



Avery Leather Consulting Ltd

www.leatherconsultant.co.uk

www.tanneryproject.com

Curriculum Vitae

A handwritten signature in black ink, appearing to read 'John Avery', with a long horizontal flourish extending to the right.

John Avery FSLTC, Director

ALC Ltd

A member of

leather UK

NAME	John Avery
DATE OF BIRTH	September 17th 1959
NATIONALITY	English
EDUCATION	City & Guilds Technicians Advanced Certificate in Leather Manufacture, Dyeing and Finishing (1983) Supervision and Quality Control (1978) British School of Leather Technology, Northampton, UK B-TEC Certificate in Management Studies (1984) Humberside College of Higher Education, Hull, UK
OTHER TRAINING	NVQ- Level 2 “Use of Social Media For Business” (2015) City & Guilds Technicians Advanced Certificate in Leather Manufacture, Dyeing and Finishing (1983) British School of Leather Technology, Northampton, UK B-TEC Certificate in Management Studies (1984) Humberside College of Higher Education, Hull, UK
LANGUAGE & PROFICIENCY	English (mother tongue)
MEMBERSHIP OF PROFESSIONAL BODIES	Fellow of the Society of Leather Technologists and Chemists (FSLTC) President of the SLTC 2006 - 2008 Member of the American Leather Chemist’s Association
COUNTRIES OF WORK EXPERIENCE	UK, The Netherlands, Thailand, Italy, USA, UAE, France, Portugal, India, Sri Lanka, Philippines, Indonesia, Finland, Sweden, Kenya, Rwanda, Ethiopia, Sudan, Greece, Spain, Mexico, Pakistan, Afghanistan, Egypt, Uruguay, Tunisia, Brazil.

Positions Held:

From February 2007

Director, Avery Leather Consulting Ltd

Technical and practical assistance to the international leather industry, through dedicated project work and consulting, with individual commercial entities, NGOs, aid funded bodies and /or Government Departments. Project types cover individual process improvements to full factory design, audits against best practice and training & mentoring. Design and specification of testing facilities and establishment of good practice methods to reach export markets successfully. Comprehensive understanding of what is “state of the art” and what for any region is “appropriate technology” within context. Full access to a network of complementary world class industry experts in related fields for extended project capabilities.

Making and marketing premium leathers based on deer skins, for high value, niche markets.

2005-2007

General Manager, Joseph Clayton & Sons, Ltd, Chesterfield, UK

Running small, niche market tanning company using 5 different tanning chemistries, from raw materials purchasing, to sale of a wide range of technical and equestrian products. Responsibilities for manpower, financial planning, health & safety, future strategies & improvements, capital expenditure and general policies, in conjunction with the Board of Directors, on behalf of the shareholders of the company. Unfortunately also had to close-down a non-performing subsidiary company during this time.

1999-2005

Senior Leather Technologist, Worldwide Consulting Division, BLC Leather Technology Centre, Northampton, UK.

Performing consulting activities worldwide which include On and Off Site Trouble Shooting, Audits. Industrial Surveys in the Industrial Economist role, Demonstration of Best Practice in Domestic and Foreign Tanneries. Tannery design, design engineering and layout. Machinery specification and selection. Managing Technical Support programmes that include Yield & Quality Improvement Programmes, Waste Minimisation and Cost Reduction Projects, Training, Avoidance of Poor Quality and Rejects Installation of Clean Technologies, Wastewater Management systems & Quality Control /Process Control. Particular knowledge of application in Process Metrology and specific experience of computer-based Colour Control Systems.

1998-1999

Technical Control Manager, Koninklijke Verenigde Leder BV (KVL) Oisterwijk, The Netherlands.

Responsible for all technical aspects of the production from the raw material to the finished product. Liaison with suppliers, established an extra sub-contract source of wet blue by installing a modified version of KVL processes into a neighbouring tannery with acceptable level of quality and consistency.

- 1996-1998 **Production Manager, Holmes Halls Tanners Ltd, Hull, UK.**
Running wet blue to finished leather tannery making Shoe and Leathergoods leathers from Bovine substrate. Production level 150,000 ft² wk⁻¹, through 5 departmental managers, supervisors, chargehands, machine operators and labourers totalling 110 subordinate employees.
- 1988-1996 **Assistant Finishing Manager, Pittards PLC, Shoe & Leathergoods Division Leeds, UK**
Running surface coating department, making finished shoe and leather goods product for international branded customers as well as UK home market. Responsible to the Departmental Manager, controlling all aspects of production of 380,000ft² wk⁻¹ of leather through Shift and Junior Managers, supervisors, chargehands, totalling 70 subordinate employees. Special project to research, select and install a suitable computer-based colour measurement system for QC of leather shade.
- 1986-1988 **Works Manager, Pierpoint & Bryant Blue Tan Ltd, Warrington, UK**
Running production and technical aspects of a wet blue to crust leather bovine tannery producing from the sated raw material, 4000 hides wk⁻¹ for both domestic and export customers. Other substrates also handled from contract-tanning customers included pig, sheep, buffalo, kudu, gemsbok, deer & camel. This was achieved through supervisors & chargehands, totalling 50 subordinate employees.
- 1982-1986 **Department Foreman (Russet Section), Holmes Halls Tanners Ltd, Hull, UK .**
Responsible to the Divisional Works Manager for all aspects of the production of crust leathers from wet-blue or veg-tanned rough state. Technical responsibility for process operations and their control. Split/Shave, Dye/Retan/Fatliquor, and Drying. Process design and R&D were specific additional activities.
- 1980-1982 **Dyehouse Manager, R B Sanders & Co (Kempston) Ltd, Bedford, UK.**
Responsible to the General Manager for all of the process operations from wet-blue to drying. Work included development of new retannages and process control of established lines.
- 1977-1979 **Trainee Leather Technician, Holmes Halls Tanners Ltd, Hull UK**
Working in the Upper Leather Department, mainly in the dyehouse and finishing areas. Producing samples for customers, and support work for production departments. Attending, night school and block release courses to attain technical qualifications. Working in any department in the factory between college weeks.

Specific Project Experience, Highlights:

- Comprehensive audit of a tannery established 15 years to define the best way for the owners to re-invest and improve the company. Full examination made from raw materials and suppliers, through production and quality, to customers and pricing. Reporting encompassed technical, operational and support of the company internally and externally. Working in conjunction with an international company of financial experts as a sub-contractor providing technical process knowledge and manufacturing experience to help their team understand how tanneries work.
- Operational assessment of a European tannery on behalf of an ALC Private client – Particular focus on the potential for investment and improving the factory.
- International Aid Funded leather finishing training in a tannery in The Sudan. Machines imported and supplied by another entity had to be checked and verified for correct commissioning and suitability for use, prior to developing the training. This took place both in the classroom and at the machine. Feedback to the Project Principles as to future needs and potential developments to consider in the forward plan and structure.
- Hands-on “Train the Trainer” project in a newly re-equipped training school in Kenya. Part of a National TVET Scheme for the Ministry of Education, instructing and guiding the establishment staff how to set-up control and use brand new tannery machinery to augment their long-established craft activities. Safe operation, correct cleaning and maintenance were critical elements, to ensure long service from the machines. Machines imported and supplied by another entity had to be checked and verified for correct commissioning and suitability for use, prior to developing the training. This took place both in the classroom and at the machine. Feedback to the Project Principles as to future needs and potential developments to consider in the forward plan and structure.
- Value Chain Analysis work on behalf of Rwandan Ministry of Industry and Commerce, assessing the whole leather sector from raw material to retail activities especially pertaining to SMEs and artisan enterprises. Producing recommendations to energise the sector and encourage added-value activities. Internationally funded project.
- Advanced training contract on behalf of Southern Asian Ministry of Industry, to develop better understanding and abilities in the lecturing team at a newly established National Leather Industry Academy, within the Polytechnic structure – part of the TVET Programme (Technical & Vocational Education & Training) for the Leather Industry. Group training sessions on specific operation and function of tannery machinery and chemical / physical process elements. Training environment was both classroom and within the Institute and taking groups to a local participating tannery, where the activities could be seen and appreciated on the industrial scale.
- EU-funded project under the removal of technical barriers to trade (TBT) on behalf of a consortium of African Nations, assessing current industry status and advising on development necessary best practice in QA & QC to enable improved access to export trade. Work conducted in Ethiopia and The Sudan. Compliance with EU “REACH” Regulations for banned chemicals and restricted substances in products was a fundamental focus. Advising on capacity building in tanneries, shoe manufacturers and testing laboratories. The programme included training sessions on how REACH works and “Train the Trainer”.
- ALC Private Client - Specially tailored training package for finishing team leaders in a large automotive leather plant processing over 20,000 hides per week to very high specifications.

Auditing and advising on improvements to the finishing department and avoidance of production quality issues thereby reducing rework costs and reject rates.

- ALC Private Client – Tannery survey & report on best practice production methods, smooth efficient work flow and cost savings. Reorganisation of the plant and specification of testing laboratory in order that the company will be able to move more into the premium market with their product and attract more export business.
- ALC Private Client – full manufacturing & technical assessment of a newly acquired tannery on behalf of the new owners. Develop improvement programme for technology upgrade and efficiency improvements / cost savings. Deliver process training and technical assistance to implement change and realise improvements (on-going).
- Assistant “leather process expert” in a design project for preliminary plant requirements and layout for a new technical leather training facility in SE Asia.
- Full production / environmental and methods audit of overseas tannery on behalf of a consortium of potential investors in the company. Suggesting future developments and their potential to pay-back. Highlighting of potential cost savings, technological improvements and various risks & exposures that the business may hold going forward.
- International Agency funded whole industry Value Chain Analysis and report on how to create the optimum conditions for major industry expansion with full compliance.
- Country-wide industry sector situation analysis for the leather industry on behalf of a foreign Government Ministry. Analysis of leather industry value chain recommending improvements, leading to capacity building and policy advice. Target growth import substitution and export promotion.
- Clean technology project inside an independent tannery to design the nature of “closed-loop” chrome management, ensuring high quality and major cost savings.
- Assistance to a private leather goods manufacturing company on specification of leather and sourcing for a range of specialised and technical products to make their products stand-out in the market.
- Overseas programme of technical & vocational Education & training courses (TVET) and industry awareness meetings with Government Departments on behalf of a newly established and self-contained tanning park. Assessing candidates as future trainers of others and proposing which of them should move to the next stage or which needed extra input from the project principle prior to moving on.
- Private client corporate training with several companies on the specifics of leather, it’s properties and flexibility as an engineered component material for a wide range of purposes and end uses. Package tailored specifically to the needs of each client company.
- Investigation within the process of the incidence of specific grain damage in wet blue production in a private client’s tannery, making broad examination and focusing on highlighting the causes so they could be stopped.
- High-level scrutiny and critique of a complete raft of industry National Vocational Qualifications, on behalf of an overseas Government Department of Education.
- Private client contract, assisting an existing meat packing company to assess the potential for by product development by adding value to hides from their own abattoir. Developing their own tannery on the site was the primary consideration. A pre-feasibility study exercise in introducing tanning technology to the company executives.

- Production of an industry-specific technical glossary for translation, containing over 800 technical and manufacturing terms, explaining the jargon in words and pictures.
- Working with an externally funded International Agency and stakeholder in northern Afghanistan, to establish the potential and viability of a new tannery development project. The preliminary design and layout was made to fit the client's proposed throughput and investment capital identified including running costs and returns for the first 5 years. Designed to provide maximum employment for local workers, the design used appropriate technology to use manpower as much as possible. The document package produced has been used to attract further project partners and investment.
- Investigation into the Leather and Leather Products sector, a Pakistan Government-funded project to lead to improved export potential and better foreign earnings. Working with a US co-operation organisation as "Short Term Expert", to review tanneries, training facilities and technical abilities in Lahore, Karachi, Sialkot and Kasur regions.
- Funded Agency project, involving thorough tanning sector review. Produced a detailed sector study document that fed into the Governmental Industrial Masterplan for Ethiopia. Comparison of existing methods and the commercial framework with International Best practice, allowed for a development strategy for the sector to be formulated.
- Design of a specialist environmental auditing protocol for international brands to enable measurement of environmental stewardship directly related to the manufacturing process. Measurement of incremental improvement in environmental responsibility and application of cleaner methods at supplier tanneries and potential suppliers. This project led to the formation of the "Leather Working Group"
- Tannery design project, a preliminary design and lay-out for a company that intended to process from wet blue to finished in China.
- Hands-on training & mentoring of a key new recruit in a major UK tanning company, working together to develop confidence and understanding within the finishing section on small skins production for shoe and leather goods.
- Technical support contract with BLC member company in the Philippines to improve the production quality, aiming at future export business opportunities. One month spent on-site.
- Tannery design project, UAE with the brief of "state of the art" – following-on from the earlier feasibility study project. Full design, from ground-up, preliminary "conceptual" design and lay-out followed by engineering and specification, including accommodation of client's re-definition of the brief. Computation of all productions volumes to specify machinery and preferred suppliers of best technology, defining the waste systems for liquid and solid process waste and ensuring best practice treatment through segregation and pre-treatment through final water recovery and reuse of 75% of process water input. Providing local project engineers and architects with the necessary knowledge to ensure that the building was fit for purpose and would not interfere in any way with the effectiveness of the process. 5 years financial projections provided. Plant in production from 2006.
- Clean production project aimed at encouraging the tanners of Thailand to use cleaner, more efficient methods. Training and factory audits over several months, return visits to discuss the levels of improvement achieved.
- Hands-on training & mentoring of a key new recruit in a major UK tanning company, working together to develop confidence and understanding within the finishing section of a large upholstery leather plant. Helping to develop & improve team dynamics and cooperation.
- Feasibility Study on establishing a tannery for camel in Middle East. Employed by a Gulf State Government to take account of all aspects of leather production from availability and quality of raw

material, to sales and marketing opportunities, to effluent treatment issues. Extensive report produced culminating in conceptual design and lay-out of proposed plant.

- Employed by UNIDO in an Industrial Economist role, advising the team formulating the Industrial Masterplan for Sri Lanka in all aspects of the Leather Sub-Sector. This involved getting to know the Leather industry on the island, examining the value chain and highlighting the opportunities for improvement that exist, producing a development plan for the Sub-Sector. The relocation to Bata Atha complex was a fundamental part of this and was studied during the split-visit mission.
- Process Optimisation, Reduction of Waste, Yield and Performance Improvement in a BLC Member Tannery in Western India, encompassed analysis of the existing methods, comparing this against personal experience and the BLC Benchmark for that sector, then devising systems improvements to reach the best possible solution based on the capabilities of the plant. Material proof of the benefits in terms of bulk trials demonstrated the improvements in clear financial and quality terms. Planning logical redevelopment of systems for further improvement in terms of manpower, methods and machinery based on current best practice techniques helped to structure policy at the highest level in the organisation.
- Tannery surveys and audits in Mexico, giving feedback to participating companies to improve quality of production and position in the global market. The companies concerned developed a more focused view of the path to development of world-class manufacturing methods.
- UK Government supported project, using specifically engineered leathers demonstrating purposely manufactured faults, used as visual aids in training seminars to establish good practice techniques in UK SME Leather Manufacturers.
- Factory technical audits in France and Portugal, involved examining in detail the commercial processing systems in place and recommending improvements to individual component processes, environmental issues, chemicals, applications, manpower and health and safety issues. So that the companies could re-align policies commensurate with current best practice methods.
- Technical Training in USA involved the transfer of BLC current technology and knowledge of best practice techniques in manufacturing by lectures, written exercises, tests and practical manufacturing demonstrations.
- Thai Leather Sector Survey, required visiting a number of companies of varied activity within the industry to help advise on how rejuvenation of the Thai Leather Manufacturing Sector could be achieved. Working as sub-contract partner for a company producing an industrial plan for the Thai Government. This encompassed identifying spare production capacity in the companies, assessing market opportunities and forecasting the return available for various levels of redevelopment of the businesses.
- West Bengal UNIDO project, employed BLC expertise in advising design engineers engaged in the Calcutta Leather Complex project on design of the central effluent treatment plant for the site. This entailed achieving an understanding of the many waste streams, how they should progress to primary treatment and advising on ways of reducing the pollutant load at source through application of cleaner processing technologies.

Publications:

“Fancy a Tan”	Journal of the British Deer Society	Autumn 2008
“A Tannery in the Making, Leather in the Desert”	BLC Journal	October 2004
“BLC Raises Leather Profile in the Gulf”	Leather, The International Journal	Aug / Sept 2004
“Thai Tanners Look Forward to a Cleaner, More Efficient Future”	BLC Journal	August 2002
“A Novel View of Leather Drying”	BLC Journal	March 2002
“Bradford Disease (Anthrax)”	BLC Journal	February 2002
“The State of Upper Leather Development”	World Footwear	December 2001
“Best Practice Through visual Aids & Solid Models”	BLC Journal	December 2001
“...Right First Time - without the table thumping”	BLC Journal	March 2001
Reducing the Cost of Poor Quality	BLC Journal	Aug 2000
“Colour Control “	Leather, The International Journal	Feb 1999