

Better for Less

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Better for Less

Delivering projects that increase the quality of the end product, in materials, technology, timeliness of delivery and operational certainty – **But at the same or reduced cost.**

Better For Less

Achievable ?

Yes !

How?

Identify and Drive Out Waste:

- Waste in project delivery / management
- Waste in procurement
- Waste in manufacture
- Waste in construction programme

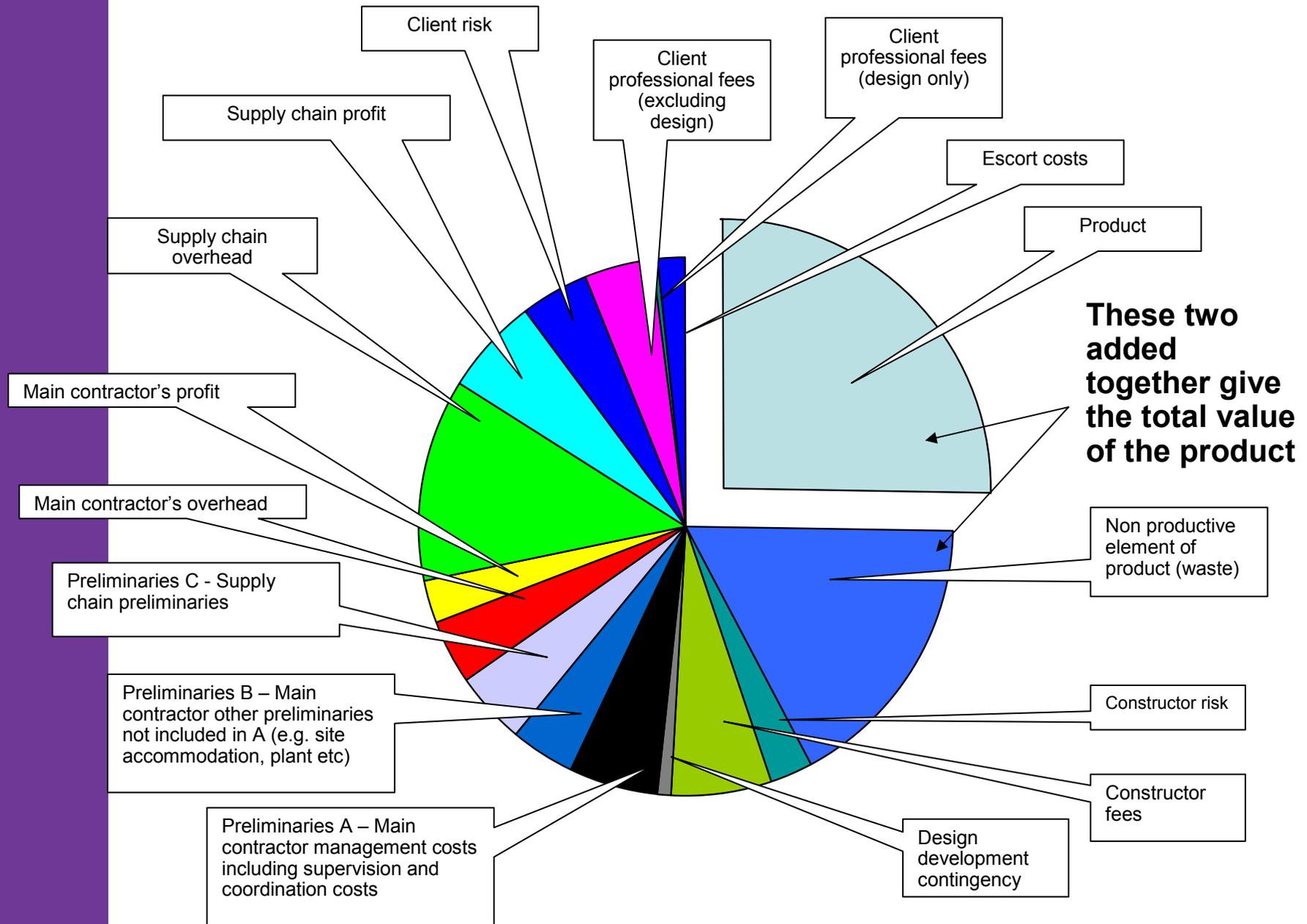
Better for Less

Steps:

- Benchmark the efficiency of your delivery
- Ensure your data is reliable (The system of data collection)
- Use data to:
 - Identify areas of spend
 - Identify areas needing intervention
 - Set targets for year on year improvement
- Deliver to a well defined programme – One version of the truth

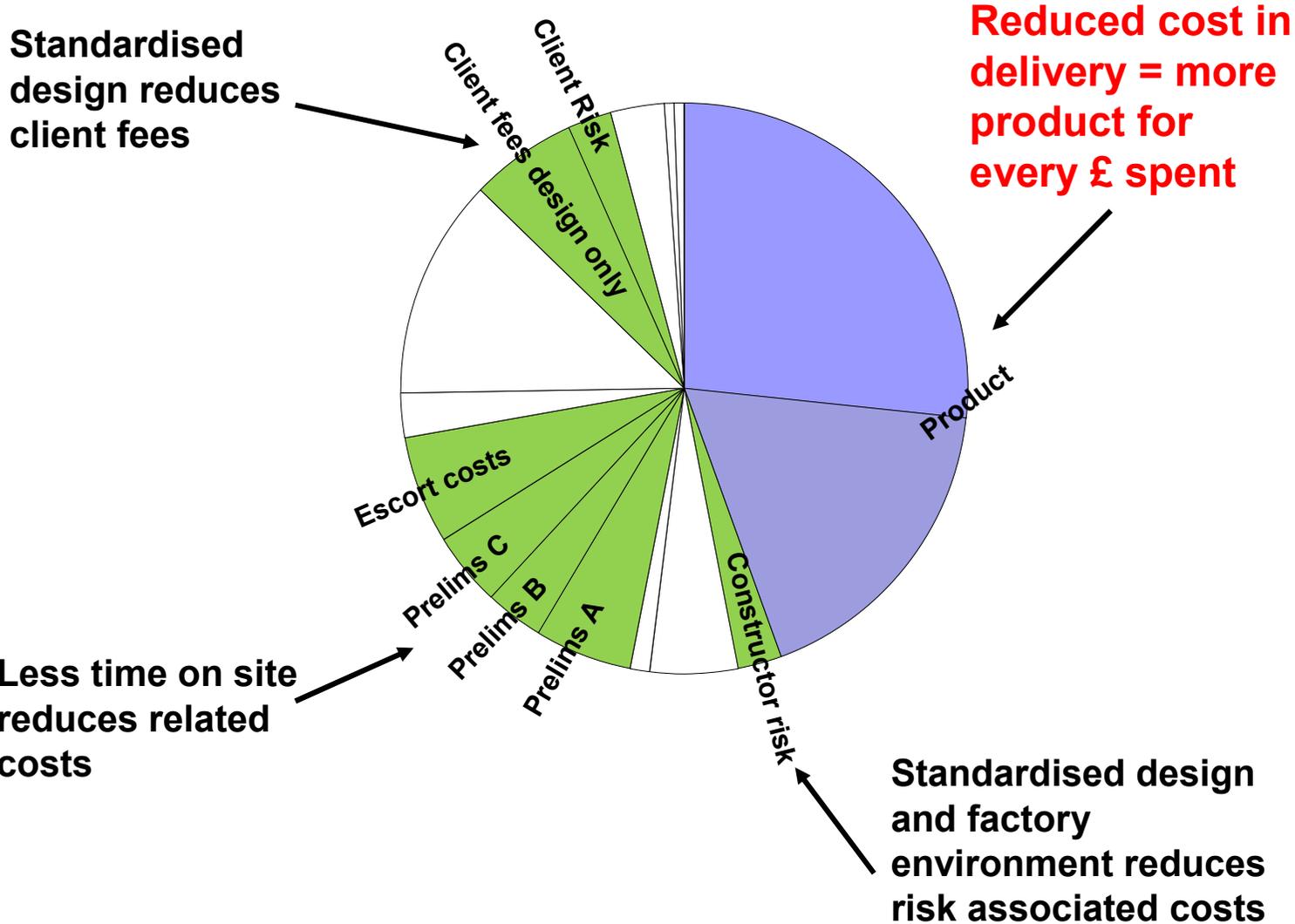
Off site manufacture supports improved delivery – But needs to be integrally programmed with the overall delivery plan.

Value Indicator Categories



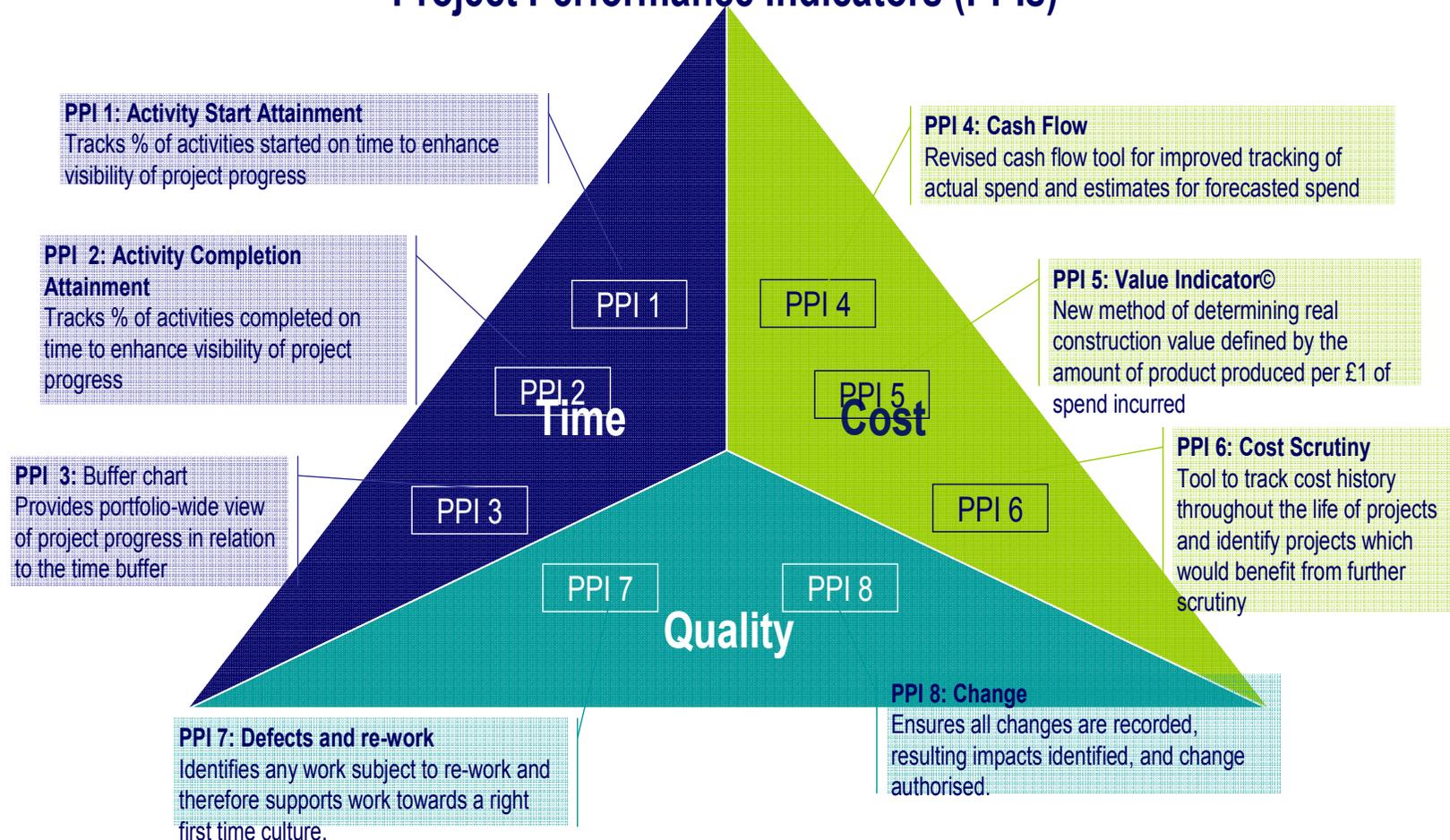
Off Site Manufacture – Value Impacts

Value Indicator



MOJ System

Lean: The Tools Project Performance Indicators (PPIs)



Sample Outputs

Establishment:	Alpha School
Project:	100221
Project Sponsor:	David Smiley
Constructor:	Beta Construction
Client Representative:	Ted Hill
Cost Consultant:	Joe Taylor
BPRN:	123

To enter a date, place the cursor and click the image to the left:

Note: Blue boxes will be auto-populated

Click to refresh activities

Please ensure the details in the "Data" tab are complete.
Please enter the week commencing date on the left and click the refresh button.

	RAG Status	ID	Activity	Forecast Start	Actual Start	Forecast Finish	Total clock	Reason for delay - Pre-Contract	Reason for delay - Contract
For the week commencing date:									
Planned start			1 Write consultant selection documents	18 March 2010		19 March 2010		Statutory Authority	Defective Materials
Actual start			2 Write brief	19 March 2010		17 March 2010		Design Changes	Lack of design information
			3 Garage	19 March 2010				Design Changes	Defective materials
			4 Develop Brief, consultant selection and approvals	19 March 2010					
			5 Engage Client			17 March 2010			Changes to 420 security requirements "in flight"

PP1 - Activities Started during week

Planned start: 4

Actual start: 3

75% Green

PP2 - Activities finished during week

Planned completed: 3

Actual completed: 5

167% Green

PP13 - Overall Pre or Post Contract usage

Buffer consumption Days

Pre-Contract period: 100

Current programme duration excluding buffer: 100

Actual duration: 10

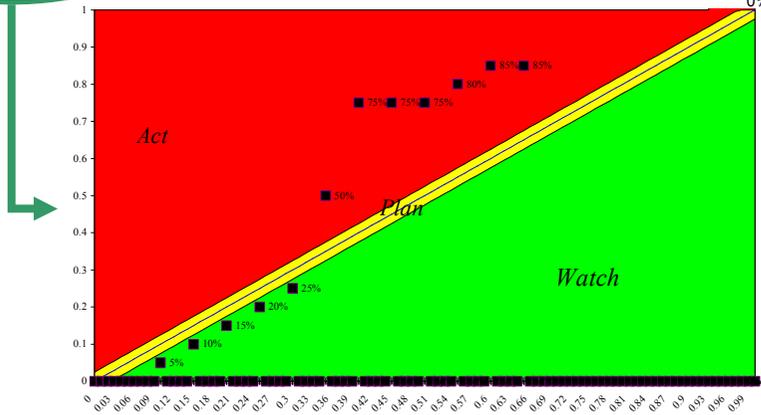
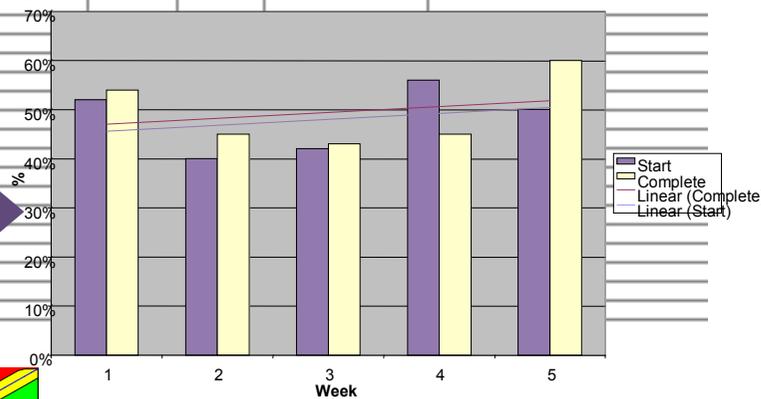
Remaining duration: 90

Percentage complete: 10%

Buffer size: 20

Buffer remaining: 10

Buffer consumed %: 10%

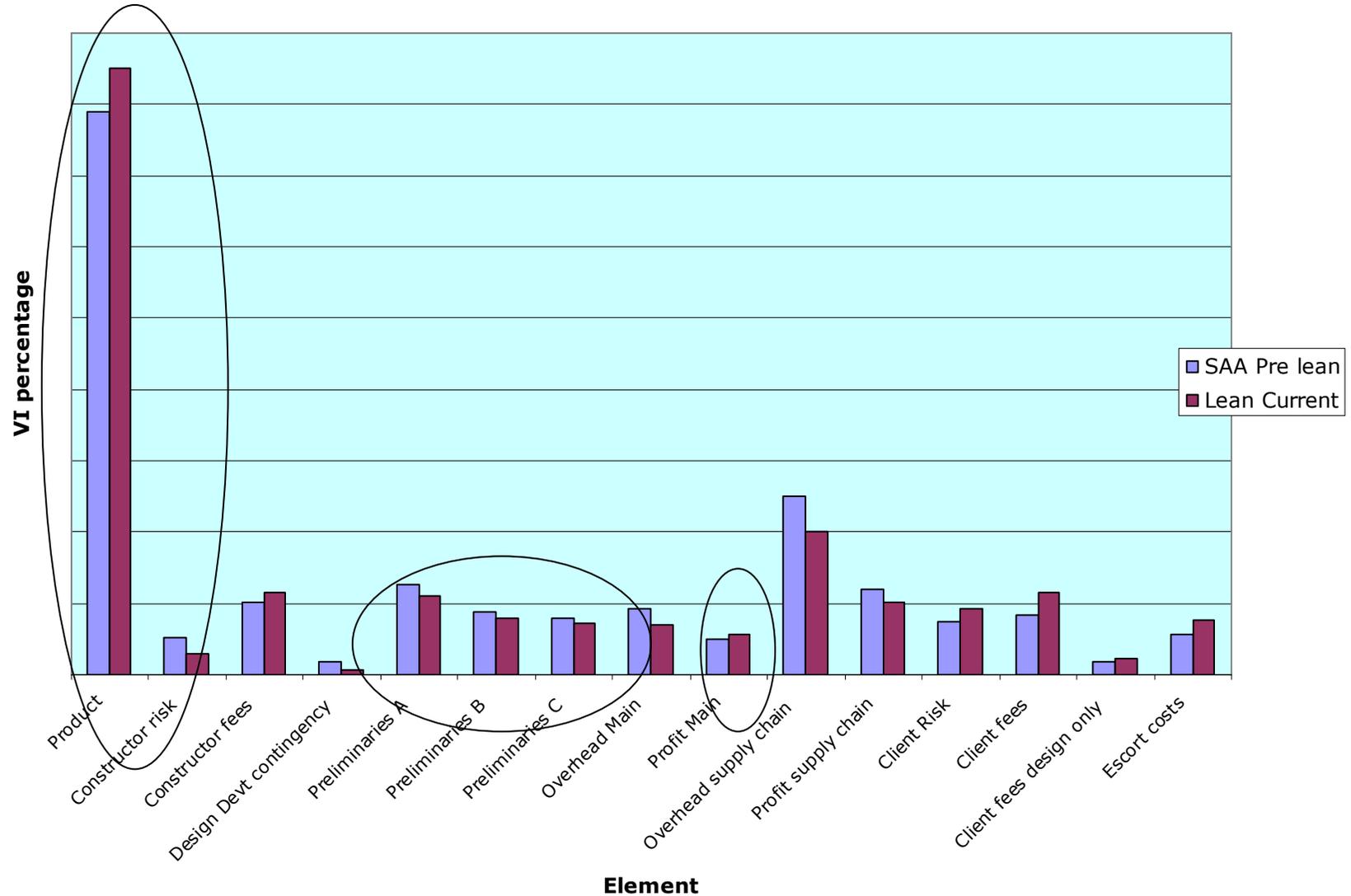


Outcomes To Date

- Increasing certainty of project delivery (85% to industry average of 45%)
- Identified value savings – Circa 18% of prog value
- Increased value of delivered product circa 10%

Sustainable Improvement

Change in Product Value from Pre SAA (2003), Introduction of Lean (Jan 2009) to Lean Current



Delivering in Collaboration

Success



Failure (Lost Opportunity)



No matter how good the team, if intentions are not clear mistakes will happen and expectations dashed.



Ian Renhard
Director
Interserve

Interserve Office Locations

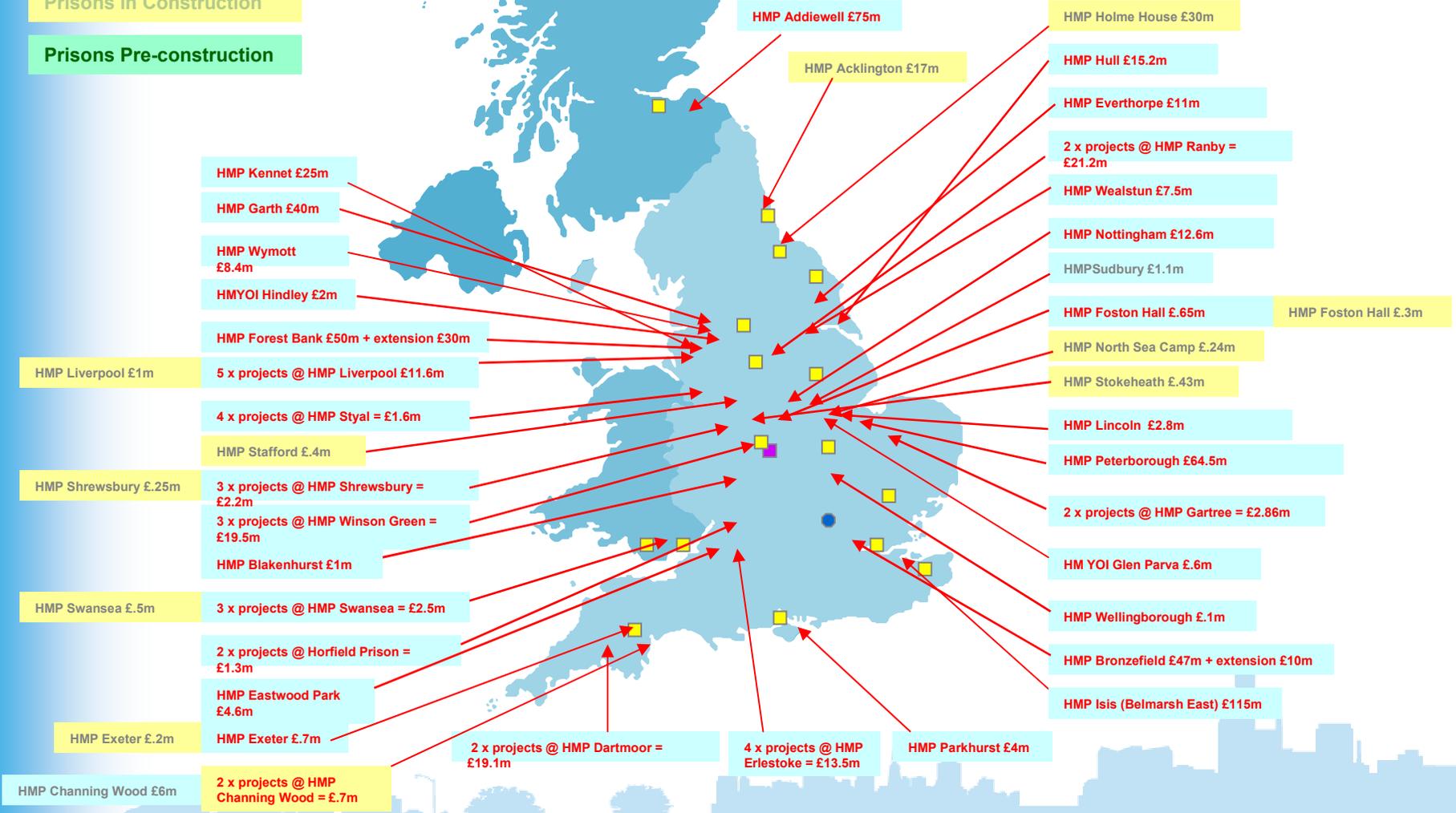
- Interserve Head Office
- Group Headquarters
- Regional Offices

Prisons Completed

Prisons in Construction

Prisons Pre-construction

38 Prisons
 ~6550 cells (CNA)
 Value ~£700 m



The Challenge More / Better for Less!

- Efficiencies
 - Off-site solutions
 - Standardised products / enhanced buying power
 - A little more competition
- Certainty
 - Lean programmes
 - Visibility / Transparency
 - Right First Time

















The Challenge More / Better for Less!

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Lean Programmes delivered on time!

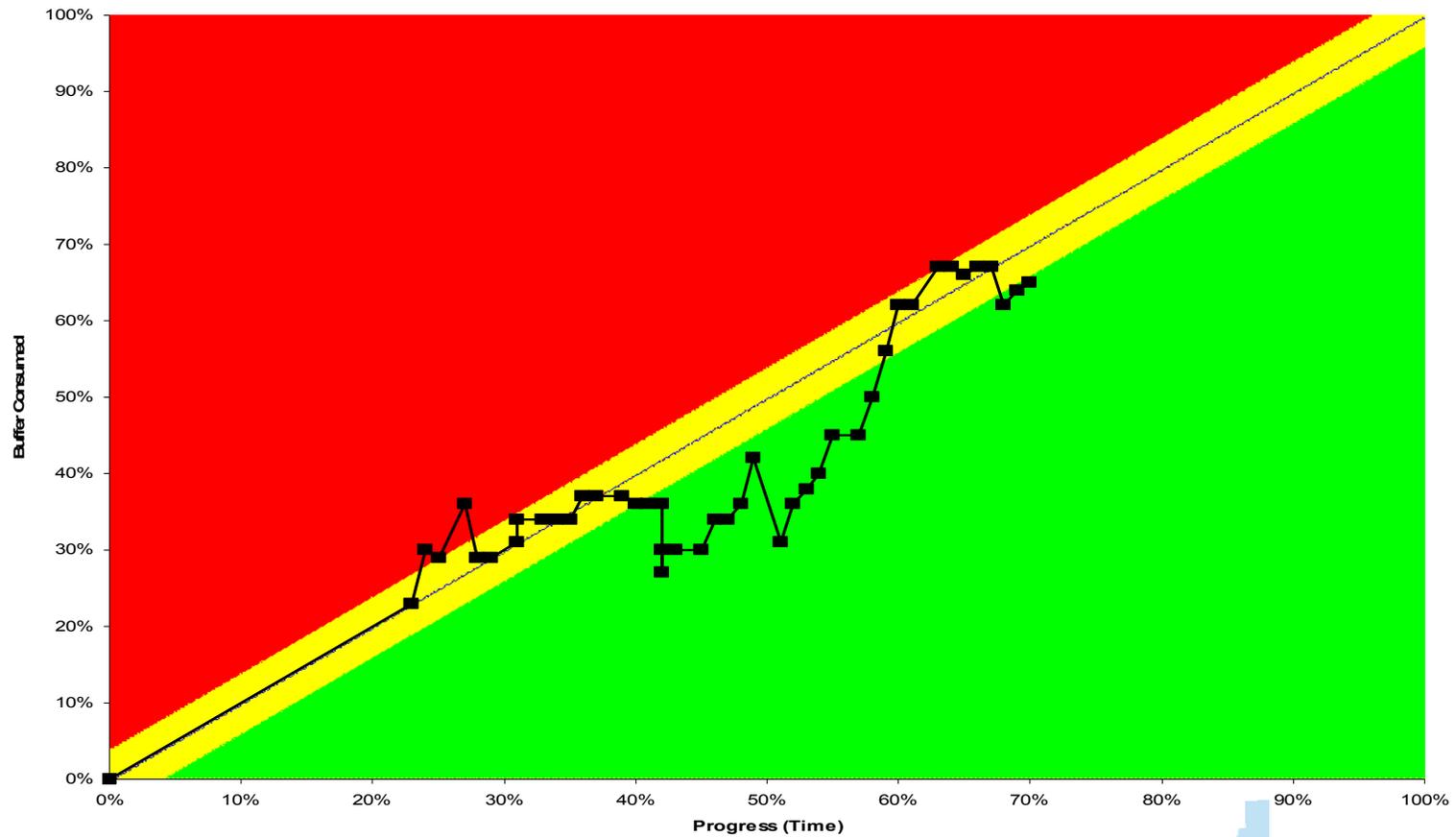
ID	Total Slack	Task Name	Avg. Duration	Start	01 Jun '09	08 Jun '09										
					M	T	W	T	F	S	S	M	T	W	T	F
1	0 days	HMP YOI ISIS	230.13 days	Tue 26/05/09												
2	25.13 days	ENTRY BUILDING	148 days	Tue 26/05/09												
3	71.13 days	Frame & Envelope - Entire Building	102 days	Tue 26/05/09												
4	75.13 days	TIMS - Panels 63no.@ 6 per day	9 days	Tue 26/05/09												
5	75.13 days	TIMS - Panels phase 2	9 days	Tue 26/05/09												
6	75.13 days	Precast Panels 1st fl - Eaves @ 14 per day	4 days	Mon 08/06/09												
7	75.13 days	Precast Panels 1st fl - Eaves - Phase 2	4 days	Mon 08/06/09												
8	76.13 days	Struct Soreed/ Perimeter Stitch Beam PC Floor & Walls	6 days	Fri 12/06/09												
9	76.13 days	Struct Soreed/ Perimeter Stitch Beam PC Floor & Walls - Phase 2	6 days	Fri 12/06/09												
10	75.13 days	Second Fix Steel Front Elevation & Purlins For Gutters	4 days	Fri 12/06/09												
11	75.13 days	Second Fix Steel Front Elevation & Purlins For Gutters - Phase 2	4 days	Fri 12/06/09												
14	90.13 days	Edge Protection & Nets - Phase 1	7 days	Tue 26/05/09												
17	4.13 days	Roof Liner Sheet	30 days	Tue 26/05/09												
18	67.13 days	Insulation & Standing Seam	58 days	Mon 01/06/09												
25	141.13 days	Windows and Curtain Walling	24 days	Mon 01/06/09												
33	21.13 days	Internal Finishes	148 days	Tue 26/05/09												
35	71.13 days	Level 1 - Section 1 (Grid line 1-6)	95 days	Fri 29/05/09												
36	71.13 days	Level 1 - Section 1 - High level distribution (Ductwork)	8 days	Mon 01/06/09												
37	80.13 days	Level 1 - Section 1 - High Level Mechanical (incl Test) (Sprinklers, H&C Di	16 days	Fri 29/05/09												
38	71.13 days	Level 1 - Section 1 - High level distribution (Electrical incl data)	8 days	Thu 11/06/09												
40	129.13 days	Level 1 - Section 1 - IPS Panel Carcases	2 days	Mon 01/06/09												
44	133.13 days	Level 1 - Section 1 - 2nd Fix carpentry (Linings, Skirtings)	4 days	Mon 01/06/09												
72	66.13 days	Level 1 - Section 2 (Grid line 7-9)	103 days	Tue 26/05/09												
73	50.13 days	Level 1 - Section 2 - Blockwork & Scaffolding	8 days	Mon 01/06/09												
75	66.13 days	Level 1 - Section 2 - High level distribution (Ductwork)	8 days	Thu 11/06/09												
79	118.13 days	Level 1 - Section 2 - IPS Panel Carcases	2 days	Thu 11/06/09												
113	61.13 days	Level 1 - Section 3 (Grid line 9-13)	104 days	Mon 01/06/09												
114	61.13 days	Level 1 - Section 3 - Metal Partion walls and Sasmox board one side	12 days	Mon 01/06/09												
153	50.13 days	Level 1 - Section 4 (Grid line 13-17 L-V)	96 days	Thu 11/06/09												
154	58.13 days	Level 1 - Section 4 - Blockwork & Scaffolding	8 days	Thu 11/06/09												
155	50.13 days	Level 1 - Section 4 - Metal Partion walls and Sasmox board one side	8 days	Thu 11/06/09												
489	0.13 days	SPORTS, SEPARATION & CARE	169 days	Tue 26/05/09												
490	89.13 days	Frame & Envelope - Entire Building	32 days	Tue 26/05/09												
493	0.13 days	Precast Planks & Stairs	12 days	Tue 26/05/09												
495	0.13 days	Planks - Phase 2	3 days	Fri 29/05/09												
496	0.13 days	Planks - Phase 3 (Plant Room)	3 days	Wed 03/06/09												
497	0.13 days	Stairs 6 - 8	3 days	Mon 08/06/09												
498	0.13 days	TIMS - Panels 63no.@ 6 per day	10 days	Mon 08/06/09												
499	0.13 days	TIMS - Panels - Elavation 1	3 days	Mon 08/06/09												
500	0.13 days	TIMS - Panels - Elavation 2	3 days	Thu 11/06/09												

Lean Programmes Delivered on Time!

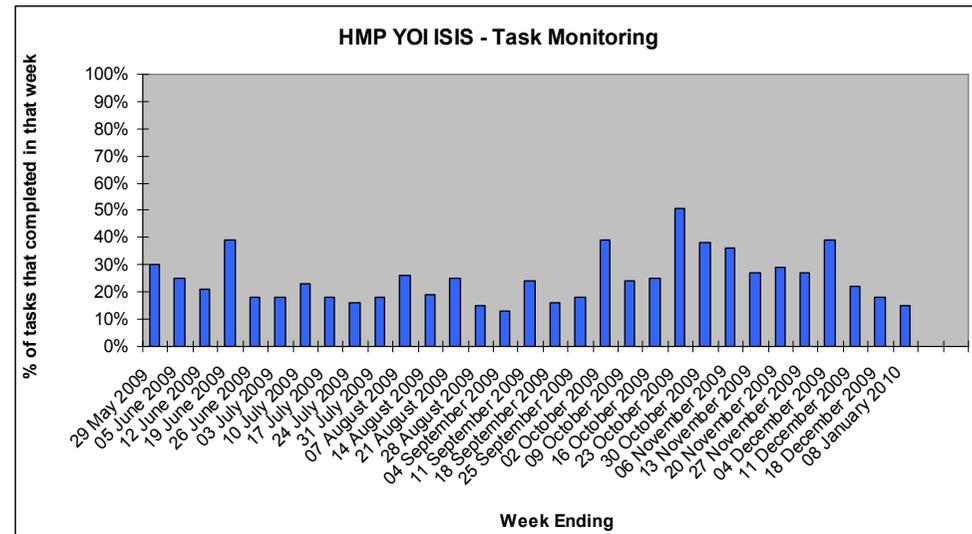
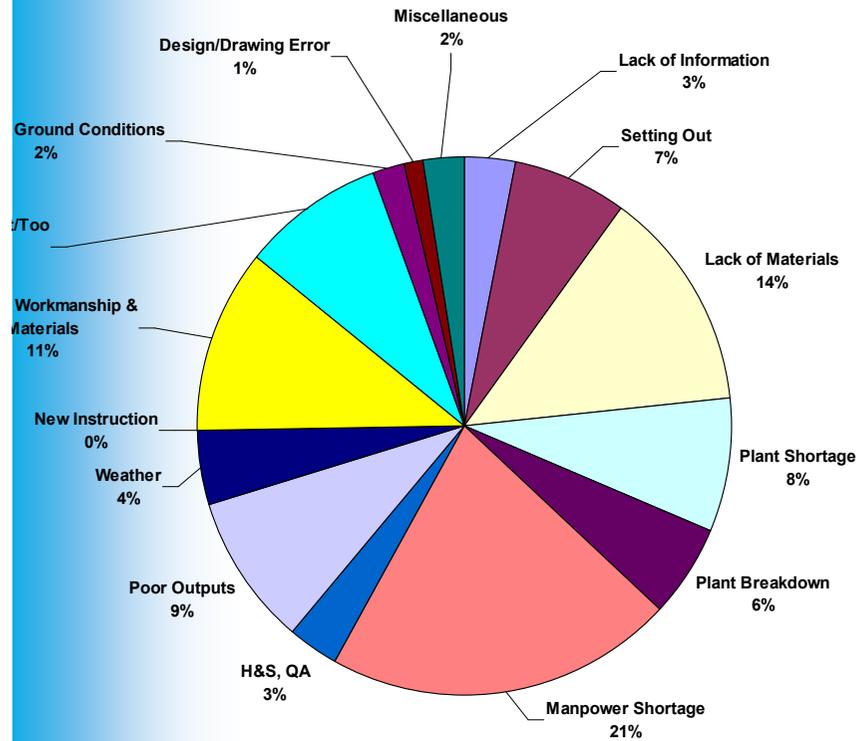


Buffer Chart HMP YOI ISIS

HMP YOI ISIS - Buffer Chart



Lean Programmes Delivered on Time!



Thermally Insulated Concrete Panels



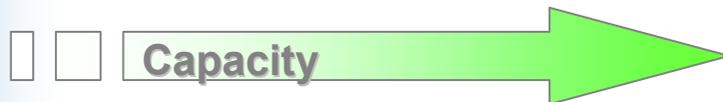
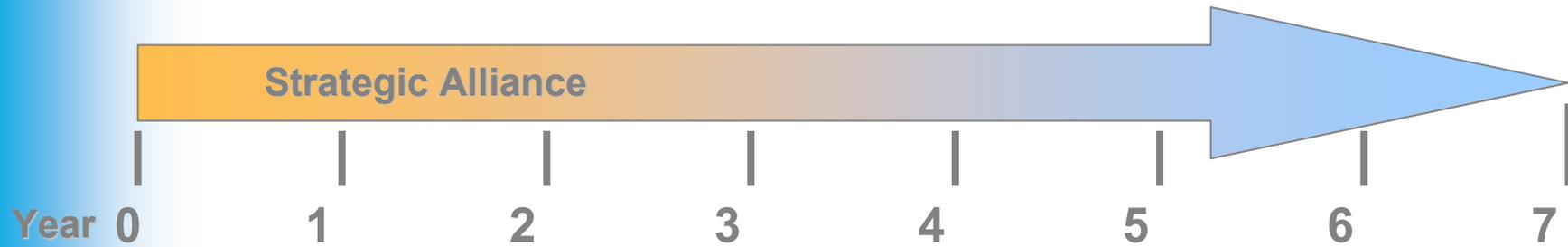
The Overriding Message

- Standardising processes, procedures and products.
- Right first time.
- One version of the truth.
- Continuous improvement.
- Transparency from all.
- One team delivering

Confidence!



Performance over Time





Result - the “end product”

Facilities that

- Provide safe, secure, healthy and decent environments
- Support programmes to reduce re-offending
- Are efficient to operate
- Are sustainable in the long term

