

Mactaggart & Mickel is an award winning homebuilder that has been handcrafting homes since 1925. The Mactaggart & Mickel Group comprises award winning Homes, Timber Systems and further Contracting Divisions.



Lean Team

Peter Shepherd
Head of Production

Neil MacLean
Senior Buyer

David Jewell
Strategic Land & Design Manager

Willie MacKinnon
Contracts Manager

Lynsey Bell
Management Accountant

Mike Loughrain
Site Manager

Lean Implementation Project

The Mactaggart and Mickel team looked at the information supply chain from planning approvals to first handover – their site at Hillpark Heights was used as a benchmark. The team devised the following problem statement:

'Inadequate supply of information to site team resulting in additional costs and loss of time.'

A detailed process map was produced which highlighted 428 areas of concern which were then broken down into serious, moderate and minor categories – of the 428, over 50% were judged to be serious. The team then used Ishikawa diagrams and Pareto charts and the major findings were as follows:

- Poor sign off procedure between departments
- Poor communication of changes across departments
- No departmental information checklist
- Incomplete information packs
- Low awareness of costs
- Low awareness of time losses
- Overtime and agency cost were totaling £59,000
- Overspend on budget

Improvements were then implemented with regard to the quality of information, the reduction in timescales and the reduction in costs around findings – the team recognised that they needed to implement a Lean culture within the business, and the following are now being put into action:

- Departmental sign off sheets
- Departmental customer / supplier agreements (SIPOC)
- Electronic version of the value stream map
- Monthly cost review meetings to include Lean initiatives
- Emphasis on improved team work across departments
- Focus on cost control
- Continual monitoring of development programmes
- Focus on quality of product on-site

Summary

Implementation of Lean Management process on all new development site from 05 January 2009, target: to reduce development programme from 90 to 80 weeks, target: to reduce construction costs on non-standard sites by 8%. Annual impact of Lean initiatives is estimated to be £350,000 – this will be monitored on an on-going basis.

"The management team was astounded at the buy-in and enthusiasm from across the staff."

Peter Shepherd, Head of Production