



Highways Maintenance Efficiency Programme

HMEP LEAN Toolkit for Highway Services

Summary Presentation

Why do this?

- Run successful improvement projects
 - HMEP acts as catalyst for transformation and innovation across the sector
 - Proven method for service improvement and delivering efficiencies
- Save money
 - Highways LEAN projects have saved £150k to £1m per year and have achieved returns of 10:1, often within the first year of the investment.
- Improve performance



Highways Maintenance Efficiency Programme

The basics of LEAN

TAKE YOUR CUSTOMER'S PERSPECTIVE

Be clear who your customer is. Stand in your customer's shoes and see what they see.

EFFECTIVE MEASUREMENT

Measures should be driven by what matters to customers. Understand trends over time. Learning & decisions should be based on data not opinion.

UNDERSTAND DEMAND

Understand the type and frequency of demands customers place. Understand the root causes of failure demand and design it out.

TREAT THE SYSTEM

Understand the root cause of waste and work to solve the root causes rather than fixing symptoms.

UNDERSTAND VARIATION

Identify and understand the variation in your system, then act on it to improve.

CLEAR CUSTOMER PURPOSE

Clearly articulate the purpose of the system in customer terms. The purpose must be owned by the leaders and service delivery teams.

TREAT THE SYSTEM END TO END

Treat the system end to end from when a customer places a demand until it is satisfied to optimise performance.

UNDERSTAND FLOW & WHAT CREATES VALUE

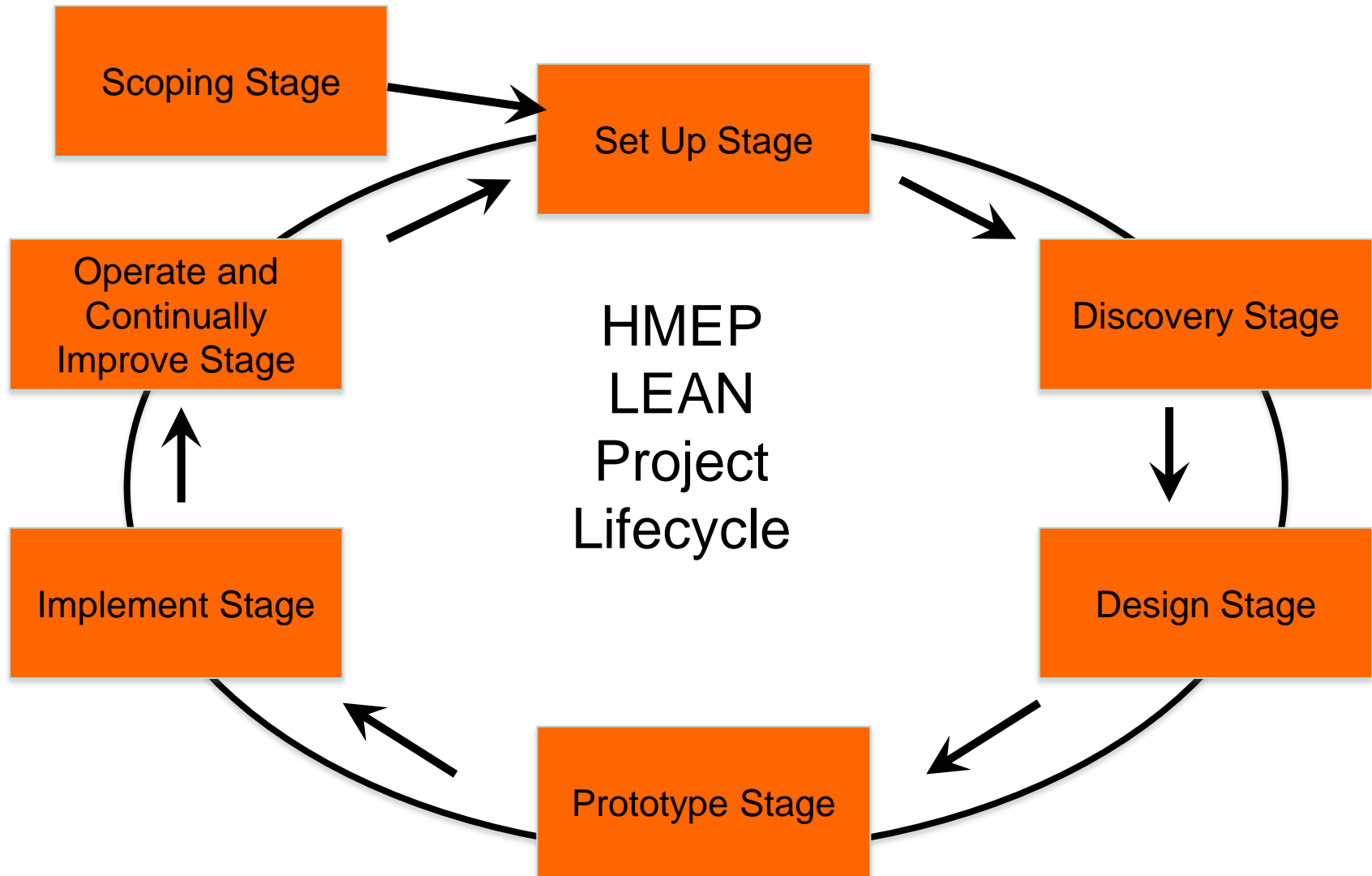
Understand the flow of work and which steps add value to customers, then design out waste steps.

SEEK PERFECTION

Use effective measurement and seek perfection through continuous improvement cycles, not an arbitrary target.

DON'T FORGET THE PEOPLE

The most important part of the system is the people. Leaders and service delivery teams must be engaged or the change will not be sustained.



SET UP

Purpose: be ready to start

What is it:

- to clearly define the purpose of the project
- what success is and how it will be measured
- how the project will be run
- roles and responsibilities of the key stakeholders

DISCOVERY

Purpose: to build a shared understanding of the current system

What is it:

- both the 'what' and 'why' of the way that work is done
- what is it like to be a customer of the system

DESIGN

Purpose: to collectively build a shared design for the new system and to agree how to start to experiment with that new design.

What is it:

- event to share understanding of the current system
- to design a new system
- plan how to start experimenting

PROTOTYPE

Purpose: to experiment with the new system design

What is it:

- reflect and learn to keep improving the design
- measure success of the experiment
- grow the experiment
- decision to implement & plan to make the experiment 'normal'

IMPLEMENT

Purpose: to implement the new way of working across the whole system

What is it:

- to embed measurement
- to continually challenge and improve
- implementation of any changes to roles, structures and ICT

OPERATE AND CONTINUALLY IMPROVE

Purpose: to embed the operation of the new system

What is it:

- leaders ensure that effective measurement, learning and improvement continues

SCOPING STAGE SUMMARY *(Optional)*

Purpose: Get commitment to start

Key activities:

- Agree purpose of Scoping
- Draw initial system picture with system owner
- Spend time in the work to understand customers, demand and purpose, flow and capability and resources consumed by the system
- Complete System Picture
- Share learning from the Scoping exercise and confirm purpose of Scoping has been met

Key to success:

- Understand the issues and waste
- Understand the size of the opportunity if a decision is taken to go ahead
- Create desire to change

Outcomes & Products:

- A purpose statement for the Scoping
- A first iteration of the System Picture
- Data on demand, flow, capability & resources
- An agreed System Picture
- A decision to go ahead



SET UP STAGE SUMMARY

Purpose: Be ready to start

Key activities:

- Scope the project with the sponsor
- Connect and 'contract' with key stakeholders
- Document Terms of Reference and Plan
- Socialise and agree Terms of Reference and Plan
- Sign-off Terms of Reference and Plan

Key to success:

- Clarity of understanding of purpose
- All stakeholders are clear on what they need to do to make this a success

Outcomes & Products:

- To clearly define the purpose of the project
- To clearly define what success is and how it will be measured
- To agree how the project will be run
- To agree roles and responsibilities of the key stakeholders
- To sign off Terms of Reference and Plan



DISCOVERY STAGE SUMMARY

Purpose: To build a shared understanding of the current system from a customer perspective

Key activities:

- Mobilise and brief core team
- Design communication and engagement for wider stakeholder groups
- Agree Purpose and Customers of system
- Understand Demand placed on system
- Understand Flow of work in system
- Understand Capability of system to meet purpose
- Understand resource consumed by the system
- Introducing LEAN Leadership competencies
- Create System Picture
- Communication and engagement with wider stakeholder groups

Key to success:

- Leaders and teams working together
- Build sufficient dissatisfaction to overcome resistance to change

Outcomes & Products:

- Clear statement of Purpose
- System Picture including both the 'what' and 'why' of the way that work is done
- Understand what it is like to be a customer of the system
- Stakeholder plan and communication plan
- Economic Model



DESIGN STAGE SUMMARY

Purpose: To build dissatisfaction with the current system, to create a design for a new system, and to develop a prototype plan with measures

Key activities:

- Organising the Decision Accelerator
- Design and Delivery of the Decision Accelerator
- “Back to the Garage”
- Adding Further Detail to the Design
- Create Prototype Plan

Key to success:

- High challenge
- All key stakeholders engaged
- Take decisions there and then

Outcomes & Products:

- A well-organised Decision Accelerator event that delivers outcomes
- Good quality, fast decisions
- Agreement to prototype a new way of working
- A detailed design ready to prototype
- Agreed measures of success
- Clear plan to start the prototype as soon as possible



PROTOTYPE STAGE SUMMARY

Purpose: To experiment with the new system design

Key activities:

- Leaders and team ready
- Logistics of the prototype team
- Daily/Weekly review sessions
- Agree measures to evidence improvement
- Take one demand and deal with it – end to end.
- Increase demand through the prototype system
- Collate measures and key learning.
- Constant communication between the change team, leaders and partners

Key to success:

- A robust, stress-tested design
- Confidence across leaders and teams that the new design works

Outcomes & Products:

- New design tested on the ground
- Design proved robust
- Reflect and learn to keep improving the design
- Success of the experiment measured
- Ready to go ahead and implement the design



IMPLEMENT STAGE SUMMARY

Purpose: To implement the new way of working across the whole system

Key activities:

- Plan the roll in
- Roll in communication
- Roll in – grow the prototype
- Embed measures
- Develop new culture
- Define new capabilities & roles & structures
- Pull ICT to support the new way of working

Key to success:

- To make the new ways of working permanent

Outcomes & Products:

- To plan and deliver the roll in
- To get the whole service working the new way
- To embed measurement
- Implementation of any changes to roles, structures and ICT



OPERATE & CONTINUALLY IMPROVE STAGE SUMMARY

Purpose: To embed the operation of the new system

Key activities:

- Review the Learning Cycle
- Stay ahead of the changing environment
- Ongoing leadership development
- Ongoing sponsorship
- Ongoing staff engagement
- Learn from people outside your system
- Share your success
- Repeatable cycle of change: Determine what next?

Key to success:

- Ongoing support and challenge
- Keep it live

Outcomes & Products:

- Embed the changes that you have created
- Keep the improvements live
- Keep developing, learning and improving
- Share your successes
- Agree what to work on next

