associated with the August PFR milling machine overturning incident. Both events highlight the continued importance of maintaining high standards of conventional safety, effective supervision and disciplined execution at the point of work.

The Safety: Priority Action Plan provides a credible route towards routine regulatory attention and has been independently assessed as GREEN. The focus is now on demonstrating that actions deliver intended outcomes, are supported by adequate evidence and result in sustainable business-as-usual improvements.

Conventional safety remains the principal area requiring improvement. Although TRIR has reduced, investigations and UNORs continue to identify systemic weaknesses involving operational discipline, human performance, asset condition and increasing tolerance of defects.

Regulatory performance is improving, supported by positive engagement with ONR and progress in closing regulatory issues. However, sustained implementation of COMAH and DSEAR arrangements, continued environmental compliance and delivery of agreed remedial actions remain important tests of regulatory confidence. In early August, SEPA closed the Non-Active Drain Regulatory Notice.

Organisational capability remains a cross-cutting risk. Recruitment and external support are improving capacity, but limited strength in depth across safety, environmental, radiological protection, safeguards and assurance roles continues to create vulnerability.

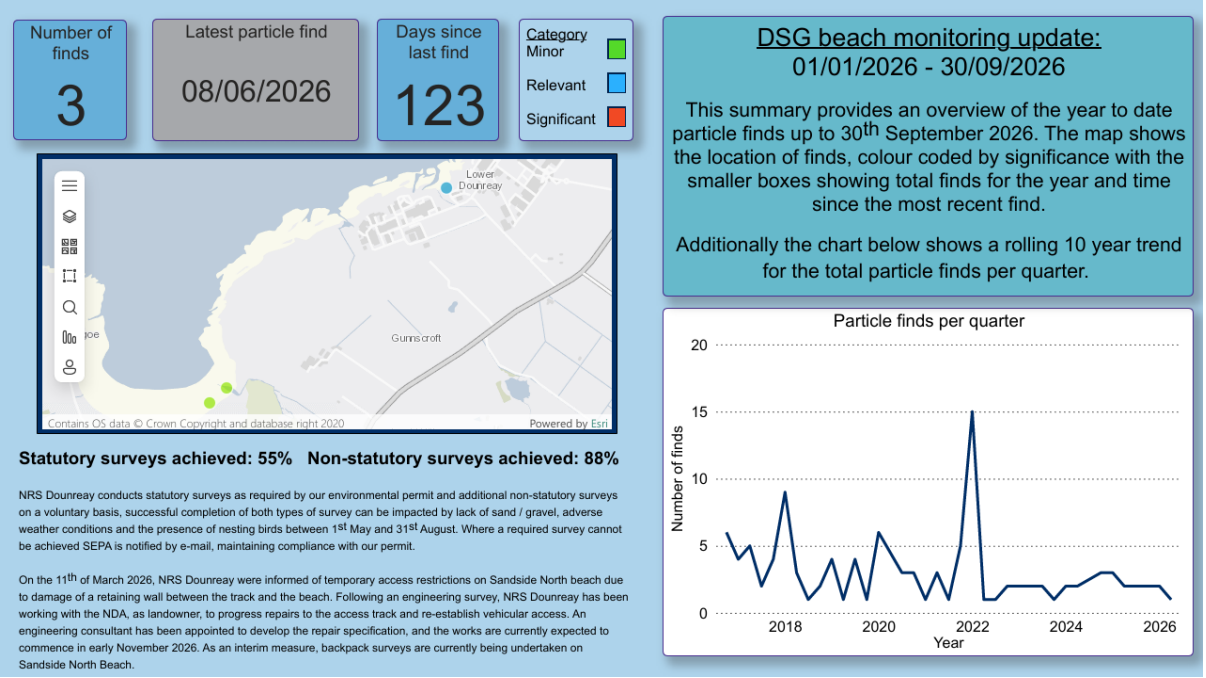
Security and safeguards arrangements remain established, and core regulatory activities continue to be delivered. However, our L3/L2 assurance assesses both areas as AMBER, reflecting infrastructure, maintenance, documentation, implementation and workforce resilience challenges.

Emergency preparedness remains AMBER following the requirement partially to redemonstrate strategic command and control capability through the Site Incident Control Centre during REDE26 (due in September).

Business continuity governance has strengthened through approval of the roadmap and policy, but evidence is still required that effective, exercised and sustainable arrangements are operating across the delivery business.

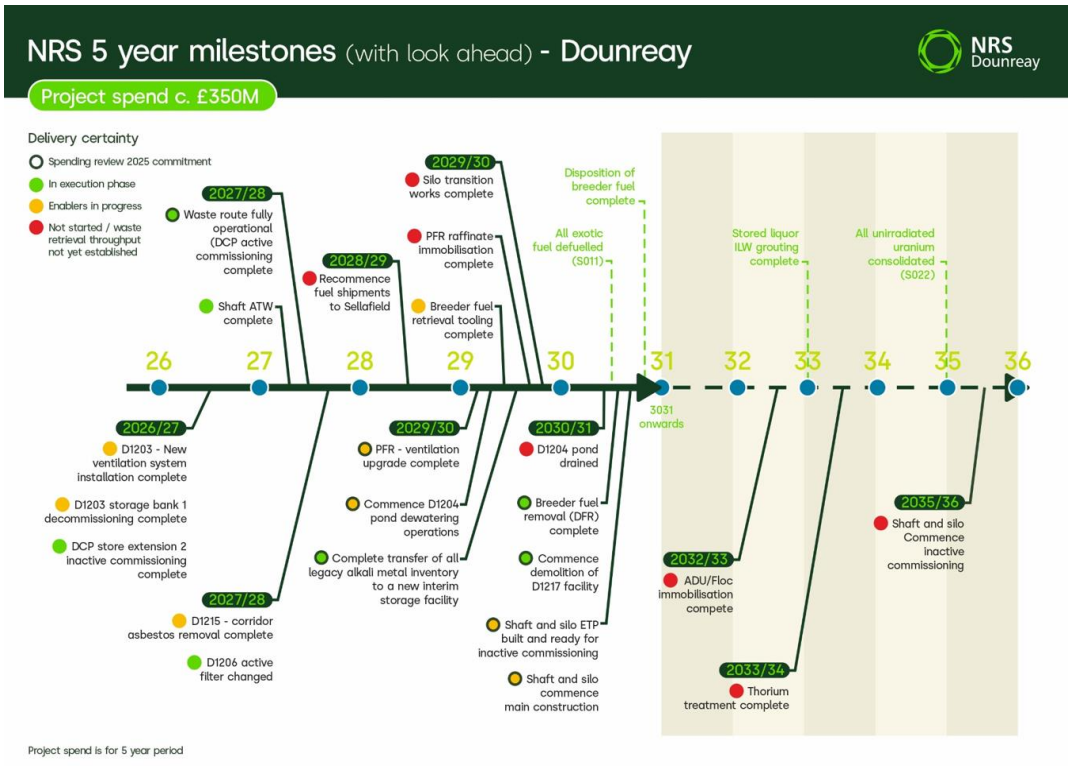
Onshore monitoring of radioactive particles

All information and updates can be found on the Dounreay environmental monitoring website at: https://www.gov.uk/government/publications/onshore-monitoring-of-radioactive-particles



Appendix 1 Long-term direction

The 2025 spending review covers a 5 year period from FY26/27 – FY30/31. The commitments made during the 2025 spending review are outlined on the left of the diagram -



2026/27

There are two commitments on D1203 – new ventilation system installation complete and storage bank 1 decommissioning complete, these are both FY26 group key targets – they're included on the previous diagram, good progress is being made on these and both are forecast to complete in P7.

Similarly, the DCP store extension inactive commissioning complete is an FY26 group key target, unfortunately that is forecasting to be missed as outlined above in the group key targets update, more information on that is available in the programme update below.

2027/28

The Shaft ATW completion commitment is a follow on from this year's group key target 8.2.7 which is completion of the cell wall construction and installation of the gantry beam. The target was completed in Period 6 and work remains on track to deliver the subsequent Spending Review commitment.

The next commitment is on having the waste route fully operational. DCP active commissioning needs to be complete for the waste route to be fully operational, and this follows on from the FY26/27 group key target on DCP store extension inactive

commissioning completion. This is behind schedule and remains the main risk to future waste route availability. Further detail is provided in the programme update.

The D1215 corridor asbestos removal is required to prepare the labs for PFR raffinate immobilisation that is included later in 2029/30.

The D1206 active filter changed commitment follows on from the FY26/27 group key target on completion of fabrication of the robot to change the filter which was completed in Period 6 so that's progressing well.

2028/29

In FY28/29 there is a commitment to recommencing fuel shipments to Sellafield. This is driven by the work we're currently doing on preparing and packaging the remaining elements from the sphere.

2029/30

The PFR ventilation upgrade completion commitment is driven by the FY26 group key target on starting the tender process to issue a contract for this work, this is progressing well and forecast to be achieved on time.

Commencing the D1204 pond dewatering operations is required due to the deteriorating condition of the D1204 pond and enables the pond to be drained in the following year.

The breeder fuel retrieval tooling complete is required to enable the removal of breeder fuel in future years.

Completion of the transfer of all legacy alkali metal inventory to a new interim storage facility is driven by the work we're doing on FY26 group key target 8.2.6 which is the Dounreay Modification Report (DMR) for construction of the interim storage facility which is progressing well and forecast to be achieved on time.

Completion of PFR raffinate immobilisation is driven by the availability of that waste route which will be available on completion of DCP Store Extension construction. This is the 2027/28 commitment which is driven by the 2026/27 commitment to complete inactive commissioning which is slipping a little. More on that in the programme update.

The silo transition works completion commitment is driven by work being done this year to issue a contract for this which is progressing well and on track to complete on the planned date.

2030/31

There is a strategic objective (SO11) to defuel all exotic fuel in 2030/31. That's not a spending review commitment but still represents a significant achievement for the site. Similarly, there's another significant milestone – disposition of breeder fuel complete in this year too – these are interrelated and both driven by the completion of breeder fuel removal which is a spending review commitment. That commitment traces back to work currently underway to remove the breeder duel from the reactor,

there’s a group key target on that in FY26 which is going well and we’re forecasting to remove all 42 elements planned for this year.

Also in 2030/31 there is a commitment to drain the D1204 pond, this is driven by completion of dewatering operations in 2029/30.

There is a commitment on D1217 demolition. That’s driven by the work currently in progress. There was a group key target on that last year which was achieved and that work is continuing to progress well.

There are another two commitments on shaft and silo in 2030/31 – ETP built and ready for inactive commissioning and commence main construction. These are driven by the work ongoing to achieve the commitments in earlier years already discussed.

2031 Onwards

The right of the diagram shows the following 5 years (FY2031/32 – FY2036/37). These are not formal commitments but provide an indication of the site's planned future direction beyond the current Spending Review period.

ADU Floc immobilisation is driven by strategic decisions to be made for that project and is closely linked to DCP Store Extension construction and PFR Raffinate treatment already discussed. Thorium treatment hasn’t started yet. Shaft and silo inactive commissioning is driven by the work we’re currently doing that’s already been discussed. In addition to these future intensions, there is another strategic objective in that 5 year window – all uranium consolidated and another significant achievement – stored liquor ILW grouting complete.