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| 1 – Integration of Lean in business strategy |  | 0.5 | 2.0 | AS Ltd business strategy is encapsulated within its Quality Management Systems (QMS). At this moment in time there is nothing referenced for continuous improvement using lean methodology within the QMS, John Smith is aware that it requires incorporating into the QMS.As AS is a small to medium sized company it has the ability to be agile and the moderator sees no reason why the QMS and any other Business Strategy documents cannot set out explicitly how lean will play a part in delivering improved business performance. Clearly, the details of Lean deployment will be covered in AS’s Lean Strategy and Lean Deployment Plan.The moderator is seeking to see here that a company has a continuous improvement culture. Note this does not mean an innovation culture which is slightly different, but a culture where every employee comes in to work just to make things that little bit better every day. | Complete Lean Business Plan  | AA | Lean Business Plan  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop overall Business Strategy.Must be interlinked to Lean and QMS. Include SMART targets in the business strategy. | JS | Business Strategy document |  |  |  |  |  |  |  |  |  |  |  |  |
| Roll out and brief relevant parts of the plans to all | AA | All employees become fully aware of the Business plans and are clear of the intended changes to the way the business operates |  |  |  |  |  |  |  |  |  |  |  |  |
| Review QMS – ensure Lean methodology and continuous improvement are incorporated and implemented. Set continuous improvement targets and monitor progress against these. | BB | A bespoke QMS fit for the intended growth of the business |  |  |  |  |  |  |  |  |  |  |  |  |
| Carry out introspective bottom-up review of the way the business operates  | JS / AA | An honest reflection of where the businesses strengths and weaknesses lie. Develop an open and honest culture where employees can share success and learn from underperformance |  |  |  |  |  |  |  |  |  |  |  |  |
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| 2 – Lean Leadership and Engagement |  | 0.5 | 2.0 | Some members of AS senior management team (SMT) have had exposure to Lean, but the moderator believes that a fresh unified approach should be taken and the SMT should all undertake the same lean training to cement a lean deployment bond. However, the moderator advises that clear objectives must be given to members of the SMT once they have been trained and what they will be expected to deliver within their business area. To clarify what is expected of a lean leader the following bullet points were given during the moderation* Set a lean vision, this applies from Managing Director to work group foremen
* Commit to an on-going self-education in Lean, through lean training, reading and deployment
* Educate and mentor others in terms of Lean deployment and waste removal
* Drive a continuous improvement culture; this can be done on a personal level through use of visual management systems and daily kaizen production meetings
* Expect to see team(s) performance represented visually.
* Identify and remove waste by visiting the place of action and undertaking waste walks, Note HE has a standard waste walk sheet available.
* Ensure all improvement activities are documented and best practice is shared.

Improvements for AS in this HELMA area would be for all the leaders to apply the above bullet points to their daily working lives and also commence using Lean tools in their spheres of operations. There is no reason why the Senior Leaders cannot deploy their own visual management systems to track their performance and apply continuous improvement to their activities whilst driving the Lean vision throughout the organisation. | SMT undertake Lean Training.Once SMT are trained then begin to roll out training to other employees. Target training 25% of the employees per annum.SMT to also self-study – “Lean Thinking” by Womack and Jones is recommended. | JS | SMT understand the principles of Lean and how they can implement it into their daily activities |  |  |  |  |  |  |  |  |  |  |  |  |
| Lean Business Plan outlines the business’ Lean Champions. These Champions will review and instigate improvements of their specific areas. Regular meetings of all Champions to be held to review progress. | AA / All | Lean processes and thinking are discussed and shared throughout the business as a matter of course. Lean Champions are known and are seeking out improvements |  |  |  |  |  |  |  |  |  |  |  |  |
| Use start of shift briefings as “kaizen production meetings”. Review yesterday’s good and bad performance and put a strategy in place to rectify issues. | AA / CC / BB | Start of shift briefing in place and working. Includes H&S information as well as a review of previous and future works on a site to eke out improvements |  |  |  |  |  |  |  |  |  |  |  |  |
| Carry out waste walks using the HE template – openly review other Site Managers sites, also do cross-business, e.g., surfacing managers review planing sites. Assess tipper driver’s efficiency and value earned per shift. | DD | Waste identified and removed from the works we carry out. Where this waste is identified as being caused by a supplier then include them in follow up discussions to influence their processes |  |  |  |  |  |  |  |  |  |  |  |  |
| Create a visual representation of performance for the business. Set levels of expected performance and monitor against this.  | AA / BB / DD | A daily updated performance metric giving all a clear understanding of current performance. |  |  |  |  |  |  |  |  |  |  |  |  |
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| 3 – Deployment Management / Lean Infrastructure |  | 0.0 | 2.0 | This HELMA area is heavily focussed upon having a Lean Strategy in place, which is referenced back to your strategic Business Plan (QMS) and then showing that the Lean strategy is being effectively deployed and is becoming a business as usual operating system.Currently, no lean deployment strategy exists, but John Smith has plans underway for this to be produced in conjunction with the work that is being undertaking on re-writing the QMS to incorporate lean as a continuous improvement methodology. The moderator recommends that AS make full use of the Lean experience of the main contractor and the Highways England Lean team in producing the lean deployment strategy.Clearly, the moderator would like to see the production of a Lean Strategy for this enterprise and how this strategy links directly to the proposed growth in turn-over for the business and their contribution to Highways England’s efficiency targets for the Road Investment Period. It is recommended that the lean strategy is set out under the ten HELMA headings and incorporates a dated programme for milestone activities. The deployment of Lean is not a sprint but a marathon and as such any Lean Strategy should cover a 5 year period with detailed focus given to year one. This focus in year one will cover many aspects of your Improvement Action Plan that you produce following the receipt of this moderation report.Due consideration should be given to deploying lean holistically, if people are trained in lean you need to set continuous improvement targets/focus in their job roles and review these targets at Personal Development Reviews, whilst also monitoring their competence using a simple competence log book. If you train people give consideration to what next and then lean will become business as usual. | Develop, implement and review the business’ Lean Action Improvement Plan. This needs to be set out as a long term strategy for 5 years focussing on continuous improvements | AA | A clear Lean Improvement Action Plan setting out deliverable objectives with a defined timescale. All employees to be aware of the plan’s existence and how they can feed into this and be a part of the improvement |  |  |  |  |  |  |  |  |  |  |  |  |
| Processes are clear for all activities and also have qualitative metrics incorporated so performance can be regularly reviewed | BB | A business QMS that incorporates straight forward processes that work. These processes need to be understood and followed by all. Deviation needs to be managed and the cause for this understood. |  |  |  |  |  |  |  |  |  |  |  |  |
| Lean Champions to set out continuous improvement targets for all employees. These targets are then to be collated and included in individual personal development reviews | AA / All | Personal improvement targets for all Lean Champion areas.Effective individual appraisals carried out for all employees, focusing on Lean contribution. |  |  |  |  |  |  |  |  |  |  |  |  |
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| 4 – Understanding Customer Value, moderation score |  | 0.5 | 3.0 | Many organisations develop into silo working practices and little thought is given to the requirements of internal customers within an organisation. Are the views of internal customers sought to drive continual improvement and does a formal process exist for capturing this data? Similarly, are the views of your external customers sought and are these views of the customer incorporated into AS delivery processes? This is an area which is currently neglected by many companies and in reality it is something which is easy to implement and the rewards could be large. What is your formal pro-active system for going out and getting data from your external customers that can then be fed back into your business processes? This feedback data can then be visually displayed around the office.This will mean that you will actively solicit feedback from both internal and external customers and do something with the data; this is not about attending meetings that have been set up by your customers/clients. | Acknowledging internal customer performance needs to be formally recognised, as do complaints. These need to be added to the Compliments, Complaints and Defects (CCD) register and action taken to improve process. | EE / DD | Meaningful information placed on the CCD register by the respective Site Manager. This information is to be formally reviewed by the Lean Champions at least quarterly. More informal discussions should also continue |  |  |  |  |  |  |  |  |  |  |  |  |
| Implement a simple customer questionnaire to be sent out with all final accounts. On longer duration sites this feedback would be sought every month. | EE / BB | A simple questionnaire to be sent to internal and external customers. The feedback to be easily quantified and visually displayed so all are aware of current performance and potential areas of concern |  |  |  |  |  |  |  |  |  |  |  |  |
| Means of visually displaying the results of feedback to be developed. This needs to include mobile feedback to gangs and drivers. | EE / FF / BB | A clear visual overview of current performance. Needs to highlight both good and bad areas of performance |  |  |  |  |  |  |  |  |  |  |  |  |
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| 5 – Understanding of Processes and Value Streams |  | 0.0 | 2.0 | This HELMA area is driving companies to understand the Value Streams and Processes they use to deliver goods and services to a customer. It should be remembered that a company’s product is ANY interaction the customer has with that company. Before we can undertake any form of process measurement a company must define its processes, having once got the actual process mapped and standardised, then the team which uses the process can analyse it and remove waste, whilst still meeting the customer’s needs.The moderator suggests that AS discuss this topic with both the main contractor and the Highways England Lean team to help them get started in this area. | Collate all process information from the SMT | All |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Processes for business management to be developed, rolled out and reviewed. Within these processes concentrate on what generates value for the customer – remove waste. | BB | A business QMS that incorporates straight forward processes that work. These processes need to be understood and followed by all. Deviation needs to be managed and the cause for this understood. |  |  |  |  |  |  |  |  |  |  |  |  |
| Formal programme for meetings on a weekly basis to jointly involve both planing and surfacing businesses | AA / DD | A well planned and deliverable workload which minimises waste at the beginning of the process |  |  |  |  |  |  |  |  |  |  |  |  |
| Challenge each site manager to review each other’s programmes and methodologies and seek improvements | AA / All | A culture of openness and collaboration where managers from all businesses are content to be challenged. An increase in programming and planning efficiency |  |  |  |  |  |  |  |  |  |  |  |  |
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| 6 – Use of Methodologies and Tools |  | 0.0 | 2.0 | The moderator concluded that in the first instance it would be useful to identify what Lean tools are available and where they could be deployed. It was agreed at the HELMA moderation that the main contractor would provide this information to John Smith.The lean tools will be applicable to all workers within the AS organisation.For instance, during the post HELMA works walk-about the moderators visited the plant maintenance garage. Whilst the maintenance manager took pride in his operation, lean tool application of techniques such as 5S would greatly help his working area and visual management boards covering plant maintenance in the garage could identify when plant came in and when it was scheduled to leave. If the required leave date was not achieved, say due to late delivery of spares, then this concern, if a regular occurrence, could be escalated for resolution.John Smith believed that again this was another area that would be picked up in the AS Lean Strategy and he would work closely with the main contractor to define what the most appropriate lean tools to initially deploy are. The moderator noted that to achieve a score of 1.5 in this HELMA area some form of Lean Collaborative Planning will be required. | Lean Training to be undertaken by SMT. | JS | SMT understand the principles of Lean and how they can implement it into their daily activities |  |  |  |  |  |  |  |  |  |  |  |  |
| As part of the office, yard and workshop review ensure a full 5S review is undertaken. Remove waste and enable process to flow unhindered.  | GG |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| 7 – Organisational coverage, activity and capability |  | 0.5 | 2.0 | Some members of the organisation have received lean training to varying levels. However, this has been on an ad-hoc basis and now requires to be formalised under a Lean Strategy. The AS Lean Strategy will address all the aspects of organisational coverage and identify the business needs for Lean deployment, the training required and how the deployment will be sustained. | Lean Training to be undertaken by SMT. | JS | SMT understand the principles of Lean and how they can implement it into their daily activities |  |  |  |  |  |  |  |  |  |  |  |  |
| The Lean Champions will set up working groups with a cross section of the workforce to review and address all sections identified for improvement. The working groups will all receive Lean awareness training in line with the company training matrix. | AA / All | A more open culture between internal businesses.All parties will have a better understanding of others issues and challenges.A more focussed business aware of its challenges.All individuals will feel involved in the Lean transformation |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | Hold an engagement workshop with all employees following the Christmas break. Use this to formally introduce the Lean concept to all. Take the opportunity to roll out some of the new HS&E policies and procedures such as start of shift briefings. Take up Neal’s kind offer to attend and explain HE’s need for Lean SME’s like AS. | JS / AA | All employees leave with a clear and concise vision of the Lean journey the business is embarking on. |  |  |  |  |  |  |  |  |  |  |  |  |
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| 8 – Performance Improvement/Benefit Realisation |  | 0.0 | 2.0 | This HELMA area is focussed on the delivery of benefits over the last twelve months’ period and how those benefits have been shared with others and lodged on the Highways England Lean Tracker which in turn will contribute to Highways England’s efficiency targets. This approach is to encourage suppliers to recognise what is important to their client, (Highways England) with regard to the £1.212 bn of capital efficiency savings that have to be achieved by 2020 (Road Investment Period 1).It was recognised by the moderator that AS were at the start of their Lean journey and as this was their first HELMA they had not had the opportunity of recording benefits on the Highways England Lean Tracker. However, going forward it is essential that AS get into the lean way of thinking, firstly, come to work with the purpose to make things better, but before introducing any improvement(s) capture the current performance, introduce the improvement, capture the improved performance and then finally and most importantly register the benefits. The moderator noted that AS would be given access to the Highways England Lean tracker, read only at this stage and then full access to lodge Knowledge Transfer Packs upon request and Benefits Realisation Capture forms. | Carry out introspective bottom-up review of the way the business operates | AA / All | An honest reflection of where the businesses strengths and weaknesses lie. Develop an open and honest culture where employees can share success and learn from underperformance |  |  |  |  |  |  |  |  |  |  |  |  |
| Internally keep adding to the Compliments, Complaints and Defects register | FF / DD | Meaningful information placed on the CCD register by the respective Site Manager. This information is to be formally reviewed by the Lean Champions at least quarterly. More informal discussions should also continue |  |  |  |  |  |  |  |  |  |  |  |  |
| Read and review the Highways England Lean Tracker and use the knowledge from it. | JS / AA / HH | Glean an understanding of where others are using Lean in their operations. Use this shared best practice |  |  |  |  |  |  |  |  |  |  |  |  |
| Upload benefits on the Highways England Lean Tracker. | HH | Demonstrate AS is a Lean business prepared to share best practice |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop and distribute clear visual performance metrics to show to staff. | DD / HH / BB | A clear visual overview of current performance. Needs to highlight both good and bad areas of performance |  |  |  |  |  |  |  |  |  |  |  |  |
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| 9 – Lean Collaboration and Culture |  | 0.5 | 3.0 | AS do not see lean as an addition to their business, indeed they see it becoming an essential business operating system for themselves going forward. The moderator identified that within the Highways England House of Lean, one of the key pillars is Collaborative Planning. Several Knowledge Transfer Packs are on the HE Lean Tracker covering this topic. The moderator recommends that AS become familiar with and use this technique for delivering both programmes and projects. Highways England offered follow up assistance with this topic in terms of training and guidance; this can be discussed at the next quarterly meeting. The moderator recommends that AS SMT read ‘Creating a Lean Culture’ by David Mann, and implement. | Take up the offer of follow up assistance | JS / AA | A more informed SMT who are equipped to deliver the intended Lean business changes |  |  |  |  |  |  |  |  |  |  |  |  |
| More formal recording of collaborative planning needs to take place. Currently this tends to be done on a verbal ad-hoc basis | BB / EE / CC | Effective tender review pre-submission to a set authority matrix.Effective handover of won work.Appropriate tender reviews undertaken to pull in learning and planing from all.Start of shift briefings in place and working. Includes H&S information as well as a review of previous and future works on a site to eke out improvements |  |  |  |  |  |  |  |  |  |  |  |  |
| Carry out 5S audits of machines and gangs. Set them the target of operating “Lean Machines”. | GG / HH | Better checked, maintained and reliable plant. Less wasted time. |  |  |  |  |  |  |  |  |  |  |  |  |
| Review the content and delivery of the start of shift briefings. Look for continuous improvement in terms of content, delivery and the flow of ideas. | CC / GG / DD | Culture change in the way employees approach their work activities, constantly looking to do better than before. |  |  |  |  |  |  |  |  |  |  |  |  |
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| 10 - Supplier Maturity |  | 0.5 | 2.0 | The moderator acknowledges that AS are on the start of their Lean journey and as such have not engaged fully on Lean as yet with their supply chain. The moderator suggests that going forward AS select a group of their top suppliers and commence a joint lean development programme. This approach will link to some of the previous HELMA areas and will prove useful for Value Stream mapping. | Frequent dialogue with our internal planing business – one of our largest suppliers. Instigate formal monthly meeting to review performance.Acknowledging internal customer performance needs to be formally recognised, as do complaints. These need adding to the Compliments, Complaints and Defects (CCD) register | GG / DD | Meaningful information placed on the CCD register by the respective Site Manager. This information is to be formally reviewed by the Lean Champions at least quarterly. More informal discussions should also continue |  |  |  |  |  |  |  |  |  |  |  |  |
| Instigate monthly meetings with key asphalt suppliers to discuss and implement Lean strategies. | AA / BB | Share good and bad experiences, learn from each other and drive out waste |  |  |  |  |  |  |  |  |  |  |  |  |
| Continue discussions with key plant suppliers around more efficient tippers, plant, etc. | AA / CC | Share good and bad experiences, learn from each other and drive out waste |  |  |  |  |  |  |  |  |  |  |  |  |
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