

TOYOTA LEAN CLUSTERS PROGRAMME



Llywodraeth Cymru
Welsh Government

- **Identified annualised savings worth £370,000**
- **Downtime reduced by 386 minutes a week**
- **Identified £1m in stock reduction**
- **Hit 5% defect rate on first week, down from 20-30%**
- **£30k in transport savings**

These are just some of the outputs and achievements from Cohort #7 of the Lean Start programme. Eleven companies identified issues and objectives in their workplace, and over the course of 8 days between October 2024 – March 2025, became LEANer.

Scroll down for a quick read, showing their objectives and key results.

What could you achieve? If you're a Wales based business, and interested in learning more about the [Toyota Lean Clusters Programme](#), visit our web page or contact the team at TLMP@gov.wales.



Cohort 7 : October 2024 - March 2025

COMPANY		OBJECTIVES	KEY RESULTS
Tata Steel	Tata Steel's Shotton Works in Deeside has just celebrated its 125 th anniversary, and manufactures approximately 500,000 tonnes of metallic-coated and pre-finished steel each year for building envelope, domestic and consumer applications. Tata Steel at Shotton consists of two main businesses, Colors and Building Systems employing around 800 people.	<ol style="list-style-type: none">1. Looking to improve Overall Equipment Effectiveness (OEE) performance levels2. Better understand the nature of the losses3. Examine planned downtime increase	<ol style="list-style-type: none">1. Identified annualised savings worth £370,0002. 2 of 12 counter-measures implemented, the remainder by September 2025
Teddington Engineered Solutions	Have been designing and manufacturing bellows and expansion joints for over 80 years. They were awarded a patent for the modern bellows in 1928. They focus on getting a clear and full understanding of the application conditions and the client requirements before designing or specifying an appropriate solution.	<ol style="list-style-type: none">1. Improve material location to reduce time spent looking for materials2. reduce "movements" of blocking materials, improving access	<ol style="list-style-type: none">1. Downtime reduced by 386 minutes per week2. This equates to 8.4 weeks of free time found per year for productive work3. Will continue to close out counter measures, communicate those learnings and choose next project
Eriez Magnetics Europe Ltd	Eriez was established in 1942 in Pennsylvania. The company focuses on the development of magnetic separation, flotation, metal detection and material handling equipment. The company employs over 1,000 people globally.	<ol style="list-style-type: none">1. Uncontrolled inventory of £7.4m2. Gain control over stock and materials (some were deteriorating in the open)3. Company has lack of space to operate within	<ol style="list-style-type: none">1 Created stock management process with a maximum stock level at 70 units. This identified £1 million in stock reduction2. Engaging all departments on decisions as they realised they all affected each other. Sharing insights across global organisation3. Found "Free Space" within footprint of the plant
Cwm Taf-Royal Glamorgan Hospital	The Glamorgan Hospital Pharmacy is charged with having the right medicines available for patients as prescribed by clinicians. The Trust is currently building a state-of-the-art new facility and the Pharmacological team want to have best practice methods and processes to transfer to the new facility, based on their developed capability.	<ol style="list-style-type: none">1. Want to improve availability of medicines "Owings"2. Want to improve Right First Time issuing3. Want to improve inventory levels	<ol style="list-style-type: none">Service level up from 94.6% to 97.6 %2. Continuing to assess issues and moving to address them3. Internal processes and staff allocation improved

COMPANY		OBJECTIVES	KEY RESULTS
Blackwood Engineering	<p>Delivering quality products and services to their clients for over 75 years. They work alongside leading brands as counterweight and castings suppliers to the heavy machinery industry.</p> <p>Components are sourced globally to exacting quality and process standards, ensuring customer requirements are met consistently. Painting and finishing are performed locally to customer specifications.</p>	<p>1. Re-work amount is above target of 5.3%</p> <p>2. Excessive inventory is stored in the yard</p>	<p>1. Set a challenge to reduce paint runs, and saw reduction in correction work</p> <p>2. Reduced inventory stock. Gathering data on process parameters such as ambient temperatures.</p> <p>Equipment usage and procedures for changes not previously implemented. Looking to develop standards for equipment, process and environment</p>
Rototherm Group 1	<p>Rototherm Group sustainably design and manufacture precision instrumentation solutions for flow, level, temperature and pressure, that enable their customers to accurately and reliably improve their processes. They operate within highly certified and demanding industries including energy, defence, beverage, water and pharmaceuticals.</p> <p>The focus of this activity was in one of their welding areas.</p>	<p>1. Need to improve Direct Run Rate performance</p> <p>2. Focused on reducing re-work levels</p> <p>3. Increase overall productivity</p>	<p>1. Hit 5% defect rate on first week, down from 20-30%</p> <p>2. Change of raw materials led to increase defects, but rapid response led to reduction to 0.02% defects after action taken</p> <p>3. Moving to deploy learnings to other parts of process</p>
Rototherm Group 2	<p>The machine shop is an internal supplier producing high precision components using CNC equipment and a variety of materials.</p>	<p>1. Improve on-time delivery. Existing performance showing 36% on-time.</p> <p>2. Increase capacity to reduce outsourcing.</p> <p>3. Eliminate material shortages.</p>	<p>1. Change over time reduced from 64 minutes to 49 minutes.</p> <p>2. Cycle time for CNC programme reduced from 1:53 to 1:14</p> <p>3. Combined impact of all activities is 35% increase in machine shop capacity.</p>

COMPANY		OBJECTIVES	KEY RESULTS
Fibrax Ltd	Established in London in 1911, manufacturing bicycle clutch and brake linings. Bought by the O'Brien family in 1975, new opportunities arose in the automotive and industrial sectors, and Fibrax relocated to Wrexham. Since 1985 Fibrax have been operating as a successful rubber and plastics injection moulding company supplying quality components worldwide.	<ol style="list-style-type: none"> 1. need to improve KPI levels 2. Visualising current performance 3. Improve understanding of performance measures 	<ol style="list-style-type: none"> De-mould breaks reduced from 0.53% to 0.09% 2. Equal to £106,000 per year on the top ten products alone 3. Quicker start up times due to better process knowledge, and reduced start up defects recorded
Granada Cranes	Established in 1980, Granada Cranes has grown to become the UK's largest independent crane company. They specialise in both onshore and offshore sectors and are trusted by such companies as Airbus, Balfour Beatty, Jaguar Land Rover, JCB, GE and Glaxo Smith Kline. They pride themselves in sustaining an entrepreneurial, responsive spirit, working hard for their clients.	<ol style="list-style-type: none"> 1. Develop visualisation of performance 2. Develop understanding of performance metrics and how to affect them 3. Improve 5S standards of facility (Sort, Set, Shine, Standardise, Sustain) 	<ol style="list-style-type: none"> Have identified £26,800 potential annual saving from addressing key Pre-Delivery Inspection issue 2. Applied 5S in off-shore projects areas and identified £7,153 inventory saving 3. Deeper understanding of KPIs
GTS Flexible Materials	GTS provides flexible laminates and insulation for the most demanding of applications and industries. Their products can be found in a wide range of applications globally - from headlights in passenger cars to medical diagnostic equipment, to power convertors for renewable energy sources and transportation.	<ol style="list-style-type: none"> 1. Improve warehouse logistics 2. Improve material transfer 3. Save time and improve flexibility 	<ol style="list-style-type: none"> 1. £30,000 Transport cost saving potential found 2. Packaging material saving of £3,325 3. Additional savings due to warehousing cost reductions and efficient cube utilisation
Qualitek Engineering	Established in 1968, Qualitek Engineering provides clients with a wide range of precision engineering, fabrication, powder coating and design support services. The company works hard to stay current with developments in technology and materials, ensuring their clients have access to the best solutions for their problems.	<ol style="list-style-type: none"> 1. Moving to new factory 2. Improve traceability and regulatory compliance 	<ol style="list-style-type: none"> 1. Savings of £1,206 found on one job alone 2. Created new standards and process for the new facility enhancing capability and performance 3. Leaders fully engaged

COMPANY		OBJECTIVES	KEY RESULTS
Welsh Blood Service	<p>The Welsh Blood Service is a division of Velindre University NHS Trust responsible for the collection of blood in Wales, and of the distribution of blood products to hospitals within the country.</p> <p>Donations are processed and tested at the laboratories based in Talbot Green, Llantrisant, before distribution to customer hospitals throughout Wales.</p>	<ol style="list-style-type: none"> 1. Blood Recall process improvement 2. Reduce error rate in documentation 3. Improve traceability and regulatory compliance 	<ol style="list-style-type: none"> 1. Reduction in errors recorded 2. Improved traceability 3. Increased staff morale

Genchi Genbutsu 現地現物

Meaning: Go and see for yourself

Context: Don't rely on reports – go to the source and understand deeply

Why it matters: This mindset is embedded into Toyota culture and decision-making