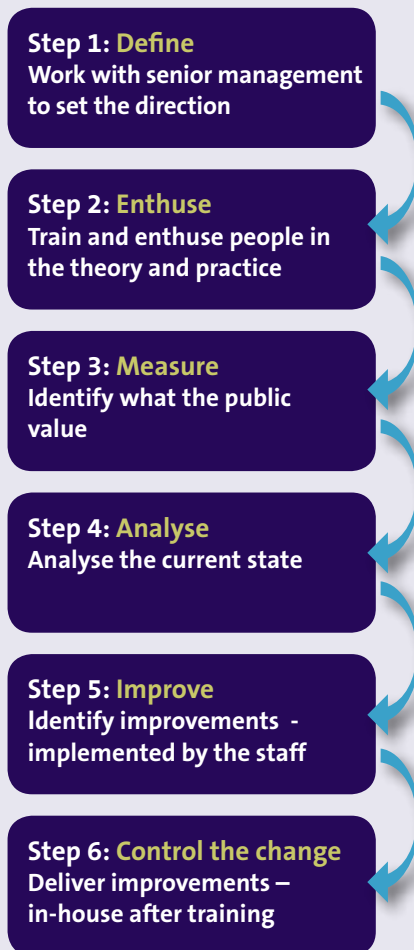
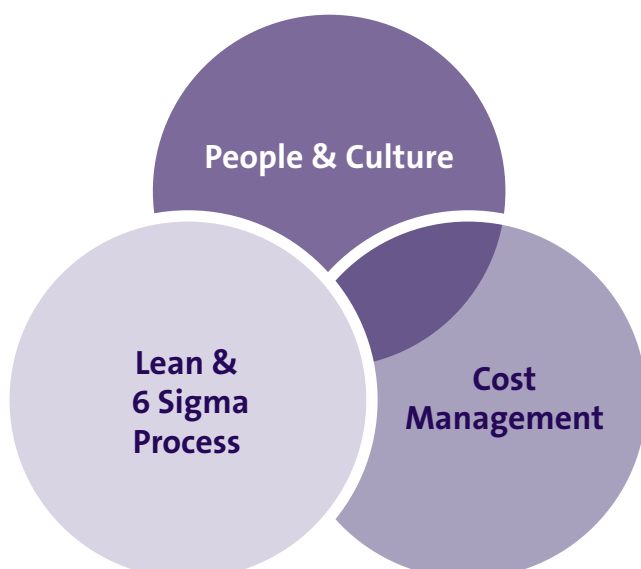


## The Essential Tools to Deliver Continuous Improvement

The current drivers in public spending all relate to Value for Money. The Building Schools for the Future Programme, Public Housing and Highway Maintenance are all affected by the drive to reduce cost at the same time as maintaining quality and improving customer satisfaction. This means using less resource and money to achieve more and it can only be achieved through an integrated programme of continuous improvement.

The Lean Sigma approach is a development of tried and tested methodologies from other sectors and provides a structured approach to an ongoing programme of change. It is a new concept to construction and it has taken some years for CWC to integrate these processes with the principles of Open Book Cost Management so that savings based on real costs can be identified.



The other key aspect that is critical to the success of any improvement programme is the involvement of all the people who are affected by the change. The unique “enthuse” stage enables every stakeholder from end users to contractors to be fully involved in change and removes the barriers to progress.

The unique value of the CWC approach is this relationship between cost, process and people. The balance between these three forces is what really drives and sustains continuous improvement.

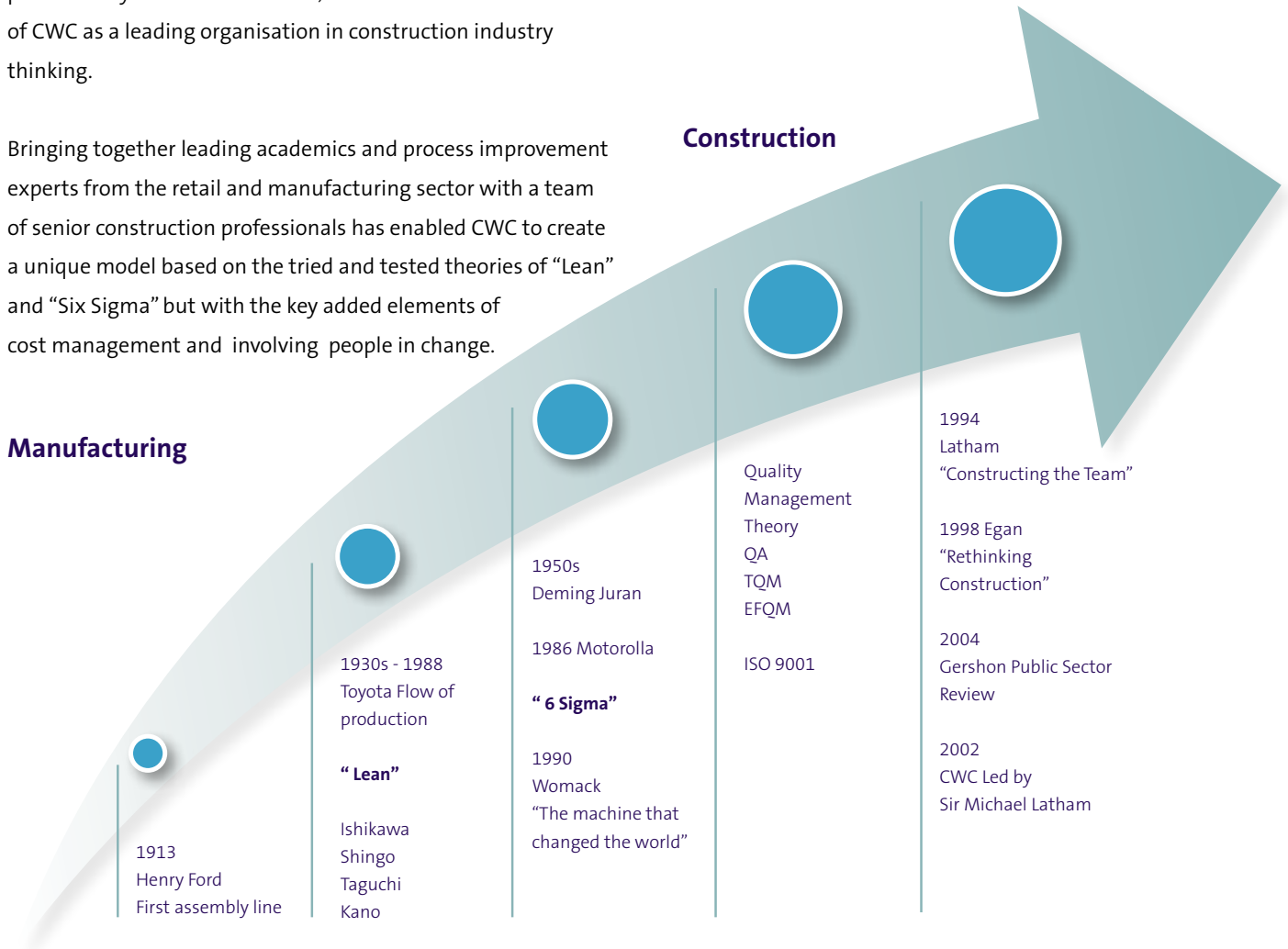
# The Evolution of improve

After a programme of several months a savings register identifies where and how processes have improved and shows their value. Ultimately the development of in-house capability and the continued commitment of staff makes the process sustainable so that public services continue to improve.

The construction industry has only really embraced quality theory in the last generation and the drive to change, pioneered by Sir Michael Latham, led to the establishment of CWC as a leading organisation in construction industry thinking.

Bringing together leading academics and process improvement experts from the retail and manufacturing sector with a team of senior construction professionals has enabled CWC to create a unique model based on the tried and tested theories of “Lean” and “Six Sigma” but with the key added elements of cost management and involving people in change.

## Manufacturing



The methodology is straightforward and involves working with a core team through a series of logical stages.

By working collaboratively with Client staff there is a natural transfer of knowledge and Clients’ own staff will develop skills that may ultimately lead to formal qualifications and this can be a great incentive for participants.

A lot of hard work and commitment is needed to make sure that the right things are being measured and analysed at the outset so that when improvements are made through a wide range of techniques the outcomes can clearly be seen.

After a programme of several months savings register identifies where and how processes have improved and shows their value. Ultimately the development of in-house capability and the continued commitment of staff makes the process sustainable so that public services continue to improve.

## Construction