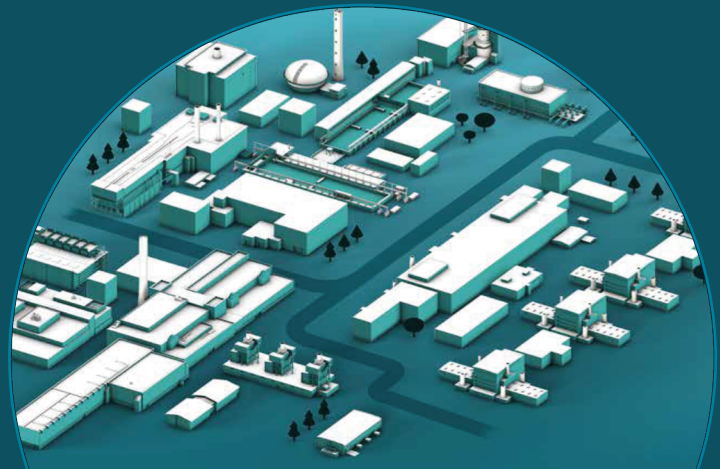


Small to Medium Enterprises

Action Plan

May 2021



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Foreword

Much has changed at Sellafield Ltd, nationally and internationally since we last published our SME Strategy & Action Plan in the spring of 2019. One thing which remains constant is our commitment to increasing opportunities for SMEs within our supply chain. We recognise the adaptability, innovation and value which SMEs bring in helping us to deliver our mission.

In response to feedback from the SME community individually and at our SME Forum we have developed new actions. These will contribute to Sellafield Ltd achieving the challenging target - 31-33% of our overall supply chain spend being allocated to SMEs by 31 March 2022. To do so we will need everyone - supply chain, clients etc - to work together effectively and take action.

No matter where suppliers sit in the supply chain, we encourage a review of this document against their own activities and consideration of what else can be done. We welcome feedback, suggestions and solutions on which activities would make a difference.

One of the areas to come in to focus post Brexit and Covid-19 is the emphasis placed on social value in procurement, including the utilisation of SMEs. We are proud to have launched LINC with Sellafield Ltd back in 2017 which favours SMEs for lower value procurements. However, we recognise there is still much work to be done and we are developing our response to social value on a category by category basis.

The action plan should be viewed as a working document which we will update on an annual basis. This will assist with us all becoming more accountable.

Susan Lussem
Supply Chain Director

John Berry
Senior Supply Chain Manager

Results



400+
SMEs qualified for LINC

68
challenges issued

We are proud of the achievements we have made in progressing the SME spend from 21% in 2016/7 to over 30% in 2019/20. However it is a very simple metric in measuring success.

The real success comes in SMEs winning more work within the supply chain, achieving profitable growth and employing more people.

Direct SME Spend	
2016/7	4.56%
2017/8	7.02%
2018/9	8.92%
2019/20	13.75%
2020/21	11.41%

We have worked hard to improve the opportunities for SMEs to win work directly with Sellafield Ltd. This is reflected in the steady increases displayed.

Total SME Spend	Target	Achieved
2016/7	23.5 – 25%	21.8%
2017/8	25 – 29%	26.9%
2018/9	29 – 31%	30.9%
2019/20	31%	30.6%
2020/21	32%	TBC
2021/22	31-33%	-

Results



In November 2020 we carried out a pulse check with members of the

SME Forum to seek feedback on the activities we deliver.

Some of the comments are included on the next page.

We now plan to issue an annual survey to monitor our progress

Business Open Sessions with Sellafield Ltd

To date we have delivered 120+ 1:1 sessions



Approximately 440 people have attended the quarterly SME Forums

SME Survey Feedback

The Forums have been excellent and have led to my business engaging in collaboration with other SME suppliers and has opened doors for others.

The SME Forums are a great place to meet other suppliers and hear about Sellafield's plans.

I believe the requirement to improve opportunities with Tier 2s still needs to be addressed.

Sellafield policies on procedures, T&Cs, risks and liabilities make it challenging for SME to engage.

I find the array of information overwhelming and too vast to be able to stay on top of it. A more bite-size or different method of presentation would be really helpful.

Requirements can mean a high layout of costs before tenders are won which might put SMEs off applying for contracts.

Success Stories

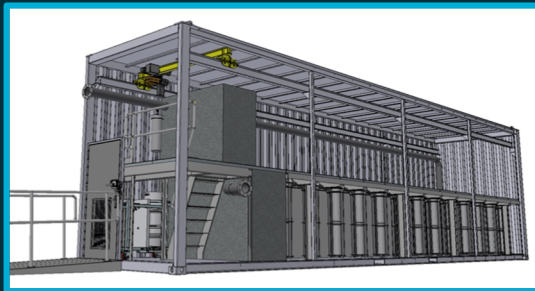
Client: Sellafield Ltd via the LINC platform

A concept study into options for a temporary, modular Special Nuclear Material (SNM) storage capability that could be deployed on site in the event that SNM cans need to be temporarily removed from an existing permanent store. Scope included requirements definition, concept development, cost analysis and presentation of findings and recommendations to Sellafield stakeholders.



Challenges we overcame:

- Understanding and definition of requirements.
- Development of an appropriate modular store concept comprising road transportable structures and CV handling system.
- Delivery of a high level deployment plan including cost and lead time estimates to aid Sellafield planning.



Impact on our business: Successful delivery of another LINC challenge, further development of our understanding of the storage and handling of SNM and development of successful working relationships with key stakeholders at Sellafield.

Client: OneAim

Steve Vick International (SVI) were contracted by OneAim, on behalf of Sellafield Ltd, in October 2020, to install a large diameter branch saddle on a 315mm High Density Poly Ethylene pipe raw watermain diversion, approximately 130 metres in length.



The new connection was required so that a new building, under construction, at the Sellafield site could be included in the site fire hydrant network in case of fire. A branch saddle operation was chosen because it was deemed too high risk to fully shut down the hydrant network while a new connection was installed.

As a result of this work, SVI were contacted a month later to carry out another similar job for OneAim. Due to the increasing number of Nuclear projects SVI have undertaken they have recently recruited three new members of staff to their Nuclear team.



Success Stories

Client: Sellafield Ltd via the LINC platform

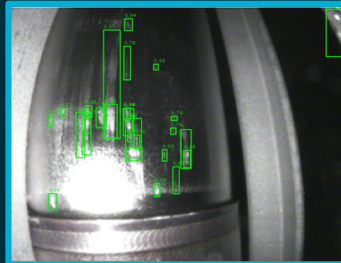
Cerberus Nuclear's Data Science team produced ANDI (Automated Nuclear Damage Inspection); a high-quality user-friendly software program that utilises computer vision machine learning for automated identification of damage from externally supplied video.



The software allows detailed examination of product can inspection videos, automatically identifying damage such as scratches, dents and corrosion.

Damage identified is highlighted within an embedded video player, which allows users to quickly skip to areas of interest and examine results frame by frame to inspect the exact moment(s) that damage has been detected. The confidence level of identified damage can be customised by the user with damage highlights switched on or off to assist with detailed inspection.

This challenge aligned well with the previous development work that paved the way for the creation of ANDI. Additional technical challenges such as variable lighting, frame blur and reflections had to be overcome as well as creating a custom user-friendly interface that met with Sellafield Ltd requirements.



This successful, high-profile project has enabled the Cerberus Nuclear Data Science team to expand and continue support on-going projects.

Client: OneAim

In defining their emerging needs around leadership development, OneAim talked with Lucy Harrison of the Harrison Network at the Sellafield Directors' Forum. The Allerdale based SME designed a bespoke course to support the OneAim managers to hold a different type of conversation with their teams and stakeholders. This is to encourage the environment in which everyone feels willing and able to both speak up and to hear; to improve engagement, safety and total business performance.



A significant challenge faced was in developing the administrative capability to manage the number of participants through a complex series of workshops and group support sessions. OneAIM has stuck with the Harrison Network and supported them to develop, refine and scale up delivery to meet their immediate and future needs via an indicator improvement plan.

The impact for the Harrison Network is significant, facilitating both local business growth via the recruitment & employment of a local administrator and a local trainer, that meets & supports the Harrison Network's social impact agenda. They are now also able to continue to develop a platform from which to scale up the delivery of this uniquely bespoke programme, in support of local and national industry.



Sellafield Ltd Actions - new

No	Activity	Expected Outcome	Owner	Target Date
1	Develop strategic plans for delivering on social value, including SMEs, through each category	SME target embedded into individual category approaches	Category Managers	1/9/21
2	Production of supply chain map displaying all Tier 2 partners with the frameworks they are involved in	Clarity around frameworks will help SMEs navigate the complex supply chain	Supply Chain Development Team	1/7/21
3	Deliver training sessions for Directorate colleagues on how to actively engage with SMEs	Improved capability and likelihood of SMEs being utilised	Supply Chain Development Team	1/6/22
4	Establish action focused SME steering group within the directorate	Review the implementation of SME strategies and activities across the directorate and supply chain which deliver best value.	Supply Chain Development Team	1/5/21
5	Carry out an annual survey measuring the perception of SMEs in doing business in our supply chain	Receive feedback which allows us to measure progress	Supply Chain Development Team	1/12/21
6	Deliver training to SMEs which educates on how to meet Sellafield Ltd quality requirements	Assists SMEs in understanding requirements and meeting quality standards	Supply Chain Development Team/Quality Teams	1/9/21
7	Create a route for SMEs with unique, innovative offers to be able to present them to a relevant audience	Increases visibility to Sellafield of innovative solutions	Supply Chain Development Team	1/12/21

Sellafield Ltd Actions - existing

No	Activity	Expected Outcome	Owner	Target Date
8	Build SME Key Performance Indicators into all new major contracts and frameworks	Ensures that the SME target applied is relevant to the contract	Sourcing Team	31/3/22
9	Explore how contractual flow downs such as insurance and quality requirements are applied intelligently and relevant to the service/product being delivered	Reduces burden and administration on SMEs	Sourcing Team/Category Managers	1/9/21
10	Review and simplify the standard/mandatory questions included in tenders	Reduces burden and administration placed on SMEs	Sourcing Team	1/9/21
11	Include a specific agenda item for quarterly contract reviews with T2 suppliers to monitor SME spend	Maintains the focus on delivering actions under the SME agenda	Category Managers	1/9/21
12	Increase annual number of challenges issued via LINC with Sellafield Ltd by 30%	More opportunities for SMEs to bid for work directly	Supply Chain Development Team	31/3/22
13	Hold quarterly meetings with Tier 2 community	Maintains the focus on delivering actions under the SME agenda	Supply Chain Development Team	Ongoing
14	Continuous review of SME Forum activities	Improved relevance and value of Forum for attendees including Meet the Buyer sessions	Supply Chain Development Team/SMEs	31/3/22

Tier 2 Actions

Organisation	Action
ADAPT	<ul style="list-style-type: none"> i) Continue our current level of SME spend at more than 30% on average ii) Develop the business expertise of our supply chain SMEs to better equip them for work at Sellafield iii) Develop partnering arrangements with SMEs that support the DDP Lot1 programme of work for 2021/22. iv) Actively encourage and promote innovative solutions from SME organisations
Atos	<ul style="list-style-type: none"> i) Identify members of the 2021 Atos SME Horizons Programme intakes that could add value to Sellafield Ltd and facilitate engagement for proposal evaluation.
Cavendish Nuclear	<ul style="list-style-type: none"> i) Form commercial arrangements with 3 new SMEs by March 2022 ii) Formally introduce 3 news SMEs to other non-Sellafield, non-Cavendish business units iii) Provide all identified, appropriate Sellafield SME's with visibility of Cavendish Nuclear Sellafield Procurement Strategy
Design Services Alliance (AXIOM & Progressive)	<ul style="list-style-type: none"> i) Monitor and then maintain the SME workshare within AXIOM, while the overall sub-contractor workshare may be reduced ii) Share AXIOM improvements outputs or Lessons Learnt with 3 SMEs during year iii) Include SME consideration in the refreshment of improvements/optimisation programmes being carried out during year and share these at the DSA Supplier forum events.
i3	<ul style="list-style-type: none"> i. An increase of % spend with SMEs – target 10% more than the previous year ii. To improve visibility of opportunities through advertisement iii. Appoint a SME project sponsor iv. Coach and mentor 3 SME's
Integrated Decommissioning Solutions	<ul style="list-style-type: none"> i) Continue our current achievement of SME spend at 25% or greater ii) Ensure supply chain SMEs have sight of upcoming pipeline of work and opportunities through engagement with BECBC, NNA and other relevant forums iii) Develop partnering arrangements with a further 2 SMEs to assist in their business growth through sharing of resources and knowledge.

Tier 2 Actions

Organisation	Action
KAEFER	<ul style="list-style-type: none"> i) Improve visibility of opportunities through advertisement on our website, LinkedIn and BECBC ii) Be an active participant of All Together Cumbria which supports SME opportunities iii) Run an open day drop in session for SMEs to present their services and make initial introductions.
Mitie FM	<ul style="list-style-type: none"> i. Maintain current level of spend with SMEs ii. Appoint a SME project sponsor iii. Increase opportunities across broader Mitie for the OneFM suppliers
Morgan Sindall	<ul style="list-style-type: none"> i) Publish 3rd edition of ISA Networking Guide ii) Standardisation / streamlining of ITT packs to ensure that SME's are able to tender more efficiently and effectively iii) Monthly Supply Chain Clinics to upskill SME's across a variety of areas and introduce proactive networking forums iv) Proactively look for opportunities for SME's to engage the wider Morgan Sindall Group through introduction sessions
Nexus	<ul style="list-style-type: none"> i) SME spend for the period 33% or greater ii) Nexus Senior staff to provide mentoring (business/operational/project etc.) to SME supply chain for a minimum 8 hours per quarter throughout the year iii) Engage 2 new SME businesses to complement Nexus' existing supply chain
OneAim	<ul style="list-style-type: none"> i. An increase of % spend with SMEs – target 10% more than the previous year ii. To improve visibility of opportunities through advertisement iii. Provide a minimum of x2 bursaries via our leadership bursary scheme to SMEs based in Copeland and Allerdale (covering the cost of a place on Leader to Leader) iv. Appoint a SME project sponsor v. Develop a joint relationship management plan with at least one SME

Tier 2 Actions

Organisation	Action
PPP	<ul style="list-style-type: none"> i) Roll out of Multi Project Procurements mandating SME involvement ii) Establishment and delivery of a proactive matchmaking service to 'match' high performing supply chain companies - particularly SMEs with a strong social value commitment and track record - to like-minded Key Delivery Partner organisations.
px Ltd	<ul style="list-style-type: none"> i) SME Suppliers to be encouraged to use Collaboration with Small Businesses to ensure more scope can be delivered through the SME route ii) SME Awareness to be made available to all px site staff who are included in the Site Procurement Process. Drive a drive out a more collective appreciation at all levels and focus on the targets. iii) Procurement Department to ensure final checks are developed to ensure local SME opportunities have been considered in all ITT processes.
Rexel	<ul style="list-style-type: none"> i) To maintain SME spend above 50% ii) To increase cross utilisation of SMEs across the NDA estate iii) Utilise SME experience outside of NDA estate within other customers, possible tri-party agreement – Target £60k
The Decommissioning Alliance	<ul style="list-style-type: none"> i) Maintain SME spend at circa 20% ii) Provide Supply chain with visibility of opportunity pipeline via supply chain forums, LinkedIn etc. iii) Identify and mentor 2 SME's during the course of the year.

Collaborative Actions

Organisation	Action	Status
Collective Tier 2s and Sellafield Ltd	Active involvement with the Swimming with the Big Fish initiative which exists to develop fair and sustainable contracts and frameworks within the Sellafield supply chain for local suppliers, to encourage investment for sustainable social impact	
Collective Tier 2s and Sellafield Ltd	Explore the creation of a procurement pipeline across all major Tier 2 suppliers	
Collective Tier 2s	Ensure that where opportunities exist further down the supply chain that SMEs have understanding and visibility of how to access	
Collective Tier 2s	Provide SMEs access to relevant training courses which improves their knowledge and capability in areas such as nuclear safety	

SME Commitments

Action

Seek and deploy collaborative approaches with other SMEs and larger businesses

Understand their own capabilities and build robust, impactful case studies as evidence

Fully research and understand the client needs and challenges outlined in strategies and plans

Seek constructive feedback from clients on successful and unsuccessful bids

Provide early, constructive feedback on engagements within the supply chain

Become familiar with procurement routes available within all supply chain tiers

Build relationships and networks to complement intelligence gathering. Support and attend relevant industry events


Become 'match fit' by researching, understanding and meeting what the client is looking for from a supplier e.g. quality, safety, expertise, compliance, behaviours

Procurement Routes

How to do business

With Sellafield Ltd

1 We use our **Complete Tender Management System** to publish many direct opportunities

2  We utilise existing frameworks from **Crown Commercial Service**

3 LINC with Sellafield is for opportunities under £189k 

4 The Engineering & Technology Marketplace is a Dynamic Purchasing System used by a number of contracting authorities. The 4 categories are Asset Maintenance & Management, Digital, Engineering Services and Manufacture

5 Sub-contract opportunities
 Our Tier 2 community have extensive supply chains with opportunities for SMEs.

6 Visit the How to do Business section of the Sellafield Ltd website and follow the advice

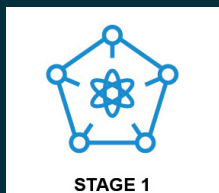
Innovation

Sellafield Ltd are reliant on our SME community to bring innovation into the business to help us solve some challenging problems. Whilst we are challenge-led, if SMEs think they have an innovative, unique solution which will help us to deliver our mission then drop us a line and ask about our brokerage service.

We use a variety of routes to issue challenges including Knowledge Transfer Network, Innovate UK and Game Changers.

Game Changers is an innovation programme designed to identify and develop cutting-edge technologies that could provide significant advances in the decommissioning of the Sellafield site. A simple and efficient platform which allows any type of organisation develop a solution to specific challenges. The programme is delivered by the National Nuclear Laboratory (NNL) and FIS360.

<https://www.gamechangers.technology/>



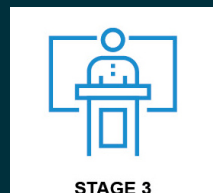
Game Changers work with the challenge owner to identify, articulate and publish specific challenges

Event will be held to support the challenges and invite interest from across industry sectors



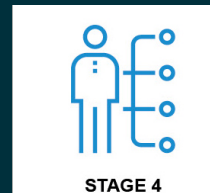
Application and poster presentation submitted

Each appraised by a review panel from the challenge owner and FIS360



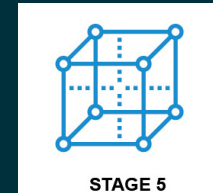
Applications of tangible interest invited to develop business case and project plan (and possibly technology demonstrations)

Up to £10k awarded to projects with support of challenge owner



Outputs of stage 3 reviewed by challenge owners and FIS360 with successful applications awarded Proof of Concept match-funding

Typically 6-12 month projects and up to £100k which is match funded by the applicant



Delivery and completion of PoC projects with potential support towards a commercial product



GAMECHANGERS
DELIVERING NUCLEAR INNOVATION

Engaging with Sellafield Ltd

Supply Chain Development Team

1

Visit the How to do Business section of the Sellafield Ltd website and follow the advice

2



Sign up to receive our supply chain bulletin by emailing the supply chain development team

3

Email the team with your enquiry and we will respond directly
supply.chain.enquiries@sellafieldsites.com

4

Request to attend a business open session – held monthly, a 1:1 conversation via tele/video call

5

Research sub-contract opportunities

Find an opportunity with Tier 2 suppliers

This document details the Tier 2 suppliers who hold large contracts or frameworks with Sellafield Ltd.

6

Register on our –
Complete Tender Management System
for direct opportunities

7

Follow our [Twitter feed](#) and our [LinkedIn Page](#) for business opportunities



@SELLtdBusiness



Sellafield Ltd