SECTOR: Construction (Main Contractor)

LOCATION: Glasgow

PROJECT: Dumbarton Sheriff's Court

VALUE: £7.8 Mill

BACKGROUND: Project Objectives

.Improve design coordination

.Improve sub-contractor management

.Achieve required quality

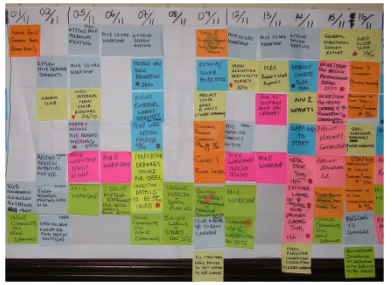
.Deliver project on time

"This is the best job I have been on. Usually, this is the time I get most hassle and hard work, but lean really whip these boys into shape" – Davy Gilmour, Clerk of Works, Scottish Courts

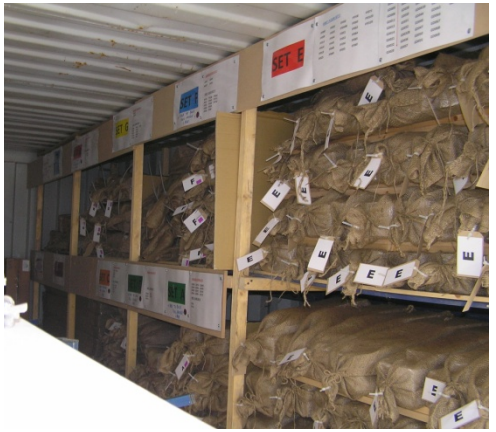
Tools Applied:
- **6-week look ahead planning**
- **Batch size reduction**
- **Failure Mode & Effects Analysis**
- **Workplace organisation**
- **Visual Management**
- **Quality workshops**

FACTS

75% Planned Activities Complete— Design Process



What we did: - Reduced batch size and worked in zones. This helped reduce work in progress and aided in early detection of quality issues
- Anchored the philosophy of "Next" customer needs
- Collaborative planning with the design team planning 6 weeks ahead at a time
- Collaborative planning with all sub-contractors in the form of a coordinated weekly meeting to discuss performance for the week before and plan work for the week ahead
- Pre-empt issues using FMEA , conducting quality, cost and delivery risk assessments by the zones, with emphasis on the M&E package..
- Conducted workplace organisation to manage 160 door sets
- Used visual management to monitor and control programme increasing accuracy and high lighting potential problems



Workplace organisation on ironmongery

Benefits
- 80% less variations
- 44% less revisions
- 74% planned activities complete achieved by the design team (industry standard approx. 50%)
- 25% reduction in snags (first phase of works)
- 30% reduction in time and effort by conducting weekly meetings
- 87.5% productivity improvement retrieving door sets and hanging doors
- Delivery adherence to contract date even with contract value increased by approx. £600k
- Improved client communication, only 1 early warning notice (EWN) issued since lean programme start
- Minimal remobilisation expected at time of publication