



## Halewood Operations

Located in the North West of England, the Halewood plant has a reputation for excellent manufacturing quality and is recognised throughout the industry as a centre of excellence for Lean Manufacturing and employs 2,500 people. In 2000, a significant investment transformed Halewood from a mass-production assembly plant to a world class manufacturing facility suitable for producing premium products. The transformation of the manufacturing facility was complemented by a culture change strategy, which ensured Halewood's people and processes were ready to build a luxury vehicle. The company invested in over a million hours of training in the Halewood workforce. This focus on facility and employee development is continuous. The plant's employees have all been through a detailed brand advocacy programme. The adoption of cutting edge lean manufacturing principles and processes has enabled the plant to compete at the forefront of a highly competitive global market place. For three consecutive years the plant has received the highest score in a worldwide process audit of all Ford owned plants, setting a global benchmark for the company. In recognition of this, the Premier Automotive Group Lean Learning Academy is housed at the plant and has trained hundreds of managers from P.A.G. companies across Europe, in up-to-the-minute lean management skills.

IIRA delegates will have the opportunity to see the plant and discuss issues with union and management representatives.