Dounreay Parent Body Organisation Competition: Invitation to Participate in Dialogue

Section 3, Appendix 5: Delivery Plan Requirements.

Draft 5

5 November 2010

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1. Introduction

The Delivery Plan will form the basis of the Participants' technical ITSFT Solution and provides:

1. The NDA's specific requirements and expectations in terms of ITSFT requirements;
2. Specific formatting requirements;
3. All Templates [will be provided during dialogue or at the time of the issue of the ITSFT]; and
4. Alignment with the award criteria.
5. The Delivery Plan may be subject to change as a result of dialogue. Te final version will be issued with the ITSFT.

There will be no requirement, at the time of tendering, for Participants to develop a full Lifetime Plan (this will be a requirement of the Consolidation Phase).

[Participants must provide an executive summary of their Delivery Plan, (which will not be evaluated) of no more that 10 A4 pages in length.

2. Contents

3. Instructions/Notes

3.1 Instructions

3.1.1 [Participants are required to complete and return the Delivery Plan templates with their ITSFT submission].
3.1.2 All sections of the Delivery Plan must be answered.
3.1.3 All answers must be provided in relation to the role of a Parent Body Organisation and not a Site Licence Company.
3.1.4 All answers must be in English.
3.1.5 All responses shall be in 10pt Arial font.
3.1.6 The header/footer of all pages should clearly identify the Participant, with pages numbered x of y.
3.1.7 The page count must be adhered to.
3.1.8 The CWBS proposed by the Participant must be consistent with PCP 07.
3.1.9 [The media platform for submission of the completed delivery plan templates will be advised in the ITSFT documentation]

3.2 Notes

3.2.1 The Delivery Plan provides a mapping between the current CWBS categories and the relevant area of the Client Specification. This mapping is based on LTP2010. Participants may alter the CWBS categories based on the Programme Management Structures proposed in order to optimise their solution..

4. Proposals

4.1 Section 1 - Cost

Participants must complete the following table

		Value £'s
1	**Target Cost & Performance Fee**	
	Target Cost Value	
2	**Base, P50 & P80 Estimates**	
	Base Estimate Value	
	P50 Estimate Value	
	P80 Estimate Value	

4.1 Section 2 - Overarching Strategy

HSSSEQ	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Client Specification Ref	R57
Evaluation Source	20
Threshold Criteria	

To pass this threshold Participants must submit their HSSSEQ plans for DSRL which must demonstrate how the requirements of the Client Specification will be delivered and describe the proposed approach to:

1. Promoting and reinforcing organisational and individual commitment to HSSSEQ, which should include:
    - plans to lead safety from the top of the organisation, including your proposed HSSSEQ structure;
    - ensuring effective communication of HSSSEQ information (including lessons learned), across the organisation and the approach to co-operation and participation;
    - the use of tools and techniques, along with their anticipated benefits;
    - developing, promoting & reinforcing HSSSEQ competencies throughout DSRL; and
    - monitoring and maintaining HSSSEQ management systems.
2. Ensuring that HSSSEQ systems for effective decommissioning operations to manage nuclear and environmental issues are maintained until all inventory is disposed of. This should include the way in which safeguards, security, radiological source control and on-going requirements from operational safety cases are managed in a decommissioning environment.
3. Waste management including;
    - the requirement for waste hierarchy;
    - improvements to minimise waste production;
    - increasing energy and a micro or macro level; and
    - benefits of adopting your proposed approaches.
4. Nurturing a positive regulatory relationship including:
    - plans for engagement at both a strategic and tactical level; and
    - maintaining compliance with regulatory milestones (original and changes).

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Socio Economic	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Client Specification Ref	R48a, R52 & R55
Evidence Source	21

Threshold Criteria

To pass this threshold Participants must confirm their acceptance of :

1. DSRL socio-economic commitments (as stated in the Client Specification);
2. PBO socio economic commitments (as stated in Schedule 9 of the PBA); and
3. submit socio-economic plans (which must address the requirements of 1 & 2 above).

Participants may add to the above requirements in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Nominated Staff Appointment Strategy	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	22

Threshold Criteria

To pass this threshold participants must submit their proposed Nominated Staff appointment strategy which must include:

1. Nominated Staff selection process to identify the most appropriate candidate for the role including:
   - identifying roles and required competencies;
   - ensuring the best possible field of candidates for the roles;
   - assessing the candidates' leadership, managerial and relevant technical competencies and behaviours; and
   - CV validation.
2. Approach to developing a cohesive and effective team.
3. Approach to Nominated Staff succession planning including:
   - removal & debriefing process;
   - identification and selection of candidate (if different to point 1 above); and
   - incorporation into established team (if different to point 2 above).

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

PBO Governance	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	23

Threshold Criteria

To pass this threshold Participants must:

1. Provide the proposed arrangements for
   - governance of the PBO by its ultimate owners; and
   - PBO Governance of the SLC.
2. Demonstrate how the proposals at point 1 above comply with the terms of the SLCA and PBA, in particular:
   - provide evidence that the governance regimes applied to the PBO by its owners, and to the SLC by the PBO, support and underpin the successful performance of the PBA and SLCA respectively;
   - ensure that corporate governance over the PBO by its ultimate owners does not impede or interfere with either the PBO's or SLC's contractual roles; and
   - provide an explanation of the nature and boundaries of the PBO's governance role (including SLC delegated levels of authority).

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Transition In of New PBO	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	24

Threshold Criteria

To pass this threshold Participants must provide a Transition In Plan, describing the proposed transition process including:

- how interfaces with the SLC will be controlled, and specifically how transition will be achieved without prejudice to continued compliance with NSG 34 (SLC's enduring capability);
- confirmation that the Participant's Transition In Plan maps effectively against the SLC's Transition Plan;
- plans to ensure that the SLC will be provided with the necessary information to enable essential Management of Change processes to be progressed at the point of share transfer;
- safety during transition;
- the duration of transition;
- the tests by which transition will be deemed to have been successfully completed;
- the plan which will ensure that Nominated Staff will attain SQEP status to undertake their designated roles, including contingency arrangements to be implemented in the event that any Nominated Staff fail to achieve the necessary status; and
- the identification and implementation of the due diligence activities necessary prior to share transfer.

2. An organogram must be provided for Nominated Staff.
3. Participants must provide a summary schedule for transition identifying major milestones.
4. Participants must provide a risk management plan, including supporting information, such as mitigation plans for transition.

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Procurement & Sub Contracting Strategy	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Client Specification Ref	R54
Evidence Source	25

Threshold Criteria

To pass this threshold Participants must describe how they intend to deliver the requirements of the Client Specification and:

1. Develop a supply chain strategic plan, which must address:
   - compliance with the requirements of PCP 07 (Lifetime Plan requirements);
   - compliance with Public Procurement Contracts Regulations;
   - ensuring sufficient capacity within the supply chain to meet the requirements of the site for the period from consolidation to IES;
   - risk allocation; and
   - flexibility of strategy to deal with potential mission changes during the lifetime of the SLCA.

2. Provide details on:
   - implementation of the procurement and subcontracting strategy;
   - the process for reporting progress on the implementation of procurement and subcontracting strategies;
   - how the effectiveness of implementing the strategy will be measured; and
   - how this strategy links with and compliments other strategies including NDA strategies.

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Programme Management Strategy	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	26

Threshold Criteria

To pass this threshold Participants must provide their Programme Management Strategy for Dounreay which must:

1. Align the site programme to NDA strategic requirements;

2. Optimise site wide efficiency in delivery of the overall site programme; and

3. Provide details on
   - implementation of the programme management strategy;
   - the process for reporting progress on the implementation of the programme management strategy;
   - how the effectiveness of implementing the strategy will be measured; and
   - how this strategy links with and compliments other strategies including NDA strategies.

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Project Management Strategy	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	27

Threshold Criteria

To pass this threshold Participants must provide:

1. Their proposed project management strategy for DSRL including:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource
2. Details on
    - implementation of the project management strategy; and
    - the process for reporting progress on the implementation of the project management strategy;
    - how the effectiveness of implementing the strategy will be measured; and
    - how this strategy links with and compliments other strategies including NDA strategies.

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

People Strategy	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Client Specification Ref	R49
Evidence Source	28

Threshold Criteria

To pass this threshold Participants must submit their proposed People Strategy for DSRL which must demonstrate how the requirements of the Client Specification will be delivered and must:

1. Provide a staffing curve compliant with the requirements of PCP 07;
2. Describe how trade unions will be engaged; and
3. Address reward and recognition.
4. Provide details on:
   - implementation of the people strategy;
   - the process for reporting progress on the implementation of the people strategy strategy;
   - how the effectiveness of implementing the strategy will be measured; and
   - how this strategy links with and compliments other strategies including NDA strategies.

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Technical & Engineering Strategy	
General response requirements	The document should be no more than 10 A4 pages in length. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Client Specification Ref	R50 & R58
Evidence Source	29

Threshold Criteria

To pass this threshold Participants must submit their Technical & Engineering strategy for DSRL which must demonstrate how the requirements of the Client Specification will be delivered and:

1. Describe their engineering & technical methodology including:
   - how the Participant will ensure that engineering designs and technical solutions are:
     - fit for purpose;
     - reflect the outcome of an appropriate optioneering reviews;
     - have undergone (where required) design reviews; and
     - take due consideration of the lifetime of the project e.g. asset management and design for decommissioning.
2. Describe their approach to coordinating engineering and technical activities across the Dounreay site and the NDA estate to;
   - ensure the design delivery and technical support activities are efficiently integrated;
   - align production of safety and environmental cases and arguments with delivery of engineering and technical solutions; and
   - optimise the relationship between engineering and technical functions.
3. Describe how they will:
   - conduct engineering and technical review and assurance activities in house; and
   - Apply leading and lagging management metrics and progress information.
4. Provide details on:
   - implementation of the technical and engineering strategy;
   - the process for reporting progress on the implementation of the technical and engineering strategy;
   - how the effectiveness of implementing the strategy will be measured; and
   - how this strategy links with and compliments other strategies including NDA strategies.

Integration	
General response requirements	The response must be no more than 20 A4 pages Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Evidence Source: 30

Threshold [/Ranking] Criteria

1. Participants must provide an example where they, as a prime contractor, have held a contract, in a remote geographical location, and have implemented significant elements of the strategies proposed for Dounreay in the following areas:

   - HSSSEQ;
   - Socio Economics;
   - Nominated Staff Appointments;
   - Programme Management; and
   - People.

2. The contract must have:
   - been held for a period of 3 years;
   - be of a value in excess of [£100m]pa;
   - been held by one of the consortium members; and
   - employ directly at least [500] individuals.

3. Evidence of successful outcomes must be provided.

4. The NDA will reserve the right to validate all the information provided in the response to this section through a site visit by members of the competition team. The validation exercise will be part of the evaluation process and will be scored in accordance with the evaluation matrix provided in [x] of the ITSFT.

Estimating Methodology	
General response requirements	The response to this section must be no more than 20 A4 pages The response should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.

Evidence Source: 31

Threshold Criteria

To pass this threshold Participants must provide evidence demonstrating how their proposed estimating methodology meets the requirements of PCP 09 as set out below:

Requirements;

1. Estimating Process;
2. Estimate Classification;
3. Base Estimate;
4. Cost Contingency;
5. Contingency Development;
6. Estimating Uncertainty;
7. Discrete Risks;
8. Contingency Management;
9. Basis of Estimate Assumptions;
10. Exclusions; and
11. Value for Money

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Schedule Methodology	
General response requirements	The response must be no more than 10 A4 pages. Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	32

Threshold Criteria

To pass this threshold Participants must provide evidence demonstrating how their proposed schedule methodology meets the requirements of PCP 11 as set out below:

1. Baseline schedule requirements
    - site programme milestones;
    - resources and quantities;
    - managing site interfaces;
    - procurement;
    - global calendars;
    - updates or changes to schedule;
    - schedule risk analysis;
    - alignment of CWBS to activities; and
    - time span for coding
2. Regulatory and stakeholder schedules

Participants may add to the above list in demonstrating their plans for DSRL but should note that no extra evaluation score will be given for doing so.

Section 3 - Category Level Information

Compliance with Client Specification	
General response requirements	Short introduction of no more than 3 A4 pages.
Evidence Source	33
Threshold Criteria	
To pass this threshold Participants must complete the Client Specification Compliance Matrix [to be provided]	

OVERALL SITE SUMMARY	
General response requirements	The documents should be no more than 10 A4 pages Documents should be clearly and logically structured, making use (where appropriate) of simple graphics to convey information.
Evidence Source	34

Threshold Criteria

To pass this threshold Participants must provide a response which, in relation to the period from the end of the Consolidation Phase to delivery of the IES, contains the following

1. A high level introduction to the site.
2. A Delivery Plan overview providing:
    - a summary of the scope of work to be undertaken;
    - summary work programme;
    - high level staffing curve;
    - cost tables (detailed requirements will be provided to Participants during dialogue);
    - BCWS (detailed requirements will be provided to Participants during dialogue); and
    - identification of strategic links.
3. Participants must provide a table containing a consolidated list of all assumptions and exclusions which have been identified in the responses to the overall site schedule, overarching site strategy, category level and detailed level sections of Participants' Delivery Plan submissions.
4. Participants must provide a risk management plan, identifying all significant risks, quantified in terms of cost and schedule impacts and cross referenced to the overall site summary, overarching site strategy, category level and detailed level sections of Participants' Delivery Plan submissions.
5. Participants must clearly identify significant proposed scope/cost/schedule/risk deviations from LTP2010. Any such proposals must include detailed reasoning for the deviation (including, but not limited to, whether it arises from efficiency saving, innovation, uses of alternative technological solution, or other means).

The overall site summary must be consistent with the overarching strategy, category level and detailed level sections of Participants' Delivery Plan submission.

Cost summary	Overall Site Cost Summary Template

OVERALL SITE SCHEDULE	
General response requirements	The documents should be 1 A0, logic linked schedule showing the critical path down to level 7 (operational unit) of the NDA PSWBS.
Evidence Source	35
Threshold Criteria	**Threshold Requirements**
Site Schedule Summary	To pass this threshold Participants must provide a response which, in relation to the period from the end of the Consolidation Phase to delivery of the IES, contains the following: 1. An overall summary schedule identifying : • critical path; • Cardinal[1], regulatory & other milestones; • external constraints; and • key decision points. The overall summary schedule must; • reflect all the work to be undertaken; • show clearly interdependencies; and • be vertically and horizontally integrated. 2. In tabular format, a list of proposed Cardinal Milestones dates. 3. All schedule assumptions and exclusions must be clearly identified. 4. Significant schedule risks must be highlighted and be consistent with the overarching site strategy, category level and detailed level sections of Participants' Delivery Plan submissions. 5. Where schedule deviations from LTP 2010 are proposed, these must be clearly identified, annotated and underpinned. The overall summary schedule and Cardinal Milestone table must be consistent with the overarching strategy, category level and detailed level sections of Participants' Delivery Plan submission.

[1] (Cardinal Milestones will be discussed during dialogue and it is the current intention that the NDA will mandate certain milestones prior to the issue of the ITSFT.

SITE DECOMMISSIONING CATEGORY LEVEL SUMMARY	
Client Specification References	R2, R6, R11a, R12, R13, R30, R31, R32, R34, & R35 – R43
CWBS Reference	R2 – Removal of Buildings R6 – Foundations R30- Pu R31 - Uranics R32 – Overseas uranics R34 – Exotics R11a – Fuel stores R12 – Stores R13 – Stores R35-43 ILW treatment and prep for disposal
General requirements	The document should be a maximum of 4 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	36

Threshold Criteria

To pass this threshold Participants must provide :

- a category level site decommissioning summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The site decommissioning summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission

PFR CATEGORY LEVEL SUMMARY	
Client Specification References	R2, R6 R22
CWBS Reference	R22 - KnK Sodium R2 - Removal of Buildings R 6 - Foundations
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own
Evidence Source	37

Threshold Criteria

To pass this threshold Participants must provide :

- a category level PFR summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The PFR summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

DFR CATEGORY LEVEL SUMMARY	
Client Specification References	R2, R6 R33
CWBS Reference	R32 - Magnox Spent Fuel (DFR fuel) R2 - Removal of Buildings R 6 - Foundations
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	38

Threshold Criteria

To pass this threshold Participants must provide :

- a category level DFR summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The DFR summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

SHAFT & SILO CATEGORY LEVEL SUMMARY	
Client Specification References	R2, R6, R11, R12/R13 & R35-R43
CWBS Reference	R2 – Removal of Buildings R6 – Foundations R11 – Solid waste encapsulation R12/R13– ILW store design R35 – 43 ILW treatment and prep for disposal
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	39

Threshold Criteria

To pass this threshold Participants must provide:

- a category level Shaft & Silo summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The shaft and silo summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

DECOMMISSIONING NON ACTIVE FACILITIES CATEGORY LEVEL SUMMARY	
Client Specification References	R2 & R6
CWBS Reference	R2 – Removal of Buildings R6 - Foundations
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	40

Threshold Criteria

To pass this threshold Participants must provide:

- a category level decommissioning non active facilities summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The decommissioning non active facilities must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

WASTE SERVICES CATAGORY LEVEL SUMMARY	
Client Specification References	R2, R6a R11, R12/R13, R44, R45 & R46
CWBS Reference	R44 – LLW Waste (implemented through appropriate areas of the WBS) R45 LAW (liquid and gaseous) (implemented through appropriate areas of the WBS) R46 – Non-rad and hazardous waste (implemented through appropriate areas of the WBS) R2 – Removal of buildings R6 – Foundations R6a –waste disposal (as waste arises from other WBS activities) R11 – Waste stores (liquid waste encapsulation) R12 /R13– ILW Store design
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	41

Threshold Criteria

To pass this threshold Participants must provide:

- a category level waste services summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The waste services summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

SITE CLOSURE AND ENVIRONMENTAL RESTORATION CATEGORY LEVEL SUMMARY	
Client Specification References	R4a, R4b, R5, R7, R8, R20 & R28
CWBS Reference	R20 – particles R28 – Land Quality Management R4a – Site Drains R4b – surface water run off R5 – Roads and Footpaths R7 – Landscaping R8 – contamination (implemented in appropriate areas of the WBS) R9 – Landfill 42 R10 Liquid Effluent Discharge System R18 – LLW Disposal Facility
General response requirements	The document should be a maximum of 5 A4X pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	42
Threshold Criteria	
Site closure and environmental restoration	To pass this threshold Participants must provide: • a category level site closure and environmental summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work; • details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue; • a table listing major risks and opportunities including supporting information, such as risk mitigation plans; • a staffing curve defining skills requirements and demonstrating how they will be deployed; • ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and • a summary schedule, showing the progress of activities. The site closure and environmental restoration summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

SITE SUPPORT CATEGORY LEVEL SUMMARY		
Client Specification References	R16, R21, R23, R25, R26, R47, R51, R53, R56, R59, R60, R61, R72, R73, R73a & R74	
CWBS Reference	R23 – National waste inventory R21 and R21a – third party contracts and mgt of tenanted land R25 – Long term planning R26 – Vulcan although delivery of contracted scope will sit in different areas of the WBS. R47 – Land and Property Availability R51 – Information risk management R16 – Transport safety cases R60 – Utilities	R61 - Processes and systems R72 - Plan to delivery the FES R73 - Organogram to deliver the FES R73a - Contracts in place at IES to allow progress against FES R74 – Management standards in place at IES R56 - Transport and logistics R53 – Competition R59 – International relations
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.	
Evidence Source	43	

Threshold Criteria

To pass this threshold Participants must provide:

- a category level site support summary for the period from completion of the Consolidation Phase to delivery of the IES which provides an overview of the scope of work;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The site support summary must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

CONSOLIDATION CATEGORY LEVEL SUMMARY	
Client Specification References	R24
CWBS Reference	R24 – Consolidation Plan
General response requirements	The document should be a maximum of 5 A4 pages in length. The CWBS should be used to organise information for each section. The information presented in each section should be structured in an easy to understand format. Graphics should be used to convey key scope of work activities. This section will be read independently from other elements of the Delivery Plan and therefore will be evaluated on its own.
Evidence Source	44

Threshold Criteria

To pass this threshold Participants must provide

- a consolidation plan consistent with the requirements of the Client Specification;
- details of any assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;
- a table listing major risks and opportunities including supporting information, such as risk mitigation plans;
- a staffing curve defining skills requirements and demonstrating how they will be deployed;
- ensure that all Regulatory drivers are clearly and concisely articulated and addressed through the scope of work; and
- a summary schedule, showing the progress of activities.

The consolidation phase must be consistent with the overall site summary and schedule and overarching strategy sections of Participants Delivery Plan submission.

Section 4 - Detailed Level

The NDA reserve the right to amend the number of detailed level evidence sources prior to the issue of the ITSFT.

SITE SUPPORT & SUPPORT SERVICES	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP2010.
General response requirements	The documents should be no more than [to be agreed during dialogue] A4 pages in length. The response must be submitted in one volume and in accordance with the Delivery Plan Template. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of the Participant's final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant Overarching Strategy and category level ITSFT submission.
Evidence Source	45

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to Site Support and Support Services provide:

1. For each function or activity,
   - a clear definition of how site support and support services will be delivered to meet the requirements of the Client Specification, showing how the services will be provided more efficiently and effectively across the site supported by rationale for the proposal.

2. Their proposed resourcing plan which must include as a minimum:
   - a functional organogram;
   - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
   - a staffing curve from completion of the Consolidation Phase to delivery of the IES.

3. Detailed plans, where appropriate for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
4. Proposed stakeholder & communications plans along with plans for implementation.
5. Clearly identify and explain interfaces, interdependencies and dependencies with the site.
6. Where appropriate, full details of how Regulatory Requirements are to be addressed in determining the scope, the delivery methodology and the schedule.
7. Clearly state how and when they propose to gain, where required, the approval for any changes from Regulators. Any changes must not adversely affect any other regulatory approvals in place or proposed on the Site.
8. A list of all major risks, opportunities, assumptions and exclusions (not specified in the Client Specification). Please note any assumptions and exclusions must have been agreed with NDA through dialogue:
    - Prioritised in terms of their impact and probability;
    - The impacts of risk described in terms of cost and schedule; and
    - Details of any proposed risk mitigation activities.
9. Full details, of any instances of where provision of Site Support and Support Services is different[2] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule or other variation.
10. Information on performance including:
    - sufficient information to indicate how success of the proposal can be measured; and
    - key metrics, milestones and performance indicators to monitor the implementation of the proposal.

[2] NDA will consider specifying the degree of deviation to be illustrated.

ACTIVE PROCESS CELLS DECOMMISSIONING	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant Overarching Strategy and category level ITSFT submission.
Evidence Source	46

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to active process cells decommissioning provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification:
   - identification of key outputs for each of the CWBS elements: and
   - clearly show any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation.
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum;
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - if, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and
    - the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements.

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site.

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule.

13. Clearly state regulatory approval stages (these must align with overall site requirements).

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue.

15. A risk analysis, which includes a project risk register:
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - if the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - the risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task;
    - a risk mitigation simulation analysis with an associated risk mitigation plan;
    - a Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - an S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[3] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to active process cells decommissioning:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result; and
	• a sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for completion of active process cell decommissioning. This schedule should adopt the mandated[4] starting point and include: • the CWBS, Cardinal Milestone and any other measurable milestones of major activities;

[3] NDA will consider specifying the degree of deviation to be illustrated.
[4] To be confirmed by the NDA

	• critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used, justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

REACTOR DISMANTLING	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	47

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to reactor dismantling provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification;
   - identification of key outputs for each of the CWBS elements; and
   - clearly show any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation.
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum:
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including:
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements.

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site.

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule.

13. Clearly state regulatory approval stages (these must align with overall site requirements).

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue.

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task.
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[5] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to reactor dismantling:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for completion of reactor dismantling. This schedule should adopt the mandated[6] starting point and include:

[5] NDA will consider specifying the degree of deviation to be illustrated.
[6] To be confirmed by the NDA

	• the CWBS, cardinal milestone and any other measurable milestones of major activities; • critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used , justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

BUILDING DEMOLITION	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	48

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [X] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to reactor dismantling provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification:
   - identification of key outputs for each of the CWBS elements: and
   - clearly show any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation;
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum;
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate.;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements;

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site;

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule;

13. Clearly state regulatory approval stages (these must align with overall site requirements);

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task;
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[7] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to reactor dismantling:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for completion of reactor dismantling. This schedule should adopt the mandated[8] starting point and include:

[7] NDA will consider specifying the degree of deviation to be illustrated.
[8] To be confirmed by the NDA

	• the CWBS, cardinal milestone and any other measurable milestones of major activities; • critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used , justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

WASTE MANAGEMENT	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP 2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	49

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to waste management provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification:
   - identification of key outputs for each of the CWBS elements; and
   - clear showing any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation.
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum:
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and
      the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements;

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site;

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule;

13. Clearly state regulatory approval stages (these must align with overall site requirements);

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task.
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[9] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to waste management:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for waste management. This schedule should adopt the mandated[10] starting point and include:

[9] NDA will consider specifying the degree of deviation to be illustrated.
[10] To be confirmed by the NDA

	• the CWBS, cardinal milestone and any other measurable milestones of major activities; • critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used, justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

SITE WIDE LAND CHARACTERISATION, REMEDIATION & RESTORATION	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP 2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	50

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to site wide land characterisation, remediation & restoration provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification:
   - identification of key outputs for each of the CWBS elements; and
   - clearly show any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation.
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum:
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and
    - the waste estimating methodology.
    -
10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements;

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site;

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule;

13. Clearly state regulatory approval stages (these must align with overall site requirements);

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task.
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[11] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to site wide land characterisation, restoration & remediation:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

[11] NDA will consider specifying the degree of deviation to be illustrated.

Schedule	Participants must provide a schedule, setting out their plans for completion of site wide land characterisation, remediation & restoration. This schedule should adopt the mandated[12] starting point and include: • the CWBS, cardinal milestone and any other measurable milestones of major activities; • critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used , justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

[12] To be confirmed by the NDA

SHAFT WASTE RETRIEVAL AND WASTE PROCESSING	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	51

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to shaft waste retrieval and waste processing provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification:
   - identification of key outputs for each of the CWBS elements; and
   - clearly show any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation;
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum;
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate.;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and
      the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements;

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site;

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule;

13. Clearly state regulatory approval stages (these must align with overall site requirements);

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task.
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[13] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

[Cost tables and formatting requirements will be provided prior to the commencement of dialogue discussions in January 2011].

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to shaft waste retrieval and waste processing:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for completion of shaft waste retrieval and waste processing. This schedule should adopt the mandated[14] starting point and include:

[13] NDA will consider specifying the degree of deviation to be illustrated.
[14] To be confirmed by the NDA

	• the CWBS, cardinal milestone and any other measurable milestones of major activities; • critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used , justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

D1208 POCO TANK REMOVAL	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP 2010.
General response requirements	The documents should be no more than [to be agreed during dialogue A4 pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	52

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to D1208 POCO tank removal provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification;
   - identification of key outputs for each of the CWBS elements; and
   - clearly show any start and end points.

2. A detailed project management plan which must include as a minimum:

- learning from experience;
- earned value management;
- risk management; and
- optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
   - a project organogram;
   - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
   - a staffing curve for the entire duration of the project.

4. Detailed plans for:
   - procurement and subcontracting;
   - how make v buy is to be applied; and
   - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation;
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum;
   - technical and engineering approaches must be detailed and logical;
   - key project sanction stages must be clearly stated;
   - the technical approach must be supported by TBURD analysis as appropriate.;
   - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
   - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
   - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
   - the way in which waste will be managed;
   - how waste hierarchy will be applied;
   - any application of treatment or segregation techniques;
   - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements;

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site;

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule;

13. Clearly state regulatory approval stages (these must align with overall site requirements);

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task.
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[15] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to D1208 POCO tank removal:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for completion of D1208 POCO tank removal. This schedule should adopt the mandated[16] starting point and include: • the CWBS, cardinal milestone and any other measurable milestones of major activities;

[15] NDA will consider specifying the degree of deviation to be illustrated.
[16] To be confirmed by the NDA

	• critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used , justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

DFR NaK REMOVAL	
CWBS	Participants are required to produce their proposed CWBS mapping to LTP 2010..
General response requirements	The documents should be no more than [to be agreed during dialogue pages in length. The response must be submitted in accordance with the response template. Responses must be presented in two volumes: Volume 1: Scope and technical requirements Volume 2: Cost and Schedule requirements Participants may provide additional information in support of their submission providing that it does not exceed the overall page limit for this section. Participants must ensure that the response to this section contains all the information necessary to respond to the requirements set out below. Participants must not rely on cross referencing to other parts of their response. Please note that in evaluating any response to this section, the NDA shall review this response for consistency with other aspects of Participants' final tender submission. Participants must provide details of any supporting experience they have in support of their proposal relative to their proposed solution for DSRL. Responses must demonstrate in each of the areas below how the proposed approach implements the relevant overarching site strategy and category level ITSFT submission.
Evidence Source	53

Volume 1: Scope and Technical Requirements.

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

Threshold [/Ranking] Criteria

Participants must, in relation to DFR NaK removal provide:

1. For each CWBS element,
   - a clear definition of the total scope of work to meet the requirements of the Client Specification,
   - identification of key outputs for each of the CWBS elements
   - clearing show any start and end points.

2. A detailed project management plan which must include as a minimum:
    - learning from experience;
    - earned value management;
    - risk management; and
    - optimisation of resource.

3. Their proposed resourcing plan which must include as a minimum:
    - a project organogram;
    - details of the resources skills and capabilities required to execute the work and how these will be obtained; and
    - a staffing curve for the entire duration of the project.

4. Detailed plans for:
    - procurement and subcontracting;
    - how make v buy is to be applied; and
    - engagement with the supply chain.
5. Proposed stakeholder & communications plans along with plans for implementation;
6. Clearly identify and explain interfaces and dependencies with other projects and areas of site. Participants must also detail the potential impact on other projects and areas of site and their potential impact on this project.
7. Demonstrate their intended approach to HSSSEQ management.
8. Their proposed technical baseline which must include as a minimum;
    - technical and engineering approaches must be detailed and logical;
    - key project sanction stages must be clearly stated;
    - the technical approach must be supported by TBURD analysis as appropriate.;
    - the solution for this project must have a technical readiness of >7 or has a clearly defined development programme to get to develop the TRL in line with delivery;
    - If, in relation to this project, a single solution has yet to be chosen or the TRL is not sufficiently well developed to enable implementation, the approach to identifying credible options and solutions, the selection criteria to be used, and the method of applying those criteria must be provided; and
    - your approach to measuring and reporting on technical and engineering progress throughout the project/activity phases e.g. use of leading & lagging indicators.

9. Details on their proposed waste management process including;
    - the way in which waste will be managed;
    - how waste hierarchy will be applied;
    - any application of treatment or segregation techniques;
    - how waste characterisation and processing activities comply with downstream waste storage and final disposal requirements; and
      the waste estimating methodology.

10. Full details, on how information generated from delivering the proposed solution will be used to feed into downstream plant throughput/ capacity and manning requirements;

11. Full details, on how they will determine asset care and management requirements and how they will implement them to deliver efficient operations on site;

12. Full details, of how Regulatory drivers are to be addressed in determining the scope, the delivery methodology and the schedule;

13. Clearly state regulatory approval stages (these must align with overall site requirements);

14. A list of all assumptions and exclusions not specified in the Client Specification. Please note that any such assumptions and exclusions must have been agreed with NDA through dialogue;

15. A risk analysis, which includes a project risk register;
    - the risk register must identify all reasonable and potential risks, and an estimate of quantifiable ranges of minimum and maximum values;
    - If the risk analysis was used to determine contingency, the contingency amount in percent and monetary values, or scheduler values must, be clearly stated;
    - The risk analysis must include a risk tracking plan for tracking risks, implementing mitigation measures and re-planning the project or task.
    - A risk mitigation simulation analysis with an associated risk mitigation plan;
    - A Monte Carlo simulation must be prepared using a justifiable probability distribution such as Bernoulli, Beta, Triangular, etc;
    - An S-Curve of cumulative probability density must be included for 50%, 80% or higher, for each major element of the project and for the total project; and
    - Opportunities must be clearly and concisely articulated, with supporting information, including cost estimate and schedule impact provided.

16. Full details, of any instances of where any element of scope, schedule or cost is different[17] to that in LTP2010. Where there is a difference, Participants must provide a detailed justification for the change/difference and must underpin the new cost or schedule.

Volume 2 : Cost & Schedule Requirements

To pass the threshold element of this section Participants must:

a. provide a clear, comprehensive and unambiguous response to each of the areas listed below; and
b. achieve a minimum score of [x].

Evaluation score (ranking) will be awarded in accordance with the evaluation matrix provided in [ ] of the ITSFT.

[Cost tables and formatting requirements will be provided prior to the commencement of dialogue discussions in January 2011].

Threshold [/Ranking] Criteria	

Cost Estimate Template	Participants must provide, in relation to DFR NaK removal:
	• a clear, comprehensive and unambiguous description of the estimating methodology used for each CWBS element cost estimate;
	• sufficient detail and underpinning for each CWBS element cost estimate such that an independent reviewer recreating the estimate could arrive at the same result.
	• A sensitivity analysis
	  • describing the effect of changing key cost drivers and assumptions independently; and
	  • identifying major cost drivers.

Schedule	Participants must provide a schedule, setting out their plans for completion of D1208 DFR NaK removal. This schedule should adopt the mandated[18]

[17] NDA will consider specifying the degree of deviation to be illustrated.

	starting point and include: • the CWBS, cardinal milestone and any other measurable milestones of major activities; • critical path activities; • PERT networks and/or Gantt charts tied to the CWBS; • a list of assumptions upon which the schedule is based (including, but not limited to, any related to resources, materials, regulatory reviews, and internal and external factors); and • an integrated cost and schedule risk analysis.
Contingency	Participants must provide the methodology used , justification for use and full details of any contingency reserves such that an independent reviewer can quickly understand the basis for contingency.

[18] To be confirmed by the NDA