

WEC NEW DASHBOARD

DECEMBER 2019

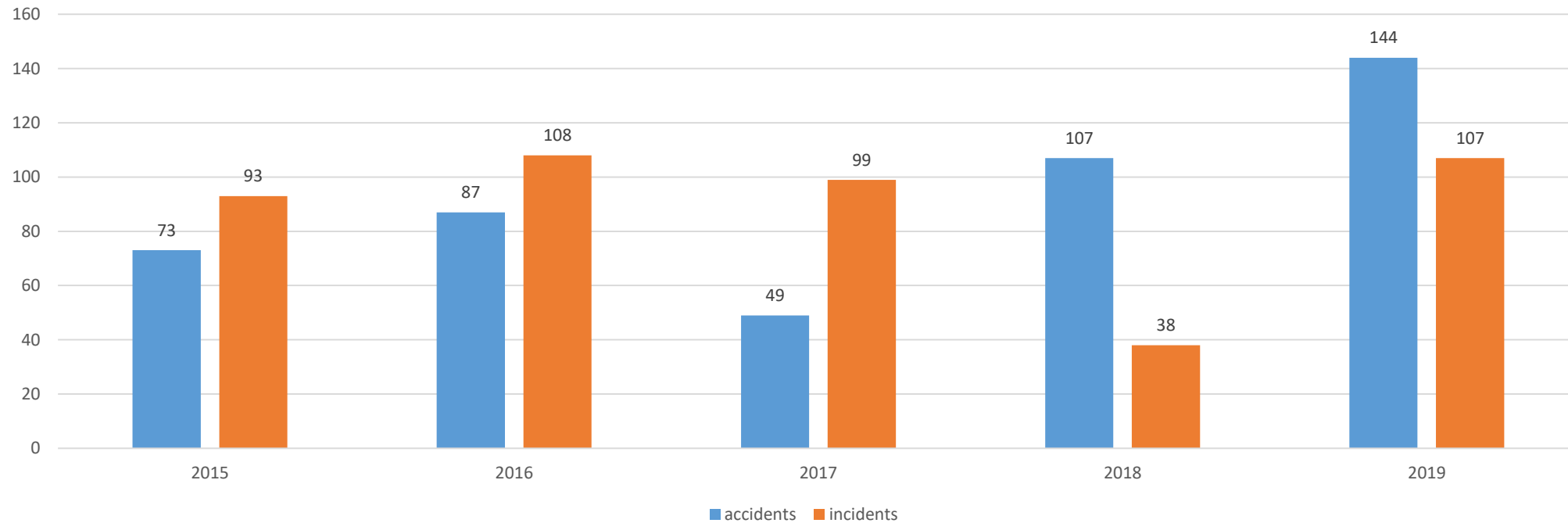
SHEQ Scorecard

November 2019

Subject	Targets	Actions	Status	Trend
Audits, Events, Assessments Problems (NCR's) Actions	Audits Overdue- none <0% In December	Discuss with all departments QA's in the weekly Quality meeting to review all issues and close the complete ones. Average closure of 20 days.		
Concessions	Expired without resolution Aggreko to be submitted Extended without Action Plan Regular Reviews		NONE	
New/ amended/ deleted documents on Document Control Database	Revised system documents: Update on Business Excellence Manual to issue 32. Pending: none		COMPLETE	
Calibration	Overdue : welding sets in Training Academy	Review with each department	COMPLETE	
Training & Competence	Competences & Assessments – all up-to-date		COMPLETE	
Customer Satisfaction (Complaints, Surveys, etc.)	Satisfaction Surveys - positive feed-back for Engineering (BEP, BIG BALE,SEMMCO), Special Projects (JBT Aerotech), CCTV(SAFE PLACE SECURITY), Laser (BIG BALE, TIME 24, BEAVERFIT) and Machining (FLEXIBLE MACHINING SERVICES, MITSUBISHI, MACTAGGATRT)			
Facilities Management	PPM Maintenance Overdue Tasks = none Unplanned tasks None	To the schedule		
Org chart	Organisation Chart Updated the organization chart for welding to EN 15085		COMPLETE	
Supplier Quality	Top 5 suppliers (including remote sites)- PERFORMANCE AT 98 % (suppliers with issues: WEC Laser, Premier Steel)	Address by Purchasing with suppliers/ Quality meetings with Laser Riverside on missing parts		
Railway Safety Issue Resolution (Inc. Operational Safety)	Railway Safety Issues None/ No work for rail			
EHS	Near misses YTD 107 Minor accidents YTD 144 RIDDOR=4 Lost Time Accidents Recorded this month = 0 Accident rate = 6.77% Close Calls 0 Environment No Issues		2	

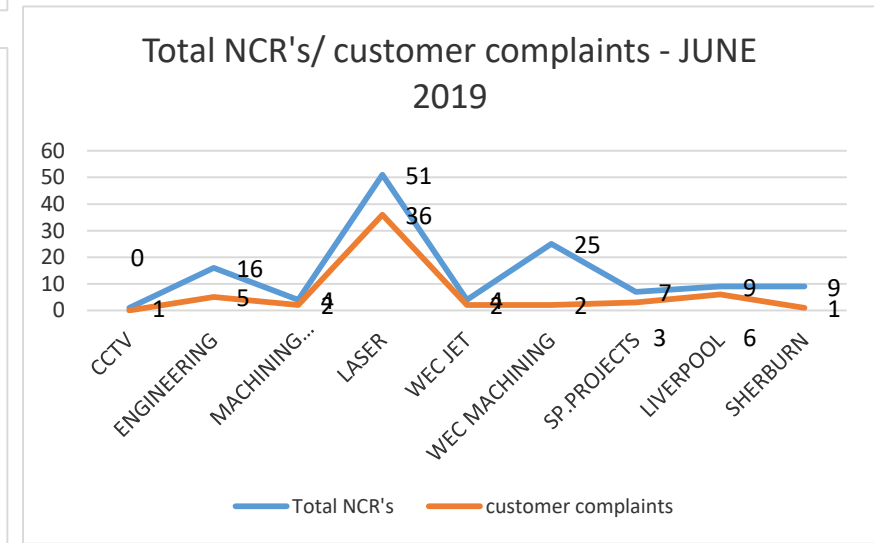
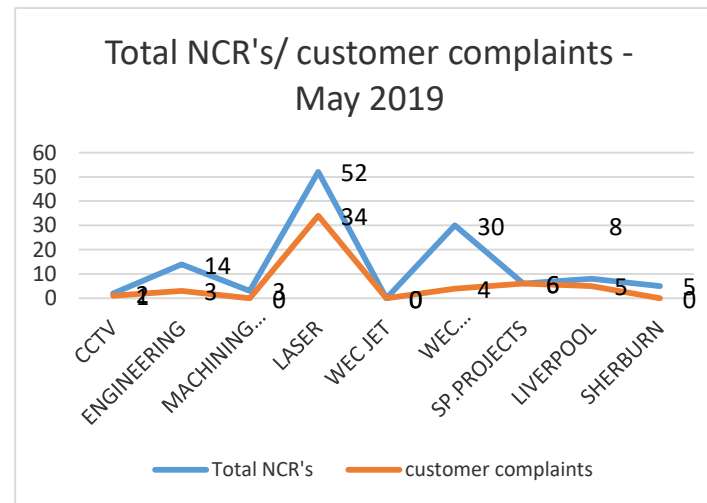
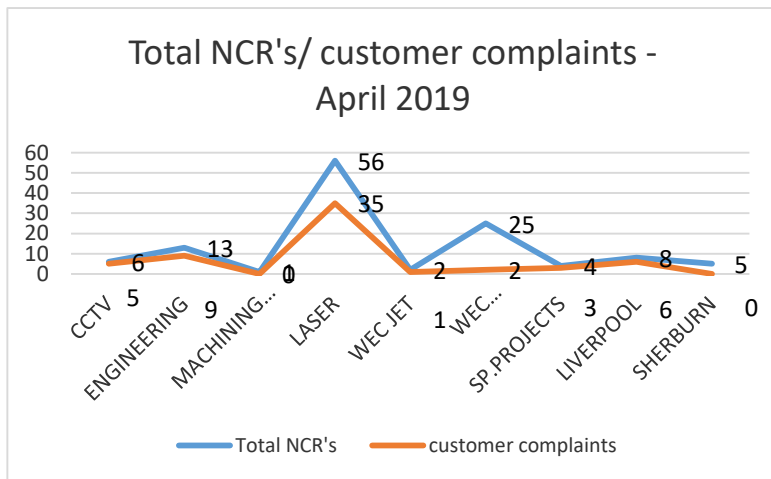
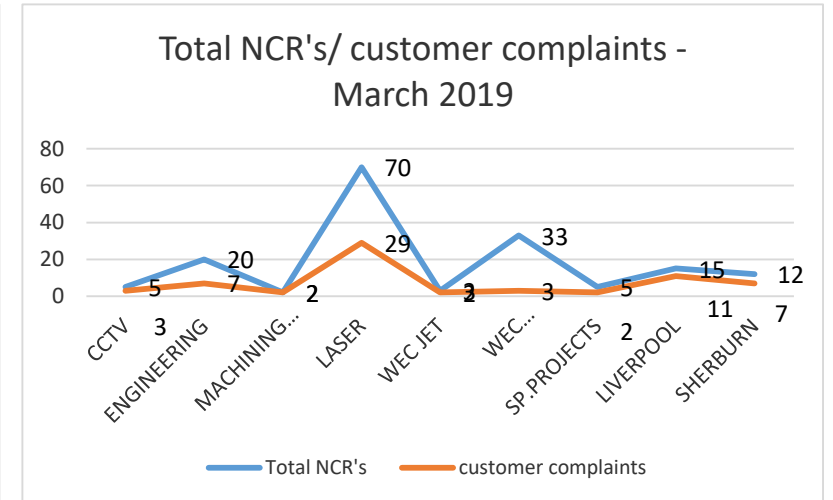
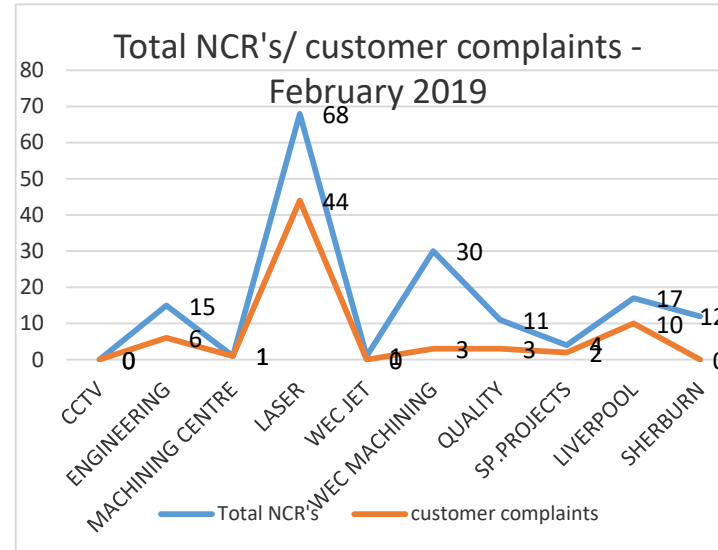
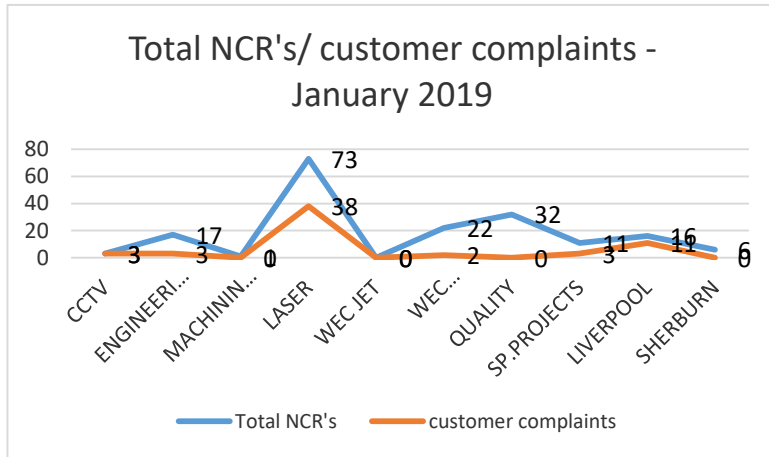
H&S KPI's YTD

accidents/ incidents statistics

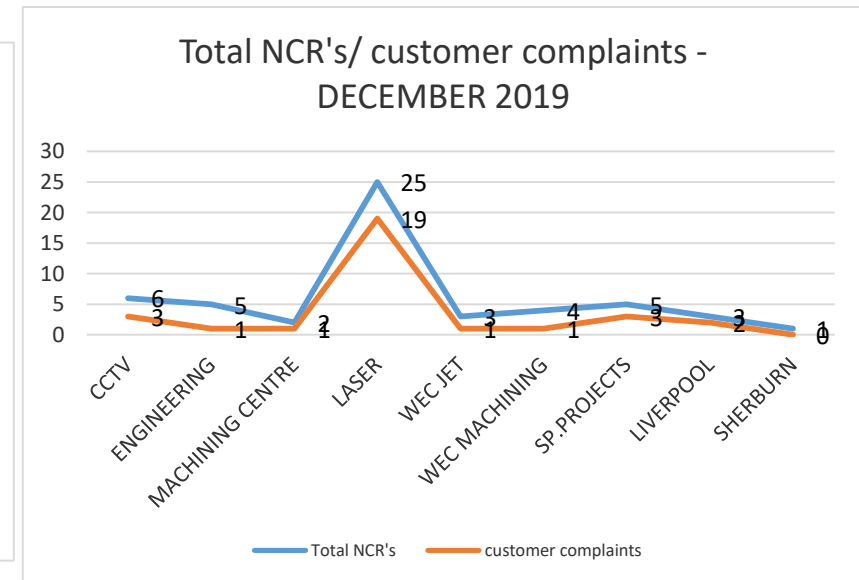
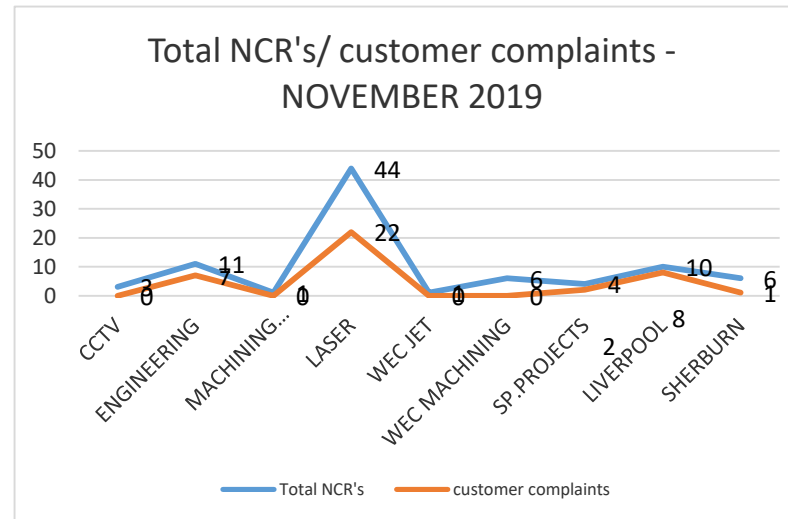
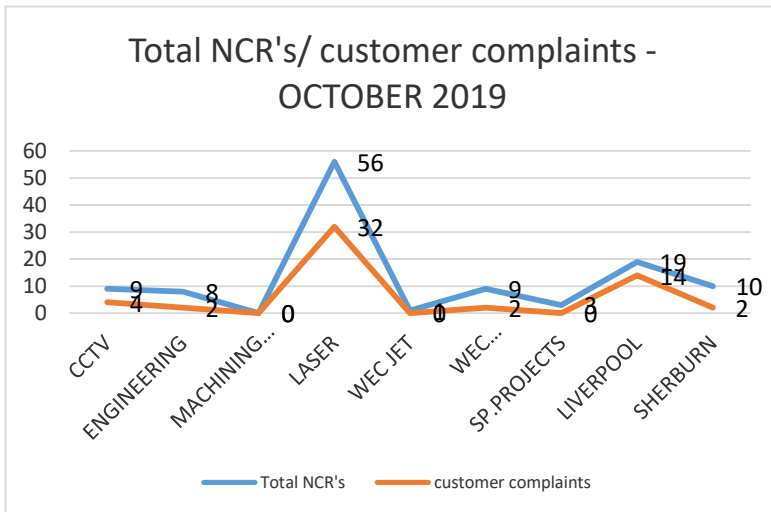
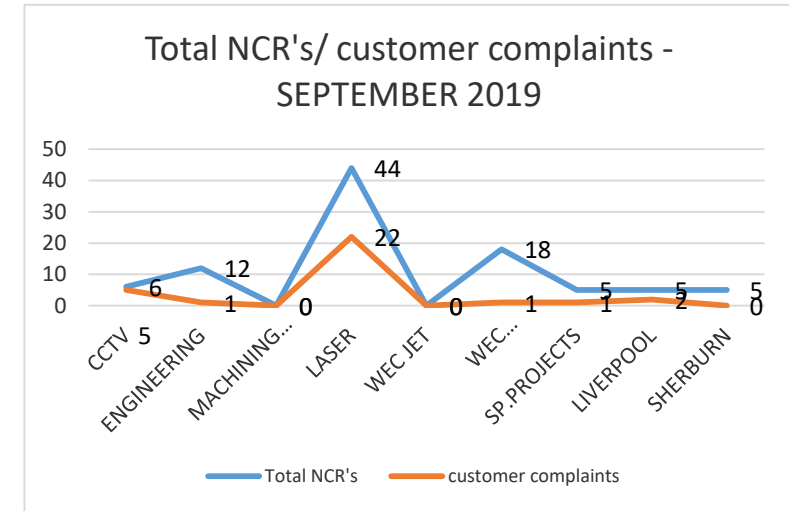
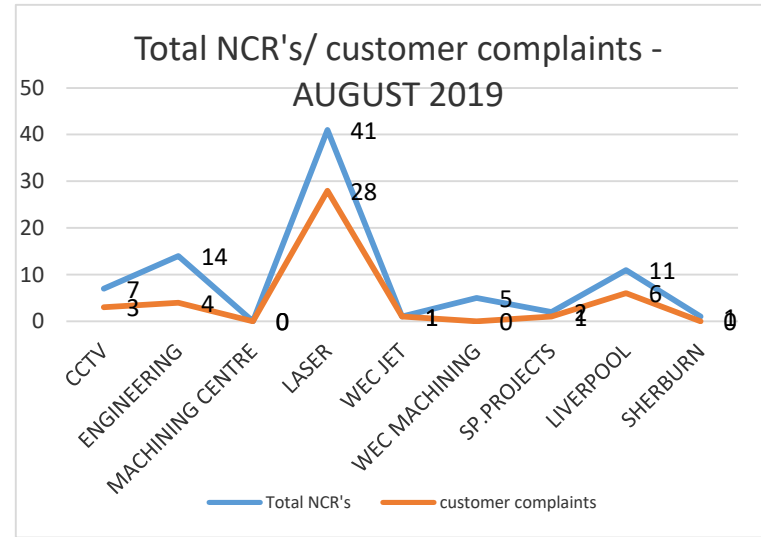
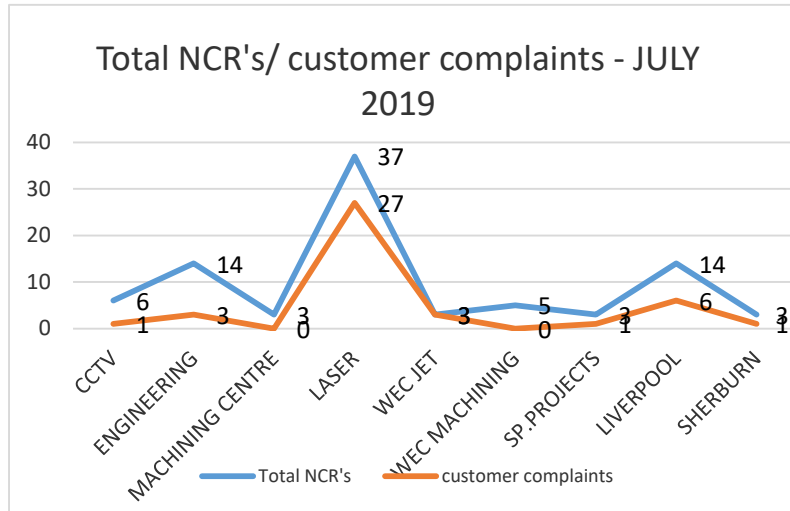


3 RIDDOR

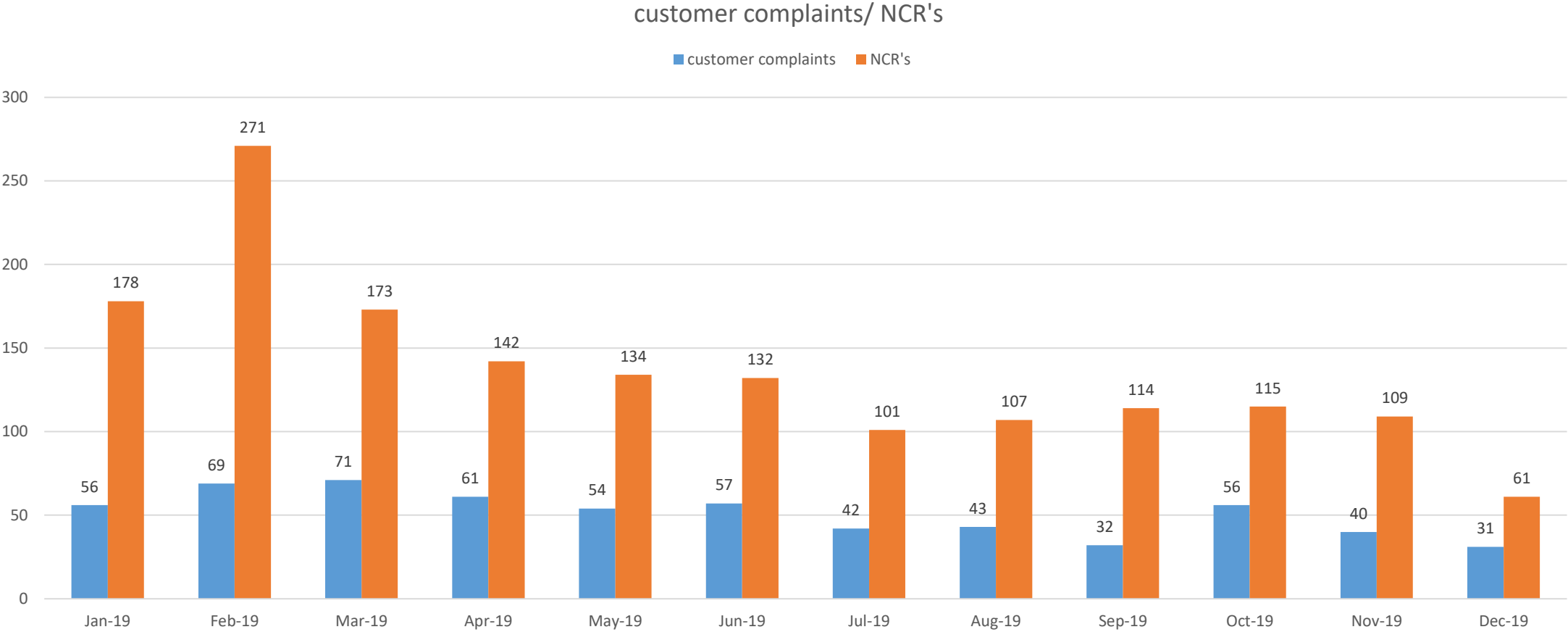
NCR/customer complaints



Ncr'S – CUSTOMER COMPLAINTS July- August- October 2019

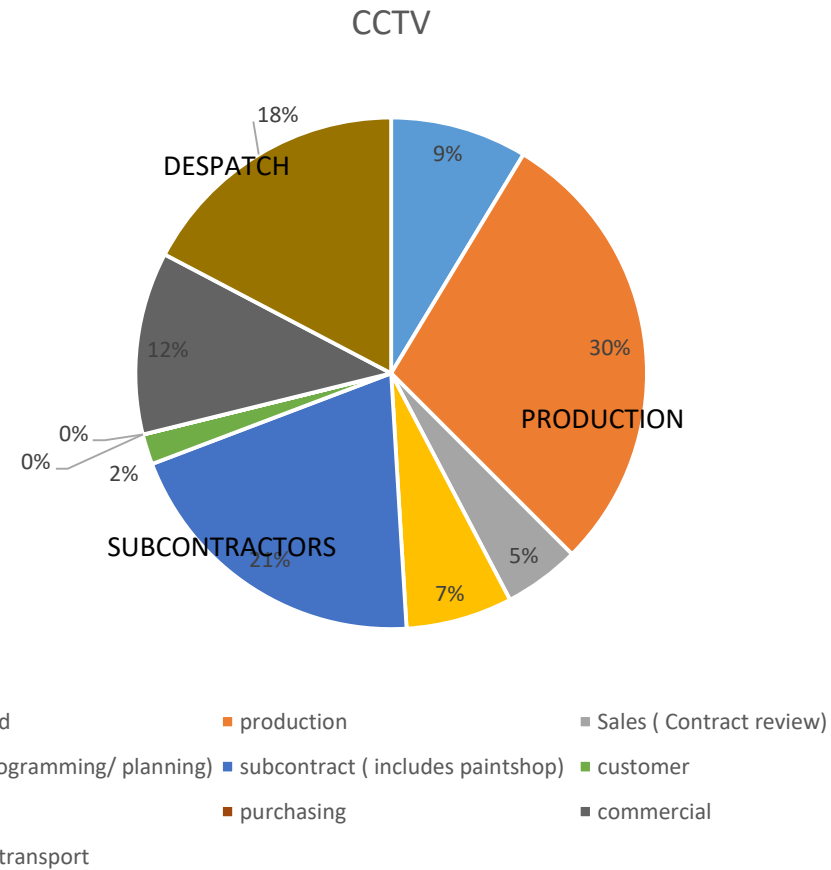


Trend on NCR's/ customer complaints for the Group



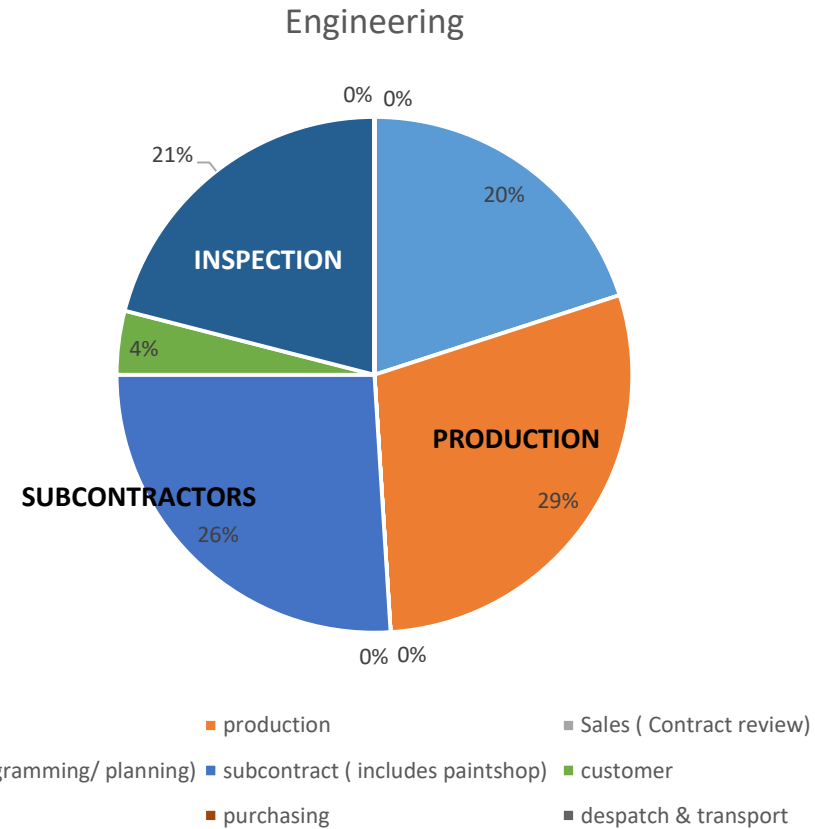
Ncr in % PER DEPARTMENT- CCTV

	CCTV
no process id	9%
production	30%
Sales (Contract review)	5%
process (programming/ planning)	7%
subcontract	21%
customer	2%
inspection	0%
purchasing	0%
commercial	12%
despatch	18%



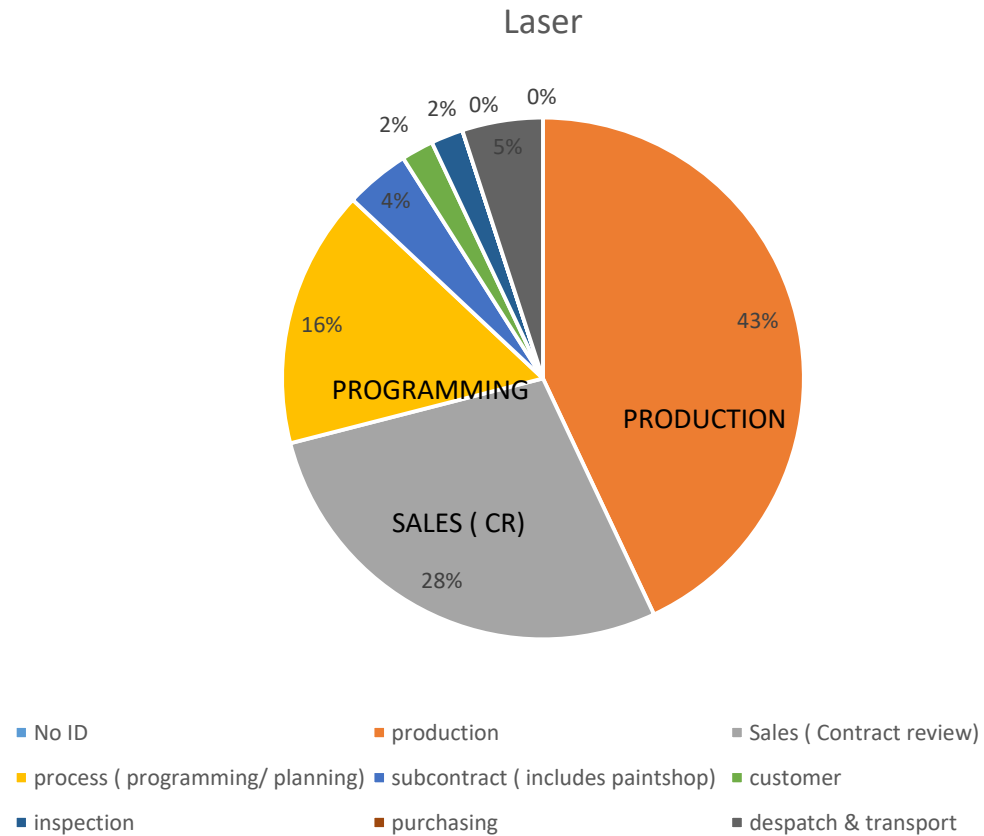
Ncr in % PER DEPARTMENT- Engineering

	Engineering
No ID	20%
production	29%
Sales (Contract review)	0%
process (programming/ planning)	0%
subcontract (includes paintshop)	26%
customer	4%
inspection	21%
purchasing	0%
despatch & transport	0%



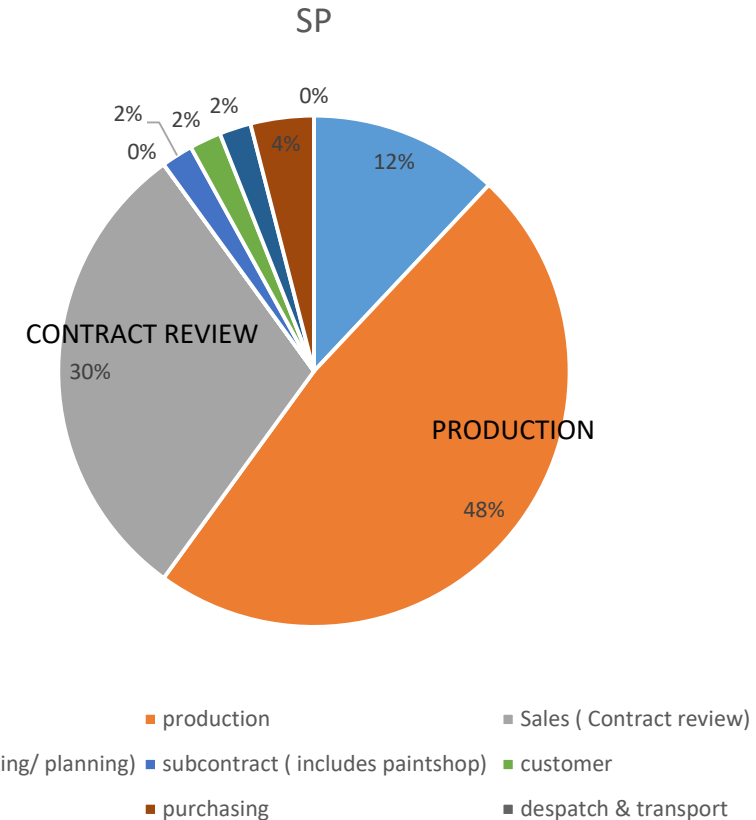
Ncr in % PER DEPARTMENT- Laser

	Laser
No PROCESS ID	0%
production	43%
Sales (Contract review)	28%
process (programming/ planning)	16%
subcontract (includes paintshop)	4%
customer	2%
inspection	2%
purchasing	0%
despatch & transport	5%



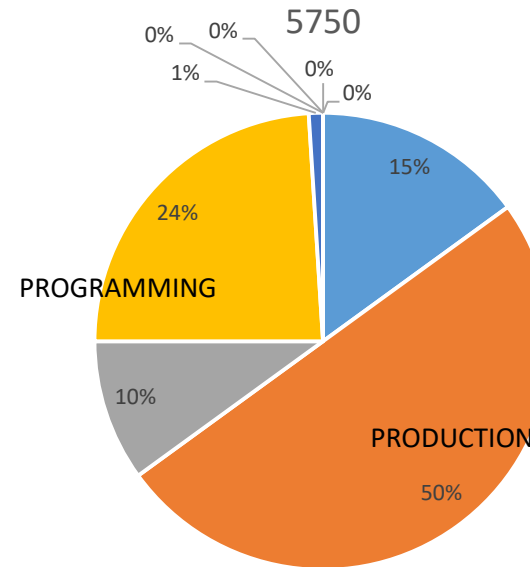
Ncr in % PER DEPARTMENT- Special Projects

	SP
No PROCESS ID	12%
production	48%
Sales (Contract review)	30%
process (programming/ planning)	0%
subcontract (includes paintshop)	2%
customer	2%
inspection	2%
purchasing	4%
despatch & transport	0%



Ncr in % PER DEPARTMENT- 5750

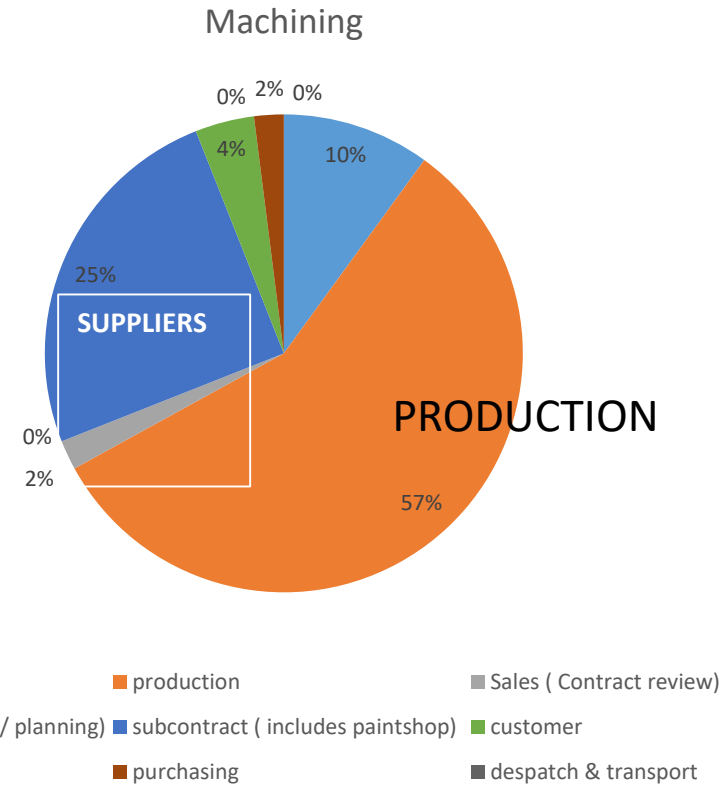
	5750
No ID	15%
production	50%
Sales (Contract review)	10%
process (programming/ planning)	24%
subcontract (includes paintshop)	1%
customer	0%
inspection	0%
purchasing	0%
despatch & transport	0%



- No ID
- production
- Sales (Contract review)
- process (programming/ planning)
- subcontract (includes paintshop)
- customer
- inspection
- purchasing
- despatch & transport

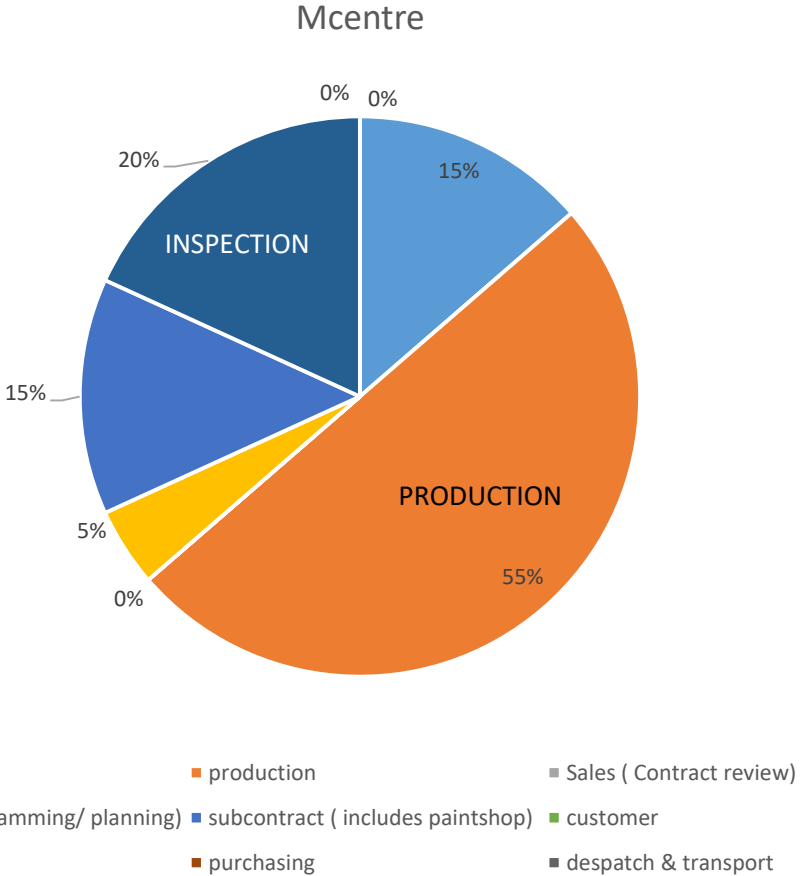
Ncr in % per department MACHINING

	Machining
No ID	10%
production	57%
Sales (Contract review)	2%
process (programming/ planning)	0%
subcontract (includes paintshop)	25%
customer	4%
inspection	0%
purchasing	2%
despatch & transport	0%



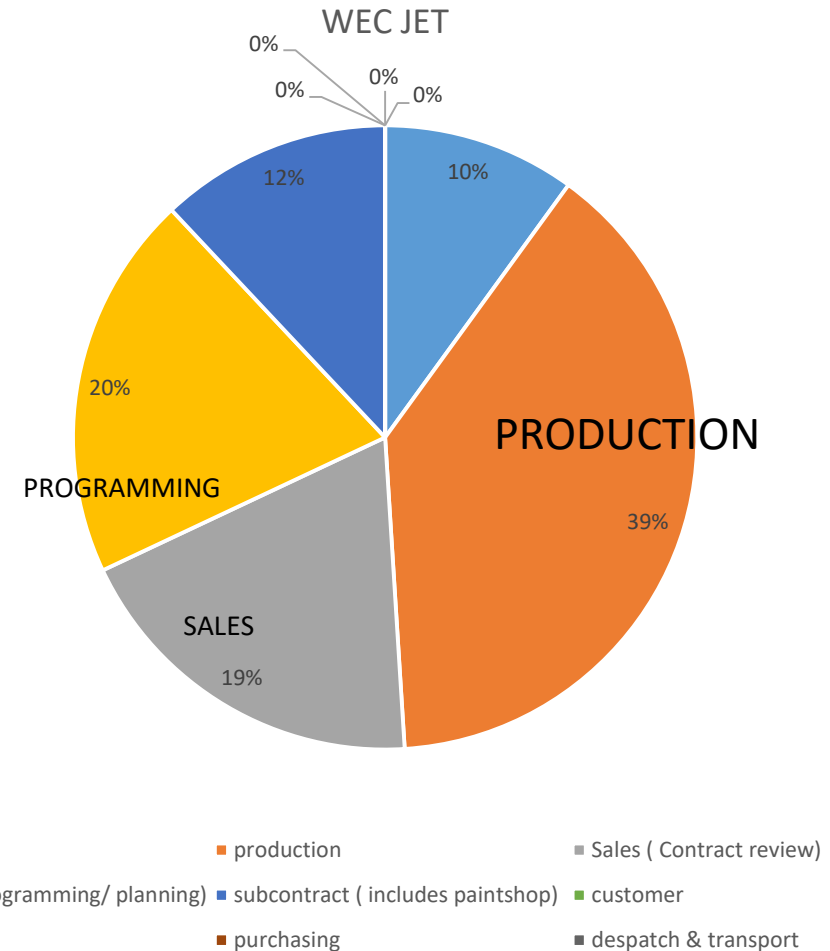
Ncr in % PER DEPARTMENT- M Centre

	Mcentre
No PROCESS ID	15%
production	55%
Sales (Contract review)	0%
process (programming/ planning)	5%
subcontract (includes paintshop)	15%
customer	
inspection	20%
purchasing	0%
despatch & transport	0%



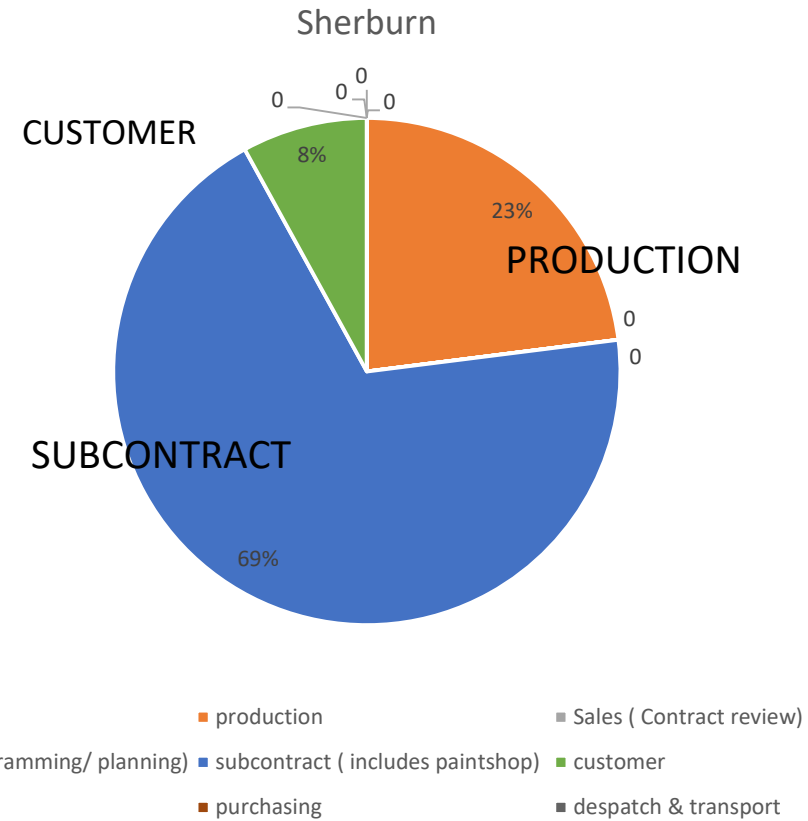
Ncr in % PER DEPARTMENT- WEC JET

	WEC JET
No ID	10%
production	39%
Sales (Contract review)	19%
process (programming/ planning)	20%
subcontract (includes paintshop)	12%
customer	0%
inspection	0%
purchasing	0%
despatch & transport	0%



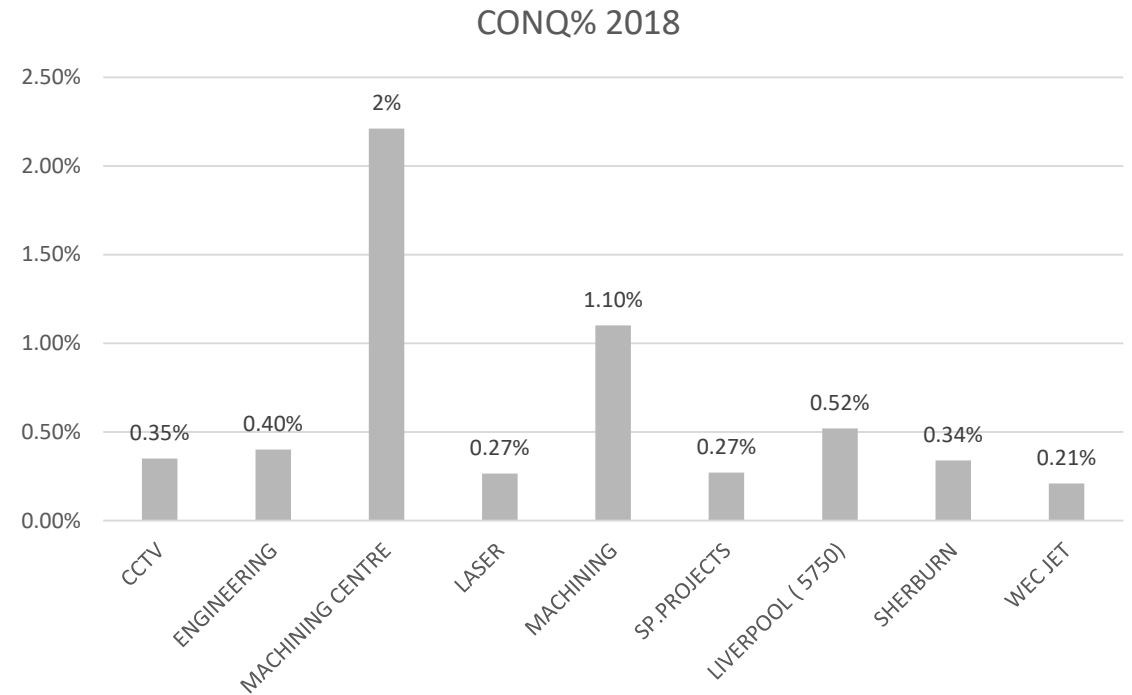
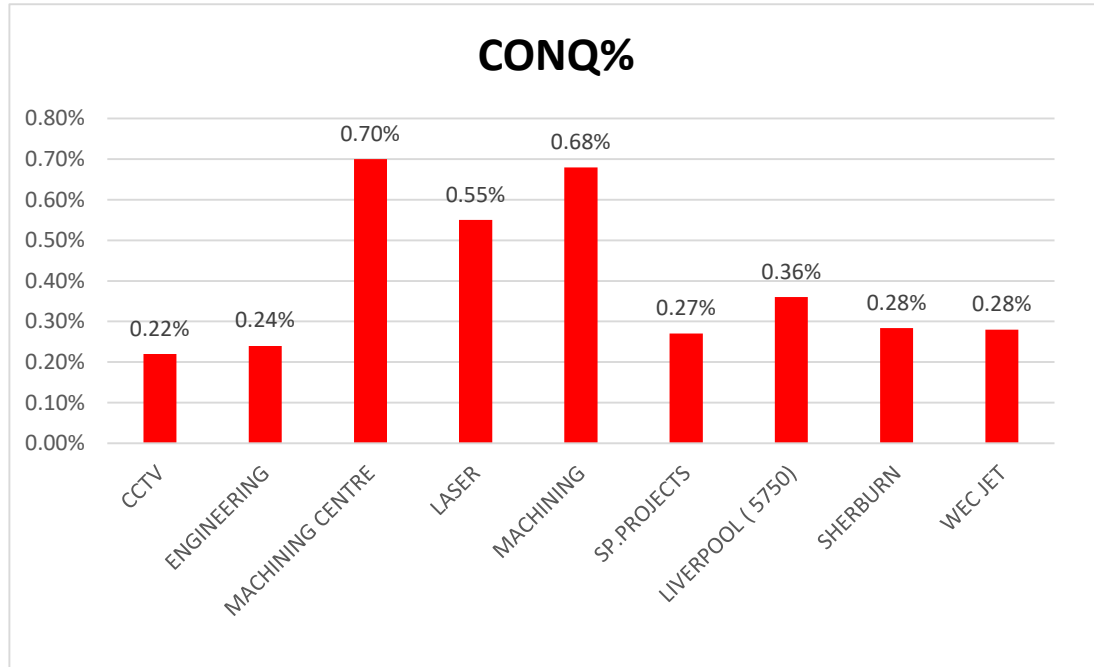
Ncr in % PER DEPARTMENT- SHERBURN

	Sherburn
No ID	0
production	23%
Sales (Contract review)	0
process (programming/ planning)	0
subcontract (includes paintshop)	69%
customer	8%
inspection	0
purchasing	0
despatch & transport	0



COST OF NON-QUALITY-YTD

To a target of <1%



Comments: Significant decrease of cost of non-quality produced in 5750, Machining
Increase in Laser, Machining Centre

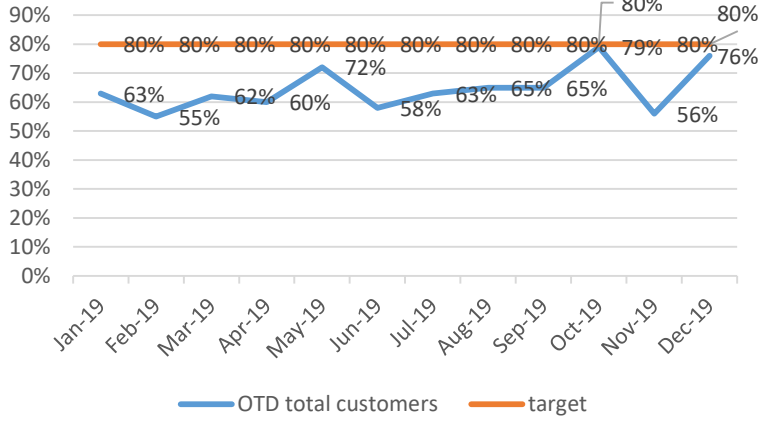
OTD AGREED PER DEPARTMENT 2019

REAL													AV
department	OTD JAN	OTD FEB	OTD MAR	OTD APR	OTD MAY	OTD JUNE	OTD JULY	OTD AUG	OTD SEP	OTD OCT	OTD NOV	OTD DECEMBER	
ENGINEERING	63%	55%	62%	60%	72%	58%	63%	65%	65%	79%	56%	76%	65%
LASER	64%	70%	69%	70%	70%	79%	77%	66%	80%	80%	77%	88%	74%
MACHINING	74%	78%	85%	79%	91%	82%	85%	71%	86%	91%	86%	97%	84%
LARGE MACHIN	39%	58%	78%	76%	75%	85%	80%	79%	65%	67%	77%	89%	72%
5750	84%	87%	86%	77%	82%	87%	88%	90%	90%	84%	83%	89%	86%
WEC JET	99%	94%	99%	100%	98%	99%	87%	97%	99%	90%	92%	96%	96%
SP.PROJECTS	27%	50%	62%	63%	33%	88%	86%	73%	30%	74%	64%	82%	61%
TARGET	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
WITH 7 DAYS LATE													
department	OTD JAN	OTD FEB	OTD MAR	OTD APR	OTD MAY	OTD JUNE	OTD JULY	OTD AUG	OTD SEP	OTD OCT	OTD NOV	OTD DEC	AV
ENGINEERING	91%	80%	84%	90%	97%	86%	92%	85%	85%	88%	75%	87%	87%
LASER	74%	84%	93%	94%	94%	96%	97%	93%	95%	95%	89%	95%	92%
MACHINING	80%	94%	96%	91%	99%	100%	93%	92%	96%	98%	93%	100%	94%
LARGE MACHIN	53%	87%	99%	97%	98%	99%	90%	93%	81%	83%	88%	93%	88%
5750	95%	96%	97%	89%	91%	96%	97%	98%	98%	92%	92%	97%	95%
WEC JET	100%	100%	100%	100%	100%	100%	94%	99%	100%	95%	98%	100%	99%
SP.PROJECTS	29%	59%	88%	96%	100%	100%	96%	93%	50%	83%	79%	97%	81%
TARGET	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

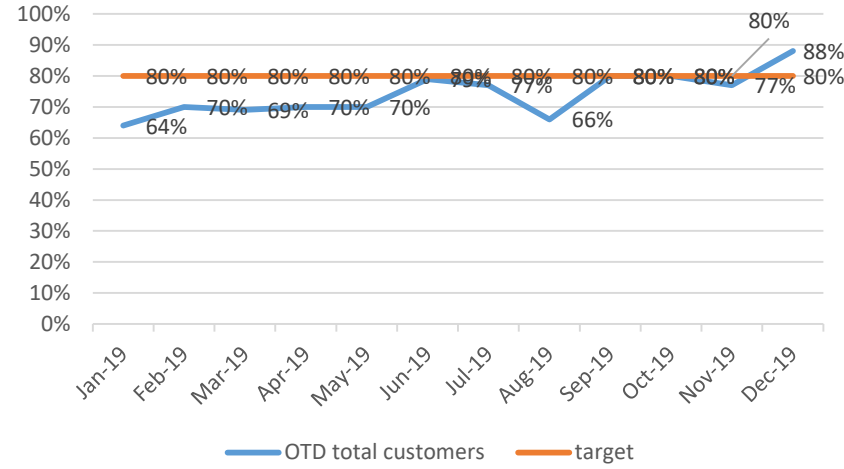
OTD CRITERIA REAL	OTD CRITERIA AGREED
TOTAL ORDERS	TOTAL ORDERS
ON TIME ORDERS	ON TIME ORDERS+ UP TO 2 DAYS LATE + 3-7 DAYS LATE
UP TO 2 DAYS LATE	0
3-7 DAYS LATE	0
OVER 7 DAYS LATE	OVER 7 DAYS LATE

OTD

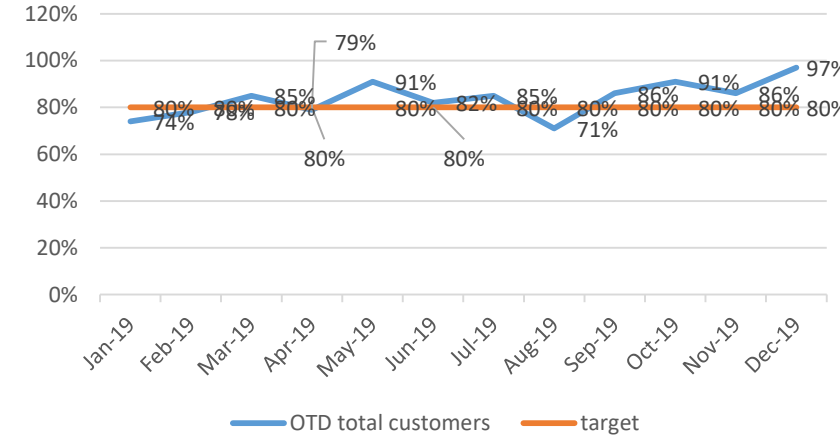
OTD ENGINEERING



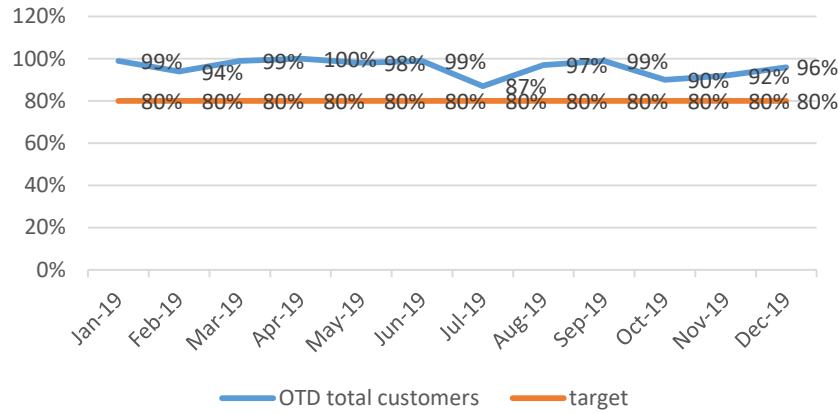
OTD LASER



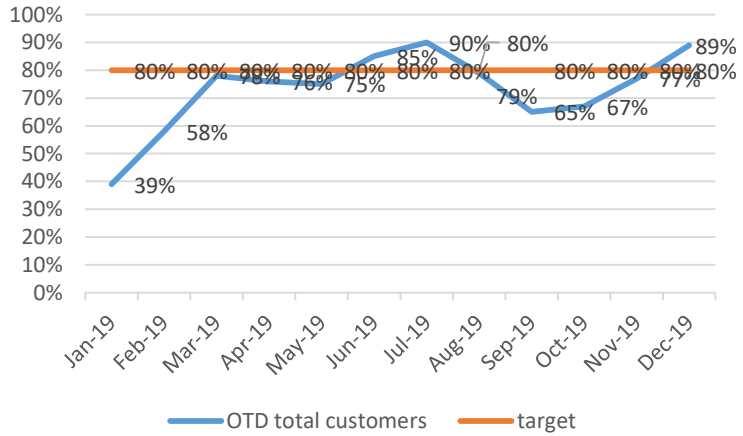
OTD MACHINING



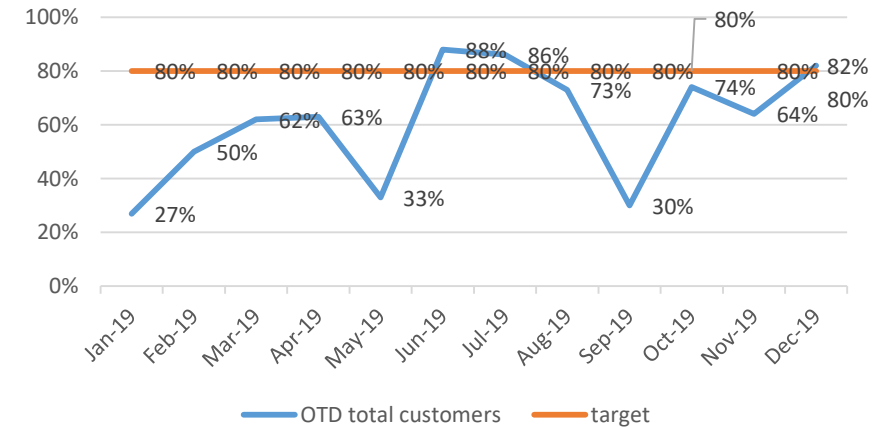
OTD WEC JET



OTD LARGE MACHINING



OTD SPECIAL PROJECTS



Laser delivery per process 2019/2018

LASER DELIVERY PERFORMANCE FOLLOW-UP 2019												
DATE	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
OTIF TOTAL CUSTOMER	60%	73%	69%	73%	72%	78%	78%	66%	80%	81%	77%	89%
OTIF INTERNAL CUSTOMER	67%	80%	77%	82%	77%	87%	86%	76%	88%	90%	87%	91%
OTIF EXTERNAL CUSTOMER	73%	85%	80%	85%	86%	83%	89%	81%	81%	87%	79%	88%
OTIF ONLY CUTTING	75%	78%	77%	80%	68%	78%	79%	72%	94%	88%	84%	86%
OTIF CUTTING & FOLDING	83%	88%	87%	92%	90%	86%	89%	71%	85%	86%	88%	98%
OTIF MULTIPLE OPERATIONS	56%	70%	66%	69%	69%	77%	77%	65%	78%	79%	75%	87%
OTIF TUBE	59%	64%	43%	64%	67%	75%	82%	75%	82%	80%	80%	88%
BS 9100 CUSTOMERS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TARGET	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

LASER DELIVERY PERFORMANCE FOLLOW-UP 2018													
DATE	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
OTIF TOTAL CUSTOMER	84%	76%	75%	54%	78%	83%	77%	84%	59%	70%	75%	76%	64%
OTIF INTERNAL CUSTOMER	96%	82%	83%	59%	83%	89%	89%	85%	55%	74%	85%	81%	62%
OTIF EXTERNAL CUSTOMER	94%	79%	80%	56%	79%	85%	82%	86%	57%	72%	65%	84%	66%
OTIF ONLY CUTTING	97%	77%	81%	70%	85%	88%	89%	88%	68%	75%	85%	82%	57%
OTIF CUTTING & FOLDING	98%	85%	94%	67%	89%	90%	89%	83%	72%	88%	87%	90%	84%
OTIF MULTIPLE OPERATIONS	79%	74%	70%	50%	75%	82%	75%	83%	56%	67%	71%	73%	62%
OTIF TUBE	86%	43%	57%	39%	75%	72%	82%	89%	66%	77%	80%	79%	70%
BS 9100 CUSTOMERS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
TARGET	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%

CUSTOMER SATISFACTION

ENGINEERING				
Date Received	Name	Customer	CommentType	Comment
05/09/2019	Garry Griffiths	BEP	Positive	As a point to note the visit yesterday was a good visit, the LTRs are in a good state and the welding quality is also very good
16/07/2019	Elliott Obrian	BIG BALE TRANSTACKER	Positive	thank you for everything you have done for us this year and a big thank you for Phil Walker for leading the project from start to finish
30/06/2019	Chris Lew	ELECTROIMPACT	Negative	Your current Supplier Rating is C-Last Resort;PO1448-58525 Late Delivery, Poor quality
25/09/2019	Will Burns	HOCKLEY	Positive	Appreciate your help throughout the contract, which in the main, ran very smoothly
16/09/2019	Garry Griffiths/Jason Carter	BEP/N-W PROJECTS	Positive	LTR review yesterday by myself and SL went really well
25/09/2019	Stuart McOnie	SEMMCO	Positive	Good service and on time delivery

CUSTOMER SATISFACTION

CCTV

Date Received	Name	Customer	CommentType	Comment
04/02/2019	M.Allison	SAFEPLACE SECURITY	Positive	Overall performance good/ much better than competitors
10/04/2019	M.Allison	SAFEPLACE SECURITY	Positive	Overall performance excellent
17/04/2019	Justin Chappell	CHUBB	Positive	Overall performance excellent
27/03/2019	Kerry Pickwell	TECHNICA	Positive	Overall performance excellent

LASER

Date Received	Name	Customer	CommentType	Comment
16/07/2019	Elliott Obrian	BIG BALE TRANSTACKER	Positive	thank you for everything you have done for us this year and a big thank you for Phil Walker for leading the project from start to finish
12/08/2019	Nigel Lister	TIME 24	Positive	Thank to WEC staff working on Time 24 rail contracts for their effort and dedication
03/12/2019	Gregor Hannen	BEAVERFIT	Positive	Just a message of 'Thanks' for the parts that arrived

CUSTOMER SATISFACTION

SPECIAL PROJECTS

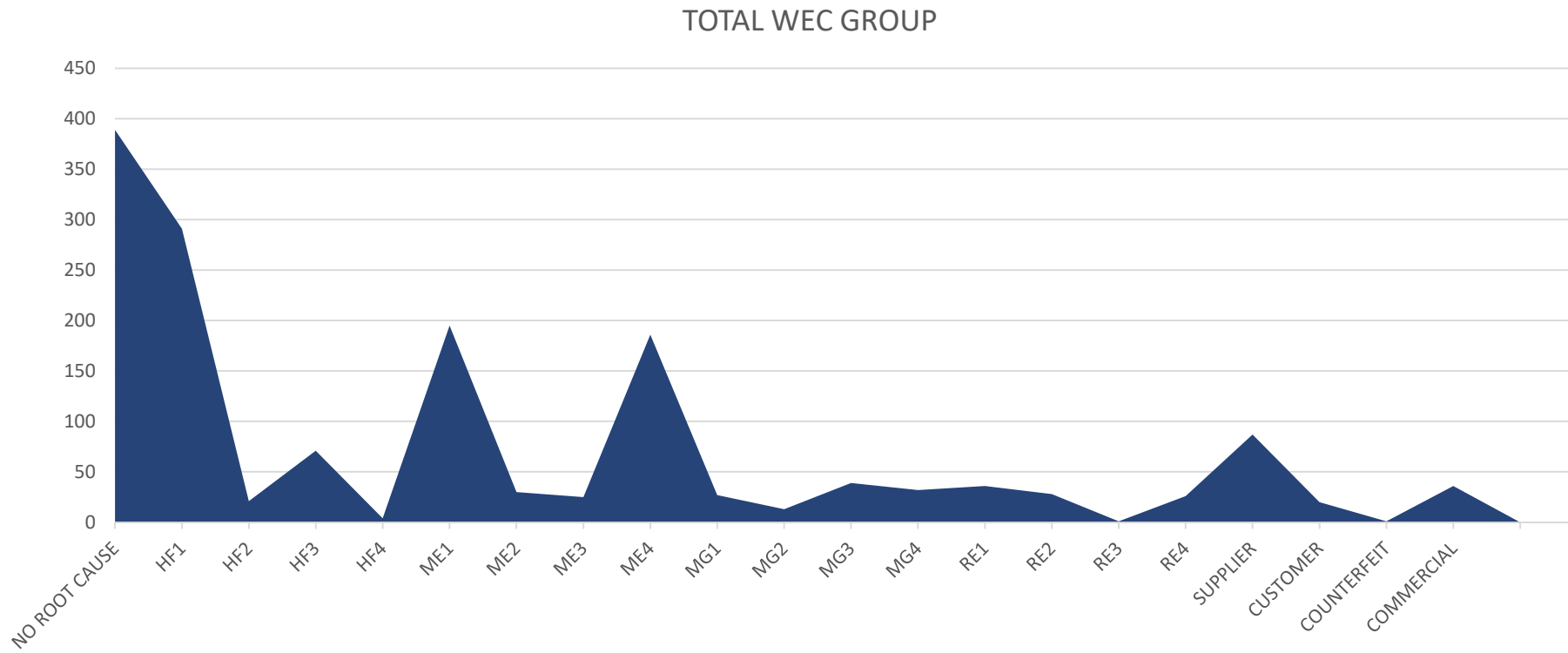
Date Received	Name	Customer	CommentType	Comment
22/10/2019	Garry Collyer	JBT Aerotech	Positive	Thank you to all who worked on this in WEC. Also, thank you to all who had an input into this in JBT. It is very much appreciated.

MACHINING

Date Received	Name	Customer	CommentType	Comment
08/10/2019	Sales	FLEXIBLE MACHINING SYSTEMS	Positive	They were extremely happy with an order we recently completed for them (Value 12K) they were extremely impressed with both delivery and quality
02/07/2019	Darren Thomas	MITSUBISHI	Positive	The quality is brilliant thank you ever so much and please pass on our thanks to all involved.
05/07/2019	Maria Strang	MAC TAGGART SCOTT	Positive	Good on-time delivery and quality of the parts.

Root causes

ROOT CAUSES DECEMBER 2018																					
DEPARTMENT	NO ROOT	HF1	HF2	HF3	HF4	ME1	ME2	ME3	ME4	MG1	MG2	MG3	MG4	RE1	RE2	RE3	RE4	SUPPLIER	CUSTOMER	COUNTERFEIT	COMMERCIAL
TOTAL WEC GROUP	389	291	21	71	4	195	30	25	186	27	13	39	32	36	28	1	26	87	20	1	36



MAIN ROOT CAUSES:

- Human factor(lack of concentration)
- Method (lack of planning and control)
- Method (inadequate verification and validation)

Statistics 2019 vs.2018



PERFORMANCE 2019/2018

DEPARTMENT	NCR'S		CUSTOMER COMPLAINTS		COST OF NON-QUALITY				TARGET	Audit results after follow-up		TARGET	OTD(average)		TARGET
	2019	2018	2019	2018	2019	%	2018	%		2019	2018		2019	2018	
WEC ENGINEERING	161	222	51	50	£26,079	0.24%	£44,827	0.40%	1%	98%	92%	80%	65%	77%	80%
WEC MACHINING CENTRE	18	44	6	16	£12,534	0.70%	£18,296	2%	1%	96%	91%	80%	72%	73%	80%
WEC CCTV	52	64	18	26	£9,646	0.24%	£13,691	0.35%	1%	95%	94%	80%	NOT MEASURED		80%
WEC LASER	612	499	367	344	£142,942	0.55%	£93,413	0.27%	1%	95%	93%	80%	74%	73%	80%
WEC JET	19	19	7	15	£6,572	0.28%	£5,102	0.21%	1%	93%	92%	80%	96%	82%	80%
WEC 5750	134	320	87	219	£45,367	0.36%	£65,941	0.52%	1%	92%	94%	80%	86%	83%	80%
SP.PROJECTS	57	62	25	31	£14,310	0.27%	£10,738	0.27%	1%	91%	91%	80%	61%	68%	80%
WEC SHERBURN	74	114	6	25	£9,971	0.28%	£13,506	0.34%	1%	91%	93%	80%	NOT MEASURED		80%
WEC MACHINING	212	234	18	31	£25,517	0.68%	£43,962	1.1%	1%	95%	94%	80%	84%	89%	80%
	1339	1578	585	757	£292,938		£309,476								
	16% ↓ of NCR's		25% ↓ customer complaints		0.23% ↓				All scores over 90% (no major lapses)						

Main audit findings and effectiveness (better scores achieved in 2019)

DEPARTMENT	SCORE 2019	SCORE 2018	MAIN FINDINGS	ACTIONS REQUIRED
MACHINING	95%	94%	traceability of material, calibration	defined per department
ENGINEERING	98%	92%	signing documents (inspection, strat-up meetings), contract review	defined per department
5750	92%	94%	Contract review, programming, storage of materials, traceability of materials, training records updates	defined per department
SP.PROJECTS	91%	91%	No clear evidence for inspection on shop floor (drawings not signed); Training records not up-to-date	defined per department
WEC JET	94%	92%	calibration, ncr's management	defined per department
SHERBURN	91%	93%	configuration management (drawing revision), , contract review, training records, ncr's , maintenance	defined per department
LASER	95%	93%	Contract review, programming errors, traceability of materials	defined per department
MACHINING CENTRE	96%	93%	calibration, training records	defined per department
CCTV	95%	94%	NCR's management, training records	defined per department
HTA	91%	87%	inspection, maintenance, storage of materials, nc product, identification and traceability	defined per department

Results review vs. Targets in 2019

- Raise >10 ncr's per month(internal, customer, suppliers). For any repeat contract parts any deviation shall be recorded -**achieved 75%**
- Ncr's closure within 20 days from opening (with root cause, corrective, preventive actions and effectiveness of implementation)- **achieved 80%**
- In case of customer complaints = response to the customer within 24 hours with immediate action, root cause and corrective + within 5 days with prevention- **achieved 99%** (contract specific)
- Reinforce local internal audits within manufacturing processes / 1 audit/week- **achieved 43%** (Simon-100%; MM-50%; Bill/Terry- No; WT-20%; SK-No Robert- 30%; JB-no)
- Update of Quality Alert boards weekly (>1 main issue per week)- **BB/Terry- 100%; WT-50%; Simon-60%; Laser – QCP's attached to route cards-100%**
- Update FMEA in case of major issues affecting processes (min 3 times within the next 6 months)- **not achieved- FMEA/ RISK REGISTER not used**
- 100% Attendance to weekly quality meeting- **at 60%**

Actions to be considered in 2020

- Re-fresher training with the quality team and re-inforce the right use of the system and devices for accuracy of reports .
- Root cause analysis
- Quality Alert Boards
- Work to targets **defined** for the year.
- Re-inforce in process checks/ audits and inspection , to prevent producing non-conformance.
- Improve communication with shop floor operatives on Quality
- **Lesson Learned (LFE)-Conclude on big projects for NCR's recorded and issues identified within processes.**
- **Access for shop floor to risk assessments/ log NCR's/ log incidents, accidents on screens**

Targets for 2020

- Raise NCR's for issues with cost > £100
- NCR closure <20 days
- Quality alert boards- min 1 update / month- screen
- Cost of NQ< 1%- measure per project/ customer/
- Local Quality audits/1 –week
- Helping production teams to achieve OTD
- Performance of suppliers (central)

FOCUS ON IMPROVEMENTS (PER DEPARTMENT)

- **Engineering**- Control of documents (drawings – right revision, job sheets, material certificates); Control of changes;

Meeting to be organized on project engineers responsibility and process

- **Special Projects** – Contract Review process

Training to be organized with the team

- **Laser**- New process on new Fiber machines- Standard operational procedure to be issues/ training of all operators involved
 - Missing parts - cages to be placed to each machine , where parts lost in the process
- **Machining**- % decrease internal issues on first-offs “ Right first time”
 - Focus on critical dimensions for inspection (to be defined at contract review stage)
- **CCTV**- Monitor Contract Review process and dispatch
- **Sherburn**- Focus on in process inspection
- **5750**- Monitor Programming process (decrease of ncr;s related to programming)
- **WEC JET**- Contract Review , Programing processes