



SECTOR: Construction (Main Contractor)
LOCATION: Glasgow
PROJECT: Dumbarton Sheriff's Court
VALUE: £7.8 Mill
BACKGROUND: Project Objectives

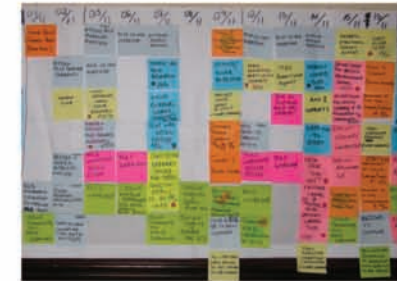
"This is the best job I have been on. Usually, this is the time I get most hassle and hard work, but lean really whip these boys into shape" – Davy Gilmour, Clerk of Works, Scottish Courts



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

- Improve design coordination
- Improve sub-contractor management
- Achieve required quality
- Deliver project on time

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



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

Workplace organisation on ironmongery

