

# CASE STUDY: CONSTRUCTION

## HIGHWAYS EXCELLENCE LEAN MATURITY ASSESSMENT

### THE CHALLENGE

Our client had recently gone through a National Highways HELMA (Highways Excellence Lean Maturity Assessment). During this assessment both our client and National Highways felt that more could be achieved through the use of lean methodology. However, their internal capability was not fully skilled in delivering meaningful sustainable improvements.

This led our client to partner with Cosmos Performance to take their business on the lean journey, while creating a solid foundation and internal skills to ensure lean methodology became part of the core business ethos and culture leading to continual improvement year on year, that would be reflected within their HELMA score.

### THE SOLUTION

As part of the partnership Cosmos Performance led the creation of a road map detailing the improvement journey. This started with the creation of a company Lean Strategy and Action Plan that would be driven by the Directors. A core part of the strategy was to provide lean training and awareness across the business, this was broken into different levels and included everyone from the front line through to directors.

Using the newly trained team we were able to run multiple Lean projects concurrently that were owned by the Lean Champions on each scheme. By using this format, a lean culture developed quickly across the business, delivering tangible improvements which could easily be evidenced and the benefits realised.

#### The benefits included the following components:

- **The development of a clear Lean Strategy** that demonstrated how lean was going to become fully imbedded into the business
- **Implementation of a detailed Action Plan** allowed for a systematic approach to project delivery while tracking key milestones
- **Introduction of an internal Lean Academy** ensured all levels of the business had an understanding of lean methodology and techniques
- **Knowledge and best practice sharing** became part of the closeout process following each lean project
- **The introduction of supply chain lean workshops** enabled suppliers to work with the business and support the wider lean journey

## THE OUTCOMES

Through the continual improvement and ongoing lean projects, the evidenced benefits are being recognised both with our client and National Highways, leading to a consistent improvement on their HELMA score.



**A 78% increase to HELMA score** achieved during the first 12 months with a further increase in the following year.



**96% of employees and directors trained** in the use of lean methodology through the in-house training academy



**5% average cost reduction and avoidance** achieved and evidenced on each scheme delivering lean projects



**Through collaborative planning and improved efficiency** scheme durations were able to be reduced by up to 6 weeks



**Enhance employee engagement** through the Lean culture created at all levels of the business



**Knowledge and best practice sharing** has allowed for new ways of working to be developed that have become the new standard

**National Highways have commended our client on how they have managed to not only improve their HELMA score but also create a lasting lean culture .**

“ We don't believe as a business that we would have achieved the results we have without the partnership with Cosmos Performance, they really have given us the foundation we needed to drive lean within our Highways business.”

– Highways Director

To find out how Cosmos Performance can help your organisation, reach out to us at [info@cosmosperformanceltd.com](mailto:info@cosmosperformanceltd.com) or visit [www.cosmosperformanceltd.com](http://www.cosmosperformanceltd.com).