



Magna North 2008/09 Supply Chain Strategy

# Making the Most of our Supply Chain

# Introduction and Purpose

**On behalf of the NDA, Magnox North manages and operates five Magnox Reactor Sites at Wylfa, Oldbury, Trawsfynydd, Hunterston and Chapelcross.**

This document sets out the Supply Chain Strategy for Magnox North. The strategy is designed to support the delivery of an integrated and sustainable programme of work required for the generation of electricity and the decommissioning of nuclear sites to Care and Maintenance Preparations, all as described in the Magnox North Lifetime Plan 2008 submission (LTP08).

This in turn will underpin delivery of Magnox North's declared business priorities encompassing excellent performance in meeting and surpassing our contractual obligations under the Head Contract with the NDA, maintenance of the highest health, safety security and environmental standards and encouraging a culture of continuous improvement across the entire spectrum of our operations.

This strategy document is designed to inform Magnox employees, our supply chain and our customer, the NDA, of the aims and the direction of the business and to demonstrate the plans for improving our performance in the coming year and is structured to describe:

- **What and When: Our current and future supply chain requirements**
- **How and Why: Our current strategies**
- **The Way: Our future plans to deliver our strategy and improve performance**

LTP08 submission has been informed by the funding levels advised by the NDA and our strategy and approach recognises the need for flexibility across our supply chain and our ability to accommodate and capitalise on the opportunities which any future changes will bring.

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# Background

**On behalf of the NDA, LTP08 describes the programme of work at each of the sites with a value of over £350m in 2008/09 and a total value of £4.9bn to the end of the current Care and Maintenance Preparations phase of decommissioning.**

It identifies the scope, schedule and cost of a comprehensive and complex programme of works designed to meet the NDA's primary objectives of delivering hazard reduction and progressing nuclear decommissioning and clean up, all within an environment which demands and delivers the highest levels of safety and security. LTP08 provides in turn the framework against which Magnox North's performance is measured and rewarded.

Wylfa and Oldbury are operational electricity generating stations and our other sites have ceased generation and are now at different stages of defuelling and decommissioning. Our programme, therefore, demands successful delivery of a wide range of projects and the procurement of services and products ranging from the most simple and conventional to the most complex and innovative.

Currently some 60% of the LTP08 value is sourced through our supply chain and we will seek to communicate this through an easily understood plan which informs the business, our supply chain and stakeholders of our intentions and objectives over the period until completion of Care & Maintenance Preparations.

Our ability to successfully deliver the contracted works programme is, therefore, clearly predicated on a viable, committed and sustainable supply chain capability. To achieve this, we have put in place and are seeking to further develop fit for purpose relationships with supply chain partners.

## Opportunities will include:

- long term commitments for high commercial risk and or high value decommissioning and waste recovery projects
- framework contracts for aggregated, long term services and products
- specific subcontracts and awards for ad hoc/bespoke requirements.

## Key to meeting this objective is communication with the supply chain to ensure that we:

- generate awareness of and interest in Magnox North as a long term viable client
- seek and encourage competition, added value and innovative solutions
- create opportunities for new market entrants.

To deliver the strategy we will, within Magnox, move towards an integrated business approach across the site license company, supported by a professional, fully competent procurement organisation.

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# What and When:

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## Annual Procurement Planning

**Our M&O Contracts with the NDA require the provision of detailed Annual Procurement Plans (APPs) which set out our planned commitments and affords the NDA the opportunity of reviewing our proposed contracting strategy and our approach to major procurements.**

During 2008/09 we will continue to improve the quality and timeliness of submissions (principally through the development of subcontract strategies and project gating) which will ensure routine first time client approval and timely presentation of opportunities to the market.

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**We will also be working with the NDA to improve the efficiency and the value of this review and approval process in order to establish agreed, pre-defined procurement planning criteria, meet planned timelines and avoid unnecessary delays.**

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The SLC Annual Procurement Plan will be generated from LTP08. The 2008/09 consolidated Magnox North Annual Procurement Plan will be developed in order to describe in detail the 'what and when' requirement and this will in turn be used to inform and guide 'how and why' our strategy is developed and applied.

**The following key procurement delivery requirements will be reported:**

- Procurement Strategy Completion
- Request For Information (RFI)
- Request For Quotation (RFQ)
- CT-15 submission
- Contract Award

As changes to the LTP are identified, these will be captured by the Change Control process. Relevant procurement activities will be reflected within the change and captured in revisions to the relevant contract Detailed Volume and the APP.

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**...we will continue to improve the quality and timeliness...**

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# Our current and future supply chain requirements

## Categorisation of Work

**One of the fundamental developments in the Magnox North Procurement Strategy in 2008/09 is the adoption of Categorisation.**

Supply chain requirements as defined in previous Lifetime Plans and Annual Procurement Plans used Tier 1 definitions and terminology which often meant little to potential suppliers and precluded consistent coding, aggregation and definition of demand.

To provide the supply chain with a more powerful and informative planning tool, Magnox North requirements will be categorised against one of twenty market driven categories and displayed in a format which is designed to improve the visibility and value of information provided to our supply chain.

As part of each site's Lifetime Plan development, all subcontract scope, schedule and cost, up to entry into Care & Maintenance, will be allocated to one of these elements. This will be achieved by mapping each Detailed Volume which includes subcontract scope to an appropriate category to produce the consolidated Magnox North procurement plan for LTP08. By implementing this into the Lifetime plan process, will ensure that data is kept 'live' and up to date as plans are managed and developed.

An indicative 'High' or 'Low' Commercial risk has been identified for each category. This will support procurement strategy development as detailed below.

**The categories proposed will be reviewed alongside others currently proposed by other SLCs to consider a common approach with the supply chain across the NDA estate.**

### The twenty subcontract categories

Category	Risk
Asbestos Handling and Disposal	High
Building	Low
Landscaping/Remediation (Civil Eng)	Low
Control Systems	Low
Designing	Low
Deplanting – Contaminated	High
Demolition	Low
Demolition and Decontamination	High
General Electrical	Low
General Mechanical	Low
Waste Management (Non-hazardous)	Low
Waste Management (ILW)	High
Operations – Outage Work	High/Low
Operations – Plant Engineering	Low
Support Costs	Low
IT and Communications	Low
Manpower	Low
Facilities Management	Low
Site Security	Low
Consumables	Low

In addition and to provide a longer term perspective, planned procurements against the identified categories will be identified as a 'Long Range Graphic' (anticipated subcontract procurement until completion of C&M Preparations consistent with LTP08). This will be communicated through the Magnox North website.

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# How and Why:

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## Make versus Buy

**A precursor to the development of fit for purpose procurement strategies is the need to establish the work to be undertaken in house (make) or that which is to be subcontracted to the supply chain (buy). To this end a Make versus Buy process is followed to determine the route to be taken.**

In 2008/09, as part of the Magnox North Procurement Strategy we will be reviewing the current process in order to establish:

- Consistent application across all sites/projects
- Appropriateness of current assessment criteria
- Congruence with other strategic initiatives (fixed cost reduction/shared services)

Make/Buy will be carried out with involvement from all the key stakeholders at each site ie Projects, EHSQ, Commercial, Project Controls, Operations, Engineering, Finance, Waste Management Team.

## Pre-Qualification

**Procurements above the Utilities' Sector Procurement Thresholds will either be advertised in the Official Journal of the European Union or tender lists will be selected using the Achilles Utilities Vendor Database. The related procurement activity will be carried out in accordance with the Utilities Directive.**

Procurements which are below the Utilities Directive Thresholds will be competed wherever possible or when cost effective to do so consistent with our obligations under the M&O Head Contract.

Magnox North currently uses the Achilles Utilities Vendor Database including 'Verify' (UVDB) as a means of running a pre-qualification process compliant with EU Procurement legislation. For potential contracts in excess of the EU Procurement values, Achilles is used as an alternative to an OJEU notice for supplier pre-qualification and selection, in particular where there is a broad base of suppliers in the product area.

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**Magnox North will adopt common pre-qualification processes arising out of cross SLC working to ensure that the supply chain receives and is measured against common criteria.**

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# Our current strategies

## Subcontract Strategies

**Along with better and more consistent definition of demand it is essential that we establish appropriate subcontract and procurement strategies.**

These strategies identify the critical success factors for the project or the services required and describe how these are translated into our Invitations to Tender, our Pre-qualification and Assessment Criteria and the specific requirements of our subcontract awards and purchase orders, particularly in respect of performance incentivisation and reward.

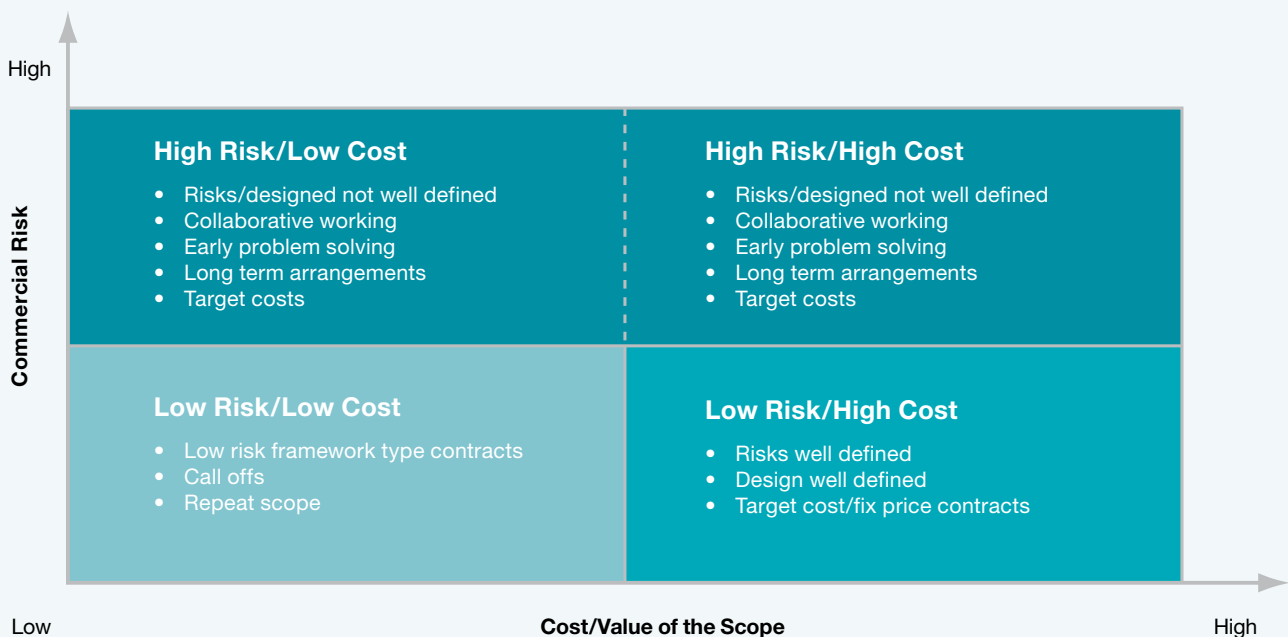
To achieve this it is necessary for all members of the delivery and operational teams to be engaged in the development and definition of subcontract strategies. In 2008/09 we will encourage greater focus and broader business engagement in the development of subcontract strategies. This will include development of training material and guidance notes, workshops and improved multi site engagement and review.

This anticipates future developments in the NDA process for approval of projects and subcontract awards, with a shared recognition of the value of early engagement and review at the stage of development and the need to reduce timescales from invitation to approved award.

The model below informs how contract strategies are being determined using a risk/value assessment of the work scope. Existing contractual arrangements have taken account of the relative values and risks associated with individual projects or procurements. For simple, low risk activities fixed price arrangements are in place. Full use is made of the generic framework agreements using call offs against pre-agreed terms and conditions.

**For more complex contracts, more innovative contractual strategies have been developed using target cost incentivised arrangements ensuring an equitable balance of risk between the parties.**

### Contract type by risk/value model



## How and Why: Our current strategies

In 2008/09 we will continue to take the opportunity to identify and establish strategic long term incentivised, aggregated arrangements with supply chain organisations that are able to provide integrated solutions to complex projects through the Care and Maintenance preparations phase of each site's lifecycle.

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**Integral to the strategy is the need to identify opportunities for aggregation both within and across sites to support increased value for money.**

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### **Aggregation will deliver:**

- Economies of scale through greater leverage and thus greater cost reduction.
- Fewer and larger contracts to manage.
- Optimised framework arrangements.
- Secure competency and capacity in increasingly competitive markets.
- Optimise efficiencies in procurement and project effort.
- Opportunities for developing more effective supplier relationships.
- Better management information to assist Earned Value recording/analysis.

Subcontract Strategies will be developed to encompass the Magnox North business and opportunities will be taken to aggregate the contractual arrangements within the 20 core categories across all sites. Due account will also be taken of the respective site lifecycle positions, and the benefits of geographically based arrangements over national arrangements.

### **Subcontract Types**

Dependant on the nature of work to be undertaken, whether through an overarching alliance or direct subcontract, a mix of contract types will be deployed. The use of contract types will vary dependant on scope, complexity and ability to fully define the contract or project. In all cases we will encourage innovation which results in savings opportunities and incentivises the supply chain wherever appropriate.

The NDA has recently approved cross SLC Flow-Down conditions to apply to NEC 3 contracts and these will be incorporated in all contract types consistent with Head Contract obligations.

**Fixed Price or Bill of Quantity Contracts** will generally be used for fully scoped projects and or low commercial risk. Inflation linked price adjustment formula will be considered for projects or contracts that have a long time line.

**Cost Reimbursable – Time and Materials Subcontracts** will be employed on contracts where scope and usage levels are very uncertain or for low value requirements and will be closely managed to ensure control of time, Cost & Quality.

**Cost Reimbursable – Target Cost with Incentivised Fee Subcontracts** will be used as a strategy for more complex contracts where scope is uncertain and there are diverse interfaces. This approach will allow the benefit of visibility of the true cost of the activity for future benchmarking, along with the opportunity to incentivise the contractor to achieve specific milestones or KPIs with suitable pain gain mechanisms.

**Purchase Orders** will be used for general procurement of goods, consumables, materials, low value/low risk on and off site services.

**Purchasing Cards** will continue to be used for low value one off purchases or for low value call offs from existing non-strategic framework agreements eg stationery. A review will be carried out on the potential for raising the single transaction limit on the card to capture a larger volume of low value transactions for which the Procurement function can add little value.

**e-Auctions (Reverse Auctions)** we will continue to monitor APP requirements to ensure that this approach is considered and applied where appropriate.

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## Framework Agreements

**The establishment and management of Framework Agreements is a key element of delivering the Magnox North Supply Chain strategy going forward. Framework Agreements not only maximise aggregation to improve leverage and overall value for money, but also support the strategic requirement for long term supply chain commitment.**

Many Framework Agreements are already in place and are well established; some operating across Magnox Electric (North and South) and some operating more widely across the companies which formed part of BNFL. Currently, Magnox North has a portfolio of ~60 Framework Agreements with an estimated annual spend of £50m. There is however significant opportunity to establish new agreements and to enhance existing ones and this will be the main focus for 2008/09. It is expected that the Supply Chain Strategy will improve the identification of these opportunities.

The benefits of Framework Agreements included cost savings for both parties (historically 5-10% savings have been achieved) and efficiency savings from the avoidance of repeat ordering and from single-point management.

The 2008/09 APP will include details of proposed new and replacement framework agreements.

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**...60 Framework Agreements with an estimated annual spend of £50m...**

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## Linkage with the Shared Services Initiative

**Magnox North is actively participating in the NDA's Shared Services initiative along with Sellafield Ltd, Springfields, Dounreay, RSRL, LLWR, Nexia and Magnox South. This initiative is examining opportunities for aggregating spend on common goods and services and establishing Framework Agreements which operate across all the companies.**

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During 2007/08 initial Framework Agreements set up to service all the companies have been established and further opportunities and have been identified to pursue to full business cases.

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**Our Supply Chain Strategy recognises that Magnox North will participate in the work needed to develop this initiative in 2008/09 and manage any impact on existing arrangements**

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### Performance Management

**Magnox North contract terms and conditions will describe the specific obligations of our supply chain. We will ensure that these requirements are well defined and understood and that appropriate mechanisms are in place (KPIs/HSEQ metrics, SPI, CPI, incentivisation etc) in order to measure and manage supplier performance.**

Procurement performance will be monitored around a set of internal KPIs including:

- deliverables against planned activity
- cost savings achieved
- use of competition
- claims
- payment to terms.

During 2008/09 we will improve the quality and completeness of returns and use the data provided to summarise overall performance of the business against defined criteria. We will also assess the value of the existing performance metrics and the opportunity for alternative methods of performance measurement and management.

A performance monitoring tool has been developed to track expenditure against the commodities and services which are procured under company framework agreements. The tool also monitors leakage from frameworks and, therefore, identifies opportunities for increased aggregation to improve leverage and value for money. During 2008/09 we will work to ensure the adoption and use of monitoring tools more widely across all Magnox North Sites.

### Value for Money and Efficiency

**Key to the successful delivery of the Magnox North Supply Chain Strategy is the requirement to maximise value for money for our customer both in our internal operations and in establishing and delivering optimised subcontract arrangements with the Supply Chain.**

It is also important that the business operates in accordance with Company processes and procedures in support of our Head Contract obligations and continues to work to develop a professional and fully trained organisation to underpin delivery of subcontracts as effectively and efficiently as possible.

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**In 2008/09 we will be focused on the identification and exploitation of opportunities to improve value for money through our supply chain.**

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This will require assessment of our internal processes and arrangements and the way in which we transact with and manage our supply chain. Critically it will require open and candid dialogue with our suppliers in order to ensure that we can capture their insights and experience.

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# Magnox Electric Processes

## Company Processes and Procedures

All Magnox North sites will continue to work to a common Procurement and subcontract management process as defined in the Supply Chain Management Document, ME/PRO/COMM/002.

## Site Subcontract Panels

Dependant on the value of a proposed subcontract, strategy approval and award will be managed through the Site Subcontract Panel.

### Subcontract panels will:

- review and validate key stages of specific subcontract proposals, ie the Subcontract Strategy and Subcontract Award stages
- oversee the overall effectiveness of the operation of the approval processes for subcontracts, including the operation of ME/PRO/FIN008, ME/S/027, and the management of NDA Procedures CT14 and CT15
- review the production and maintenance of the Annual Procurement Plan (APP)
- ensure that processes have been followed and that appropriate reviews have been undertaken
- where applicable make recommendation to the delegated signatory
- review subcontracts where there are significant changes to the original objectives or the strategy
- carry out a post-completion review of subcontracts with a view to establishing lessons learned and improvements that can be made for future subcontracts.

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**All site subcontract strategies and/or recommendations to award that require off site Executive approval are subject to Peer Review by other sites prior to presentation to the Commercial Director.**

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For Company Framework Agreements, respective Supply Chain Category Managers shall be responsible for ensuring the implementation and effectiveness of the validation process.

## Risk Management

Procurement will drive the supply chain risk mapping process to identify key strategic suppliers at Tier 2, Tier 3 and below.

Procurement will also continue to be an integral part of risk workshops run for specific projects and ensure that commercial risks are captured alongside any technical risks. These risks are included in the project risk register which is managed through the life of the project.

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# The Way:

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## Magnox Procurement Organisation

**In response to previous NDA competition models, Magnox North procurement has been organised around dedicated site based teams, supported by a small central team. During 2008/09, we will create an integrated approach to better meet the requirements of the SLC as a whole and to provide increased flexibility and to better coordinate the professional development of our people.**

Building on the definition of the Magnox North Annual Procurement Plan and to support the delivery of this Supply Chain Strategy, this will include dedicated focus on subcontract management arrangements and consolidation of procurement activity across the following sites:

- **Wylfa and Trawsfynydd**
- **Hunterston and Chapelcross**
- **Oldbury and Magnox North Support Office**

This consolidation will allow the business to utilise the procurement skills and experiences of sites across the lifecycle. Decommissioning experience and expertise at Hunterston and Trawsfynydd for example will be available and applied to future decommissioning activity at Chapelcross and Wylfa respectively.

## Magnox People

**The right people with the right experience, qualifications and motivation naturally underpin and inform the development and the delivery of the Magnox North Supply Chain strategy.**

To ensure that we have the necessary skills in place we will continue to support the professional development expertise of staff, who will be encouraged to attain appropriate professional qualifications, including membership of the Chartered Institute of Purchasing and Supply, commensurate with business expectations of its procurement professionals.

We have high quality people within our organisation with opportunities to further develop and enhance their skills. In 2008/09, we will review the current skills in place and will seek to improve the professional expertise of staff through:

- a) the deployment of a competence based assessment and development model.
- b) development of appropriate training and development material.
- c) continued encouragement of personal and professional development.
- d) recognition of subcontract management as an integral part of commercial delivery.
- e) application of consistency across the business to support career progression.

Five fundamental areas have been identified to meet our strategic needs against which competence assessment and development will be carried out:

- Supply chain management and professional knowledge
- Magnox North's supply chain requirements
- Magnox North's processes and procedures
- Magnox North's Systems and Tools
- Negotiation and Supplier Relationship Management.

# Our future plans to deliver our strategy and improve performance

## Vendor Management and Communications

**We recognise that delivery of a complex programme along with the improvements in performance required will be delivered by professional and committed organisations. Equally we recognise that by definition, Magnox North cannot behave, or be seen, as 'any old client'.**

Therefore our focus in 2008/09 will be on the following:

- Working with the Supply Chain towards establishing improved relationships with current major and critical suppliers to achieve mutual success
- Working together to identifying opportunities to improve the performance under current agreements
- Adoption and consistent application of NEC suite of contracts
- Supplier communications to stimulate and support opportunities for new/alternative suppliers to support improved programme delivery
- Maximise use and benefit of frameworks and category management
- Reduce the level of low/no value transactional engagement
- Agree and publish Key Performance Indicators to demonstrate performance of both Magnox North and the Supply Chain against plan.

In 2008/09 communication to current and future potential vendors will be delivered through a number of vehicles including:

- Communication of this Supply Chain Strategy and via a series of planned presentations to supply chain forums
- Ongoing dialogue with the NDA/NIA and the NDA Supply Chain Improvement Project

- Publishing and frequent updating of procurement plans and strategy via improved internet based communications which are under development and which will also include:
  - Long Range Graphic of requirements until completion of C&M preparations
  - Consolidated APP
  - Magnox North organisation and contacts
  - How to become a Magnox North Supplier
  - Magnox North Conditions of Contract
  - Maintaining regular ongoing dialogue with the NDA and key suppliers at both corporate and site level
  - Encouraging local suppliers at 'Meet the Buyer' events
  - Socio-economic and regional forums

In parallel, we will, therefore, develop mechanisms to make engagement on Magnox business more equitable, sustainable and attractive. Whilst this will encourage supply chain commitment to support Magnox North in the longer term it will demand significantly greater supplier management/relationship activity.

### Health Safety Quality and Security

We will continue to ensure that all Supply Chain commitments deliver work to the highest health safety, quality and security standards. With almost 2.5 million man hours worked by our supply chain for Magnox North in 2007/08, it is essential that our assessment and selection of suppliers ensures that organisations demonstrate an appropriate track record and management systems commensurate with the standards required in the nuclear industry.

Appropriate KPIs/metrics will be used to monitor and manage performance in this area and most importantly we will ensure that arrangements are made to jointly review performance.

### Sustainability and Socio-economics

**We recognise the importance of sustainable development in our activities.**

We will positively engage with stakeholders to build on the work done at Wylfa and Trawsfynydd to support the development of sustainable communities and include sustainable development issues within the supply chain. We will take full account of our social and environmental responsibilities while seeking value for money. We will work with relevant agencies to support the development of the supply chains local to our sites. We will consider how flowdown clauses associated with supporting sustainable development can be included in our contracts terms and conditions.

Integral to sustainable supply chain relationships are our socio-economic objectives which are:

- To enhance the opportunities for local people to be involved in site decommissioning.
- To support the local economy.
- Increase the attractiveness for the local area to be a place to work, live and invest.

We will, therefore, ensure that as part of optimised solutions there will be encouragement to engage as Tier 3 suppliers:

- smaller and potentially innovative suppliers
- niche/specialist suppliers
- local suppliers and labour force.

To support socio-economic opportunities commercial specialists will consider as appropriate local suppliers as a matter of course on any small subcontract packages of work, by reference to the Chamber of Commerce list of companies and other sources such as the Business Link Scheme. Additionally, larger suppliers will be encouraged to engage local labour/suppliers where relevant.

### Improved Subcontract Management through Implementation of NEC 3

**To provide consistency with many supply chain companies and ensure significantly improved proactive subcontract management, Magnox North has adopted the industry standard NEC 3 suite of contract terms and conditions.**

To support contracting strategy development Magnox North has produced a Commercial Options document which will be used to support the choice of specific options for development of subcontracting strategies. It is anticipated that the bulk of the major decommissioning projects and subcontracts will be serviced by the Engineering and Construction Contract (ECC) form with either Option A (Fixed Price) or Option C (Target Price).

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**Integral to the document, is guidance to identify how risk is managed within each option and how options can be incentivised to optimise both cost and performance.**

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The NEC 3 suite is a major step change from the current bespoke suite of Magnox North conditions in that it demands a proactive approach to subcontract management, in particular that potential subcontract cost and/or programme impacts are addressed and mitigated wherever possible before they arise.

To ensure that Magnox North is ready to meet the standards required, a series of training programmes is being rolled out to individuals from both the project/contract management and procurement communities who will subsequently be tested to obtain SQEP status and therefore become competent to manage NEC 3 subcontracts.

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**Improvements in standards and performance in subcontract management is critical in supporting delivery of the improvements anticipated by the Magnox North Supply Chain strategy.**

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In 2008/09, to achieve this, (in conjunction with the adoption of the NEC suite of contracts across the Magnox North business), we will:

- continue with NEC training courses
- carry out assessment and authorisation of NEC Project Managers
- carry out an assessment of current subcontract management standards and arrangements
- develop and implement improved tools and processes.

# Summary

**Magnox North fully recognises the importance of its Supply Chain in the successful delivery of its objectives.**

**The strategy described in this document is intended to set down how it will address this in 2008/09, both to develop and improve performance and to provide clarity for our customers, suppliers, staff and other key stakeholders.**



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