

**Improvement Co-ordinator:** John Callaghan

**Period:** January 2008 - December 2008

Benefit to				Objective	Target	Achieved	Resources	Responsibility	Target date	Progress to date
Prog No.	Health and Safety	Environmental	Quality	<i>Describe the objective that you are going to tackle</i>	<i>Describe the target that you think you can achieve</i>	<i>How will you decide if you have been successful?</i>	<i>Detail the resources that are required to make it happen</i>	<i>Who is responsible for making it happen?</i>	<i>When do you expect to complete this?</i>	
1.	✓	✓		Create a screen based M.W.E. logbook to replace the paper ones currently used. (Carried over from 2007).	Eliminate the potential for crane drivers to forget to do their crane safety checks and reduce the amount of paper used ( 15 x A4 weekly ).	Installation of the software on the picking terminals.	I.T. department programme development time.	C. Doherty	End of 2Q08	A specification was written by G. Thurkettle and forwarded to C. Doherty and this subject is now a priority for C. Doherty in 2008.
2.		✓		A review of the current gas usage figures will be carried out to investigate high gas usage figures.	Investigation by Cofatech, identified that a boiler flow sensor required replacement and that the start times for the boilers should be re-set from 240 minutes before the start of operations, to 100 minutes before.	There will be a reduction in the gas usage figures which should be evident from December 2007 onwards.	The cost of the Cofatech review and the replacement boiler flow sensor.	M. Batchelor	Mid-December 2007	S. Smith, maintenance department supervisor, advised that this should equate to a 10 hour per week saving on gas usage, from December onwards. Review with M.B. to determine savings during 2008.

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3.			✓	Increase the call monitoring data that is currently available to sales.	Reduce the abandoned call rate from 3.4% to below 3% and ave. response time from 12 to 10 seconds or below.	The KPI targets will be achieved.	Call monitoring hardware will be need to be purchased and I.T. programming, cabling and installation time.	F. Peake / L. Dicey	End 2Q08	
4.			✓	Introduce weight and volume registration to the initial delivery inspection process. ( Carried over from 2006 / 7 ).	Increasing order processing speed by reducing the number of wrongly allocated packing assembly points.	Auditing and a review of the patrol inspection records.	Investment in P.C. linked weigh scales and programming time.	I. McKillop / I.T. dept.	End of 2008	Difficulties were experienced during the software trials. Subject included in the 2007 Operations BP and a solution will be pursued by Operations / I.T., as resources allow.  Carried over from 2007, as per I. McKillop 11.12.07.
5.		✓	✓	Introduce 'virtual packing lists' to replace the current printed ones. ( Carried over from 2006 / 7 ).	Reduce paper and printer usage and speed up the order packing process.	Reduce wasp paper (S1000-0515 ) usage from 161 boxes annually (£61.82 per box ).	Investment in hand held barcode readers and computer terminals and programme development time.	I. McKillop / I.T. dept.	2Q08	The hardware has been purchased and we are awaiting development of the software, which C. Doherty is scheduled to begin 1Q08.  Carried over from 2007, as per I. McKillop 11.12.07.

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6.			✓	Allow credit for lost or damaged goods to be paid to customers once the haulier involved has accepted our claim, rather than after we receive payment, as it is currently.	Increase service levels to our customers, reduce customer invoice queries and speed up invoice payments, which in turn reduces account on 'hold' numbers.	Seek opinions whether the policy change has been beneficial from the sales, accounts and CS dept. managers. N.B. D. Rowicki and R. Morris have advised already that this will not be measurable.		D. Rowicki	End 1Q08	Reviewed with D. Jones (accounts) on 29.08.04, and he advised that there does appear to have been a general improvement in this area, with less accounts on hold, less chases, etc. D. Jones cited the example of the department losing a member of staff 2 months previously but, coping with the current workload without replacing her.
7.		✓	✓	Introduce an A.I. Projects Management System programme.	Reduce the number of hard copy files required to be kept for small quotes and centralise the information in one place on the system.	A more efficient and less paper based system will be in place.	System design and programming time.	G. Turner / L. Dicey / I.T. dept.	End of 2007	G. Turner and L. Dicey have agreed a specification for this programme, which was be forwarded to I.T., as per G. Turner 02.02.07.  To be carried over to 2008, L. Dicey 11.12.07.

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8.		✓	✓	Consolidate same customer statements and invoices together when possible, as they are currently posted separately.	Reduce envelope usage and the postage costs by 22p each time	Compare the envelope usage and postage costs for 2007 and 2008.	I.T. programming time.	F. Peake	Throughout 2008.	
9.		✓	✓	Investigate the possibility of the electronic transfer of the documentation referred to in 8. above.	Eliminate printing and postage costs entirely for as many accounts as possible.	Review with the I.T. department how many accounts have taken up this option and work out the printing and postage savings based on this figure.	I.T. department's feasibility investigation and programming time.	F. Peake	Throughout 2008.	

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10.		✓	✓	Sales to review and analyse unsubstantiated complaints to identify accounts who have a history of making this type of claim.	Identify accounts where increased monitoring of outgoing consignments may be necessary, e.g. via secondary inspection by Q.A. personnel in order to assess the validity of the claims.	Reduce claims of an unsubstantiated nature by making customers aware of the ongoing monitoring process and its findings, or via the identification of non-conformances during the Q.A. inspections.	Capacity for sales' review and analysis of these unsubstantiated complaints and of Q.A. staff to carry out their inspections.	L. Dicey / J. Callaghan	Throughout 2008.	
11.			✓	Increase the level of sales complaint review carried out in all sales offices (in-house and regional) to involve more staff and increase their involvement in, and responsibility for, reducing the complaints value and numbers.	Reduce sales related complaints from 4,195 in number and to below £500,000 in value.	The targets will have been achieved.		L. Dicey	Throughout 2008.	

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12.		✓	✓	Encourage stockists to have their price books in a CD format, rather than in a printed format, as at present.	M. Copperwheat advised that we currently print 150 price books twice a year, with each one containing approx. 250 pages, which costs £1,000 a time.  The CD option is also more accurate and up to date, which may help to reduce pricing issues also.	All price books will be sent out in a CD format, which will save approximately 75,000 pages of A4 printer paper and will also provide an annual £2,000 saving.		M. Copperwheat	Throughout 2008.	
13.		✓	✓	Identify items potentially suitable for flagging as minimum pack unit items only at X and Z cranes, by means of an e-mail link to sales.	Reduce the number of pack units that are required to be broken, thereby speeding up picking and reducing the amount of packaging used.		I.T. programming time	C. Doherty	2Q08	C. Doherty advised on 10.03.08 that this facility was now available.  Review with I. McKillop / L. Dicey at end of 2Q08 whether this has been successful (4,313 items flagged at the end of December 2007).

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14.		✓	✓	Reduce the number of boxed AI catalogues printed to 31,000 in 08/9 from 41,000 in 05/06 and add the recyclable logo. Use a mailshot to identify customers who do not require a new 08/09 catalogue, in order to reduce the number of returns.	There will be a reduction in printing and postage costs and a clear environmental benefit also.	The targets will have been successfully achieved.	Product Information / AI department liaison time to arrange for the mailshot to be sent.	M. Kelly / C. Peake	Throughout 2008	

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15.		✓	✓	Sales to encourage website access to the FF and AI catalogues, or via a CD copy. If a hard copy catalogue is needed, sales will question whether they require an FF catalogue and/or an AI	Try to reduce the number of printed catalogues that are required to be produced and despatched.	Review the number of catalogues produced and despatched, against previous years data.		L. Dicey	Throughout 2008
16.		✓	✓	Sales to stop automatically sending catalogues out to customers requesting fliers, brochures, etc. Catalogue details on the back of product literature now.	Try to reduce the number of printed catalogues that are required to be produced and despatched.	Review the number of catalogues produced and despatched, against previous years data.		L. Dicey	Throughout 2008

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17.		✓		Promotional pencils have been produced from recycled CD cases.	Send customers these pencils instead of the pens supplied by HKG, which were not produced from recycled materials.	Compare the statistics for the purchase of the HKG pens against the previous year.		C. Peake	Throughout 2008	
18.		✓		Investigate the possibility of the next Essentials brochures being bound in bio-degradable polythene wrapping.	Increase the recyclability of our packaging materials, for an additional cost of only £100.00.	The target will have been achieved.	Additional costs.	C. Peake	End 2Q08	C. Peake confirmed on 29.04.08, that the 17,500 copies of Essentials 11 that were despatched were bound in bio-degradable polythene wrapping, and this will be the ongoing policy for future brochures of this kind.