

Richard Garwell B Eng. (Hons)

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An experienced manufacturing consultant and project manager with a strong track record of helping businesses improve performance, manage change and prepare for growth. Richard combines practical engineering and automotive experience with extensive consultancy experience, enabling him to work effectively with senior management teams, engineering functions and operational teams alike.

He has particular experience in manufacturing readiness, production planning, capacity and resource planning, process improvement and organisational change. Richard is skilled at identifying operational risks, constraints and improvement opportunities, translating these into practical action plans and supporting businesses through implementation. His background enables him to communicate effectively from the boardroom to the shop floor and to develop solutions that are both technically achievable and commercially pragmatic.

KEY SKILLS

Manufacturing Readiness & Production Planning

- Reviewing manufacturing capability and identifying gaps, risks and constraints ahead of production scale-up.
- Development of capacity-planning and production-scheduling approaches.
- Assessment of resource requirements, workflow and workplace organisation.
- Development of practical action plans to support production readiness and business growth.
- Supporting manufacturing businesses in preparing for demanding customer and market requirements.

Automotive Manufacturing & New Product Development

- Ten years' experience in product design and development within Jaguar Land Rover.
- Practical understanding of world-class automotive manufacturing environments and the requirements associated with robust, repeatable production.
- Experience of project management, product development, problem solving and cross-functional working.
- Six Sigma Green Belt training, including FMEA, QFD, problem solving and project management.

Capacity, Process & Operational Improvement

- Development of bespoke capacity-planning and production-scheduling systems.
- Implementation of workplace organisation and layout improvements.

- Training and mentoring employees and senior management teams in Lean, Continuous Improvement and structured problem solving.
- Identification of manufacturing constraints, operational risks and opportunities for improved performance.
- Hands-on implementation of improvement activity within manufacturing environments.

Change Management

- Leading and supporting organisational and operational change programmes.
- Working with senior management teams to identify key issues and bring about meaningful change.
- Engaging multi-functional teams to build ownership and secure buy-in at all levels.
- Managing and influencing internal and external stakeholder requirements as part of change programmes.
- Supporting leadership teams to embed improved processes, systems and ways of working.

Strategic & Business Planning

- Developing deployable and communicable strategic plans with senior management teams.
- Generation of detailed action plans to address gaps in business performance, mitigate risk and support business readiness.
- Business improvement and growth planning.
- Innovation coaching and mentoring.
- Supporting management teams to translate strategic objectives into practical operational priorities.

Project Management

- Project management of factory relocation and operational change.
- Proven track record of delivering programmes and projects against demanding targets.
- Management of multi-functional teams and stakeholder requirements.
- Strong task, resource and implementation management skills.

Management Systems & Quality

- ISO 9001:2015 Lead Auditor trained and BSI-trained implementer.
- ISO 45001:2018 Lead Auditor trained.
- Experience implementing quality management systems.
- Experience assessing manufacturing businesses against recognised Business Excellence and industry-readiness frameworks.

- Fit for Nuclear Assessor training and experience working with manufacturers in highly regulated supply chains.

Business Excellence & Manufacturing Assessment

- Benchmarking organisations against Business Excellence and industry-specific requirements.
- Carrying out detailed gap analysis covering Leadership & Strategy, Design & Project Management, People Excellence, Process Excellence, Health & Safety and Quality Management.
- Developing prioritised improvement plans from assessment findings.
- Extensive experience advising manufacturing SMEs on performance improvement, growth and operational capability.

REFERENCES TO ILLUSTRATE SKILLS AND EXPERIENCE

During his consulting and advisory career, Richard has worked extensively with manufacturing businesses, supporting owners and senior management teams to identify operational challenges, assess capability and implement meaningful improvement. His experience includes manufacturing assessment, capacity planning, production scheduling, Lean and Continuous Improvement, project delivery, management systems and business readiness.

As an advisor with the Manufacturing Advisory Service, Richard reviewed and evaluated hundreds of manufacturing businesses, working closely with management teams to identify key issues, develop practical improvement plans and support sustainable change.

CAREER HISTORY

Richard joined WLP in 2016 and is a Director of the business. Prior to this, he held a number of manufacturing consulting and advisory roles, including with the Manufacturing Advisory Service, Pera Consulting and the Nuclear AMRC Fit for Nuclear programme.

Before moving into consultancy in 2010, Richard built an extensive engineering and manufacturing career, including ten years with Jaguar Land Rover in product design and development, together with earlier roles at Marshall Aerospace, BAE Systems and the Royal Air Force.

PERSONAL INFORMATION

Richard lives in Wisbech with his family. Outside work, his interests include walking, cycling and practical engineering and workshop projects. He is also involved in local community and charitable organisations.