

CASE STUDY:

Traffic Management Act (TMA) Transformation

UK Gas Distribution Utility

Overview

A UK gas distribution company appointed Enzen to deliver a business transformation project for Traffic Management Act (TMA) compliance. The customer took this opportunity to bring in efficiencies associated with Street Works Processes, rather than looking at this as a simple Regulatory compliance initiative.

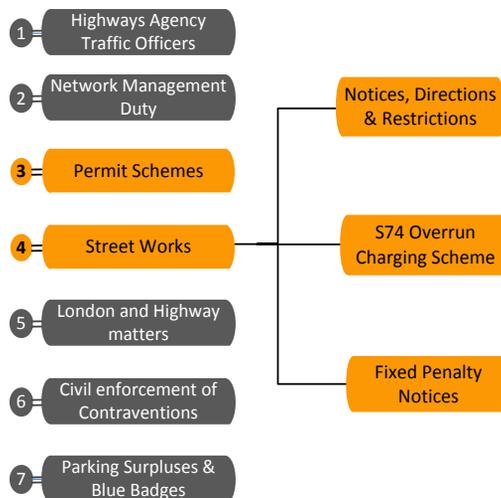
Highlights

- Project delivery included not just TMA Regulatory compliance requirements, but also Performance improvement initiatives
- Timely delivery within budget, in spite of the challenging timescales imposed by DfT – 5 months for go-live
- Proactive engagement with key stakeholders (e.g. Highway Authorities) to seek their feedback and incorporate the same into the project
- Phased approach for go-live with Highway Authorities, considering Authorities readiness also
- In spite of major organisational changes during project timescales, it was successfully delivered with no adverse impact

The Challenge

The New Roads and Street Works Act (NRSWA) 1991 governed the Street Works in the public highways in England and Wales. Due to the increase in the number of Utilities carrying out Street Works and a growing demand for road space, the Department for Transport (DfT) introduced the Traffic Management Act 2004. The primary objective of the TMA is to manage congestion and reduce disruption on the road network. TMA has given more powers to highway authorities to control street works and to manage the road network effectively. It's a Regulatory requirement for Utility companies with underground assets in public highway in England and Wales to comply with the TMA.

There are 7 parts within TMA as mentioned below:



Utility companies are impacted mainly by 'Part 3 – Permit Schemes' and 'Part 4 – Street Works'. Although Enzen supported this customer in delivery of both parts through different transformation projects, this case study is specific to the implementation of 'Part 4 - Street Works'.

Business Impact

The introduction of TMA Part 4 has significant Business impact on Utility companies. High level business impact on our customer was as follows:

- Longer Street Works Notice periods that demanded better advance work planning
- Financial implications in the form of £120 Fixed Penalty Notices for each non-compliant Notice, rather than taking an offence to court
- Increase in overrun charges for occupation of the street beyond the agreed notice period
- Increase in number of notices to be served in the job life cycle
- Mandatory Notice cancellations that did not exist earlier
- New powers for HAs in directing the Utility street works and restricting works following substantial street works
- Move towards XML web services and major changes to technical specification that impacted the work management processes and systems

The customer has initiated a project, primarily to comply with the TMA Regulatory requirements.

## Key Benefits

- TMA Compliance achieved on time and within the budget
- Streamlined Business Processes and improved Systems capability ensured no increase in FTEs, while all utilities increased at least by 20%
- Increase in Noticing compliance from 65% to 98%
- Improvement in external reputation through collaborative working model built with Highway Authorities

## Enzen Approach & Solution

Enzen was engaged by the customer initially for a Six week scoping study to:

- Understand the AS-IS Business Processes & IT system landscape
- Assess the TMA Codes of Practice and Technical Specification
- Define IT system requirements for TMA Compliance & Business performance improvements
- Provide a roadmap for end-to-end solution delivery

The Scoping Study analysed the requirements from the customer point of view to comply with TMA Regulations in the following areas, including associated Business Performance initiatives:



The customer subsequently initiated a transformation programme to deliver the defined roadmap. This project was eventually awarded to Enzen through a competitive bid process. The scope of the project included defining the Business Processes, IT system changes and associated Business Change Management aspects. The project involved changes to all core systems that needed to be delivered within 5 months, with changes to Work Management, Scheduling, Mobile Work Force, GIS, Noticing Systems and integration among the systems.

Although the primary objective of the project was to comply with TMA Regulations, the customer has taken the opportunity to improve the overall Business Performance relevant to Street Works. In recognition of the huge impact due to TMA and various challenges associated with the solution delivery, Enzen brought in a one-team approach, wherein both business and IT stakeholders along with all vendors worked together with a common goal.

## Business Benefits

The key benefits from the project are as follows:

- Timely compliance to TMA regulations within the budget – One of the first few Utility companies involving changes to integrated systems landscape that has gone live
- No increase in FTE count of Street works team, while all utilities increased the FTE count by at least by 20%
- Gradual improvement in noticing compliance from 65% to 98%, achieved through a combination of Business Processes and improved systems capability
- Collaborative & partnership focused relationship built with Highway Authorities, improving external reputation

The TMA project has been lauded by the customer as a model project. A number of the best practices that Enzen adopted in the project delivery have now been recommended to be followed for future projects at customer location.

