

101448169

Revision 01

SUPPLY CHAIN WORKING GROUP

NOT PROTECTIVELY MARKED

Meeting:	27 th January 2025, 10:00-12:00
Location:	MS Teams
Chair:	Simon Charlesworth (ESC)
Attendees:	SZC – Paul Warmington (PW), Tim Johnson (TJ), Olivia Cairney (OC) – Obs ESC – Simon Charlesworth (SC) SCC – Ian Pease (IP) Suffolk Chamber of Commerce – Ashley Shorey-Mills (ASM)
Apologies:	

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Meeting notes:

1. Safety Message

- Zero harm initiative: Focus on fire doors, including identifying defects and methods for inspection.

Actions raised during the last meeting:

Date Raised	Ref.	Description	Lead	Date Due
29 th July 2024	1	Safety Message to be added as standing agenda item	SZC	3 rd Dec 2024
29 th July 2024	2	Revised Governance Group protocol document to be circulated with attendees following approval	SZC	3 rd Dec 2024
29 th July 2024	3	Review of ToR to ensure alignment with project language and wider governance groups. SCWG to input into review ahead of formal sign off	SZC	3 rd Dec 2024
29 th July 2024	4	Set up shared workspace between Local Authorities and Suffolk Chamber of Commerce	ESC	3 rd Dec 2024
29 th July 2024	5	SZC to circulate requirements document and discuss scheduling a separate session with Paul Warmington (SZC) to discuss the document in more detail	SZC	4 th Dec 2024
29 th July 2024	6	RP to clarify with Nadia following previous conversation	SZC	3 rd Dec 2024
29 th July 2024	7	Investigate requirements for 6 month work plan further and arrange follow up session on the work plan specifically if beneficial (JC)	ESC	3 rd Dec 2024
29 th July 2024	8	CB to raise with Rebecca Calder around data sharing, and information for those companies that were unsuccessful to engage about why, or if that hits confidentiality issues.	SZC	3 rd Dec 2024
29 th July 2024	9	How can we make sure that groups interact with each other, need clarity on who is leading that programme development and how these groups talk to each other	SZC	3 rd ? Dec 2024
29 th July 2024	10	JC to bring high level overview of economic strategy to next session and more deep dives can be scheduled if helpful	SZC	3 rd Dec 2024

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29 th July 2024	11	RW to arrange next session and diarise future sessions at 6 month intervals	SZC	31 st Aug 2024
29 th July 2024	12	ASM to book a room in order to host in-person (ASM)	Suffolk Chamber of Commerce	31 st Aug 2024
29 th July 2024	13	RW to review alignment with wider Governance groups to ensure appropriate information available at each session	SZC	3 rd Dec 2024

2. Review of Actions from Previous Meeting

- **Action 1:** closed
- **Action 2:** closed
- **Action 3:** closed
- **Action 4:** closed
- **Action 5:** covered in this meeting
- **Action 6:** closed
- **Action 7:** closed
- **Action 8:** covered in this meeting
- **Action 9:** covered in this meeting
- **Action 10:** closed
- **Action 11:** covered in this meeting
- **Action 12:** closed
- **Action 13:** closed

3. Working Group Administration

- Terms of Reference: Signed off

4. SZC and Supplier Activity Update

SZC Business Update

- Government Support
 - The project is making significant progress towards the Financial Investment Decision (FID), with expectations of securing full funding and necessary approvals by late spring.
 - It has successfully completed the government's project assurance review and will move to the Major Project Review Group for funding assessment.
 - The project is on schedule and within budget.

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- In 2024, the focus was on site delivery, civil works alliances, and major programs. The project has successfully navigated key contract signatures and is well-positioned to support the local economy and businesses through strategic partnerships with the Chamber of Commerce.
- SZC has appointed a new Supply Chain Director to enhance manufacturing and construction practices.
- A monthly supply chain call has been initiated, fostering direct communication with the market regarding strategic vision and project updates. This initiative will facilitate cross-functional workshops, allowing stakeholders to contribute to the project's strategy.
- In December, SZC announced plans for increased press coverage, notably awarding the first competitively tendered major roads scheme to a Suffolk business, demonstrating its commitment to supporting local enterprises through a competitive bidding process.
- SZC will share its Tender Event Schedule for upcoming large contract opportunities.
- The project is enhancing its engagement and foresight within the supply chain, ensuring readiness for competitive tendering processes.
- All contracts include reporting requirements to transparently showcase local spending, investment in apprenticeships, and the project's commitment to making a positive impact in the community.
- SZC is dedicated to being a project of distinction, ensuring a lasting legacy for the Suffolk region.
- 12 months of construction at SZC
 - SZC is proactively conducting various trials to develop a reliable schedule and strategy that will minimise risks, protect the project's timeline and budget, and ensure adherence to cost estimates as they progress.
- Adoption of category sourcing frameworks
 - SZC recognises the importance of adopting category sourcing frameworks to enhance long-term visibility in their sourcing strategies. This will drive innovation, promote sustained partnerships with organisations, and ensure that they meet their targets while fulfilling their social value commitments.
- Taxonomy (understanding categories and their timelines)
 - SZC is focusing on understanding categories related to construction structures, materials, and work, with an emphasis on developing internal sourcing strategies in collaboration with alliance partners who can effectively support these initiatives.

Action - SZC will provide a forward plan for monthly supply chain meetings, including a rolling four-month schedule, to keep SCWG participants informed and engaged in the process.

5. Sizewell C and Supply Chain Activity review

Suffolk Chamber update (ASM)

- 2024 activities

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- Focus on portal registration, webpage updates, events, and social media.
- Highlight the benefits of getting involved with Szc and available opportunities.
- Positive registration numbers on the portal.
- Explore how to engage with suitable businesses in practical ways.
- Continue to participate in events and exhibitions to share key messages.
- Supply chain portal review
 - Over 50% of registrations on the supply chain portal are from Suffolk, primarily East Suffolk, with ongoing growth and new business sign-ups from various sectors across the region.
 - 2025 Communications Objectives
 - Short term: Establish a structured approach to educate businesses and gather feedback within the next two months. Develop a social media content strategy by February 2025 to prepare businesses for Szc and implement a refreshed event feedback system by March 2025.
 - Medium term: Focus on business readiness and support programs, with a business readiness segment added to the portal by August 2025 to guide businesses in their preparations.
 - Long term: Produce local PR videos by December 2025 to showcase support from the Suffolk Chamber of Commerce and local business involvement, differentiate the business image from Szc's Supply Chain, highlighting that role of Chamber is to provide support.
 - Working with Szc to identify and enhance opportunities by examining best practices and areas for improvement across various categories.
 - They are logging all competitive opportunities to provide feedback to Szc, demonstrating their support for businesses through a RAG rating system that tracks engagement in opportunities and events.
 - They are collaborating with Szc on two types of events: those hosted on behalf of the project and those organised as part of their own initiatives. The goal is to select the right events for the appropriate audience and ensure they align with relevant work packages. They are also coordinating with other events to avoid overloading specific areas.
 - Question was raised around the need to prevent scheduling conflicts for Szc events to ensure maximum attendance and avoid overloading. Currently, coordination relies on Chamber knowledge. There is a strong emphasis on achieving maximum attendance at events, with active reviews of scheduling to prevent conflicts. An events marketing plan, particularly for international energy events, is being developed to prevent overlaps
- Compete for
 - Procurement overview and awarded contracts have been updated
 - This commercial lookahead will be refreshed quarterly and outlines the contracts anticipated for procurement in the next six months.
- Portal Registration

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- Data will continue to be presented to monitor portal registration activity. This compiled information will be shared with SJC to provide insights into which businesses are prepared for the project, creating an audit trail for the Chamber to track business support.
- PW emphasised the importance of effective data sharing between the Chamber and SJC, ensuring alignment on how SJC can support the Chamber's programs. It is crucial to understand the programs they can assist with and to maintain open communication regarding business readiness and data sharing.

6. Supply Chain Work Plan development

- SJC has established several supply chain communities, including the Main Civils Programme, Nuclear Island, Site Establishment and Off-Site Infrastructure, CI BOP, Equipment Portfolio, MEH, PDO, and NSA.
- The ESG team is collaborating with these communities to develop and manage a Social Value Delivery Plan (SVDP). These plans will be reviewed quarterly, updated every six months, and signed off annually.
- The SVDP consists of two components:
 - Delivery and Contracting Plan
 - Supply Chain Management and Engagement Plan
- This analysis will help identify packages best suited for local and regional engagement, along with strategies for effective marketing and transparent communication. The social value team is tasked with working across all communities to develop a Master Delivery and Contracting Plan and a Master Supply Chain Management and Engagement Plan.
- The overall goal is to gather richer data and insights for a comprehensive lookahead that brings plans to life.
- Overall, they aim on having richer data, more information, for a proper look ahead to bring these to life.
- Update on CWA and SVDP (OC)
 - Engagement calendar and event coming up – have a few roundtables which they are delivering with ASM and team.
 - Moving forward, there is a strong interest in ensuring this calendar functions effectively to capture data, with a desire to explore additional methods for improvement.
 - Regarding the social value delivery plan, extensive analysis is underway to assess a two-year pipeline and identify opportunities to maximise spending across the UK. Some packages are technical and require specific suppliers, so the focus is on adapting these to enhance local and regional spending.
 - Clear communication about the pipeline is essential, and more work is needed to determine the best ways to convey upcoming opportunities.
 - While the main focus is on upcoming events, there is also significant effort to ensure efficient operations among the three contractors involved in the alliance.
- The CWA has a 12-month lookahead, and there is a plan to implement a similar approach across all supply chain communities within SJC to create a comprehensive strategy.
- The group discusses 24-month plan to identify potential growth opportunities that may not currently exist but could be developed collaboratively.

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- SCC has recently appointed an Investment Officer to collaborate with Suffolk Unlimited, the investment team. The focus is on improving coordination between SCC, Suffolk Unlimited, and local officers to identify potential opportunities.
- The legacy goal is to equip civil companies with improved practices, conditions, and business operations. However, the longer-term legacy extends beyond construction; it lies in fostering business growth and human investment. Szc currently lacks visibility in this area, which is why they are seeking SCC's assistance in gathering relevant information to enhance support.

Action - SCC to develop long-term strategies and mechanisms to assist Szc in fostering business growth and human investment in Suffolk long term, beyond the construction phase.

SZC Minimum Standards: A Smarter, Faster Pre-Qualification Process

- As part of their commitment within the deed, SZC will RAG rate companies as "Ready," "Almost Ready," and "Not Ready."
- Significant work has been done on the Pre-Qualification Questionnaire (PQQ), which consists of approximately 90 questions.
- Among these, 20 questions are essential "must-haves." Companies will be considered "Ready" if they can successfully tick off these 20 questions.
- This will form the basis for RAG rating companies and sharing relevant data.
- The initial assessment will be a self-assessment conducted via the portal, aligned with SZC's 20 essential questions. Companies will self-assess, and when submitting an Expression of Interest (EoI) with SZC, the Chamber will validate their assessment. This process will help identify what local businesses need to improve their rankings, and ASM will provide guidance on available training and support. ASM will also provide guidance on where businesses can receive training and support. Additional insights will come from EoI data, including reasons for not progressing from EoI to PQQ, with thematic feedback owned by the individual. Companies will be encouraged to share feedback with the Chamber if they are unsuccessful.
- This process will result in a rich dataset that highlights regional strengths and areas needing improvement, allowing for the development of targeted programs in collaboration with the Supply Chain Skills Program. It is essential to start moving businesses through the system to generate actionable data. A complete dataset should be available by the next meeting.
- There was a question raised regarding the distribution of questionnaires for data collection and whether they are being sent out in a revised format. ASM indicated that a set of questions is already available on the portal, and efforts are underway to ensure alignment with the 20 essential questions. If any changes are needed, they will be implemented, and companies will be prompted to update their information on the portal.
- Another inquiry addressed potential mechanisms for shifting businesses from "Ready" to "Not Ready." This will be driven by identifying gaps and patterns, with relevant information communicated to the individual who raised the question and the supply chain skills program.

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- It would be beneficial for stakeholders to have visibility of the questionnaires, which will be shared once finalised.

Action – PQQ to be shared with group once finalised

- A question was raised about the Supply Chain Work Plan, which will be published and updated quarterly. This plan will utilise RAG rating data and thematic feedback to guide businesses in transitioning from "Not Ready" to "Ready," ensuring it remains current. The supply chain work plan will serve as a formal output of all data inputs received.
- There is a need to initiate an efficient information flow and make it accessible internally. The SCWG SharePoint will serve as a suitable repository for evolving documents. The sooner this information flow begins, the sooner activities can commence. ASM noted that this aligns with a six-month lookahead.

7. Supply Chain Monitoring

- SC raised the monitoring requirements outlined in the Terms of Reference (ToR), which include a shortlist of performance measures necessary for effective program monitoring.
- PW confirmed that the DoO commits to sharing data with SJC every 12 months in accordance with these monitoring requirements.
- SC emphasised that establishing an active information flow is crucial.
- PW noted that SJC has implemented a sustainability tool designed to collect all necessary data for Tier 1 contractors, which will also be reported for lower tiers. This tool has been fully established, with Phase 1 launched, allowing for reviews and adjustments. All contractors currently active on site are now reporting through this tool, enabling the collection of data that complements the "Ready" and "Almost Ready" metrics.
- Additionally, another data exercise is underway, set to conclude in February, which will provide insights into SJC's previous activities. PW will take action to provide a date for when this data can be shared following the completion of the data deep dive. This will establish a commitment to a 12-month data sharing cycle, ensuring timely updates.

Action – PW to provide a date for when SJC's supply chain data will be available for sharing, establishing a commitment to the 12-month data sharing cycle outlined in the DoO

8. Local Supply Chain Skills Programme

- PW emphasised the importance of focusing on competencies and capabilities within the Local Supply Chain Skills Programme, while also collaborating with the Employment Skills and Education Working Group (ESEWG).

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- The programme will utilise transition feedback (Ready/Not Ready), thematic feedback from PQQ and ITT processes, and insights from supply chain management plans to identify opportunities.
- East Suffolk Council has funding to support economic development functions and plans to implement a business support service by September, contingent on the outcomes of a current research study. They aim to procure business support services over the summer to be operational by autumn, along with a business support fund that will provide grants to local businesses.
- To address the question of which local businesses should be targeted, the purpose of the business support and impact study, set for completion by the end of 2025, is to identify the appropriate target audience and develop effective engagement strategies to tackle key issues affecting these businesses.
- The primary audience includes businesses most likely to be impacted by SJC, particularly those in the supply chain sectors that stand to benefit from the construction process. Engagement will focus on understanding their support needs, perceived impacts, and expected opportunities.
- Displacement is an emerging challenge for businesses not directly benefiting from SJC, as highlighted in initial scoping interviews. Smaller businesses are losing staff to projects, particularly those not traditionally involved in infrastructure. While the focus is on supply chain businesses, it is important to address potential displacement issues, especially in the hospitality and agriculture sectors, and to explore ways to mitigate their impact.
- There is a risk of diluting business support services if resources are stretched too thin. The supply chain sector is large, and while many businesses could benefit from support and grant funding, it is crucial to ensure that displaced businesses also receive adequate assistance. Existing programs to support displacement issues should be considered.
- There is a clear link to the ESEWG regarding ASEC funding, which aims to ensure that resources support workforce development and create opportunities in Suffolk.
- Collaboration with the ESEWG is essential moving forward to effectively address these challenges.
- There is value in having meetings with the ESEWG. It was suggested to find out when the supply chain thematic group will be established to ensure direct communication, as this group feeds into the ESEWG.
- PW indicated that once they have information on business support not currently available in Suffolk, along with feedback from the study, they can convene for a discussion. This is expected to occur by May or June, providing a clearer picture.
- SC emphasised that the discussions are part of a 10-12 year program, which necessitates the incorporation of review points for each business support initiative throughout the duration of the program.
- PW noted that SJC's procurement strategy will evolve based on the insights gained from these discussions.

9. Local Authorities Update (IP)

- SCC: Major Road Network

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- The objectives of the Major Road Network (MRN) include reducing congestion, supporting economic growth, facilitating housing delivery, accommodating all road users, and enhancing the strategic road network.
- Key elements of the scheme focus on alleviating congestion, improving walking, cycling, and public transport links, and supporting new developments.
- Since the Outline Business Case (OBC), several changes have been made, including design modifications to the Foxhall Road Junction and the A12/Barrack Square. The dualled section has been realigned to protect the tree line, the speed limit has been adjusted to 70 mph, a new 3-meter-wide footway and cycleway have been added, and the lay-by width on the western side has been increased.
- Timeline for the A12 MRN Programme:
 - Public consultation has recently concluded.
 - Construction is set to begin on September 1, 2025.
 - The project is expected to be completed by the end of 2027 or the beginning of 2028.
 - There is a question of whether there are any mobilisation opportunities worth pursuing, with a significant proportion of associated development activities already underway.
- Summary: The scheme is currently in the planning and detailed design phase, with a planning application submitted in December 2025. Construction is scheduled to start in autumn 2025 and is expected to be completed by autumn 2027
- ESC
 - SC will share energy projects NSIP information before the next meeting and provide an update
 - It is crucial for SZC to support areas where Suffolk is seeking growth by advancing spending and engaging local companies. Councils can offer valuable local knowledge to guide SZC in identifying key opportunities.
 - The local authority update will remain a standing item on the agenda.
 - ASM suggested that discussions about land use, such as hotel plans and other developments, would be beneficial. This information would assist him in responding to business inquiries about potential opportunities and the best locations to pursue.

10. AOB

- Membership of meetings, location and frequency
 - Location: Suffolk
 - Frequency: Formal meetings will occur every six months, with more frequent informal gatherings to facilitate ongoing discussions. Data review will guide future direction.
 - Membership: PW highlighted the importance of involving additional stakeholders at the right time, particularly when opportunities are clearer. Once data consistency is achieved, discussions

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will be shaped accordingly, and the right individuals will be brought into the conversation as needed.

- As data matures, they will identify key discussion topics and involve the appropriate stakeholders.
- IP reported that EPPs have been submitted, and they will soon know if they have been selected. If selected, the May 2025 elections will be cancelled, with plans for elections by May 2026. For the local government review, if they are in the first tranche, elections for the new unitary authority will not be known until May 2027. More information will be available by the end of this month. Following this, the impact and risks to SZC are currently unknown, but there may be potential strain on internal resources within local authorities.
- Regarding the link to the ESEWG, this group will consider it over the next few months and aim to meet after the impact study is completed to provide an update on the thematic groups and their status.
- IP mentioned that SCC have established a relationship with the Nuclear Region Collaboration Group, which spans counties interested in nuclear development, considering the broader context, including the three operational reactors.

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Actions raised during the meeting:

Date Raised	Ref.	Description	Lead	Date Due
27 th January 2025	1	SZC will provide a forward plan for monthly supply chain meetings, including a rolling four-month schedule, to keep SCWG participants informed and engaged in the process.	SZC	28 th July 2025
27 th January 2025	2	SCC to develop long-term strategies and mechanisms to assist SZC in fostering business growth and human investment in Suffolk long term, beyond the construction phase.	SZC	28 th July 2025
27 th January 2025	3	PQQ to be shared with group once finalised	SZC	28 th July 2025
27 th January 2025	4	PW to provide a date for when SZC's supply chain data will be available for sharing, establishing a commitment to the 12-month data sharing cycle outlined in the DoO	SZC	28 th July 2025

Author: Caitlin Murphy (SZC)