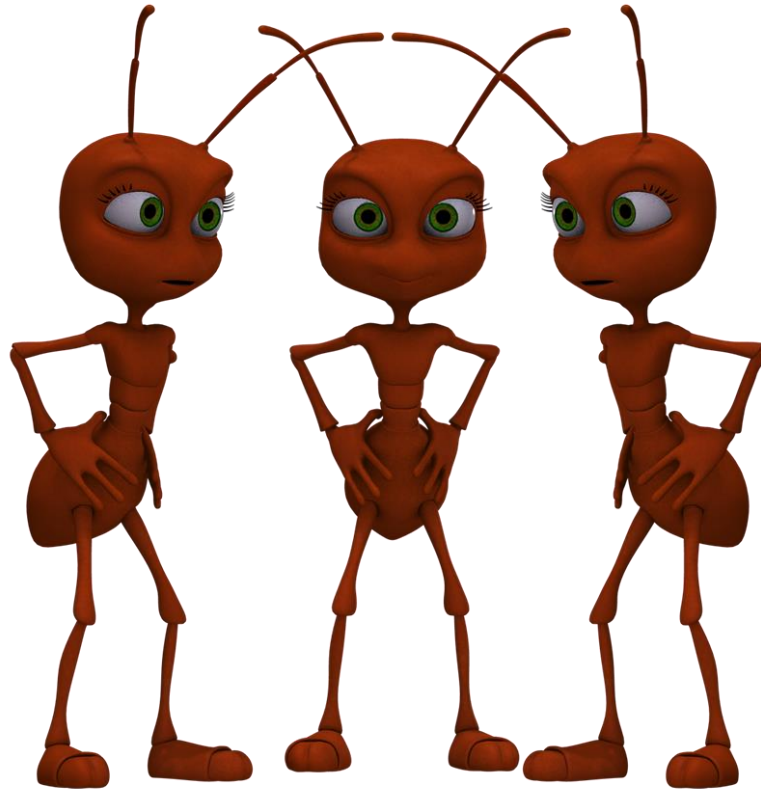


# Stronger Together

## Evolution not Revolution

---



**Louise McMahon**  
Business Integration Manager  
Kier Highways



# Benefits



# COLLABORATION



SUPPORT



TEAMWORK



COMMUNICATION



TRUST



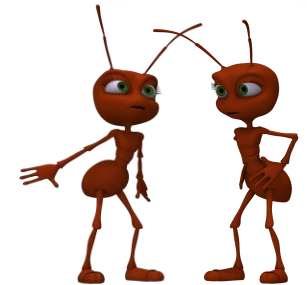
MOTIVATION



INSPIRATION

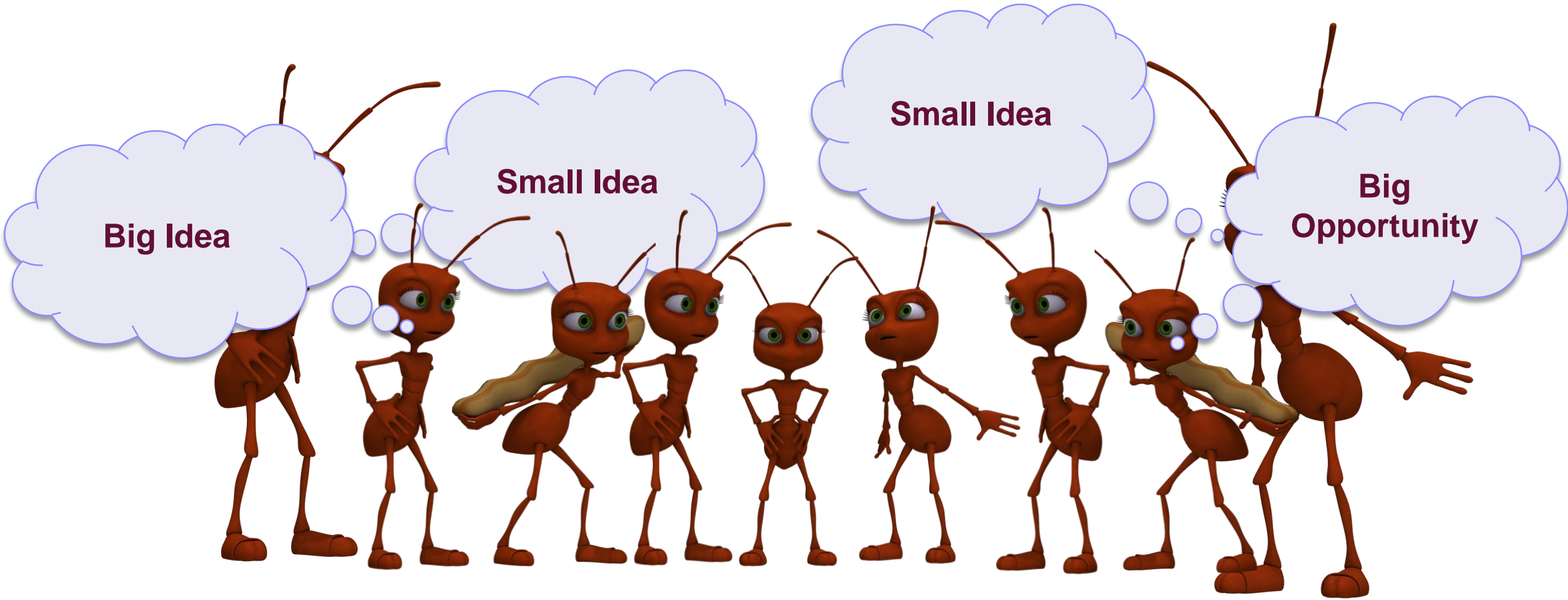


SUCCESS



# Forming Alliances

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# EVOLUTION NOT REVOLUTION:

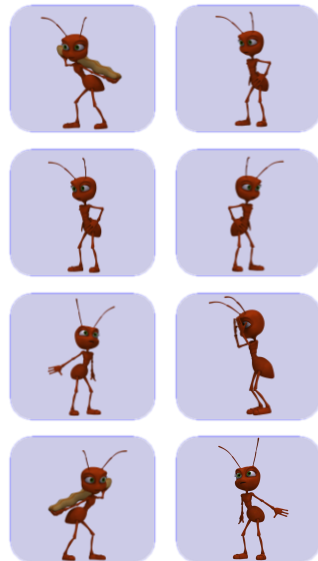
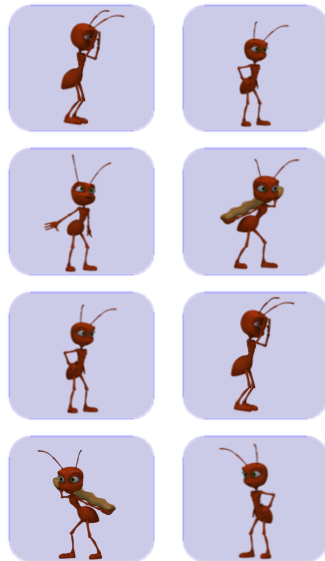
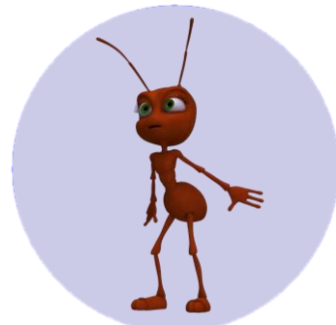
## COLLABORATION

TRADITIONAL DELIVERY

FUTURE DELIVERY

Client

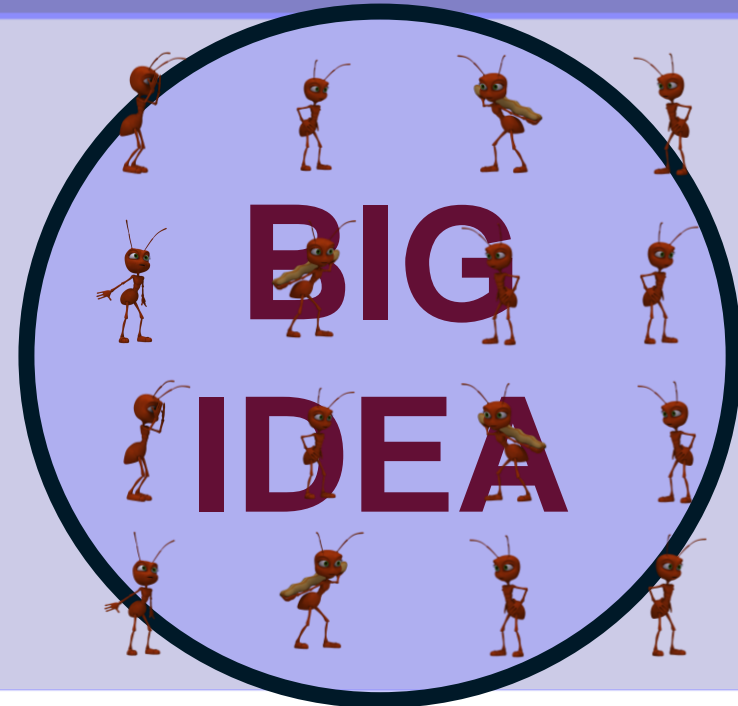
Supply/Lead Provider



Client Team

Supply Chain

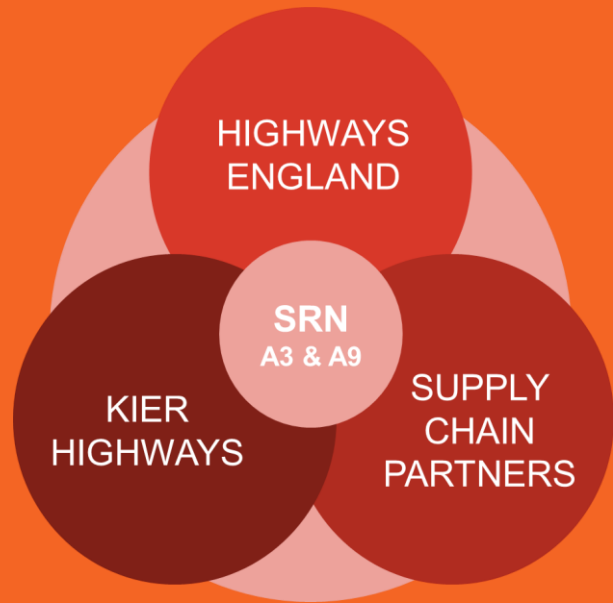
ALLIANCE



Combined Client and Delivery Teams

A wide, straight asphalt road stretches from the foreground towards a distant horizon. The road is flanked by lush green fields. In the foreground, the word "START" is painted in large, white, block letters on the asphalt. A white arrow points forward from the word. The sky is a clear, pale blue with a few wispy clouds. The overall scene conveys a sense of beginning and forward movement.

# Our Journey



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# Strategic Road Network (SRN) Alliance

## Area 3 and Area 9

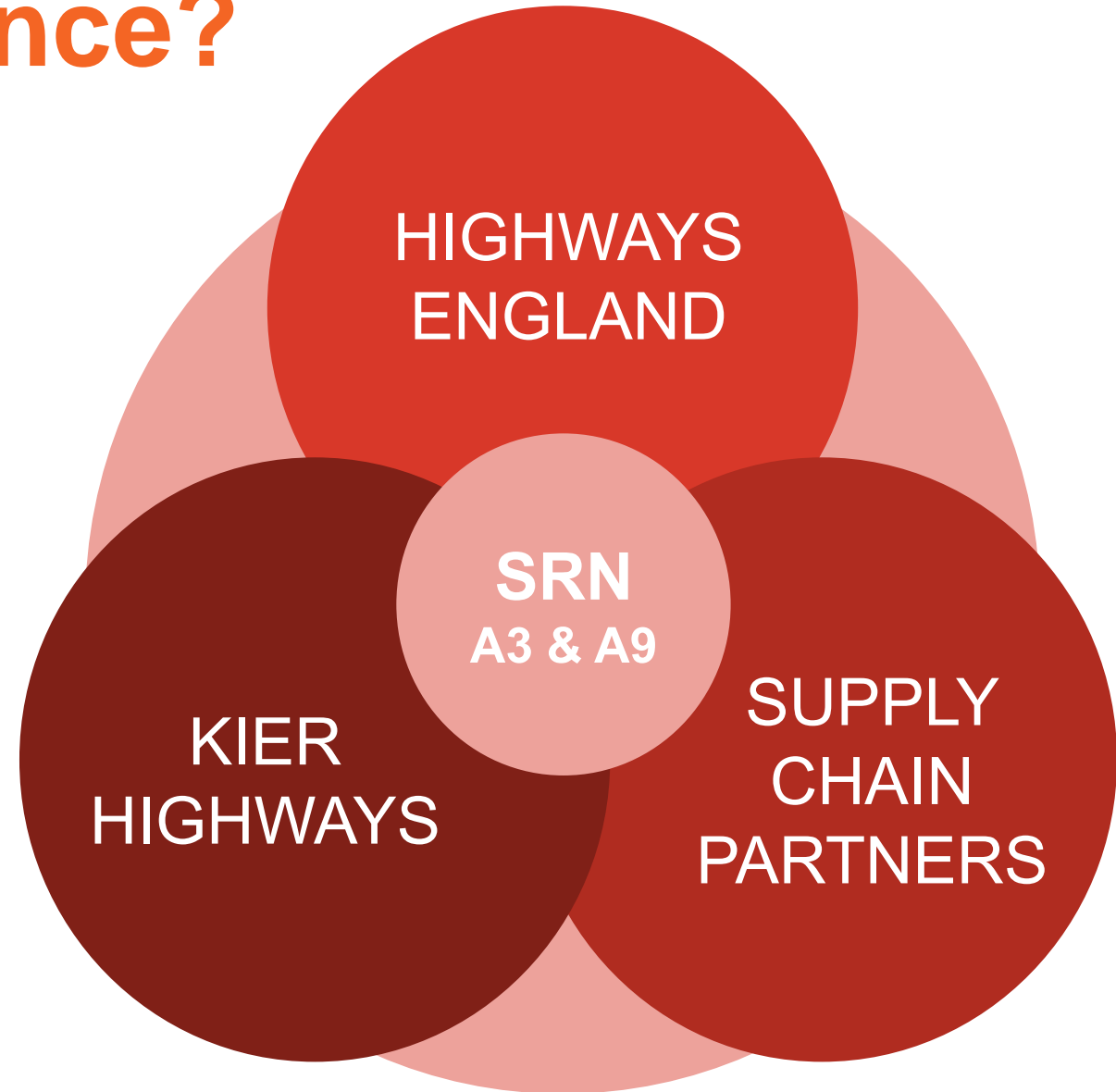
‘Evolution not Revolution’

---

# What is the SRN Alliance?

**A collaborative joint venture formed to adopt a common focus and shared approach to deliver a sustainable balance between meeting the needs of highways users, improving quality, minimising costs and improving safety for all.**

Collaboration within Area 3 and Area 9  
Total of 24 Partners.





# SRN Alliance Partners

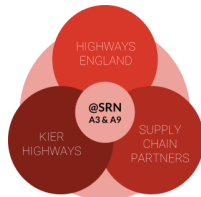


AREA 3



AREA 9

AREA 3 & 9



# SRN Alliance

## STRATEGIC OBJECTIVES

- To establish and develop a collaborative framework(s) to deliver projects leading to enhanced results for:
  - Safety
  - Customer
  - Delivery
- To establish and develop other collaborations for highway activities
- To embed partnering principles and construction best practice in all its work and throughout the supply chains
- To promote and publicise the work of the SRN Alliance

# SRN Alliance

## RELATIONSHIP AGREEMENT

- Foster openness and trust between the alliance and other relevant authorities.
  - Encourage a step change in innovation and continuous improvement.
  - Openly share successes and learn from initiatives that are less successful.
  - Encourage staff to develop through participating in the work of the SRN Alliance.
-

# EVOLUTION OF COLLABORATION *(Phased Approach)*

## 1 CURRENT



Phase 1 - Collaboration

**EXITED**

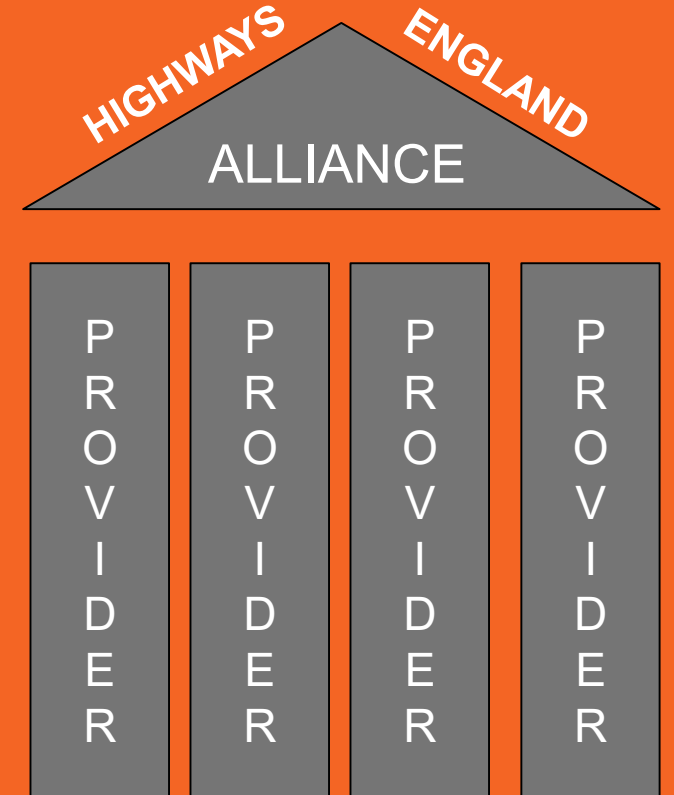
## 2 INTERIM



Phase 2 – Progressive Asset Delivery

**ACTIVE**

## 3 FUTURE 2021/22



Phase 3 - Alliance AD Model

*Evolution not Revolution*

2018

Programme  
START

**6 MONTHS TO ACHIEVE ALLIANCE**  
**24 partners**  
**2 geographical areas**  
**73 members overall**

Workshop  
What to Expect  
(2 days)

Alliance Creation  
(2 days)

Alliance  
Activation

System  
Gap Analysis  
(2 days)

System Build  
(8 weeks)

Stage 1  
SRN Alliance:  
External Audit  
(3 days)

Stage 2  
SRN Alliance  
External Audit  
(3 days)

FEB

# January 2019

Both Alliances individually Certified to:



# BSI Auditor commented:

“I am genuinely impressed with how you all work and the spirit of collaboration. This is one of the best systems I have seen so far.”

# Partner Audits START



16/1/19



18/2/19



28/2/19



25/4/19



11/5/19



JAN

FEB



MAR

APR

MAY

JUL

19/2/19



28/3/19



21/2/19



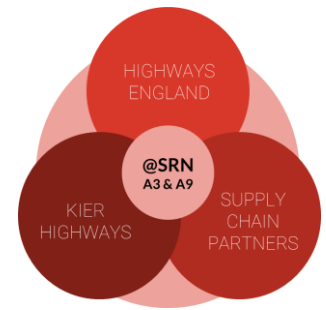
03/07/19



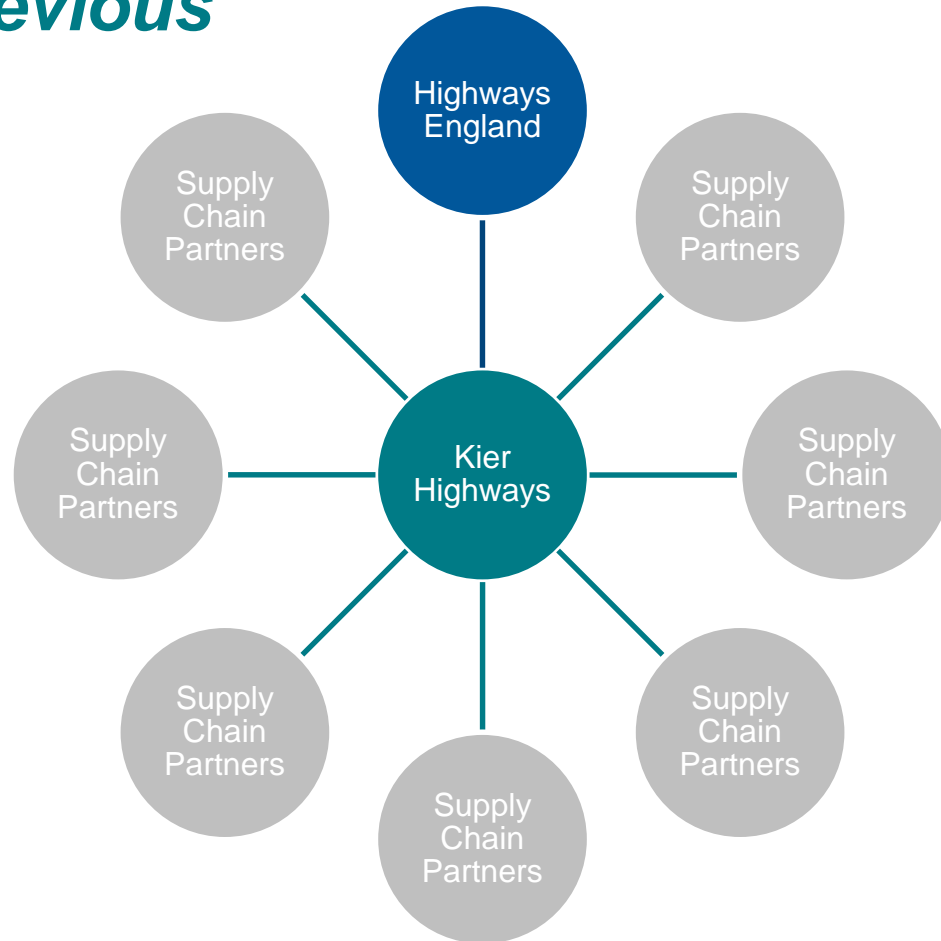
January 2019  
Both Alliances Certified to:



# Alliance Model



## Previous

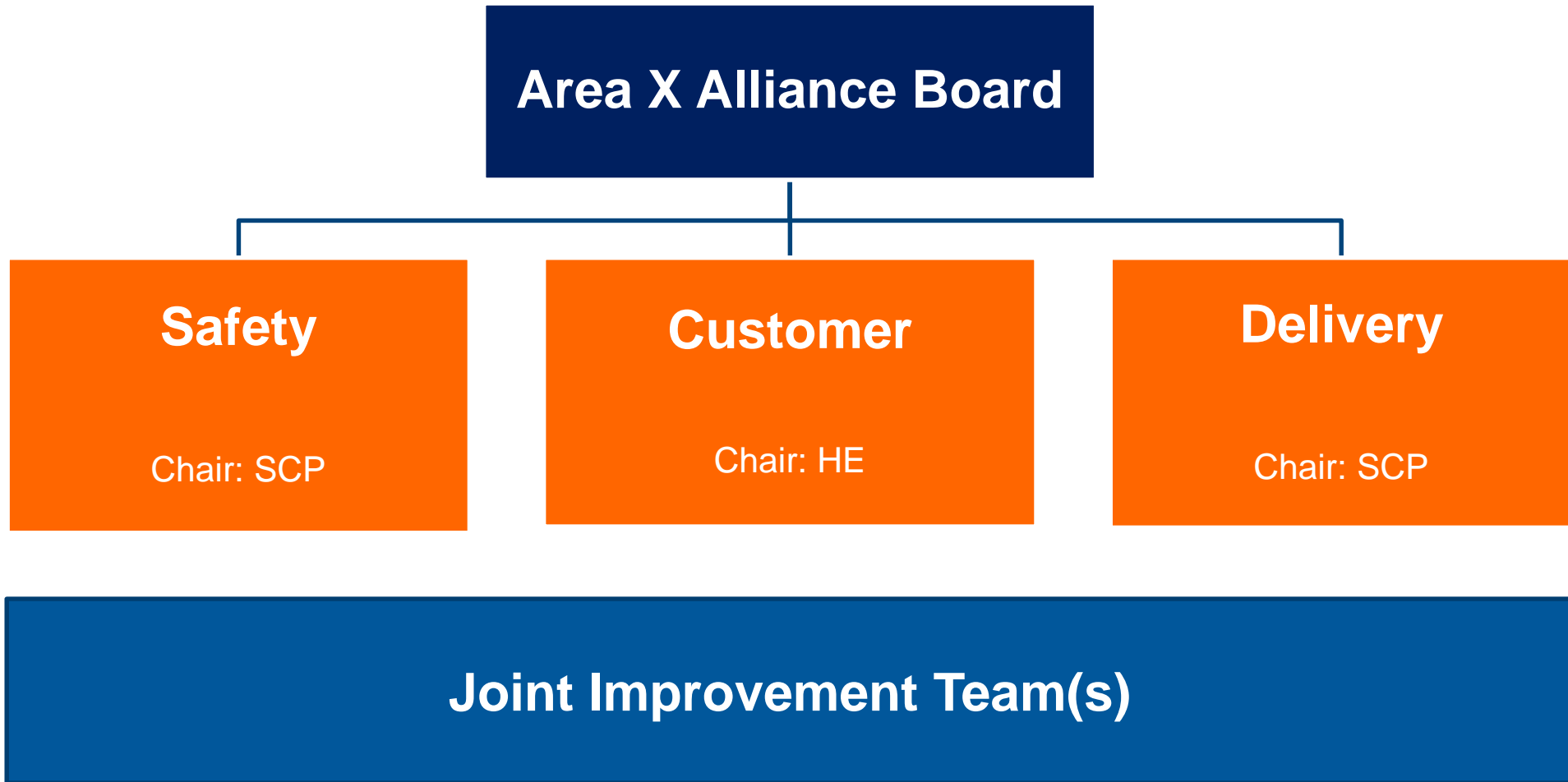


## Alliance

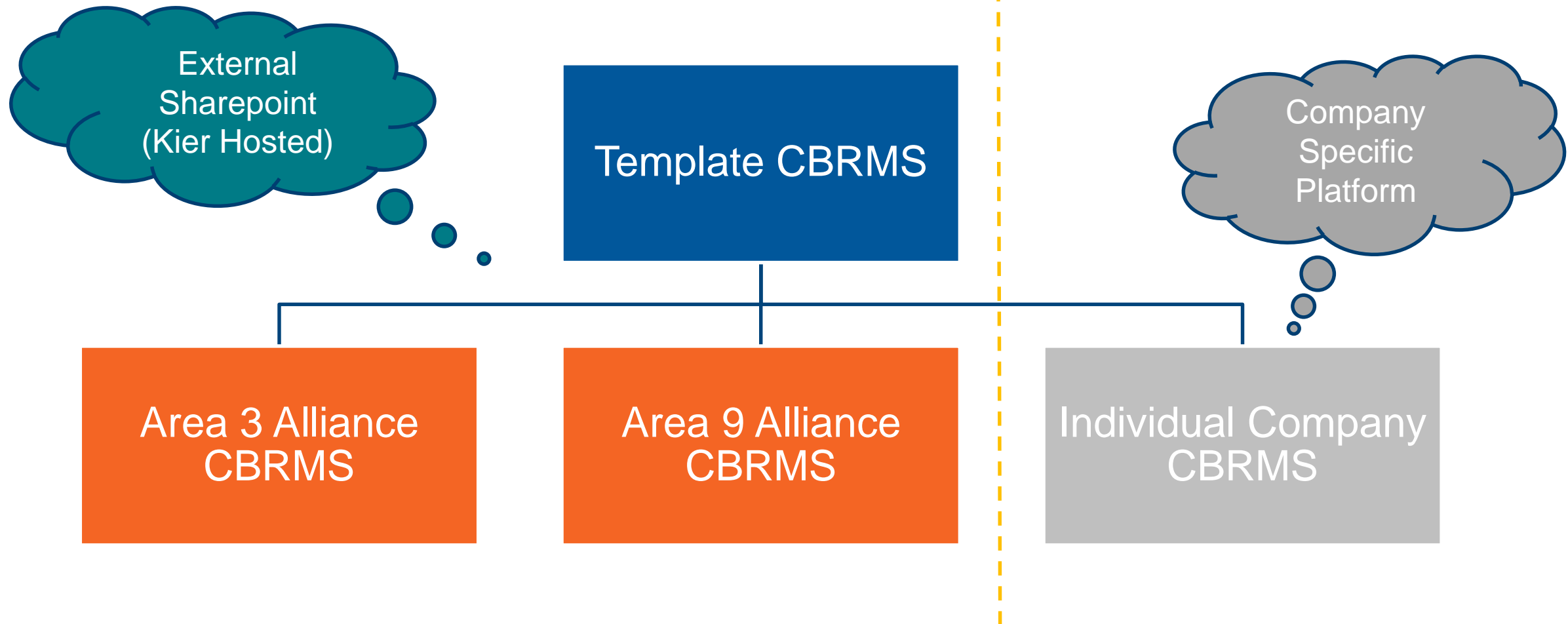
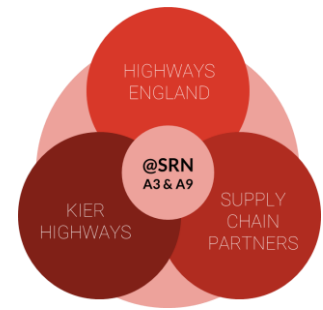




# Alliance Governance



# Implementation of the Portal



# Collaborative Learning Circle

**Consistency in excellence:** Achieving excellence in safety, customer service and delivery through collaboration




## The e-Learning Modules

The Collaborative Learning Circle (CLC) provides learning and development across the business and wider industry, including supply chain partners and clients, through a range of approved e-learning training modules based on the benefits of collaboration.


To access the CLC e-Learning portal, go to [www.collaborativelearningcircle.co.uk](http://www.collaborativelearningcircle.co.uk)

Kier employees and CLC partners can sign-up using their e-mail. An access link and password will be sent by return email. The modules are best viewed on desktops, laptops or tablets using Google Chrome.




**Going further together – collaboration in the UK construction industry:**  
An introduction to collaboration focusing on the historic non-collaborative approach within the UK construction industry; the definition of collaboration; the characteristics and benefits of collaboration; the different forms of collaboration; ISO 44001 Collaborative Business Relationship Management.

**MODULE 1**




**How can collaboration be achieved?**  
Why an organization chooses to collaborate. A nine step process shown above.

**MODULE 2**




**Applying Lean efficiency tools in a collaborative environment:**  
What is Lean? Integration of Lean Business Strategy; Lean for production and services; Lean Principles; Tools, concepts and models for Lean efficiency; Glossary of Lean tools and techniques.

**MODULE 3**



**Dealing with non-collaborative behaviours:**  
The five dysfunctions of a team (Lencioni); Effective team working; Not everyone's a team player – here's what to say to them to get them on board; How to deal with non-collaborative behaviours; Positive and negative contributors to collaboration.

**MODULE 4**



**Innovation through collaboration:**  
Understanding the process of innovation and how collaborating with others can enhance innovations through shared knowledge, understanding and resources; What is collaboration? What is innovation? Managing innovation; Innovation through collaboration.

**MODULE 5**



**6: Driving a Customer Focused Culture through Collaboration**  
**7: Driving a Safety Culture through Collaboration**  
**8: Improving Service Delivery through collaboration**  
**9: Financial Rewards through Collaboration**

**MODULES 6-9**



Search this site

+ New Discard changes Page details

Draft saved 3/12/2019 Edit

@SRN Main Home

Area 3 - Alliance

Area 9 - Alliance

Highways England (Te...

Recycle bin

Edit

## Welcome to the @SRN Portal

Please select the relevant link below (or the links on the right) to navigate to your desired area.



Pause 00:00:00 Select Area Audio Record Pointer



## PLANNING

How WE are setting up to manage our BUSINESS SYSTEM

ABOUT US 4   LEADERSHIP 5   **PLANNING 6**   SUPPORT 7

FULL SYSTEM VIEW

## DOING

How we WORK TOGETHER (partnership)

OPERATION 8

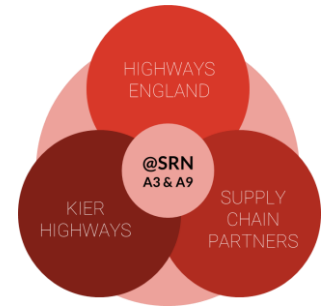
## CHECKING AND ACTING

How we REVIEW AND IMPROVE

PERFORMANCE 9   IMPROVEMENT 10

Need Help?  
Contact [Louise McMahon](#)

# Shared Benefits



## Shared

BEHAVIOUR

KNOWLEDGE

RESOURCES

RISK & REWARDS

## Outputs

BETTER PROBLEM SOLVING

UPSKILLING / COMPETENCE

EFFICIENCIES

SHARED TARGETS / INNOVATION

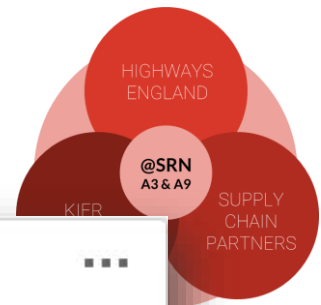
LOWER OPERATING COSTS

COLLABORATIVE FRAMEWORK

KNOWLEDGE

ISO 44001 CERTIFICATION

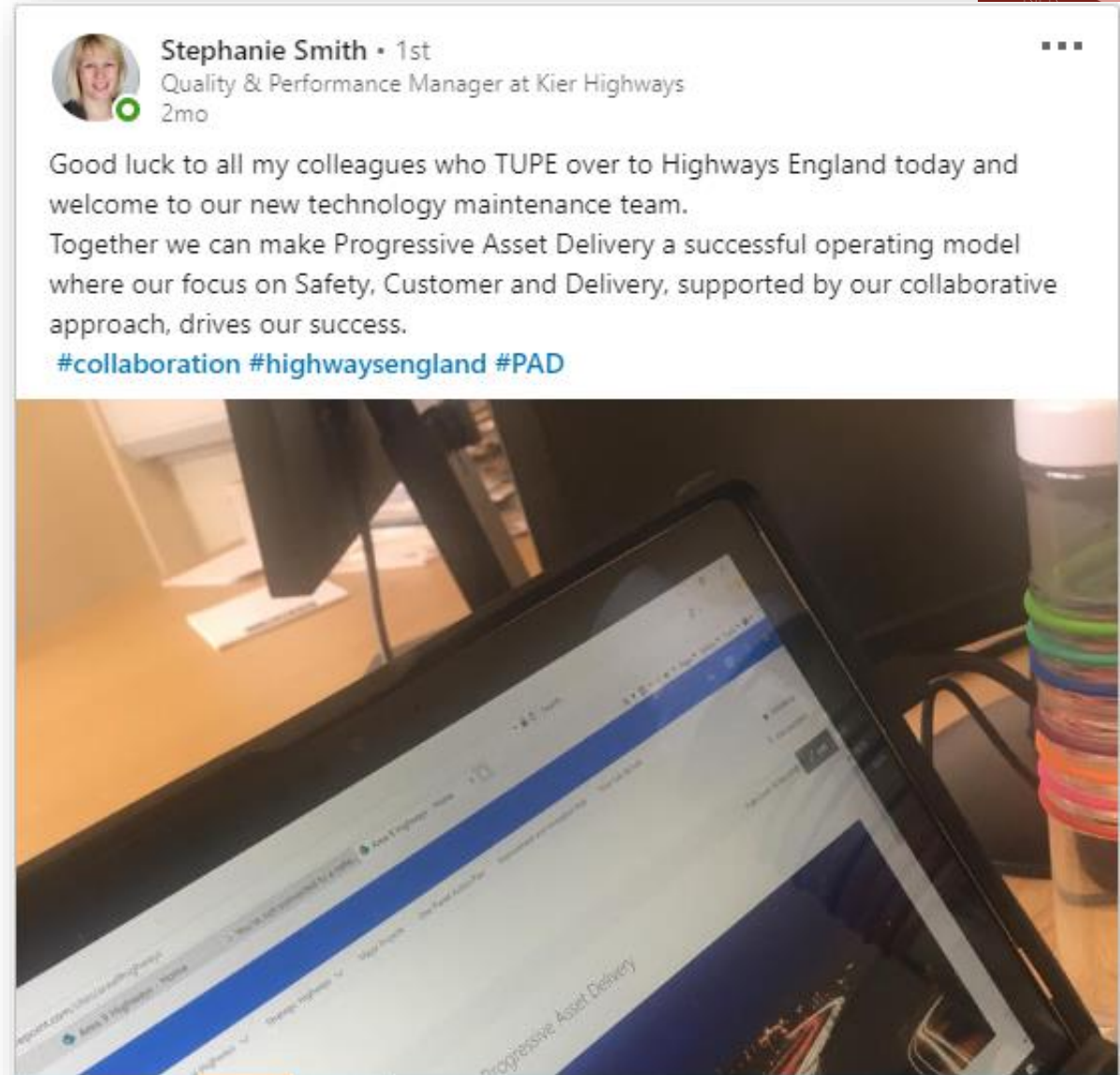
# Benefits Realisation...so far! (1)



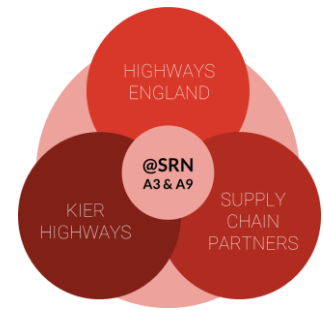
**Progressive Asset  
Delivery**

**Achieved on Time**

**(July 2019)**



# Benefits Realisation...so far! (2)



## SAFETY

**Safety Behaviours Initiative**

## CUSTOMER

**Chatty Van (Engagement)**

## DELIVERY

**Cross Supplier Visits**  
*(what is different now to 2015?)*

## COMMUNITY

**Alliance Community Events  
& Awards**

**New Partners**

## OTHER

**Joint Training Programmes**

**Innovation Fund**

**HE Area 14 Adoption of  
Management System**

**ISO44001 Certification**  
*(x11)*

**Cross Supplier Visits**  
*(best practice and innovation)*

**Continuous Improvement  
Forum (A3, 7, 9)**





# CIHT Awards 2019 Grand Connaught Rooms



**No one of us is as smart as all of us.**



**Louise McMahon**  
Business Integration Manager  
Kier Highways

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**[louise.mcmahon@kier.co.uk](mailto:louise.mcmahon@kier.co.uk)**



**[lmcmahon-contactme](#)**