

# HOW LEAN IS YOUR MACHINE?

Presented by

Don Allison

Transport Manager

Luton Borough Council



# What is Lean?

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‘Lean is:

The elimination of waste & duplication and the maximisation of quality, efficiency & the utilisation of resources’

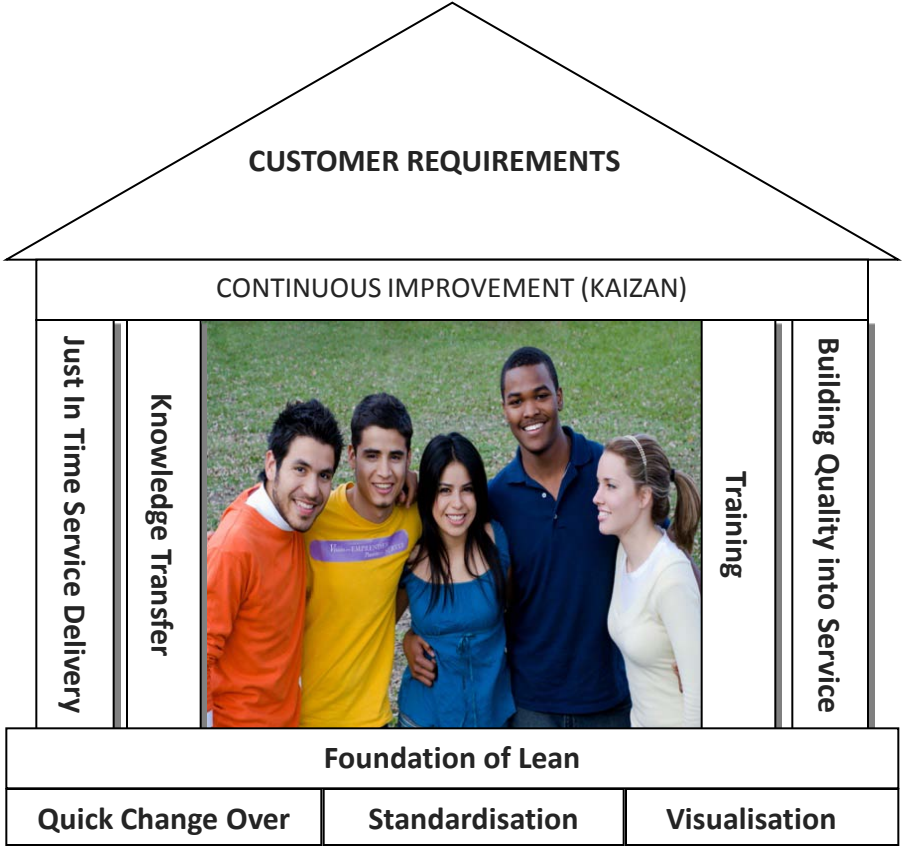
# How Can I Become Lean?

- Review of Procedures (end to end)
- Eliminate Waste
- Minimise Duplication
- Review Your Understanding of Customer Needs
- Review Back Office & Support Functions
- Reduce overheads
- Eliminate Errors

# PUBLIC AUTHORITY TRANSPORT MAKE-UP

- Inspection, repair & maintenance of fleet items.
- Procurement of fleet, hire, fuel and parts etc
- Disposal of vehicles, plant, equipment and parts
- Fleet Management – ‘O’ Licence & other legal and operational requirements
- Insurance
- Accident investigation & administration
- Driver training & familiarisation
- Depot Management

# THE LEAN TEMPLE



# QUICK CHANGEOVER



# QUICK CHANGEOVER

- Equipment Availability – i.e. most used, closest at hand
- Flexibility – of employees and processes
- Reducing Inventory – i.e. number of jacks and axle stands
- Reducing Changeover Time – i.e. job transfers or shift changes
- Planning – i.e. create quality planning time and employee involvement

# THE FIVE S's

- Sort – items used regularly are easily accessible
- Set - store or discard items or hold in an alternative location to clear up the surrounding environment.
- Shine - creating a cleaner and brighter working environment.
- Standardise - Give everything a place and make sure it is returned there immediately after use.
- Sustain – Periodic critical reviews of processes to sustain continuous improvement.

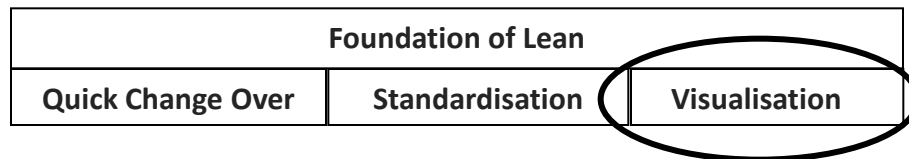
# STANDARDISATION



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- Standardised procedures & processes
- Quality standards
- Standardised methods of working
- Allows us to manage exceptions rather than the rule (everything).
- Promotes safety and a safe working environment

# VISUALISATION



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- Project Planning made simple showing actuals against targets
  - Minutes of management meetings displayed.
  - Team boards show relevant information and kept up-to-date.
- 3 second rule – if you can't understand it by then – then don't bother



# VISUALISATION

- Keep it simple
- Keep it clear and unambiguous
- Informative
- Up-to-date
- Relevant to the audience you are addressing

# *Information that's not confusing*



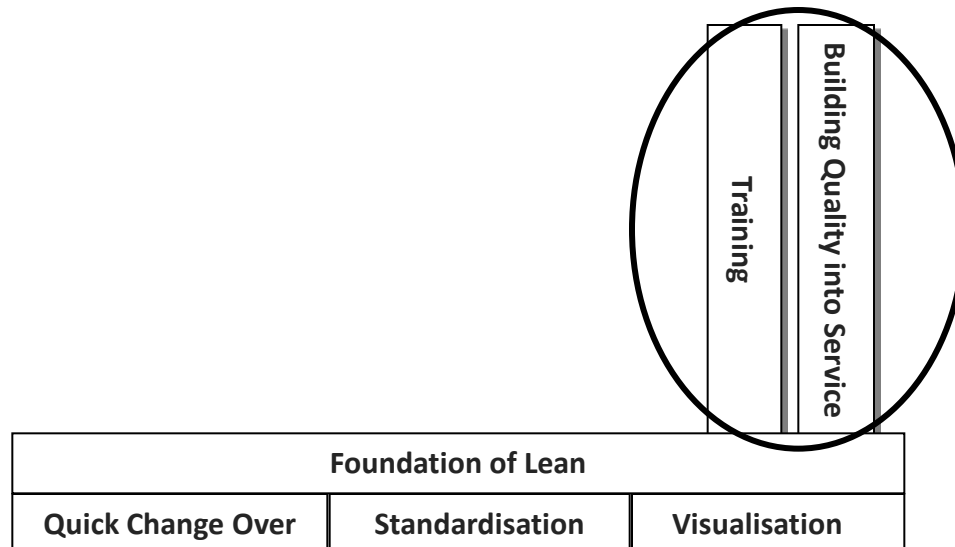
# Information that's Thought Through



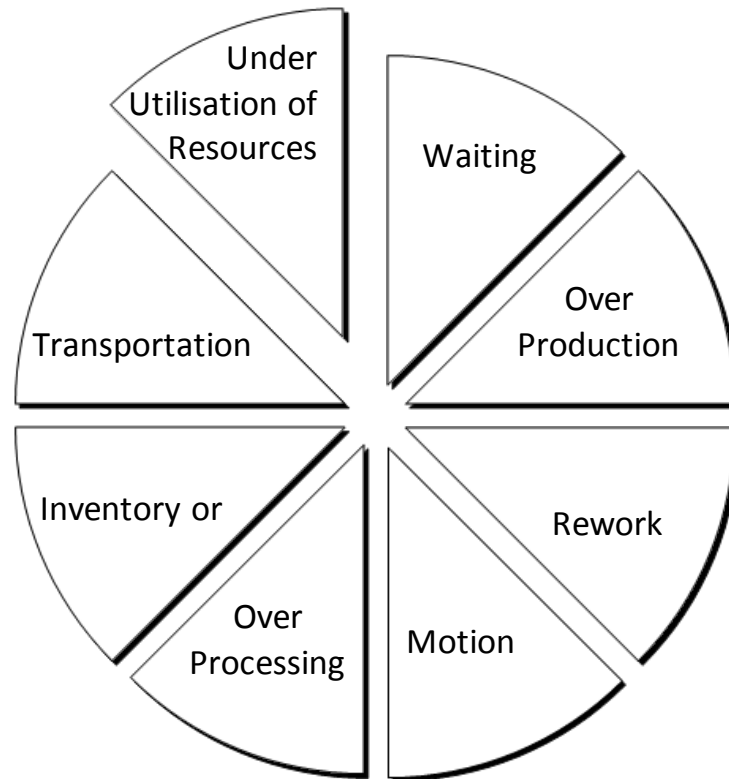
# *Information that's relevant*



# BUILDING IN QUALITY



# THE 8 CATEGORIES OF WASTE



# EXAMPLES OF AVOIDING WASTE IN A TRANSPORT OPERATION

- Standardise vehicle & plant fleet.
- Set-up separate 'trading' accounts and allocate pertinent resources to each account
- Identify accurate costs of these resources
- Challenge accountants – do not carry anyone else's overheads
- Dispose of avoidable waste

# INCREASE PRODUCTIVITY & EFFICIENCY

- Do you know what the productivity levels are for your fitters? If so is it monitored?
- You probably know what your Plating & Testing pass rate is but do you know by individual fitter? Who is the weakest link in your chain?
- Do you produce performance data and display on notice boards?

# IDENTIFICATION OF COSTS

- Do you know how much the stores costs are?
- Does the workshops carry its own overheads or are these carried by fleet?
- How much admin is allocated to the workshops?
- Do you carry the costs for 'fair wear & tear repairs'?
- Where is the cost of Transport Manager allocated? Fleet, workshops or both?

# DRIVE OUT DUPLICATION & ERRORS

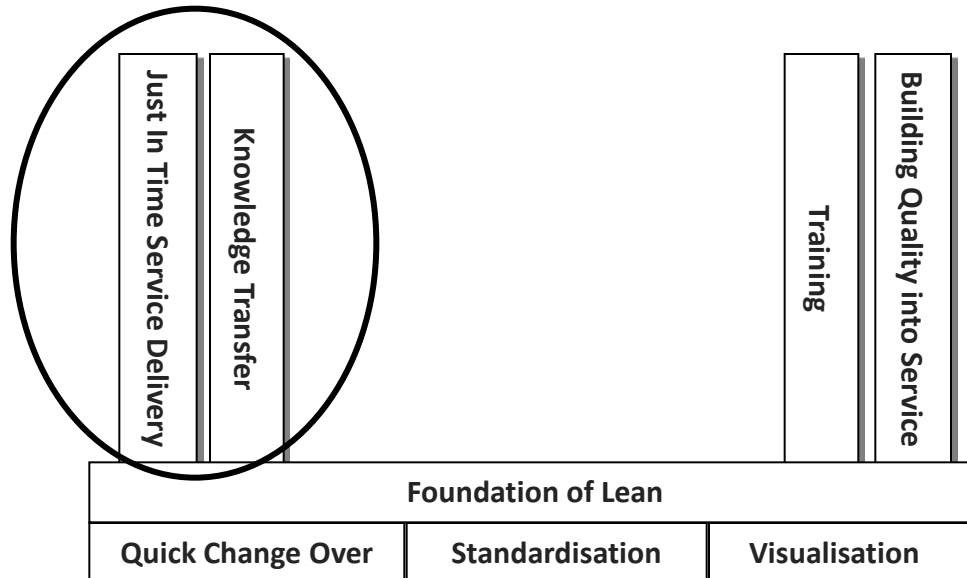
Challenge your business needs and ask the following questions:

- Do we need to do this?
- Do we need to do it this way – challenge it!
- Is this someone else's responsibility?
- Are staff trained and fully aware of their responsibilities
- Has the business the most appropriate technology required to do the job efficiently?

# Three Examples of Duplication

- Insurance claim administration
- Accident Investigation
- Quality Control Checks – build in quality

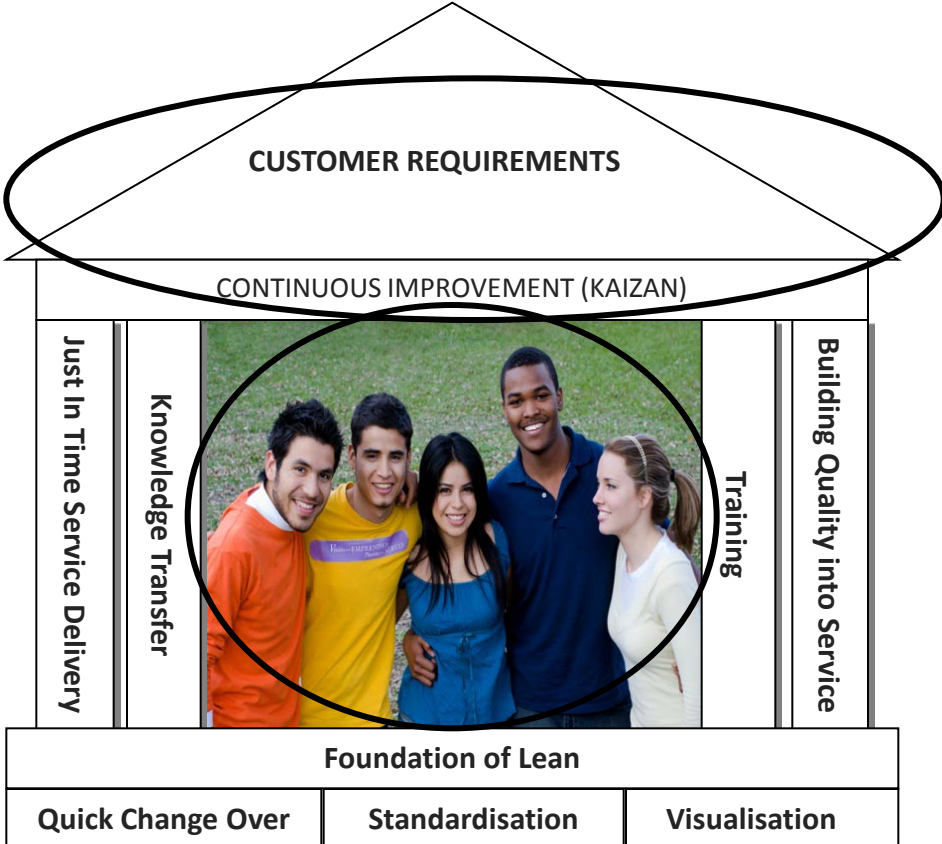
# JUST IN TIME



# JUST IN TIME & KNOWLEDGE TRANSFER

- Only hold in stock what you need and when you need it.
- Good communication to everyone within the process – keep customers apprised of the situation even when there's no status change.

# THE LEAN TEMPLE



# CUSTOMER REQUIREMENTS

- To be the best provider, we need to continue to improve everything we do, to everyone, every day.
- Fully understand what your customer needs are – don't guess or ASS U ME
- Service delivery should provide exactly what is expected, where and when it is expected and at the required standard (how).

# CUSTOMER REQUIREMENTS

- Empowering our team and involving them in the decision making process is at the heart of Lean.
- However, positive LEADERSHIP is the key in enabling people involvement and driving the business forward.

# BECOME A LEAN OPERATION

*Reduce overheads*

*Strip out business risks*

## BE LEAN & BE FIT FOR THE FUTURE

*Eliminate Waste*

*Set-up separate business units*

*Tackle Duplication*

*Get to know your REAL costs*

# THANK YOU

Contact Details:  
Don Allison  
Transport Manager  
Luton Borough Council  
01582 54 68 77  
Mobile: 07845 09 76 75  
Email: [don.allison2@luton.gov.uk](mailto:don.allison2@luton.gov.uk)