

Sandwell Metropolitan Borough Council demonstrate their use of the HMEP LEAN Toolkit:

‘Sandwell Metropolitan Borough Council carry out a hedge to hedge review using the HMEP LEAN Toolkit’

Name of Alliance/Authority/Client	Sandwell Metropolitan Borough Council
Project Description	There was a need to change how the council worked to cope with a 30% reduction in staffing without impacting on the quality of services. They chose to look at all of their work from hedge to hedge, and found that there was waste in the system due to multiple handling and processing, specialist silos, long lead times, multiple visits to defects, inconsistent responses to customers and lack of trust.
Outcomes and benefits	It was vital that every penny was used in our budget to the best effect. The Highways Programme helped understand where savings can be made whilst also improving the road network for resident. The Highways team had been through a large scale redundancy programme and morale wasn't high and so there were initial reservations about diverting very limited resources to a LEAN review. It quickly became clear however that there was enormous scope for improving the service to our customers and saving even more money. Over the course of the review further areas for improvement have been identified which is why they are now using the same approach.
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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