

The Major Projects Community vision is -

... to deliver World Class Performance for Major Projects through the sharing of knowledge and best practice.

The Highways Agency's vision is -

Safe roads, reliable journeys, informed travellers.

Major Projects - the future

Jerry England, Major Projects Interim Board Director has set out his vision for Major Projects following the Nichols and NAO reports.

Endorsed by Archie Robertson, the HA Chief Executive, he set out the key elements of the change plan to deliver the recommendations made by Mike Nichols in his report, reviewing the HA's major roads programme.

Speaking at the Major Projects Conference for HA staff and the supply chain, Jerry England said that the reports are an opportunity to make significant changes to improve the planning and cost-effective delivery of major road schemes under the Government's plans for the strategic trunk road network.

Both the HA and supply chain will need to make significant changes to the way they operate, he said.

"You can expect more leadership and direction from us," he said. "We will take a much more hands-on approach to project management and be much more challenging and demanding of you than we have been recently.

"You will be tested on your efficiency, your effectiveness in delivery and management of projects and on your ability to forecast outcomes.

"You will be expected to continue to work collaboratively to drive benefits and value at all levels and in all areas.

"Good things have been done, but more is required and if we get it wrong, tell us about it and help us to put it right.

"We have a good platform to build on. Our organisation is hungry for change."



M25 J12-15 widening

How does this impact on contractors and consultants?

The answer is:

Efficiency

Effectiveness

Forecasting



A650 Award winning Bingley relief road

Jerry England said that the HA will introduce clear accountabilities within the Agency through project managers and the supply chain.

A new approvals process will be developed on the principles of the Network Rail GRIP process, and building on our existing Investment Control Framework.

On shaping the programme for major projects, he favours adding to the Nichols recommendation a new stage to pre-options, which will feed into the options, development, construction and operating phases.

On the HA organisation, we will consider how the programme is to be split; how a new Commercial Division will be integrated into major projects, the role of the Programme Office, and our relationship with suppliers.

He sees the organisation as an enabler – which is important, but far more important is to develop a new customer-focused culture working much more closely with Traffic Operations, and supporting the skills and abilities of the people involved.

Looking at the management of ECI contracts, he said it has to be the Agency as client who takes the lead, not someone else acting on our behalf as he favours the title HA Project Manager rather than project leader as this signals a stronger focus on responsibility and management.

Jerry England said the HA must get better at forecasting costs for major projects. “We will improve our cost control, capture and challenge, programme and project management, risk and uncertainty management,” he said.

The Agency will need to develop our ability to undertake some of the work currently undertaken by others – eg cost estimating and target cost setting and analysis. This includes cost capture and developing knowledge and best practice transfer from projects back to the Agency. He believes the supply chain understands their role to secure best value.



A249 New Sheppey Crossing saving time and linking to mainland

The approach to develop the organisation as an enabler is an important one; but more important is the culture, skills and capabilities of the people of all those involved. In the future work will be awarded based on performance, while taking account of costs.

Effectiveness of delivery will need to be judged on its customer focus. The objective will be to ensure there should be no lane closures during the day. Journey time reliability is a key target for the industry.



Our network carries two-thirds of all goods traffic



Active traffic management on M42

Jerry England – my objectives

- **Implement the Nichols and NAO recommendations**
- **Deliver the roads programme – so it is business as usual**
- **Commercialisation of Major Projects in the Agency, becoming an informed and intelligent client.**

He said that the supply chain should expect more challenge and questioning as we look for continuing efficiencies and effective scheme design.

The timetable

So what is the vision for delivering the plan? The objective is -

After one year	After three years
<ul style="list-style-type: none"> • Nichols/NAO delivered and embedded • Organisation fit for the future • Processes and systems in place • HA is clearly at the helm 	<ul style="list-style-type: none"> • Roads programme fully understood and supported • Quantitative benchmarking • Supply chain fully engaged • Efficiencies and unit cost reductions

The change team will be embedded in the major projects business at some point in the next 6-9 months, when the momentum for change has been achieved.

So how will we measure success?

Jerry is looking at two things in particular to know when we have succeeded:

We will change from asking others how to provide leadership and how to achieve World class delivery, to being asked by others how we achieve it.

And the roads programme is off the to do list.

Jerry England said: “My job is to recognise that other organisations have been on this journey so there are plenty of people to help and learn from. Also to have a major programme to deliver.

On commercialisation – to become the informed and intelligent client.

He said that the supply chain should expect more challenge and questioning as we look for continuing efficiencies and effective scheme design.



Pouring concrete on A249 Sheppey Crossing

We need to keep the strengths we already have and enhance them, said Jerry England.



Widening to reduce congestion on M60 J5-8

Building blocks

- HA's Investment Control Framework- programme governance;
- Data needs to become information
- Supply chain also needs to develop
- There needs to be a stronger customer and client focus in major projects which means working closely with traffic operations in HA, as recommended by Nichols;
- Developing planning and forecasting
- Embracing innovation and technology
- Using cross-functional co-ordination and working.

Issues that are lacking or need more serious development

- Output focus and recognition of wider targets
- Estimating, unit costs, benchmarking
- Project control tools and systems
- Performance measures and clear accountabilities
- Efficiency
- Sharper commercial focus

And a better connection and understanding between Major Projects , HA business plan targets and journey-time reliability.



Using skills to extend life of heavily trafficked M6 Thelwall Viaduct

Potential threats

- Potential threats include initiative overload;
- lack of clarity, ownership and accountability;
- non-delivery of some of the changes proposed; insularity and silo mentality;
- pressures of time

Jerry England said to deliver world-class performance we need to become better at sharing knowledge and best practice.



Using tried and tested techniques to deliver cost effective engineering solutions – M1 Tinsley Viaduct

The conference broke into syndicates to explore the following themes:
Improving journey time reliability; improving contracting arrangements; improving project capability; sharing best practice; and better aligning contractor and client incentives.



Major projects supports our customer focus by delivering more reliable and safer journeys on the strategic trunk road network in England