



These images are of our Hoshin Matrix, how we manage our strategic plan

6.3.1 Create a strategy for developing products & services to enhance the welfare & wellbeing of others
6.2.1 Investigate and create an ongoing process for studying more modern & environmentally friendly processes
6.1.2 Develop a company wide strategy and protocol for managing electric vehicle technology, incorporating servicing, sales and production.
6.1.1 Develop an environmental strategy
5.5.1 Develop a monthly WLT process to decide our influencing strategies i.e legal & political, (VCA, Approvals/ Low emission zones).
5.4.1 Develop a strategy of communication and relationship development to our supplier base
5.3.1 Develop the internal communication processes
5.2.1 Design and deploy an employee engagement process-
5.1.1 Design and deploy a customer engagement process-
4.4.1 Develop a social strategy that supports the family values and brand-
4.3.1 Develop the strategy to achieve IIP Gold
4.2.1 Develop an apprenticeship scheme utilising outside funding (start in manufacturing but develop it to be business wide) utilising funding where possible.
4.1.1 Understand what future competencies the business will need and develop and deploy a strategy to address any gaps (start in manufacturing but develop it to be business wide).
3.2.1 Develop a business diversification strategy for ESV using existing facilities and competences
3.1.1 Develop a business diversification strategy (outside of funeral market)
2.7.1 Develop OWC measurement & Control system
2.6.1 Develop Financial planning and reporting process
2.5.1 Establish a process for management review of staff utilisation-
2.4.1 Establish a process for monitoring, controlling and communicating variable costs including a management metric
2.3.1 Develop & Deploy the INP (Introduce New Products) process – ? DONE
2.2.2 Develop the manufacturing processes (value stream map, quality circles, cost saving group etc) - ? DONE move VSM to BMS
2.2.1 Establish a process for monitoring rework including management metrics for rework – ? DONE
2.1.1 Establish a process for monitoring warranty including management metrics for warranty costs – ? DONE – how do we celebrate/ what have we learnt?
1.7.5 - Develop a growth strategy with % targets how much extra revenue do we want, then deploy.
1.7.4 - June 2021 update - Develop the marketing & sales system
1.7.3 Develop Continual Improvement (CI) System
1.7.2 Develop Materials Requirement Planning (MRP) process and deploy
1.7.1 Develop deployed process system QMS (Inc NPI, VSM and Standard work)
1.6.3 Develop & deploy technology roadmap (tech for products and process)
1.6.2 Develop & deploy master production schedule & capacity planning / management process
1.6.1 Develop manufacturing strategy for the next 5 years (i.e facilities required, processes, machinery)
1.5.1 Develop an International strategy, then deploy it into daily management.
1.4.1 To develop & deploy a product diversification strategy within the existing funeral market
1.3.2 Develop a post purchase strategy & process
1.3.1 We have a marketing strategy (Inc all aspects within Wilcox Limousines Family of Businesses) –
1.2.1 Develop a strategy for products at all price points-
1.1.1 Create a strategy to increase spend from both existing and new customers

[illegible]

	Jade Wilc	Louis Will	Gaynor No	Paul Wilco	Leila Wilc	Matt Fost	Geraint R	David Bon	Peter Strz	Leyanne +	Amy Pict	Status (H - Ho)
5.3.1 Develop the internal communication processes	O	O	O	O	X	O	O	O	O	O	O	✓
5.2.1 Design and deploy an employee engagement process-	O	O	O	O	X	O	O	O	O	O	O	✓
5.1.1 Design and deploy a customer engagement process-											X	✓
4.4.1 Develop a social strategy that supports the family values and brand-	O				X							✓
2.7.1 Develop OWC measurement & Control system	O	O	X						O			✓
2.6.1 Develop Financial planning and reporting process	O	O	X						O			✓
2.5.1 Establish a process for management review of staff utilisation-	O	O	X	O	O	O	O	O	O	O	O	✓
2.4.1 Establish a process for monitoring, controlling and communicating variable costs including a management metric	O	O	X	O		O		O	O			✓
2.3.1 Develop & Deploy the INP (Introduce New Products) process -- ? DONE	X			O		O	O	O	O	O		✓
2.2.1 Establish a process for monitoring rework including management metrics for rework -- ? DONE				X			O					✓
2.1.4.5 Implement a formalised process for identifying, evaluating and approving new products or services from customers							X					✓



S.P 1.2.1 Develop a strategy for products at all price points

Project Sponsor	Jade Wilcox Webb
Team Leader	Louis Wilcox
Project Title	1.2.1 Develop products for all price points 3.3.1 Develop a green product line strategy
Date	20/07/2020
Issue	V1

1. Problem Definition and Purpose

What is the problem or outcome you do not like? What is the project trying to accomplish? Which process gives this output? What measure will show any improvement? What is the present performance? What is the goal performance? What is the timing for reaching this goal?

The Wilcox 2022 strategy identified as a ‘critical enabling factor for market development’ that we have a broader range of products across multiple price points.
We need to develop a 5-year product horizon. 1-2-year medium term that recognises Wilcox ability to introduce new products and a 2-5 years outlook other new models.

Must include a range of environmentally considered products for both the UK and International markets.

This will enable the business to identify and prioritise NPI projects that will deliver growth and satisfy our vision. ‘To be the best coachbuilder in the world’

A key deliverable will be a product plan that identifies product introduction, maturity and phase out and have a projected cash flow plan.

2. Business Case (Issues to be addressed/process to be improved)

What impact is this problem having on our customers/the business/employees/the environment?
Why is this a priority? What are the key deliverables to be expected? What other indirect benefits may arise from this work?

We are currently over dependent on one product. This is making us hostage to OEM actions. We do not adequately plan to predict changes in the Market, OEM behaviours, etc. This makes us vulnerable to changes at a Macro and Primary level.

We cannot plan our funding requirements and as a result we cannot exploit our strength as a market leader. We are also reactive to our product and business development and we do not have a fully defined investment strategy.

Developing our Product Strategy will enable us to engage with our customers. in a positive and progressive manner. It will also enable us to develop our partner strategy & develop new markets (products and geographies) in a cost-effective way.

The process must be able to demonstrate that the plan is based on robust understanding of the market.

The process must be defined and deployed as part of the Wilcox BMS.

3. Key Players

Who are the Sponsor/ Team Leader/Team Members/ Other Key People who need to be involved?

Sponsor	Jade Wilcox Webb
Team Leader	Louis Wilcox

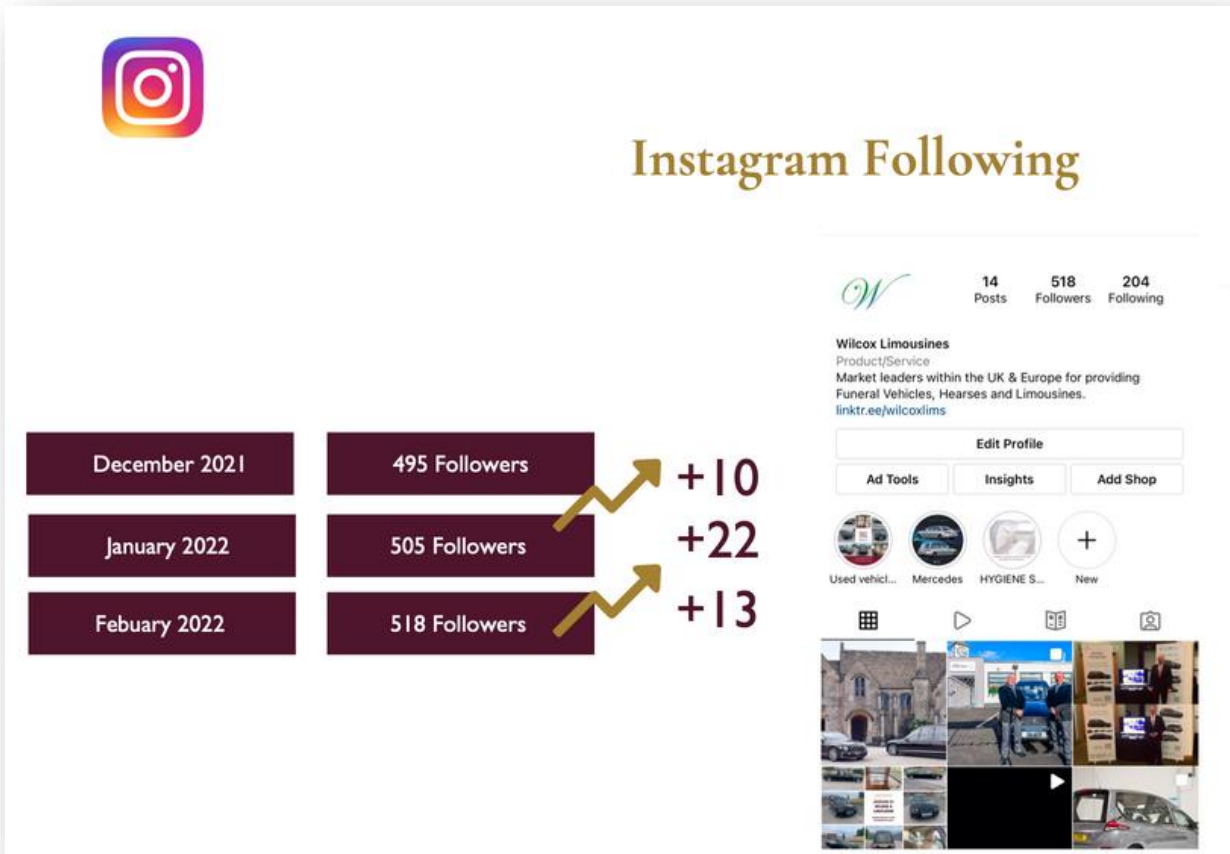
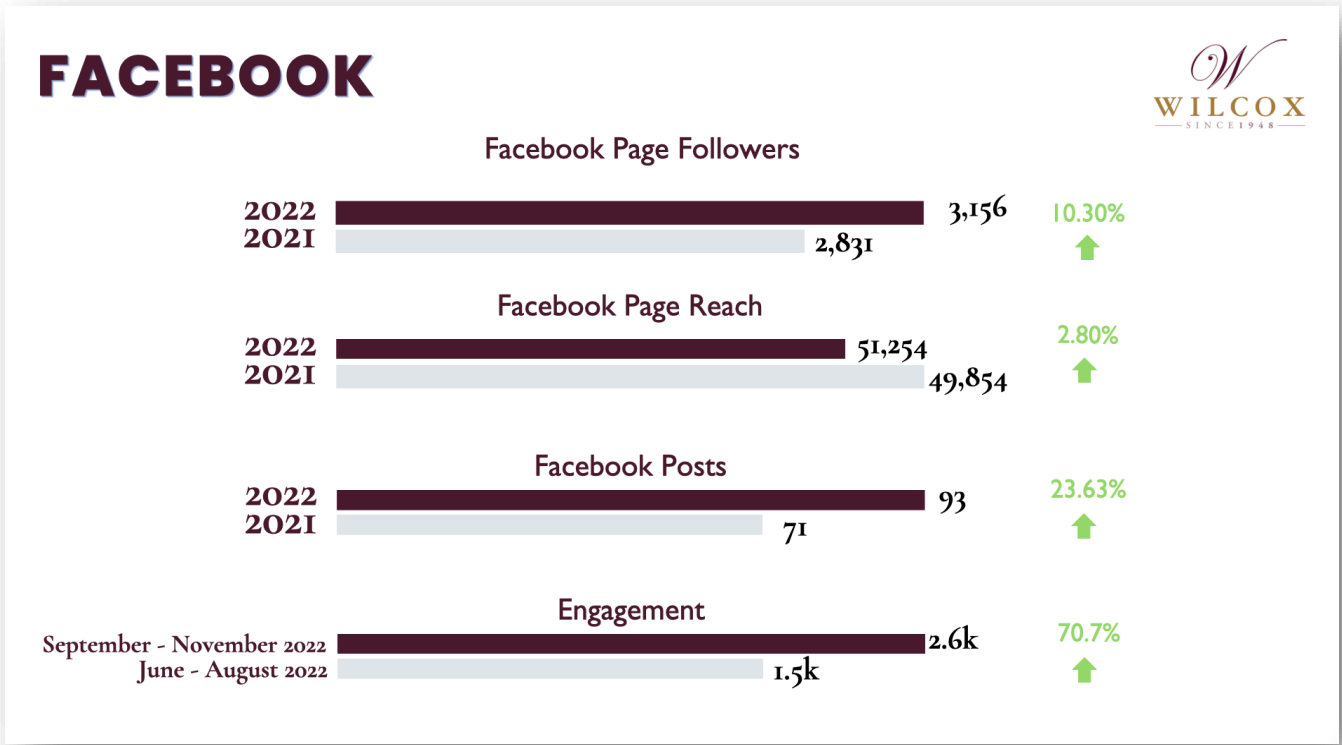
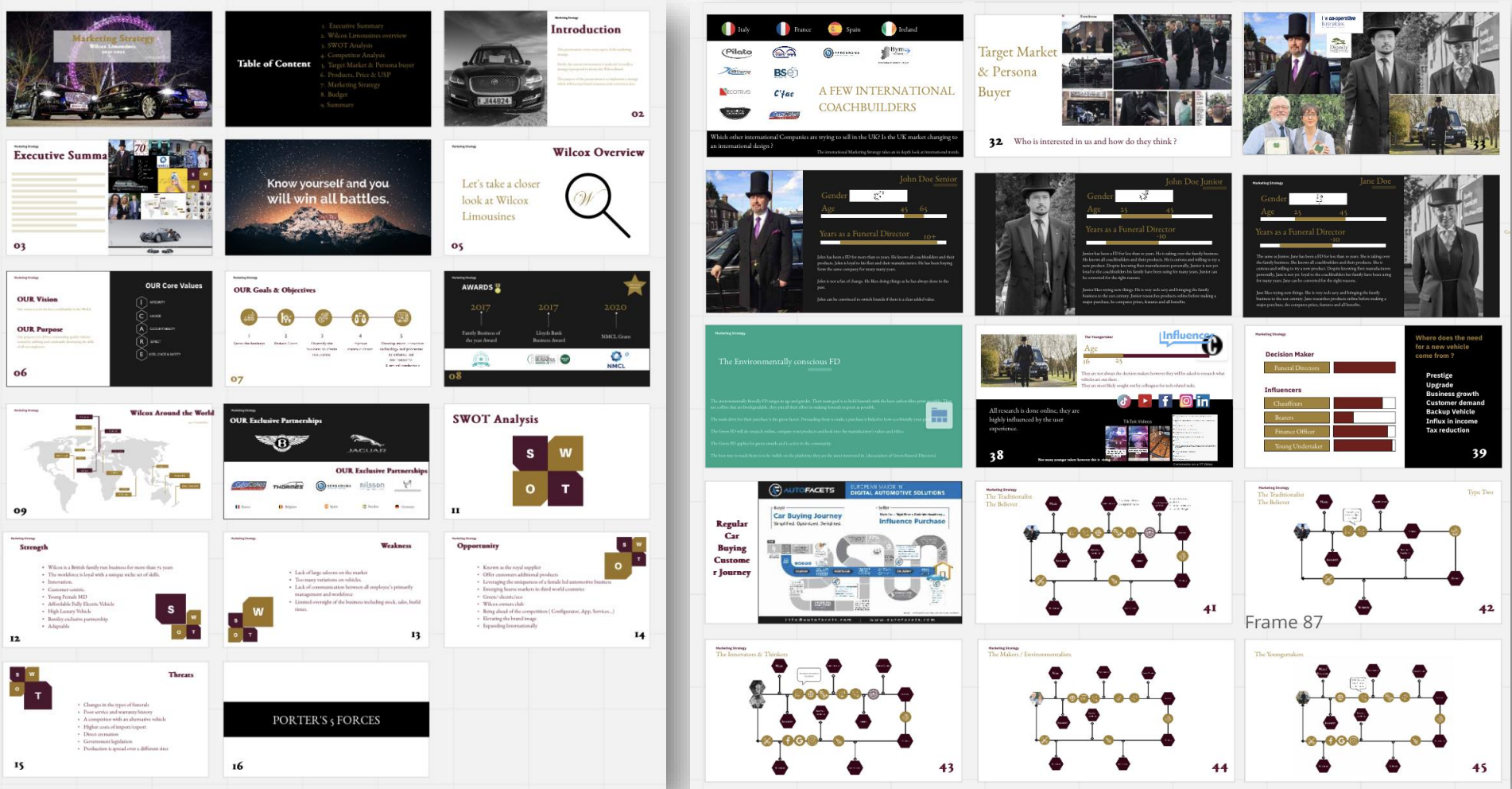
4. Scope

Which area/department within the organisation or product/market segments/customers is to be covered?
What is out of scope?

All areas of the Wilcox Limousines business.



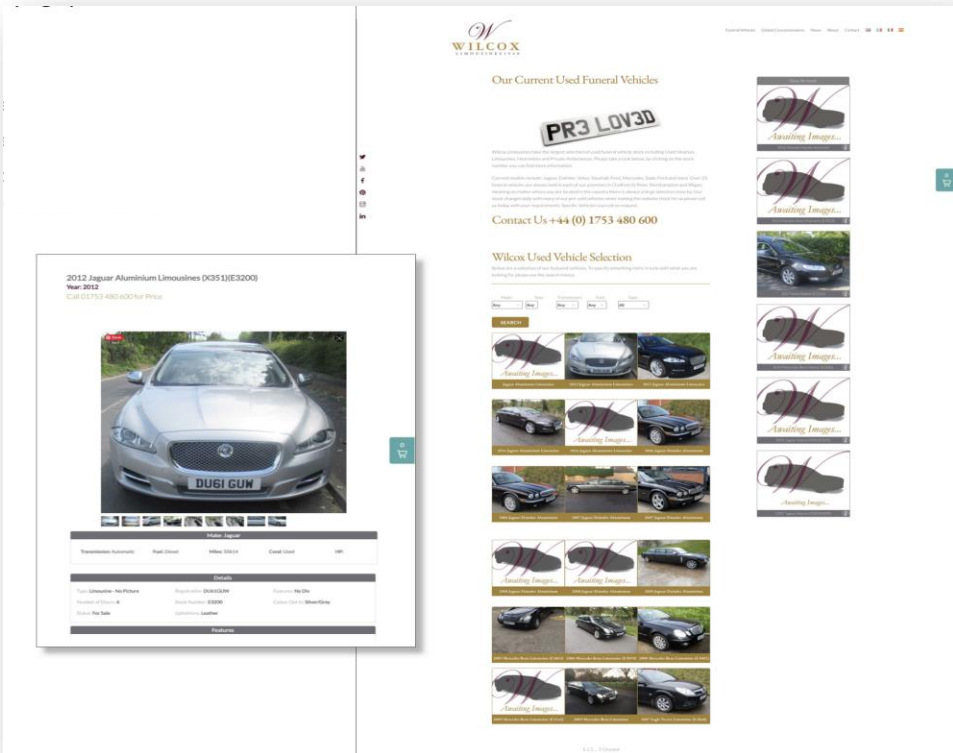
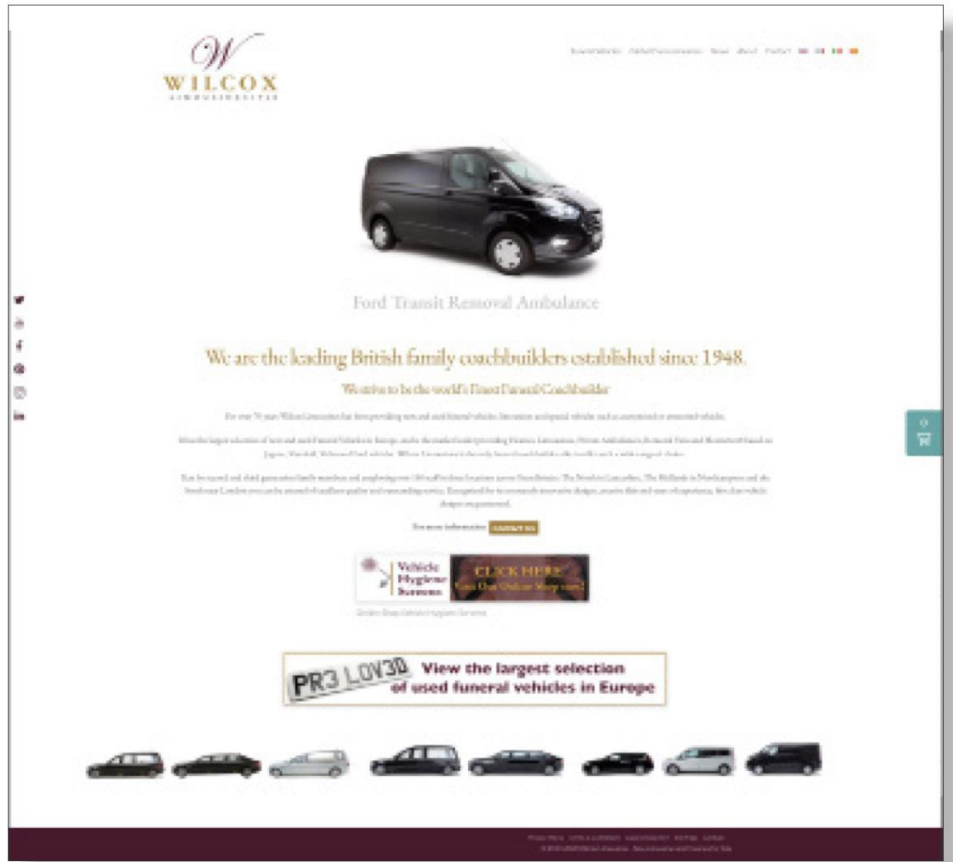
S.P 1.3.1 : These images are of our Marketing Strategy



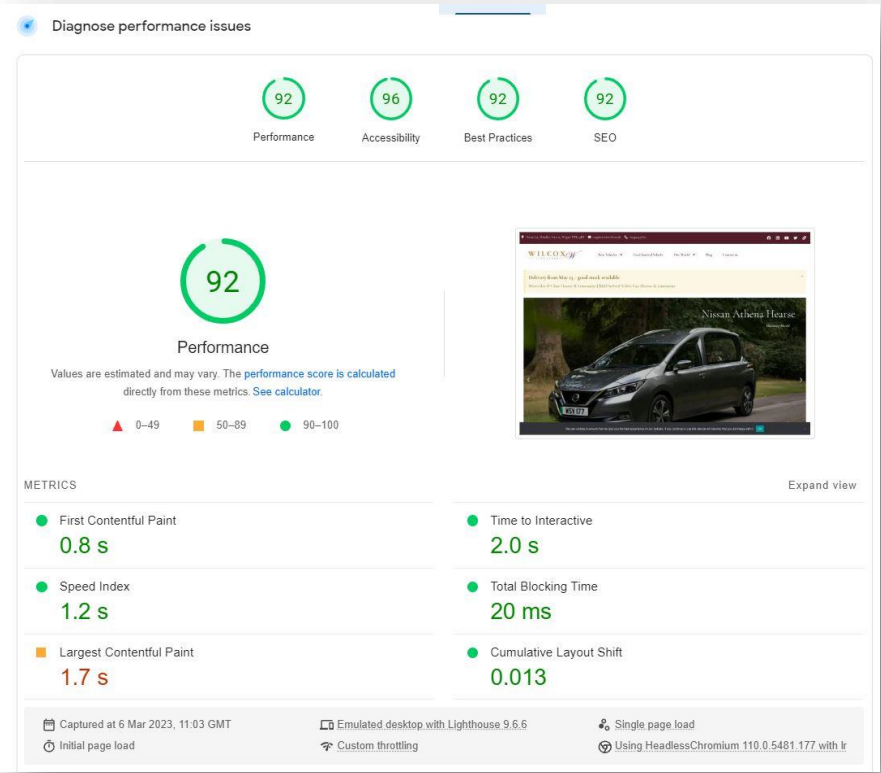
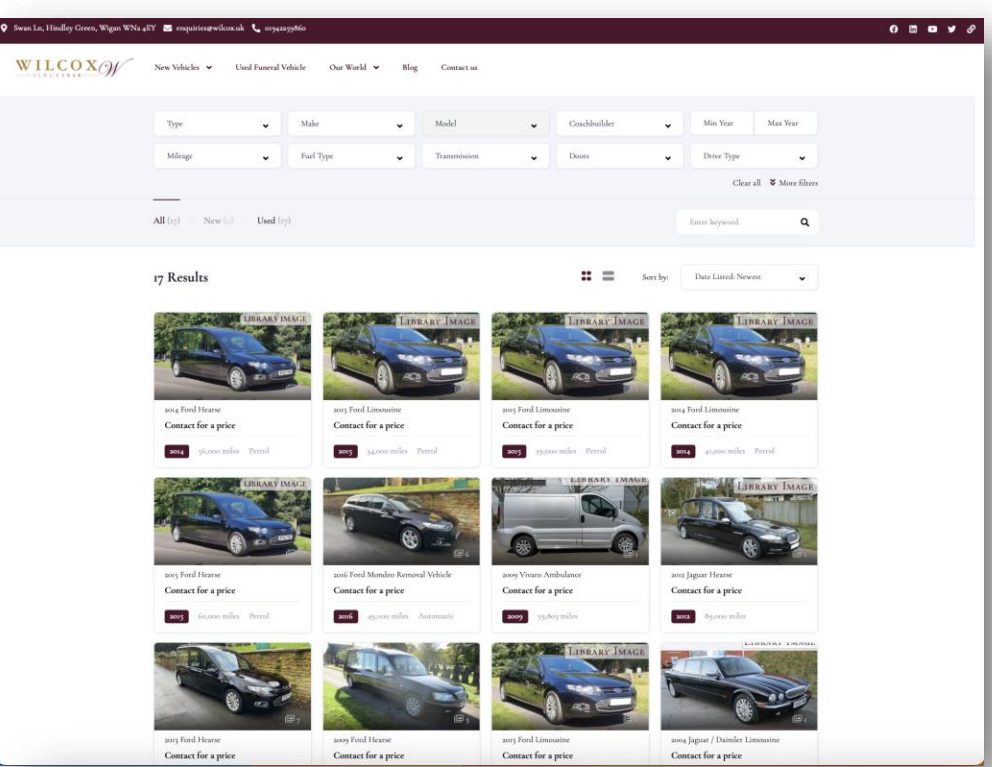
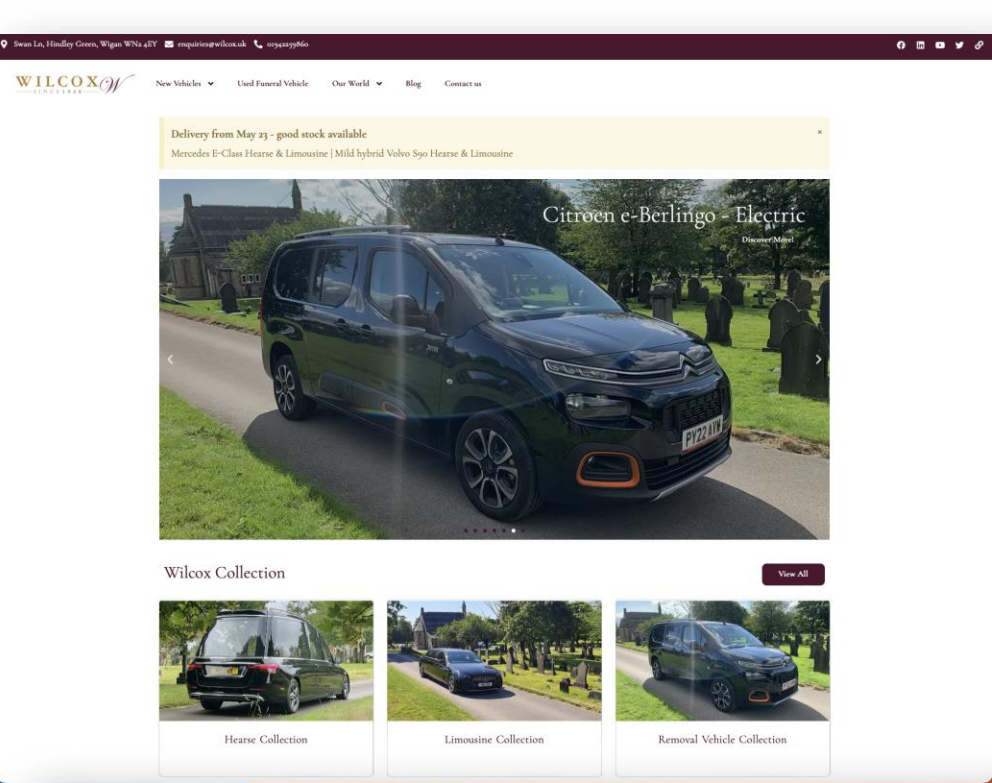


S.P 1.3.1 : These images are of our Marketing Strategy

Website: Before



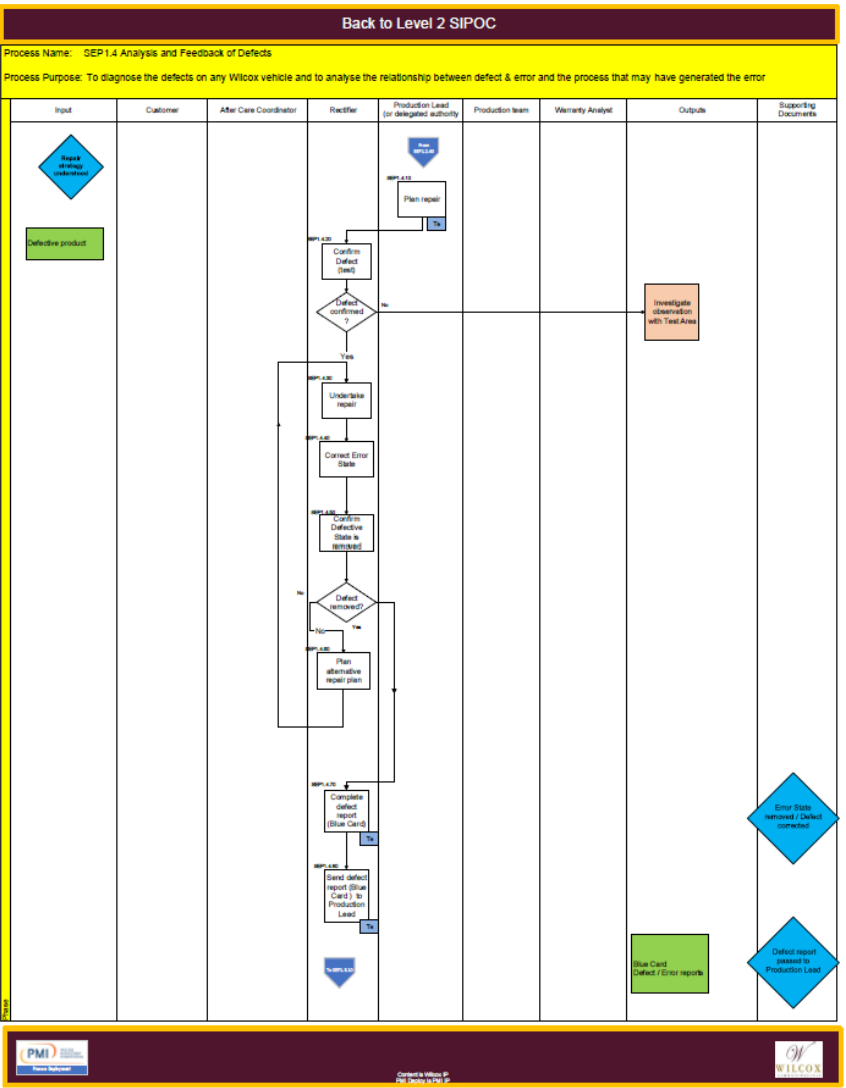
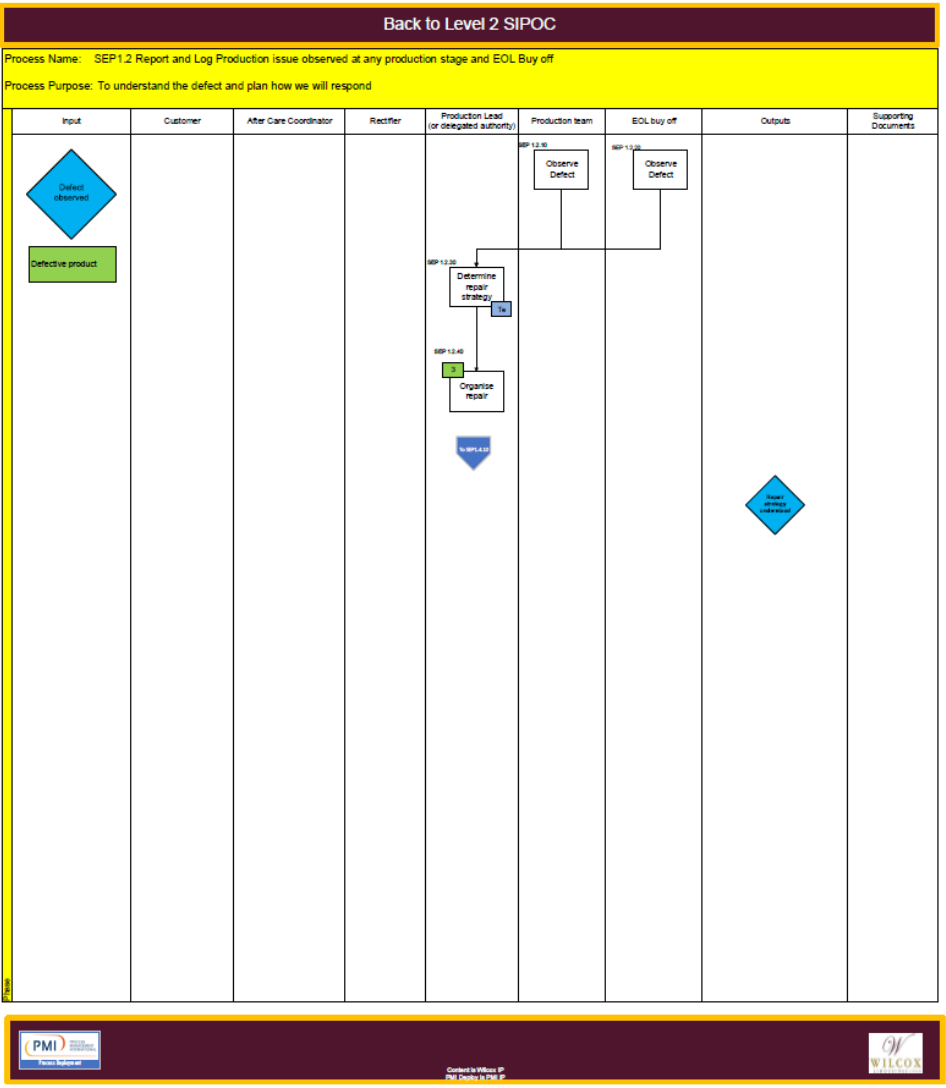
Website: After



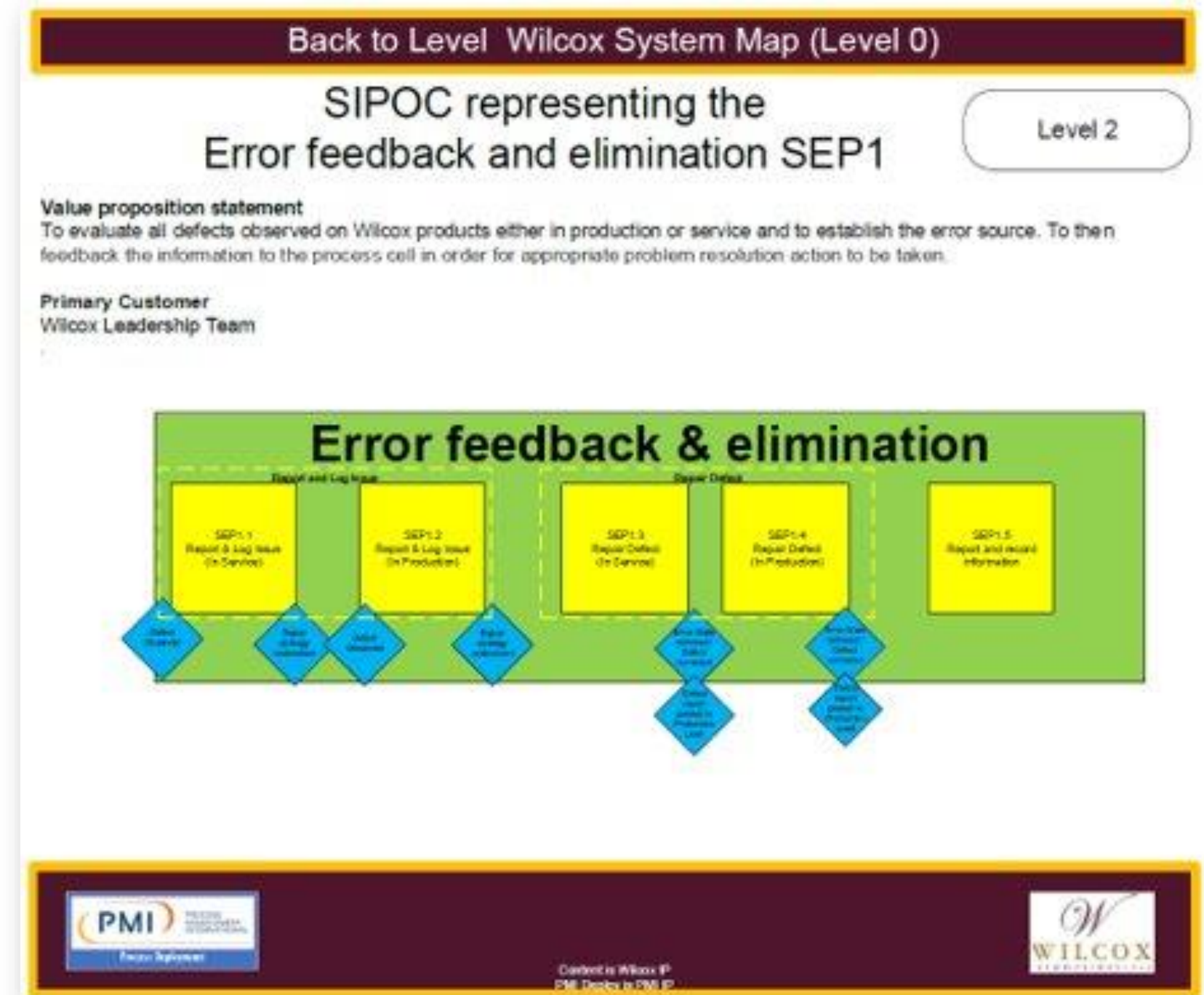
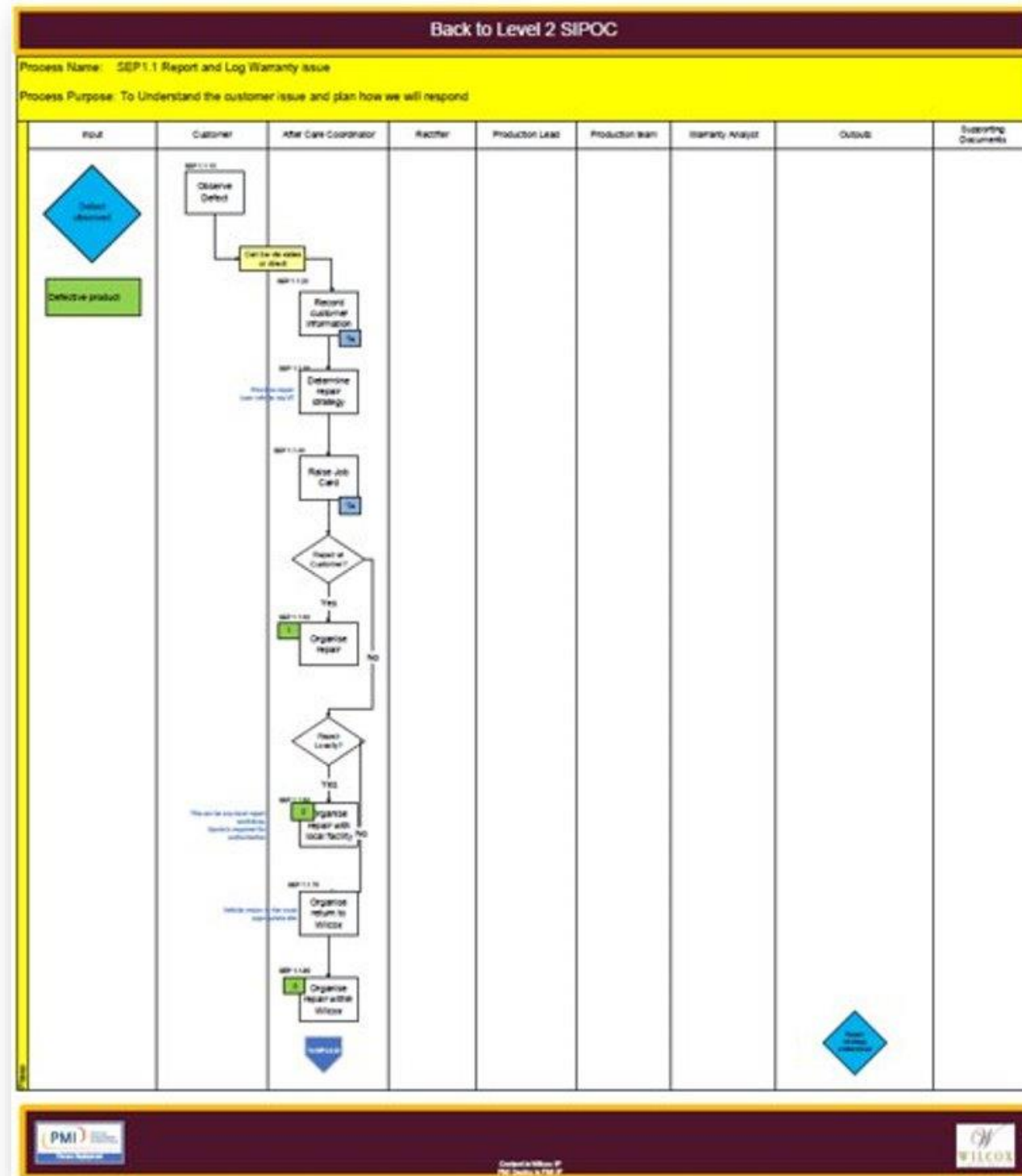


S.P 2.1.1 : Establish a process for monitoring warranty including management metrics for warranty costs

WARRANTY CLAIMS												
	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of new claims received	16	8	13	13	9	11	9	18	6	39	11	
Number of claims completed	11	3	9	6	5	8	3	9	5	17	7	
Total Value of Claims completed	4,492	1,302	14,862	17,506	2,645	2,437	7,108	14,560	1,187	11,807	6,205	
Average Value of Claims completed	408	434	1,651	2,918	529	305	2,369	1,519	182	331	886	
Average number of days to resolved (jobs completed)	10	20	15	20	10	20	5	5	5	4	15	
Supplier warranty Claim made (value)	1	0	4	1	0	2	1	2	1	2	1	
Supplier warranty claims outstanding (value)	0	0	0	0	0	0	0	0	0	0	0	



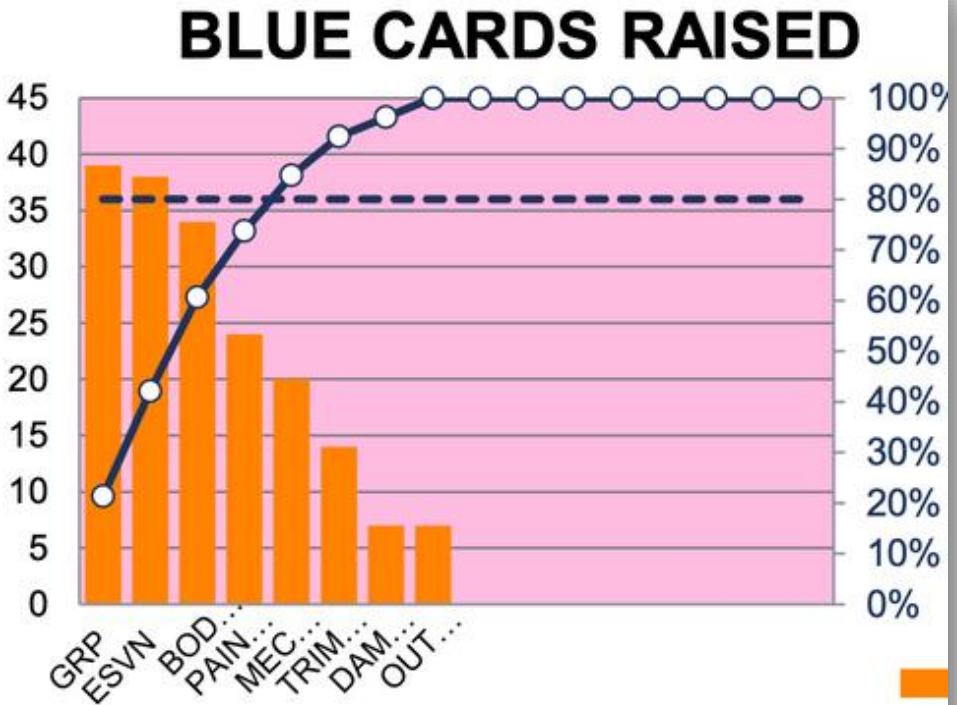
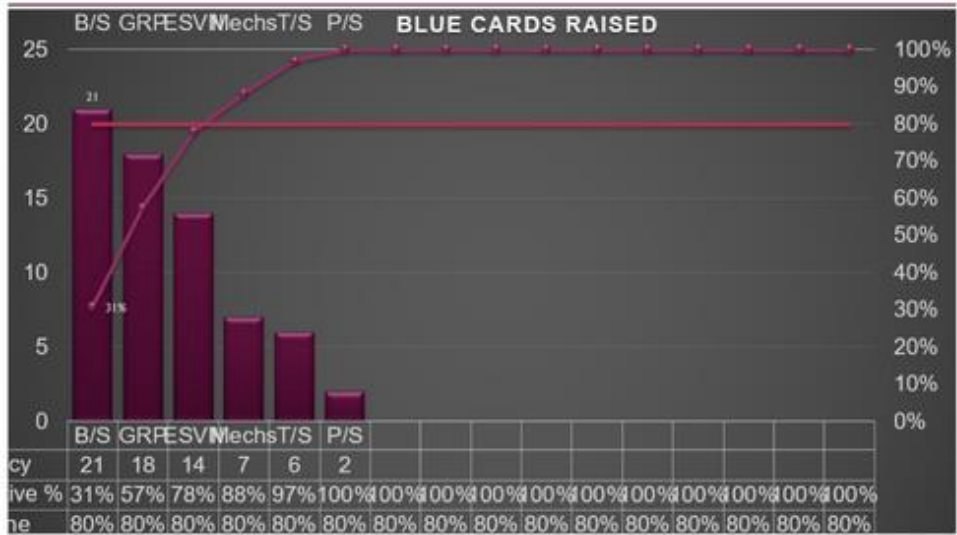
S.P 2.2.1 Establish a process for monitoring rework including management metrics for rework





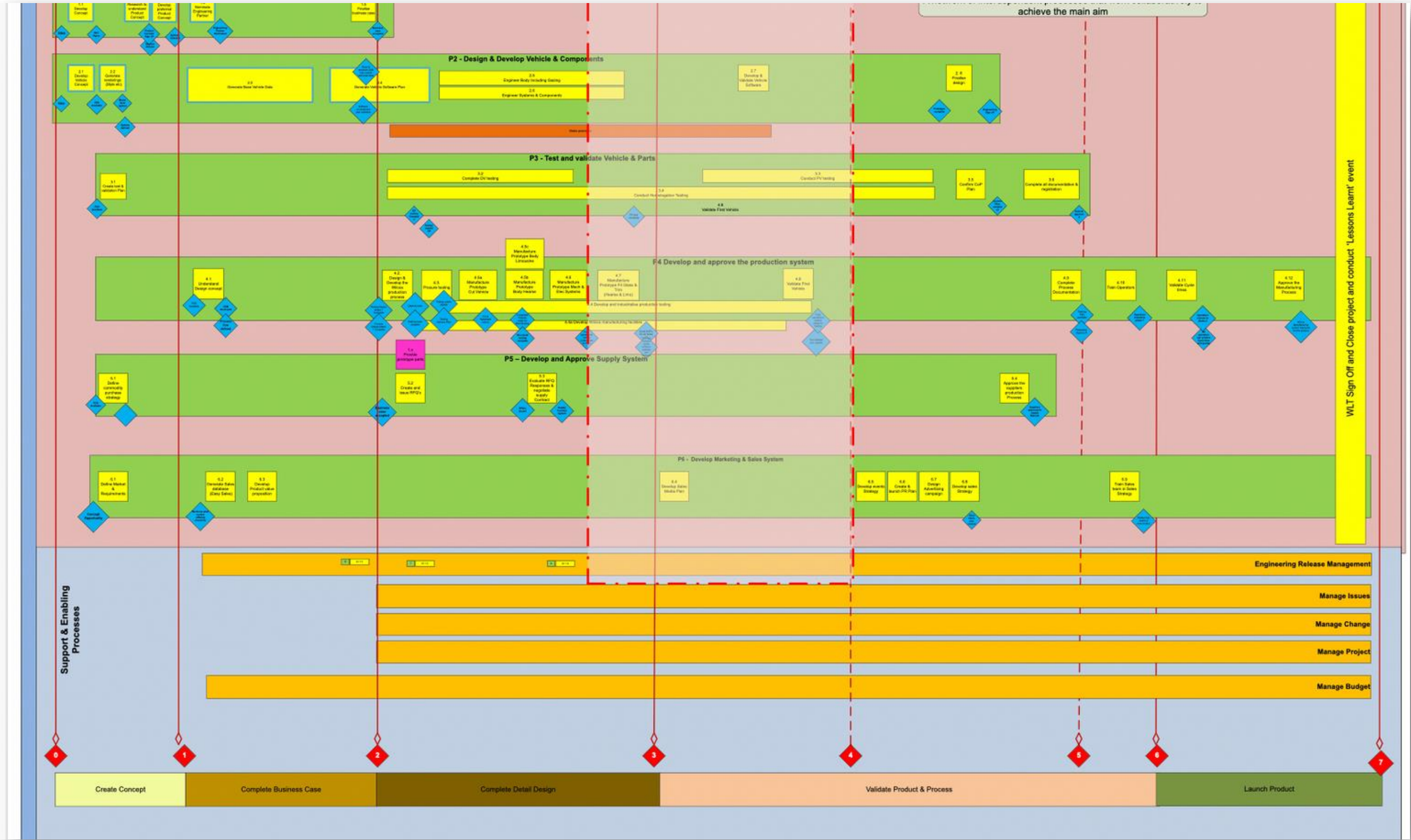
S.P 2.2.1 Establish a process for monitoring rework including management metrics for rework

8D Problem Solving Progress											
8D Ref No	Opened on - Date	8D Lead (Name)	Defect Description	Process Name	Vehicle Model / Part No	D3 Containment action		D4 Root cause description	D5 Actions Planned completion date	D6 Verification date	Overall Status
						Plan (Date)	Actual (Date)				
8D2	11/12/2020	P Wilcock	White Nibs in Paint finish	Paint Vehicle	XJ Hearse	15-Dec	15-Dec	Airbourne contaminants	TBD	TBD	Open
8D3	10/02/2021	Mat Foster	Taper gap on Limousine boot	Assemble body sides	XF Limousines	10-Feb	10-Feb	TBD	TBD	TBD	Open
8D4	10/02/2021	Ian Brown	Air Voids in GRP interior parts	Produce GRP	XF Lim and Hearse	10-Feb	10-Feb	TBD	TBD	TBD	Open
8D5	11/02/2021	Nigel Eckersley	TBD								

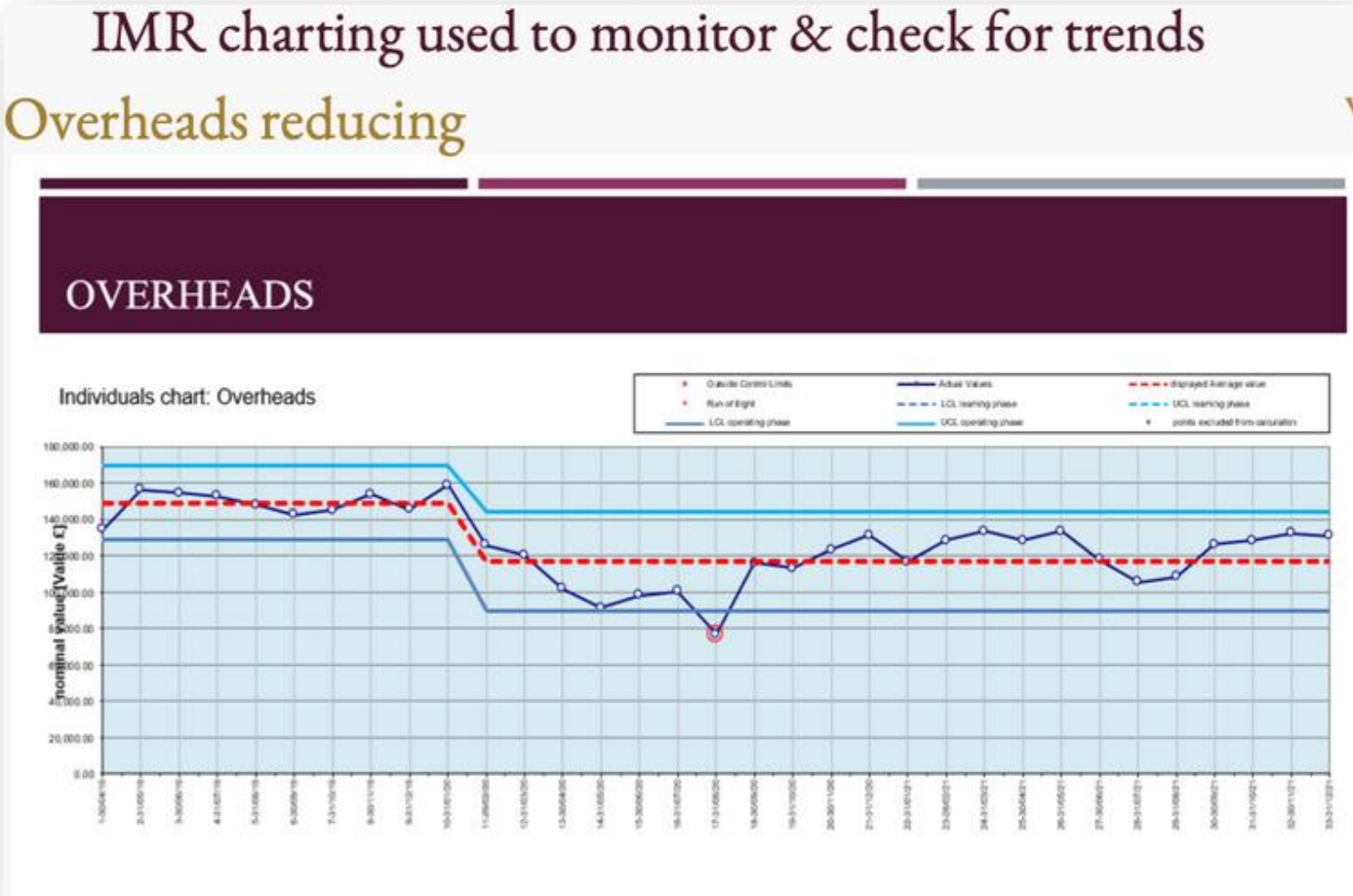
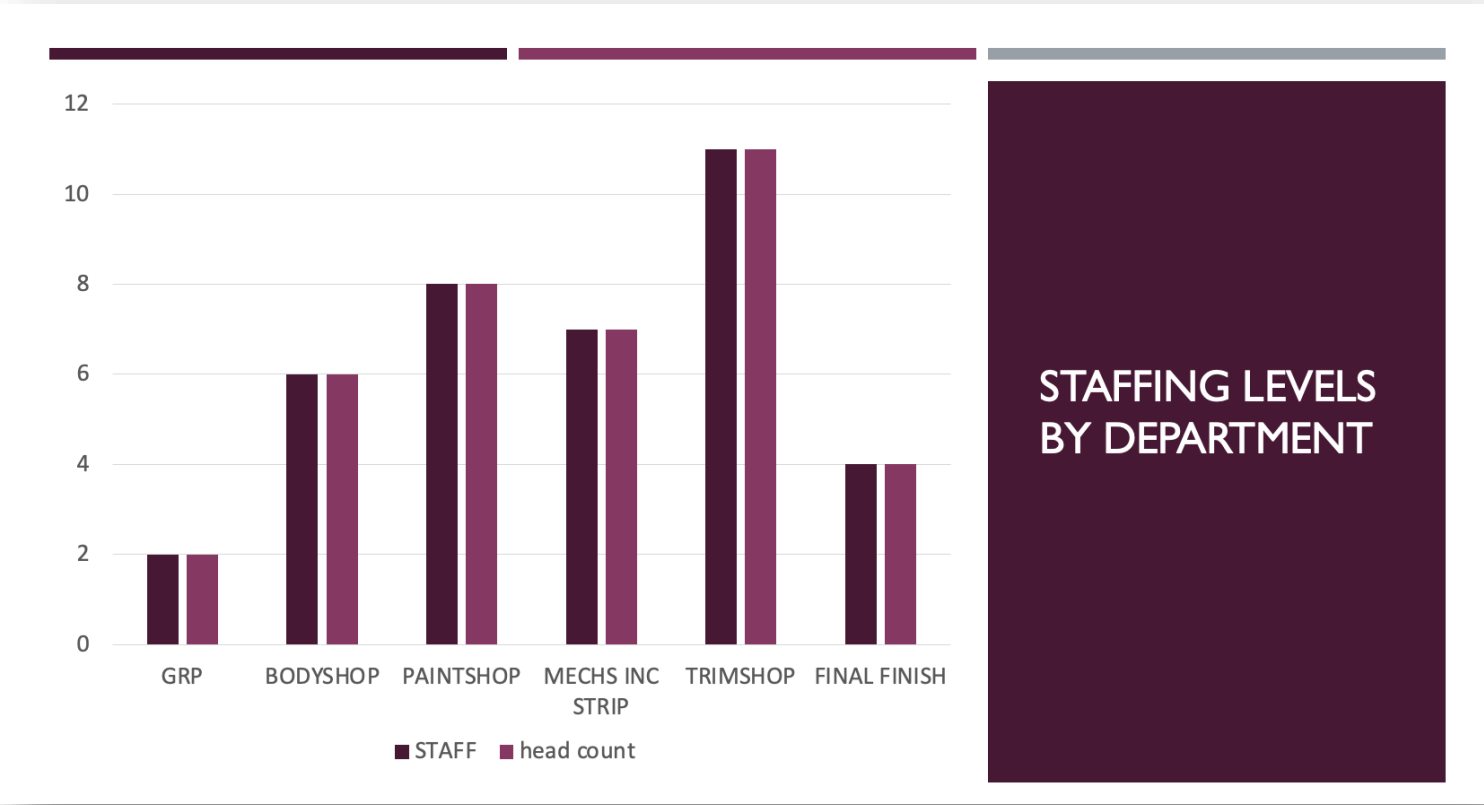
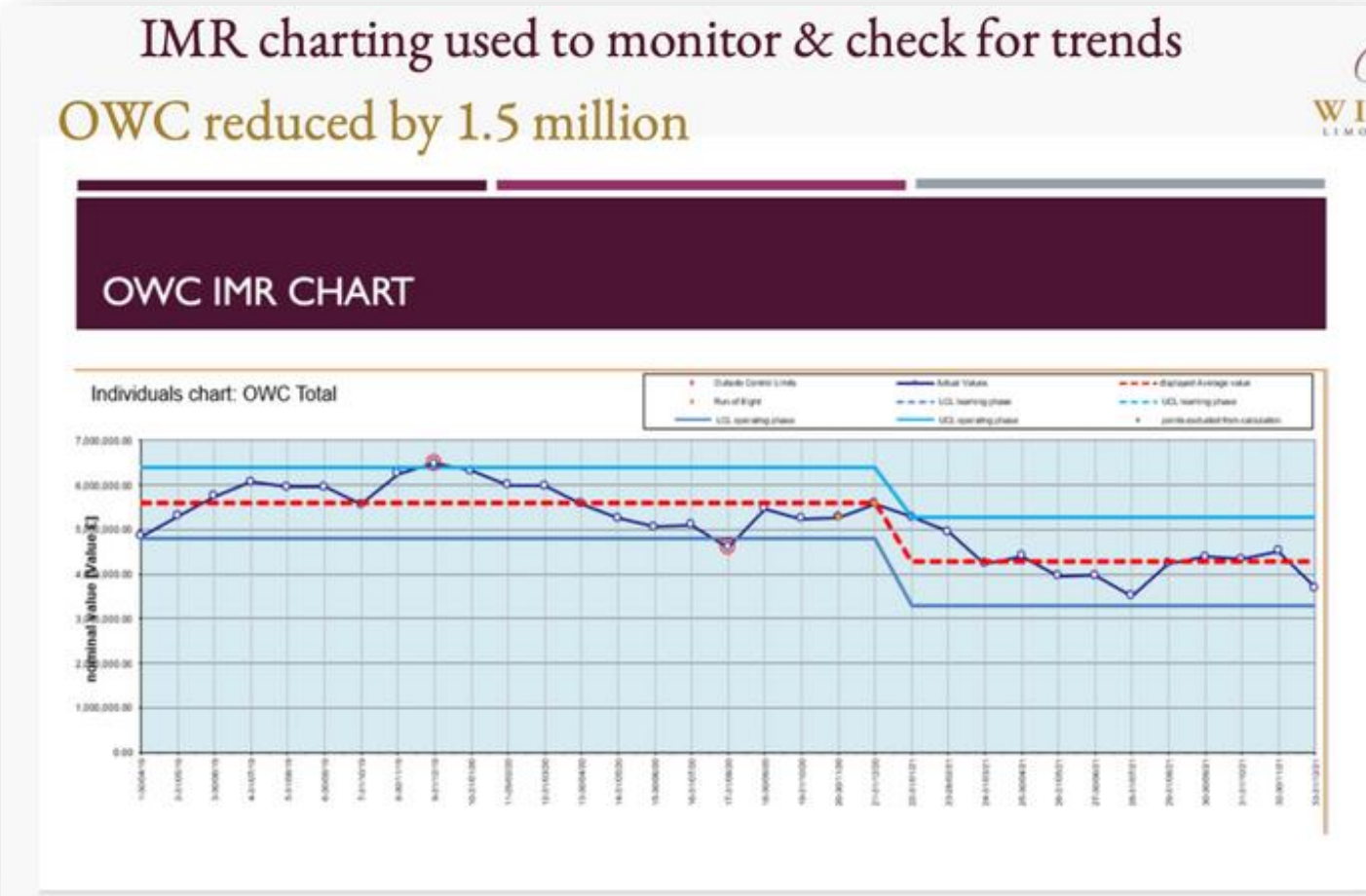




S.P 2.3.1 Develop & Deploy the INP (Introduce New Products) Process



- S.P 2.4.1 Establish a process for monitoring, controlling and communicating variable costs including a management metric
- S.P 2.5.1 Establish a process for management review of staff utilisation
- S.P 2.6.1 Develop Financial planning and reporting process
- S.P 2.7.1 Develop OWC measurement & Control System





S.P 4.4.1 Develop a social strategy that supports the family values and brand

Leadership, Culture, Values & Behaviours

Our values stated as part of the strategy

Our Family Values - ICARE

I

NTEGRITY

C

HANGE

A

CCOUNTABILITY

R

ESPECT

E

XCELLENCE & SAFETY

Private & Confidential - Wilcox Limousines



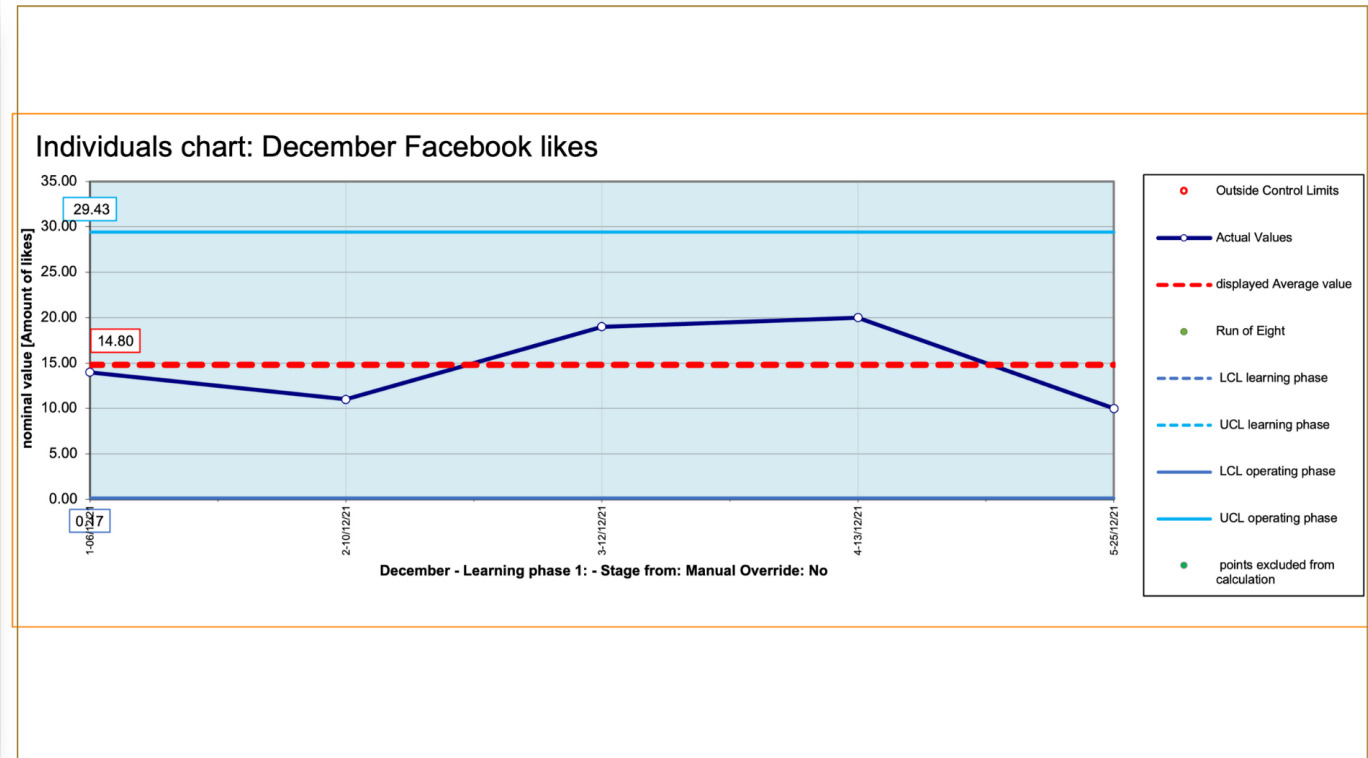
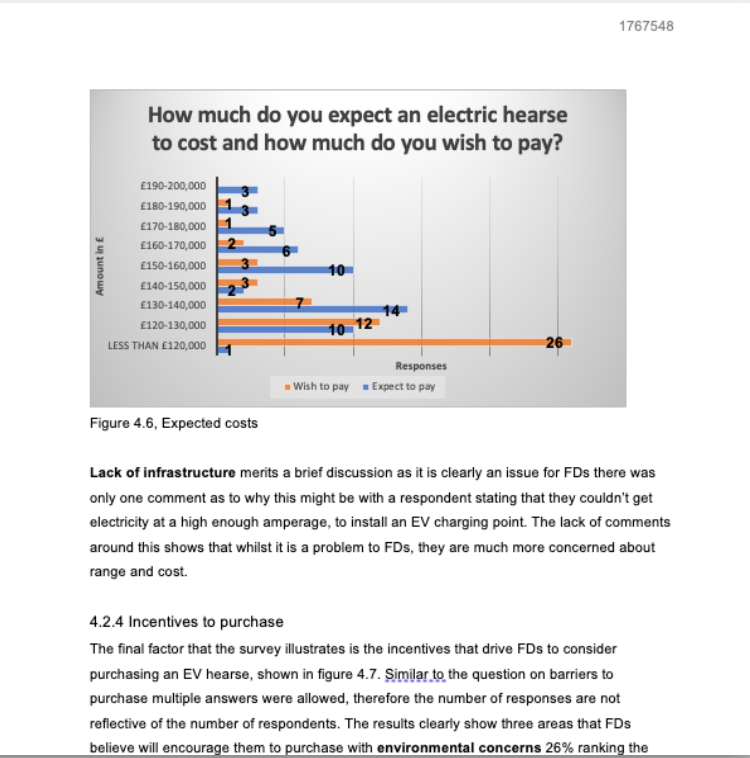
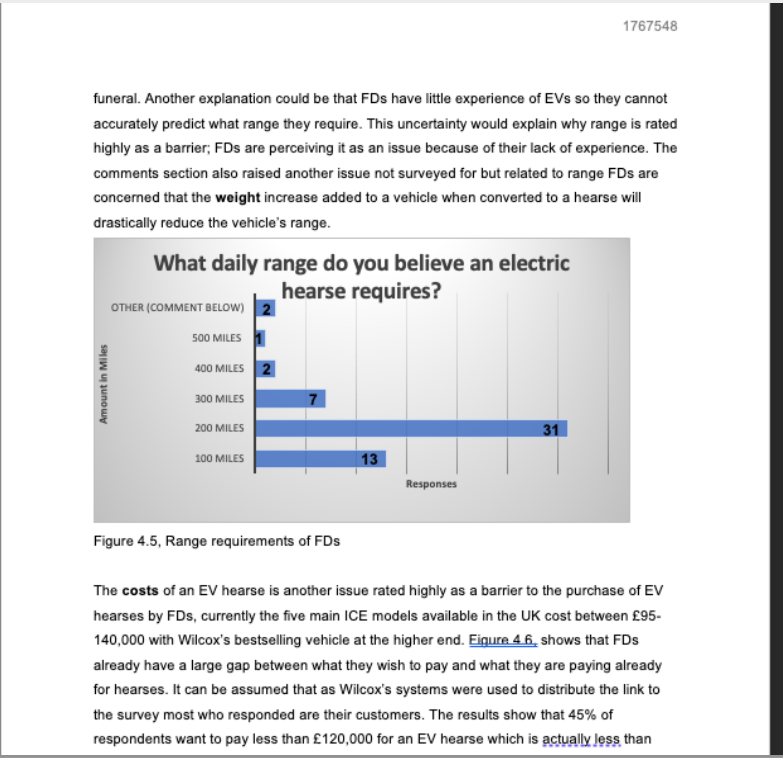
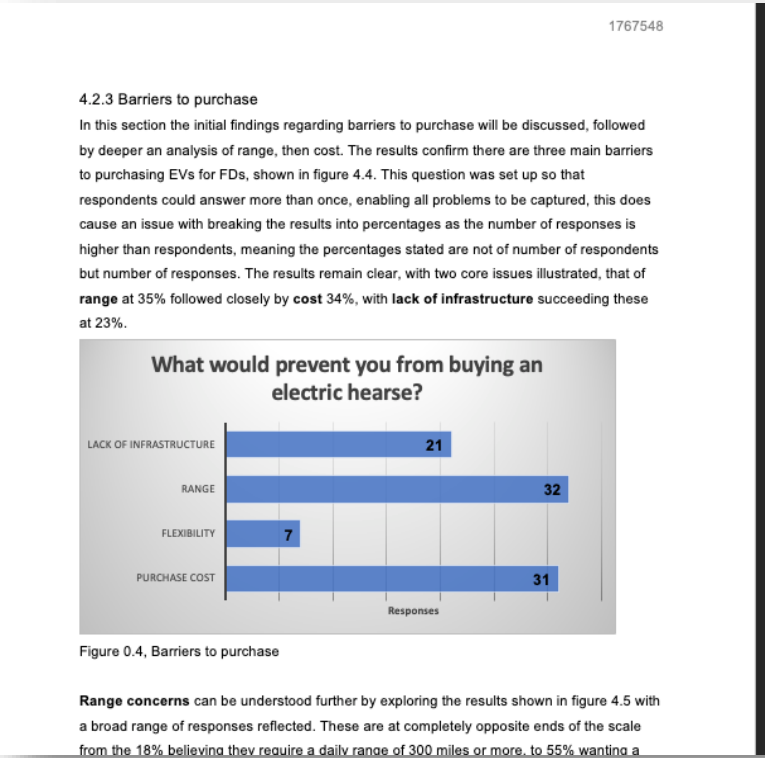
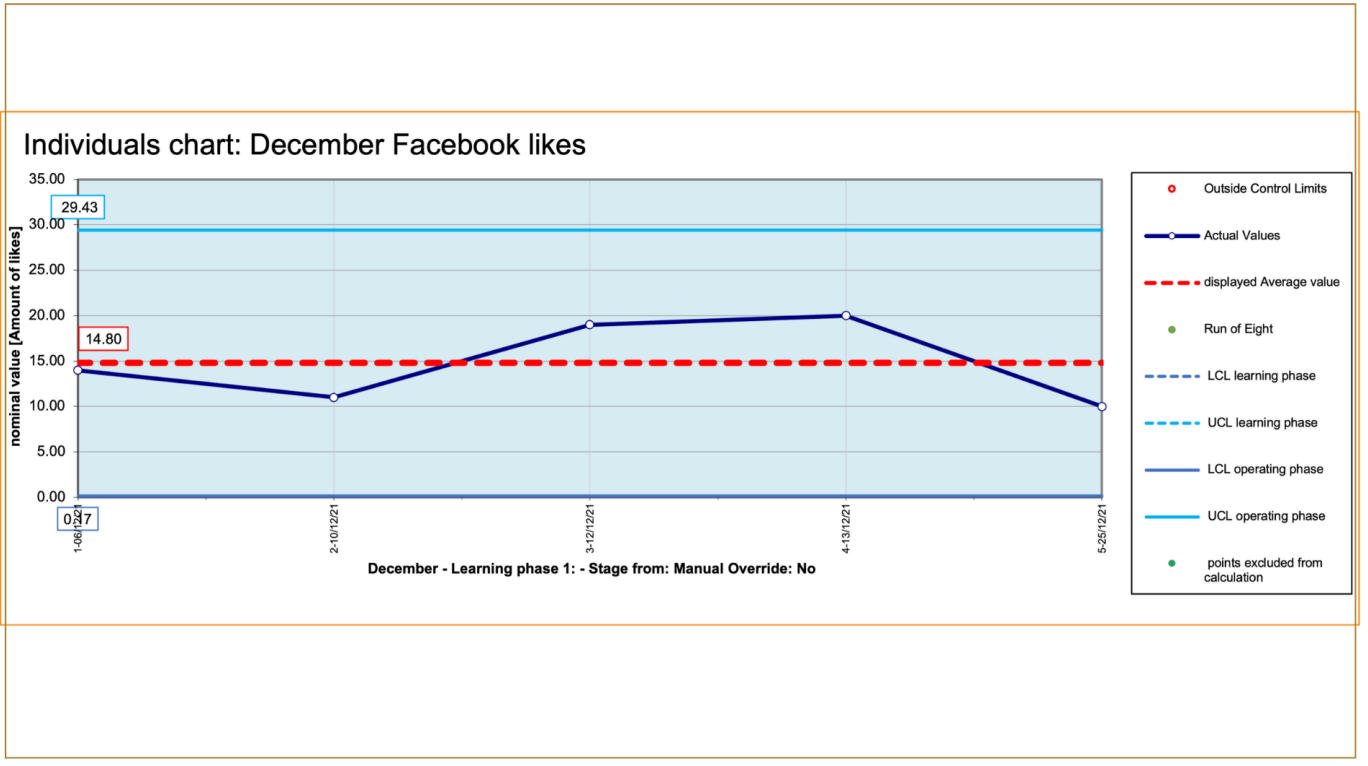
- Values feed into the employee appraisals
- Discussed how to meet them at the WLT & managers meeting

8. How do you feel you meet the companies I-CARE (Integrity, Change, Accountability, Respect, Excellence & Safety) standards and what can we collectively do to increase this?





S.P 5.1.1 Design and Deploy a customer engagement process, this has resulted in a rolling increase in customer engagement on all social media platforms:



S.P 5.2.1 Design and deploy an employee engagement process



90 DAY ACTIONS

Actions being achieved by the end of January 2021 in response to employee requests



1 MONTHLY NEWSLETTER

A regular monthly newsletter is being created and sent out to keep all employees across the whole company informed and up to date.



2 SUGGESTION BOX

There is now a 24/7 suggestion box open via Engagement Multiplier, this allows a two way conversation directly between the leadership team and employees - and can remain anonymous.



3 COMPANY HANDBOOK

A comprehensive company handbook is being compiled, along with ensuring all policies are up to date and shared.



4 NEW ORGANISATIONAL STRUCTURE

A new company organisational structure is being created, along with revised roles and responsibilities.



5 DEDICATED HR PERSON

Leila Wilcox is now managing the Human Resources for Wilcox & Eagle to ensure there is a dedicated person managing all personnel aspects.



6 TEAM BUILD & SHARE

A company wide, end of year team day is being created for Friday 18th December, allowing the whole company to come together - online for now due to current safety restrictions!



THE HR APPLICATION IS HERE!

This web based application is called breathe and works on any internet enabled device such as Phone, Tablet, Laptop, PC.



1 HOLIDAY BOOKING

From your dashboard, book your holiday with a click of a button & check on how many days you have left instantly.



2 SUGGESTION BOX

Via the community section a 24/7 suggestion box that can be seen by everyone in the company this allows a two way conversation directly between the leadership team and employees.



3 COMPANY DOCUMENTS

A comprehensive directory of company documents including the handbook this will be added to ensuring all policies are up to date and shared.



4 ORGANISATIONAL STRUCTURE

A visual of the organisational structure is within the company section.



5 SICKNESS

Add in Doctor notes or any other information from the comfort of your own home when you are unwell.



6 TRAINING & DEVELOPMENT

Look up your recent appraisals (including any objectives or deliverables from it), training & any booked courses.



7 ENVIROMENTAL & TIME SAVING

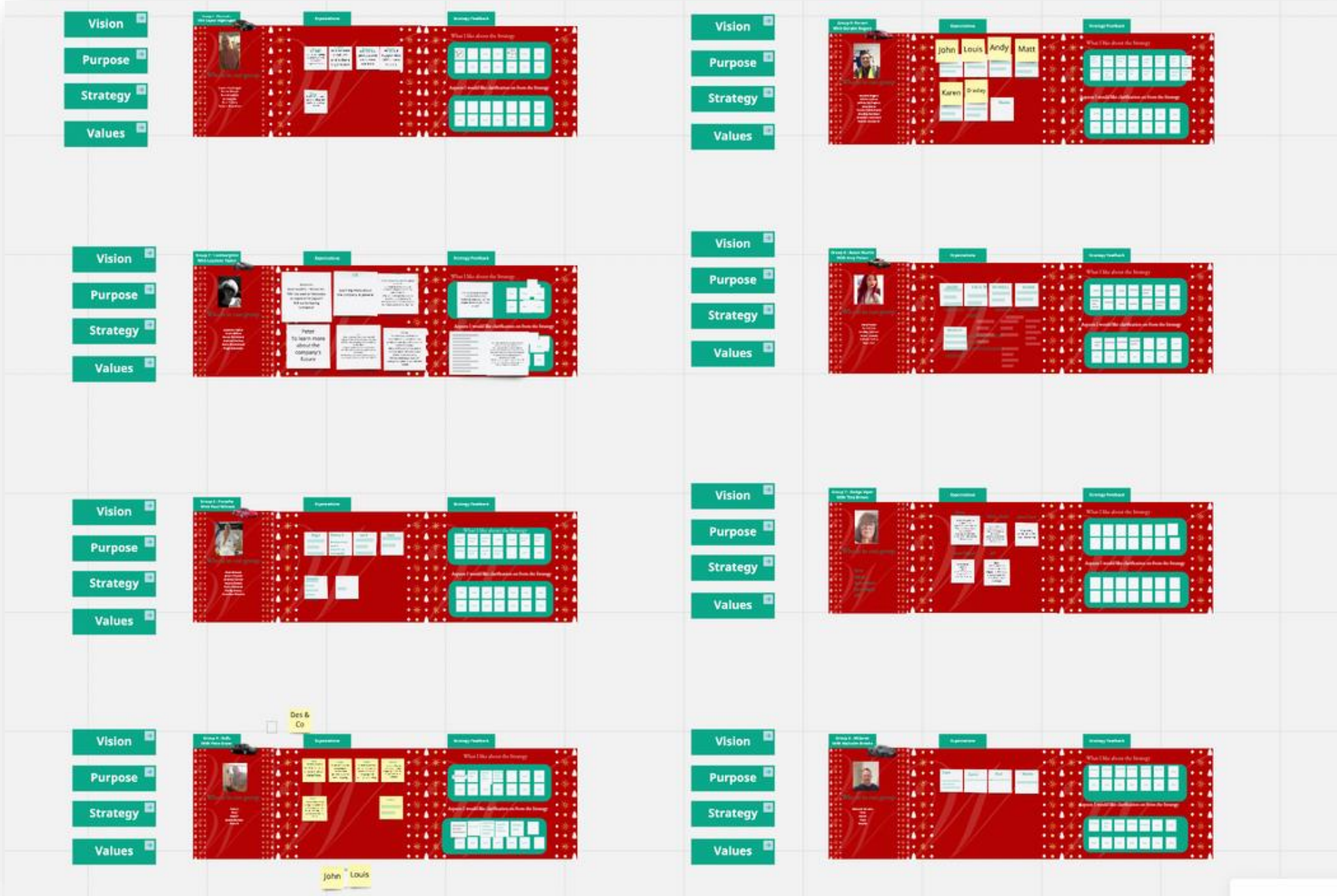
The application removes unnecessary paper use and adminstration for everyone saving time and the environment.

Slide

13



S.P 5.2.1 Design and deploy an employee engagement process





S.P 5.2.1 Design and deploy an employee engagement process

MONTHLY NEWSLETTER

Wilcox Limousines will now issue a Monthly Newsletter to All Employees, Welcome to our first Edition!
You will find all the Latest latest News, Tips and More.

Click here to Download the latest Wilcox Newsletter

ISSUE 9, September 2021

Marathons completed by Wilcox employees

Malcolm Brooks and his brother in law, completed the Windsor 1/2 Marathon on 26th September. This was his first marathon in 10 years and they smashed it!

Liam Bushell, Wigan paint technician, completed the Chester marathon in 2 hours.

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ISSUE 9, September 2021

Employee Interview of the Month

James Davis
Mechanic Supervisor

What gets you out of bed in the morning?
Alarm Clock.

If you could switch jobs with someone for the day, which department would you try and why?
Tina, as I would like as much enthusiasm as her!

How would you describe your job to a child?
Build cars.

What are the best 3 words to describe your job?
Every day's different!

What is your biggest achievement to date, personal or professional?
Becoming Mechanical Supervisor.

What is your motto or personal mantra?
Expect the unexpected.

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ISSUE 9, September 2021

Meet Our Employee Pets

Bubble and Squeak - Ste's Grandkids pride & Joy.

Ste McConville
Mechanic Manager, Wigan

Ste Calderbank
Paint Technician, Wigan

Meet Tommy, Ste's little rabbit.

Reggie posing for the camera!

Nigel Eckersley
Body Supervisor, Wigan

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Engagement with interested parties (customers, suppliers and employees)

Wilcox Limousines

584 followers

2w • Edited •

At Wilcox Limousines, we have been collaborating with [The University of Bolton](#) through academic partnerships to apply advanced manufacturing and improve our processes.

...see more

Eliot Green PSC

CAPT engineer at the Centre for Advanced Manufacturing at the University of Bolton.

Amy Patten

Head of Marketing at Wilcox Limousines

(Role between Wilcox and UCB of technical liaison and middle man on case study projects)

'We are presented with very interesting and somewhat niche problems to be solved. Through getting to know the different departments within the company we've figured out optimum means of communication and therefore workflow. A good example is the boat ship, where generally a near net shape part is fabricated by traditional means such as fibreglass and sheet metal as requested, this is then a strong starting point for reverse engineering and CAD design. From our side, the basic task is generally a reverse engineer and prototype, but with the additional mandate for the intended end production process, repeatability, and even futureproofing via shared platform solutions.'

'I have personally found this a very different avenue for the experience of design and manufacture. Specialist vehicles of the sort Wilcox produce is, although in line with the themes I already work within (automotive, motorsport, and general mechanical design), often a whole new set of challenges and not 'the norm'.'

Geraint Rogers and 13 others

4 reposts

Like

Comment

As of this time last year, we were still unsure about Covid lockdowns, and how we would continue to work and protect our families. What a difference a year can make.

Wilcox Limousines set out in 2022 to be steady and improve relationships with our current customers and suppliers. Our goal is to continuously improve...

Here are a few highlights of our achievements:

- Expand our vehicle collection with new models such as Bentley, Mercedes, and All-Electric Nissan.
- Participated in the NMCL training program that was rolled out throughout the company.
- Issued Monthly Customer newsletters through 2022 with the latest from the Wilcox Team.
- The Wilcox Team won the 2022 International Quality Awards
- Paul Wilcox won the SEIB lifetime achievement award.

and so much more! 2022 was a challenging, but rewarding year, and 2023 will be even more exciting! Our clients are now receiving new products and better service than ever before!

Happy New Year everyone, let us all have a prosperous one.

How likely would you recommend us to a friend or colleague?

Highly

What do you like most about our vehicles?

Makes you build on. General design

What would you change to improve our vehicles?

Perhaps more under-deck storage access

What would your dream fleet be?

All electric

Overall, how would you rate our customer service at Wilcox?

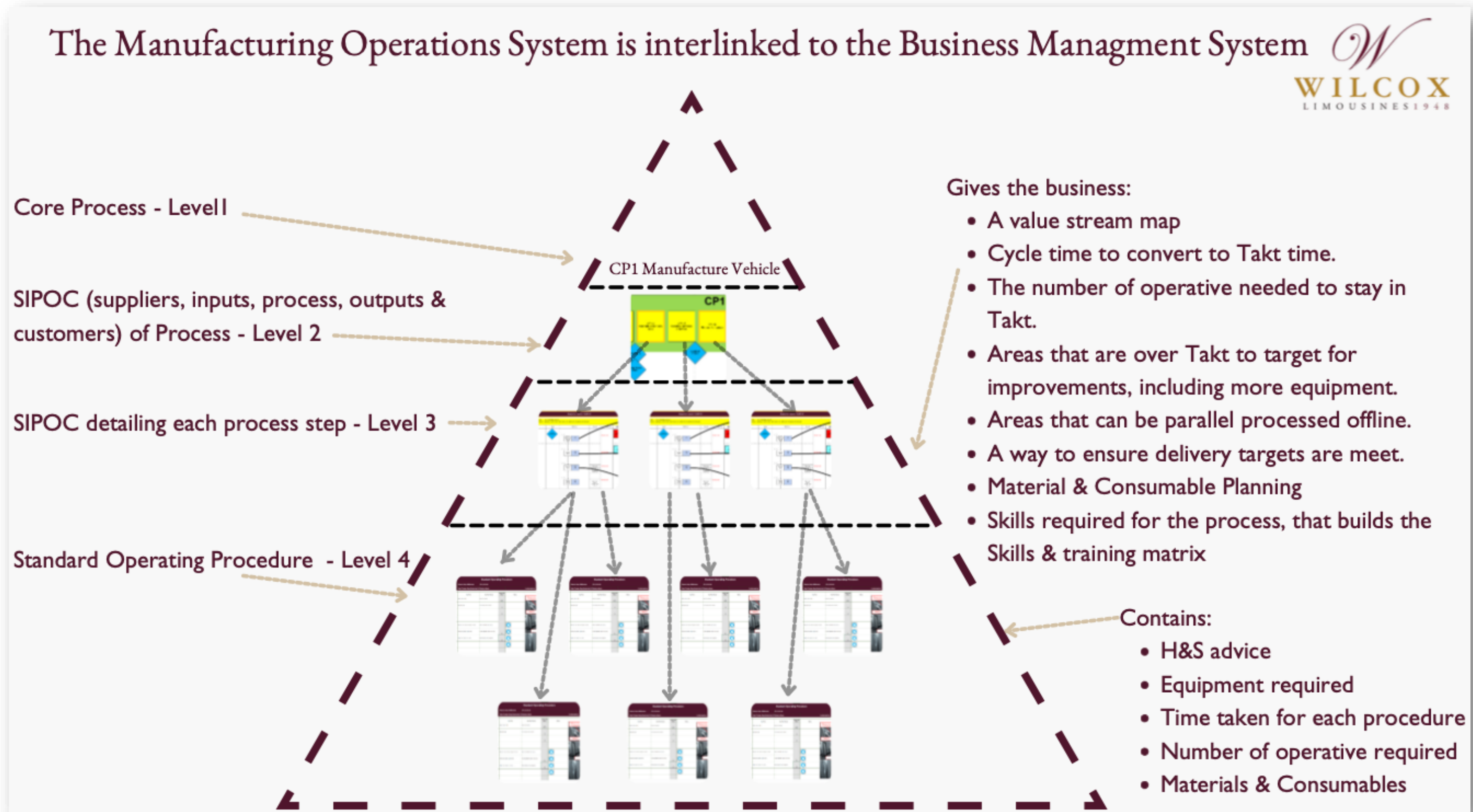
Question skipped

How would you like us to communicate with you?

Email

Next response

Processes confirmation and structure of multi-level processes





Training on managing processes and process confirmation

PROCESS CONFIRMATION— PROCESS MANAGER

Process Confirmation - Process Manager

MONTH: _____
Version 1.0

To Be Completed

OK Condition

NOT OK Condition

WEEK:

M

T

W

T

F

WEEK:

M

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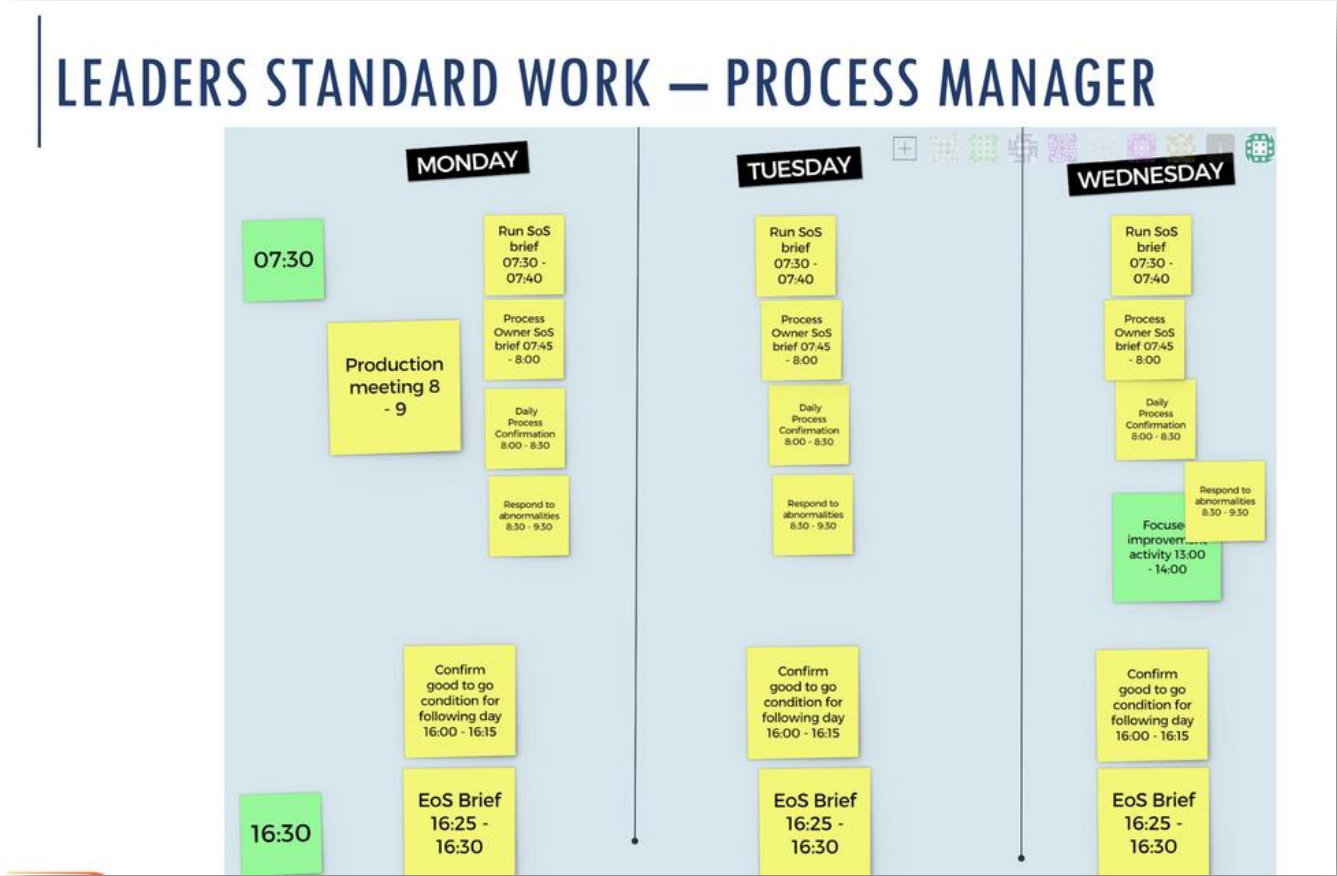
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SAFETY

What	How	Frequency	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W
Resolve issues before they cause an incident	All hazardous equipment is checked for faults / concerns. Any official inspections are in date. Damaged or faulty equipment is managed to prevent accidental usage	D																		
All hazards identified and controls in place	Select an operation and ensure operator is working in accordance with risk assessment controls.	W																		
Control of Chemicals	Select an area and confirm i) All chemicals have correct identification ii) Are stored in accordance with COSHH requirements iii) Have COSHH assessment available	W																		
Control the workplace environment	Ensure that any equipment not in use is returned to a storage location and not presenting a safety hazard	D																		
Prevent potential spread of disease (Corona virus)	All persons adhere to any one way access / egress. Staff are maintaining a safe working distance where practicable	D																		
Safety equipment	First aid locations, fire extinguishers and fire exits are clearly labelled and accessible	W																		
Waste management	Check that waste is being segregated as per site colour coding procedures and signage is present	D																		
	Separate bins are available for disposal of																			

Process Manager = Business Process



WILCOX PROCESS MANAGER PROGRESS - JULY

Process Name	Process Manager	Process Defined (Mapped)	Stakeholder req's. Identified	Data Collection Impl.	Improvements identified	Quick wins Impl.	Process Standards Impl.	Confirm Schedules Impl.	Visual Mgt. Impl.	Review Process Impl.	Comments
Build body to chassis	Nigel Eckersley	Not Verified	Yes	Designed	Yes		No	Designed	Designed	No	
Prepare for Primer		Not Verified	Not fully	Designed	Yes		No	Designed	Designed	No	
Apply Primer	Adrian Womax	Not Verified	Not fully	Designed	Yes		No	Designed	Designed	No	
Paint Vehicle		Not Verified	Not fully	Designed	Yes		No	Designed	Designed	No	
Build Electrical		Not Verified	Yes	Designed	Yes		No	Designed	Designed	No	
Build Mechanical	Steve McConville	Not Verified	Yes	Designed	Yes		No	Designed	Designed	No	

PMI

PROCESS MANAGEMENT INTERNATIONAL

Complete / Implemented

Work in progress

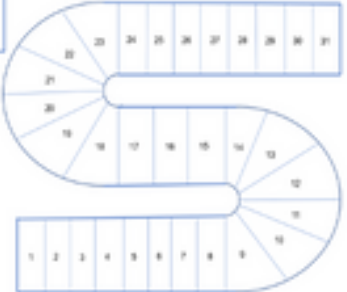
No started / Held



Processes confirmation and structure of multi-level processes

Process Manager Team Board Standard

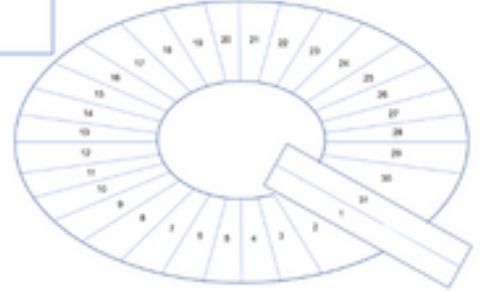
Month:



SAFETY

WILCOX W
LIMOUSINES LTD

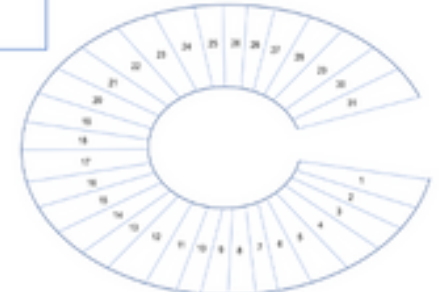
Month:



QUALITY

WILCOX W
LIMOUSINES LTD

Month:



COST

WILCOX W
LIMOUSINES LTD

Month:



DELIVERY

WILCOX W
LIMOUSINES LTD

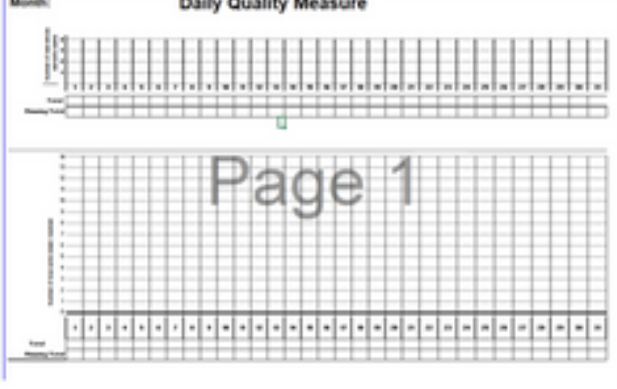
Month:

Daily Safety & People Measure



Month:

Daily Quality Measure

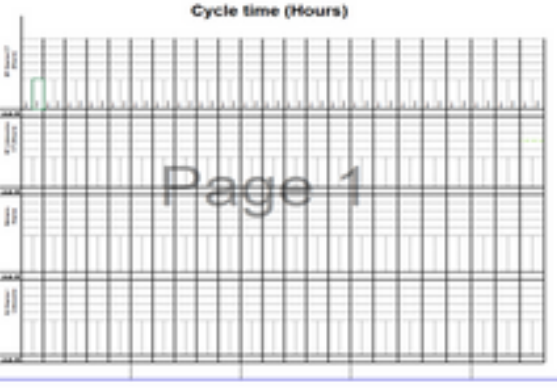


Page 1

Under construction

Month:

Cycle time (Hours)



Page 1

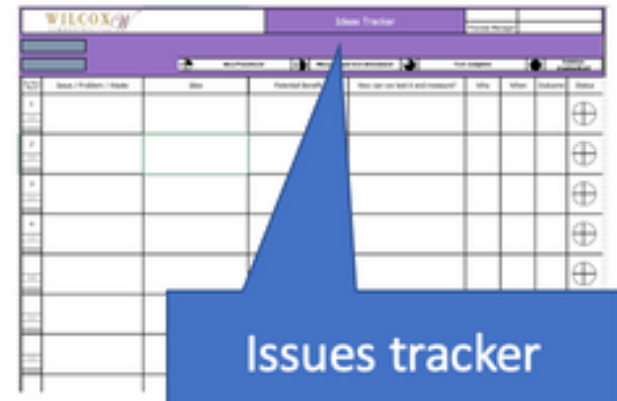
Month:



PEOPLE

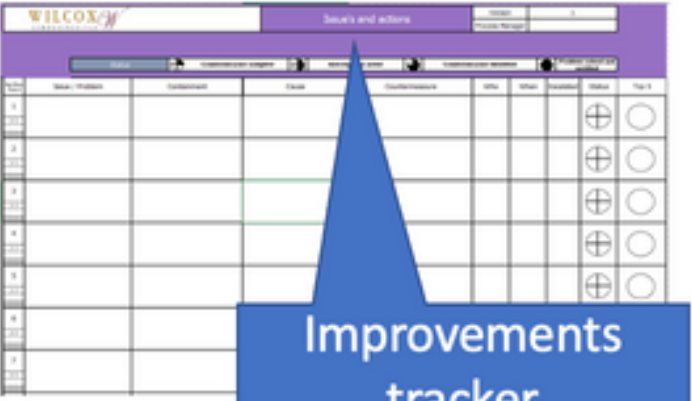
WILCOX W
LIMOUSINES LTD

Month:



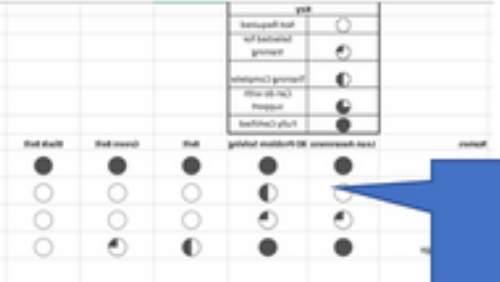
Issues tracker

Month:



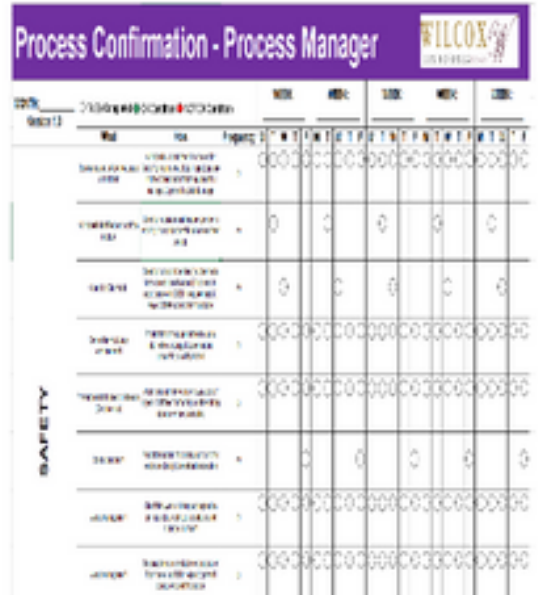
Improvements tracker

Month:



Skills Matrix

Process Confirmation - Process Manager



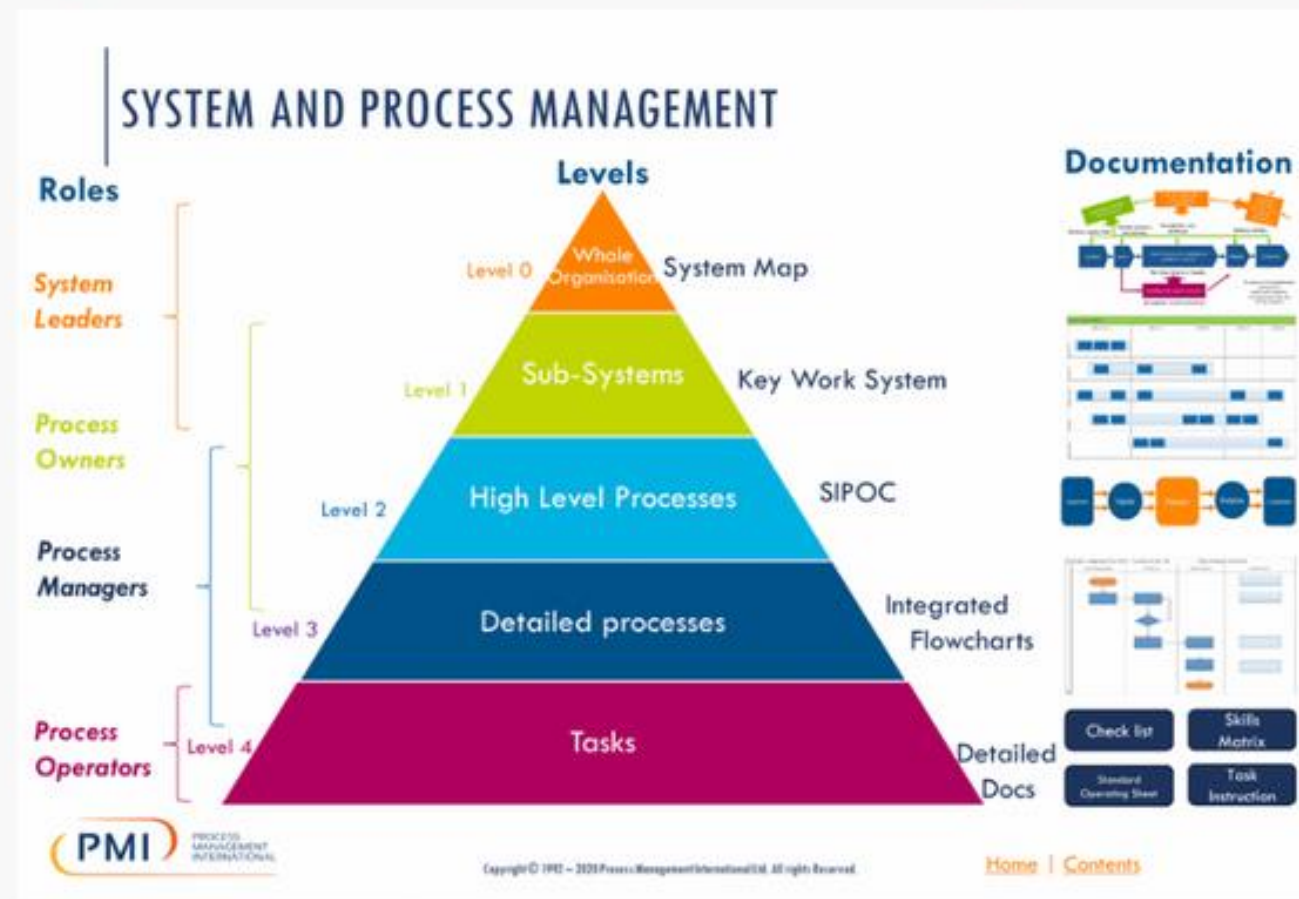
- All prints A3 Landscape apart from process confirmation
- Process confirmation A3 portrait

Processes confirmation and structure of multi-level processes

People, Capabilities & Organisational Structure



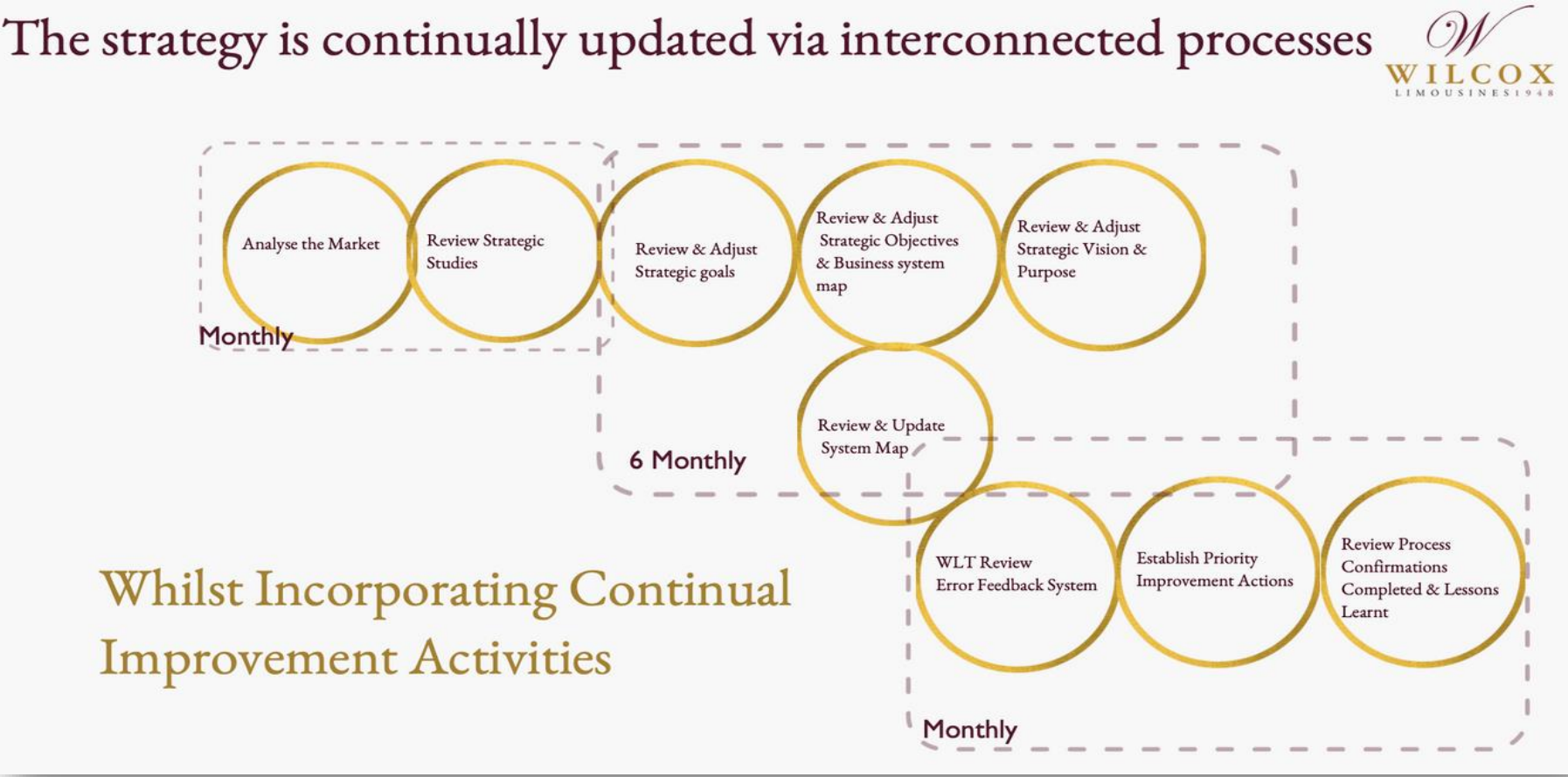
Organisational Structure & roles driven by the business management system map



- Job roles planned & mapped out using the process map.
- Job description written out to reflect these roles (some people may have several roles).
- Training has been done for all process owners & managers on how to run the system.

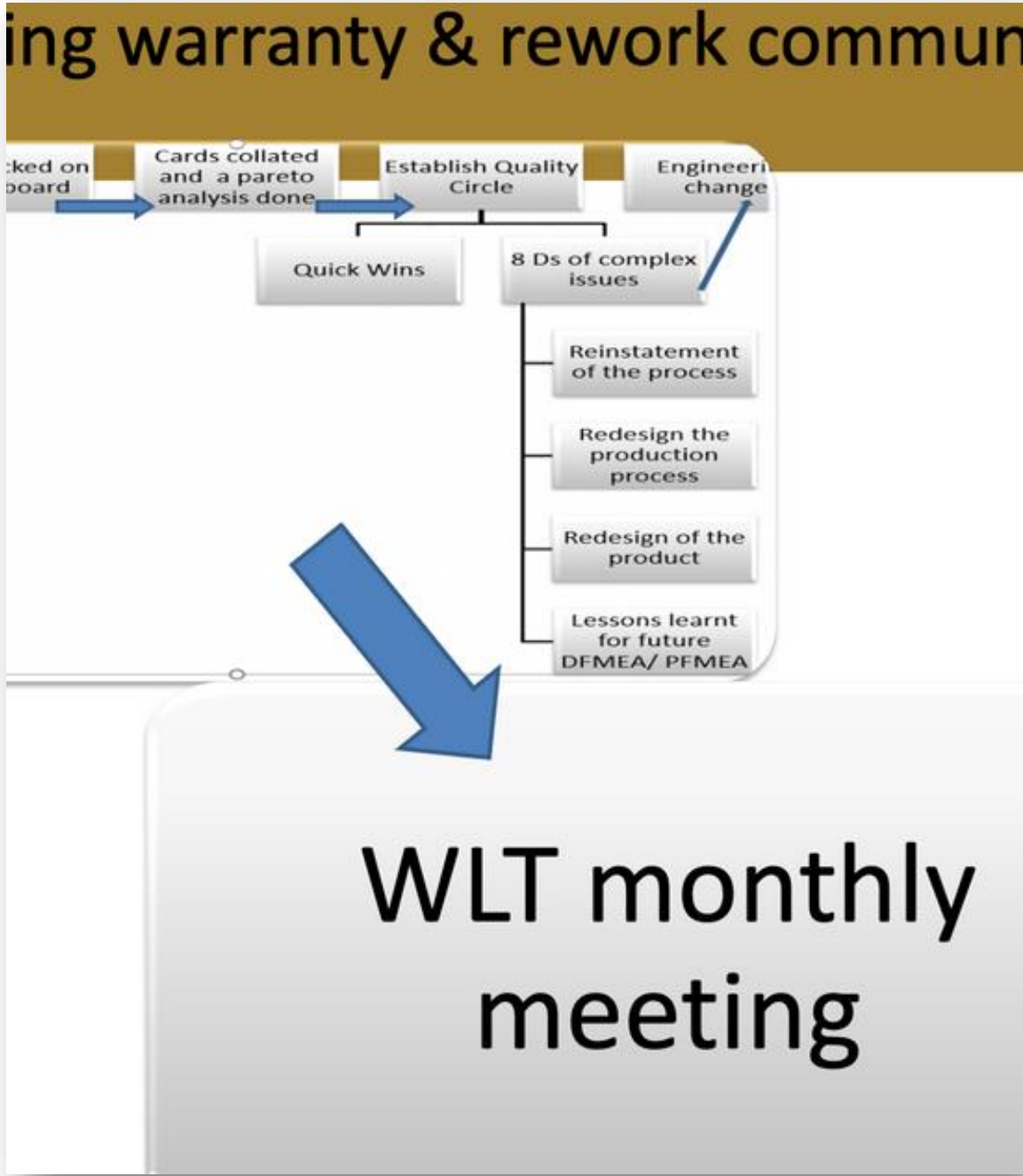
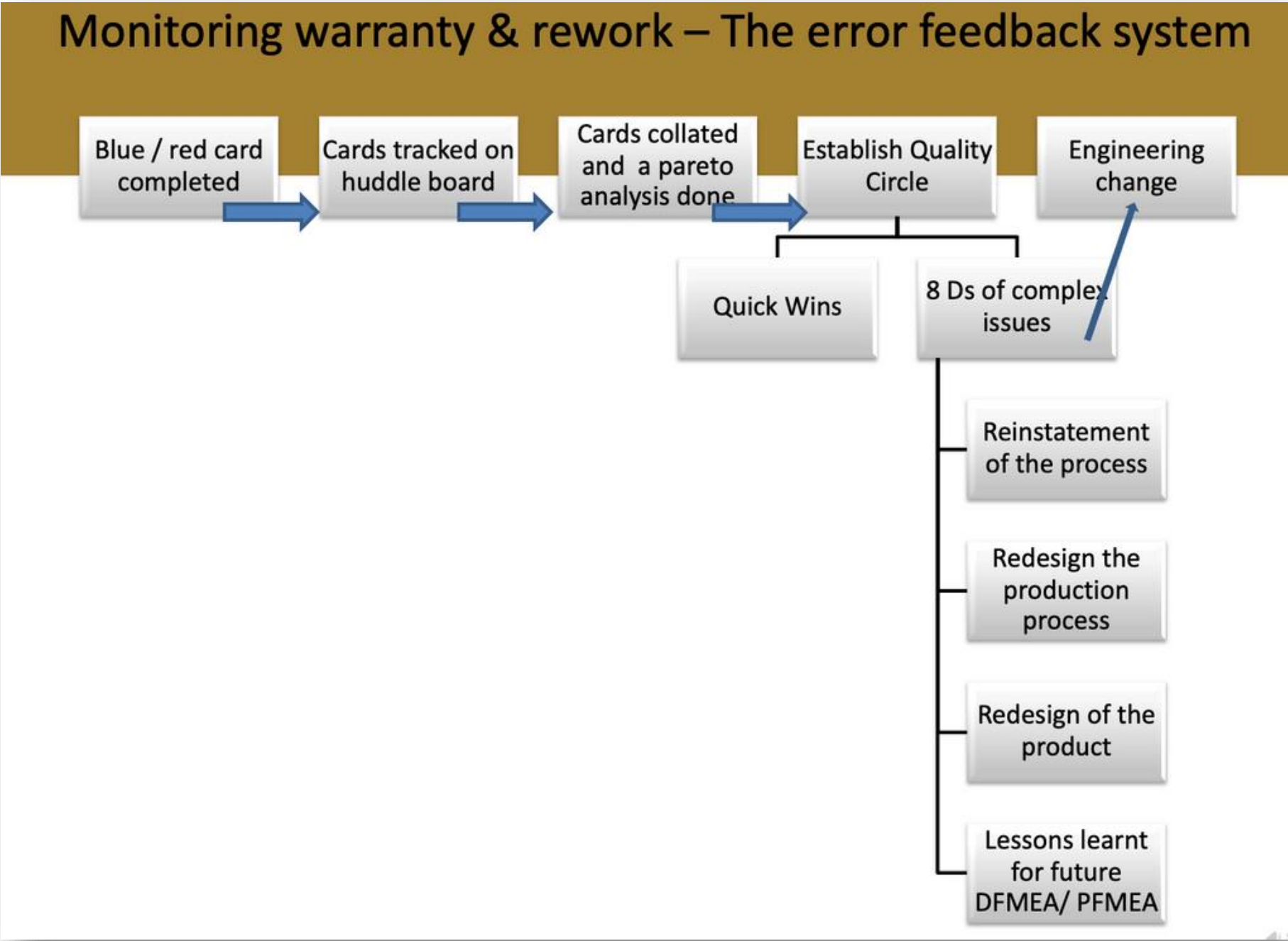


Processes confirmation and structure of multi-level processes

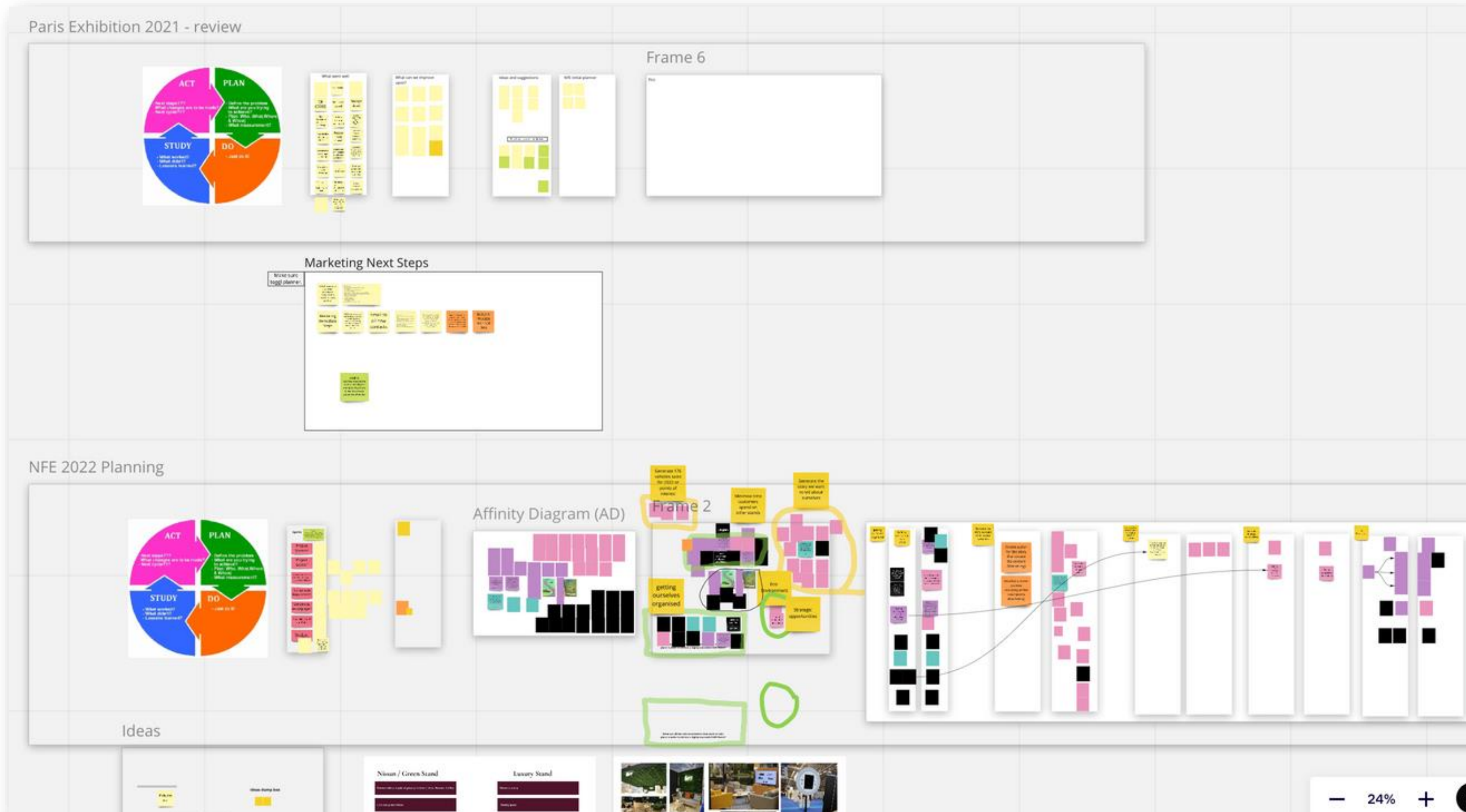


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Processes confirmation and structure of multi-level processes



PDSA in action, helping the marketing team



Leadership training

AN INTEGRATED SYSTEM FOR IMPROVEMENT

SYSTEMS THINKING?

TEAMS ARE A GREAT EXAMPLE OF SYSTEMS.

CHARACTERISTICS OF HIGH PERFORMING TEAMS

COMMON PURPOSE

Characteristics: The team has a common purpose that is clear, compelling, and challenging. It is the reason the team exists and the source of its energy. It is the glue that holds the team together and the source of its motivation.

Questions: What is the team's purpose? Why does the team exist? What is the team's mission? How does the team's purpose relate to the organization's purpose? How does the team's purpose relate to the customer's needs? How does the team's purpose relate to the team's members' needs?

SHARED GOALS

Characteristics: The team has shared goals that are clear, measurable, and challenging. They are the team's direction and the source of its focus. They are the team's target and the source of its motivation.

Questions: What are the team's goals? Why are the team's goals important? How are the team's goals measured? How are the team's goals communicated? How are the team's goals achieved? How are the team's goals reviewed?

AGREED ROLES & RESPONSIBILITIES

Characteristics: The team has agreed roles and responsibilities that are clear, specific, and challenging. They are the team's structure and the source of its organization. They are the team's framework and the source of its coordination.

Questions: What are the team's roles and responsibilities? Why are the team's roles and responsibilities important? How are the team's roles and responsibilities assigned? How are the team's roles and responsibilities communicated? How are the team's roles and responsibilities achieved? How are the team's roles and responsibilities reviewed?

Pluses

Everyone expects the best

Clear roles

Showing openness and valuing others

Supporting each other

What are the characteristics of a high performing team?

Clear goals

Teamwork is essential to the success of the team

Teamwork is a process of working together to achieve a common goal

Teamwork is a process of working together to achieve a common goal

Teamwork is a process of working together to achieve a common goal

Pluses

Purpose of the WLT - why

Leading

Managing

Supporting/facilitating

Guide

Control

Setting a task

Monitoring the delivery of the task

Reacting appropriately to the results

Pluses

Keeping staff motivated

We have goals

keeping morale high

Clear structural/functional goals

Hoshin goals

performance A progress is being tracked

Clear outcome/performance goals

Opportunities for improvement

Teamwork is a process of working together to achieve a common goal

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Teamwork is a process of working together to achieve a common goal

Rating

3.5

3

4

3

Pluses

Recognised - working on clarifying

Opportunities for improvement

Very meeting - working on clarifying

Action Take Belbin analysis

Meeting management protocols and define roles

Rating

3

3.5

3

3

Weekly strategic report

Process Name	Process Manager	Process Owner	
1.1.1	Louis Wilcox	Louis Wilcox	

Activities	Benefits
Completed Pricing on Hearsettes & Ambulances Set up meeting to discuss further items for shopify Create retail price lists for Merc and Nissan Tidy Used Car Website Quality Vehicle Photos on Arrival Meeting to discuss implementing high value/low risk options We now have six business cases to discuss	Clear Pricing for Sales team Increased remote sales Clear pricing for customers Vehicles go live within a few days of coming in Improved uniform photos gain higher offers Quick gains Generally high vaue/low risk
Risks	Do Next
Competitors aware of our pricing Staff too busy Lack of quality photos with clean cars, non uniform Low risk as defined by Miro Cashflow.	Set up meeting for 19th November Appoint James Robinson at Wigan as yard manager. Get Lili to liaise with James and Matt/Terry regarding updating Print instructions and sample photos next to key boxes at Wigan and Northampton Meeting on 9/12/20 Six business cases to be written for January

[illegible]



The Value Stream Map

This is based on the sales forecast but can be adjusted to meet demand



Workplace organisation showing how we managed our resources

WORKSPACE ORGANISATION



BEFORE



AFTER

Inspired by the work to date but not directly driven by it (Yet)
This example however has stimulated interest in how the
factory could look and will be a great aid in winning hearts
and minds for 5S deployment & cellular design

Environment 5S

Before



After





Skills Matrix

Skills control matrix Bodyshop																
	Measuring	Marking out	Cutting/triming	Edge finishing	Forming	Folding	Fly press	Bonding	Riveting	Filling	Sanding	Welding	Body build	Seats	Parts	
NIGEL ECKERSLEY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
STUART STUBBS	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐	○	◐	◐	
DANIEL BOARDMAN	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	
WAYNE FOY	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	
SCOTT PILLING	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	
SIMON TAYLOR	◐	◐	◐	○	○	◐	◐	○	○	○	○	◐	○	◐	◐	
DANIEL BURROWS	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	
Not trained	○															
Training planned	◐															
In training	◑															
Trained	◐															
Trainer	●															