

Constructing Excellence

Lean Construction

Last Planner Implementation Programme

Driving Business and Project Excellence



1 Introduction

Lean Construction and its associated tool, Last Planner have been highly successful in the New Zealand infrastructure environment.

Take-up of the concepts began in 2009 when Constructing Excellence NZ first introduced the concepts into New Zealand. Since then, many projects have reported a range of benefits, not least the Manukau Harbour Crossing project completing 7 months ahead of schedule and one large contractor reporting a 30% increase in profitability since using Last Planner.

Organisations such as Fletchers, Fulton Hogan, NZTA, Arrow International and Naylor Love and now use Lean Last Planner, often as a standard approach for their projects.

Last Planner is a methodology which empowers a collaborative culture of planning and enables a team to manage programme risk on a daily basis.



2 Benefits

Benefits are often surprisingly quick to be realised and are usually tangible and measurable. Typical benefits include:

- Waste is targeted, owned and identified across the full range of people working on a project.
- Productivity is measured and tangibly improves within weeks.
- The method fosters a collaborative approach with enables people to work in an enjoyable environment of Trust, Openness & Honesty.
- The project team becomes integrated; each individual gains a better understanding of their part in the overall project and importantly how their performance impacts others.
- Delays are mitigated or if introduced to a project in delay, it can substantially help to get the project back on track.
- Communication is improved significantly.
- “Fire-fighting” is dramatically reduced
- Profitability increases for supply chain members whilst other important performance criteria such as completing to time and budget improve
- The team gains a better understand of project risks and manages them on a daily basis as part of a collaborative team
- Winning teams of suppliers are developed which encourage them to stay together for the future

3 The Approach

From experience, we have designed a package of activity which is aimed at achieving a fast and thorough take-up of the principles and ensures that the team stays on track to reach the project goals.

1. **An initial fact finding meeting** and recommendations for implementation tailored to the project or programme. (1 to 2 hours with project leader and planner(s)).
2. **A Collaborative Programming Workshop (Start-Up Workshop):** A knowledge transfer session which includes the establishment of a collaborative programme and the first 'Weekly Production meeting'. (half to one day workshop).
The session includes Delivery of world class training in the concepts of Lean Construction (Module used from NZQA Level 6 Academy of Construction Excellence Diploma)
3. **Health Check and Advisory:** Two to three follow-up visits at production meetings, (normally 2 to 3 weeks apart) to check all is on track, working well and advise on any additional opportunities for improvement. (1 hour each)
4. **Ongoing weekly advice/tips/suggestions** as appropriate following the LP meetings via email. (as required)
5. **Full Review** (Optional) This includes a final visit at project close with full report on lessons learned/case study. (time depends on project)

4 Investment

Our standard fees for the programme described are set out below. All fees are exclusive of GST and travel expenses. For Auckland, the fees include travel time.

1. Initial visit and preparation for 2. below - \$950 .
2. Collaborative Workshop - \$1950 (for up to 30 participants – additional facilitator required above this number)
3. Health Check and Advisory: Follow-up per visits including follow-up reports - \$950 per visit.
4. Ongoing weekly advice/tips/suggestions - \$Included with above
5. Final Visit, lessons learned review and case study report - \$ as per proposal as each project is unique.

A typical full implementation fee will be in the region of \$4,800 depending on the size and complexity of the project.

Our fees have been proven to be repaid within the first 3 months of the project through removal of waste and time savings on the project and its administration. By the end of the project the investment can be repaid in excess of ten times the original amount.

Our terms are 30 days.

5 References

We are happy to provide reference contact details if required of individuals using or having used Lean Construction and Last Planner on their projects and in their businesses.

We have also attached a number of case studies which describe the process working in live projects.

6 Resources

Amanda Warren, our Lean Construction expert is available to carry out this service. Amanda is New Zealand's leading authority on Lean Construction and the tool Last Planner. Amanda regularly teaches Lean Construction in addition to facilitating implementation of the principles on a wide variety of projects.



About Constructing Excellence NZ Limited

Constructing Excellence aims to achieve a step change in construction value, productivity, & customer service.

Through focused programmes in Innovation, Best Practice Knowledge, Productivity and Engagement, Constructing Excellence has developed strategies to deliver the process, product and cultural changes that are needed to drive major productivity improvements in the sector.

Constructing Excellence focuses upon and establishes new thresholds of performance based on cross industry networking and collaboration combined with a strong regional engagement strategy. Tools have been developed which offer industry the capability to change its image and improve performance exponentially.

Whilst beginning life in the UK in 1998, via a series of MOUs, Constructing Excellence is fast becoming a worldwide network of knowledge sharing organisations. Constructing Excellence NZ is a hands-on organisation that delivers complementary services across New Zealand.

Vision

For the NZ construction industry to realise maximum value to all clients, end users and stakeholders and exceed their expectations through the consistent delivery of world-class products and services.

Mission

To deliver initiatives, tools & services which influence & assist individuals, corporates and the industry to achieve excellence in construction.

Constructing Excellence achieves its mission

By working with key industry stakeholder groups from construction clients through to specialist trades & material suppliers through a range of industry initiatives aimed at catalysing innovative processes, strategic business improvement, advanced systems and state of the art technologies.

“To have a skilled team on every project, working to a common management system using tools to provide a consistent approach to best practice and best profit”

Extract from presentation by Costain on their IBP programme – UK Study Tour CCG Oct 2006



Constructing Excellence NZ Limited Curriculum Vitae

**25 years of Experience of Management in the
Construction Industry**

Amanda Warren, Partner

Key Skills

- Delivering measured success in business and project performance improvement
- Procurement and Supply Chain performance strategies
- Lean Construction and Last Planner Training and Implementation
- Performance Improvement strategies and implementation
- Performance measurement
- Training in Best Practice and Innovation techniques
- Facilitation and coaching

Summary of Experience

Amanda is founder & Managing Consultant of Constructing Excellence NZ Limited.

Amanda is a highly experienced international Management Consultant who has delivered successful outcomes on a wide range of change programmes specifically within the construction sector both in New Zealand and UK.

Amanda is also a director and founder of The Academy of Constructing Excellence, a specialist training organisation dedicated to teaching practical knowledge on business and project excellence to future industry leaders through its NZIM backed Diploma and other short courses.

Amanda is New Zealand's leading expert on Lean Construction and last Planner. Since arriving in NZ from the UK in 2004, Amanda established The NZ Construction Clients' Group, a quorum of likeminded individuals who share the vision of Constructing Excellence and meet regularly across the country.

Projects include designing and implementing corporate and project change programmes, the development of strategies and systems for Best Practice, establishing Benchmarking and Performance Management Programmes and implementing Supply Chain Management strategies and tools.

Amanda has been employed by or consulted to several major organisations including, Auckland City Council, QLDC, Building Research, ANZ Bank, Naylor Love Construction, UK Government, BAA, Carillion and Skanska (Previously Kvaerner), a range of Local Government bodies in UK, Nationwide Building Society. She was employed as Operations Director for Mace Ltd (an award winning Project and Construction manager) (www.mace.co.uk) for five years before moving to New Zealand.

In New Zealand, Amanda has carried out ground-breaking work on KPIs and Pathfinder Projects. She has worked with or presented to organisations such as NZTA, BNZ, Ministry of Education, Local Government New Zealand, Site Safe, Vector and Auckland City Council. Amanda has been a National Evaluator for the pan industry NZ Business Excellence Awards.

Both National Contractors Naylor Love, Arrow International have seen substantial performance improvements since Amanda started working with them on their Best Practice Programmes.

Having joined Mace in 1999, as Best Practice Manager, Amanda initiated the Mace Best Practice Programme (MBPP) which has gone on to win awards year after year. She subsequently established Mace Performance Management and as its director, Amanda then lead a team of specialist consultants working with all members of the construction supply chain.

Her main area of focus in recent years has been in developing integrated supply teams for clients with repeat programmes of work such as schools, housing, high street branches etc. She has developed and implemented a seven step methodology for achieving tangible and dramatic improvements in delivery performance. Amanda has a wide range of experience in coaching and facilitating and regularly presents on Best Practice and Innovation across the world.