

Collaboration and positive outcomes for the A66 Northern Trans-Pennine Project

Introduction

Matt Townsend

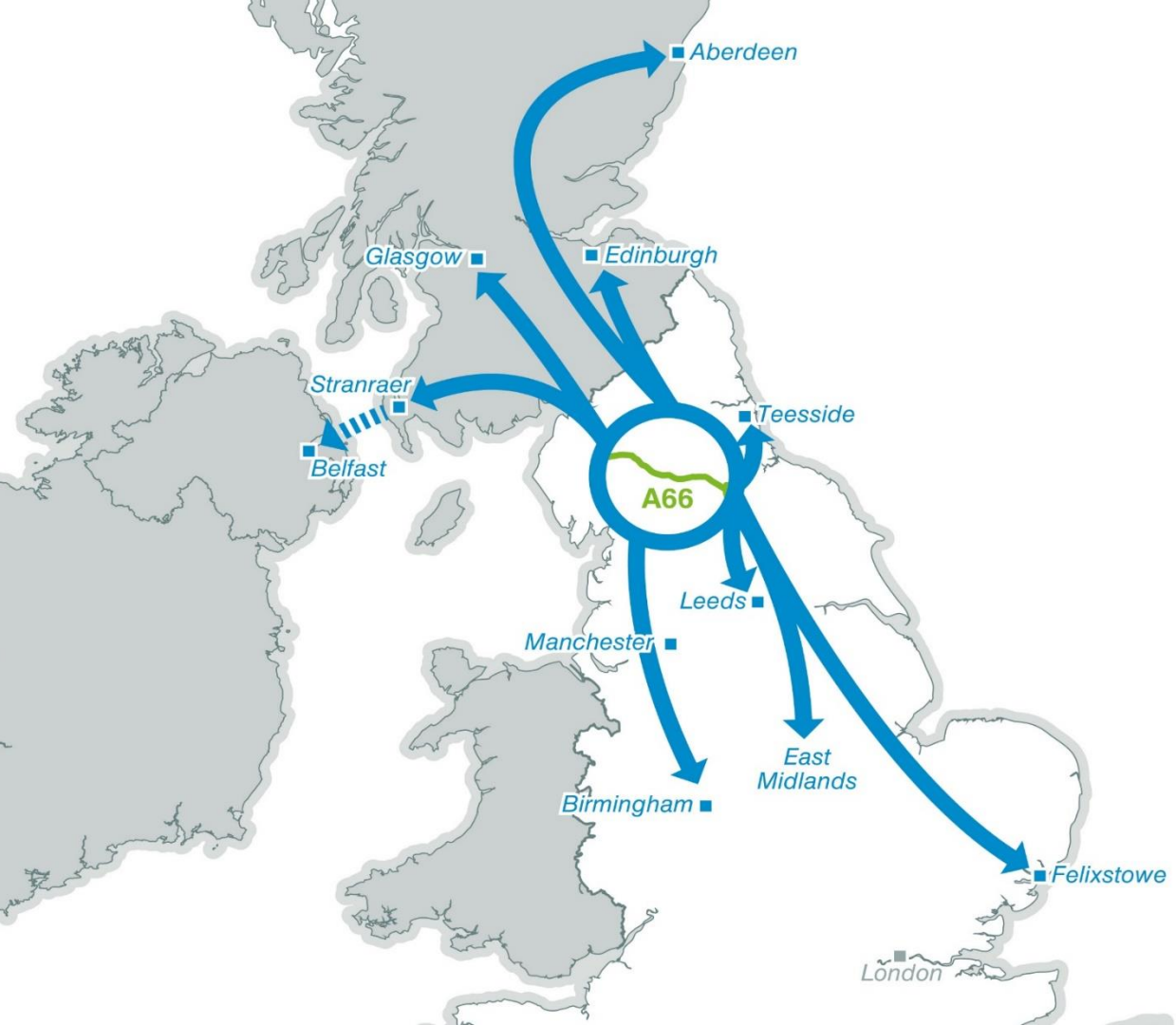


Senior Project Manager
Highways England

Jeff Grubert

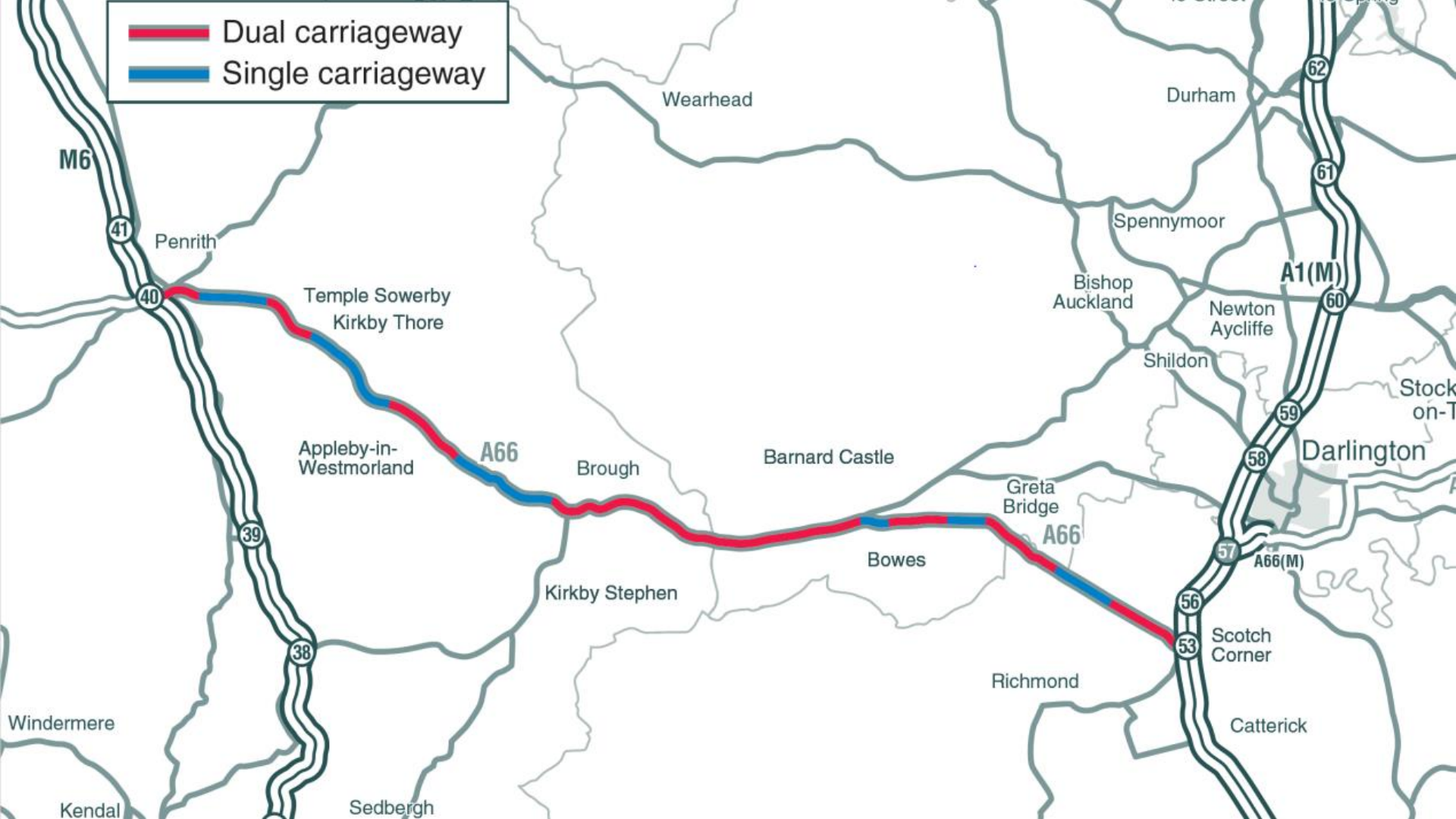


Technical Director
Arcadis



National connectivity

— Dual carriageway
— Single carriageway



Myths

- ‘Get people together in one room and it’ll happen’
- ‘Follow the majority, the rest will get on board’
- ‘Everyone is welcome, the more the merrier’
- ‘Everyone will naturally collaborate’
- ‘Collaboration requires a leader to take charge’

Where we started



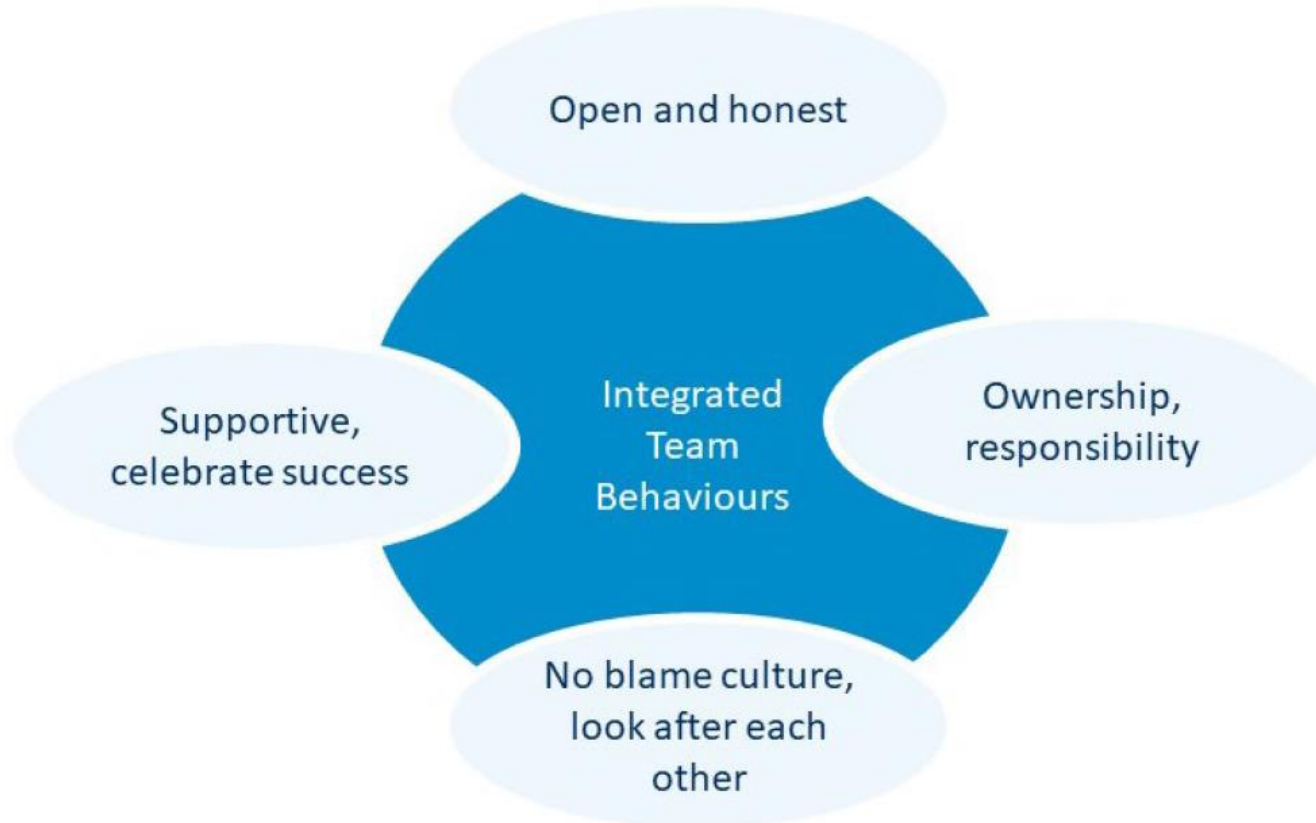
Challenges

- Traditional client-consultation relationship
- Not enough resources – both parties.
- Poor working relationship.
- No joint behaviours.
- Specialists not working together.
- Remoteness of staff from the project location.
- Lack of engagement with DfT, Treasury, County Councils and Local Authorities.
- Poor public perception of the project due to it not being progressed in 2003.

Our desired outcomes

- One integrated project delivery team.
- All staff work together for the benefit of the A66.
- Technical specialist working together (Highways England, Arcadis and DfT).
- Stakeholder buy in to the project.
- A better public perception of the project.

Project Team key collaborative behaviours



One integrated project delivery team

All staff work together for the benefit of the A66

Blockers	Action	Benefit
<ul style="list-style-type: none">-Traditional behaviours- Poor working relationship	<p>Combined progress and management meetings. Face to face meetings to resolve issues early</p> <p>New staff received an induction which focused on team roles, process and collaborative principles</p>	Greater trust.
<ul style="list-style-type: none">- Specialists not working together- Remoteness of some staff- Lack of engagement with DfT, Treasury, Governance	<p>Regular targeted meetings to build relationships and understanding.</p> <p>Group workshops as well as bilateral meetings</p>	One Team thinking

Stakeholder buy in to the project

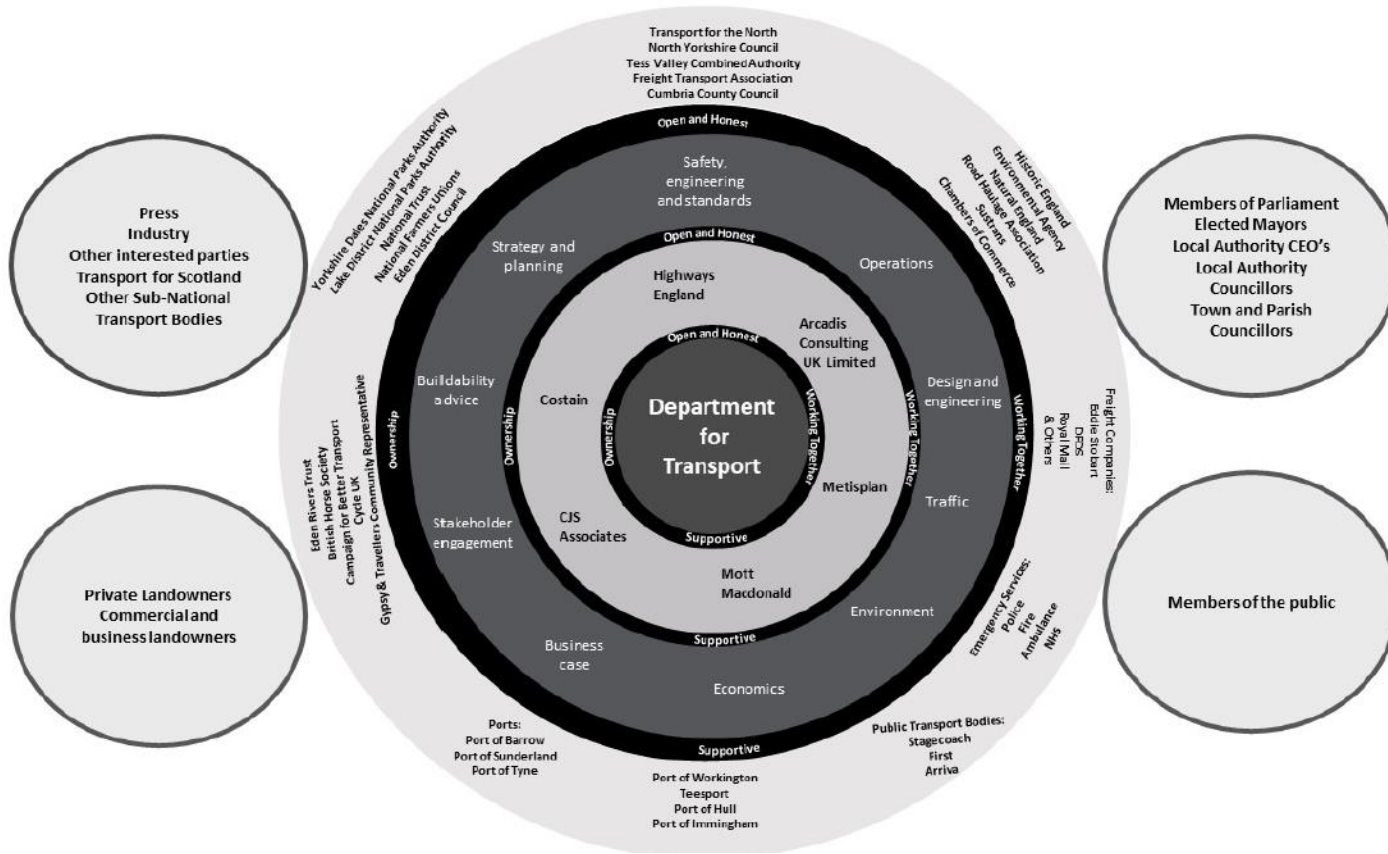
Better public perception of the project

Blockers	Action	Benefit
<ul style="list-style-type: none">- Poor working relationship- Lack of engagement with County Councils, 3rd Parties	Regular targeted meetings to build relationships and understanding.	One team thinking
<ul style="list-style-type: none">-Poor public perception of the project due to it not being progressed in 2003	Focus group workshops as well as bilateral meetings with key bodies and landowners	Local intelligence from stakeholders

Turning words into actions

- It didn't happen overnight
- It took hard work and commitment by the team.
- Give and take on both sides
- We made mistakes on the way
- But we overcame them together
- Positive outcomes speak for themselves.

Full A66 Delivery Team



Project positive outcomes

- One team trusting and working together.
- Enables quicker decision making.
- Allows us to have open and honest conversations.
- The entire team pulling in the same direction.
- Improved productivity – right first time.
- Joint problem solving.
- Significantly reduced governance time.
- Demonstrated a cost saving of £700k – 10%.
- It's a great team environment and a great place to work.

Immediate key achievements

- Reduced risk of objections
 - Documented agreement reached with all statutory bodies for options presented at non-statutory public consultation
 - Support from local focus groups for options presented, as alignments based on local constraints identified by them
 - Quick response from statutory bodies to resolve queries raised at non-statutory public consultation.

Collaboration – buzzword or real deal?

- Reduced risk of project delivery
- Greater lean working/efficiency savings
- Shared problems – quicker resolution
- Long relationships – future proofing

Investing in the future!



How we finished

Where we started

