

A multi-partner integrated enterprise that is excelling in transforming infrastructure delivery

Tony Slater, Managing Director



Why an Enterprise?



**From
Transactions
to Enterprises**

**A new approach
to delivering
high performing
infrastructure**

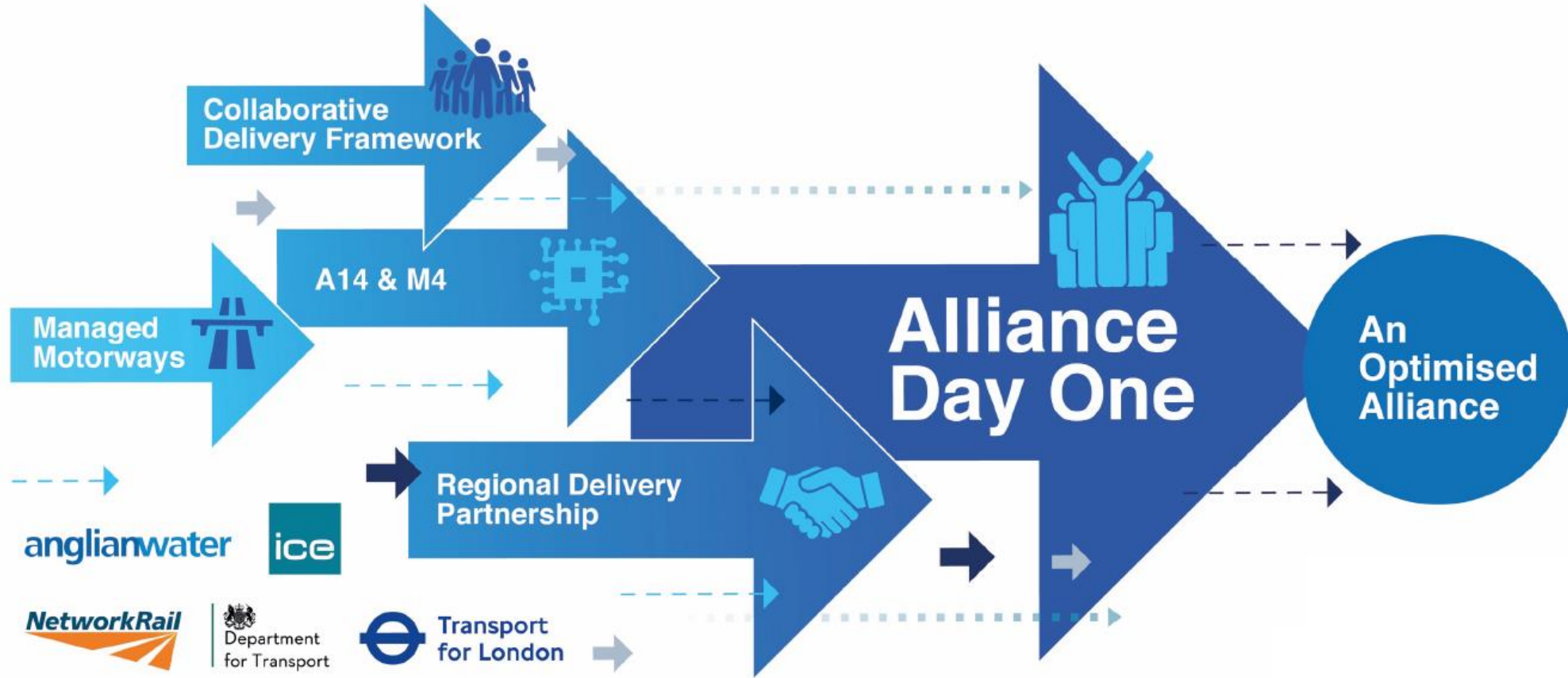
Infrastructure Client Group
March 2017

Project 13

- **'Consultants** struggle to acquire the knowledge to design the right project to solve the client's needs'
- **'Clients** discover that lowest price does not represent best value'
- **'Contractors** are unable to manage the delivery process efficiently and cannot bear risks in delivering the Project'
- **Project 13 pillars:**
 - Capable Owner
 - Governance
 - Integration
 - Organisation
 - Digital Transformation



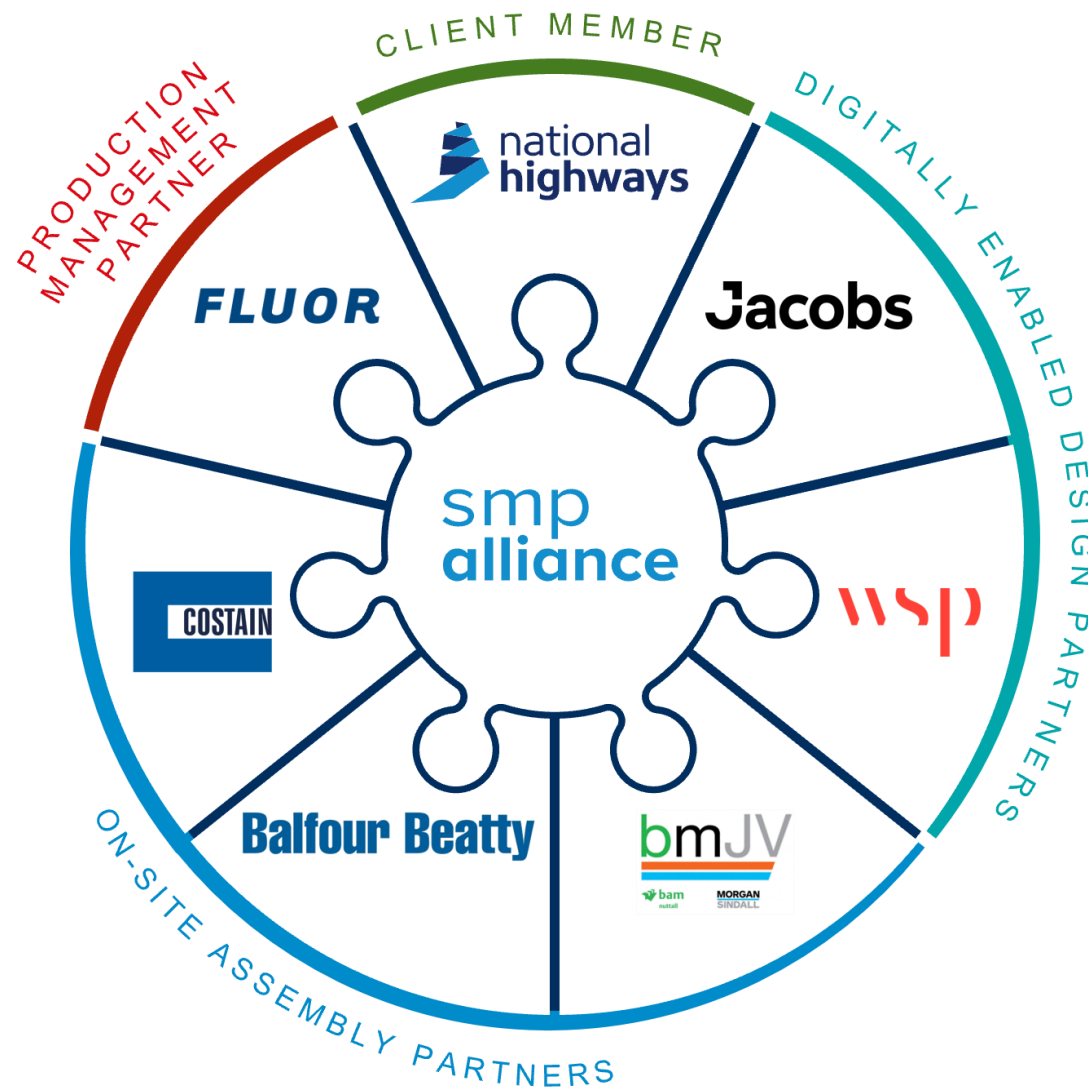
Towards an Enterprise Approach



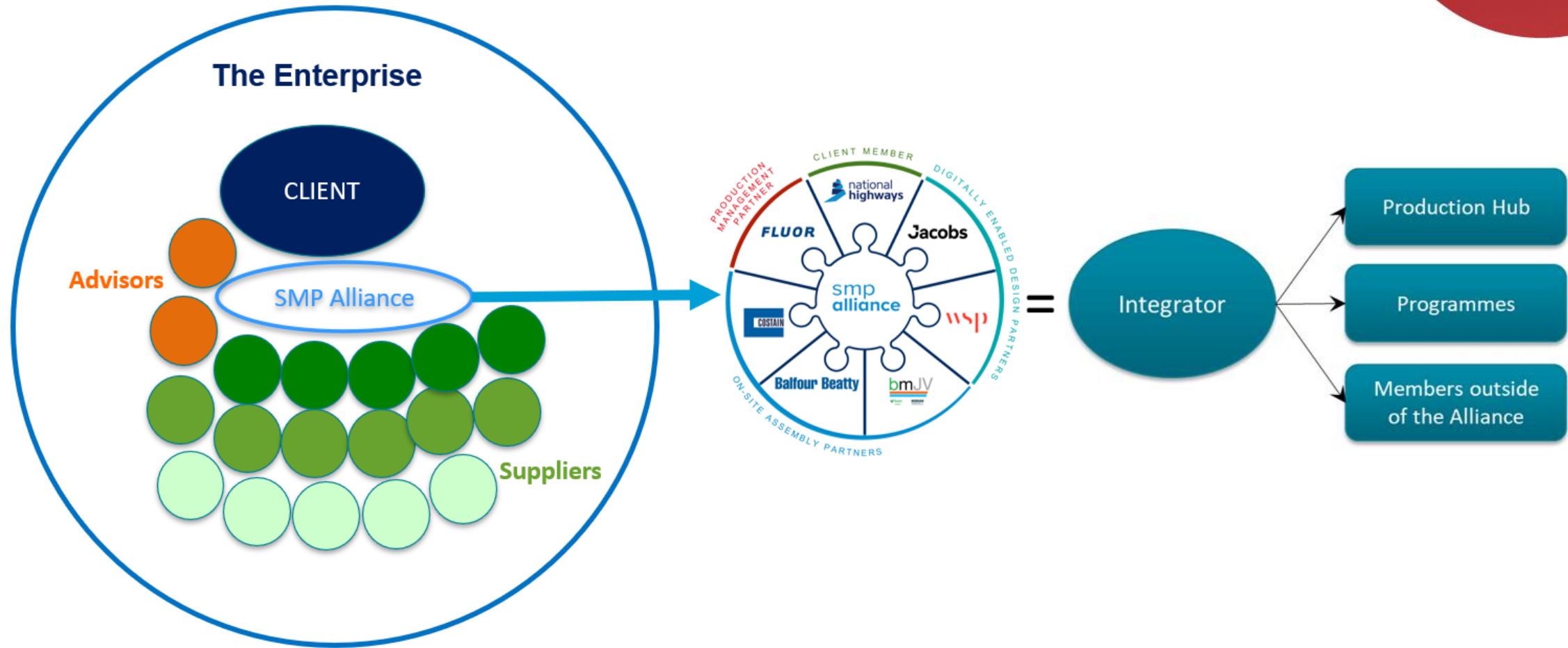
A transformational first
for the UK roads sector



Creating a Collaborative Alliance



Championing Integration



Shared Focus

Our Vision

To be industry leading in making infrastructure safer, greener and evermore efficient for everyone.

Our Outcomes



Home Safe
and Well



Enhanced
Environments



Production
Excellence



Confident
Customers



Inspiring
Workplaces



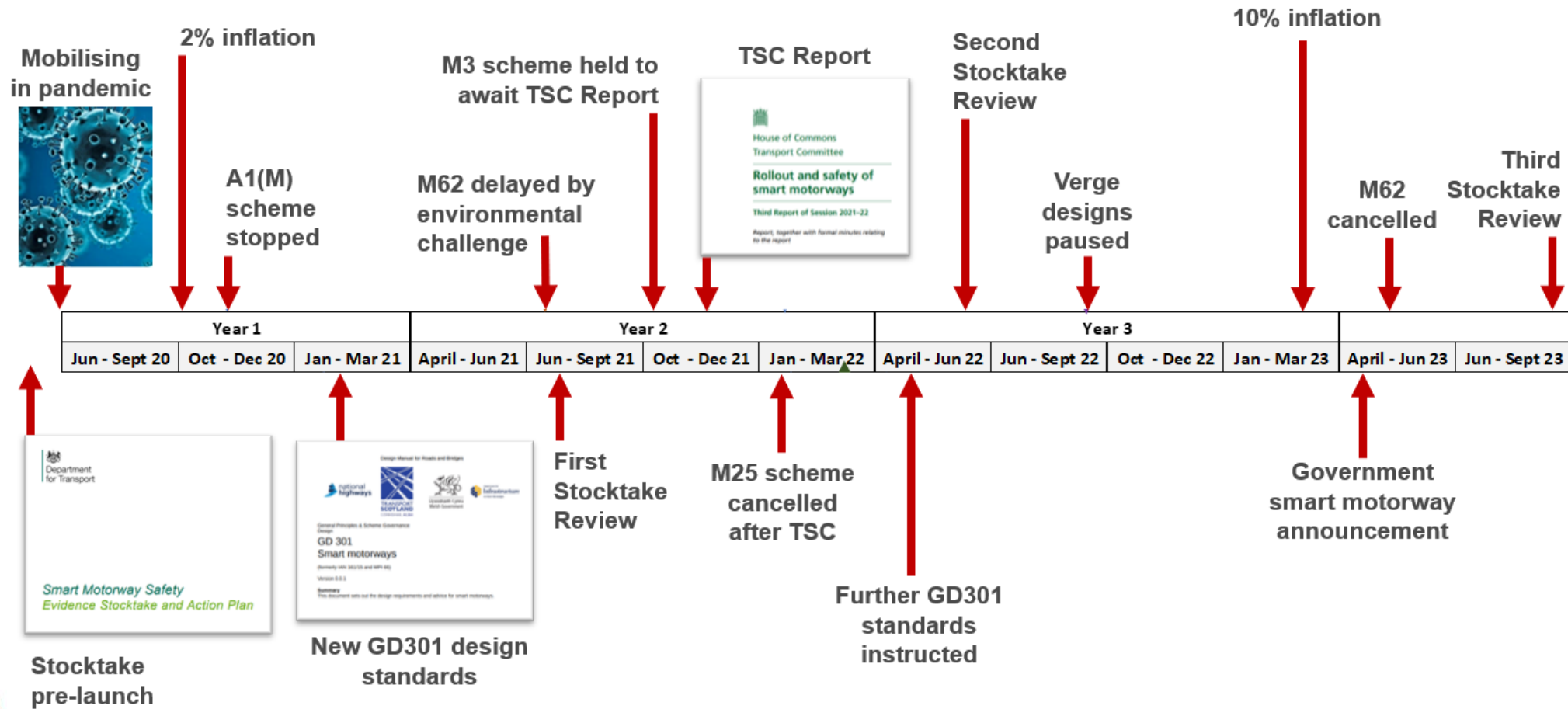
Enriched
Communities

Our Mission

To be a high-performance enterprise that excels in delivering enhancements to the strategic road network.

Original Plan = 10 years, no change

Reality = multiple major external change factors



Programme of Works



Stopped Vehicle
Detection Retrofit



National Emergency
Area Retrofit



Dynamic Hard
Shoulder (DHS)
Enhancement



All Lane Running
(ALR)



Embracing Lean



Lean in National Highways

Road Investment Strategy Period 2
2020-2025

Embedding a culture of sustainable continuous improvement through:

- ISO 18404 accreditation
- 80% Lean Competency Matrix by March 2025
- 5% efficiency savings by March 2025

Highways Excellence Lean Maturity Assessment (HELMA)



"It can take organisations ten years to get a 3+ HELMA score from scratch. SMP Alliance has done that in just three years. That is a tremendous achievement."

Stephen Williams, Senior Lean Expert, National Highways

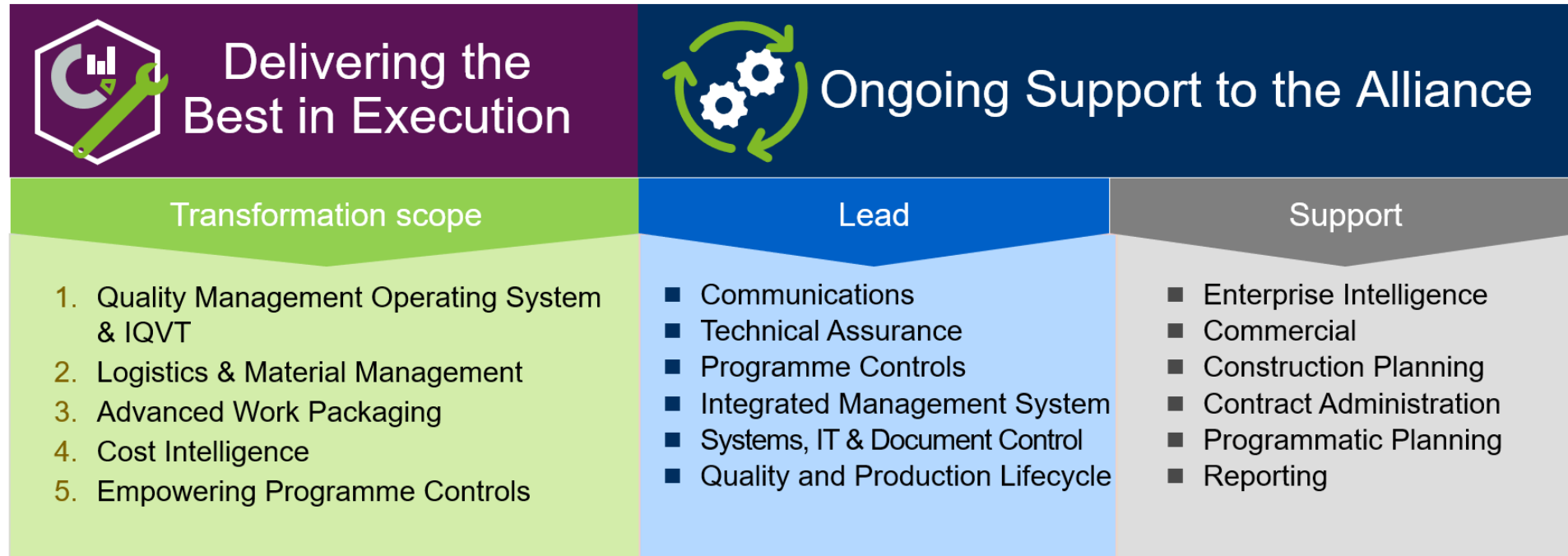


Enhancing project controls by evolving PMO into Enterprise Intelligence



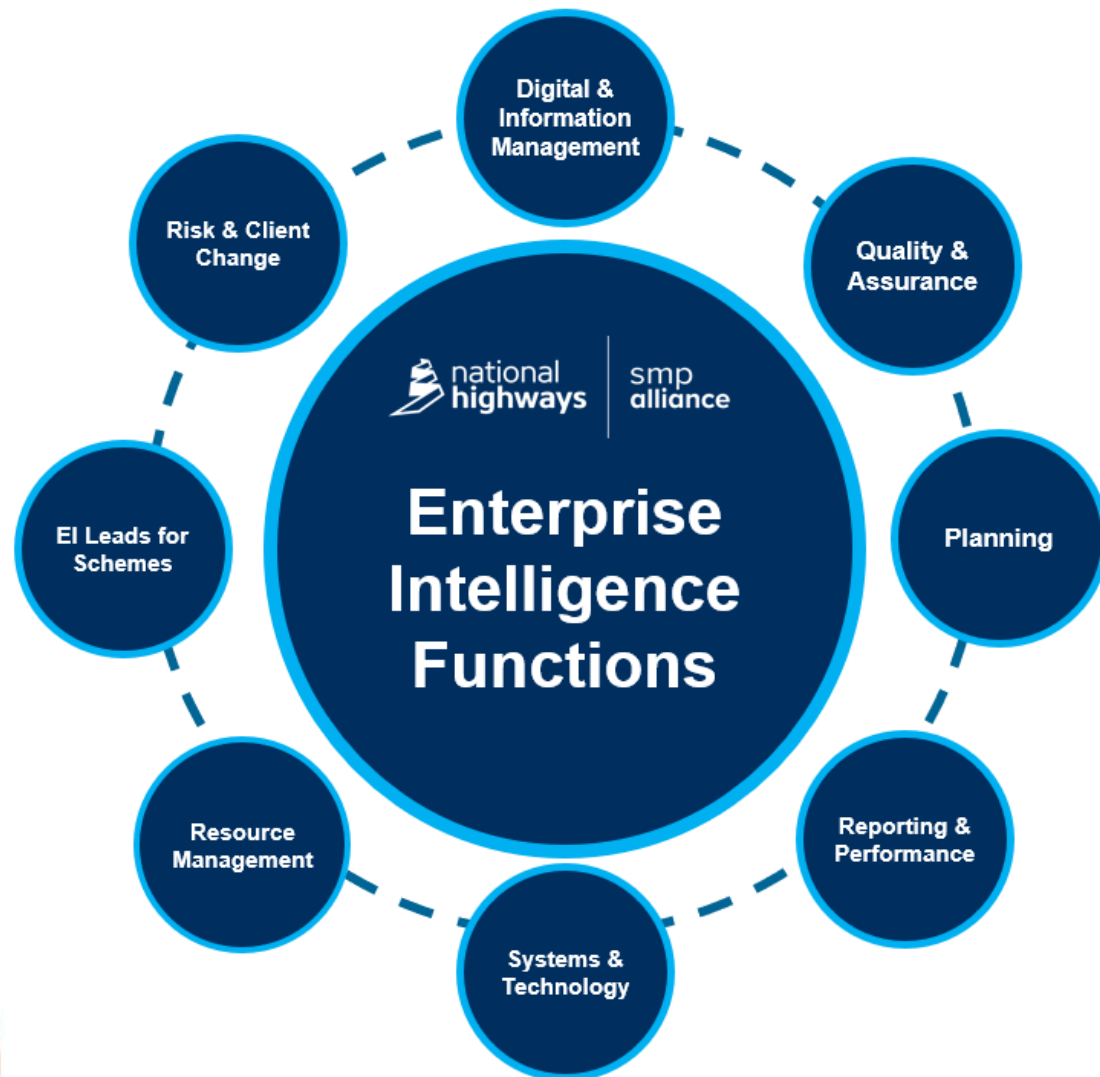
Optimising Project Controls

- Dedicated, experienced programme management partner in **Fluor**



- Team integrated with client (**National Highways**) Programme Management Office (PMO) capability
- Also blends experienced individuals from **other Alliance partners** = best athlete approach

Evolving PMO into Enterprise Intelligence

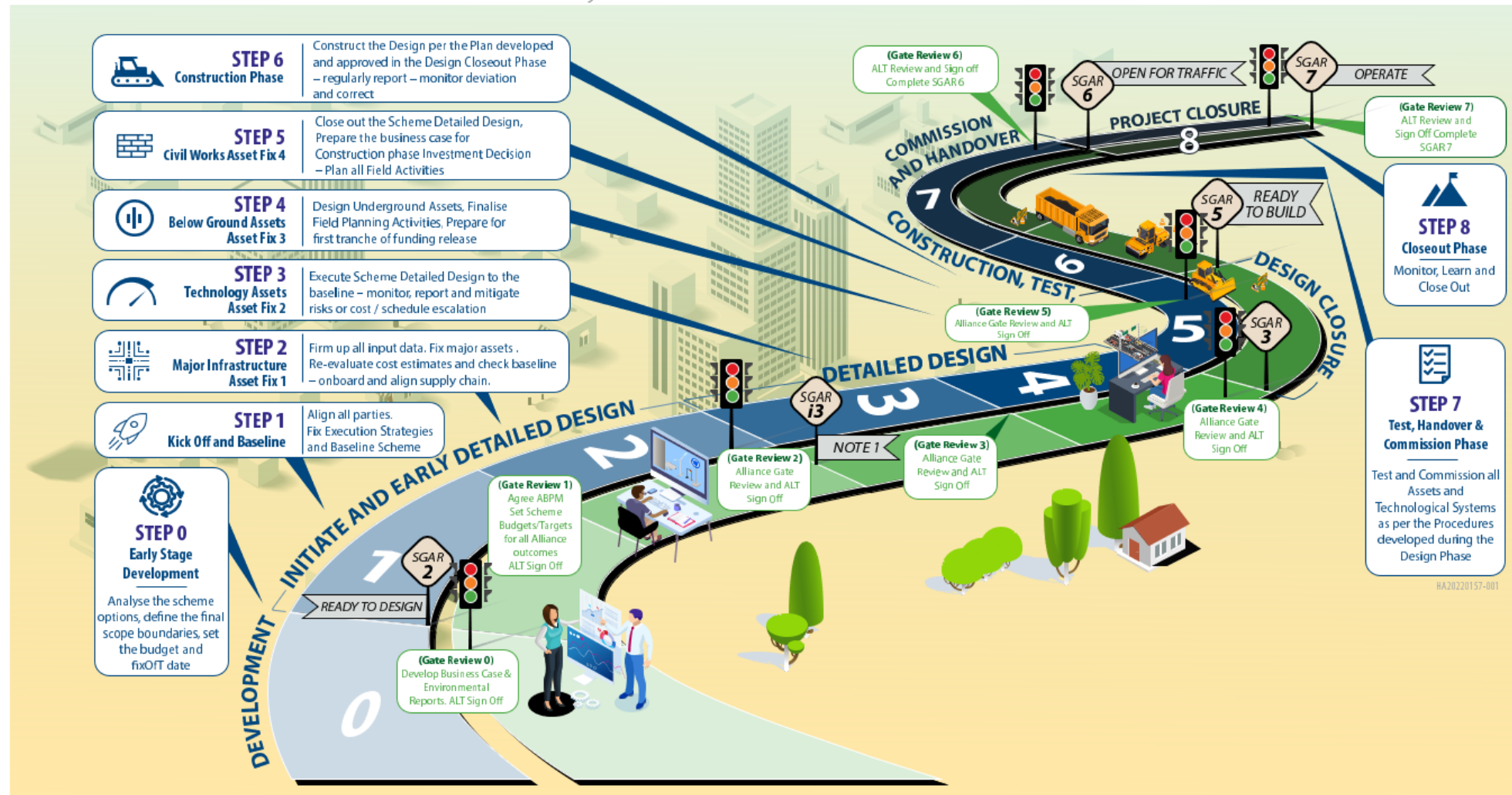


Vision: Empower excellence in project management while striving for seamless collaboration, innovation and results.

Mission: Driving enterprise success through programme management and data intelligence services.

Combined Best Practice e.g. Production Lifecycle

- Seven members
- Huge pool of experience & intelligence
- Combined 'the best of the best'



Adding Value

Programme Management Services:

- **Standardisation and consistency** – e.g. policies, central document management, best practices, templates, streamlined methodologies, shared IT environment
- **Enhanced team communication and collaboration** - clear reporting structures and channels, leverage collective expertise
- **Better resource management** - optimising skills allocation for effective utilisation to maximise productivity
- **Effective risk management** - identify potential issues early and implement strategies to mitigate

Intelligence Services:

- **Harnessing power of data** - transforming it into actionable insights, driving decision-making
- **Identifying process inefficiencies and bottlenecks** - operational efficiency through analysis, streamlined Lean workflows, improved resource allocation
- **Performance metrics and analysis** - empowering programmes and schemes to make data-driven decisions, improve delivery and enhance overall success
- **Automate tasks** - lower costs with better productivity
- **Data to promote collaboration** - relevant, accessible data to different teams to align efforts to Outcomes

Creating Efficiencies

- Previous schemes, PMO / support cost around **8%**
- SMP Alliance currently around **4%**, working to get this closer to **3%** = a significant saving
- Enterprise Intelligence strategy fully aligned with Commercial Strategy to enable and drive performance to achieve a targeted cost efficiency
- Priorities:
 - **Commercial Assurance**
 - **Standard Coding Structures**
 - **Baseline Centric Execution**
 - Alliance Budget Pricing Model (ABPM)
 - **Enhanced Analytics / Data Centric Execution**
 - Better planning, forecasting, benchmarking and scenario planning



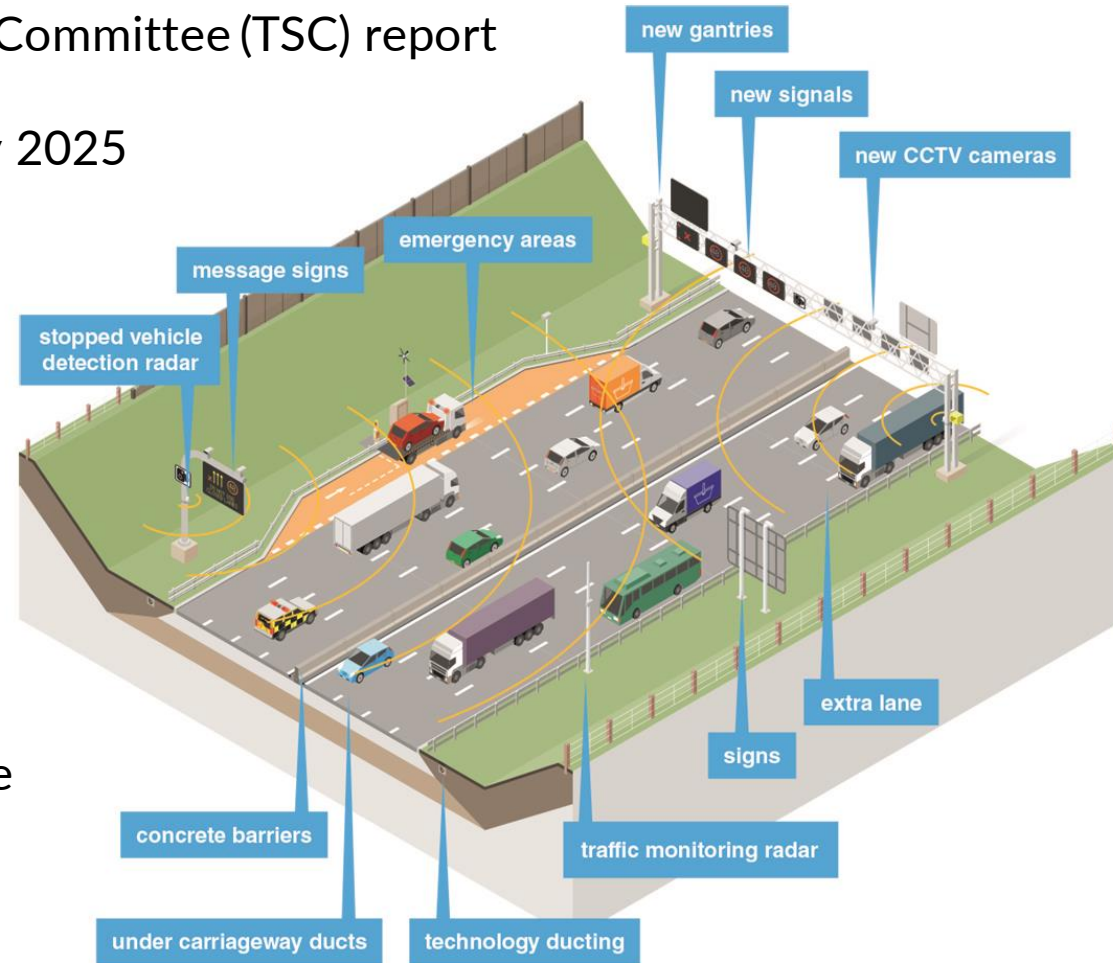
Examples in practice



Transforming delivery

National Emergency Area Retrofit (NEAR)

- Born from response to Transport Select Committee (TSC) report
- 138 Emergency Areas (EAs) to deliver by 2025
- SVD learnings optimising planning / efficient delivery of NEAR
- From TSC to site in just 18 months!
- Enabled by our integrated enterprise model and blended, collaborative teams
- Capped budget = major retrofit challenge
 - Traffic management
 - Location dependent earthworks
 - Associated technology
 - Inflation



Summary & Reflections



Helping Transform Infrastructure

- Pioneering enterprise model based on Project 13
- Shared vision, mission and outcomes
- Highly collaborative / blended teams
- Championing integration, including early supplier involvement
- Embedding 'Lean' ways of working
- PMO evolved into Enterprise Intelligence
- Leveraging the power of data and insights
- Sharing best practice and controls through an agreed 'Production Lifecycle'
- Embracing innovation inc. offsite solutions
- Ongoing journey of learning / incremental development

Some Reflections

- **Governance:** Client, internal (venture) and individual partner
- **Integration:** How broad and deep is client integration?
- **Commercial Model:** Is it fully understood? Is it continually supportive?
- **Authority:** Needed to allow the venture to operate, challenging in PLC structure
- **Organisation:** People and the team are most important - select, support and create a psychologically safe environment
- Finally, don't forget to **spend time on the positives!**

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THANK YOU