

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**

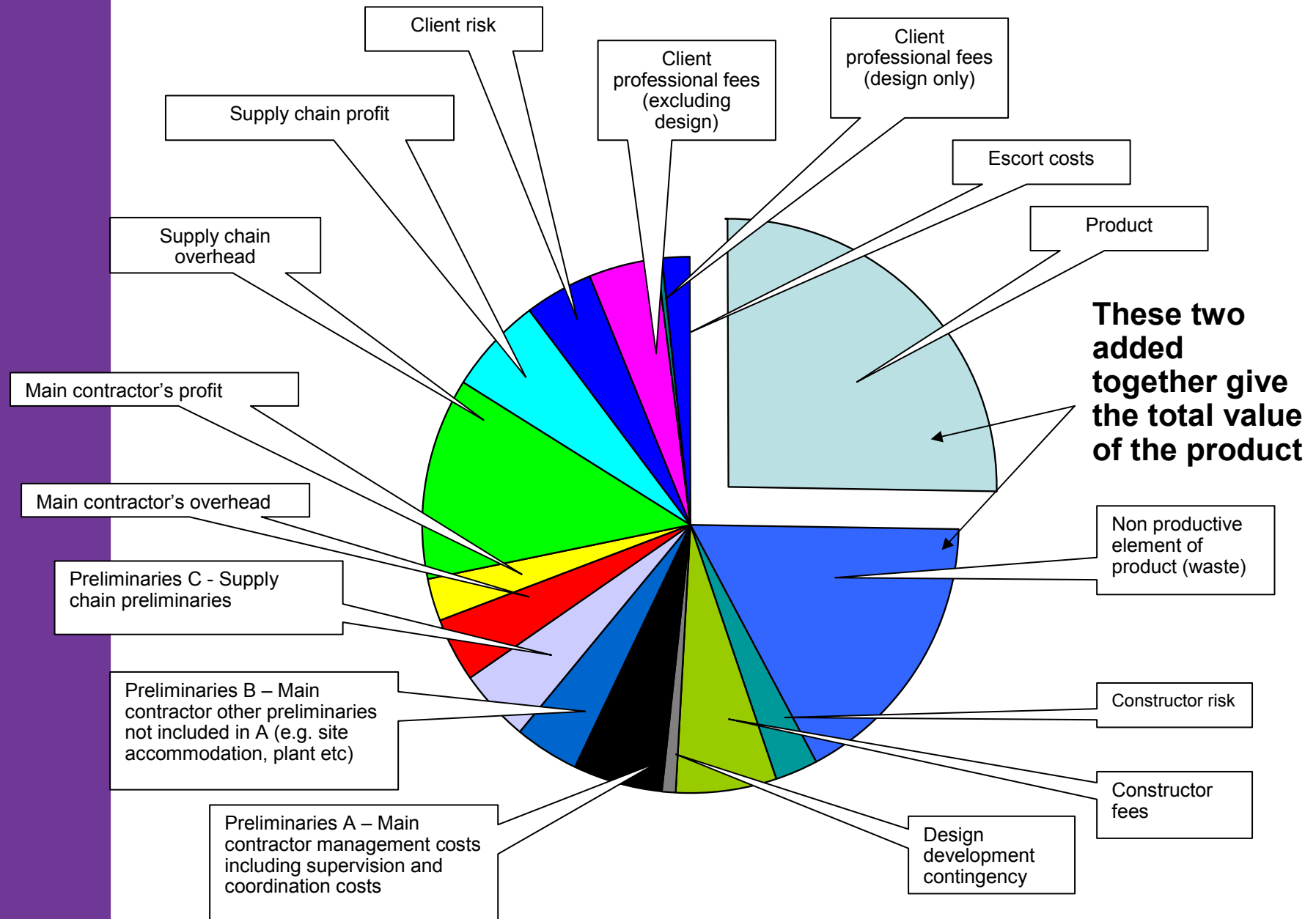
Better for Less

Steps:

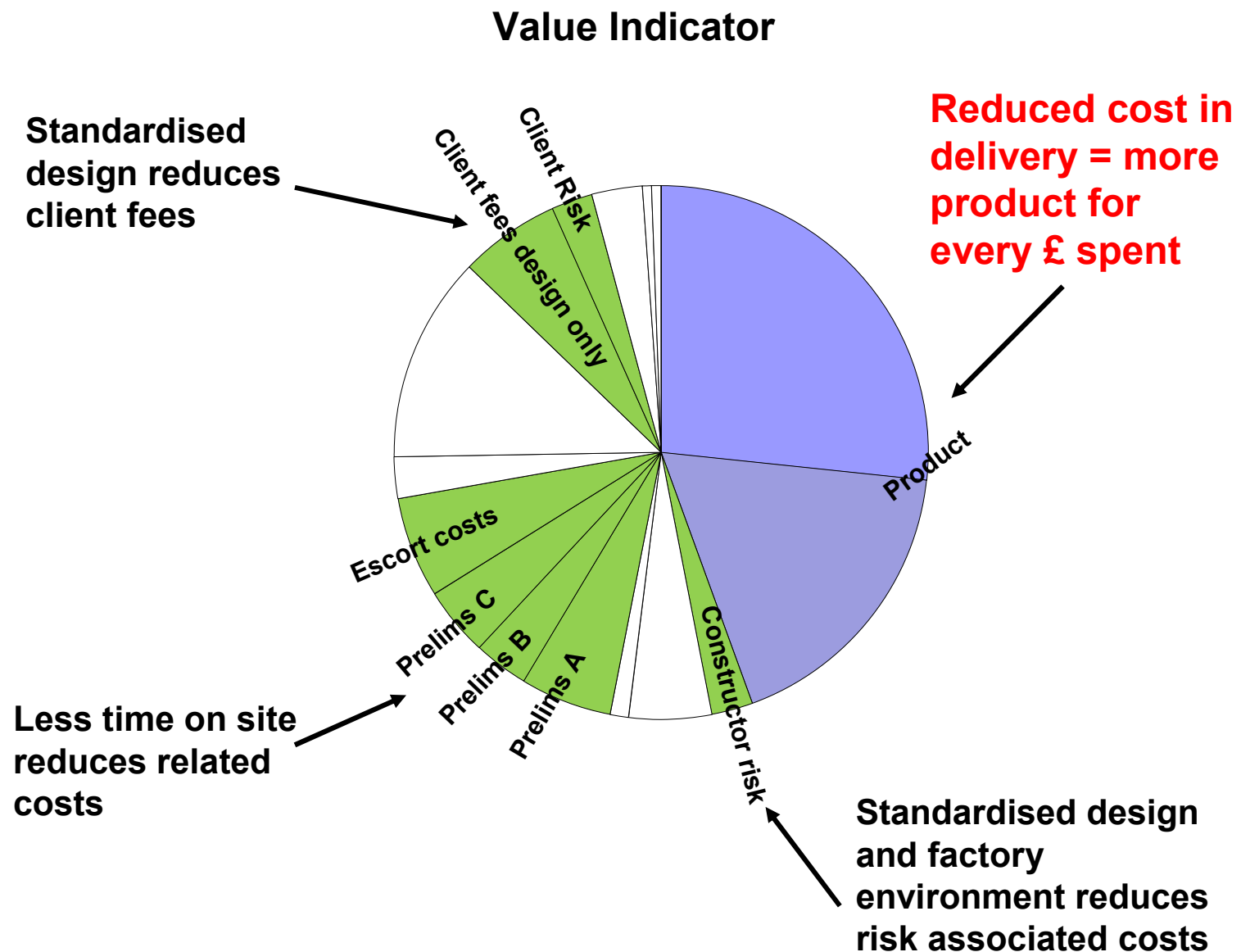
- Benchmark the efficiency of your delivery
- Ensure your data is reliable (The system of data collection)
- Use data to:
 - Identify areas of spend
 - Identify areas needing intervention
 - Set targets for year on year improvement
- Deliver to a well defined programme – One version of the truth

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

Value Indicator Categories

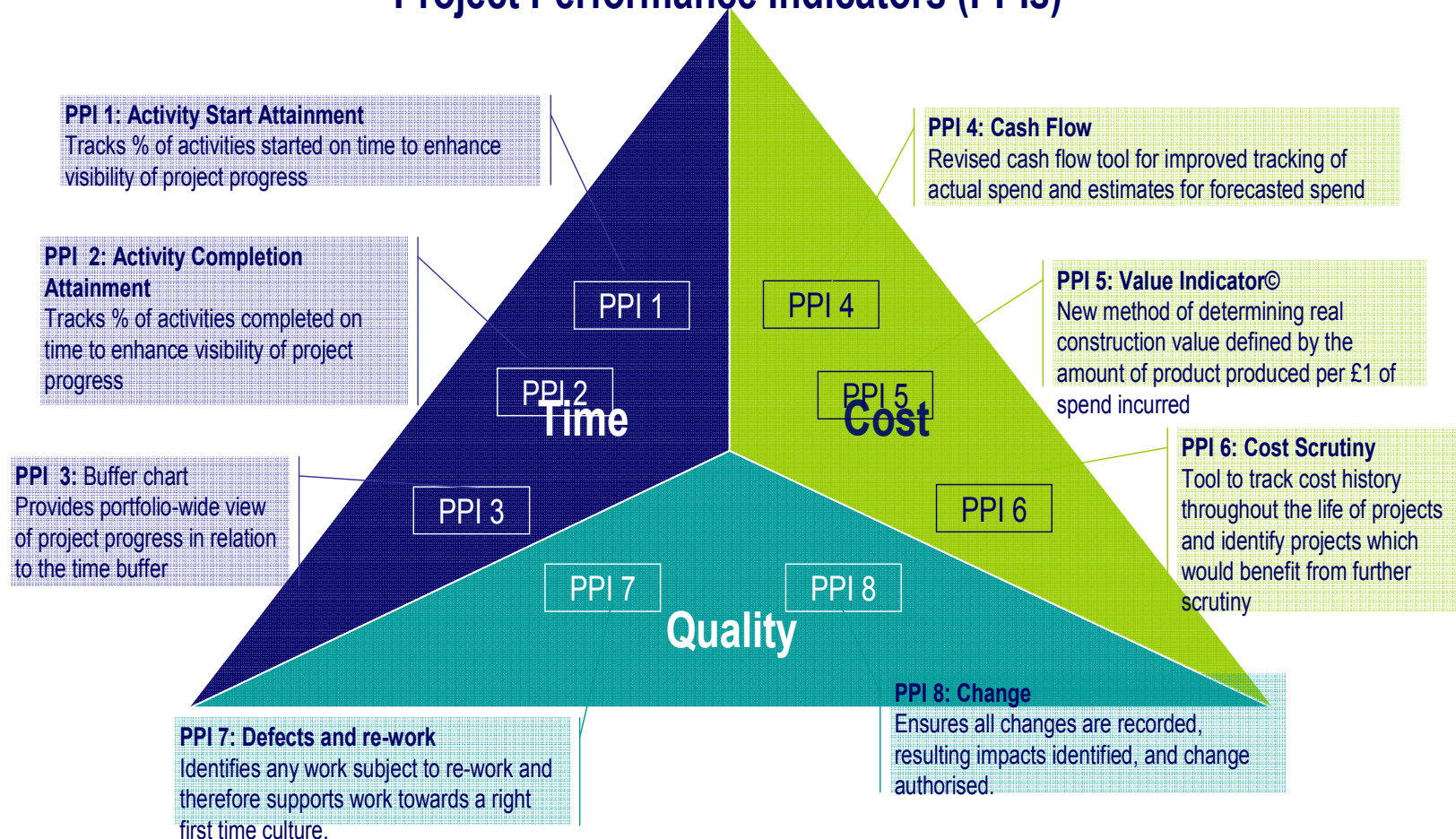


Off Site Manufacture – Value Impacts

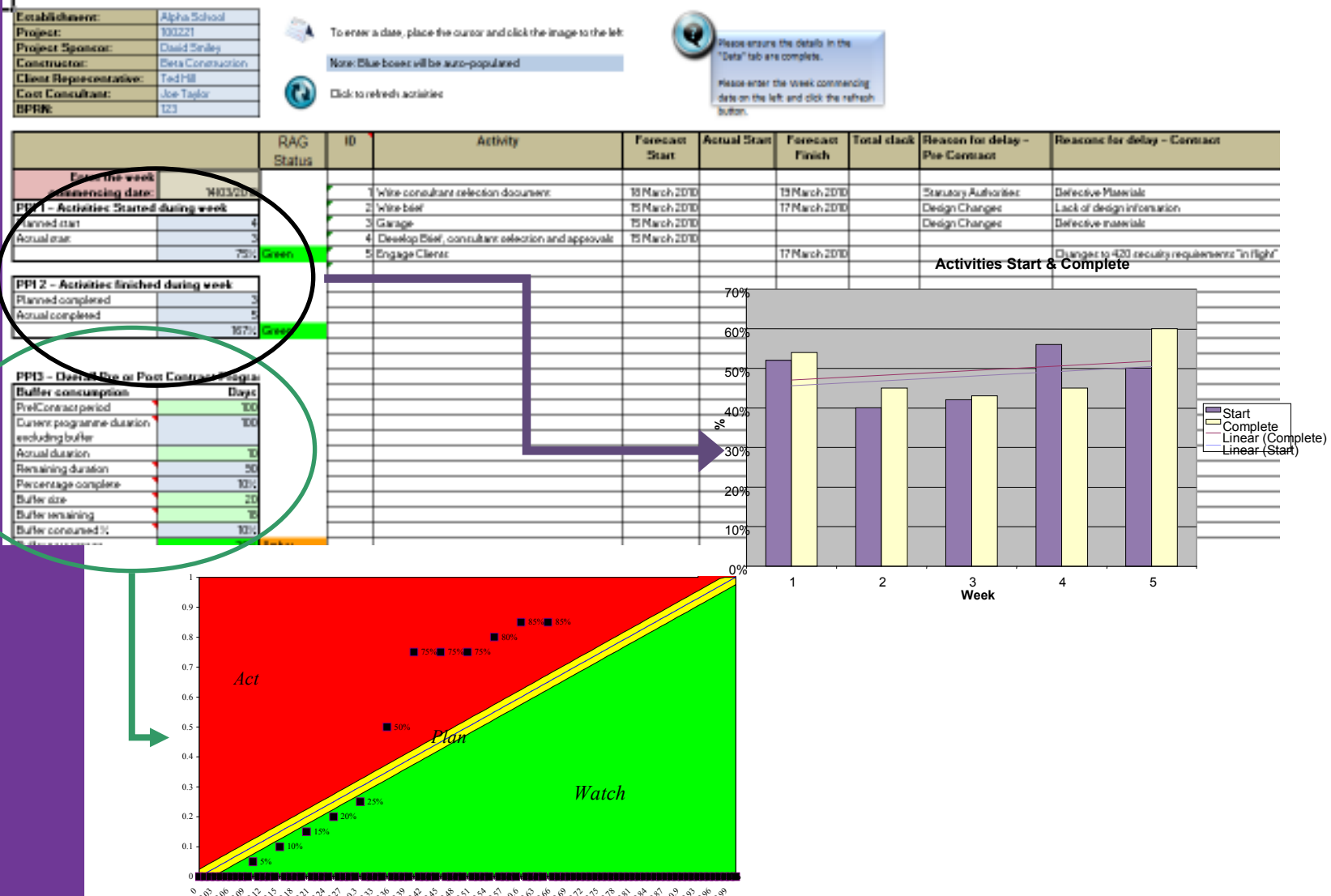


MOJ System

Lean: The Tools Project Performance Indicators (PPIs)



Sample Outputs

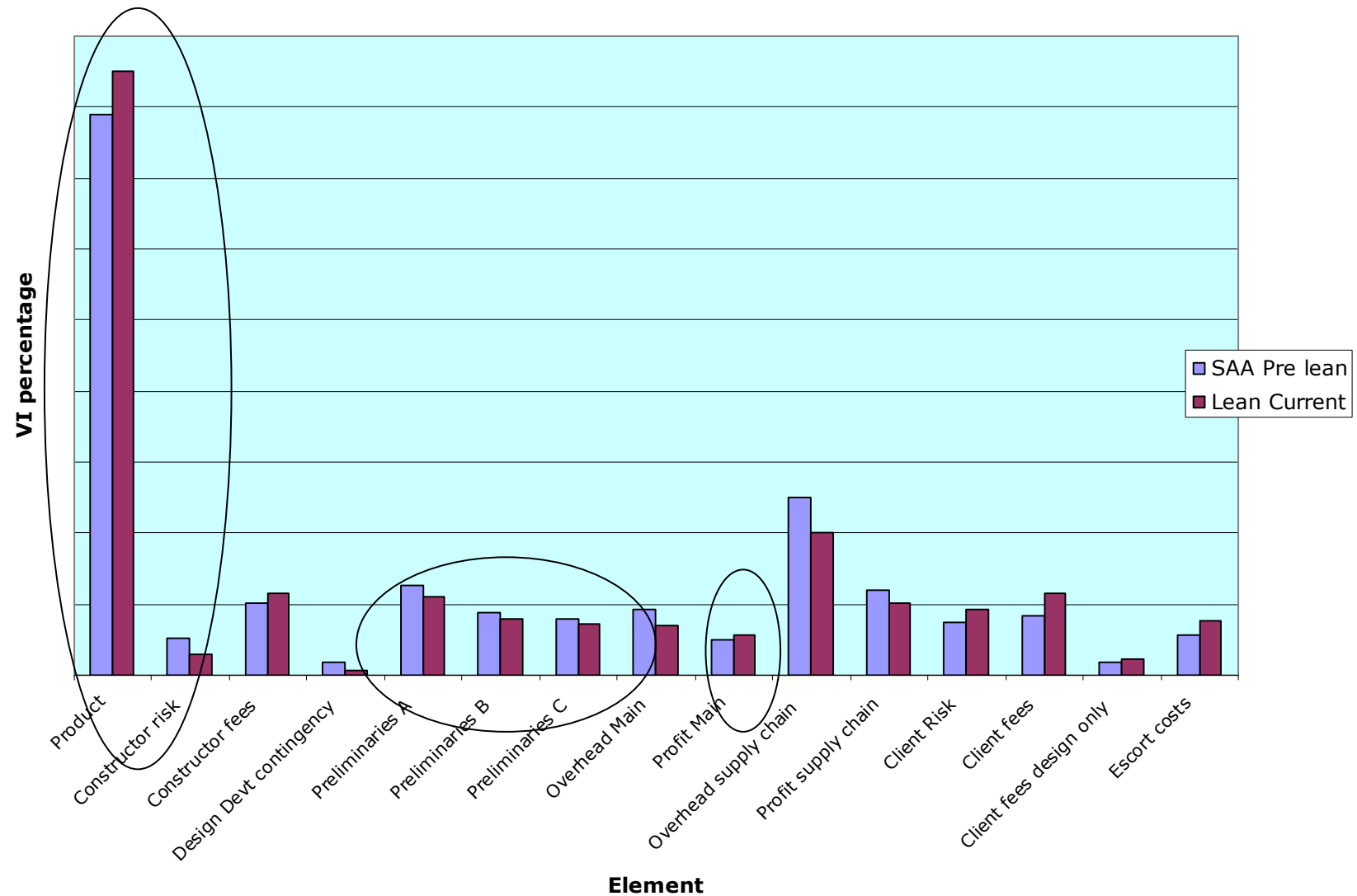


Outcomes To Date

- 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

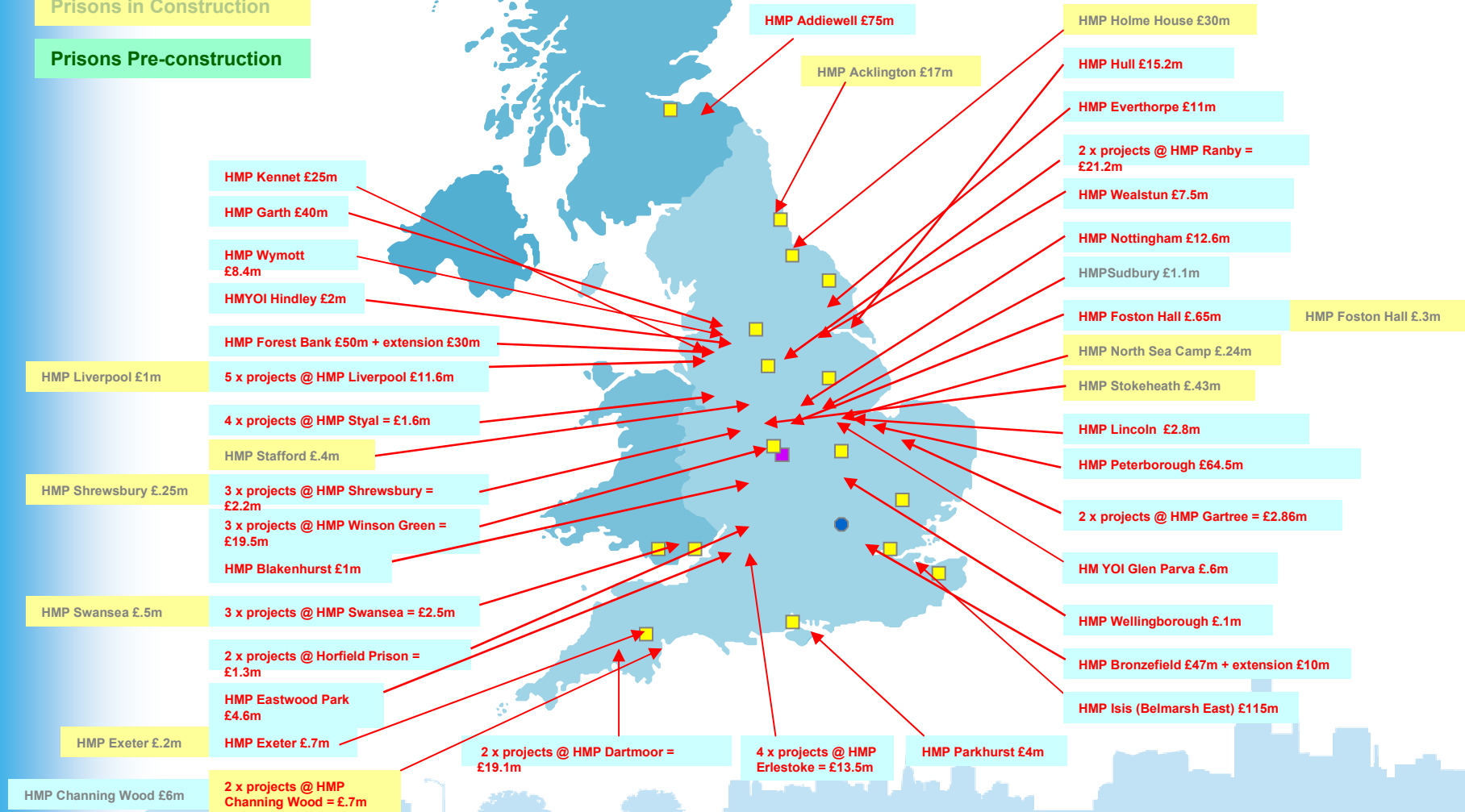
- Interserve Head Office
- Group Headquarters
- Regional Offices

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

















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Lean Programmes delivered on time!

i	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 Screed/ Perimeter Stitch Beam PC Floor & Walls	6 days	Fri 12/06/09														
	9	76.13 days	Struct Screed/ 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														

HMP YOI ISIS - 2009 May 29

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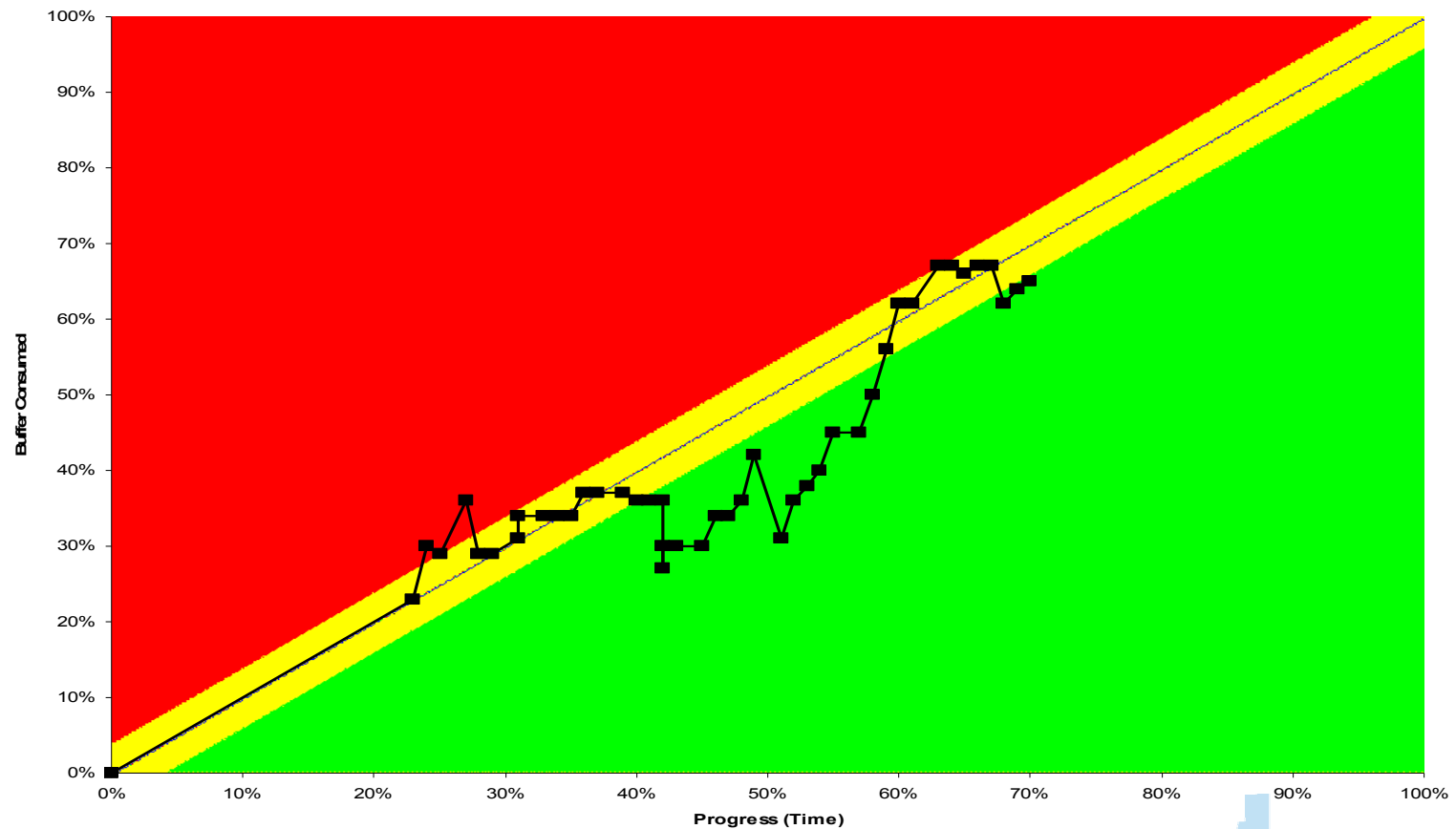
Sun 31/05/09

Lean Programmes Delivered on Time!

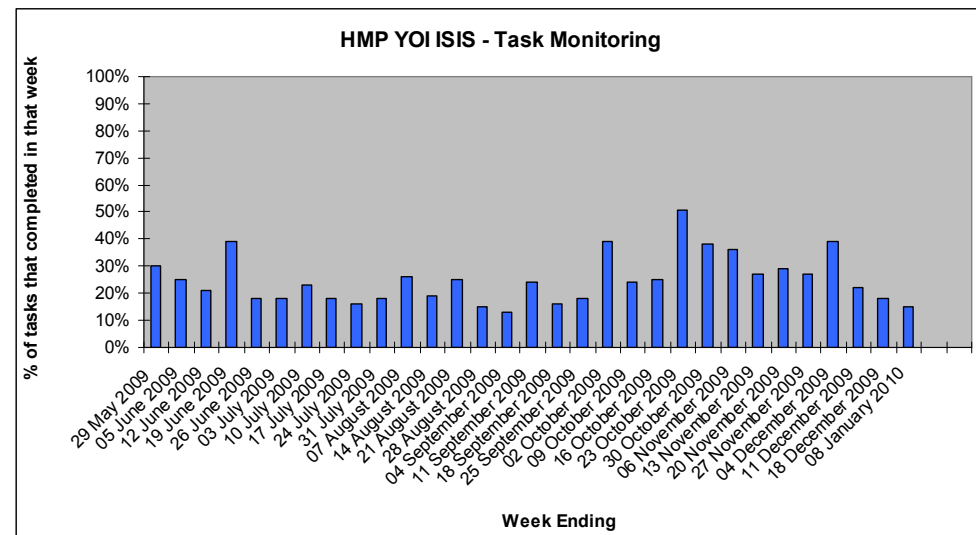
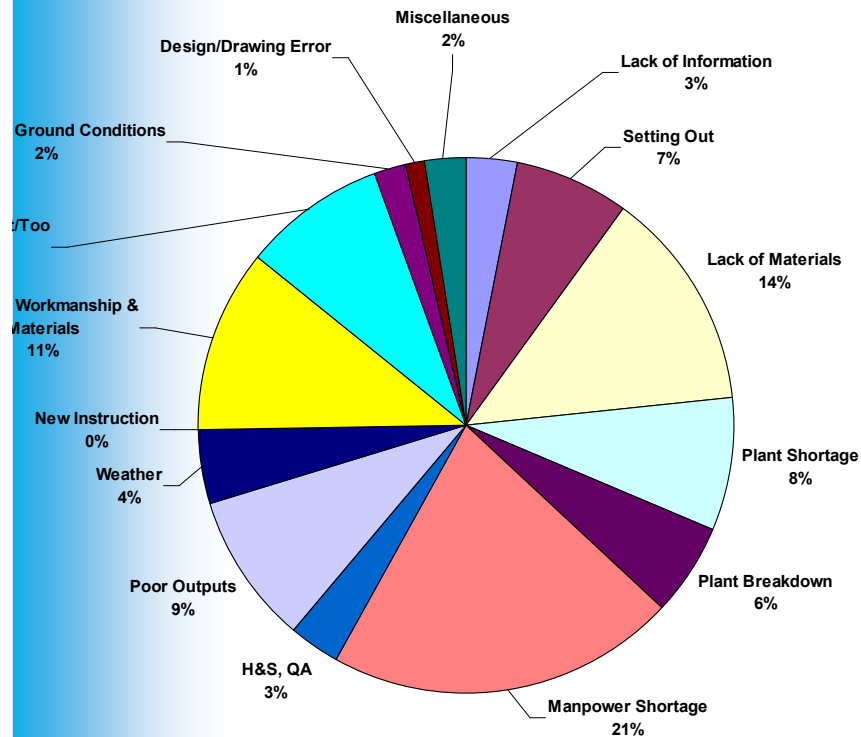


Buffer Chart HMP YOI ISIS

HMP YOI ISIS - Buffer Chart



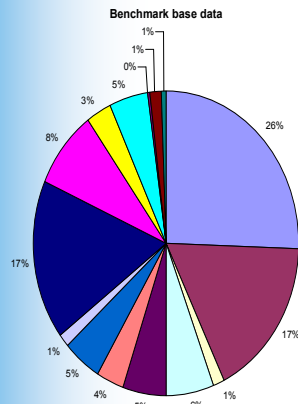
Lean Programmes Delivered on Time!



How is Performance Measured?



Current state
Benchmark



PPI's

Activity Starts

Activity Compl.

Buffer Chart

Defects/Rework

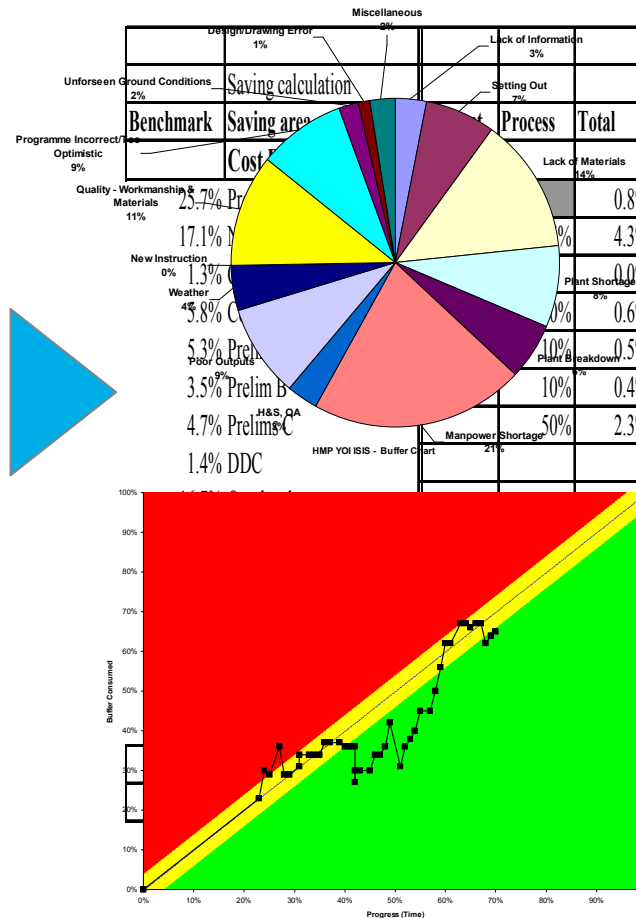
Change Orders

Product Benchmk

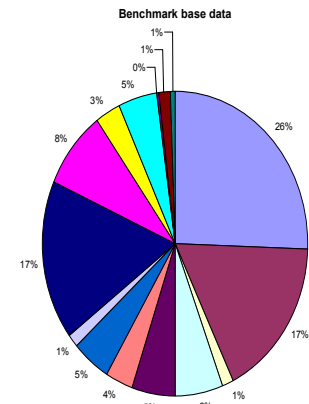
Cashflow

Cost Scrutiny

Improvement calculation



Performance



Review/adjust/revise PPI's

Thermally Insulated Concrete Panels



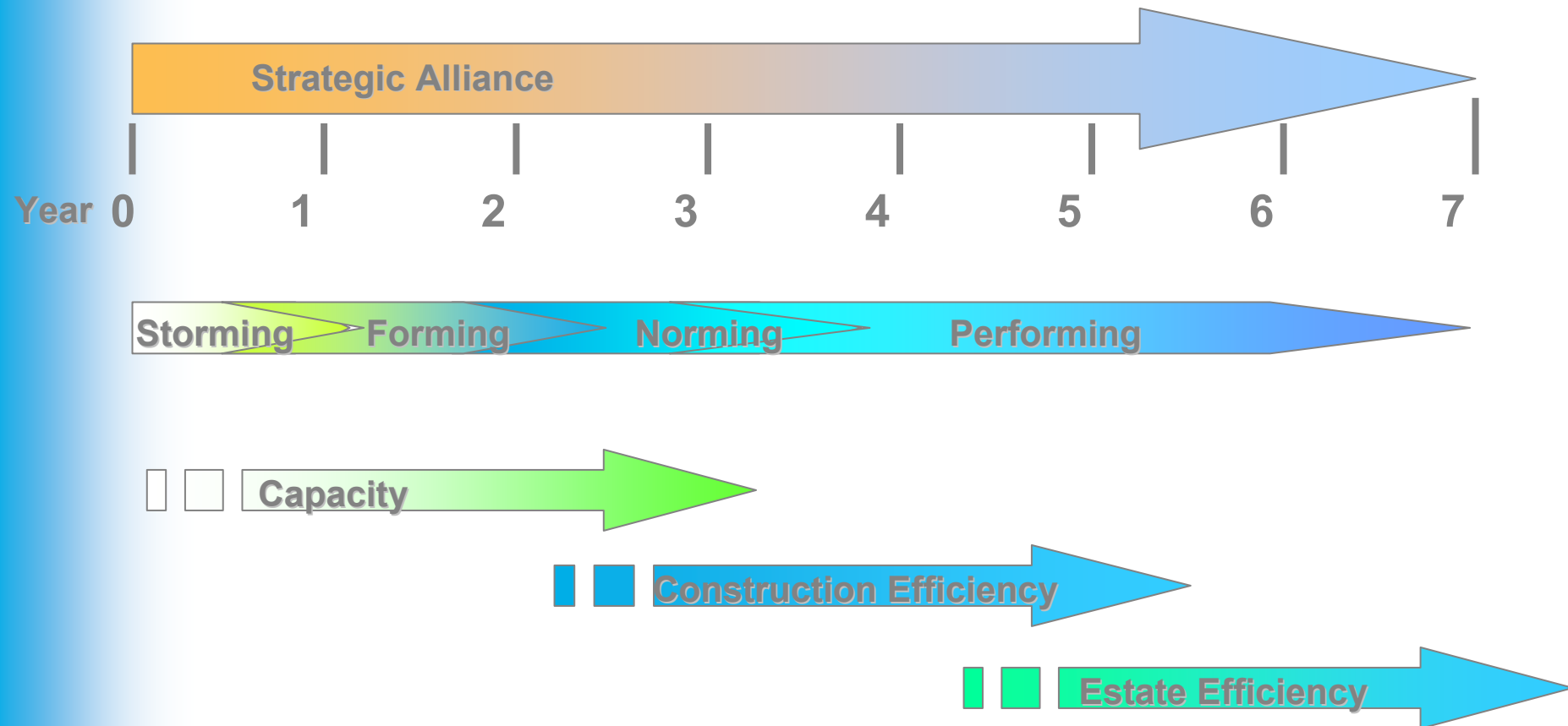
The Overriding Message

- 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

