

# PRODUCTION ORGANISATION APPROVAL SEMINAR



**ACHIEVING SUPPLY CHAIN EXCELLENCE**

[www.sc21.org.uk](http://www.sc21.org.uk)

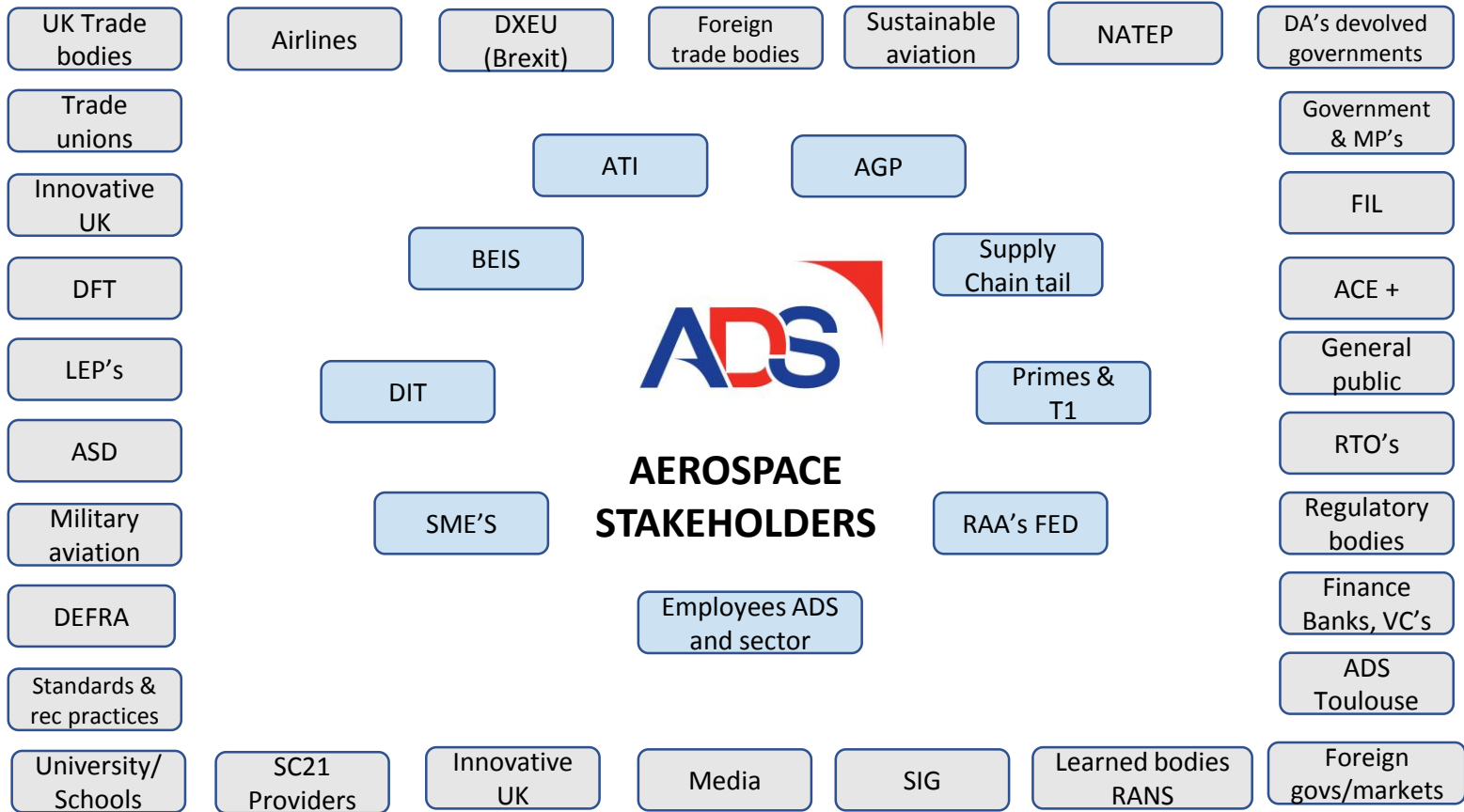
# Introduction

***Marika De Rosa***

*Quality, Standards and  
Supply Chain Executive  
ADS Group*



*Achieving Supply Chain Excellence*



COMMUNICATION

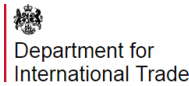
COORDINATION



Industrial Strategy Challenge Fund



SPECIAL INTEREST GROUPS

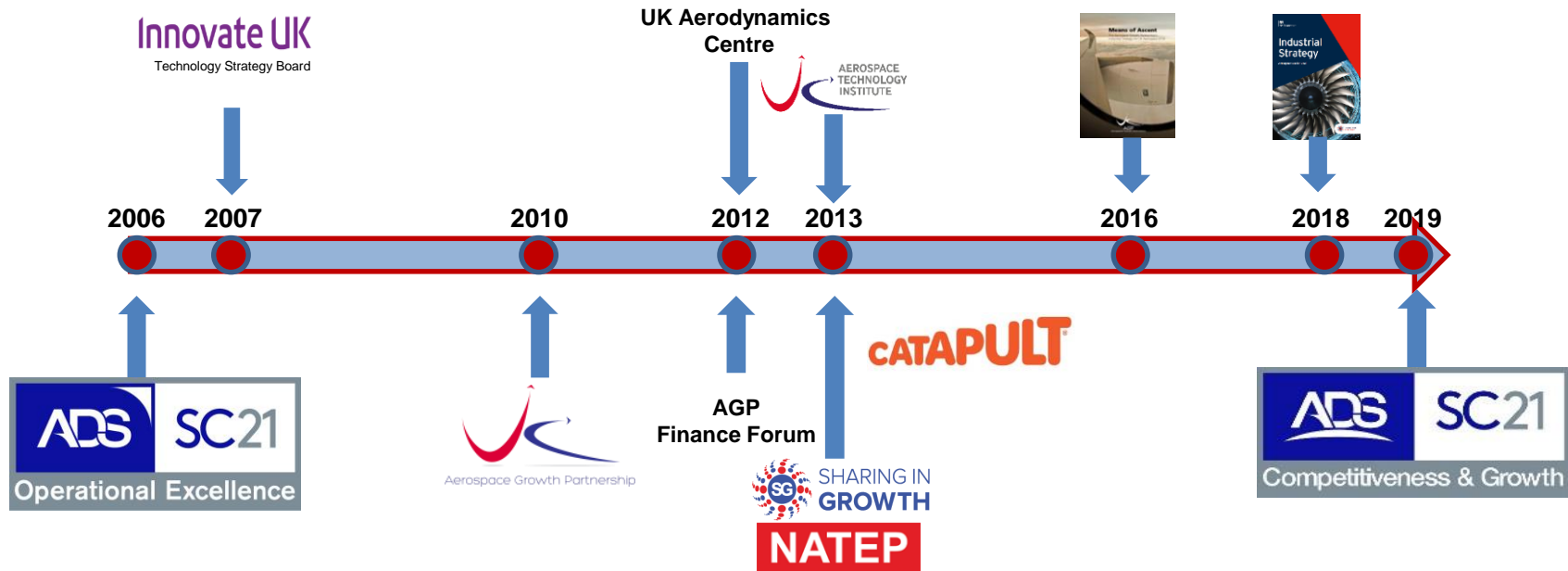


COLLABORATION

# Aerospace Growth Partnership (AGP) and Defence Growth Partnership (DGP)

- The AGP and DGP bring together industry and government to work in partnership to attract global investment to the UK
- Delivering an Aerospace Sector Deal with up to £125m in government funding for the UK to become a world-leader in electric and autonomous flight
- Supply chain programmes have helped 330 companies boost their competitiveness to world-class levels
- Over 200 companies across the UK have benefited from almost £1.95bn in R&D investment through the Aerospace Technology Institute
- DGP is working with industry and government to support SMEs in every corner of the UK by launching the 'Improvement Framework' across the defence supply chain

# Aero & Defence Supply Chain Improvement timeline



The AGP was established in 2010 as a vehicle to tackle barriers to growth, boost exports and grow the number of high value jobs in the UK Aerospace Sector, it aims to maintain and **grow** the **second** largest aerospace economy in the world

# What is SC21?



- A proven **improvement programme** designed to accelerate the performance and competitiveness of UK Aerospace and Defence supply chains
- Defines **performance goals**, standardising the approach and tools for continuous sustainable improvement
- National programme led by ADS, **collaborating** with participant companies, prime contractors, regional trade associations (RTAs), LEPs, strategic partners, practitioners, training partners, assessors, providers and ambassadors.
- More than 680 companies within UK supply chain are **SC21 participants**
- Endorsed by all major UK **aerospace and defence** companies
- Overseen by the **Aerospace Growth Partnership (AGP)** and supported by the UK Aerospace Supply Chain **Competitiveness Charter**

# Performance to achieve to be a SC21 award company



**680+**  
Current Participants

**90+**  
Current Performance Achievers



5 companies currently Gold



36 companies currently Silver



50 companies currently Bronze

	Delivery	Quality	ManEx	BusEx	ReEx
Gold	99.00% - 100%	99.90% - 100%			
Silver	95.00% - 98.99%	99.50% - 99.89%			
Bronze	90.00% - 94.99%	98.00% - 99.49%			



# Monitoring of Quality and Delivery Performance

## Quality & Delivery Performance - Customer n. 1 Aerospace & Defence

Request for:

Please only fill in the violet cells. Any changes to the template format may invalidate your submission. From tab 1 to 6, please list of upper 80% of sales of Aerospace & Defence sector customers (it is not generally expected that only one customer is included in a submission). Please ensure that all your data are verified with your customer. For new submissions, please fill in at least 12 cell (D16:E27 and M16:N27), for re-submission, please fill in all the cells). The data will only be shared with the SC21 Industry Approval Board (IAB) members, who have each signed a Non-Disclosure Agreement (NDA).

Customer Company Name:  Site:

Data verified by (Customer Full Name):

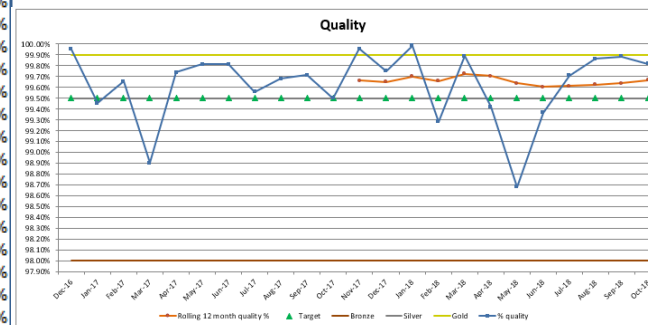
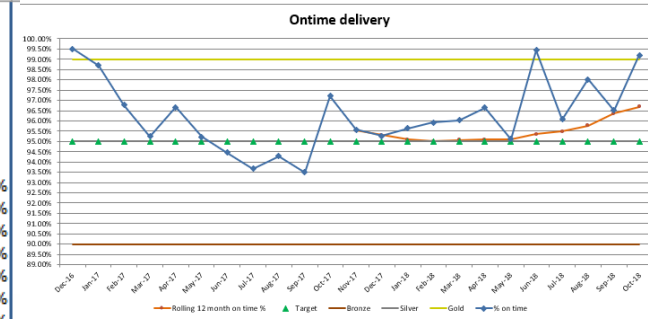
Data confirmed by Customer (date):

Customer email contact:

Customer phone contact:

Month	Delivery data			Delivery 12 month rolling data				Quality data			Quality 12 month rolling data			
	Number of deliveries	Number delivered on time	% on time	Sum of previous 12 month deliveries	Sum of previous 12 month on time	Rolling 12 month on time %	Target	Number of subject of deliveries	Number of subject of rejections	% quality	Sum of previous 12 month parts	Sum of previous 12 month rejections	Rolling 12 month quality %	Target
Dec-16	200	199	99.50%				95.00%	3,978	3	99.25%				99.50%
Jan-17	309	305	98.71%				95.00%							99.50%
Feb-17	371	359	96.77%				95.00%	7,503	26	99.65%				99.50%
Mar-17	252	240	95.24%				95.00%	4,290	47	98.90%				99.50%
Apr-17	180	174	96.67%				95.00%	3,084	8	99.74%				99.50%
May-17	272	259	95.22%				95.00%	4,803	9	99.81%				99.50%
Jun-17	487	460	94.46%				95.00%	6,425	12	99.81%				99.50%
Jul-17	221	207	93.67%				95.00%	4,549	20	99.56%				99.50%
Aug-17	349	329	94.27%				95.00%	5,602	18	99.68%				99.50%
Sep-17	738	690	93.50%				95.00%	8,085	23	99.72%				99.50%
Oct-17	323	314	97.21%				95.00%	4,423	22	99.50%				99.50%
Nov-17	339	324	95.58%	4041	3860	95.52%	95.00%	6,836	3	99.96%	65076	220	99.66%	99.50%
Dec-17	232	221	95.26%	4073	3882	95.31%	95.00%	3,614	9	99.75%	64712	227	99.65%	99.50%
Jan-18	344	329	95.64%	4108	3906	95.08%	95.00%	6,860	1	99.99%	66074	198	99.70%	99.50%
Feb-18	393	377	95.93%	4130	3924	95.01%	95.00%	7,537	54	99.28%	66108	226	99.66%	99.50%
Mar-18	303	291	96.04%	4181	3975	95.07%	95.00%	6,228	7	99.89%	68046	186	99.73%	99.50%
Apr-18	239	231	96.65%	4240	4032	95.09%	95.00%	4,505	26	99.42%	69467	204	99.71%	99.50%
May-18	246	234	95.12%	4214	4007	95.09%	95.00%	4,169	55	98.68%	68833	250	99.64%	99.50%
Jun-18	176	175	99.43%	3903	3722	95.36%	95.00%	3,472	22	99.37%	65880	260	99.61%	99.50%
Jul-18	153	147	96.08%	3835	3662	95.49%	95.00%	2,735	8	99.71%	64066	248	99.61%	99.50%
Aug-18	252	247	98.02%	3738	3580	95.77%	95.00%	5,129	7	99.86%	63593	237	99.63%	99.50%
Sep-18	258	249	96.51%	3258	3139	96.35%	95.00%	5,132	6	99.88%	60640	220	99.64%	99.50%
Oct-18	494	490	99.19%	3429	3315	96.68%	95.00%	7,135	13	99.82%	63352	211	99.67%	99.50%

Extract



# Accreditations and Certifications monitored by SC21



		ISO 22301		ISO 44001/BS11000		
AS/EN/JISQ 9100		ISO 9001		ISO/IEC 17025		International Standards
AS/EN/JISQ 9110		ISO 14001		ISO 13485		
AS/EN/JISQ 9120		ISO/TS(IATF) 16949		ISO 29001		
OHSAS 18001/ISO 41000		ISO27001:2005		ISO 50001:2011		
ISO 41000		Pt 147		ISO 3834		
FAA 14CFR Pt145		EASA 145		CAAC MOC		Regulatory Certifications
TCCA 145		Pt 21J		Pt 21G		
NADCAP CP		NADCAP CT		NADCAP WLD		Nadcap
NADCAP SEAL		NADCAP MTL		NADCAP HEAT T		
NADCAP COMP		NADCAP NM		NADCAP AQS		
NADCAP SE		NADCAP ETG		NADCAP NDT		
NADCAP EDM		NADCAP HD		NADCAP Others		
UKAS		ITAR Approval		DFAR Approval		Arms Regulations
Boeing D1-4426		ANSI/ESD S20.20		Distr or Ltd Apr.		Others
		Cyber Essentials		Def Stan 05-135		

# Continuous Sustainable Improvement Plan required at all award levels



## Continuous Sustainable Improvement Plan (CSIP)

*Please only fill in the violet cells. Any changes to the template format may invalidate your submission.  
Suggested information to be contained in a CSIP, if your CSIP format is different please send it via email when submitting.  
You can insert in this page your Unexplored, Joint and Completed CSIP. The data will only be shared with the SC21 Industry Approval Board (IAB) members, who have each signed a Non-Disclosure Agreement (NDA).*

First CSIP issued date:

Last Updated (Current date):

Review Period: every

month(s)

Next Review Date:

CSIP #	Origin	CSIP Project	Priority	Deliverable	Action	Person F

Signed off by Customer (Full Name):

Signed off by Customer (Company):

month(s)

igned off by Customer (Date):

Person Respons.	Date Raised	Date Due	Status	%	Comment

# Results from SC21 OE



UK SME Case Study: Metal turning and fabricator with a turnover ~£5.5

Value Added per Person  
Up 23.5 %

Quality  
99.99%

On-time Delivery  
99%  
from 87%

Utilisation  
Stores Man hours  
down 40 %

Stores Capacity  
up 40 %

Innovation  
Saving  
£95k p.a.

# What is holding back UK industry from getting to the next award level?

## Causes for lack of progression Bronze to Silver :

### From ADS SC21 Survey

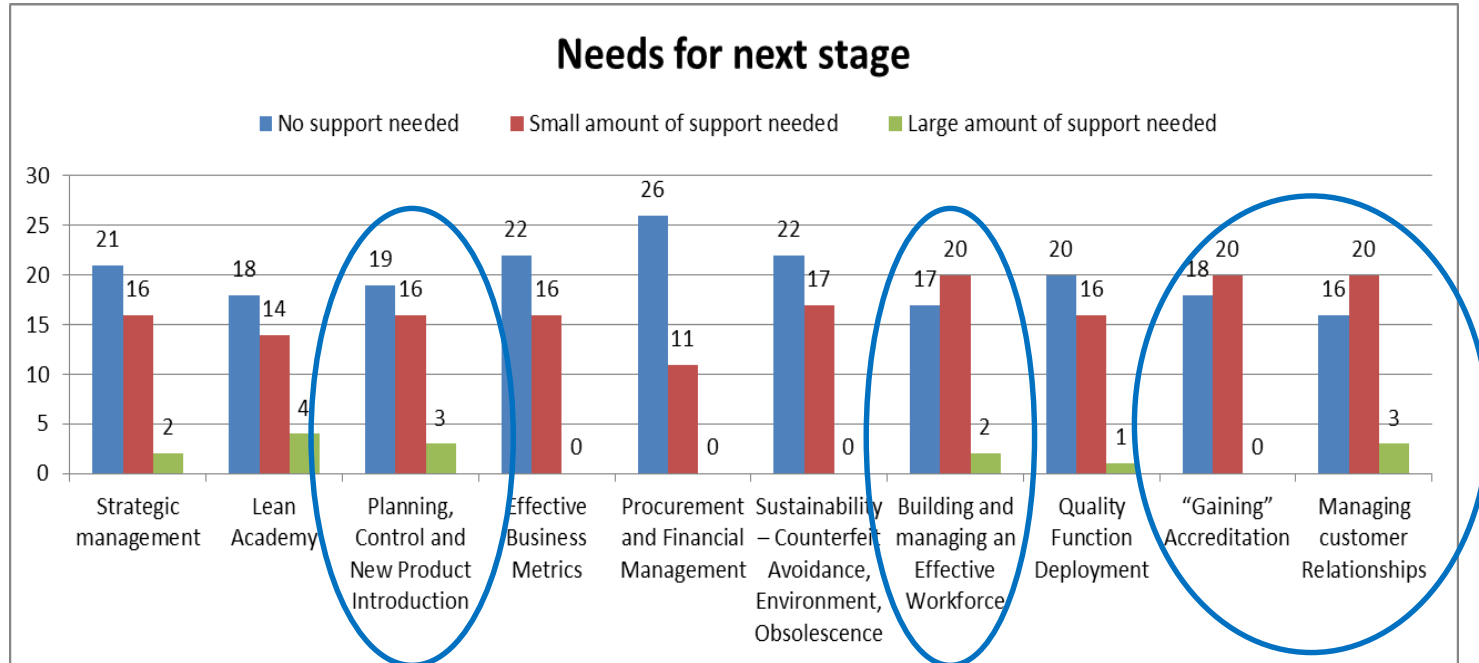
- Difficult to **keep continuously in time the level** of performance for Q&D, Q&D are perceived as consistently high
- New **mandatory requirement for RelEx** diagnostic causing a problem due to lack of skilled trainers to support (e.g. in the North East and Scotland)
- Risk of **falling back from Silver to Bronze** can be perceived as a regression
- Other priorities: **AS9100 Standard first**, then Silver
- General aiming for Silver/Gold but some companies **just want to maintain the Bronze** Level
- Lack of any perceived **benefits from customers /** the primes.

### From Thales' analysis

- Suppliers **don't see the benefit** in such a big change
- Reluctance in part fuelled by the **lack of direction from primes to sign post the benefits / consequences** of going for Silver over having Bronze
- Primes **not** setting a **clear objective** to those suppliers who have joined their programme that after X years they should be progressing through bronze and silver criteria, gold is always going to be for the brave, but a supply chain with progression will drive the right behaviours.
- Make the **Silver Award more "valued"** demonstrating increased maturity, and lessens the risk burden, but more importantly adds more value. It's evident that award winners are not seeing this
- Supplier see that the expectation seems to be always on them to perform, but primes have a role to play in offering up **more opportunities for award winners**, in a second step increasing these for Silver over Bronze etc
- Suppliers expect **strengthened relationships with primes** or increase in business by going for Silver, but doesn't materialise.
- Do **Primes Supplier Selection Process** allow recognition of a Supplier's SC21 level?
- There is a **lack of business case / case studies** from Silver winners on the benefits of Silver over and above Bronze
- Is the **B/S/G too complex** ? Is the **G achievable** – especially in the Defence sector ?

# What is holding back UK industry from getting to the next award level?

Causes for lack of progression Bronze to Silver :



Source : Survey inputs from 44 SC21 participants

# Questions?



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