



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 understanding of how Lean can be implemented in construction.

This year, the theme of the Summit is Lean Productivity and for the first time, we will be directly linking the theme and content of the Training Day to that of the Summit.

The Training Day workshops will be facilitated by a team of Lean practitioners and experts who will share their many years' of experience of deploying Lean in Construction, as well as other industries. In addition, this year, we will be running an academic stream in which PhD students will present original research to a review board from both academia and industry.

For people who already have some understanding and experience of Lean and would like to increase their knowledge and understanding there are a wide range of practitioner workshops that will focus on specific aspects of Lean Construction for delegates to choose from.

The emphasis in the practitioner workshops will be on the practical application of Lean and how it can be used to drive productivity improvements. Each of our expert facilitators will share case studies and examples from the field. The workshops are highly interactive and will focus on equipping you with tools and techniques as well as tips, ideas and advice for introducing or implementing Lean more effectively in your organisation and across your supply chain.

If you are a lean novice we recommend you select the "Introduction to Lean in Construction" workshop.

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...

... so **click here** to book your place NOW!

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The Lean Construction School

LCI-UK and the CITB and the Lean Construction Development Pathway

LCI-UK is piloting the Lean Construction Pathway programme as part of the new Lean Construction School

We are delighted to announce that we are mid-way through an 18-month CITB-funded collaboration between LCI-UK, Mace, BAM Nuttall, Costain, Skanska and Galliford Try to create and pilot a skills development programme to build Lean capability in the UK construction industry.

LCI-UK board director Brian Swain says: "To meet the demands on the industry in the coming years and decades, it is essential that we embed Lean ways of working throughout the construction industry supply chain."

The Lean Construction School will help to meet this need by providing online learning, on-the-job training and facilitated Lean improvement projects.

Brian continues: "I feel privileged to be working with CITB and the five partner companies on this project. The programme will facilitate a much wider take-up of Lean in the industry, and represents an important step in furthering the charitable objectives of the Lean Construction Institute UK: to disseminate Lean construction principles and best practice to improve industry performance."

The programme's first phase was focused on developing a suite of learning materials which will be hosted on an online portal that will be free to access for anyone in the construction industry. Face-to-face training materials will also be developed to enable the transfer of learning into the workplace.

The current second phase, which began in April continuing until December 2018, is piloting the materials across a range of projects with the partners and their suppliers: the integral focus for the programme and the companies is the 45 Lean improvement projects which form the core of the Lean learning process. The final phase, to January to March 2019, will focus on evaluating the project and drawing up recommendations for wider rollout into the industry.

The goal is to develop and test a blended Lean training model that can deliver measurable benefits to individual learners, participating companies and construction industry clients.

Brian concludes: "Our ambition is for the Lean Construction School to become the 'go-to' place for learning about Lean in construction. We want to build a dynamic community of practice to improve the efficiency and productivity of the UK construction industry."

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The Programme

- 08.00 - 08.45** Registration and coffee
- 08:45 - 09.00** Welcome and introductions
*Including an introduction to the
CITB Lean Construction Pathway programme*
- 09.00 - 10.30** Morning Workshops
- 10.30 - 10.50** Tea/coffee break
- 10.50 - 12.05** Morning Workshops *(continued)*
- 12.05 - 12.45** Lunch
- 12.45 - 13.15** All you need to know about the theory of
Lean in 30 minutes
*Lauri Koskela - Professor of Construction and
Project Management, University of Huddersfield*
- 13.15 - 14.55** Afternoon Workshops
- 14.55 - 15.15** Tea/coffee break
- 15.15 - 16.30** Afternoon Workshops *(continued)*
- 16.30 - 17.00** Closing questions and discussion
- 17.00** Day ends

Colour key
 Plenary sessions
 (Main hall)
Workshops
 Breaks and
 networking

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

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The workshops

Delegates may choose one morning and one afternoon workshop. The Doctoral workshop is an all-day event and you may choose to attend this either in the morning, the afternoon or all day.

Morning workshops

Introduction to Lean in Construction
Lean Techniques, an Introduction
Victoria Shaw & Stephen Greenhalgh (Highways England)

The Improvement Kata
David Binnerts (Shell)

Innovative Approaches to Problem Solving
Andy Fielding (Costain), Alan Mason and Neal Symmons (Highways England)

A practical guide to deploying collaborative planning and production control
Arran McDonald & Keith Bennett (Bourton Group)

Doctoral Workshop on the challenges of improving productivity
in the UK Construction Industry

Afternoon workshops

Delivering Design through Lean Thinking
Tapfuma Vazhure (Turner & Townsend Suiko)

Innovative Approaches to Problem Solving
Andy Fielding (Costain), Alan Mason and Neal Symmons (Highways England)

Introduction to basic Lean Tools using the CITB Lean Construction
Development Pathway
James Marsh (Lean Construction International)

Taking a strategic approach to Lean Development
Mike Atkins and Richard John (WSP) & Adrian Wookey (ECITB)

Doctoral Workshop on the challenges of improving productivity
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The workshops

Introduction to Lean in Construction (morning)

Lean Techniques – an introduction

Stephen Greenhalgh and Victoria Shaw (Highways England)

This workshop is an introduction to Lean techniques and how they can be applied in the construction industry.

Who is the workshop for? Beginners

What will participants on the workshop learn:

- What Lean is
- How Lean can be used in the construction industry
- A practical experience of using some of the tools



Stephen Greenhalgh has 30 years' experience in civil and highways engineering. He has been a highways project manager with Highways England for over 10 years and has delivered several major road infrastructure improvement projects including major bypasses, bridge replacement projects and more recently the smart motorways around Leeds and Manchester. Prior to joining Highways England Stephen worked in both the private and the public sectors as designer and project manager on a variety of civil engineering schemes.

After several years using Lean techniques within his own projects, Stephen joined Highways England' Lean Division last year. He is now responsible for supporting the implementation of Lean within Highways England's supply chain, developing the use of collaborative planning and visual management to improve Customer Value, drive Continuous Improvement, encourage Collaboration and eliminate waste.



Victoria Shaw is an experienced Lean Practitioner and trainer having started her Lean Journey working for the Ministry of Justice. While working for the Ministry of Justice Victoria became a senior Lean practitioner and helped to set up a new business area which became an area of 'best practice' within the organisation. Victoria led on a number of Lean projects and this resulted in her team being awarded the Ministry of Justice team of the year award for delivering excellent customer service by their commitment to Continuous Improvement.

Victoria joined Highways England in 2014 and since then has worked across many teams within the organisation and supply chain. Victoria has worked to build Lean capability across a number of teams by sharing her knowledge and expertise and helping teams to embed Lean tools and techniques.

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The workshops

The Improvement Kata (morning)

David Binnerts, Shell

Many organizations have tried or are trying to get lasting bottom line results by applying Lean principles, whether in manufacturing, services or in construction. Yet, despite some really powerful improvements in performance, few have been as successful as Toyota and hardly anyone has been able to consistently replicate their culture of continuous improvement. Why is that? Which of the tools are they overlooking? What are they missing? How do you get everyone to be constantly engaged in continuous improvement?

The answer to that is the Improvement Kata: a simple routine that keeps everyone engaged in improvement, all the time.

On completion of this workshop, you will understand the background to some of the psychological and managerial principles of this Improvement Kata and why they work so well. You'll also have learned how to lead Improvement Kata sessions with your team, making use of the 5 questions and the Improvement Kata A3. In addition, you will be aware of some of the pitfalls and how to overcome them. And, you'll get to know a number of colleagues who, just like you, enjoy being engaged in Lean or continuous improvement in the construction industry. The training contains information, practical exercises and group discussions of real life cases. This training has been developed by the facilitator and has been deployed within Shell within many different teams, with some astonishing results.

Who is the workshop for?

People with a good understanding of Lean & Agile

Which area of industry will the workshop focus on?

This workshop is for all project managers who wish to establish a culture of continuous improvement within their teams, regardless of the industry you work in

What will participants on the workshop learn?

- Why the Improvement Kata is so good
- How to make it work in projects
- What it actually is



David Binnerts is currently working as Lean, Agile and Continuous Improvement Lead for Shell's Technology Organization in Amsterdam and has previously deployed Hoshin Kanri and the Improvement Kata in several assets of Shell's Upstream Organization, dramatically improving delivery and reducing cost.

David has had extensive experience with Lean & Agile implementation since 2001, through hundreds of kaizen events and certifying over 250

Lean practitioners for clients in manufacturing, service organizations, public administration and project organizations (new product development, software development, construction and relief agencies). He is a co-founder of Heyunka BV, Odin Groep BV, Takt International BV, the Dutch Lean Initiative (NLI) as well as of the Hansei Foundation for Distance Learning. He is the author of several books and many blogs on Lean & Agile and the Improvement Kata.

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The workshops

Innovative Approaches to Problem Solving (morning & afternoon)

Andy Fielding (Costain), Alan Mason and Neal Symmons (Highways England)

This workshop is an introduction to the common techniques used in lean problem solving and their structure, along with discussion about the advantages and disadvantages.

The workshop will lead into the innovative methods of problem solving and how these can be applied to bring about more solutions which the common techniques do not.

Who is the workshop for? Anyone who is looking for new innovative approaches to problem solving.

Which area of industry will the workshop focus on? Highways mainly and other sectors will be referred to

What will participants on the workshop learn?

Introduction to the various lean problem solving techniques and how they work. In addition, the participants will learn to understand how to use the innovative techniques, breaking the functional fixedness mindset to bring about innovative solutions.



Andy Fielding Andy is a Chartered Electrical Engineer member of the IET and APM, with many years of experience in the water, power and manufacturing industries where he has gained a wealth of knowledge in all elements of the project lifecycle in a wide variety of complex engineering projects. He is a lean practitioner striving for continuous improvement in many aspects of lean construction.



Alan Mason Alan has a background in air and sea freight and leading logistical and operational teams in the telecommunications and highways sectors. He has led process and systems improvement initiatives across a wide variety of business areas, and has a passion for Lean and continuous improvement.



Neal Symmons Neal is a highly experienced civil engineer who cut his teeth delivering large scale aviation projects throughout the world. He has been a structured waste hunter since 2004 and has been the driving force within Highways England's deployment of structured innovation and how the structured approach to lean and innovation neatly compliment one another.

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The workshops

A practical guide to deploying Collaborative Planning and Production Control (morning)

Keith Bennett and Arran McDonald (Bourton Group)

This workshop is designed to demonstrate how the principles of Lean can be applied to both the planning and delivery of construction schemes and projects and the practical steps needed to fully deploy the approach across a programme of works or a complete organisation.

The workshop uses an interactive simulation exercise approach to demonstrate how Collaborative Planning can be used to help with more robust planning and how Production Control techniques can be used to ensure delivery of the plan.

Who is the workshop for? The workshop is suitable for delegates who have had a basic introduction to Lean but with little experience of Collaborative Planning and Production Control techniques

Which area of industry will the workshop focus on? The tools, techniques and methods demonstrated can be applied to any construction environment or industry. The programme will focus on application through construction phases though Design phase use of the approach will be discussed

What will participants on the workshop learn?

- How to apply Collaborative Planning methods onto construction schemes and projects and an understanding of common mistakes made during implementation
- How reinforce the use of Collaborative Planning through adoption of robust Production Control disciplines
- A range of simple tools and techniques that will help build and sustain a Lean culture across schemes and projects



Keith Bennett is a Master Black Belt with expertise in both Lean and Six Sigma improvement methodologies. He has over 30 years' experience of introducing, improving and developing processes in various industries and services, especially across Construction and Infrastructure sectors. Keith has extensive experience helping Construction businesses significant improve the performance of their schemes through the application of Lean principles, tools and techniques as well as Collaborative Planning and Production Control. Keith gained MBB certification at Johnson Controls Automotive where he was responsible for delivering training, Coaching and support to Six Sigma Green and Black Belts, Lean Practitioners, Senior Management and shop floor staff. Keith provided guidance for Project Leaders to help in timely closure of projects whilst also actively leading major process improvement projects across internal processes and the supply chain. Keith is highly respected for his pragmatic and supportive style.



Arran McDonald began his career working for a multi-national conglomerate of manufacturing companies carrying out project based improvement activities throughout the UK. Moving into the Aerospace industry he got involved in the development and the embedding of Six Sigma and Lean. Prior to joining Bourton Group, he was leading the the UK Lean business at a global management, engineering and development consultancy. Arran has strong and relevant Lean/Six Sigma experience particularly within the construction and manufacturing sectors with excellent evidence of practical improvement activities. Arran has delivered a number of Collaborative Planning deployments across different parts of the Construction and Infrastructure sector. He is passionate about continuous improvement and enjoys coaching, training and developing lean competence.

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The workshops

Doctoral Workshop on the challenges of improving productivity in the UK Construction Industry (morning & afternoon)

Workshop panel – Professors Glenn Ballard, Lauri Koskela and Christine Pasquire

Workshop convenor - Parastou Shahid Zadeh, Aston University

Training Day delegates can choose to join the audience for this workshop in the morning and/or in the afternoon

A PhD workshop supported by ARCOM (Association of Researchers in Construction Management www.arcom.ac.uk) will run in parallel to the LCI UK training day. Up to 8 PhD students will present their research topics for discussion by an expert Lean Construction Research panel comprising Professor Lauri Koskela, Professor Glenn Ballard and Professor Christine Pasquire. Training day delegates can opt to observe one or more of the two sessions (maximum of 5 delegates per session only).

The work presented will represent the leading edge of Lean Construction research in the UK and is only suitable for expert or advance lean practitioners. A list of presentation will be available on the LCI UK website the week before the summit.

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The workshops

Delivering Design through Lean Thinking (afternoon)

Tapfuma Vazhure (Turner & Townsend Suiko)

More often than not when Lean is discussed in the construction industry it is relating to the build phase. However, Lean Thinking Principles will deliver significant benefits in the Preconstruction and Design phase of a project by focusing on reducing the overall timeline.

This workshop will discuss some of the basic Lean Principles, give you examples of how it can be deployed and challenge you to think how you can adapt them in your own organisation.

The training contains information, practical exercises and group sharing discussions.

Who is the workshop for? The workshop is for people with little Lean experience

Which area of industry will the workshop focus on? It will broadly cover the industry but focusing in on the Preconstruction and Design phase of the project.

What will participants on the workshop learn?

- A few basic Lean Principles
- Lessons on how Lean can be deployed
- Ideas on how delegates can adopt these Lean Principles in their own organisations.



Tapfuma Vazhure is a Principal Consultant for business consultancy Turner & Townsend Suiko. With a background in engineering and over 10 years of specialisation in Lean and Operational Excellence, Tapfuma has a practical perspective of business improvement and is constantly experimenting with new ways of adding value within projects and programmes. His sector experience includes Construction, Infrastructure and Manufacturing. Within Construction, Tapfuma has led on-site delivery of Operational Excellence assignments with a number of main contractors as well as projects focussed on Preconstruction and Design improvement. Tapfuma's experience allows him to approach major organisational change and business transformation programmes with pragmatism and creativity, always grounded in Lean and Operational Excellence principles.

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The workshops

An Introduction to lean tools via the CITB Lean Construction Development Pathway (afternoon)

James Marsh (Lean Construction International)

This workshop provides an overview of the CITB Lean Construction Development Pathway, an introduction to key Lean construction techniques & will illustrate how lean has been deployed successfully at the Greenwich Peninsula Upper Riverside, including a case study example.

Who is the workshop for? This workshop is suitable for those who are Lean novices and also those who would like to learn more about developing their people to conduct and facilitate their own lean improvement projects for their organisation.

What will participants on the workshop learn?

- Delegates will learn about the Lean Construction School, the development pathway and how it can help to improve construction companies and their sub-contractors
- From an interactive Lean game delegates will be able to see the benefits of Lean Deployment resulting in a range of improvements
- The Lean case study at Greenwich Peninsula Upper Riverside Project will demonstrate how Lean can be deployed successfully in the construction sector



James Marsh (PhD) is a widely versatile Lean specialist with experience across a wide variety of sectors including Construction, Rail, Aerospace, Engineering and Utilities. He specialises in leading process improvement throughout the critical path of the client value streams and out into the wider supply chain. He can also coach, train and facilitate his proven methods and transfer this knowledge with the client's employees to broaden their own organisation's capability to solve quality problems, reduce delivery lead-time and subsequently cost.

James is currently leading process improvement for the £360m Greenwich Peninsula Upper Riverside (GPUR) residential project. This project is focused on the risk reduction of key programme concerns through structured changes programmes and the Lean development and capability of Mace employees and sub-contractors through the CITB Lean Construction Development Pathway.

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The workshops

Taking a strategic approach to Lean development (afternoon)

Mike Atkins and Richard John (WSP) & Adrian Wookey (ECITB)

This workshop provides an overview of a strategic approach for Lean deployment, to enable establishment of the continuous improvement culture required to drive better productivity in construction.

It can be tempting to deploy specific Lean tools and a few practitioners to drive improvements but these alone will not establish continuous improvement within your organisation and may result in time limited, unsustainable improvements. Successful continuous improvement relies on embedding Lean into the DNA of design & construction organisations by targeting outcomes aligned to strategic drivers and building a resilient organisational environment focussed on the right behaviours.

The standardised approach to deploying Lean continuous improvement outlined in this workshop is aligned with BS ISO 18404:2015 and a set of related training standards due to be published by ECITB later this year.

Who is the workshop for? Those seeking to understand the importance of an organisation wide approach to Lean to enable the successful development of a culture of continuous improvement.

Which area of industry will the workshop focus on? It is relevant to all areas of the industry but is presented in the context of an infrastructure organisation.

What will participants on the workshop learn?

- Why the strategy or an organisation or project should drive Lean development.
- How to create an environment within an organisation that will drive improvement.
- Where responsibilities and accountabilities for Lean development should be to enable success



Mike Atkins Mike is a Lean Leader & Six Sigma Black Belt from a background of Mechanical Engineering. Mike is a change manager with a Masters in Operational Excellence who built his experience of delivering improvements and developing improvement capabilities within BOC. In the past two years at WSP Mike has established the WSP approach to continuous improvement aligned to BS ISO 18404:2015 that has informed the ECITB training standards. Mike is working to integrate Lean thinking into all WSP highways sector projects and has led the ECITB industry pilot project.



Richard John Richard is a Lean Expert & Six Sigma Master Black Belt from a background of Mechanical Engineering. Richard is an accredited Lean & Six Sigma trainer who has recent experience of process excellence including robotic process automation. Richard has worked on major transportation programmes for Crossrail, HS2, London Underground & Network Rail in roles that have had direct responsibility for planning and execution of construction activities and then in oversight and improvement.



Adrian Wookey Adrian is a Senior Product Development Manager at the Engineering Construction Industry Training Board (ECITB), a Non-Departmental Public Body accountable to the Department for Education. Established in 1991, the ECITB is the skills, standards and qualifications body with statutory responsibility for the development of the engineering construction workforce of Great Britain through an industrial training levy. Recently Adrian has been working with employers, stakeholders and WSP through a series of pilot studies to develop a set of training standards for Continuous Improvement.

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Booking information

Spaces at the LCI-UK Lean Construction Training Day 2018 are strictly limited, so...

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to guarantee your place.

Tickets cost **£185.00** plus VAT per person, though LCI-UK, CITB, CIOB and ICE members are eligible for a 10% discount, taking the cost down to **£166.50** plus VAT.*

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

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

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

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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

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 book your place NOW.

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The LCI-UK Summit 2018

Pre-Summit Dinner

Pre-dinner
drinks
7pmDinner
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:
Panuelo Airen, Sauvignon Blanc - La Mancha, Spain &
Panuelo Tempranillo, Cabernet Sauvignon - La Mancha, Spain*

Please note:

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

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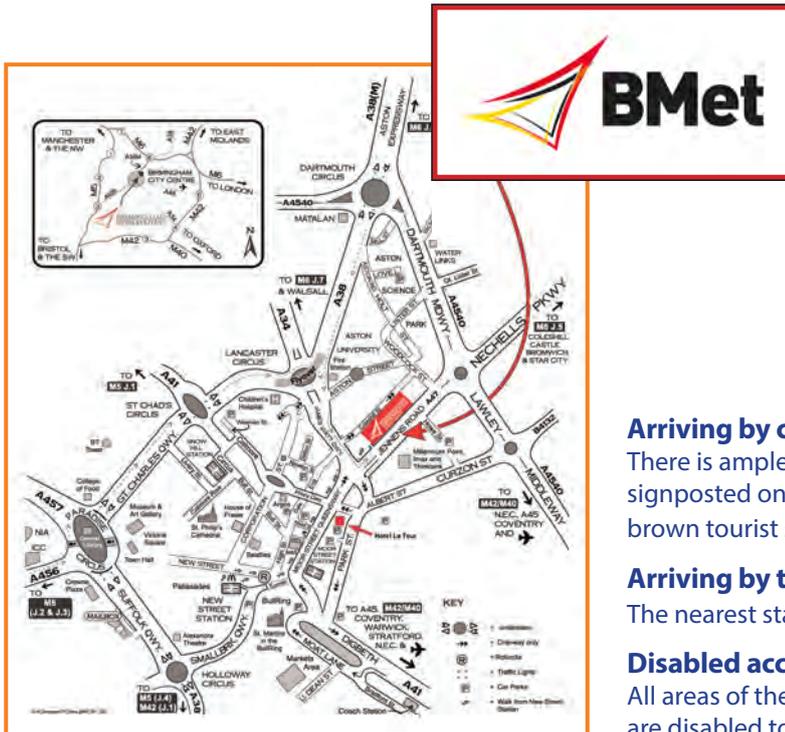
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The Lean Construction Institute UK (LCI-UK) is a charitable membership organisation supporting research into, and the dissemination of, Lean construction principles and best practice with a view to improving public sector construction.

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