



STRATEGIC PLAN

2021 to 2026

August 2021

Introduction

The Humber Bridge Board is a Statutory Body, created in 1959, with the primary purpose to construct and maintain a bridge across the Humber Estuary.

Since the original 1959 Act, there have been several additional Acts published, with the most recent being the 2013 Act. This coincided with the government reducing the debt and a reduction in the tolls to the current tariffs. It also reduced the Board membership to six Directors, with a representative from each of the four Unitary Authorities [Hull City Council, East Riding of Yorkshire Council, North Lincolnshire Council and North East Lincolnshire Council] and two from the private sector, currently from the Local Enterprise Partnership.

The governance and management arrangements for the Board are set out in the Constitution and Standing Orders of the Board.

Details of the current Directors together with the Constitution of the Board are available on the website www.humberbridge.co.uk

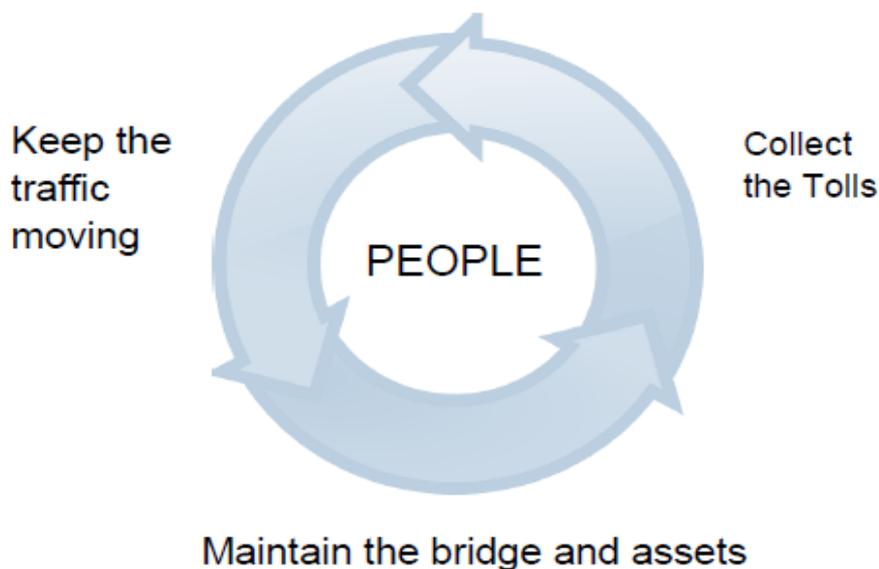
This plan is to cover the period 2021 to 2026 and will be reviewed on an annual basis following a review of the outcome measures (discussed later) and to take account of any significant unplanned events that may occur.



Purpose

The primary purpose of the Humber Bridge Board is *to maintain a bridge across the Humber Estuary*. The duties and powers of the Board to do this are within the 1959 Act and subsequent Acts, and also as set out in the current Constitution of the Board.

To achieve our primary purpose we have identified there are three key functions that are essential to our success and all three are of equal importance:



These three functions are wrapped around 'people' who are both important and critical to carrying out the three functions, without 'people' there would be no bridge.

'People' takes into account and includes the following groups:

staff, customers, stakeholders, community and visitors

Our mission statement is based around delivering our functions, whilst recognising we do it safely and sustainably, and people are at the heart of it.

Mission Statement

"keeping the region connected, whilst providing safe, sustainable and reliable use of the bridge and estate"

Our Values support our purpose and mission statement

	Value	Explanation
H	Healthy and safe	<i>Creating a healthy and safe environment for everyone</i>
U	Unique	<i>We are an Engineering icon</i>
M	More than a bridge	<i>The bridge is a community and the community is the bridge</i>
B	The best at what we do	<i>Be the best at what we do and exceed expectations</i>
E	Everyone matters	<i>Everyone is important and everyone matters</i>
R	Resourceful	<i>Innovative and efficient in the approach to using our limited resources</i>



Strategic Direction

Our strategy and direction over the life of the plan is based around **People** which will help to improve the delivery of our **Functions** and exceed expectations.

We have looked at 'where are we now' and 'where do we want to be', taking into account feedback and comments from **People** and have developed the strategy below.

We recognise that our annual income is and continues to be reduced, and this may affect delivery of our plan. We must also remain flexible and resilient, to adapt and change to external and internal factors over the life of the plan.

We have already started work on some of the 'HOWs' and in some areas have implemented systems, equipment and procedures, however, with the ever changing and emerging technologies now available, we recognise the need for continual review and improvement with the focus always being on **People** and how we can make it better for them.

The below groups of People are not in any order of importance as they are all equally important and each group will have a different viewpoint.

STAFF

WHAT

- To provide a safe and secure environment for our staff
- Staff recognise their role and importance in delivering our key functions and take ownership and pride in what they do.
- Staff are trained to enable them to carry out their roles safely and effectively
- A workplace environment that promotes and supports staff wellbeing and a good work life balance

HOW

- The right and up to date technology
- Good infrastructure and assets
- Appropriate processes and procedures
- Wellbeing strategy
- Learning and development strategy
- Embedded safety culture



CUSTOMERS

WHAT

- Safe and reliable crossing
- Suitable and appropriate Tolling System
- Excellent customer service
- Driver information and communication

HOW

- The right and up to date technology
- Good infrastructure and assets



VISITORS and COMMUNITY

WHAT

- To enjoy the bridge, estate and surrounding environs
- To feel safe and secure
- Community hub and good neighbour
- Appropriate facilities

HOW

- Good infrastructure and assets
- Estate Management Strategy
- Partnership working



STAKEHOLDERS

WHAT

- Safe and reliable crossing
- Environmental impact
- Community focused
- Financially stable
- Robust governance

HOW

- Robust asset management plan
- Deliverable maintenance programme
- Benchmarking against similar organisations
- Prudent management of resources
- Develop Estate Management and Carbon Reduction Strategies
- Clear and Transparent Procedures



Outcome measures

We will measure our outcomes on an annual basis and this will help with continuous improvement in monitoring and reviewing the plan, and making adjustments to the plan if needed.

The table below lists what we already measure and how. Those in *italics* indicate a new measure to be introduced

What we measure	How we measure
Community Environmental impact	Social Value Engine <i>Carbon emissions</i>
Staff Customers Visitors	Staff survey Staff turnover/absence Customer survey Customer/Visitor feedback
Health, Safety and Welfare	Staff Survey Customer feedback RIDDORs Near Miss reporting Recordable Accidents
Governance and Financial Compliance	Audit
Financial stability	Annual Accounts Budget and forward plan