

DELIVERING LEAN INTERVENTION

HEADLINE

A lean intervention was undertaken on large A-road project which identified potential future savings of between £0.88m and £7.73m.

THE CHALLENGE

CWC were engaged to undertake a Lean Intervention on the project. The project was a large Design and Build road widening project with a value of £340m.

The main criteria were to ensure that the design was compatible with site activities, that no construction work was done without signed off design and to achieve maximum earthworks output in dry weather.

THE APPROACH

A Steering Group and Core Improvement Team (CIT) were set up with members from CWC and other main contractors.

- High level process mapping was undertaken by the CIT for Design and Earthworks.
- Potential bottlenecks were identified.
- Workshops and brainstorming sessions were held.
- Drawings status were established, tracked and compared with the construction programme.
- Outstanding drawings and issues holding up production were identified.

- Current production of Earthworks was benchmarked in order to measure improvements.
- Continuous engagement took place between the Steering Group and the CIT.

OUTCOME

- It was identified that the design programme was not known to the site team. Collaborative planning would improve the sequencing of design, minimise rework on site and improve communication.
- Excavator utilisation was identified as a key indicator of utilisation and performance. A major cause of downtime was insufficient trucks for excavators resulting in them being left idle. Excavators were not working at optimum output.
- Potential savings of £600,000 and nine days over the 30 day review period were identified.

VALUE CREATED

- For the remaining programme, the review identified if truck optimisation was undertaken, 113 days would be saved with potential savings of between £0.88m and £7.73m.

THE DELIVERY TEAM

CWC team included our black-belt lean improvement facilitators, Tony Ives and Emily Mitchell. Joe Dowling maintained an overseeing brief.