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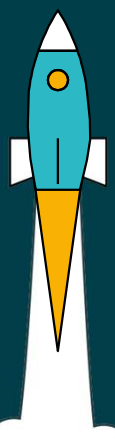

A REVOLUTIONARY NEW ROLE FOR NEC4 DELIVERING SELLAFIELD'S £7bn 20-YEAR PPP PROGRAMME.

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A NEED FOR CHANGE

John Rossiter.

Executive Director, Solomons Europe
and Head of Supply Chain for Sellafield's
Programme Project Partners
(PPP) enterprise framework

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THE CASE FOR CHANGE
NATIONAL AUDIT OFFICE 2012 FINDINGS

- Lack of learning from one project to the next
- Fragmented procurement strategy, not cradle to grave
- Inappropriate risk transfer to the supply chain
- Large Sellafield resource overseeing supply chain project delivery
- Adversarial relationships, driven by contract incentives
- Inadequate definition of projects from programmes
- Limited socio-economic benefit to the local community
- Each major project having its own bespoke supply chain
- Stakeholder feedback: project delivery performance historically poor

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THE PPP RESPONSE

Programme and Project Partners (PPP), a collaboration of four Lot Contracts awarded in May 2019 to deliver the Major Projects portfolio as approved by Her Majesty's Government to provide value for money over the next 20 years.

- PPP set up in May 2019 with four Lot Partners: KBR, Jacobs, Morgan Sindall, Altrad. Sellafield Ltd acts as the 5th partner
- Performance management support provided by the PPP Client
- Each Lot Partner integrates their areas of expertise together with Sellafield Ltd resources to form Aligned Delivery Teams (ADTs)
- The partnership provides access to expertise and resources to support the Sellafield Ltd purpose and deliver the eight business case benefits

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PROJECT 13 EARLY ADOPTERS

- Enterprise approach
- Cost reimbursable with profit for performance
- Innovative commercial model
- Bespoke contracts

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PPP SUPPLY CHAIN APPROACH

ENTERPRISE:

> **...commercially aligned and incentivised to deliver better outcomes for the end-users...**

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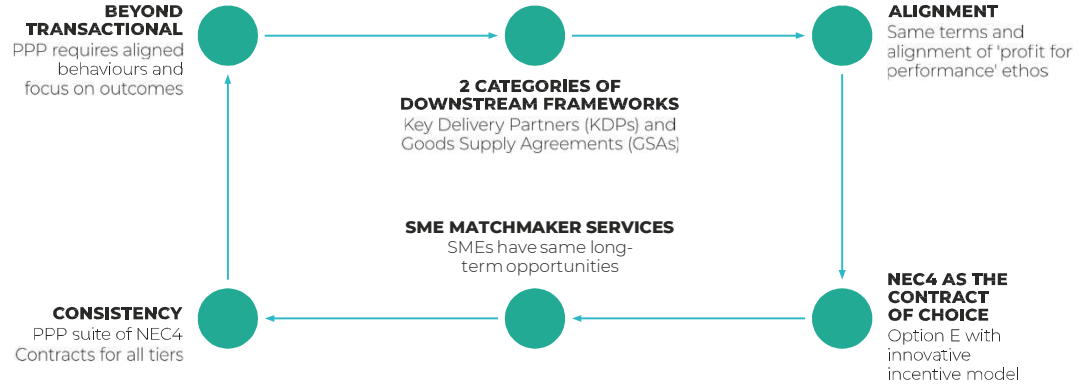
NEC4 AND THE SUPPLY CHAIN ECOSYSTEM
FLOWING THE MODEL THOUGH THE SUPPLY CHAIN



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BENEFITS OF THE APPROACH
CREATING WIN-WIN OUTCOMES

ALIGNMENT
Aligned commercial enterprise focused on shared outcomes

EFFICIENCIES FOR ALL
Large time and cost efficiencies for all parties from long-term partnerships

SAFE 'NO LOSS' ENVIRONMENT
Focused on project delivery and long-term benefits

CERTAINTY TO INVEST
Long term commitments enable confidence to invest in own growth

CONSISTENCY
Everyone is familiar with one suite of contracts on a long-term basis

SME OPPORTUNITIES
Massive positive impact on the SME community

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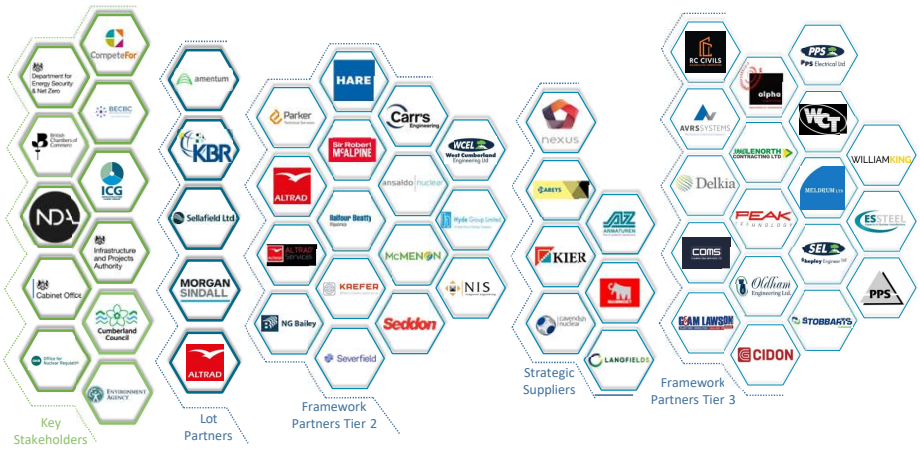

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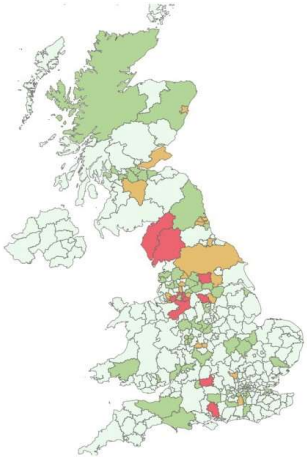

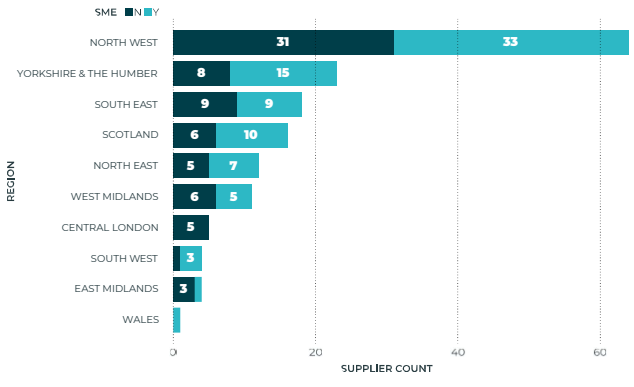

165 TOTAL SUPPLIERS

52% SME

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CHANGE THROUGH COLLABORATION
EARLY BENEFITS AND CONTRAST TO 2012 NAO FINDINGS

- Value for money for the taxpayer: Benefits of £700m+ with identified £1.5bn+
- Over 40 Tier 3 SME Frameworks could deliver up to 350 jobs, 150 apprentices and £6m investment in facilities
- Early Contract Involvement: Innovation/MMC, significant CO2 savings
- Social Impact successes with over 4,000 timebank hours and reading programmes
- Project Delivery: First 2 major projects (SRP & SCP, ~£2bn) receiving IPA Green Ratings
- Awards: Such as ICW Collaborative Working Award, Diversity & Inclusion and 4D Planning

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MANAGING REALITY

Dominic Doig.

Managing Director, Solomons Europe

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WHAT IS THE MATCHMAKER PROJECT?

Not a dating service, supply directory, or database – it's much more

PURPOSE

- To deliver Sellafield's objectives through the PPP framework, particularly achieving a minimum of 33% spend on SMEs as mandated by the NDA, and critically:
  - Enhancing local, resilient economies
  - Creating thriving communities through local investment, jobs, and upskilling

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THE SELLAFIELD PPP FRAMEWORK

KEY OBJECTIVES

1. Drive social impact by supporting local economies
2. Focus on local job creation and reduction in transient agency workforces
3. Promote investment in local talent

CRITICAL SUCCESS FACTORS

- **CSF 2 & 5** stress local investment and upskilling of local talent
- Integration and alignment across the supply chain, fostering a **"team of equals"**

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THE PROCESS

HOW WE STARTED

- Identifying and Screening SMEs:
  - Evaluated based on commitment to critical success factors like investment in West Cumbria and employment of local talent
  - SMEs ranked Gold, Silver, or Bronze based on performance and ambition
- Understanding SME Needs:
  - Revenue requirements, desired framework lengths, and pledges to reinvest in the local economy
- Facilitating Matchmaking:
  - Connecting Key Delivery Partners (KDPs) and SMEs for long-term partnerships through facilitation meetings

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DEVELOPING AGREEMENTS

NEGOTIATING TERMS

- Developed **Heads of Terms Agreements** between KDPs and SMEs
- Secured fair and equitable NEC framework contracts, ensuring value for money
- Focus on understanding business operations, corporate overheads, and incentivized profits to embed them in the framework.

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THE REALITY – CHALLENGES FACED

CHALLENGES ENCOUNTERED

- Difficulties in understanding how this Project 13 enterprise model should work in practice
- Problems with major project teams wanting to deliver their projects based on previous procurement and contacting practices
- Resistance from KDPs due to ingrained systems and self-interest
- Drive for self-delivery and the tendency to revert to established supply chains
- Lack of commitment to incorporating PPP Key Performance Indicators (KPIs) across the supply chain
- Tendency to revert to **"race to the bottom"** procurement models

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ADDRESSING CHALLENGES AND UNLOCKING POTENTIAL

USING THE CONTRACT

- Gearing of **Enterprise KPI's** targeting to incentivised profit

WINNING OVER KDPS

- Promoting passion within KDP partners
- Introducing **league tables** to measure and compare KDP performance
- Highlighting performance metrics, fostering healthy competition

COMMUNICATION AND RECOGNITION

- **PR Campaigns** sharing success stories
- **Procurement Excellence Awards** to recognise outstanding achievements

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CHAMPIONING SMEs

- Positioning ourselves as the **voice of SMEs**, promoting their contributions and passion
- Hosting quarterly connect meetings to maintain momentum and foster positive outcomes

GOAL

- Measure success through profitability and investment in the local economy

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WHAT WE NEED MOVING FORWARD

- Continued commitment from PPP to reinforce the mission
- Winning hearts and minds—linking financial success to delivering results
- Maximizing success through future frameworks and awards

This is an exciting opportunity to bring **collaboration from concept to delivery** and to truly **change the construction industry... finally**.

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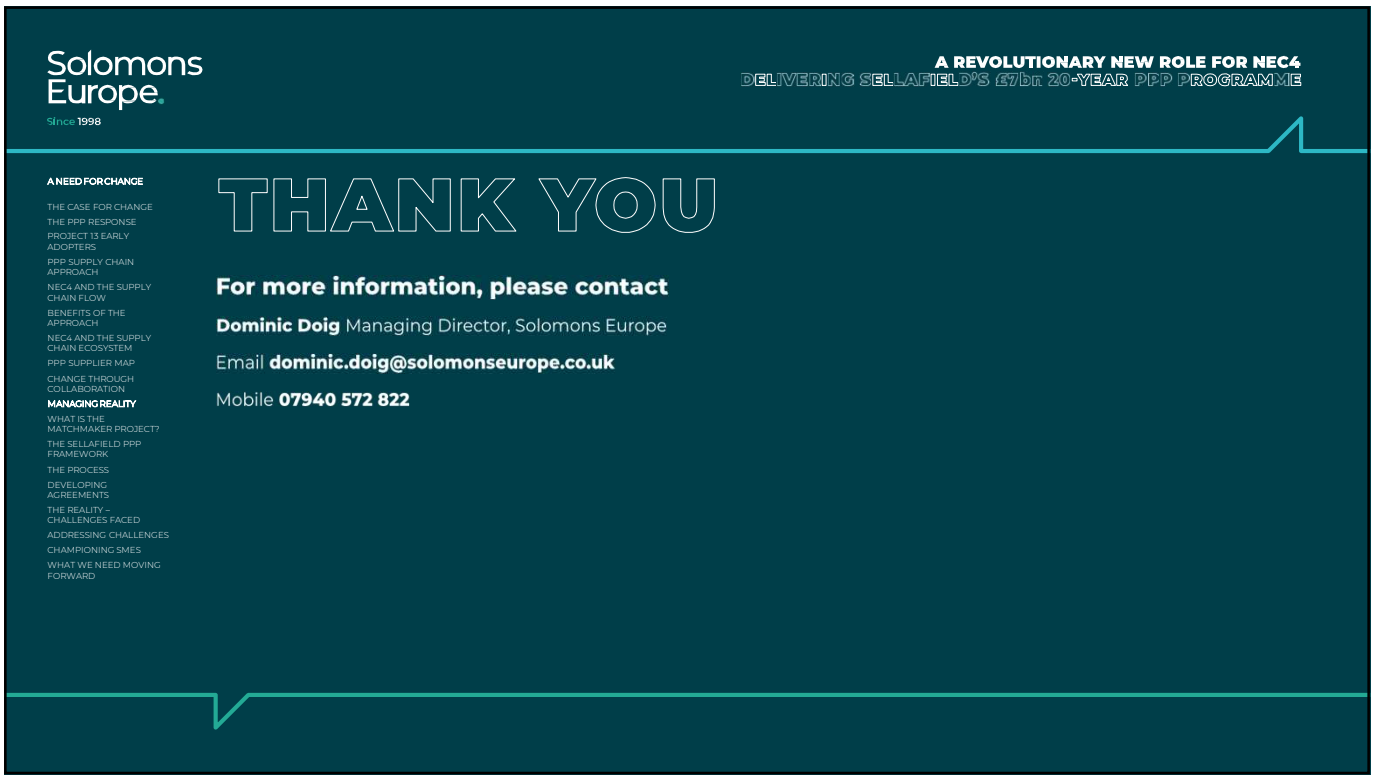
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THANK YOU
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