



PROGRAMME &
PROJECT PARTNERS
AT SELLAFIELD

PARTNERSHIP STRATEGY

JULY 2023

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INTRODUCTION TO PPP AT SELLAFIELD

Sellafield - home to the largest and most complex nuclear facility in the United Kingdom. The site sits on the edge of the Lake District, one of the UK's UNESCO World Heritage Sites.

What was once the first commercial nuclear power station, is now cleaning up the birthplace of the UK's nuclear industry, creating a clean and safe environment for future generations

Decommissioning does not mean shutdown.

Sellafield has a portfolio of complex major infrastructure projects spanning two decades.

Building new complex nuclear facilities that allow them to safely empty legacy nuclear ponds and stores, manage the waste and store it safely for decades to come.

To deliver this infrastructure, Sellafield Ltd created an industry-leading approach to procurement, forming the Programme and Project Partners (PPP), and capturing the imagination of the UK's largest programmes and Government.



PPP THE FIRST PARTNERSHIP MODEL OF ITS KIND



PROGRAMME &
PROJECT PARTNERS
AT SELLAFIELD

ONE
OF THE WORLD'S
MOST COMPLEX
SITES AND THE
BIRTHPLACE OF
THE NUCLEAR
INDUSTRY

TWO
DECADES OF
COMPLEX MAJOR
INFRASTRUCTURE
PROJECTS
AHEAD

THREE
YEARS SPENT
DEVELOPING THE
FIRST PARTNERSHIP
MODEL OF
ITS KIND

FOUR
PARTNERS
BROUGHT
TOGETHER TO TRULY
COLLABORATE
WITH SELLAFIELD LTD

FIVE
YEAR STRATEGY
TO TRANSFORM
MAJOR
INFRASTRUCTURE
DELIVERY

FOREWORD

I'm delighted to welcome you to the strategy for the Programme and Project Partners (PPP) at Sellafield.

The PPP partnership brings together KBR, Jacobs, Morgan Sindall Infrastructure, Altrad Babcock and Sellafield Ltd, as one team, to deliver a 20-year pipeline of major infrastructure projects.

“This strategy describes how we will do that, and more.”

The role of the PPP is to help to deliver this infrastructure to the Sellafield site as quickly and safely as possible, by creating new facilities that allow Sellafield to treat, manage and store waste safely for decades to come.

While the partnership will take us to 2039 and beyond, the following plan outlines what we will do in the next five years to achieve our long-term objectives and bring the benefits we promised to Government.

This makes me immensely proud and excited, to be part of something that will change the way major capital projects are delivered, forever.

The success of this comes down to one thing. Our people.

My personal focus is to ensure we deliver this safely, ensuring no harm comes to anyone working in, or with, team PPP.



D Elliott
Duncan Elliott
Managing Director for
Programme and Project Partners

Sellafield Ltd's priorities for the next two years will be positioning ourselves for the next 20 years of work.

This means continuing to deliver the improvements being made to achieve our complex capital programme. PPP is integral to this. The Sellafield Client Team is proud to be working collaboratively with PPP and enable performance at pace, through our people.

Working like this is new to all of the partners, and has significant challenges, but the prize is truly transformational for Sellafield, the partners, the wider supply chain, and local communities.

What is critical, is how we come together and collaborate to make the PPP approach a success. This is what the model is designed for, and this, is what will help us to create a clean and safe environment for future generations at Sellafield.



Richard Lennard
Richard Lennard
Head of Client, Major Projects
at Sellafield Ltd

WHAT IS PPP?

A new model and the first partnership of its kind.

Developed in partnership with 'Project 13' and the Infrastructure Client Group, PPP brings together four partners - KBR, Altrad Babcock, Morgan Sindall Infrastructure and Jacobs, to work collaboratively with Sellafield Ltd for two decades.

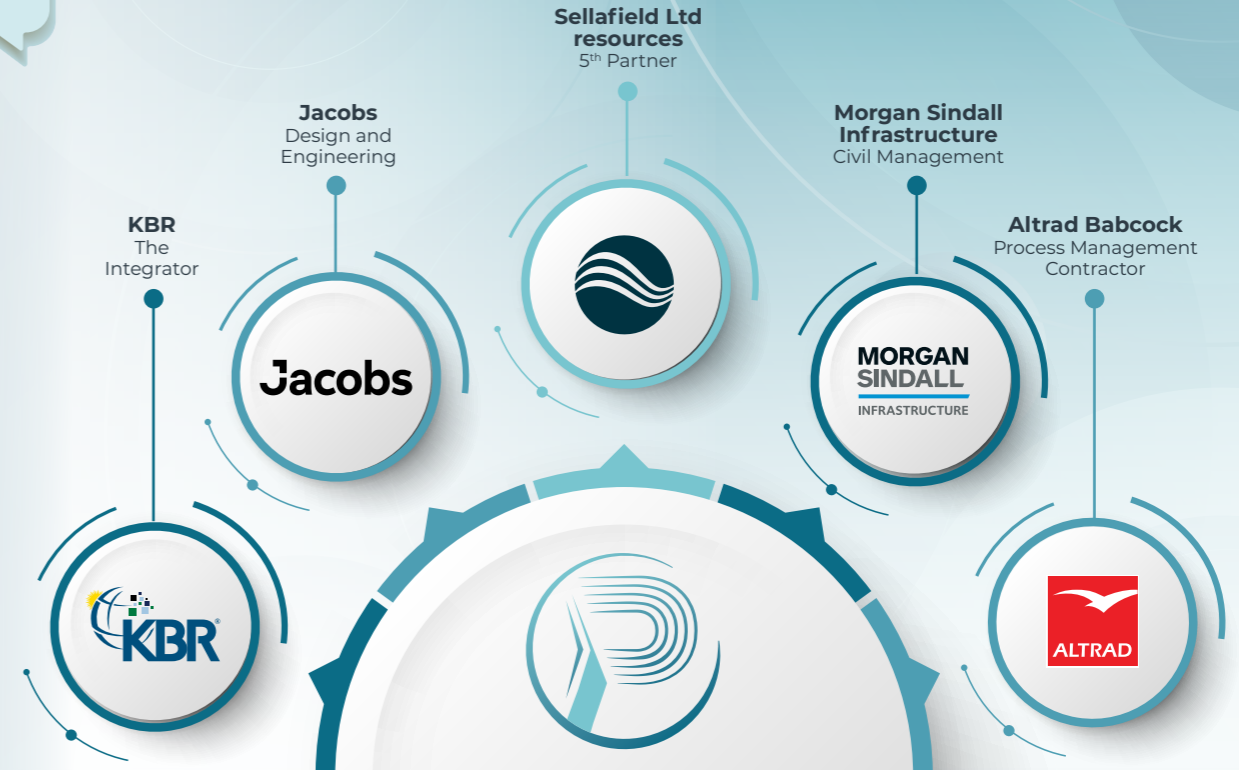
Project 13 developed this new business model to focus on an enterprise, not on traditional transactional arrangements – which requires a level of collaboration rarely seen on a programme of this size.

“Project 13 is an industry-led response to **infrastructure delivery models**. Sellafield created PPP as an early adopter of the Project 13 model”.

Together, we are delivering a **£7 BILLION** programme of critical national infrastructure over a 20-year partnership

These projects will **TREAT AND STORE** nuclear materials to enable decommissioning of the Sellafield site

PPP is helping Sellafield to create a **CLEAN AND SAFE ENVIRONMENT** for future generations



PPP'S PURPOSE

PPP brings the **BEST OF THE BEST** together, as one team, to advance world class infrastructure programmes.

Together, we are helping Sellafeld to **CREATE A CLEAN AND SAFE ENVIRONMENT** for future generations.



“We have a **portfolio of complex major infrastructure projects** spanning two decades.”



OUR CLIENT

PPP has a highly collaborative client team, recognised and trusted as the client of choice in enabling delivery of complex major projects at Sellafield.

The Sellafield client team is proud to work collaboratively with PPP and enable performance at pace, through people.

We are a team of 60 professionals with expertise in commercial management, cultural development, assurance and programme and project management.

The core purpose of the Client Team is to enable the transformation of project delivery at Sellafield through the PPP partnership and the delivery of the critical success factors articulated within the PPP Full Business Case.

We do this through understanding and defining the needs of the projects fully; assuring the contracts are fulfilling requirements; enabling access and support from the wider Sellafield enterprise; supporting the partners and enforcing the contract fairly; carrying out the intelligent customer function.

We are also excited to be adopting, testing, adapting and championing Project 13 principles with our peers in infrastructure.

“
You can't use traditional principles and behaviours on new models like PPP, and **that's what makes the Client's role so exciting.**
”

While we support and drive improved performance in PPP through monthly performance meetings, management board and project status reviews, it is our behaviours and our relationships with our partners, our people and our stakeholders that is the most crucial part.

The client team is focused on **people, performance and pace**



WE ARE PPP – THE JOURNEY SO FAR

WE HAVE MOBILISED OVER **1400** PEOPLE, INCLUDING 100 GRADUATES AND APPRENTICES

SUCCESSFULLY DELIVERING **FIVE** MAJOR INFRASTRUCTURE PROJECTS AND THE FUTURE PIPELINE

WE HAVE ACHIEVED **INDUSTRY LEADING SAFETY** PERFORMANCE

THE FIRST IN NUCLEAR AND THE FIRST PROGRAMME ACCREDITED BY THE CENTRE FOR DIVERSITY FOR OUR EFFORTS ON DIVERSITY AND INCLUSION

WE HAVE BROUGHT **EIGHT** LONG TERM DELIVERY PARTNERS ON BOARD

WE ARE NOW WORKING WITH **196** SUPPLIERS FROM ACROSS THE UK AND EUROPE

In 2023, PPP entered its fifth year and has been recognised by Government as a step change.

Our partnership is recognised as a leading example of the new collaborative approach to delivery by the Infrastructure and Projects Authority and the Institute for Collaborative Working.

“The PPP model is now delivering **five complex major infrastructure** projects, with ten more in the pipeline.”

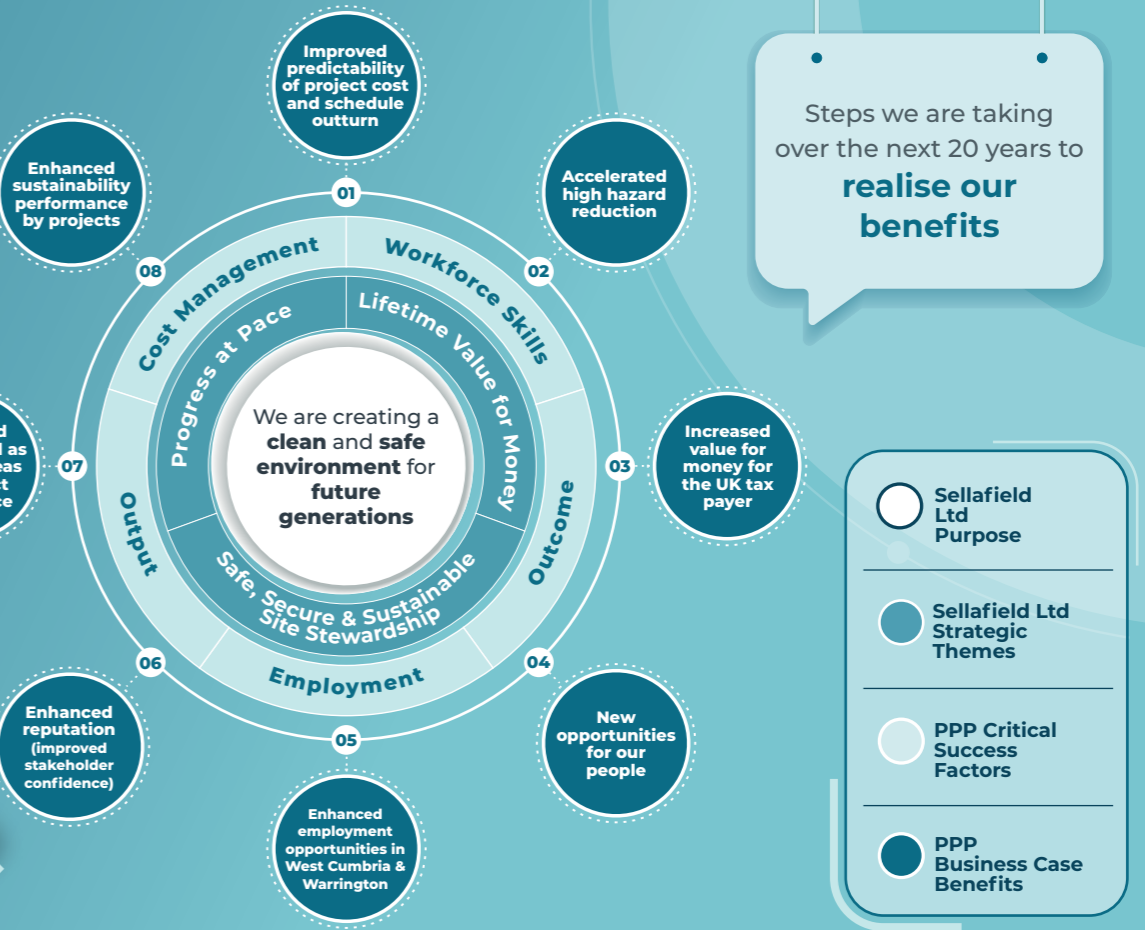


THE STEPS WE'RE TAKING TO REALISE BENEFITS

2023  This Five Year Strategy → 2028 — Setting up for long-term success → 2039

The steps we take in the coming years will help achieve the eight benefits shown here. The rest of this document will show you what those steps are.

PPP STRATEGIC DELIVERABLES



THIS IS HOW WE'LL DO IT

We have kept it clear by introducing eight strategic deliverables.



OUR EIGHT STRATEGIC DELIVERABLES

To realise the benefits and ambitions of PPP, we will work with our client, partners, supply chain and stakeholders to deliver

“
The Client team is focused on enabling PPP's project performance, realising the Business Case Benefits and fulfilling the broader ambitions of the model.”

KNOWINGLY SAFE



WHAT WE'LL DO

We will build a knowingly safe Zero Harm culture delivering industry leading health, safety and wellbeing performance that ensures no harm comes to our people.

OUTCOME

Nobody's life is changed as a result of incident or injury on PPP.

PROJECT EXCELLENCE



We will maximise the win-win outcome offered by the PPP model, by collaborating to ensure value for all Partners.

All projects delivered within final business case committed values and no resubmission of a business case.

VALUE RETURNS



We will become the first major nuclear infrastructure programme achieving completion ahead of schedule and cost with consistently high standards.

Optimum returns will be delivered for each of our Partners.

FLOURISHING PEOPLE



We will create a flourishing workforce of people creating long term personal development and regular new employment opportunities within the partnership and supply chain.

Our workforce will be flourishing, enjoying an internationally exciting range of career pathways and opportunities.

BEST PLACE TO WORK



We will establish the UK's most exciting infrastructure opportunity as one of the country's best places to work, drawing the best and most diverse talent from across the partnership and supply partner community and beyond.

PPP is known as one of the best places to work.

AN INDUSTRY LEADER



We will become recognised as the delivery model of choice, globally exported to accelerate future major infrastructure programmes.

The PPP model is adopted across industry, as the leading approach to infrastructure delivery.

HAPPY STAKEHOLDERS



We will build strong relationships with our stakeholders, locally, nationally and globally.

Key stakeholders have trust and confidence in PPP.

SUSTAINABLE BUSINESS



We will achieve long term business resilience and success while contributing positively to the economy, society and the environment.

Sustainability is embedded across our programme and major projects as the PPP Way.

KNOWINGLY SAFE



WHAT WE'LL DO

We will build a knowingly safe Zero Harm culture delivering industry leading health, safety and wellbeing performance that ensures no harm comes to our people.

OUTCOME

Nobody's life is changed as a result of incident or injury on PPP.

WE DELIVER ZERO HARM TOGETHER

HOW WE'LL DO IT

With a fully engaged and informed team.

Health, Safety, Wellbeing and Quality Hub is establishing consistent high standards.

Exceeding our targeted **safety energy score** of 90%.

Engage with national industry groups to **share and learn with others.**



PROJECT EXCELLENCE



WHAT WE'LL DO

We will maximise the win-win outcome offered by the PPP model, by collaborating to ensure value for all Partners.

OUTCOME

All projects delivered within final business case committed values and no resubmission of a business case.



THE PPP WAY IS HERE TO STAY

HOW WE'LL DO IT



Deliver ahead of time and on budget, every time.



Through **accurate forecasting** and predictable delivery.



Improved productivity against benchmarked data.



Targeting Government Major Projects Portfolio **Green RAG status** across our portfolio.

VALUE RETURNS



WHAT WE'LL DO

We will become the first major nuclear infrastructure programme achieving completion ahead of schedule and cost with consistently high standards.

OUTCOME

Optimum returns will be delivered for each of our Partners.

WE LEAD & LEARN EXCEEDING EXPECTATIONS

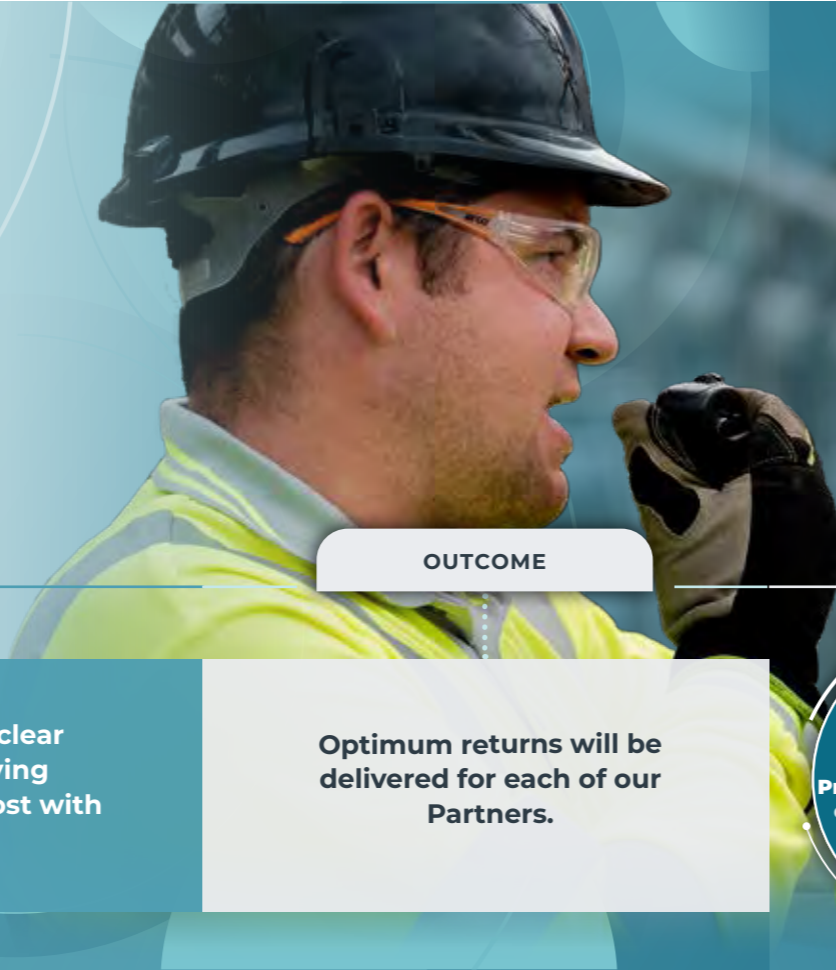
HOW WE'LL DO IT

Achieve 100% of the Project Wide Objectives, demonstrating market leading value for money.

Fully engaged in pipeline and transition projects to **optimise portfolio delivery.**

Deliver a minimum of 75% of profit potential to all four lot partners.

Active benchmarking and optimised delivery.



FLOURISHING PEOPLE



WHAT WE'LL DO

We will create a flourishing team of people creating long term personal development and regular new employment opportunities within the partnership and supply chain.

OUTCOME

Our workforce will be flourishing, enjoying an internationally exciting range of career pathways and opportunities.

GROW, DEVELOP & FLOURISH LONG TERM DEVELOPMENT

HOW WE'LL DO IT

Achieve Investors in Diversity Accreditation for creating an inclusive culture.

Creating a great place to be, with planned attrition to **< 10%**.

Offer career pathways with **10% of staff to be Emerging Talent** (Interns, Apprentices, Graduates, Returners).

A fully **informed and engaged team** creating people progression opportunity.



BEST PLACE TO WORK



WHAT WE'LL DO

We will establish the UK's most exciting infrastructure opportunity as one of the country's best places to work, drawing the best and most diverse talent from across the partnership and supply partner community and beyond.

OUTCOME

PPP is known as one of the best places to work.

HOW WE'LL DO IT

Become an award-winning programme that attracts UK talent.

Share and learn with comparable infrastructure programmes

Engaging and responding to our teams feedback.

Actively contributing to Sellafield Ltd's 'great place to work' ambitions.

ATTRACTING THE BEST

EXCITING OPPORTUNITY



AN INDUSTRY LEADER



WHAT WE'LL DO

We will become recognised as the delivery model of choice, globally exported to accelerate future major infrastructure programmes.

OUTCOME

The PPP model is adopted across industry, as the leading approach to infrastructure delivery.

HOW WE'LL DO IT

Attract international programmes to PPP to obtain learning.

Recognised by stakeholders as bringing strategic value to Sellafield mission.

Through **performance delivery** that leads to the extended use of the model.

Improving our delivery against productivity benchmarks.

RAISING THE BAR

ACCELERATE FUTURE

HAPPY STAKEHOLDERS



WHAT WE'LL DO

We will build strong relationships with our stakeholders, locally, nationally and globally.

OUTCOME

Key stakeholders have trust and confidence in PPP.

INSPIRING CONFIDENCE EXCEEDING EXPECTATIONS

HOW WE'LL DO IT

Create a marked increase in stakeholder confidence in project delivery at Sellafield.

Support an uplift in Sellafield's reputation as a leading infrastructure programme.

Recognition by **obtaining multiple accreditations and awards** for realising the value of the model.

Sanction and gating outcomes consistently reflect enhanced confidence.

SUSTAINABLE BUSINESS



WHAT WE'LL DO

We will achieve long term business resilience and success while contributing positively to the economy, society and the environment.



OUTCOME

Sustainability is embedded across our programme and major projects as the PPP Way.

PPPs SUSTAINABILITY PILLARS

- PARTNERSHIP**
Supply Chain
Stakeholder Engagement
Partner Reachback
Sellafield Ltd Collaboration
- 01 PLANET – PERFORMANCE**
Sustainability in Design
Sustainability in Procurement
Measurement
Management
- 02 PEOPLE – PERFORMANCE**
Employment
Learning and Development
Business Ethics
Employee Wellbeing
- 03 PLANET – PEOPLE**
Community Initiatives
Natural Resource Stewardship
Volunteering
EHSSQ&A Legislation

HOW WE'LL DO IT



PPP SUSTAINABILITY PILLARS LONG TERM SUSTAINABILITY

OUR MAJOR INFRASTRUCTURE PROJECTS

As PPP moves into the fifth year of delivery the focus will be maintained on delivering exemplar major infrastructure projects, which include;

Sellafield Product and Residue Store Retreatment Plant (SRP)

Site Ion Exchange Effluent Plant (SIXEP) Continuity Plant (SCP)

The Replacement Analytical Project (RAP)

The Box Encapsulation Plant Product Store (BEPPS2)

Lightly Shielded Store (LSS)

SIXEP Waste Management Receipt Facility (SWMRF)

Special Nuclear Materials (SNM) Future Storage

Sludge Handling and Export Plant (SHEP)

PROGRESSION OF OUR IN-FLIGHT PROJECTS

PROGRESSING THE EARLIER STAGE PROJECTS

ENGAGEMENT IN THE PIPELINE PROJECTS





WHAT THE **FUTURE LOOKS LIKE**

A pipeline of new major infrastructure projects will come online and be delivered the PPP Way – collaboratively with our supply partners.

The communities will feel the impact of PPP – a stimulated and diverse supply chain, offering careers, skills and economic growth.

Our workforce will be flourishing – enjoying a diverse range of nationally exciting career pathways, while we grow and attract the best talent.

The PPP model will be adopted across industry – as the leading approach for major infrastructure delivery.

With our help, Sellafield will create
**a clean and safe
environment for future
generations.**





**PROGRAMME &
PROJECT PARTNERS**
AT SELLAFIELD

**Programme and Project Partners (PPP)
formed by Sellafield Ltd**

Banna Court, Ingwell Drive, Moor Row,
Cumbria, CA24 3HW

To find out more about PPP visit:

<https://www.gov.uk/government/organisations/sellafield-ltd>