

Lean management plan
(template and guidance)

Right First Time

Topic area	Lean management plan (template and guidance)	Lean management plan (minimum requirements)
1. Leadership	<p>1.1 The <i>Contractor</i> identifies their Lean leaders, champions and sponsors and their duties and responsibilities.</p> <p>Guidance: This should include staff involved in the contract who visibly promote Lean, sponsor Lean and who lead the development of a continuous improvement culture. A Lean leader is someone who is visible and plays an active role to sponsor and champion Lean on the contract. They will also be an active participant in carrying out GEMBA walks, direct work observations, and engages and encourages waste removal behaviours across the team to create better flow. This could also include participation in Lean training, coaching & mentoring activities including the monitoring and review of the contract to ensure strategic goals and targets are being met.</p>	<p>Identification of project Lean leaders, champions and sponsors and their duties and responsibilities.</p> <p>Schedule of activities undertaken by Lean leadership roles such as GEMBA, waste walks etc</p>
2. Strategy	<p>2.1 The <i>Contractor</i> outlines their strategic approach, objectives and key performance indicators (KPIs).</p> <p>Guidance: A Lean strategy aims to maximise customer value while minimising project waste and inefficiency, and includes clear objectives with KPIs outlined.</p> <p>Applicable to single contract where the <i>Contractor</i> is responsible for delivery of either a large or several small projects within a programme. For example, the Lean strategy scope can be sized proportionately to cover several projects or it can be a standalone document specific to a single project. Where the <i>Contractor</i> is managing only one or two small projects the Lean strategy could be the <i>Contractor's</i> own company Lean strategy, as-long-as, it supports the contracts objectives and KPIs. Larger contracts £300m for example, and where operating a joint venture arrangement, a contract specific Lean strategy is required.</p>	<p>State the strategic objectives.</p> <p>State the strategic KPIs (e.g. time and cost – right first time deliver on time and on budget).</p> <p>The information is to be presented in a succinct way that can be easily communicated and understood by the project team (e.g. HOSHIN KANRI)</p>

<p>3. Deployment Management and information</p>	<p>3.1 The <i>Contractor</i> sets out their Lean deployment, management and information including a deployment plan with review milestones, stakeholder Responsible, Accountable, Consulted and Informed (RACI) matrix and stakeholder communication plan.</p> <p>Guidance:</p> <p>Deployment, management and information should include reference links to key processes where needed to achieve deployment of Lean. Consideration should extend to the identification of all relevant inputs and outputs required of the project team.</p> <p>Process and value streams are an important element of successful project control ensuring delivery of the contract outcomes.</p> <p>It should be the case that the <i>Contractor</i> is measuring how well the contract processes and value streams are working and includes suitable satisfaction measures. For example: collaborative planning utilising measures such as task made ready (TMR), planned percent complete (PPC), planned productivity output versus actual, etc.</p>	<p>For all roles identified in the Lean management plan, state who are Responsible, Accountable, Consulted and Informed (RACI)</p> <p>Describe the contract delivery management processes ensuring the processes are mapped and referenced including</p> <ul style="list-style-type: none"> • risk and opportunity • collaborative planning • reporting and investigation • continuous improvement • visual management and performance management and • supplier engagement and onboarding <p>Describe the utilization of SIPOC / VSM</p> <p>Describe internal and external customer satisfaction measures</p>
<p>4. Methodology and tools</p>	<p>4.1 The <i>Contractor</i> identifies the Lean tools and a methodology of their use.</p> <p>Guidance: A standardised set of Lean tools should be used at contract level - there are lots of Lean tools available that are simple and effective. Some of these tools are specifically designed to help manage production activities i.e. collaborative planning tool, 3Cs tool, problem solving and root cause analysis tools. In this section the <i>Contractor</i> provides a consolidated list of the tools that will be used along with reference to related work instruction and guidance to support their effective deployment and usage.</p>	<p>State the specific Lean tools that will be used on the contract, including:</p> <ul style="list-style-type: none"> • root cause analysis tools • decision making tools • collaborative planning tools • continuous improvement tools and • visual management and performance tools.

5 Competence and capability	<p>5.1 The <i>Contractor</i> identifies proposals to maintain and develop the <i>Contractor's</i> Lean capabilities over the duration of the contract.</p> <p>Guidance: It is important to identify the appropriate levels of Lean capability required across the contract functions before it is required. Gaps in Lean capability are a missed opportunity for Lean deployment and successful delivery. The right level of Lean awareness and capability helps to embed Lean methodologies and stimulate a culture of continuous improvement (i.e. removing waste). Training, coaching and mentoring activities build capability and support the use of Lean tools and techniques.</p>	<p>Include the following</p> <ul style="list-style-type: none"> • lean capability matrix • description of the levels of team Lean capability to be deployed on the contract and • schedule to maintain Lean capability and a commitment to review on a regular basis. <p>e.g. Lean capability matrix should link to the roles and responsibilities of the project team and extend to the supply chain (where appropriate).</p>
6. Continuous Improvement and Lean Culture	<p>6.1 The <i>Contractor</i> outlines their approach to continuous improvement</p> <p>Guidance: The approach should describe how it will be implemented, encouraged and supported throughout the lifecycle of the contract. It should be the case that the <i>Contractor</i> is fully embracing continuous improvement and Lean culture - leading, collaborating, sharing and encouraging all parties to the contract to play their part (i.e. identifying and removing waste, creating flow and encouraging creative thinking). This should include details of Lean processes to be deployed on the contract.</p>	<p>Describe an approach for managing a continuous improvement culture (including the process) through</p> <ul style="list-style-type: none"> • celebrating Lean success • intrinsic safety enabling • willingness to learn from mistakes • remove waste and improve flow and commitment to baseline and strive for continuous improvement (i.e. Lean culture assessment).

<p>7. Supplier Onboarding and Engagement</p>	<p>7.1 The <i>Contractor</i> identifies how they intend to build Lean capability within its supply chain.</p> <p>7.2 The <i>Contractor</i> includes how they will deposit Knowledge Transfer Pack (KTP) on the <i>Client's</i> Lean tracker to enable sharing of Lean improvement activity and efficiencies achieved from Lean intervention.</p> <p>Guidance: Whilst there are many aspects to supplier engagement this section focuses on the need for early engagement, building capability and sharing knowledge as key components of successful delivery. Involving the <i>Contractor's</i> suppliers early on stimulates innovative ideas. This is helpful to the contract team and those involved in all phases of the contract delivery. The opportunity to learn and share at the earliest stages of design and for example bring design and constructability discussion and expertise together at the earliest stages provides greater opportunity for the contract to identify the best delivery approach. Supporting suppliers with knowledge transfer and Lean training activities further promotes Lean principals, tools and methodologies across the whole of the contract team and their suppliers.</p>	<p>Describe a proposal for ECI and how ECI will be achieved and with whom including how this links to a process described in section 3 of the LMP.</p> <p>Describe a proposal for building supply chain Lean capability including a commitment to using the <i>Client's</i> Lean tracker.</p>
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