

4. OPERATIONS

4.1 Operational Processes

At present, when a quotation has been accepted, a manual Job Sheet is raised from the initial customer quote specification, which is used to follow the job through and record hours worked and materials used on the work. This is then analysed on completion of the job, to evaluate whether the estimated margin has been achieved.

The business has a basic set of operating procedures, which include a section on Health & Safety issues, primarily for the benefit of the current employee.

Planning for the following week's work is usually done each Friday, when material requirements for forward work are assessed and customers advised of any changes to work progress on their orders.

Bill Donaldson is responsible for technical liaison with customers, estimating & drawing up specifications. Bill and David Bryant both carry out the production work with Bill mainly carrying out the fitting, particularly on specialist conservation work – though David accompanies him when assistance is required. David is capable of working in the workshop unsupervised and looks after most of the maintenance aspects within the workshop area.

Occasionally, sub-contractors are used to carry out specialist tasks or assist with fitting items, when the workload requires. These people are reliable and well known to Bill Donaldson.

4.2 Premises, Plant & Equipment

The new premises will also improve work methods by having more space for production, storage of materials and finished work. It will provide a better layout for the production processes.

Whilst most of the workshop equipment is adequately up-to-date, a new woodworking machine is required to increase operating speeds and facilitate easier methods of dealing with repetitive tasks. The dust extraction plant also needs to be upgraded, to improve the efficiency of dust extraction and minimise downtime on cleaning machinery and the work areas.

These improvements will make the business more efficient and ensure it is competitive when quoting for work and this should lead to an increase in turnover.

It is intended to purchase an additional van mid way through the year, which will be larger than the existing van, to have more flexibility for collection and deliveries, especially when the apprentice joins.