

HMEP LEAN TOOLKIT

The Highways Agency demonstrates their use of the HMEP LEAN Toolkit:

‘The Highways Agency introduces visual management and collaborative planning tools’

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| Name of Alliance/Authority/Client | The Highways Agency |
| Project Description | <p>LEAN was used to review and assess the level of performance throughout a portfolio of schemes in terms of their delivery on time and budget. The project team then reviewed the way that work was done to capture potential improvements to increase the level of reliability and to reduce cost.</p> <p>To ensure transparency of the delivery process it was decided to introduce LEAN Visual Management in the form of magnetic whiteboards. On a weekly basis the management team and the three design teams were measured in terms of reliability, reasons and root causes. All dashboards are published and made public to ensure we drive right behaviours to continually improve.</p> |
| Outcomes and benefits | <p>Following the implementation of the new work design the following benefits have been achieved.</p> <ul style="list-style-type: none"> • Scheme delivery adherence improved from 56% to 89%. • Planned design cost saving of £696,308. • Weekly reliability of task completion increased from 63% to 74%. • 75% of staff have reported that working practices have changed for the positive. • 59% of staff reported an improvement in communication within the team. <p>The project has demonstrated that there is a link between delivering schemes with time and cost savings and the use of LEAN tools including visual management and collaborative planning on a weekly basis. Using the LEAN Plan-Do-Check-Act allowed us to learn about the root causes of issues, to eliminate any waste and to monitor and measure the system.</p> |
| Contact Name | Neal Symmons |
| Authority/Provider | Highways Agency |
| Work Email | Neal.symmons@highways.gsi.gov.uk |

Disclaimer: When considering all HMEP case studies, please remember that whilst the initiative described was beneficial in this case, it may not be suitable in every situation.

About HMEP

- **HMEP exists to help transform and improve the condition of our roads and highways for every local community.**
- **HMEP is results driven;** from potholes to procurement; labour and plant costs to shared services; contracting to supply chain reviews, HMEP’s tools and resources can help.

Context

- Managing local highways is now a **critical challenge** for local authorities who **are in the spotlight and feel concerned about the future of their** single biggest asset: **local roads**.
- They know that maintaining **their highways, with less money**, is a key priority; and that this has been intensified following the bad weather and **continued demand and scrutiny** from the public and business leaders.
- Doing **more with less** and finding **new ways of resourcing and working** has never been more important, or needed.
- Balancing **longer-term**, strategic planning while **keeping our local roads safe and serviceable** is a critical challenge.
- The Highways Maintenance Efficiency Programme (HMEP) can help you to **plan and deliver greater efficiencies** so that local highways **funding can be fully maximised and go further**.

Get involved with, and contact HMEP:

- Send an **enquiry form** or go to the HMEP website by clicking [here](#)
- Sign up for HMEP email updates or ask the HMEP advocate or elected member in your area to contact you. Send an email to highwaysefficiency@dft.gsi.gov.uk