Ravenscroft Precision Ltd.
PEOPLE & OPERATIONS

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Our ref: RPL/REF/2026-0331

4 August 2026

Ms. Priya Raman
Head of Manufacturing Operations
Calder Industrial Group plc
Calder Works, Wakefield Road, Huddersfield HD5 9AA

Professional reference for Alan D. Whitfield — Plant Operations Manager

CANDIDATE
Alan D. Whitfield

RELATIONSHIP
Direct line manager

PERIOD KNOWN
March 2021 to date — five years and five months

POSITION HELD
Operations Manager, Brightside Works

REPORTING LINE
Reported to me throughout; managed six direct reports

BASIS OF REFERENCE
Personal knowledge, appraisal records and performance data

Dear Ms. Raman,

I am pleased to provide a reference for Alan Whitfield, who has asked me to write in support of his application for the post of Plant Operations Manager at Calder Industrial Group. Alan has reported to me directly since March 2021, when he joined Ravenscroft Precision as Operations Manager for our Brightside works. I have therefore observed his work closely, in ordinary conditions and during two periods of considerable disruption.

Alan is accountable for a site of 180 people running three shifts across six machining and assembly cells, with an operating budget of approximately £45m. He inherited a plant that was missing its delivery commitments and has, without additional headcount, turned it into the most dependable of our three UK sites.

COMPETENCIES OBSERVED

Operational delivery — Lifted on-time in-full delivery from 87 per cent to 98.4 per cent over eight quarters by rebuilding the site's finite-capacity schedule and introducing a daily constraint review. That figure has held for six consecutive quarters, including through a supplier failure in early 2025.

Cost and quality control — Reduced scrap and rework from 4.1 per cent to 2.7 per cent of output, an annualised saving of £610,000, through operator-led statistical process control and a revised first-article inspection routine. He built the business case, secured the capital and ran the implementation himself.

Project and capital management	Commissioned two new CNC lines from specification to steady-state production in eleven months — three weeks ahead of plan, inside a £3.8m budget — while the plant continued to run at full volume.
Governance and compliance	Took the site through two ISO 9001:2015 recertification audits with zero major non-conformances, and rewrote the risk assessments that reduced reportable safety incidents to one in the last twelve months.
Leadership and conduct	Manages six direct reports and works constructively with union representatives; consultation on the 2023 shift-pattern change concluded without dispute. Colleagues describe him as calm under pressure and straightforward about bad news, which is the quality I value most in him.
Attendance and reliability	Attendance and punctuality have been exemplary throughout his employment. There are no live disciplinary matters and none has ever been raised.

AREAS OF DEVELOPMENT

In the interest of a balanced reference I would note that Alan's instinct is to take on difficult work himself rather than delegate it, and early in his tenure this created a bottleneck around him. He recognised the pattern, restructured his team in 2023 to create two deputy roles, and the issue has not recurred. I mention it only because a larger site would test that habit again.

> **Recommendation.** I recommend Alan Whitfield without reservation. He is an honest, resilient and technically credible operations leader who improves the places he works. He would be an asset to Calder Industrial Group, and I would re-employ him in a comparable or more senior role at Ravenscroft without hesitation. I am happy to be contacted for any further detail.

Yours sincerely,

G. Marsh

Gillian Marsh
Operations Director, Ravenscroft Precision Ltd.

Verification. This reference is given on behalf of Ravenscroft Precision Ltd. and reflects records held by People & Operations. Any query about its contents may be directed to Gillian Marsh at hr@ravenscroftprecision.example or +44 114 496 0122, quoting reference RPL/REF/2026-0331.