

# Our people

Changing our operational capability through information

The Highways Agency Information Strategy





# Introduction

Our Strategic Vision is clear - we aspire to set the international standard; we have a demanding vision to be 'The world's leading road operator'.

Our role as a road operator is our business; we are now responsible for managing the busiest road network in Europe.

Information is critical and underpins everything we do to manage traffic, manage and improve our network, improve safety on it and protect the environment around it.

We encourage innovation so that the new ideas and approaches we need to deliver are effective and smart solutions to the challenges we face in the future.

We will work closely with our European and global colleagues to share knowledge, innovation and standards, and focus upon developing joint policies and standards to promote seamless travel. We want to be leaders in defining the best ways to operate road networks like ours.

We will underpin all this by continuing to improve the quality, reliability and effectiveness of our information in affordable, innovative and prioritised ways. We will encourage private providers to add value to our base information to provide the services our customers require.

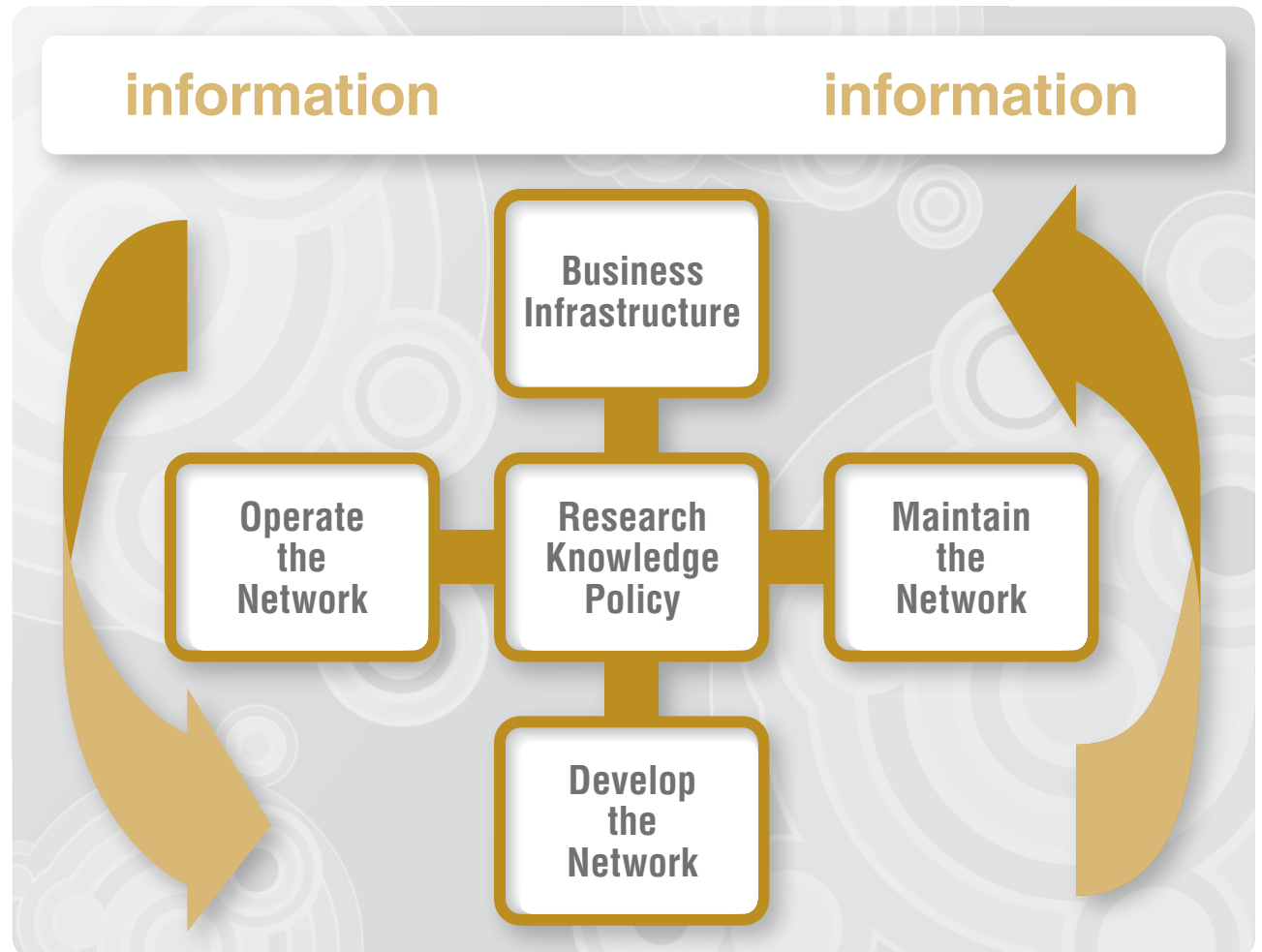


# Our vision

We recognise the broad scope of the term information and its importance not only to our customers and stakeholders, but also to ourselves in supporting our decision making, planning and operations. The strategic importance of our information asset, and its potential to help achieve our vision of being the world's leading road operator, cannot be overstated.

As an organisation we need to work harder to ensure everyone knows what information we have, understand its importance, looks after it and knows how to use it effectively.

All our projects and processes now involve information and information systems. We need to recognise that good information and information systems enable and underpin the delivery of all the strategic priorities of our organisation.



# A strategy to achieve

We know that a key tool in operating a modern strategic road network is the use of technology and information to support the operation, management and planning of the network. We also recognise that all areas of the organisation contribute to that operation at one level or another.

No one element of our business operates in isolation, each element has something to offer in supporting and achieving our Information Vision, likewise, each one can benefit.

The Information Strategy embeds information and its supporting technology at the heart of our business and our customer service, and provides a forward looking framework for the development of our capability to meet future challenges.

Our overarching vision is to be 'The world's leading road operator'. By improving the management and content of our information asset we can support the achievement of this vision through the organisations five key goals:

1. We provide a service that our customers can trust
2. We set the standard for delivery
3. We deliver sustainable solutions
4. Our roads are the safest in the world
5. Our network is a dynamic and resilient asset

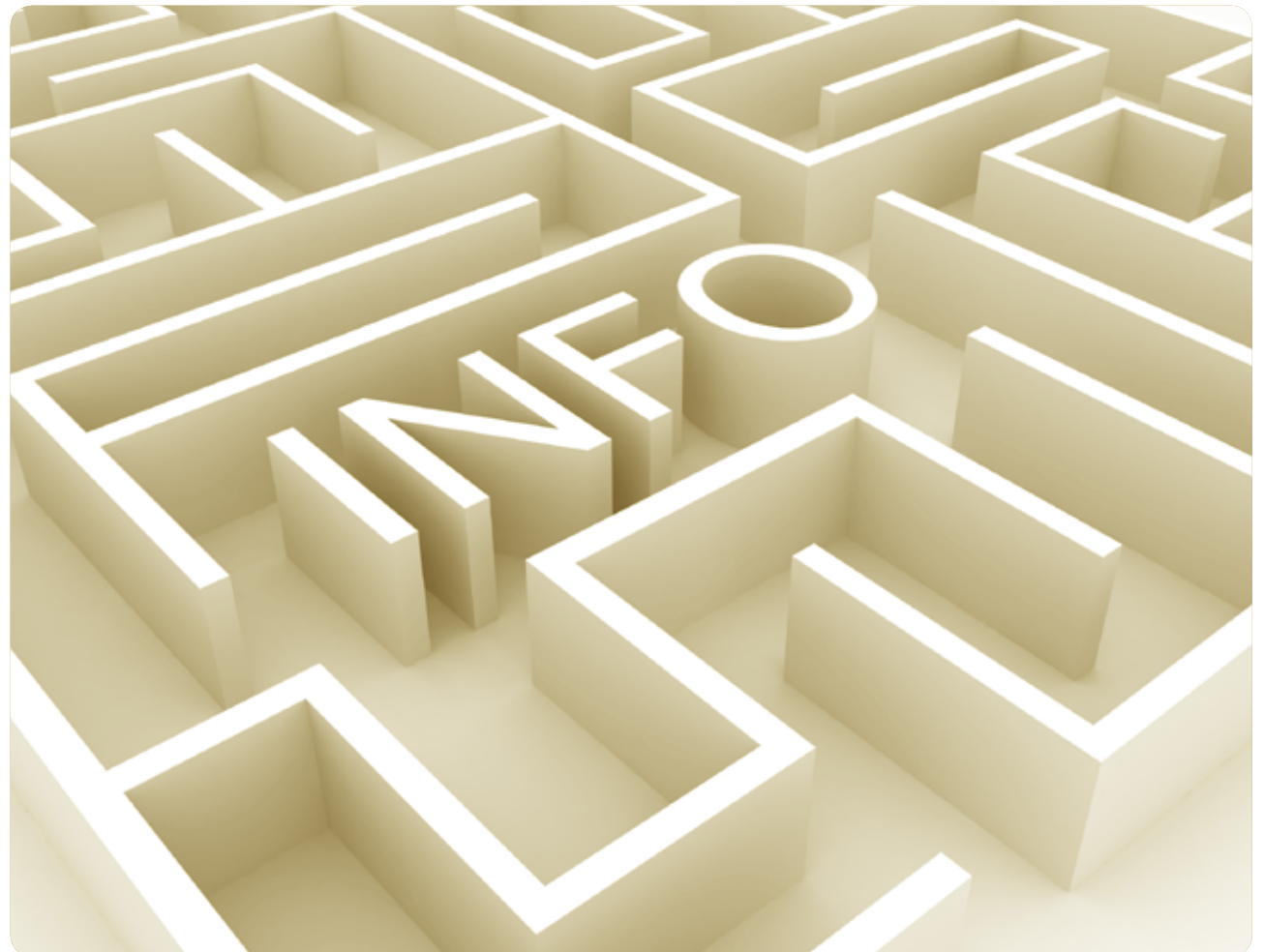
The Information Vision has three key strands:

- The provision of TRUE information
- The best use of our information asset to improve performance
- The delivery of robust, efficient, effective and reliable information systems and services

In order to fulfil our aspirations and thus achieve our enabling and prime objectives we need to develop our business processes, people, technology and our assets to focus upon our aspirations.

# Our objectives

1. We want to provide systems and processes that can efficiently and effectively talk to each other, provide one version of information that is accurate and predicated upon the same criteria and ensure it is accessible to those that require it, when they require it.
2. We want to improve our performance and that of our partners through developing an information architecture that can recognise core interfaces and thus better use the information we collect. We want to use the information procured from our network, customers, partners and supply chain to inform our strategic decision making and support our day-to-day operations.



# Achieving our objectives

## **We will achieve our objectives by:**

- **Developing and aligning our ICT with the Government's ICT Strategy**
  - Ensuring the future development of collaborative IT solutions
  - Purchasing off-the-shelf IT solutions where appropriate, to increase recyclability and internal/external system collaboration whilst reducing cost and time
  - Gradual phasing out of bespoke stand alone systems
- **Ensuring rationalised data processes and systems**
  - INSPIRE compliant geo-spatial data systems
  - Increased European engagement to promote and share our standards as a basis for Europe-wide standards for data collection and exchange
  - Holistic data collection, input, validation and dissemination to recognised standards
  - Develop one model of the strategic road network to allow data overlay and system collaboration
- **Utilising and developing our business intelligence**
  - Develop our predictive forecasting capability
  - Utilise data collection and research to horizon scan and lead business change from an evidence based, informed position
- **Ensuring effective and transparent governance processes**
  - Developing clear and coordinated governance, planning and business/project process and guidance
  - Ensuring business strategy and intelligence lead business planning processes
  - Developing clear collaborative guidance for sharing data with partners to improve interface between strategic and non-strategic road networks and improve end-to-end journey information capacity
  - Developing a clear policy regarding working with the private sector on the development, provision and value-adding to our traffic information services

- Ensuring our people are equipped with the right skills and resources
  - Recognising the importance of supporting the work of our people by providing twenty-first century technology in the work place and the appropriate tools to do their job
  - Recognising the importance of developing core skills within the Highways Agency to become self-maintaining, independent and resilient
  - Enabling us to deliver fair and inclusive services, we want to recruit the best people for the job regardless of their background, ethnicity, accent, sex, or other individual characteristics
  - Making sure that we communicate our messages clearly and concisely. We will ensure our internal information systems work effectively together so our staff know what information is available to help them put our customers first and develop a more connected work ethos

- Focussing our energies on recognising, clarifying and consolidating those information services we can deliver to a high standard, and working with private sector partners across the world to promote high value, personalised information services.





# Organising and protecting our information

We recognise the importance of developing and delivering an information architecture as a supporting framework for the utilisation of our information asset in supporting coordinated planning and decision making.

This will assist in streamlining information processes, to make them more strategically accountable and leaner, and will better support you in making the business changes and decisions required to take the organisation forward over the next five years and beyond.

To support this we will ensure clear lines of responsibility for the coordination / overview of ICT to support business change, convergence/ interoperability and projects and develop a range of supporting policies including records management; IT security; FOI and data protection to manage and safeguard our information asset.

We will continue to:

- Take steps to appropriately protect the confidentiality, integrity and availability of all our information assets.
- Identify any information (including but not limited to personal data) that requires special protection and ensure that appropriate security measures are in place to protect it.
- Ensure that Trusted, Reliable, Useful and Effective information is available to those with a need for it (including those making requests under Freedom of Information, Environmental and Data Protection legislation) at the time it is required.



# The Lean challenge

*'Simply stated, Lean is a philosophy and a proven long-term approach that aligns everything in the business to deliver increasing customer value. It's about orientating people and systems to deliver a continuous stream of value to the customer and eliminate waste and deficiencies in the process.'* Sayer & Williams: Wiley Publishing 2007

Within our organisation we have begun to embrace Lean philosophy and practices to enhance our intelligence as a client and reduce waste and project times through our supply chain. Not only does this increase operational efficiencies it also reduces waste and has a much more positive impact on the environment.

We are concentrating on the £2bn plus expenditure on our network asset, with regard to maintenance, renewal and improvement. We believe the same Lean principles can be applied to the management and delivery of our information asset, increasing effectiveness

and reducing waste to play a significant role in making a significant contribution to the overall goal.

## The Lean organisation

*'If we understood who was doing what, it would avoid wasting time, duplicating activity and we could pass on learning to others including our partners.'* A colleague – The Information Strategy Consultation – September 2009



*‘Lean means less of many things – less waste, shorter cycle times, fewer suppliers, less bureaucracy. But Lean also means more – more employee knowledge and empowerment, more organisational agility and capability, more productivity, more satisfied customers, and more long-term success.’* Sayer & Williams – Wiley Publishing (2007)

We recognise we need to do more with less and organise ourselves and our assets effectively to reduce cost and effort and increase efficiency and quality.

Much of our strategic thinking around our information asset is based on defining and developing an information architecture that encompasses the breadth of ‘what we do’ and the information and information systems that supports it.

By identifying and developing a holistic information architecture across the business we can begin to understand the shared direction, linkage and relationship between key areas of work across the organisation, and how they fit with our Information Vision and support the achievement of our information and wider business objectives.

By understanding where our strengths and weakness are, we can begin to address gaps and utilise strengths within the context of our Information Vision, and harness the full capacity of our information asset as a whole.

By developing our information architecture, we will move towards a more coordinated planning environment when considering the business decisions and changes we need to undertake to ensure we collectively understand who is doing what, and streamline our governance and decision making processes.

This Strategy fully supports the organisation’s focus on building our internal capability. We acknowledge the importance of instilling five attributes into our organisation;

- Greater innovation
- Enhanced leadership, engaged teams
- Improved professionalism
- Clearer communication
- Smarter collaboration

At the core of our Information Strategy is the emphasis upon continuing improvement for our customers; upon continuing to build a robust, efficient and effective organisation; upon developing our role as an intelligent client.

This Strategy sets the course and direction for our information asset for the next five years. In doing so it sets out how we can utilise and develop our information asset to respond to the changing world around us, and achieve our aim of becoming ‘the World’s leading road operator’, and achieve a more sustainable future for everyone.



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