

## Work Package Scope MCF 2 Lot 3

### HE2025 Delivery Technical Partner

#### 1. Introduction

Highways England (*"the Employer"*) is intending to set up a contract for provision of technical services to support the delivery of the HE2025 transformation programme.

Strategic Projects division, within Strategy and Planning directorate, is seeking to appoint a Technical Partner (*"the Consultant"*) with the ability to work in partnership with us, to provide specialist technical services to assist us in the delivery of a range of change and transformation programme activity – our HE2025 programme.

The overarching HE2025 programme has been defined and designed. Delivery will take place over the period 2020 to 2025. This commission is for work to be called-off between November 2020 and October 2022 and will cover technical services related to both programme delivery and programme management.

The detail of the delivery required over the next two years will not be wholly defined from the outset. We are looking for a *Consultant* who will:

- flexibly shape and deliver their technical services to meet the changing needs of a complex programme in the most cost and time effective ways; and,
- have the technical capability to deliver across a broad range of change and transformation activity.

#### 2. Background

Highways England, as the company responsible for the strategic road network, has been asked to deliver over £27bn of investment in the next five-year Road Period (RP2) up to 2025. This almost doubling of investment compared to RP1 is a demonstration of confidence in a company that has been successful but comes with the significant challenge of doing so without increased resource funding and with significant efficiencies to deliver.

These challenges cannot be met by simply continuing to operate in the same way as in RP1. We need to work in a much more joined-up, integrated and collaborative way and all parts of the business have been looking at what change or transformation they need to make. At the same time there are a number of cross-cutting and corporate strategy initiatives that will drive further change across the company. All this change needs to be broadly aligned and integrated to ensure that it delivers maximum benefit for the company and that is the purpose of the overarching HE2025 programme.

Our HE2025 programme bring together transformation and change activity across Highways England under a single umbrella. This will enable greater integration of change across the company, ensure that interdependencies are recognised, understood and acted upon, and progress reported at a corporate level that will show whether the planned change is helping us deliver the transformation needed to deliver the challenges of RIS2 from a broadly unchanged resource base.

We need a blend of specialist skills over the next two years to augment the internal team to deliver the HE2025 programme. The resource needs to be agile and flexible to meet changing needs not all of which can be defined at the outset. The *Consultant* would be expected to work collaboratively with the internal team in Strategic Projects to achieve a partnership approach, providing:

1. **Leadership** – by appointing a *Consultant* with the capability and experience to confidently lead complex change and transformation activity across the company, helping to breakdown silos and inspiring people to work in a joined-up way across the company.
2. **Collaboration** – by working as an integrated team, and appointing a *Consultant* who will work with us to focus on sharing knowledge, both within the *Consultant* organisation(s) and Highways England.
3. **Flexibility** – by appointing a *Consultant* who is adaptable and able to understand the reasons for, and respond quickly to, changes in priorities.
4. **Continuous improvement** – by appointing a *Consultant* with the commitment, drive and expertise to develop better and more consistent approaches, and draw upon on lessons learnt on an ongoing basis.
5. **Technical excellence** – by appointing a *Consultant* with the capability and capacity to consistently provide high quality leadership and support across a wide variety of change and transformation activity.
6. **Thought leadership** – by appointing a *Consultant* with knowledge of change and transformation in large organisations who can turn that knowledge and expertise into delivery action.

### 3. Requirements

The nature of the work required in the delivery phase of the programme will include but won't be restricted to the following:

- End to end process development – analysis, design and implementation
- Workstream development, scoping, planning and delivery.
- Organisation alignment - definition of role and purpose, definition of RACI, operating model development, organisation design.
- Alignment of HE2025 with RIS2 objectives.
- Programme Management – integration of multiple aspects of HE2025, planning and co-ordination of aspects of delivery.
- Stakeholder Management – working with workstream leads, subject matter experts and sponsors.
- Mobilising the organisation for change, engagement and communications to all levels of the organisation.
- Benefits management, benefits mapping and planning.
- Capability gap analysis and planning for addressing capability gaps.

This is a flexible programme of work and it will evolve and develop over the next 2 years. We expect to set out the detailed delivery requirements from the *Consultant* in blocks of time typically between, but not limited to, 3 and 6 months but we require a *Consultant* who can work in this manner whilst having strong programme management skills and the flexibility to respond to new and unplanned programme change.

## 4. Responsibilities

The Senior Responsible Officer (SRO) for this commission will be Elliot Shaw, the Executive Director of Strategy & Planning at Highways England.

The Project Manager will be Joanna Ledington.

The main stakeholders for the work include the HE Board and Executive and senior Highways England staff particularly those leading on directorate change or transformation activity. In addition, all staff in Highways England have a genuine stake in the HE2025 programme and any activity needs to be mindful of the potential impact on them and steps should be taken to inform, engage and integrate them into any solutions.

The *Consultant* will be expected to be engaged as follows:

1. Attendance at regular calls (several weekly) typically of 30 minutes or an hour with the Project Manager and other team members.
2. Running end-to-end process workshops to deliver joined-up activity across the organisation.
3. Facilitating activity to improve clarity of roles and responsibilities.
4. Developing and supporting change communication activity.
5. Monthly progress meetings with the Project Manager (up to one hour).
6. Production of monthly slide decks for the Executive Strategy meeting.
7. Production of bi-monthly programme management slide decks for the HE2025 Programme Board.
8. Production of monthly slide decks for the HE2025 working group meetings.
9. Working with the Strategic Process and Quality lead on the development of an enhanced approach to process and quality management across the organisation.
10. Financial forecasting updated monthly for the duration of the commission and liaison with the internal Programme Support Manager, Emma Coldrick, over invoicing.
11. Preparing 3-6 monthly delivery briefs in response to requests from the Project Manager.
12. Liaising with key stakeholders.
13. Programme management.

## 5. Skills / Capabilities / Behaviours

We expect the following:

- The *Consultant* will identify the key people required to deliver the services within its tender for the work and will not voluntarily remove or change any of these key people without the agreement of the Project Manager.
- The *Consultant* shall name all key staff and provide CVs demonstrating that they have the necessary skills and experience to fulfil their roles.

- If for any reason any key staff need to be replaced during this commission, a suitable replacement must be offered, and approval must be sought from the Project Manager.
- The *Consultant* must specify any proposals for sub-contracting in its tender submission, explaining the reason why a sub-contractor is required and the scope of the services that are being sub-contracted.
- The *Consultant* will ensure that there are adequate resources to fulfil the delivery requirements over the stated two-year period and that there is effective leadership and management of the study by the *Consultants* senior management staff.

### 5.1. Way of working and behaviours

The *Consultant* will be expected to work in the following ways and demonstrate behaviours that are aligned with Highways England's core values of Safety, Passion, Integrity, Teamwork and Ownership:

- Joint team working – collaboration with the internal HE2025 team and the core team of business leads acting as 'one team'.
- Role modelling cross boundary working and collaboration as the norm.
- Ensuring that change management is built into all activity and is not seen as something separate. Each piece of work should be regarded as an opportunity to mobilise people for HE2025 and interventions will each have clear terms of reference, clear accountabilities, plans and lead indicators outlined.

### 5.2. Skills and Capabilities

The *Consultant* will be required to bring breadth and depth of capability in the following areas:

- industry expertise (e.g. construction, transport, infrastructure)
- innovation (e.g. digital, automation, operations)
- domain expertise (e.g. supply chain, asset management, operations)
- process management – analysis, design, implementation
- organisation design
- operating model development
- programme management including progress reporting
- stakeholder engagement and liaison

In addition, we are looking for the *Consultant* to have:

- Broad awareness of governmental vision and ambitions.
- Provision of access to a wide range of individuals who can think strategically, lead and provide challenge in all the above areas

### **5.3 Desirable Skills**

- Key staff with prior experience of working with Highways England.

## **6. Location**

The *Consultant* will provide all services required to deliver this commission from its own premises within the United Kingdom, but will be required to attend meetings and workshops at the offices of the Employer and at other locations in England from time to time at the request of the Employer. With current Covid-19 restrictions likely to be in place when this contract is awarded the expectation is that, until such time as those restrictions change any interaction will be virtual.

## **7. Timescales**

Duration: 24 months from date of award (November/December 2020). With option to extend for up to another 24 months. Any extension will be priced on the same basis as the first period, subject to any framework clauses on rate reviews.