

Sellafield Product and Residue Store Retreatment Plant (SRP) Project

Full Business Case - Summary



Approvals required

Sellafield Ltd Investment Review Panel	Sellafield Ltd Board	NDA Executive Sanction	NDA Board	BEIS / HM Government
Complete	Complete	Complete	Complete	Complete

1 Introduction

1.1 Business Case Request

The Sellafield Product and Residue Store Retreatment Plant (SRP) Project Full Business Case (FBC) secured additional HMG sanction of:

- **P80 cost of £1,126m** (bringing cumulative sanction for the project to P80 £1,673m)
 - P50 cost of £832m (bringing P50 cumulative sanction for the project to £1,330m)
- **P80 completion date of March 2032**
 - P50 completion date of August 2029

1.2 Context

One of the most complex challenges facing the Nuclear Decommissioning Authority (NDA) is the management and ultimately disposition of the UK's inventory of separated plutonium, the largest civil stockpile of plutonium in the world. The inventory currently consists of c.32,000 packages of Special Nuclear Material (SNM), some of which are showing signs of degradation.

HMG is yet to decide on whether to eliminate the hazard by either reusing the material or disposing of it as waste. It is recognised that even if a disposition decision is made soon, a retreatment and repackaging facility is required to maintain safe and secure storage for many decades as the policy is deployed.

The Sellafield Product and Residue Store Retreatment Plant (SRP) is the required facility to retreat and repackage existing plutonium material. Plutonium will be placed into '100-year' packages, which are suitable for long-term storage and do not foreclose options for future use of the material.

The revised Outline Business Case (OBC) was approved by HMG in 2018 with a cost range for the project between £589m to £1,500m. The project P50 within this range was reported as £706m (November 2026).

The project remains within the range identified at OBC, this range reflected both the level of market engagement and project maturity at that time. Significant progress has now been made on the SRP project in respect of project development and maturity, delivery approach and transition to the HMG approved Programme and Project Partners (PPP) delivery model.

In line with the OBC, the project delivered the site enabling works, assisted in the development of the '100-year' package, completed the detail design of the new process facility, the services building, and the design of the modifications to the existing Sellafield Product and Residue Store (SPRS). SPRS will store the '100-year' packages.

Although the project remains within the OBC range, project development and maturity has led to an increased P50 cost and schedule within this Full Business Case (FBC) of £1,330 (August 2029), a variance of £624m and 33 months from the OBC submission.

The project delivered the commitments outlined in the 2018 OBC and has now secured HMG approval to implement the full execution of the project and for release of the required sanction.

2 Strategic Case

The strategic case remains valid as presented in the approved Outline Business Case based on the absolute need for the capability and the risk to Sellafield site nuclear operations.

2.1 Case for change

The Special Nuclear Materials Future State (SNMFS) Programme, which includes the Sellafield Product and Residue Store Retreatment Plant (SRP), enables Sellafield Ltd to deliver the necessary new capability for the ongoing safe and secure management of the world's largest civilian stockpile of plutonium and respond to the risk of Special Nuclear Material (SNM) package failure.

Due to the degrading condition of the existing SNM packages, Sellafield Ltd has identified and commenced recovery and repackaging of some of the most degraded packages. However, this alone does not mitigate the risk of package failure and will not address the underlying issues with those packages and their compatibility for long-term storage.

Currently, a decision has not been made by HMG on whether to eliminate this hazard by either reusing the material or disposing of it as waste. It is recognised that even if a decision is made in the near future, a facility for retreatment and repackaging enabling storage for many decades is still required. Thus, SRP directly supports the Sellafield Ltd strategic objectives.

SRP continues to demonstrate Nuclear Decommissioning Authority (NDA) and Sellafield Ltd strategic alignment as outlined in the approved OBC. Within the NDA strategy, it links into the Nuclear Materials theme and in particular outcomes 18 and 19:

- 18 – All plutonium repacked
- 19 – All plutonium in interim storage

Without SRP, Sellafield Ltd. will not have the capability to manage the plutonium stockpile appropriately, and there is an increasing risk of package failure which potentially would lead to radiological contamination of the existing package store(s), and serious disruption to operations on the Sellafield site. Recovery from such an event would require significant investment and resources to recover the affected facilities.

2.2 Need by date

A strategic need by date of Q4 2024/25 was set by the Programme in the OBC and formed a Critical Success Factor for optioneering purposes. Since submission of the OBC, the Programme has used scenario modelling to reassess the strategic tolerance and confirmed that a 2030 start date for SRP would be acceptable due to the successful delivery of contingency activities, and increasing confidence in current package integrity realised through plutonium science and inspections work.

2.3 Spending objectives

Project Spending objectives (Future state)

- Safe, secure storage of civil plutonium stockpile for the up to 100 years without foreclosing future options for disposition.
- Reduce the risk of SNM package failure presented by degraded packages.
- Consolidate all SNM held at Sellafield in modern stores.

2.4 Scope

Scope

- Undertaking site clearance and service diversions as necessary for construction.
- Construction of a new build facility close to the existing Sellafield Product and Residue Store (SPRS) to house and undertake the re-treatment and re-packaging processing capability.
- Developing a new outer package, with a 100-year design life.
- Developing an import / export package transfer link with the existing SPRS.

- Commissioning the SRP facility.

2.4.1 Benefits

The benefits delivered by the project are:

Security	<ul style="list-style-type: none"> • Reduction of Category 1 (high security) island sites. • Higher security resilience.
Value for Money	<ul style="list-style-type: none"> • Consolidation of multiple stores to a single modern, secure, seismically qualified store. • All materials repackaged into '100 year' packages for long term storage. • Existing multiple teams consolidated to a single SRP/SPRS operations and maintenance team.
Risk Reduction	<ul style="list-style-type: none"> • Number of packages consolidated. • Modern new store capability. • Reduced risk and Safety and Environment Detriment (SED) score.

Strategic Risks

The project contributes towards mitigation of NDA Group Strategic Risks as follows.

Risk	
NDA Group Strategic Risk 07	<ul style="list-style-type: none"> • Failure of major asset or facility leading to loss of containment.
NDA Group Strategic Risk 08	<ul style="list-style-type: none"> • Safety / security system failure - insider and external threat.
Office for Nuclear Regulation (ONR)	<ul style="list-style-type: none"> • Level 1 issue with the SNM value stream – The risk to package loss of containment due to degradation and design life expiry.

SRP is required to support the HMG plutonium strategy to consolidate and store all SNM in robust packages in a single, modern, high security facility until a final disposal route has been determined.

3 Economic Case

The economic direction for the Sellafield Product and Residue Store Retreatment Plant (SRP) project was originally endorsed by the Nuclear Decommissioning Agency (NDA) in 2015. The approach was further confirmed by the NDA in 2017 and subsequently approved at Outline Business Case (OBC) stage by HMG in 2018.

Consistent with the strategic case, the imperative is to have a capability available for retreatment and repackaging of plutonium packages so that they can be consolidated into a long-term store at the earliest practicable opportunity to remove the risk they currently pose.

3.1 Review of the OBC options

The assessment criteria consisted of 4 Critical Success Factors (CSFs) and the NDA Value Framework. The CSFs were:

OBC Critical Success Factors	
CSF 1	Operating capability available by Q4 2024/25
CSF 2	Zero work related (RIDDOR) reportable accidents or significant events
CSF 3	Minimise impact to Magnox and Oxide operating programmes
CSF 4	Maximise utilisation of known technologies and processes

Since OBC the project schedule has matured and identified a delay since previous commitments. As a result of this, the Programme has used scenario modelling to reassess the strategic tolerance and confirmed that a 2030 start date would be acceptable due to the successful delivery of contingency activities and increased confidence in package integrity through plutonium science and inspections work.

A total of 4 options were considered against the assessment criteria at OBC stage. This FBC revalidated these options considering the revised strategic tolerance date of 2030.

Options		OBC Rating	FBC Rating
1	Do nothing		
2	Re-purposing of existing facilities		
3	Delivery of the SNMFS programme as soon as possible - (SRP Project)		
4	Delivery of the SNMFS programme with a longer timeframe		

Option 1 (Do nothing) was discounted as it would not only place the Programme in an intolerable position, impacting on our ability to comply with site licence conditions and ultimately incur significant costs of recovery.

Option 2 (Re-purposing of existing facilities) was also discounted, this option would take a decade longer and circa £500m more to reach the Programme's risk retirement end point.

Option 3 (SRP project) remains the preferred option despite taking longer than originally committed in the OBC. SRP provides value for money and optimum balance against the key success criteria to deliver the capability as soon as possible prior to 2030.

Option 4 (SRP in a longer timeframe) remains the contingency option as would deliver the same outcome as option 3 however on a longer timescale, increasing time at risk.

3.2 Preferred option

There is no 'As Low As Reasonably Practicable (ALARP)' option where SRP is not required, the capability to retreat and repackage SNM is crucial to meeting all safety and regulatory requirements for safe and

secure SNM storage in line with the UK government strategy. The key is the delivery of a high standard facility to provide this capability in the required timescales to reduce the risk of an intolerable event occurring.

Doing nothing or minimal efforts to repackage material are not acceptable from a regulatory or nuclear safety perspective. No other options can deliver a solution faster or cheaper than SRP and are therefore disregarded. The preferred option remains, as previously, building SRP as soon as practicable as SRP is critical to the successful delivery of the SNMFS Programme.

Since OBC, a revised Major Project Baseline Date of April 2028 has been established. The new matured baseline date will not meet the date outlined in CSF 1, but it is still fundamental to have an operating capability, delivered to a high standard, as soon as practicable.

Both the detail design and pre commencement safety report for this preferred option are now complete. These have been subject to independent design reviews and are endorsed as sufficiently mature by the Office for Nuclear Regulation (ONR) to enable them to grant a Licence Instrument to proceed with the construction and inactive commissioning of the new facility.

3.3 Value For Money

SRP remains to represent value for money as there is no alternative to address the issue of providing long term safe and secure storage of SNM and this FBC continues to build upon the robust value for money assessment previously presented. The FBC is confirmed by the Department of Business, Energy, Innovation and Skills (BEIS) to satisfy the value for money test as documented in the SRP Accounting Officer Assessment (AOA) 2020.

3.4 Sustainability

With £7,000m of projects recognised to be delivered through the identified supply chain delivery vehicle (i.e., PPP), a collaborative approach to sustainability between Sellafield Ltd and the supply chain will be essential to maximise the opportunities available.

Environmental

We are establishing a Sustainability Framework in partnership with the supply chain. Key areas of focus on the project are maximising the opportunity for the inclusion of energy saving features and capitalising on the reduction in greenhouse gas emissions during construction and operations.

Social Value

We are working with partners including the Local Authority to maximise the social value of the SRP project. Specific activities at this point include;

- 80% of all procurements will have early social impact involvement, procurement specific tender questions, contracting of commitments and defining outcomes.
- Development of the supply chain with all companies involved being encouraged to support the localisation agenda.
- SRP and its supply chain will employ a minimum 5% of its staff as graduates, apprentices, and trainees.

4 Commercial Case

The Sellafield Product and Residue Store (SRP) project will be delivered through the HMG approved Programme and Project Partners (PPP) delivery model. HM Treasury approved the PPP Full Business Case (FBC) in 2018 as the dedicated 20-year delivery framework for all major projects at Sellafield.

The PPP has five partners in total including Sellafield Ltd. The 4 supply chain partners consist of;

Partner	Role
KBR	Integration Partner
Jacobs	Design Partner
Morgan Sindall	Civils Construction Partner
Altrad Babcock	Process Construction Partner

The Sellafield Ltd role in this delivery model is twofold:

1. to deploy capability into delivery as a “Fifth Partner” alongside the other four partners
2. to enable and assure PPP delivery as an “Intelligent Client” organisation.

The 5 partners create an Aligned Delivery Team (ADT) providing the ‘cradle to grave’ project management and delivery capability. This model aims to enhance delivery and improve performance. This approach will bring enhanced collaborative behaviour and a “one team” approach resulting in an improved project delivery culture.

4.1 The Incentivised Delivery Model

The PPP incentive model ensures the supply chain partners are paid modest profits during delivery, with further profit available through progressively meeting Project Wide objectives (i.e., Key Milestones), which collectively contribute to an Aligned Incentive Fund (AIF). Only upon successfully achieving project completion and delivering the project outcomes are the contractors paid out under the AIF.

This approach incentivises the partners to work collaboratively, ensuring they deliver a project, that meets the functional requirements, safely, securely and on both budget and time. The model moves away from the use of punitive damages to drive performance and instead establishes a sustainable collaborative relationship to encourage all partners to invest in transforming the project delivery environment at Sellafield Ltd.

4.2 Assured Major Project Baseline (MPB)

A multi-tiered assurance strategy has been applied by Sellafield Ltd, which ensures that the MPB represents a credible and value for money business case for investment. Appropriate commercial tension ensures that the baseline correctly rewards performance, drives innovation and has an appropriate balance of risk/reward.

The cost estimate and schedule supporting the FBC is ‘market informed’ by the cost and schedule developed by PPP. The proposed cost and schedule have been reviewed and assured by PPP’s Independent Assurance Panel to provide confidence to partners and to Sellafield Ltd that it is a credible baseline.

Contractually the MPB is set by Sellafield Ltd. The partners contribute to the MPB build by providing key information, but fundamentally it is owned by Sellafield Ltd. This mitigates the contractors “setting their own price”.

4.3 Key Service Requirements

Sellafield Ltd has committed a number of key packages through its extant corporate arrangements to secure delivery of key SRP project work packages in parallel to PPP mobilising its operations. These include:

Key Procurement Package	Delivery Route & Contract Form	Value £m (MPTP)	Early Contractor Involvement	Contract Award Date (MPB)
Design (Plant Wide Systems & SPRS Modifications)	Delivered through Sellafield Ltd corporate Design Services Alliance arrangement NEC ECC Options C and E	44	Yes	Aug-15
Site Enabling Works (service diversion, site clearance and civil foundations)	Delivered through Sellafield Ltd corporate Operations Site Works arrangements (predominantly) NEC ECC Options C and E	30	Yes	Aug-15
Glove Box Systems (Design and Critical Procurements)	Delivered through Sellafield Ltd corporate Glove Box System Category arrangement NEC ECC Option E	35	Yes	Dec-17
Control Systems	Delivered through Sellafield Ltd corporate Control Systems Category arrangement SL Cat Mgt Option A	13	Yes	Oct-21

The SRP acquisition strategy has identified 52 high risk work packages which will be delivered through the PPP contract arrangements. The proportion of work packages at high risk is not surprising recognising the complexity and the scale of the SRP scope.

To protect the critical path of the SRP, the following near-term procurements are required to be delivered by the PPP:

Key Procurement Package	Delivery Route & Contract Form	Value £m (MPTP)	Early Contractor Involvement	Contract Award Date (MPB)
Civil 'Weathertight' Process Building	Delivered through PPP arrangements NEC ECC Option C	75	No	Aug-20
Internal and External Steelwork & Cladding	Delivered through PPP arrangements NEC ECC Option A (off site) and C (on site)	19	No	Jun-21
Glove Box Systems (multiple manufacture and commodities contracts)	Delivered through PPP arrangements NEC ECC Option A / C	61	Yes	Aug-21
Glove Box Systems (installation and field wiring)	Delivered through PPP arrangements NEC ECC Option A / C	22	No	Jun-23

The original intent set out in the SRP OBC was to deliver a full design, manufacture and supply service for SRP glove box systems. Following concerns over the value for money of those arrangements, the decision was taken to complete design and order long lead items through the corporate arrangements and to then procure the glove box manufacture and supply scope via the PPP.

Further key procurement packages to be procured to deliver the project are:

Key Procurement Package	Delivery Route & Contract Form	Value £m (MPTP)	Early Contractor Involvement	Contract Award Date (MPB)
Heating Ventilation Air Conditioning (HVAC)	Delivered through PPP MPP arrangements NEC ECC Option A / C	38	Yes	Jan-22
Mechanical	Delivered through PPP MPP arrangements NEC ECC Option A / C	42	Yes	Apr-22
Pipework	Delivered through PPP MPP arrangements NEC ECC Option A / C	18	Yes	Jun-22
Electrical & Instrumentation	Delivered through PPP MPP arrangements NEC ECC Option A / C	82	Yes	Sep-22

5 Financial Case

The development of the project maturity from OBC to FBC has seen a schedule increase of 33 months with cost increases of £624m at the P50 confidence level compared to the 2018 Outline Business Case (OBC).

The revised lifecycle estimate to complete SRP is £1,330m at the P50 confidence level, and £1,673m at the P80 confidence level.

Project Lifecycle Cost – 2020/21 monetary values					
		Prior Years	Years 1-3	Yr4 onwards	Total
Inflated	Base (£ million)	139	352	633	1,124
	P50 (£ million)	139	408	783	1,330
	P80 (£ million)	139	449	1,085	1,673
	Optimism Bias	139	456	1,128	1,723

5.1 Affordability

Our cost range, including a factor to mitigate optimism bias (up to £1,723m), to deliver SRP is considered affordable given the current forward programme of work and anticipated levels of Sellafield Ltd annualised funding. Noting the potential nuclear safety and regulatory implications of a delay to SRP, it is expected that critical path activities for the project will be prioritised over this period.

We have established a prioritisation process which will be utilised to determine the funding allocation across the Sellafield Ltd business including SRP. If it transpires that the funding is insufficient to deliver our obligations against those priorities, further discussion will be required with NDA. In the various options considered in the spending review work (2020) there were no options considered where SRP was deprioritised or indeed not afforded.

5.2 Schedule and Cost Reconciliation

In 2017, at the time of the OBC submission, the Programme and Project Partners (PPP) contract was being tendered and there was only limited access to market information to better underpin the overall project estimate. The project schedule and costs are now informed by market information following award of the PPP contract in May 2019 and subsequent transition of this project into the PPP Delivery Model in November 2019.

The scope has remained largely stable since OBC, however the design has matured and PPP are now fully engaged, supported by Early Contractor Involvement with their supply chain.

Schedule

Since approval of the OBC, the key project milestone 'Ready for Active Commissioning' has moved from December 2025 to September 2028 (P50), an increase of 33 months. Principle reasons for the schedule extension are as summarised below:

Category of Change	Months	Description of Change
Learning From Experience	9	Construction to commissioning handover logic refined at system level and fault correction time periods added for off-site integrated works testing and on-site inactive commissioning
Design Maturity	6	Connection detail of roof trusses for constructability and development of the mechanical and electrical detail design quantities for installation
Schedule Maturity	6	Glove Box System manufacturing, packaging and transport durations reflective of averaged market returns together with civil finishes / plant & equipment installation works defined in more detail
Constructability	-2	Change in construction methodology to allow early commencement of Mechanical & Electrical installation, offset by allowances added for tower crane downtime and alignment to single shift working
Covid Impact	5	Assessment of Covid impact to June 2021
SL IC MPB Adjustment	3	SL IC Management adjustment following MPB 'set'
SL IC Schedule Contingency	6	SL IC P50 modelling output contingency adjustment
Lifetime Schedule Variance	33	(P50)

Cost

Since approval of the OBC, the P50 project lifetime cost has changed from £706m to £1,330m, an increase of £624m.

The £624m P50 cost increases break down into 4 categories:

- £190m of direct costs relating to PPP engagement with the supply chain
- £158m of indirect costs for prolongation of the developed schedule and delivery team
- £141m of contingency, contract incentivisation Covid-19 impact
- £135m due to escalation.

A detailed breakdown is presented below:

Category of Change	Variance to OBC £m	Description of Change
Estimate Maturity	150	Detailed Building Information Model outputs combined with Market Returns through PPP contract, predominantly on Civil & Building (£19m), Mechanical & Electrical Works (£35m), Glove Box Systems (£21m) and Temporary Works (£46m)
Design Maturity	37	
Scope Change	3	
Project Maturity	117	Development of Aligned Delivery Team and impact of prolongation due to overall schedule increase offset by savings realised in Site Enabling Works
Price Change/Competition	41	
MPTP Contingency	27	Updated Risk Modelling based output to the deliver the remaining scope applied within the Major Project Total Price (MPTP)
Covid Impact	36	
PPP AIF	17	
SL IC P50 Contingency	60	
OBC Escalation	58	Escalation of OBC P50 to 2020/21 money values aligned to Performance Plan
FBC Escalation	77	
Lifetime Cost Variance	624	<i>(P50 Inflated 2020/21 money values by 2%)</i>

Note: There may be slight discrepancies in totals due to rounding

6 Management Case Summary

6.1 Project Delivery

On the Sellafield Product and Residue Store Retreatment Plant (SRP) project, the Senior Responsible Owner (SRO) is accountable for the outcomes and benefit realisation as articulated in this business case, the Sellafield Ltd Major Projects Delivery Executive Director is accountable for all major project delivery, including SRP. Responsibility for the SRP project delivery is discharged through the SRP Project Director.

Project delivery is via the PPP Aligned Delivery Team (ADT) and draws relevant experience from the PPP lot partners and Sellafield Ltd employees assigned to lot partners to ensure an enhanced collaborative behaviour and 'one team' mentality

Key roles in the delivery of SRP are as follows:

Senior Responsible Owner (SRO)	The SRO is accountable for ensuring the project delivers the outcomes and Sellafield Ltd, and NDA, realises the benefits from the investment in the project.
Major Projects Delivery Director	The Sellafield Ltd Major Projects Delivery Director is accountable for ensuring SRP project delivery, assurance and oversight arrangements are in place to ensure the project is progressing as planned.
SRP Project Director	Responsible for the safe, secure and effective delivery of the SRP Project.
Aligned Delivery Team	Project delivery team constituted from the PPP lot partners and Sellafield Ltd employees assigned into delivery roles within the ADT as "5 th partner".
PPP Management Board	The Board shall provide management oversight, assurance, performance management and leadership support to the SRP Project.
Sellafield Ltd Intelligent Client (IC)	The Head of IC reports to the Major Projects Delivery Director providing the overall assurance and oversight of the PPP and its performance in delivering SRP.

6.2 Governance and Assurance

The project is subject to enhanced executive oversight which provides rapid escalation to the highest levels of Sellafield Ltd, Nuclear Decommissioning Authority (NDA) and the PPP Supply Chain partners.

Performance management governance is deployed through the following groups:

Special Nuclear Materials (SNM) 'Value-Stream' Portfolio Board	<ul style="list-style-type: none"> • Chaired by the Head of the SNM Value Stream; governs and provides oversight of the SNM Portfolio, i.e., SNMFSP and ongoing SNM Operations. • Specifically oversees the SNMFS Programme and formally approves SRP Project Functional Specification (PFS).
Special Nuclear Material 'Future State' Programme (SNMFSP) Board	<ul style="list-style-type: none"> • Chaired by the SRO, oversees the verification and validation along with oversight and assurance of the SNMFSP including the SRP project in terms of management of key dependencies and interfaces, delivery of outcomes and benefits realisation.
Projects Delivery Directorate (PDD) Monthly Performance Review	<ul style="list-style-type: none"> • Chaired by the Major Projects Delivery Director, which has oversight of SRP project performance and holds the SRP Project Director to account for delivery performance.
Sellafield Product and Residue Store	<ul style="list-style-type: none"> • Chaired by the SRP Project Director and allows oversight of the key issues and decisions that need to be taken to progress the project.

**Retreatment Plant (SRP)
Project Board**

- Acts as the governance for project approvals, acceptance of the PFS and progress against the Integrated Assurance Approvals Plan (IAAP) and discusses overall progress and 'key milestone' health with SRO, PPP Lot Leads and IC representatives.

6.3 Intelligent Client (IC) Role

As a PPP project, SRP is also governed and assured by the Sellafield Ltd Intelligent Client (IC). The Head of the IC reports to the Sellafield Ltd Major Projects Delivery Director who in turn has direct oversight of the SRP project delivery performance.

The IC is independent to the project and responsible for managing the PPP Lot Partner contracts, setting the Major Project Baseline (MPB) and ensuring all legal requirements for delivering work at the Sellafield site are met in accordance with the Nuclear Site Licence conditions. The IC is accountable for setting the Major Project Baseline (MPB) for the SRP project, against which PPP project delivery performance is measured and incentivised under the PPP contract model.

6.4 Benefits Management

The Programme, via the SRO and Programme Manager is accountable for management and realisation of the benefits that will come from the capability delivered by the SRP project.

6.5 Change Management

Sellafield Ltd, via the IC, are accountable for contract management, governance and assurance of the SRP MPB and any changes that will potentially affect the Sellafield Ltd Operating Plan and associated changes to Sellafield Ltd Operating Plan Baseline. The Head of the SNM Value stream will approve any changes (if required) to the project functional specification via the SNMFS Programme Board and the IC will formally instruct the change under the PPP contract mechanisms.

6.6 Risk Management

The SNMFSP, IC and PPP are accountable for the management of risk and risk mitigation activities in a proactive and collaborative manner, including all project and client risks as well as any risk created through programme uncertainty.

During the setting of the MPB, project risks have been apportioned to the appropriate risk owner, being either the PPP (risks held within the MPB) or Sellafield Ltd risks held by the IC. This approach allows PPP flexibility to manage and mitigate project risks via local contingency delegated to the SRP Project Director and enables the IC to manage the Major Project Baseline.

Project progress and risk status is reported monthly to the SRO and the Sellafield Ltd Major Projects Delivery Director.

6.7 Contingencies

The SNM Value Stream and SNMFS Programme are working on contingencies to mitigate the risk associated with the existing SNM packages should SRP delivery extend past 2030.

Measures are being undertaken to mitigate as far as possible the risk of existing package failures until SRP is available. The implementation of these risk mitigators are all helping to improve the confidence around the integrity of the existing packages and their resilience until SRP is available.

6.8 Learning From Experience

Extensive internal and external learning from experience has been applied to inform the development of the SRP project. This has provided a high degree of confidence in the underpinning cost and schedule. Learning is captured through the PPP model execution, Sellafield Ltd project functions and the project learning log.

