

# THE VISION

The world's automatic choice for providing "Value through Innovation"

## A YEAR TO CELEBRATE...

Welcome readers to the new Vision for 2012.

The Board of Directors is pleased to report that the financial performance of the business in 2011 saw a 75% growth in turnover when compared against 2010. To ensure we have successfully delivered in all areas of our business we have changed in many ways over the last 12 months: the facility has grown in size by over 30%; recruitment has seen an increase in employee numbers by over 40%; we have successfully developed a true LCS manufacturing partner within the Beijing region of China along with engaging many UK subcontractors for the consistent supply of grade "A" components. There have been many factors that have contributed to last year's success but the main one is the



commitment and dedication of our staff, this is the central column that supports and delivers our values and aims as a partner to many of the largest organizations around the world. This key strength of Lambert ensures we continue down our path in striving to achieve our lofty vision – **"To be the world's automatic choice for providing value through innovation"**. Our thanks go out to everyone who contributed from staff members to our supply chain partners, let us look forward in continuing this success throughout 2012 and onwards.

## INTERNAL SUPPLY CHAIN SOLUTIONS - CONTINUES TO ADVANCE

As part of the lean initiatives, the first and second quarter of this year sees the implementation of the Internal Customer 5 Stage process

**Stage 1** ensured all staff are now aware of the Internal Customer process and how each level of satisfaction is affected by the actions and performance of others.

**Stage 2** training enabled all our heads to implement the internal customer programme, apply root cause analysis identification and allow them to engage their staff at their departmental listening post.

**Stage 3** based around the Production Department, a pilot scheme involved both Manufacturing and Design, as their respective Internal Customer and Supplier, allowed us to identify how the system will work and be executed.

This is where the initiative currently stands, continual monitoring of this will allow us to accomplish a smooth and effective process.

**Stage 4** allows all departmental heads to refresh the process and go away with an understanding of what has been found during the pilot scheme and what is required to implement and roll out in their department.

**Stage 5** is where the full company roll out will take place, allowing all our staff the opportunity to score their supplier and work with their internal customer to achieve satisfaction, discussing issues and monitoring results around their listening posts with their departmental head.

**Remember – The Internal Customer is someone you work for as well as someone who works for you.**

This gives all of us a great opportunity to raise our levels of satisfaction and performance, when receiving, providing and passing on information to others, helping all our personnel to work together to meet our organisational goals.

## A WORD FROM OUR SALES DIRECTOR



Walking out onto the shop floor the other day it suddenly struck me just how large our factory actually is. The relocation of the machine shop has revealed vast swathes of floor space and it has created an impression of scale probably not seen since the building was first erected back in 1973. The familiar hum of the machines is also missing and while it's not completely silent the sense of industry Bob & Chris's teams create is now gone from the main building. Entering the works next to Alex's Hurco has been something I have done without thinking for the last 17 years and now all of a sudden it's very different; and to be honest it's taking some getting used to. Change affects people in different ways and while it's a challenge for us all I hope everyone can feel the excitement as we are not only building a solid platform for the future but providing a better and more inspiring working environment for everyone.

As we know all this change is driven by the need to expand our facilities to cater for future growth; a fact which is incredible when you consider that virtually all other sectors of the UK economy are contracting. It's a testament to everyone's hard work, drive and creativity that we as a business are pushing into previously unseen levels of success. It's something I want to personally thank you all for, as without you, none of this would be possible.

Matthew Cox  
Sales Director

# CHANGES IN THE BUSINESS

With so many improvements on the go it's difficult to know where to begin.

Over the past few months the 6s team has continued to audit all areas of the business and despite the current level of facility development, we have seen the improvements made in all areas sustained over this period which is a credit to all. As the redevelopment progresses we will be looking not only to sustain, but also improve. You will have already seen a great number of changes throughout the factory as part of our process for continual improvement. As well as structural changes, during the rest of 2012 we will also be concentrating on workflow and how we actually get the job done. Our objective by the end of the year is that our business operation will have changed beyond recognition into a lean facility. The project, 'Lean Factory' kicked off with a meeting on 02 February 2012, the membership made up of our 6s Committee and Department Heads. To make things more manageable the Lean Factory project has been further split into a number of facility initiative groups. Each group has a nominated project leader with the brief to chair a team looking at a specific area of the business to see what improvements need to be made in order to achieve ZERO waste. Many of you will be involved with one of the facility initiative groups so you will

understand the importance of what we are aiming to achieve. This is your chance to make a difference to our future working practices and the environment.

It is fantastic to see a third of the workforce has now become actively involved with the facility initiatives. We are overwhelmed with your enthusiasm and the superb contributions made to date. Your opinions and expertise on-the-job will make massive in-roads into making us ULTRA LEAN!

We will also be looking to introduce signage to the inside of the facility (starting with the new Manufacturing Department) that will improve visual management, promote our strengths and help you find the nearest loo!

Another improvement will be the introduction of a 'kanban' system in the Stores, Assembly and Electrical Departments. For those of you who are unfamiliar with kanban, in brief it is a system that will enable us to control stock levels of high consumable parts thus reducing WASTE waiting for, or searching for items. Teams from Lambert recently attended lean factory presentations at Bosch and Kostal UK Ltd, Rotherham so they could see a kanban system in operation.

New units - Lambert has recently secured 3 units at Copley's Electrical, just across the road from Room 102 which will add a further 8,000 square feet to our facility. At the time of publishing craneage has been ordered and once this is installed the Steel Store and Fabrication Shop will relocate to these units. Additionally, this area will provide a further 16 parking spaces which will be allocated on rotation due to the secure nature of the site. Many thanks to all who have been involved so far.

Greg Ward 6s Chair



## WORKING TOGETHER FOR THE FUTURE - STRATEGIC PARTNERSHIP

In a year of exceptional achievement one of the biggest factors in our success has been the agreement of our first Strategic Customer Partnership.

Having successfully worked with this company for many years we have now managed to forge a unique and enlightened agreement built on trust.

In short what it means is that in return for exceptional performance and a personal consultancy service designed to shortcut all aspects of delivering product to the marketplace we are guaranteed a high level of work over the coming years.

*"Integrity, trust, dedication to common goals and an understanding of each other's individual expectations and values"*

This work will encompass all 3 divisions of our business but initially it will mean the design, manufacture, build and installation of 5 automated production lines on both sides of the Atlantic. The first line is already in manufacture and it is scheduled to start build shortly. Virtually everyone in the company will come into contact with some aspect of these builds so whether it's design, purchasing, manufacture, assembly or wiring we will all have an opportunity to contribute in making them as successful as possible. Many of the benefits the customer will recognise are based on our Module Technology initiative and its going to be exciting to see just how far we can push this approach!

This strategic partnership agreement gives our business a real opportunity to work with our customer. We will be part of their strategic direction on product and market development. We will be considered as an extension to their business and with this relationship can truly work with them to ensure they are the market leader in their sector.

**Lambert**  
Value through Innovation

Lean

Factory

Workflow

## THE MAYFLOWER PROJECT

Each of us plays an important part in a complex process of transforming our sales opportunities into innovative automation solutions that we are all proud of.

At some point in our day we all experience frustrations, getting on with the job with a sense of satisfaction only to have a setback through no fault of our own, taking us back to the beginning again or grinding to a halt. Having the right process, training and tools are crucial to bringing about satisfaction which is why in October 2011 I began an initiative with a team from the technical department. The aim of this initiative was to understand the process steps in transforming a sales proposal into an engineering solution. To do this we would have to identify where things go right as well as wrong and develop the necessary control measures so that we could provide a consistently high service to our internal

and external customers. This was a perfect opportunity to use the tools that Kerry Cochran had given us during the course of the MAS intervention. We wanted to give the initiative a name which had a connection to what we were doing so I looked to history to give me inspiration.

It was in 1618 that the Pilgrim Fathers from the West Midlands decided to get away from it all and go on a journey to a new world and a better place. The name of the vessel that transported the Pilgrim Fathers was called MAYFLOWER and it is from this ship that our initiative has taken its name.

In future editions of The Vision I will update you on the progress with MAYFLOWER and the findings of the team.

Ian Hampton Technical Director





# APPRENTICES

It is with great delight we are able to announce that since the last edition of The Vision was published two of our apprentices have successfully completed their 4 year apprenticeship.

We would therefore like to take this opportunity to publicly congratulate Tom Watson (Electrical) and Marcus Patterson (Mechanical) on this milestone achievement.



Tom Watson (left) and Marcus Patterson (right) receive their certificates from Sharon Stanley and Warren Limbert



# LONG SERVICE

It gives me tremendous pleasure to publish the following long service announcements.

Congratulations to all those who have or will be reaching their 10, 15, 20, 25, 30 or even 35th anniversary during 2012. We are lucky at Lambert to have such a fantastic workforce who dedicate so much of their working life to our business.

## A TREMENDOUS ACHIEVEMENT AND THANK YOU TO ALL!

- Ben Askew** - 10 years Aug 2012
- Dave Baker** - 15 years July 2012
- Nick Brennan** - 25 years Aug 2012
- Terry Carr** - 30 years July 2012
- Ray Fallas** - 10 years March 2012
- Julian Gardiner** - 10 years July 2012
- Ian Hampton** - 30 years Aug 2012
- Andree Hargreaves** - 25 years Aug 2012
- Mike Hargreaves** - 20 years Jan 2012
- Sue Harrison** - 10 Years Aug 2012
- George Jackson** - 15 years April 2012
- Warren Limbert** - 15 years July 2012
- Darren Lloyd** - 10 years Jan 2012
- Gary Lucas** - 20 years March 2012
- Brian Manson** - 15 years July 2012
- Paul Newby** - 25 years March 2012
- Mark Rounding** - 25 years Nov 2012
- Rod Scott** - 35 years Aug 2012
- Ian Stowe** - 25 years Aug 2012
- Darren Thompson** - 15 years July 2012
- Malcolm West** - 30 years Jan 2012
- Ken Wilson** - 15 years March 2012

# SHE SECTION

## The Three Rs: **REDUCE**, **REUSE** and **RECYCLE**

The UK generates millions of tonnes of waste each year and with the ever increasing population this is only set to continue. Large quantities of waste are still being sent to landfill when they could easily be recycled. When waste is sent to landfill it

# THE MANUFACTURING ADVISORY SERVICE 100TH INSIDE INDUSTRY DAY



Pictured L-R: Robin Watson, MAS Regional Director, Warren Limbert, Kerry Cochran, Lean Business Solutions Change Agent

In September 2011 we were extremely honoured to be approached by MAS and asked if we would host their milestone 100th Inside Industry Day with the focus on Lean Thinking.

The aim of Inside Industry is to give manufacturers an insight into how other companies use specific tools and strategies to improve performance. We were very fortunate to have Robin Watson, MAS Regional Director to open the proceedings.

The day included a presentation to delegates about how we work at Lambert using Lean Thinking. Lean Thinking involves using less of everything be it LESS: machines; work in progress; finished

goods; time; human effort. Lean Thinking focuses on the identification and elimination of waste in all processes so that all activities throughout the supply chain add value to the customer.

To mark the significance of this 100th milestone and Lambert being awarded 'Exemplar Company Status', MAS presented us with a certificate which is currently on display in reception.

A big thank you to Lambert presenters: Warren Limbert, Ian Hampton, Mark Rounding, Mike Hargreaves, Nick Findlay, Greg Ward, John Regan and Andy Smith and also to those of you who contributed to make the day a success, particularly Andree, Stacey, Carole and Diane.

**MAXIMISE VALUE ADDED ACTIVITIES**  
**OPTIMISE SUPPORT • ELIMINATE WASTE**

causes considerable damage to the environment, contributing to global warming and climate change. By applying the waste hierarchy of **reduce, reuse and recycle** the amount of waste produced and sent to landfill could be dramatically decreased. Zero waste to landfill can only be achieved by incorporating the waste hierarchy into Lambert operations. This will take a combined effort by all staff to **reduce, reuse and recycle** in order to achieve our target of Zero Waste to Landfill.

In addition to being the right thing to do there are clear benefits to reducing the waste we send to landfill through reduced waste costs and revenue generated through additional recycling.

Working towards a sustainable future is a priority for Lambert and by choosing to **reduce, reuse and recycle** waste Lambert are diverting waste from landfill therefore reducing the negative impacts on the environment and contributing towards a more sustainable future.

# HR SECTION

## Balanced Score Card and Job Descriptions.

Many of you will be aware that the company is planning to introduce a performance management system to all staff during 2012. Performance Management is what organisations have to develop all employees and give them personal/career targets and objectives; this ensures that a business becomes more successful and stays ahead of their competitors. In fact, managing

performance is one of the most critical tasks of any manager, it is a vital tool in engaging staff and ensuring they are successful within their role. If organisations get it right, their performance management processes allow them to develop all personnel, define and communicate their strategies, measure report and monitor progress in order to manage and improve business performance.

Two important things an organisation needs to ensure the success of any performance management system is the introduction of the "Balanced Score Card" and relevant accurate up to date job descriptions. The balanced score card is a strategic planning

and management system that is personal to every employee; it is used extensively in business and industry to align staff, departmental and business activities to the vision and strategy of the organisation, and help to improve internal and external communications, and monitor an organisation's performance against strategic goals.

All staff will be invited to sessions to be run by Linda Underhill and Mark Hemming from Festo during the month of March, to help them understand exactly what Balanced Score means and answer any questions about how it all works.

## TADCASTER TITBITS

Over the Diamond Jubilee weekend, Tadcaster will be celebrating the Queen's Diamond Jubilee.

Activities in the town will begin Friday 01 June and will culminate on Monday 04 June with the lighting of the beacon at Union Corner. The Tadcaster beacon will be part of the National Jubilee Beacon Lighting Event which will see at least 2,012 beacons lit across the UK and the Commonwealth. The Tadcaster beacon was built and donated to the town by Lambert in celebration of the Queen's Golden Jubilee in 2002 and is sited in the Lambert 'Tadcaster in Bloom' garden.

## OLYMPIC TORCH

On Tuesday 19 June 2012 the Olympic Torch will be passing through Tadcaster on its way from Hull to York.

The torch will begin at London Road (John Smith's Brewery) at 10:54, move towards town then along Chapel Street where the route will pass the end of Station Road (Wetherby Road end). This is most likely to be a once-in-a-lifetime event and town is expected to be extremely busy with sightseers. Plans are underway to organise a picnic for around 700 children.

The torch will visit every part of the UK ahead of the games but out of all the regions it will spend more time in Yorkshire than anywhere else apart from London.

The Olympic flame will initially arrive in the UK from Greece on 18 May 2012. The relay will start at Land's End, Cornwall on Saturday 19 May and end on Friday 27 July at the Olympic Stadium.



## NEW FACES SINCE THE LAST VISION

I would also like to welcome all new staff to Lambert.

Since the last issue of The Vision our recruitment drive has ensured many new people have started with the business.

**Bradley Gardiner**  
Stores Assistant

**Adam Bokiej**  
VBA Programmer / Developer

**Richard Morton**  
Centre Lathe Turner

**Jonathan Procter**  
Mechanical Design Engineer

**David Price**  
Sales Estimator

**Carl Hussey**  
Project Engineer -  
Precision Components

**Conrad Martinson**  
Project Engineer

**Mark Sommerville**  
Labourer

**David West**  
Bench Fitter

**Henry Norris**  
Programme Manager

**Kevin Procter**  
Sales Estimator

**Lee-Anne Smith**  
Design Office Administrator

**David Lepley**  
Software Engineer

**Bally Ghir**  
Receptionist / Administrator

**John Armitstead**  
Financial Controller

**Jacek Matysiuk**  
Design Engineer

**Jack Parnaby**  
Stores Assistant / Labourer

**Deborah Bruton**  
Cleaner

**Joe Ashford**  
Inspection

**Clem Bartley**  
Electrician

**Tom Scholey**  
Labourer

**Sam Monkman**  
Finished Components

**Laura Preston-Rowe**  
Admin Trainee

Our Vision:

## THE WORLD'S AUTOMATIC CHOICE FOR PROVIDING "VALUE THROUGH INNOVATION"

*Success is defined as being the best 'YOU' can be.*

Warren Limbert Managing Director.

## CHARITY SECTION

During 2011 both Lambert as a company and staff have supported a number of notable and worthy causes through charity events and donations of cash or gifts.

We are extremely pleased to be able to list those charities and good causes which have benefitted:

**Alex Jones's Three Peaks Challenge Help for Heroes - £700.00**

**Rays of Sunshine Children's Charity - £322.32**

**St Gemma's Hospice - 2 x £20 gift cards**

**The Royal British Legion Poppy Appeal - £78.45**

**National Blind Children's Society - £56.00**

**National Blind Children's Society - £55.00**

**Weidmann Whiteley Ltd Family Fun Day - 2 x £20.00 gift cards**

Along with two other companies Lambert has supported Riverside, our local primary school, with the production of their student planners for the next three years

Together, with your generosity, we can try to make a difference.

**Lambert**  
Value through Innovation

**Lambert**  
Automation Systems

**Lambert**  
Equipment Engineering

**Lambert**  
Precision Components

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