Improvement & Collaboration Plan

Project Brief

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1 Introduction

1.1 Purpose of the Project Brief

The Project Brief is a key document in managing successful projects. It forms the basis of Project Initiation, which gives the direction and scope of the project and forms the 'contract' between the project team and senior management. It provides a clear, concise, and measurable statement of the business outcomes the project is expected to achieve so that the constituent parts of the Project can be resourced and authorised.

1.2 Background

The Shropshire Highways contract commenced in April 2018 and is now in its 30th month of operation. In the first year Kier provided a strong focus on the internal integration of the employees whilst embedding processes in relation to the requirements of the contract and tender submission. The joint system development group made numerous updates to both client and Kier systems and the interface between them to ensure quality and accurate data flow.

Earlier this year Shropshire Highways provided cultural leadership workshops to help build a sustainable working environment where the alliance can evolve in relation to, the contract aspirations, measures of effectiveness, and newly defined collaborative ways of working. At the time it was perceived that relationships had taken a step backward, there was a lack of trust between the organisations and actions were not being completed. Following the workshops, a working group was established to implement the workshop recommendations.

Although there has recently been some good progress in specific areas with several service improvements having been made, it is recognised that there is still further work to do to take the next steps and ensure that we jointly oversee and manage the changes required so that Shropshire Highways aspirations are sustained and maintained.

There is now a clear and collaborative emphasis on working together to improve the performance of the service and a mutual desire to continue to work to improve the effectiveness of the Alliance. In July 2020 the Shropshire Highways strategic Board mandated the formation of a mutual improvement project to develop and deliver these objectives. This improvement project is a vehicle that will help support Shropshire Highways' contract aspirations.

2 Project Objectives

2.1 (A) Communication

Update our communication plans to set out the processes that we will use when we interact with our customers, employees, stakeholders and those affected by our works. This will involve the distribution of information and how we use feedback on the services we provide and the products we deliver. The plan will ensure recognition for all parties through shared communication initiatives.

The revised communications plan will:

- Provide all employees and stakeholders with regular updates
- Inform customers concisely, consistently and clearly
- Get feedback from our customers and stakeholders which we will use to improve our service
- Determine the channels for celebrating success
- Define the ways we will recognise our people for accomplishments in the workplace

Leads To be determined

2.2 (B) Programme & Performance Management

The measuring of, reporting of, and managing progress of the 'highways programme' in order to improve performance, at an individual, service and corporate level, to ensure the deliverables are aligned to those priority areas that are not achieving the required/ target performance.

Ensuring that there is one agreed source of information and that this information reaches the right people at the right time to inform decision making, prioritise actions and improvements to be undertaken and that plans are in place for supporting performance target achievement.

Enabling people within Shropshire Highways, with an interest in specific services and areas to see, participate and contribute to improvements in performance.

Leads Claire McCabe & John Beddell

2.3 Operational Service Reviews & Development

The aim of the 3 operational workstreams is to create sustained delivery and a transparent service that meets the needs of the customers by making the most efficient use of available funds and resources to invest in and maintain the network.

The focus will be to provide exceptional service performance within the regulated areas we operate in by doing more with the available resources. There will be a programme of operational supporting initiatives and a range of mutual commercialisation options to reduce costs.

2.3.1 (C) Reactive Maintenance

To provide a reduction in operating costs and resources which can be transferred to other priority service areas to increase the sustainability of the network by:

- Increasing productivity
- Reducing costs
- the accurate capturing of defects,

- better planning and permitting
- incorporating more effective innovations into the operation delivery model

Leads Jason Sapsford & Mike Griffiths

2.3.2 (D) Routine Maintenance/ Minor Works

Streamline the scoping process to improve the timeliness of schedule, quoting and pricing of the works, and making the best use of available delivery models to ensure quality and cost effectiveness are achieved.

Leads Jason Sapsford & Andy Keyland

2.4 (E) Providing Value to Winter Maintenance

To be implemented in 2 stages;

Stage 1 (2020) - Develop a process for involving Kier in winter maintenance decision making, resulting in feedback from the operational functions to inform the decision-making process and maximise available resources with minimum disruption to other services.

Stage 2 (2021) -Review the current service to Develop & seek approval for a revised winter maintenance plan to reduce duplication and cost and which devolves a pre-approved range of activities to Kier

Leads Peter Woodhead & Graham Downes

2.5 (F) Added Social Value

Establish a scrutiny group which includes the portfolio owner to develop a social value strategy with the aim of improving the communication channels and decision making so that there is more effective formal meetings, forums, or mechanisms between the council and the communities and more integration on highway related matters which affect the public realm and their communities

Leads Peter Woodhead & Andy Wilde

2.6 (G) Innovation

Driving innovation in Shropshire will include new ideas, devices, methods or products with the aim of improving quality, performance or/ and cost savings. Launching new and improved products or services, making an existing process more efficient, or solving current problems.

Shropshire Highways will draw on the innovation experiences of the alliance to establish an innovation group to identify innovation opportunities and consider those innovations already successfully implemented the highway sector .

Leads Ben Collins**,** Darren Merrill & Tom Tideswell

2.7 (H) Service Efficiencies

Create a culture of continuous improvement, through high quality people engagement and partner collaboration. The determination of specific initiatives in terms of new ways of working, ideas and innovations and then managing the initiatives through to the realisation of mutual benefits.

Leads Peter Woodhead & Andy Wilde

2.8 (J) Kier Migration from Causeway to Confirm

Develop a business case outlining the mutual benefits and dis-benefits for Kier to migrate to Confirm for work order management (all works), permitting and mobiles. Causeway Financial Accounting (CFA) and Enterprise Content Management (ECM) would not be affected.

Leads Den Pearcy & Simon Eastwood

2.9 (K) 7 Year Shropshire Alliance Business Plan

Develop a 7-year business plan articulating the Shropshire Alliance vision and overall path in achieving long-term performance ensuring all employees and stakeholders are aligned and informed of what the Alliance is doing and why and sharing the same understanding of long-term objectives.

Leads James Birch & Steve Smith

2.10 (L) Co-location and Depot Consolidation

Co-location

Integrate the 'Alliance' office based, operational delivery and support personnel in the same facility to positively influence their way of working, encourage collaboration and improve relationships which will contribute to improvements in service performance

Depot Consolidation

A review of the depots, their footprint and geographical boundaries with a view to consolidation by scaling up the residual depots whilst ensuring local accountability and service performance.

Leads Pete Woodhead & Andy Wilde

3 Outcomes and Benefits

3.1 Tangible and Intangible Benefits

The project outcomes will consist of tangible benefits, which are quantifiable and measurable or intangible benefits, which are much harder to measure because of their subjectivity. Therefore, to ensure the all benefits are realised, KPI measures will be provided for each benefit. The KPI will baselined at the commencement of the initiative and a target measure will be agreed. These measures will be compiled at the discovery stage of each workstream.

The steering group or executive may decide to take a tangible benefit as a mutual cost saving or to be reinvested back into the service. For example; with the aim of improving network sustainability. Where required, performance crosschecks will be used to demonstrate the service, or an appropriate element of it, has remained at least the same as before any change was made.

3.2 Key Success Measures

The key performance measures below provide the ability to measure success against the improvements and therefore provide surety of the benefit realisation. Each measure will be baselined against the current performance position and then the targets will be established. The measures and targets will be balanced, realistic and achievable. Some Key measures will require an assessment and completed actions to provide a baseline and enable a target to be set. The complete determination of the measures will be a priority at the commencement of the project.

Figure 3. Key Success Measures – Table

Project Ref	Schedule 3 Ref	Description	Method of calculation	Baseline	Baseline Date	Target	Target Date
MoS 01	CS 1	% of public satisfied with highway maintenance	KBI 24 by NHT Survey				
MoS 02	PS 3	Contractor's employees proud to be working for Shropshire Highways	% staff measured by annual survey				
MoS 03	ES 3	Number of implementable innovations submitted to Strategic Board for consideration	Number submitted				
MoS 04	RW 1	% of instructed highway repairs that are completed without Defects within the specified response time	TBD				
MoS 05	N/A	Reduction in the number of reactive gang days per annum	Total No of gang days Kier applied for				
MoS 06	N/A	planned preventative maintenance budget increase financed through savings in reactive maintenance	% increase in available budget				
MoS 07	N/A	Reduction in the timescale for pricing/ quoting minor works	Average number of days to price/ quote MW works				
MoS 08	N/A	Improvement in the Cultural Alignment Scorecard	Comparison of 2019 & 2021 cultural scorecards				

4 Scope

4.1 Organisation

- Interfaces both manual and electronic between all entities and functions
- Shropshire Highways wide Communication
- The Contract Performance Management Framework
- People Development

4.2 Services

- Reactive and Routine maintenance service including front-line and back office functions, including but not restricted to the following areas:
    - Inspections
    - Specification
    - Permitting
    - Administration
    - Planning and programming
    - Operational delivery
    - Supply chain
    - Resources
- Winter Maintenance

4.3 Systems

- System migration, development and configuration
- Confirm (Client Asset Management)
- Causeway Enterprise Managed Systems (EMS)
- Causeway Finance Accounting (CFA)
- Causeway Project Accounting (CPA)
- Causeway Mobile

4.4 Communication

- Internal
- External
- Alliance

4.5 Specific exclusions

- Non urgent/ priority functions undertaken by WSP
- Operational services other than reactive and routine maintenance and winter maintenance

5 Approach

5.1 Kier Project Operating Model

Project workstreams will adopt the Kier project operating model where required, particularly on service improvements and innovations. The model divides the workstream or project into modular phases making it easier to successfully manage, monitor, and deliver improvements and ensures control of the improvement as it progresses. This enables resources to be managed, quick wins to be quickly delivered, and clear and effective communication adopted.

Figure 2. Kier Improvement Operating Model
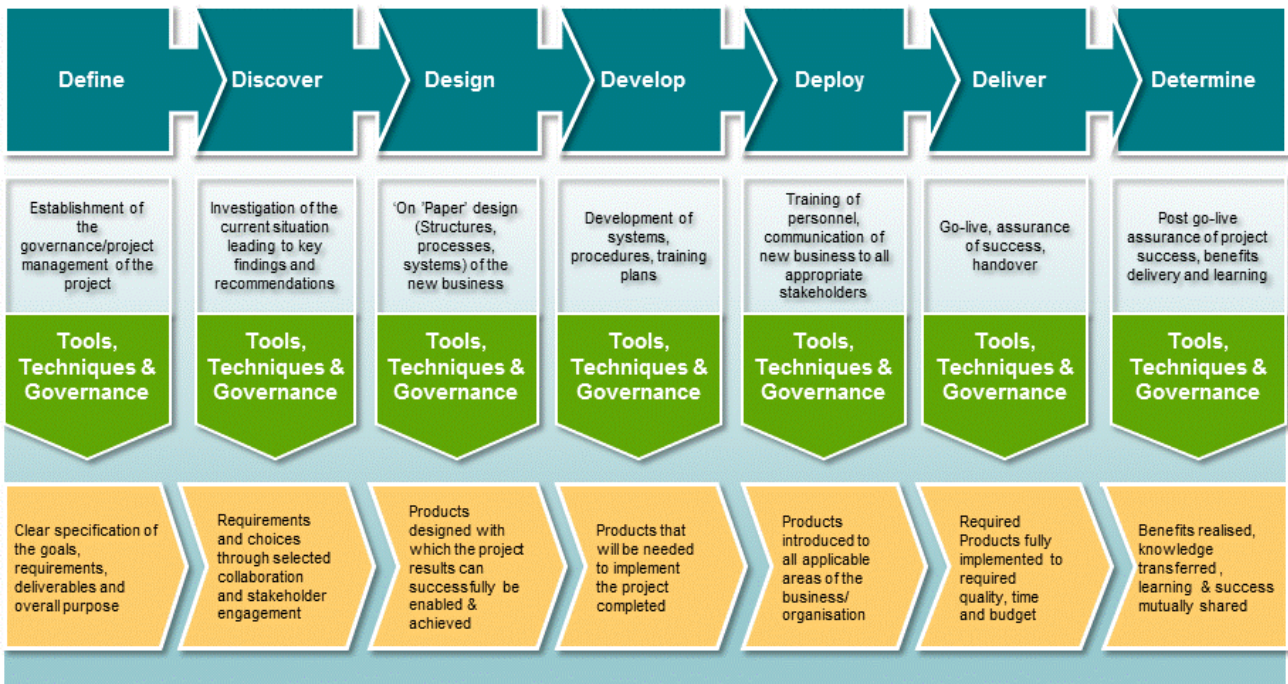
A summary of each stage as follows:

Define

Development of a set of inputs and outputs required to achieve goals, described and delegated by a project board/ executive. This captures the expectations and objectives with emphasis on a project team, costs, estimated benefits, and dependencies for executing the project in a timely manner, and within a given timescale.

Discovery

The discovery stage is used to determine current performance, costs, strengths and weaknesses with a comparison of the present (as-is) vs expected (to-be). At the end of the discovery stage, opportunities are identified which can helps underpin the goals and objectives.

Design

The strategic organisation of ideas, materials and processes for the purpose of achieving the project objectives. The design stage will help the project avoid pitfalls and provide parameters to maintain crucial aspects of the project, like the schedule and the outcomes.

Develop

Where the systems requirement is translated into detailed functional specifications based on the process solutions. Clarification of the technical estimates for development and assignment of development resources. Conduct end to end testing of the process and systems to ensure it functions according to the end user requirements

Deploy

To ensure all staff and stakeholders are trained to utilise the new process/system by providing effective training and development, particularly to end-users, and to help promote the solutions to all stakeholders.

Deliver

Implementing the solutions(s) and making them available to your end users. Agreed timescales to support and maintain the process & systems after release into the live environment.

Determine

To assess whether the project objectives have been fulfilled, recommendations implemented and expected benefits have been realised and to assess satisfaction through extensive end user feedback

5.2 Programme Plan

The plan is divided into specific workstreams. Priority will be given to those workstreams that are strategically important to Shropshire Highways. The plan is agile and will therefore have tasks that can be delivered swiftly and effectively and others that are planned for the longer term. New opportunities or requirements can be added to the plan as and when required.

Figure 3. Snapshot of the Plan

Action:	Workstream/ Actions	Description/ Objective	Owner 1	Owner 2	Forecast Completion Date	Revised Finish Date	Status:		Status/ Progress
A	Communications		TBD	TBD					
A.1								✅	
A.2								✅	
A.3								✅	
A.4								✅	
B	Performance Framework		TBD	TBD					
B.1								✅	
B.2								✅	
B.3								✅	
B.4								✅	
C	REACTIVE Maintenance Service Review		TBD	TBD					
C.1								✅	

Shropshire Improvement Plan — Date: 1/9/20 — Shropshire Highways

5.3 Interfaces

There are several ongoing initiatives within Shropshire Highways. These initiatives are significantly related to this project in that they can underpin and can reinforce the workstreams with the experience and knowledge gained over the past year. These initiatives are:

- **Task & Finish Groups (Reactive and Routine maintenance)**
  Will be a key technical resource in actively guiding and supporting this project, primarily in the operational service reviews having previously identified many improvements and initiatives over the past 12 months.

- **Subgroups – Cultural Toolkits**
  Being a key lead in the aims of the cultural leadership workshops to work together in active collaboration as one team to deliver the integrated ethos of Shropshire Highways. Andy Wilde will provide direction and guidance.

- **Systems & Process Working Group**
  The working group has successfully provided many system improvements over the past 2 years and will be a key contributor to the project. The project manager will communicate systems requirements to the working group, and they will provide guidance and advise as well as providing systems development or configuration as required.

6 Project Management

6.1 Structure

The project structure will facilitate the strategic direction, coordination, and implementation of the project. Its main objective is to create an environment that encourages interactions among the team members and workstreams whilst ensuring a minimum amount of disruption, overlaps, and conflict occur.

Figure 4: Project Organisation
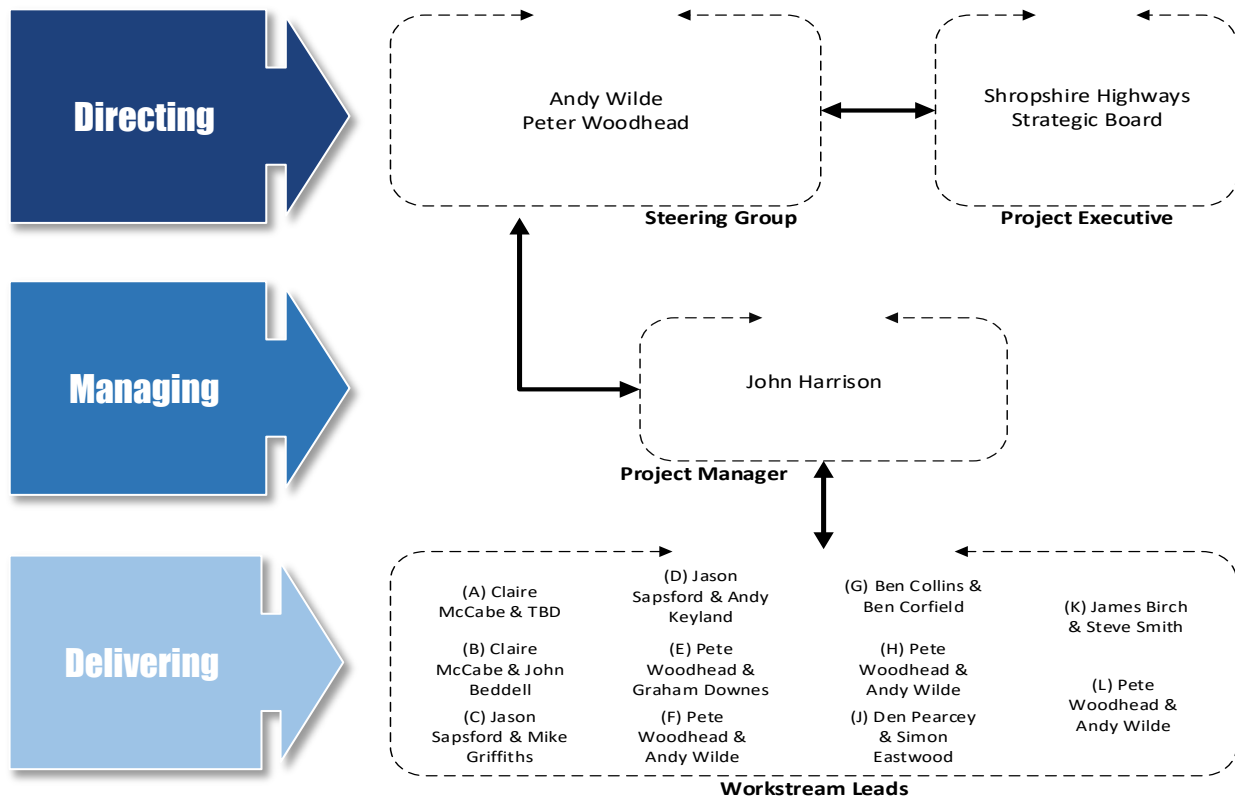
For clarity, please see below a brief outline of the members and groups within the project and what roles they play are:

- **Project Executive**
  Responsible for the strategic management and direction of the project, controlling its realisation at the strategic level.

- **Steering Group**
  Overall owners of the project and has the ultimate responsibility for ensuring its aims are met within both cost and budget.

- **Project Manager**
  In overall charge of the planning and execution of the project and communication between the workstream leads and steering group to ensure key milestones are achieved on time

- **Work Stream Leads**
  Owners of the individual work streams with responsibility for ensuring that solutions are fit for purpose and delivered on time as well as raising any issue or risks to the project manager

- **Key Contributors**
  Providers of knowledge, expertise, and resource as required, proving a valuable input into the opportunities and initiatives and championing its implementation into the organisation.

6.2 Project Reporting

The project consists of actions, tasks and workstreams. The workstreams are mini-projects and will have specific progress reports produced on an agreed frequency basis. The project manager or workstream leads will be responsible for compiling the reports.

Figure 5. Project Highlight Report

Project Name:		Project Manager:	John Harrison	Workstream Lead:		Overall Status:	G

Project Board:	

Project Brief:		Benefits	• TBD

Executive Summary:	Required	Reporting Date:	

Key Achievements over last reporting Period	Key Activities planned for next reporting period
• TBD	• TBD

#	Key Milestones	Baseline	Forecast	RAG	Commentary
1				G	

6.3 Project Team Communication

Project Executive

The steering group will report to the executive through the monthly operational board

Steering Group

The Project Steering Group will convene on a bi-weekly basis. An agenda and status reports will be provided. All agreements and actions of the meetings will be noted and circulated to participants.

Project Team

The Project team (workstream leads) will meet regularly to review and update progress against the project plans The progress meeting will record progress, commission new actions and collate decisions required by the Steering Group. The frequency of meetings will be determined by each workstream but will be at least fortnightly.

Shropshire Highways Employees/ Stakeholders

The internal stakeholders (employees) will receive communication and updates on an ad-hoc basis when required. This may take the form of a newsletter, email or verbal communication. The steering group will be responsible for all employee and stakeholder communication.

6.4 Acceptance Criteria

Acceptance criteria are essentially performance requirements and conditions, which must be met before completed project deliverables/ products are accepted. They set out the specific circumstances under which the user will accept the final output of the project. They are criteria against which we can measure, achieve, and demonstrate that the product is complete. The following acceptance criteria will apply:

- **Quality Management Systems**
  Documents, processes, procedures, and responsibilities for achieving quality policies and objectives will conform to either/ both Kier and 'Shropshire Highways' QMS guidelines and procedures as directed.

- **Business Processes**
  Business Process Modelling Notation (also known as BPMN 2.0) is an ISO ratified and standard for developing business process. It is a way of measuring and optimising the activities and transactions across an organisation, especially when there is a focus on continuous improvement. Therefore, all process modelling provided as part of this project will be completed using this standard. ***Please refer to Appendix A***

- **Business Systems**
  All systems changes are properly UAT and approved by Business Systems and IT departments within Shropshire CC and Kier.

- **Performance**
  The contractual performance measures will not be negatively impacted by the project deliverables.

- **People**
  All end-users have been adequately engaged and where available, the opportunity is provided to actively participate in identifying solutions. All end users will be adequately trained and provided with a sustainable level of development to enable then to discharge their role.

- **Contract**
  Any updates/ changes to the contract specification must be approved by the Shropshire Highways Operational Board.

6.5 Constraints

- The proposed Shropshire Council highways restructure
- People availability across the organisations
- Systems developments, if required
- Buy-in and desire to participate in the improvement programme due to historic confidence and trust issues

6.6 Dependencies

- Work stream leads and any other additional identified support will be made available throughout project as and when required.
- Technical expertise and resources to support Confirm, will be provided by Shropshire County Council
- Technical expertise and resources to support Kier systems, primarily CPA, ECM and mobile devices will be provided by Kier
- Where available or where required a project lead from Kier and Shropshire CC will jointly share responsibility for their specific workstream/ task.
- Further constraints & dependencies to be determined

6.7 Preliminary Risks & Mitigation Measures

The prelim risk assessment is primarily a desk top study to determine initial risks that are critical to the success of the improvement plan.

Figure 6 – Prelim Risks

Category	Risk	Impact Description	Impact	Probability	Reduction Method
People	Lack of organisational buy-in after Shropshire restructure	Project at high risk of failure	🟥	🟧	Senior management sponsorship and accountability
People	Low participation rates in the project	Project delays	🟥	🟩	Enable employees to participate in key aspects of the project
Systems	System developments not prioritised	Project delays or low-quality workarounds in place	🟧	🟩	Engage with the 'systems & process' working group prior to and during the project
People	Not enough resources in Shropshire Highways to support the project	Project delays	🟧	🟧	Leverage the skills in Kier corporate and operations sectors
Strategic	Too many initiatives running concurrently in the short term due to high expectations	Reduction in the quality of the deliverables/ products	🟧	🟧	Effective prioritisation and planning of the projects based on resource availability and available timescales

6.8 Budget and funding

- It is anticipated that all activities associated with the project will be delivered using Kier and Shropshire Council resources, therefore is no requirement for the use of either external consultants or system consultancy at this stage.

- System development or/ and licensing costs may arise. Decisions on system costs will be taken by the Steering group or Strategic Board.

- If the requirement arises, resources may be sourced from Kier Corporate or other Kier Contracts. If the circumstance arises, re-allocation of their costs may be required. Decisions on costs will be taken by the Steering group or Strategic Board.

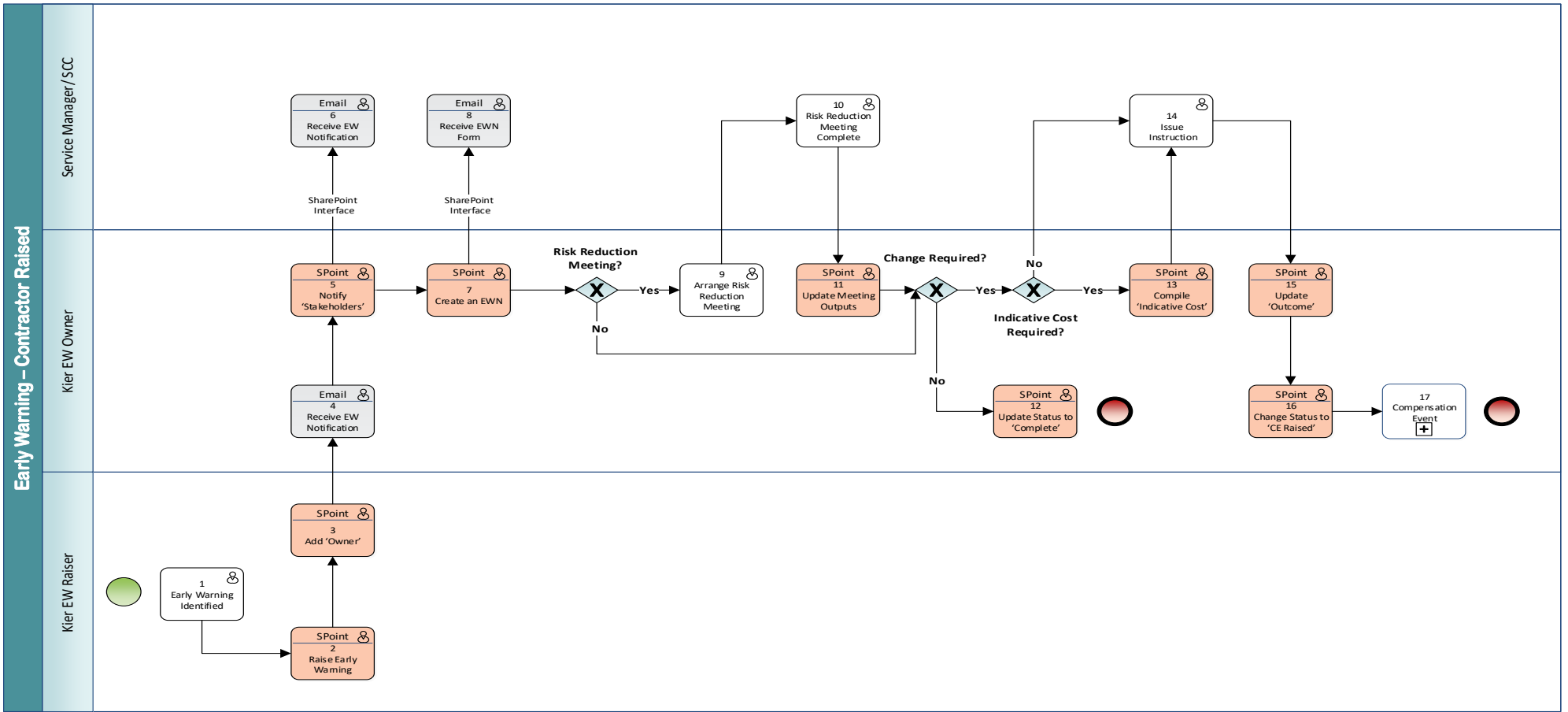- Time sheeting of project resources will not be required.

Appendix A

Figure 7 – High-Level Plan

ID	Task Name	Start	Finish	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021
1	Project Kick-off	16/09/2020	16/09/2020									
2	(A) Communications	01/01/2021	16/03/2021									
3	(B) Programme & Performance Management	15/01/2021	31/03/2021									
4	(C) Reactive Maintenance	16/09/2020	15/01/2021									
5	(D) Minor Works	15/12/2020	17/03/2021									
6	(E) Providing Value to Winter Maintenance (stage 1)	02/11/2020	01/03/2021									
7	(F) Added Social Value	04/02/2021	05/05/2021									
8	(G) Innovation	12/11/2020	31/03/2021									
9	(H) Efficiencies	20/01/2021	19/03/2021									
10	(J) Kier Migration from Causeway to Confirm	16/09/2020	30/04/2021									
11	(K) 5-Year Shropshire Alliance Business Plan	01/01/2021	03/05/2021									
12	(L) Co-location & Depot Consolidation (Stage1)	02/12/2020	05/03/2021									

Appendix B

Figure 8 – BPM 2.0 Process Map

Process No:	EW/CE 01	Business Unit:	Highways	Team:	Commercial	Owner:	Andrew Bradshaw	Revision No:	V0.2	Revision Date:	06.09.2019

Inputs	Early Warning Identified
Outputs	Compensation Event Instructed or Early Warning Closed Out as Complete
Training Material	
BI Reporting	
Policy & Procedure	
Key	

Key symbols:
- **SPoint** – Symbol for task carried out in Highways Procurement Portal
- **ECM** – Symbol for task carried out in Causeway Enterprise Content Management System
- **CPA** – Symbol for task carried out in Causeway Project Accounting
- **Email** – Symbol for task carried out in Causeway Financial Accounting
- Symbol for Sub-process. Click on + sign to hyperlink to sub-process
- Symbol for task not carried out in a Business System
- Symbol for decision
- Symbol for process end. Click on symbol to be returned to Main end-to-end process diagram