



We have taken some wrong decisions along the way but we've learned from them. We're learning to listen to people. We're engaging people and asking them "What is the Best Way?". Now we ask people: "Would you do that if it was your own money?"

Delivery team Managers and supervisors are now co-located in one open plan office, so communication is easy- one 10 minute morning meeting ensures all staff are aware of issues and priorities. This has also allowed more detailed analysis of the work being done and the costs involved, facilitating further savings and standardisation of job times.

Overall between the two programmes, calculable savings in excess of £560,000 have been made, in addition to the very significant reductions in time spent moving around, looking for parts, communicating, getting permits and instructions etc, and the general benefits of working with a far more engaged and motivated workforce who challenge working practices continually. This was illustrated well by a saving of over £80,000 made on IT costs, achieved by staff challenging the need for terminals and taking responsibility for having them removed by the supplying contractors, rather than just accepting their presence; no lean tools involved there, just buy-in and common sense. The work during both programmes was monitored and communicated using simple plans (right) and CI boards charting progress with staff ideas, and using plenty of pictures to show improvements and set standards.

Clearly BP is a huge company and the costs involved in running a plant the size of Saltend mean that making significant savings is more readily achieved than in smaller companies. However, benefits at least proportional can be achieved in most companies, and smaller firms generally find implementing improvements and engaging staff to be easier and quicker than large ones. Neil Botham offer some advice for Lean Sponsors: *"Take it all in and apply what works for you. Involve more people (including new people and outsiders). Give Lean Leaders as much encouragement and support as possible, and make the Lean Leaders accountable - agree clear objectives and outputs. Use the Project Charter you get from the programme"*

## The BP project plan

### Proposed Time line



	January			February			March			April			May			June			July			August								
Objective	24	3	0	1	2	2	0	1	2	2	0	1	1	2	0	0	1	2	3	0	1	2	2	0	1	2	0	1	2	
Completion of the CAF MAF	1	7	4	1	8	7	4	1	8	4	1	8	5	2	9	6	3	0	6	3	0	7	4	1	8	5	1	8	5	2
Get Building Quotes																														
Agree a Budget																														
SS Approach on Satellite Stores																														
Carry out Eire and Effects Session with Teams																														
Rec'd stores contents on a Register																														
Begin Building Work																														
Move Mechanical into WS3																														
Relocate Mechanical Stores to WS3																														
Move IE Team into WS 55																														
Relocate IE Stores to WS 55																														
Sustain Project																														

## The improvements summarised

- ◆ Reduction from 6 work areas to two workshops.
- ◆ Savings for first programme £300,000 after 6 months.
- ◆ Contract lighting repairs now in-house, saving £160,000 per year (programme 2).
- ◆ Further efficiency savings by natural wastage of £100,000 (programme 2).
- ◆ Management communication vastly improved.
- ◆ Centralised stores improve control and accessibility.
- ◆ Visual management boards established throughout to share information and manage processes- continually being improved themselves.
- ◆ Significant improvements in culture and staff moral.
- ◆ Promoted a "can-do" attitude, challenging old practices.
- ◆ Travel times around site reduced by provision of bikes.
- ◆ Ongoing ease & effect sessions to generate further ideas.

**"Take it all in and apply what works for you"** Neil Botham, Maintenance Manager.