



Asset Delivery

Working together to bring Highways England closer to our customers



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What is Asset Delivery?

Asset Delivery is a new enterprise way of working where Highways England will directly manage both routine maintenance and the delivery of capital renewal and improvement schemes.

Working more closely with our supplier colleagues who undertake these activities on the ground, we will be able to collaborate more effectively, identify more innovations in planning, scheduling and the methods employed to improve the quality and value for money of these services.

Asset Delivery builds upon the strong existing capabilities of both our staff and our supply chain, and creates more flexible and efficient ways of working, that will underpin continual improvements to put **safety, our customers** and **effective delivery** at the heart of everything we do.

Asset Delivery is underpinned by the following principles. We want to:

- Always have a healthy and safe work environment
- Own key investment and maintenance planning decisions
- Own the planning and sequencing of work and manage network occupancy
- Minimise impact on and improve service for our customers
- Own and have visibility of asset information, cost and productivity
- Develop active relationships with those carrying out the maintenance, renewal and improvement work

“As a highways operator, we should understand the condition of the roads, what maintenance they need and how long they are going to last. Asset Delivery is the first step in bringing that capability and understanding into our organisation, and is therefore the first move in a significant change in focus for Highways England, which is what makes it so important.

Asset Delivery will be a new enterprise way of working together to bring Highways England closer to our customers.”

Jim O’Sullivan, Chief Executive

Why are we changing the way we work?

Highways England became a new, government-owned company on 1 April 2015, which means it is now regulated by the Office of Road and Rail.

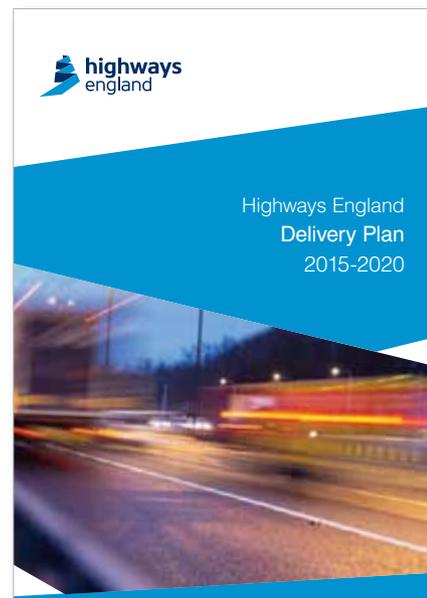
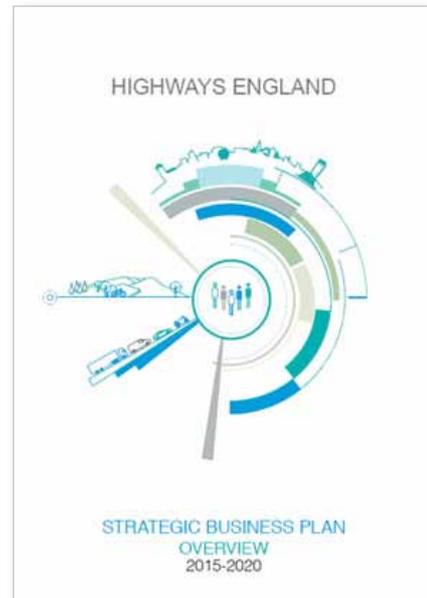
In December 2014, the Government's Road Investment Strategy (RIS) set out a clear brief for Highways England from 2015 to 2020. It outlined a challenging, yet achievable Performance Specification (outlined below) as a step towards achieving its long-term strategic vision for the efficient and effective management of the network, by:

1	Making the network safer	At least 40% reduction in number of people killed or seriously injured by the end of 2020
2	Improving user satisfaction	90% by 31 March 2017 and maintain/improve
3	Supporting the smooth flow of traffic	97% available in any one rolling year 85% motorway incidents cleared within 1 hour
4	Encouraging economic growth	Report time lost per vehicle per mile
5	Delivering better environmental outcomes	1,150 noise important areas mitigated Reduce net biodiversity loss annually
6	Helping cyclists, walkers and other users including vulnerable users	Build a number of new/upgraded crossings
7	Achieving real efficiency	£1.2bn cost savings on capital expenditure Meet Delivery Plan forecasts
8	Keeping the network in good condition	95% of pavement in safe/serviceable condition

Highways England's response

Highways England responded with a strategic business plan (**the Delivery Plan**), outlining our approach to delivering the RIS and the performance specification over the next five years. It sets out our plans to transform Highways England in order to deliver an alternative approach to maintenance and investment delivery.

The Delivery Plan sets out how we will implement a new operating model for maintenance (refer to page 9)



What will Asset Delivery look like?

We will:

- Be directly engaging with our supply chain to help drive down cost and waste, whilst providing the best possible value for money for tax payers and service for our customers.
- Better understand our asset performance and develop a programme based on the needs of our asset.
- Gain a better understanding of the costs of maintaining our asset.
- Make robust long-term investment decisions about our network.
- Make decisions based on customer need and use increased knowledge to support decision making.
- Working together to grow a bold, confident and agile culture.
- Directly control and manage reputational risks.



Asset Delivery Community – how we will work together

The Asset Delivery community, comprising Highways England and supply chain colleagues, will work together to deliver four principle work packages:

Maintenance and incident response

Through a 15 year contract, providing routine maintenance and responding to incidents from Highways England depots.

Design services contract

This will be a 5 year contract and will involve taking briefs from Highways England and turning them into well-defined packages of work, including repairing and reinstating our network after incidents, where necessary.

Construction works framework

Contracts assembled under a 4 year framework to deliver capital projects. This includes unplanned work to reinstate the network where required.

Specialist goods and services

We will secure specialist services, such as salt supply, weather forecasting and technical survey testing.



What will be different?

Our Asset Delivery community will be made up of Highways England and supply chain colleagues, working directly together to deliver a complete service for our customers. We will create a collaborative team that will:

Learn together

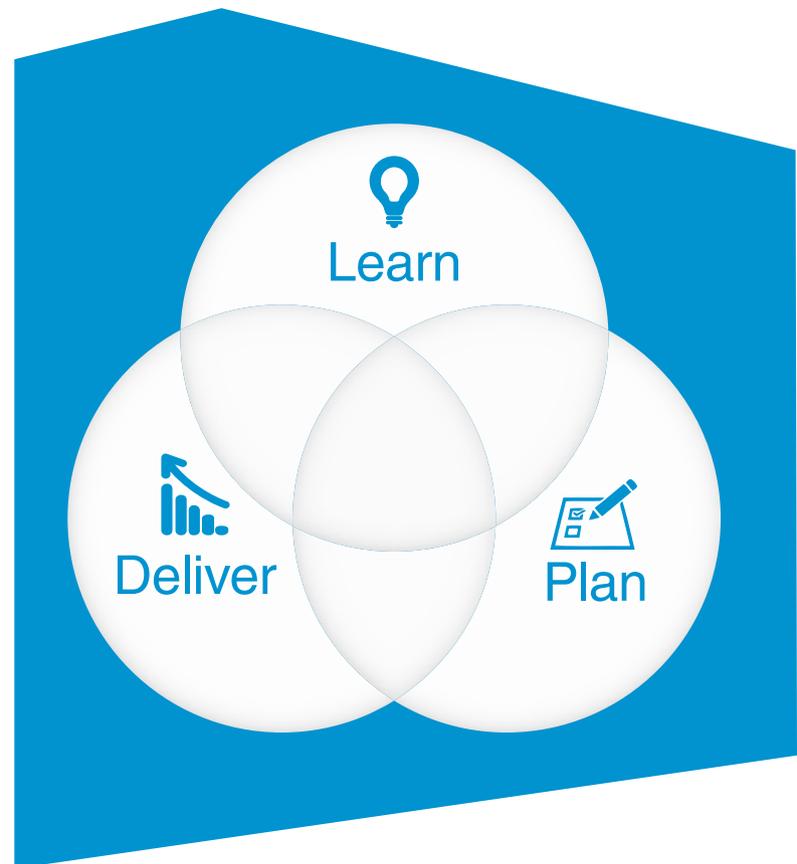
We will use the collective intelligence of the entire area communities implementing Asset Delivery, to understand our asset, customer and stakeholder needs, and make robust long-term investment decisions.

Plan and maintain one programme for the network

We will have one programme plan for the network in each area, which maximises the use of road bookings, minimises customer disruption and is flexible to changing network needs and conditions.

Deliver in partnership

We will work with our suppliers in collaboration, sharing knowledge, best practice, road space and innovation to deliver the communities' network obligations with due consideration to the customer. The network is the window to Highways England and the customer will experience a busy, agile and responsive network operation.



How we will deliver – the Asset Delivery operating model

A key element in our journey to improving our overall asset management capability will be the significant change in our operating model for maintenance.

The new model will see us directly manage both routine maintenance and the delivery of capital renewal and improvement schemes.

To drive improvements in efficiency and the quality of services delivered to customers we will increase our direct knowledge of the asset and the factors which generate waste and inefficiency.

Working more closely with the suppliers who undertake these activities on the ground will open opportunities for us to collaborate more effectively with them to identify innovations in planning, scheduling and the methods employed to improve the quality and value for money of these services.



How we will deliver – the Asset Delivery operating model

The Asset Delivery operating model will help us to build on our existing strengths and improve our capability to achieve our vision of **Working together to bring Highways England closer to our customers**



Customer

The customers, their experience and safety on the road network will be at the heart of our decision-making and planning. We will provide them with reliable information to inform their route choices and be transparent in our investment decisions.

Governance

A long-term perspective will be taken to investment decisions. accountability for decision-making will be clear and people empowered to make decisions at the lowest appropriate level. common key performance indicators will be established that encourage desirable behaviours.

Organisation

A nationally consistent organisational structure that optimises spans of control, encourages effective collaboration and communication; incorporating functions of specialist capability where required.

People and capabilities

Our capabilities in asset management, data analytics, planning and programme management will be enhanced

Process

Processes and handovers will be efficient, effective and responsive to customer needs, with contractors and other relevant stakeholders engaged at appropriate stages. A robust performance management system will be in place.

Supply chain

A collaborative community of suppliers will be established and we will build direct relationships with those who undertake works. Agile tasking of contractors will ensure the most appropriate is appointed and sub-contracting will be limited throughout the supply chain.

Data

Quality, robust data will be shared across Highways England, the supplier community and with other relevant stakeholders to support evidence-based decision-making and collaboration in planning and delivery.

Information systems

Information systems will be integrated as appropriate with functionality for direct access and the ability to update data via mobile solutions.

Culture

A collaborative, open and honest, learning culture in the way we plan and deliver. 'One programme' approach to planning; sharing intelligence and road space, with health and safety and the customer at the heart of our decisions.

Keeping you up to date

We understand the importance of keeping you up to date. So look out for our newsletter, which will provide latest news on Asset Delivery in your area, including: people and transformation, infrastructure and estates, contracts, questions and answers and any key announcements and timings.

Your feedback

We want to make sure that we continue to provide the information that you need, therefore, your feedback is important to us. Your comments and questions will ensure we address any issues that matter to you, and will also help to inform the Asset Delivery programme as it progresses.

Email your comments to:

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