

Gardner Group Ltd | Case Study

# Scrap Reduction at Gardner Aerospace Hull



## NEEDS

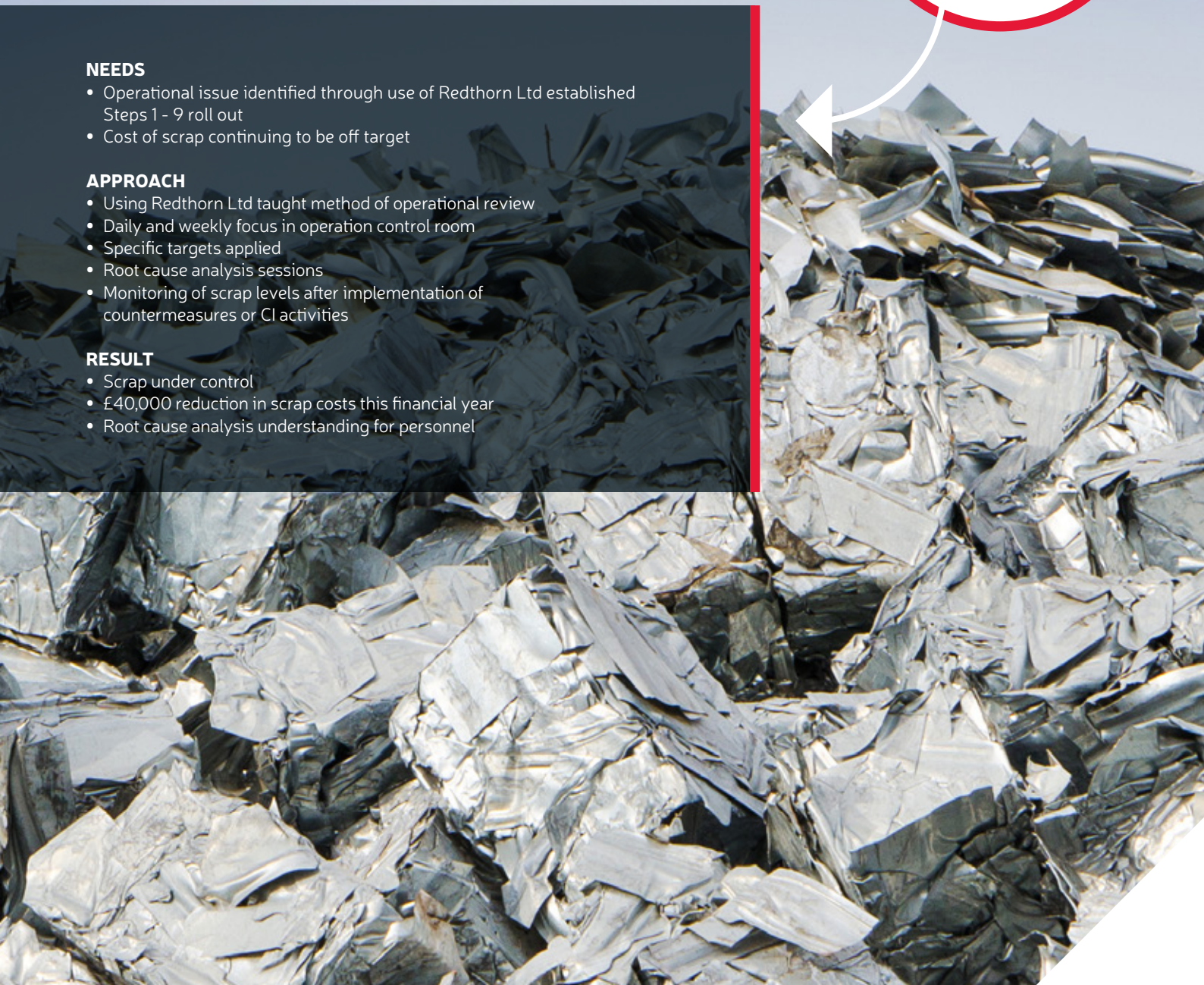
- Operational issue identified through use of Redthorn Ltd established Steps 1 - 9 roll out
- Cost of scrap continuing to be off target

## APPROACH

- Using Redthorn Ltd taught method of operational review
- Daily and weekly focus in operation control room
- Specific targets applied
- Root cause analysis sessions
- Monitoring of scrap levels after implementation of countermeasures or CI activities

## RESULT

- Scrap under control
- £40,000 reduction in scrap costs this financial year
- Root cause analysis understanding for personnel



**The Need:** Redthorn Ltd have already worked with Gardner Hull to roll out a strategy for identifying and managing day to day operational problems, plus the design and implementation of plans for performance improvement. As part of this policy deployment, they are using an operational control room which identified, through their structured monthly review, that the cost of scrap was above target. This was captured as an operational issue in the control room and a continuous activity was launched to bring the cost of scrap under control.

### **What is an Operational Control Room?**

The Operational Control Room is the nerve centre of the business. Used daily for operational management and monitoring daily progress of the business improvement plans. It is a focal point to maintain the business team consensus. Used to visually display business performance and communicate plans and performance

### **The Approach**

Using the Redthorn Ltd taught method, a measure for the cost of scrap was added to both the daily and weekly SQCDP control boards in the operational control room with specific targets. These targets were reviewed in the daily and weekly review meetings and every time the scrap cost was over target, a detailed root cause analysis activity was undertaken. Redthorn Ltd trained methods were used for these root cause analysis activities to ensure that the correct countermeasures or continuous improvement (CI) activities were identified. The identified countermeasures or CI activities were applied and the scrap costs continued to be measured to monitor the effectiveness of the remedial actions.

What are SQCDP Control Boards? (Safety, Quality, Cost, Delivery & People) Used to visually display business performance

- ▶ Used to capture and manage problems and issues
- ▶ They confer at a glance the performance status of each team, without looking deeply or searching
- ▶ They act as a communication point for the team to discuss and understand performance and status
- ▶ They act as the focal point for management process confirmation of performance.

### **The Results**

"Hull are on target for a £40,000 reduction in scrap costs for the current financial year. Following success in a number of other projects, we are using the control review method established by our SQCDP boards and the problem solving tools to reduce our scrap costs"

*Karl Lee, Site Director, Gardner Group Ltd (Hull)*



#### **Case Study Summary**

##### **Industry**

Aerospace

##### **Client Overview**

Gardner Aerospace manufactures machined and fabricated parts for the aerospace industry. Activities include 5 axis machining, turning, sheet metal fabrication, non-destructive testing, surface treatments, final assembly and kitting.

##### **Location**

Oldham, Greater Manchester

##### **Website**

[www.gardner-aerospace.co.uk](http://www.gardner-aerospace.co.uk)

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