

LEAN ENTERPRISE SUB-COMMITTEE TERMS OF REFERENCE

Responsibilities

- (a) To deploy Group strategy, policies and procedures which impact on Business Excellence and Operational Excellence and the Lean Enterprise model
- (b) To promote operational excellence, recognising and publicising outstanding performance
- (c) To lead a common and integrated approach, by determining which operational tools and techniques should be implemented on a mandatory, advisory or optional basis
- (d) To define at Group level key operational KPIs and standards for visual management at all facilities
- (e) To review implementation of the Business Excellence Model across all businesses and set targets for achievement
- (f) To support under-performing businesses, in any of the elements of operational performance which fall under the Sub-Committee's remit, by identifying resources and assistance required and other improvement actions and targets
- (g) To review key common issues arising from Business Excellence assessments or Lean audits which may most effectively be dealt with at Divisional or Group level
- (h) Agree common training and development packages to raise operational capability
- (i) Oversee the development of a competence model to build capability at all levels within manufacturing operations, but specifically in operational management
- (j) To make recommendations to the Executive Committee and the Board as appropriate
- (k) To promote cross divisional learning and sharing in operational matters