

منتدى دبي العالمي
لإدارة المشاريع

DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM

6th EDITION الدورة السادسة

7 - 10 ديسمبر 2019 • مدينة جميرا • دبي

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PARALLEL SESSION STREAM

Reform of Strategic Road Network in England.
Transforming delivery of Highways projects

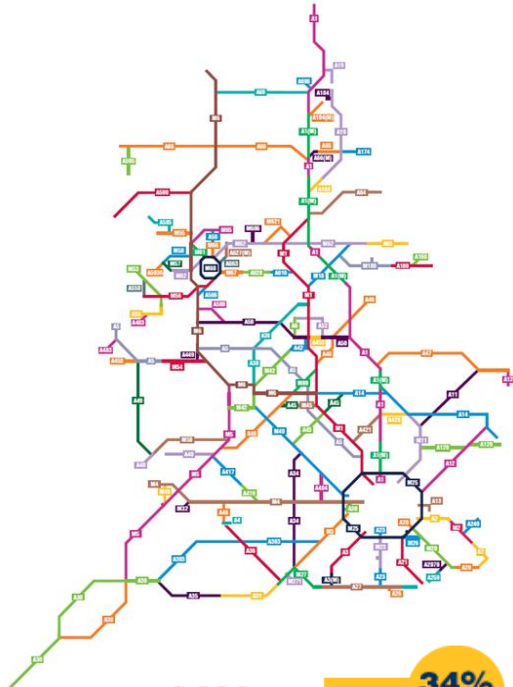
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CULTURAL DIVERSITY

www.dipmf.ae

England's Strategic Roads Network: Introduction

Connects the nation



4,300
Miles of SRN

Motorways **42%** Major A-roads **58%**

34%
all traffic

68%
freight

9 in 10
recognise
the importance
of the SRN to
the economy

14.3
billion miles
light freight

10.1
billion miles
heavy freight

£12
Road freight
contributes
billion
to the UK economy

Supports the wider transport network



Supporting access to **rail** and development of HS2



Enhancing access to airports



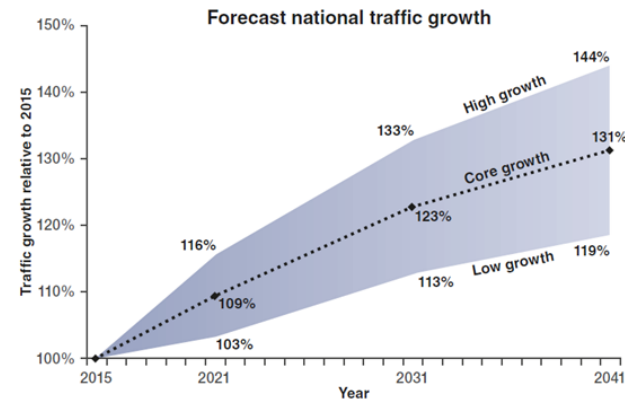
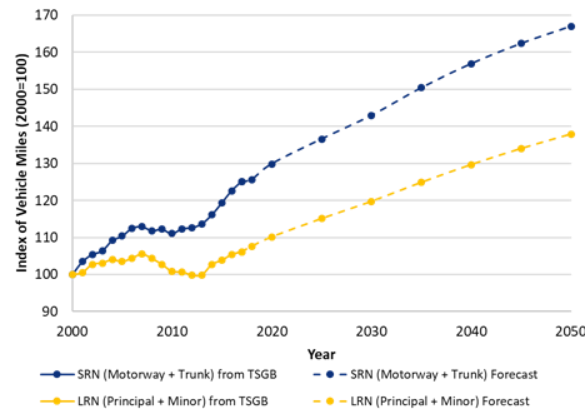
Delivering smooth access to ports



Complementing local networks and connecting nationally

- SRN-dependent sectors employ **7.4 million** people
- Contribute **£314 billion** p.a to the economy
- Expected to grow by **35%** by 2030

Growth in usage of SRN outpaced the local road network and forecast to continue



Drives the economy

Logistics



Manufacturing



Primary materials



Construction





144 billion miles travelled on the network each year
4 million journeys made every day



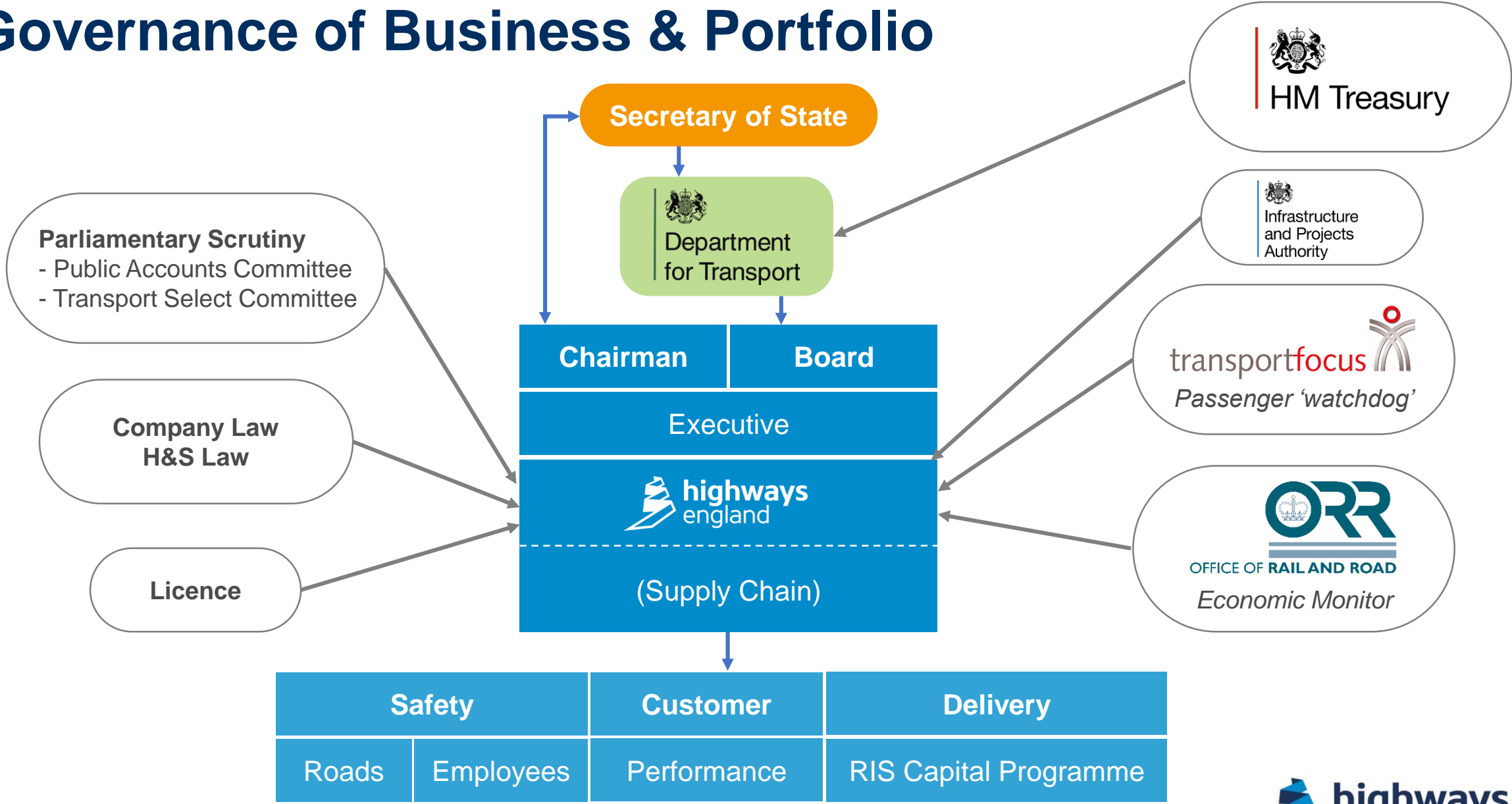
Roads reform

- Infrastructure Act passed in February 2015
- Followed the Cook Review of the Highways sector – learning from Utilities model.
- Identified restructuring needed to deliver change in project numbers and scale
- Enabled Highways England to be set up
 - Government-owned
 - Secretary of State for Transport is the sole shareholder
- Established legal framework and stable foundation for Highways investment

Roads reform: Delivery of £15bn Portfolio

- Established Road Investment Strategies (RIS)
- Approved RIS funding for five-year periods, known as 'Road Periods' (RP)
- Substantially increased investment and number of projects
 - RP1: April 2015 – March 2020 (£15bn) over 100 projects developed.
 - RP2: April 2020 – March 2025 : Development continues
- Created operational environment to increase efficiency, service, delivery and supply chain certainty – aligned with Cook Review expectations
- Introduced monitoring and customer 'watchdog' to provide assurance

Governance of Business & Portfolio



Roads Reform focus on Delivery:

- Changes made in 2015 to the management and operation of England's Strategic Road Network

Road Investment Strategies



Highways England



Highways Monitor & Watchdog



Outcomes

Two clear outcomes:

- Improving service to customers
- Efficient delivery

Highways England's activity defined by three core imperatives:

- Safety
- Customer service
- Delivery of our outcomes

HE Core imperatives: Safety



Safer roads:

- Enhancements to road standards
- £220m of minor safety and congestion schemes
- £77m of designated funded safety schemes focused on single carriageways and route treatments
- £100m of cycling schemes



Safer people:

- Established a programme of campaigns such as 'Space Invader'
- Driving for Better Business programme
- Sponsorship of 'Operation Tramline' (high-level cabs to identify poor driver behaviour)
- Special measures for high risk groups including for motorcycle riders and new drivers

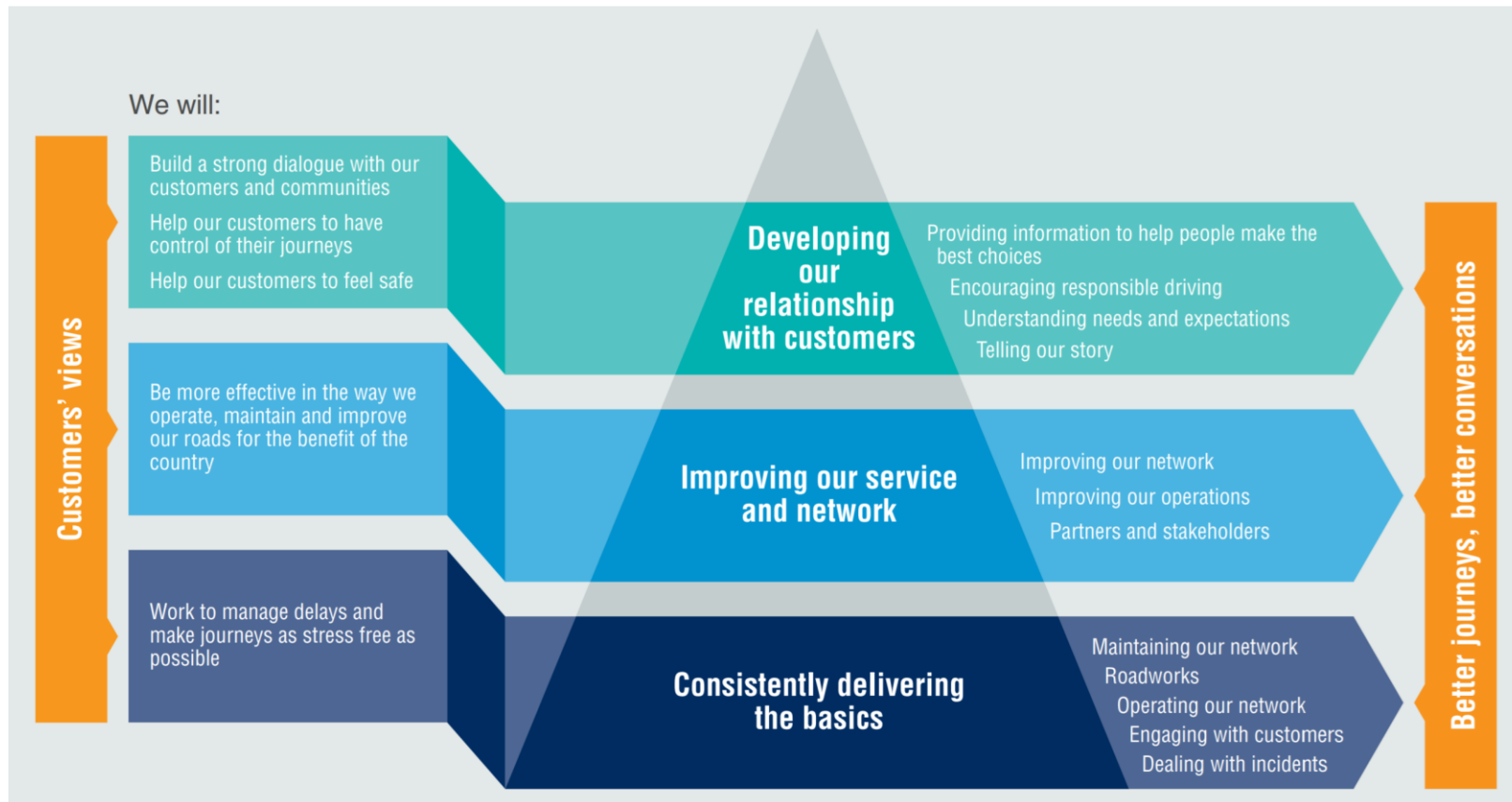


Safer vehicles:

- Working with industry to understand and promote the development of in-car safety features – like automatic emergency braking
- Improved relationships with insurance industry
- Campaigns to remind drivers to ensure vehicles and tyres are roadworthy

HE Core imperatives: Customer service

- Defined roles and processes to manage the customer impact of our activities



HE Core imperatives: Customer service

Customers and stakeholders

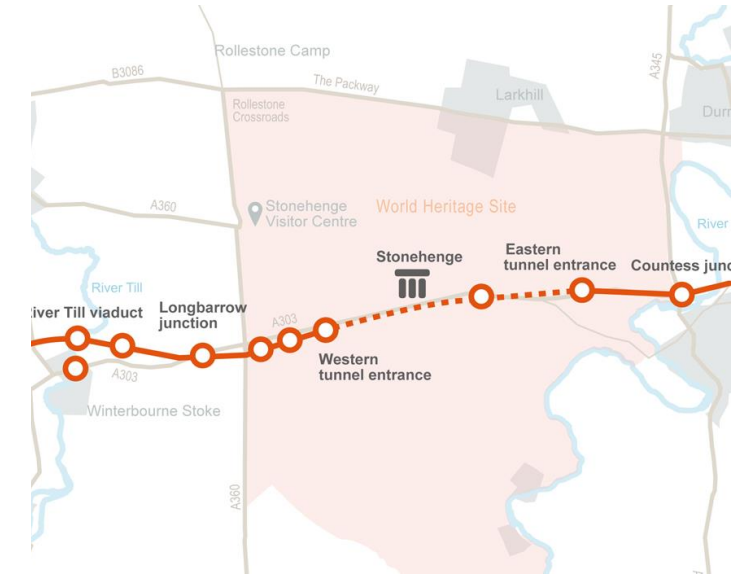
- Designing and delivering for our customers and stakeholders influences all our activities.

Our processes:

- Meet stringent value for money
- Meet tightly controlled planning
 - Development Consent Orders are required for major projects
 - Many design issues are fixed before or during the planning process
- Use 'Designated Funds' for non-motorised users
- Minimise impact and maintain biodiversity

Planning Approach

Strict planning controls and historical sites can cause complex project development issues



Representation of project



Public Consultation

As an example, the Lower Thames Crossing scheme had nearly 29,000 detailed responses, and 15,000 people attending 60 events

HE Core imperatives: Delivery

Scale of programme



A14 Cambridge to
Huntingdon



M1 – M6 – A14
Cathorpe interchange



Smart motorway
conversion programme

RIS1 delivery to March 2019

£6.3bn

Value of road improvements
delivered to date

£848m

Efficiency saving
in first four years

29

New road
schemes completed

15

Projects under
construction

110

Cycle paths and footways
built or improved

651

Parts of the network where we
have reduced the impact of noise

109

Biodiversity improvement
schemes

38,000

New homes
enabled

93

Innovation projects

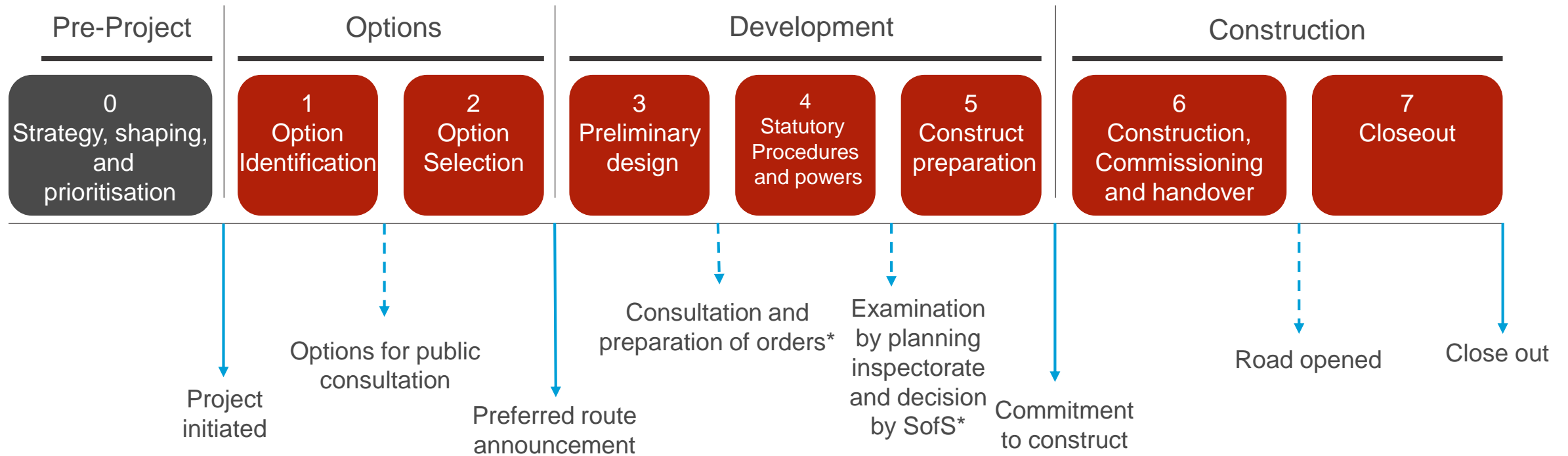
HE Core imperatives: Delivery

Processes

- Clearly defined accountability: Accounting Officer and Senior Responsible Owner (SRO)
- Established project lifecycle with defined stages (milestones) and products, including:
 - Project controls established by SRO and assessed at a stage gate assessment review (SGAR)
 - Project stage gates built into the planning and stakeholder processes
 - Reviews focused on quality of products produced and achievement of outcomes
- Adherence to this process is a mandatory condition of our financial delegation from the Department for Transport

HE Core imperatives: Delivery

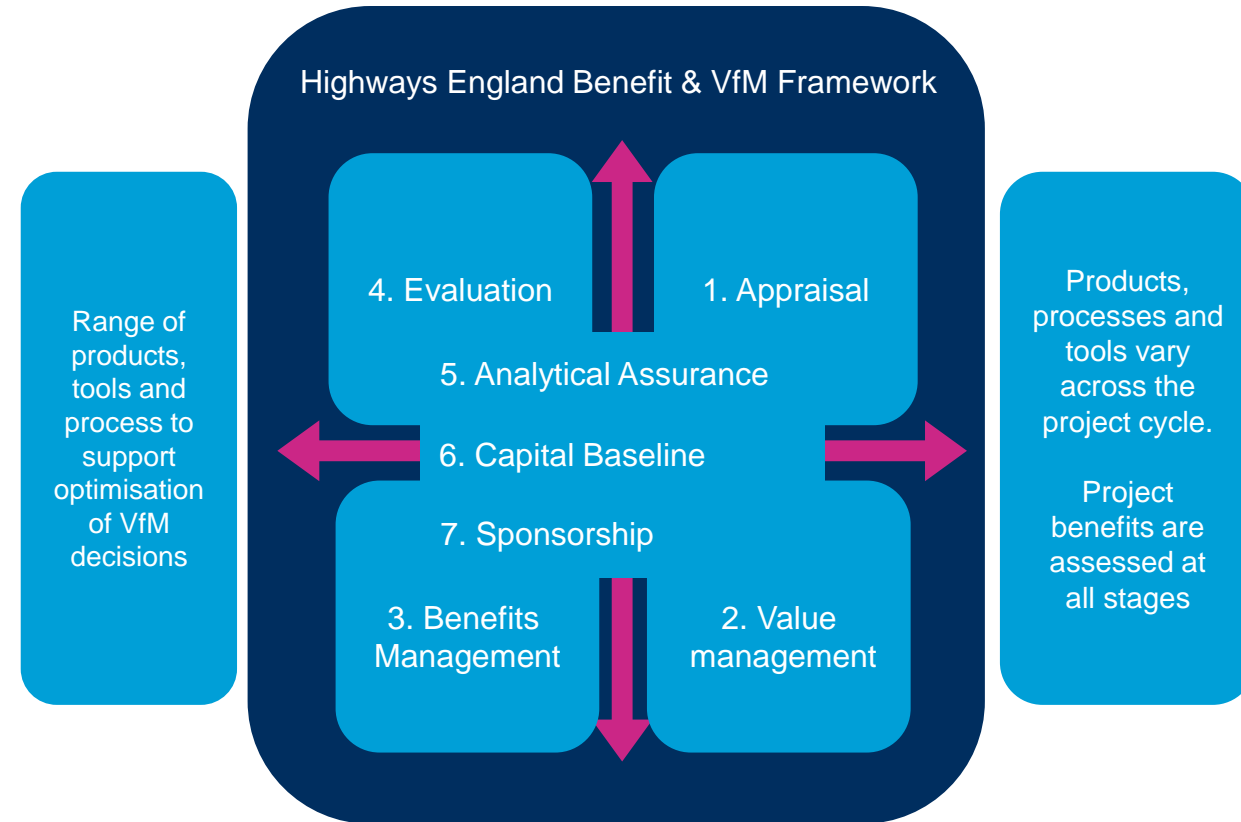
Project control framework



HE Core imperatives: Delivery

Ensuring value for money

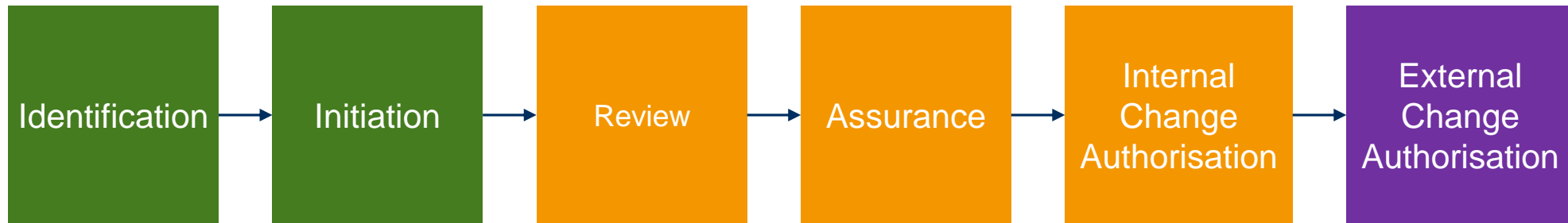
- Whole-life cost approach adopted for managing assets (licence obligation)
- Appraise different options, government policy and guidance to achieve overall value for money
- Construction impact considered as well as the impact of the final outcome
- All schemes evaluated using the DfT's Transport Appraisal Guidance and toolkit –including environmental and wider impacts
- Evaluate schemes after completion



HE Core imperatives: Delivery

Change Control

- Established change control process manages significant changes to scheme outcomes or design
- Public commitment changes are transparent
- Highways England has significant autonomy for most schemes but scope and time are change controlled with Client



HE Core imperatives: Delivery

Capital portfolio management

- RP started with 112 schemes, three > £500m.
- Portfolio management essential to deliver outcomes. Activities include:
 - Defining a baseline position and portfolio risk assessment
 - Holding projects accountable for scope, cost and schedule
 - Providing challenge on behalf of the Executive
 - Building confidence with our shareholder and stakeholders
 - Identification, assessment and control of opportunities and threats
 - Stakeholder assurance

Portfolio Management



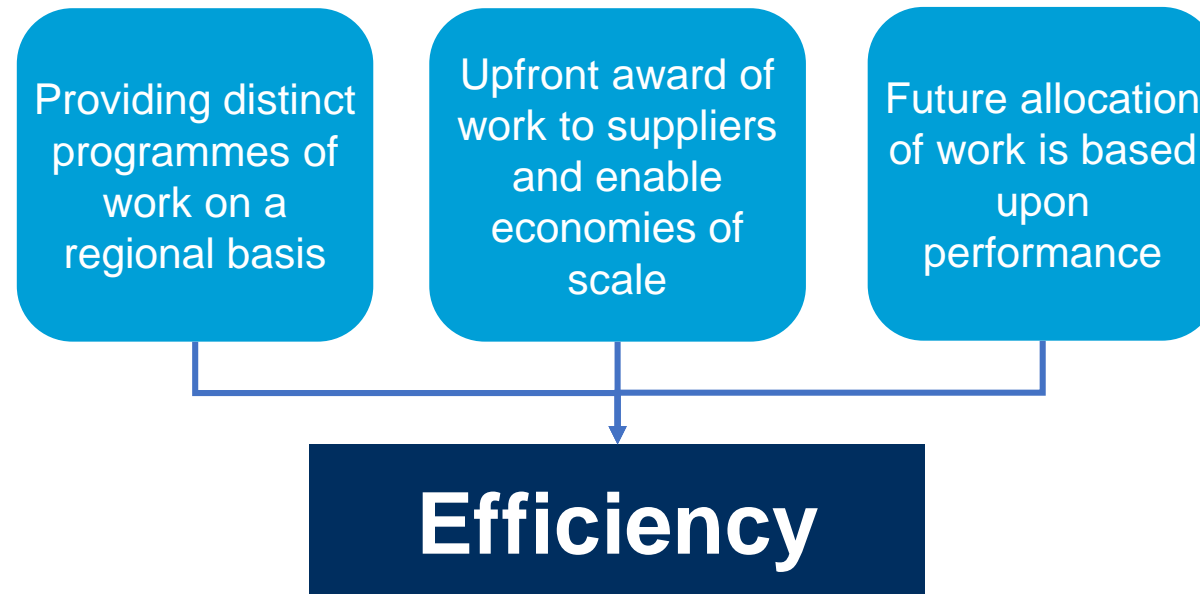
Risk Management



HE Core imperatives: Delivery and Supply Chain

Efficiency

- Delivery integration partners
 - Appointment of supply chain companies to deliver work >£8.5bn
 - Delivered through Regional Delivery Partnerships, helping to develop, design and construct multiple projects for the Regional Investment Programme, from 2019 through to 2024
- A14 Alliance
 - Formed to deliver the £1.6bn programme ahead of schedule



HE Core imperatives: Delivery

Efficiency

New Engineering Contract (NEC)

- A family of contracts that facilitate the implementation of sound project management principles and practices, as well as defining legal relationships
- Used to procure a diverse range of works, services and supply, spanning major framework projects through to minor works and purchasing of supplies and goods

New Contracts contain incentives for results, including:



Organisational Development

Leadership and values

- Safety
 - The core strand, woven through everything we do
 - The most important part of our work
- Integrity
 - We should only give commitments we intend to keep, provide honest feedback in appraisals, and we don't say one thing and do another
- Passion
 - We care about what we do. We care about each other. We put energy into the things that are important to us
- Ownership
 - We take responsibility for doing things and making them happen
- Teamwork
 - We work with the people around us, not just for our own success but for their success too

Management Development Programme (MDP)

- All our managers attend a development programme focused on our values



Conclusions & Summary

- Sector restructuring and 5-year funding cycles have enabled substantial increase in outputs, improved customer service and increased efficiency:
 - aiming at 90% customer satisfaction score for road users
 - on track for efficiency Target in excess of £1.2bn
 - wider benefits for environment and non motorised users have been developed and implemented .
- Confidence in project delivery gained through increased business-wide capacity and capability
 - nearly 100 projects in development or delivery
 - far reaching project management development programme both new and existing staff
 - new sponsorship roles created and trained
 - portfolio management function created
 - in sourcing of the operation maintenance and renewals function
- Extensive external assurance and monitoring have supported HE's internal drive for improvement
 - external reports and assurance provide confidence in HE's outcomes
 - lessons learned included into future RP programme.



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