

HMEP LEAN Toolkit



Leicestershire County Council demonstrate their use of the HMEP LEAN Toolkit:

'Leicestershire County Council carry out a review of their highway maintenance using the HMEP LEAN Toolkit'

Name of Alliance/Authority/Client	Leicestershire County Council
Project Description	In this case study Leicestershire County Council used the HMEP LEAN Toolkit to transform the programming of planned work, and also applied LEAN principles to improve other areas of the service including apportionment of budgets, responsiveness to customer enquiries and gully cleansing. They are now using LEAN for an end-to-end review of the whole Highways Service to meet continually increasing expectations.
Outcomes and benefits	<p>In Leicestershire, the LEAN approach has meant a greater understanding being derived from a whole system approach to reviewing the system end-to-end, enabling the cause of issues to be identified and tackled rather than just addressing the symptoms. Areas of overlap and duplication have been eliminated with roles and responsibilities clarified, ensuring only those interactions that are necessary and add value are retained. The process detailed in the LEAN Toolkit also helps create and maintain momentum for change. Whilst the process is resource-intensive, it does result in a focused approach that progresses relatively quickly from issue identification to solution implementation.</p> <p>The LEAN review process enables staff from different teams, service areas and organisations to jointly raise issues "build dissatisfaction" and create solutions in an environment where they are empowered and supported to implement them. This has created high levels of staff engagement and ownership.</p> <p>The prototype period is an excellent way to 'try' a new approach without the risk associated with full implementation. The trial period allows new processes to be refined by process users, again building ownership and increasing the likelihood of effective sustainability.</p>
Contact Name	Mark Stevens, Vic Turner, Alex Scott
Authority/Provider	Leicestershire County Council
Work Email	Mark.stevens@leics.gov.uk Vic.turner@leics.gov.uk Alex.scott@leics.gov.uk

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

About HMEP

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

Context

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

Get involved with, and contact HMEP:

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