We’re pleased to announce we ended Q3 2016/17 in profit following our first 7 months of independence, and started the new year in a strong position to execute the next stage of our turnaround plan.

While the macroeconomic environment has been more challenging in recent months – largely driven by the rising price of raw materials, particularly increases to the price of coking coal, iron and scrap metal, and foreign exchange fluctuations – we’re well placed to manage these challenges and are pursuing a proactive and responsive pricing strategy.

Executive Chairman Roland Junck said: “Having implemented the first stage of our turnaround plan, we’re now well positioned to implement the next stage. This will focus on tactical growth of our business and brand, which we see as crucial next steps in our strategy. We’re already making good progress with significant contract awards from both new and existing customers across the globe.”

We’re reaffirming our commitment to significant capital expenditure as part of our plan to improve competitiveness across our 5 business units: Primary Products, Construction, Rail, Rods and Special Profiles. This investment in technology and infrastructure will further strengthen our capabilities and product offering. During the reporting period, we committed £33m in capital expenditure and made several investments, including £1.8m in scale removal at the Skinningrove site.

To reinforce our long-term capability, we’ll carry on investing in training a new generation of highly-skilled steelworkers.

Roland said: “A vital part of maintaining our momentum and building on our success to date is our investment for the future – in our people and our plants. We’re
Shaping our business for success

When British Steel was launched in June last year, we acknowledged our operating model – how we’re structured – would need to evolve to support the changing business. This month, we announced the next stage of this evolution with the appointment of an overall British Steel Managing Director.

Our initial structure supported the push for cost-saving across the business. In October, we announced the first phase of evolution, which was the introduction of our five business units – Primary Products, Rail, Rod, Special Profiles, Construction – and the associated managing directors.

Executive Chairman Roland Junck said: “This has helped ensure we have the right focus on our core markets – the business unit managing directors now have responsibility for the overall performance of their area and are held accountable for how well it’s doing. This change has enabled us, over the last quarter, to start the transition from being an inward-looking to a more outward-looking business.

“The next phase of our journey requires us to keep the business moving forwards by focusing on short-term priorities, while also giving the same level of focus to long-term growth and ultimate sustainability. This requires a dual approach to top leadership and for this reason we’ve appointed Paul Martin, previously Manager HR & Business Services, as overall Managing Director British Steel”.

Paul will work alongside Roland in his role as Executive Chairman and have responsibility for the delivery of day-to-day activities. Roland’s focus will be on developing and further strengthening our business strategy for long-term sustainability. As part of the wider British Steel Executive team, both roles will have joint responsibility for the financial performance of British Steel and growing the value of the company.

Roland said: “As you’re aware, we’re currently also recruiting a Chief Executive Officer (CEO) and are making good progress on this. Once we have a CEO in place – and following an appropriate handover – I’ll become a Non-Executive Chairman.”

Happy new year to you all.

We’re heading into the new year as British Steel, hopefully in a position to make a profit for the full financial year. We’re not quite where we wanted to be or where we need to be to invest in our plants for the future. However, I’m sure that if we all continue to pull together we can make British Steel the success story that it needs to be.

We as a union group continue to lobby government on our key asks for the steel industry and will continue to do so until they sit up and listen to what we need to keep a thriving steel industry in the UK.

We are also being kept informed of local councils that are using foreign steel in their infrastructure projects, and I am writing to those councils to remind them that they should be using British Steel wherever practical.

Our safety results are still not where we want them to be. We need to take more care of ourselves and our work colleagues, not just when carrying out tasks, but also by using the ‘near miss’ database to highlight any problems or incidents we see or know of; we should then follow this up to make sure a sufficient response is fed back to those who have identified issues.

The company is securing some prestigious contracts and will keep fighting to secure even more work for our British Steel plants.

Let’s continue to show what we can do and what we are capable of. Let’s continue to fight to make British Steel the number one producer of premium steel, not just in the UK but the rest of the world.

Paul McBean, Scunthorpe Multi-Union Site Chairman
totally committed to becoming more energy efficient and further improving the quality of our products so they meet the demands of our customers.

“Domestically, we’re in a unique position to provide large quantities of steel for developments throughout the UK, whether that be major infrastructure projects such as HS2 or smaller projects such as the building of new schools or hospitals. It’s heartening to see positive steps by the government over public procurement and the steel pipeline – 2 policies that should lead to more British Steel products being used in UK.

“Our employees remain fundamental to our success. Thank you for your incredible support – without your skills, dedication and personal sacrifices we wouldn’t be where we stand today. The unions have remained steadfast, while the supportive handover from Tata Steel also helped us hit the ground running on day 1.

“We still have a long journey ahead to be truly sustainable, but working together we can continue to make progress.”

Multi-Union Chairman Paul McBean said: “It’s encouraging to see the progress we’ve made since becoming British Steel. We still face many challenges including a competitive disadvantage to our European and global competitors. We’ll continue to lobby government to make sure this changes. We must focus on what we can do from within and use the positivity we’ve built up since becoming British Steel to help us. We’ve shown we’re fighters, we’ve shown we’re survivors and now we’ve got to show we can become industry and national champions.”

CONTINUED FROM PAGE 1

Scunthorpe Rail and Section Mill (SRSM) Area 2 and Redbourn Storage have seen considerable changes in resource and volumes since we launched as British Steel.

Prior to April, SRSM rolled considerably more rail than sections, which was primarily despatched to SRSM Area 3 for processing and ultimately despatched to a number of large customers, the biggest one being Network Rail.

Since April 2016, SRSM has significantly ramped up the volumes of sections manufactured. Volumes this year are set to reach 280,000t – a 35% increase on last year – and are in line with the levels we experienced in 2007 and 2008 before the global recession hit. The sections market is also more diverse than rail with a much larger customer network.

The primary sections storage facility for SRSM is the Automated Distribution Centre (ADC), but the volumes increased to such an extent that material had to be moved and stored at Redbourn, an outside stocking facility operated by PD Logistics.

Despite this huge increase, the Construction Commercial, SRSM Area 2 and Transport & Internal Logistics teams rose to the challenge, supported by Chas Goldring from the Central Business Improvement team. He said: “Many people were new to the task. They’d recently moved from the plates business and not had much chance to develop their experience before the increased sections sales hit the business. However, I’ve been incredibly impressed by their desire to learn and improve the way they operate.”

The team started mapping the existing process. Katie Houghton, Customer Service Manager Construction, said: “This enabled us to see the whole process instead of just our own. We used the mapping session to challenge any fixed ideas and see where we could improve.”

One of the main improvements was to display and discuss Key Performance Indicators (KPIs), so the team could proactively react to problems and formulate plans to cope with increasing volumes. In turn, this has led to standard operating procedures, control plans and confirmation – all centred to the development of a mature daily management system.

Colin Harvey, Area Manufacturing Manager SRSM, said: “The development of visual indicators to show how we’re doing has given the team greater control over the operation. It’s also driven us to develop standards in how we load material from the mill to Redbourn and to the customer.”

The daily management process has placed a greater emphasis on getting to the root cause of customer complaints, putting solutions in place so there’s less chance of repetition. Mark Allen, Operations Manager Internal Logistics, said: “All complaints are recorded and discussed and we try to understand – as a team – why they happened and how they can be resolved.”

Kath Garnon, Operations Controller Distribution and UK Shipping, said: “My knowledge of the sections supply chain has grown tremendously because of the team approach used, supported by daily management.

“We still have plenty to do but we’re on the right track to improve both volumes into the market and, critically, our service.”

If you’d like to know about how improvement activities through daily management can help the way you operate, please email chas.goldring@britishsteel.co.uk

LANCASHIRE LEDGER

OUR SIGNIFICANT CONTRACTS INCLUDE:

- HINKLEY POINT – £2m contract with Caledonian Modular to supply steel for accommodation blocks
- INFRArail – 16kt of rail for the M’sila line and the North South Phosphate Mine line in Algeria
- RETE FERROVIARIA ITALIANA (RFI) – a long-term contract with Italy’s national rail track company for track renewals

TURNING UP THE VOLUME

Paul’s Column

This week saw us celebrate 200 days of trading and sharing our quarter 3 results. We’ve got some good ‘think cash’ stories, showing how we’re improving our efficiency.

“A safety performance review was held earlier this month and although there’s been nearly a 50% improvement in the number of all injuries, we still want to do more. Most of our injuries now occur from routine tasks and the reasons for them need addressing to prevent these injuries in the future. Our focus is to constantly build on the improvements were making – nothing is more important than going home safely at the end of your working day.

It’s great to read about all the positive stories you’re sending in, from the focus on daily management at Scunthorpe Rail and Section Mill (SRSM) on page 2 to the fantastic team work at Teesside Beam Mill – page 6 – making sure the Turkish super ship was loaded with product in time.

We’ve got some good ‘think cash’ stories, showing how we’re improving our efficiency.

“On page 6, Anthony Farrand, Director Strategic Procurement & Trading, explains the raw material price increases and the Logistics & Transport team show how streamlining our transport platforms is likely to save us more than £1m a year – a brilliant result. The Procurement team is inviting anyone who thinks their department could free up cash to get in touch for advice and tells us about an initiative the team has implemented on page 5, which will free tens of thousands of pounds in cash rather than being tied up in stock.

We know our people are the heart of our business and recognising their hard work and dedication is so important – the SRSM Area 3 team, including members of the Long-Welded Rail team, worked diligently to meet deadlines for long-welded lengths of ZincCo® for our customer Network Rail. Those involved have been given a British Steel branded polo shirt to say thank you. If you want to reward your team with British Steel merchandise or want to purchase any for yourself, the catalogue and ordering procedure is on our intranet at internal.britishsteel.uk.com.

Don’t forget to contact the Communications team if you have a story to share, whether it’s personal or work related, please send it to communications@britishsteel.co.uk

Paul Martin, Managing Director

The ship was loaded with product in time.

We've got some good 'think cash' stories, showing how we're improving our efficiency.
Approximately 41% of wire rod produced at Scunthorpe Rod Mill (SRM) is destined for the automotive market. It’s a dynamic and competitive industry, requiring dedicated research and development (R&D) support to deliver differentiated products to market, making sure we stand out in a positive way from our competitors.

Over the last 10 years, grade development supported by the Wire Rod R&D team has helped secure around 400kt of orders. Work undertaken by the team has contributed to increased differentiated sales and responding to specific market requirements, strengthening relationships with our key customers such as Vossloh, Allevard and Harrison Sprinks.

Shaun Hobson, Research Lead Wire Rod R&D, said: “R&D plays an integral role in innovation. It’s an investment in technology and future capabilities, which is transformed into new products, services and process improvements.”

Such development work encompasses the full range of steel grades produced at SRM, covering very low carbon steels for extreme drawing and cold-heading applications (fasteners and fixings), free cutting grades (precision components for office equipment and the automotive industry), medium carbon spring and alloy grades, tyre cord grades (tyre reinforcement) and ultra-high strength steels for deep water mooring cables and suspension bridge wires. A detailed metallurgical understanding of the various rod microstructures and properties is essential, along with knowing how these different steels respond to the variety of subsequent processing stages utilised by our customers.

Shaun said: “We work in tandem with our customers to develop new products tailored to their specific requirements. We support process enhancements for both rod and wire production and help the Commercial team respond to customers with corrective action reports, demonstrating our commitment and flexibility to solve any issues that may arise.”

The R&D team is involved in trend monitoring and ‘future-proofing’ activities to make sure our business – and our customers’ businesses – aren’t negatively impacted by market changes, for example light-weighting within the automotive market, which refers to the focus on weight reduction so performance and handling improvements can be made.

The team also works with various universities and research institutes and currently sponsors an Engineering Doctorate (EngD) student from Sheffield University, who’s working on a wire rod-related project having gained support from wire transformation customer Bekaert.

DEFENSE

Approximately 20% of wire rod produced at Scunthorpe Rod Mill (SRM) is destined for the defense market. The R&D team has helped secure around 30% of this market share.

Process enhancements are viewed as a key contributor to success. Work undertaken by the team has contributed to increased differentiated sales and responding to specific market requirements, strengthening relationships with our key customers such as British Steel colleagues who use our services.

We’ve recently received an order from British Steel for an engineering company producing metal wire for the defense market. We’ve also received an order from a defense company for a bespoke product.

Our innovative solution remedied both these problems. We’ll be supplying thinner, 20mm baseplates and these will improve tunnel clearances, making the London Underground more efficient by increasing vehicle speeds.

The baseplate is used to mount bullhead rail – rail specific to London Underground, which allows clearance under tunnels and bridges – to the track bed on the London Underground network. It’s screwed to a wooden sleeper and the rail is held in place with a steel ‘key’ between the web of the rail and the baseplate.

Ross Walker, Rail Sales Leader, said: “The Smartlite baseplate is the first of its kind for the rail business. It’s a bespoke product designed to meet the needs of one of our largest rail customers in the UK.

“The baseplate will enable London Underground to improve the efficiency and productivity of track lowering works and remove temporary speed restrictions – this will allow trains to travel at full-line speed.”

Our initial batch of 300 prototype plates was approved by London Underground. It then placed an order for a further 3,250 plates, which are now being manufactured.

“This product is the result of bringing together the skills we have within our business spanning Research & Development, Rail Technologies and Commercial teams,” said Ross.

“Working together has meant we could develop and manufacture this product, which is outside our typical rolled, long-steel product range.”

We’re currently the preferred supplier of S6E1 bullhead rail (UK-specific rail profiles) and conductor (electricity) rail for London Underground and supply approximately 8kt of rail per year to London Underground.

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GOING UNDERGROUND

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**IT UPDATE**

**BUILDING INDEPENDENT BRITISH STEEL IT**

In September last year, we launched the IT Separation Programme. Working with TCS, our strategic IT partner, we're building an independent British Steel IT system, separate from Tata Steel.

Andy Grossett, IT Director, said: “In March we’ll launch a dedicated British Steel IT Service Desk. We’ve started moving users to @britishsteel.co.uk email addresses and by April this will be almost complete.

“Most people should also have new PCs or laptops by then and we’ll be doing final preparation for all of this being connected and managed using new dedicated British Steel IT infrastructure.”

In addition, over the next 6 months:

- all applications will be shifted to a new data centre
- a new ‘Fit for purpose’ reporting platform will be introduced

Andy said: “The IT Separation Programme and all the other initiatives taking place within IT makes sure we have an IT system to support the growth and success of our business.”

**SHAREPOINT – WE NEED YOUR HELP**

British Steel will be moving to its own SharePoint service this year. If you or your team use any SharePoint sites, they must be transferred to the new service before the end of May 2017, or they’ll be lost.

Please send the following information to sapis-SharePointTeam@britishsteel.co.uk as soon as you can:

- Your business unit (either Primary Products [Ironmaking, Steelmaking, Engineering, Internal Logistics, Technical, Energy Operations, Rail, Rod, Construction or Special Profiles] or support function [Strategic Procurement & Trading, Finance, HR & Business Services])
- Your department (e.g. Appleby Coke Ovens, BOS Plant, TBM, Legal, IT)
- The link to the SharePoint site you want to keep
- The site owner or administrator (i.e. contact details for the person responsible for the site)

Chris Leeworthy, a business analyst working on the project, said: “It’s really important to tell the British Steel SharePoint team about the current SharePoint sites you use as soon as possible so we can make sure you can keep using them.”

**BEAMING WITH PRIDE**

During a routine inspection, the BOS maintenance team discovered a failure of the vessel 1 main charge floor support beam, which led to an urgent and complex repair process.

Sebastian Roginski, BOS Plant Engineer, said: “A full-beam thickness failure from the top to the bottom of the beam was discovered. Civil engineers supported the team with removing the sections of the charging floor – the floor position on the vessel charge side – creating a working area for vessel cleaning equipment support for vessel charge doors. A significant amount of scaffolding was needed to access the floor-support beam, mounted 57° above the ground.”

Once access was established, BOS engineers – in conjunction with structural design engineers Kev Frear and Kev Dorsey – prepared a well thought-through solution to be implemented without dismantling the beam and transporting to workshops for repair.

The next challenge was to procure plate and beam material, but the Engineering Supply Management team did this in a very timely manner, meaning repairs could be progressed without delay.

Dave Wells, Steelmaking Structural Improvement Engineer, led the team installing the replacement plates and carried out 100m of plate welding, with thicknesses of up to 50mm.

This was a huge undertaking and not an easy task. The repairs were magnetic particle inspection (MPI) and ultrasonic testing (UT) inspected and passed by the British Steel Non-Destructive Testing assessors from the Asset Integrity team.

Dave said: “Day 1 was on the cusp of the weekend. The commitment and passion in reacting to the challenge was evident, as the team rallied to be part of the solution.”

Sebastian said: “The failure led to a 2-week vessel 1 outage – but the rapid recovery work demonstrated again that we have a very capable and effective team, developing and safely implementing solutions to the most challenging problems.

“I’d like to thank everyone involved in this repair for their personal commitment, which made sure the repairs were completed safely and efficiently.”

**Less spare stock, more spare cash**

A new, cost-effective process for refilling our gas oil and DERV (diesel engine road vehicle) tanks has been implemented and will free up tens of thousands of pounds in cash.

The initiative means the gas oil and DERV tanks, which fuel our locomotives and mobile plant equipment like forklifts, are refilled half way when levels reach 25%. Our previous process saw our tanks fully refilled once they became half full.

**WE URGE ANY DEPARTMENT THAT FEEL IT COULD FREE UP CASH TO GET IN CONTACT WITH PROCUREMENT.**

Sara Fletcher, Senior Sourcing Lead

**Gas oil and DERV tank at Scunthorpe, which will be refilled to 50% under the new scheme**

“Of course, security of supply is always the prime objective and we should never run stocks at dangerously low levels.

“However, in the gas oil example, we’re having deliveries every Wednesday and could even do next-day deliveries if need be, so there’s no chance we’ll face a stock out.”

If you’ve identified an area where you could free up more cash through decreasing stock levels, contact sara.fletcher@britishsteel.co.uk
AVOIDING A RAW DEAL

Raw material costs have risen significantly in the last 8 months, making mitigating the effects of these price hikes more important than ever.

Coal prices have radically gone up from $80 per tonne in April 2016, peaking at more than $300 per tonne in December 2016 – now it’s $250 per tonne.

Iron ore prices have also increased during the same period from $50 per tonne to $90 per tonne, as has the premium we have to pay for pellets. All of this has had an impact on the cost of liquid steel we produce. Anthony Farrand, Director Strategic Procurement & Trading, said: “We’re doing our best to alleviate these increases.

“Strategies such as running our blast furnaces on minimum coke rate will certainly help, in addition to maximising our use of revert, which are the recyclable products we get during our steel and ironmaking processes.

“We can also increase the proportion of scrap used in our BOF vessels, reduce our hot-metal make and maximise our sinter make.”

However, making our own processes as efficient as possible can only take us so far, therefore putting up our selling prices is also essential.

“These measures will diminish only some of the cost increases,” said Anthony. “We must take every opportunity we can to explain to our stakeholders why we’ve had to put our prices up, so they understand and support us.”

British Steel’s Logistics & Transport team has recently concluded a UK and European road tender process, successfully negotiating improved capability as well as additional resources to support service improvements – and savings of £1.28m per year.

Jamie Sands, Senior Sourcing Lead Logistics & Transport, said: “We currently operate with 3 transport platforms but the right decision for the company is to reduce this to 2.”

The 3 transport platform contracts ended at the same time, so the Logistics & Transport team tendered out to companies to manage the hauliers for the whole business, meaning all external logistics’ movements from the mills to the end user.

Jamie said: “Three-year road contracts have been awarded to XPO Logistics to manage all UK and Ireland road movements and P&O to oversee European road movements. We already work with both companies – we have longstanding relationships with them and are fully focused on seamless transitions and continuing the high standards in delivering customer service.”

The number of road delivery routes was already extensive and as part of this tender, we included the Distribution sites as they’re now part of the Construction portfolio.

THE LOGISTICS & TRANSPORT TEAM IS ALWAYS TRYING TO THINK OF WAYS WE CAN BETTER THE PRODUCT OR SERVICE WE OFFER.

Jamie Sands, Senior Sourcing Lead Logistics & Transport

In addition to expected financial benefits, the Logistics & Transport team has identified further continuous improvement projects, which will ultimately increase these savings during the 3-year contract. The new road contracts started at the beginning of the year, with the exception of Ireland, Italy and Scandinavia who remain with DFDS until the notice period expires next month.

Jamie said: “These contracts will hopefully lead to new opportunities and the Logistics & Transport team is always trying to think of ways we can better the product or service we offer.”

TURKISH SUPER SHIP SETS SAIL WITH TBM CARGO

The Muzzafer Ana vessel being loaded with construction products

Colleagues at Teesside Beam Mill (TBM) worked hard to meet deadlines for one of our biggest export customers – RZK (Arcelor Mittal) in the weeks before the Christmas break. The whole team pulled together to get the final product rolled, ready and loaded before the super ship, Muzzafer Ana, set sail to Turkey.

The Muzzafer Ana is a huge general cargo vessel. She set sail on 21 December to Diliskelesi and Iskenderun with 10,620t of construction products produced at TBM – a full cargo. The vessel is a colossal 146m in length and 18m tall.

Andy Williams, Plant Manager TBM, said: “Getting the vessel fully loaded in time for its departure took a monumental effort from everyone at TBM. We worked against the clock to get all the required product rolled on time.”

The vessel was already in the dock and being loaded as TBM rolled the final 4,000t required for the mammoth order – and the last 600t was only entered on to the system before departure.

Andy said: “To get all the material rolled, tested, processed and delivered into the vessel has been a fantastic achievement in such a short space of time.”

The success was also due to a close working relationship with AV Dawson, our logistics supplier that provides us with services including road transport, rail freight, quayside loading and unloading as well as warehousing and storage.

Richard Fansworth, Managing Director Construction, said: “Well done to the whole team, you really pulled out all the stops to get the vessel loaded on time. We must say a huge thank you to AV Dawson for its collaboration on this project. The team has shown us huge flexibility working around our rolling and delivery programmes, as the vessel was in port before we rolled the final 1,500t.”
Further safety improvements on their way

Employees can expect to see an increased level of safe working practice auditing in an effort to improve our safety performance.

With employees and contractors still experiencing injuries at work, our business leaders got together earlier this month to review our safety performance, identify reasons for why it’s not where we want it to be and what the business can do about it. Auditing was identified as a key step to be taken to drive further safety improvements.

Managing Director Primary Products Dave Nicol, who introduced the session, said: “We have challenging safety targets and I want to make sure we’re making every effort to hit these. I’m concerned we’re still injuring too many colleagues and we need to take action.”

The last few years have seen several business improvement initiatives, such as Project Ark, Weathering the Storm, Path to Profit and most recently the Transformation Programme. All these could have been distractions to our safety performance, yet we saw a 48% improvement over the 4-year period to 2015/16 in the number of all injuries to employees and contractors.

A lot of this is attributed to focusing on key high-risk areas – the “vital few”. Working at height, access to cranes, isolation and immobilisation and management of work.

“The success we had in these areas was down to a consistent approach driven by our leadership and engaging the vast majority of our workforce,” said Stuart Cadzow, Health, Safety & Environment Manager. “The significant effort on training and development has helped the organisation see value in these new processes.

“However, we want to see a step change in our overall approach to safety. Most of our injuries are now coming from routine rather than high-risk tasks, so we need to identify the reasons for this and address those root causes.

“In addition to checking compliance with safe systems of work, we’re now going to increase the auditing of routine tasks. This will enable us to proactively identify any deviations from safe practice and correct them to prevent injury.”

Four powerful examples of recent incidents were explained to the group along with the scenarios leading up to these events and the consequences – including the physical and mental effects on those involved and the learnings that came from them.

“These incidents were reminders of how easily potentially dangerous situations can arise and how we all have a responsibility to avoid them happening,” said Stuart.

David Hogg, Engineering, Development and Product Quality Manager, works at Skinningrove and attended the event. He said: “Our safety performance remains an area of focus and this session was aimed at building upon the recent improvements.

“It’s been an interesting opportunity to get different parts of the business together and see what’s common across the different areas and what we can share to ensure we improve further.”

The output from the event is now being studied and collated into actions that will be shared, implemented and reviewed in a few weeks’ time to see if they’re making a difference.

Recognising success at Area 3

Our award-winning Zinoco product has been developed for use in corrosive rail environments like coastal track, wet tunnels and level crossings to help prolong the life of rail products.

The corrosion protection performance of Zinoco coated rail has been demonstrated in both laboratory tests and track tests with customers Network Rail, SNCF and RATP.

The team at Area 3, made up from members of the Long-Welded Rail team, worked tirelessly to make sure all issues were resolved and Network Rail’s delivery dates were met on time. Together with colleagues from other areas of Area 3, they flexibly worked different shift patterns from their normal hours for a significant period of time, often at short notice, overcoming problems with a positive attitude and a positive will to succeed.

The team was rewarded for these efforts at a local event and presented with new British Steel polo shirts by members of the management team as a thank you for their hard work.

Dave said: “We delighted our customer due to the flexibility and team spirit from all those involved. The Patchway tunnels modernisation is part of the preparation work for electrifying the South Wales mainline from London to Cardiff – and it’s down to the team’s hard work that we delivered the first long-welded lengths of Zinoco on time for use in this project. Thank you everyone.”

Our leaders look at ways to make a step change in our safety performance

FLAG UP YOUR CONCERNS

Have you seen anything that makes you think someone is putting our business or ourselves at risk? If you have, don’t let it carry on – speak out using our confidential reporting system.

It’s operated by an independent third party – InTouch – and they provide a confidential service on our behalf. You can flag up your concerns and make sure we address them.

Ian Steedman, Investigator Integrity & Asset Protection, said: “We know there may be times when people don’t feel they can raise concerns directly with their colleagues, line manager or another British Steel manager.

“That’s why we use this service – it gives you an anonymous route to highlight your concerns and make sure we address activities that shouldn’t be happening.”

Examples of activities that could put our business at risk include:

• Health and safety risks
• Theft
• Fraud
• Corruption
• Damage or misuse of company property
• Breach of company rules or HR policy
• Unethical behaviour
• Criminal matters
• Risks to our reputation

You don’t need to have absolute proof of any misconduct or malpractice to make the initial call. All you need to do is give the reasons for your concern. So before you get in touch, think about your major points such as dates, times, people and places as appropriate.

“We look into all matters that are reported,” said Ian. “You can rest assured that at no point will we know your identity if you don’t want us to and we make no attempt to trace you. However, you can still find out progress or the outcome of the concern anonymously if you want to via your unique case number.”

HOW DO I RAISE A CONCERN?

CALL: 0800 031 9199
ACCESS CODE: 27484
WEB: speak-up.info/britishsteel

FIND OUT MORE:

See the Confidential Reporting System leaflet on our intranet http://internal.britishsteel.uk.com – it’s on the Integrity & Asset Protection page.
MEET THE JUNIOR TECHNOLOGISTS

As part of British Steel’s commitment to develop and progress young talent, we’ve recruited and placed 5 junior technologists across the business.

The vision for the role is the resource can be deployed across the business to provide extra support to solve business issues. Unlike graduates and apprentices, these placements aren’t time limited but depend on the nature of the project and the time required to develop a solution.

Central Technical Manager Colin Mawdsley said: “These junior technologists are very much in development roles, with the expectation they’d move into the business units when and where suitable positions become available. However, they will be deployed across the business in response to our business needs while in the role.”

As you can see from their biographies below, they bring with them a wide range of skills and experience. We’ll report on their progress in the months ahead.

HARRY POPE
From: Scunthorpe  
Working towards: Degree in Materials Engineering at Sheffield Hallam University  
Years at British Steel: 6

Current project work:  
New chemical analysis equipment commissioning in the BOS Chemical Laboratory enabling rapid chemical analysis in production. Installation and commissioning of third and final analyser (Ox3) due to complete soon.

Previous work experience:  
Avionics Technician on Military Aircraft;  
Support Engineer on Flight Simulators

Current project work:  
Billet Caster casting defects elimination – looking at the root causes of breaks or stutters in the casting process and improving standardisation of the defects ratings.

BRINDUSA MIRONOV
From: Galati Romania  
Qualifications: PhD Materials Science, Leeds  
Years at British Steel: 1

Current project work:  
Working with Rail consultants monitoring test sites on high-performing (HP) rail-test sites on Network Rail and internally working to identify root causes of missing or incorrect (ghost) rail records on the rail tracking system.

Pre-Finished Products – Teesside Beam

Current project work:  
Oil and gas industry

Previous work experience:  
Bucharest Research Institute

Current project work:  
Working towards: FdEng Materials Science  
Years at British Steel: 13

DANIEL JACKSON
From: Scunthorpe  
Qualifications: HNC Material Technology  
Working towards: FdEng Materials Science  
Years at British Steel: new starter 2016

Current project work:  
Semi-Finished Products – Teesside Beam Mill slab redressing project. Working towards the standardisation of slab supply and dressing using daily management and continuous improvement tools along with trials on slab defects.

Scunthorpe Slag Separation trial – observing and providing technical input on the potential to separate the steel from the slag in slag pots, which gives potential yield gains in steelmaking.

DANIELLE DEAKES
From: Doncaster  
Working towards: FdEng Materials Engineering  
Years at British Steel: new starter 2016

Previous work experience:  
Avionics Technician on Military Aircraft;  
Support Engineer on Flight Simulators

Current project work:  
On secondment at BOS Plant as Day Quality Control Technologist.

MATT FOX
From: Barnsley  
Qualifications: Masters Degree, Geochemistry, The University of Manchester  
Years at British Steel: new starter 2016

Previous work experience:  
Tesla Exploration – seismic exploration for the oil and gas industry

Current project work:  
On secondment at BOS Plant as Day Quality Control Technologist.

Breaking the ice for the right deal

Last month, some of our senior managers went back to the classroom to hone their leadership and people management skills with help from a world-leading training company.

The intensive course was taken by 6 of our senior managers over a period of 2 days and delivered by talent development company LHP Penna.

Three training modules were taught during the 2-day classroom-based course. A further 3 modules will be delivered in Skype-style follow up sessions, after which our senior managers will be accredited with an Institute of Leadership and Management (ILM) certificate.

Head of Communications Ruth Henstock was an attendee on the course. She said: “The 2-day intensive course included a really good mix of theory, practical examples and role play exercises.

“All this helped us understand the role of a business coach and enabled us to pick up a variety of skills to help us get the most out of the coaching sessions we’ll be involved in across the business.”

The Nordic Oshima, one of Nordic Bulk Carriers fleet of 7 Icebreaker-class vessels

With Baltic ports being frozen solid for the winter months, our new shipping contract with Nordic Bulk Carriers has guaranteed we won’t pay over the odds for raw materials from overseas.

The deal will ensure our use of special icebreaker-class ships to deliver our coal and iron ore stocks through the frozen seas of the Baltics.

Icebreakers are more expensive to build and to run than normal ships, and so cost more to hire. These hire charges would have been dependent on the extent of the freezing and the amount of cold weather.

Anthony Farrand, Director Strategic Procurement & Trading, said: “We decided to contract our winter requirements for the full 6 months to avoid the possibility of high winter premiums.

“This type of contract is a first for us and we’re pleased after a tender process we settled on a deal with Nordic Bulk Carriers.”

Our employees greeted the arrival of the first ship under this contract at Immingham Bulk Terminal in October, the MV Nordic Odin. Since then, there have been a further 3 deliveries, with more expected in the coming months.

“The contract is working with flexibility and a robust focus on operating performance from both British Steel and Nordic Bulk Carriers,” said Anthony.

“We ship about 600kt of materials per year out of the Baltics from suppliers of iron ore and coal, so getting the right deal for us was vital.”
Adam Clarkson, a second-year technical apprentice, has been awarded a £200 Community Champion Award because of his fundraising efforts for the Lincolnshire and Nottinghamshire Air Ambulance (LNAA).

Adam organised a live music event last month in Grimsby to raise money for LNAA, following a serious car accident his parents were involved in earlier in the year. Adam said: “Mum was seriously injured in the accident and taken to Nottingham hospital by LNAA to receive specialist care for her injuries. LNAA had a significant impact on mum’s recovery and I wanted to say ‘thank you’ for everything.”

Local bands played at the ‘Live at the Warehouse’ event to raise money through ticket sales, including The Vibe Co., Adam’s band. Adam said: “The event was fantastic, we had more than 100 people through the doors and had buckets in the venue to raise as much as we could.”

The £200 awarded to Adam was given to LNAA and in total he raised more than £700. Adam said: “I’d like to thank British Steel for the very kind donation. I’m really proud my employer is supportive of a cause so close to my heart – the Community Champion Award scheme is fantastic.”

The Community Champion Award is available for all employees who actively raise money for charities or non-profit organisations in our local communities. Rebecca Slater, Community Liaison Manager, said: “We encourage any employees involved in fundraising activities for a charity or non-profit organisation to apply for a Community Champion Award. If your application is successful, you’ll be given £200 to donate to your charity or non-profit organisation. It’s a great way of recognising our employees for the hard work they do in the community.”

If you’d like more information on our Community Champion Award scheme, please visit our community area on the intranet or contact Rebecca Slater on rebecca.slater@britishsteel.co.uk

The Caterpillar experience

Our latest generation of technical graduates and junior technologists recently got the chance to see Caterpillar’s (Cat) daily management in action at the Cat facility in Peterlee Co, Durham.

As part of their development in these new roles, the group had previously undergone business-improvement and problem-solving training in September before returning to the workplace and applying this new knowledge on specific work projects.

Final-year apprentice Adam Wilson said: “I’ve been working with the Ore Preparation team and developing daily management with them.

“Seeing the Cat daily management in action has shown what can be achieved. All the Cat employees – at every level – have a clear understanding of their priorities in terms of people, quality, velocity and cost. It’s interesting to note the high standard of work is the same across all Cat locations; everyone has a fitting role and all safety and procedural measures are standardised and implemented across all Cat sites.”

Chas Goldring, Business Improvement Manager, said: “The team has seen what can be achieved with standard operating procedures and daily management in a mature organisation.

“A frank discussion with the Cat team was held about the challenges ahead in terms of implementation of procedures at our business. We’ll continue working closely with our young technologists as they deliver benefits to the business in the years ahead.”

Further training is planned in 2017. If you, or a member of your team, are interested in learning more, please contact Chas Goldring on +44 (0)1724 403828 or email chas.goldring@britishsteel.co.uk.

A ‘GREAT’ COMMUNITY PARTNER!

Employees at Teesside and Skinningrove were asked to vote for a charity as their community partner from a shortlist of 6 – 26% of Teesside employees and 35% of Skinningrove employees who voted chose the Great North Air Ambulance Service (GNAAS).

Rebecca Slater, Community Liaison Manager, said: “We’re delighted to support GNAAS, which provides the finest possible emergency care.

“I’m sure one of the main reasons why our employees were so keen to support the GNAAS is because of all it does for the community.”

GNAAS will now become the community partner for our Teesside and Skinningrove sites for the next 2 years. Our employees at these sites will raise money for the charity, which operates 3 helicopters 365 days a year across the North East, North Yorkshire and Cumbria. Crews respond to around 1,000 call outs each year and on board the aircraft are specialist trauma doctors and paramedics, who bring accident and emergency expertise to the scene.

“Jim Entwistle, Public Liaison Assistant at GNAAS, said: “Last year, we needed to raise £4.9m to keep our 3 aircraft flying. It’s always a struggle but with the support of people and companies like British Steel we’ve been able to stay airborne over the years.”

Rebecca Slater, Community Liaison Manager at GNAAS, said: “As well as directly raising money for the GNAAS, we’ll also be encouraging our employees to volunteer and help the charity in any way they can.

To support GNAAS, visit www.gnaas.com, email info@greatnorthairambulance.co.uk or call +44 (0)1325 487263.

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COMMUNITY UNION HEAD VISITS SCUNTHORPE SITE

Roy Rickhuss, General Secretary of Community Union, visited our Scunthorpe site last week to meet with trade union leaders and employees and recognise the hard work and dedication they’ve shown to help deliver our transformation plan.

“I’ve thoroughly enjoyed my time on site. It’s been great to talk face-to-face with some of our officials and members who have done a sterling job here over the past 18 months. It’s great to see and hear the positivity there now across the business. This is across the business. Those I spoke to were telling me it’s not just more positive at the steelworks but across the whole town. The new name, the new regime, the new owners – it’s all helping the business move in the right direction.”

Roy Rickhuss, General Secretary of Community Union

A leader in the Special Profiles business has earned a top honour from one of our most valued customers Caterpillar (Cat).

Business Development Manager Arran Fewtrell was invited to take part in black belt Six Sigma training alongside 17 of Cat’s employees with the prestigious qualification and is pleased we’re involved.

Arran joins a number of other British Steel employees with the prestigious qualification but he is the only person to have it at the Skinningrove plant.

Arran added: “The managing director of Cat’s Skinningrove business – Neil Anderson – is a big advocate of the Six Sigma process and black belt qualification and is pleased we’re involved.

“Personally, I feel really privileged to have been asked to become a black belt on the Six Sigma programme – I really enjoyed the course, met some great people who I’ve kept in touch with and look forward to further strengthening our relationship with Cat as a result of it.”

Managing Director Special Profiles Peter Gate said: “I’m really proud of Arran achieving the black belt in Six Sigma – it’s the culmination of lots of hard work, dedication and commitment. Arran’s skills and knowledge will help us to further improve the quality of our products and processes and ultimately help customers like Cat to be more successful too.”

British Steel Multi-Union Chairman Paul McBean said: “Our members have shown immense support to the business and having Roy with us over the last 2 days to recognise this effort has helped to further improve morale.

“Our industry continues to face many challenges and as British Steel we still have a journey ahead of us to reach long-term sustainability – we need to use the positivity Roy has mentioned to help us on this journey.”

During his visit Roy talked openly to employees and they had the opportunity to ask him questions. Roy said: “Among other topics I discussed with those I met was the subject of pensions – I recognise this subject continues to be a worry for many. While it’s not possible at this stage to say what will happen regarding this issue, we’ll continue to consult with our members and make sure their interests are recognised.”


STAKEHOLDER ENGAGEMENT

BLACK BELT MEANS BUSINESS

Managing Director Special Profiles Peter Gate (right) congratulates Business Development Manager Arran Fewtrell on becoming a Six Sigma black belt.

A leader in the Special Profiles business has earned a top honour from one of our most valued customers Caterpillar (Cat).

Business Development Manager Arran Fewtrell was invited to take part in black belt Six Sigma training alongside 17 of Cat’s highest performing employees from across the globe.

Six Sigma originated in Motorola in 1986 and is now used by leading manufacturing companies around the world.

The training was 1 week a month for 4 months with an exam at the end of every week. Arran also has to deliver a project as part of it, which will focus on removing downstream waste in the value-adding processes in order to reduce costs.

Arran joins a number of other British Steel employees with the prestigious qualification but he is the only person to have it at the Skinningrove plant. Icons were involved.

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The talks gave British Steel the opportunity to show how far the business has come since its launch on June 1 and outline some of plant’s achievements under new ownership. It was also a chance to highlight some of the challenges facing Special Profiles and some of the opportunities we’re looking to build on.

Neil Anderson, who manages the neighbouring Cat facility at Skinningrove, also joined us for some of the talks and Peter Gate explained the importance of our close working relationship.

Mr Blinkinsop is chairman of the All Party Parliamentary Group (APPG) of steel MPs that unveiled its proposals for supporting the industry a few days later.

On the same day Mr Blinkinsop visited Skinningrove, Baroness Liz Redfern – the former leader of North Lincolnshire Council – and Nic Dakin, the Scunthorpe MP, visited our Scunthorpe site to meet Managing Director Paul Martin and Multi-Union Chairman Paul McBean for an update on our business.
Tributes have been paid to a businessman whose family firm grew from one man selling coal to a major employer in the Teesside area and one of our on-site contractors.

Maurice Dawson was a hugely-respected figure in the Teesside business community and a friend to many at our Skinningrove plant. He was chairman of AV Dawson – a firm that provides a number of services to us, including the transportation of rolls, equipment and finished stock to customers, skilled descaling tasks, site services, housekeeping and cleaning.

From humble beginnings, AV Dawson was founded by Maurice’s father, Arthur ‘Vernie’ Dawson. In 1938 he bought a horse, cart and £50-worth of coal and began selling his stock on the streets of Middlesbrough.

In 1956, Maurice – then 15 years old – joined his father’s expanding business and continued to develop it into the region’s leading multimodal logistics provider it is today.

Maurice was given an honorary degree from Teesside University in 2015 and was quoted at the time as saying: “I’m both honoured and flattered that I’ve been singled out for this award. I accept this personally, but in my heart, it’s on behalf of the company and all the people we employ.”

Sadly, Maurice passed away last month and a celebration of his life is being held on Saturday 4 February.

His son, Gary Dawson, became managing director in 2000 and will continue his father’s legacy. In 2011, AV Dawson scooped our ‘contractor of the year’ Excellence Award for outstanding safety performance and, more recently, its expertise in improving our supply chain has us helped maintain gold status with Caterpillar’s Supplier Quality Excellence Process.

Peter Gate, Special Profiles Managing Director, said: “We were all extremely saddened by the news that Maurice had passed away.

‘I still share stories with Caterpillar about how Maurice solved a major logistical issue that had us all stumped on the back of a napkin. The same napkin was used in a presentation in the US when we received a major recognition award for our efforts!’

“Maurice was always very supportive of our business and the Skinningrove plant; he was a good friend to many here and will be missed.”

The Skinningrove community committee is donating £250 towards the Oncology department at James Cook hospital that treated Maurice during his short battle with cancer.

The school donated the money for us to give to charity as a way of saying thank you for the invaluable visits given to its students over the past 15 years.

British Steel has given £810 to Lindsey Lodge Hospice, our Scunthorpe site’s community partner following a donation we were given from the Royal School of Military Survey.

The school donated the money for us to give to charity as a way of saying thank you for the

Tributes paid to AV Dawson chairman

British Steel’s drum draw took place at Brumby Hall in Scunthorpe last month, with the lucky winner scooping £100,000.

Ian Smith, Trade Union Delegate Secretary, said: “If you’re not already a member, please consider joining. All money raised goes into supporting and enhancing the Appleby Frodingham Sports and Social Club (AFSSC) sports and leisure facilities at Brumby Hall and Redbourn clubs, which are used by members as well as people in our local communities.

*Prize draws take place monthly and prizes range from £100 to £100,000! It’s well worth it!*”

For more information and to join, please contact the AFSSC office on +44 (0)1724 402053 or visit the ground floor office at Brumby Hall.

Seasonal affective disorder (SAD) is a type of depression that comes and goes in a seasonal pattern. It’s also known as ‘winter depression’ because the symptoms are more apparent and tend to be more severe during winter.

Sharon Smith, Occupational Health Manager, said: “SAD often improves and disappears in the spring and summer, but for some it may return each autumn and winter. The exact cause of SAD isn’t fully understood, but it’s often linked to reduced exposure to sunlight during the shorter autumn and winter days.”

**SYMPTOMS INCLUDE:**

- a persistent low mood
- a loss of pleasure or interest in normal everyday activities
- irritability
- feelings of despair, guilt and worthlessness
- feeling lethargic (lacking in energy) and sleepy during the day
- sleeping for longer than normal and finding it hard to get up in the morning
- craving carbohydrates and gaining weight

Sharon continued: “For some people, these symptoms can be severe and can have an significant impact on their day-to-day activities. There are treatments available such as light therapy, talking therapy and medication.

“Also, making lifestyle changes such as eating well and regularly exercising have been proven to reduce symptoms. So please get help if you feel you need it.”

For more information and support, please contact:

- Employee Assistance Programme (Health Assured) free 24-hour line: 0800 030 5182
- Your GP or practice nurse
- The Occupational Health team
Scunthorpe United is holding a British Steel family day at the match on 11 February against Shrewsbury Town. All British Steel employees are invited to cheer on the team for just £10 an adult ticket with under-18s getting in free.

Doors open at 1.30pm and the match kicks off at 3pm at the team’s home ground, Glanford Park. To take advantage of this offer, tickets must be purchased in advance of the game in person at the Glanford Park Ticket Office. You’ll need to show your employee ID/access card* when purchasing tickets. Please note, a maximum of 2 adult and 4 children’s tickets can be purchased per employee ID/access card.

The club has also kindly donated some exciting prizes and we’d like to offer the children in your family aged 12 or under the chance to win them! First prize is leading Steel-inspired Scunthorpe United shirt. The winner will be announced on 1 February. Good luck – we hope as many of you as possible can come along to cheer on the Iron!

To be with a chance of winning, employees’ children need to create their own British Steel-inspired Scunthorpe United shirt. The shirt template to use can be downloaded from our intranet and we encourage them to be as creative as possible. Scan and email the entries by 31 January to rebecca.slater@britishsteel.co.uk or send them to Rebecca Slater, Community Liaison Manager, Admin Building, Brigg Road, Scunthorpe, DN16 1BP.

One of the events was the British Steel Express, giving children a first-class view of where their relatives work before meeting Santa and receiving a present from him.

Santa and his elf in front of the British Steel Express

The raffle raised an impressive £950. First prize was 2 return flights with Monarch. The football club will accept both British Steel and Tata Steel ID/access cards.

Further details can be found on the Scunthorpe United website: www.scunthorpeunited.co.uk

For more information please contact Carol Dawson on carol.dawson89@btinternet.com

Preparation for the future at Teesside Beam Mill

Twenty-eight youngsters from 5 schools across Teesside are the latest to become our Industrial Cadets through the nationally-recognised programme designed to raise young people’s aspirations and inspire them to consider a job in engineering or manufacturing.

Managing Director Paul Martin said: “The Industrial Cadets programme is a way of opening young people’s minds to the great opportunities in our industry and giving them the skills to enter industry with confidence. They also get a nationally-recognised award at the end of it.”

The cadets spent 3 full days with us, learning all about our business and using their STEM (science, technology, engineering and maths) knowledge on a variety of exciting challenges.

Our team at Teesside has been involved from the very beginning of Industrial Cadets.

The idea was born following HRH The Prince of Wales’ visit to the Teesside works in 2010, when he said he was keen to see the business working with young people to increase awareness of how a business operates, raise their expectations and excite them about the opportunities in the manufacturing sector.

We officially launched Industrial Cadets in Teesside in 2011, later rolling it out in Scunthorpe. Both programmes now run annually and more than 100 employers across the UK have since adopted the scheme.

Paul added: “We’re proud to be working with local schools to offer this opportunity, helping to raise the standards of workplace experiences and hopefully creating a talent pipeline of skilled employees for the future.”

SOUND OF STEEL

As part of a heritage project for Scunthorpe schools working closely with arts development, we’ve been asked if we can trace any songs, stories or superstitions relating to the steel works.

The project’s aim is to teach local school children some of the songs and traditions of the North Lincolnshire area, culminating in a youth concert at the Baths Hall, Scunthorpe.

If you can provide any information for the project, please contact Carol Dawson on carol.dawson89@btinternet.com

FESTIVE FUNDRAISING

Employees at our Scunthorpe site were busy last month holding fundraising events and raising a staggering £1,400 for the Scunthorpe community partner Lindsey Lodge Hospice.

One of the events was the British Steel Express – festive train rides for employees and their families around the Scunthorpe works – which raised more than £500 for the hospice.

Hundreds of people boarded the British Steel Express, giving children a first-class view of where their relatives work before meeting Santa and receiving a present from him.

The annual event was organised by employees, the unions and The Appleby Frodingham Railway Preservation Society. Rebecca Slater, Community Liaison Manager, said: “The British Steel Express was a huge success and it’s great to see employees coming together to enjoy themselves as well as raising money for Lindsey Lodge.

“None of this would have been possible without the help of so many people and I’d like to thank them all, particularly our works guides and their families, the unions and the Appleby Frodingham Railway Preservation Society.”

Employees in the Admin Building at Scunthorpe also held a Christmas raffle – first prize was 2 return flights with Monarch. The raffle raised an impressive £950.

Anne Millett, Lindsey Lodge’s Community Fundraising Coordinator, said: “British Steel employees have once again shown their generosity by helping us raise vital funds for the hospice. Thank you.”

To support Lindsey Lodge Hospice, British Steel’s Scunthorpe community partner, please call +44(0)1724 270835.

Prize winner Josh Smith, Supply Chain Graduate, at the Christmas raffle

Santa and his helpers in the grotto on the British Steel Express

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Cane has been taken to ensure that the contents of this publication are accurate, but British Steel Limited and its subsidiaries and associated undertakings (having the meaning set out in the Companies Act 2006) do not accept responsibility or liability for errors or information that is found to be misleading.