

**Area 4 Interim
Construction Works Framework (CWF)
Asset Delivery (AD)**

Scope

Annex 2

**Vision, Imperatives, Values
and Key Objectives**

CONTENTS AMENDMENT SHEET

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1 VISION, IMPERATIVES, VALUES AND KEY OBJECTIVES

1.1 Purpose

- 1.1.1 The purpose of this document is to communicate the *Client's* vision, imperatives, values and the key objectives of this contract. Outlining the *Client's* expectations regarding how the Contractor must support delivery of these.
- 1.1.2 The *Client* is a road operator responsible for managing the busiest network in Europe, carrying one-third of all road traffic and two-thirds of freight traffic in England.
- 1.1.3 The roads that make up England's Strategic Road Network are a key enabler of economic growth and prosperity and are essential to the quality of life of the nation.
- 1.1.4 The *Client's* role is to deliver a better service for road users and to support a growing economy. It must operate, manage and improve the Strategic Road Network in the public interest and maintain the network on a day-to-day basis and provide effective stewardship of the network's long-term operation and integrity.

1.2 The *Client's* Vision

- 1.2.1 The *Client's* vision, as set out in the [Road Investment Strategy \(RIS\)](#), is to revolutionise our roads and create a modern Strategic Road Network (SRN) across England over the next 25 years. We will play our part in supporting economic growth and shaping a modern Britain to make a real difference to people's lives and businesses' prospects.

1.3 The *Client's* imperatives

- 1.3.1 The *Client's* three imperatives are safety, customer service and delivery. The imperatives set out what we do.

1.4 The *Client's* values and expectations

- 1.4.1 The *Client's* values are:
- **Safety** – We care about our customers, delivery partners and workforce and strive to see that no one is harmed when using or working on our network.
 - **Integrity** - We are custodians of the network, acting with integrity and pride in the long-term national interest.
 - **Ownership** – We have a clear vision for the future of the network and find new ways to deliver by embracing difference and innovation, while challenging conventions.

- **Teamwork** - We have an open and honest dialogue with each other, as well as our customers, stakeholders and delivery partners.
- **Passion** - Building on our professionalism and expertise, we are always striving to improve, delivering a network that meets the needs of our customers.

1.4.2 The *Client's* values describe how we deliver our vision and imperatives, how we treat each other, and expect to be treated, how we want to be seen as an organisation and how we do business.

1.4.3 The Contractor will have values that support those of the *Client* and will engender constructive and desired behaviours that enable a collaborative approach to achieving the *Client's* outcomes. Our Community Partners will support our vision, imperatives and values at all times by:

- Putting the health and safety of the customer and workforce first and encouraging a strong health and safety culture,
- Mature, open, flexible and collaborative working relationships,
- Understanding each other's priorities and objectives, and always putting the customer at the heart of everything we do,
- Sharing high-quality information,
- Delivering high performance,
- Working to build more sustainable businesses,
- Engagement and working collaboratively with stakeholders,
- Forging stronger relationships with local communities.

1.5 The *Client's* Outcomes

1.5.1 The Strategic Business Plan 2015 – 2020 sets out the *Client's* main activities to improve the capacity and performance of the network and how the *Client* will do it.

1.5.2 This contract plays a key role in assisting and enabling the *Client* to achieve its outcomes of:

- Supporting economic growth
- A safe and serviceable network
- A more, free flowing network
- An improved environment
- A more accessible and integrated network

This will be achieved through:

- Planning for the future,
- Growing capability,
- Building Relationships,
- Efficient and effective delivery
- Improving customer interface.

1.6 Asset Delivery (AD) – Core Principles and Key Objectives

1.6.1 The AD operating model involves the insourcing of decision making related to investment planning, asset needs and solutions and operational management. The approach will deliver the following core principles,

1.6.2 The *Client* will:

- ensure a healthy and safe working and travelling environment,
- be flexible and responsive to meet the needs of customers,
- own key investment and maintenance planning decisions,
- develop our asset information and cost intelligence to improve investment and maintenance decision making working towards whole life costing and improving efficiency,
- own planning and sequencing of work and manage network occupancy to improve network availability and customer satisfaction,
- develop active relationships with all of our stakeholders.

1.6.3 These principles will help the *Client* to take direct ownership of the aspects of delivery which are core to our reputation and performance. They will allow the *Client* to improve the quality and flexibility of its service and drive the efficiencies needed to meet affordability constraints, providing better customer service and a more resilient network at lower cost.

1.6.4 The AD consists of four principle contracting packages;

- Design – taking briefs from the *Client* and producing detailed packages of work, including repairing and reinstating the network after incidents, where necessary,
- Maintenance and Response – providing cyclic maintenance, reactive maintenance, incident response, severe weather response and associated traffic management,
- Construction Works Framework – a framework of specialists to deliver construction works, including renewal and improvement schemes and emergency repair,
- Specialist Goods and Services – a suite of contracts to support the Client with goods and services including salt supply, specialist inspections, weather forecasting, technical surveys and laboratory testing.

1.6.5 Suppliers awarded AD contracts will form a Community and become Community Partners who will work collaboratively to provide the service and achieve the *Client's* objectives.

1.6.6 The vision for the AD is to learn, plan, deliver. A number of key objectives have been identified to support achieving this vision:

1. A learning organisation

- to ensure we have a safety first culture, that is encouraged and rewarded,

- to use the intelligence and skills of everyone working on our network to help us make the right investment decisions to ensure we are constantly revising and improving what we do,
- to ensure everybody takes a joint responsibility to maintaining our asset data,
- to put our asset data at the heart of everything we do so that we make effective, robust and customer-focused network decisions,
- to have strong asset management, analytical, decision-making and commercial capability.

2. One programme plan

- to manage one programme for the network which is shared by the Community,
- to take on an enhanced planning role,
- to plan to do work at the best time for the customer and the asset,
- to align the detailed programme plan and road space bookings to reduce the impact on our customers, and
- to take advantage of having greater certainty of budget, and understanding of the true condition of the asset, to plan for the long-term.

3. Deliver in partnership

- to work in collaboration with our supply chain partners, to form an area Community,
- to allocate work to our supply chain partners in a fair and appropriate manner,
- to motivate our supply chain partners to continuously improve and innovate, and work efficiently,
- to listen to our supply chain partners so we make the right decisions

for our customers and our asset.

1.6.7 In relation to these key objectives the Contractor will:

- design and implement its processes and procedures in its Quality Plan, in a manner that achieves the key objectives, thus assisting and enabling the *Client* to deliver its vision; and
- continually look to identify new, innovative and more effective and efficient ways of delivering the key objectives.