Our stakeholders and partners
Smart delivery through smart partnerships
The Highways Agency Information Strategy

HIGHWAYS AGENCY

An Executive Agency of the
Department for Transport

Contents

Introduction

In this document we identify what we expect from our stakeholders and supply chain partners, and what they can expect from us, in terms of our information asset.

Our partners are those that have a formal contract with us, our stakeholders are those that work with us either through a statutory relationship, or because they have an interest or expertise in a particular project or area of work. We recognise that our partners may also be stakeholders.

As we redefine our information asset and develop strategic objectives that are informed by our customers, the economic environment and our own developing information architecture, it is important that those who have a direct interest in our organisation and the work we do, and those that are contracted to provide core services either for or on our behalf, have a clear understanding of our Information Vision and our aspirations.

Cooperation between our business and other organisations is crucial for the success of a fully integrated transport system.
We recognise that real change can only be delivered if organisations work together to reach a common understanding, whether the partnership is formal or informal, or is national, regional, local or project-specific.

In order to build on our partnership achievements we recognise that we need to ensure we clearly communicate with you our key challenges and strategic objectives and recognise your need for open and honest dialogue, cooperation and the provision of timely information and effective access to our systems.

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 our organisation's 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

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

We are keen to exploit our information asset, but recognise that we cannot do this alone. We need to work with others in Government, and with the private and third sectors. We recognise the key role of integrating our work with that of others who also have a vested interest in the road network such as local authorities and our European partners.

Our customer led strategic priorities

By using feedback from our customers have given we have developed a number of strategic priorities.

These priorities focus on the outcomes we want to achieve over the next five years.

We will:

◼ Provide a single TRUE source of information that is user friendly and easily accessible for pre-journey planning.

◼ Develop our use of the Social Media to safely deliver our information where our customers already are.

◼ Develop a traffic and weather warning 'traffic-light' system that prioritises information, and that is easily recognised to inform customers of the severity of an incident and/or delay.

◼ Clarify and develop our role in developing value-added traffic information services in conjunction with the private sector.

◼ Continue to develop our real-time travel information capacity including on route information updates.

◼ Facilitate the development of personalised traffic information including the use of alternative modal options on route.

◼ Develop information partnerships with local authority highways agencies and Traffic Scotland and Traffic Wales to support single source, TRUE traffic information.

◼ Raise awareness and promote our core information services to encourage greater take up of those services.

Our relationships

Our organisation works in partnership with a wide range of different bodies, including local authorities, transport providers, special interest groups, and the local community,
in order to achieve its aim of 'Safe roads, Reliable journeys, Informed Travellers.'

There are several types of partnerships with our business:
- **Client-supplier relationship** – e.g. where the Highways Agency is the client and we have a specific supplier
- **Contractual Relationships** – e.g. MAC / DBFO
- **Voluntary Partnerships** – e.g. Police, VOSA, HSE, Local pressure groups, environmental groups, local authorities

As a consequence we recognise that we need to engage with different stakeholders and partners in different ways.

We recognise there are two distinct types of engagement:
- **Strategic** – formal or informal – developing partnerships; vested interests; sharing practice
- **Operational** – data exchange – more formal arrangements; agreed common goals

We understand that some of our partners may also be stakeholders in our business. We recognise the need for coordinated engagement in these cases.

Our partnership expectations

We work closely with a number of Managing Agents under Managing Agent Contracts (MACs) and private sector operators under our Design, Build, Finance and Operate (DBFO) contracts, to capture information to inform our internal business functions and also to provide key information for our customers.

Our PFI-provided National Traffic Control Centre is a major information hub for our traffic information services, and our next-generation National Traffic Information Service (NTIS) will take over this role in 2011.

In all our work, we expect:

1. We will streamline our information processes to ensure the information our partners provide is quality assured and easily transferred to our own systems. We will also ensure that we can effectively and efficiently communicate information where we need it.

2. We will work with both current and future partners to develop and champion innovative services that are led by our customer's needs, not technology for technology's sake.

3. We will develop a clear strategy regarding working with the private sector on the development, provision and value-adding to our traffic information services with clear role definitions and expectations.

Our Lean challenge

Within the 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.

In embracing the Lean philosophy, we are rightly concentrating on our £2 billion plus expenditure on our physical network asset, through maintenance, renewal and improvement activities.

We believe the same Lean principles can and should be applied to the management and delivery of our information asset, increasing effectiveness and reducing waste to play a significant role in making a positive contribution to the overall goal.

We will further develop our role as an intelligent client and will expect and challenge you to make Lean efficiencies particularly in terms of:

- Supporting and developing our capabilities within a common, corporate architecture

- Aligning our supporting technologies to gain efficiencies

- Maintaining transparent business relationships to promote project synergies, with clear and agreed goals and deliverables for each project

- Utilising our extensive expertise and knowledge

- Where required, helping us to develop our internal expertise to ensure we have the capabilities we require for the future

- Understanding and supporting our customer needs

- Ensuring more effective delivery through better working relationships generally

How we will support our partners and stakeholders

Our Information Vision and supporting Information Strategy will provide a roadmap for delivery and we recognise that we need to support you in understanding and embracing our key priorities.

We have already undertaken a huge amount of work through our Customer Relations Group, our stakeholder surveys and our contract procurement processes to ensure you are able to communicate and engage with us effectively.

The Information Strategy supports the work we have already undertaken and maps out how we intend to organise ourselves to succeed in terms of our capabilities architecture and our commitment to Lean ways of working.

We are developing and delivering an information architecture framework that will ensure we optimise our use of our information asset, and that will support coordinated planning and decision making activities at all levels.

We have focussed our business priorities on what are customers are telling us they need, and are committed to supporting the development of our people to develop our capability to achieve those priorities.
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.

Our emphasis is upon continuing improvement for our customers; upon continuing to build a robust, efficient and effective organisation; upon developing our role as an intelligent client.

We recognise that to enable us to deliver fair and inclusive services to our customers, we need to recruit the best people for the job regardless of their background, ethnicity, accent, sex, or other individual characteristics.
We expect this philosophy to be intrinsic in all the services we provide or are responsible for.

We will develop and deliver an information architecture supporting framework to ensure we optimise our use of our information asset and support coordinated planning and decision making activities.

Within the organisation we are committed to continuing to develop these skills to support strategic planning and decision making and recognise where Lean opportunities arise across the business within the context of utilising our information asset.

We shall coordinate and maintain an overview of developments within Information and Communications Technology (ICT), to understand how they may support the business changes we need.

We shall continue to develop and maintain a range of supporting policies including records management; IT security; FOI and data protection to manage and safeguard our information asset. We also recognise the need to provide effective access to our information to those who require it, across the whole organisation.

We will continue 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.

'Better data is the key to the development of a more effective strategy for managing the network. The availability of data also means we can provide far better information to road users about the journey times they are likely to encounter and, indeed, the real-time performance of the network, so allowing them to make informed choices about their journeys.' Roads – Delivering Choice and Reliability – DfT (July 2008).

i If you need help using this or any other Highways Agency information, please call **08457 50 40 30** and we will assist you.

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