

Matthew Millward

Interim General Manager | Programme and Project Director

Engineering, Fabrication and Automation | Commercial Project Control | Fixed-Price Delivery

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PROFILE

25 years in engineering, starting on the tools as an apprentice fabricator and progressing through every functional role in an engineering business: shop floor, maintenance, design, project engineering, project management, engineering management, and General Manager with full P&L responsibility. I have delivered from every seat at the table and been commercially accountable from most of them.

My specialism is commercial project control and programme delivery on bespoke fixed-price work. I know where margin is won and lost, where scope drifts, and where the decisions that destroy profit get made. I have recovered programmes from under OEM escalation, managed contracts from £50k to £11m, and led multi-discipline teams of up to 30 across automation, fabrication, and materials handling. Available immediately with no notice period.

Clients have included Rolls-Royce, BMW, Nissan, Jaguar Land Rover, Aston Martin, Bentley, National Grid, Balfour Beatty, Kelloggs, and Hovis.

25+

Years in Engineering

£11m

Largest Programme

30

Max Team Size Led

5

Blue-Chip Programmes

CORE EXPERTISE

- Fixed-Price Programme and Project Delivery
- Commercial Risk Identification and Control
- Scope Definition and Variation Management
- Project Recovery and Commercial Rescue
- Margin Protection and Cost-to-Complete
- General Management and P&L Ownership
- Multi-Discipline Team Leadership (up to 30)
- Live-Site Installation and Commissioning
- Engineering Governance and Design Assurance
- Stakeholder Management and Escalation Handling

SELECTED DELIVERY HIGHLIGHTS

Rolls-Royce Trent Build Lines, Singapore **£11m fixed-price turnkey programme** | *Project Engineer: manufacturing strategy and quality control*

Appointed as Project Engineer with responsibility for manufacturing strategy and quality control across a UK, Malaysian, and Singaporean supply chain. Identified and argued successfully to retain safety-critical, tolerance-sensitive components in UK manufacture, eliminating the primary rework risk on a contract where a single engine contact event required full strip and rebuild. Enforced mandatory first-article quality control and jig manufacture across the international supply base. Managed scope changes proactively throughout. Supported site delivery remotely from the UK. Programme delivered on budget at 15-17% margin on final account.

National Grid London Power Tunnels **£5.5m close on £5m contract** | *Margin improved from 17% at award to 20% at close*

32km steel monorail into live underground infrastructure beneath central London. Six separate variations raised and won. £24k material shortfall recovered through supplier negotiation. Delivered ahead of original schedule on a programme that had started delayed.

Nissan E-Power Conveyor Line Rescue £1.5m close on £1.2m contract | 8% margin recovered from a loss position

Project under OEM escalation with three years of scope drift, heading for a loss. Scope reset in days. £300k in unrecovered variations identified and claimed before engineering work restarted. Cycle time failures resolved. Delivered on programme. Nissan into production on day one.

Nissan Drop Section 3 Modification Circa £600k fixed-price | 50% margin at final account close

Delivered through full national lockdown with no site access during design phase. Final account disputed by client. Forensic scope separation, structured commercial response built and presented. Credit issued was a fraction of the amount withheld. Final account closed at 50% profit margin.

Case New Holland Catenary Drive Acceleration £140k | 15% margin, 3 weeks ahead of agreed programme

Brought in as General Manager to take direct oversight of an already-accelerated programme under emergency conditions. Acceleration scoped, priced, and charged as a variation. Expectations managed in writing from day one. Delivered ahead of agreed programme. Full payment received.

PROFESSIONAL EXPERIENCE

Director and Founder | EPD Engineering Solutions Ltd | *March 2025 to Present*

Independent advisory practice providing commercial project control, delivery assurance, and structural diagnostic work to engineering and fabrication businesses delivering bespoke fixed-price work. Engagements cover project rescue, scope and variation management, margin protection, and operational structure improvement.

General Manager | Jordhan Industries, Wolverhampton | *September 2024 to March 2025*

- Full operational and commercial leadership of a fabrication and installation business delivering mechanical systems across FMCG, Automotive, Rail, Aerospace, and Construction sectors.
- Responsible for quotations, resource planning, site delivery, P&L performance, and health and safety.
- Generated £110k of quoted work and converted approximately £70k through direct cold outreach sales in the first month.
- Managed client relationships and resolved project delivery issues across multiple live accounts.

General Manager and Project Manager | FATA Automation (CIEM MADA Group), Worcester | *November 2019 to September 2024*

- Full operational and commercial leadership of a UK automation and materials handling business within an Italian-owned group structure.
- Delivered turnkey automation and conveyor programmes from concept through commissioning and handover for Automotive OEM and critical national infrastructure clients.
- Built and implemented commercial controls, supplier frameworks, and cost rate discipline where none previously existed, improving margin visibility and delivery consistency across all live projects.
- Owned ISO 45001:2018, ISO 9001, and SafeContractor accreditation throughout the majority of the tenure. Retained direct influence over quality management systems even when a quality manager was nominally in post. Managed RAMS, CE marking, and site safety governance.
- Recruited, trained, and developed the project team. Managed programme planning, commercial performance, and risk across all live projects simultaneously.

Engineering Manager, March 2016 to November 2019 | L3 Exmac Automation, Droitwich | *October 2010 to November 2019*

- Led a 25-person mechanical design department delivering conveyor, automation, and materials handling systems across Automotive, Parcel Handling, FMCG, and General Manufacturing sectors.
- Selected for the L3 Harris Talent Programme and identified as a Technical Director pipeline candidate.
- Responsible for technical governance, design standards, resource management across concurrent programmes, and KPI reporting directly to the Managing Director.
- Progressed over nine years from Mechanical Fitter and Fabricator Welder through Design Engineer, Project Engineer, Project Manager, and Applications Engineer (secondment) before appointment as Engineering Manager.

EARLY CAREER (1997 TO 2010)

Built a broad practical engineering foundation across fabrication, machining, precision fitting, and planned and reactive maintenance. Roles included Mechanical Maintenance Engineer at Amcor Flexibles (Evesham) and BPI Consumer VMB (Worcester), Machine Tool Fitter at Yamazaki Mazak (Worcester), Fabricator Welder at LFE Engineering (Coventry), and general engineering and site work at HS Engineering (Kidderminster) and JW Lane Agricultural Engineers (Stanford Bridge). Apprenticeship completed at Froude Consine (Worcester). Hands-on experience across aerospace, automotive, agricultural, and general engineering environments across this period.

QUALIFICATIONS

- BEng (Hons) Mechanical and Manufacturing Engineering, First Class
- ILM Level 5 Diploma in Leadership and Management
- HND and HNC Mechanical Engineering
- BTEC Level 3 Diploma in Mechanical Engineering
- City and Guilds Electrotechnical Technology, Installation Level 2
- IOSH Managing Safely v5.0
- CITB Site Safety Plus
- CSCS Card, Professionally Qualified Person
- Portable Appliance Testing (PAT)