

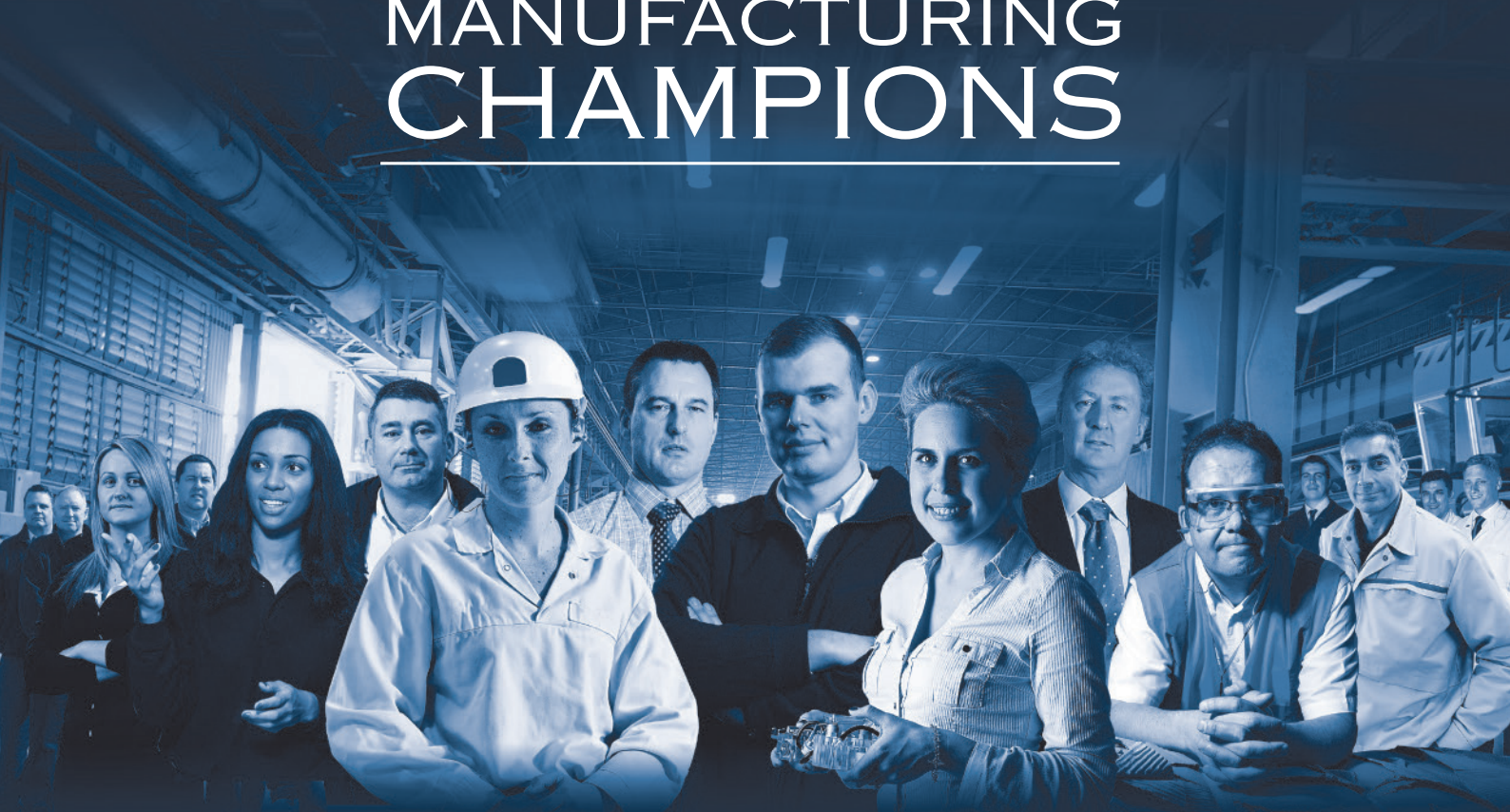
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# WORKS MANAGEMENT MANUFACTURING CHAMPIONS



★ THE MIDLAND HOTEL ★ MANCHESTER ★ 4 DECEMBER 2014 ★

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## WHY WE'RE PROUD TO BACK MANUFACTURING CHAMPIONS

*Julie Madigan, chief executive, The Manufacturing Institute*



“ Everyone at The Manufacturing Institute is very proud to support the Manufacturing Champions Awards.

Rewarding outstanding performance, innovation, teamwork, leadership and adding value for customers fits perfectly with The Manufacturing Institute's mission to inspire, educate and improve.

Every day we hear about the people who make a difference in manufacturing from the shopfloor to the boardroom. People who go that extra mile are willing to share their experience, prepared to take a risk and lead teams to innovation and excellence.

Their companies know how good they are. We know how good they are. And these awards help us celebrate their success on a national scale. With 20 years of manufacturing know-how under our belts, we know what good looks like.

Set up in 1994, the Manchester-based Manufacturing Institute has educated over 50,000 manufacturers in best practice, worked in over 9,000 manufacturing companies across the world and achieved over £1.1 billion of quality, cost and delivery impact. We have also supported the introduction of a new global standard for enterprise excellence into Europe – the Shingo Prize – and helped manufacturers pursue and achieve this standard.

As well as celebrating the great people working in manufacturing, we also want to promote manufacturing as an exciting career opportunity, not just for those setting out in the world of work, but also for those looking for a change of career.

As manufacturing evolves, finding, keeping and celebrating talent will be key to future success.

Our winners demonstrate the commitment to go the extra mile to boost production quality or add value to customers that is a hallmark of UK manufacturing excellence. They are a credit to themselves, their companies and the country. Congratulations to them all.

”

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## WE ARE THE CHAMPIONS

**Max Gosney**, *Group Editor, Works Management*



“ True champions, it’s said, excel during adversity. Which is why we named this all new awards scheme Manufacturing Champions in your honour.

Recent history has seen the good folk of UK manufacturing on the ropes more often than Muhammad Ali in the Rumble in the Jungle. Pummelled by privatisation and a power shift to the City under Mrs Thatcher. Then kept waiting in the porch at Number 10 while Blair and co quaffed bucks fizz with Britpop bands in the lounge.

No matter. When the sector was written off and staring at defeat, we dusted ourselves off and rose to our feet. You and your teams embraced lean techniques and an avant-garde approach to empowering employees. All for one and one for all in the pursuit of outstanding performance, innovation and adding value. Now British production lines swing again: made in the UK is globally sought after and the Cabinet’s limo comes to the factory car park once more.

But the people who make it all happen still remain largely anonymous. Manufacturing Champions sets the record straight by shining a light on the exceptional employees whose pride and professionalism helps British sites take on the world.

Leaf through this brochure and you will find inspiring tales of employees whose flash of genius has helped businesses save hundreds of thousands of pounds in lineside efficiency gains. There are pioneers of community projects that show a new generation you can carve a rewarding career out of making things.

It’s fantastic to finally see our Manufacturing Champions enjoy their long overdue day in the sun. And, judging by the quality of our entrants, British manufacturing is set to bask in a long, fine spell for some time to come.

”



## EMPLOYEE-LED INNOVATION AWARD

### WINNER: TONY McMULLEN

SENIOR MANUFACTURING ENGINEER  
BAE SYSTEMS, SAMLESBURY



The hot shots taking to the skies in the F35 fighter jet would do well to match the nimble manoeuvring pulled off by Tony McMullen in the production of their aircraft.

The senior manufacturing engineer used guile and craft to develop a novel technique for extending the lifespan of cutting tools used during F35 assembly. The project will deliver a mighty £105 million saving across 3,000 aircraft built.

Cutting tools used in machining the major titanium details for the F35 cost over £83,000 per set. Traditional cutter regrinding methods reduced the cutter diameter too much and rendered the tools ineffective in achieving the extremely tight component tolerances required by the aircraft. So Tony set to work with a local regrinding company to find a solution. He created a flute grinding technique that allows a cutter to stay sharp enough to deliver a quality component six times.

The technique reduces tool costs per aircraft set by £35,000. Tony's work also means BAE Systems won't have to implement a Mitigate Cutter Diameter Compensation programme to prolong the life of tools, which would have taken 23,000 engineering hours to implement at a cost of £2.5m. And, finally, Tony's invention brings environmental benefits. It will reduce the Samlesbury site's consumption of solid tungsten carbide, a compound used in F35 cutting tools, which is mined in China in an environmentally damaging process.

#### JUDGES' COMMENTS:

*"Tony is a true innovator. He took a pragmatic approach to a crux production issue by working with a third party sub contractor to find a solution. It's paid off with the new tool grinding technique generating massive savings."*

#### FINALISTS:

##### **Malcolm Carr**

Manufacturing engineer  
BorgWarner Turbo  
Systems, Bradford

##### **Simon Gregory**

Systems analyst  
Sony UK Technology  
Centre, Pencoed

##### **Steven O'Connor**

Logistics manager  
Jaguar Land Rover,  
Halewood

##### **Dennis Merritt**

Quality manager  
Entek International,  
Killingworth

##### **Chris Trump**

Stampings launch  
engineer  
Jaguar Land Rover,  
Halewood



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## RISING STAR AWARD

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### WINNER: **RICHARD CHAMBERS**

GRADUATE ENGINEER – BODY CONSTRUCTION  
JAGUAR LAND ROVER, HALEWOOD



Shift safety champion, stand-in manager of 38 maintenance personal and spearheading kaizen projects that save £160,000 – Richard Chambers has got his manufacturing career off to a flying start.

The 24-year-old works as a body construction maintenance engineer at JLR's Halewood site. Richard has thrived as a problem solver and innovator. Under his own initiative, Richard identified a piece of stud welding equipment in a manufacturing cell that was no longer supported by its supplier. He compiled a project proposal to switch to a new piece of kit and achieved a 47% increase in operational efficiency. Not content with that, Richard also negotiated free training with the new supplier, saving further costs and reducing mean time to repair on all stud welding equipment across body construction.

Entrepreneurial and constantly embracing extra responsibility, Richard regularly steps into the supervisor role on his project shift and steers the 38-strong maintenance team to meet the set build schedule. He is also training co-ordinator for the body shop maintenance team and has even tackled the wider industry skills crisis, appearing on CBBC's *Dick and Dom in da Bungalow* show to promote careers in manufacturing.

#### JUDGES' COMMENTS:

*"Richard has a thirst for responsibility and displays natural leadership flair. He also shows tremendous business awareness with a project that saved £160,000 and is even leading outreach work to address industry skills shortages. A true rising star of manufacturing."*

#### FINALISTS:

##### **Stuart Burrill**

Process & dimensional engineer  
Vauxhall Motors,  
Ellesmere Port

##### **Stephen Dunn**

Mechanical products engineer  
Regal Manufacturing,  
Gainsborough

##### **Scott Gullick**

Engineer apprentice  
Power Panels Electrical  
Systems, Walsall

##### **Rhys Jones**

Mechanical apprentice  
Vale Clydech Europe,  
Swansea

##### **Andrew Prescott**

Press tool planning engineer  
Bentley Motors, Crewe

##### **Dan Thatcher**

Mechanical engineer  
Jaguar Land Rover,  
Halewood





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to all shortlisted**

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## SAFE WORKPLACE CHAMPION AWARD

SPONSOR: **ARCO**

### WINNER: **PETER MIRCETIC**

LEAD SUPERINTENDANT – BODY CONSTRUCTION  
JAGUAR LAND ROVER, HALEWOOD



Peter goes to the top of the class for his Safety Behaviour Skills School, which teaches serious safety lessons in a fun and engaging way.

Peter came up with the lineside school as a way of shifting employee mindsets from seeing health and safety as a compliance-based activity to a core cultural value.

The syllabus includes challenging employees to spot for activities they carry out in unconscious competence, otherwise known as autopilot, and the dangers of doing so. Workers also assess their attitude and behaviour towards safety and perception of risks.

Attendees are empowered to work through the safety learnings rather than being instructed on do's and don'ts. Training is carried out in groups of six with two to three half hour sessions per employee per year.

When the bell sounds, employees sign a car hood in recognition of their commitment to safety and are tasked with raising at least two potential misses based on what they've learned.

Four Safety Behaviour Skills Schools are now running in key production areas with over 2,000 employees passing through their doors.

### FINALISTS:

#### **Paul Crabtree**

Quality engineer  
Milliken European Airbag  
Products, Bury

#### **Janette Ede**

Senior EHS specialist  
Grundfos Manufacturing,  
Sunderland

#### **Ian Prescott**

Health and safety  
manager  
Sony UK Technology  
Centre, Pencoed

#### **Martin Robinson**

CEO  
IRISS, Chelmsford

### JUDGES' COMMENTS:

*"Peter stood out with the inventive way he's engaged people in a subject that can be seen as dry and distant. The concept of asking individuals to sign a car hood is a brilliant way of securing personal buy-in to the health and safety cause."*

### HIGHLY COMMENDED:

**Samantha Day**, health and safety manager, Elanders, Newcastle

Samantha has gone the extra mile to make health and safety a priority. She has a track record of launching innovative measures that put safety at the forefront of every employee's thoughts. From a 'See it, Sort it, Report it' risk spotting system to an 'Elanders Biggest Loser' competition based on the hit US TV show to promote healthier diets, Samantha has set up a number of great initiatives.

### JUDGES' COMMENTS:

*"Samantha really thought outside the box with her ideas to engage the workforce and it's refreshing to see someone go beyond just health and safety to focus on the well-being message."*



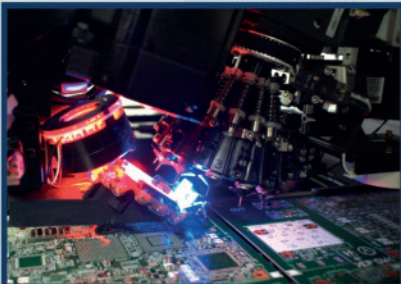
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## UNSUNG HERO AWARD

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### WINNER: **ALAN RIDLEY**

FOOD SAFETY SPECIALIST

PEPSICO, PETERLEE



Move over Superman, there 's a new hero in town who fights for quality, safety, standardisation and the British manufacturing way.

Meet Alan Ridley the man whose passion and dedication for doing an outstanding job knows no bounds. By day Alan ensures food products produced at Peterlee meet stringent safety standards, but by night he can be seen around the site on a never-ending quest to add value.

Alan has been in at 3am to coach colleagues on a night shift on driving up quality. Under his own initiative, Alan has also engaged with third party hygiene contractors to ensure they meet his high standards. One such contractor has now gone almost 2,000 days without a lost time injury thanks to Alan's coaching.

It's no wonder visitors to Peterlee are often found heading for the exit muttering the words "I wish we had an Alan Ridley". Not that Alan is one to revel in the glory. Praise is often reflected onto his co-workers and, like any good hero, Alan is often found uttering the words: "Don't thank me, I was just doing my job."

#### JUDGES' COMMENTS:

*"Not only does Alan go above and beyond in the day job, but he also goes the extra mile as a manager. Colleagues speak very warmly about him and his passion to do a great job sets him apart as a role model, not just for his site, but for other in the PepsiCo group."*

### HIGHLY COMMENDED:

**Neville Wild**, surgical instrument maker, Uniplex UK, Sheffield

Octogenarian Neville Wild proves the footballing adage that the first two yards are in the head. The 80-year-old shows a lightning thought process for overcoming production challenges in the manufacture of surgical instruments and is the go-to guy for problem solving, maintenance queries and electrical work."

#### JUDGES' COMMENTS:

*"Neville is a phenomenal advert for anyone seeking a career in manufacturing. Someone who's been in the industry for many years and still loving what he does at over 80 years of age – fantastic."*

#### FINALISTS:

**Andrew Hazleton**

Quality engineer  
Anglian Home  
Improvements, Norwich

**Ian Nicholson**

Engineering group  
manager  
Jeld-Wen, Penrith

**Stuart Taylor**

Toolmaker  
MGB Plastics, Rotherham

**Richard Wallam**

Chief technical quality  
engineer  
MNB Precision, Coventry

**Chris Woodall**

Quality assurance  
manager  
Fujifilm, Broadstairs

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## COMMUNITY CHAMPION AWARD

### WINNER: PAUL SWEENEY

OPERATIONS STRATEGY CO-ORDINATOR  
BAE SYSTEMS NAVAL SHIPS, GLASGOW



In 2040, when a new super-ship built on the banks of the Clyde sets sail, it will be in no small part thanks to the efforts of Paul Sweeney. The operations strategy co-ordinator and son of a Glasgow ship builder has put his heart and soul into a community regeneration project that will inspire future talent and encourage people into the shipyards.

The Fairfield Heritage Centre will celebrate Glasgow's rich ship building heritage and promote its bright future in the hands of operators like BAE Systems Naval Ships. The centre will link up with local schools to inspire the next generation of talent to seek a career on the Clyde. It will also help regenerate and improve the profile of Govan, one of Glasgow's most deprived areas, where unemployment is double the national average.

Paul committed a huge amount of personal time to drive BAE's involvement in the project. He drew up proposals, engaged community groups and project managed the restoration of the Fairfield building, which will host the centre. Almost 1,500 members of the public, including school pupils, attended a special preview of the centre during the annual Glasgow Doors Open Day. If only a handful of those young visitors go onto a career in shipbuilding then Paul will have built an incredible legacy.

#### JUDGES' COMMENTS:

*"Paul has demonstrated real passion for promoting careers in ship building. This innovative community project will inspire a future generation into the shipyards of the Clyde and bring new hope into to a deprived area of Glasgow."*

#### FINALISTS:

##### **Ken Jones**

Production systems manager  
Jaguar Land Rover, Halewood

##### **Catrina Lakin**

MKT2 and training co-ordinator  
Saint-Gobain Glass UK, Eggborough

##### **Phil Millward**

HR director  
Vauxhall, Luton

##### **Caroline Mounter**

Education training centre manager  
Coca-Cola, Sidcup

##### **Nissan Skills Academy Team**

Nissan Motors  
Sunderland

##### **Steve Waine**

Technical support manager  
Siemens Traffic Solutions, Poole





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## MANUFACTURING TEAM AWARD

### WINNER: SCOTT HENNIKER AND ERIC HITCH

DIGITAL TEAM LEADERS

FUJIFILM, BROADSTAIRS



Scott and Eric could have been forgiven for needing a lie down after the briefing for their new Digital Team.

The duo took responsibility for a new £3 million digital ink manufacturing facility at Fujifilm, Broadstairs and key objectives included: negotiating a change in employee working hours, driving up health and safety standards, boosting output, managing additional packaging complexity, skilling up workers, generating improvement ideas. Oh, and all of the above while

ensuring product right first time levels remain at 98% or better.

Scott and Eric have risen to the many challenges with bells on. A training plan was developed that identified and countered gaps in operator skill sets. Over 12 months, 5,823 training hours were carried out. The duo gathered momentum by empowering operators – as the experts in their own backyard – to lead change. The resulting buy-in fuelled 400 successful improvement ideas.

Employees' eureka moments include combining the preparation of evacuating air from a pouch with RFID tagging, which saves six weeks prep time a year. Another was to supply inks pouches as one rather than two litre samples for quality control checks, saving £12,000 per year.

A popular duo who combine vision and organisational skills with the ability to inspire the shopfloor, Scott and Eric are the essence of outstanding teamwork.

#### JUDGES' COMMENTS:

*"The Digital Team Leaders entry is a triumph of people power and shows just what you can achieve with great engagement and teamwork."*

#### FINALISTS:

##### **F-35 Assembly Transition Team**

BAE Systems,  
Samlesbury

##### **Bentley Logistics**

Bentley Motors, Crewe

##### **Crank Line Zone Team**

Perkins Engines,  
Peterborough

##### **Knockmore Hill Canning Line**

Coca-Cola Hellenic,  
Lisburn

##### **Raspberry Pi Production Team**

Sony UK Technology  
Centre, Pencoed

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## MANUFACTURING LEADER AWARD

SPONSOR: **THE MANUFACTURING INSTITUTE**

### WINNER: **KIRSTY WAINWRIGHT**

OPERATIONS EXCELLENCE CO-ORDINATOR  
NCT LEATHER, BRIDGE OF WEIR



The acrid environs of a traditional leather tannery is the unlikely setting for this fairy tale success story. Once upon a time, biosciences graduate Kirsty Wainwright joined NCT Leather in a technical chemistry role. By chance she covered for a colleague in operations during the roll out of a group CI project and that's when something magical happened.

Kirsty was appointed to champion operations excellence in two tanneries steeped in a 'we tried it all before' mentality. Unperturbed Kirsty vowed to engage the workforce and show the sceptics that, this time, actions would speak louder than words.

Kirsty's munificent managerial style has won loyal support. She's implemented a line-side manufacturing hub where the shopfloor gathers twice daily to discuss improvements in line flow, OEE, and quality. The shopfloor has been galvanised behind gains in quality, safety, cost and delivery. Belief has been a powerful performance enhancer with production throughput of hides rising 30% in some areas, overtime reduced and landfill waste halved.

Kirsty discusses the latest gains with colleagues on her daily gemba walks. The former graduate has left a giant footprint in her short time leading ops excellence at NCT Leather.

#### JUDGES' COMMENTS:

*"Kirsty single-handedly led and deployed ops excellence in a tough environment. She recognised the power of communication, built momentum and achieved genuine buy-in from a once sceptical workforce that has led to some fantastic results. Kirsty personifies the ethos of the Manufacturing Champions Awards: showing manufacturing is an exciting, interesting place to be, where you can achieve anything."*

### HIGHLY COMMENDED:

**John Degan**, production director & general manager, BAE Systems Naval Ships, Glasgow

John led a fundamental shift in site culture that has seen old-fashioned hierarchies abandoned for a collaborative management approach that fosters an engaged and empowered shopfloor.

#### JUDGES' COMMENTS:

*"John is a figurehead for change and has had to work between the factory teams and management to build trust. He really did use empowerment to invert the triangle and you only get that by true leadership."*

#### FINALISTS:

##### **Colin Boughton**

Operations director  
Fujifilm, Broadstairs

##### **Chris Dickinson**

Operations director  
Hi-Force, Daventry

##### **Ian Gabrielides**

Lean specialist  
Milliken European  
Airbag Products, Bury

##### **Dean Mayhew**

Operational excellence  
senior manager  
Coca-Cola, Sidcup

##### **Brian Stone**

Lean manufacturing  
manager  
Jaguar Land Rover,  
Halewood







## MEET THE JUDGES

### How were the awards judged?

Entries were subject to a two-stage judging process. Stage one involved all submissions being assessed by WM's expert editorial team, with qualifying entries passed through to our judging panel. In stage two, the judging team independently marked entries against the Champions ethos of celebrating outstanding performance, leadership / teamwork, innovation and adding value. The judges then met to debate the overall category winners.



**Colin Boughton,**  
*European operations*

*director, FujiFilm, Broadstairs*

Colin has been instrumental in leading the transformation of Fujifilm's Broadstairs factory in Kent to meet the stringent quality demands of the emerging global digital inks market.



**Hanna Coonagh,**  
*MD, Fleet Laboratories*

Hanna started her career in pharmaceutical sales and has since spent 17 years in health and beauty contract manufacturing. Fleet Laboratories produces over 45 million units last year spanning 360 products.



**Jason Speedy,**  
*head of operations,*

*Siemens Congleton*

Jason is currently the head of operations at Siemens Inverters in Congleton, Cheshire. With 500 people on site this facility is responsible for the R&D, customer service and manufacture of inverters.



**Paul Ness,**  
*divisional director for*

*PPE, workplace safety and hygiene, Arco*

Paul is in his 29th year with Arco, the UK's leading safety company, and heads up its PPE and Workplace Safety Category team.



**Richard Wilkins,**  
*senior manager,*

*Sony UK Technology Centre*

Richard is senior manager responsible for quality, innovation, and EHS at Sony UK Technology Centre at Pencoed, which won Britain's Best Factory Award in 2013.



**Mark Leeson,**  
*marketing manager, The*

*Manufacturing Institute*

Mark develops business strategy for The Manufacturing Institute, a long established charity dedicated to transforming UK and global manufacturing.



**Mark Bown**  
*senior advisor –*

*operations excellence office, corporate manufacturing, Cummins*

Mark provides overall leadership, guidance and 'hands-on' coaching to help Cummins move further toward a world-class manufacturing organisation.



**Peter Knutton,**  
*MD, Findlay Media*

Peter's career in production engineering and management included roles at Smiths Industries and Dolby Laboratories. In 1987 he joined Findlay's editorial team and now heads the business, which publishes *Works Management*.



**Wayne Thornton,**  
*head of performance*

*improvement, Weetabix*

Wayne leads the continuous improvement programme at Weetabix across all its nine manufacturing facilities as well as engaging and supporting other manufacturing functions.



**Maria McGeoghan,**  
*head of comms, The*

*Manufacturing Institute*

Maria heads up the communications team at TMI, which has educated more than 50,000 manufacturers in best practice and worked in over 9,000 manufacturing companies globally.



**Max Gosney,**  
*group editor, WM*

Max is passionate about developing *Works Management's* reputation as the champion of UK manufacturing managers which delivers content at a series of events including Manufacturing Champions.





## THANKS TO OUR SPONSORS

*Works Management would like to thank all of our sponsors for their kind support in helping launch the Manufacturing Champions Awards*

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#### The Manufacturing Institute

The Manufacturing Institute (TMI) is passionate about manufacturing and the pursuit of excellence.

As the UK's longest established independent charity focused on manufacturing, TMI has an unrivalled track record in delivering results, developing manufacturers and inspiring people to enter the sector.

Over the past 20 years, TMI has shared that passion with more than 10,000 businesses, delivering over £1 billion worth of measurable results for customers, educating over 50,000 manufacturers and engaging 60,000 young people with the 'Make It' campaign. It introduced the international Shingo Prize to the UK and the first UK Fab Lab to help 100,000 people enter the new age of digital manufacturing.

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#### Atlas Copco

Atlas Copco, the leading provider of compressed air solutions, is proud to sponsor the Rising Star

category of the Manufacturing Champions Awards. Dirk Villé, general manager of Atlas Copco Compressors UK and Ireland, says: "More than anything else, it is people that drive manufacturing forward. This is a principle we believe in passionately at Atlas Copco Compressors. It is why we invest so much into the development of our own workforce and why we welcome this opportunity to celebrate the individuals who make British industry what it is today."

He adds: "Our involvement with the Manufacturing Champions awards is a natural extension of our commitment to supporting the continuing recovery of manufacturing in the UK through sustainable productivity. In particular, we are delighted to support the Rising Stars Award, which recognises the young heroes of manufacturing. They represent the future of the industry and it is their energy, ideas and determination that will be crucial to ongoing success."

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Arco is the UK's leading safety company, distributing quality products and training. It provides

expert advice helping to shape the safety world and make work a safer place. Founded in 1884 and with a heritage spanning four generations, Arco integrates traditional family values with pioneering innovation to offer a world-class range of over 170,000 quality assured, branded and own-brand products. Arco's experts work closely with the manufacturing industry so it's fantastic to be a key sponsor of the *Works Management* Manufacturing Champions Awards 2014.

Health and safety is everyone's responsibility. However, some individuals embrace it more than others and encourage health and safety engagement in their organisations. The Safe Workplace Champion Award will recognise these individuals and ensure they receive the recognition they deserve.

[www.arco.co.uk](http://www.arco.co.uk)



#### Sony UK Technology Centre

Sony UK Technology Centre (UKTEC) is a division of Sony Europe. Opened by Her Majesty

the Queen in 1993, UKTEC is a digital centre of excellence which houses a state-of-the-art manufacturing facility in Pencoed, South Wales.

The heart of today's operation is centred on the manufacture of high-technology and high-definition broadcast and professional cameras and camera systems for worldwide markets. Cameras and equipment produced at UKTEC can be found in sports stadia, studios and outside broadcast units around the world. Events include the Ryder Cup, 2014 FIFA World Cup and Olympics.

Other areas of business include Sony's UK and European Customer Service and Repairs Centre, third party contract manufacturing and its unique Technology Centre, which houses 38 related start-ups who are able to access specialist support services.

[www.sonypencoed.co.uk](http://www.sonypencoed.co.uk)

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