

## **JACKSON & KEAY**

Jackson & Keay is positioned to meet the transportable pressure equipment needs of its customers. From small to the very largest pressure receptacles including drums, tubes and multi-element gas containers, it provides a full and flexible service that incorporates periodic examination and testing, cylinder supply (new or re-conditioned), filling services or engineering solutions for pressure systems.

Located on two sites, one in Nottingham and a smaller plant in the North West, Jackson & Keay has been established for 26 years ago and employs 70 people. Current annual turnover is around £3.5m pa.

Neil Bradshaw has been Group Operations Director with Jackson & Keay for two and a half years.

Maintaining and increasing its income streams and its customer base is one of the key challenges for Jackson & Keay. Improving morale, adopting a more productive culture and becoming operationally excellent is also a high priority.

Neil Bradshaw says:

“In the past, we’ve had great difficulty in meeting our challenges. Continuous improvement was not easy. Amongst other things, our culture also needed to improve and there were weaknesses in the skillset of our front-line management. We also had administrative challenges. In addition, we recognised that we had a high turnover and that we needed a stable workforce.”

Neil had an awareness of Sema from his work with other SMEs but was referred to this project by the East Midlands Manufacturing Advisory Service who contacted Malcolm Healey to engage with the Company

Neil continues:

“We involved the whole company. Firstly, we restructured the management team and then accessed a number of short courses delivered through the project by Derby College/ Rolls-Royce CoVE. Following this we then involved the whole of the workforce in implementing 5S. Alongside, we also ran continuous improvement programmes, a Kanban exercise and a Kaizen exercise.”

The commitment made by the company included purchasing of additional short courses in Lean Manufacturing, paying overtime for staff, creating a new training

room and developing training materials. In addition, as part of its continuous improvement programme, the Company developed its own production control and visual management system (VJC). Furthermore, it allowed time for seven key employees to participate in Business Improvement Techniques NVQ Level 2 delivered by EEF East Midlands & Mid-Anglia, six of whom have now completed the qualification.

Significant improvements have been achieved by the company. Planned machine maintenance has resulted in improved equipment efficiency and working conditions are now much better.

There is a more structured working environment, with improved management systems in place, visual management tools such as information boards have been introduced and communication is much better. There is also more accountability and process flow has improved, as has the company's purchase system and document management. Overall the benefits have been substantial. As Neil explains, "This whole process has made us much more competitive. Lead times have improved significantly, whereas before we would produce 2,000 units in 100 hours, it now only takes 48 hours. In addition, operating costs have been dramatically reduced while profit, turnover, order volumes and customer retention have all increased".

The Company now intend to continue their lean journey and are planning a continuous equipment improvement programme focussed on Total Productive Maintenance for the forthcoming year.

ENDS.