Appendix 4

Highways / Public RealmTarget Operating Model

Design Principles

June 2016

Design Principles

Visible Leadership	➡	• Responsible and accountable. • Actively develop and support staff. • Champion and drive the corporate agenda / priorities. • Champion and promote PACE values and behaviours. • Personal commitment to deliver the agreed outcomes.
Single version of the truth	➡	▪ Openness and transparent in everything that we do. ▪ Common data and MI to support the business - single dashboard. ▪ Clear priorities. ▪ Clarity of roles and accountabilities.
Efficient business processes consistently applied	➡	• End to end business processes that are understood and applied by all. • Clear change control / variation mechanisms. • Appropriate decision gates.
Separation of strategic and operational functions	➡	• Clear roles and accountabilities for strategy and delivery. • Hand offs are clear and applied. • Appropriate Governance with clear decision gates. • Delegations are clear. • No duplication.
Robust governance, change control and decision Gates	➡	• Governance is clear, defined , understood and consistently applied. • Decision Gates are appropriate and aligned to corporate processes (procurement, Financial regs). • Single Governance model for ALL activities -design through to delivery. • Decision making is pragmatic and reflective of the requirement.

Design Principles

Robust programme management practices	• One programme for all schemes / activities. • Pipeline of future activities. • Robust prioritisation and change control processes. • Reporting by exception.
Co-ordinated and integrated delivery across all activities	• No silo's, functions are aligned and joined up. • One team approach – including external providers.
Effective relationship management	• External providers fulfil their contractual obligations. • Challenge established practices. • Encourage innovation. • Maximise commercial opportunities.
Integrated ICT solutions that support delivery of the outcomes	• Appropriate technologies deployed to meet business needs. • No data duplication. • Effective monitoring and reporting tools.
No shared service functions	• Shared services functions to move to appropriate provider (finance).

Design Principles

Easy to do business with – internal and external contacts	➡ • Simple customer interfaces. • Simple business process with clear entry pints. • Transparency of all customer contact. • Drive channel shift. • Keeping customers informed.
Professional expertise through external providers	➡ • Professional expertise and disciplines from external providers • Professional services commissioned t through the contract mechanisms • Some specialist knowledge retained in house