

# Bak2Basiks Ltd

Project	Client	Duration	Sector
THFC	Mace Dragados (MDJV)	11/2018 – 04/2019	Stadiums

Lean Improvement Specialist Lead

**Scope:** Reporting directly to the MACE Stadium Project Director. Focusing on the completion, & final commissioning of Tottenham Hotspurs new stadium. The 62,062-seater, & the world's first digital £1.5bn stadium requires support to enable all trades to complete / sign off delivered work. **Key objectives,** achieve Building Control Certification, Complete 3 Test Events, Close Out Open Works / Commissioning Elements & Ensure FA Opening events were achieved

## Outline & Achievements:



- Working within a team of circa 53 trade members (8 key trades)
- Re engaged correct behaviours, arbitrating client to contractor relationships. This project was in stalemate, with no positive resolve identified.
- Achieved a commissioning (reduction) improvement of 7 weeks, enabling test events, & key FA Games to commence in the 2019

season. Cancellation of Wembley (Temporary Stadium), & key sponsorship was achieved due to successful delivery.

- The main objective was to streamline the handover of the new stadium, following a 6 month delay
- Produced 3 end to end commissioning Control Rooms, focusing on key tasks yet to complete, identifying process failures, developing a meaningful solutions, supporting the delivery program.
- Managing delivery of (examples): 8,488 Final Circuits, 619 CCTV's, plus 26 other key areas of essential delivery
- Facilitating daily control room sessions, developing collaborative solutions, de risking & optimising multi trade activities
- Developing a bespoke process to deliver: Snagging – As Built – Certification – Building Control (Actions & Test Diary) – Hand Over Packs
- Ran individual Value Stream sessions with the key trades, identifying blockers, & issues requiring resolve.
- Using Six Sigma Tools & Techniques to coach / support positive activity.
- Culture / behavioural improvement work was critical to rebuild teams, setting clear expectations. (No program of works was available, client intervention had complicated contracts, & general business behaviours were extremely poor)