

**Highways England Company Limited**

## **Area 3**

### **Asset Delivery (AD)**

#### **Scope**

#### **Annex 02**

### **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, values, outcomes and the key objectives of the contract. Outlining the *Client's* expectations regarding how the Contractor supports delivery of these.

### 1.2 About us

- 1.2.1 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.
- 1.2.2 The *Client's* strategic road network is a key enabler of economic growth and prosperity and are essential to the quality of life of the nation.
- 1.2.3 The *Client's* role is to deliver a better service for road users and to support a growing economy. It operates, manages and improves 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.

### 1.3 The *Client's* Vision

- 1.3.1 The *Client's* vision, as set out in the *Client's* 'Strategic Business Plan' (see link in annex 3), is to revolutionise our roads and create a modern strategic road network 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.

### 1.4 The *Client's* imperatives

- 1.4.1 The *Client's* vision comprises of the three imperatives which are:
- **safety** – the safety of our employees, our service partners and our road users.
  - **customer service** – the customer service and experience that road users have.
  - **delivery**– the delivery of the governments' road building and maintenance programme which includes spending over £4 billion a year delivering our road network to our road users, stakeholders and customers.
- 1.4.2 The *Client's* imperatives set out what we do and the Contractor aligns with these imperatives and supports the *Client* in achieving the *Client's* outcomes.
- 1.4.3 To meet these imperatives a collaborative approach with the Community and stakeholders is essential in order:

- To maintain and operate a strategic road network that is safe for our customers, as road users as well as communities;
- To design maintenance and response activities so that they are safe for road workers and stakeholders who operate on the strategic road network;
- To design, plan and implement maintenance and response activities to best meet the reasonable needs and expectations of our customers;
- To minimise the need for occupancies, ensuring that they are used as opportunities for efficient delivery of cyclic and repair maintenance activities;
- To ensure that the Section 41(1) of the Highways Act 1980 duty to effectively maintain the highway is demonstrably achieved;
- To ensure that the Section 58 of the Highways Act 1980, special defence in actions for damages for non-repair is provided and evidenced robustly<sup>1</sup>; and
- To demonstrate the efficient and responsible use of public finance in the delivery of maintenance and response activities.

1.4.4 A collaborative approach between the *Client* and the *Contractor* is essential in order to ensure delivery of a service that is valued by our customers. The *Client* and *Contractor's* performance metrics will be used to determine the effectiveness of the collaboration.

## 1.5 The *Client's* values and expectations

1.5.1 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.

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<sup>1</sup> The importance of Section 58 is that it provides the defence "that the Authority had taken such care as in all the circumstances was reasonably required to secure that the part of the highway to which that action related was not dangerous for traffic".

- **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.

1.5.2 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.

1.5.3 The Contractor has values that support those of the *Client* and that engender constructive and desired behaviours that enable a collaborative approach to achieving the *Client's* outcomes.

## 1.6 The *Client's* Outcomes

1.6.1 The *Client's* 'Delivery Plan' (see link in annex 3) sets out the *Client's* main activities to improve the capacity and performance of the network and how the *Client* will do it.

1.6.2 The 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, and
- a more accessible and integrated network

This will be achieved through:

- planning for the future,
- growing capability,
- building relationships,
- efficient and effective delivery, and
- improving customer interface.

## 1.7 Asset Delivery (AD) Core Principals and Key Objectives

1.7.1 The Asset Delivery (AD) operating model involves the insourcing of decision making related to investment planning, asset needs and solutions, and operational management. The *Client's* approach will deliver the following core principles:

- 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, and
- develop active relationships with all of our stakeholders

1.7.2 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.

1.7.3 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, repair maintenance, incident response, severe weather response and associated traffic management for road and technology assets,
- Construction Works Framework – a framework of specialists to deliver construction works, including renewal and improvement schemes and emergency repair, and
- 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.

1.7.4 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.

1.7.5 The vision for the AD Contractors is to learn, plan and 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.

### **1.7.6 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.



## 2 KEY OPERATIONAL PROCESS FOR THE M&R CONTRACTOR

### 2.1 General

- 2.1.1 The Contractor carries out its maintenance activities and provides accurate and continuous feedback of the actions taken in a manner that provides support to the *Client* to provide a 'special defence' under Section 58 of the Highways Act 1980.
- 2.2.2 The Contractor includes fully detailed Processes, Procedures and timescales in the Quality Plan in relation to cyclical and repair maintenance activities.

**Figure 1 - Maintenance and Response Requirements Flow Diagram**

