

## 1 Introduction

Welcome to the Nuclear JV, an equal partnership between EC Harris and Turner & Townsend established to tender for the British Nuclear Group Sellafield Limited (BNGSL) programme controls services and to subsequently target the wider nuclear decommissioning programme controls market. We are very pleased to have been successful with the BNGSL tender and are looking forward to support them in meeting their objectives.

BNGSL has recently introduced a central Programme Management Function to oversee the means by which business teams at Sellafield, Calder Hall, Low Level Waste Repository at Drigg and Capenhurst manage the overall suite of programme controls processes, procedures and system arrangements.

We have now been selected to assist in the next stage in the development of the Programme Controls function. We will be the sole Service Provider of programme controls, forming an Integrated Team made up of ourselves, BNGSL staff and short-term personnel supplied through the Sellafield Agency Agreement (Capita Resourcing). The establishment of the Integrated Team for Programme Controls is key to meeting the business aim of becoming a Centre of Excellence (CoE) for Programme Control.

## 2 The Nuclear JV

The Nuclear JV is a limited liability company owned equally by EC Harris LLP and Turner & Townsend Project Management Limited. We are industry leaders in the delivery and management of Project Control, with a combined skills base in excess of 4000 people, over 1000 of whom are from project controls disciplines.

The Nuclear JV has been established to deliver the full range of project controls services to the nuclear market. We are the number one service provider within the nuclear decommissioning sector and we are recognised as a high quality, value-adding service by the NDA and the site license holders.

Further details of the respective partners in the joint venture can be found at [www.echarris.com](http://www.echarris.com) and [www.turnerandt Townsend.com](http://www.turnerandt Townsend.com) respectively.

### 3 Joining Forces

An established track record of cooperation between Turner & Townsend and EC Harris clearly demonstrates that we can bring together all the expertise and experience of two market leaders to provide a unique service offering. In addition we have provided a highly innovative and competitive commercial arrangement fully aligned with BNGSL's needs.

The Nuclear JV allows us to provide a number of crucial benefits:

- Strength & depth. Highly experienced people from both partners backed by our combined resources in all disciplines and a track record encompassing some of the largest projects in Europe.
- Wide ranging experience and capability that will support BNGSL across many areas of their business.
- Access to the best practices and innovation of two leading organisations across a range of consulting disciplines.
- The synergy between two organisations committed to drive forward the value derived from project controls through innovation and customer-focus.

### 4 The Benefits to BNGSL

The successful Service Provider will play a key role in driving the performance of the Programme Controls function towards Centre of Excellence status.

We bring a wealth of technical expertise to this objective. We also believe that the innovative commercial arrangements we have offered BNGSL and our strong desire to work under incentivised arrangements will drive the desired behaviours and performance leading to value for money for BNGSL and the NDA.

And we are confident that our culture and values will help achieve Centre of Excellence status. The Nuclear JV builds on a commitment to core values of innovation and excellence in all areas of our consultancy services that has allowed both partners to achieve success at this level in similar projects and for clients of the same scale and standards as BNGSL.

## 5 Track Record

Our track record in executing similar major projects and programmes of projects with blue chip organisations such as BAA, Pfizer, Shell, BP, BAe, United Utilities, Welsh Water and Network Rail gives us with the experience and knowledge to provide the benefits that will drive and improve BNGSL's project and programme performance through excellence in Project Control.

The following examples briefly display our proven track record.

<b>Project:</b>	<b>The T5 Experience</b>
<b>Client:</b>	<b>BAA</b>
<b>Case Study:</b>	<b>T5 Experience</b>

The combination of the Heathrow T5 development and the ongoing construction works represent the largest construction project in Europe. BAA, (the Client) had concerns regarding the capability and capacity of the supply chain and developed a number of strategies to ensure success. These included the development of alliance style contracting and integrated teams.

This approach led to EC Harris and Turner & Townsend joining forces to create the TECHT joint venture, creating a single team of over 150 personnel to deliver project controls and commercial management to BAA at Heathrow.

There are many examples of best practice that we can bring to BNGSL from our JV Project Control experiences at Heathrow Terminal 5, but the key areas include:

- Best in class integrated information and knowledge capture system that consolidates performance data from all suppliers into a single information repository.
- Developing and delivering leading project control practices and the creation of integrated teams. EC Harris and Turner & Townsend are working together under a performance framework to drive improvement. We have adopted a common approach that aligns with BAA's own practices and have benefited from a well-staffed, highly motivated team with low churn.

- **Benefits:** a streamlined management team; improved resource management and development; sustained service delivery at ever improving quality levels over more than a decade; successfully embedded project controls processes and systems throughout BAA Heathrow and across the supply chain; and a cheaper overall solution through cost containment of resource base and process improvement.

**Project:** **Global Project Controls Manual**

**Client:** **BP**

**Case Study:** We are currently working with BP to develop and implement a project controls best practices manual for use by their global project controls community. This is a major project involving review of all available documentation across the BP global companies and providing critical review to distil this into simple, easy to use best practice guidance, while at the same time incorporating our external best practice knowledge.

**Project:** **Estimating Capability**

**Client:** **Shell**

**Case Study:** Contract Cost Engineering System (CCES) is the name given to a global initiative in the Shell Group to reduce the amount spent on capex and revex routine and reactive maintenance projects at refineries and chemical plants. Shell has 34 manufacturing sites (24 refineries and 10 chemical plants) around the world. Millions of dollars per annum are spent at each site on routine and reactive maintenance activities. Much of the work is contracted out to engineering companies and the way these contracts are set up, administered and managed varies from site to site. Each site has developed its own business processes and operates different IT systems. We are assisting Shell develop a standard global platform for Norms, Estimating, Contracts and Project Controls. This will enable Shell to benchmark each site and drive performance improvements on a global basis by leveraging knowledge capture and adoption of best practice.

## 6 Who's Who

The Nuclear JV is led by senior individuals from the respective partners.

**Norman McDonald** leads the nuclear sector work within EC Harris and has over twenty five years of industrial experience, spending fourteen years with ICI in a variety of Project Management and Project Control positions and locations – including long-term assignments to Belgium, Taiwan, Singapore and the USA. His earlier career was spent with companies such as Foster Wheeler, BP Oil and Anglo American, in Johannesburg, South Africa.

**Ashley Prail** leads the project Controls business unit within Turner & Townsend and has twenty five years of experience in project management, business systems development and knowledge management – including the provision of consulting advice to a range of clients to enhance the effectiveness of their project control and project management functions. Industries worked in include process industry construction, operations and maintenance, and he is recently highly active in the nuclear decommissioning sector. Ashley has worked for a range of blue chip companies including Bechtel, Halliburton, Occidental Petroleum, Norsk Hydro and has worked in the UK, Norway, SE Asia and the United States.

Norman and Ashley are supported by an Administrative Team located in Westlakes Science Park, led by Debbie Hatch and Lesley Robinson. Full contact details can be found on our website: [www.thenjv.com](http://www.thenjv.com), but if you wish to contact us directly:

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<a href="mailto:recruitment@thenjv.com">recruitment@thenjv.com</a>	for job opportunities

**For those wishing to register an interest in transferring to the Nuclear JV during the initial Transition Phase, please call the registration hotline – 0800 0938138.**