



PROGRAMME &  
PROJECT PARTNERS  
AT SELLAFIELD

# COLLABORATION AT WORK IN THE NUCLEAR SECTOR

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# WHAT IS PPP ?

The Programme & Project Partners (PPP) contract was established by Sellafield Limited (SL) on a 20-year term basis with the principal aims of improving the following:

- Cost Management
- Employment
- Outcome
- Output
- Workforce skills



A dark, blue-toned hallway with reflective floors and ceiling lights. The text is centered in the middle of the frame.

**DECOMMISSIONING**  
DOESN'T MEAN  
**SHUTDOWN**

# PPP LOT PARTNERS



PROGRAMME &  
PROJECT PARTNERS



**Jacobs**

**MORGAN  
SINDALL**  
INFRASTRUCTURE



# THE POWER OF COLLABORATION

**The fundamental objective of the PPP Model is to deliver momentous cultural and behavioural change to transform the way Sellafield conducts and executes a world class business.**

The key foundations for this to be successful are:

- An Extensive Cultural Transformation, and
- Exemplary Collaborative Working Ethos and Practices.



# PPP COLLABORATION BEHAVIOURS



# TRUST



“Without trust we don’t truly collaborate, we merely coordinate or, at best, cooperate. It is trust that transforms a group of people into a team.”

*Stephen Covey*



# WHAT MAKES THESE HIGH PERFORMING TEAMS?





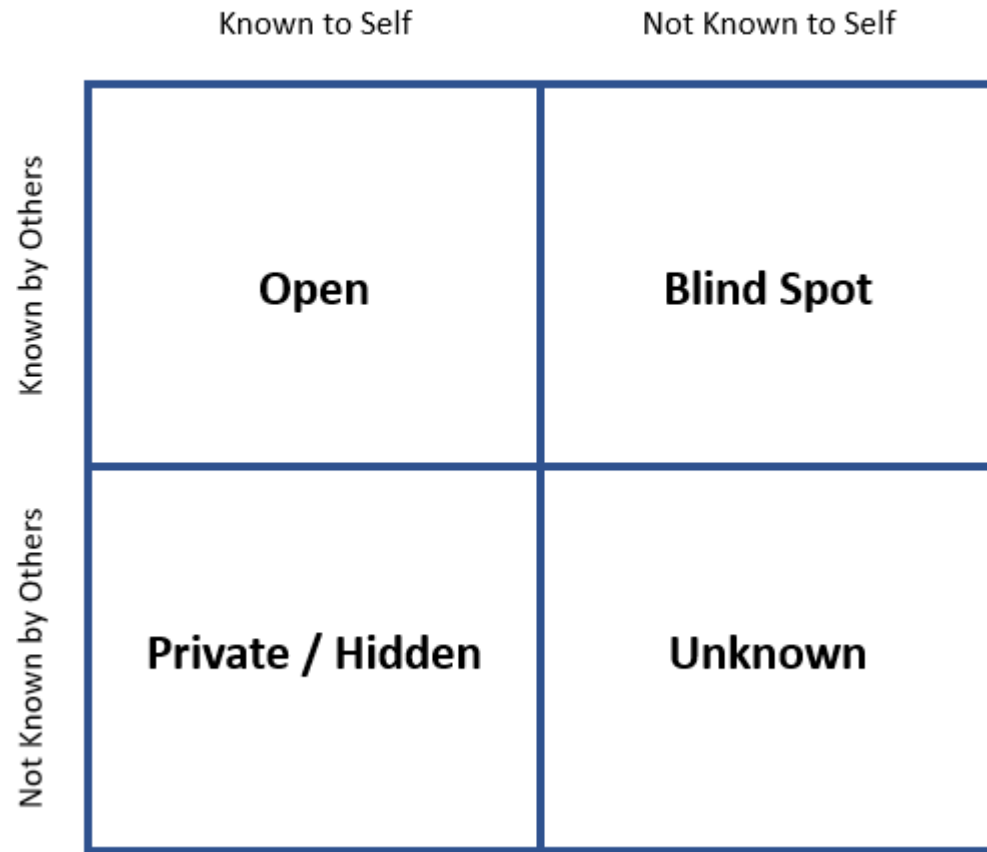
# FIVE FUNCTIONS OF HIGH PERFORMING TEAMS

Adapted from 'Five Dysfunctions of a Team' by Patrick Lencioni

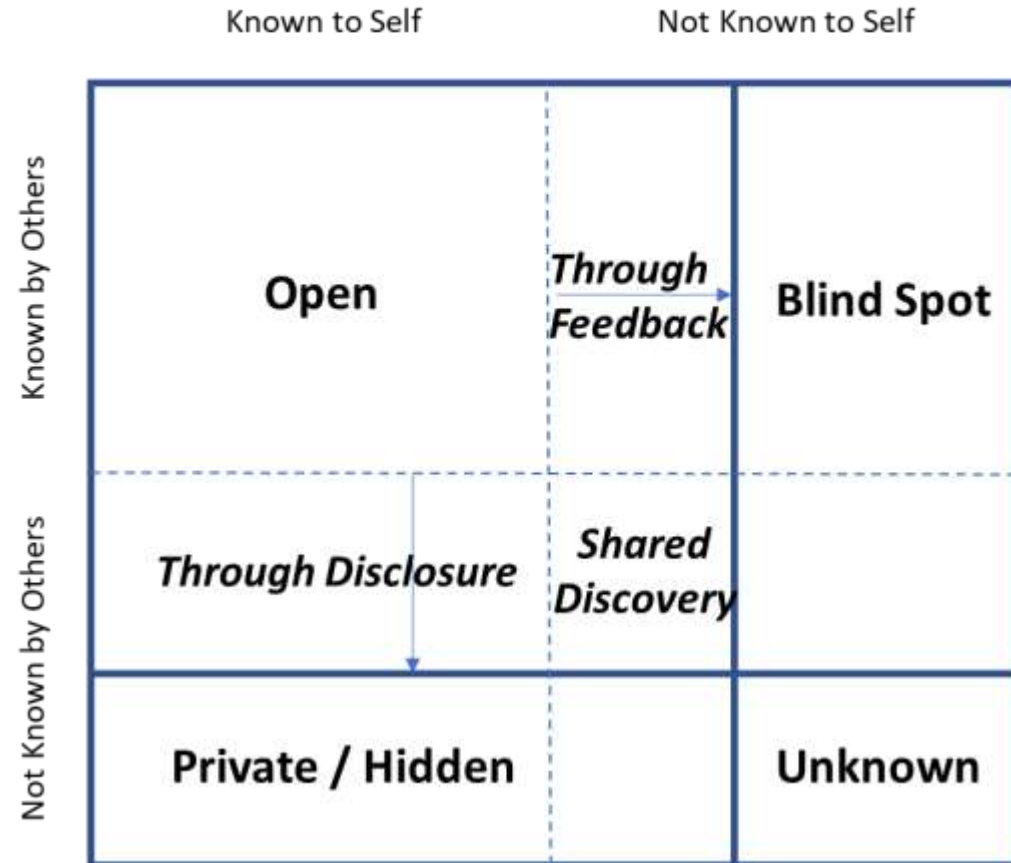


# COMMUNICATION

### Conventional View at Project Start



### Heightened Understanding at Project Start



# CONFLICT IN COLLABORATIVE WORKING

- Conflict is key to collaboration
- High performing teams seek conflict
- Conflict jump-starts the 'creative process'



# EFFECTIVE CHALLENGE

**What?**

**When?**

**Why?**

**How?**

- How do we respond to challenge?
- Avoid challenging for the sake of it



# ACCOUNTABILITY

- We have to 'buy-in' and be accountable
- We are all accountable we will hold each other accountable
- Collaboration isn't an excuse for non-delivery
- Collaboration isn't about decision by committee



# SERVICE OVER SELF INTEREST

- The 'greater good' ethos
- No hidden agendas
- Seek best outcome for the Project
- Accountable for the well-being of the larger organisation
- Breaking traditional hierarchical structures
- Be prepared to get your hands dirty



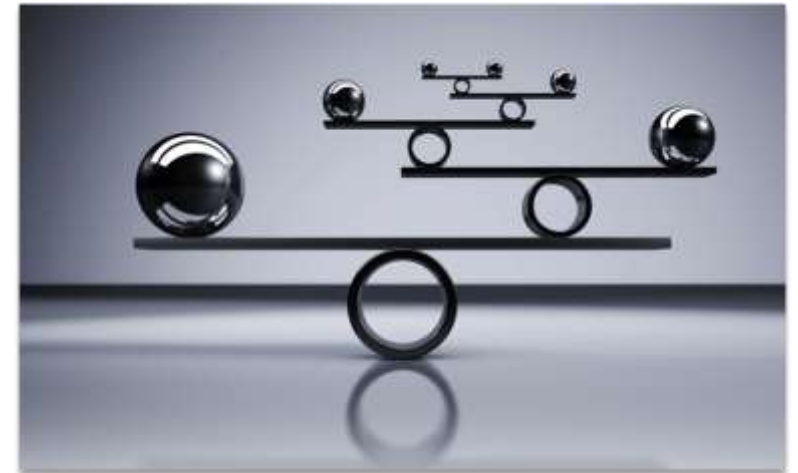
# UNDERSTANDING EACH OTHERS WORLD

True collaboration requires aligned objectives and an understanding of each other's worlds



# POSITIVITY

- We have a 'no blame' culture
- Positivity is contagious
- We recognise it is human to complain
- Positive Language





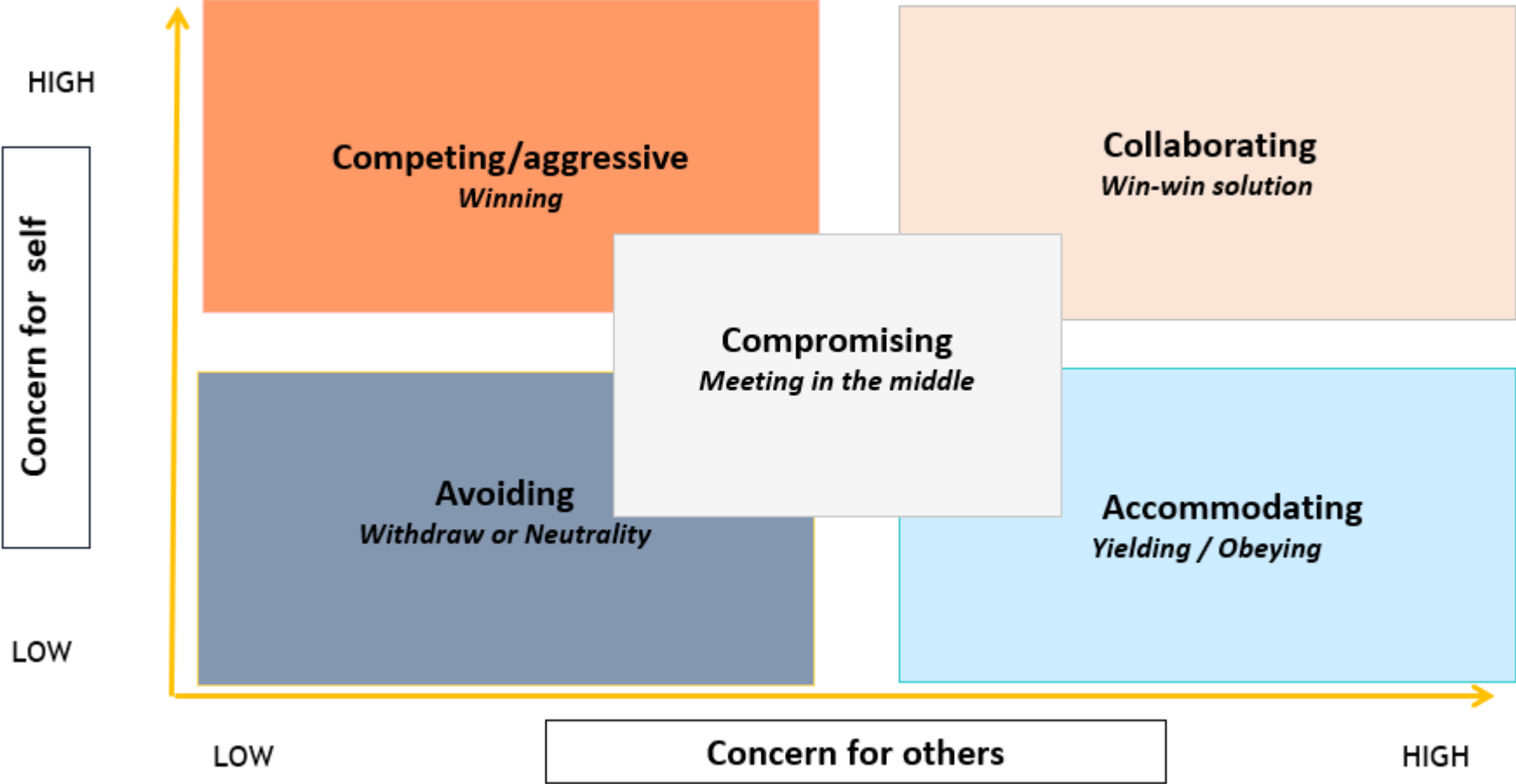
# WHAT IS COLLABORATION?

What does collaboration mean to you?

- Sharing resources
- Challenging ways of working
- Exchanging information
- Enhancing each others capabilities
- Mutual benefit and common goals
- Rather than reduce conflict – collaboration will increase it



# THOMAS-KILMANN MODEL



# COLLABORATION

How does it work in NEC4?

Clause 10.1:

“The Parties, the *Project Manager* and the *Supervisor* shall act as stated in the contract.”

Clause 10.2:

“The Parties, the *Project Manager* and the *Supervisor* act in a spirit of mutual trust and co-operation.”



# NEC4 PAYMENT OPTIONS

How do they work?

## Chocolate Cake

- Two 7" diameter layers of chocolate sponge
- Chocolate butter cream filling
- Chocolate butter cream topping
- Mini-eggs and chick decorations



# OPTION A

Priced with Activity Schedule

Price pre-agreed at **£20**

Activity Schedule agreed:

**£5** on purchase of ingredients  
**£10** after cake is removed from oven  
**£5** on completion

Actual cost to the baker is **£40**

We pay **£20**

**£20** loss for the baker

# OPTION E

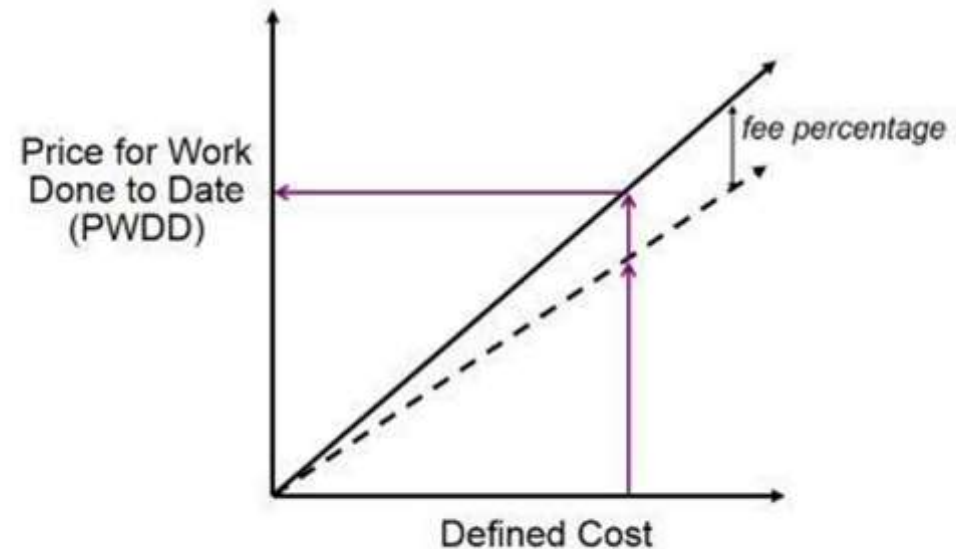
## Cost Reimbursable

Actual cost to the baker is **£40**

We pay £40 plus 10% fee = **£44**

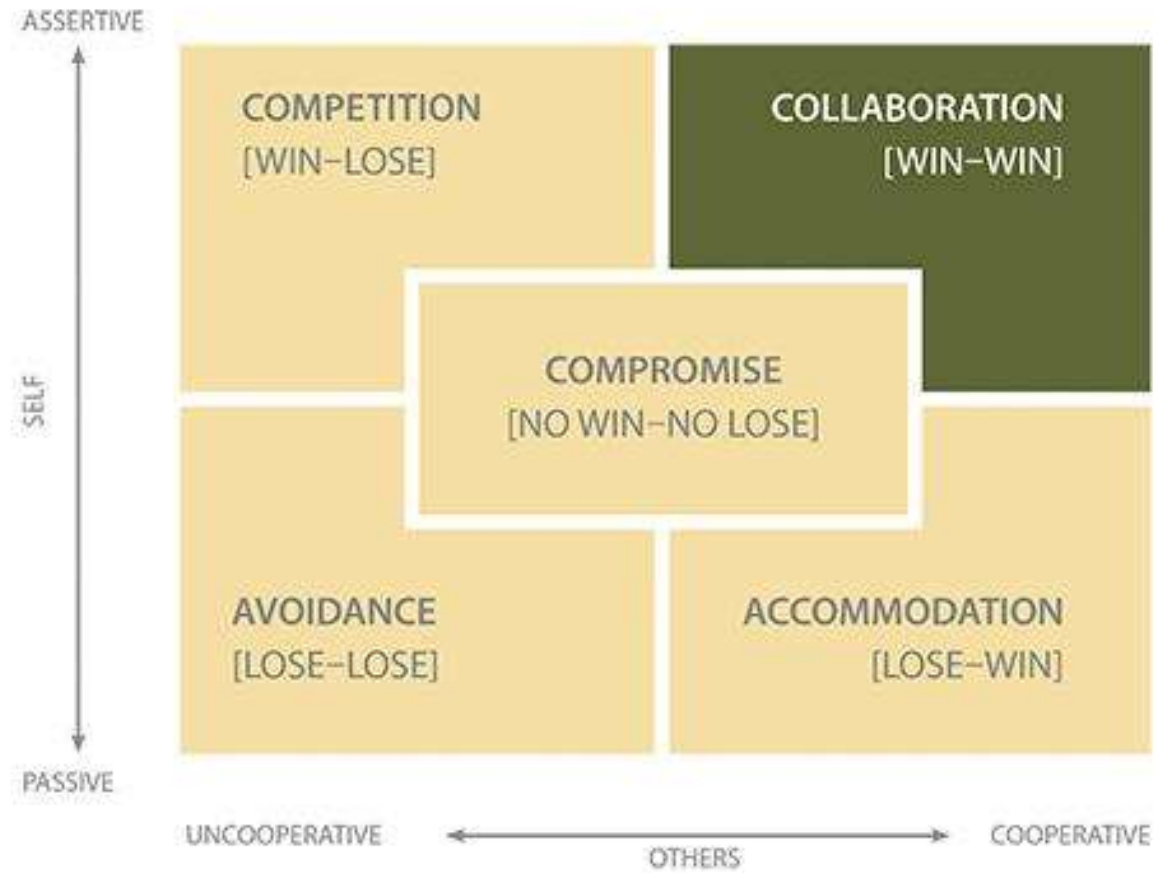
**£4** gain for the baker

### Cost Reimbursable Contract with *fee percentage*



# COLLABORATION

What does it mean?



# CONTRACTOR'S RISK

## Hierarchy

Option A – Priced with Activity Schedule

Option B – Priced with Bill of Quantities

Option C – Target Cost with Activity Schedule

Option D – Target Cost with Bill of Quantities

Option E – Cost Reimbursable

MPP



# MPP

## Multiple Project Procurements

- 20 year Framework Agreements placed with Key Delivery Partners (KDP's)
- Call Off Orders – NEC4 Option E
- Added Incentivisation – Additional % Fee available based on achieving certain KPI's:

Social Value targets  
Cost, Time & Quality targets  
Joint targets held between Contractors

- Rates and Norms
- ECI Phase
- Central Control



# MPP

Cost Reimbursable plus Incentivisation

Actual cost to the baker is **£40**

We pay £40 plus 10% fee plus 8% KPI = **£48**

**£8** gain for the baker

Through achieving the KPI's we are guaranteed to receive a quality product on time and within budget

## Win-Win!

A Piece of Cake



# CHALLENGES

Does it Work?

- Resourcing
- Partnering
- Governance
- Central Control
- Document Control
- Trust
- Self Interest
- Risk Management



Thank you for listening

