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LOVING WHAT YOU DO

Amid the stirring tales of walk through walls commitment and camaraderie within these pages – it's a sobering thought that most people don't like their jobs.

Employee job satisfaction among British workers is at a two-year low, according to figures from the Chartered Institute of Personnel and Development/Investors in People. Sixty per cent of employees are dissatisfied and 25% of workers are actively looking to quit because of a failure of managers to engage them, the research shows.

The typical British workplace is a rather sad place to be. Haunted faces trudging towards the next Friday night at the pub or fortnight away in Faliraki. Something, anything, to get them through the day, the week, the year.

But not you. No, you guys are different. Our 2016 Manufacturing Champions finalists exude hope, expectation and a warm affinity with everything they do.

You are proud to work in your factory: to throw heart and soul into every shift. There's a buzz from coming together as a team and solving problems. Eliminating product defects or uncorking those production bottlenecks.

Nothing beats the afterglow as your shift's kaizen moment takes centre stage at the next day's morning debrief. It feels good to be on the UK manufacturing team, doesn't it?

And yet, so few outside our industry know it. Because most of the general public still view manufacturing as a dull and tedious affair.

Behavioural science may just hold the answers to this. Scientific researchers divide jobs or activities into two key types: algorithmic and heuristic. Algorithmic tasks have a formula, they are predictable and scripted. Build 500 of product A, using components B and C in the time allotted D. Routine, predictable and unspectacular. This sums up the public's perception of UK manufacturing: high on perspiration, low on inspiration.

Of course, algorithmic work – standardisation – remains crucial to any manufacturing activity. Yet, algorithms are easily copied or automated. In a competitive world, UK factories have had to find something extra.

Our factories have turned to the heuristic. A heuristic task has no predefined answer: it is the Eureka moment that yields a new productivity-enhancing line design or a winning product innovation. The heuristic task involves trial and error, learning through doing and seeking out continuous improvement.

It thrives on teamwork, engagement and a focus on adding value. The heuristic is more experimental and harder to define than the algorithmic. But, for factory managers and their teams: it's more fulfilling and, ultimately, it's more fun.

So here's to you, the heuristics: the happy minority of UK plc and living testimony to the Chinese sage Confucius' famous adage: 'Choose a job you love, and never work a day in your life.'



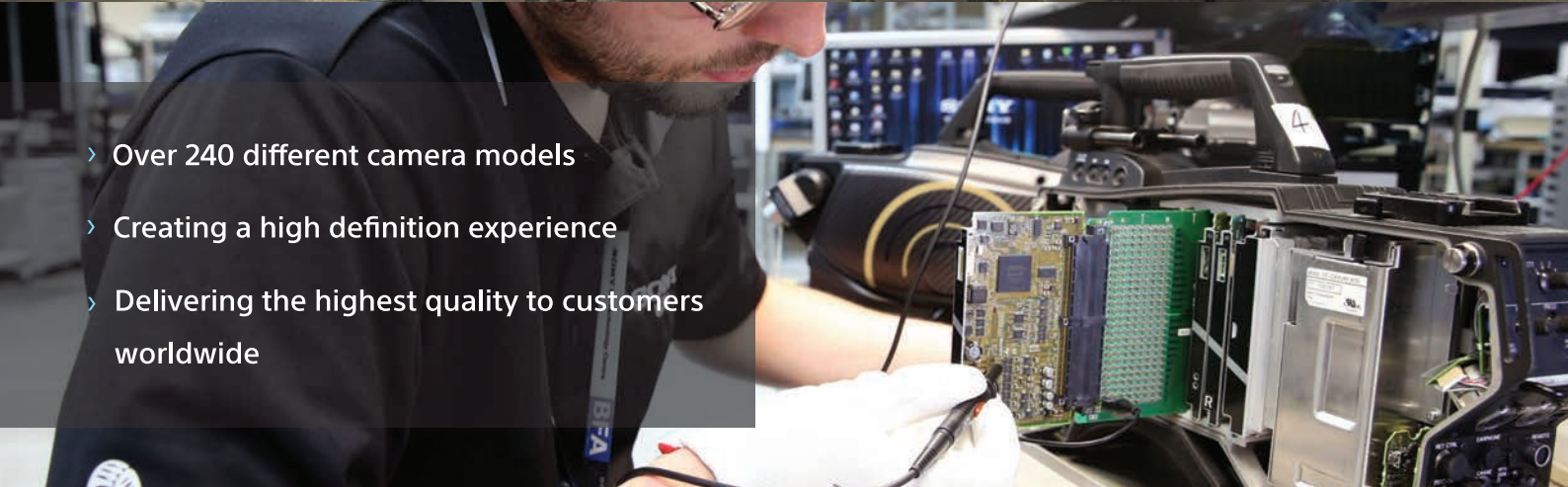
MAX GOSNEY

Group editor, *Works Management*

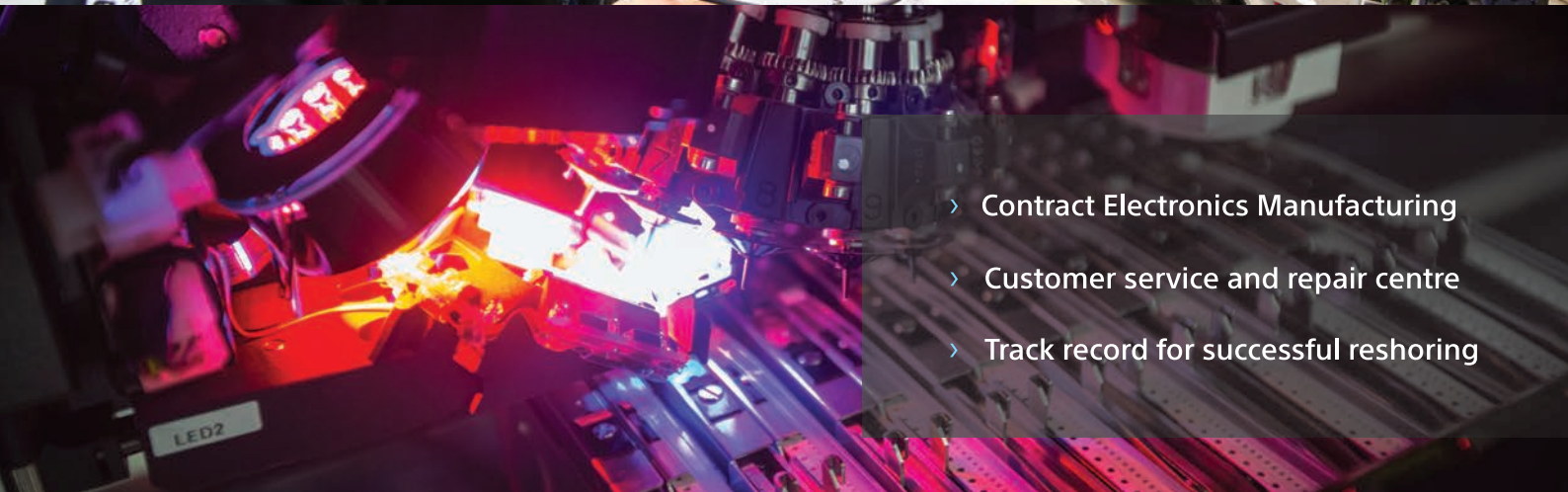
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EMPLOYEE-LED INNOVATION AWARD

WINNER

Chris Hawes

Test technician, Siemens Magnet Technology, Oxford

It's an oft-quoted truism that many of humankind's best ideas have come from the humble garden shed. The Wright Brothers' first plane, Hewlett-Packard computers and instant noodles are just three examples of shed-based genius. Well, you can now add Siemens Magnet Technology's Chris Hawes, the winner of our Employee-Led Innovation Award, to that list.

Chris has designed and built a new low-temperature camera for inspecting MRI magnet turrets. The company were looking to find an alternative to the expensive and unreliable borescope that was being used to identify any faults within the MRI turret. The replacement machine had to function at temperatures touching as low as -50°C, while also providing a clear image in the dark environment of the MRI scanner. It also had to be helium gas tight.

Not one to be deterred by the sheer magnitude of the challenge, Chris took it upon himself to design and build a prototype replacement in his own time at home, even going as far as grinding the lens window for

the prototype himself. The quality of Chris' handiwork was immediately apparent, and once the site's managing director saw it, the decision was made to invest into making the prototype a reality.

Since then, the product has gone through several years of investment and has become a standard part across the entire company, even being patented in the UK. It is currently going through the patenting process in both the USA and China. Siemens service engineers are now able to quickly and safely identify any issues within the magnet of an MRI scanner, reducing disruption and downtime in hospitals across the world. And all this was achieved at a cost of just £110 per unit.

Our judges were blown away by the initiative shown by Chris, and how he has managed to make a difference at a company as large as Siemens. Chris' initiative and commitment to solving a serious and costly issue make him a worthy recipient of our Employee-Led Innovation Award.

FINALISTS

Shane D'souza,
Technical director, Clifton
Packaging Group

Peter Glover
Technical manager,
Arconic

Andy Hubbard
Engineering technician,
Delarue Currency

Clare Kilifin
Production manager,
Coca-Cola HBC Northern
Ireland

JUDGES' COMMENTS

“Chris has devised an innovative idea at home that has become a patented company-wide solution with minimum outlay. It is an elegant solution and is the very embodiment of employee-led innovation.”

HIGHLY COMMENDED

Liam Danby, Shift reliability support technician, Mars Petcare, Birstall

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MANUFACTURING TEAM AWARD

WINNER

Strip & Clean Optimisation Team

Knorr-Bremse Rail Systems (UK) Ltd, Melksham

We expect our trains to run like clockwork: efficient, on-time and well-organised. Making sure this happens every day is a daunting task, and one that is similar to that facing Knorr-Bremse's Strip & Clean Optimisation Team in Melksham, near Bath. Their operations involve removing and restoring the braking systems of trains, returning components to an 'as new' condition, both in terms of appearance and performance levels. With any slip-ups potentially leading to tragedy, it is crucial that the highest-quality standards are adhered to.

The team wanted to increase the throughput of the components without any compromise to the quality of either the cleaning or the product itself. They quickly realised that their processes could do with a 'strip and clean' of their own.

Cue the introduction of tools like standardisation, 5S, waste mapping, TPM and jidoka as part of the Knorr Production System (KPS). The team saw this as a way of aligning what they do with the rest of the company, making strip & clean and build a continuous process. As a result, Knorr-Bremse would benefit from utilisation gains, while their customers would see reduced lead times.

The team started small: morning meetings were introduced to get feedback and ideas

from the operators who would be able to see the improvements first-hand. The meetings also allowed the management to change the mindset of the workforce and allow the operators to take ownership of their own workspace. Ideas were trialled on a test cell and signed off by the operators and senior management before being rolled out site-wide. This involved staff coming in at weekends to take part in kaizen activity, making sure each workstation was up to the KPS standard.

Getting the site up to the level required didn't come cheap – Knorr-Bremse had to self-fund £385,000 to finance the changes. However, the return achieved in the first 12 months, thanks to a 20% increase in utilisation and a 10% decrease in overtime, was £393,000. Furthermore, repair and overhaul sales have increased from £1.6 million to £2 million a month thanks to the extra capacity created. The company is also saving £10,000 per year in electricity and £4,000 in waste disposal.

The Strip & Clean Team have all mucked in to make a real difference, both improving the area they work in and increasing business profits.

They can be rightly proud of their work, and our judges are delighted to be able to present them with the Manufacturing Team award.

FINALISTS

Alpen Manufacturing Team
Weetabix

Bubble Efficiency Team
Innovia Films

Glass Line Team
Coca-Cola HBC Northern Ireland

On-time Delivery Improvement
Arconic

The Automation Group
Sony UK Technology Centre

JUDGES' COMMENTS

“The team made a huge transformation for the industry they were in. They went from a very low position with regard to the organisation and structure to a strong, 5S position. Everyone got involved in the process, even coming in at weekends to move it forward.”

HIGHLY COMMENDED

Teesside Beam Mill, British Steel, Lackenby

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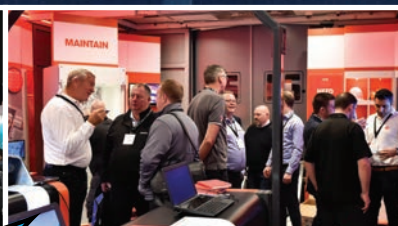
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SKILLS CHAMPION AWARD

WINNER

Paul Gemmell

Operations capability development manager,
BAE Systems Naval Ships, Glasgow

There's a plot for a Western in Paul Gemmell's triumphant bid in bringing law and order to the 1,200 strong operations function at BAE Systems's Naval Shipyard on the Clyde.

When Paul rode into town, he encountered low morale, disorder and advancement by reputation. Levels of competence within skilled roles were unknown, graduates were being left to fend for themselves and employees were flocking to other areas of the business.

Paul stepped through the saloon doors and the music stopped. He vowed a more transparent and structured approach to talent management. A Leadership Competence Framework (LCF) was created to assign target behaviours against job roles. For example, a leader/manager must be assertive, confident, use initiative and the have an innate ability to bring the best out of colleagues. Personal development training plans were linked to the LCF to close any gaps.

The work was supplemented by skills training plans in practical, process based tasks. The ambition was to provide a depth of worker skills fit for the demands of a schedule-based working system being implemented at the shipyard.

That quest for versatility was also apparent in an Operations Early Careers Placement

Programme. Graduates now experience work placements across the full range of operations roles rather than becoming siloed in a single function. The programme aims to spur a sense of belonging among graduates to the entire function and match their career aspirations to the area they enjoyed working most.

The young guns can plot their trajectory to the top via a career map, which resembles a game of Connect Four. Each circle denotes an operations job title with the counters arranged in eight columns, symbolising the eight steps from apprentice to operations director. No longer do you get ahead in operations on reputation alone. Individuals understand the competencies demanded by roles further up the career ladder and what they must do to bridge the gap.

Clarity has been conducive to improved business performance. Motivation and engagement levels have soared and Paul's upskilling work has powered huge gains in production schedule adherence.

A place where people wouldn't want to stop for long is now lauded by auditors as the home of 'best-in class'. It's all down to a new sheriff in town who's well on the way to the goal of making operations the function of choice within BAE Systems Naval Ships.

FINALISTS

Stephanie Burgess
Group HR manager,
The Mereway Group of
Companies

Clare Holmes
Learning and development
co-ordinator, Deb
Dispensing

Keith Lawton
CI manager, CRP

JUDGES' COMMENTS

“Paul has gone back to basics to take on some big organisational and cultural challenges. He's shown the courage to tackle some difficult conversations. Through his passion and conviction, Paul has seen people buy into his skills development programme, and the results are truly impressive.”

HIGHLY COMMENDED

Jessica Jones, Training officer, Sony UK Technology Centre, Pencoed

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SAFE WORKPLACE CHAMPION AWARD

WINNER

Michael Vernall

EHS specialist, A Schulman Inc, Crumlin

When your site is ranked 17th out of 18 across the EMEA region in terms of safety performance, you know you have a problem. For Michael Vernall, rectifying that problem became an ambition. The EHS specialist at plastic composites manufacturer, A Schulman quickly realised that health & safety communication amongst the team at the company's plant in Crumlin, South Wales, was lacking, and set about attempting to rectify it.

Michael's first step was to encourage employees to approach him on the shopfloor with any problems they may have had. His aim was to act as a champion for health and safety at the plant, and raise awareness of the issues the company was facing. One of the main upshots of this has been an improvement in near miss/incident reports. The new system involves creating electronic records of any incident, which can then be seen by all EHS managers across the site.

Instantly, this had an impact: when Michael started the process, there were no fewer than 37 open incident reports, some of which were quite serious. Michael also discovered that employees had become disaffected with the health & safety process – they were unlikely

to report any new issues because they felt nothing had been done with the ones they had raised before.

Michael has opened up communication channels with management, the shopfloor and the trade union, as well as promoting the value of a good health and safety attitude to all members of staff. He has also run a course teaching employees how to perform CPR – something in which two-thirds of all the site's staff are now competent.

Michael has also promoted a wellbeing programme at the site. This has included everything from handing out free fruit on Fridays to organising walks up the Brecon Beacons. This level of engagement has been met with unprecedented levels of respect and enthusiasm amongst the workforce, who are now fully on-board with the safety message being promoted by Michael.

The upshot of all this is that the site is no longer near the bottom of the pile when it comes to health and safety. Far from it: the Crumlin site now sits in first place in EMEA. The turnaround has been driven by Michael's drive and determination to promote awareness of on-site health and safety.

FINALISTS

Nicola Cooper
SHE manager - DfBS, BAE Systems

Tom Dignan
Health and safety officer, Paterson Arran

Maria Galica
Shift manager, Weetabix

Greg Milner
Safety technician, Alcoa Manufacturing GB

Richard Rollings
Engineering project manager, PEME

Molly Smith
Health and safety advisor, Weetabix

JUDGES' COMMENTS

“Michael is a worthy winner due in part to the outstanding results he has achieved, going from 17th out of 18 sites to first place, as well as introducing a wellbeing programme into the health & safety remit. He's done this by engaging with the employees. To get their input and achieve the fantastic results that he has makes Michael the standout nominee.”



MAINTENANCE TEAM AWARD

WINNER

Lean RCM Team

Viridor, Manchester



FINALISTS

Brammer Insite™
Coca-Cola European
Partners

Engineering Team
Saint-Gobain Isover

**Raw Sugar
Maintenance Team**
PEME

REX Reliability Team
Alcoa Manufacturing GB

**Teesside Beam Mill -
Engineering Excellence**
British Steel

True greats, it's said, have a knack for making the difficult things appear easy. And our triumphant Lean RCM Team at Viridor offer a case in point. The team demystified complex maintenance methodology and made it relevant to everyday factory employees at their Longley Lane plant, which manufactures biogas and biofuels.

The team's formation followed turbulent times. The plant was being hamstrung by a reactive maintenance culture in its first twelve months of operating. Plant availability stood at 79%, six percent below the level needed to produce minimum contracted material. Inexperienced operators bombarded their overburdened maintenance department with 250 work orders a week. Equipment failures were random, but regular. The machine's OEM was apportioned with the blame from employees, who became apathetic about any further improvements.

One member of the maintenance team, Damon Brierley, had seen enough. After attending a Reliability Centred Maintenance training course, he became convinced his department could make a difference.

Brierley and five key colleagues began to collaborate on an in-house lean RCM system, with additional support from lean consultancy, EMS Cognito.

The project was immediately inclusive, with production teams invited into the inaugural sessions. Lean RCM promoted shared responsibility for assets between the engineering and operations department. Creating a more maintenance-aware operator would enable technical engineers to focus on added value activity through root cause analysis and CI projects, the team reasoned.

The philosophy was supported by extensive visual management and team-based problem solving workshops, to foster collaborative thinking. Workplace organisation underpinned the efforts with a 6S system. Each plant area was allocated an 'owner' responsible for defining and maintaining best practice. And weekly review meetings established the top five reasons for lost production time and a plan to root cause the snags.

Longley Lane's downtime chart was quickly emulating the course of a big dipper ride. Planned maintenance hours went from six hours and twenty minutes, with a full shutdown, to 19 minutes with the plant fully operational. Plant availability stood well above 90% by August this year. It's all been achieved with just one colour printer, a laminator, two PCs, flipcharts – and, crucially, a hugely passionate plant team. Congratulations Lean RCM Team, Viridor: our maintenance champs.

JUDGES' COMMENTS

“A textbook example of what you should do if you want to improve your maintenance performance. The team involved everyone from operators up to senior managers, in setting a clear-cut strategy, a breakdown of how they would do it and identifying training support. The Lean RCM team are an absolute credit, both to themselves and Viridor – I'd have them in my plant tomorrow.”



UNsung HERO AWARD

WINNER

Stephanus (Fanie) Blignaut

Maintenance manager, PEME, East London

Not all superheroes wear capes. Some, as is the case with Stephanus Blignaut, the winner of our Unsung Hero Award, come armed with a toolbox, clipboard and wide grin.

On behalf of PEME, Stephanus is responsible for all maintenance operations at Tate & Lyle's sugar factory in East London. This maintenance superman voluntarily gets into work early every day to check that the centrifuge basket (which spins off excess syrup in the sugar-making process) has operated properly over the past 24 hours.

All of Stephanus' tasks are done with the minimum of fuss – whether he is maintenance planning, conducting safety audits or any of the multitude of other jobs roles that come under his remit – nothing is too much trouble. In fact, such is his commitment and value to the company, he had previously been overlooked for a promotion to his current role because of his importance as a team leader in the Raw Sugar department.

Stephanus is seen by many as a mentor figure and gives support to young engineers who are in their first supervisory role. Flying the flag for safety, as well as maintenance, Stephanus has converted the previous, site-wide, KPIs into area-specific ones to provide better clarity of where employees have performed well. Newly installed visual management boards allow staff to see first-hand the KPI information for their specific area.

Behind the scenes, Stephanus has also been assisting those at the top with a number of tasks, including producing engineering and financial KPIs for senior management. Work like this goes under the radar – which is no problem for Stephanus: "I enjoy seeing the smiles of my colleagues when they have achieved their goals such as completing a repair on the equipment they are working on," he says. "I feel great if one of my colleagues gets recognised with a Tate & Lyle monthly award and know I have helped them to get it."

FINALISTS

Jane Booth
Manufacturing shift manager, Weetabix

James Gauci
Engineering technician, Delarue Currency

Paul Griffiths
Internal projects co-ordinator, Schaeffler UK

Julie Newport
Financial accountant, Sony UK Technology Centre

JUDGES' COMMENTS

“Fanie really went the extra mile to support the company and those working within it. He supports the team leaders on top of his day job, which is the very definition of an Unsung Hero. It's fantastic to see. His enthusiasm to the job is to be admired. We were very impressed. A worthy winner.”



RISING STAR (APPRENTICE/ TRAINEE) AWARD

WINNER

Lee Suter

Apprentice mechanical engineer,
Fujifilm Speciality Ink Systems, Broadstairs



FINALISTS

Alex Lydamore
Apprentice setter/operator,
Beard and Fitch

George Price
Manufacturing development sponsored
degree programme
trainee, Rolls-Royce

At the age of just 20, Lee has shown an assurance and endeavour in his role as apprentice mechanical engineer at Fujifilm's Broadstairs ink plant, well beyond his tender years. When older colleagues try to excuse potentially inefficient activities, the young pretender is the first to ask: 'but why?' Lee is inherently objective and his inquisitive nature acts as a counterbalance to 'but we've always done it that way' at a site that prides itself on continuous improvement.

A standout example of Lee's innovative eye came when Fujifilm expanded their digital manufacturing area to meet burgeoning order demand. A crucial packing area needed to be moved and word on the grapevine was a time consuming and costly reassembly. Stripping back and starting again would also heighten the risk of machine's malfunctioning upon restarting. Lee was determined to dodge this avoidable downtime and attempt to do things a bit differently.

So he happened upon a simple, but sublime idea: transport the line intact. But, there was a snag. The multiple packing machines, auto filling and weighing stations making up the area were heavy and connected by a complex web of power cables. Lee, though, had a counter measure in the form of purpose-made lifting frames to sit the machinery on, to allow it to be lifted in two halves. The plan drew approval from colleagues and the team began crafting the frames. Several deep breaths later, the plan was put into action and the machinery moved without a glitch. Lee's eureka moment saved three days' work and three days of production time. Lee harbours ambitions to become a supervisor and project engineer as he moves towards the end of his four-year mechanical engineering apprenticeship at Fujifilm.

"I believe age is irrelevant and I can achieve these goals through hard work, dedication and patience," he says. Few would bet against this rising star making good on his promise.

JUDGES' COMMENTS

"Lee's has the courage to challenge the established status quo where an improvement is at stake. He has also proved himself an intuitive problem solver and came up with an idea for moving a key production area on mobile lifting frames. His innovation saved three day's work dismantling the area and a further three day's production time. Lee shows a passion for delivering that little bit extra."

HIGHLY COMMENDED

Hayley Scarr, Apprentice quality technician,
Hydram Engineering, Ferryhill



RISING STAR (MANAGER/TECHNICIAN) AWARD

WINNER

Hannah Ridley

Project engineer, TSP Engineering,
Workington

Managing £20 million projects, convincing blue chip clients she's found a better way and leading a team of 30 experienced engineers to implement the idea: all in a day's work for 22-year-old, Hannah Ridley.

Our Rising Star winner shines as a project engineer for TSP Engineering – a heavy engineering, machining and fabrication plant in Cumbria, which offers project management and design services. The first flash of brilliance was sighted in 2012 when Hannah, then 18, joined TSP as a trainee. She was dropped in at the deep end and challenged with aiding a £1.3m fast track project to refurbish a complex piece of equipment for the nuclear industry. Unfazed, Hannah sourced quotes for 1,500 parts including qualifying Quality Assurance requirements (QA) and brought the project in under budget, to stringent QA standards.

Her luminosity has intensified in the intervening years. Hannah now takes the lead on all aspects of project engineering, from controlling the ordering of materials to manufacturing, testing, commissioning and final delivery of the product to the client.

Those visits from Hannah must be like Christmas coming early for TSP Engineering's customers. For Hannah could rival St Nick in her propensity for delivering gifts. The project engineer's problem-solving approach saw one client recoup more than £500,000 thanks to her tweaks to materials testing protocol. Another highlight saw Hannah recommend implementing a table that listed alternative, quality approved, materials for a client's build spec. The measure cut out time and money being spent seeking product permits and saved that client an estimated £325,000 over four years.

As well as coming up with an idea, Hannah also has a talent for inspiring TSP's wider team to implement it. Senior managers reflect on her strong leadership and interpersonal skills when project managing with the shopfloor. Hannah's optimism and tenacity have won a loyal following among experienced engineers, who pride themselves in seeing through Hannah's initiatives on time, every time. Colleagues and customers alike: both gaze in wonder as a bright new star ascends over Cumbria.

FINALISTS

Stuart Burrill

Chief quality engineer,
Vauxhall Motors

Lucy Fitch

Maintenance team leader,
PEME

Kalina Konova

Assistant marketing
manager, Sony UK
Technology Centre

William Megarry

Process control systems
engineer, Arconic

Ainsley Roberts

Sheet metal worker, BAE
Systems Naval Ships

James Threlfall

Shift reliability support
technician, Mars Petcare

JUDGES' COMMENTS

“Hannah is a proven team player with glowing interpersonal skills. But, it's her exceptional customer focus that really stood out. It's golden rule in manufacturing that if you can keep your customers' happy, then your business will thrive.”



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COMMUNITY CHAMPION AWARD

WINNER

Gary Burgess

CI manager, Fujifilm Speciality Ink Systems, Broadstairs

Blank faces, distant stares and stony silence – it's always the same when Gary Burgess kicks off a factory tour with local school children by asking: 'who would like to work in a factory?'

A couple of hours later and the scene is transformed. Bright eyes and shrill voices are all a-buzz as they learn about the science that goes into producing digital inks down to the nearest nanometre.

Gary is on a one-man mission to change the 'chimney stacks and oily rags' image of manufacturing. Schools, colleges, universities and foreign students – all have come to Broadstairs expecting to find a fading seaside factory making inks in paint-splattered cauldrons. They leave as converts to the UK manufacturing cause: bowled over by the precision and passion that goes into producing every last drop of ink at Broadstairs.

Gary captivates his visitors with lean manufacturing tasks borrowed from his full-time role as the site's CI manager. His 'five whys' and fishbone diagrams came to the fore in 2016 when tasking students at Canterbury Christ Church University with solving real-time manufacturing problems for their degree work. There's never a 5S audit too important that Gary can't find time in his diary to take direct responsibility for leading community engagement work.

His love for the job was described as "unending" and "infectious" by Fujifilm colleagues and extends to coaching support to other nearby businesses with something to gain from deploying lean manufacturing techniques. All in all, the Kent town of Broadstairs has much to be thankful for in its homegrown manufacturing crusader. For example, when a colleague mentioned the difficulty he was having sourcing equipment for a cash-strapped local Scout group, Gary stepped in. A couple of kaizen blitzes later and a stash of whiteboards, shelving and old office furniture was on its way to Arkela and the Scout troop.

Gary was summed up by our judges as "a community lynchpin who makes you feel good about the power of factories to improve their local surrounds". Thanks to his boundless enthusiasm, you wouldn't bet against one or two of Gary's visitors returning to UK manufacturing sites for a more permanent visit one day. "The unfortunate thing is manufacturing is not seen as 'sexy' or an 'exciting' career path," says Gary. "Opening up our manufacturing facility gives us the chance to kill this myth and demonstrate how stimulating and diverse manufacturing can be. Hopefully, it can generate the next generation of manufacturing champions."

FINALISTS

Chris Bishop
principal project engineer,
3M UK

Karen Friendship
managing director,
Alderman Tooling

KMF School Liaison Team
KMF Group

Steven Lowes
process capability
manager, Arconic

Sony School Visit Team,
Sony UK Technology
Centre

Clive Wilson, SC services
manager; **Rory Kerr**, plant
manager;
Frank Casey,
procurement manager,
Coca-Cola HBC Northern
Ireland

JUDGES' COMMENTS

"Gary is on a crusade to open people's minds to the exciting career opportunities manufacturing holds. He's a great advocate for our industry, and his energy and enthusiasm for the sector shine through. Gary's entry just makes you feel good about our future."

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MANUFACTURING LEADER AWARD

WINNER

John Coughlan

Director of operations, TSP Engineering, Workington

Leaders are judged, ultimately, on one thing: the bottom line. And for the winner of this year's Manufacturing Leader Award, the figures don't lie.

When John Coughlan was appointed director of operations at Workington-based TSP Engineering in 2014, he inherited a company that was making financial losses in the region of £1.5-£2 million per year. Fast forward to 2016, and TSP is now thriving with a net profit of £2m – all while maintaining the existing turnover of £17m per year.

Witchcraft, you may say. But in reality, this magic trick has been achieved with nothing more than a bit of good old-fashioned leadership. Grasping the bull by the horns, John got to work transforming the attitudes – and performance – of his team. His authoritative yet pacesetting management techniques have been embraced by the whole company, with a number of major improvements coming to TSP's operations as a result. Most notably, John's drive for delivery performance has driven work in progress (WIP)

time on projects from an average of 95 days to just 19 now, which in turn has freed up funds for additional investment.

John has instilled a culture of openness and cooperation to the company. He recognises that the contribution of any single person is dependent on the support and performance of others. Our judges were also impressed by John's selfless attitude; he's never afraid to roll his sleeves up and get stuck in, offering guidance and ideas to maintain the pace of the task in hand.

He also recognises the need to prepare for the future, and has invested £2.2m into the training of TSP's employees. The company – led by John – has also got involved with the Civil Nuclear Sharing in Growth (CNSiG) scheme, which offers training at a number of different levels.

All this has resulted in a company that was struggling just two years ago being recognised this year with a host of industry awards. At the current rate of success, John's next investment may have to be a bigger trophy cabinet...

FINALISTS

Paul Middlehurst
Manufacturing manager,
Weetabix

Shahid Sheikh
Managing director, Clifton
Packaging Group

JUDGES' COMMENTS

“In just two years, John turned the business around from a £1.5-£2m loss to a £2m profit. He did this through team-led activities within the plant. He had a very clear vision that was then applied across the whole site. He stood out as someone who embodied the spirit of this category. It wasn't all about him; it was about putting the right things in place and inspiring everyone else to follow him.”



JUDGEMENT DAY

With red pens at the ready – a panel of senior manufacturing managers and industry leaders met at The Society of Operations Engineers in London this October to decide who would be our Champions winners. Our judges were:



David Baglee
*senior lecturer, AMAP,
University of Sunderland*

David is a project manager and senior lecturer in the Department of Computing, Engineering and Technology. He has managed several European and UK government-funded maintenance projects. His team specialise in maintenance issues.



Mark Bown
*senior advisor – operations
excellence office, corporate
manufacturing, Cummins*

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



Gary Burgess
*CI manager, Fujifilm
Speciality Ink Systems*

Gary heads up CI at digital ink specialist, Fujifilm. He started out on the factory floor and, as improvement lead, has been a key figure in steering the firm to four BFA Best Process Plant awards in five years.



Alan Causon
*engineering manager,
Arla Foods*

Since 2013, Alan has been heading up the engineering department at Arla Foods' state-of-the-art £150m plant in Aylesbury, Buckinghamshire. Alan has helped turn the site into the largest and most technologically advanced dairy in Europe.



Cecilia Fritz
*head of people development,
Sony UK Technology Centre*

Cecilia joined the HR team at Sony UK Technology Centre in 2011. Cecilia expanded her role considerably from initially delivering an advanced communication strategy to introducing an employee health and wellbeing programme. Cecilia's role includes all aspects of HR at the site.



Max Gosney
*group editor,
Works Management*

Max is an award-winning journalist with more than 13 years of experience of B2B publishing in the manufacturing, healthcare and drinks sectors. He believes in the importance of magazine brands championing the sectors they serve, of which Manufacturing Champions is the embodiment.



Emma Harbottle
operations director, Analox

Emma has led sensor specialist, Analox to multiple awards for operational excellence since joining the company in 2006. She is in charge of the management of all operational functions and staff, including manufacturing, purchasing, stock and repairs. Analox produces specialist gas detection/monitoring systems.



Allan Harley
*health, safety &
environmental manager,
Vaillant Group*

With an extensive background in both lean management and health & environmental safety, Allan helped Vaillant's plant near Derby win several awards from both the BFA and EEF, where the site was named UK Future Manufacturing Award winner in 2013.



Peter Knutton
*managing director,
MA Business*

Peter's career in production engineering and production management included roles at Zenith Carburettors and Smiths Industries. He switched careers in 1987 to join the Findlay editorial team and now heads the business, which publishes *Works Management* magazine.



Rob Love
site leader, City Technology

Rob manages the award-winning Portsmouth site of City Technology, which was crowned BFA Factory of the Year in 2014. Rob joined City Technology in 1993 and has held numerous roles since. He started his career with Portsmouth Aviation as an apprentice in the 1980s.



Patrick Mroczak
MD, PSM

Patrick has worked at Aimia Foods and, most recently, as manufacturing director at The Hut Group Myprotein, where he introduced a world-class lean Six Sigma process and designed a new state of the art production facility. In August, he semi retired to open up his own consultancy company.



Ian Martin
regional sales director, Arco

Ian has extensive knowledge of the safety distribution market, having worked for leading safety equipment and PPE supplier, Arco for over 37 years. Ian is currently Arco's regional sales director. He trained at Ashridge Business School.



Ian Smart
*HM inspector of health
and safety, Health &
Safety Executive (HSE) -
Manufacturing Sector*

Ian currently works for the HSE Engagement & Policy Directorate as part of its manufacturing sector. He is responsible for industries that produce building products and other non-metallic mineral products. Previously, Ian spent over ten years as an inspector dealing with manufacturing, agriculture and construction.





The judges were split into category-specific panels and scored entrants on innovation, teamwork/ leadership, proven results and their ability to add value to customers





THANKS TO OUR SPONSORS

Works Management would like to thank all of our sponsors who have got behind the cause of supporting the people whose pride and professionalism drive UK manufacturing excellence



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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 2016.

Health and safety is everyone's responsibility. However, some individuals embrace it more than others and encourage health and safety engagement in their teams and across the wider organisation.

The Safe Workplace Champion Award will recognise these individuals and ensure they receive the recognition they deserve.

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Fujifilm Speciality Ink Systems (FSIS) develops inkjet systems for wide format applications, for distribution through Fujifilm sales channels worldwide. UV inkjet inks are also developed and supplied to industrial and wide format OEMs directly.

The research and development team, supported by the manufacturing operation, work together to optimise product performance, exploiting their unmatched understanding of ink chemistry, print applications, media, printheads and UV curing.

Inkjet ink production at FSIS is carried out in a process controlled, state-of-the-art manufacturing facility. This recognises the equal importance of both the ink formulation and the production process, and provides controls over every aspect of manufacture to ensure consistency.

FSIS is headquartered in Broadstairs, Kent, on a 4.5 hectare site incorporating high-tech manufacturing and R&D facilities.

www.fujifilm.eu/uk



Sony UK Technology Centre has been a supporter of the Manufacturing Champions Awards Scheme for some time. It presents a real opportunity to realise and share the incredible achievements, the talent, and the capability that UK manufacturing has offer.

We are delighted to sponsor the Employee-Led Innovation Award. Innovation is key to everything we do at our Sony UK Technology Centre and we are proud of our 100% innovation participation rate across our site.

Sony UK Technology Centre is a division of Sony Europe. The facility is a centre of excellence which houses a state-of-the-art manufacturing plant 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. These can be found in sports stadia, studios and outside broadcast units around the world, at events such as the Olympic Games and World Cup.

www.sonypencoed.co.uk



THE HALL OF FAME

The Manufacturing Champions Awards have been celebrating the best of UK manufacturing since 2014. The list below demonstrates the depth of talent within the industry – something we are proud to support

2014

Manufacturing Leader

Kirsty Wainwright,
NCT Leather

Manufacturing Team

Digital Team Leaders, Scott Henniker
and Eric Hitch, Fujifilm Speciality Ink Systems

Safe Workplace Champion

Peter Mircetic,
JLR

Community Champion

Paul Sweeney,
BAE Systems Naval Ships

Employee-led Innovation

Tony McMullen,
BAE Systems

Unsung Hero

Alan Ridley,
PepsiCo

Rising Star

Richard Chambers,
JLR

2015

Manufacturing Leader

Mick Straw,
Hi-Technology Group

Manufacturing Team

Alcoa Hydraulic Gap Control & Taper Rolling
Implementation Team

Safe Workplace Champion

Richard Heffernan,
Fujifilm Speciality Ink Systems

Community Champion

Derrick Lewis,
Schaeffler (UK)

Employee-led Innovation

Will Haynes,
De La Rue

Unsung Hero

Gary Ashby,
Fujifilm Speciality Ink Systems

Rising Star

Jacob Hoster,
Carl Zeiss Microscopy

Maintenance Team

Siemens Congleton

Energy Champion

Ken Tidd,
Alcoa Manufacturing GB

Supply Chain Champion

Bryan Beck,
Plastipak Packaging

2016

Manufacturing Leader

John Coughlan,
TSP Engineering

Manufacturing Team

Strip & Clean Optimisation Team –
Knorr-Bremse Rail Systems (UK)

Safe Workplace Champion

Michael Vernall,
A Schulman Inc

Community Champion

Gary Burgess,
Fujifilm Speciality Ink Systems

Employee-led Innovation

Christopher Hawes,
Siemens Magnet Technology

Unsung Hero

Stephanus Blignaut,
PEME

Rising Star: apprentice/trainee

Lee Suter,
Fujifilm Speciality Ink Systems

Rising Star: manager/technician

Hannah Ridley,
TSP Engineering

Maintenance Team

Lean RCM Team,
Viridor

Skills Champion

Paul Gemmell,
BAE Systems Naval Ships

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