



Hinkley Supply Chain Programme



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# Annual Report 2017 to 2018



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## Executive Summary

The Hinkley Supply Chain Programme launched March 2017 and builds on the previous investments made by EDF Energy and Heart of the South West LEP. The Hinkley Supply Chain Programme is funded through a range of partners including:

- 1) EDF Energy
- 2) Heart of SW LEP
- 3) West of England Combined Authority
- 4) Welsh Government

The programme has 2 main delivery arms:

- 1) Supplier Development for Local SME's
- 2) Inward Investment Support

The contract is managed by Somerset County Council and is delivered by a consortium made up of SWMAS Ltd, Somerset Chamber of Commerce and Business West with support from EDF Energy.

At the end of the first year the programme has achieved the following:

- 1) Engaged with over 30 Tier 1 contractors to the HPC project
- 2) Over 90 work packages identified and assessed
- 3) £200 Million opportunity pipeline
- 4) Over 2000 companies matched across the region to the opportunities
- 5) Over 300 companies have started the support journey through the programme
- 6) 50 companies have received intensive support
- 7) 12 companies have been supported to invest in the region

This has led to over £15 million of contracts won by local firms directly supported through the programme where they have declared the support received was key to helping them win the contract. The programme is also promoting and supporting local content on a wider basis to aid the £650M spend and £1.3bn worth of contracts that have been placed so far to date.

The programme will continue to run until 2020 and will support over 500 companies to access opportunities linked to Hinkley Point C, support them in achieving new standards and use Hinkley Point C (HPC) as a catalyst for long term development of supplier capability across the South West of England and South Wales. The initial impact reviews indicate that the companies the programme has supported are predicting over 150 jobs being created and more than £12m in additional GVA.

The additional investment received in comparison to the original programme means that we have achieved more than 3 times the outputs in terms of activity compared to the previous programme in 2016, laying the foundations for a strong pipeline of conversion for contracts through 2018, 2019 and beyond to continue to encourage and access additional private sector investment.

The programme will continue to grow through increased engagement at tier 1 and tier 2 level through the course of 2018 and 2019 with the focus being on legacy capabilities that will support the development of the UK's first next generation nuclear cluster using Hinkley Point C as a catalyst.



Early successes through the programme

Product Description	Scope of Supply	System	Support to customer	Type of Supplier	Contract Value	Support to supply company
Mesh Panel Test Rig	Design, Manufacture, test and certify	Water Filtration	Review of supply chain plans, risk review and local sourcing support	Engineering Design and Make	10-30k	Supplier Capability Review, ongoing account management support, Nuclear Safety Culture Training. Pre qualification support.
Electrical Installation	On site electrical installation services	Site development	Supported through opportunity briefings, and collaborative group building	Electrical Engineering	400-750K	Supported into a credible bid group with a larger tier 1 firm. Supported through Nuclear Safety Culture training, project management and ongoing key account management
Safety Head Caps	Manufacture	Temporary Jetty Structure	Risk review based on capacity to supply and alternative options provided for local sourcing	Metal Fabrication	500-£1m	Supplier Capability Review, ongoing account management support, Nuclear Safety Culture Training. Pre qualification support.
Pool Shelter Mock Up	Manufacture and Supply only	Civil Engineering	Supplier searches to match based on capability requirements	Metal Fabrication	100-250K	Supplier supported through customer introduction, pre qualification support for the company. Company has invested over £600k in upgrading the facility and is now bidding for excess of £2M additional work.

New Collaborative Groups

In addition to the early contract wins 2 new fabrication consortiums formed after the HPC project demands across multiple first tier companies were aggregated and reviewed. The increase in demand created an opportunity for investment from companies based on the size and the scale of the potential contract:

SWNFG – South West Nuclear Fabrication Group

<http://www.nuclearfabricator.com/>

The South West Nuclear Fabrication Group are working proactively on potential contracts and are in a strong position to secure work from at least one customer. The relationship developed has allowed for enquiries to be passed across the group, capacity to be levelled within each of the organisations and best practice to be shared. Ultimately this has led to a more stable and secure base for customers to source work into.



## SUMMARY

The Hinkley Supply Chain Programme launched March 2017 and builds on the previous investments made by EDF Energy, BEIS and Heart of the South West LEP. The Hinkley Supply Chain Programme is funded through a range of partners including:

- 1) EDF Energy
- 2) Heart of SW LEP
- 3) West of England Combined Authority
- 4) Welsh Government

The programme has 2 main delivery arms:

- 1) Supplier Development for Local SME's
- 2) Inward Investment Support

The programme leverages the many investments that EDF Energy have made in the area linked to the project and builds on the investment they have made through the Hinkley Supply Chain portal and the local engagement investment made through Somerset Chamber of Commerce.

### Background to the Hinkley Supply Chain Programme

The Hinkley Supply Chain Programme is an ambitious programme designed to help companies across the funded areas access additional support to increase the level of local content. The objective is to anchor in the region nuclear skills and capabilities within the existing companies using HPC as the catalyst for change. The Hinkley Supply Chain Programme is delivered by the Hinkley Supply Chain Team, made up of SWMAS Ltd, Somerset Chamber of Commerce and Business West. The Hinkley Supply Chain Team is growing in capability with the investments made from Heart of South West LEP, West of England LEP and Welsh Government. The team now brings together skills and experience within the Nuclear Industry on:

- Procurement and contracting expertise
- Supply Chain Development
- Establishing Collaborative Relationships
- International Relationships
- In country content development
- Language support for both French and Chinese contractors

The team can offer a wide range of services and needs to the main contractors and the suppliers across the region. There is a significant programme of support on both a one to one and one to many bases helping companies access information and support in relation to the HPC project.

The support is broken down into 4 main categories:

1. Understanding HPC
2. Getting Ready for HPC
3. Bid Preparation
4. Preparing to Deliver

The design of the programme aligns with the procurement process that companies will go through. One of the major barriers for companies is in identifying the most appropriate route to market for the HPC project. There remain significant opportunities many of which are now within the tier 1 contractors who

have been selected for the project. The visibility of the tier 1 and tier 2 contractors is one of the initial challenges faced by companies of all sizes across all levels of the supply chain.

The confidence of the companies to invest and change is dependent on understanding the route to market, the size of the opportunity and the potential return on investment. The work the team are conducting looks to uncover the opportunities and break them down into a level which means that local companies can review and decide if the opportunity is suitable for them.

The process even if a company is ready has several potential pitfalls through the procurement stages, the support programme has been designed to align with the opportunities available and the procurement process. Helping the companies to highlight their credibility within the sector, developing knowledge of the opportunities at an early stage and closing any credibility gaps in terms of standards for production, certification or skills can be vital to move forward for success.

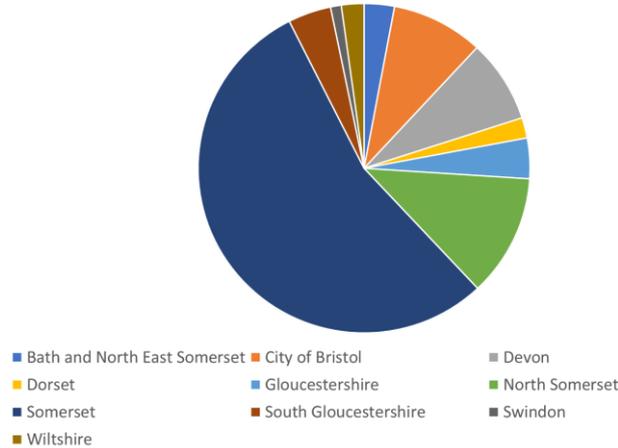
The work undertaken now lays the foundation for contracting opportunities in the following years and well beyond the timescales of this programme through the new relationships built between the regional businesses and key infrastructure and technology suppliers. This is one of the key aspects of this programme in that it provides a unique opportunity to break into the supply chains for many of the major infrastructure companies. This can be one of the hardest aspects for an SME. Once this has been overcome the supplier will be able to bid for work on other projects and opportunities over and above Hinkley Point C providing an ongoing opportunity for growth.



### Growing the knowledge on regional capability

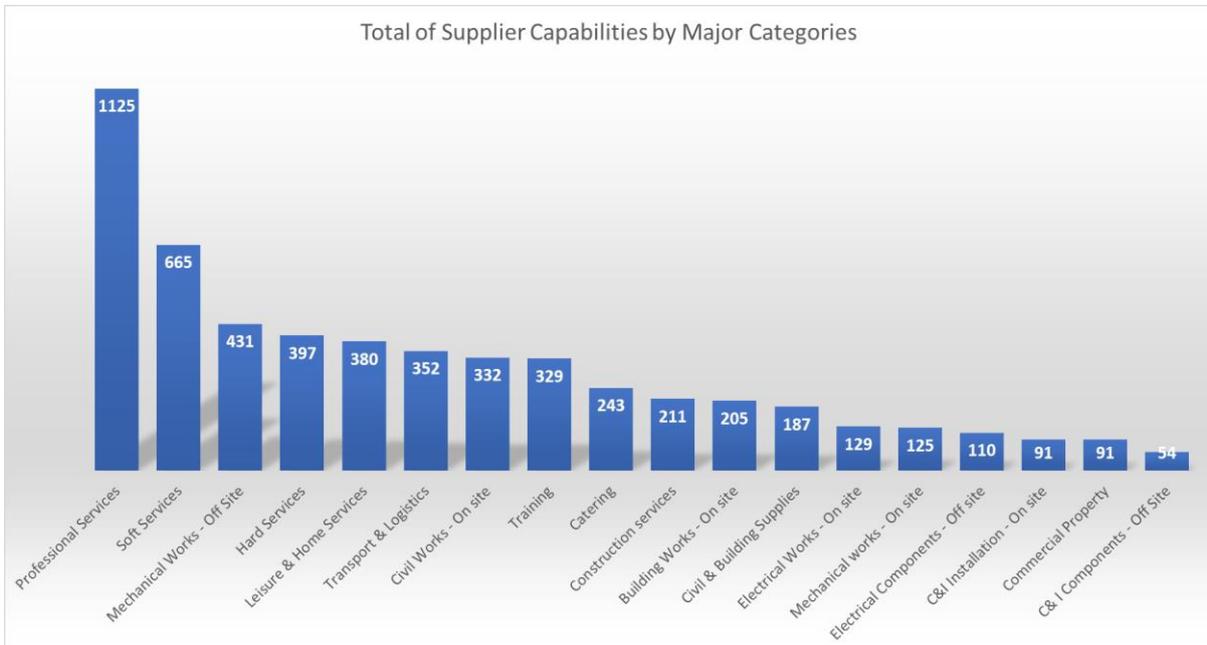
Over the course of the last 12 months the number of companies registered on the Hinkley Supply Chain Portal has grown to over 4000 companies. The breakdown of companies' information is shown below:

Registered Supplier Capabilities by Region



There continue to be additional registrations details of which are provided in the outputs section. Marketing activities continue to progress in the West of England and Wales to increase the visibility of highly capable companies who can support the HPC project. The overall breakdown of companies' capabilities registered is shown below.

Total of Supplier Capabilities by Major Categories



There are many highly capable local firms who are approved by EDF Energy and are supplying to existing sites within the UK. Many of these companies have supplied to EDF post the original build but due to contracting differences between new build and plant life extensions or decommissioning they are struggling to identify the most appropriate routes to market.

One of the key areas where the team are continuing to work is helping companies to identify the most appropriate connection point into the HPC supply chain and identifying suitable contracts for the level of capability. The support in this area is continuing to grow as many companies have not established a clear strategy for market access into nuclear.

**Contracting status**

Information on the latest contracting status is available through the EDF website:

<https://www.edfenergy.com/energy/nuclear-new-build-projects/hinkley-point-c/for-suppliers-and-local-businesses/work-packages>

The information below is based on the public contract status at the time of writing:

70% of contracts have been awarded or are at preferred bidder status.

If the contracts that are part way through procurement are included, then this takes the number up to 90% of contracts. These are past the pre-qualification point which means it will be difficult to get further local companies involved in contracts directly with EDF Energy.

There remain a limited number of contracts approximately 10% by number directly with EDF Energy, the remaining contracts are shown in the table below.

Reference	Package	Cost	Award
GENCO462	Tool Hire Franchise	£5m to £25m	2018 Q2
GENCO520	Common Building Logistics	£50m to £100m	2018 Q3
GENCO521	Access Management (vertical & horizontal)	£25m to £50m	2018 Q3
GENCO524	Topography Services	£1m to £5m	2018 Q1
HK2203	Ancillary Buildings Phase 2	£50m to £100m	2019 Q2
HK7208	Reinstatement of AD	£25m to £50m	2024 Q1
OH2101	Permanent Roads & Networks (Phase 3 & 4)	£50m to £100m	2020 Q1
UK2622	Interim Dry Store	£50m to £100m	(blank)
UK2641	Fuel Transfer Cask (Lorries (MSDG))	(blank)	2021 Q1
UK3731	PSAD for HPC	£1m to £5m	2019 Q4
UK4113	Systems Waterproofing	< £1m	2021 Q4
UK4115	HR & HK Dynamic Containment	< £1m	2021 Q4
UK4116	Looking for Dead Zones (H2 & N2)	< £1m	2021 Q4
UK5611	Full Scale Simulator (SIM3)	£5m to £25m	2022 Q1

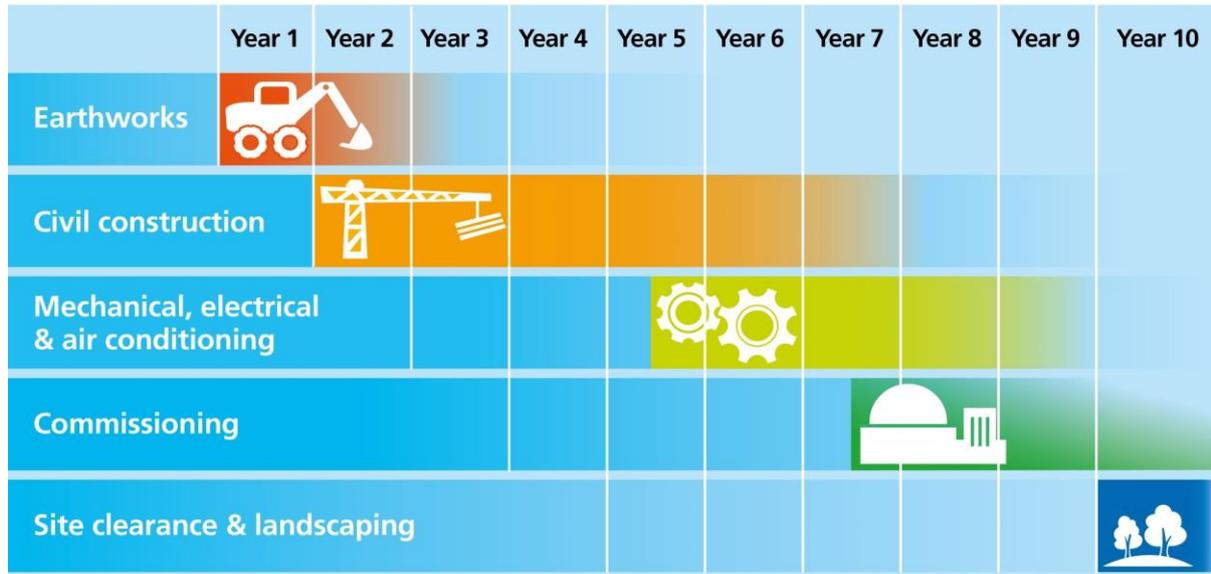
The opportunities within this group may be changed modified or included into other contracts so the scale of the remaining opportunity could change but remains a source for local opportunities. The timescales also go beyond the contract timeframe window for this programme in many cases. The operating model for the team is based on identifying the opportunities with the clients for the project and developing a scoping document often in advance of any design being available. The skills in the team are helping to find partners for the tier 1's who can help in some of the specialist design stages and initial manufacturing acceptance phases for the project. These relationships are helping to save the project time and money as risks are being identified earlier and mitigated through knowledge sharing between EDF, Tier 1 companies and local suppliers. With this approach local companies are promoting

their capabilities directly to the customer, which in turn is encouraging greater engagement with other local firms.

**Hinkley Point C - The story so far**

The indicative timeline for the project is shown below:

# Hinkley Point C indicative construction timeline



The project appears to be progressing in line with the indicative timeline based on the government agreement of the final investment decision as 29<sup>th</sup> September 2016. The earthworks schedule is expected to complete towards the end of 2018.

The civil construction phase is underway and significant progress is being made in the area with major milestones being achieved.

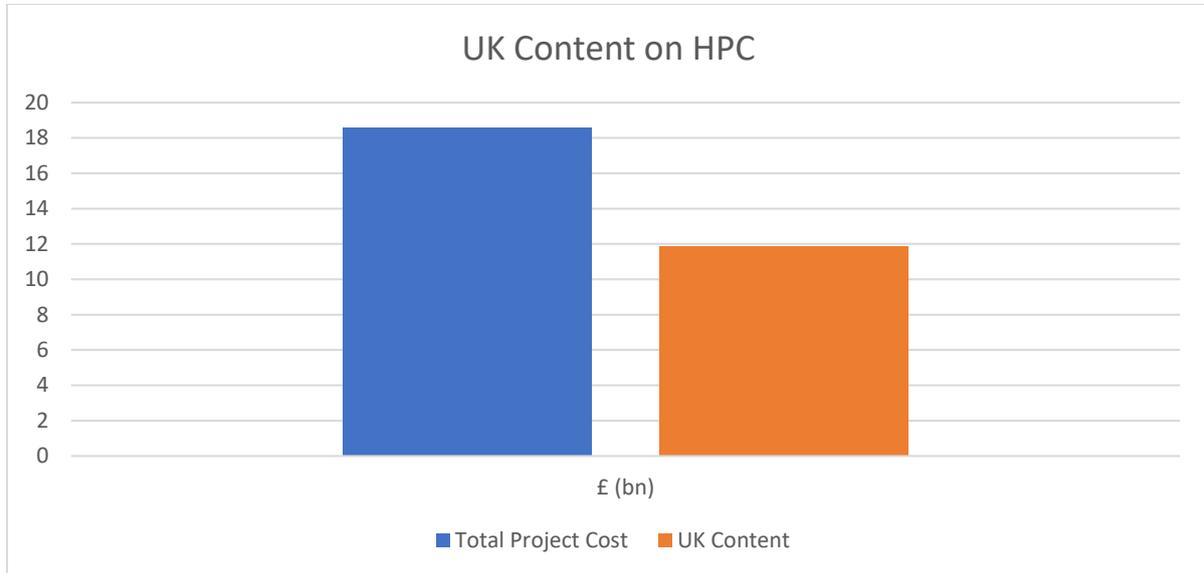
Long lead items and qualified parts for the mechanical, electrical and HVAC (Heating Ventilation and Air Conditioning) phase are underway.

For the latest updates on the project progress please see the EDF Energy website.

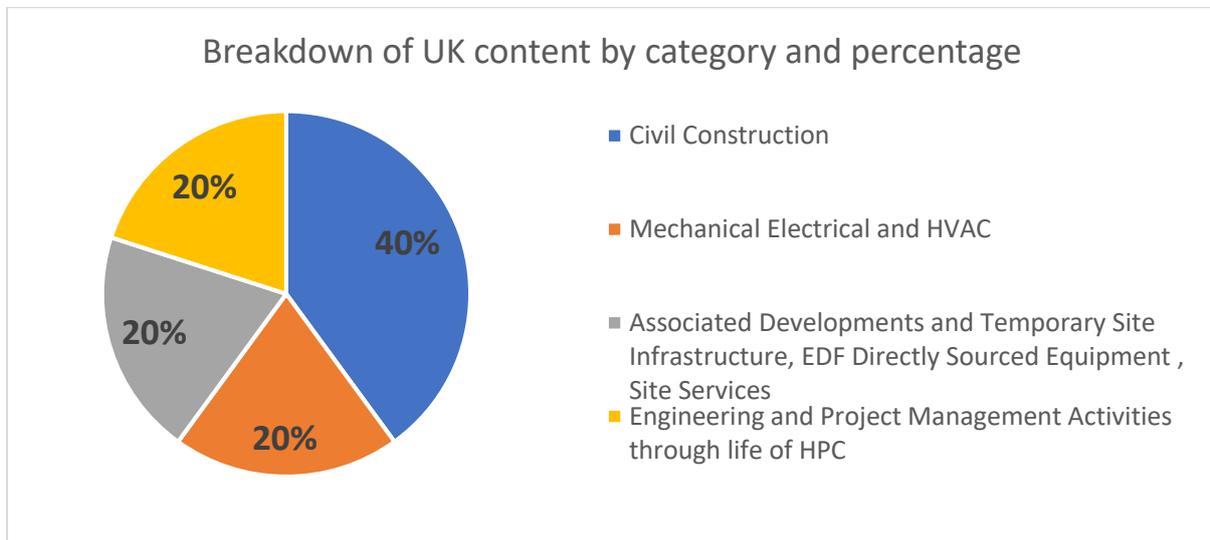
**How do the opportunities breakdown:**

The figure for UK content has been stated as 64%\*. The information below is derived from the EDF Socio Economic Analysis published for Hinkley Point C.

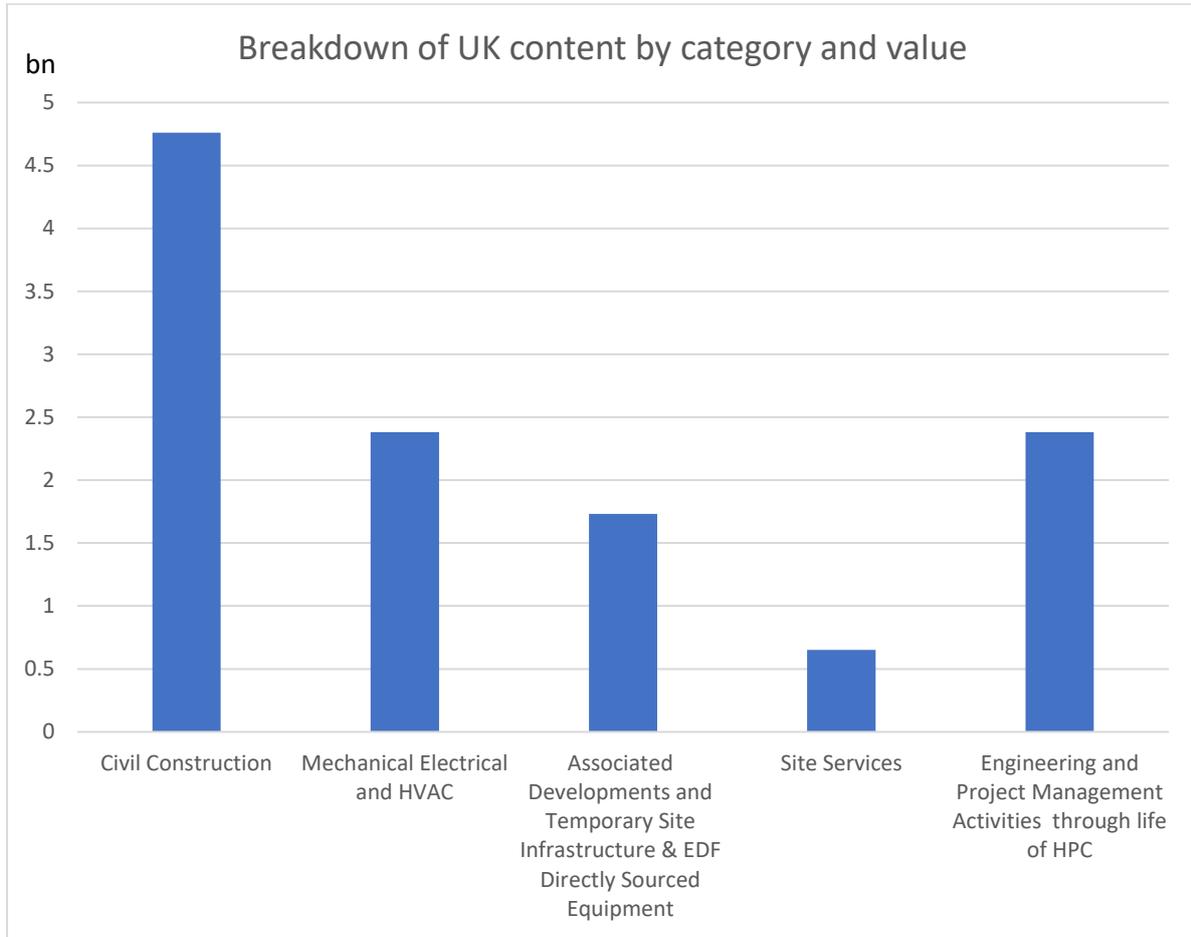
*\*based on estimated project cost of £18.9bn in March 2018.*



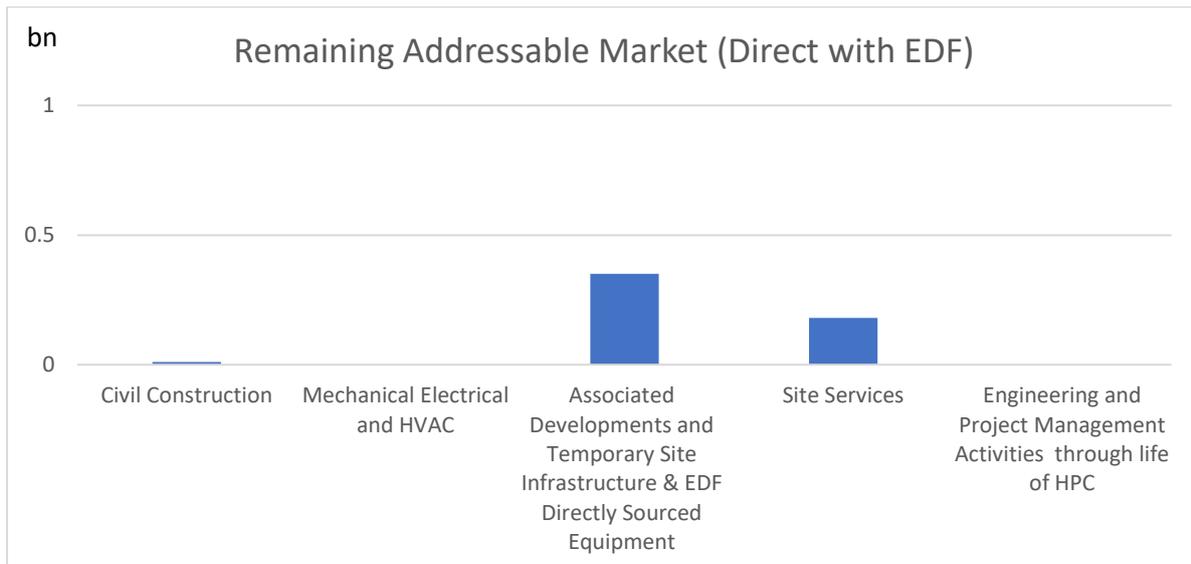
This provides the UK with approximately £12bn opportunity over the course of the project. The graph below shows the breakdown of where the UK content will come from.



The breakdown based on the 64% UK content therefore translates into addressable market opportunities as shown in the following graph. It indicates that the bulk of the value will sit in the Civil Construction phase.



Through combining the public contracting information and the socio-economic analysis it would provide an estimate of the remaining addressable market opportunity directly with EDF Energy. Please note this excludes further opportunities working with tier 1 or other contractors within the HPC supply chain.





The opportunity directly with EDF Energy is therefore becoming limited moving forward unless there is a significant change in the existing procurement plans. The focus must now switch into the tier 1 & 2 suppliers contracted into the Hinkley Point C project. This is the direction the programme and team will focus on for the remainder of the contract. To maximise the opportunity for UK companies the focus needs to remain on a wide range of categories across:

1. Civil Construction – except for the Earthworks elements
2. Mechanical Electrical and HVAC systems
3. Associated Developments
4. Engineering and Project Management Activities

There appears to be natural areas of strength developing within the regions that this programme is supporting:

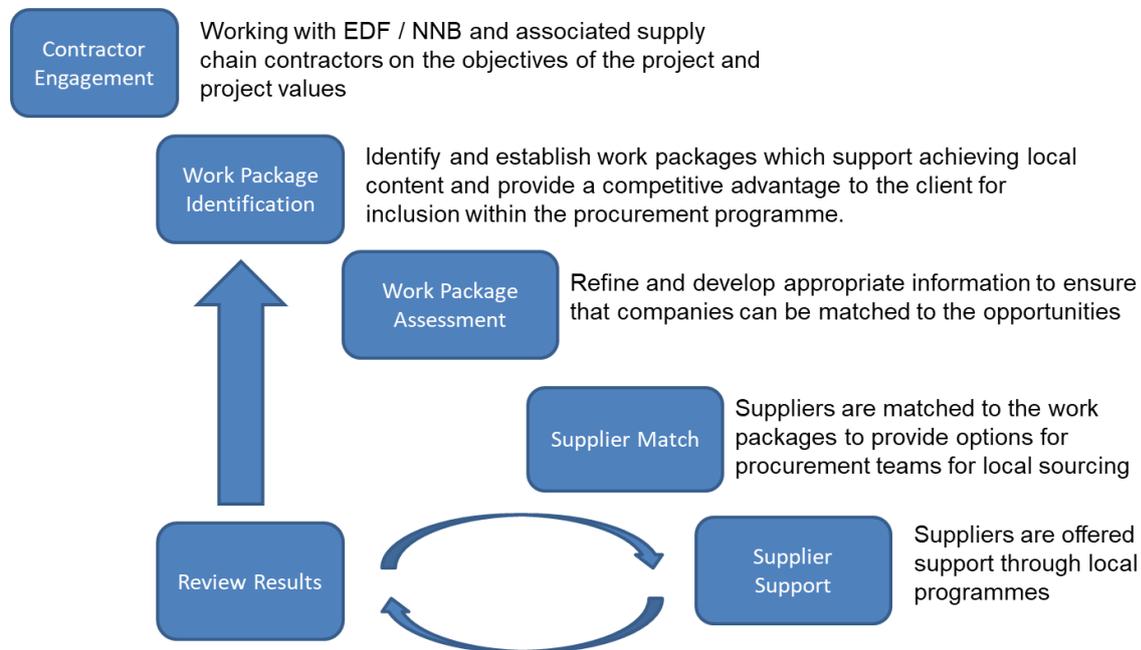
**Bristol Area** – Engineering and Project Management Activities based around the EDF Delivery Command Centre at Bridgewater House

**HoSW** – Electronics, instrumentation and control. Construction services, installation on site services

**South Wales** – Large scale fabrications and structures

It goes without saying that there are specific companies with specialist skills in a broader range of areas, but these are some of the initial strengths that are coming through based on the location and information.

**Operating model for the team:**



**Contractor Engagement**

We are working with over 30 tier 1 customers, as highlighted earlier the opportunities for local SME’s are moving further down the supply chain and the visibility of the opportunities is no longer through the EDF website. As the level of transparency on the opportunities reduce the SME’s have a greater level of difficulty in understanding the route to market. This is one of the key features we address through this



**Hinkley Supply Chain Programme**



programme, we will not know about every single opportunity in the project but the more contractors we can engage with the more connections we can make to the local supply chain.

Some of the companies we have worked with over the last 12 months:



**Work Packages which have been worked on for the last 12 months**

Contract Title	Work Package Name
HVAC for Classified Buildings	Ducting
HVAC for Classified Buildings	Dampers
HVAC for Classified Buildings	Pipe Supports
HVAC for Classified Buildings	Ductwork
HVAC for Classified Buildings	Duct Supports
HVAC for Classified Buildings	Air Handling Unit
HVAC for Classified Buildings	Cooling Coils
HVAC for Classified Buildings	Fans
HK5313 - IT & Comms	Radionuclide Testing
HK5313 - IT & Comms	Seismic Testing
Marine Works	WP2b - Indoor Segment Stands
Marine Works	Supplementary Stainless Steel
Marine Works	WP1 Fabrication of Tunnel Brackets and Walkways
Marine Works	WP9 - Temporary Office Accommodation
Marine Works	Metal Fabrication
Marine Works	Temporary Design Works (Minor Civils)
Marine Works	Fencing
Marine Works	Timber
Marine Works	Plywood Suppliers
Marine Works	Crane Works





Marine Works	Office Furniture
Marine Works	Welding Inspection Testing
Marine Works	WP3 - Pumps
Marine Works	Aggregate Bay Roof
Marine Works	M&E Warehouse
Marine Works	WP5 - Ventilation
Marine Works	WP6 - Machining
Marine Works	WP7 - Diesel
Marine Works	WP8 - Design Verification
Marine Works	WP9 - Shaft Liners
Marine Works	Hyperbaric Management Consultancy
Marine Works	Logistics
Marine Works	On site Fabs
Electrical Erection	Electrical cabinets, cubicles and boxes
Electrical Erection	Welded supports
Electrical Erection	Fixings (bolts into concrete)
Main Diesel Generators EDG, incl Fuel Tank	Pumps
Main Diesel Generators EDG, incl Fuel Tank	Fuel Tanks
Main Diesel Generators EDG, incl Fuel Tank	Compressors
Main Diesel Generators EDG, incl Fuel Tank	Heat Exchangers
Main Diesel Generators EDG, incl Fuel Tank	Bespoke Formwork
Main Diesel Generators EDG, incl Fuel Tank	Diesel Exhaust System
Main Diesel Generators EDG, incl Fuel Tank	Air starter skids
Main Diesel Generators EDG, incl Fuel Tank	Tanks skids
Main Civils	Concrete crack injection
Main Civils	Main Control Room - Steel Structure
Main Civils	zz No WorkPackage Allocated
Main Civils	Ad hoc joinery
Main Civils	Laundry
Main Civils	zz No WorkPackage Allocated
Main Civils	Active and passive anchorages
Main Civils	White Line marking for Pathways
Main Civils	Ad hoc metal fabrication
Main Civils	WP4710 - Shutter Doors
Main Civils	Modular Buildings
Main Civils	Portable Water & Pipework Installation
Main Civils	Pool Bunkers
Main Civils	WP7100 - Core Catcher (secondary steelwork and embedded door frames)
Main Civils	Secondary Steelwork
Main Civils	HR Monitoring System
Main Civils	Concrete Demolition
Main Civils	Embedded Plates
Main Civils	Security Doors



Main Civils	Sluice Gates
Main Civils	Steel Frame Storage Sheds
Main Civils	Steel Door Frames
Main Civils	Specialist Painting
BNI Mechanical Erection inc Aux. Pipes -	Article 22 Generic
BNI Mechanical Erection inc Aux. Pipes -	Supports - Pipe Supports
Main control Room	Electrical Installation
Furniture, Fixtures & Equipment Supply (FF&E)	Roofing
HQ TEU Process	HQ TEU Process - Vessels
HQ TEU Process	HQ TEU Process - Compressors
Comms/PR for Point Magazine	Comms Company to Produce Point Magazine
TEP Process And Equipment	TEP Process - Vessels
Campus Management	Hotel Campus
Neutron & Gamma Shielding Doors	Blast Door Installation
Neutron & Gamma Shielding Doors	Blast Door Painting
Facilities Management	HVAC Maintenance
CRF Motor Driven Pumps	Electrical Switchgear companies
Landscaping	Landscaping
	Common Building Support Services
Campus Management	Uniform Providers
Campus Management	Campus Security
Campus Management	Retailers
Campus Management	Hairdressers
Accreditation and certification Scope	Accreditation Interest
Training Services	Training Services
	Ductwork Installation on site
	Sheet metal work on site
Earthworks	Concrete
Earthworks	Box Culvert
Earthworks	Clamp Rail Systems
Earthworks	Electrician (on-site) Full time
Earthworks	Waste Water Storage
Heavy Lifting. Marineworks	Office Refit
Logistics	Freight
Logistics	Storage
zz - No Contract yet	Professional Services Support
HP - filtration (drum screen)	Filter Housing
HP - filtration (drum screen)	Stock Gates
Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Installation and Commissioning Package
Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Pipework
Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Pump package



Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Simple Heat Exchangers
Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Dry Air Receiver/Compressors
Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Air Fan Coolers
Ultimate Diesel Generators/Backup Support Diesel Generators (3MW)	Gloveboxes
CRF Pipes	4 x 4 Vehicle leasing
CRF Pipes	Scaffolding
Infrastructure Operations	Stonemasons
HPC Catering	SALSA Accreditation and HR
Bus Services	Recruitment
Furniture, Fixtures & Equipment Supply (FF&E)	Potential Future Scaffolding Opportunities
Warehouse Services	Cleaning Avonmouth Portakabin
Warehouse Services	Office Water Cooler Supplies

Over 2000 local firms have been matched and promoted against these opportunities. Without the promotion of local companies and awareness raising of the opportunities to the firms the level of local engagement and ultimately contracts could be significantly affected. Unless companies are already part of the existing supply chain for the customer they would have no visibility of the contract opportunities.

## SME Business Support Outputs – Year 1

### *Heart of South West / West of England*

	Deliverables	Actual
A1	Enterprises Receiving Intensive Support	55
A2	Enterprises receiving information, diagnostic and brokerage	241
A3	Job Creations in Supported Enterprises	88
A4	Enterprises supported achieving new standards	2
A5	Supported enterprises in the West of England registering on the HPC Supply Chain Portal for the 1st time	104
A6	Supported enterprises winning a nuclear related contract	9



Wales

	Deliverables	Actual
A1	Enterprises Receiving Intensive Support	1
A2	Enterprises receiving information, diagnostic and brokerage	7
A3	Job Creations in Supported Enterprises	0
A4	Enterprises supported achieving new standards	1
A5	Supported enterprises in the Welsh region registering on the HPC Supply Chain Portal for the 1st time	2
A6	Supported enterprises winning a nuclear related contract	1

The outputs from year 1 show that there has been a significant level of engagement initially in the programme with more than 241 IDB’s being conducted with over 210 companies. This is leading to job creation and contract wins significantly above the projected win rate. The upfront activity lays a strong foundation for the following years. **Regional Impact so far of the programme for SME Business Support**



The largest impact is being felt in the Heart of the South West LEP for the SME business support programme. This is unsurprising given the proximity of the companies to the project. Bristol has several very significant high value opportunities pending and is expected to grow over the coming years. Bristol also appears to be benefitting from office based inward investment around the Bridgewater House area.

The growth in Gloucestershire is linked to 2 companies who are part of a fabrication consortium with companies from West of England, Heart of South West and Wales, by including the companies from Gloucestershire additional opportunities have been opened for all companies based across the funded regions.

Wales has fewer completed projects at the time of writing due to the delayed start (October 2017) in this region compared to both Heart of the South West and West of England (March 2017). There are some strong developments coming through in this area with some specialist firms starting to engage and benefiting from the larger fabrication base and cost basis in the region. As the programme progresses it is expected that the Welsh region will grow towards parity with the other funded regions. Across the HPC project to date some 28 Welsh companies have supplied goods and services including substantial orders for Welsh Steel.



**Inward Investment Outputs – Year 1**

Metric	Description	Actual
<b>B1</b>	Interact with Nuclear Related Potential Investors	<b>1030</b>
<b>B2</b>	Develop Pipeline of Warm Leads	<b>57</b>
<b>B3</b>	Develop relationship with qualified leads	<b>33</b>
<b>B4</b>	Successful Landings	<b>14</b>
<b>B5</b>	Account Management	<b>35</b>
<b>B6</b>	Develop projects	<b>6</b>
<b>B7</b>	Engage Industry Ambassadors	<b>12</b>

The year 1 plan shows that we have promoted Nuclear South West to a wide range of international investors. Key events have been supported including the Civil Nuclear Showcase, 4<sup>th</sup> World Nuclear New Build Congress, NDA Decommissioning Summit as some of the major highlights as well as providing supporting information into events for local stakeholders and investment teams such as MPIM.

The high-level engagement metrics have been going extremely well but there appears to be a disconnect between the high-level engagement through events and the pipeline of warm leads. The pipeline of warm leads is linked predominantly to Hinkley Point C tier 1 contractors. The timescale for conversion of the activity from pipeline to landed is determined by the contract position, many of the new investments are linked to the project and until the contracts are finalised commitments on investment cannot be confirmed. There is a strong pipeline of office accommodation for the Bristol area, many of the investments for landed companies are establishing offices in the area largely for business development purposes around Bridgewater House.

12 industry ambassadors have been engaged helping to promote the strength of the wider Nuclear South West cluster. Industry ambassadors have been used to present the Nuclear South West cluster at a low-cost basis for major events and include high profile industry personnel from EDF Energy and other major nuclear industry companies. This also helps to attract further investment into the region through increased awareness of the scale of opportunities, existing infrastructure and skills base within the area.

## Event Overview

As part of the awareness raising and profile raising of the programme the team have supported over 50 events during the last year aimed at raising awareness and supporting companies. The full list of supported events is shown below, it includes international events such as the Anglo-French meeting at the French embassy. This has resulted in greater understanding of opportunities and requirements for firms across South West and South Wales.

Event Description	Region	Location	Date
ISO Accreditations	South West	Somerset Energy Innovation Centre,	26th March, 2018
ISO Certifications	South West	SEIC	26th March, 2018
National College for Nuclear Flow Rig Briefing	South West	-National College for Nuclear - Somerset	22nd March, 2018
Nuclear Skills Dinner	North West	-Manchester - Greater Manchester	15th March, 2018
Pre-Qualification: Best Practice	South West	TA6 4FJ-SEIC - Somerset	8th March, 2018
Raising the Bar	South West	-SEIC - Somerset	6th March, 2018
Civil Nuclear showcase	London	-London - Greater London	27th February, 2018
Cyber Security and HPC	South West	TA6 4FJ-Somerset Energy Innovation Centre, Woodlands Business Park, Bath Road, Bridgwater, Somerset - Somerset	26th February, 2018
NIA International Group Meeting	London	-Lloyds Building, London - London	26th February, 2018
Introduction to HPC	South West	-The Hive - Somerset	13th February, 2018
North West Innovation 2018: Unlock your Business Growth and Productivity	London	-STFC Daresbury Laboratory, Keckwick Lane, Daresbury - UK	8th February, 2018
Supply Chain Networking Event	London	-Hilton Hotel, Bankside, London - London	8th February, 2018
Exporter en Angleterre : mode d'emploi	International	-Campus EffiScience, 14460 COLOMBELLES FRANCE - International subregion	8th February, 2018
Nuclear Decommissioning & Waste Management Summit	London	-London - Greater London	7th February, 2018
Strategy for HPC	South West	TA6 4FJ-Somerset Energy Innovation Centre, Woodlands Business Park, Bath Road, Bridgwater, Somerset - Somerset	6th February, 2018
Women in Nuclear Conference	London	SW1P 3NZ-Church House Conference Centre, Dean's Yard, Westminster, London - Greater London	31st January, 2018
Briefing Event: Nuvia Sampling Systems	South West	TA6 4FJ-Somerset Energy Innovation Centre	30th January, 2018
UK Energy Breakfast Seminar at Rushlight Show - UK Energy - Analysis and Vision	London	-1 Kensington Gore, London - UK	25th January, 2018
Upscaling for HPC	South West	TA6 4FJ-Somerset Energy Innovation Centre,	23rd January, 2018
South West Skills Conference	South West	-Bridgwater - Somerset	18th January, 2018
Intro to HPC - HPC Starter Event	South West	-Canalside - Somerset	18th January, 2018
Site Operation Steering Group Meeting	South West	-Quantock Lakes - Somerset	20th December, 2017
Insider Breakfast 2017: Hinkley - The Power of Supply Chains	South West	Bridgwater and Albion RFC	8th December, 2017
NIA Annual Conference and Dinner	London	SE1 7PB-County Hall, London - Greater London	7th December, 2017



HVAC Workshop: Opportunities and Challenges for Equipment Qualification in Nuclear	South West	Somerset Energy Innovation Centre,	6th December, 2017
Metal Fabrication Collaborative Event - Smart Mfg	South West	-- Devon	1st December, 2017
Sedgemoor Business Conference 2017	South West	-TBC - Somerset	1st December, 2017
EIC Connect Power, Nuclear and Renewables Conference 2017	North West	L3 4FP-ACC Liverpool, Kings Dock, Liverpool Waterfront - Liverpool	29th November, 2017
PSG Systems Workshop WIMS (Worker Info Management System)	South West	TA6 4FJ-Somerset Energy Innovation Centre, Woodlands Business Park, Bristol Road, Bridgwater, Somerset - Somerset	28th November, 2017
EIC Connect Power, Power, Nuclear and Renewables Conference 2017	North West	L3 4FP-ACC Liverpool, Kings Dock, Liverpool Waterfront - Liverpool	28th November, 2017
Bristol Metal Collaboration Event - Ledwood	South West	SA72 4RR-Ledwood, Pembroke Dock - Somerset	21st November, 2017
Heart of the South West LEP Annual Conference	South West	TA1 1JT-Somerset County Cricket Club, St James Street, Taunton, Somerset - Somerset	10th November, 2017
Collaboration Meeting - Next Stage	South West	PL7 4JH-Aldermans, Bell Close, Newnham Industrial Estate, Plymouth, Devon - Devon	8th November, 2017
Metal Collaboration Event - Aldermans	South West	-Aldermans - Plymouth - Devon	8th November, 2017
NDA Supply Chain Event	North West	M41 7TB-Event City, Phoenix Way, Stretford, Manchester - Lancashire	2nd November, 2017
Collaboration Meeting - Next Stage	South West	TA6 4FJ-Unit 2H, Woodlands Court Business Park, Bristol Road, Bridgwater - Somerset	31st October, 2017
Metal Fabrication Collaboration Event - ARC Energy	South West	-ARC Energy, Gloucester - Gloucestershire	31st October, 2017
Les rendez-vous nucléaires Franco-Britanniques	International	-British Embassy , 35 rue du Faubourg St Honoré, 75008, Paris - Worldwide	23rd October, 2017
Great South West Growth Summit	South West	EX2 7NN-Sandy Park, Sandy Park Way, Exeter, Devon - Devon	20th October, 2017
Metal Fabrication Collaboration Event - Exeter	South West	-Sandy Park Exeter - Devon	5th October, 2017
Metal Fabrication Collaboration Event Bristol	South West	-Engine Shed - West	3rd October, 2017
Nuclear South West Conference	South West	BS1 5TA-Bristol Marriott Royal Hotel, College Green, Bristol - Somerset	21st September, 2017
NEC3 Workshop	South West	TA6 4FJ-Somerset Energy Innovation Centre, Woodlands Park, Bristol Road, Bridgwater - Somerset	20th September, 2017
PSG Bidding & Planning Workshop	South West	TA6 4FJ-Somerset Energy Innovation Centre, Woodlands Business Park, Bristol Road, Bridgwater - Somerset	12th September, 2017
Metal Fabs Sector Focused Workshop	South West	BS8 3RA-Leigh Court, Abbots Leigh, Bristol - West	10th July, 2017
Metal Fabs Sector Focused Workshop	South West	TA6 4FJ-Somerset Energy Innovation Centre, Woodlands Court Business Park, Bristol Road, Bridgwater, Somerset - Somerset	6th July, 2017
Metal Fabs Sector Focused Workshop	South West	EX2 7NN-Sandy Park, Sandy Park Way, Exeter, Devon - Devon	4th July, 2017
Nuclear Safety Culture Event	South West	TA6 4FJ-SEIC, Woodlands Business Park, Bridgwater - Somerset	3rd July, 2017
PSG NEC3 Event	South West	-- UK	28th June, 2017
HR and Recruitment Event	South West	-- Somerset	8th May, 2017
Costain Metal Fabricators Workshop	South West	TA6 4FJ-SEIC, Woodlands Business Park, Bridgwater - UK	22nd March, 2017

Moving forward with the additional investment made through the Welsh government further activities within Wales will be identified and supported through the course of 2018/19.



**Case Study 1 – South West Nuclear Fabrication Group**



Under normal circumstances most business owners and managers wouldn't open up their premises for one or more of their competitors to walk in and observe their processes but, for a group of South West companies operating and occasionally competing in similar sectors, it was an essential process in order to progress their business development opportunities within the fast-growing nuclear sector.

A group formed of companies across the regions working in partnership to deliver on the scale of opportunity that the Hinkley Point C project represents through combined capabilities was established based on aggregating requirements for the project for key fabricated components.



The companies had not met previously or worked together but in understanding the scale of the opportunity believed the breadth of capability and additional size would make them a viable option for larger contracts. By working in partnership, SWNFG is a £74m combined turnover organisation boasting:

- A workforce of 400
- Over 200 years' experience
- 80 coded welders
- Qualified European welding engineers and project management specialists
- Over 11 acres of production fabrication space
- Flexible lifting capability up to 200te.

Dave Cook, head of business development at one of SWNFG's member businesses, Gloucestershire-based Arc Energy, says: "What we have established is a group of experienced engineering companies sharing an inherent nuclear safety and quality culture and with the capacity and capability to deliver highly-complex quality fabricated projects, de-risking the awarding of large volume and highly compliant work packages for Tier 1 & 2 contractors at HPC."

He adds: "The Hinkley Supply Chain Programme has been instrumental in bringing us all together, and we now have a superb collaborative offering which is ready to bid for Tier 1 tenders."

Nik Brown continues: "What has been really rewarding is watching how all the member businesses of SWNFG have had the vision to see what can be achieved collaboratively and the commitment to make that happen."

“Not only do they meet regularly to identify the most effective way of working together, they have also taken the time to visit each other’s premises and understand how their collective capabilities and resources best serve the market.”

He adds: “What is all the more remarkable is the fact some of the group are competitors, yet they have put that to one side in order to present a united front when approaching the task of winning contracts at HPC.”

Whilst the consortium was originally created to look at work packages connected with Hinkley Point C, the group’s members are already planning how they can generate new business opportunities beyond the nuclear sector.

Dave Cook continues: “What we have is a rich proposition to take to the marketplace, where our combined experiences, knowledge and resources make us a formidable organisation across many sectors requiring the skills and capabilities we offer.”

A number of quick wins have been established through the group with opportunities being traded to build trust and prove that the companies are in this for the long haul, through creating opportunities which would not have been accessible individually companies can quickly see the value in the proposition and support the vision.

The new relationships formed provide a strong platform for future growth both in the short and medium term.



## Case Study 2 – Efinor (Inward Investment Support)

EFINOR group is a combination of 3 business units: Engineering – Manufacturing – and Support, all involved in metal working and design. This organization gives to the group a great opportunity to provide a global service. Our Know-how, turnkey, is due to the consistency of our teams inside EFINOR but also due to the proximity of our workshops and design offices all over France and UK.

Founded in 1988 by Fabrice LEPOTIER, chairman of the group, EFINOR has extended the scope of its work over the years, developing projects up and downstream of its main activity: metal working. Nowadays, EFINOR is composed of a holding, 15 subsidiaries and more than 600 employees. We offer our skills and expertise to clients to accompany them in their project's production phase as well as for inspection and maintenance of their facilities. From the design phase to the on-site support, we offer integrated, global and exportable project management.

Efinor are involved in the HPC project with several work packages including: Main Control Room, HXA Tanks as well as bidding for a number of additional contracts at tier 2 level. Prior to relocating into the region Efinor had been supported with initial overviews of the capabilities for potential suppliers in the area including workshop visits and meetings, some information on salary and pay scales within the area.

Efinor have a policy of working close to site and were keen to initially establish a base around Bridgewater House in Bristol. Efinor were supported to find premises and relocate through the team at Invest Bristol and Bath who supported them to find premises at the Omega building a floor below EDF.

Ongoing support continues to be provided to find additional opportunities for local business from the contracts that Efinor have won. The values that Efinor exhibit align with the HPC project values with a strong sense of humility and focus on collaboration with potential local suppliers.

Efinor have become a valuable member of the South West cluster, sharing best practice with companies, speaking at conferences and proactively looking to connect with the existing capable companies.

“The support from the Hinkley Supply Chain Programme has been incredibly valuable, and I would recommend to any company establishing in a new facility in the area. The Hinkley Supply Chain Team have in depth knowledge of suppliers and services within the area and can save anyone a lot of time in trying to find solutions for establishing a base within the South West. The single point of contact has helped Efinor connect with specialist services such as Invest Bristol and Bath who helped with identification of office accommodation as well as to potential supply companies across the region for both products and services. The support has helped Efinor to build relationships quickly gain exposure and build confidence in our plans for further growth within the UK market. The initial contracts with the Hinkley Point C project have seen the team grow from 3 to 15 in the space of 12 months with further growth based on expansion and additional services being established in the area.”

**Anthony Prodhomme – Managing Director Efinor UK Ltd**



### Case Study 3 – S C Innovation



SC Innovation, the design and engineering arm of Devon based SC Group, has completed structural tests on key water filtration components for Ovivo UK, which is supplying the cooling water intake screening system for Hinkley Point 'C'.

The tests, which were conducted in January at SC Innovation's Dunkeswell facility and witnessed by representatives from Ovivo UK, assessed the structural strength of the proposed mesh panels to be used for the Drum Screen. This is a key part of the cooling water intake screening system, which will be used to cool both the electricity

generating steam-cycle and the nuclear reactor services of the new nuclear power plant.

The 1m x 1.5m mesh panels will be fitted to four 27m diameter drums, which complete a full rotation every 35 minutes. Water enters from the side and flows through the panels radially from the inside to the outside, filtering through the mesh. The debris collected in the mesh is then cleaned using jets of water and a hopper.

The tests examined potential deformation by applying pressure cycles to the mesh to determine whether the mesh would withstand service at its maximum design pressure. Three different meshes were successfully tested at various pressure increments to a maximum of 3.5 times the mesh design pressure, without a single failure. Linear Variable Displacement Transducers (LVDT's) continuously captured displacement measurements at various positions on the mesh whilst also recording pressure and temperature measurements. The data captured was recorded and analysed using state of the art data acquisition software configured for this test by SC Innovation.

SC Innovation won the project from Ovivo UK based on the comprehensive engineering capabilities available across SC Group and its agility, original thinking and rigorous approach to planning, testing and reporting. Joe Wilcox, Head of SC Innovation, commented, *"This project fits within one of our core competencies; delivering engineering projects demanding high levels of compliance with strict regulatory and technical standards. We worked closely with Ovivo UK to complete the project successfully, matching our capabilities to their requirements along the way and positioning ourselves to pursue further opportunities in the nuclear sector in new build, existing generation and decommissioning"*.

Ovivo UK have been awarded the contract to supply the water inlet system for Hinkley Point C, which will be one of the largest filtration systems in the world when installed. As part of the Contract Ovivo are required to test the filtration mesh panel system to demonstrate that it can achieve the required performance parameters based on the various load conditions that the equipment will be expected to encounter during its working life.

Ovivo are currently working with the HPC Supply Chain Support Team at the Somerset Energy Innovation Centre in Bridgwater to identify and engage local fabrication companies and test houses. Having undertaken an extensive review of the local test houses Ovivo have engaged SC Innovation, who are based in Dunkeswell, Devon, to undertake the testing programme for the mesh panels.



Hinkley Supply Chain Programme



*“SC Innovation’s experience coupled with their high standards and professional approach has resulted in the successful testing of the filtration mesh panels, which in turn has allowed Ovivo to complete a significant design milestone”,* said Sid Jones, Supply Chain Manager, Ovivo UK.

SC Innovation is F4N (Fit for Nuclear) accredited and the project is its second for Hinkley Point C, following on from providing Engineering Design and Project Management Support to Blackhill Engineering, also part of SC Group, in delivering heavy steel structures for the temporary jetty at the Hinkley Point C site near Bridgwater.

SC Innovation’s engineering capabilities are in mechanical and electrical engineering, structural analysis, structural optimisation, fluid structural simulation and test and validation, including full system prototype build. The business has an established production capability carrying out low rate, high quality builds. Together with the in-house project management team these capabilities have combined to deliver projects for energy and marine customers, often in partnership with academic and industrial partners.

Hinkley Point C is the first nuclear power plant to be built in the UK for decades and is one of Europe’s biggest construction sites. The project will create 25,000 job opportunities and aims to create 1,000 apprenticeships during construction.

#### **How did the Hinkley Supply Chain Programme benefit S C Innovation?**

The initial connection to the customer Ovivo was brought through a customer review meeting where Ovivo identified a requirement for some testing requirements. S C Innovation were introduced along with a number of other suppliers as part of this opportunity. S C Innovation were selected based on the competitive positioning as well as capability for the opportunity presented.

### Case Study 4 – Bylor Open Day



One of the major barriers that SME companies highlight on a repeated basis is the visibility of the customer and how to contact them. To help overcome this and provide local firms with the opportunity to connect directly with the customer Bylor offered to support an open day.

The open day helped connect Bylor to over 150 companies across the region, companies had the opportunity to network with other companies who are in contract or looking to connect directly with Bylor.

Katie Weaver – Bylor Procurement Manager “Well organised event. Great variety of engaged suppliers attended. Suppliers that attended were applicable to packages coming up, plus those who could potentially be engaged on other areas of the project. Co-ordinated well and set out to create an informal and formal environment to engage with suppliers.”

Mike Simcox – Works Manager – Blackhill Engineering “Fantastic Location and helpful team offering any support and information required to become part of the Bylor Supply Chain”

Nick Koh – Business Development Manager- Lifting Gear UK “Very well organised event, a chance to meet key contacts on the project that we might not see without this type of event.”



The feedback from the event was overwhelmingly positive with a number of suppliers subsequently receiving request for quotations and requests for information. The event starts a process with a number of companies now being considered for pre-qualification and being supported through the team to help achieve new standards to cement this new customer connection. The true impact of this event will be identified once the impact records at the end of the support programme have been captured.

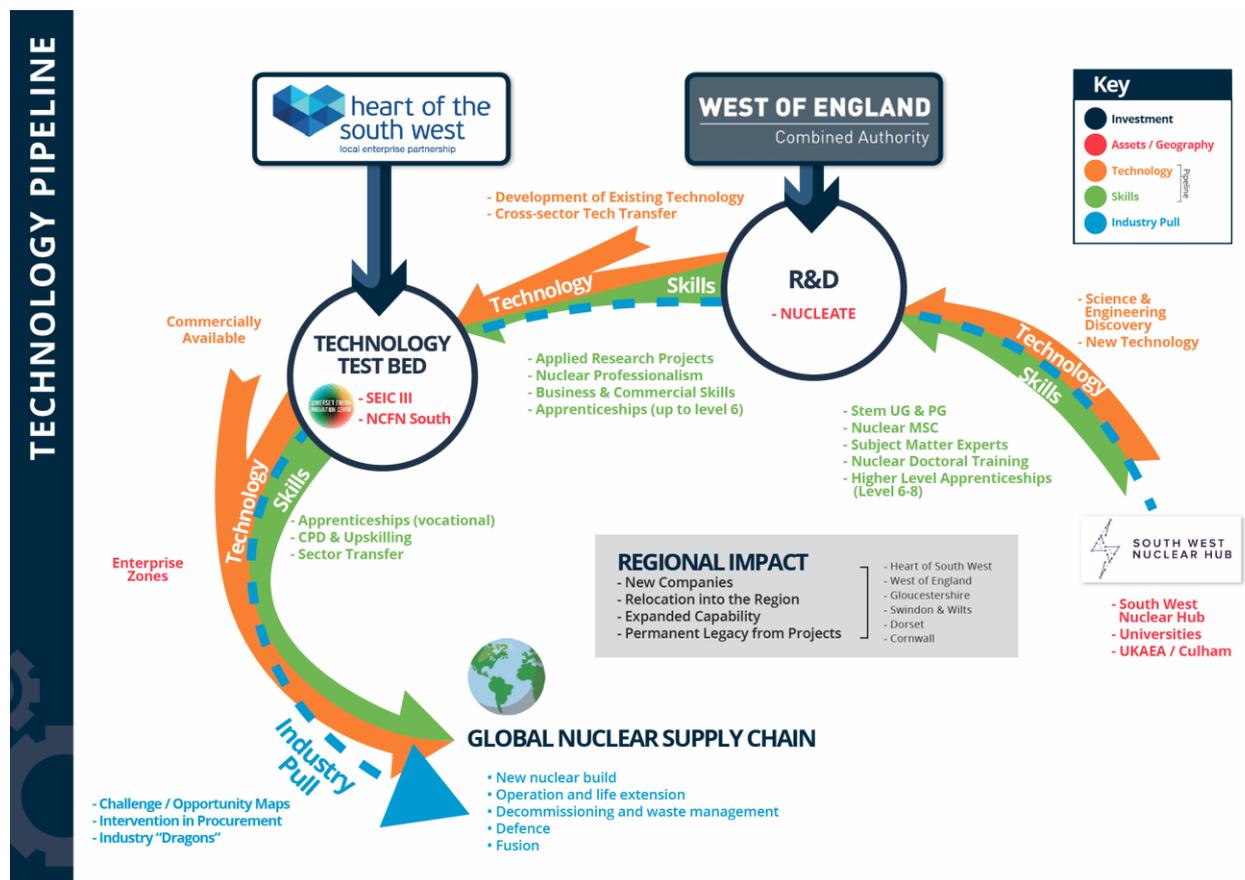


### Looking to the future

The Hinkley Supply Chain Programme has had a strong first year with several notable contract successes as well as establishing good foundations and customer connections which will strengthen the cluster.

The objective of the programme is to help deliver a legacy beyond Hinkley Point C using the project as a catalyst for companies to develop skills, technology and capability which will anchor growth in the area and can be used as a platform for growth into new markets and supporting export.

The vision is to create the first next generation nuclear cluster here in the South West of England, in order to do this greater co-ordination is required across the existing strategic investments made, more support to help companies investing to overcome barriers such as equipment qualification and strategic investment sites to support companies moving in to the area need to be available at the right time.



The Hinkley Supply Chain Programme provides key support to help companies overcome many of the barriers linked to visibility and standards but there is more support required to rebuild the legacy supply chain that was based in the area. The team are looking forward positively to the opportunities presented by the Nuclear Sector Deal, additional investments being made in the region through SEIC Phase 2, increasing availability of enterprise zones to build upon this strong start, attract new investment to the region and anchor skills and capability in the region for the future.