CALDER LANE CONSULTING

Consulting proposal

Raising OEE on the Colwick packing lines from 58% to 70%. A 14-week programme for Hartwell Foods.

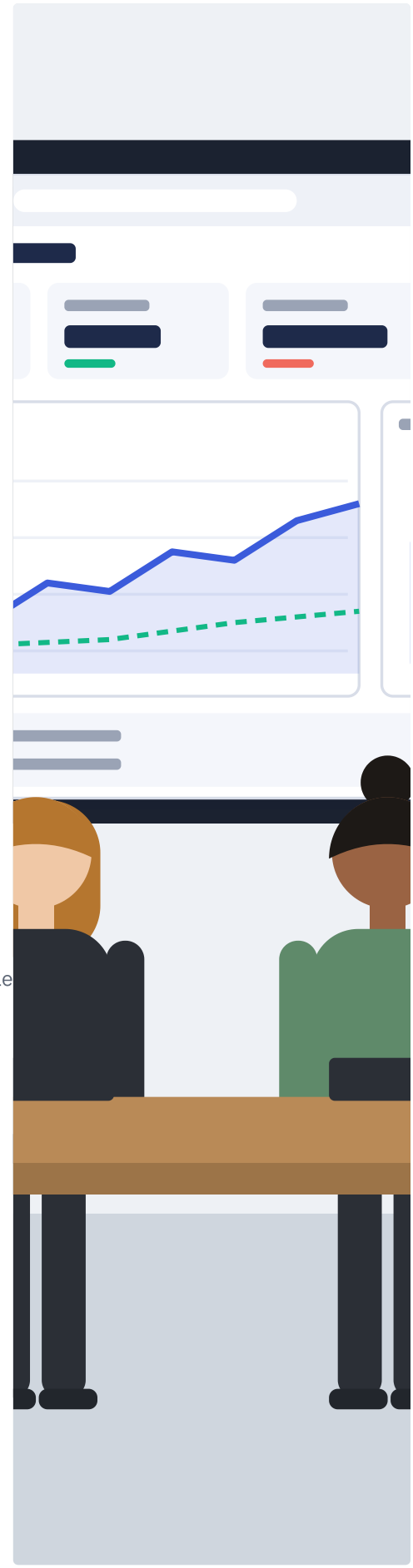
PROPOSAL # CL-P-2026-052
ISSUED 16 Nov 2026
VALID UNTIL 18 Dec 2026

CREATED BY

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PREPARED FOR

Hartwell Foods Ltd
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Cover letter

You asked us how to get more out of the lines you have, before you spend £2.4 million on a fourth.

Dear Graham,

Thank you for the time you and your shift managers gave us at Colwick. What we saw matches what your numbers say: the three packing lines are running at about 58% OEE, and most of the loss is not breakdowns but changeovers, small stops and waiting for materials.

That is good news, because those losses can be fixed by the people who run the lines. This proposal sets out a 14-week programme to do it: three weeks to measure the losses properly, six weeks to prove the fixes on Line 2, and five weeks to take them to Lines 1 and 3 with your team in the lead.

We think 70% OEE across the three lines is realistic. On your volumes, that is roughly the capacity of the fourth line, without building it.

With best regards,



Fiona Marsh
Partner, Operations, Calder Lane Consulting Ltd

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Our understanding

The situation

Demand from two supermarket customers is up 22% in a year. The lines run three shifts, six days a week, and still miss about 1 in 12 orders in full.

The objective

Raise OEE on the three packing lines from 58% to 70% by the end of March 2027, and leave the methods with your team.

How we will measure it

OEE from the line PLCs, checked weekly with your engineering manager, against the 10-month baseline.

What you get

Capacity

Close to a fourth line's output

Service

Orders shipped in full and on time

Capability

Team leaders who run it themselves

Where the lines are today

Averages from January to October 2026, across Lines 1 to 3.

58%

OEE

Target: 70% by March 2027

47 min

Average changeover

Up to 11 a day on Line 2

1 in 12

Orders short

Missed in full on the day

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Where the time goes

What the line data told us

We took ten months of stop data from the line PLCs and matched it to the shift logs, so every lost minute has a cause. The picture is the same on all three lines.

Changeovers account for about a third of the lost time, small stops of under five minutes for another quarter. Breakdowns, which take most of the maintenance team's attention today, are only one loss in eight.

Losses by cause

LOSS	SHARE OF LOST TIME	WHAT WE WILL DO
Changeovers	34%	Standard changeover kits and a quick-change method
Small stops	26%	Fix the top three causes with operators
Waiting for materials	18%	A two-hour replenishment loop from stores
Breakdowns	12%	Leave to maintenance; share the data
Speed and quality	10%	Track on the OEE board; fix in phase 3

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The programme

Three phases over 14 weeks, each ending with a decision for you.

WEEKS 1–3

Diagnostic

Tasks

- Line studies on all three lines
- Loss analysis from PLC and shift data
- Interviews and a shop-floor survey

Deliverables

- Loss baseline by line
- Improvement plan and business case

WEEKS 4–9

Pilot on Line 2

Tasks

- Quick-change method for the 6 most common changeovers
- Daily huddles and a live OEE board
- Fix the top three small stops

Deliverables

- Line 2 at 68% OEE or better
- Standard work for Line 2

WEEKS 10–14

Roll-out and handover

Tasks

- Lines 1 and 3, led by your team leaders
- Six training workshops
- Monthly review rhythm set up

Deliverables

- 70% OEE across the lines
- Playbook and trained team leaders

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Your team

The same three people from the first day to the handover.



Fiona Marsh
Partner

Led 30 manufacturing programmes; ex-operations director in food.



Sanjay Patel
Senior consultant

Lean practitioner; on site four days a week through the pilot.



Ellie Grant
Analyst

Builds the OEE model and the live board from your PLC data.

Results elsewhere

Chilled ready meals, Yorkshire

54% → 69%
OEE

−41%
Changeover time

16 weeks
Programme

Four lines; the client cancelled a planned capacity expansion.

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Fees

Day rates by role, with each phase priced separately so you can stop after any of them.

#	ITEM	QTY	PRICE	DISC.	TAX	TOTAL
	Phase 1: Diagnostic					
1	**Partner** Code: P1-PTR Steering the diagnostic, the leadership interviews and the read-out to the board.	4 days	£1,850.00	–	20%	£8,880.00
2	**Senior consultant** Code: P1-SC Line studies on all three packing lines, loss analysis and the improvement plan.	15 days	£1,150.00	–	20%	£20,700.00
3	**Analyst** Code: P1-AN Downtime data from the line PLCs and the shift logs, cleaned and modelled.	15 days	£720.00	–	20%	£12,960.00
				Subtotal: Phase 1: Diagnostic		**£42,540.00**
	Phase 2: Pilot on Line 2					
4	**Partner** Code: P2-PTR	6 days	£1,850.00	–	20%	£13,320.00
5	**Senior consultant** Code: P2-SC On the shop floor with the Line 2 team: changeover reduction, daily huddles and a fix for the top three stoppages.	30 days	£1,150.00	–	20%	£41,400.00
6	**Analyst** Code: P2-AN Builds the live OEE board and tracks every loss to its cause.	30 days	£720.00	–	20%	£25,920.00
				Subtotal: Phase 2: Pilot on Line 2		**£80,640.00**

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#	ITEM	QTY	PRICE	DISC.	TAX	TOTAL
	Phase 3: Roll-out and handover					
7	**Partner** Code: P3-PTR	4 days	£1,850.00	–	20%	£8,880.00
8	**Senior consultant** Code: P3-SC Takes the Line 2 methods to Lines 1 and 3 with your own team leading.	20 days	£1,150.00	–	20%	£27,600.00
9	**Training workshops for team leaders** Code: P3-TRN Half-day workshops for up to 12 people, with the workbooks your team keeps.	6 workshops	£1,400.00	–	20%	£10,080.00
				Subtotal: Phase 3: Roll-out and handover		**£46,560.00**
	Expenses					
10	**Travel and accommodation, estimated** Code: EXP Billed at cost with receipts, never above this estimate without your approval.	1 estimate	£6,800.00	–	20%	£8,160.00
				Subtotal: Expenses		**£8,160.00**

Subtotal	£148,250.00
VAT 20%	£29,650.00
Total	**£177,900.00**

Two ways to pay

Fixed fee Paid as each phase is completed.	certain budget, no link to results	**As above** per phase
Fee at risk 20% of the fee held back; up to 30% more if OEE passes 70%.	paid on the measured OEE, shared upside	**–20% / +30%** of phases 2 and 3

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Payments

Invoiced at the end of each phase, payable in 30 days. Expenses are invoiced with phases 2 and 3.

PAYMENT 1, 24%	PAYMENT 2, 48%	PAYMENT 3, 28%
£42,540.00	**£84,720.00**	**£50,640.00**
End of phase 1	**End of phase 2**	**End of phase 3**
Diagnostic and business case	Line 2 pilot	Roll-out and handover

Total **£177,900.00**

Terms

1. **Stopping**

1.1 You may stop after any phase with 10 working days' notice, paying only for the phases completed.

2. **Your people**

2.1 The programme needs a named lead from your side for 2 days a week, and access to the line data.

3. **Confidentiality**

3.1 Your data stays yours and is used only for this programme. Our methods and workbooks are licensed to you to keep.

4. **Liability**

4.1 Our liability is limited to the fees paid. We hold £5 million professional indemnity insurance.

Agreed

Signed for Hartwell Foods Ltd and Calder Lane Consulting Ltd. We would start on Monday 4 January 2027.

FOR HARTWELL FOODS

_____

SIGNATURE

Hartwell Foods Ltd

Name: _____

Date: ____ / ____ / _____

FOR CALDER LANE

_____

SIGNATURE

Calder Lane Consulting Ltd

Name: _____

Date: ____ / ____ / _____

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