

The Highways Agency (HA) works in partnership with a range of other national and international contractors to deliver long-term, complex projects across the UK.

Why were we needed?

JCP was asked to help define and implement a new framework for the HA to apply to long-term programmes. Knowing that collaboration works, the HA wanted to adopt this approach to allow it to achieve key objectives, which included:

- Managing and controlling risk
- Improving safety
- Delivering on time and on budget
- Satisfying governmental and regulatory requirements
- Demonstrating cost leadership

The key to this type of transformation is ensuring programme partners meet and work to a set of criteria, including ensuring that positive teamwork influences all decisions. This involves structured behaviour assessment – an area of expertise for JCP.



Key activities:

BEHAVIOURAL BIOGRAPHIES
Biographies of bidder's core
team including professional
qualifications and collaboration
experience.

CASE STUDIES

Examples of how the bidder's organisation has demonstrated the required behaviours with other organisations (clients, other suppliers).

WORKSHOPS Posidential via

Residential workshops with core bidder's teams to observe their ability to collaborate and understanding the required behaviours.

LEADERSHIP TEAM INTERVIEWS

Panel interviews with key individuals who have full accountability for overall delivery within the bidding organisation.



What did we do?

Working together, we developed a set of behaviours which aligned with the HA's target attitudes and outcomes. From this, we produced a model which was used both to assess potential partners, and to measure behaviour and programme success. Key behaviours included:

- Openness and trust
- Mutually-agreed targets
- Risk sharing and innovation
- Continuous improvement
- Dispute resolution
- Handling constructive criticism
- Building long-term relationships
- Co-location and seamless teams

What did we achieve?

- On-time delivery the HA's largest-ever procurement exercise delivered on time.
- ◆ Team development the HA used insights and feedback to develop and up-skill staff.
- Built-in collaboration the HA has the tools, processes and understanding to maintain collaborative working across all future programmes.

Our client's feedback

"This framework is the largest we have ever awarded. It will allow the Agency to deliver large scale improvements to England's strategic roads, enabling economic growth across the country. It is not just the scale of this framework that is important, but the way it is designed to bring the Agency, designers and contractors together in one large collaborative team."

Graham Dalton,

Highways Agency Chief Executive.

