Highways England Company Limited

Operational Excellence Programme from a high-level

Annex 18

highways england

An Introduction to Operational Excellence

An interactive guide about the goals and scope of the Operational Excellence Programme from a high-level to the detail

Introductory| October2019

This document is for illustrative purposes only

This is an interactive document that will

1. **Provide an overview of the Operational Excellence transformation**

2. **Give details on the workstreams and initiatives**

Use your mouse to navigate through the document. You can follow the numbered journey to get a full overview or just double click on your areas of interest.

Click Here!

Let's get started!

The OE Menu

This is an interactive document that aim to **provide an overview of Operational Excellence transformation. Just click on the area you want to learn more about** or **follow the numbered journey** to get a full overview

1	2	3			
Operational Excellence Transformation	**Regional Initiatives (Accelerator)**	**National Initiatives**			
Why do we need to change?	Safety –Accelerator Initiatives	Safety – Traffic Officer Manual	Maintenance – Optimised Inspections	Confirm	iCAN
What is Operational Excellence?	Insights – Accelerator Initiatives	Insights – Traffic Officer Productivity	Intelligence-led Maintenance	ROC delivery	CAPEX in OPEX
How are we making the change?	Scheme Design	Scheme Delivery	Green Claims	CRM System upgrade	Fix Now
Who is involved?	Maintenance – Accelerator Initiatives	Scheme Planning and Dev. (3D)	Road User Compliance	Working Patterns	QMS

Highways England has received challenging targets for RIS1 and has therefore **launched Operational Excellence (OE) transformation programme**

Target GBP 1.2bn of efficiency savings across all directorates for 2015-20

Adherence to even more challenging KPIs and customer expectations

Preparing for RIS2 (including Asset Delivery roll-out)

User road miles rising (to 119bn in 2040)

History of underinvestment resulting in a maintenance / renewal backlog

Operational Excellence transformation aspires to address these challenges and deliver sustainable improvement

Main Menu

Next Section

The **purpose of the OE programme is to make a step-change improvement** in how we deliver operations by making improvements across 4 key themes

Main Menu

Theme	Rationale	Vision
Safety	**We see safety at the core of everything we do** to ensure that no one is harmed whilst working on our strategic road network	▪ Be on a continuous journey to improving safety, with **AFRs at 50% 2017 levels and a safety maturity score of 4**
Customer	**We focus on our customers** to meet regulatory requirements whilst enhancing the way we interact with the users of our strategic road network	▪ Be in control of all **regulatory requirements** for all our customers with an **NRUSS score of >90%** ▪ Be on the journey towards setting up **integrated Regional Operations Centres (ROC)** across all regions ▪ Be working in an integrated way with key partners
Delivery	**We need a clear financial target for capex and opex to demonstrate impact** from our operational transformation	▪ Be managed across 6 regional units, with **optimised boundaries** and **standardised processes** achieving **30% capex reduction and flat opex** ▪ Be acting as true steward of the network, using **complete, accurate asset condition data** and service requirements to develop **integrated delivery plans** that improve asset whole life costs, and actively balance asset needs and customer satisfaction, ▪ Be in control of data: owning and improving **asset condition data**, having a clear **specification of the total data sets needed** to run operations, as well as confidence in using **advanced analytics and** other tools needed to extract maximum value from available data
Our people	**We need exceptional people to deliver the transformation** as their capabilities and engagement are critical to the success of Operational Excellence	▪ Be the **best performing directorate** with **engagement scores >35%** ▪ Ensure our people have the **confidence and technical skills** needed to work become truly great asset managers by adopting the **best practice principles, softer skills, mindset and behaviours** to deliver significant continuous improvements and embed sustainable change

[1]Accident Frequency Rate
[2]National Road User Satisfaction Survey. This is gradually being replaced by SRUSS, which gives a regional view of road user satisfaction.

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We are **working to ambitious targets** across each transformation theme to ensure we realise the benefits of the OE programme

Main Menu

Theme	Rationale	Ambition	OE programme targets by end of FY20/21
Safety	**We see safety at the core of everything we do** to ensure that no one is harmed whilst working on our strategic road network	50% reduction in accidents	1 **AFR[1] score of 0.07** (internal) **and 0.04** (external)
Customer	**We focus on our customers** to meet regulatory requirements whilst enhancing the way we interact with the users of our strategic road network	Meeting DfT and ORR regulatory requirements	2 **Customer satisfaction of >90%** (NRUSS[2] scores)
Delivery	**We need a clear financial target for capex and opex to demonstrate impact** from our operational transformation	30% CAPEX efficiencies	3 **GBP 176mn of capex efficiencies realised**
		Flat OPEX	4 **GBP 24mn of opex benefits implemented**
Our people	**We need exceptional people to deliver the transformation** as their capabilities and engagement are critical to the success of Operational Excellence	Best performing directorate within HE	5 **Employee engagement and enablement score** (most effective) **of >35%**

1Accident Frequency Rate
2National Road User Satisfaction Survey. This is gradually being replaced by SRUSS, which gives a regional view of road user satisfaction.

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The OE transformation is being **delivered through regional and national initiatives**, supported by a central Transformation Management Office (TMO)

Main Menu

Theme	Regional	National	Transformation Management Office
Safety	▪ **Near-miss reporting** and safety culture enhancements ▪ **Safety Governance**	▪ **Traffic Officer Manual** improvements coming out of safety climate survey ▪ **Home Safe & Well**	Team of HE & SDP
Customer	▪ **Insights** to improve **Network Occupancy** ▪ **Insights** to improve **Network Capacity**	▪ **Insights** to improve **Traffic Officer Productivity** (KPI3) ▪ **ROC** delivery ▪ **CRM (**system upgrade)	Design new initiatives at a national level
Delivery	▪ **Scheme Design** efficiency levers ▪ **Maintenance** improvement initiatives	▪ **Scheme Delivery** efficiency levers ▪ **Scheme Planning and Development (3D)** ▪ **Optimised inspections** ▪ **Intelligence-led Maintenance** ▪ **Green Claims** ▪ **Road User Compliance** ▪ **CAPEX in OPEX** ▪ **Fix Now** ▪ **Confirm** improvements ▪ **QMS Enhancements**	Plan transformation activities and regional roll-outs Support performance management team to monitor and drive impact for regional and national initiatives
Our people	▪ **Coaching & apprenticeship** during **Regional Accelerator**	▪ **TMO capability building** ▪ **iCAN** ▪ **Working patterns**	

1Accident Frequency Rate
2National Road User Satisfaction Survey. This is gradually being replaced by SRUSS, which gives a regional view of road user satisfaction.

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Regional initiatives are delivered together as a package known as an Accelerator to quickly implement change and build capabilities in a region

Main Menu

Regional Accelerator Scope

Safety

Make operations **safer**

1) Increase near miss reporting to drive out safety improvements
2) Improve usability of the Safety Management System
3) Establish robust region safety governance to grow the safety culture and capability

Customer Insights

Improve customer experience with data **insights**

1) Increase capacity of the network in the region
2) Improve network occupancy by reducing closure hours for roadworks
3) Build analytical capability in regions to continue generating insights post Accelerator

Delivery

Increase productivity of **scheme** design

1) Build efficiency into the design of schemes through the identification and application of savings levers

Deliver **maintenance** at the right time in the right place

1) Drive completion of planned maintenance through collaborative planning processes with service providers
2) Decrease reactive maintenance (Schedule D) to drive down unplanned costs

People

Increase planning and programme management capabilities for people in the region

Coach and train regional teams to deliver higher outputs with greater efficiency

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The **Regional Accelerator** is followed by a Sustain period to embed the changes before being handed over to the TMO to support continuous improvement

Main Menu

Stage	Preparation	Accelerator	Sustain	Maintain Business as Usual
Duration	▪ **12 weeks**	▪ **3-4 months**	▪ **3 months**	▪ Ongoing
Key activities	▪ Regional and central teams **aligned on purpose, plan and objectives** ▪ Regions have resources in place **and regional teams go and see other regions under acceleration**	▪ **Intensive focus on delivering** OE across a set of initiatives linked to regional targets ▪ **Extensive support and coaching** to build capability and skills ▪ **Handover activities** to HE teams and preparation for following phases	▪ **Fine-tune initiatives** and handover to the region ▪ Gradually reduce external support and **increased regional ownership**	▪ **Continuous Improvement** throughout the regions ▪ **Ownership fully with region** and light touch TMO support
OE support	100%			0%

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National initiatives are implemented across HE regions outside of the Regional Accelerator with oversight from National Change Managers within the TMO

Main Menu

Roll-out status[1] — Implementing / Implemented

National Change Manager[2]	Initiative	SW	MID	NW	YNE	E	SE
Safety & Insights	**Traffic Officer Manual** improvements	Implementing	Implemented				Implementing
	Insights to improve **Traffic Officer Productivity** (KPI3)	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
Road User Compliance & ROC	**ROC** delivery	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
	Road User Compliance improvements	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
Schemes & Maintenance	**Scheme planning and development** improvements **(3D)**	Implementing	Implementing	Implementing	Implementing	Implemented	Implementing
	Scheme delivery efficiency levers	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
	Optimised inspections	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
	Intelligence Led Maintenance[3]	Implemented	Implemented	Implemented	Implemented		
	iCAN	Implemented	Implemented	Implemented	Implemented	Implementing	Implementing
Green Claims	**Green Claims**	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
Confirm Improvements	**Confirm** improvements	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
CRM	**Customer Relationship Management**	Implementing	Implementing	Implementing	Implementing	Implementing	Implementing
Customer	**Working Patterns**	Implementing	Implemented	Implementing	Implementing	Implementing	Implementing

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1 As of Mar 2019
2 Resources changes are expected in FY19/20
3 Implemented into AD areas

The OE transformational changes **involve colleagues across Operations** and parts of other directorates

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Involved with OE

Theme	Initiative	Operations: Scheme Delivery	Operations: Service Delivery	Operations: Planning	Operations: PABs	Commercial	Finance	SES
Safety	Traffic Officer Manual		●				●	
	Near-miss Reporting	●	●	●	●			●
	Safety Governance	●	●	●	●		●	
Customer	Traffic Officer Productivity		●		●	●		
	Network Occupancy		●		●	●		
	Network Capacity		●		●	●		
	ROC upgrade		●					
Delivery	Scheme Planning (3D)	●		●	●	●		●
	Scheme Delivery	●				●		
	Scheme Design	●		●		●		
	Maintenance		●	●	●			
	Optimized Inspections		●					●
	Intelligence-led Maintenance		●					
	Green Claims		●			●	●	●
Additional	Confirm		●					
	Road User Compliance					●		●
	Customer Relationship Management				●			
	Working Patterns		●					

Finish

The **Safety workstream** focuses on 2 key initiatives as part of the **Regional Accelerator**

Main Menu

Initiative		Description	Activities
Near Miss Reporting		▪ Near-miss reports are an indicator of a safety conscious culture and engaged workforce ▪ Near-misses should be reported for undesirable circumstances and actual near misses ▪ Near miss reports give opportunities for safety learning events	▪ Launch near-miss report campaign ▪ Improve usability of Airsweb ▪ Monitor near-miss levels to drive up reporting ▪ Monitor review and closure of near-misses ▪ Develop a feedback loop for safety improvements stemming from near-miss reports
Safety Governance		▪ Establish governance around Safety through a regional Safety Working Group ▪ Encourage culture of continuous improvement and constant focus on safety	▪ Set-up Safety Working Group ▪ Review near-miss levels, safety learnings and other sources of improvement in Working Group

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Near-miss reporting is the foundation for a safety-focused culture

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Purpose

Near-miss reporting helps embed a proactive approach to safety, identifying potential hazards or unsafe conditions and fixing them to prevent accidents from happening

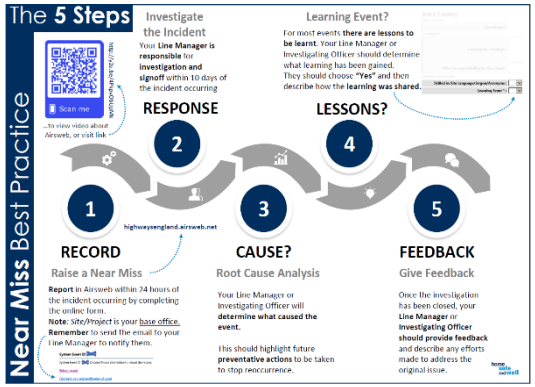
Metrics

- Near-miss reports per month
- Reports recorded within 24 hours
- 10-day closure for all near-miss reports

Activities

Increase near-miss reporting in region

Near-miss reporting has a dual function:
1) focusing everyone's attention on safety and
2) identifying potential hazards before they cause accidents.
We first focus on driving up numbers of near-miss reports through targeted communications, training materials and visual management across outstations, supported by visible H&S leadership



Turning reports into learnings

Getting near-miss reports is the first step; we then need to act on this data.

Every near-miss is a potential learning opportunity. We will embed the process of systematically reviewing the cause of all near-misses, identifying safety lessons or process changes and providing feedback on changes.

Why this matters!

Avoiding serious accidents

- A storage container at M5 J6 was blocking the footpath used by our traffic officers, forcing them to walk into live traffic! And this continued for over a year! When this unsafe situation was finally reported as a near-miss the container was moved within 24hours and the risk to traffic officers was eliminated.

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Safety Governance embeds a focus on continuous safety improvement into regional culture

Main Menu

Purpose

Culture change is led from the top and a robust governance structure around safety keeps leadership actively focused on continuous safety improvements and ensuring initiatives like near-miss reporting embed at all levels

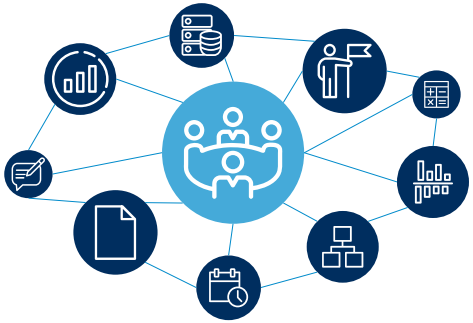
Metrics

- AFR internal
- AFR external
- # near-miss reports in month

Activities

Establish safety steering group

Where not yet existing, a Health and Safety Steering Group is established for a region. This steering group brings together leadership from all areas that have a stake in and can influence safety: performance, data, SES, scheme construction, traffic officers and operating managers.



Embedding safety culture

The Steering Group provides a forum purely focused on Safety. The cross-departmental group reviews safety events, develops key learnings and directs how to more effectively embed a proactive safety culture in the region as part of the HE-wide Home Safe and Well campaign.

Why this matters!

Collaboration and alignment

- Safety is a priority across all HE's directorates (epitomised in the Home Safe and Well campaign). But without a robust governance helping at least Ops and SES to collaborate, we can get redundant work and divergent practices. We also need to have an ownership mindset for Safety within Operations as we are the people on the frontlines.

Sponsorship drives culture change

- Any culture change needs active sponsorship from leadership. The steering group supports leadership in their role as Safety sponsors. It also provides a forum to share different approaches to Safety culture across departments.

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The **Insights workstream** focuses on 2 key initiatives as part of the regional Accelerator

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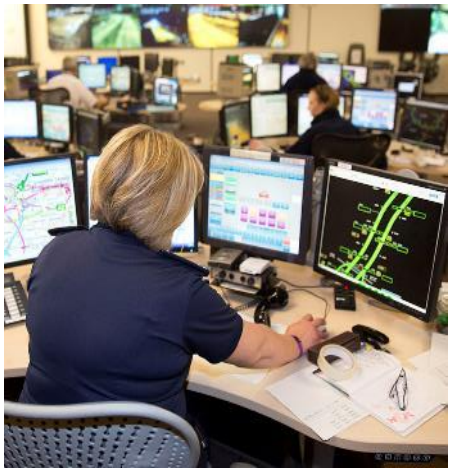
Initiative		Description	Activities
Network Capacity		▪ Use data insights in order to increase traffic flow and throughput (vehicles per hour) on congested parts of the network or at key interchanges ▪ Analyse data to reduce the amount of time customers are exposed to unsuitable signals	▪ Review data from smart motorways to identify opportunity areas ▪ Set-up trials to test hypothesis ▪ Train ROC/RCC colleagues on how to action insights
Network Occupancy[1]		▪ Use data insights to 1) reduce the impact of current roadworks and traffic management on the network and 2) increase the amount of works on the network without additional detriment to the customer	▪ Establish collaborative HE/supply chain occupancy workshops ▪ Identify and apply change levers to reduce Traffic Management overbooking ▪ Embed performance management for Traffic Management booking lengths

1 Network Occupancy is the amount of time HE has to occupy the roads for activities like maintenance and renewals. Our aim is to reduce HE's occupancy of the network as much as possible while maintaining a safe network

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Network capacity insights help us use our smart motorways effectively to increase flow of customers on the network

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Purpose

Leverage data insights to better use signals on Smart Motorways to maximise flow and throughput on our network, minimise delays and reduce signal errors

Metrics

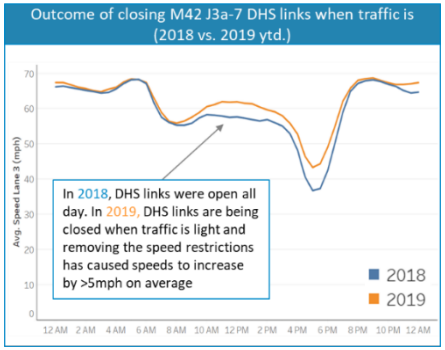
- Peak traffic flow (cars per hour)
- % exposure time to unsuitable signals

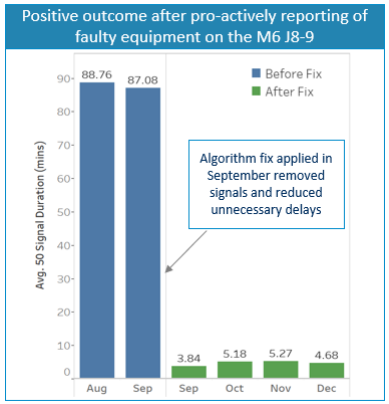
Activities

Dynamic hard shoulders

Use advanced analytical techniques to analyse historic traffic data. Combine this with RCC experience to identify the optimal times and order to open and close dynamic hard shoulder links.

Test these insights with short trials and analyse the impact on traffic flow to validate insight. Communicate to Traffic Management Team/RCC and implement through a decision support tool.





Confidence in MIDAS

Traffic data shows the value of using variable speed limits, but issues with MIDAS calibration have contributed to loss of confidence in the technology. To achieve maximum capacity, calibration is essential.

Collaboration between calibration and optimisation services team is key to resolving technology issues. We put in place touch points and facilitate collaboration, which directly contributes to quicker tech fixes and more robust signaling.

Why this matters!

Satisfy ever increasing demand

- Customer journey miles are expected to increase 40% by 2040 (to 119bn mi). Increasing capacity on our existing network is the most cost effective way to meet this demand and improve customer satisfaction. We cannot support increased demand by just building more motorways!

Confidence in our signals

- RDs may need to report at inquests for any fatalities or injuries on Smart Motorways. We want to have full confidence that our signals were correct and appropriate and did not play a contributing factor in any accidents.

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Network occupancy insights help us reduce road closures to increase the time our customers are on the network

Main Menu

Purpose

Keeping the road network open when required by customers while managing the safe, efficient, timely and accurate access to road space for the purposes of maintenance, renewal or enhancement

Metrics

- Traffic Management Opex savings
- % utilisation of road bookings
- # hours overbooked

Activities

Data to insights to change levers

- Analysis: In each region, we deep-dive into the data to generate insights about how effectively we are occupying the network: how well we utilise our road bookings or how often we close the same section of road under different Traffic Management
- Change Levers: We quantify the savings potential and generate change plans to improve (e.g. challenge the planned duration of road space booking)

We have developed a set of change levers aimed at improving variation in network occupancy performance with up to £1.2m in OPEX savings and customer benefits

Area of Focus	Initial Insight	'So What?'	Change Levers
1. Over-booking single and multi-day closures	11% of schedules are under-used by more than 4 hours	• Realise OPEX savings of up to £1m per year (IL3) • Conduct up to an extra 600 shifts without increasing occupancy • Increase productivity of planned time by 5.7%	Challenge the planned duration of road space bookings and understand the "regular offender" bookings
2. Combining more works	c.250 non-scheme works have occurred in the same road section within 7 days of another	• Realise OPEX savings of up to £200,000 per year by combining more works (IL3)	Combine more network occupancy at point of receiving booking and challenge supply chain to combine more
3. Road closures that cause unacceptable delay	Road works in Area 7 caused an average delay of c.10 minutes per vehicle in 2018	• Save UK PLC over £85m per year by reducing average delay per roadwork by 25%	Understand and restrict types of occupancies that cause customers the biggest delay

Supply Chain workshops

Engagement workshops bring together HE and supply chain to collaboratively review how we can reduce occupancy. The workshops allow an open dialogue around the assumptions behind occupancy bookings and provide a space for all parties to challenge future occupancy based on the efficiency of proposed bookings.

Why this matters!

Flat Opex

- Reducing Traffic Management bookings can have a direct impact on Opex spend. In the Midlands, £1.2m in savings potential was identified through two change levers: eliminating over-booking and combining more works under the same Traffic Management booking

Next Section

Scheme Design Technical Workshops help HE to build efficiencies into schemes from the very beginning

Main Menu

Purpose

Identify and apply levers (e.g. approaches) to the design of schemes that make our schemes more cost effective to deliver, run and maintain

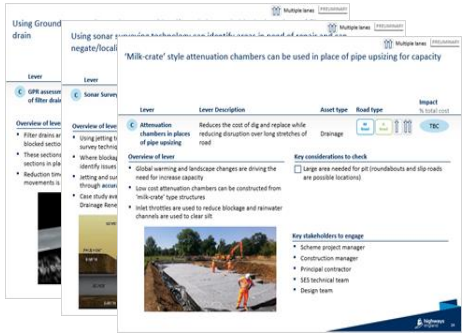
Metrics

- RIS efficiency targets
- Cashable savings in scheme budget

Activities

Identify new design levers

- Collaborative technical workshops bring together the expertise from across regions and our Supply Chain Partners. We share best practice for scheme design and identify new techniques from the world of construction that we can potentially apply to HE schemes.



Apply levers to schemes

Technical Workshops bring together efficiency leads, design teams and supply chain to examine the design of schemes. Each workshop focuses on the big budget items for one scheme type. The scheme experts review the technical design to identify where we could embed efficiencies using identified design levers.

Why this matters!

Savings and efficiencies

- Design levers can deliver significant savings, which may be cashable or contribute to the RIS targets. Cold in-situ recycling can potentially **deliver efficiency of 47% of scheme budget!**

- In the SW we have saved £1.04m by choosing non-hardened central reserves to replace the concrete barriers on the M5 J22-23.

Next Section

The **Maintenance workstream** can deliver up to 8 initiatives as part of the Accelerator depending on regional needs and priorities

Main Menu

Initiative
Commercial Process
Cyclic Planning
Performance Management
Mitigate Network Risks
Reactive Maintenance
iCAN
CAPEX in OPEX
National Support

Description	Activities
▪ Improve management of overall maintenance and response spend by improving processes, accelerating payments and giving better visibility on overall spend	▪ Map processes and develop targeted solutions ▪ Embed use of Confirm connect app
▪ Increase control of cyclic maintenance planning and execution, targeting higher cyclic maintenance completion rates	▪ Implement new pull planning process ▪ Set up annual plan with best practice
▪ Agree performance metrics to track at each level and set regular meetings to review progress and blockers, with clear escalation routes	▪ Establish performance dashboard and review meeting ▪ Encourage challenging conversations
▪ Improved control of flood risk locations and improving other risk management processes	▪ Implement e-FORM ▪ Map processes and develop targeted solutions
▪ Improve reactive maintenance performance, focusing on improving safety critical on-time completion rates and better prioritisation and visibility of reactive work	▪ In-depth analysis of all work orders in Confirm ▪ Identify performance drivers
▪ Give frontline teams the ability to identify and act on small budget opportunities that improve day-to-day working	▪ Setup credit card ▪ Roll out to all outstations
▪ Capitalising items from the OPEX budget using a simple decision tree	▪ Agree with Finance Business Partners ▪ Review Confirm data
▪ Support national maintenance initiatives while in region to further embed new processes	▪ Reinforce Intelligence-led Maintenance ▪ Reinforce Fix Now process for Optimised Inspections

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Identifying pain points in the **Commercial Process** allows us to design tailored solutions to reduce cost reimbursable spend

Main Menu

Purpose

Improve management of overall maintenance and response spend by improving processes, accelerating payments and giving better visibility on overall spend

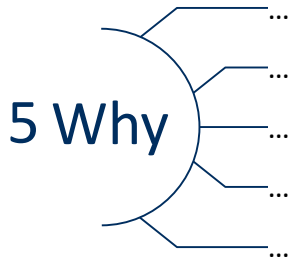
Metrics

- Spend versus forecast
- % of work against Schedule of Rates

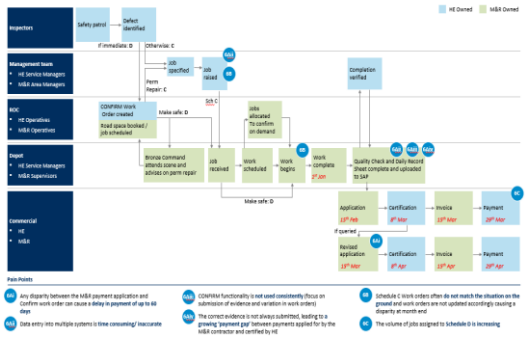
Activities

Root cause analysis

- Conduct a root cause analysis to find out why work is being done as cost-reimbursable. While some work should genuinely be done as cost-reimbursable, much that is currently processed like this could be put under a standard schedule of rates. Use 5 whys analysis to identify why cost reimbursable is being used so frequently in terms of process and underlying mindsets.



The first stage is to map the current commercial process; in the South West there were 7 key pain points



Design and implement solutions

HE and M&R contractors work collaboratively to generate solutions to reduce the use of cost-reimbursable rates. Proposed solutions include additional training and cheat sheets for the most used schedule of rates. While recommendations are shared, each region can define solutions that work best for the local context and supplier set-up.

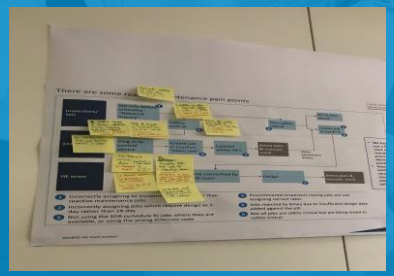
Why this matters!

Cost savings

- Cost reimbursable is at least 50% more expensive than schedule of rates. The SW was able to reduce the spend charged under cost reimbursable rates by 47% (£0.7m)

Flat Opex

- Our Opex spend forecast is based on the assumption of using our standard schedule of rates. Sticking to the agreed rates helps ensure forecast spend is in line with budgets, which is especially important given the target of flat Opex and likelihood of each year's Opex challenges.



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Improvements in **Cyclic Planning** processes increase completion rates of planned maintenance

Main Menu

Purpose

Increase control of cyclic maintenance planning and execution in order to target higher cyclic maintenance completion rates and identify opportunities to share road closures across maintenance activities

Metrics

- % cyclic work completed

Activities

Introduce visual management to cyclic planning process
The new 'pull-planning' tool gives a 3-month forward view of cyclic maintenance plan. All planned maintenance is represented simply on a white-board with magnetic tape. The cyclic plan is collaboratively reviewed every week with HE and M&R colleagues.

Benefits

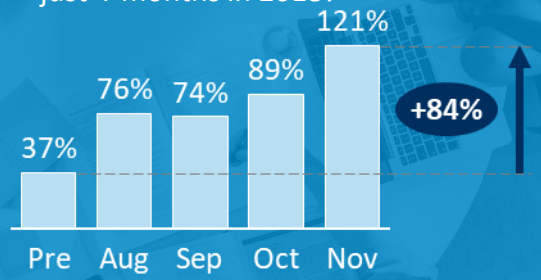
Everyone in the outstation has access to the cyclic maintenance plan at all times. The pull-plan boards are easier to understand and review than lengthy excel files.

Planners can visually identify where maintenance activities can be bundled together, eliminating unnecessary road closures.

Why this matters!

Reduce costs

- Not completing planned cyclic maintenance drives up costs! If we can't proactively maintain our network, more maintenance gets done reactively, which has a higher price tag. In the SW, we managed to increase our monthly cyclic maintenance completion by 84% in just 4-months in 2018!



Reduce road closures

- Visual planning helps us identify where we can share road closures. There is a direct benefit to customers as we decrease our occupancy on the network and our costs reduce as we have less closures.

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Improvements in **Performance Management** processes enable better working and problem solving between HE and M&R

Main Menu

Purpose

Establish clear metrics and review and escalation processes for performance management to improve how HE works with its M&R contractors

Metrics

- Opex spend
- All maintenance metrics

Activities

Performance dashboard

The new maintenance performance dashboard collates key data from Confirm. Metrics give a view of performance across all aspects of maintenance, including financials. A 'Focus Corner' allows for a deep dive into one performance area each month.

Collaborative review boards

Maintaining the network is a joint activity between HE and our M&R contractors. Collaborative review boards using the performance dashboard allow the service delivery teams to co-manage performance and solve any problems using the joint HE and supply chain knowledge base.

Why this matters!

One source of the truth

- Data offers valuable insights, but only if everyone agrees on the numbers. The Confirm dashboard acts as one source of the truth so HE and M&R colleagues can focus on resolving issues and improving performance rather than debating numbers.

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We can **Mitigate Network Risks** by streamlining the reporting process to report and manage flooding hot-spots

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Purpose

Helping to reduce the risk in the network by 1) identification flooding hotspots through effective reporting allowing 2) proactive management of potential unsafe areas

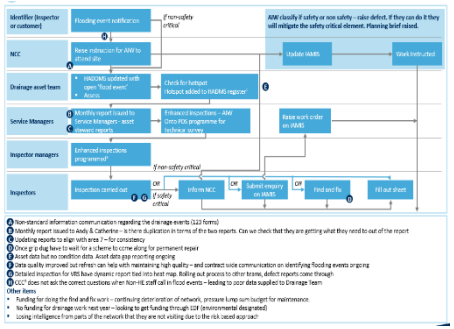
Metrics

- % flooding hot-spots documented

Activities

Process mapping

Collaborative workshop with HE and M&R to map out the process for reporting flooding hot-spots. Identify the pain points in the process and use root cause analysis (e.g. 5 Whys) to identify why issues are occurring. Using visualisations of the process in the workshops enables easy identification of issues.



Process change

Formulate a new process that addresses the causes of not reporting flooding hot-spots. Review the reporting lines to ensure information is flowing correctly. Communicate new processes out to teams. Lock-in the change with a new streamlined e-form to report flooding hot-spots.

Why this matters!

Information improves safety

- Streamlining the reporting process improved the % of flooding hot-spots actually reported from 30% to 100%!
- At times of high risk, we can proactively send out teams to check and clear flooding hot-spots. Having robust data on risk zones means we can address all issue areas, rather than just the small % we have documented. This directly leads to improved customer journeys and safety.

Next Page

Deep-dive analysis into **Reactive Maintenance** enables regions to more effectively deploy resources for safety critical incidents

Main Menu

Purpose

Improve reactive maintenance performance, focusing on improving safety critical on-time completion rates and better prioritisation and visibility of reactive work

Metrics

- Reactive maintenance on time completion %

Activities

Analyse problem areas

Perform a deep-dive analysis into reactive performance specifically comparing completion rates for safety critical and non-critical. Focus on where we were not able to clear incidents within statutory requirements. Conduct a root cause analysis on incidents we weren't able to respond to within statutory requirements.

@HighwaysYORKS there's a massive pothole between lane 2 and 3 just before this sign... gonna take someone's tyre/wheel out...

Identify and implement solutions

Identify where the pain points are in the process that mean we aren't effectively deploying resources. Bring HE and M&R contractor together to generate ideas to improve the process. These improvements will be specific to regional needs and directly address local issues, rather than a more standard and less adaptable approach.

Why this matters!

Customer safety

- Reactive maintenance deals with safety critical road conditions. Improving clearance within statutory requirements not only directly benefits our customers but also clears HE of liability risks should any safety incidents occur.

Reducing occupancy

- The pull-planning tool used for cyclic planning also benefits reactive maintenance. Planners can easily identify where reactive work can share Traffic Management for pre-planned cyclic maintenance, reducing occupancy.

Next Page

The **iCAN** initiative gives power directly to traffic officers to make small changes that have large impact on their day-to-day

Main Menu

Purpose

iCAN[1] gives frontline staff the autonomy and budget to make small changes that can have a significant impact on day-to-day working and improve morale and engagement

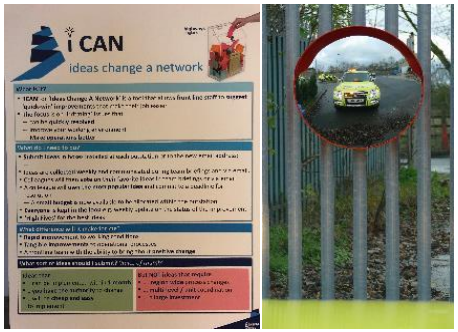
Metrics

- # outstations with iCAN

Activities

Empower frontline employees

A credit card is given to each outstation with a small budget to spend on improvement ideas. Frontline staff submit their improvement ideas and the traffic officer manager reviews and makes the purchases. iCAN gives the traffic officers a fast way to turn great ideas into a reality that can genuinely improve day-to-day working.



Communication campaign

iCAN is the one of the most visible initiatives for front-line staff. The launch of iCAN is signaled by a communication campaign to all traffic officers. This gives a strong level of focus on an initiative that, while simple, has an outsized impact on engagement.

Why this matters!

Grass-roots innovation factory

- A traffic officer in the South West used iCAN to add reflective strips to the backs of signs. This allows traffic officers to visually check if signs are standing at night, eliminating the need to enter live roadways to conduct checks. This simple suggestion is so impactful that the signage company is looking to officially incorporating it into their design and roll it out across all of their clients. **And all for less than £10!**

1 iCAN stands for Ideas Change A Network

Next Page

A simple decision tree helps us identify **Capex in Opex** and correct our allocation of spend to free up Opex budget

Main Menu

Purpose

Identify and capitalise expenditure sitting under the operating accounts and move this onto the capital expenditure books using a simple decision tree

Metrics

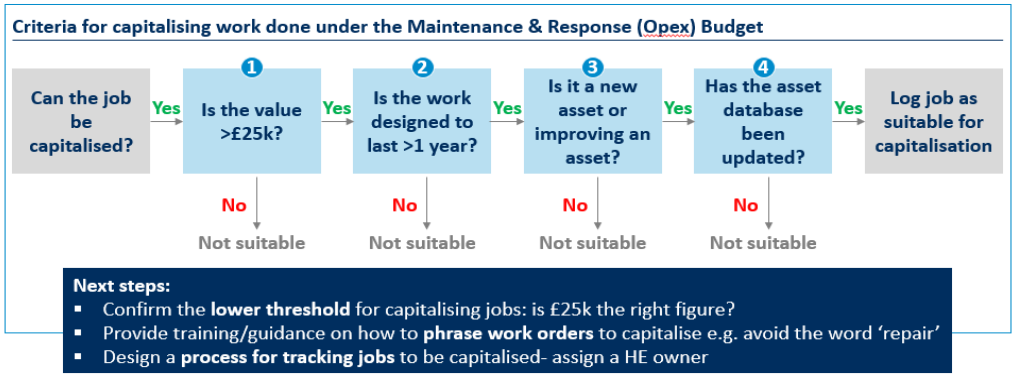
- £value of Opex capitalised

Activities

Review historical spend

- As a default in many regions, spend is put into Opex. However, some maintenance represents significant investment work to improve a long-term asset.
- A Confirm data expert uses the workflow below to identify potential spend sitting against Opex that may actually be suitable for capitalisation. Jobs that are identified as potential Capex on review are given to the Finance Business Partner for review and official transfer over to capital expenditure.

NOTE: Some regions already do this review process. In such cases this initiative will support the process and make sure it is embedded as standard.



Why this matters!

Flat Opex

- Ensuring capital expenditure isn't sitting against operating budgets helps regions to hit flat Opex targets and deliver all required maintenance within these budgets.

Better spend forecasting

- We use historical spend to forecast. Clearing up and correcting the operating accounts will enable us to better predict and plan future expenditure.

Finish

Fix Now Empowers inspectors to do small reactive jobs in their marginal time, reducing reactive maintenance required on the network

Purpose

Fix Now enables Highways England Inspectors to carry out simple jobs to keep the network in good condition and our customers safe.

Metrics

- # of Fix Now jobs completed per region per month

Activities

Should fulfil the following criteria:

- There should be a clear extent of work
- Jobs should take less than 15 minutes to complete.
- There should be a dynamic risk assessment in place
- Activity should be logged in the Confirm system.

Examples

Examples of some of these activities can include clearing the road of debris, fixing a sign or removing vegetation to ensure this is visible to our customers.

1 iCAN stands for Ideas Change A Network

Main Menu

Why this matters!

Improves efficiencies

- By completing Fix Now jobs internally we can save on Maintenance & Response contractor spend across the regions.
- So far we have seen a £55k saving in the North West region alone by completing Fix Now jobs in-house.

Next Page

The **QMS Enhancements Project**

Main Menu

Purpose

Working towards a centrally controlled, locally owned QMS system, aligned to ISO 9001. Through 'gaining control' of the system and setting a clear direction for development and enhancement, the Operations business should realise process efficiencies that contribute to our whole suite of key business performance indicators.

Metrics

Activities

The project aims to:

- Understand how HE QMS is working now
- Regain Central System control
- Define and Develop how Highways England QMS can work in the future
- Provide recommendations for system enhancements: Short Term, Medium Term, Long Term

Examples

The re-introduction of a structured management arrangement for the Operations Quality Management System.

Provision of structure and direction to process and procedure reviews, with clear methodology and roles and responsibilities well defined.

Provision of direction to align the way we manage Quality in Operations more closely with standard ways of working.

Administration of management processes, including product and change control, content management and document management for the system.

Support the development of an 'end state' way of working making better use of Highways England's resources

Identification and delivery of system enhancements that improve the user's experience of the QMS.

Why this matters!

- **ISO 9001 Alignment. Aligning the Highway's England QMS with ISO 9001**
- **Digital**
- **Defining digital solutions to make content consistent, lively and user friendly**
- **QMS Team: Defining roles and responsibilities**

Next Page

Improvements to the **Traffic Officer Manual** will enable increased usage and awareness of safety procedures

Main Menu

Purpose

Address insights from the Safety Climate Survey (Sept 2018) that highlighted 'usability of procedures' for Safety could be improved. Improve the accessibility and usability of the Traffic Officer Manual, especially at the point of use.

Metrics

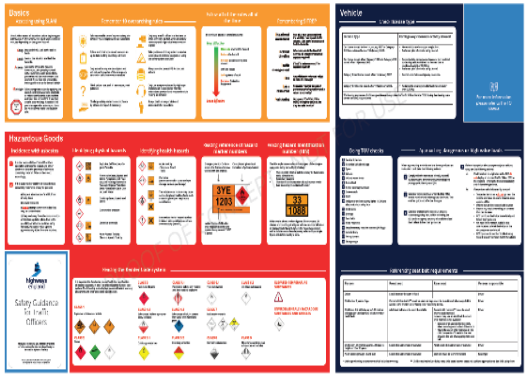
- Safety Culture Maturity

Activities

Diagnostic with traffic officers

Diagnostic activities with traffic officers has supported the development of three solutions:

1. **Point of Use solutions** (Flip Book and Cone Book) key information from Traffic Officer Manual to aid memory recall
2. **Offline Book** – Turning existing information from the Traffic Officer Manual into visual/procedural format
3. **App Proof of Concept** – exploring feasibility and options for an application to ultimately host the information



Iterative design improvements

User-centred approach to design following process, ISO/IEC/TR/25060.

Engagement with traffic officers and other stakeholders such as owners of the Manual (IMRT), Learning and Development, and IT, to develop an iterative approach to design.

Why this matters!

Improving accessibility

- Traffic officers viewed the Traffic Officer Manual (over 600 pages long) not to be searchable. We identified that the SharePoint App provides a search function – an existing solution which the vast majority of traffic officers did not know about. We are communicating this – a quick win!

A shift in perceptions

- Feedback from traffic officers has already indicated a shift in perceptions. Perceptions of the Cone Book (3.83) is one safety culture step higher than compared to the Traffic Officer Manual (2.83).

Next Section

Insights on how to increase **Traffic Officer Productivity** help us improve incident clearance time and KPI3

Main Menu

Purpose

Use data driven insights to identify blockers impacting KPI3 and implement a set of impactful change levers to improve traffic officer productivity on the network and our KPI3 performance nationally

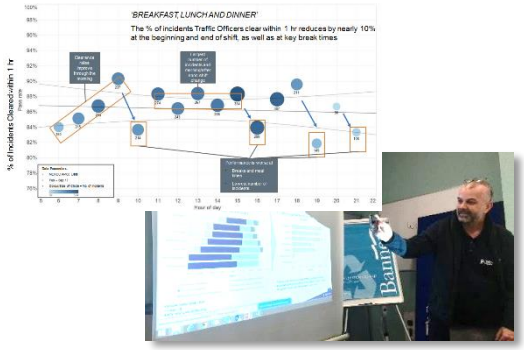
Metrics

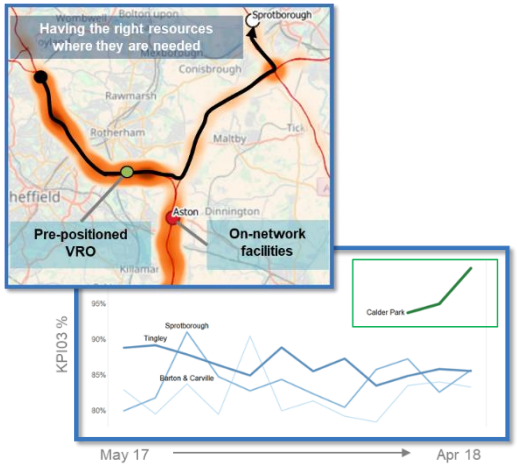
- KPI3
- Incident Clearance time

Activities

Generate Insights through analytical sprints

Analytical sprints (data reviews) identify insights into what is impacting our ability to meet KPI3 targets. The key drivers of productivity are how quickly traffic officers are able to get on the network, how long they are active on the network, and when in the shift they return to the outstation. Incident response times are lowest during the beginning and end of shifts.





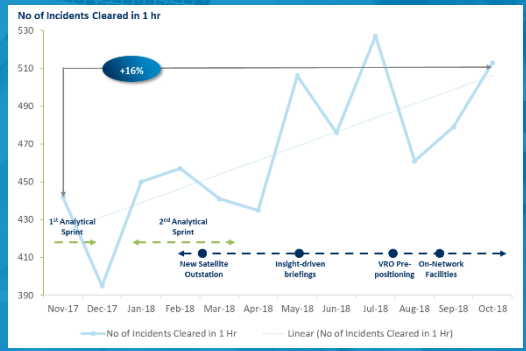
Convert to insights to change levers

From these insights, 3 change levers were identified: 1) create satellite outstations or on-network facilities to increase active time, 2) introduce data driven briefings to get traffic officers onto the network quicker, 3) pre-position VROs at key points on the network to facilitate immediate dispatch from outstation. These change lever were piloted to prove value and then rolled-out nationally at the end of 2018, delivering upwards of 20% reduced clearance times.

Why this matters!

KPI3 (incident clearance w/in 1 hour)

- Insight led changes in YNE led to a 16% increase in the number of accidents cleared within 1 hr (Nov17 – Nov18). This is a direct improvement to the ORR mandated KPI3.



- Clearance times significantly improved due to change levers: 30% in YNE due to satellite outstations and 21% in East from pre-positioned VROs. Quicker clearances will improve traffic flow and thus customer satisfaction.

Next Section

Formal levers and a review process enable use to identify more potential efficiencies in **Scheme Delivery**

Main Menu

Purpose

Identify and apply levers (e.g. approaches) to the delivery of schemes that make our schemes more cost effective to execute

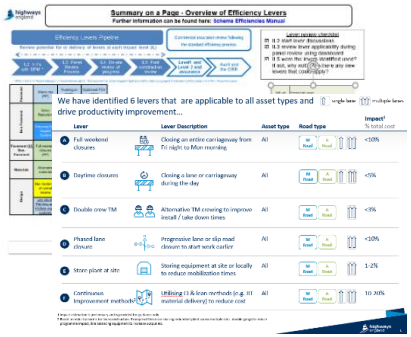
Metrics

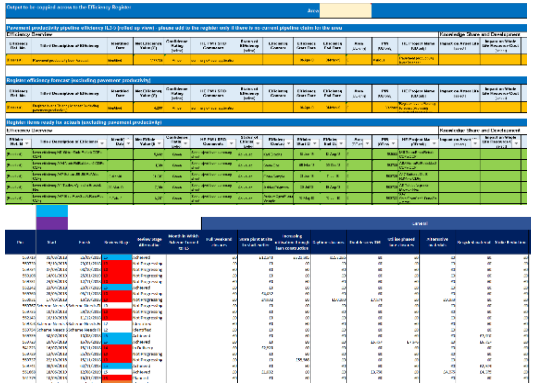
- RIS efficiency targets
- Cashable savings in scheme budget

Activities

Identify and share efficiency levers

An efficiency lever is a repeatable change efficiency that can be replicated across schemes over the network. New levers (or approaches to work) are generated through innovations at the regional level or in the supply chain. Regular 'new lever panels' then give a forum for sharing these innovations and supporting scheme managers to apply new efficiency techniques. Lever examples include using LED lighting (50%+ savings) and warm-mix concrete (8% savings over budget).





Use workbook to track

Efficiency leads use a dedicated workbook to help manage the process of applying efficiency levers. Relevant levers are marked against a scheme, giving an estimate of potential savings based on budget and an average savings target agreed with Commercial. The workbook provides a forecast of potential savings that helps HE track how we are progressing towards the RIS efficiency targets.

Why this matters!

Achieving RIS efficiency targets

- The scheme efficiency workbook supports HE to generate efficiencies (£25m forecasted for completed schemes in FY18/19[1]) and gives a forecast on future efficiencies so we can forward track our progress against RIS targets.

Having the right conversations

- The new lever panels, supported by tracking in the workbook, formally reinforce and support the natural innovation within HE.

Knowledge sharing

- Many efficiency levers identified at new lever panels were business as usual in one region – but a completely new way of working for other areas! The new lever panels provide an essential forum to share best practice

Next Section

1 Workbook efficiencies at IL5 (scheme complete) as of Mar 2019

The **schemes 3D initiative** helps us design a new **planning and development** process to deliver quicker and cost effectively

Main Menu

Purpose

The new process and governance developed through the 3D initiative (Develop, Design, Deliver) will enable us to be more efficient and effective in how we manage capital renewals and designated fund improvements. Planning and delivery will be quicker and more cost effective with the same high standard of quality.

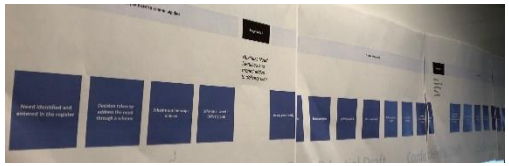
Metrics

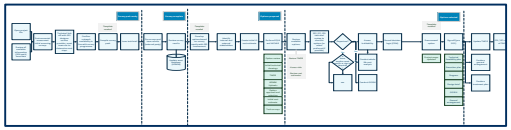
- No. of stage gate reviews completed per month.
- % of RIS2 budget that has a passport
- Value (£m) of stage gate outcomes (Go/No Go) per month

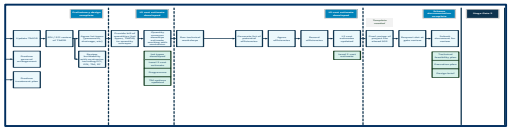
Activities

Collaborative workshop sprint

The new process and enabling structures is generated through a series of collaborative workshops. The workshops bring together key people from all regions from across scheme delivery, asset needs, programme development and commercial and procurement. The workshops cover the process, people and capabilities, and structure and governance.







Pilot and implementation

Following the design workshop sprint, 3D will pilot the new process and structures in a key region. The pilot will text the new design and allow us to refine the process and enabling structures and identify additional improvement area. It will also allow us to prove the value of the new process and help us learn how to best engage everyone to make the change a success. Following the pilot, the new ways of working will be rolled out to all regional across HE.

Why this matters!

Control and transparency

- Significant changes during the design and delivery process should be the exception, not the rule. The new process will give us more control of changes and transparency of when and why they are happening. This will 1) help us to identify if changes are due to process breakdowns and 2) give budget holders and downstream teams more visibility of what is changing.

Rework and delivering on time

- Currently, we have to do a lot of design work late in the process or even re-do previous work. This causes delays, makes us overshoot our expected delivery and is costly. The new 3d process puts more emphasis on correct design and thought early on in the lifecycle, enabled by stage gate governance.

Next Section

Implementing **Optimised Inspections** enables on-the-spot fixing of small defects during patrols

Main Menu

Purpose

- To ensure that the motorway network is safe by getting our traffic officers to undertake the daily safety patrols
- Use a 5 point scale for consistent condition rating across the network
- To enable highway inspectors to fix small defects as they identify them as part of Fix Now initiative

Metrics

- # of safety patrols undertaken as planned
- # of condition inspections under-taken as planned

Activities

Traffic officer safety patrols

- Traffic officers have been trained to enable them to undertake daily safety patrols to identify immediate safety defects. Patrols are rostered as the first activity of the day.

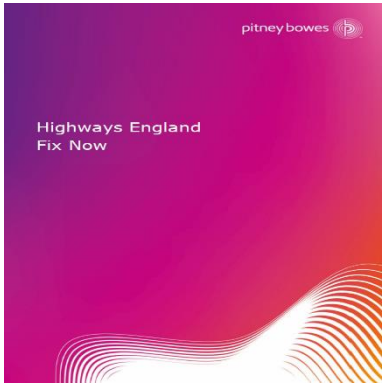
Condition rating

- A 5 point condition rating system has been developed to provide a consistent viewpoint of the condition of the network. All traffic officers will use this standard 5 point scale to rate asset conditions on the network. This directly feeds into intelligence led maintenance planning.

Fix Now

- Fix Now provides guidance and advise to highways inspectors enabling them to resolve small defects as they are identified without the need to call out the M&R contractor on a reactive basis. A stitch in time approach.

Grade	Condition Description
1	As new
2	Superficial damage / deterioration with no loss of performance
3	Some damage / deterioration and performance may be slightly reduced
4	Significant damage / deterioration and performance severely reduced
5	Significant damage / deterioration / missing / failed, no longer fulfils its intended purpose
9	Attempted but unable to inspect asset condition



Why this matters!

Strengthen our safety case

- Using the skills and experience of traffic officers to undertake safety patrols ensures our network is safe and provides us with our defence (Section 58) against claims of an unsafe road environment.

Effective use of resources

- Using a consistent rating system ensures we can use our resources in the most effective manner, and target our efforts where they are most needed.

Frontline ownership

- Fix Now brings ownership of the network into the inspectors and ensures the small things are dealt with in the most appropriate manner

Next Section

Intelligence-led Maintenance enables more effective and targeted use of maintenance budgets

Main Menu

Purpose

Use data intelligence to inform maintenance (ILM) plans, putting regions in control of their own maintenance activities and letting them make informed decisions on where to invest to provide customers with a well maintained network

Metrics

- % assets covered by ILM

Why this matters!

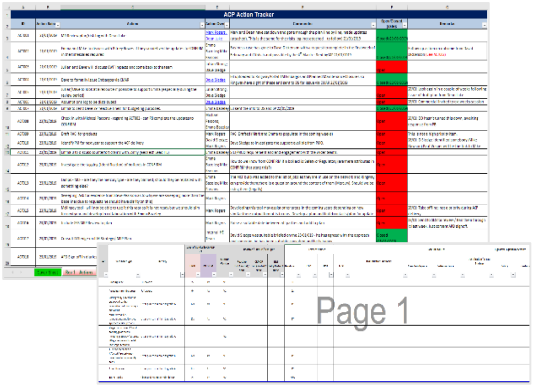
Use funds more effectively (Flat Opex)

- By using their knowledge of the network and condition data, which is continuously built up over time, regions will be able to best target their resources to deliver a bespoke maintenance regime which provides a safe and serviceable network. This enables regions to deliver on their duty of a safe network while also managing funding more effectively as maintenance needs are assessed and addressed based on actual needs. .

Activities

Moving to Intelligence-led Maintenance

ILM is about planning maintenance actual needs of the network. By understanding the needs of our assets we can focus our maintenance plans to make the most efficient use of resources and target our efforts where the need is.



Integrating into Annual Cyclic Plan

ILM initiatives will be integrated into the ACP process. A set of tools (see left) is used to integrate ILM into the ACP work. The focus is initially on the big impact items. The added intelligence allows us to make informed challenges to baselines and assumed maintenance needs (e.g. maintenance not needed if asset is shortly due for scheme renewal).

Next Section

The new **Green Claims** process increases the value recovered while reducing time and effort needed

Main Menu

Purpose

Apply a new process that will enable the recovery of revenue using reasonable costs derived from 'Estimates' where actual costs are not available from insurance companies. This streamlined approach will reduce the time taken and effort needed to recover costs.

Metrics

- Revenue(£) recovered by Highways England

Why this matters!

Supporting flat Opex

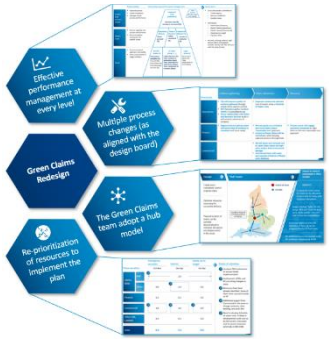
- Recovered green claims offset repair costs that sit under operating expenditure budgets, helping us to achieve our flat Opex target.
- **£8m has been recovered in FY18/19** and will be paid into HE accounts through the new claims process. There is an additional £14m already submitted to insurance agencies and a further £28m pipeline being processed.

Activities

Design a new process

A cross functional team has redesigned the process by 1) identifying design parameters, 2) defining roles and accountabilities and 3) laying out the new operating model. The new process takes less people and time and has the potential to deliver a much higher recovery rate.

The ambition has been to increase recovered value to £30-35m - i.e., 50-60% recovery rate.



Green claims dashboard financial KPIs - all claims
Million

FY18/19	Region	Area	Target	Pipeline[1]	Submitted	Recovered	Comment
AD areas	SW	1&2	1.00	1.83	1.61	0.23	Cost packs being pull together and submitted to insurance companies.
	Midlands	7	1.90	4.16	0.71	0.59	GC team to work with Amey to address the backlog. Meeting scheduled for 25/02 to review process.
	NW	13	0.40	0.30	0.87	0.03	£1.3 million backlog of cost packs (127 claims) are been progressed ad submitted to insurers.
	NE	14	0.40	1.21	0.16	0.04	Limited resource preventing the chasing of claims with the insurance companies.
	Total		**3.70**	**7.51**	**3.33**	**0.89**	
ASC areas	NW	10	3.60	6.82	2.58	0.75	BBMM actively providing cost packs each per week to clear the backlog, with £70k worth of cost packs received this week. Meeting with BBMM re-scheduled for early February.
	NE	12	1.30	1.53	0.39	1.98	Interaction with Area 12 required to identify pain points.
	Midlands	9	5.30	2.70	2.81	2.17	Interaction with Area 9 required to identify pain points
	East	6&8	2.00	5.29	2.51	0.44	Cost pack provision has generally improved with Kier, £22k worth of cost packs received this week.
	SE	3	1.00	0.75	1.55	0.78	Interaction with Area 3 required to identify pain points
		4	0.80	2.92	0.49	1.09	Growing backlog of 107 cost packs (£1.5m) due to A-One Plus not supplying evidences. Commercial discussions ongoing.
	Total		**14.00**	**20.02**	**10.33**	**7.21**	
Total			**17.70**	**27.53**	**13.67**	**8.10**	

1 Includes Capital costs and estimated

Performance management

While the process redesign cuts down processing time by half, recovery can still take half a year. Robust performance management of claims pipeline and recovery amounts helps the team ensure we maintain momentum from the beginning of a claim through to final recovery.

Next Section

A package of improvements to our **Road User Compliance** processes delivers increased value for money

Main Menu

Purpose

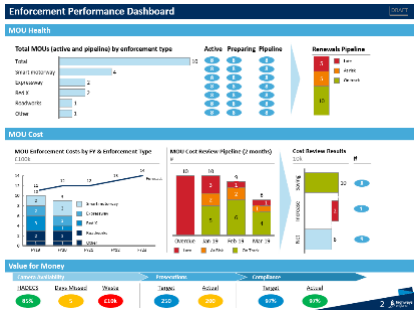
Working collaboratively with SES to holistically review Operations' role in road user compliance, with a specific focus on enforcement. The aim is to identify opportunities to change and improve compliance and safety whilst reducing costs and improving value for money.

Metrics

- Improved road user compliance
- Improved Value for Money
- £ saving

Activities

Performance management – to provide a single source of truth on key enforcement data and to manage key enforcement processes



Establish asset records & review – to bring our enforcement assets in line with wider organisational asset strategy and change

Commercialised approach – to become more commercially focused in how we manage our enforcement costs

Review and re-benchmark enforcement service levels – to identify if there is an alternative enforcement service level model that would drive greater levels of road user compliance

Why this matters!

Customer safety

- Enforcement is a core driver of customer safety and managing flow. Ensuring that we can actively enforce helps us deliver on this safety case and effectively operating the network.

Flat Opex

- The money we pay to Enforcement Authorities makes up a significant proportion of our Opex funding, and we're currently forecasting that spend on enforcement will at least double over the next 5 years, but the funding we get is flat, i.e. it doesn't increase to match our enforcement cost increases. The actions we're taking will help to minimise those costs

Value for money

- We pay for enforcement which may not always be enforceable, and so we need to improve how we track and monitor this so we can work with key partners to improve

Next Section

Moving to a national version of **Confirm** gives us improved performance and consistency in asset management

Main Menu

Purpose

We've built a National Model of Confirm – an asset management information system - bringing performance improvements and consistency to how we manage our assets in AD areas and regions and to save 'per-user' costs of the system.

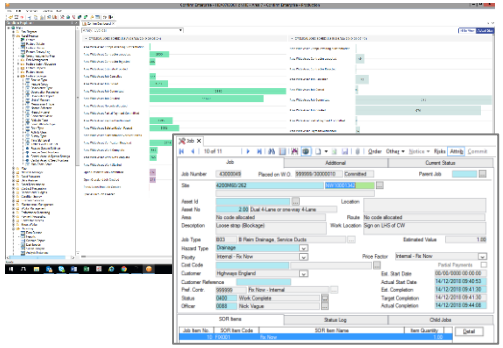
Metrics

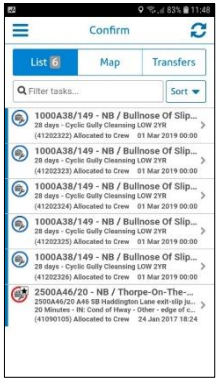
- Monthly cost per peak active users
- Maintenance schedule adherence
- Asset data quality measures

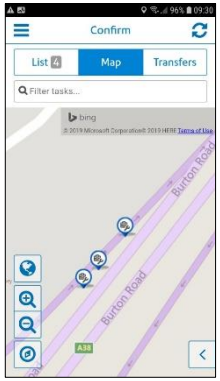
Activities

Requirements, design and build

We've worked with each of the AD areas and regions to set the requirements for an optimised, consistent Confirm platform. We've taken this through database build and UAT. This gives us consistent national ways of working, taking the best of each regions configurations and introducing additional enhancements.







Go-Live

We introduced the new National Model of Confirm during 2019. We set ourselves a challenging timeline that would see all of the AD areas and regions, including the new AD10, move to the new database in spring 2019.

Why this matters!

Consistency & performance

- The Confirm platform is central to the delivery of a number of core business processes, including how we manage and instruct maintenance, how our inspections are delivered and how we manage our asset data. By developing a consistent configuration, we take the learnings from each region and share this knowledge. We're delivering consistency and performance improvements across a broad range of business processes.

Saving us money

- Through introducing the new platform and the newly negotiated licensing costs, we're reducing the 'per-user' cost of Confirm across the estate.

Next Section

Delivering the **Regional Operations Centre (ROC)** change enables proactive operation of the network

Main Menu

Purpose

A holistic programme to help our regional control rooms shift from reactive to proactive operation of the network through a suite of improvement initiatives targeting use of data, technology, different ways of working, communications and customer engagement

Metrics

- Improved customer satisfaction
- Time efficiencies
- Business processes enable change

Activities

ControlWorks changes

Enhance the ControlWorks incident management system by creating a mobile application, improving browser interactions and enabling remote access.

Process improvements

Working within the regional control rooms to drive process efficiencies and consistency, for example with roadworks. And to work with our other directorates, such as HR, to make sure enabling business processes support ROC ways of working.

Twitter

- We've built in capability in our regional control rooms to use Twitter to increase the breadth and depth of information we provide to our customers. And the change allows NILO to enhance the level of information shared with customers nationally.

Tools

- Providing regional control rooms with data driven tools to enhance their decision making, for example the Highways England Incident Support Tool .

Why this matters!

Customer satisfaction

- YNE colleagues tell us that providing them with the ability to tweet has encouraged them to establish stronger relationships with project teams, meaning they're able to interact and keep our customers better informed about roadworks.

People focused

- Changes to shift briefing increased engagement within the control room and with traffic officers.
- Removing inefficiencies in processes and systems means that regional control room colleagues have less frustrations, providing them with a nicer place to work and freeing up resource time to perform more value add work.

Next Section

Upgrading our **Customer Relationship Management (CRM)** system significantly improves our ability to serve customers

Main Menu

Purpose

Introduce a single customer relationship management system across the Operations Directorate and Customer Contact Centre to improve customer experience and the quality of customer engagement

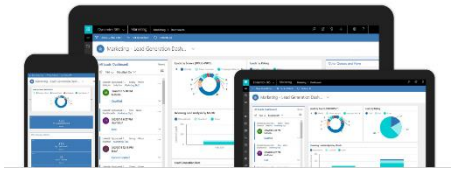
Metrics

- Customer correspondence response time

Activities

Phase 1: Customer Contact Centre

Phase 1 delivered the basic set-up of the new central CRM system to the Customer Contact Centre. This replaced the call logging system that had been increasingly difficult to support and operate. All customer interactions are recorded in the new system.



Microsoft | Dynamics 365

Phase 2: Integration and Roll-out

Phase 2 will roll-out the CRM solution to all national and regional teams within OD. The system will also be interfaced into current telephony and other dependent systems, such as Confirm.

The cross-directorate CRM system will also provide the business with the capability to integrate additional channels to potentially create an omni-channel contact centre in the future.

Why this matters!

Customer satisfaction

- The new CRM tool will help us to reduce overall query time. Easy access to all customer interaction information in one place leads to shorter calls, quicker response times, less mistakes. All this reduces customer frustration and increased customer satisfaction, which can be seen through the customer satisfaction surveys.

Value for money

- The CRM update will remove many of the redundant and duplicative steps that CCC operators have to go through. The change will mean that our operators spend more time on value adding activities rather than unnecessary administration.

Next Section

A new set of **Working Patterns** puts more workers out at peak customer times and addresses team working preferences

Main Menu

Purpose

Introducing a demand led working pattern system for traffic officers and control room operators to replace the current flat pattern of 6 on 3 off and address periods of under and over staffing. The new working pattern will match staffing to customer demand so we can be more effective with how we deploy front-line operators.

Metrics

- Staff engagement survey
- Sickness/absence reporting

Activities

Data led design and development

We first quantify what the real customer demand is by pulling data from across a variety of sources. Once we have a picture of the demand we can then match the appropriate levels of people to meet this need.

We incorporate the working preferences of our people and smooth this out into shift patterns broken down between Mon-Fri and Sat-Sun.

Addressing people preferences

This review gives us the opportunity to optimize both for customer demand and the preferences of our people. We work with operational colleagues (Traffic Officers and Control Room Operators) to engage on what their preferences are and understand their aspirations for the new working patterns. We combine these with the customer demand details to define the new working patterns.

Preferences include more rest days (especially after night shifts), more clear weekends, less night shifts per person.

Why this matters!

Customer satisfaction

- The new Working Patterns will put more traffic officers on the road at peak travel times making us more visible to customers. Customers tell us that they feel safer when they see traffic officers and uniformed personnel on the road.

Customer safety

- People are better drivers and more compliant when they see traffic officers on the road. More traffic officers at peak travel times will also help us to clear incidents quicker.

People engagement

- The new working patterns reflect what was requested by traffic officers to improve quality of work and life. We should see this improvement reflected in the people engagement survey.

Finish