



Amey



**Industry:**

Infrastructure

**Business Area:**

Highways Maintenance



**Project Type:**

Performance Improvement/  
Field-Based Workforces



**Duration:**

18 Weeks



**Location:**

Glasgow/  
Southwest Scotland



"Our challenge was trying to drive further efficiency into a maintenance contract in West Scotland. We were seeing a flat profit line which was sub-optimal despite trying a variety of internal changes and reviews around operational performance. We needed to do something different, and that's why we reached out to Managementsors."

**Peter Anderson, Managing Director -  
Transport Infrastructure**



"The way we programme and report is far better than before. Highway Maintenance is challenging to plan because you don't know what could come up at short notice. We are now planning maximum work, setting targets for our Operations Team, and keeping detailed records!"

**Planner**



## The Challenge

- Amey recognised a significant opportunity to improve gross margin by reviewing and improving existing inspection, planning, and delivery processes
- Planning was ineffective, with excess resource for the required workload, resulting in underutilisation, and high levels of non-value adding work
- Inspection teams were not consistently maximising the value of traffic management setups, missing the opportunity to identify and complete additional works during closures
- Siloed working and a lack of coordination between Networks (Inspections), Planning, and Delivery teams meant the end-to-end process was fragmented. This led to missed opportunities to increase productivity & daily output, meet contractual KPIs and realise additional revenue
- Overtime was routinely relied upon as standard practice rather than a flexible response to specific requirements and workload peaks. This created a cultural expectation among staff and contributed to increased operating costs

## Featured Results

**£2.4m**

annualised  
benefit



**6.7:1**

ROI



**10%**

optimisation of  
resource  
requirement



More than doubled  
the revenue  
generated from  
Category-2 works



**45%**

reduction in  
Overtime



**140%**

increase in  
productivity

m<sup>2</sup>

# Our Solution



## Redefined the approach to planning

Co-developed effective planning principles and work prioritisation framework, along with Planning Guidelines and contingency mechanisms, supported by clear and simple tooling. Coaching and upskilling of planners enabled optimised plans, communicated to the Ops team with visibility of plan versus actual performance, bringing the root causes of downtime to the surface



## Optimised inspector performance

Introduced an effective Inspector Planning Tool to enable contractual priorities to be met and capacity to be utilised for proactive identification of additional revenue-generating work



## Transformed performance reporting

Designed and developed clear performance metrics, visualised in a central dashboard to provide operational visibility across all management levels



## Strengthened review structure

Implemented a regular review cadence with paths for escalation, and effective interfaces to connect all teams, at all levels, with an action focused mindset on what matters most: safety and performance. Driving prompt identification, and resolution of operational performance issues



## Greater cost control

Timesheet application introduced, alongside clearer conditions and approvals process to ensure effectively managed overtime and operational spend

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The key takeaway for me was the recognition that we're not always as productive as we might think we are at the front line, where there is always opportunity for improvement. The Managementors team engaged really well with management. We're all very busy, so we need to be kept informed and up to date, but not hassled. The delivery team also integrated so easily, they really became part of the team.”

**Peter Anderson, Managing Director - Transport Infrastructure**



## Who did we work with?

- Account Manager
- Operations Manager (Delivery)
- Regional Operations Managers (Delivery)
- Programme Manager (Planning)
- Planners (Planning)
- Network Manager (Inspections)
- Area Manager (Inspections)

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## Key Benefits

- + Significantly improved operational productivity which enabled right-sized resource requirements, smoothing the workload throughout the year, reducing reliance on overtime and subcontracted labour
- + Established shared performance metrics, easily accessed and visualised in a single PowerBI dashboard with an integrated issue log to drive accountability and continuous improvement
- + Transformed approach to planning, supported by a robust tool, training and coaching to maximise resource utilisation and closures, and provide contingency with clear work priority
- + Increased revenue by enabling inspectors to proactively identify high-value works during planned closures

Managementors works in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

