

## LEAN PROCUREMENT & IMPROVED SERVICE DELIVERY

### HEADLINE

To investigate the options and develop a robust business and strategic implementation plan to generate efficiency savings from collaborative working between 12 member Highways authorities within the North East of England.

### THE CHALLENGE

To discover a strategic fit amongst the authorities and their own business strategies that will lend itself to regional collaboration. To examine and develop these proposed options into a robust business case with data being provided by the authorities. To achieve “buy in” from all authorities and other key stakeholders for the initial work & business case outcomes, and to agree a strategic implementation plan. All of which was required in a tight programme due to funding deadlines.

### THE APPROACH

- CWC undertook a survey of all 12 authorities to build up a matrix of existing partnered frameworks and formal & informal collaborations between authorities in the region.
- Building on this information CWC developed a questionnaire for feedback of both quantitative & qualitative data on the existing arrangements and future potential areas for collaborative working.
- The purpose of this questionnaire is two fold:
  - to identify current collaborative liaison and throughput
  - to provide an analytical, quantified roadmap of the future potential collaborative work streams.
- A verification workshop took place with all regional authorities to assess the returned data and to recommend & prioritise the work streams to be taken forward in collaborative procurement.
- Once the recommendation was accepted, CWC developed a strategic implementation plan calling on their vast experience of collaborative, multi Client procurement frameworks.

- Key milestones were put in place for CWC to manage and deliver against; constant liaison with the Client was essential for successful completion within the tight programme.

### OUTCOME

- The business case delivered allowed all authorities to identify the benefits from the chosen work streams for collaboration.
- The work streams identified for collaborative procurements were:
  - external professional services support
  - surfacing providers.
- The projected savings for the procurement of the work streams is in excess of £3.6m over the framework duration of four years.
- The buy in generated ensured an appreciation that this was not just numbers, but is actually achievable.
- An acceptance that the current silo working between authorities needs to change.
- Lean culture is not yet a consistent part of day to day working.

### VALUE CREATED

The authorities are benefiting from the formation of a collaborative environment where previous experience is respected and drawn into the fuller alliance producing greater added value to common goals & objectives.

*“CWC helped us to identify how we could improve efficiency through procuring contractors that most authorities would be able to use.”*

### THE DELIVERY TEAM

The project was delivered by Joe Dowling, Ian Stuart and Alastair Jefford.