

SME Steering Group - Wales

Meeting 6: 11am 30 July 2014, Welsh Gov Offices, Llandudno Junction

MINUTES

Attendees

SMEs: Chair: Matt Tuck, Chair (MT) Matom Andrew Samuel (ASa) Mon Maintenance Sara Lodge (SL) Beehive Coaching Mark Sykes (MS) Beehive Coaching	Tier 2s: Peter McNaughton (PMc) Doosan Babcock Support Organisations: Mike Barcroft, (MB) Welsh Gov Wyn Roberts, (WR) Welsh Gov
SLCs: Peter Walkden (PWa) Magnox	NDA: Sam Dancy(SD) Pippa Kelly (PK) Ian Doyle (ID)
Apologies: Ian Williams (IW) Advent PM , Ron Gorham (RG)NDA, Peter Welch (PWe) NDA, Ian Mowatt (IM) Energy Island Programme, Chris Scott (CS) Costain	

1) Introductions

A brief introduction of everyone was made for the benefit of Ian Doyle who was representing Peter Welch and new SME, Beehive, and apologies from those named above.

2) Update from NDA – Ian Doyle

ID updated everyone on the transfer of the Magnox PBO from Energy Solutions to Cavendish Fluor Partnership, which is due to take place on 31st August. Cavendish are unable to give any detail on any plans until they are in place and have a more full understanding of the current situation but communications so far have proved promising based on Cavendish's understanding of being at the Tier 2 level.

Sam Dancy – NDA Supply Chain Event 2014 website has been launched and is open for registration of delegates and exhibitors – once again free to attend.

NDA Supply Chain Awards have also been launched and applicants should apply through the NDA website before the closing date of 8th September.

SD presented a draft SME spend map for Magnox suppliers. The data is based on extracts from Dun & Bradstreet, and should be seen as an indicative snap shot of SMEs working with the SLCs.

3) Update from Peter Walkden, Magnox

With the imminent handover to Cavendish (CFP), PWa will be leaving both Magnox and the Steering Group

. Discussions still ongoing who will be the Commercial Director of combined Magnox and RSRL The only Magnox sites with active elements are Wylfa and Oldbury. Wylfa will continue to operate with 2 turbines from Sept 2014. Spent fuel to be processed at Sellafield will be governed by the new Magnox Operating Plans.

For future SME growth, recommend that the SLC's focus on which areas of the supply chain can involve SME's more – focus on these areas and utilise SME's where agile and responsive companies are needed but always taking account of the risk of an SME company going under.

4) Presentation by Mark Sykes and Sara Lodge of Beehive Coaching and Leadership Development Ltd

Beehive are based in Conwy, they have worked with Magnox on Wylfa and are currently working on the Triple Bar training and mentoring schemes for apprentices in England.

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5) Update from Welsh Government – WR

The Welsh Nuclear capability study is drawing to a close and will be published soon. Statistics from the study are proving quite interesting with approx. 1000 companies surveyed. Details of the barriers to working within Nuclear were grouped into Awareness/Confidence/Scale/Accreditation and Training. Following the publication of the study an action plan will be drawn up to tackle areas requiring support.

A number of delegates from Wales visited Hitachi in Japan to promote a good understanding of the capabilities within Wales. Gwen Roberts was amongst the team from Welsh Government who met with the President of Hitachi in Tokyo and received assurances that the New Build is regarded as a key project. The group visited Oma plant in Aomori and witnessed the modular style of building that is planned to be used in Wylfa Newydd. Hitachi have an aspiration of using 60% local suppliers, emphasis being placed on Welsh companies first then UK and Europe.

Horizon will be carrying out Public Consultation exercises and already have 4 major frameworks in place. Welsh Government are speaking with the major contractors involved (Atkins, Amec, Jacobs and Cavendish) on how work will be flowed down the supply chain.

Welsh Minister for Energy would like to meet with Cavendish Fluor Partnership following the handover at the end of August.

Action : WR asked SD if Cavendish would be prepared to present at the next Welsh Meeting?

6) Outstanding Actions :

FAQ's – passed to SME SG – South. Should be complete by September for printing before the NDA Supply Chain Event in November. MT would like to thank the committee for their work on the project.

7) Presentation by Andrew Samuel – Mon Maintenance

Copy attached

Update on Fit 4 Nuclear

Mon Maintenance updated their Fit 4 Nuclear assessment and have since received an 86% compliant level. Included in the program was a visit from an accredited auditor. Mon Maintenance were invited to visit the NAMRC as part of the program and are now in the process of putting together an action plan in the areas that required further work. This was mainly Business Continuity.

Action : MT to give some guidance to AS on Business Continuity.

SD also commented that Fit 4 N is being modified to include a greater Decommissioning element and although it is aimed at manufacturing businesses, many elements are still relevant to service companies etc.

8) Doosan Update

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Currently quite concerned with the change of PBO there has been very little communication from the Magnox sites on outstanding contracts. Currently Doosan have contracts worth up to £100m/year of which Magnox are 20%. Until more information is forthcoming, Doosan are struggling to put together their next 5 year plan.

9) Sellafield

MT promoted discussions with the Chairs of the other Steering Groups re Sellafield, and its dominance for the Cumbrian/Northern and Scottish groups, whilst being less of a factor for the Welsh and Southern Groups. As most issues are being raised within these groups MT proposed that the Welsh group do not focus on Sellafield related concerns.

10) Next Meeting

To be confirmed, a doodle proposal will be sent for dates in November, post the NDA Supply Chain Event on 6th November and confirmation of SLC representation.

Presentation by Andrew Samuel, Managing Director, Mon Maintenance Services Ltd to SME Steering Group, 30th July 2014

Mon Maintenance Services Ltd an SME established in 2009 following the closure of Anglesey Aluminium's smelting operation.

There are four founders and Directors of Mon Maintenance Services, Stephen Evans, Wayne Allman, Andrew Williams and Andrew Samuel, all qualified tradesmen.

Based at Penrhos Business Park, Holyhead, a strategic location for Wylfa, Trawsfynydd and Wylfa Newydd. Occupying 2 adjoining workshops with a total working floor space of 290m² and offering a fully comprehensive quality driven bespoke maintenance and engineering service.

Currently serving the Nuclear, Marine, Utilities, Renewable, Facilities Management and Manufacturing Industries across North Wales and the U.K. we have experienced excellent growth over the past 5 years.

Mon Maintenance have had the following vision from the outset

- The name of the company to be synonymous with 100% client satisfaction.
- To sustain continued growth by providing a world class service to industry, to do this competitively without reducing Health, Safety or Quality.
- To sustain a good working environment, stability and continuity for our employees and clients.
- To create Jobs and give greater job security.
- To promote opportunity.
- To train our employees and introduce opportunities for apprenticeships.

The company currently has 28 full time employees, 1 further joining us in mid August and a further 7 new employees planned before the end of 2014 through new contracts and growth on existing contracts. In addition we have trained 2 apprentices, one Mechanical and one Electrical, both having successfully completed their apprenticeships in 2014, one having been the first NSAN apprentice in Wales and also winning an award at the Coleg Menai apprentice of the year awards. Both have since been employed by Mon Maintenance Services on a full time basis and are working in the Nuclear Sector.

We have taken on a further 2 new apprentices in 2014 one Mechanical one Electrical, both having completed their full time respective pathway courses in 2013/2014 and starting with us in September on a full time day release basis.

This year we have spent £25,000 on Training our employees and have spent £10,000 on average for each previous year, including our first year. A large amount of this was funded by the Welsh Government.

We have sustained growth through our relentless pursuit of contracts and through building on the excellent reputation we have gained with our existing customers.

We give excellent value for money and quality by making sure we do the job right first time with no defects.

We have also proudly amounted over 250,000 hours worked with no incidents.

A priority has been to establish good QHSE and training systems within our business as health, safety, quality and employee welfare ranks top of our agenda.

We are proud to say that our employee turnover is minimal, which we believe is due to our friendly open door approach to Management. Employees are empowered through continuous training, development and communication, which has led to a happy and safe working environment. We strongly believe that our internal workings are reflected in our client's satisfaction, with 100% customer satisfaction feedback.

MMS sit on the Wales regional NDA SME steering group and the NSAN Wales regional steering group to which we have the opportunity to contribute our experiences and feed back into the Nuclear Supply chain.

We have won numerous awards having won the coveted NDA supply chain award in the category of supplier going the extra mile.

We were finalists in the NML awards in the category of change management, Winners in the Daily Post business accelerators awards and Winners of the Daily Post Achievement Wales Business Of the Year Awards in the category of Judges choice.

Our Achievements have not gone unnoticed in the political world. We have been visited by local and National politicians on many occasions, with Peter Hain, Albert Owen, Jane Hutt and Carwyn Jones visiting on numerous occasions. We were also invited and attended this year's St David's Day business reception at Foreign and Commonwealth Office by David Jones Secretary of State for Wales.

In conclusion

Mon Maintenance Services has evolved and changed to meet customer and market requirement over the last 5 years.

This is a sound basis for what we still have to achieve and plan for the future.

Our new 5 Year Plan is to break into N.Wales and move into the rest of the U.K and abroad, with the aim of opening offices and workshops at strategic locations across the UK and employing from the local workforce mirroring our success on a national basis. We intend to offer promotion opportunities within the company in order to strengthen and improve our Management Structure.

We are moving into new sectors and offering new services and are in the tendering process for some of these at the moment.

We are constantly seeking new opportunities and are always open for discussion on how we can tailor our services to meet existing and new customers' needs.



NDA Estate SME Steering Group Presentation

Beehive Coaching and Leadership Development Ltd

**Sara Lodge
&
Mark Sykes**



NDA Estate SME Steering Group

Beehive:

- ⑥ Who we are
- ⑥ Where we are
- ⑥ What we do



WALES CENTRE FOR BEHAVIOUR CHANGE
CANOLFAN NEWID YMDDYGIAD CYMRU



EMCC
European Mentoring &
Coaching Council



NDA Estate SME Steering Group



“You do soft skills then?”

“I’m an engineer - we don’t do soft skills”



NDA Estate SME Steering Group

“Mistakes are often linked to morale. People don’t usually make silly careless mistakes when they’re motivated and work in a positive environment. The lack of it, I think, may be related to the recent problems”



Shunichi Tanaka
Head of Japanese Nuclear Regulation Authority



NDA Estate SME Steering Group

“I felt uncomfortable doing what had been asked - we have a process and I did not feel empowered to challenge”



NDA Estate SME Steering Group

6 What we do... A current project

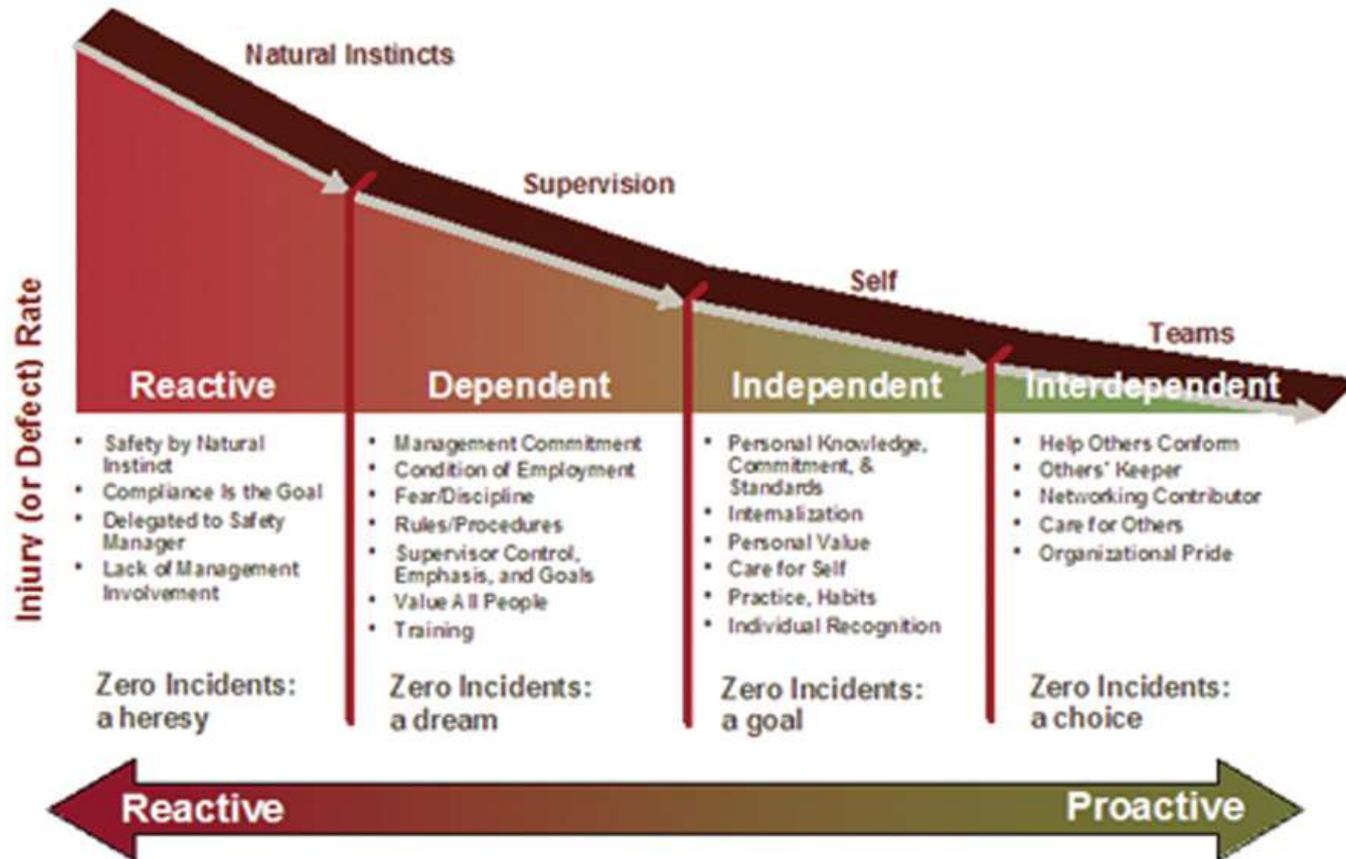
Client requirements

“A shift in supervisors and managers from dependent to interdependent behaviours as measured on the Bradley Curve”



NDA Estate SME Steering Group

The Bradley Curve



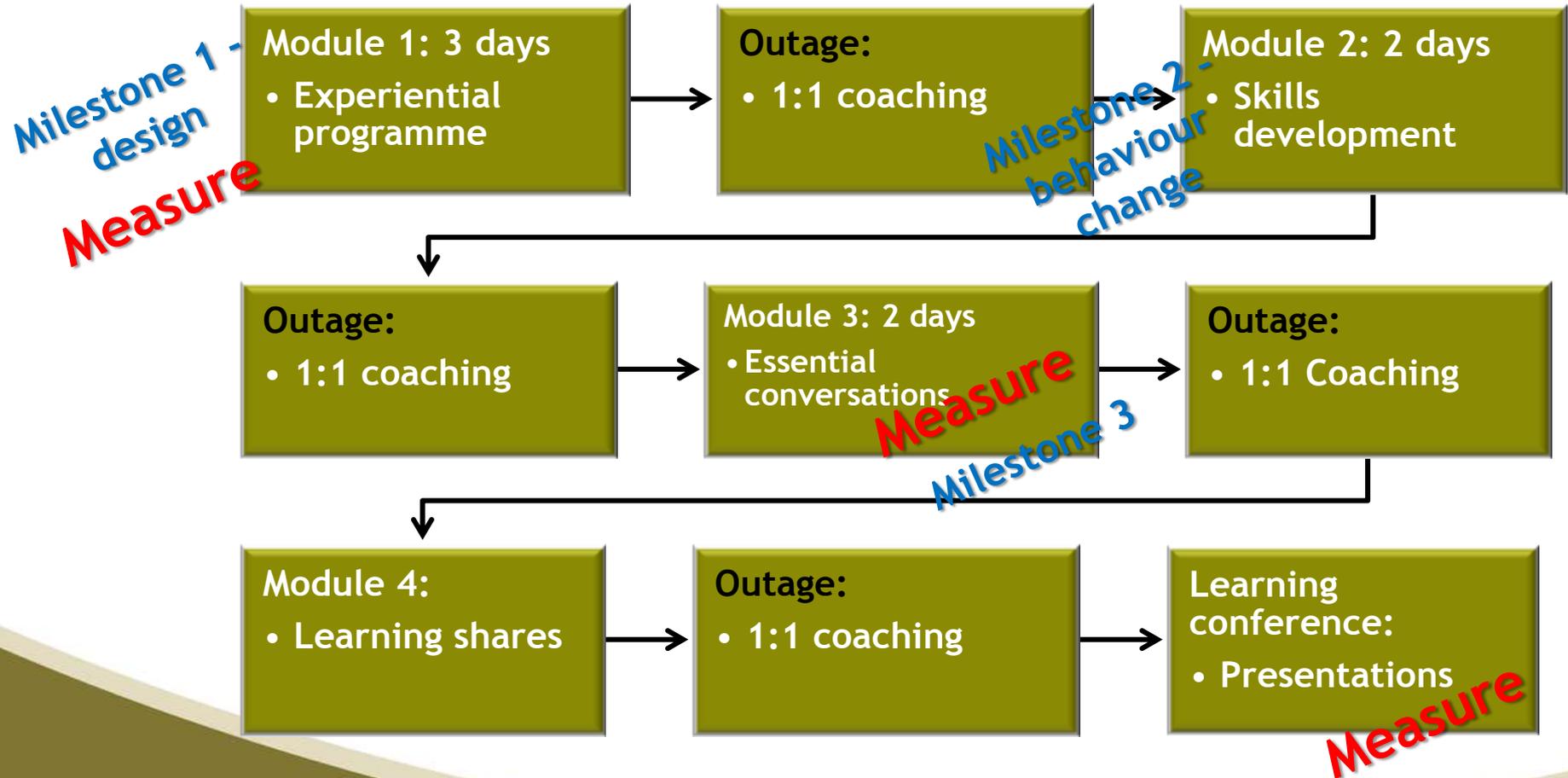
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Moving from Dependence/Independence to INTER-dependence

- ⑥ Dependence/Independence
= Reliability v disappointment
- ⑥ Inter-dependence
= Trust v betrayal



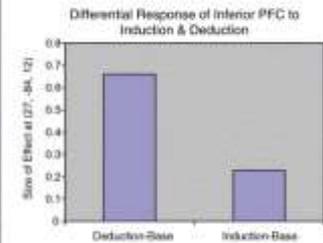
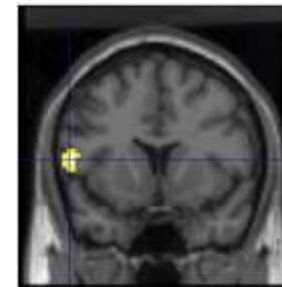
Outcome 1: Supervisor/Manager Development Programme Outline



WCBC - Why this approach

- ⑥ Attempting an intervention with an 'active' workforce problematic
- ⑥ Research indicates two 'streams' of processing: 'hot' and 'cold'
- ⑥ **Hot** (inductive): irrational; impulsive; emotional
- ⑥ **Cold** (deductive): rational; logical
- ⑥ Coach 'cold' processing during outage to facilitate it

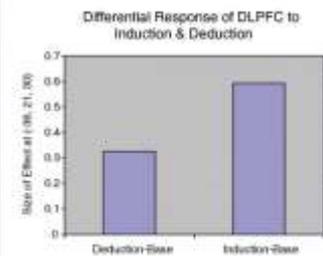
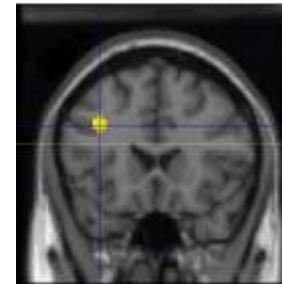
Activations Unique to Deductive & Inductive Reasoning
Deductive Reasoning
[(Deduction - Base) - (Induction - Base)]



(a)

(b)

Inductive Reasoning
[(Induction - Base) - (Deduction - Base)]



(c)

(d)



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Why experiential?

- ⑥ Using an Operating Experience Feedback approach
- ⑥ Qualitative difference to how people feel
- ⑥ Safety critical environment
- ⑥ Experts from other safety critical environments



Outcome 2: WCBC - what is the metric measuring?

- A combination of qualitative and quantitative measures
- Quantitative: design of bespoke questionnaire to measure 'position' on the Bradley curve
- Qualitative: learning outcomes from modules; achievement of coaching goals; change in relationships in the workplace etc



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Outcome 3: Senior Management Programme

**“You must be the change
you want to see in the
world”**

Ghandi





Approved
Centre



NDA Estate SME Steering Group Presentation

Beehive Coaching and Leadership Development Ltd



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