



Fit For Nuclear Q&A: KGD Industrial services

Andrew Price-Greenow, project manager at KGD, explains how F4N helped drive the company's development.

Could you introduce your company?

KGD is a long-established Herefordshire-based engineering firm which carries out package manufacturing with in-house design, build, inspection, painting and testing facilities. All construction is completed within our UK facility. We employ 100 people, and work for UK industrial customers and international engineering and oil multinationals.

Our projects range from small works and repairs, through to multi-million turnkey system builds. We have extensive experience with oil and petrochemical packages with design lives of 40 years plus.

Why did you enter the F4N programme?

We had an in-house marketing meeting and brainstorming exercise driven by the downturn in oil price and the likelihood that investment by the oil majors would follow this decline. As a member of the Institute of Mechanical Engineers, I had noticed an article on their website about the F4N programme. Due to the renewed interest in nuclear as an important part of the UK's energy make-up, we felt F4N offered a real advantageous stepping stone to re-enter this market.

KGD has carried out limited work in the nuclear sector in the past, but this seemed an ideal opportunity to position

ourselves as a high-quality safe one-stop shop for tier two equipment packaging needs.

What areas did the assessment identify for development?

The online and subsequent on-site audit produced some interesting results that could easily be visualised. We were aware of some shortcomings, but it helped demonstrate that they were greater than we had thought compared to areas of strength. This helped us concentrate our efforts where the greatest improvements were needed.

How did you close the gaps in these areas?

We embarked on an ambitious development action plan which sought to formalise the extensive procedures and records that we had. We were fortunate to benefit from some financial support to enhance management and foremen with health and safety skills together with strategy and leadership training, and HSE accreditations. The whole team were very receptive to the new ideas and supportive of the revised company strategy.

The biggest change was a new company-wide project review and KPI data collection system to monitor and control cost versus quality to improve efficiencies, from which we have seen some early benefits.



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What benefits have you seen from F4N?

We set a target of two years to gain F4N approval, and wanted to gain ISO 14001 and 18001 accreditation as part of this. We then saw completion of ISO 3834 as a priority, together with upgrading and formalising our general management, operations and training objectives. A strategic review and renewed focus on recording and review of jobs had led to a more effective method of accurately collecting data so we can establish KPIs to enable continual monitoring and assessment of business activities.

There have been some early benefits here with investment in new welding equipment, but also a few surprises leading to changes in working practices. We are exploring several leads and approaching new companies armed with the renewed confidence that we have gained from the F4N programme.

Where do you see opportunities in nuclear?

We offer individual services but we are also a one-stop shop where design, procurement, manufacturing, NDT, blasting, painting, instrumentation, electrical and testing are under one roof. We feel this offers real benefits to customers in terms of cost savings and confidence in quality and consistency of the final product. We have registered on supplier portals for the various nuclear consortiums, and started to approach tier two contractors which are earmarked for work on these new power stations.

How do you see your business in the nuclear sector in five years' time?

We are embarking on an ambitious expansion plan with a new segregated manufacturing plant including a purpose-built shotblasting and painting facility, which we feel will appeal to nuclear contractors and offer confidence that we are able to meet exacting industry standards. A new material and general stores building and dedicated R&D building will give us the ability to offer essential materials control and work with nuclear partners on sensitive projects.

www.kgd.co.uk

June 2017

Fit For Nuclear (F4N) helps UK manufacturers get ready to bid for work in the civil nuclear supply chain.



F4N is exclusively delivered by the Nuclear AMRC, and has been extensively developed and expanded to meet industry demand. The service lets UK manufacturers measure their operations against the standards required to supply the nuclear industry, and take the necessary steps to close any gaps.

Begin your F4N journey: namrc.co.uk/services/f4n



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