

## CASE STUDY

## Underwater Construction Corporation (UCC)

– Decommissioning of Sizewell A ponds

**In 2017 Magnox Ltd appointed UCC as the contractor of choice to decommission the cooling ponds at Sizewell A power station using a combination of diving, hot and cold cutting and sludge suction removal.**

### THE CHALLENGE

Blueprint were engaged to act as the project controls and commercial function for UCC as they entered the UK market. The challenges for UCC were;

- The prescriptive approach that Magnox require its contractors to adopt in the use of a performance baseline to measure the progress of work against
- The use of earned value metrics to underpin progress and cost performance
- The use of the NEC3 contract, option C target cost
- The need to maintain a costed schedule
- The management of a baseline change procedure in conjunction with the NEC3 contract
- The need to process a high volume of change
- Cost pressure to deliver a service and demonstrate value for money



PROCESS



SYSTEMS



PEOPLE



TRAINING

Blueprint's challenge was to work with UCC to bring expertise to the management and control of the project using a methodology that UCC was not familiar with and wrap this up in a flexible service that brought value to the project.

## THE SOLUTION

To obtain a shared client understanding of the challenges ahead, Blueprint developed a tailored process to be used in the control and reporting of the costed baseline of the project using a robust change control process integrated with the Magnox mandated contract management tool.

Blueprint implemented the process that resulted in a high level of client

satisfaction from Magnox and UCC. Key activities included:

- Tender schedule baseline development and acceptance by the client
- Project Execution process development to suit the existing UCC working practices with little disruption
- Management of the performance baseline as the project evolved through over 80 baseline changes to the contract in the 12 months that the project was running
- Managing and estimating the changes to the contract, navigating the NEC3 contract, and securing UCC significant increases to the target cost.
- Using the developed reporting approach to instil confidence in UCC's client that the project was in control
- NEC3 contract management throughout the project lifetime.

## THE RESULT

The key benefits realised were as follows:

- A flexible service offering that meant significant savings in outsourcing project controls compared to permanent employment of a UK team
- A satisfied end client, Magnox, had the work delivered ahead of schedule and well under budget and were able to maintain cost and schedule surety throughout the project lifetime
- This enabled UCC to move to other UK work, with a successfully completed project as a great reference for other clients, of course with Blueprint in support

**"You did an exceptional job for us at Sizewell, and it was our luck to have found you. Thank you for all your attention to detail and going above and beyond in the whole navigation of this NEC3 contract. We certainly will look to you and your group for future support at Chapelcross and beyond. Thanks again for everything."**

Jim Nicholls, Director, Underwater Construction Corporation Inc.