

Rubicon will be running Last Planner™ workshops on Monday 20 October in Bristol, Wednesday 22 October in London, Thursday 13 November in Cardiff, Wednesday 19 November in Co. Durham, 0900 to 1700.

Work completed later than expected creates enormous waste in construction and other projects. The Last Planner™ System (LPS) of production management improves both design and construction programme predictability - work completed as and when promised.

LPS is a system of inter-related elements - full benefits come when all are implemented together, over time. It improves project performance by making workflow more reliable. Productivity increases as team players are able to work with fewer interruptions and delays. Projects are completed sooner and accidents reduced. Simple to administer, it uses Post-it™ notes, paper, pencil, eraser and photocopier. A spreadsheet can help.

LPS begins with **collaborative programming** engaging the main project suppliers from the start. Risk analysis ensures that float is built in where it will best protect the integrity and predictability of the programme.

Before work starts, team leaders **make work ready** so that when work *should* be done, it *can* be. Why put work into production if a pre-requisite is missing? This weekly *make-ready process* continues throughout the project. The **weekly work planning** meeting involves all the last planners - design team leaders and/or trade supervisors on site. It is in everyone's interest to explore inter-dependencies between activities and prevent colleagues from over-committing.

All these elements together contribute to a predictable work programme. **Continual improvement** enables teams to make the programme ever more predictable.

Last Planner benefits don't stop at project predictability, profit and productivity; it contributes to positive changes in other industry KPIs. Danish research shows 60-70% less sickness absence and 45% fewer accidents on LPS managed sites.

This workshop will provide all the key information you need to run Last Planner on your site.

Last Planner is used for both design and site construction coordination where you have 3 or more trades or consultants involved and a project of at least 8 weeks. Small suppliers can use it to advantage, even if the main contractor is not. If you are a designer you can use it to manage the whole design process and to facilitate collaborative design.

There is an outline of the purpose, learning outcomes, etc of the workshop and a booking form attached. The fee for the workshop is £255 + VAT. Numbers are restricted to 20.

Do call if you want more information.

With best wishes

A handwritten signature in black ink that reads "Alan".

Alan Mossman

P.S. I will be co-running a two day Implementing Last Planner workshop in Atlanta, GA on 4-5 December with Greg Howell of the Lean Construction Institute if you want to travel a little further or have colleagues in the US. Details from Greg Howell ghlci@earthlink.net or on the web at <http://www.leanconstruction.org/>



Putting Last Planner™ to work

Integrating people, systems and technology in design and construction processes

Monday 20 October in Bristol
Wednesday 22 October in London
Thursday 13 November in Cardiff
Wednesday 19 November in Co. Durham

This practical one-day workshop will give you a hands-on introduction to the principles and practice of using Last Planner - and get you thinking about how to reap the benefits of applying this simple¹, powerful project management tool in the design office and on site.

Last Planner is helping companies like Mace, Pearce, Image Decorations, AMEC and Balfour Beatty deliver projects more quickly and more profitably while minimising waste and reducing variability.

Used for both design and site construction coordination where you have 3 or more trades or consultants involved and a project of at least 8 weeks, the tool helps focus effort where most significant gains will be made. Major suppliers on larger sites (such as M&E) can use it too, even if the main contractor is not. If you are a designer you can use it to manage the whole design process and to facilitate collaborative design.

Clients like Waitrose and BAA specify Last Planner as they know it helps deliver their projects in less time, within budget and at higher quality.

Last Planner needs to be owned and led by the lead contractor and/or the lead designer. It involves all supplier foremen and supervisors on site and leaders of design teams and others with inputs to the design process.

Benefits of implementing Last Planner include:

- See planning as a system
- Focus on what you want to happen [rather than preventing what you don't]
- Ensure that work that is planned is able to be done
- Makes it easier to manage variability and to track delivery performance
- Systematic opportunity to learn from planning failures and act on root causes.
- A way to monitor and measure delivery of design, project and trade teams.

Workshop Outline

0900	Welcome and Introductions Overview of Last Planner Gaining commitment to the programme Simulation The <i>Look Ahead</i> meeting Last Planner and continuous improvement Lunch	pm	The <i>Weekly Work Plan</i> meeting Simulation Implementing last planner Choosing a pilot project Action Planning Workshop review
		1700	Close

Workshop aims

Upon completion of the workshop, delegates will have:

- Awareness of the thinking that underpins Last Planner and how it works
- The knowledge required to make the case for implementing Last Planner
- The knowledge required to implement Last Planner on a project.
- An understanding of how to use the outputs from Last Planner as part of both project and corporate continual improvement processes.

¹ System requirements are Post-it® notes, paper, pencil, eraser & photocopier. MS Excel or similar spreadsheet will be helpful on larger projects. This is a simple, paper based system.

Who should attend?

Senior executives (eg CEO's, directors) from clients (private and public sector) + senior managers, project and site managers, supervisors and design team leaders from consultants, constructors, sub-contractors and suppliers.

Comments from previous participants:

"One of the most informative and relevant courses I've attended"

Collette McConnon, Site Manager, Warings Group

"Role play is a good way to understand the concept"

Jamie O'Neill, Contracts Planner, Walter Llewellyn & Sons, The Rok Group

"Interesting and enjoyable"

Andrew Owst, Contracts Manager, Leadbitter Construction

"The usefulness of the workshop exceeded my expectations"

Nick Rodgers, Principal Architect, Taylor Woodrow

Implementation support

- Rubicon Associates are creating a "Last Planner User Group" for construction professionals who have completed this workshop.
- There will be Action Learning set(s) for participants who want support to help them implement Last Planner on a site. The sets will meet at mutually convenient times and will allow small groups of senior site staff to meet together with an experienced tutor/facilitator to discuss their experience of implementing Last Planner.
- The cost of the learning set will be in addition to the fee for this workshop.
- These Action Learning sets are only open to those who have completed this workshop or similar workshops in-company.

Training Providers

Rubicon Associates (RA) are management consultants working with lean principles in a range of construction, service and manufacturing organisations. RA has a long relationship on lean and associated topics with CITB, M4i, CBPP and, more recently, with the Construction Industry Council and Confederation of Construction Clients. Construction sector clients include Mace, Denne, Marshalls plc, Wates, Pearce, Hathaway Roofing, Pilkingtons and Sheffield Construction and Building Services.

Brian Swain is an organisation development consultant who has developed a number of lean construction initiatives in the UK and works with a primary focus on lean transformation and value stream and supply chain development. He is developing an end-to-end Lean Construction Delivery System with selected clients.

Alan Mossman: An architect by training, Alan is a socio-technical systems consultant. He has been involved in adapting lean thinking and lean tools for construction applications. Alan is a Best Practice Advisor for Construction Best Practice and regularly runs workshops on Lean Construction and the Last Planner™ approach to design and project management. Alan is a Construction Best Practice Adviser.

This workshop is organised by **Rubicon Associates** We are grateful for support from *Construction Best Practice* and *The Construction Industry Training Board*.

Further information: 01453 765611 07968 485 627 alanmossman@rubiconassociates.com

Discover how simple systematic changes to working practice can:

- reduce waste in your design offices and on your sites and
 - realise significant cost savings

Learn how to significantly

- increase client satisfaction and
- achieve best value and best practice

No more than 20 places per workshop

Booking form

Last Planner

first name	<input type="checkbox"/> Mon 20 October Bristol <input type="checkbox"/> Wed 22 October London <input type="checkbox"/> Thu 13 November Cardiff <input type="checkbox"/> Wed 19 November in Co. Durham
last name	
tel	
email	
fax	
job title	
company	
address	
town/city	
postcode	
nature and size of business	

Payment or a purchase order must be received prior to the event

£255.00 + VAT = £299.63 per delegate. This includes all workshop materials, lunch, refreshments and the forms required to implement Last Planner on your sites. [3 or more delegates booking and paying at the same time £235 + VAT each]

- I enclose a cheque payable to "*Lean Construction*"
 Please debit my mastercard/visa card/switch/delta/electron/JCB/Maestro/Solo:

Name on card	
Card no	
Expiry date	Issue no if Switch:
Signed	Date:

- I enclose a purchase order # _____ to "*Lean Construction*" please invoice my company
Invoices are due for payment within 14 days. If payment is not made by the due date we will claim interest and compensation for debt recovery costs under the terms of the Late Payment of Commercial Debts (Interest) Act 1998 and the Late Payment of Commercial Debt Regulations 2002.

Cancellations

Delegate places are transferable at any time. All cancellations must be made in writing to the address above. A full refund less £25 will apply if cancellation is received 21 or more days prior to an event. If you cancel 10-21 days prior to an event, there will be a cancellation fee of 25%. No refunds can be made if you cancel within 10 days of an event or if you fail to attend without prior written cancellation under the above terms - pre-payments will not be refunded and invoiced sums will be payable in full, except in cases where it has been possible to mitigate loss.

Please return to:

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