

Delivery Plan

2023-2024





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Foreword



We have now passed the mid-point of the second road period. In this annual update of our five-year *Delivery Plan* we look at our plans for 2023-24, the fourth, and penultimate, year of the second road period.

In 2022-23 we opened nine new projects on time and achieved planning consent for a number of schemes, including the A417 Air Balloon scheme which received planning approval and started works. This year, we have experienced delays in the planning process for some schemes. These delays have been caused by a number of factors, including the need for further consultation and legal challenges. As a result, revised start of works and open for traffic commitment dates have yet to be determined for these schemes.

A milestone was the submission of the planning application for the Lower Thames Crossing. This marked the culmination of a huge amount of work from many of our teams, and we were delighted that it was accepted by the Planning Inspectorate for detailed examination. The start of construction is subject to the project being granted a development consent order. In a ministerial statement in March 2023 the government affirmed its commitment to the Lower Thames Crossing and announced that there would be a re-phasing of construction by two years. Should consent be granted for the Lower Thames Crossing it will be the biggest investment in the country's road network in a generation. The Lower Thames Crossing is an opportunity to improve connectivity across the Thames Estuary and support economic growth, improve business productivity, and develop new job opportunities in the region.

We are single-minded in our determination to deliver on the government's ambition to reach net zero carbon by 2050. Indeed, in December 2022 we became the first roads organisation in the world to achieve the globally recognised PAS 2080 accreditation, recognising our plans to reduce carbon during the design, construction and operation of our strategic road network.

The PAS 2080 standard recognises organisations that have robust strategies to reduce carbon, thereby making an important contribution to tackling climate change. We aim to achieve net zero for our own operations by 2030, to deliver net zero road maintenance and construction by 2040 and to support net zero carbon travel on our road network by 2050. By applying PAS 2080 to our investment decisions we will use the hierarchy of building nothing, building less, building cleverly, and building efficiently. We're already making strides to deliver on our carbon and biodiversity targets, and on air and water quality. We're part-way through decarbonising our fleet and are continuing to replace our road lighting with low-energy LED lighting. We will be ramping up our work in this area. We know that the roads of the future will be green, and we're exploring exciting and innovative techniques to use data, digital and technology in our design and construction activities as well as in the maintenance and operation of our roads.

In April 2023 the Government announced that plans for new smart motorways would be cancelled in recognition of the current lack of public confidence felt by drivers and cost pressures. This followed a pause in the rollout of new smart motorways previously announced, in January 2022. As well as being safe, drivers deserve to feel confident using any of our roads, including smart motorways. Since the pause we have been delivering on our commitments to further enhance safety on smart motorways. We will continue to work with the Department for Transport to deliver £900 million in further safety improvements on existing smart motorways, and to give motorists clear advice when using existing smart motorways.

We will publish our *Smart motorways stocktake: Third year progress report* which will show how we are progressing in delivering the Department for Transport's *smart motorway evidence stocktake and action plan*. During 2022-23 we were proud to achieve a national average 10-minute attendance time on stretches of all lane running motorway where emergency areas are more than a mile apart. In 2022 we met our commitment to put stopped vehicle detection in place on all existing all lane running sections of motorway. We have made positive progress on our programme to improve the performance of stopped vehicle detection on all lane running motorways and have successfully completed our upgrades. We committed to measuring the performance of this technology, which allows us to respond more quickly to stopped vehicles through the setting of a Red X signal to close one or more lanes, adjust speed limits and deploy traffic officers.

We recognise the important role that technology plays in operating our network and helping road users feel safe. We are investing £105 million in the second road period on all lane running motorways, to further improve our operational technology, such as CCTV, variable message signs, signals and the system which detects slow moving traffic and automatically sets appropriate messages for drivers. This will both enhance our management of the network and further improve drivers' experience on these motorways.

We have also implemented higher speed limits through selected roadworks across the strategic road network, reducing the impact of road improvement work on our customers' journey times. And we plan to continue rolling out these higher speed limits where it is safe to do so. There continue to be many challenges to negotiate, including inflation and rising costs, protestors on our network and challenges to scheme consents.

National Highways has a long-term ambition for zero harm on the strategic road network. A major waypoint in achieving that ambition will be eliminating deaths and serious injuries on the network. In pursuit of that zero killed and seriously injured waypoint, we introduce stretched key performance indicator targets in each road period. Our organisation must be up to the challenges ahead. We already have some of the brightest and best minds working for us and we will continue to develop the capabilities - and build the relationships with partners and stakeholders - we need to deliver for the future. That means investing in our people's development, recruiting more of the best talent and shaping an organisational culture that promotes joined-up working and puts the customer at the heart of everything we do. It also means investing in a future in which collaboration is key to our ability to influence customer safety through a Safe Systems approach.

On a personal note, it's a source of great pride to me how committed our people are to delivering for our customers and stakeholders. Ultimately, our purpose at National Highways is to connect the country and support the United Kingdom's economic growth. Every day our people and partners are delivering and maintaining a high quality road network that makes journeys safer, quicker and more reliable for customers. Our track record in successfully delivering multiple complex projects speaks for itself. It's this expertise that will provide the strong foundations for our work throughout the rest of the second road period, and as we embark upon the third.

Nick Harris
Chief Executive

Executive summary

This *Delivery Plan update* sets out our delivery aims for 2023-24. Everything we do at National Highways is focused on meeting our three imperatives of safety, customer service and delivery of the government's Road Investment Strategy.

The safety of everyone who uses our roads, and our people and stakeholders who work on them is all-important, and we have a variety of safety-focused projects and initiatives that we will be engaging in as we enter the last two years of the second Road Investment Strategy.

Through our Driving for Better Business programme we will be raising awareness of work-related road risks, employers' duty of care and employees' responsibilities. As well as engaging with new and novice drivers we plan to develop a company-wide method for incident investigations so that we can produce a consistent response to incidents alongside consistent data for analysis. Indeed, insight is central to delivering a better service, and we intend to build on the success of previous letter writing campaigns to engage with customers to understand why some incidents occur.

We will continue to strive to enhance customer satisfaction. In 2023-24 we will introduce our enhanced ride quality metric that better reflects customer experience during their journeys on the strategic road network. The metric measures smoothness of the road that has been aligned to road user experience. We will also continue to work closely with the logistics and coach sector to understand how we can improve the service we provide to these customers.

In terms of delivery, severe weather is becoming a fact of life for everyone, not just in the United Kingdom, but worldwide. It's imperative that our roads are up to the challenge. In 2023-24 we will continue to mitigate high priority flooding hotspots, starting work on hotspots across our regions while completing mitigation works that are already underway. We will also be developing a fully resourced and costed Severe Weather programme of improvements.

As part of our ongoing behavioural change within our business we will raise awareness of challenges relating to biodiversity, identifying opportunities to improve construction and embedding requirements into our contracts that focus on improving biodiversity.

Over 2023-24 we will drive ahead with decarbonisation, embedding and enabling low-carbon approaches across our organisation, network, supply chain and industry. Our electric vehicle charging infrastructure will be a key focus. We will support our national fleet team to switch to electric vehicles. Over 100 diesel/petrol vehicles will be replaced with hybrid or electric vehicles. We will also install 80 electric vehicle charging points across our depots, offices, outstations and control centres. We will continue to deliver energy efficient improvements too with the aim of renewing 15,000 lamps with LEDs.

Our network plays a critical role in the success of the economy. It enables millions of people get to work and is the main way the goods that we all rely on are transported around the country. Our network also provides links to international gateways and plays a key part in the government's levelling up agenda. Our major enhancement schemes help reduce journey times, increase reliability and improve connections for our customers. In 2023-24 we aim to start work on nine* major improvement projects, and open six for traffic. We will invest our capital funding to complete some of the enhancements started in the first road period, as well as developing and constructing some of the enhancement schemes from the current road period.

In its response to the 2021 Transport Select Committee report, in January 2022, the government paused the rollout of new all lane running motorways, yet to start construction. In April 2023, the government announced that new smart motorways would be cancelled in recognition of the lack of public confidence felt by drivers and cost pressures. In 2023-24 we will complete the M56 junctions 6-8 and continue to construct the M6 junctions 21a- 26, the final all lane running schemes that were not cancelled as part of the government's response to the Transport Select Committee.

We continue to make good progress on our actions as part of the government's response to the 2021 Transport Select Committee's inquiry into the rollout and safety of smart motorways. We will continue to collect and monitor safety, economic, environment and capacity data. Significantly, we appreciate that more work is needed to help ensure everyone feels confident when using existing smart motorways. So we will listen to and act on what the public and stakeholders tell us, and we will continue to work with government to track public confidence in smart motorways.

Our responsibilities for the strategic road network go beyond the routine operation, maintenance

and enhancement of our infrastructure. Our vision is to create a modern road network that supports a modern country. Investments made through the government's designated funds are central to achieving this vision.

Designated funds are key to enabling us to better integrate our network with other transport networks and improve outcomes for communities. These include identifying improvements to increase accessibility and integration of bus services in communities, and making lorry park improvements.

Respecting, protecting, and enhancing the environment is an integral part of delivering for our customers and communities, and environmental concerns remain high on our strategic agenda. In 2023-24 we will be investing from our designated funds to support our vision of a greener, more sustainable road network. This will include continuing to invest in, and deliver, the 28 priority projects funded by our Environment and Wellbeing designated fund. These projects include the Network for Nature programme in partnership with the Wildlife Trusts which focuses on improving, creating and restoring habitat impacted by historic road building activity.

Attracting and retaining the right people with the right skills is vital if we are to meet our strategic objectives. During 2023-24 we will continue to use a range of channels and campaigns to attract the best people while developing the talent we already have at every level of National Highways.

The coming year, 2023-24, is year four of the second road period and is an important stage in our negotiations with the department and the development of a draft third Road Investment Strategy. There's much to do. However, we remain determined to provide a strong and robust strategic road network that will enable customers, communities and the United Kingdom economy to thrive for generations to come.

* includes schemes awaiting outcome of planning consent decision challenge / public inquiry

Improving safety for all

We believe no one should be harmed when travelling or working on our network and safety remains our first imperative. We have reviewed our Home Safe and Well approach to ensure it remains fit for purpose as a framework for how we will deliver excellence in health, safety and wellbeing. In 2023-24 we will deliver a plan based on our review findings. To support our safety imperative we have a variety of projects and initiatives, such as developing our Driving for Better Business programme and supporting commercial vehicle operators in achieving our shared goals for vehicle and driver safety. Each will now come under the newly formed Road Safety Division within Safety, Engineering and Standards.

Key Performance Indicators (KPI)	
KPI 1.1	The number of people killed or seriously injured (KSI) on the Strategic Road Network (SRN)
Performance Indicators (PI)	
PI 1.2	The total number of people killed or injured on the SRN
PI 1.3	The number of non-motorised and motorcycle users killed or injured on the SRN
PI 1.4	The number of injury collisions on the SRN
PI 1.5a and 1.5b	Accident frequency rates for National Highways staff and supply chain
PI 1.6	The % of traffic using iRAP 3 star or above rated roads



Driving on Motorways Campaign

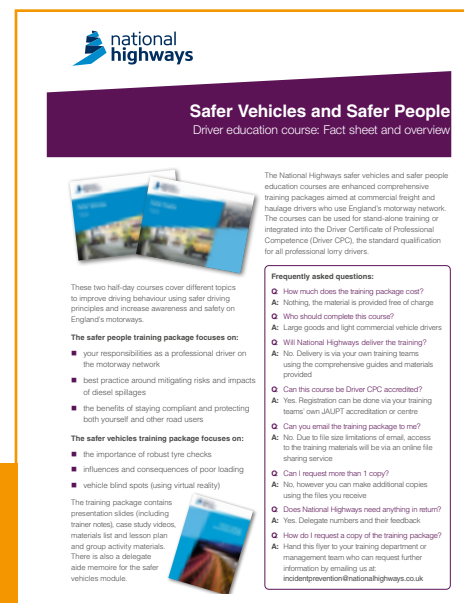
KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 1.1 and PI 1.2 - 1.4</p> <p>Target: Ongoing reduction in number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline</p>	<p>Processes and frameworks</p> <p>Fatal reporting process We will continue in 2023-24 to provide ongoing support to the Regions for the Post Collision Fatal Reporting (PCFR) process with outside of process events and development of an auditing programme.</p> <p>Incident investigation process Building upon the investigation process already in place, we will start developing a company-wide method for incident investigation - to produce consistent response to incidents, produce consistent data for analysis and to support engagement with Department for Transport (DfT) Road Safety Investigation Branch. The new framework will build on the immediate triage and investigation process we have established in 2022-23. This national level review of fatal and serious incidents seeks to identify strategic issues and take prompt improvement action. This process is in addition to our established PCFR process.</p> <p>Post collision response This year we will produce a Trauma Response framework to set out what should be done to plug the time gap between when a crash happens and when the emergency services arrive. We will also develop and begin delivery of training services to support those willing to intervene at a collision scene.</p> <p>Enforcement Through-out 2023-24 we will continue to offer specialist support through the National Enforcement Coordinator activities related to enforcement through cameras and associated regulations.</p> <p>Data and analysis</p> <p>Analysis and reporting Over the year we will continue to learn and make evidence-based decisions through analysis and reporting including:</p> <ul style="list-style-type: none"> ■ In-depth analysis, interrogation and reporting of STATS19 data. Ensure reporting requirements to DfT and Office of Rail and Road (ORR) are met. ■ National Highways Fatal Database analysis of root causes and other research to inform business decisions (strategy, policy, investment). <p>Lead safety indicators We will continue development of new lead safety indicators for fatal incident factors over 2023-24. Once the baseline data has been established outline improvement milestones will be developed and lead safety indicators will be routinely updated to show trends and map progress of interventions to reduce road risk.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 1.1 and PI 1.2 - 1.4</p> <p>Target: Ongoing reduction in number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline</p>	<p>Engagement and awareness</p> <p>New and novice drivers In 2023-24, to help understand challenges concerning young (<=25), new, novice and learner drivers, we will identify interventions and programmes of work to be led by National Highways and identify which bodies and stakeholders are best placed for us to work with to engage with this group.</p> <p>Motorcycle framework Using recommendations from the gap analysis and implementation of the motorcycle framework we will continue to work in partnership with experts and key stakeholders within the motorcycling community on key routes and strategies to reduce motorcycle casualties and improve rider behaviour choices.</p> <p>Driving for better business We will continue to develop the Driving for Better Business programme over 2023-24 to raise awareness of work-related road risk, employers' duty of care, and employees' responsibilities. By demonstrating the significant business benefits of managing work-related risk we will improve the levels of compliance.</p> <p>Commercial vehicles and people In 2023-24 we will continue to deliver a programme to target reductions in commercial vehicle KSIs focussed on safer vehicles and safer roads, this will entail a range of products being delivered.</p> <p>Roads Policing review Working jointly with police and partners, pilots will continue this year in three areas (1) Motorcycles, (2) Vans / light commercial vehicles, (3) Network Disruption. Pilots will demonstrate the value of partnership working for road safety and incident related congestion, demonstrating the importance of roads policing for road safety.</p> <p>Safety letters Building on the success of previous letter writing campaigns, in 2023-24 we will engage with:</p> <ul style="list-style-type: none"> ■ Customers who breakdown - ask customers for their experience to gather intelligence on why vehicles breakdown. ■ Customers who drive in a closed dynamic hard shoulder (DHS) - warning letters jointly with the police.

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 1.1 and PI 1.2 - 1.4</p> <p>Target: Ongoing reduction in number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline</p>	<p>Capability and systems</p> <p>Road to Zero Harm During 2023-24 we will continue to support a Safe System approach within National Highways and the recommendations identified through Road to Zero Harm. This is a programme of works that will involve multiple pieces of work including (but not limited to), research, skills development, collaborative working, intelligence gathering as well as services that will seek to influence customer safety directly such as safety schemes, compliance monitoring, information campaigns and educational support.</p> <p>Suicide prevention Further to the development of the suicide prevention risk management tool in 2022-23, in 2023-24 we will develop an eLearning training module for designers to support them in understanding the risk factors associated with suicides on the network and potential preventative measures.</p> <p>Road safety hub We will continue to develop an internal road safety hub and portal which will include access to useful guides, practices and information about road safety including road user risk.</p> <p>Development of new safety outcome model Over 2023-24 we will research best practice and identification of the best method for forecasting of road safety outcomes. This is a complementary project to Road to Zero Harm, helping to refine our understanding of future KSI projections.</p> <p>Compliance monitoring tool In 2023-24 we will complete the update of the compliance monitoring tool and explore what business as usual compliance monitoring looks like.</p> <p>Speed management module within the iRAP route review tool We will begin the development of a speed management module in 2023-24, consolidating speed related data sets to aid operational decision making alongside other countermeasures within an iRAP route review tool.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 1.1 and PI 1.2 - 1.4</p> <p>Target: Ongoing reduction in number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline</p>	<p>Regional activities</p> <p>Safety schemes will be identified through an evidence-based approach. Improvements, when delivered, will reduce risk of road users being killed or seriously injured while travelling on our network.</p> <p>Safety campaigns to target problem areas will be developed based on evidence developed with road safety partnerships. Campaigns will be delivered to our customers through a variety of methods such as engagement events and social media.</p> <p>Post collision fatal reporting is a business as usual process to gather information relating to fatal and potentially fatal incidents on our network, including suicides. The data this process produces provides essential quick time data for monthly fatal reporting, improved provisional STATS19, various investigations into areas of interest.</p> <p>Enforcement programmes will be delivered based on evidence developed with road safety partnerships. This includes a training programme for compliance stops (such as loads). Programmes will lead to improved compliance which in turn will lead to reduced risk of road users being killed or seriously injured while travelling on our network.</p> <p>Suicide prevention activities and schemes will be delivered based on evidence of cases on the network and through road safety partnerships. Activities and schemes will include providing help to those in crisis, physically preventing the use of our structures or roads, and other measures.</p>

Published advice and guidance for Commercial vehicles:
Safer Vehicles and Safer People leaflet



KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>PI 1.5a and 1.5b</p>	<p>Enterprise safety risk model We will deliver an updated enterprise safety risk model in 2023-24, resulting in an improvement in our safety risk modelling activities.</p> <p>Be the Change Over 2023-24 we will continue to roll out our Be the Change leadership programme: we are continuing the programme with refinement around roles, responsibilities, roll out, governance and measurement.</p> <p>Root cause analysis We will create a framework and delivery plan in 2023-24 based on the true root cause analysis of incident themes completed in 2022-23.</p> <p>Health safety and wellbeing management system (HSWMS) During 2023-24 we will further develop our HSWMS following the ISO45001 gap analysis audit and independent review reports.</p> <p>Home Safe and Well We will deliver our Home Safe and Well plan for 2023-24 based on review findings.</p> <p>Workplace Wellbeing Charter We will commit to a programme of work to achieve excellence in the Workplace Wellbeing Charter by March 2024.</p> <p>Health and wellbeing risks We will review health and wellbeing risks for all employees and develop additional medical standards and recall if required.</p> <p>Supply chain safety data We will embed better use of supply chain safety data across the business.</p>

<p>PI 1.6</p>	<p>In 2023-24 we will:</p> <ul style="list-style-type: none"> Complete a feasibility study on redevelopment of the 2025 forecast using updated intelligence on impact of Covid-19. Support the development of the iRAP future tool for improved suitability to assess the SRN, in particular digital roads. Secure the correct data sources for 2025 survey. Design the mechanisms to incorporate iRAP methodology into our methodology for economic appraisal. Progress development of our iRAP metric for RIS3.
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Providing fast and reliable journeys

We want everyone who uses our roads to get to their destinations safely, and in the time they expect to. Everything we do, from designing our roads to clearing incidents, helps keep traffic moving on our network 24 hours a day, 365 days a year.

Key Performance Indicators	
KPI 2.1	Average delay
KPI 2.2	Roadworks network impact
KPI 2.3	Incident clearance rate
Performance Indicators	
PI 2.4	Delay on smart motorways
PI 2.5	Delay from roadworks
PI 2.6	Journey time reliability
PI 2.7	Delay on gateway routes
PI 2.8	Average speed



Traffic Officer vehicle

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 2.1 and PI 2.4 - 2.8</p> <p>Ambition: Performance to be no worse at the end of the second road period than it was at the end of the first road period</p>	<p>When we published the Managing Delay on the SRN document in 2021 we committed to a programme of research to understand delay on our network. This was related to our ambition to keep our Average Delay KPI at levels no higher than the end of the first road period. In 2023-24 we will continue to deliver this programme of research into delays and journey times, including delays on A-roads and delay forecasting into the RIS3 period.</p> <p>The Customer Service Plan for 2023-24 will include delay related actions that we will be delivering as a company.</p>
<p>KPI 2.2</p> <p>Target: Roadworks network impact to not exceed the monthly average target of weighted lane metre days set for each year (see Annex B for figures)</p>	<p>During 2023-24 we will:</p> <ul style="list-style-type: none"> Continue to embed and monitor the use of highest safe speed principles schemes - where we use 60mph instead of 50mph where possible - for all suitable schemes delivered by Operations. Complete the work to revise the Roadworks – A Customer View.
<p>KPI 2.3</p> <p>Target: 86% of motorway incidents cleared within one hour</p>	<p>Throughout 2023-24 we will continue to monitor incident clearance, gaining further understanding of impact of incident volumes and our ability to clear within one hour.</p>
<p>Descriptive commitment: Working with Transport Focus, investigate the development of new metrics on journey time reliability which reflects more accurately road users' understanding of reliability, and delay from roadworks</p> <p>Target: Development to be completed during the second road period</p>	<p>By Q3 2023-24 we will complete validation of these two metrics in development and determine if they can become operational metrics.</p>
<p>Descriptive commitment: Investigate new PIs on delays from incidents and delays on the local road or SRN boundary, and an alternative performance measure for smart motorways operation to keep track that these roads are delivering their intended journey-time related objectives.</p> <p>Target: Development to be completed during the second road period</p>	<p>By Q3 2023-24 we will complete validation for a new PI on delays from incidents and a new journey time reliability metric as a potential alternative for measuring smart motorways operation, then determine if they can become operational metrics.</p> <p>For delays on local road or SRN boundary, as agreed with DfT and ORR, there is no longer a commitment to investigate a potential PI in this space. We thoroughly investigated the development of a metric on the interaction between the SRN and the local authority roads, and it was accepted that we did not have the data to enable us to create a metric in this space. We also investigated alternatives to a metric but these were also not deemed to be feasible. As a result of this it was agreed with DfT and ORR that we would cease the official commitment, but still seek opportunities to meet the original intention of the commitment.</p>

Protests on the SRN

2021-22 saw protesters from Insulate Britain and Just Stop Oil seek to cause significant disruption on our network. These protests typically involved individuals entering onto live carriageways and climbing structures, such as the QEII Bridge and gantries on the M25. We responded swiftly to these protests by seeking urgent injunctions to prohibit these forms of protest. This included an SRN wide injunction, which remained in force between October and December 2021.

Protesting on the SRN is reckless, extremely dangerous and constitutes a threat to life. Protests at height, such as on the QEII Bridge and the M25 gantries, risked objects falling or being thrown from height onto the carriageway below as well as a risk of the protesters themselves falling from height. More generally, there is a significant risk of driver distraction, resulting in road traffic collisions, and risk to the protesters as well as to NHS staff and emergency services responding to the protests. The traffic congestion caused by the protests have caused delays to emergency services reaching unrelated emergencies. There is also the real risk of members of the public becoming frustrated and taking matters into their own hands to try to move protesters.

There are currently two injunctions in force. The first covers the M25, M25 feeder roads and key Kent roads. The second injunction specifically covers structures on the M25, including gantries and bridges. The first injunction has been enforced successfully against 25 protesters, 13 of whom received immediate custodial sentences ranging from 24 days to six months. Others received suspended sentences. 2023 will see enforcement proceedings taken against two individuals who scaled the QEII Bridge in October and a significant number of protesters who climbed gantries on the M25 in November 2022.

Every time a protest takes place on our network, we receive swift and comprehensive support from the police who work with our traffic officers to close the road, where necessary, and then reopen the road as soon as the protesters have been cleared and it is safe to do so. We have a close working relationship with the police who support the enforcement of the injunctions by sharing evidence and providing affidavits in support of the committal proceedings. Likewise, we support the police by sharing evidence of the impact of the protests to support their criminal prosecutions and we provide witnesses to give evidence at the criminal trials.

We remain ready to respond to any specific threat of further protests and we will seek a new injunction should the evidence of threat support an application and the location and/or threat is not already protected by an existing injunction.



A well-maintained and resilient network

We invest in our network to ensure that our structures and road surfaces are well maintained and operating safely. Our priority is to manage these assets effectively and efficiently, to deliver the outcomes our customers and stakeholders want. By adopting an asset management approach, we can create, maintain, operate, and renew all of the assets that make up our network.

Key Performance Indicators	
KPI 3.1	Pavement condition
Performance Indicators	
PI 3.2	Structure condition
PI 3.3	Technology availability
PI 3.4	Drainage resilience
PI 3.5	Geotechnical condition



Severe weather

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 3.1</p> <p>Target: 96.2% of the network (excluding Design, Build, Finance and Operate (DBFOs)) in good condition</p>	<p>We will continue to deliver the new pavement metric which was introduced in 2022-23. It is defined as the percentage of the network (excluding DBFOs) in good condition (96.2% or above) at the end of each year. Using deterioration models and renewals programme to forecast our performance.</p> <p>In 2023-24 we will enhance our asset management modelling, as part of our Asset Management Transformation Programme, to inform decisions on our schemes, manage asset performance and ensure that the new target level is met.</p>
<p>PI 3.2</p>	<p>In 2023-24 we will analyse and report on our end of year results and prepare a supplementary report for our monitor to provide further analysis and explanation of the condition of structures.</p>
<p>PI 3.3</p>	<p>In 2023-24, for our current technology availability PI we will:</p> <ul style="list-style-type: none"> Productionise our current reporting process within our strategic data platform by Q2. Transition data sources that currently sit outside of our automated systems onto our strategic data platform by Q2.
<p>PI 3.4</p>	<p>Throughout the year we will continue to report the drainage resilience metric to monitor asset performance and continue to mitigate high priority flooding hotspots on our network.</p> <p>We will also continue our validation on weather normalisation of the drainage resilience metric through a process of off-line shadow reporting. On implementation, weather normalisation will enhance our capacity to prioritise investment in those flood hotspot mitigation schemes that deliver the greatest benefit.</p>
<p>PI 3.5</p>	<p>Over 2023-24, we will continue to report the geotechnical asset condition indicator to monitor the asset performance and inform decision making.</p> <p>We will update our geotechnical asset management plans in 2023-24, including planned inspections and interventions. This will help inform decisions on our schemes and how we manage the asset to maintain stable asset performance.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>Descriptive commitment:</p> <p>Implement the Asset management development plan (AMDP) for the second road period</p> <p>Target:</p> <p>Annual deliverables</p>	<p>We will roll out the following activities in 2023-24 for our Asset Management Transformation programme (AMTP)*:</p> <ul style="list-style-type: none"> ■ Develop and roll out asset management training. ■ Develop draft performance levels for KPIs for RIS3. ■ Roll out the six key asset class handbooks to the company. ■ Develop and approve nationally consistent asset needs prioritisation approach for renewals. ■ Develop baseline asset lifecycle plans for Structures and Pavements. ■ Asset Management System Strategy - Review key asset management systems against the architecture golden rules. ■ Decision support tools (DST) - Deploy Structures and pavement DST. ■ Asset handover plan - Set a consistent approach for Operations to set out their requirements for handover at an early stage within the handover plan. ■ Develop and deliver approach for the ISO55k certification.
<p>Descriptive commitment:</p> <p>Investigate an improved structure condition metric during the second road period, and an alternative indicator for technology assets</p> <p>Target:</p> <p>Development to be completed during the second road period.</p>	<p>We are committed to investigating an improved structures condition metric, and this year are looking to undertake parallel running of the new and original metric. During 2023-24, in anticipation for implementation in RIS3, we will:</p> <ul style="list-style-type: none"> ■ Consult on the validation of the new metric bands and descriptions in Q1, using the end of year data. ■ Provide evidence of further 'blind testing' to confirm or adjust band boundaries. ■ Take feedback on consultation and address as necessary. <p>In 2023-24, for our alternative indicator for technology assets we will:</p> <ul style="list-style-type: none"> ■ Complete design and prototyping of our two preferred options by Q2. ■ Complete the development and testing of required operational processes to support parallel running with current metric from April 2024. ■ Undertake work with stakeholders on future planning for a fully service-based metric (Option 4) by April 2024.

*Asset management development plan (AMDP) evolved into our AMTP

Other supporting activities	Our activities during 2023-24
<p>Technology</p>	<p>We recognise the important role that technology plays in operating our network and helping road users feel safe. We will continue to focus on this area ensuring that our systems are reliable and resilient - that we grow our monitoring capability to help us detect and respond to failures more quickly. And, that when things out of our control happen, that we have a consistent response that ensures our roads remain safe.</p> <p>Last year we delivered a new digital tool help drive better situational awareness and enable faster attendance times to incidents, particularly on smart motorways. Building on the success of this tool in helping us achieve our 10-minute attendance time on all lane running (ALR) - where emergency areas are more than a mile apart. we will continue to enhance its capability to help better manage the network, reduce congestion and respond faster when things go wrong.</p> <p>We will identify all sign, signal, MIDAS and CCTV assets on ALR sections that are available less than 95% of the time, source replacements and mobilise for delivery in 2023-24 Q4 and throughout the last year of this roads period.</p>
<p>Maintenance</p>	<p>While undertaking maintenance on the road network, we routinely identify defects that need to be repaired. We will clear 90% of the defects identified as urgent within 24 hours.</p>
<p>Renewals</p>	<p>Each year regions plan their renewals programmes and identify the key outputs and milestones they will deliver. These are laid out in the renewals deliverables table. We have summarised the key renewal activities we will carry out in 2023-24 for the five main asset classes and provided information on some of the supplementary asset classes.</p> <p>The 2023-24 deliverables have been prioritised using a risk based approach to address the renewal of an ageing network, where total asset needs are beyond allocated funding. Our approach has been to prioritise the safety and serviceability of the assets, focussing on the highest priority operational needs to improve reliability and availability.</p>



A21 Lamberhurst bypass

Renewals deliverable 2023-24			
Asset	Number	Unit	Description
Monitoring			
Asphalt road surface (pavement)	839.0	Lane Miles	Total length of existing asphalt road surface resurfaced
Concrete road surface (pavement)	34.00	Lane Miles	Total length of existing concrete road surface life extended or reconstructed and replaced with asphalt surface
Safety barriers (steel)	133	Miles	Total length of steel safety barriers installed or renewed
Safety barriers (concrete)	6	Miles	Total length of concrete safety barriers installed or renewed
Significant structures	52	Number	Number of significant structures
Assurance			
Road markings	2650,000	Linear metres	Length along the centre line of the road markings, including markings on new or replacement road surfacing
Kerbs	13,000	Linear metres	Total length of kerbs laid or renewed
Drainage	70,000	Linear metres	Total length of drainage installed or renewed
Geotechnical	700	Linear metres	Total length of embankment/cutting treated parallel to the carriageway
Traffic signs (non-electrical)	1,650	Number	Number of permanent non-electrical traffic signs installed or replaced
Guardrail	225	Linear metres	Total length of new or replacement pedestrian guardrail
Boundary fencing	36,500	Linear metres	Total length of new or replacement boundary fencing
Lighting	500	Number	Number of road lighting columns installed or replaced
Bridge joint	520	Number	Number of bridge deck expansion joint installations installed or renewed
Bridge bearing	420	Number	Number of bridge bearing units installed or renewed
Parapet	2,500	Linear metres	Total length of vehicle parapet installed or renewed
Waterproofing	31,000	Square metres	Total surface area treated for waterproofing
Motorway communications equipment	300	Number	Number of new or replaced motorway communications equipment items
Technology renewals	450	Number	Number of technology assets renewed or improved

Other supporting activities	Our activities during 2023-24
Dealing with adverse weather	<p>To ensure we continue to learn and improve from weather related incidents, by Q1 2023-24 we will develop a fully resourced and costed Severe Weather programme of improvements. And by the end of 2023-24 deliver agreed initiatives within the Programme.</p> <p>To ensure operational readiness for severe weather, in 2023-24 we will revise our Severe Weather Plan (SWP) template, addressing regional lessons learnt, and issue revisions to regions.</p> <p>To ensure investment to depots is prioritised accordingly, we will co-ordinate regional bids for depot capital improvements; review and prioritise allocation of schemes to meet our portfolio office timescales.</p> <p>We will agree the future Severe Weather Information Service (SWIS) system and procurement strategy by Q1 2023-24 and initiate the strategy and complete SWIS strategic reassessment by the end of 2023-24. This key digital platform will support regional decision making and audit trail of data such as weather forecasts, actual observed conditions from weather stations, storage of severe weather plans and vehicle data.</p> <p>We will service manage SWIS to ensure over 97% website availability and deploy SWIS developments based on the SWIS roadmap. We will define the scope and timeline for migrating SWIS to National Highways' Azure platform.</p> <p>In 2023-24 we will ensure delivery of a robust national and regional weather forecasting service, measured by service requirements under the Collaborative Performance Framework (CPF).</p> <p>We will operate a robust national network of weather stations; identify and triage faults to areas for investigation within one working day of fault occurring. This will be supported by holding monthly service reviews with each region and service providers, aiming to achieve 95% connectivity as a national average.</p> <p>By the end of 2023-24 we will deliver tranche two of the Environmental Sensor Stations Major Replacement programme.</p>

Delivering better environmental outcomes

We are focusing on our impact on the environment and how we can work more sustainably to safeguard the country's future. Respecting, protecting, and enhancing the environment is an integral part of delivering for our customers and communities, with environmental concerns remaining high on our strategic agenda.

Key Performance Indicators	
KPI 4.1	Noise
KPI 4.2	Biodiversity
KPI 4.3	Air quality
KPI 4.4	National Highways carbon emissions*
Performance Indicators	
PI 4.5	Supply chain carbon emissions
PI 4.6	Condition of cultural heritage assets
PI 4.7	Water quality
PI 4.8	Litter

*New target of 67% for 2023-24



Electric vehicle charging

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 4.1</p> <p>Target: 7,500 households benefiting from noise reduction in mitigated 'noise important areas'</p>	<p>In 2023-24 we will be delivering 829 households towards our KPI.</p> <p>During 2023-24 we will investigate the feasibility of a new metric for future Road Investment Strategy (RIS) and road periods, using Department for Environment, Food & Rural Affairs (DEFRA) national noise model as a data source.</p>
<p>KPI 4.2</p> <p>Target: Achieve no net loss of biodiversity across all National Highways activities by the end of the second road period (130,848.1 biodiversity units)</p>	<p>In 2023-24, to support meeting our Biodiversity commitment, we will continue to expedite delivery of between 20 and 30 priority projects funded via our Environment and Wellbeing designated fund.</p> <p>To improve our forecast position and continue to avoid and reduce loss of biodiversity, in 2023-24 we will focus on improving performance of projects at early stages of design development.</p> <p>In 2023-24 we will support improvement on our operational estate by building reporting mechanisms for maintenance projects to improve reporting and to identify opportunities for improvements to biodiversity through works led by our operations teams.</p> <p>Over 2023-24 we will continue to promote behavioural change within the business by raising awareness of the challenges relating to biodiversity, identifying opportunities for improvement in construction and embedding requirements focused on improvement of biodiversity into our contracts.</p> <p>We will identify opportunities in 2023-24 for the delivery of our first road period Site of Special Scientific Interest (SSSI) management plans to support bringing SSSIs that we own into appropriate management to achieve favourable condition.</p> <p>To support preparation of our next Roads Period, in 2023-24 we will develop a priority list of works to be delivered in Road Period 3 (RP3) within our SSSIs.</p> <p>In 2023-24 we will support the business to respond to the secondary statutory instruments issued by government, which provide the delivery mechanisms for the requirements stipulated in the Environment Act 2021.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 4.3</p> <p>Target: Bring links agreed with the department and based on the Pollution Climate Mapping model into compliance with legal NO2 limits in the shortest timescales possible</p>	<p>During 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Review the new Air Quality sites deployed during the summer of 2022. This will inform the annual evaluation report (2022) and the outcomes used to inform the latest update to the KPIs. ■ Develop and deliver an engagement plan to improve working with local authorities in areas where responsibility for poor air quality is shared. Through the engagement plan we will also work with relevant local authorities to develop our new statutory role as a formal “air quality partner”. ■ Work with internal delivery partners to implement previously identified measures for identified links (including the new Electric Towns and Cities Initiative) and develop measures (where viable) for newly identified links. ■ Continue to support local authorities with clean air zones, including through provision of SRN signing for their Clean Air Zones or other initiatives that contribute to improvements in air quality on the SRN.
<p>KPI 4.4</p> <p>Target: Reduce National Highways carbon emissions as a result of electricity consumption, fuel use and other day to day operational activities during the second road period by 67% from April 2017- March 2018 baseline of 90,286 tonnes</p>	<p>Over 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Look at our Electric Vehicle (EV) Charging Infrastructure, and, in support of the National Fleet team switch to EVs. We will use designated funds to install 80 EV charge points across depots, offices, outstations and regional control centres. ■ Replace 120 internal combustion engine vehicles (our National Fleet team) with plug-in hybrid electric vehicles or EVs. ■ Continue to improve energy efficiency across our depots, in the depot greening programme - deliver energy efficient improvements across 15 depots and outstations. ■ Complete 70 site-based energy audits, with recommendation reports filed - outlining the opportunities identified to increase energy efficiency and reduce carbon emissions. ■ Work to reduce emissions associated with business travel by implementing Phase 1 recommendations. <p>Through our operations we will complete all surveys across the SRN within 2023-24 and renew 15,000 lamps with LEDs using a phased approach based on age and compliance of lighting columns. Based on the average annual kWh electricity saving per upgraded bulb, and based on average electricity unit rates National Highways is being billed currently, we would expect to save in excess of £1.5m per year from replacing 15,000 bulbs.</p> <p>We will ensure lighting asset inventories are up to date and accurate during 2023-24 and data within Alloy - the lighting asset management system - is consolidated against our operations source data.</p> <p>In 2023-24 we will continue the launch of the Green Network’s Super Greens programme, with recruitment of the first ‘Super Greens’ colleagues and the aim to have recruited two per directorate. This will promote behaviour change through the organisation by staff having opportunities to lead on sustainability initiatives in their area, which will produce carbon savings amongst other benefits. For microgeneration of renewables, in 2023-24 we will produce a report outlining optimum solution(s) for National Highways to micro generate 10% of their electricity demand through renewables.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>PI4.5</p>	<p>Over 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Roll out our Carbon Roadmaps with the expectation that suppliers follow the guidance as a minimum baseline. ■ Ensure every category strategy has a carbon reduction plan, suppliers will implement the category strategy and use the carbon reduction plan as a minimum baseline. ■ Incorporate carbon into our contracts to strengthen our contractual levers with suppliers. ■ Be developing Carbon e-learning modules for suppliers - to enable them to better understand their commitments to carbon reduction in our contracts/delivery of works as per our Net Zero plan. ■ Be improving governance around the carbon capture tool to align to PAS2080.
<p>Net zero</p>	<p>During 2023-24 we will ensure that our Net Zero plan is incorporated into our new Environmental Sustainability Strategy, with a focus on commitments that have common objectives and outcomes.</p> <p>We will be seeking independent validation of our Net Zero plan targets with the Science Based Targets Initiative.</p> <p>We will identify locations for the first year of tree planting as part of implementing our commitment to plant at least three million trees on or near our land by 2030.</p> <p>We will embed our new Carbon Management System into our construction and maintenance activities as business as usual. And continue work to integrate whole life carbon reduction into asset management processes, purchasing decisions, standard contracts, and design codes.</p> <p>We will launch our plan to improve the experience for bus and coach passengers who travel on the SRN and publish a report on how we can help reduce the number of empty lorry movements on the SRN.</p> <p>We will continue to support the government vision for the rapid charge point network in England: ‘Project Rapid’, including increasing the number of rapid charging points at our Motorway Service Areas (MSA), with an aim to provide at least six high powered, open access 150-350KW capable chargers, with some larger sites having as many as 10-12, at each MSA by the end of 2023.</p> <p>In 2023-24, we will also publish our clear proposition for future EV charging provision on the SRN, working with government and the private sector, and covering both the needs of our customers and the infrastructure required.</p> <p>We will implement energy storage solutions in 2023-24 to enable EV charger roll out at over 10 service areas where the grid supply may not currently be sufficient to support rapid charging infrastructure provision.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
PI 4.6	<p>National Highways hold records of historic features on the SRN in regional Cultural Heritage Asset Management Plans (CHAMPS). During 2023-24 we will use these plans to identify cultural heritage features on the SRN, such as historic milestones and drystone walls, that would benefit from investment to improve their condition and secure them for the future.</p> <p>We will partner with stakeholders over 2023-24 to identify opportunities in the road building programme to allow the enhancement of assets within the SRN and the mitigation of legacy impact.</p> <p>In 2023-24 we are seeking to undertake cultural heritage work on the network (be it new build or maintenance) which contributes to Regional Research Frameworks and is focused on gaining real archaeological knowledge.</p>
PI 4.7	<p>In 2023-24 we will support improvement in the reporting of our Operations and Major Project deliverables against the PI through the development of more robust governance and monitoring practices including CPF metric 5.1c.</p> <p>In 2023-24 we will continue to deliver water quality improvement projects funded via our Environment and Wellbeing designated fund.</p> <p>To improve confidence of our in-year delivery and our forecast position for future years across our major projects programme, in 2023-24 we will review validation and delivery of our priority drainage assets via our capital major projects enhancement programme, against an internally agreed in-year milestone.</p> <p>In 2023-24 we will complete the feasibility stage of a central delivery initiative to validate and address priority drainage assets.</p> <p>We will also develop, identify, and agree in 2023-24 a central delivery initiative to validate and address priority drainage assets across our operations.</p> <p>By the end of 2023-24 we will identify future Road Period 2 (RP2) and RP3 delivery requirements, company targets and delivery mechanism to meet the Environmental Audit Committee recommendations.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
PI 4.8	<p>Following the installation of enforcement cameras we will monitor and evaluate their effectiveness in reducing litter. We will seek to understand whether any deterrent effect is local to the installation or impacts the whole network.</p> <p>We are developing a national litter campaign for 2023-24 including social media engagement - this will begin in June 2023. Ongoing work will then focus on paid partnerships which target key demographics and working with partners to amplify our social media posts.</p> <p>We will work with food / beverage concessions which operate on our network, particularly laybys, to encourage the responsible disposal of litter. We will trial the use of geofencing to push targeted anti-littering messages to customers in some of these locations and provide more bins where possible.</p>
<p>Descriptive commitment: Investigate and assess incorporating into new and existing contracts air quality standards for supply chain vehicles deployed on National Highways work, and associated reporting requirements</p> <p>Target: End of second road period</p>	<p>The contracts requirements for air quality and carbon - in respect of vehicles - are the same. So this commitment is being addressed by the commitments within the National Highways Net Zero Plan. Key commitments that impact our suppliers are:</p> <ul style="list-style-type: none"> ■ 100% electric or hydrogen heavy vehicles deliver to our sites by 2040. ■ 100% EV site cars and vans by 2030, and all compounds run on renewable electricity by 2030. ■ 100% zero-carbon plant used on sites and site cabins by 2030. <p>To address this, in 2023-24 we have a series of actions that are aligned to our PAS2080 (Carbon Management in Infrastructure - accredited Carbon Management System) and our Net Zero Plan commitments. Contract Development and Assurance own the Model Contract models and work will start on updating these to reflect our vision on Carbon and the associated commitments within the Net Zero Plan.</p> <p>Currently two groups have been set up to support:</p> <ul style="list-style-type: none"> ■ Contracting for carbon - enablers group, who will review PCF stages and how they feed into the scope constraints and requirements. They will also review the Lower Thames Crossing scope requirements and constraints to see which are applicable to us in National Highways. ■ Sub-group concentrating on scope and conditions of contract – liaising with Project Initiation Document owners to ascertain what outputs need to be captured. <p>A carbon contract policy document will be written covering what policy on carbon should be in the scope and conditions of contract.</p>

Meeting the needs of all users

We're responding to the evolving needs, wants and expectations of our diverse range of customers, so that we can continue to deliver lasting benefits. Our annual customer service plan is based on customer insight, as making a difference to our customers means focusing on what is important to them. In 2023-24 we will reinstate a target for the Strategic Roads User Survey (SRUS) which is our official measure for our customer experiences of driving on our strategic road network. This will enable us to identify opportunities to improve the products and services that we provide for our customers.

Key Performance Indicators	
KPI 5.1	Road user satisfaction*
KPI 5.2	Roadworks information and accuracy
Performance Indicators	
PI 5.3	Timeliness of information provided to road users through electronic signage
PI 5.4	Ride quality**
PI 5.5	Working with local highways authorities to review diversion routes for unplanned events

*Performance target introduced for 2023-24 (based on 10 months of data rather than 1-2 years which is best practice)

**Enhanced ride quality metric for 2023-24 that better reflects road users' experience



Diversion route signage

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 5.1</p> <p>Target: Achieve an 73% road user satisfaction score, with year-on-year increases in following years</p>	<p>In 2023-24 we have a newly set target of 73% and are looking to perform well against our new road user satisfaction target. The 2023-24 target is based on 10 months of data rather than 1-2 years which is best practice and as a result the target may not take into account seasonality over a sustained period and could be impacted by monthly fluctuations due to other factors such as chance, that are not due to real changes in perception. We will further baseline our results during 2023-24 so we can set a more robust target for 2024-25, from which we can evaluate our customer service performance.</p> <p>Each year, we use insight from a variety of sources including SRUS, our own insight survey and Transport Focus research, to help us focus on the improvements we need to make to the things that matter most to our customers. This year's annual customer service plan will continue to focus on deliverables from across the business in order to achieve our customer service strategy, focusing on the six key strategic themes:</p> <ul style="list-style-type: none"> Improving journey times Better end-to-end experiences Providing better information A well maintained and safe network Developing better relationships Empowering our people <p>What we do remains driven by the needs of our customers:</p> <ul style="list-style-type: none"> We are committed to providing our customers with better end-to-end experiences and improved journey times. We know we need to continue providing better information for our customers and operating a well maintained and safe network. For instance, among other things this year we'll be looking at improving incident management from a customer's perspective, enhancing our customers' self-service capability and continuing to improve how we manage road works. The plan recognises the diverse needs of our customers and outlines how we will continue to develop better relationships with them, all the time building our people's capability and empowering them to consider our customers' needs. <p>We recognise that everyone in our business has an important role to play in delivering our Customer imperative. Every customer relationship is different and every one of our roles impacts on customers in different ways. By working collaboratively, we are creating better experiences and creating a positive legacy for the future and our customers.</p> <p>With the reinstated target this year we will embed the use of SRUS and the target in performance monitoring throughout the business, and also look at wider activities such as addressing severance issues.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 5.1</p> <p>Target: Achieve a 73% road user satisfaction score, with year-on-year increases in following years</p>	<p>To help address severance issues, (the negative effects arising from the way busy infrastructure routes can divide people, places and species) both as part of the design of new schemes and through improvements where existing problems are severe, in 2023-24 we will:</p> <ul style="list-style-type: none"> Map all public rights of way that cross or stop at the SRN and engage with our regions to identify key locations and determine how best to resolve severance issues. Develop evidence to support our regions in investment planning and decision making to address issues of severance. <p>Working in collaboration with local authorities and service providers we will make existing bus passenger facilities safe and accessible and help bus and coach companies offer efficient, attractive services by smoothing access to and from the SRN, in 2023-24 we will:</p> <ul style="list-style-type: none"> Establish a Bus and Coach Forum and progress a draft bus and coach plan that will enable us to improve customer experience and end-to-end journeys on the SRN. Work with our regions to use the Bus Facilities Dashboard to support regional programmes to identify and improve bus facilities and issues of severance in reaching bus stops. <p>To help freight operators and drivers of Heavy Goods Vehicles (HGV) employed by the sector £20 million has been allocated from the Users and Communities designated fund to improve the security, showers and eating facilities at lorry parking areas. We will:</p> <ul style="list-style-type: none"> Be issuing grants to truck stop operators, focusing on what is most important to our customers; welfare facilities, driver and site security, and HGV parking capacity.
<p>KPI 5.2</p> <p>Target: Achieve 90% accuracy of roadworks information seven days in advance of works by 2024-25, with an increasing trajectory of improvement through the second road period</p>	<p>Our internal national plans have been developed to ensure that best practice is identified and then embedded consistently across the country. Whilst our internal regional plans drive local ownership and importantly allow for factors that are unique to that region to be identified and addressed. In 2023-24 we will:</p> <ul style="list-style-type: none"> Review delivery of our 2022-23 National and Regional Improvement Plans. Develop our National and Regional Improvement Plans for 2023-24. Continue to monitor monthly progress to our RIS2 target.
<p>PI 5.3</p>	<p>In 2023-24 we will continue to measure the average median time to set signs and signals on (all) motorways after we have received notification of an incident requiring signs and signals to be manually set. This will inform our performance and support improvement where needed.</p> <p>We will begin 2023-24 by reviewing, and updating as applicable, our current assurance practices, to ensure our roles, responsibilities, and assurance activities are fit for purpose.</p>

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>PI 5.4</p>	<p>In 2023-24 we will introduce our enhanced ride quality metric that better reflects road users' experience. The metric measures smoothness of the road that has been aligned to road user experience.</p> <p>We will enhance our asset management modelling in 2023-24 as part of our Asset Management Transformation Programme, to inform decisions on our schemes, manage asset performance and improve ride quality.</p>
<p>PI 5.5</p>	<p>Over 2023-24 our work continues with Local Highway authorities to review diversion routes for unplanned events.</p>
<p>Descriptive commitments: Work with Transport Focus to develop satisfaction surveys for cyclists and walkers that can be used, if possible, as the basis of a PI later in the second road period</p> <p>Target: During/end of the second road period</p>	<p>We will work with Transport Focus to advise and input to their next round of satisfaction surveys. Our metric/PI feasibility study work in 2022-23 assessed how we use this evidence to improve customer satisfaction and delivery that meets customer needs. The work concluded and was agreed with ORR, Transport Focus and DfT that a qualitative rather than metric approach to measuring our progress in meeting customer satisfaction is preferable and we intend to pilot this via our established Customer Service Plan quarterly reporting mechanism in 2023-24. A pilot of the progress reporting is due to be shared with Transport Focus, ORR and DfT in Q1 2023-24. In 2023-24 we will also request a change to move from a metric to qualitative reporting.</p>
<p>Descriptive commitments: Work with Transport Focus to develop satisfaction surveys for logistics and coach managers that can be used, if possible as the basis of a PI later in the second road period</p> <p>Target: During/end of the second road period</p>	<p>In 2023-24 we will focus our activities on areas that will improve the results of the survey and any future PI. We continue to work closely with the logistics and coach sector to understand how we can improve the service we provide to these customers. In 2023-24 we will also launch our bus and coach plan to support our bus and coach customers and their SRN network experience.</p>
<p>Other supporting activities</p>	<p>Our activities during 2023-24</p>
<p>Embedding equality, diversity and inclusion</p>	<p>In 2023-24 we will gather feedback and report on the inaugural 'Roads For All' conference.</p> <p>By the end of 2023-24 we will:</p> <ul style="list-style-type: none"> Demonstrate how the partnership agreements with membership organisations have leveraged insight into the needs of disabled road users - such as the number of occasions when meeting outcomes have been shared by the organisations with their members and importantly where customer insight has been sought on behalf of National Highways. Evidence how the insight from membership organisations has influenced delivery across operations - to better understand the impact we have on their members' lives, with this increased insight and awareness being brought in and used by the business to inform future schemes.

Achieving efficient delivery

We will look to deliver our RP2 efficiency target of £2.111 billion through the continued development and rollout of our RP2 efficiency levers and by working collaboratively with our supply chain to identify and implement innovation in every aspect of what we do and deliver. Our year-end efficiency report summarises the evidence that demonstrates delivery of our efficiency milestone and the trajectory towards the five-year target.

Key Performance Indicators	
KPI 6.1	Total efficiency
Performance Indicators	
PI 6.2	Cost performance index (CPI) and schedule performance index (SPI)



A46 enhancement scheme

KPI / PI / Descriptive commitment	Our activities during 2023-24
<p>KPI 6.1</p> <p>Target: Demonstrate efficiency of £2.111 billion of capital and operational expenditure by the end of the second road period</p>	<p>We will achieve the cumulative four-year efficiency milestone of £1,220 million by 31 March 2024. This will be achieved through the continued development and rollout of the RP2 efficiency levers as set out in the efficiency delivery plan.</p> <p>We will also continue to work with DfT and other arms-length bodies, sharing ideas and data to allow best practice to be identified and shared.</p>
<p>PI 6.2</p>	<p>In 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Roll out Month End process (pilot in Northwest region and subsequent roll out to all the Regions / Programmes) <ul style="list-style-type: none"> ■ Month end exercise to improve the ways of working, embed the project controls processes and monitor adherence to them, targeted improvements will bring greater maturity to Earned Value process and subsequent production on CPI/SPI ■ Roll out supplier portal for uploading data into the core cost management system directly <ul style="list-style-type: none"> ■ This process is to enable the suppliers to upload data in the cost management system, without giving access to the system. This will make the process of data upload lean and automatic, making the process more efficient and releasing time for value add activities. ■ Roll out Prism and Xactium - manual interface <ul style="list-style-type: none"> ■ This will enable risk forecast from risk management system to cost management system i.e. more transparency on forecasting data. ■ Improve performance management of Commercial and Project Management Services (CPMS) suppliers <ul style="list-style-type: none"> ■ CPMS resources are bought in to provide the project controls service, we would like to gain more control on their performance, via assessment tools. This will assist in gaining higher degree of process assurance and data maturity. ■ Roll out Cost and Finance system fully automated interface <ul style="list-style-type: none"> ■ Fully automated interface between Oracle and Prism will synchronise the two systems overnight. This will lead to reducing manual work, increasing efficiency, and making the process lean.
<p>Descriptive commitment: Investigate and look to develop new or improved metrics to monitor cost and schedule for enhancement scheme development and construction, engaging with ORR</p> <p>Target: N/A</p>	<p>We have been investigating Lookahead Execution Index (LEI), Baseline Execution Index (BEI) and Percent Plan Complete (PPC) which work as good supportive metrics to CPI and SPI. Existing industry standard earned value metrics for construction provide objective assessment and insight which cannot be replaced by other metrics such as LEI, BEI and PPC. We will continue to look at new schedule metrics like PPC, but our focus will be on continued improvement of CPI and SPI.</p>

Enhancements

Our network plays a critical role in the success of the UK's economy. It provides efficient links to international gateways and plays a part in the government's levelling up agenda. Our major enhancement schemes help reduce journey times, increase reliability and improve connections for our customers, and are a crucial element of our balanced investment portfolio.

This year we aim to start work on nine* major improvement projects, and open six for traffic. Some revised start of works and open for traffic have yet to be determined due to the planning consent being challenged. Once the outcomes are known new dates will be published. We will invest our capital funding to complete some of the enhancements started in the first road period, as well as developing and constructing some of the second road period enhancement schemes. We will also continue to deliver the actions against the 2021 smart motorway Transport Select Committee (TSC) commitments.

*includes schemes awaiting outcome of planning consent decision challenge / public inquiry



Emergency area, smart motorway

Our activities during 2023-24

Responding to government's smart motorway stocktake

In April 2023 the Government announced that plans for new smart motorways would be cancelled in recognition of the current lack of public confidence felt by drivers and cost pressures. This followed a pause in the rollout of new smart motorways previously announced, in January 2022. As well as being safe, drivers deserve to feel confident using any of our roads, including smart motorways. Since the pause we have been delivering on our commitments to further enhance safety on smart motorways. We will continue to work with DfT to deliver £900 million in further safety improvements on existing smart motorways, and to give motorists clear advice when using existing smart motorways. We will continue to build an evidence base of safety, economic, environment and capacity data. We will also work with DfT to track public confidence in smart motorways. As we further improve the safety of smart motorways we will continue to listen and act where necessary. We will publish our Smart motorway stocktake: Third year progress report, which includes the latest safety data position.

During 2023-24 we will:

- Enhance existing safety measures (such as upgrading the central reservation barrier) where they are required on DHS sections of smart motorway.
- Invest in further improving the reliability of our operational technology systems on ALR motorways. This includes improving CCTV cameras, variable message signs, signals and improving the MIDAS system which detects slow moving traffic and automatically adjusts speed limits to keep traffic flowing.
- Be central to progressing the recommendations from the 2021 TSC commitments.

In 2023-24 we will complete the M56 junctions 6-8 and continue to construct the M6 junctions 21a- 26, the final ALR schemes that were already over three quarters constructed when the 2023 Government announcement to cancel new smart motorways was made.

The stopped vehicle technology we have installed on ALR motorways is already detecting stopped vehicles. But we need it to perform to the high standards we set for it, and in order to benefit road users, this has to be in a workable way for our operators. We aim to do this by the end of June 2023.

Taking forward the 2021 TSC recommendation, the emergency area retrofit programme will continue in 2023-24. We are delivering this programme in phases. The first phase added 13 additional emergency areas and is complete. The next phase of works will add extra emergency areas on the M1 and M25. Work started on this phase of the programme in Spring 2023. Further details of future phases will be available when they have passed through necessary governance.

Beyond the 2020 Stocktake Action Plan, we intend to maintain the 10-minute national average traffic officer attendance time (on ALR sections where emergency areas are more than a mile apart) until end of March 2025. The third road investment period will set out our future operating requirements.

The actions we set out for the M6 junctions 5 to 6 and M1 junctions 10 to 13, and which were due to be taken forward as part of the work to convert DHS motorways to ALR, were impacted by the 2022 pause in roll out of ALR motorways. We updated our actions in summer 2022 and are on track to complete them by end of March 2025.

Planning challenges

During 2022-23, some schemes have not been able to start work as quickly as we and the department expected due to delays in the planning process. These delays have been caused by a number of factors, including the need for further consultation and the submission of legal challenges. As a result, revised start of works and open for traffic commitment dates have yet to be determined. Once the outcomes of the legal challenges are known, new dates will be published.

Our activities during 2023-24 - Government to determine

Enhancement schemes in the north

In 2023-24 we will open two schemes for traffic:

- A585 Windy Harbour to Skippool - We're building a new offline bypass around the village of Little Singleton, reducing the impact of traffic on the local community and removing a major bottleneck on the main road to Fleetwood.
- M56 Junction 6-8 - We will complete the all lane running section of the motorway between junction 6 and 8. This will provide increased capacity maximising the use of the existing road.

We aim to start work on two* schemes:

- A66 Northern Trans-Pennine - Improving the A66 between the M6 at Penrith and A1(M) at Scotch Corner. The project will involve upgrading single carriageway sections of road to dual carriageway standard and making improvements to the junctions along the route.
- Mottram Moor link road & A57 link road* - Provide a dual carriageway bypass around the town of Mottram near Manchester. This will also serve as an alternative route for traffic heading north-south on the A57.

Enhancement schemes in the Midlands

In 2023-24 we will open one scheme for traffic:

- M6 junction 10 - Complete the additional capacity on M6 junction 10, which includes the replacement of two bridges allowing the widening of the roundabout to four lanes.

Our activities during 2023-24 - Government to determine

Enhancement schemes in the south and west

In 2023-24 we will open two schemes for traffic:

- A303 Sparkford to Ilchester - Upgrading a three-mile section of the A303 between Sparkford and Ilchester, to make the road safer and more reliable. The delivery of this scheme is part of a long term aim to create a high-quality dual carriage way link between London and the South East and the South West.
- A30 Chiverton to Carland Cross - Complete upgrading the A30 to dual carriageway north of Truro, connecting together the dual carriageway section around Bodmin with the dual carriageway Redruth bypass. This means that the A30 will be continuous dual carriageway from Camborne to the M5.

We aim to start work on one scheme:

- M27 Southampton Junction 8 - Following the outcome of the public inquiry we'll confirm plans for improvements to the M27 junction 8 and Windhover roundabout.

Enhancement schemes in the east

In 2023-24 we will open one scheme for traffic:

- A47 Great Yarmouth Harfreys Junction* - We will be making improvements in Great Yarmouth to reduce congestion and improve safety in the area.

We aim to start work on six** schemes:

- A12 Chelmsford to A120 - We are looking to widen the A12 between junction 19 (Chelmsford) and junction 25 (A120 interchange) to ease congestion and cope with increasing traffic demands.
- A47 Wansford to Sutton - We will start work on dualling the A47 between the A1 and the dual carriageway section west of Peterborough.
- A428 Black Cat to Caxton Gibbet - Dual the remaining single carriageway section between Cambridge and the M1, including three grade separated junctions.
- A47 Blofield to North Burlingham** - Upgrade the A47 east of Norwich to fill a gap in the dual carriageway section between Norwich and the Acle Straight.
- A47 North Tuddenham to Easton** - Dual the single carriageway section of the A47 between Norwich and Dereham.
- A47 Thickthorn junction** - Improve the interchange between the A47 and A11, improving access to Norwich.

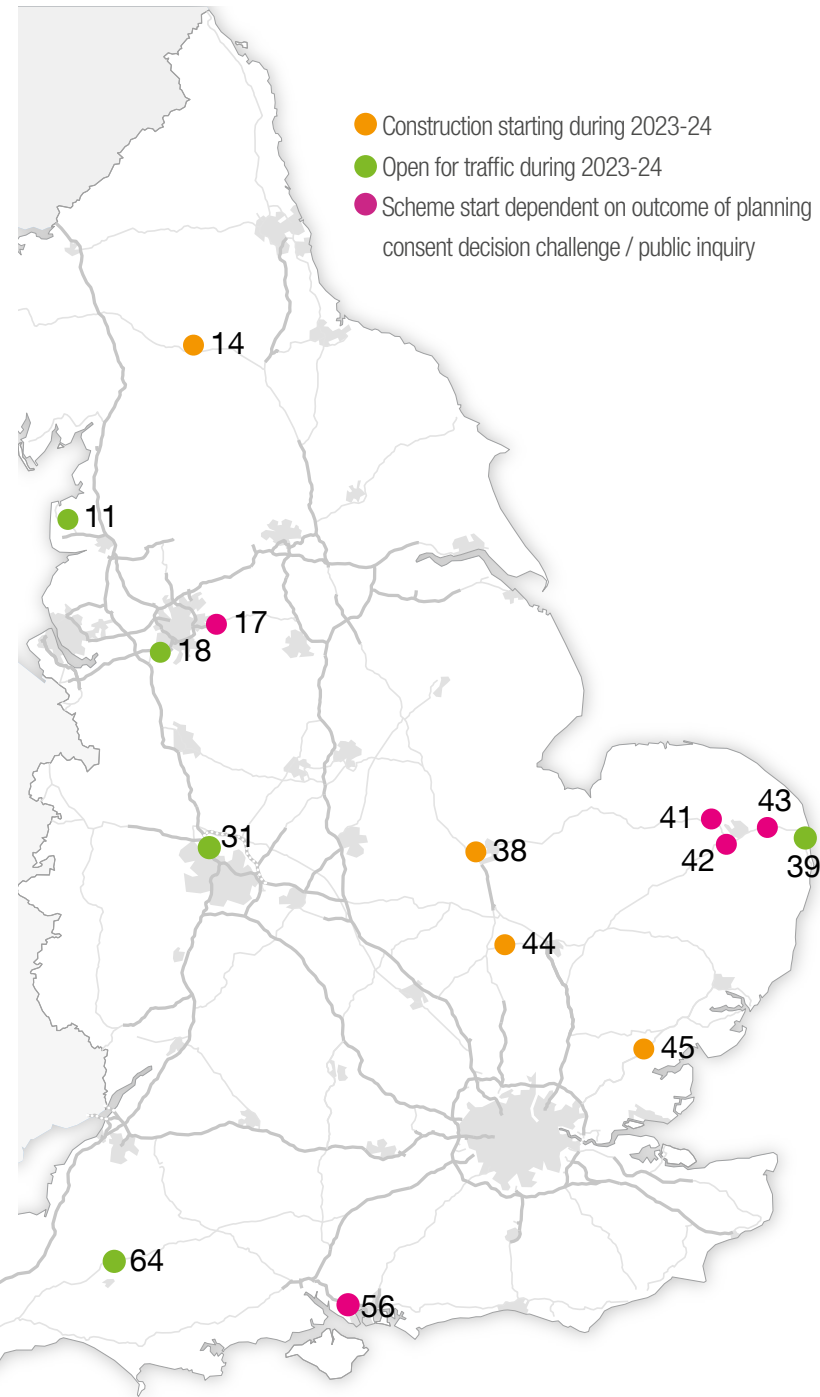
*Start of works dependent on outcome of planning consent decision challenge

* Scheme scope confirmed and separated to enable progress of the overall Great Yarmouth improvements

** Start of works dependent on outcome of planning consent decision challenge

Map of: Enhancement schemes starting works and opening for traffic in 2023-24

No.	Name
11	A585 Windy Harbour to Skippool
14	A66 Northern Trans-Pennine
17	Mottram Moor link road and A57 link road
18	M56 junctions 6 to 8
31	M6 junction 10
38	A47 Wansford to Sutton
39	A47 Great Yarmouth Harfreys Junction
41	A47 North Tuddenham to Easton
42	A47 Thickthorn junction
43	A47 Blofield to North Burlingham
44	A428 Black Cat to Caxton Gibbet
45	A12 Chelmsford to A120
56	M27 Southampton Junction 8
64	A303 Sparkford to Ilchester
67	A30 Chiverton to Carland Cross



A30, Chiverton to Carland Cross

Designated funds

Our responsibilities for the SRN go beyond the routine operation, maintenance and enhancement of our infrastructure. Our vision is to transform our strategic roads and create a modern road network that supports a modern country. We aspire to a road network that will be smoother, smarter, and more sustainable. Our designated funds allow us to deliver this vision with many specific deliverables funded from designated funds as articulated in this section and throughout the Delivery Plan.



Non-motorised user signs

Our activities during 2023-24

Safety and Congestion fund

In 2023-24 we will be investing to deliver a safety and congestion programme which goes beyond our business-as-usual activities. Schemes we will be investing in will include:

Tackling congestion at the A590 junction 36. This acts as a 'gateway' to the Lake District and experiences congestion throughout the peak tourist (summer) season. In 2023-24 we will invest in a scheme to deliver additional signs and road markings to improve driver behaviour and prevent unnecessary queuing on the approaches to the roundabout.

Implement a package of works at the A47 from A143 to Links Road roundabout to reduce collision rates. This will include enhancements of the Harfreys roundabout island, additional parking lay-by signs, road markings and road studs at the A143 Beccles Road junction and intensive vegetation removal to secure long-term visibility to all route signing.

User and Communities fund

In 2023-24 we will be investing across a programme of works to better integrate our network with other transport networks and to improve outcomes for communities and customers. Schemes we will be investing in will include:

A scheme to improve crossing and pedestrian waiting areas on the A663 and Middleton Road. This will create safer routes to the St Herbert School, as well as journey quality through traffic signal optimisation, and addresses the needs and priorities of the local communities, neighbouring or impacted by the SRN.

Conducting a study to identify improvements to increase accessibility and integration of bus services in communities at five locations on the A47, between the cities of Norwich and Peterborough. The scheme aims to identify a range of improvements including new bus stop laybys, new bus shelters and improved pedestrian crossing facilities.

Lorry Park Improvements - working alongside a £32 million DfT scheme, we will be inviting applications from lorry parks across the country to access £20 million funding available to improve security measures for drivers, boost welfare facilities like showers, rest areas and restaurants, and increase HGV parking capacity.

Complete the feasibility studies from the Innovation Competition – Improving customer experiences of road works. This is seeking innovative solutions that we have not yet trialled or tested, which could improve customer experiences of road works.

In 2023-24 we will also support our Walking & Cycling programme. Working in partnership with Sustrans, we will support them in their detailed design of three cycle routes to be delivered in RP2. These will provide improved cycle routes at:

- Rothwell to Temple Newsam (Leeds)
- Pelsall to Brownhills (Walsall)
- Lee Mill to Ivybridge (Devon)

Our activities during 2023-24

Environment and Wellbeing fund

In 2023-24 we will be investing to support our vision of a greener, more sustainable road network. Schemes we will be investing in will include:

Flooding

In partnership with the Environment Agency, we intend to construct a flood storage area in the upper catchment of the River Roding in 2023-24. The project will mitigate flood risk to 5269 properties, mostly residential in Redbridge, junctions 4 and 5 of the M11 and major feeder junction Charlie Browns Roundabout. As well as reducing flood risk in the catchment, the project will also deliver 2km of waterbody improvements, contributing to our RP2 Pl.

In 2023-24 we will complete works to Pinks Hill North Pond in Swanley, Kent. Pinks Hill pond was constructed in the 1960s with a deep borehole soakaway. Run-off from the land to the south is piped under the road to the pond on the north side. The borehole is partially blocked, and the system regularly floods over into the local area. Two further flood events were recorded in 2021 causing residential flooding and A20 carriageway flooding. These works are expected to treat 1 Category A flooding hotspot and 1 Category A soakaway which will contribute to our RP2 Pls.

Carbon reduction

Designated Funds continues to invest in our LED lighting upgrade programme with a commitment for 70% of our National Highways streetlights to be LED by 2027. Replacement with LED lanterns is carried out as part of routine reactive maintenance and capital renewals but at the current pace would not be complete for 20+ years. The LED lighting upgrade programme will accelerate this improvement and opportunity to reduce National Highways' carbon footprint. Over the life of the upgraded LED luminaires there will be a saving of around 500m kWh of energy and 144,000t CO₂e. Based on estimated electricity prices and current government values for carbon, the implementation of the upgrade programme will deliver £41m of energy cost savings and £38m in carbon benefits.

Landscape, biodiversity, and environmental legacy

As part of the M25 Junction 10 / A3 Wisley interchange improvement scheme, we will be building a bridge between Wisley Common and Ockham Common. Designated Funds have been awarded to fund the additional cost of making this a green bridge. Both Commons have national designations and have been impacted by historic development of the SRN. The wide, proposed green element of the bridge will help restore the landscape character and connectivity that have been affected by the increases in width of the A3. Providing the green element of the bridge will maintain the feeling of safe segregation from the high-speed traffic on the strategic roads. Start of work is expected to be in 2023-24.

We will continue to invest in our Network for Nature programme in partnership with the Wildlife Trusts over 2023-24. Alongside providing biodiversity units, this focuses on improving, creating, and restoring habitat that has been impacted by historic road building activity.

During 2023-24 we will work with the Plantlife charity - the Meadow Makers project is a new partnership that will deliver a capital restoration programme across England to increase the biodiversity of 500ha of existing grasslands. The aim is to drive up grassland restoration, focusing on creating an abundance and diversity of plants and fungi.

Our activities during 2023-24

Environment and Wellbeing fund

We expect to complete works to restore Stover Park in Devon in 2023-24. These works include restoring the Grade II* listed Granite Gatehouse which was placed on the national Heritage At Risk register in 2009. The Gatehouse sits directly on the A38 which has affected its condition and setting adjacent to a large highway junction sign. These works will improve the access to the gatehouse and allow it to be safely enjoyed by visitors. Works also include a phase 2 of improvements to Stover Lake. Phase 1 (carried out in RP1) was to create a reed bed to treat run off from the A38 which had been polluting the lake. This phase 2 to be completed in 2023-24 will remove the polluted silt which remains in the lake and help to return it to good condition.

Energy storage system

We are committed to providing the first tranche of energy storage systems to priority MSAs by the end of 2023 in support of government's high powered charge points vision for MSAs.

Innovation and Modernisation fund

In 2023-24 we will be investing in research and development of emerging technologies which have the potential to revolutionise travel on our roads.

Schemes we will be investing in will include:

As part of the Carbon agenda there is a need for National Highways to develop its capacity and capability to assess, report, and reduce the Greenhouse Gas ('carbon') impacts of all projects. In 2023-24, following design in previous years, we will deliver an innovative solution to standardise the way in which we estimate Whole Life Cycle Carbon for Enhancement, Operations and Maintenance and Renewal projects to meet this need.

An assessment of Fatal Risks conducted by the Executive Safety Committee in 2021 identified that the most likely fatal risk to a traffic officer is being hit by a moving vehicle whilst on the SRN. The review concluded that an automated warning alarm could significantly enhance the effectiveness of our Emergency Traffic Management (ETM) and safety of traffic officers. To address this, in 2023-24 we will implement a trial of an ETM Incursion Warning Alarm for use by traffic officers and an analytics package, to include and identify detailed risk profiles, driver behaviours and incursion risk heat mapping.

Digital for Customer

We have invested in Digital for Customers, a transformational programme that delivers technology innovation and business changes to enable us in National Highways to work innovatively both internally and with our customers. It will enable us to deliver a foundational capability to deliver connected services and enable autonomous vehicles in the future, improving data sharing and data quality.

This project will look to deliver data services that will provide information on planned and current lane closures, speed restrictions, roadside warning signs, emergency diversions and network feature descriptions such as low bridges. It will also look to provide supporting services and decision support tools such as quicker identification of incidents, to help manage our network more efficiently.

Preparing for the third road period

Every five years, government decides how to invest in and support our unique public road network. Year four is an important stage for negotiations between National Highways and DfT to develop a draft RIS that shapes our draft Strategic Business Plan (SBP) which is also tested by ORR to ensure it is efficient and deliverable (this is known as the Efficiency Review).

Our activities during 2023-24	
Developing the next Road Investment Strategy Programme	<p>In 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Deliver the draft SBP - subject to any government changes to milestones - and submit this to DfT and ORR ■ Complete preparation for ORR's Efficiency Review and establish a process to manage the formal Request For Information/query process.
Developing our pipeline of RIS4 schemes	<p>Following the Secretary of State's Written Ministerial Statement published on 09 March 2023 the schemes earmarked for RIS3 (2025-30) will continue to be developed and considered for inclusion within RIS4 (2030-35) (Annex D)*.</p> <p>*In line with the April 2023 government announcement, smart motorways earmarked for RIS3 (2025-30) have been cancelled</p>



M1, east of Daventry

Our activities during 2023-24

Strategic Planning and Route Strategies

To help facilitate smoother, more reliable journeys and improve the operation and maintenance of junctions and connections in and out of service areas, in 2023-24 we will:

- Continue our assessment on the extents of the SRN, taking forward the development of candidate routes identified in RIS2 and considering the overall case for future trunking parts of the wider Major Road Network/Local Road Network.
- Develop a framework informed by a series of case studies to consider how changes to ownership can improve operation of a junction.
- Use Route Strategies as a strategic network planning tool supporting local authorities and the wider development community around the SRN.
- Build our intelligence and understanding of sectors in the economy which are reliant on our network, including completion of our first Road Reliant Sector business survey.

To help open up new areas for housing or commercial development that does not adversely affect the safety, predictability or reliability of journeys on the SRN, in 2023-24 we will:

- Update and publish our National Highways' Planning Guide, in response to the updated Planning Circular.
- Lead, with DfT, introduction of new Transport Assessment Guidance. This is to be used by all involved in transport planning new developments, including those around the SRN requiring new connections.
- Produce a new Spatial Planning Advice Note for internal use, detailing the approach to considering how new connections are updated.
- Evolve our spatial planning approach in line with commitments in our Net Zero plan to ensure responses to Local Plans and planning applications minimise road travel and requirement for use of / mitigation on the SRN.
- Support wider government planning reform, including promoting lorry driver facilities within B8 and similar development, and being active in Local Transport Plans using Route Strategies as a platform. To include production of Lorry Parking Demand Assessment.

We will continue to refine the 20 Route Strategies published in Spring 2023 based on the feedback received on the Route Strategy Initial Overview Reports, for publication alongside the SBP. These final Route Strategies will be made more accessible using a wholly online format that will make a more immersive experience for internal teams, interested parties and our customers.

We will also work across the business to embed the objectives identified in the Route Strategies into the forward study programme for RIS3 development ensuring provenance from the Route Strategies to our investment programme.

To further evolve Connecting the Country – Our long term strategic plan to 2050 through engagement with our stakeholders and innovators, including starting the work on Our Future Network, which may in the medium-term lead to the type of future service offering on the SRN.

How we run our organisation

Attracting people with the right skills is essential to building and strengthening our organisational capability and ability to meet our strategic objectives. We are striving for a healthy balance of recruiting new people from the market and investing in the development of our existing people. We recognise that talent development and succession planning is an essential part of supporting our delivery over the second road period, and beyond.

Our activities during 2023-24

National Highways Transformation programme

We are delivering an organisation-wide change programme, designed to respond to the challenges of RIS2 and positioning us to be successful in RIS3 and beyond. In 2023-24 we will continue our development of a clear and compelling vision for change:

- Building on our integrated portfolio view of the Transformation Programme we will continue to align best practice across our workstreams. This supports the delivery of our continuing four priority areas of Net Zero Carbon, Digital Roads, Asset Management and Operating Model.

Our activities during 2023-24

National Highways Transformation programme

[Continued]

- Our Portfolio team have an established governance to support the reporting of benefits. This year, the Portfolio will be aligning with the Operating Model outcomes to support the delivery of our Executive Priorities.
- Our Operating Model group will align with the forward look to RIS3 to ensure we are setup to deliver the third road period by establishing enterprise level design activities in line with challenges and opportunities of RIS3.
- Last year we increased our focus on Process Management across the business and launched a new Business Management System. We will continue our ongoing work to continuously improve our processes, and migrate them into the new system.
- Within the Transformation team, we are also focussed on how we make change better. This year we are bringing together a common, companywide view of how to deliver change in a more consistent, uniform and systematic way, building on existing resources and adhering to well-recognised stage gates aligned to Association for Project Management methodology, thereby focussing on adoption and embedding new approaches and ways of working.

Right People, Places and Skills

Attracting and retaining people with the right skills is essential to building and strengthening our organisational capacity and ability to meet our strategic objectives. Over 2023-24 we will:

- Continue to improve the channels and campaigns to attract candidates into our Regional Operations Centre and traffic officer roles – via our newly dedicated talent acquisition resource.
- Deliver our National Highways recruitment transformation plan which will positively impact on operational resourcing levels.
- Develop our people capability across the organisation in our 12 key people capabilities.
- Design and implement strategic workforce planning capability and process.

To help secure opportunities to boost skills, apprenticeships, graduate schemes, women in engineering, local businesses, and getting people into work, over 2023-24 we will:

- Embed our centralised early talent model, increase the number of people on early talent programmes and continue to develop programme experience.
- Launch an education strategy including standardising and increasing participation in education activity across schools, colleges and universities.



National Highways apprentices and Chairman

Our activities during 2023-24	
Accountable Leadership	<p>Excellent leadership and people management capability is critical to our success as an organisation. Over 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Deliver a rigorous and engaging leadership development programme that equips our leaders to deliver a consistent and engaging employee experience. ■ Create and embed a physically and psychologically safe workplace that enables colleagues to contribute productively and bring their best selves to work. ■ Create a consistent and engaging employee experience with high trust and a sense of belonging to the organisation. ■ Develop an engaging and high performing organisation where colleagues are empowered to shape the success of the business.
A diverse and inclusive culture	<p>We want to create a safe, welcoming and inclusive work environment, where physical and psychological barriers are removed. Over 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Create safe, welcoming, and enabling work environments, through focussed awareness raising campaigns and removal of physical and psychological barriers. ■ Undertake annual targeted recruitment campaigns to attract diverse talent pools. ■ Undertake annual production and analysis of Pay Gap data and prioritised action plans to make improvements where required. ■ Undertake annual management assurance of equality, diversity and inclusion decision making activity carried out across the business through equality impact assessments.
Digital Roads	<p>In 2023-24 we will start the year by putting a Digital Change Management Office Team in place (blend of suppliers and internal staff) to:</p> <ul style="list-style-type: none"> ■ Maintain strategic assurance documentation. ■ Provide governance across the programme. ■ Manage stakeholders and communications. ■ Manage scope and facilitate prioritisation of new requests.
Continue the roll out of CHARM	<p>In 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Complete a review of our CHARM Advanced Traffic Management System. ■ Produce a plan to upgrade our Advance Traffic Management Systems in the east and southeast regions.
Fitting cabling	<p>We will fit cabling alongside our network and use fibre optic cables and digital technology to improve, and future proof, our services. The National Roads Telecommunications Services (NRTS) Transformation programme spans a number of RIS2 years given its size and complexity and is forecast to complete all work within the second road period. The migration of Core network services started in November 2022 and will take place over a period of up to 12 months, whilst ensuring continuity and quality of service to our operations teams. The final new Service Management Systems will be completed in 2023.</p>

Our activities during 2023-24	
Private Finance Initiative (PFI) funding	<p>We currently operate a number of DBFO contracts, awarded to the private sector through PFIs - roads which are funded and managed by private companies for a set period of time. Over 2023-24 we will:</p> <ul style="list-style-type: none"> ■ Finalise the agreement of the handback report on pavements and structures for the eight T1/1a PFI contracts and agree a renewal programme with each PFI. ■ On agreement of a renewal programme - agree a commercial cost for the delivery of the programme and management of the financial retention. ■ Commence the second inspection of all the other assets and a repeat of pavements and structures as per the contractual requirements. ■ Continue the programme of standard technical audits - a review of the data and records - to ensure the evidence is consistent and demonstrable for their management of the routes. ■ Have early engagement on the handover of the PFI routes for future maintenance by National Highways.
Delivering the Protocol services	<p>We will continue to deliver the functions included in the seven protocols we agreed with the Secretary of State relating to activities which are not core to our role as a strategic highways company. These are:</p> <p>Abnormal loads During 2023-24 we will continue to:</p> <ul style="list-style-type: none"> ■ Provide authorisation of Special Order permits (SO) and VR1 permits within England, Scotland and Wales. ■ Provide the Electronic Service Delivery for Abnormal Loads (ESDAL) system to allow proactive online management of the roads and structures for abnormal loads movements. ■ Manage the external contract for the ESDAL system. ■ Update the high and heavy load grids on an annual basis. ■ Ensure all routes must comply with the Department policy, for example, water preferred policy. <p>Dartford Crossing free-flow During 2023-24 we will continue to manage:</p> <ul style="list-style-type: none"> ■ Our suppliers / contracts (Emovis, Conduent, CDER, Marston Recovery, EPC) to cost and quality. ■ Wider stakeholder management (DFT, TEC, TPT). ■ Forecasting, budgeting and reporting (internal / external). ■ Adherence to corporate KPI for Freedom of Information (FOI), and correspondence.

Our activities during 2023-24

Delivering the Protocol services

Dartford and local authority pension schemes

We are responsible for discharging the liabilities from DfT's commitment to fund any future deficits for these pension schemes:

- To make payments to the appropriate fund related to the Road Construction Unit liabilities.
- To continue to nominate a trustee for the Dartford Pension scheme.
- To take account of actuarial reviews of the pension funds to which it makes contributions so that accurate provisions and disclosures are made in the National Highways accounts and to DfT.

National salt stocks

During 2023-24, we will:

- Collate and submit our annual salt stock return to DfT in early 2023-24 - based on surveys undertaken during February 2023. Data submission will also include details of any salt moved / used during the period leading up to survey date, if applicable.
- Store and maintain the national salt reserve using best practice, in particular by protecting against leaching from rainfall, inclement weather and keeping safe and secure. We will continue to undertake site inspections as and when required to ensure sites remain secure, salt covered and safe.
- Continue to manage the national salt storage contracts, including receipt of quarterly sheeting inspection and maintenance activities.
- Continue to respond to ad hoc requests from the DfT for salt stock data or update to any guidance notes DfT issues to highway authorities. This includes the annual setting of the price per tonne (currently £65) to local authorities to draw from the reserve.
- In the event of a national salt shortage, we will arrange for the collection of salt from the national salt reserve as specified by DfT and maintain a stock management system to enable accurate tracking and recording of all despatches from the national salt reserve.
- At the request of DfT, replenish the reserve to a level specified by the Department.
- Agree the strategic direction for national salt storage for RIS3.

Our activities during 2023-24

Delivering the Protocol services

M6 Toll

During 2023-24, we will:

- Assist the M6 Toll concessionaire when they are seeking approval of draft Traffic Regulations Orders from the Secretary of State.
- Ensure the M6 Toll Concessionaire's compliance with reporting requirements, including those for six monthly traffic figures, aspects of network occupancy, winter maintenance provisions and planned works.
- Have regular discussions with the M6 Toll concessionaire covering a range of matters relating to the operation of the road and the concession arrangements.

Severn River Crossings

During 2023-24, we will:

- Undertake feasibility studies and designs, in order to deliver significant engineering schemes on the Severn River Crossings, with construction planned in 2024-25 and further into RIS3.
- Enhance our asset data knowledge and use of structural monitoring equipment (Pearl and Mercury). This will allow us to better capture asset condition, report in real time and monitor the structural performance of the bridges. This will allow for better timed and effective maintenance interventions.
- Exercise functions, activities and obligations as set out in our licence as interpolated and/or relevant for the Severn River Crossings to ensure effective operation, service and safety continuity and performance and improvement of these national assets. Such activities are to include inspection and maintenance activities (including cyclic and reactive).
- Provide a winter maintenance service for the Severn River Crossings.
- Provide a traffic officer service including management of incidents and co-ordination of any closures for the Crossings.
- Manage the latent defects in the M48 crossing cables with an aim to reduce any liability and the cost of future maintenance through a proactive inspection programme.
- Keep DfT informed should the condition of the cables deteriorate, or should it be determined that a more rigorous inspection system needs to be put in place.
- Deliver technical approval authority responsibility for the Crossings.
- Develop long term asset management plans and appropriate investment requirements for the Crossings.

Our activities during 2023-24

Delivering the Protocol services

Technical regulations

We will continue the ongoing development and maintenance of standards, guidance, and specifications for all works on the motorway and all-purpose trunk road network. These will underpin the efficient delivery of cost-effective improvement, maintenance and operation of motorway and all-purpose trunk roads in the UK. We will make significant improvements to the Standards for Highways website including user accounts for update notifications and introduce HTML documents to support compliance with the accessibility requirements for government documents.

In addition, we will deliver cross-government projects that sit outside of the RIS2:

- We will continue to develop and deliver a second-generation free-flow charging service (primarily driven by Dartford Crossing – Dart Charge replacement). And complete the successful transfer to 2nd generation Dart Charge scheme.
- Against our updated protocol agreement, we will manage the Historical Railways Estate (HRE) on behalf of the Secretary of State for Transport. We will manage the HRE structural assessment and repair programme to drive risk reduction and sensitive asset management, ensuring our capital programme is well planned.

We will:

- continue to prioritise stakeholder management ensuring Stakeholder Advisory Forum members, and other stakeholders within the sector, are engaged and supported.
- proactively work with the sector to ensure HRE stories are shared and understood, with any opportunities capitalised upon.





Boundary fencing maintenance

Annex A: RP2 Funding Table 2023-24

£m	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Operations and maintenance (Opex)	1,034	1,014	1,029	1,033	1,079	5,189
Operations and maintenance (Capex)	238	350	322	259	202	1,371
Renewals	734	858	902	859	914	4,267
Enhancements	2,027	1,773	1,983	2,228	2,474	10,485
Designated funds	162	150	165	232	247	956
RP3 preparation and development	20	70	130	180	143	543
How we run our network (Opex)	167	146	162	171	174	820
How we run our network (Capex)	76	85	66	66	85	378
Total	4,458	4,446	4,759	5,028	5,318	24,009

Note: some activities are classified differently in this table compared to the Statement of Funds Available (SoFA)

As agreed with the government this plan was originally £27,358m as set out in the RIS and which was re-profiled in Spending Review 2020 as well as including additional funding (£146m) for the acceleration of the A66 as part of Project Speed. The funding profile and total £24,009m has been amended to reflect the outcome of the 2021 Spending Review (SR21) as confirmed in the government's Autumn Budget. The Enhancements total post SR21 funding has been re-categorised from £10,535m to £10,485m with a project now being shown in RP3 preparation and development and the moveable barrier on the M20 being shown in Enhancements (from Operations and Maintenance capex). Note, that the split of spending between years and categories is subject to change within the total RIS funding remaining at £24,009m. These changes include an agreed transfer of £100m from capex funding to opex in 2023-24. A similar transfer of £100m of capex to opex funding has been requested for 2024-25. We were allocated additional funding of £49m during 2020-21 to 2020-24 for deliverables outside the scope of RIS2 such as: the Historical Rail Estate (HRE) and Operation Brock. Additional funding will be agreed during 2023-24 for these items. These amounts are not included in the table above which captures the funding within the scope of RIS2 only.

Annex B: Performance metrics

Key Performance Indicators (KPIs)

Unique ID	Metric	Target	Target type	Unit	2020-21 performance target	2021-22 performance target	2022-23 performance target	2023-24 performance target	2024-25 performance target
Outcome: Improving safety for all									
1.1	The number of people killed or seriously injured (KSI) on the SRN	Ongoing reduction in the number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline	Achieve	Number	Ongoing reduction				At least a 50% reduction in KSIs by the end of 2025, against the 2005-09 average baseline
Outcome: Providing fast and reliable journeys									
2.1	Average delay	Performance to be no worse at the end of the second road period than it was at the end of the first road period	Ambition	Seconds per vehicle per mile	N/A	N/A	N/A	N/A	Ambition of being no worse than at the end of the first road period
2.2	Roadworks network impact	Roadworks network impact to not exceed the monthly average target of weighted lane metre days set for each year	Achieve	Weighted lane metre days	97.5% (against first road period network availability metric)	43 million	47 million	48 million	47 million
2.3	Incident clearance rate	86% of motorway incidents cleared within one hour	Achieve	%	86%	86%	86%	86%	86%
Outcome: A well-maintained and resilient network									
3.1	Pavement condition (road surface)	Percentage of the network (as defined by Highways Agency Pavement Management System, excluding DBFOs) in good condition to be maintained at 96.2% or above*	Achieve	%	95%	95%	96.2%	96.2%	96.2%

*New pavement metric and performance target introduced in 2022-23

Unique ID	Metric	Target	Target type	Unit	2020-21 performance target	2021-22 performance target	2022-23 performance target	2023-24 performance target	2024-25 performance target
Outcome: Delivering better environmental outcomes									
4.1	Noise	7,500 households benefiting from noise reduction in mitigated 'noise important areas', defined by Defra, using funding from the Environment and Wellbeing fund during the second road period	Achieve	Number	N/A	N/A	N/A	N/A	7,500 households benefiting from noise reduction in mitigated noise important areas
4.2	Biodiversity	Achieve no net loss of biodiversity across all National Highways activities by the end of the second road period	Achieve	Biodiversity units	N/A	N/A	N/A	N/A	No net loss over RP2. No less than 130,848.1 biodiversity units
4.3	Air quality	Bring links agreed with the department and based on the Pollution Climate Mapping model into compliance with legal NO2 limits in the shortest timescales possible	Achieve	Number of links	Following periodic reviews of the Pollution Climate Mapping model by DfT and Joint Air Quality Unit, they will recommend the number and locations of existing sections of the SRN (links) likely to exceed the annual mean NO2 legal limit value. We will undertake a detailed assessment of those links and, after agreement of the outcomes with DfT and Defra, we will, where required, introduce measures to help support compliance in the shortest timescales possible				
4.4	National Highways carbon emissions	Reduce National Highways carbon emissions as a result of electricity consumption, fuel use and other day to day operational activities during the second road period by 67%* from April 2017-March 2018 baseline of 90,286 tonnes	Achieve	Tonnes of carbon	N/A creating baseline	Ongoing reduction	Ongoing reduction	Ongoing reduction	Less than 30,148* tonnes
Outcome: Meeting the needs of all users									
5.1	Road user satisfaction	Achieve an 73%** road user satisfaction score (82% road user satisfaction score in 2020-21 and 2021-22) with year-on-year increases in following years.	Achieve	%	82%***	82%***	82%***	73%**	TBC
5.2	Roadworks information timeliness and accuracy	Achieve 90% accuracy of roadworks information seven days in advance of works by 2024-25, with an increasing trajectory of improvement through the second road period from the level of performance achieved by the end of the first road period	Achieve	%	Increasing trajectory of improvement through the second road period from the level of performance achieved by the end of the first road period				90%
Outcome: Achieving efficient delivery									
6.1	Total efficiency	Demonstrate efficiency of £2.111bn**** of capital and operational expenditure by the end of the second road period	Achieve	£bn	£233.3m*****	£471m*****	£776m*****	£1,220m*****	£2.111bn

Table 1 KPIs

*Agreed revised target for 2023-24. The additional tc02e relating to grid decarbonisation was calculated to be 7,576 tc02e which increases the original target to 30,148 tc02e; and resulted in a 66.608% reduction (67% is the rounded reduction).

**Performance target introduced for 2023-24 (based on 10 months of data rather than 1-2 years which is best practice)

***Due to the social distancing restrictions no data was available and due to the alternative methodology the suspension of target was approved.

****Agreed revised efficiency target following SR21 reduction in the SoFA, and government's Transport Select Committee response.

*****This is an indicative efficiency milestone and not a performance target.

Performance Indicators (PIs)

Unique ID	Metric	Unit
Outcome: Improving safety for all		
1.2	The total number of people killed or injured on the SRN	Number
1.3	The number of non-motorised and motorcycle users killed or injured on the SRN	Number
1.4	The number of injury collisions on the SRN	Number
1.5a	The accident frequency rate for National Highways staff	Accidents per 100,000 hours worked
1.5b	The accident frequency rate for National Highways supply chain employees	Accidents per 100,000 hours worked
1.6	The % of traffic using iRAP 3 star or above rated roads	%
Outcome: Providing fast and reliable journeys		
2.4	Delay on smart motorways	Seconds per vehicle per mile
2.5	Delay from roadworks	Minutes per hour travelled
2.6	Journey time reliability	Seconds per vehicle per mile
2.7	Delay on gateway routes	Seconds per vehicle per mile
2.8	Average speed	Mph
Outcome: A well-maintained and resilient network		
3.2	Structures condition	Average condition score/critical condition score/% of structures rated 'good' in opinion of inspector
3.3	Technology availability	% of time when available and functioning
3.4	Drainage resilience*	% length of carriageway that does not have an observed significant susceptibility to flooding
3.5	Geotechnical condition	% length in good condition
Outcome: Delivering better environmental outcomes		
4.5	Supply chain carbon emissions	Tonnes of CO2e and tonnes of CO2e/£m
4.6	Condition of cultural heritage assets	Condition score
4.7	Water quality	Km of watercourse enhanced
4.8	Litter	% of SRN where litter is graded at A or B
Outcome: Meeting the needs of all users		
5.3	Timeliness of information provided to road users through electronic signage	Average time (mins:secs) to set manual signs and signals on motorways
5.4	Ride quality**	% of pavement asset (surveyed network) where both Roughness Index and Bump Index remain below their respective thresholds
5.5	Working with local highways authorities to review diversion routes for unplanned events	% of local highway authorities engaged with
Outcome: Achieving efficient delivery		
6.2	Cost performance index and schedule performance index	Index

Table 2 PIs

*From 2024-25 it is intended that this metric will be weather normalised

**Enhanced ride quality metric for 2023-24 that better reflects road users' experience

Descriptive commitments

Commitment description	Completion date
Outcome: Improving safety for all	
Work with Transport Focus to investigate a rate-based measure for non-motorised user casualties	Ceased
iRAP baseline to be established in 2021, and 2025 forecast developed, based on latest iRAP methodology	Complete
Outcome: Providing fast and reliable journeys	
Working with Transport Focus, investigate the development of new metrics on journey time reliability which reflects more accurately road users' understanding of reliability, and delay from roadworks	Development to be completed during the second road period
Investigate new PIs on delays from incidents and delays on the local road or SRN boundary, and an alternative performance measure for smart motorways operation to keep track that these roads are delivering their intended journey-time related objectives	Development to be completed during the second road period
Outcome: A well-maintained and resilient network	
Implement the Asset Management Development Plan for the second road period	Annual deliverables
Investigate an improved structure condition metric during the second road period, and an alternative indicator for technology assets	Development to be completed during the second road period
Outcome: Delivering better environmental outcomes	
Investigate, and as appropriate develop, new environmental metric(s) informed by the natural capital approach	Ceased
Investigate and assess incorporating into new and existing contracts air quality standards for supply chain vehicles deployed on National Highways work, and associated reporting requirements. A more detailed timetable for these investigations will be produced in year 1 of the second road period, as well as potential implementation opportunities identified by that stage	End of the second road period
Outcome: Meeting the needs of all users	
Review Strategic Roads User Survey performance in year 2 of the second road period to determine the road user satisfaction targets for post 2021-22	Complete
Develop with Transport Focus during the second road period a measure of ride quality which reflects road users' experience of the network	Complete
Investigate expanding the scope of the timeliness of electronic signage information PI to potentially include the time taken to adjust and clear signs	Ceased
Work with Transport Focus to develop satisfaction surveys for cyclists and walkers that can be used, if possible, as the basis of a PI later in the second road period	During/end of the second road period
Work with Transport Focus to develop satisfaction surveys for logistics and coach managers that can be used, if possible, as the basis of a PI later in the second road period	During/end of the second road period
Investigate expanding the scope of the working with local highways authorities PI to include diversion routes linked to planned roadworks	Ceased
Outcome: Achieving efficient delivery	
Investigate and look to develop new or improved metrics to monitor cost and schedule for enhancement scheme development and construction, engaging with ORR	N/A

Table 3 Descriptive commitments

Annex C: Enhancements scheme list

Enhancements

North-east schemes			
Scheme number	Scheme	Start of works	Open for traffic
1	A1 Scotswood to North Brunton	Started	Opened
2	A19 Testo's	Started	Opened
3	A19 Norton to Wynyard	Stared	Opened
4	M621 junctions 1 to 7	Started	2024-25 Q2
5	A61 Westwood roundabout	Started	Opened
6	A1 Morpeth to Ellingham	TBC*	TBC*
7	A1 Birtley to Coal House	Started	2024-25 Q4
8	A19 Downhill Lane	Started	Opened
9	A63 Castle Street	Started	2024-25 Q4
10	M62 junctions 25 to 30 upgrade	Cancelled**	Cancelled**

* Revised commitment dates to be agreed following planning consent decision.

** Scheme cancelled following Government announcement on smart motorways.

North-west schemes			
Scheme number	Scheme	Start of works	Open for traffic
11	A585 Windy Harbour to Skippool	Started	2023-24 Q4
12	M62 junctions 20 to 25	Cancelled*	Cancelled*
13	M6 junction 19	Started	Opened
14	A66 Northern Trans-Pennine	2023-24 Q4	RP3
15	A5036 Princess Way	RP3	-
16	M6 junctions 21a to 26	Started	2024-25 Q1**
17	Mottram Moor Link Road and A57 link road	TBC***	TBC***
18	M56 junctions 6 to 8	Started	2023-24 Q2**
19	M60/M62/M66 Simister Island interchange	2024-25 Q4	-

* Scheme cancelled following Government announcement on smart motorways.

** Date revised due to delivery challenges.

*** Revised dates to be determined following outcome of challenge to planning approval.

Midlands schemes			
Scheme number	Scheme	Start of works	Open for traffic
20	A500 Etruria	Started	Opened
21	M6 junctions 13 to 15	Started	Opened
22	M42 junction 6	Started	RP3*
23	A46 Coventry junctions	Started	RP3
24	M40/M42 interchange	Cancelled*****	Cancelled*****
25	A45/A6 Chowns Mill junction	Started	Opened
27	A38 Derby junctions	TBC**	RP3
28	M54 to M6 link road	TBC***	RP3
29	A5 Dodwells to Longshoot	Cancelled	Cancelled
30	A52 Nottingham junctions	Started	RP3****
31	M6 junction 10	Started	2023-24 Q4*
32	A46 Newark bypass	RP3	-
33	M42 junctions 4 to 7 upgrade DHS running to ALR	Cancelled*****	Cancelled*****
34	M6 junctions 4 to 5 upgrade DHS running to ALR	Cancelled*****	Cancelled*****
35	M6 junction 5 to 8 upgrade DHS running to ALR	Cancelled*****	Cancelled*****
36	M6 junctions 8 to 10a upgrade DHS running to ALR	Cancelled*****	Cancelled*****

* Date revised due to delivery challenges.

** Revised commitment dates to be agreed following planning consent decision.

*** Date to be revised due to delivery challenges.

**** Date revised due to complex planning issues and network constraints.

***** Scheme cancelled following Government announcement on smart motorways.

East schemes			
Scheme number	Scheme	Start of works	Open for traffic
26	M1 junctions 13 to 19	Started	Opened
37	A14 Cambridge to Huntingdon	Started	Opened
38	A47 Wansford to Sutton	2023-24 Q4	RP3
39	A47 Great Yarmouth Harfreys Junction*	Started	2023-24 Q3
40	A47 Guyhirn junction	Started	Opened
41	A47 North Tuddenham to Easton	TBC**	TBC**
42	A47 Thickethorne junction	TBC**	TBC**
43	A47 Blofield to North Burlingham	TBC**	TBC**
44	A428 Black Cat to Caxton Gibbet	2023-24 Q4	RP3
45	A12 Chelmsford to A120	2023-24 Q4	RP3
46	M1 junctions 10 to 13 upgrade DHS running to ALR	Cancelled***	Cancelled***
71	A47 Great Yarmouth Vauxhall Junction*	RP3	RP3

* Scheme scope confirmed and separated to enable progress of the overall Great Yarmouth improvements.

** Revised dates to be determined following outcome of challenge to planning approval.

*** Scheme cancelled following Government announcement on smart motorways.

South-east schemes			
Scheme number	Scheme	Start of works	Open for traffic
47	M4 junctions 3 to 12	Started	Opened
48	A34 Newbury to Oxford enhancements	Started	Opened
49	M3 junctions 9 to 14	Cancelled*	Cancelled*
50	M27 junctions 4 to 11	Started	Opened
51	M25 junction 25	Started	Opened
52	M25 junction 28	Started**	RP3
53	M25 junctions 10 to 16	Cancelled*	Cancelled*
54	M25 junction 10	Started	RP3
55	M3 junction 9	2024-25 Q4***	RP3
56	M27 Southampton junction 8	TBC****	RP3
57	A27 Arundel bypass	RP3*****	-
58	A27 Worthing and Lancing improvements	2024-25 Q4	RP3
59	A31 Ringwood	Started	Opened
60	A2 Bean and Ebbsfleet	Started	Opened
61	M2 junction 5	Started	2024-25 Q4
62	A27 East of Lewes package	Started	Opened
63	Lower Thames Crossing	2024-25 Q4*****	RP3*****
70	A21 Safety Package	Started	2024-25 Q4

* Scheme cancelled following Government announcement on smart motorways.

** Scheme has started works six months ahead of 2023-24 commitment.

*** Rescheduled due to redesign resulting from the pause to new all lane running schemes.

**** Scheme start of works to be confirmed following outcome of public inquiry.

***** Deferred to RIS3 as part of Written Ministerial Statement on 9 March 2023.

***** Construction to be rephased by two years as part of Written Ministerial Statement on 9 March 2023.

South-west schemes			
Scheme number	Scheme	Start of works	Open for traffic
64	A303 Sparkford to Ilchester	Started	2023-24 Q4
65	A303 Amesbury to Berwick Down	TBC*	RP3
66	A358 Taunton to Southfields	2024-25 Q4	RP3
67	A30 Chiverton to Carland Cross	Started	2023-24 Q4
68	A417 Air Balloon	Started**	RP3
69	M4 junctions 19 to 20 and M5 junctions 16 to 17 upgrade DHS running to ALR	Cancelled***	Cancelled***

* Revised commitment dates to be agreed following planning consent decision.

** Scheme started works in February, delivering to original commitment of 2022-23 Q4 as set out in the Delivery Plan 2020-25.

*** Scheme cancelled following Government announcement on smart motorways.

Housing infrastructure fund and housing investment grant schemes			
Scheme	Region	Start of works	Open for traffic
A120: Tendring/Colchester Border Garden Community*	East	2023-24	RP3
M5 junction 10 and link road*	South-west	2024-25***	RP3
A249: Swale transport infrastructure*	South-east	Started	2024-25
M6: South Lancaster Growth Catalyst – junction 33a*	North-west	2024-25	RP3
A5 Dordon to Atherstone**	Midlands	RP3	RP3

* These schemes will be delivered by local authorities with our support and are subject to future planning decisions.

** This scheme will be delivered by National Highways and is subject to future planning decisions.

*** Scheme now requires a development consent order, therefore the start of work has been revised.

Schemes delivered by third parties with a funding contribution from National Highways			
Scheme	Region	Start of works	Open for traffic
A5 Towcester relief road	Midlands	Started	RP3
M11 junction 7a	East	Started	Opened
M55 junction 2	North-west	Started	2023-24
M62 junction 19	North-west	Started	Opened

These schemes will be delivered by third parties with our support.

Annex D: List of uncommitted pipeline schemes

North schemes	Midlands schemes
A19 North of Newcastle junctions	M6 junction 15 Potteries Southern Access
A64 Hopgrove	A483 Pant-Llanymynech Bypass (in cooperation with the Welsh Government)
M1 Leeds Eastern Gateway	M1 North Leicestershire extra capacity^
M1/M62 Lofthouse Interchange	M1 Leicester Western Access
M6 junctions 19-21a Knutsford to croft extra capacity^	A5 Hinckley to Tamworth
M1 junctions 35a-39 Sheffield to Wakefield extra capacity^	
A1 Doncaster to Darrington	
M6 junction 22	
Manchester South East junction improvements	
Manchester North West Quadrant	
^ Scheme cancelled following government announcement on smart motorways.	
East schemes	South schemes
A47/ A1101 Elm Road junction	Severn Resilience Package
A11 Fiveways junction	A404 Bisham junction
M11 junction 13 Cambridge West	A2 Brenley Corner
A12/A14 Copdock interchange	A303 Phase 2 upgrade*
A120 Braintree to A12	A3/A247 Ripley South
Tilbury link road	A2 Dover Access
A34 North and South Oxford	A27 Lewes to Polegate
A14 Junction 10a	A27 Chichester improvements
	M27 Southampton Access
	A38 Trerulefoot-Carkeel safety package
	A404/M40 junction 4 High Wycombe
	M5 junction 9**

*A303 South Petherton to Southfield

**Progressed by Gloucestershire County Council in accordance with National Highways Project Control Framework.

Annex E: Changes we have made

Changes to business commitments		
Item	Reason for change	Changes from previous Delivery plan
Dealing with adverse weather - Following a study to determine the best locations for replacement weather stations - this year we will commence the first year of the on-site replacement, of the highest priority weather stations	Weather station replacement programme contract has been agreed and awarded - the equipment has been purchased, however installation will be completed in 2023-24 and 2024-25	Commencement of installation moved from 2022-23 to 2023-24
Dealing with adverse weather - severe weather warning trial, we will engage with key stakeholders and determine whether to roll out this new format	Resource constraints and focus on the new four-year Weather Forecasting Information Services	Conclusion of the severe weather warning trial will be in 2023-24
Timeliness of information provided to road users through electronic signage - continue to develop the work of our National Signs and Signal Metric (NSSM) Best Practice Group	NSSM was paused - due to the introduction of CHARM, it was no longer of relevance. Many elements previously requiring manual intervention (measurable via NSSM) are now automated (measure not required)	Delivery extended from 2022-23 to 2023-24. Working with TF/ORR on what an appropriate metric would look like in the future
Diversion routes - Use of new legends (message signs) on our roadside - formalise our position going forwards and create the climate for their adoption in all regions	Focus on delivering a programme of customer audits of diversion routes due to overnight road closures. This provided further insight (customer pain point), one element being the signage used to inform customers when on the route. The output of these audits will be used to inform a wider improvement programme during 2023-24	Project extended from 2022-23 to 2023-24
Cultural Heritage - The remaining 11 Cultural Heritage Asset Management Plans (CHAMPS) will all be brought up-to-date during 2022-23	One CHAMP is still outstanding	Outstanding CHAMP will be brought up-to-date in 2023-24
Litter - refresh our customer service standard for reducing litter on the SRN	A refreshed standard has been produced and is going through final formal governance before being published via DMRB	Continued delivery moved from 2022-23 to 2023-24

Changes to business commitments		
Item	Reason for change	Changes from previous Delivery plan
Protocol - roll out delivery of the new ESDAL system (Electronic Service Delivery for Abnormal Loads)	Work is ongoing with our suppliers on the new iteration on the ESDAL system	Extended from 2022-23 to 2023-24.
Protocol - Develop internal detailed long-term asset management plans for our bridges in Specialist Bridges Inspection and Maintenance	The Asset Management Plans are still being developed. Phase 1 (initial draft) for the SBIM Assets Management Plans have been completed	Phase 2 of the Asset Management Plans will be undertaken in 2023-24
Designated funds - A5 Oswestry Roundabouts Congestion Scheme, designing and starting implementation	Detailed design ongoing due to change of contract and requirement for additional surveys	Start on site changed from 2022-23 to 2023-24 delivery
Designated funds - Continue work on the A27 Bus Demonstration project	Feasibility will not be completed until surveys are completed	Continued delivery moved from 2022-23 to 2023-24
Designated funds - To improve the experience of cyclists and pedestrians using or crossing the SRN, enhance the A1 at J66 (Eighton Lodge roundabout), and J67 (Coal house roundabout)	Project has feasibility approval, design and build will take place in 2023-24	Continued delivery moved from 2022-23 to 2023-24
Designated funds - Start construction on our habitat restoration project at Billingham Beck	Delayed because of the need for additional surveys and the presence of nesting birds	Start changed from 2022-23 to 2023-24
Designated funds - Deliver a project to protect and restore a scheduled monument comprising of an historic trackway in the Salisbury Plain region	Resources and changeover of design contract - no opportunity to complete design	Design and build moved from 2022-23 to 2023-24
Designated funds - National Urban Traffic Control Signals project completed and will deliver a single consistent platform and a digital infrastructure, modernising roadside signal equipment	Delivery not possible due to global component shortage issues and delay for communications packages	Delivery moved from 2022-23 to 2023-24
Designated funds - Design and deliver a flood mitigation project at the Queen Elizabeth Country Park near the A3	Feasibility not complete	Feasibility changed from 2022-23 to 2023-24

Changes to the major enhancements programme		
Item	Reason for change	Changes from previous Delivery plan
M3 Junction 9	Scheme rescheduled due to redesign resulting from the pause to new ALR schemes, specifically the M3 J9-14	Start of works deferred from 2023-24 Q4 to 2024-25 Q4
M4 Junctions 3-12	Scheme rescheduled to accommodate the impact of embargo on roadworks during funeral period for the Her Majesty the Queen	Open for traffic deferred from 2022-23 Q2 to 2022-23 Q3
A47 Blofield to North Burlingham A47 North Tuddenham to Easton A47 Thickthorn Junction Mottram Moor Link Road & A57 Link Road	Schemes to be rescheduled as a result of challenge to planning approval	Revised commitment dates to be determined following outcome of challenges
A428 Black Cat to Caxton Gibbet	Scheme rescheduled as a result of challenge to planning approval	Start of works deferred from 2022-23 Q3 to 2023-24 Q4
A1 Morpeth to Ellingham A303 Amesbury to Berwick Down A38 Derby Junctions	Schemes to be rescheduled due to planning consent decision delay	Revised commitment dates to be agreed following planning consent decision
A47 Wansford to Sutton	Scheme rescheduled due to planning consent decision delay	Start of works deferred from 2022-23 Q4 to 2023-24 Q4
A27 Arundel Bypass	Deferred to RIS3 as per Written Ministerial Statement on 9 March 2023	Start of works deferred to RP3 and open for traffic beyond RIS3
M62 Junctions 25-30 upgrade M62 Junctions 20-25 M40/M42 Interchange M42 Junctions 4-7 upgrade M6 Junctions 4-5 upgrade M6 Junctions 5-8 upgrade M6 Junctions 8-10a upgrade M1 Junctions 10-13 upgrade M3 Junctions 9-14 M25 Junctions 10-16 M4 J19-J20 & M5 J16-J17 upgrade	Schemes cancelled following government announcement on smart motorways	Previously paused smart motorway schemes now cancelled
A47 Great Yarmouth Junctions	Separated the original scheme into two projects to enable progress of the overall Great Yarmouth improvements	Scheme separated into two projects - see Annex C, schemes 39 and 71
RIS3 Pipeline to RIS4 change	RIS3 pipeline schemes deferred to RIS4 as per Written Ministerial Statement on 9 March 2023	RIS3 pipeline now RIS4 pipeline

Glossary

All lane running (ALR)	All lane running (ALR) motorways add variable mandatory speed limits to control the speed and smooth the flow of traffic and increase capacity by permanently converting the hard shoulder into a running lane. ALR motorways feature emergency areas, which are places to stop in an emergency. To further enhance safety, stopped vehicle detection technology is put in place on all ALR motorways.
Asset Delivery	This approach enables us to directly manage maintenance operations and scheme delivery. Through Asset Delivery, we will improve our asset knowledge and increase our control, including over interventions, planning and sequencing. This will improve safety and quality, as well as reducing disruption and delivering better long-term value for money.
Asset management	The coordinated activity of an organisation to realise value from assets.
CHARM	Common Highways Agency Rijkswaterstaat Model project.
Designated funds	During the first road period, the government created a series of designated funds, to address a range of issues over and above the traditional focus of road investment, including: growth and housing, innovation, environment, air quality, and cycling, safety and integration.
DfT	Department for Transport.
Digital Roads	Digital roads is a concept we have developed based on using connectivity, data and technology to improve the way the SRN is designed, built, operated and used.
Driving for Better Business	A government-backed National Highways programme to help employers in both the private and public sectors reduce work-related road risk, decrease the associated costs and improve compliance with current legislation and guidance.
Dynamic hard shoulder (DHS)	Dynamic hard shoulder motorways apply variable mandatory speed limits to control the speed and smooth the flow of traffic and temporarily increase capacity by using the hard shoulder as a running lane at the busiest times. Electronic signs and signals instruct drivers when the hard shoulder is available to use for live running. When the hard shoulder is operating as a live lane, the speed is set at a maximum of 60mph. DHS motorways feature emergency areas, which are places to stop in an emergency.
Environment Agency	A non-departmental public body sponsored by the Department for Environment, Food and Rural Affairs, with responsibilities relating to the protection and enhancement of the environment in England.
First road period	The initial road period that followed roads reform (2015-2020).
HGV	Heavy goods vehicle.
Housing Infrastructure Fund	A government fund available to local authorities for infrastructure to unlock housing.
International Road Assessment Programme (iRAP)	The umbrella programme for Road Assessment Programmes (RAPs) worldwide that are working to save lives.
KPI	Key performance indicator – a key metric used to define and measure progress towards organisational objectives.

Metric	The individual measurements that we are judged on, that fit within the performance specification.
National Traffic Information Service	Provides up-to-the-minute traffic information for the strategic road network in England.
Noise important area (NIA)	Areas in England are adjacent to major roads.
ORR	Office of Rail and Road.
PFI	Private Finance Initiatives.
Protocols	Additional services to our day-to-day operational activities, not core to our role as a strategic highways company.
RIS1	First Road Investment Strategy (2015-2020).
RIS2	Second Road Investment Strategy (2020-2025).
RIS3	Third Road Investment Strategy (2025-2030).
RP2	Road period 2 (2020-2025).
RP3	Road period 3 (2025-2030).
Road Investment Strategy	Government's long-term strategy for the strategic road network. It is where government sets the performance and investment objectives for National Highways and the funding it will make available for each Road Period.
Route strategies	Route strategies present a high-level view of performance and constraints on existing road network as well as recommending areas for further study.
Second road period	Road period 2 (2020-2025).
Third road period	Road period 3 (2025-2030).
Smart motorways	Smart motorway is a generic term for a section of motorway that uses traffic management methods to increase capacity and reduce congestion in particularly busy areas. These methods include using the hard shoulder as a running lane and using variable speed limits to control the flow of traffic. There are three types of smart motorway, all lane running, dynamic hard shoulder and controlled.
Strategic road network (SRN)	The network of roads managed by National Highways, comprising motorways and some A-roads
Transport Focus	The 'watchdog' responsible for gathering the views of SRN users and using them to shape policy and decision making.

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Registered office Bridge House, 1 Walnut Tree Close, Guildford GU1 4LZ

National Highways Limited registered in England and Wales number 09346363