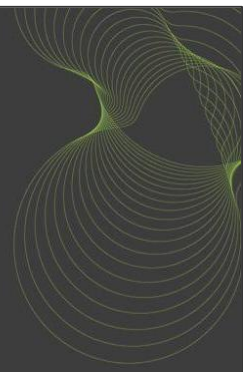


What is CLIP?

The Construction Lean Improvement Programme



What is CLIP, how does it work and how will you and your teams benefit?

What is CLIP?

CLIP is a route to improved business performance that is making a growing contribution to change in the construction

The purpose of CLIP is to work with people across the construction industry to help them to:

- Be more profitable
- Improve productivity
- Improve delivery performance
- Satisfy customers
- Develop lean skills in the workforce
- Ensure that the benefits are sustained over time

industry.

It does this by recognising that the people doing the work are the experts, and that they are best placed to develop the most efficient way to run the processes that contribute to the delivery of a project.

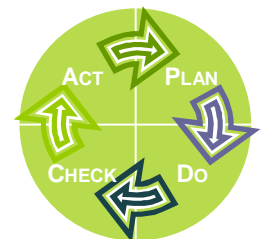
CLIP has worked for many companies from across the whole supply chain, not just main contractors, with examples of specialist contractors, product manufacturers and distributors, and client organisations – clearly demonstrating the widespread applicability of the approach.

How does it work?

CLIP does not provide training or consultancy in traditional terms, but works through direct intervention – a CLIP Master Engineer challenges the company's team to make practical improvements – this means that change is immediate, obvious to the people who will need to sustain it, measurable, and directly related to need. Other keys to success include: working on clearly defined

areas of operation, identifying a change team of people to work with, emphasising performance measurement, and ensuring that supplier companies and the project and company management are enthusiastic about what is going on.

The main proportion of work that CLIP carries out with its customers is process improvement, which entails gaining a detailed understanding of the process in focus, then removing wasteful steps within it. A process can be defined as anything with inputs and outputs, and so the improvement maybe focussed on processes as diverse as the delivery of a project from procurement to handover, through to a gang of carpenters erecting a timber frame. In every case, the improvement moves through the Plan-Do-Check-Act cycle with the process being understood and



improvement areas being identified (Plan), improvements being put in place and monitored (Do), data from the improved process being compared to the plan and targets (Check) and finally the improvements are refined and rolled out to others doing the same role and/or back to earlier parts of the process (Act).

As well as a strong focus on process improvement, the CLIP approach also creates benefits for customers within areas of communication, planning and logistics. An example of a technique that benefits all three of these areas, alongside creating an efficient process, is Collaborative Planning. This technique brings the whole project team together at an early stage; client, designers, main contractor, subcontractors and

What is CLIP?

specialists, in order to plan the optimum sequence of works. Part of the mechanism of creating this optimum plan is the fostering of effective communication, encouraging each member of the team to input ideas and listen to the ideas of others.

The sequence of works is planned in detail, along with all enabling activities to create a predictable plan. These enabling activities include design and information release, procurement and site logistics. This detailed consideration of the needs of the project enables materials and plant deliveries to be controlled so all resources are available when needed, and any offsite manufacture to be considered and planned at an early stage.

The removal of wasteful activities from a process has positive impacts on time, cost, quality, health & safety, as well as on the sustainability of the project operations. Creating efficient processes has the additional effect of reducing physical waste in terms of material, energy and water and having a positive effect on the surrounding community, through reduced noise, vehicle movements and unnecessary disruption. Particular environmental or sustainability issues are also addressed within the process improvement activity, as all goals and targets for the project are considered when creating the optimum process, so that no one improvement is implemented at the expense of the project as a whole.

How will you benefit?

Since 2003, CLIP has saved the industry and its clients over £56 million through improvement activities with more than 150 companies. This figure has been provided through feedback from the companies involved based on real savings made through the application of improved processes.

These savings were realised through benefits across a number of areas:

- Typically up to 40% better productivity
- Project lead times reduced by 50%
- Defect rates reduced up to 65%

CLIP is supported by BIS (formerly BERR / DTI)



CLIP is provided by BRE, the construction industry's premier independent source of advice, consultancy, research, and testing

Case Study Examples

J & S Seddon (Building) Ltd

J & S Seddon (Building) Ltd applied the CLIP activity to a university accommodation refurbishment project.

They found through a thorough review of the project process, they were able to improve the time taken to refurbish each room by **12%** and reduce snags by **69%**, with the overall quality of work being to a higher standard.



Stepnell Ltd

The CLIP activity at Stepnell Ltd's project at Whitecross School was focussed on delivery of an excellent quality school environment



with excellent sustainability performance. A detailed look at the building envelope construction processes led to a saving

of **25%** of their forecast energy consumption. They also achieved a very tight programme within the cost parameters that were initially set and agreed, and paid, all final accounts with subcontractors within six months of practical completion, which was a significant improvement over their non-CLIP projects.

Pearce Group Ltd

Pearce used CLIP on a project to construct a new Waitrose store, where they had been delayed by 9 weeks at the start due to unforeseen archaeological works. CLIP helped them to concentrate on the project plan and the sequencing

of the works with their subcontractors, along with control mechanisms to protect the optimised plan. This enabled them



to save **16%** on programme and hand the store over on the original contract completion date, delighting the client.

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