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2 SME Procurement Plan 2016/17
Every day, week and month we learn more about the Sellafield site and more about the unique challenges that legacy fuel and waste present. This presents us all with unique challenges but also an unrivalled set of opportunities. Together we have the capability to develop technologies and applications that can be used at Sellafield and exported to the wider national and international decommissioning markets. Organisations can flourish here and go on to deliver on a national and global scale.
Foreword

Over the next four years Sellafield Ltd will be entrusted with ~£2.0 Billion per annum of public funding, to support the Sellafield mission of keeping the site safe and secure, whilst accelerating risk and hazard reduction and delivering value for money for the UK. Delivering the Sellafield mission requires a diverse and vibrant supply chain with the Small and Medium-sized Enterprise (SMEs) community being integral to this. At Sellafield Ltd, we want SMEs to have the optimum opportunity to flourish alongside others in the supply chain. By contributing to opportunities for SME suppliers we will stimulate growth and jobs and enhance the Sellafield programme by harnessing SMEs’ creative and innovative expertise.

The supply chain is fundamental to delivering the Sellafield site mission and objectives. We spend over £1.2bn, of our annual £2bn budget in the supply chain. We deal with over 1,000 suppliers of various types and sizes, and the one’s which receive special attention from me are SMEs.

We are committed to Her Majesty’s Government (HMG) in relation to encouraging UK economic growth and spending with SMEs. We expect that by 2020, 31% of our spend, whether direct or indirectly, is with SMEs. I have recently written to all the Sellafield Ltd key suppliers and reminded them of the SME Principles and the responsibilities they have in supporting Sellafield Ltd to achieve the HMG Policy targets in relation to SME spend.

SME’s will be central to Cumbria’s future prosperity. It is very important we build a local supply chain, particularly with the SMEs and local enterprises in the area. Businesses should keep an eye on the Procurement Schedule and consider how they will engage, not just with Sellafield Ltd directly but with our first or second tier supply chain as well. Although our primary interest is to build a strong supply chain for Sellafield Ltd, we would also like to see local companies continuing to take technologies and skills developed for the site and evolve them for export across the country and overseas.

As an SME, we would encourage you to get involved, join the networks, learn from each other and use this plan to understand the part you can play in helping deliver the Sellafield mission, whether working directly or indirectly for Sellafield Ltd.

Martin Chown,
Supply Chain Director,
Sellafield Ltd
Purpose

The primary purpose of this plan is to make visible SME procurement opportunities associated with the Sellafield programme of work enabling SMEs to become part of the Sellafield Ltd supply chain, either as a Tier 2 supplier or a subcontractor to the Tier 2 supply chain.

This plan also provides some useful information about how SMEs can best prepare themselves to take advantage of the opportunities to win work on the programme.

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No information contained herein constitutes an offer or solicitation by or on behalf of Sellafield Ltd to enter into any contractual arrangement. Sellafield Ltd makes no representations or warranties expressed or implied, regarding the accuracy, adequacy, reasonableness or completeness of the information, assumptions or analysis contained herein or in any supplemental materials, and Sellafield Ltd accepts no responsibility or liability in connection therewith. Opinions expressed in this document are subject to change without notice.

This document represents Sellafield Ltd’s current SME Procurement Plan Schedule which is subject to review and change.

Myths and facts about the Sellafield Ltd procurement process

Sellafield Ltd has a preferred suppliers list

Sellafield Ltd does not have a preferred suppliers list, being a Contracting Authority within the meaning of the Public Contracts Regulations we are prohibited from having preferred suppliers. Our Tier 2 supply chain partners may have preferred suppliers.

Pre Qualification Questionnaire (PQQ) process is designed for big business

Under the new Public Procurement Regulations 2015, PQQs are not used for below threshold procurements and are only used in those above threshold procurements where, on merit, it is necessary to select suppliers to receive an invitation to tender.

Current thresholds are:
- Supplies or Services – £164,176
- Works – £4,104,394
Sellafield Ltd only uses NEC3 contracts

Sellafield Ltd now uses early market engagement and testing, for example market sounding, technical dialogue and industry days to shape the scope and packages of work into an offering to the market that is deliverable and appropriate.

Sellafield Ltd only awards SMEs contracts below £5m

There is no glass ceiling on opportunities available to SMEs. Sellafield Ltd treats all tenderers equally and in a non-discriminatory way. Five million is felt to be representative of the typical scale of opportunities that are attractive to SMEs.

Procurement criteria is not aimed at SMEs

Where appropriate, we divide contracts into smaller parts to make them more accessible to small businesses, these are known as lotting strategies. We are obliged under the Public Contracts Regulations to consider lotting and where we decide not to lot requirements we are required to state the reasons why.

Only route to market is through engagement to supply Tier 2s

There are no policy barriers to contracting directly with SMEs and this is evidenced by the £68.66m of direct spend with SMEs in 2015/16.

Sellafield Ltd specifies procurements without knowing if the market can deliver them

Sellafield Ltd does not hold Tier 2 suppliers to account when they use ‘in house’ delivery rather than the SMEs specified in their tender

If Sellafield Ltd is provided with undertakings as to subcontracting packages of work to named lower Tier suppliers at the time of tender, we can and do contractualise such undertakings and reserve the right to approve any changes proposed post award.
### Principles of procurement

#### 1. Sellafield Ltd strives to achieve:

- Open, transparent, timely and consistent communications at all levels
- Standard procurement and contract management processes
- Collaborative working with the supply chain
- Learning from other nuclear clients and industries
- Early engagement with the market to test acquisition and sub-contract strategies
- Early input by suppliers to design and constructability

#### 2. Sellafield Ltd manages its procurement through the following principles:

- Use of the most appropriate procurement and contracting strategies
- Positive impact on the communities in which we work through supporting the local economy and key stakeholders
- Deliver tangible Community benefits plans by Tier 2 suppliers
- Deals with suppliers in a non-discriminatory way, provides for equal treatment: is open and transparent, provides for mutual recognition and is proportionate to the nature and value of the procurement
- Demonstrate the highest professional ethics, standards and conduct
- Meet all external regulatory requirements and legal
- Optimise supplier management and development
- Develop a capable and sustainable supply chain and seek to minimise barriers to entry
- All goods and services purchased are simple solutions which should be easy to implement and are not over engineered or specified.
Sellafield Ltd works to these principles by employing the following practices:

1. Deliver maximum value for money for the Nuclear Decommissioning Authority (NDA) and the UK tax payer
2. Use competition to maximise value for money
3. Develop contract strategies that have appropriate incentives depending on the type, value, risk and complexity of the contract
4. Seek “Commercial off the Shelf” (COTS) and “Modified off the Shelf” (MOTS) specifications, products and services rather than bespoke
5. Use functional, output or performance based specifications where possible
6. Engage early with suppliers to allow them time to develop innovative solutions, where appropriate, and encourage new entrants.
7. Drive a robust, continuous improvement and learning culture
8. Where appropriate output based specifications or functional specifications will be used to allow suppliers to propose alternative solutions.
What we procure

Covering a footprint of two square miles, Sellafield is home to more than a dozen major projects, hundreds of nuclear facilities and the most diverse nuclear portfolio in the country.

On a large and complex site like Sellafield, we expect there to be opportunities for all sizes and types of supplier. Companies can view Sellafield Ltd planned procurements at the procurement opportunities section of the Sellafield Ltd website.

suppliers.sellafieldsites.com/procurement-opportunities

On a monthly basis Sellafield Ltd publishes its Procurement Schedule which provides details of up and coming Sellafield Ltd procurements. The opportunities range from design, engineering, construction and manufacturing to infrastructure services.

Organisations that have won work directly for Sellafield Ltd are known as our Tier 2 suppliers. The majority of small and medium sized opportunities will come from these suppliers and their supply chains. The diagram opposite highlights some of our Tier 2 suppliers and our procurement plan gives further information on these contracts and frameworks, including the generic scope of the work, the anticipated annual expenditure range and contact details.

www.sellafieldsites.com/suppliers
This diagram represents Sellafield Ltd’s current procurement status and is subject to review and change.

**Primary Delivery**

**Infrastructure Strategic Alliance**
- Contract Commenced: December 2012
- Duration: 5 + 5 + 5 years
- Value: £1.2bn
- Annual spend for 2016/17 is £82m

**Inbound Logistics & Warehousing**
- Contract Commenced: November 2014
- Duration: 5 years
- Value: £8m

**Design Service Alliance**
- Contract Commenced: February 2012
- Duration: 15 years
- Value: £1.5bn
- Annual spend for 2016/17 £90m

**Decommissioning Delivery Partnership**
- Contract Commenced: March 2016
- Duration: 5+5 years
- Value: £500m - £1bn

**Project and Programme Partner**
- Duration: 15 years
- Value: £300m - £1bn
- Developing Strategy - with multiple lots

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**Tier 3’s**

- Powell UK, RPS Switchgear, AVRS
- RPS, Risk Management, Morson Projects Ltd, Furness Engineering and Technology Ltd, Tenet Consultants Ltd, James Fisher Nuclear Ltd
- Alliance Partners: Areva, Doosan, Atkins, Jacobs Stobbarts, React Engineering, James Fisher Nuclear, Shepley Engineers, Westinghouse, White Young Green, Hertel, North West Projects, Westlakes Engineering, Costain, Mott MacDonald, NG Bailey, Safety Critical, Squibb Group, Jacobs, Amec Foster Wheeler

These are some of the delivery platforms as well as some of the major contracts that are currently in place. The potential opportunities for SMEs are likely to be within major projects, retrievals, decommissioning and operations support.

**LEGEND**
- Awarded Contracts
- In Procurement
- Framework agreements

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SME Procurement Plan 2016/17 13
Major Projects

Box Encapsulation Plant
- Contract Commenced: September 2014
- Duration: 4 years
- Value: £150m

Box Encapsulation Plant Product Store and Direct Import Facility
- Contract Commenced: December 2014
- Duration: 2 years
- Value: £150m

Silo Maintenance Facility
- Contract Commenced: June 2011
- Duration: 7 years
- Value: £160m

Silo Empty Plant (SEP) Machines
- Duration: to Nov 2020
- Value: £160m Estimated value to Nov 2020 £50m, Spend 2016/17 £15m

Pile Fuel Cladding Silo (PFCS)
- Contract Commenced: April 2011
- Duration: 8 years
- Value: £241m

Tier 3's
- North West Projects, Elliott Group, Yellowbus Solutions
- M&W group, Westakes Engineering Ltd, Kier, James Fisher Nuclear
- Davy Markham Ltd, Eriks Industrial Services Ltd, Parkfield Services
- NIS, Qualter Hall, Oldham Engineering

NDA Shared Service

Agency Supply Workers*
- Contract Commenced: July 2015
- Duration: 3+1+1 years
- Value: £540m
- Annual Spend 2016/17 £40m-50m

Access and Insulation*
- Contract Commenced: June 2013
- Duration: 4 years
- Value: £285m 2016/17 spend £46m

Supply of Conventional PPE and Workwear*
- Contract Commenced: August 2016
- Duration: 4 years
- Value: £21m 2016/17 £5m across 3 lots

Supply of Bulk and Cylinder Gases*
- Contract Commenced: July 2016
- Duration: 4 years
- Value: £8.3m

Supply of Maintenance, Repairs and Operations Consumables*
- Contract Commenced: October 2015
- Duration: 3+1 years
- Value: £70m-90m, Annual spend 2016/17 £22m – all Participating Entities

Facilities Management
- Contract Commenced: October 2011
- Duration: 5+2 years
- Value: £198m annual spend 2016/17 £26m
### Key Enablers

#### 3m³ Boxes (PFCS Variant)*
- **Contract Commenced:** May 2015
- **Duration:**
  - Phase 1: 2 years
  - Phase 2: 10 years
- **Value:**
  - Phase 1: £5m
  - Phase 2: £45m

#### Supply of High Integrity in Cell/Out of Cell Cranes
- **Contract Commenced:** Feb 2016
- **Duration:** 10 years
- **Value:** £88m

#### Supply of Tanks and Vessels
- **Contract Commenced:** July 2016
- **Duration:** 10 years
- **Value:** £48m

#### Enabling Innovation Framework*
- **Contract Commenced:** Jan 2015
- **Duration:** 2+1+1 years
- **Value:** £6 to £10m

#### Enabling Innovation Framework - Technical Solutions*
- **Contract Commenced:** Jan 2016
- **Duration:** 2+1+1 years
- **Value:** £6 to £10m

#### Multi-Discipline Site Works*
- **Contract Commenced:** Jan 2013
- **Duration:** Current framework will run to 2017
- **Value:** Annual expenditure £50m to £70m

#### Site Wide Asset Care*
- **Contract Commenced:** March 2013
- **Duration:** 4 years
- **Value:** £58m

#### Operational Site Works
- **Duration:** 3+1 years
- **Value:** £120 - £160m
  - In procurement

#### Ventilation Systems
- **Duration:** 4 years
- **Value:** £35m
  - Developing Strategy

#### Glove Boxes
- **Duration:** 10 years
- **Value:** £150m
  - Developing Strategy

#### Fire Alarm Systems
- **Duration:** 10 years
- **Value:** £130m
  - Developing Strategy

#### Manufacture of New Waste Transfer Packages
- **Duration:** 5 years
- **Value:** £32 - 50m
  - In procurement

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SME Procurement Plan 2016/17
Buying process

All of the funding that Sellafield Ltd receives to complete the nationally vital work at Sellafield is provided by the NDA. The level of funding that we receive – £2 billion in 2016/17 – reflects the importance of the Sellafield mission, and accounts for more than half of the NDA’s budget for the entire civil nuclear estate.

In spending tax payers’ money Sellafield Ltd seeks to achieve value for money in its agreements with its suppliers. For all Sellafield Ltd opportunities, interested suppliers will be required to register and tender via our tender management tool Complete Tender Management (CTM).

Each year ~ 50% of external spend will be procured by Sellafield Ltd using the most appropriate extant framework. These frameworks cover a range of products and services - for example Design Services, Decommissioning, Infrastructure, Gases, Chemicals, Technical Services, Personal Protective Equipment, and Multi Disciplinary Site Works - and typically run for a number of years. The Procurement Schedule gives information on which organisations, or consortium of companies, have recently been awarded frameworks, the generic scope of the work and the anticipated annual expenditure range. Sellafield Ltd continues to work on improving the visibility of call off opportunities under our existing framework agreements to improve the visibility of opportunities for potential Tier 3 and 4 Suppliers.

In some cases, Sellafield Ltd may source some suppliers through Crown Commercial Services and other existing Government Frameworks.

OJEU opportunities will also be advertised on Contracts Finder (www.gov.uk/contracts-finder) as a 'notice only' posting with a link through to CTM. Most of the stages of the procurement process will then take place and be managed electronically including the submission of documents, updates on the process, day to day communication and the evaluation of tenders. The table below highlights the procurement route for the various thresholds of opportunities.

<table>
<thead>
<tr>
<th>Expenditure Level</th>
<th>Procurement Advertisement Routes</th>
<th>Procurement Processes</th>
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<tbody>
<tr>
<td>Up to £25k</td>
<td>CTM not mandated</td>
<td>Most Economic Advantageous Tender (MEAT) competitions</td>
</tr>
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<td></td>
<td>Contracts Finder (£10k and above)</td>
<td>Framework call offs</td>
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<td></td>
<td></td>
<td>Framework mini competitions</td>
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<td></td>
<td></td>
<td>SRM catalogues</td>
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<td></td>
<td></td>
<td>Purchase cards</td>
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<tr>
<td></td>
<td></td>
<td>Direct awards</td>
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<tr>
<td>£25k up to OJEU Thresholds</td>
<td>CTM mandated Contracts Finder</td>
<td>MEAT competitions</td>
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<td></td>
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<td>Framework call offs</td>
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<td>Framework mini competitions</td>
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<tr>
<td>OJEU Thresholds and above</td>
<td>CTM mandated Contracts Finder OJEU</td>
<td>MEAT competitions</td>
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<td>Framework call offs</td>
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<td></td>
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<td>Framework mini competitions</td>
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NOTES

Procurement at Sellafield Ltd is subject to the Public Contracts Regulations (PCR). Procurements above the thresholds described in the regulations are subject to the procedures set out in them and include the requirement to advertise opportunities in the Official Journal of the European Union (OJEU). Where the anticipated value of the contract exceeds the EU thresholds, the contract must be advertised within the OJEU, an online publication. The EU thresholds are reviewed every two years and details of the limits can be found at www.oec.com/thresholds.aspx. This procurement route is subject to strict timescales and procedures.

The PCR apply to Sellafield Ltd. The regulations establish rules which promote transparent and non-discriminatory practices in the procurement process. They also include various SME friendly measures aimed at enhancing SME participation. The regulations encourage Sellafield Ltd to think about SMEs from the outset of their tender processes and to consider whether contracts can be divided into smaller lots to further support SMEs. Sellafield Ltd is required at all times also to comply with any statutory guidance published by the Crown Commercial Service or Cabinet Office under these Regulations. For further information about Public Procurement Regulations visit: www.legislation.gov.uk/uksi/2015/102/contents/made www.legislation.gov.uk/uksi/2015/102/pdfs/uksi_20150102_en.pdf
Sellafield Ltd conducts its procurements in accordance with the EU treaty principles. We do not have a preferred supplier list and we are committed to widely competing our requirements wherever possible. This means that any supplier, be it Tier 2, 3, 4 or SME who meets the stated requirements and criteria of a tender opportunity, can tender if they so wish. This section focuses on those opportunities which are valued above Public Contract Regulation thresholds.

### Steps to procurement – direct opportunities

<table>
<thead>
<tr>
<th>1. Finding an opportunity and registering</th>
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<tr>
<td>It is strongly recommended that suppliers interested in Sellafield Ltd opportunities register to view these opportunities in more detail through our tender management tool CTM. Opportunities over £10k are also published in Contract Finder. CTM is a simple, secure and efficient means of managing tendering activities and having registered once, suppliers do not need to register again. You can register at <a href="https://sharedsystems.eu-supply.com/login.asp?B=SELLAFIELD">https://sharedsystems.eu-supply.com/login.asp?B=SELLAFIELD</a>.</td>
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<tr>
<th>2. Expressing an interest</th>
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<tr>
<td>For opportunities Sellafield Ltd uses the most appropriate procurement procedure. Procurements may involve a selection phase and an award phase which will require suppliers to complete a Pre Qualification Questionnaire (PQQ) and an ITT (Invitation to Tender) respectively. The purpose of the PQQ is for prospective bidders to demonstrate their suitability, experience and technical and professional ability to perform the contract; they are an integral part of the suppliers’ assessment process. The selection process may differ depending on the type, value, risk and complexity of the contract. The PQQ document is available via CTM. The steps for submitting a PQQ is detailed at the relevant opportunity link. Be aware, you must answer all the questions set in the PQQ and press the SUBMIT button.</td>
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<tr>
<th>3. Selection of tenderers</th>
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<td>PQQ submissions are evaluated to ensure they meet Sellafield Ltd requirements from a health and safety, quality, economic and financial capacity, governance matters and technical ability. Sellafield Ltd will use selection criteria appropriate to the size and nature of the contract and its associated risks. Companies that meet the necessary minimum standards will be considered for that specific Sellafield Ltd procurement opportunity. Sellafield Ltd uses objective rules and criteria to shortlist the companies. Sellafield Ltd will invite companies who pass the PQQ to submit a tender. For single stage procurements (open procedure) suppliers are required to complete selection criteria and award criteria concurrently. Sellafield Ltd will assess award submissions from all suppliers who meet the minimum selection criteria as set out in the ITT.</td>
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<tr>
<th>4. Submitting a tender</th>
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<tr>
<td>If you are invited to submit a tender you will be provided with the tender documents which will include submission requirements and associated timelines. This is managed through CTM. Be aware, you must answer all the questions set in the ITT and press the SUBMIT button.</td>
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<th>5. Evaluation</th>
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<td>The evaluation process will be transparent and treat all tenderers equally and in a non-discriminatory way. All ITTs will be evaluated against pre-determined award criteria. Details of all criteria, sub criteria and weightings will be provided within the documentation along with an evaluation methodology to help bidders in developing their tenders.</td>
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<th>6. Feedback</th>
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<tr>
<td>Upon determination of the contract award and prior to the execution of the framework or contract, standstill letters (which provide feedback to the bidder) will be issued to both the successful and unsuccessful bidders, strictly in accordance with PCR procurement regulations. The standstill letter will be communicated through CTM.</td>
</tr>
</tbody>
</table>
SMEs and specialist suppliers (Tier 3 and 4 in the NDA model) will usually supply to the Sellafield Ltd sites indirectly via the Tier 2 contracts. Information on the scope of the work available can be found in the Sellafield Ltd procurement opportunities section of its website.

Sellafield Ltd is required to advertise all appropriate contract opportunities on Contract Finder. Sellafield Ltd encourages all Tier 2 supply chain partners and their supply chain to do the same and advertise all appropriate contract opportunities on Contract Finder.

www.gov.uk/contracts-finder

It is advisable to contact Tier 2s directly to understand what opportunities are available with them.

All Tier 2 supply chain partners are encouraged to host regular ‘Meet the Buyer’ events to communicate project background, scope of contract and details of subcontractor opportunities only when there is actual work available to subcontract.

### Some Hints and Tips for Accessing Indirect Procurement Opportunities

1. Regularly visit and review portals and sites that publicly list subcontract opportunities (eg Contracts Finder).
2. When invited attend the early market engagement events to provide feedback on our Tier 2 supply chain partners procurement approach.
3. Attend the various Sellafield Ltd arranged supplier events to keep informed of our progress, the supply chain opportunities and meet with our Tier 2 supply chain partners.
4. Attend the “Meet the Contractor” style events to better understand our Tier 2 supply chain partners needs along with details of the contract(s) and subcontractor opportunities available.
5. Understand the exacting safety, security and quality standards associated with working on or delivering work to a nuclear licensed site.
6. Promote and provide information to Tier 2 companies about your business so that they can become even more familiar with your capability, expertise and unique selling point.
7. When responding to tenders provide all of the requested information clearly and concisely, ie answer the question.
8. Don’t miss submission deadlines – late submissions cannot be accepted.
9. Be realistic in what you can do or deliver.
10. Ask for constructive feedback from Tier 2 companies on successful and unsuccessful tenders to improve your competitiveness in the future.

### Early Market Engagement Dates

<table>
<thead>
<tr>
<th>Transformation Partner</th>
<th>Late 2016</th>
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<tbody>
<tr>
<td>Category Management – Fire Alarm Systems</td>
<td>Quarter 3 2016/2017</td>
</tr>
<tr>
<td>Project and Programme Partner (PPP)</td>
<td>Quarter 3 2016/2017</td>
</tr>
<tr>
<td>Analytical Services</td>
<td>Quarter 4 2017/2018</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
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<tbody>
<tr>
<td>April - June</td>
<td>July - September</td>
<td>October - December</td>
<td>January - March</td>
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</table>
Innovation proposals and suggestions

Sellafield Ltd values the knowledge and experience that lies within the supply chain and academia. As such we are seeking new, novel and emerging technologies and processes to support delivery of Sellafield’s operational and clean-up requirements. Whatever the idea, we recognise that our suppliers will want to protect them, and we can do this through confidentiality agreements as necessary.

Suppliers with technology and innovation opportunities that may benefit Sellafield can directly contact Sellafield Ltd with their proposals. Companies can find more details on the Innovation and Suggestion section of the Sellafield Ltd website. http://suppliers.sellafieldsites.com/procurement-opportunities/innovation-suggestions

Organisations such as Innovus can also provide support to businesses in developing new technologies and innovations. Innovus aims to bridge the gap between research and marketable technology by offering access to specialist development facilities, funding and technical and business expertise.

Innovus is a partnership between the National Nuclear Laboratory (NNL) and the University of Manchester. It is supported by the NDA and the Government’s Regional Growth Fund.

For further information visit www.innovus.org.uk
Standards

On any given day, thousands of people at Sellafield are operating buildings, managing nuclear waste, demolishing old buildings and constructing new ones.

The safe and secure stewardship of the Sellafield site; making sure that people, the environment and the community are safe whilst all of this work happens, is our overriding priority.

Sellafield Ltd adheres to exacting standards of safety and security. As a new or existing supplier, it is vital that you have all the information about what it takes to work with us.

The nature of work we do requires compliance with our site regulations, a high degree of safety standards and Quality Management.

Contracts Quality Management

The Contracts Quality Management Requirements Manual defines Sellafield Ltd’s Contract Quality Requirements (CQRs). It sets out what Sellafield Ltd requires of its supply chain to successfully deliver products and services safely, to schedule, to the specified requirements and to the agreed cost. The CQRs emphasise those elements above the latest edition of BS EN ISO 9001 that are key to successful delivery of products and services. These requirements apply to all Tiers of the supply chain including SMEs.

Further information can be found at:
http://suppliers.sellafieldsites.com/files/2013/02/SLM-4.06.02-Issue-3.pdf

SME Charters

We believe that to drive economic growth and provide a return on investment to the tax payer, large and small businesses must learn to collaborate effectively together for mutual benefit. Our SME good practice charters pledge our major Tier 2 supply chain partners commitment to SMEs and vice versa. The charters are aimed at fostering good working relations and behaviours across our Tier 2 and SME supply chain. The charters establish ten commitments for Tier 2 and SME engagement and are intended to help build relationships between major companies and small businesses. Above all, the charters are practical. They are not about vague commitments but achievable objectives. They send a clear message to our supply chain that we know the value of working with SMEs and reinforce our commitment, passion and expectation for responsible business.


Sellafield Ltd social impact Strategy

The Energy Act 2004 gave the NDA supplementary responsibilities to ensure that there is a sustainable workforce for the long-term clean up and decommissioning mission, while mitigating the impacts that decommissioning may bring on the economies of local communities close to their sites. The NDA’s approach to meeting these responsibilities is set out in their strategy.

Sellafield Ltd now leads on socio-economic delivery within the Sellafield system on behalf of and in compliance with NDA statutory requirements.

Our Social Impact strategy is evolving to meet this challenge and a revised outline of this strategy will be available later in 2016 with a detailed version in the first quarter of 2017.

To enable resilient economies and support thriving communities we will work collaboratively with our communities, businesses and stakeholders to deliver beneficial outcomes with long term impact.

We want to work with reliable and committed suppliers who will help us deliver our objectives such as:- improve access to sustainable incomes, enable resilient economies, create social value chains, support thriving communities.

The recently increased focus on Social Impact in tenders will help drive contractors to deliver improved social outcomes and impacts alongside the main elements of their contract, meaning our communities will benefit from a greater return for taxpayers’ money.

The revised strategy will be available on our website.
Future SME Procurement Opportunities

For Sellafield Ltd, engaging SMEs is not just about achieving a target.

Increasing the proportion of work delivered by SMEs, directly and indirectly, is one of our socio-economic objectives, and will stimulate economic growth, innovation and long term skills.

Sellafield Ltd continues to remove the constraints and barriers to SME engagements and strives to improve access to opportunities whilst reducing cost, resource and time burdens for SMEs in bidding for work. Alongside the removal of constraints and barriers the Supply Chain Development Programme (SCDP) are looking at ways to increase the opportunities for SMEs for example the removal of the PQQ process for simple procurements below £100k and effective use of lotting strategies to attract SME’s.

Sellafield Ltd continues to meet and exceed the NDA set targets of supply chain spend reaching SMEs, directly or indirectly. The target set for 2015/16 was 22% of the supply chain spend Sellafield Ltd exceeded the target achieving 23% of supply chain spend reaching SMEs.

The target for 2016/17 is between 22% and 25%, with 22% being acceptable up to 25% being good.

Sellafield Ltd continues to work with our supply chain partners to meet the NDA SME targets and deliver increase percentage spend with SMEs year on year.

The Sellafield programme provides an opportunity for SMEs to grow, and can be a platform for broader business development. The following pages provide an overview of some direct and indirect procurement opportunities for SMEs to work on the Sellafield programme. To stay up-to-date with all of Sellafield Ltd’s procurement opportunities, register on Complete Tender Management – sharedsystems.eu-supply.com/login.asp?B=SELLAFIELD.
SME Procurement Opportunities

A full list of our procurements is available on www.sellafieldsites.com/suppliers. All opportunities are open to SMEs and we have included a small selection here.

The opportunities included on this page should be read in conjunction with the procurement schedule and the procurements on a page - links to which can be found on page 32.

Provision of Support to Sellafield Ltd Internal Audit Function - 3474
The Framework is for the provision of support to the Sellafield Limited Internal Audit function in delivering their annual risk based internal audit plan this encompasses all areas of the business including but not limited to IT, Commercial, Project Management & Control, Forensic, HR and General Governance & Risk Management.

Note: this requirement may be sourced via the Crown Commercial Service Management Consultancy and Related Services Framework.

Print Services - 3477
The print services Framework is to support the Stakeholder Relations department printing requirements for corporate brochures, posters, leaflets and other ad-hoc requirements. The contractor will also be required to provide various corporate merchandise (e.g. pens, umbrellas etc.) and provide limited design support.

Maintenance of compressors and air conditioning – 3502
This framework is to cover the maintenance of mechanical items that are specialist and often coming to the end of their expected lifetime. The contract looks to include for preventative and breakdown maintenance, asset restoration and repair activities, as well as stores/spares and obsolescence planning. Strategy is currently being developed.

Maintenance of fork lift trucks – 3503
A site wide framework agreement to cover the maintenance of lifting equipment on the Sellafield site. The framework is likely to include servicing, preventative maintenance, breakdown maintenance and replacement parts. along with stores/spares and obsolescence planning.

Provision of Technical Advice - 4547
Provision of technical advice, market analysis, guidance on manufacturing processes and techniques through a focused enquiry support service to increase Sellafield Ltd.’s ability to make better decisions. This service would be provided off site and is a library/Business intelligence service. The successful supplier would be expected to have global information tools, online databases and directory sources.

Site/off site shuttle service – 4716
This requirement is for the provision of transport service to enable the movement of employees to and around the Sellafield site in line with company policy to reduce the number of cars entering the site.

• Provision of a shuttle bus service operated between Yottenfews car park and Sellafield site for those who park and ride.
• Provision of a shuttle bus service from Sellafield train station to the site for those who travel by train.
• Provision of a shuttle bus service which operates continually throughout the day to transport people around the Sellafield site.
• Provision of a shuttle bus service between satellite offices and the Sellafield site. This shuttle service operates between Albion Square, Whitehaven, Sir Christopher Harding House, Whitehaven, Copeland Centre, Whitehaven, Westlakes Science and Technology Park, Moor Row and Sellafield site main gate on a continual basis throughout the day.

All the above operate to fixed timetables.

The services operate Monday – Friday excluding bank holidays and any site pre-determined close down periods (e.g. Christmas).

It is intended that one contract will be offered through OJEU open procurement for a 3 year term with the option to extend by 1 year at the discretion of Sellafield Ltd.
SME Procurement Opportunities

Car and coach services – 4717
Provision of a fleet car and coach service to support the internal transport department on the Sellafield site. This service covers but is not limited to the following:
- Transfer to and from rail stations,
- Site visits
- Airport transfers
- VIP visits

Risley/Sellafield coach service – 4951
Provision of an executive coach service between Sellafield and Risley (currently three days per week). These services cover Sellafield site and other offsite locations along with our Risley office in Warrington, Cheshire.

Web hosting and development – 4973
A collaborative procurement to provide a secure cloud based hosting environment for the NDA estate Participating Entities Website.

The framework agreement will also cover all associated maintenance and development activities for the websites. Work is currently under way to evaluate the appropriate route to market and develop the associated acquisition strategy.

Supply of radiation protection instrumentation – 5418
A site wide framework agreement to include the supply of radiation protection instruments, their associated spares and any accessories or sundry items that may be required to operate them. In particular the scope will include but may not be limited to:
- Hand-held radiation protection instruments
- Plant-based radiation protection instruments
- Change room equipment

Operational research modelling and simulation services – 5433
The Sellafield Ltd Operational Research (OR) Group is the modelling capability group and intelligent customer for Sellafield Ltd. The Sellafield Ltd OR Group provides OR services to the Sellafield site. These services are delivered in-house and via the supply chain.

Sellafield Ltd has requirements for the following areas of modelling:
- Sellafield site remediation modelling
- Strategic integrated models
- High level plant and process models
- Plant and process detail models

Modelling and simulation work is vital to develop the strategic options to accelerate, optimise and underpin the Sellafield site critical path. The work also provides traceability for regulator and stakeholder engagement.

This framework is to provide ongoing support to model development and access to specialist software.

Supply of Fire Protection Systems – 5439
The strategy is to place a Sitewide Framework Agreement with a single 3rd party accredited supplier over a 10 year period to transitionally reduce the variety of fire detection and alarm systems. The scope of supply will cover; new and refurbishment projects, support to concept and preliminary design, completion of detailed design of the system, support to installation provider, Examination, Maintenance, Inspection and Testing (EMI&T) support as well as spares and obsolescence management across the whole site.

Primary Storage Tank 6 Spillback equipment - 5462
Procurement, manufacture, assembly and installation of Primary Spillback 6 spillback equipment from drawings and technical detail supplied by Sellafield Ltd.

Static Air Sampler – 5518
The Static Air Sampling (SAS) filter counting system at Sellafield is used to meet the requirements of the Ionising Radiation Regulations (Regulation 19 – Monitoring of Designated Areas and Regulation 21 – Dose Assessment and Recording). To comply with this regulation, the current system monitors airborne activity of all plants on a routine basis. The SAS data provides information that plant conditions are under control and provides information on any adverse trends.

Media Support Framework - 5542
The media support framework includes brand reputational index, online & media insight, analysis and sentiment and stakeholder indexing. Also to be included is media training for executive staff.

Note that this procurement is a planning stage and spec still in initial stage, so the requirement could change as also looking to be an NDA estate collaborative procurement.
SME Top Tips

Are you a micro, small or medium sized enterprise looking to secure new opportunities? If so we have collated some tips that will help you to achieve this.

We are committed to supporting and encouraging local suppliers, including social enterprises and charities to bid for work both at Sellafield and also outside of the Sellafield system as diversifying into new markets will help to drive local economic growth and resilient economies.

Learn from experience
The wisest people are the ones who see every experience as an opportunity to learn. Win or lose, the more you learn the more effective you will be.

Proactive feedback
Don’t be afraid to ask for feedback from clients, this could be the difference between winning and losing your next work.

Our standards
Ensure you understand and meet the required standards as these get filtered down through the supply chain, and look to continually improve.

“Providing labour or materials at Sellafield requires full understanding of the applicable Sellafield procedures. You need the skills, capabilities and competencies for any individual to undertake any specific work on site. For materials or equipment, a full understanding of the contract quality requirements is essential.”
Les Turner, Morgan Sindall.
What is an SME?

A small or medium-sized enterprise, or sme, as defined by the european commission is a business or company:

IT HAS FEWER THAN 250 EMPLOYEES;

AND HAS EITHER: (A) ANNUAL TURNOVER NOT EXCEEDING €50 MILLION

OR (B) AN ANNUAL BALANCE-SHEET TOTAL NOT EXCEEDING €43 MILLION

Certification v demonstration

Consider formalising the hard work you invested in to meet the standards and verify it through certification and accreditations. ISO 9001, ISO 14001, Cyber Essentials.

Questions

Remember it is a competition so answer the question asked to score the highest mark.

Unique selling point

Identify what this is for your company and broadcast it to the market and supply chain. Look for opportunities and use your unique selling point to win work, don’t assume that opportunities will come looking for you.

“If a supplier identifies ‘Innovation’ as their unique selling point and develops a service or product which helps to solve a problem for us as a customer, demonstrating that product or service will often have more impact than just talking about it.” Dianne Richardson, Balfour Beatty.

Know when and when not to network

Do your homework before the event and identify who will be there and is it the right event for you? Provide enough information to spark the interest but hold some back to follow up with. Make the most out of the information you gather, pull out the relevant points and use it!

“Britain’s Energy Coast Business Cluster organise monthly networking meetings that are excellent opportunities to build contacts in the supply chain and network with potential suppliers, clients and partners in Cumbria and beyond.

“Listen carefully when you’re networking – and listen between the lines. Someone new may not seem like an obvious prospect for your business but Cumbria is a very connected community so you never know who else that someone may know.” Britain’s Energy Coast Business Cluster.

BRITAIN’S ENERGY COAST BUSINESS CLUSTER

is a private sector-led group of over 330 organisations, from SMEs to global businesses. Members include world class, innovative and highly competitive companies that offer high value jobs in the region.

Further information is available online at www.becbusinesscluster.co.uk

SME Procurement Plan 2016/17
Be persistent and resilient

Be clear on your vision, maintain a certain level of challenge and keep raising the bar ever higher. If things don’t go to plan, take a step back and ask yourself ‘what can I learn from this, is this a battle we should be fighting?’

“All of us get knocked down, but it’s resilience that really matters. All of us do well when things are going well, but the thing that distinguishes athletes is the ability to do well in times of great stress, urgency and pressure.” Roger Staubach. http://greenspacecoaching.com/2012/11/resilience-why-do-we-need-it/

Get others to promote you

Showcase your testimonials and reviews of your products/services in your literature, online presences and other marketing materials.

Pursue payment

If you have a contract and your invoice is not paid on time, contact the client, it is likely there is an error on the invoice.

Don’t struggle alone

If you have a contract and are struggling to deliver, ask the client for support, they want to help.

Make contact

When contracts are awarded make contact with the successful bidder and share your capabilities.

“Don’t wait until you find out who the successful bidder is, it is key to build relationships so they know what you do and have a personal connection. This helps it to be more of a pull from them than a push from you.” Ivan Baldwin, Bendalls Engineering.

Collaboration v competition

It’s positive if you can but you don’t have to go it alone. If you don’t have all the capabilities to compete consider collaborating with others in the supply chain and build your capability with complementary businesses.

CASE STUDY: CUMBRIA NUCLEAR SOLUTIONS LIMITED

is a real demonstration of the benefits of collaboration, delivering over £60m of work over the last 10 years. It is a mix of SMEs and large and global companies which was created in 2006 to compete for a framework contract with us. The alliance enabled these organisations to work collaboratively to deliver the full project lifecycle, without eroding the small company value proposition.

CNSL is made up of:
• React Engineering (SME)
• Shepley Engineers (previously SME)
• Stobarts (now Jacobs Stobarts, previously SME)
• James Fisher Nuclear
• White Young Green
• Westinghouse Electric Company

Frameworks they are part of at Sellafield:
• Design Framework Alliance 1
• Design Framework Alliance 2
• Decommissioning Delivery Partnership

Some places to look for opportunities...

• Constructionline: www.constructionline.co.uk
• Nuclear Market: www.nuclearmarket.com
• Complete Tender Management (CTM): http://suppliers.sellafieldsites.com/procurementopportunities
• Contract Finder: www.contractsfinder.service.gov.uk/Search
• Innovus: www.innovus.org.uk
• Britain’s Energy Coast Business Cluster: https://www.becbusinesscluster.co.uk/
• Sellafield Ltd website, Suppliers section: www.sellafieldsites.com SUPPLIERS
• Sellafield Ltd 2016-17 Procurement Plan: http://suppliers.sellafieldsites.com/files/2012/12/2016-17-Procurement-planfinal-10.05.2016-1.pdf
• Procurement Plan Schedule 2016-17: http://suppliers.sellafieldsites.com/procurementopportunities
• Sellafield Ltd 2016-17 Procurements on a Page: http://suppliers.sellafieldsites.com/files/2012/12/ Sellafield-2016-17-Procurements-on-a-Pagefinal- 10.05.2016-1.pdf
• Contract Quality Requirements http://suppliers.sellafieldsites.com/files/2013/02/SLM-4.06.02-Issue-3.pdf
Champions for help

NDA SME Mentoring Scheme

The NDA Estate Mentor Scheme is one of various initiatives set up by the NDA to promote and encourage participation of SMEs in the NDA Estate. The key aims of the scheme are to:

- support and up-skill SMEs
- demonstrate absolute commitment to SMEs in line with NDA and Government policy
- equip SMEs to be either more effective in entering, or increasing the volume of their work in the NDA Estate supply chain.

The scheme adopts ‘a light touch approach’ with no hard and fast rules, but flexibility to allow the mentors and SME mentees to find the best way for each of them to work together.

Further detail of the scheme can be found at http://www.nda.gov.uk/contracts-and-competition/sme-mentoring-scheme/

Tier 2s

A number of our Tier 2 supply chain partners have their own support mechanisms to help SMEs undertake work as part of their supply chain. To find out more use the links on the ‘What we procure’ page.

NDA SME steering groups

The role of the NDA SME steering groups is to act as an advocate for SMEs, both those wishing to enter and those already working on the NDA estate. The groups relevant to Sellafield Ltd sites are the Cumbria SME steering group and the North West SME steering group.

Further detail of the terms of reference for these groups can be found at http://www.nda.gov.uk/contracts-and-competition/sme-steering-groups

Nuclear Advanced Manufacturing Research Centre

The Nuclear Advanced Manufacturing Research Centre (Nuclear AMRC) is a collaboration of academic and industrial partners from across the nuclear manufacturing supply chain. Its mission is to:

- Enhance the capabilities and competitiveness of the UK civil nuclear manufacturing industry
- Work with members to develop world-leading manufacturing processes and technologies
- Help British manufacturing companies compete for nuclear contracts worldwide
- Become the focal point for Britain’s civil nuclear manufacturing industry
- NAMRC also operates the fit 4 Nuclear (F4N) programme which is aimed at SMEs and new suppliers to the nuclear industry. The F4N assessment is free for UK manufacturing companies.

For further information visit http://namic.co.uk/nuclear/fit-for-nuclear/
Sellafield recognises that small businesses are vital in the building of a diverse and effective supply chain and is committed to increasing its direct and indirect engagement with SMEs to release the business and community benefits that this will bring.

To assist SMEs optimise their opportunities, Sellafield has a dedicated Supply Chain SME Champion to improve engagement with SMEs, in particular with our Tier 2 suppliers.

**CONTACT INFORMATION**

Supply Chain SME Champion

Telephone: +44 (0)19467 76132

Sellafield Ltd is the only UK Site License Company (SLC) with a supply chain ombudsman. The ombudsman offers a confidential and unbiased route for the supply chain to raise issues or complaints relating to how Sellafield Ltd undertakes its procurement activities and also engages with the supply chain to explain how to do business with Sellafield Ltd.

**CONTACT INFORMATION**

Supply Chain Ombudsman

Telephone: +44 (0)19467 81963

Assistant to Supply Chain Ombudsman

Telephone: +44 (0) 19467 80117

Supply Chain Quality

Telephone: +44(0)19467 85645
There are a number of web sites that are used to advertise opportunities as follows.

**Tenders Electronic Daily (TED)**

**Constructionline**
www.constructionline.co.uk

**Nuclear Market**
www.nuclearmarket.com

**Complete Tender Management (CTM)**
suppliers.sellafieldsites.com/procurement-opportunities

**Contract Finder**
www.contractsfinder.service.gov.uk/Search

Sellafield Ltd website, Suppliers section.
www.sellafieldsites.com/suppliers

**Innovus**
www.innovus.org.uk

Sellafield Ltd 2016-17 Procurement Plan

Sellafield Ltd 2016-17 Procurements on a Page
http://suppliers.sellafieldsites.com/files/2012/12/Sellafield-2016-17-Procurements-on-a-Page-final-10.05.2016-1.pdf

**Guide to Delivery Routes – A guide to the Strategic Alliances, Enabling Frameworks and other delivery routes for Sellafield Ltd**

**Contract Quality Requirements**
http://suppliers.sellafieldsites.com/files/2013/02/SLM-4.06.02-Issue-3.pdf

**Sellafield Ltd Code of Responsible Business Conduct**

**SME definition**

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If you would like to provide feedback on this document please contact:

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