Sizewell C.

Sizewell C: Building the PMO and Project Controls Capability for Major Civils Delivery.



Services

- Stakeholder engagement
- Governance & Assurance
- Data management and reporting
- Cost, schedule & risk integration

the challenge

In July 2025, the Sizewell C programme signed the Programme Alliance Agreement for delivery of the Civils Works Programme.

The agreement established the intended approach for managing the client and contractor PMO and project controls functions. The next challenge was to translate those contractual provisions into practical arrangements for a new and rapidly growing delivery organisation. We established and managed the PMO from the ground up, taking full responsibility for its design, implementation and ongoing delivery.

This required clear day-to-day mechanisms for governance, performance management, reporting and decision-making. It also required contractual obligations to be embedded in the behaviours and routine activities of the joint programme team, rather than managed as separate administrative requirements.

The assignment therefore focused on strengthening project controls maturity, governance, consistency and accountability across cost, schedule, risk and performance management.

Pressurised reactors to generate **3.2GW of low-carbon electricity -** enough to power around **six million homes** for at least **60 years.**

Construction materials are being brought to site by rail, with each engineering train removing approximately **50 HGV journeys from local roads.**

Its Development Consent Order application contained more than 50,000 pages. An indication of the project's immense **technical, environmental** and **stakeholder complexity**.

Sizewell C
The power of **good for Britain**

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Our role was integral to the programme getting government approval and raising the private finance required.

the approach

Translating the agreement into operational practice

The first priority was to turn the contractual operating model into practical PMO processes. This involved reviewing how the agreement was being applied through governance forums, reporting cycles, performance reviews, decision-making arrangements and working-level controls. Gaps between the contractual model and operational practice were identified, prioritised and addressed through targeted improvements.

Integrating the project controls framework

A structured review was undertaken of the project controls management plans, including cost, schedule, risk and related disciplines. Detailed recommendations were provided to improve the clarity of each plan and strengthen integration across the wider controls environment.

Particular attention was given to:

- Roles, responsibilities and decision rights
- Interfaces between governance bodies
- Data definitions and reporting requirements
- Assurance activities
- The flow of information from contractor systems into client reporting and decision-making

Existing client-side controls processes were also reviewed, consolidated and, where necessary, developed. This reduced duplication, clarified accountability and created a more coherent framework linking operational controls with management reporting and executive governance.

Establishing a maturity baseline and roadmap

The contractor PMO was assessed against a recognised maturity framework. The assessment examined processes, systems, governance, organisational capability, behaviours and the quality of management information.

The findings provided a clear baseline and informed a practical improvement plan designed to progress the PMO towards Level 5 maturity.

The roadmap connected individual actions with tangible programme benefits, including more reliable forecasting, stronger assurance and better-quality performance information.

A joint maturity roadmap was subsequently established for the client and contractor organisations. This gave both parties a shared view of current capability, target maturity and the sequence of improvements required.
Progress was managed through regular reviews, named owners and measurable milestones, helping to maintain momentum and reinforce joint accountability.

Embedding performance management

A further priority was to integrate contractual performance incentives into the monthly reporting and review cycle.

Stakeholders were engaged to clarify the purpose of the incentive mechanisms, agree how they would operate in practice and address questions concerning interpretation, evidence and accountability.

Supporting tools, guidance and reporting routines were developed to enable consistent performance assessment. Incorporating the incentive framework into monthly reviews made performance discussions more evidence-based, transparent and directly connected to contractual outcomes.

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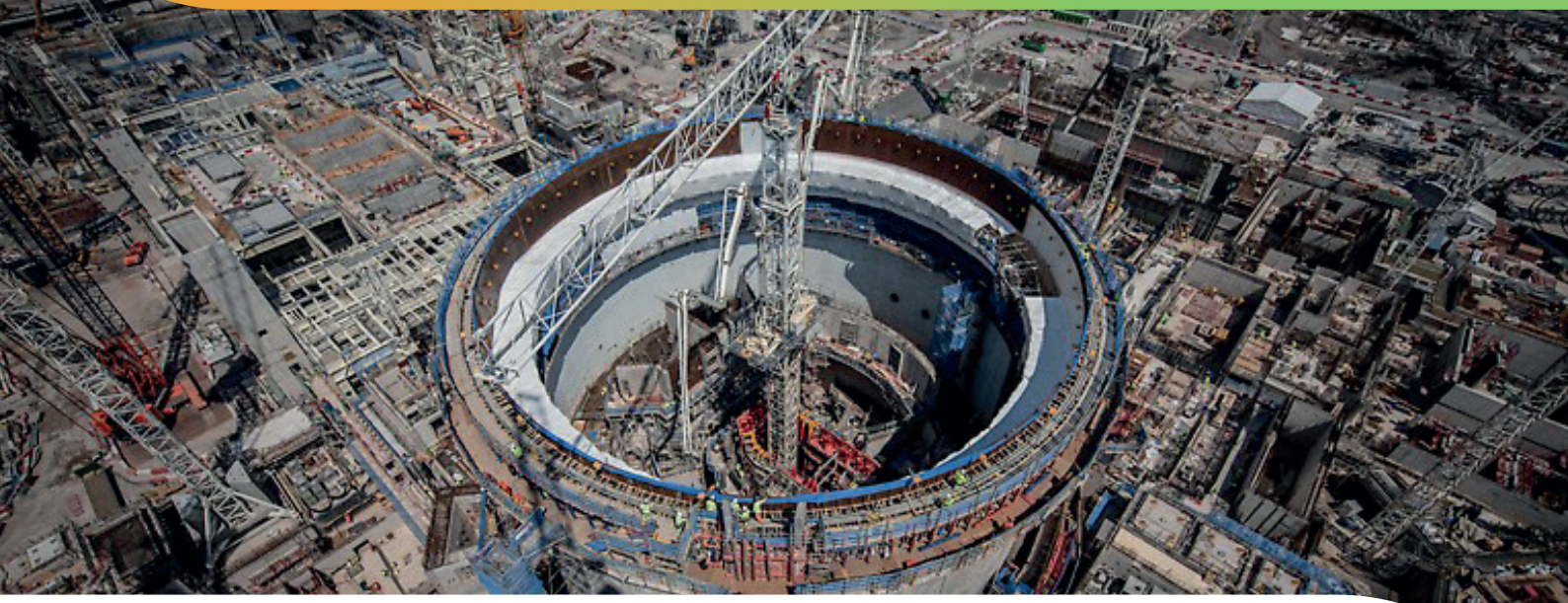
LINKS:

Sizewell C gets green light with final investment decision.

Sizewell C forms civils alliance with three construction giants.



Our PMO and project controls work supported the development of the Civils Programme's governance and delivery arrangements during a critical period for Sizewell C, including the formation of the Civil Works Alliance and the programme's progression towards Final Investment Decision in July 2025.



the impact

The assignment strengthened the programme's PMO and project controls environment, with clearer governance, more consistent controls and closer alignment between the client and contractor teams.

Contractual requirements became more visible in day-to-day programme management, while improved reporting and assurance arrangements increased confidence in cost, schedule, risk and performance information.

The joint roadmap established a sustained pathway for improvement rather than a one-off maturity intervention. It also supported a more collaborative culture in which both parties shared responsibility for controls capability and programme performance.

Together, these improvements gave senior leaders a stronger basis for identifying emerging issues, challenging performance and making informed decisions across a complex national infrastructure programme.

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