

CASE STUDY:

Project:

Managing the implications to unplanned changes in the works programme

Contract:

Term Maintenance Delivery (KierWSP)

Client:

Northamptonshire County Council (NCC)

Managing Change & Communication

Background

Effectively managing unplanned changes to the programmed highways works was important for Northamptonshire County Council (NCC). They identified it as a key area for improvement as it impacted both customer satisfaction and efficiency. Unplanned changes in the programmed works, led to a considerable number of complaints.

The brief for the improvement was focussed on:

- Why these unplanned changes occurred?
• Managing these unplanned changes effectively with improved stakeholder communications

Objectives

- Reduce the number of complaints being received
• Reduce the adverse publicity (unused road closures/ bus diversions in operation when no roads closed)
• Improve the "change" process
• Identify the reason for change

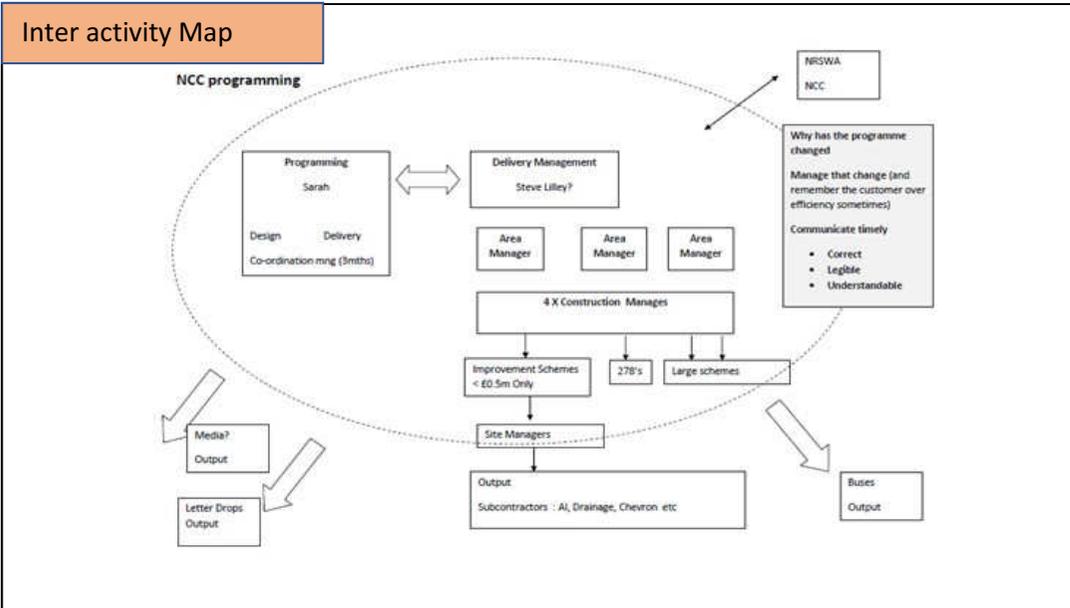


Key Achievements

Improvement action plans allowed NCC to improve their processes to deal with unplanned changes in the works programme more effectively.

The required improvements were identified by engaging all parties involved in the process ie Client, Contractor and key supply chain partners, in the mapping of the end to end process.

Inter activity Map



Process Mapping at NCC

Four groups of actions were taken forward:

- 1. Collating, recording and analysis of data
2. Identification of the areas of work that are impacted highly by change
3. Standardised communications
4. Focused planning

NCC and KierWSP have collaboratively addressed these actions by:

- Introducing a single source to record all internal and external complaints. These are now analysed using the 80/20 rule leading to focused improvement actions on priority areas. This has reduced repeat complaints and the time for dealing with them. As an example, a sizeable number of complaints came from surface dressing works. A standardised approach to dealing with the problem of parked cars has seen these works significantly less disrupted and a reduction in complaints.
- Adopting a risk / impact approach in work planning, increasing the communication levels between stakeholders and customers for those of elevated risk and impact.
- Standardising communication procedures in all operational areas. Introducing standard customer communications which explain why works are being carried out and why these activities may overrun.
- Providing Operative training in customer interaction and how to respond to abuse.



### Looking to the Future

NCC and KierWSP are determined to continue the improvement already started and to bring the lessons learnt into the relationships with the supply chain.

### Day of the process mapping

**“Today has been good as before today I thought we were doing well as I never heard any poor feedback “.**

KierWSP Supervisor

### Lessons Learnt

An integrated team approach ensures better communications.

Constant review of processes and personal interaction is essential to ensure the team provides a unified message.