

## Developing a management plan for the Highways Agency



The Moorhouse team responded to our urgent request and quickly got to grips with the strategic issues facing the Network Operations Directorate and established effective working relationships with key Directors. This allowed them to help us develop a management plan for the newly formed Directorate that provided clarity on roles and responsibilities and objectives ensuring consistency and focus on delivery during a time of great change.

*Mike Wilson, Group Leader, Strategic Delivery Network Operations, Highways Agency*

### The challenge

The Highways Agency is an executive agency of the Department for Transport (DfT). The Agency is responsible for the operation and stewardship of the strategic road network in England.

Its primary functions are to manage traffic, tackle congestion, provide information to road users and improve safety and journey time reliability, whilst respecting and minimising the adverse impact on the environment.

As part of the largest organisational structure change since the introduction of the Traffic Officer Service, the Agency created a Network Operations Directorate (NOD) composed of seven regions, each organised into three business areas, focusing on:

- Planning;
- Delivery; and
- Operations.

Moorhouse were engaged to develop a Management Plan that articulated the Directorate's priorities, structure, functions and governance.

### Our approach

Reporting to the Group Leader for Strategic Delivery, we worked with key senior Agency stakeholders to develop a blueprint for NOD going forward.

The plan we developed was used to:

- introduce the new structure, purpose and governance of NOD;
- set out NOD's objectives/targets for 2008-09 and how they contribute to the Agency's strategic goals as well as the overarching DfT objectives;
- provide an overview of the NOD programmes, projects and activities that support delivery;
- explain NOD's relationship with other business partners.

### How did this deliver value to the client?

The plan provided focus for the new Directorate during a time of change - clarity on the roles and responsibilities and governance; and clarity on the objectives of the Directorate and how they support meeting the Agency's goals.

It also laid the ground work for another key planning document which lays out the specific projects and initiatives underway to meet the objectives.

These will collectively ensure that there is no ambiguity in where the new Directorate needs to go and how it will get there.

The project was successfully delivered to time and budget.

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