



PROGRAMME &  
PROJECT PARTNERS  
AT SELLAFIELD

Programme and Project Partners

# Supply Chain Strategy Update



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## 1.0

## Introduction

Since the publication of the first Programme and Project Partners (PPP) Supply Chain Strategy in 2021, our partnership continues to mature and shape project delivery at Sellafield Ltd.

We set out with the ambition to build long-term, collaborative relationships with a high-performing supply chain and, six years on, that ambition is being realised.

This updated strategy reflects how far we have come and, importantly, how we will continue to evolve.

Our approach remains one of partnership and our continued commitment to the [principles set out in the 2021 strategy](#) of:



Collaborating with our suppliers and stakeholders, we will continue to deliver safely, responsibly, and efficiently, while creating lasting value for our communities and Sellafield Ltd.

Since 2021, these principles have moved from concept to delivery — driving measurable progress in cost and schedule efficiency, workforce development, and social impact across the PPP enterprise.

By embedding consistent standards and transparent performance measurement across all tiers of the supply chain, PPP and its partners will continue to deliver tangible value for Sellafield Ltd, the nuclear sector, and the communities we serve.

Together, the principles, critical success factors and six pillars create a robust, integrated framework for performance, collaboration, and continuous improvement.

This is evolution, not revolution — building upon these strong foundations will allow us to focus on performance, innovation, and impact as we move into the next phase of PPP delivery.

Keep up to date with the PPP news feed on CompeteFor here:

[Welcome to Programme and Project Partners \(PPP\) - Sellafield](#)

## 2.0

## Executive Summary

The Programme and Project Partners (PPP) model is transforming how projects are delivered at Sellafield Ltd, creating a legacy through long-term partnerships and a resilient, high-performing supply chain.

What we said in 2021:



Since the original Supply Chain Strategy was published in 2021, PPP has delivered measurable progress toward its critical success factors and strengthened its position as an industry leader in collaborative project delivery.

By 2030, the PPP supply chain strategy will have delivered a measurable step change in predictability, capability, and value across the PPP enterprise:

- Cost confidence and schedule predictability across major projects supported by early contractor involvement, digital tools, and modern methods of construction.
- Focused supply chain spend delivered through SMEs (direct and indirect) across all tiers.
- Sustained growth in local supplier capability in Cumbria and Warrington through apprenticeships, training hours and supporting people into work.
- Standardised use of digital construction, off-site manufacturing, and supplier-driven innovation roadmaps across all major projects.
- A supply chain that is resilient, future-ready, and able to meet PPP's long-term pipeline demands.

Success in 2030 means a supply chain that is predictable, skilled, sustainable, and delivering measurable value to Sellafield Ltd and the region.

## 2.1

### Programme and Project Partners Model

Sellafield Ltd is the organisation responsible for the safe operation and clean-up of the Sellafield site in Cumbria, UK, as a wholly owned subsidiary of the Nuclear Decommissioning Authority (NDA).

The Programme and Project Partners model is changing the way we deliver projects at Sellafield and creating a lasting legacy through long-term partnerships.

The approach will support new missions that will transform the company from a nuclear operator into a world leader in environmental remediation.

The Programme and Project Partners will play a pivotal role in the delivery of the overarching Sellafield Ltd mission through provision of best-in-class programme and construction management services across a 20-year programme portfolio of projects.

## 2.2

### Who are the programme and project partners?

The partnership is made up of 4 lots and Sellafield Ltd as 5th Partner, to help deliver the site's decommissioning programme:



## 2.3

### Why is Evolution Needed – 2025-2030

The 2021 Supply Chain Strategy established strong foundations – long-term partner relationships, outcome-based contracts, social impact integration, and improved SME accessibility. Since 2021, PPP and the supply chain have matured, and the programme landscape has evolved.

This refresh sets out the next phase of development, and this evolution is required because:

- The forward pipeline has changed, and the supply chain relationships are more mature, creating opportunities for ECI, collaboration and performance improvement.
- Performance data gathered since 2021 now provides a reliable baseline for benchmarking, forecasting and continuous improvement whilst expectations around social value, innovation and modern methods of construction have increased across the public sector.
- Emerging capability and capacity gaps require a coordinated, enterprise-wide response to sustain delivery over the long term.

PPP is no longer mobilising and is now mature enough to embed consistent ways of working across all tiers of the supply chain. This strengthens measurement and accountability in order to maximise the impact PPP can deliver.

The purpose of this evolution is to move forward from establishing the partnership to optimising its performance.

## 2.4

### The PPP Principles

Programme and Project Partners (PPP) Supply Chain Strategy in 2021 set expectations around the PPP principles and the sections that follow, set out PPPs **Promise** (from 2021), **Progress since 2021** and **How we will evolve (2025-2030)** for each PPP principle.

#### 2.4.1

##### Early Contractor Involvement (ECI):

**Promise:** We recognise that by contracting and involving the supply chain at the earliest stage, we will be able to optimise design, innovation, and constructability.

##### Progress since 2021:

- PPP have developed an ECI manual to give our projects the tools they need to implement best practice ECI.
- ECI implemented with the supply chain engaged on projects pre-Outline Business Case (LSS, SNMAP and BEPPS2 projects).
- Realised benefits of ECI by embedding the supply chain into project delivery teams at early stage, introducing Modern Methods of Construction, building project baselines with increased certainty and optimising constructability at design stage.

##### How we will evolve (2025-2030):

- We will learn from our experience to date and look to:
  - Strategically engage lower tier supply chain partners and critical equipment suppliers at the earliest stages of the project.
  - Take a programmatic view of how benefits can be realised by looking at repetition, concurrency, and similar projects in our pipeline.

- Be clearer on what success looks like for early-stage projects and improve how we measure it.

## 2.4.2 Innovation

**Promise:** The supply chain is best placed to highlight innovative products and processes to the projects; it is the Programme and Project Partners goal to incentivise the championing of this innovation.

**Progress since 2021:**

- Early Contractor Involvement (ECI) implemented on LSS1, SNMAP, SHEP projects leading to design innovation through modern methods of construction, leading to increased cost and schedule confidence.
- Implemented 4D BIM as standard across our major projects, generating significant cost savings and risk reduction through proactive planning.
- Procured and fabricated first-of-a-kind high integrity products, refer to section 2.4.8 for further details.

**How we will evolve (2025-2030):**

- Standardise ECI across all major projects, accelerate adoption of offsite manufacturing and digital tools.
- Launch and development of the PPP Technology Hub to drive innovation and technology adoption across our projects and programmes, leveraging the expertise of our partners to bring best practice and innovation to PPP.

## 2.4.3 Collaboration

**Promise:** Core to the Programme and Project Partners mission is collaboration at all levels of the project and the supply chain

**Progress since 2021:**

- PPP Established Key Delivery Partners (KDPs), Goods Supply Agreements (GSAs), and Engineering Design Partner Frameworks (EDPFs) in line with the 2021 strategy to follow project 13 principles that reached the 4<sup>th</sup> tier of the PPP supply chain:
  - Tier 1: Sellafield Ltd.
  - Tier 2: Lot Partners.
  - Tier 3: KDPs, GSAs and EDPFs.
  - Tier 4: Framework partners to the tier 3 KDPs.
- SME focus in Key Delivery Partner procurement, with 111 SMEs engaged through the SME Matchmaker Service, which aligned high performing SMEs with KDPs, leading to:
  - SME frameworks signed with tier 4 Supply Chain partners.
  - 27 SMEs secured KDP contracts worth £55m.
  - Commitment to significant regional investment and employment.
  - 26% of KDP spend with SMEs.

**How we will evolve (2025-2030):**

- A new Minor Works Framework will allow PPP Lot Partners direct access to SMEs and supply chain partners for low value or low complexity works.

- Incorporate the renewed PPP SME Strategy within this updated PPP supply chain strategy.
- Set dynamic SME spend targets.
- Integrate SME strategy plans with the KDPs and include SME action plans into tier 3 and 4 suppliers.

#### 2.4.4 Benefit sharing and incentivisation

**Promise:** Sharing success also means sharing the benefits that come with it, behavioural change can be achieved by shared reward mechanism.

**Progress since 2021:**

- Implemented the outcome-based delivery model (Key Delivery Partners (KDPs), Goods Supply Agreements (GSAs), and Engineering Design Partner Frameworks (EDPFs).

**How we will evolve (2025-2030):**

- Launch a PPP-wide benefits realisation framework, capturing both quantitative (cost, schedule) and qualitative (social, environmental) impacts.
- Use data analytics to forecast benefits, track performance trends, and demonstrate value to stakeholders.

#### 2.4.5 Risk identification and mitigation

**Promise:** Early warnings and robust risk mitigation will reduce the risk to secure project outcomes.

**Progress since 2021:**

- ECI and collaboration leading to early identification and management of risks and opportunities.
- Integration of contractor design and deliverables into the overall project.
- Alignment to the PPP supply chain strategy, our principles and critical success factors.

**How we will evolve (2025-2030):**

- Ensured risk and reward are balanced to promote partnership behaviours rather than transactional delivery.
- Extend the outcome-based model to all new frameworks, reinforcing alignment to enterprise KPIs.
- Simplify commercial terms where possible to improve accessibility for SMEs.

#### 2.4.6 Outcome and output driven contracting

**Promise:** This starts with performance rather than product driven project specifications allowing the supply chain to incorporate ECI, best practice and innovation, without compromising quality or performance.

**Progress since 2021:**

- Implemented incentivised, outcome-based contracts across Key Delivery Partners (KDPs) and strategic suppliers.
- Integrated project teams across PPP, KDPs and suppliers. Improved collaboration and decision-making.
- Implemented the PPP ECI manual & project 13 principles.

#### **How we will evolve (2025-2030):**

- Hold supplier review forums to jointly assess performance and opportunities for improvement.
- Standardise ECI across all major projects.
- Innovation integration through digital construction and modern methods of construction (MMC) and design for manufacture and assembly (DfMA) plans as part of tenders.
- Implement a standardised electronic reporting platform.

#### **2.4.7 Social impact targets through all supply chain tiers**

**Promise:** We can use the multiplier effect of increased social impact reach by incorporating social impact goals throughout the supply chain. We see this as mutually beneficial to the supply chain as well as the community.

##### **Progress since 2021:**

- Requirements embedded in contracts valued over £100,000.
- Embedded social impact requirements across PPP procurements, with suppliers reporting on KPIs covering local business development, opportunity creation, engagement, and volunteering.
- Engaged volunteering and community outreach through the Together for Good platform 70 internships offered, 43 gained employment.
- 700+ weeks of on the job learning for local apprentices.
- Over £100,000 raised to support young people in Cumbria via the Enrichment Fund.

#### **How we will evolve (2025-2030):**

- Co-create and implement social impact projects with key stakeholders and partners that address local need and priorities.
- Enhance the consistency and accuracy of social value measurement by using digital tools and technology. Embedding social impact reporting into business-as-usual process.
- Develop and implement a structured stakeholder engagement approach that defines responsibilities, messaging, and frequency of communication.
- Strengthened social impact delivery by embedding sustainability targets into all procurement opportunities.

#### **2.4.8 Performance Measurement**

**Promise:** Without establishing a baseline and regularly reviewing progress, we will not be able to understand how we are performing, and it will also allow us to set structured improvement targets.

##### **Progress since 2021:**

- Tangible improvements achieved in schedule predictability, cost efficiency, and workforce capability across the portfolio.
- Mobilised two significant Sellafield projects – SRP and SCP - into PPP in parallel.

Collaborated with the supply chain to develop and deliver significant performance including:

- Developing collaborative delivery schedules with the supply chain to challenge the construction methodology, enabling additional elements of the work to be completed in parallel, delivering £m's in benefit.

- Manufacturing Excellence – Procured and fabricated first-of-a-kind high integrity products:
  - [Manufacturing excellence: A look behind the scenes at SRP's specialist glovebox lines - CompeteFor](#)
    - Ansaldo Nuclear Ltd – Manufacture of the retreatment gloveboxes.
    - NIS Ltd – Manufacture of the repackaging gloveboxes.
- Manufacturing Excellence – Collaboration.
  - AZ Armaturen – Valve design, prototyping, and manufacture.
- Delivery of SCP's reception pumping tank.
  - Lifting partner – Mammoet (UK) Ltd.
  - Vessels transported in 2 sections when combined are 6m in height and 61m in diameter, weighing nearly 16.5 tonnes, 3-day police escorted transport.
  - Excellent team collaboration, clear communication.

**How we will evolve (2025-2030):**

- Capitalise on the baseline data captured since 2021 to drive continuous improvement.
- Exceed the expectations around social value, innovation, and modern methods of construction in our sector.
- Coordinate an enterprise-wide response to capability and capacity gaps.

#### 2.4.9 Contract forms/terms

**Promise:** By developing and implementing equitable, appropriately balanced, and recognised forms of contract, underpinned with targeted prompt payment mechanisms, the Programme and Project Partners will become a client of choice for the supply chain.

**Progress since 2021:**

- Established KDPs, GSAs and EDPFs following project 13 principles.

**How we will evolve (2025-2030):**

- Maintain PPP commitment to project 13 principles, the KDP model, ECI and Social Impact whilst ensuring value for money.
- PPP is evolving the KDP model to take on board learning to date, with a greater focus on aligning incentives to project outcomes, value for money and benefit from ECI and streamlining delivery teams for greater integration.

## 3.0 Updated PPP Supply Chain Strategy 2025-2030

### 3.1 Opportunity Pipeline

#### 3.1.1 2021 PPP Opportunity Pipeline

In 2021, the PPP opportunity pipeline consisted of 4 in-flight projects and 15 pipeline projects worth approximately £7Bn.

PPP's overall opportunity value for the 20-year partnerships remains at approximately £7Bn however, the makeup of that pipeline has changed since 2021, and the partnership has had to adjust accordingly during 2025.

#### 3.1.2 2025 Pipeline update

In addition to the four in-flight projects being delivered by PPP, there are several potential projects identified for delivery by the partnership. These cross a diverse range of disciplines – from stores to process buildings and remediation facilities.

On a site as complex as Sellafield, with a lifespan as long as ours, this pipeline must evolve to match the needs of the business, our community, the UK, and future generations.

This 'pipeline' is therefore dynamic in its nature, and each prospective project is subject to a robust gated process which determines whether it is the right option, at the right time.

The certainty we can provide, is that a healthy pipeline of work exists, as we increase our pace, while providing value to the UK taxpayer.

Quite what each project on that pipeline looks like, will be subject to many evolving factors and robust layers of governance over the next few decades.

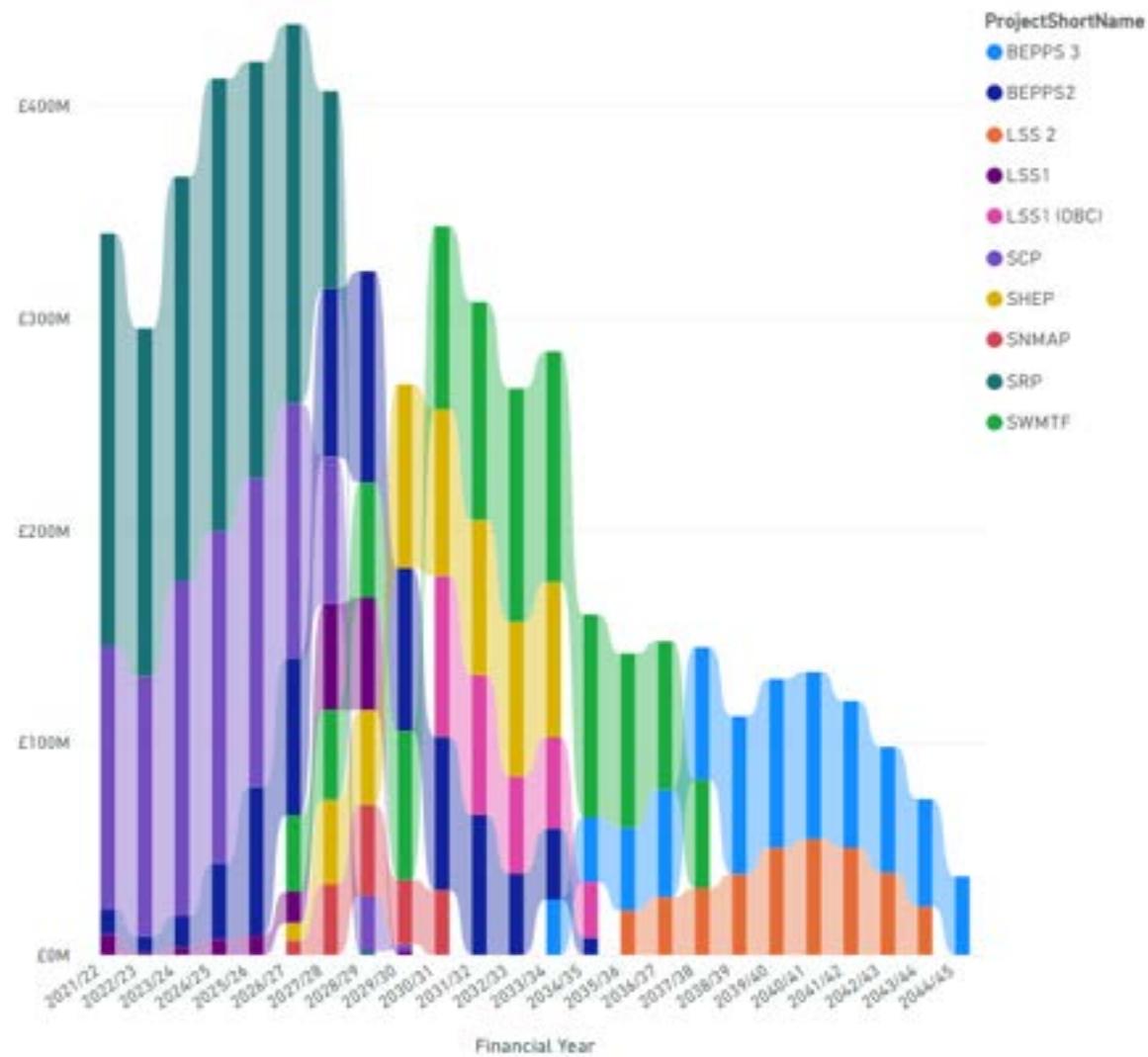
#### 4 in-flight projects:

Sellafield (Product & Residual Store)  
Retreatment Plant (SRP),  
SIXEP Continuity Plant (SCP),  
Box Encapsulation Plant Product Store (BEPPS2), and  
Lightly Shielded Store (LSS OBC).

#### 6 pipeline projects:

Lightly Shielded Store (LSS1 and LSS2),  
Special Nuclear Materials Analytical Project (SNMAP),  
Box Encapsulation Plant Product Store (BEPPS3),  
SIXEP Waste Management Treatment Facility (SWMTF), and  
Sludge Handling & Export (SHEP).

## Allowable Cost plus Profit



- Information is correct as of October 2025.
- Projects are the current Project Delivery Directorate (PDD) projects only and excludes Sellafield enterprise or programme works that PPP may support in the future.
- Cost forecasts represent the current stage of the project and associated level of estimate maturity (i.e. may be up to +/- 50% range for future projects).
- The values shown are indicative only based on current assumptions and are subject to change by PPP and/or Sellafield Ltd.

### 3.2 PPP Supply Chain Ecosystem

In 2021, we said that we would build long-term relationships through fair contracts and incentives aligned with our critical success factors, encourage innovation, and improve cost and schedule confidence. In 2021 we had procured only 4 of our Key Delivery Partners.

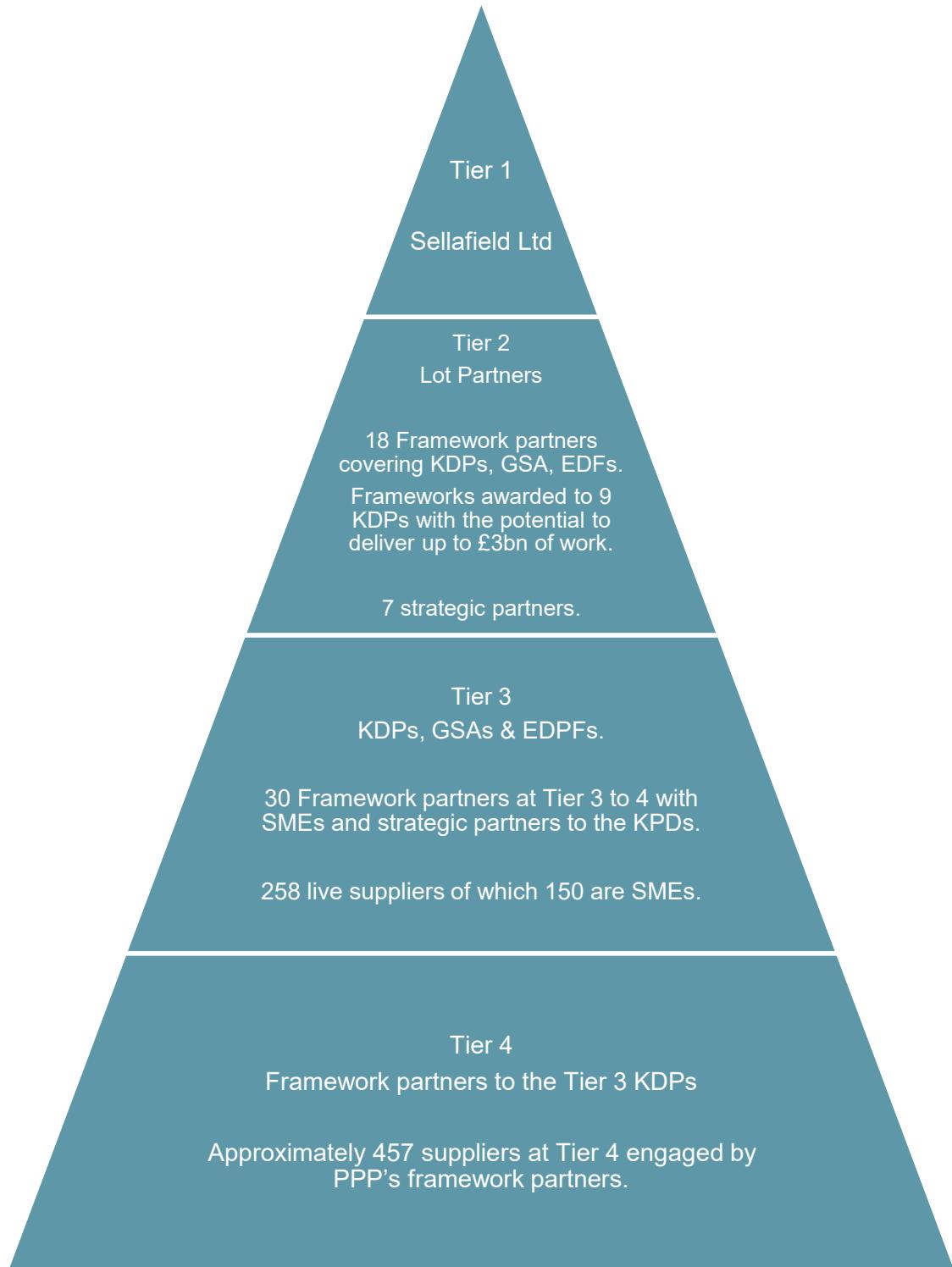
PPP have since met our 2021 commitment to procure the Multi Project Procurement KDP frameworks aligned to PPPs critical success factors.

The PPP Supply Chain Ecosystem goes beyond the traditional approach to contract to the fourth-tier level of the supply chain.

This is the PPP Supply Chain Ecosystem:



Our ecosystem, with Sellafield Ltd, the Lot Partners and KDP Supply Chain reaches the fourth tier of the PPP supply chain:



The core capabilities and competence of the PPP framework partners is set out within the below competence and capability matrix with the suppliers name down the left-hand side and the core capability or competence across the top:

KDP Name	Core competence / capability									
	Access Solutions	Civils, Groundwork, Backwork	Combined Building Services	Electrical and Instrumentation	Engineering Design	External Envelope	Fabrication	HVAC	Mechanical and Pipe	Steelwork
Alfred McAlpine Ltd										
Alfred Support Services Ltd	■									
Amec Foster Wheeler Ltd							■			
Balfour Beatty Kieromics Ltd			■					■		
Bentall Engineering Ltd							■			
Cyclofer UK Ltd				■				■		
Hydri Group Ltd						■				
Kier Ltd	■									
March		■							■	
McMahon Engineering Services Ltd						■				
RMG Contractors Ltd			■							
RSB Bailey Ltd		■								
SLI Ltd							■			
West Cumbria Engineering Limited							■			
Severnford Nuclear & Infrastructure Ltd										■
Sir Robert McAlpine Ltd		■								
William Hill Ltd					■					■

Category
Core Competency
Supply Chain

PPP KDP capabilities are categorised to distinguish between core competency (in house delivery, shown in green) or, where the KDP will not deliver the scope in house but will rely on their subcontract supply chain (shown in purple) to deliver the scope.

Multi Project Procurements (MPPs) are reviewed regularly to ensure PPP have the correct balance of partners to meet project needs. If an opportunity for new KDP entrants is required, it will be advertised in line with Pillar 5 – Routes to market.

### 3.3

## Social Impact

The greatest opportunity to influence and support PPPs commitments to our local communities is by ensuring that PPP's commitment to social impact continues, un-changed since 2021.

The key elements of the Programme and Project Partner's social impact and supply chain strategies support Sellafield Ltd.'s Social Impact Multiplied (SiX) Strategy:

### (SiX) Strategy



We use our collective expertise and clear intent to deliver targeted change over time, and we will do this through Collaboration. The key elements of the Programme and Project Partner's social impact and supply chain strategies support Sellafield Ltd.'s Social Impact Multiplied Strategy (2024 update) which cover the following Themes:

Local business development: (Resilient Economies):	Opportunity (Sustainable Incomes):	Engagement (Sustainable Incomes):	Community volunteering (Thriving communities):
<ul style="list-style-type: none"><li>PPP will contribute by supporting local growth and increase the scale, diversity, and development of different sectors. We will do this through supporting local businesses (SMEs, VCSEs) via subcontracts, reciprocal business opportunities, training, mentoring and capacity building.</li></ul>	<ul style="list-style-type: none"><li>PPP will use its delivery mechanism and resources to reduce barriers to employment through supporting the development of a Skills and Employment Programme. This will aim to enhance the skills needed for future demand within our local population, leading to sustainable employment. We will do this through offering targeted work placements, mentoring, and career development opportunities to people in the local community who have previously struggled to find sustained, quality employment.</li></ul>	<ul style="list-style-type: none"><li>PPP's core programme will raise the aspirations and attainment of our Young People through provision of insight into the opportunities within PPP and wider businesses and by building skills and qualifications to raise attainment. We will give particular focus to those with the greatest need from within local schools, colleges, and other educational centres. This can be achieved through general volunteering (mock interviews/ CV enhancement etc) or through using your business expertise, delivering training in core skills or using specialist software. All school engagement shall be delivered via PPP's trusted partners (Inspira, CFLP, CYA etc). Remote delivery options are available.</li></ul>	<ul style="list-style-type: none"><li>PPP will continue to assist local communities, charities and voluntary groups to thrive by using expert volunteer hours in support of activities that create self-reliance and independence. Opportunities are available and hours are recorded and collated via Together for Good platform.</li></ul>

Social Impact Programmes that PPP supports include (but not limited to):

Provision of coordinated expertise and resource support delivery of Cumberland Council's key projects.

Sector experts into training – a programme to attract and retain industry professionals in a variety of mentoring, coaching, assessing, teaching, and training roles to pass on expert knowledge and experience to learners in further education.

Social impact fund, managed by the Cumbria Community Foundation is an alternative option, mainly for suppliers outside of the locality, who would find it difficult to provide social impact locally, but are still required through their PPP contract (s) to contribute to the social impact programme in West Cumbria.

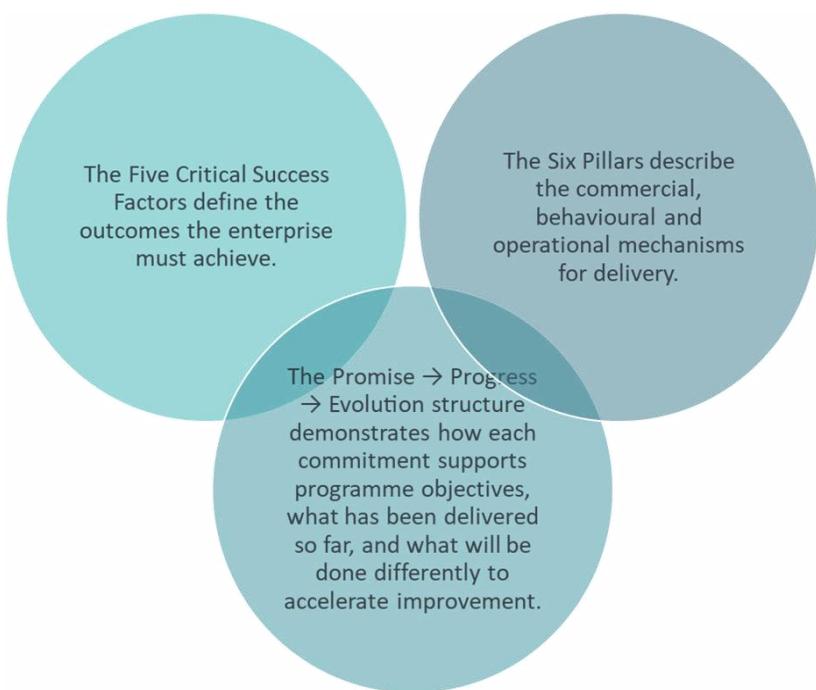
Chapter One: A reading programme designed to increase the reading attainment of disadvantaged 5–6-year-olds in order to increase their future life chances.

Youth engagement and care experienced programme: Participation via provision of grants and/or training and work experience opportunities across PPP and supply chain to remove barriers to employment for vulnerable young people.

## 4.0 Aligning the Strategy to PPP and Sellafield Ltd Objectives

PPP's programme objectives include delivering safe, predictable major projects; improving cost and schedule performance; building local skills and employment; maximising social value; and reducing carbon impacts through modern delivery methods.

This supply chain strategy aligns directly to these objectives:



### 4.1 PPP Critical Success Factors

The PPP Supply Chain Strategy maintains its focus on PPP's Critical Success Factors.

Programme and Project Partners (PPP) Supply Chain Strategy in 2021 set expectations around the PPP critical success factors and the sections that follow set out PPPs promise (from 2021), progress (since 2021) and how we will evolve (2025-2030) for each critical success factor.

Each of the critical success factors has evolved from theory into measurable delivery practice, with a focus on lessons learned, standardisation, and continuous improvement.

## 4.2

### Summary of Critical Success Factors 1-5

Critical Success Factor Promise (2021) Progress Since 2021 and Evolution (2025–2030).

1. Cost Management - Deliver Long-term, value-focused relationships with the supply chain for predictable and efficient project outcomes through the KDPs, GSAs and EDPFs, maintaining commitment to ECI and social value.
2. Employment - Enable stable, local employment. Invest in skills development. Expand skills investment to tier 3 and tier 4 suppliers and continue to collaborate with All Together Cumbria and local training providers. Implement an enterprise-wide Social Impact framework. Hold supply chain engagement events locally.
3. Outcome - Improve outcome certainty and integrate project teams across PPP, KDPs and suppliers to improve collaboration. Hold structured supplier review forums to jointly assess performance.
4. Output – Deliver the right projects the right way, ECI and off-site manufacturing improving outputs. Standardise ECI, embed modern methods of construction (MMC) and promote Design for Manufacture and Assembly (DfMA).
5. Workforce Skilling - Upskill the workforce across PPP. Establish joint training and apprenticeship programmes. Launch enterprise-wide skills framework and predictive workforce planning. Developed joint workforce development plans with KDPs.

The sections that follow, set out PPPs promise (from 2021), progress (since 2021) and how we will evolve (2025-2030) for each critical success factor.

#### 4.2.1

#### Cost Management

Promise	Progress (since 2021)	How we will evolve (2025-2030)
<ul style="list-style-type: none"><li>•Focus on cost and project lifecycle forecasting to bring cost certainty and confidence of major project cost, schedule and constructability.</li><li>•Double digit percentage savings on project outturn costs based on the employers approved major project total price.</li><li>•Application of Project 13 enterprise philosophy.</li></ul>	<ul style="list-style-type: none"><li>•Established KDPs, GSAs and EDPFs which follow project 13 principles. These arrangements align incentivisation to ensure consistent outcomes.</li><li>•ECI on major projects supporting earlier stage cost certainty.</li></ul>	<ul style="list-style-type: none"><li>•Maintain PPP commitment to project 13 principles, the KDP model, ECI and Social Impact whilst ensuring value for money.</li><li>•Annual review of SME plans and supplier innovation road maps.</li><li>•Deliver confidence of major project cost, schedule and constructability.</li></ul>

#### 4.2.2 Employment

Promise	Progress (since 2021)	How we will evolve (2025-2030)
<ul style="list-style-type: none"><li>• Long-term, stable employment.</li><li>• Invest in skills development.</li><li>• Support local recruitment in Cumbria and Warrington.</li></ul>	<ul style="list-style-type: none"><li>• Established the KDPs, giving the supply chain visibility and security to invest in people and skills.</li><li>• Partnered with All Together Cumbria, matching regional initiatives with local skills and new opportunities.</li><li>• Approximately 700 people employed in a single year by the PPP Lot Partners, 12 of whom re-entered the workforce from long term unemployment.</li><li>• 70 internships offered, 43 gained employment through the Together for Good platform.</li></ul>	<ul style="list-style-type: none"><li>• Maintain Tier-wide workforce planning to extend employment opportunities into tier 3 and 4 suppliers.</li><li>• Targeted skills investment to support the Cumberland Capital Investment Programme, the youth engagement and care experience programme and working with the Sellafield Skills and Employability Programme to create a transformative skills programme.</li><li>• Implement a single, enterprise-wide Social Impact framework.</li><li>• Continue close collaboration with All Together Cumbria and local training providers.</li></ul>

#### 4.2.3 Outcome

Promise	Progress (since 2021)	How we will evolve (2025-2030)
<ul style="list-style-type: none"><li>• Improve outcome certainty through fairness, transparency, and collaboration.</li></ul>	<ul style="list-style-type: none"><li>• Implemented incentivised, outcome-based contracts across Key Delivery Partners (KDPs) and strategic suppliers.</li><li>• Integrated project teams across PPP, KDPs and suppliers. Improved collaboration and decision-making.</li></ul>	<ul style="list-style-type: none"><li>• Hold supplier review forums to jointly assess performance and opportunities for improvement.</li></ul>

#### 4.2.4 Output

Promise	Progress (since 2021)	How we will evolve (2025-2030)
<ul style="list-style-type: none"><li>• Early Contractor Involvement (ECI) and modern construction practices.</li></ul>	<ul style="list-style-type: none"><li>• Implemented the PPP ECI manual &amp; project 13 principles.</li><li>• Promoted off-site manufacturing and modular construction.</li></ul>	<ul style="list-style-type: none"><li>• ECI across all major projects.</li><li>• Innovation integration through digital construction and modern methods of construction (MMC) and design for manufacture and assembly (DfMA) plans as part of tenders.</li><li>• Implement a standardised electronic reporting platform.</li></ul>

#### 4.2.5 Workforce Skilling

Promise	Progress (since 2021)	How we will evolve (2025-2030)
<ul style="list-style-type: none"><li>• Upskill PPP, Sellafield, and the wider supply chain through clear training pathways, apprenticeships.</li></ul>	<ul style="list-style-type: none"><li>• Partnered with All Together Cumbria, matching regional initiatives with local skills and new opportunities. Joint workforce development plans with KDPs.</li></ul>	<ul style="list-style-type: none"><li>• Launch an Enterprise Skills network aligning partner expertise and training programmes.</li></ul>

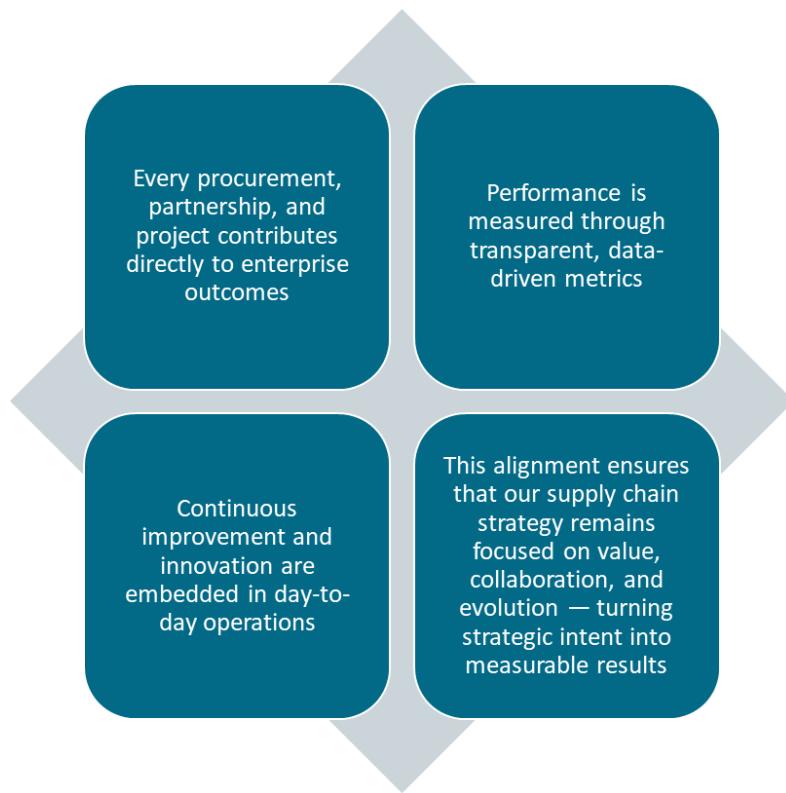
#### 4.3

#### Linking the Critical Success Factors and Six Pillars

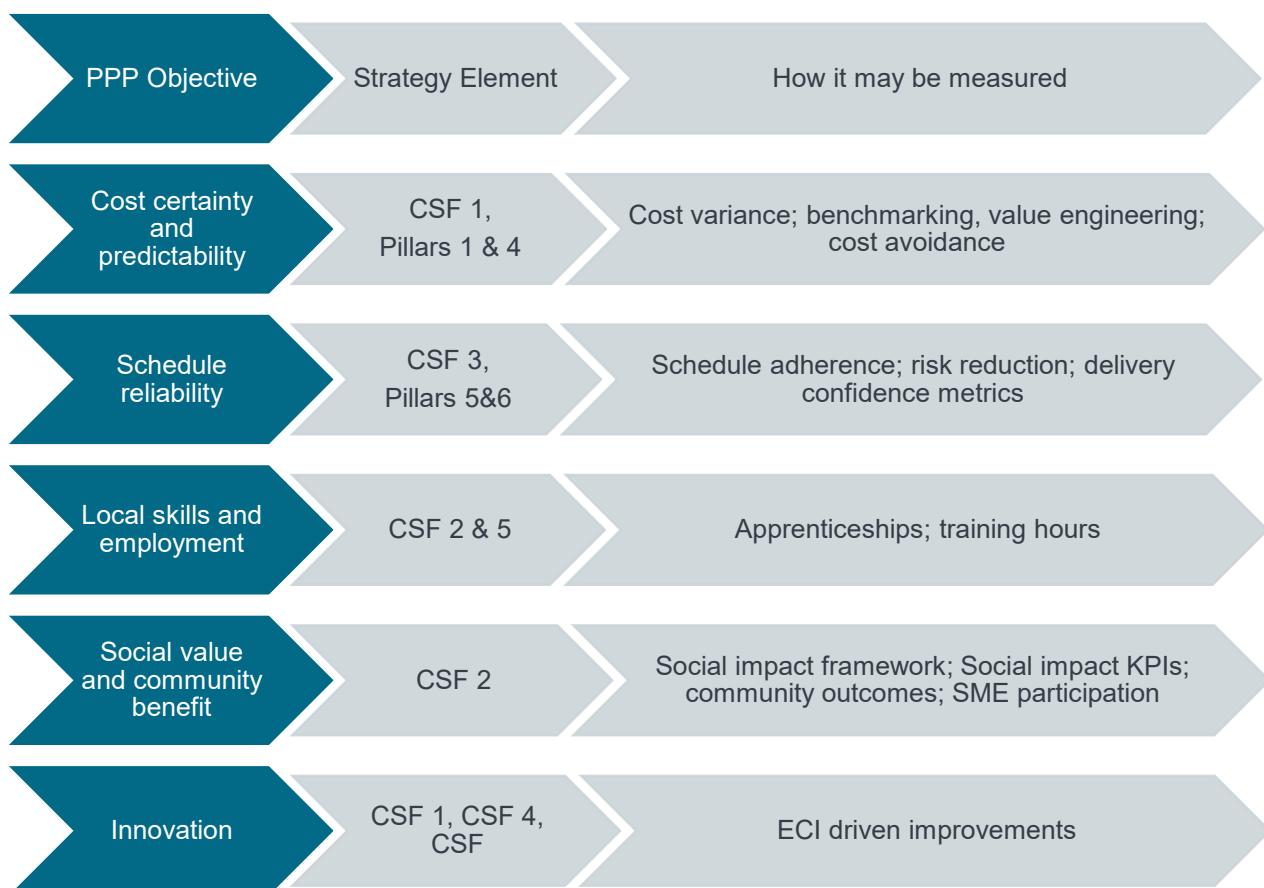
The Five Critical Success Factors define what PPP, and its partners aim to achieve — measurable improvements in cost, employment, outcomes, outputs, and workforce skills.

The Six Pillars, in turn, describe how we deliver those outcomes — providing the structure, behaviours, and processes that enable consistent, high-quality delivery across the PPP enterprise.

Together, they form an integrated framework that ensures:



#### 4.3.1 How Success may be Measured



This alignment ensures that every commercial decision, procurement event, and supplier relationship directly contributes to enterprise-level objectives and measurable programme outcomes.

#### 4.4 Six Pillars

The PPP Supply Chain Strategy maintains its structure around the Six Pillars of good procurement practice from the HM Treasury Project Initiation Route map and the Construction Playbook.

Programme and Project Partners (PPP) Supply Chain Strategy in 2021 set expectations around the six pillars approach and the sections that follow set out PPPs promise (from 2021), progress (since 2021) and how we will evolve (2025-2030) for each pillar.

These principles underpin the Programme and Project Partners' collaborative approach to delivering sustainable, efficient, and socially responsible outcomes.

#### 4.4.1 Six Pillars at a glance

Pillar	Promise (2021)	Progress since 2021	Evolution (2025-2030)
1. Understand and Communicate	Define and measure outcomes	Clear KPIs and consistent communication of requirements	Enterprise dashboard and simplified specifications
2. Market Engagement	Engage early and inclusively	Regular events, SME integration, improved visibility	Supplier relationship management and feedback loops
3. Packaging Strategy	Fair and accessible packaging	MPP model implemented	Interface management and regional clustering, renewed focus on SME strategy
4. Contract Model	Fair, outcome-based contracts	Profit-for-performance and prompt payment adopted	Broaden incentive linkage and simplify SME terms
5. Route to Market	Transparent and efficient routes	Centralised procurement and digital access	Automated procurement tools and live opportunity data
6. Realising the Benefits	Measure success and share learning	KPI tracking and supplier reviews established	Data-driven benefits framework and forecasting

Each of the Six Pillars has evolved from theory into measurable delivery practice, with a focus on lessons learned, standardisation, and continuous improvement.

PPP's focus areas for 2025-2030 are:

#### 4.4.2 Pillar 1 – Understand and Communicate the Requirements

Define clear objectives, outcomes, and outputs for every project, aligning with PPP's five Critical Success Factors to drive consistency and accountability.

Embed measurable outcomes across all procurement and project scopes.

Maintain and improve standard templates and guidance to improve clarity of requirements at tender and delivery stages.

Ensure consistent alignment between project KPIs and enterprise-level goals, improving transparency and performance tracking.

Introduce a digital Enterprise Performance Dashboard to visualise performance against key metrics across cost, schedule, and social impact.

#### 4.4.3 Pillar 2 – Market Engagement



The PPP DNA, driven via Hub activity available to our KDPs and supply chain partners, will evolve our partner engagement and engagement events from awareness building to enabling people and teams to flourish through collaboration – by providing the right environment and structure for connection and creativity through our shared purpose – PPP.

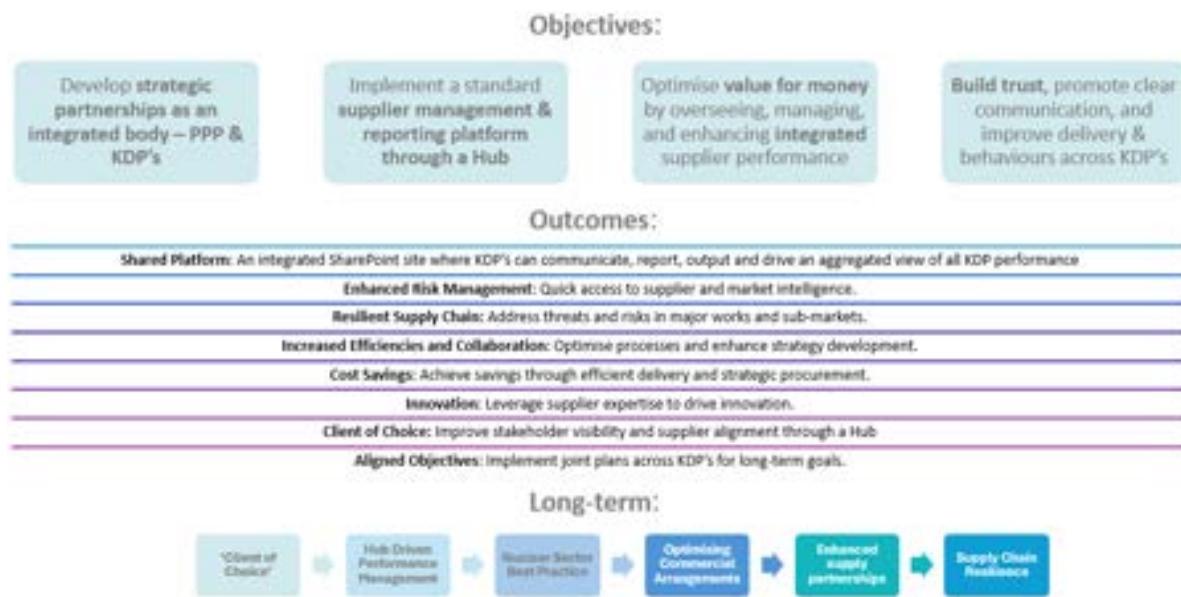
Programme and Project Partners will hold an annual engagement event and where possible, participate in wider Sellafield engagement events.

We will advertise procurement opportunities and established regular communication channels via the PPP Supply Chain Microsite and CompeteFor:

[Welcome to Programme and Project Partners \(PPP\) - Sellafield.](#)

#### 4.4.3.1.1 The PPP Hubs

#### 4.4.3.1.2 The Collaboration Hub



#### 4.4.3.1.3 The Health Safety and Wellbeing Hub:



PPP and our wider community across major projects and the supply chain are committed to achieving Knowingly Safe – delivering industry-leading health, safety, and wellbeing performance.

The Health, Safety and Wellbeing (HSW) Hub drives this vision through a hub-and-spoke model, setting and sharing standards across projects.

Focused on predictive safety, it resets governance and promotes proactive improvement rather than relying on lagging indicators.

Working closely with Key Delivery Partners and the UK infrastructure sector, the Hub ensures consistent best practice, uplifts internal standards, and fosters a unified, safety-conscious environment.

This collaboration extends across our supply chain, creating a cohesive approach to health, safety, and wellbeing in pursuit of Knowingly Safe.

#### 4.4.3.1.4 The Quality & Nuclear Safety Hub:



The Supply Chain Quality Hub is designed to strengthen collaboration between PPP and its supply chain partners, creating a platform for sharing knowledge, lessons learned, and best practices.

By working together, we aim to drive continuous improvement and ensure consistent standards that support the successful delivery of PPP's strategic objectives - particularly in the areas of Quality and Nuclear Safety.

This collaborative approach not only enhances performance but also builds trust and accountability across the supply chain.

The Nuclear Safety Forum plays a key role in promoting awareness and understanding of Nuclear Safety Culture and Security behaviours across SL projects, including within the supply chain.

Through open dialogue and shared learning, the forum helps embed a strong safety culture, ensuring that all stakeholders remain aligned with regulatory requirements and industry-leading practices.

#### 4.4.4 Pillar 3 – Packaging Strategy

Maintain and manage our Multi-Project Procurement (MPP) and framework arrangements with Key Delivery Partners (KDPs) and Goods Supply Agreements (GSAs).

Expand framework integration to T3 and T4 framework suppliers and improve interface management across supply chains.

Further integrate packaging with the enterprise pipeline to ensure optimal timing, scope balance, and supplier readiness. For example, the new minor works framework will allow PPP Lot Partners direct access to SMEs and supply chain partners for low value or low complexity works.

#### 4.4.5 Pillar 4 – Contract Model

Ensured risk and reward are balanced to promote partnership behaviours rather than transactional delivery.

Extend the outcome-based model to all new frameworks, reinforcing alignment to enterprise KPIs.

Simplify commercial terms where possible to improve accessibility for SMEs.

#### 4.4.6 Pillar 5 – Route to Market

Maintain our Multi-Project Procurement (MPP) and framework arrangements with Key Delivery Partners (KDPs) and Goods Supply Agreements (GSAs).

Integrate digital procurement tools to automate and streamline supplier onboarding and performance tracking.

Implement a centralised procurement management system for end-to-end supplier engagement and tendering.

Enhance supply chain visibility by publishing procurement plans, and live opportunities via the PPP Supply Chain Microsite, CompeteFor and Britains Energy Coast Business Cluster (BECBC).

#### 4.4.7 **Pillar 6 – Realising the Benefits**

Launch a PPP-wide benefits realisation framework, capturing both quantitative (cost, schedule) and qualitative (social, environmental) impacts.

Use data analytics to forecast benefits, track performance trends, and demonstrate value to stakeholders.

Alignment to PPP principles and critical success factors combined with project wide objectives and KPIs to unlock benefits of the PPP model.

## 4.5 **Closing Summary and Conclusions (2025-2030)**

Together, the Critical Success and Six Pillars create a robust, integrated framework for performance, collaboration, and continuous improvement.

Since 2021, these principles have moved from concept to delivery — driving measurable progress in cost and schedule efficiency, workforce development, and social impact across the PPP enterprise.

By embedding consistent standards and transparent performance measurement across all tiers of the supply chain, PPP and its partners will continue to deliver tangible value for Sellafield Ltd, the nuclear sector, and the communities we serve.

The next five years represent an evolution, not a revolution — building on solid progress since 2021.

## 4.6 **What Success Looks like in 2030**

By 2030, the PPP supply chain strategy will have delivered a measurable step change in predictability, capability, and value across the PPP enterprise.

Cost confidence and schedule predictability across major projects supported by early contractor involvement, digital tools, and modern methods of construction.

Focused supply chain spend delivered through SMEs (direct and indirect) across all tiers.

Sustained growth in local supplier capability in Cumbria and Warrington through apprenticeships, training hours and supporting people into work.

Standardised use of digital construction, off-site manufacturing, and supplier-driven innovation roadmaps across all major projects.

A supply chain that is resilient, future-ready, and able to meet PPP's long-term pipeline demands.

Success in 2030 means a supply chain that is predictable, skilled, sustainable, and delivering measurable value to Sellafield Ltd and the region.

## 5.0 Appendix 1 – PPP SME Strategy 2025-2030

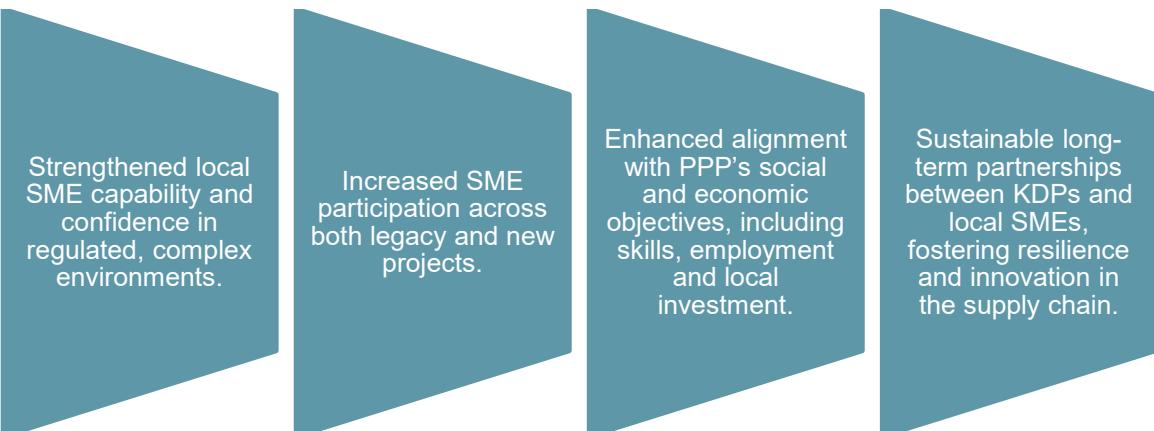
### 5.1 Enabling SME Engagement: Addressing Potential Barriers

PPP recognises that while there are certain operational factors that can limit SME participation, these also present opportunities to innovate, support and grow the local supply chain and use of SMEs. By understanding potential barriers, PPP can implement targeted interventions to ensure local SMEs are better positioned to contribute to projects, delivering social, economic, and strategic value.

#### Key Considerations and Opportunities:

<b>Legacy Projects:</b> Pre-PPP projects may have procurement and delivery structures developed outside the KDP model, limiting early SME engagement. PPP aims to tailor strategies to integrate SMEs into legacy project delivery where possible, leveraging their capabilities to enhance local value.	<b>Sellafield Site Requirements:</b> high security, safety and operational standards can challenge SMEs unfamiliar with nuclear environments. PPP will look to implement capability-building programmes, onboarding support and mentoring, to help SMEs meet site requirements and thrive in regulated environments.	<b>Project constraints:</b> tight cost and time pressures can reduce opportunities for strategic SME engagement. By encouraging early planning and design collaboration to align scopes with SME capabilities, PPP can maximise social value and long-term outcomes.	<b>KDP Self-Delivery Tendencies:</b> occasional preference for self-delivery may limit SME involvement due to cost or internal resource considerations. There is an opportunity to provide guidance, training and incentives to demonstrate the value of SME engagement, highlighting benefits such as skills development, local employment and sustainable supply chain growth.
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#### Strategic Outcomes:



## 5.2

## Aligning PPP Goals with SME Engagement

PPP's goals extend beyond project delivery metrics of time, cost, and quality to encompass broader socio-economic outcomes, particularly local employment (CSF2), and workforce skills development (CSF5).

While project teams may focus on cost and time management, embedding SME engagement within the delivery model is critical to realising the full intent of the PPP strategy.

### Key Approaches to Strengthen Alignment:

Leadership Re-focus: reaffirm the importance of all five CSFs, with emphasis on local employment and skills, ensuring shared understanding across SL, Lot Partners, KDPs and the wider supply chain.	KDP Model Evolution: use the refinement of the KDP model and Deed of Variation (DOV) to clarify SME expectations, strengthen accountability and maximise local SME spend.	Lot Partner Direct SME Engagement: enable Lot Partners to contract SMEs directly for discrete work packages, reducing fee-on-fee challenges and allowing more local SME businesses to participate efficiently.	SME Definition and Reporting: review and update the SME categorisation to ensure all businesses delivering socio-economic benefits are recognised, including subsidiaries and growing companies that may have outgrown the EU SME definition.
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### Strategic Outcomes:

Stronger alignment of project delivery with PPP's socio-economic objectives.

Increased opportunities for local SMEs to engage meaningfully across the programme.

Enhanced transparency and recognition of SME contributions, including employment, training and local investment.

Sustainable, long-term relationships with SMEs that support workforce development and local capability building.

### 5.3

### Best Value and SME Engagement

Achieving best value requires moving beyond lowest-cost decisions to considering the long-term benefits SMEs bring, including local employment, skills development, and supply chain resilience.

A value-based approach better aligns with PPP's broader goals, supporting local investment, training, and employment, while fostering long-term, sustainable partnerships with local SMEs.

#### Key Approaches to Best Value Procurement:

Value-Based Selection: prioritise suppliers that contribute to PPP goals, not just the lowest price.	Procurement Flowcharts: embed decision "hold points" to identify opportunities for SME inclusion, maximising alignment with KPIs.	KDP SME Plans: review procurement scopes to identify work packages suitable for SME delivery, challenging assumptions of self-delivery.	Fee-on-Fee Considerations: address concerns around layered corporate overhead and fees by taking a long-term perspective on SME cost structures, recognising that growth and stability drive efficiencies.
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#### Strategic Outcomes:

Stronger and more resilient local supply chains.	Enhanced socio-economic impact in West Cumbria.	Sustainable SME growth within the PPP delivery model.	Reduced project risks through improved supplier relationships and alignment with PPP enterprise goals.
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## 5.4 Focus on Local SMEs

PPP recognises that achieving best value from SME engagement requires a stronger emphasis on local suppliers and that this alone does not guarantee socio-economic benefits in West Cumbria. A continued focus on local SMEs ensures investment, employment and training opportunities stay within the region, directly contributing to PPP's long-term goals of capability building and social value delivery.

<b>Key Approaches to Local SME Engagement:</b>			
Prioritise Local Spend: where feasible, and providing best value, direct a higher proportion of SME spend toward West Cumbrian businesses to maximise regional benefit.	Build on Success Stories: support and expand the impact of SMEs, such as William King, who have invested in local training, upskilling and facilities.	Appendix 12 Frameworks: strengthen the use of pre-approved SMEs as the first point of subcontracting engagement, ensuring they remain embedded in procurement strategies.	Encourage Long-Term Growth: incentivise KDPs and Lot Partners to work with SMEs that reinvest in the local economy through jobs, skills and infrastructure.

### **Strategic Outcomes:**



## 5.5

## Collaboration and Behaviours SME Success.

Delivering PPP's goals depends not only on what is achieved but also on how teams work together. Embedding collaborative behaviours across PPP project teams and supply chain partners is essential to unlocking the full benefits of SME engagement, driving both programme success and socio-economic outcomes.

<b>Key Approaches to Collaborative &amp; Behavioural Success:</b>			
<p><b>Collaborative Culture:</b> foster trust, accountability and results-focused behaviours, using proven frameworks such as Lencioni's model, supported by training, behavioural profiling (e.g. DiSC) and collaborative charters.</p>	<p><b>Behavioural KPIs:</b> introduce behavioural KPIs, with mechanisms to address non-collaborative behaviours, ensuring project teams consistently operate in ways that enable SME participation and success.</p>	<p><b>Aligned Incentivisation:</b> extend SME-related KPIs to Lot Partners, ensuring consistent emphasis across all stakeholders linked to CSF2 (Employment) and CSF5 (Workforce Skills).</p>	<p><b>Shared Accountability:</b> reinforce joint responsibility across PPP, KDPs, and Lot Partners for meeting SME engagement objectives, supported by aligned performance metrics and incentives.</p>

### Strategic Outcomes:



## 5.6 SME Engagement

Active and consistent engagement with SMEs is essential to sustaining their growth, strengthening local supply chains, and ensuring long-term socio-economic benefits for West Cumbria.

PPP can unlock these outcomes by improving visibility, communication, and tailored support across the PPP programme lifecycle.

### Key Approaches to SME Engagement:

Project Pipeline Visibility: share timely and accurate pipeline information to enable SMEs to plan resources, manage recruitment and align capabilities to upcoming opportunities.	Transparent Communication: maintain open, honest and structured dialogue with SMEs through forums, such as Matchmaker events, and targeted updates.	SME Support and Mentoring: provide guidance on onboarding, compliance and site requirements, supported by structured mentoring to build SME confidence and capability.	Opportunities Beyond PPP: help SMEs access work through Lot Partners, KDPs or wider regional/national projects, ensuring continuity of employment and business resilience during quieter PPP periods.	Apprentice & Resource Sharing: develop collaborative approaches to safeguard apprenticeships and workforce capacity, such as resource sharing and secondments across projects and partners.
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### Strategic Outcomes:

Increased SME confidence and sustainability through greater visibility and support.

Stronger trust and alignment between PPP, Lot Partners, KDPs and the SME community.

Preservation of critical workforce skills and apprenticeships for the long term.

Enhanced socio-economic impact by retaining capability, employment and investment within the local area.

## 5.6.1 Typical Key Action Plan

The following table highlights example SME key actions that will be reviewed, developed, and implemented at the start of each new financial year. The agreed actions will then be monitored and reviewed throughout the 2025-2030 5-year period.

Ref	Action	Possible Successful Outcome.
<b>Enabling SME Engagement: Addressing Potential Barriers</b>		
1	Establish a structured SME onboarding process for PPP to help Lot Partners and KDPs engage effectively with new suppliers.	SME onboarding procedure published.
2	Carry out a review of current SME engagement challenges and resolve barriers with input from PPP leadership, ensuring alignment with SME inclusion goals.	Carry out review and tackle findings
<b>Aligning PPP Goals with SME Engagement</b>		
3	Ensure all SME data in the supply chain is captured and reported to accurately measure SME spend.	Dashboards with trends.
4	Hold a PPP wide 're-set and education' session to reinforce PPPs purpose, procurement strategy, and socio-economic goals, ensuring that all stakeholders are aligned on SME priorities.	Communicate PPP SME strategy and actions.
<b>Best Value and SME Engagement</b>		
5	Conduct cost-benefit reviews before project procurement decisions to ensure SME opportunities are fully considered and supported.	Project objective, linked to KPI.
6	Adopt and promote a procurement flowchart that incentivises Lot Partners and KDPs to maximise the use of local SME, while maintaining value for money.	Produce and implement SME procurement flow chart.
<b>Focus on Local SMEs</b>		
7	Embed specific Lot Partner and KDP KPIs that incentivise the use of local SMEs and communicate PPPs commitment to leaving a strong regional legacy.	Review KPIs for 2026/2027 and future years.
8	Prioritise local SME engagement over meeting generic national SME spend targets to retain investment and skills in West Cumbria.	Ensure SME flowchart is utilised.
<b>Collaboration and Behaviours for SME Success</b>		
9	Develop a PPP-wide collaboration and behavioural charter that sets expectations for Lot Partners, KDPs and SMEs.	Develop and implement a PPP Behavioural Charter.
10	Align project KPIs with SME engagement outcomes, ensuring incentivisation models (e.g. enhanced incentivised profit) reward affective SME collaboration.	Review KPIs for 2026/2027 and future years.
<b>SME Engagement</b>		
11	Provide SMEs with a transparent, regularly updated pipeline of projects on a 6-monthly rolling basis to allow better resource planning.	SME communication plan.
12	Hold regular SME engagement events to maintain dialogue, update on PPP progress and strengthen SME confidence in the PPP Programme.	Schedule 2 SME events per year.

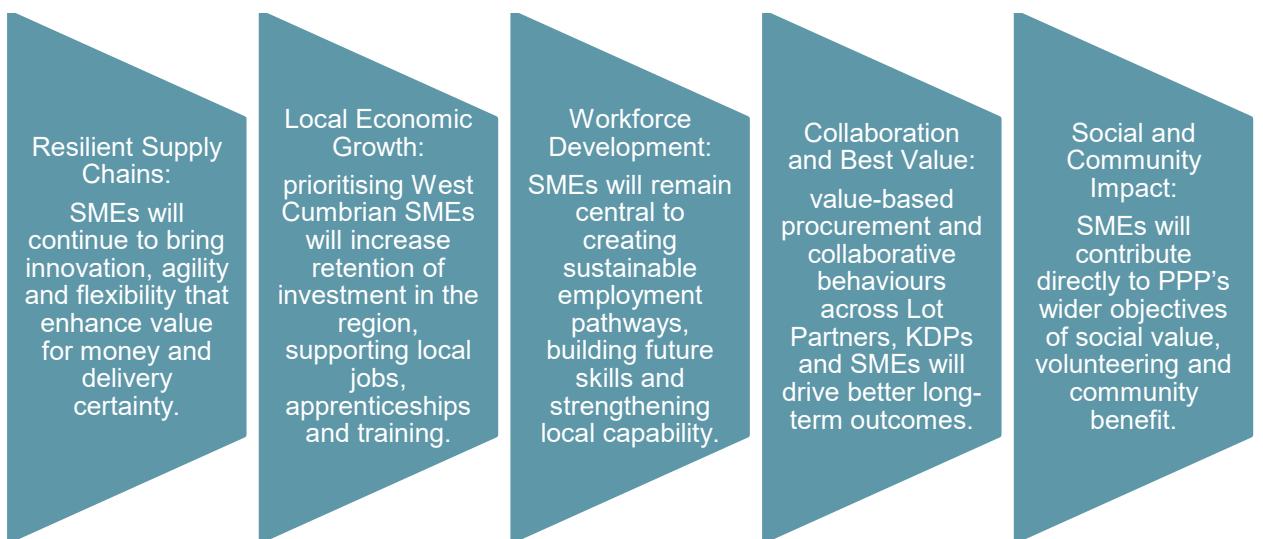
## 5.7

## SME Strategy Conclusion

The PPP SME Strategy 2025–2030 reaffirms PPPs commitment to embedding SMEs at the heart of programme delivery. SMEs are not only key to achieving project outcomes, but are also vital drivers of local economic growth, skills development, and long-term social value. Building on progress to date, including the success of initiatives such as the Matchmaker Service and the delivery of measurable SME spend, PPP is well-positioned to maximise the impact of SME engagement in the years ahead.

The SME strategy sets out clear pathways to ensure SMEs remain integral to delivery. This includes strengthening frameworks, enhancing access to opportunities, and supporting capability development in regulated environments. By aligning with government policy, national best practice and the Sellafield wider strategic objectives, PPP ensures SME engagement contributes to both programme performance and vital contribution to the economy of West Cumbria.

### **Key outcomes of this strategy will be:**



In conclusion, PPP's SME Strategy ensures that SMEs are not only suppliers but key to PPP achieving its goals. Their role will be fundamental in achieving PPP's critical success factors, meeting business case objectives and leaving a lasting legacy of growth, capability and opportunity for Sellafield Ltd, its people, and the communities of West Cumbria.

## 6.0 Abbreviations

Acronym	Description
BEPPS	Box Encapsulation Plant Product Store
BEPPS	Box Encapsulation Plant Product Store
Bn	Billion
CfLP	Child First Learning Partnership
CSF(s)	Critical Success Factor(s)
CYA	Cumbria Youth Alliance
DfMA	Design for Manufacture and Assembly
DiSC	Dominance (D) influence, Steadiness, Conscientiousness
DoV	Deed of Variation
ECI	Early Contractor Involvement
ECI	Early Contractor Involvement
EDPF(s)	Engineering and Design Partner Framework(s)
EU	European Union
FBC	Final Business Case
GSA(s)	Goods Supply agreement(s)
KDP(s)	Key Delivery Partner(s)
KPI(s)	Key Performance Indicator(s)
LFE	Learning from Experience
LSS	Lightly Shielded Store
m	Million
MMC	Modern Methods of Construction
MPPs	Multi-Project Procurement(s)
NDA	Nuclear Decommissioning Authority
NEC	New Engineering Contract
OBC	Outline Business Case
PDD	Project Delivery Directorate
PPP	Programme & Project Partners
SCP	SIXEP Continuity Plant
SHEP	Sludge Handling & Export
SiX	Sellafield Ltd.'s Social Impact Multiplied (SiX) Strategy
SME(s)	Small, Medium Sized Enterprise(s)
SNMAP	Special Nuclear Materials Analytical Project
SRP	Sellafield (Product & Residual Store) Retreatment Plant
SWMRF	SIXEP Waste Management Retrieval Facility
VCSE	Voluntary, community and social enterprises

## 7.0 References

Unless otherwise stated, all references use the latest revision.

Ref	Document Number	Title
N/A	<u>The Programme and Project Partners Supply Chain Strategy</u>	PPP Supply Chain Strategy, September 2021