



Lean Productivity

From Design to Delivery

The LCI-UK Summit 2018 “Lean Productivity - From Design to Delivery” will again this year be held at the Matthew Boulton College of BMet on Thursday 1st November.

Exploring the direct connections between the application of Lean and improved productivity at all stages of a construction project, the LCI-UK Summit 2018 will feature a full programme of speakers and interactive small group sessions, and facilitate opportunities for both structured & informal networking throughout the day.

This year’s keynote speakers will be:

Phil Wilbraham

Expansion Programme Director, Heathrow Airport

Project 13 and productivity growth in the construction sector

Description to follow

Dr Glenn Ballard

Research Director, Project Production Systems Laboratory, University of California Berkeley

Lean Designing - Learning from the Toyota Product Development System

The presentation will describe several key methods used in the Toyota Product Development System and explore their applicability to built environment design. These will include target costing, set based engineering, A3 reports, and the Chief Engineer role.

Sharon Banks

Head of Lean and Continuous Improvement, Highways England

Lean Leadership in support of Productivity

The role of leaders in developing a culture where productivity is understood, measured and improved.

If you have a stake in the future of the UK construction industry you must be there, so **CLICK HERE** to book your place NOW.

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Lean Productivity

From Design to Delivery

The theme of the Lean Construction Summit 2018 is Lean Productivity. These two words are rarely used in the same sentence, so the question must be: Why?

It is clearly a major problem that Lean and productivity are usually not discussed together. At today's Summit we want, therefore, to focus on Lean Productivity, and discuss why Lean and productivity have always avoided each other like fire and water.

From the Lean side, one can argue that productivity is not that important as a term and concept. Influenced by the Japanese culture, Lean shuns abstract concepts, like productivity, that refer to the relationship between two variables: input and output. The starting point for action in Lean is waste, something concrete, which as such pinpoints what should be done. Often the outcome of waste elimination is increased productivity, but in the reality of business activities, reduced costs are a more relevant performance measure. The drawback of the situation from this side is, of course, that Lean has been hard to sell to those focusing solely on productivity.

Productivity is most often discussed by economists, like the Nobel laureate Paul Krugman, who famously wrote, "*Productivity isn't everything, but, in the long run, it is almost everything. A country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker.*" In the framework of economics, productivity is raised through investment in new, better technology. Optimal allocation of resources is the central focus of economics, and elimination of waste is rarely mentioned as an option for increased productivity in policy documents or sector overviews. So, the drawback from this side is that a major opportunity is invariably missed.

Thus, the problem is that the solution, Lean, does not meet the problem it could solve, namely slow productivity growth in construction. Today's Summit has been structured to highlight for you the major opportunities that Lean can provide for increasing productivity in all stages of the built environment.

Our keynotes will talk about Project 13, a new business model designed to boost certainty and productivity in delivery, about Lean in the design stage: focusing especially on Target Value Delivery, a revolutionary way to boost the outcomes of design, and Highways England's view of Lean productivity and the Lean Construction experience...

... but there will be much more!

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The Programme

- 08.00 - 09.00** Registration, networking and breakfast
(Bacon and sausage sandwiches, pastries, coffee & tea)
- 09:00 - 09.10** Launch address - Brian Swain
Acting Chairman of LCI-UK
- 09.10 - 09.20** College address - Andrew Cleaves
Principal and Chief Executive, Birmingham Metropolitan College
- 09.25 - 10.05** Keynote 1
Project 13 and productivity growth in the construction sector
Phil Wilbraham
Development Director at Heathrow Airport Ltd
- 10.15 - 11.00** Tea/coffee and Active Networking *(Boosting productivity)*
- 11.00 - 12.00** Small Group Session 1
- 12.00 - 13.00** Lunch
- 13.00 - 13.40** Keynote 2
Lean Designing - Learning from the Toyota Product Development System
Dr Glenn Ballard
Research Director, Project Production Systems Laboratory, University of California Berkeley
- 13.50 - 14.35** Tea/coffee and Active Networking *(Design)*
- 14.35 - 15.35** Small Group Session 2
- 15.45 - 16.25** Keynote 3
Lean Leadership in support of Productivity
Sharon Banks
Head of Lean and Continuous Improvement, Highways England
- 16.25 - 16.30** Closing
- 16.30** Close

Colour key
 Plenary sessions (Main hall)
 Small group sessions
 Breaks and networking

*Please note:
 the programme may be subject to change.*

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Phil Wilbraham

Keynote 1

Expansion Programme Director, Heathrow Airport

Project 13 and productivity growth in the construction sector

Phil joined Heathrow in 2003 and became Expansion Programme Director in 2017 accountable for delivering Heathrow's third runway along with the infrastructure to support it. Previously as Development Director, Phil was accountable for all the Capital works at Heathrow. As Eastern Campus Programme Director, Phil, was accountable for the delivery of the airport's new Terminal 2. This £2.5bn programme has provided passengers with a new, 'state of the art', terminal.

Before Terminal 2, Phil led the completion of the £4.3bn construction of Terminal 5 and prior to that he led the £350 million Terminal 5 Landside Development Project which included the successful completion of the Twin Rivers Diversion and M25 Spur ahead of programme and under budget.

Phil is also Chairman of the Trustees of the BAA Pension Fund at Heathrow.

Phil was previously Director of Civil Engineering with TPS Consult, where he was involved in private and public sector schemes from feasibility stage through to design, construction and completion. This included working for BAA on Terminal 5 and many other projects at Heathrow, Gatwick and Stansted, as well as with many other clients.

Phil has also worked both overseas and in the UK as a civil engineer for DHV and Mott MacDonald.



Key dates

2017 – present	Expansion Programme Director
2014 – 2016	Development Director
2010 – 2014	Portfolio Director
2008 – 2010	Eastern Campus Programme Director, (T2) Heathrow
2007 – 2008	Head of Construction, Terminal 5, Heathrow
2003 – 2007	Project Leader, BAA
1995 – 2003	Director of Civil Engineering and Associate Director, TPS Consult
1993 – 1995	Principal Civil Engineer, DHV (UK) Ltd
1983 – 1993	Project Engineer, Mott MacDonald (incorporating Husband and Co)

Other memberships

Member, Institution of Civil Engineers
Member, Institution of Highways and Transportation

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Dr Glenn Ballard

Keynote 2

Research Director, Project Production Systems Laboratory,
University of California Berkeley

Lean Designing-Learning from the Toyota Product Development System

Glenn began his construction career in 1976 as a pipefitter's helper, working for Brown & Root on oil refineries and chemical plants in Houston, Texas. He became an area engineer on a propylene project in 1978, was named Manager of Productivity Improvement for Brown & Root's construction division responsible for forest products projects in 1980. He managed productivity engineers on multiple projects across the country, and the division's productivity improved by 10% in his first year in that job.

In 1982, Glenn was hired by Bechtel Petroleum to manage a productivity improvement program at Chevron's Richmond Lube Oil Project near San Francisco. That project improved productivity by 15%. He then was moved into the home office in San Francisco to work with both design and construction of Bechtel Petroleum projects, and as an internal management consultant with other Bechtel companies.

In 1986, Glenn left Bechtel and started Ballard Management Services, which specialized in saving bad projects through quality and productivity improvement. That proved very successful until 1995, when he and his colleague, Greg Howell, realized that they were at risk of having repeat customers because they didn't understand how to help their customers manage projects like they did. That pushed them into fundamental research, not just what could be learned by observing, but also what could be learned by doing. The vehicle for learning through practice was the Lean Construction Institute (LCI), which they formed in the United States in 1997.

Glenn's first encounter with Lean came through Lauri Koskela, whom he met when Lauri was at Stanford as a visiting scholar in 1991-2. Together with Luis Alarcon, the three of them formed the International Group for Lean Construction (IGLC) in 1993. IGLC and LCI are organizational embodiments of the dialectic between theory and practice.

In 2000, Glenn received his PhD degree in Civil Engineering from the University of Birmingham (UK). His dissertation was on the Last Planner System. While working as a consultant on the design phase of a forest products project in 1991, Glenn discovered that workflow reliability was chronically low, and came to understand that unreliable work release discourages planning and preparation, and so was a fundamental cause of poor project performance. In the 9 years before the PhD was awarded, he and Greg Howell developed and tested different functions for production planning and control on their consulting projects: weekly work planning, lookahead planning, phase planning and learning from breakdowns.

Glenn taught graduate seminars on lean construction at Berkeley from 1989 through 2011, then went on to form and manage two more organizations with Iris Tommelein. The Project Production Systems Laboratory (P2SL) was created in 2005 to explore and develop principles and methods for managing all forms of project production, including not only construction, but also new product development, air and sea shipbuilding, software engineering, and performing arts productions. In 2007, Iris and Glenn launched Lean in the Public Sector (LIPS), an initiative to apply lean in government and in all the functions governments perform, including healthcare, education, transportation, and construction.

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Sharon Banks

Head of Lean and Continuous Improvement, Highways England

Lean Leadership in support of Productivity

Keynote 3

Sharon has had a career with the British Government spanning nearly 40 years. She has extensive experience in both Programme and Operational Management, having managed diverse teams ranging from small specialisms to wide national delivery with responsibility for over 3000 people.

Having been trained by Toyota Sensai in the Lean approach Sharon spent the last 15 years developing and implementing Lean Strategies across Government. She has helped a variety of areas to meet the stringent demands of Government policy, most notably Department for Work and Pensions, where Sharon was instrumental in enabling them in reducing the workforce by 20,000 whilst at the same time increasing productivity by over 10%.

Sharon's last 4 years have been spent deploying Lean within the construction industry at Highways England. As a newly formed Government Company Highways England has a huge challenge in meeting the increased demand for efficient infrastructure. It is also developing its future business model to respond to the Digital world around us. As Head of Lean Sharon believes the construction industry is on the brink of a revolution and she believes Lean is the enabler that will provide the firm foundation on which this bright new future can be built.



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The Small Groups - Session 1

Delegates may choose to join one of these groups in session 1

- **Using Lean to drive Productivity to build the Minigo bridge in Rwanda –**
Nicole Preston, Head of Operational Excellence, A14 Integrated Project Delivery Team, Balfour Beatty
- **Lean Decision Making: Introduction to efficient, collaborative decision making using Choosing by Advantages –**
Randi Christensen, Lean Manager, COWI
- **Introduction to the Digital Roads Vision –**
TBC, Highways England & Tom Bartsley, WSP
- **Introducing the CITB Lean Construction Development Pathway –**
James Marsh, Lean Specialist Consultant & Trainer, Lean Construction International
- **The Rising Factory –**
Peter Goring, Technical Director, Mace & Shaun Tate, Business Unit Director, Mace
- **How to get people to do what they say –**
Dr Christine Pasquire, Centre for Lean Projects, Nottingham Trent University
- **Lean or Agile: what works best and where? –**
David Binnerts, Lean, Agile & Continuous Improvement Lead, Shell
- **Lean in 2025 –**
Tim Freeman, Senior Business Performance Engineer, Taylor Woodrow, Niall Kane, Head of Digital Engineering, Taylor Woodrow, Jim Taylor-Rose, Head of Business Performance, Taylor Woodrow

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The Small Groups – Session 2

Delegates may choose to join one of these groups in session 2

- **Using Lean to drive Productivity to build the Minigo bridge in Rwanda –**
Nicole Preston, Head of Operational Excellence, A14 Integrated Project Delivery Team, Balfour Beatty
- **Collaboration and Lean for enhanced productivity –**
Adrian Collis, BAM Nuttall & Margo Marsh, Regional Quality Manager, BAM Ritchies
- **Improving incident clearance using a lean approach –**
Rob Walley, Senior Partner, Bourton Group
- **Lean Decision Making: Introduction to efficient, collaborative decision making using Choosing by Advantages –**
Randi Christensen, Lean Manager, COWI
- **Introduction to the Digital Roads Vision –**
TBC, Highways England & Tom Bartsley, WSP
- **Introducing the CITB Lean Construction Development Pathway –**
Andy Fielding, Lean Consultant, Costain
- **How to get people to do what they say –**
Dr Christine Pasquire, Centre for Lean Projects, Nottingham Trent University
- **Lean in 2025 –**
Tim Freeman, Senior Business Performance Engineer, Taylor Woodrow, Niall Kane, Head of Digital Engineering, Taylor Woodrow, Jim Taylor-Rose, Head of Business Performance, Taylor Woodrow

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College address

Andrew Cleaves

Principal and Chief Executive, Birmingham Metropolitan College

Andrew took up his post as Principal and Chief Executive of BMet in May 2014. He is committed to driving educational and employment outcomes for all students by strengthening links with the businesses and communities the college serves. BMet is one of the largest and most diverse colleges in the country, serving over 25000 students each year, with locations across the West Midlands.

He is a director of the Greater Birmingham and Solihull Local Enterprise Partnership, where he is lead for skills, working to improve employability, increasing the numbers of people in work and improving delivery and quality of skills provision and integration with employers. Along with chairing the LEP Enterprise and Skills Board, Andrew sits on the board of Birmingham City University. He has taken an active role with other organisations including the formation of the National College for High Speed Rail and chairing the Steering Group of Midlands Connect.

Andrew has over 20 years' experience in industry, latterly as managing director of National Express' international division, having formerly run its Birmingham-based UK Coach business, leading it to record profits and customer satisfaction. Andrew previously spent 12 years in commercial roles at Tube Lines, managing the public private partnership with Transport for London for infrastructure and maintenance of the Tube. He was part of the team which invested £10m on a training school for engineering Apprenticeships for its workforce.



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Booking information

Spaces at the LCI-UK Summit 2018 are strictly limited, so...

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to guarantee your place.

We have held the price for 2018 at the same level as 2017, so tickets cost **£295.00** plus VAT per person, though LCI-UK, CITB, CIOB and ICE members are eligible for a 10% discount, taking the cost down to **£265.00** plus VAT.*

[Click here](#) to visit the Summit registration site, where you can find out more, select and book your workshops, and pay by credit card.

You can also book for the LCI-UK Training Day 2018 and the Pre-Summit Dinner at the same time.

* If you are an LCI-UK, CITB, CIOB and ICE member please contact us for your discount code.

Early bird discount!

A 5% discount is available for anyone booking by Friday 31st August!

Simply the registration site by 31st August to pay just **£280!**

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Developing Lean Expertise

The LCI-UK

Lean Construction Training Day

Wednesday 31st October 2018

The LCI-UK Training Day 2018, at the Matthew Boulton College of BMet, will again be a day of intensive workshops designed to increase your knowledge and experience of implementing Lean in construction.

This year, however, we shall for the first time be tying in the theme of the Training Day with that of the Summit, and focusing on Lean Productivity.

The workshops are offered by Lean practitioners with many years' experience in the industry, but there will also be an academic stream in which PhD students will present original research.

The emphasis in the practitioner workshops is on the practical application of Lean, with each facilitator sharing case studies and examples from the field. The workshops are interactive and will focus on equipping you with tips, ideas and starting points for introducing or implementing Lean more comprehensively in your organisation and supply chain.

If you are a Lean novice we recommend that you select one of the Introduction to Lean in Construction workshops. For people who already have some understanding of Lean and would like to increase their knowledge and experience in specific aspects, there is a wide range of workshops to choose from.

The day will also feature a not-to-be-missed lecture, "All you need to know about the theory of lean in 30 minutes" by Lauri Koskela, Professor of Construction and Project Management at the University of Huddersfield.

We look forward to welcoming you to a day of learning, networking and new perspectives...

... book your place NOW!

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The Pre-Summit Dinner 31 | 10 | 18

Lean18



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The LCI-UK Summit 2018 Pre-Summit Dinner

Pre-dinner
drinks
7pm

Dinner
7.30pm

The pre-Summit dinner on Wednesday 31st October has always been an important part of the LCI-UK Lean Event, and a great opportunity to network with some of the major players and most innovative thinkers from the UK construction industry.

Featuring an after-dinner speech by Dr Glenn Ballard, "Creating a Lean Culture", the Pre-Summit Dinner will be held at the Clayton Hotel Birmingham, Albert Street, Birmingham B5 5JE, directly opposite the Matthew Boulton College of BMet, where the Summit is to be held.

The evening will start with a drinks reception at 7pm before dinner at 7.30pm, and the dinner, including wine, costs just £55 plus VAT (£66) per person, or £550 plus VAT (£660) for a table of ten.

In recent years the pre-Summit dinner has been greatly over-subscribed, so to make sure of your place...

... **book NOW!**

The menu

Starters

Tuscan bean soup, basil and pine pesto and parmesan shavings or
Terrine of ham hock, pineapple chilli jam and dressed salad

Main courses

Confit chicken leg, braised puy lentils, root vegetables and chicken jus or
Open tart of slow cooked onions, goat's cheese and black olives. served with mixed leaves and herbs

Dessert

Classic Lemon Tart, Raspberry Crème Fraiche, Crisp Meringue V
Sticky Toffee Pudding Butterscotch Sauce, Vanilla Ice cream V

Both menus are followed by coffee & mints and served with a choice of wines:

*The Gourmet Shiraz, South Australia &
Blackstone Winemaker's Select Chardonnay, Monterey County, USA*

Please note:

During the booking process you will be given the opportunity to state any specific dietary requirements

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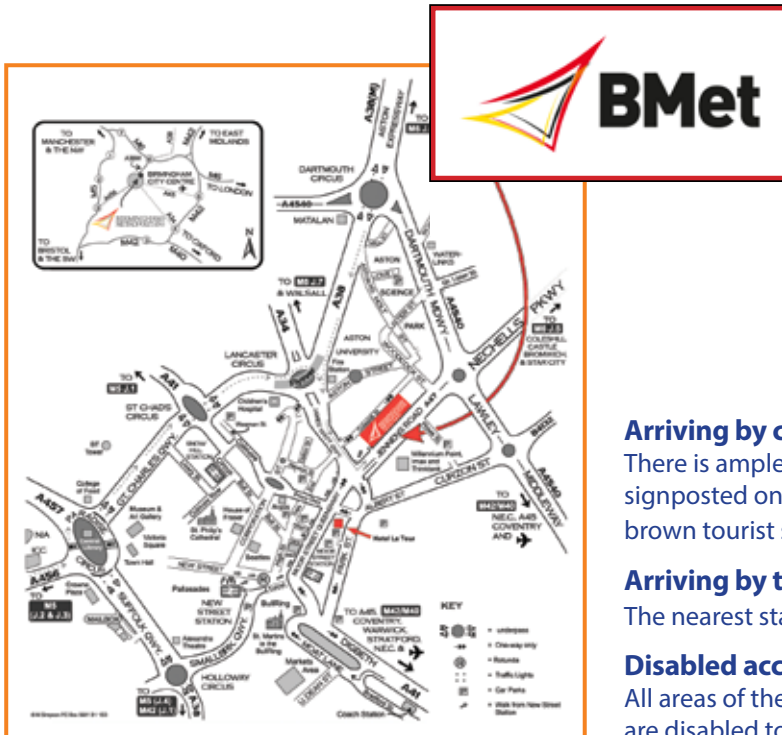
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The Lean Construction Institute UK (LCI-UK) is a charitable membership organisation supporting research into, and the dissemination of, Lean construction principles and best practice with a view to improving public sector construction.

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