

HAUC(UK) Strategy 2010 final – July 2010

Introduction

During 2008 HAUC(UK) undertook an initial review of the effectiveness of the HAUC(UK) organisation. This included examining how HAUC(UK) was operating, building on what was done well, identifying what needed improving, and what opportunities for, and barriers to, delivery existed.

HAUC(UK) comprises highway and road authorities represented by the Joint Authorities Group (UK) (JAG(UK)), the Highways Agency, and many utilities and their contractors represented by the National Joint Utilities Group Ltd (NJUG), as well as Network Rail, the Department for Transport, and the Scottish, Welsh and Northern Ireland Governments and Joint Chairs from national and regional HAUCs / RAUCs.

Members of the Group have made a commitment to work together within HAUC(UK) and with Regional English HAUCs, NIRAUC, Welsh HAUC and RAUC (Scotland) colleagues to deliver a more effective organisation.

Background and Context

The HAUC community has been effective in delivering a range of support to industry and governmental departments through:

- Active participation in, and provision of, expertise to Department for Transport Working Groups advising governments on regulation, guidance and codes of practice.
- Promotion of good practice through a range of activities such as input into the DfT HAUC Good Practice Guide, the HSC (HAUC(UK) and Surveyor Conference) and Regional Conferences, HAUC(UK) Advice Notes and dissemination of good practice through the HAUC(UK) website.

However, it is recognised that HAUC(UK) could become more effective by:

- Committing to an honest, co-operative and positive culture where members support each other and work collectively together on those areas of joint interest, whilst respecting and acknowledging those areas where differences naturally occur.
- Improving the effectiveness and timeliness of two-way communication within the industry and especially with Regional HAUCs, NIRAUC, Welsh HAUC and RAUC (Scotland) members.

The road and street works industry contributes to the delivery of a range of wider government and public policy objectives including:

Highway / Road Authorities – provision of a range of community services, which underpin daily life for all those living and travelling in the UK. Specific responsibilities include the delivery of their statutory Network Management Duty achieved through a host of initiatives including traffic and network management to reduce disruption, congestion and emissions, the expeditious movement of traffic and pedestrians, road safety and provision of timely and cost-effective road maintenance and information to the public. Additionally, local / road authorities have wider objectives such as sustainable development including delivery of housing, recycling and energy efficiency targets; local plan development including provision of community infrastructure.

Utility Service Providers – provision of secure and reliable essential utility services underpinning the UK economy and on which every UK citizen relies. Additionally, these support wider Government objectives such as urban regeneration, climate change and fuel poverty, through the investment of

billions of pounds in new and efficient apparatus, reducing emissions through the reduction of unnecessary travel and flexible working and through recycling initiatives, Broadband Britain, water conservation and quality.

Highway / Road Authorities and utility service providers share many objectives and indeed work for the same 'customers' – either as utility consumers or road users. At times they have conflicting priorities, and so it is important that each recognises the others' responsibilities and works together to achieve jointly beneficial solutions wherever possible which balances the needs of all. HAUC(UK) must also play a leadership role in promoting positive collaborative working and effective compromise, and particularly in ensuring constructive dialogue with national governments and other key stakeholders and within the various Working Groups.

Vision

The HAUC(UK) Vision is:

HAUC(UK) – To act as one voice delivering excellence in road and street works

- To be a united UK-wide organisation promoting trust and fostering honest dialogue across the industry.
- To be a partner with governments in leading the transformation of the road and street works industry to consistently improve performance.

Objectives

In support of the Vision HAUC(UK) recognises the need to develop objectives in the context of, and in support of, broader Government and legislative priorities. Therefore the following have been identified as overarching objectives for HAUC(UK):

- 1) To drive improved performance of road and street works by promoting good practice and supporting innovation in ways to reduce disruption and improve safety, sustainability and quality of all works.
- 2) To celebrate and publicise successes and to represent the road and street works industry to widen understanding and ensure that industry makes an effective contribution to public policy development.
- 3) To work constructively with governments to create a positive and joined-up industry without the need for onerous regulation.
- 4) However, where necessary, to deliver timely, effective and consistent input to, and interpretation of, legislation, associated regulations, codes of practice and guidance that balances the needs of all.
- 5) To strengthen the relationship and communication between HAUC(UK) and Regional HAUCs, NIRAUC, Welsh HAUC and RAUC(Scotland).
- 6) To minimise the number of formal disputes through informal mediation, discussion and advice, but where necessary to provide a timely and effective dispute resolution service to deal with disputes that do arise.
- 7) To develop a business plan and programme of activities to deliver the above Vision and objectives.

Key activities

To deliver the above Vision and objectives HAUC(UK) will set a five-year business plan (see Appendix A for year 1 activities) mapping the deliverables that will support wider government and industry objectives and specifically to reflect DfT and devolved institution transport priorities, including:

HAUC(UK) Reform

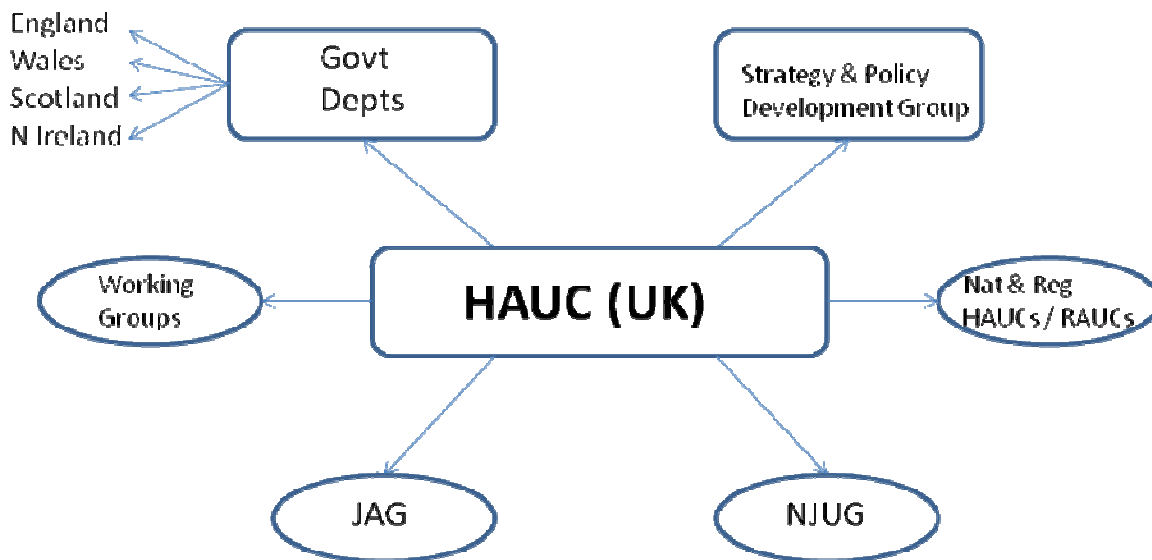
- Refining the HAUC(UK) terms of reference.
- Restructuring HAUC(UK) to enable local and regional issues to be more effectively fed up and down a coherent chain of communication so that HAUC(UK) is better able to represent the industry.
- Working with key HAUC and wider political stakeholders to communicate and promote the HAUC(UK) Strategy, Vision, Objectives and Programme of activities.
- Demonstrating leadership in, and implementing a positive co-operative culture, including proactively leading informal discussions to resolve issues at a local or regional level and then sharing results.
- Improving communications with regional and national HAUCs / RAUCs through producing timely minutes (target HAUC(UK) Secretariat to produce within two weeks from meetings), quarterly newsletters, regular communications of updates to the HAUC(UK) website, introducing a standard reporting format for HAUC(UK) quarterly meetings focusing on innovative solutions being developed, sharing of best practice and resolution of key issues, and attendance at / involvement in national and regional HAUC events.

Delivering Change

- Jointly promoting good practice – through the timely development of HAUC(UK) Advice Notes, Case Studies, presentations and joint HAUC(UK) stands at national and regional HAUC conferences, active promotion of the HSC Awards, and input into the DfT Good Practice Guide.
- Working together and agreeing a programme to develop and promote enhanced safety, training and accreditation, quality and sustainability initiatives, including through active input to the various Working Groups, joint trialling of new and innovative methods and joint development of national specifications.
- Setting up a Communications Group to develop an effective communications strategy and programme of activities to communicate HAUC(UK) priorities
- Collectively delivering (all members of the HAUC community) the communications strategy / programme to ensure everyone from Utility, Contractor and Local Authority Chief Executives through to operatives undertaking road or street works, understand and can comply with existing and new legislation / regulation, and actively support the development and implementation of new technologies and ways of working to minimise disruption and further improve safe and sustainable working.
- Refining and implementing a timely, effective dispute resolution process.
- Actively supporting existing, and developing new Advance Planning / Co-ordination initiatives to reduce durations of works and therefore disruption, and minimise spoil excavation and transportation.
- Actively exploring and agreeing with governments, non-regulatory solutions to emerging issues.
- Where regulation is necessary actively working together to develop fair and workable regulations through strategic workshops, joint analysis / research, pilots and active input into the various Working Groups that have the minimum effect upon the UK plc economy.

All of the above activities, and any others incorporated within an agreed HAUC(UK) Business plan will need to be quantified, prioritised to allow a realistic programme of work covering five years, with key milestones and outcomes identified for each activity.

HAUC (UK) Structure



To enable HAUC(UK) to deliver its objectives, the structure has been amended. HAUC(UK) has now expanded and now comprises of representation from JAG, NJUG, HAUC Working Group Chairs, National and Regional Chairs and Government representatives. A further small group has been established to work with the Government's officials to agree the timescales for delivery of HAUC and Government objectives, and legislative changes.

It is important that the extended committee works effectively and as such, meetings will be structured so that they run more efficiently. In essence, meetings will comprise of:

- Written reports from working groups confirming progress against target deliverables and highlighting important issues and progress,
- Written reports from regions
- An opportunity for a national or regional HAUC representative to present at least one item of good practice each meeting
- Progress on advice notes
- Feedback from governments
- Other important matters that need discussion and agreement

Summary

HAUC(UK) is committed to reforming its organisation and culture to delivering a more effective cohesive contribution to stakeholder objectives whilst representing the road and street works sector to ensure public policy decision-makers understand and take into account the common and differing needs of HAUC(UK) members. Specifically, restructuring will ensure local and regional issues are fed effectively up and down a coherent chain of communication so that HAUC(UK) can better represent the road and street works industry.

HAUC(UK) will also continue to provide expertise to ensure the development of balanced and workable regulations, guidance and code of practice and to positively promote good practice and support voluntary measures to ensure consistent high standards in the delivery of road and street works.