

IRIS Implementation

Hadleigh Castings Limited



Rail Supply Chain Improvement Project

Customer Comments:

"During our IRIS implementation TPT Consultancy proved an invaluable service to Hadleigh Castings.

TPT's interpretation and knowledge of the Standard and its application in our Business Management System was second to none".

Robin Mills

Business Standards Manager

For over 30 years Hadleigh Castings Ltd. has been investing in plant, equipment, and the local economy, generally, so that we improve our product quality, cost effectiveness, and service to our Customers.

In order to be fully successful in these objectives Hadleigh have long since recognized the necessity of modern technology in the workplace. The creation of an interactive Web Site was seen as a natural progression in exploiting that technology. Through regular updating, we intend to improve the means by which we communicate with all users of our services, but particularly to the benefit of all our Customers.

Benefits

- Improved communications & better understanding of IRIS & ISO 9001:2008 BMS standards.
- Implementation & development of KPI's to measure business performance and to be used as an improvement tool to drive internal and external performance.
- Analysis & verification of collated data used to measure KPI's.
- Development of appraisal system to create training needs and training programme.
- Implementation of maintenance programme covering all areas of plant and buildings. Recognition of critical spares.
- Integration into internal audit programme of both system and process audits.
- Exposure to new Quality Assurance techniques such as FMEA. Process flow and Control Plans.
- Opportunity to develop better supplier links throughout key supplier chain.
- Importance of New Product Introduction cost & success review at key milestones.

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IRIS Implementation

Hadleigh Castings Ltd started the programme during November 2008 and the programme was part-funded by MAS-WM. Consultancy support was provided by TPT Consultancy & Training with Gary Miller providing onsite support to the management team and the IRIS Project Leader Robin Mills.

The implementation programme for Hadleigh Castings was as follows:

Gap Analysis

The purpose of the gap analysis is to:

- Verify current status of the management system and practices, and to establish areas of compliance/non-compliance with system requirements*
- Performance of current systems**
- Present report to the management team; and
- Agree a plan for implementation, and agree the level of support required
- The gap analysis was conducted by Gary Miller and Tom Townsend from TPT Consultancy & Training. The Gap Analysis revealed that although the Hadleigh Castings are ISO9001:2000 approved the current systems are not being operated as intended in all areas:
- Management Review (Did not include all requirements of ISO9001:2000)
- Systems audits not being conducted (Only manufacturing process audits)

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Also, there were a number of areas that needed to be addressed, most of these are IRIS Rev 01 gaps, such as:

- No Transfer and Outsourcing Procedure
- No Capacity Planning Procedure
- The scope of Business Plan
- Training matrices need to be extended to all departments
- No Knowledge Management Process
- Project Planning
- Not all KPI's were in place

Implementation Phase

During the implementation phase we used an action log which identified all the gaps defined during the initial phase. Process owners were defined and responsibilities assigned, corrective actions were agreed with all the process owners. During this phase there were some key mandated actions, these included:

- Further developing the 5 Year Business Plan to include rail specific requirements
- Linking into the annual deployment plan
- Development of the mandated processes and procedures
- Development of the KPIs to support the processes.

Training Workshops

There were a number of training workshops, these included:

- Process FMEA Training
- Internal Auditor Training

These were crucial to the implementation phase and allowed Hadleigh Castings to gauge read-

iness for audit. Also it prepared each area of the company with an understanding of the importance of their roles and responsibilities in achieving IRIS registration.

Accreditation Phase

The accreditation phase was key to the process, it included: **Full Internal Audit Cycle** With the audit team trained and "calibrated" the audit programme was completed prior to management review. The systems were audited using the audit tool and any non-conformities and opportunities for improvement were addressed, actions agreed and closed out.

Management Review

The Management Review was conducted against the mandated requirements of IRIS, including a review of mandated KPIs.

Readiness Review

Preparing for the readiness review was critical to the process, this is where the audit body review the systems and systems performance to determine readiness for stage 2 audit. The review was successful and stage 2 audit plan was agreed.

IRIS Audit

The IRIS Audit was conducted over 5 days in 2009. The audit was based on process performance as well as compliance and Hadleigh Castings scored a credible 69%.

This was a very satisfactory result and Hadleigh Castings scored the highest score to date on the Rail Improvement Programme, confirming the effort that had been made by the company.