

Interim Period Delivery Plan

April 2025 - March 2026

Contents

Foreword	The strategic importance of the SRN	What we will deliver
03	05	15
Looking to the future and next steps	Glossary	
36	38	
Annex		
Annex 1 Funding for 2025-26	Annex 2 Performance specification	Annex 3 Capital specification
40	41	46
Annex 4 Renewals assets for assurance	Annex 5 Enhancement schemes programme plan	Annex 6 Protocols
48	49	51
Annex 7 Safety Action Plan 2025-26	Annex 8 Customer and Delay Action Plan 2025-26	
52	58	

Foreword

We are proud to operate, maintain, renew and improve the strategic road network (SRN): England's 4,500 miles of motorways and major A-roads, and one of the country's most important assets. Our purpose as an organisation remains clear: to connect the country.

Every day, over four million customers use our network. Our vital roads keep daily lives and businesses running as people, communities and businesses need and expect. Our network binds together the regions and nations of the UK, as well as serving the Channel Tunnel, major ports and airports, enabling international trade and travel.

In these ways, the SRN plays a vital role in government's mission to kickstart economic growth. Our network is critical to manufacturers, distributors and retailers alike, as well as supporting new developments that create jobs and housing and providing access to employment and education.

Planning for a one-year settlement

Since 2015, we have received our funding from government through five-year investment cycles or road periods, set through the *Road Investment Strategy* (RIS) process.

These five-year cycles have been invaluable, allowing us to plan and grow our capability to deliver, as well as providing stability and certainty to our supply chain. Perhaps most importantly, they have also enabled us to focus on how we can drive better, more efficient outcomes for our customers.

The most recent strategy (RIS2), covering the second road period, ran until the end of March 2025. In the Written Ministerial Statement on 24 March 2025, the Secretary of State for Transport announced that, for 2025-26, strategic roads will be funded through a one-year interim settlement.

While government intends to set a new multi-year strategy, this requires time to plan following the Spending Review announced in June 2025. Our document therefore sets out our delivery plan for the interim period of 2025-26.

Keeping the country moving

For us, 2025-26 will be a year of continuing our vital work to keep the country moving, and laying the foundations for the third road period.

The SRN best supports growth and prosperity for people, the country and the economy when it runs safely, reliably and smoothly. In 2025-26, this will mean focusing on managing the extensive network that we already have and driving forward vital improvements.



Nick Harris,
Chief Executive Officer,
National Highways

We know, in particular, that we need to tackle the challenge of managing an ageing network and renewing our ageing assets. While this is not a new requirement, it is an increasingly important one to help the different parts of our network safely and reliably provide their function. To manage this, we will invest **£1.3 billion** into delivering network renewals. Alongside this, through our investment of **£1.4 billion** into our daily operations, we will continue to deliver our network and traffic management services, which are relied upon by customers across the country.

Importantly, we will also invest **£1.3 billion** into delivering and progressing enhancement schemes that were commitments in RIS2. These will play a critical role in helping us increase capacity and connectivity for our customers, as well as driving economic growth for the country. At the start of 2025-26, we will have 11 schemes under construction. During the year, two of these will complete and open for traffic (A63 Castle Street and M25 Junction 28). Two further schemes will start works during the year (M3 Junction 9 and A47 Thickthorn Junction).

Continuing to deliver for our customers and stakeholders

As always, we remain committed to connecting the country in a way that supports a thriving environment, with roads acting as a force for good. This includes understanding and working to improve the experience of all those who use or are impacted by the SRN, whether drivers, walkers, wheelers, cyclists or the communities who live alongside our roads. This also means delivering our safety and environmental requirements, and working to create a greener, more sustainable road network.

In this area, our **£89 million** of investment through designated funds will be invaluable, enabling us to make comparatively small investments that will have a large societal impact. This includes a focus on innovation and research, representing a sector-wide drive to modernise our network, our relationship with customers and our environmental impact.

Laying the foundations for future years

As a publicly-funded organisation, we recognise the importance of representing our activities in a fair and balanced way, enabling independent monitoring by the Office of Rail and Road (ORR). This will allow us to demonstrate progress over consecutive years and road periods in the areas that we know are important to our customers and stakeholders.

In some areas, we have evolved how we will demonstrate performance, whether to recognise the factors which are not wholly within our control or in response to the restrictions of operating within a single-year settlement and the timings of when benefits will be realised. While a one-year settlement brings with it some challenges, we are confident that, together with our supply chain, we can continue delivering strong benefits to our customers, the country and the economy, while also supporting government in meeting the broader challenges facing the nation.

Looking to the future, we have no doubt that the SRN will remain a vital service for the UK. Our one-year delivery plan will enable government to take the time to set out its longer-term approach for sustained investment in the SRN in a fiscally responsible manner, supporting its 10-year infrastructure strategy and enabling people and places to prosper.

Purpose of this Interim Period Delivery Plan

This document details our delivery plan for the interim period: 2025-26. In it, we set out the context for what we do, key themes of work and, importantly, our monitorable commitments for 2025-26.

The ORR, in its statutory role as Highways Monitor, will hold us to account against our delivery of these monitorable commitments, the Licence and DfT's Statutory Directions and Guidance, which have been issued to us.

Chapter 1 : The strategic importance of the SRN

Overview

- In this chapter, we set out how our network is a vital part of everyday life, fundamental to enabling the country to function, thrive and grow.
- We describe how our management of the SRN is guided by a clear strategic direction. Planning for every road period is grounded in detailed knowledge of the needs of every part of our network and guided by the priorities of government, our customers, communities and stakeholders.
- Finally, we set out how we have developed our delivery plan for 2025-26 to help us keep the country moving safely and reliably. Our plan mostly represents continuity from our work in the second road period, while laying the foundations for longer-term investment through the third road period.



A30 Chiverton to Carland Cross

Our critical national road network

Our roads are fundamental in enabling the country to function and prosper. Running the length and breadth of England, the SRN is a crucial part of the country's critical infrastructure and a major artery in the UK's economy, connecting people, places, businesses, transport hubs and international gateways.

Connecting the country

Our network is the second largest infrastructure asset by value that the UK government owns. As of 31 March 2024, the assets we hold were valued at £157.4 billion and relate mainly to the SRN.

Our 4,500 miles of motorways and major A-roads link all of England's major towns and cities, connecting people to families, communities, leisure activities, work, education and other services. In this way, our roads enable people and places to prosper.

The SRN also has a crucial role in supporting the UK economy, aligned with government's mission to kickstart economic growth. In 2022, while constituting only 2.4% of England's road network, the SRN carried 33.9% of all motorised traffic in England. The SRN is particularly important for freight, with over one-third of van miles and over two-thirds of lorry miles in England being driven on our network.

Part of a wider integrated transport network

The SRN is the largest component of the UK's integrated transport system. It plays a vital role in inter-regional travel, serving all English regions, Scotland and Wales, and provides the basis for onward connections to Northern Ireland. Roads like the M6 and the M4, connecting England with Scotland and South Wales respectively, serve thousands of vehicles every day. The SRN also connects other modes of public transport and travel, such as air, maritime and rail. In England,

four of the five busiest airports are directly served by the SRN, and seven of the 10 key ports have SRN links. Three quarters of the UK's imports and exports are moved by road. In these ways, the SRN underpins the UK's international trade network.

Even people who do not directly use the motorways and major A-roads are dependent on them and the goods they move. Our network forms a crucial part of the infrastructure which connects businesses and customers across the country, the wider nation and the rest of the world. In England, 91% of businesses are located within nine miles of the SRN.

Supporting SRN-reliant sectors, driving economic growth

- Around 25% of the economy falls within four SRN-reliant sectors, as shown in studies by Cambridge Econometrics.
- In total, c.£410 billion of Gross Value Added (GVA), used as an indicator of the health of a national economy, is generated by these sectors, over 2.5 times the value of the SRN itself.
- By 2050, this GVA is projected to grow by 41% to reach £578 billion. Employment in these sectors is projected to grow by 5.5% to 8 million people.
- Our supply chain also supports small and medium-sized enterprises (SMEs); 23% of suppliers on our Scheme Delivery Framework for renewals, mobilised in 2021-22, are SMEs.

Continued demand into the future

The SRN is a vital service that the UK will continue to rely on. As we look to the future, the latest forecasts show that traffic is likely to grow.

In the *National Road Traffic Projections 2022*, DfT set out long-term projections of road travel demand in England and Wales under different plausible scenarios. The scenarios explore uncertainties in demography, economic growth, regional redistribution, behavioural change, emerging technologies and decarbonisation. Road traffic is shown as increasing in all scenarios modelled, though there is significant variation; the scenarios suggest an 8% to 54% increase in distance driven between 2025 and 2060. The core scenario, where ambitions are supported by published government plans or funded policies, projects a 27% increase in traffic over the next 35 years.



Figure 1: Map of Great Britain, outlining the SRN



A585 Windy Harbour to Skippool

Setting the strategic direction for the SRN

Our management of the SRN is guided by a clear strategic direction. Planning for every road period is grounded in detailed knowledge of the needs of every part of our network and guided by the priorities of government, our customers, communities and stakeholders. This evidence and insight informs government's Interim Settlement and Road Investment Strategy and, in turn, our own investment priorities.

Our purpose and approach

As an organisation, our purpose remains clear: to connect the country safely and reliably, working in compliance with the Licence and making the best use of taxpayer's money. For us, that means connecting people with friends, family, jobs and new opportunities. It also means enabling businesses and communities, and the nation as a whole, to grow and thrive.

We have a clear strategic direction for our company and the SRN to help us meet our customers' needs, both now and in the future. We know, however, that the future is not certain and we have examined alternate futures and the range of uncertainties ahead, including around demand for road travel. Thinking in this way has enabled us to go beyond our traditional remit, planning as part of a wider transport system and as part of the solution to national and global challenges.

We will continue to evaluate trends that have the potential to impact our network and monitor our progress. This will, over the longer term, help us work towards the SRN becoming a seamlessly integrated transport system that connects the country safely and reliably, delivering economic prosperity, social value and a thriving environment.



M4 at night

Planning grounded in asset data and evidence

We have worked hard to understand the needs of, and challenges facing, every part of our network. In 2023, we published our *Route Strategy Initial Overview Reports*, a vital set of research documents developed in consultation with our customers and stakeholders.

Route strategies help us develop and maintain a detailed evidence base on the state and performance of our network, identify issues and understand potential future challenges and opportunities.

Our route strategies also help us identify options and priorities in the development of our network, as well as its integration with the wider transport system. In this way, we have a clear line of sight into how investment in the SRN will support local, regional and national economies.

We have used research and detailed data on our assets to understand the needs of our network, and we have incorporated this insight into our planning.

Planning based on the widest range of research to-date

Listening and responding to customers and stakeholders is at the heart of everything we do. The views of everyone impacted by our services, whether they use, live alongside or indirectly rely on our roads, are a vital input to our planning.

To understand customer and stakeholder needs, pain points and priorities for 2025-26, the third road period and over the longer term, we have gathered our widest range of research to-date.

We have:

- Combined our own customer research with research and recommendations provided by Transport Focus
- Synthesised qualitative and quantitative insight, including from our newly developed Customer Experience Tracker, dedicated focus groups, our customer panel, real time feedback mechanisms and mystery shopping
- Listened to the breadth of our customer and stakeholder groups, including:
 - Motorised road users
 - Non-motorised road users, such as walkers, wheelers, cyclists and horse riders
 - Road users with a disability or additional needs
 - Neighbours and communities
 - Freight and logistics users
 - Environmental, supply chain and industry stakeholders

What our customers, communities and stakeholders have told us they need

Customers, communities and stakeholders are expecting more from us than ever before. They recognise, however, that budgets are limited and choices need to be made. They, therefore, want us to focus our activities where we can make the most difference. Customers tell us that they want predictable, stress-free journeys on safe roads which are free from delay. They recognise that the SRN is part of a wider travel network and want us to enable better end-to-end journeys through supporting journey choice across different modes, including active travel options such as walking and cycling. They also want us to focus investment on bottlenecks and pinch points to improve service quality across all our regions.

As we look to the future, we are working to understand the possible opportunities and challenges. For example, levels of traffic (especially for freight and logistics) are forecast to grow, and we are expected to be able to meet and manage this demand. Technology and information advances are likely to bring new opportunities, not only to help improve user journey experience, but also safety and delivery. Protecting the environment is already increasingly becoming a concern for customers; they want us to invest for the future and play our part in supporting electric vehicles, improving air quality and reducing our carbon footprint.

Varying priorities across different groups reflect the different nature of their use of our network and what they need from it. Safety, however, remains the most important performance area across all three groups, as shown in **Figure 2** below. Road surface condition is the second most important overall, and in the top three for all groups. Delay is important to road users and non-environmental stakeholders, but less so for communities. Lane closures are important for communities (active travel and neighbours) as well as for motorised road users, recognising the impact of diversions.

Road user most important	Community most important	Stakeholder most important
1 Reduction in number killed or injured	1 Reduction in number killed or injured	1 Reduction in number killed or injured
2 Condition of road surface	2 Condition of road surface	2 Average delay
3 Average delay	3 No net loss of biodiversity	3 Condition of road surface
4 Lane closures from roadworks	4 Lane closures from roadworks	4 Air quality
5 Timely and accurate info about roadworks	5 Timely and accurate info about roadworks	5 Carbon emissions

Figure 2: Focus group research (2022) into priorities across road users, communities and stakeholders (ranging from the recovery industry to sub-national transport bodies, environmental organisations and freight and logistics providers)

Enabling government's strategic aims

As part of its *Plan for Change*, government announced its mission-led approach to improving lives and strengthening the country. These missions – growing the economy, an NHS fit for the future, opportunity for all, making Britain a clean energy superpower and safer streets – are positioned as part of a decade of national renewal. We recognise the role that our network plays, and must continue to play, in helping drive forward most of these areas in 2025-26, across the third road period and into the future.

Economic growth is government's number one mission, and one which is consistently enabled by our work and the SRN. Investment in our roads supports economic prosperity, both through the contracts we let and through the role our roads play in facilitating timely, reliable travel and providing the UK with high-quality domestic and international links. Our investment also helps unlock areas of constraint, such as by tackling congestion which acts as a handbrake on the economy and by enabling strategic areas of priority, like emerging housing estates. We help unlock the right development in the right place by being a key partner to local authorities.

Our wider investment, in turn, supports government's wider missions. Safety is our top imperative, underpinning everything we do. We provide strategic connections that connect emergency services to critical incidents, helping support the wellbeing of everyone in the UK. We are also committed to improving the safety of our own roads and the health of our customers and local communities, including by promoting active travel, helping reduce pressures on the NHS.

The SRN is a catalyst for growing social value and breaking down barriers to opportunity. This gives us the power to drive social and economic value through our supply chain, through our focus on skills, equality, diversity, inclusion and accessible travel, and through technological innovation. Everything we invest in is directed to support all users of the SRN, including disadvantaged groups. We are also well positioned to support the country's environmental commitments and the ambitions in our own *Environmental Sustainability Strategy*. This means tackling environmental challenges, such as accelerating the transition to net zero, protecting nature, improving air and water quality and climate adaptation.



Urban development

Planning for 2025-26

We have developed our plans for 2025-26 to help us keep the country moving safely and reliably. Understanding the constrained fiscal environment in which we are operating, we have prioritised meeting Licence requirements, managing the network that we already have and laying the foundations for the third road period.

Planning for the one-year settlement

Since 2015, we have received our funding from government through five-year road periods, set through the RIS process. There have been two strategies to-date:

- The first *Road Investment Strategy* (RIS1), covering the first road period, 2015-2020
- The second *Road Investment Strategy* (RIS2), covering the second road period, 2020-2025

The most recent strategy (RIS2) ran until the end of March 2025. In the Written Ministerial Statement on 24 March 2025, the Secretary of State for Transport announced that, for 2025-26, strategic roads will be funded through a one-year interim settlement. In the absence of a RIS, the legal basis for the interim settlement is a set of Statutory Directions and Guidance, as provided for under Section 6 of the Infrastructure Act 2015.

The five-year investment cycles have been invaluable in allowing us to plan and grow our capability to deliver, as well as provide stability and certainty to our supply chain. Together with government, we remain committed to continuing the key elements and principles behind this long-term approach. While government intends to set a new multi-year *Road Investment Strategy* (RIS3), this needs to be informed by the Spending Review.

Evolving how we demonstrate performance

As a company that invests public funds, we recognise the importance of consistent, clear reporting, enabling independent monitoring by ORR. For this one-year period, where possible, continuity has been maintained to enable a smooth transition and transparency of performance across multiple road periods.

Importantly, the structure of the performance framework through six long-term performance outcome areas has been retained. Most of the key performance indicators (KPIs) and performance indicators (PIs) have also been brought forward from RIS2.

In some areas, however, the approach to demonstrating performance has evolved, whether to acknowledge the restrictions of operating within a one-year settlement and the timings of when benefits will be realised or to explore new approaches ahead of the third road period. We also recognise that operating an open network means there are factors outside our control that could affect performance. In these cases, we have developed supporting action plans (see **Annex 7 and 8**), enabling a clearer link between our own activities and likely outcomes. For more details on our performance specification and capital specification, see **Annex 2 and 3**.

Our KPIs and PIs for 2025-26







Outcome						
	Improving safety for all	Providing fast and reliable journeys	A well maintained and resilient network	Being environmentally responsible	Meeting the needs of all users	Achieving efficient delivery
Committed performance (targeted KPIs)	1.1 No. killed or seriously injured on the SRN	2.1 Average delay	3.1 Road pavement condition	4.1 Biodiversity	5.1 Road user satisfaction	6.1 Efficiency
		2.2 Network availability		4.2 Corporate carbon	5.2 Roadworks information, timeliness and accuracy	
		2.3 Incident clearance rate		4.3 Noise		
Performance reporting framework (non targeted PIs)	Total no. killed or injured on the SRN	Delay from roadworks	Structures condition	Air quality	Timeliness of information provided to road users through electronic signage	Cost performance index (CPI) and schedule performance index (SPI)
	No. of non-motorised or motorcyclists killed or seriously injured on the SRN	Journey time reliability	Technology availability	Maintenance and construction carbon emissions	Ride quality	
	The accident frequency rate for National Highways staff	Delay on gateway routes	Drainage resilience	Condition of cultural heritage assets	Working with local highways authorities to review diversion routes for unplanned events	
	The accident frequency rate for supply chain staff	Average speed	Geotechnical condition	Water quality	Logistics and coach manager satisfaction survey	
	International Road Assessment Programme (iRAP) star rating			Litter		

Figure 3: Our KPIs and PIs for 2025-26

Our investment in 2025-26

In 2025-26, we will invest **£4.842 billion**. Overall, our plan represents continuity from our work in the second road period, while laying the foundations for longer-term investment through the third road period. Importantly, we have focused heavily on managing the extensive network that we already have to help keep the country moving safely and reliably, enabling people and places to prosper.

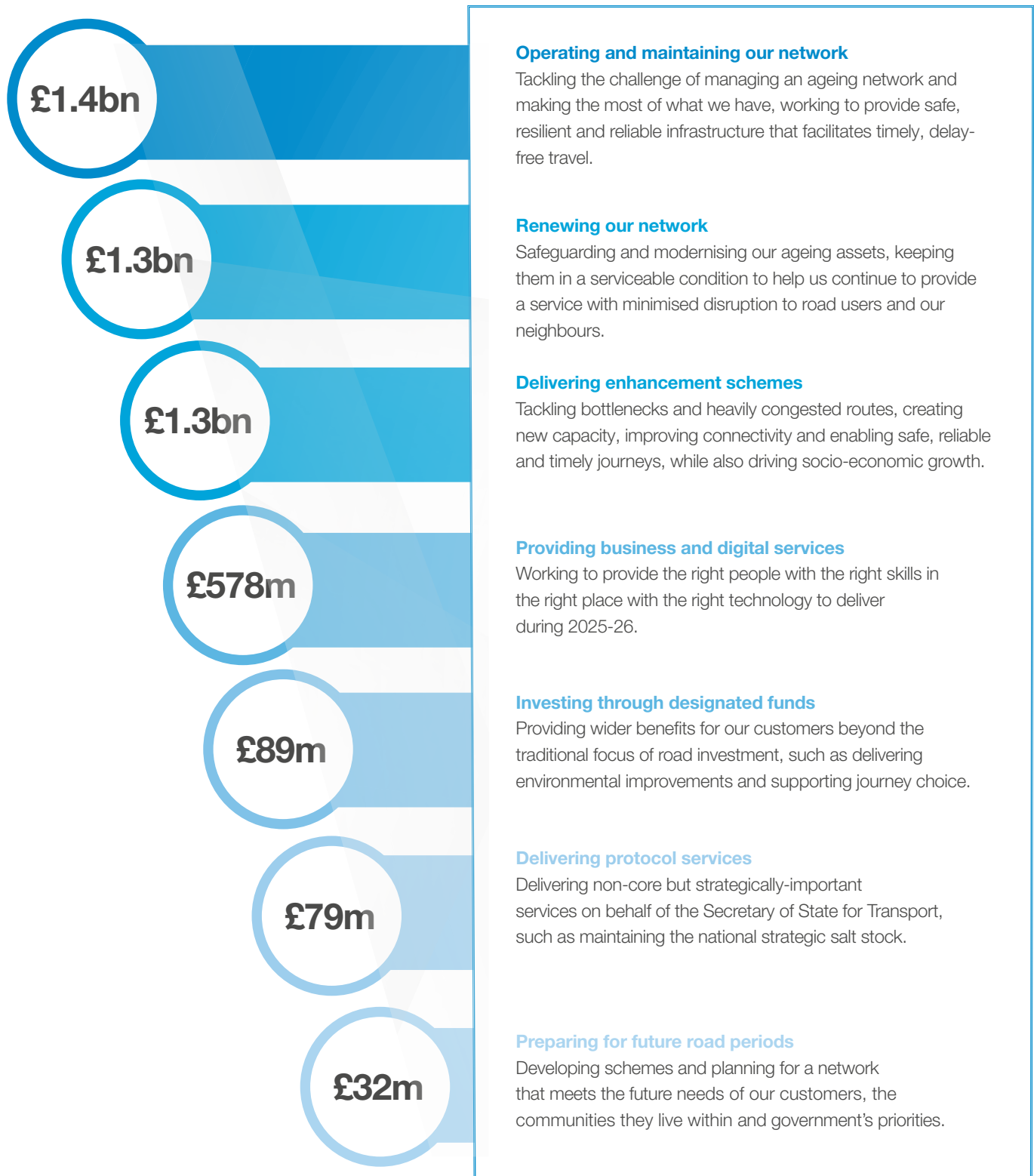


Figure 4: High-level overview of funding for 2025-26

Chapter 2: What we will deliver

Overview

- In this chapter, we set out the context for what we do and the key themes of work for the interim period. Importantly, we also set out our monitorable commitments for 2025-26.
- We have structured the chapter around six long-term performance outcomes, aligning with the performance framework and providing consistency with the structure of our yearly delivery plan updates.



Roadworkers working on the SRN at night

Improving safety for all

Road safety is, and will always be, our number one priority, and it is fundamentally important to road users. We are committed to protecting everyone who uses or works on our roads, all our people and all communities alongside our network.

Context and what we do

We are required through the Licence to protect and improve the safety of our network, embedding safety into our decision-making processes and considering it at all levels of our operations to protect road users and road workers.

We take a **holistic approach to safety** to reduce the likelihood and severity of incidents, and promote greater safety ownership across everyone who designs, builds, manages and uses our roads. As part of this, we deliver safety activities and interventions across every part of our organisation, recognising the need for significant, sustained and innovative safety action.

While we know that delivering safety improvements is becoming more challenging due to many factors, including the forecast increase in demand and the rising number of road users likely to be at greater risk such as walkers, wheelers and cyclists, we remain committed to increasing safety.

Some safety-related actions are explicitly funded, such as through our safety designated fund. Other areas deliver secondary safety benefits which are not explicitly labelled, such as through a variety of operational, maintenance and renewal interventions, enhancement schemes, digital improvements and customer initiatives.

Key themes of work

Below, we have set out the key themes of work for the interim period. For monitorable commitments, see the next section ('Our commitments for 2025-26') or **Annex 2**.

Safety designated fund projects

- Delivering network interventions to improve safety on high-risk roads, including post collision response and suicide prevention*.
- Developing a programme of local safety interventions for major A-roads to directly address safety concerns, linked to the International Road Assessment Programme (iRAP) star rating.

Operations, maintenance and renewals activities

- Delivering proactive network and traffic management to keep the SRN running safely and effectively, as well as providing training for traffic officers and control room operators to enable further improvements.
- Continuing our focus on the effective and efficient management of assets to enable safer and more reliable customer journeys.

* Suicide prevention contributes to our safety outcome, but suicide numbers are not part of our KPI calculations.

Enhancement schemes

- Delivering safety improvements as part of enhancement schemes delivered or progressed in 2025-26.
- Developing a prioritised list of low-risk, high-benefit smaller schemes to reduce localised congestion and unlock local economic and housing growth while also helping improve safety, ready for further development and delivery in the third road period.

Engagement, awareness and enforcement activities

- Continuing investment into running road safety communications campaigns to educate and influence driver behaviour on our roads, as well as evaluating campaign impact.
- Continuing our paid search terms strategy to signpost people to our online content, where we educate drivers on driving practices.
- Working with police forces in England and Wales to continue Operation Tramline, which enables police to film unsafe driving, aiming to change driver behaviour and discourage non-compliance.

Health, safety and wellbeing activities

- Advancing activities related to the 'Road to Zero Harm' multi-year programme of safety activity, including sharing the roadmap with key stakeholders.
- Leading the *Home safe and well* strategy across our organisation, including the 'Be the Change' programme, to deliver continuous improvement focusing on employee health, safety and wellbeing.

Our commitments for 2025-26

KPIs	1.1 The number of people killed or seriously injured on the SRN Target: Government has an existing RIS2 target for the reduction in the number of people killed or seriously injured on the SRN to decrease by at least 50% by the end of 2025, against the 2005-09 average baseline. This is a stretching target that relies in part on factors outside of our control. To support progress towards achieving this target, we must deliver a series of safety improvements, as set out in our Safety Action Plan for 2025-26 .
PIs	The total number of people killed or injured on the SRN.
	The number of non-motorised or motorcyclists killed or injured on the SRN.
	The accident frequency rate for our staff.
	The accident frequency rate for our supply chain staff.
	International Road Assessment Programme (iRAP) star rating.

Our action plan for 2025-26

As referenced above, we have developed a **Safety Action Plan for 2025-26**, with associated deliverables. These have been selected based on their impact on safety and to reflect the breadth of activities we are seeking to deliver. This plan is published in **Annex 7**.

Providing fast and reliable journeys

Our customers understandably prioritise the need for a safe, reliable and free-flowing network. We want all our road users and colleagues to reach their destinations safely and on time. From carefully designed roads to swift incident response, we work to keep traffic flowing smoothly. As well as being central to meeting Licence requirements, this is also vital for the national economy.

Context and what we do

We run real-time proactive **network and traffic management** through our on-road traffic officers, seven regional operations centres and customer contact centre. Our traffic officers work around the clock to resolve incidents and protect customers, while our people in control centres monitor and manage our network 24/7.

Technology has rapidly become a core component of how we operate our network and connect with our customers. Our operational technology communications and systems support the operation of our network, such as the sharing of data between on-road equipment, control rooms and traffic officers. Our corporate technology covers the services needed for communication, collaboration and information sharing, as well as cyber security and data services.

We know, however, that bottlenecks and varying standards of roads still currently affect journeys. Our **enhancement schemes** therefore play an important role as part of our balanced portfolio. These schemes are focused on tackling heavily congested routes to create new capacity, improve connectivity and enable safe, reliable and timely journeys. By responding to local growth priorities and increasing productivity, we also help government build a stronger, more balanced economy.

As we look to the future, we know that there are likely to be increasing pressures on our network. One key pressure is likely to be demand; even the most conservative of traffic forecast scenarios predict growing demand on our roads. Motorway traffic has grown 21% in the last 20 years and is projected to grow a further 27% over the next 35 years.

Key themes of work

Below, we have set out the key themes of work for the interim period. For monitorable commitments, see the next section ('Our commitments for 2025-26') or **Annex 2**.

Operational delivery

- Continuing to deliver network and traffic management services through our on-road traffic officers, regional operations centres and customer contact centre to help keep customers safe, moving and feeling in control of their journeys.
- Rolling out customer-focused training, such as to help our people in regional operations centres improve how we set variable signs and signals.

Journey time, incident management and roadwork actions

- Working to reduce delays and understand how to improve congestion at identified pinch points, including through further development of regional delay plans.
- Identifying opportunities to improve how we handle incidents, including focusing on longer duration incidents and the real-time provision of information, to reduce and mitigate these happening in the future.
- Optimising and improving our management and delivery of roadworks and diversion routes to enable a more consistent customer experience across our network.

Enhancement schemes

- Progressing and delivering enhancement schemes to improve connectivity and capacity, drive socio-economic growth and provide opportunities for people and businesses across the country.
- Developing a prioritised list of low-risk, high-benefit smaller schemes to reduce localised congestion and unlock local economic and housing growth while also helping improve safety, ready for further development and delivery in the third road period.

Digital and technology

- Maximising the opportunities and benefits of our current operational technology, including CCTV and signs and signals, to enhance fault information and reduce roadside visits, and help keep our core systems reliable, secure and resilient.

Our commitments for 2025-26

KPIs	2.1 Average delay Ambition: Government's ambition is for average delay in 2025-26 to be 11.8 seconds per vehicle per mile. To support progress towards achieving this ambition, we must deliver actions as set out in our Customer and Delay Action Plan for 2025-26 , in order to demonstrate our work towards this ambition.
	2.2 Network availability Target: Achieve 97.5% lane availability in 2025-26.
	2.3 Incident clearance rate Target: At least 86% of motorway incidents cleared within one hour, based on 24-hour coverage.
PIs	Delay from roadworks: Overall delay experienced by users that is caused by roadworks.
	Journey time reliability: Percentage of reliable journeys (where reliable journey would be defined as typical journey time + 20%).
	Delay on gateway routes: Average delay (seconds per vehicle mile) observed on gateway routes.
	Average speed: The average mph whilst travelling on the SRN.

Our action plan for 2025-26

As referenced above, we have developed a **Customer and Delay Action Plan for 2025-26**, with associated deliverables. This provides information on the activities to be delivered throughout the year. For full details, see **Annex 8**.

A well-maintained and resilient network

Our network is complex and varied, requiring careful stewardship to keep it safe and in good condition. It is made up of many different parts, such as road surfaces, bridges and drainage. We refer to these as ‘assets’ and primarily manage them through a combination of maintenance and renewals activities.

Context and what we do

We face the challenge of managing an ageing network; while this is not a new need, it is increasingly important. There is also an important interaction between maintenance and renewals, and we are focused on getting the right balance of proactive and preventative interventions.

Our **maintenance** contracts work to keep our network in a safe condition on a day-to-day basis and help us keep our roads open. Maintaining our assets maximises the value that we get from them, extending their service life and reducing disruption from reactive responses. The outputs of our maintenance services directly impact many of our performance indicators.

Our **renewals** activities allow us to safeguard and modernise our assets, helping us continue to provide a service with minimised disruption to our neighbours and road users. We are now at the point where many of our assets require significant renewals so they can continue providing their intended function.

We have used research and asset data to understand the needs of our network and incorporated this insight into our planning. We have had to make difficult choices around how we will manage our assets, balancing capacity, available funds, asset performance and Licence commitments. Our plans also balance what must be delivered with consideration about the pressures that are likely to be faced in future road periods. As always, we remain committed to delivering in a way that minimises disruption to our customers and maximises value to taxpayers.



Working on the M25 at night

- **Pavements:** The road surfaces on which vehicles drive. Flexible pavements are made using asphalt, while rigid pavements use concrete.
- **Structures:** Our network contains more than 20,000 structures, ranging from small culverts and gantries to large bridges. This also includes small span structures, retaining walls, masts and service crossings.
- **Road restraint:** Safety barriers that mitigate the impact of collisions by reducing the likelihood of vehicles crossing the central reservation or damaging roadside assets.
- **Technology:** Digital assets supporting the day-to-day operation and management of the SRN, including CCTV, signs, signals and Stopped Vehicle Detection.
- **Geotechnics:** Man-made or natural earthworks below road pavement layers and structures, and the adjacent land beside the road, including verges, cuttings and embankments.
- **Drainage:** Assets to collect, store and convey surface water runoff from the carriageway and adjacent assets, including outfalls, culverts, gullies and pipes.
- **Lighting:** Assets primarily used to light our road surface but also to illuminate signs, including road, sign and subway lighting, bollards and LED upgrades.
- **Tunnels:** There are 12 road tunnels on our network, five of which are managed by us: Roundhill, Hindhead, Saltash, Southwick and Meir. We cover all sub-assets within these tunnels, such as ventilation, lighting and drainage.
- **Ancillaries:** Peripheral assets that have a small value on their own, primarily supporting safety and active travel. Examples include road studs, white lining and cycleways.
- **Soft estate:** Landscape and natural habitats, including but not limited to grassland, woodland, scrub, shrubs and hedgerows.

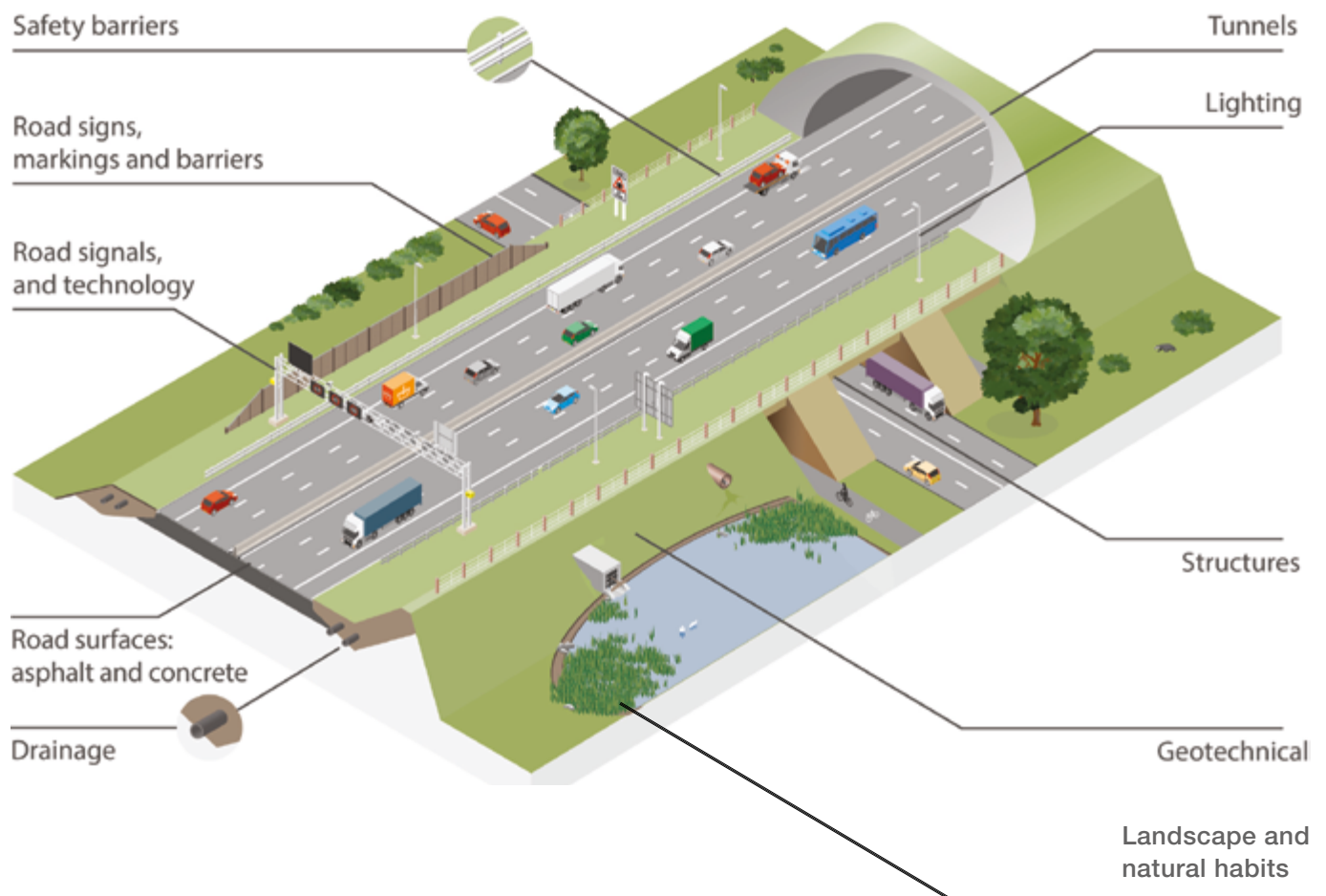


Figure 5: The different parts of our network

Key themes of work

Below, we have set out the key themes of work for the interim period. For monitorable commitments, see the next section (‘Our commitments for 2025-26’) or **Annex 2**.

We will comply with our duty under section 41 of the Highways Act 1980, through applying our documented standards, procedures and processes, and using available data to allocate resources within the funding envelope.

Maintenance

- Delivering an intelligence-led approach to planning and delivering maintenance programmes, helping us keep our network in a safe condition and our roads open.
- Continued gritting/salting of our roads during periods of severe weather.

Renewals

- Delivering renewals activities to service our ageing network, keep it in a serviceable condition and enable our assets to continue providing their intended function.
- Delivering our LED lighting programme to support our carbon reduction commitments.

Our commitments for 2025-26

KPIs	<p>3.1 Road pavement condition</p> <p>Target: Percentage of the network in good condition to be maintained at 96.2% or above.</p>
PIs	Structures condition: Average structural condition; critical element condition; and structural condition index.
	Technology availability: Percentage of time roadside assets are available and functioning. The measure represents overall availability of technology assets used for management and operation of the SRN.
	Drainage resilience: Percentage of carriageway that does not have an observed significant susceptibility to flooding (weather normalised).
	Geotechnical condition: Percentage length of asset in good condition.



Capital specification: renewals

Our capital specification for 2025-26 sets out delivery commitments for our capital investments: renewals; enhancements; future RIS development; and designated funds. This aligns with government's investment plan for 2025-26, as set out in its Statutory Directions and Guidance. Below, we set out key commitments for renewals activities.

Flexible pavement	<ul style="list-style-type: none"> Replace 1,600 lane-kilometres of asphalt road surface (+/- 5%).
Rigid pavement	<ul style="list-style-type: none"> Complete 22 lane-kilometres of concrete road reconstruction.
Drainage	<ul style="list-style-type: none"> Mitigate 41 flooding hotspots (+/- 5%).
Roadside technology	<ul style="list-style-type: none"> Deliver roadside technology; 270 to 500 CCTV cameras, 168 to 313 signs, and 199 to 396 signals.
Vehicle restraint systems	<ul style="list-style-type: none"> Deliver 340 kilometres of vehicle restraint systems, e.g. barriers (+/- 5%).
Structures	<ul style="list-style-type: none"> Work on 76 structural renewal schemes, including 49 already in progress and 27 new schemes in design, development or construction.
Large renewals for reporting	<ul style="list-style-type: none"> Over the next road period, there will be an increasing number of larger renewals schemes, including significant bridges, structures and viaducts, that are strategic, complex and high profile. For 2025-26, this includes the M6 Lune Gorge and the M27 Concrete Road programme. We will work with DfT and ORR to develop a definition for these schemes in the future and help manage impacts to road users, as well as ensuring there is a proportionate assurance and oversight system for all areas of the renewals programme.

For our capital specification, see **Annex 3**.



Roadworkers working on the SRN at night

Being environmentally responsible

We have a long-term vision of connecting the country and doing so in a way that supports a thriving environment, with roads acting as a force for good. In 2025-26, with the funding available, we will meet our legal commitments, delivering across our three strategic areas for environmental sustainability: carbon, nature and communities.

Context and what we do

We know that our work across the country uniquely positions us to play an active and positive role in conserving resources and enhancing the environment to support health and wellbeing for current and future generations. Respecting, protecting and enhancing the environment is therefore an integral part of delivering for our customers and communities, as well as ensuring we meet our legislative commitments.

Environmental issues are complex and interconnected, requiring an integrated approach to their management as set out in our *Environmental Sustainability Strategy*. Our strategy provides a holistic framework covering our long-term vision, three strategic outcomes and nine priority areas. Funding for activities across environmental sustainability and carbon is cross-cutting, allocated within most, if not all, of our investment areas. Some are explicitly funded, such as through our environment designated fund and corporate carbon. Other areas will deliver environment-related activities that are not explicitly labelled.

We know that environmental expectations are likely to increase, as they have in the second road period. We also know that our network will continue to face risks because of climate change that we will need to manage, including the impact of increased rainfall and extreme weather events.

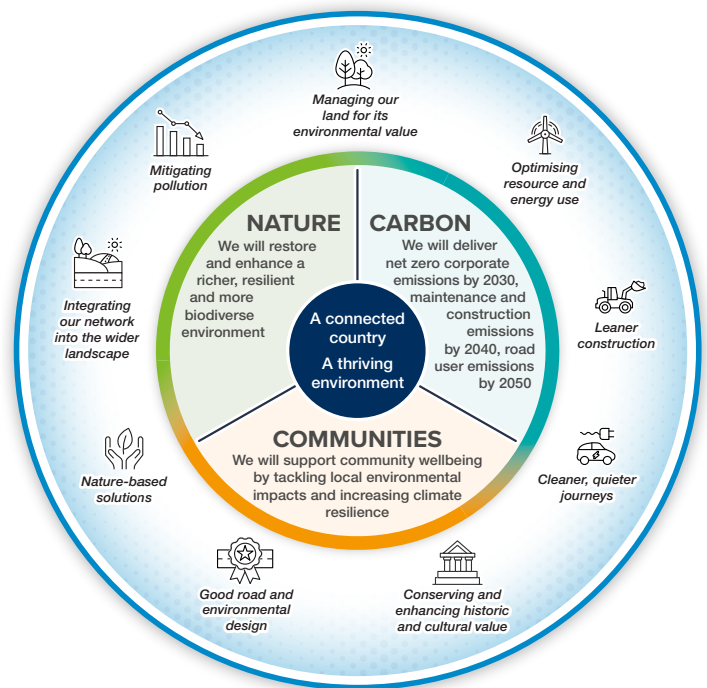


Figure 6: Our environmental sustainability strategic framework

Key themes of work

Below, we have set out the key themes of work for the interim period. For monitorable commitments, see the next section (‘Our commitments for 2025-26’) or **Annex 2**.

Environment designated fund projects

- Delivering a range of activities, often working in partnership with local authorities and other stakeholders, including supporting carbon reduction, habitat improvement and natural flood management.

Customer and communities designated fund projects

- Delivering benefits for people and communities impacted by the SRN.
- This includes focusing on: active travel; accessibility of our network and services; and leaving a positive legacy for communities.

Corporate carbon activities

- Delivering our LED lighting programme and wider operational improvements in support of our corporate carbon KPI.
- Purchasing vehicles, including electric, for our operational car fleet to enable us to make progress towards our zero emission commitments.

Our commitments for 2025-26

KPIs	<p>4.1 Biodiversity</p> <p>Target: Record the delivery of 1,169 Biodiversity Units during 2025-26. These are units that have been delivered during 2024-25 but are currently subject to assurance and validation.</p>
	<p>4.2 Corporate carbon</p> <p>Target: Achieve a 75% reduction in corporate emissions against the 2019-20 baseline in 2025-26, using the Science Based Targets initiative methodology.</p>
	<p>4.3 Noise</p> <p>Target: Commitment for us to produce a noise mitigation plan ready for implementation in RIS3.</p>



Historical Railways Estate: Teviot Viaduct

Our commitments for 2025-26 continued

PIs	Air quality: The number of links on the network in exceedance of NO2 limits.
	Maintenance and construction carbon emissions.
	Condition of cultural heritage assets.
	Water quality: The number of medium, high and very high-risk outfalls where water pollution is mitigated.
	Litter: Percentage of the SRN where litter is graded at B or above under the Litter Code of Practice.



Meeting the needs of all users

Customer service is one of our three imperatives. We have worked hard to listen to, and learn from, all those who use, rely on or live alongside our network to help us meet their changing needs. During 2025-26, we aim to make progress on our journey towards our customer experience vision for 2050: a trusted and stress-free end-to-end experience, with accurate and personalised journey information and attractive rest areas that offer rapid and reliable low-carbon fuelling.

Context and what we do

Journey time is the largest driver of customer satisfaction. When customers use our network, they tell us they want predictable, stress-free journeys on safe roads which are free from delay. They want us to play our part in delivering better end-to-end journeys to improve their journey experience and to minimise disruption from our operations and investment activities through planning and proactive network renewal.

Levels of traffic (especially from freight and logistics) are forecast to grow, and customers expect our network to be able to meet and manage this demand. Technology and information advances will bring new opportunities that we need to take advantage of to help improve not just customer experience, but safety and delivery too. We must continue to adapt and develop to meet our customers' growing expectations as we understand how we can support journey choice across different modes, including active travel options such as walking and cycling.

Key themes of work

Below, we have set out the key themes of work for the interim period. For monitorable commitments, see the next section ('Our commitments for 2025-26') or **Annex 2**.

Customer-focused decision making

- Using customer insights, such as from monthly regional customer performance dashboards and the Strategic Road User Survey, to drive customer-focused decision making and ways of working across our regions and major works.
- Optimising and improving our management and delivery of roadworks and diversion routes to help provide a more consistent customer experience across our network.

Customer information improvements

- Building trust through working to provide more accurate and consistent roadworks-related information and identifying opportunities for further improvement.
- Working to provide more accurate and consistent information to customers through their preferred channel, including planning for connected services which will enable autonomous vehicles in the future.

Ride quality outputs

- Developing ride quality improvement outputs from our pavement renewals works, recognising the importance of road surface to our customers.

Customer and communities designated fund projects

- Delivering benefits for people and communities impacted by the SRN.
- This includes focusing on: active travel; accessibility of our network and services; improving the experience of freight operators and drivers when using the SRN, including freight roadside facilities; and leaving a positive legacy for communities.

Network developments

- We will continue to work with government to support the transition to electric car and van travel, and help enable the market to provide charging infrastructure at strategic locations on the SRN.

Our commitments for 2025-26

KPIs	5.1 Road user satisfaction Target: Achieve 69.6% overall road user satisfaction in 2025-26.
	5.2 Roadworks information, timeliness and accuracy Target: Achieve 75% accuracy of roadworks information seven days in advance of works in 2025-26.
PIs	Timeliness of information provided to road users through electronic signage.
	Ride quality: Measures the smoothness of the road aligned to the customer experience.
	Working with local highways authorities to review diversion routes for unplanned events.
	Logistics and coach manager satisfaction: Percentage satisfied.

Our action plan for 2025-26

We have developed a **Customer and Delay Action Plan for 2025-26**, with associated deliverables. This provides information on the activities to be delivered throughout the year. For full details, see **Annex 8**.

Achieving efficient delivery

We are committed to continuously improving as an organisation, maximising all opportunities and delivering ever more efficiently and effectively in 2025-26.

Context and what we do

Since 2015, we have removed significant costs. Across the first and second road period, we delivered a cumulative total of over £3.5 billion efficiency savings.

We are committed to identifying and exploring all opportunities to delivering more efficiently across 2025-26, providing maximum value for money and efficiencies for government and the taxpayer. This includes exploring further opportunities for efficiencies within our renewals programme and more widely in our delivery, such as through continued planning, coordination and bundling of works.

We are working to adopt a more integrated approach to how we prioritise and deliver our ongoing change activities, in preparation for the third road period. Additionally, our continued

focus on organisational improvement extends to all parts of our business, and includes driving efficiency.

We have had to adapt our approach to reporting efficiencies for a single year, setting a commitment to demonstrate efficiency rather than a numerical target. To-date, our ability to deliver over a longer-term period has enabled us to maximise delivery of outputs for the funding provided, while also considering the longer-term outcomes. For example, greater certainty of funding has enabled economies of scale from procurement of materials for larger programmes of work. It has also supported long-term asset management and enabled better whole life cost decision making. Regardless, we remain committed to delivering efficiencies over the one-year interim period.

Our commitments for 2025-26

KPIs	6.1 Efficiency Commitment for us to demonstrate efficiency through our performance reporting to ORR.
PIs	Cost performance index and schedule performance index: Measured across schemes in construction from Project Control Framework Stage 6 (Construction) through to the end of Project Control Framework Stage 7 (Closeout).

Enhancement schemes

In 2025-26, we will deliver and progress schemes that were commitments in RIS2, recognising their role in increasing capacity, improving connectivity and driving economic growth. We will open two schemes for traffic during the year, start works on two other schemes and progress development work on a further five. We will also develop a prioritised programme of smaller schemes, with the aim of improving connectivity and capacity, reducing journey times, increasing reliability and driving socio-economic growth.

Context and what we do

In some places, our network faces challenges which cannot be solved through improved operations, maintenance and renewals. The legacy of inconsistent investment prior to the first road period has led to our network being developed in a piecemeal fashion and, in some areas, bottlenecks and varying standards of roads affect journeys. We use enhancement schemes to tackle these challenges, aiming to improve connectivity and capacity, reducing journey times, increasing reliability and driving socio-economic growth.

At the start of the first road period, we set out an ambitious rolling programme of investment into **enhancement schemes**. As, on average, an enhancement scheme takes eight years from the start of development to road opening, many schemes that were commitments in RIS2 still form a key part of our portfolio. Government has, however, already taken decisions on some of these schemes. Where they have continued to have strong cases and were already in construction, the schemes have been progressed. With two schemes the hard decision has been taken to cancel them, as has already been announced.

In our planning, we also found there was appetite from customers, Transport Focus and wider stakeholders, including Sub-National Transport Bodies, stakeholders and MPs, to invest in smaller or targeted local and regional improvements.

Such **smaller schemes** offer many advantages, especially in a constrained funding environment. They can typically be delivered quickly and cost effectively, within our land boundaries and with the benefits realised sooner. A programme of smaller schemes would continue the work undertaken to-date to make focused improvements to our existing network, including through our safety designated fund and previous local network management schemes and pinch-point improvement programmes. These have typically delivered very good value for money and benefits to local areas.



Construction workers on site

Our commitments for 2025-26

Capital specification commitments

At the start of the year, 11 schemes will be under construction. Two of these will be complete and open for traffic during the year. Two further schemes will start works during the year.

Schemes due to start work in 2025-26	Schemes due to open for traffic in 2025-26
M3 Junction 9 (Q1) Upgrade to the junction in Hampshire to allow free movement from the A34 to the M3.	A63 Castle Street (Q4) Grade separation of the A1079 Mytongate junction in Hull to reduce congestion and improve safety. Improvements to the surrounding roads, including new pedestrian and cycle access across the A63.
A47 Thickthorn Junction (Q3) Improvement of the interchange between the A47 and A11, improving access into Norwich.	M25 Junction 28 (Q4) Upgrade of the junction between the M25 and A12 in Essex, providing a free-flowing link from the northbound M25 to the eastbound A12.

Map of enhancement schemes for 2025-26

Map ref.	Name
● 1	A63 Castle Street
● 7	A47 Thickthorn Junction
● 10	M25 Junction 28
● 12	M3 Junction 9

Key

- Open for traffic 2025-26
- Scheme due to start work in 2025-26

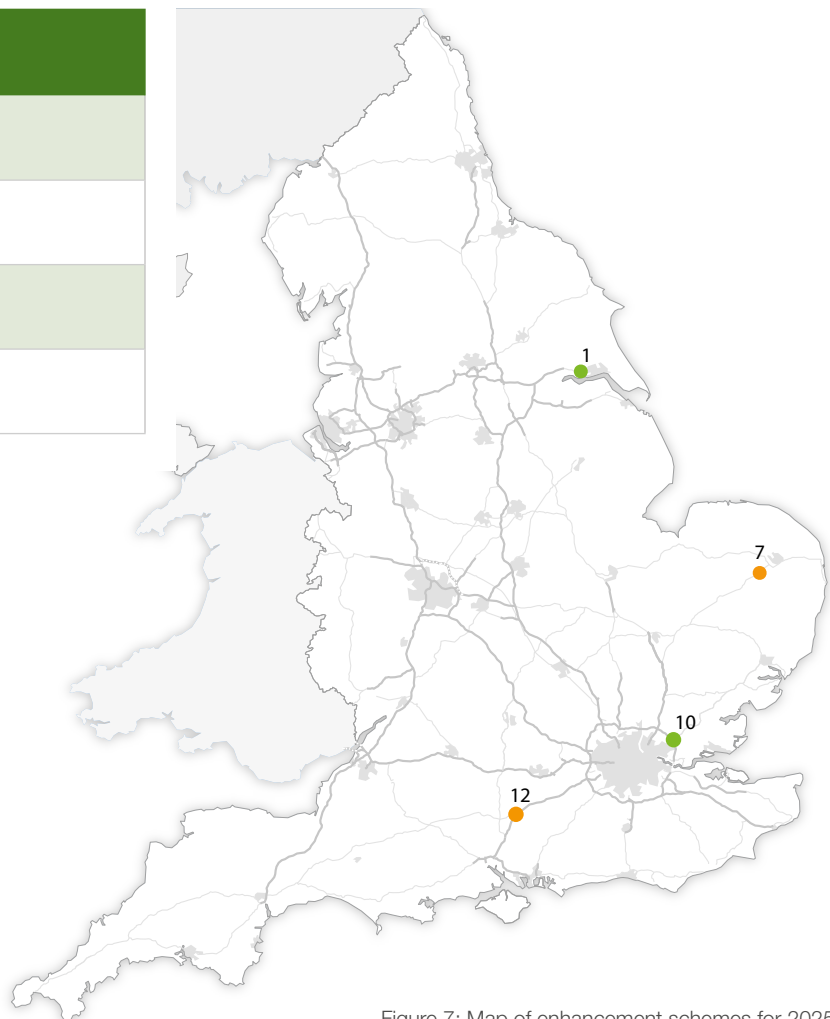


Figure 7: Map of enhancement schemes for 2025-26

Capital specification commitments continued

In March 2025, government approved the Development Consent Order (DCO) for Lower Thames Crossing. Capital funding was committed as part of the Spending Review in June 2025. Following the Spending Review, government also took the decision to progress work on five schemes, yet to start construction, and to cancel two.

Alongside this, we will develop a prioritised short-list of smaller schemes across the country. These are primarily aimed at reducing localised congestion for all users to unlock local economic and housing growth, while also helping improve safety.

We will also continue to progress schemes for potential delivery in the future. This includes:

- Developing a programme of options for existing and emerging pipeline enhancement schemes for Ministers to consider in the round in the third road period for future delivery
- Taking forward and finalising third road period strategic planning activities, including our *Draft Strategic Business Plan*, final *Strategic Business Plan* and *Delivery Plan*, and finalising *Route Strategies* developed during the second road period
- Undertaking further development of our wider enhancement portfolio

For our enhancements schemes programme plan, see **Annex 5**.



Work underway on the M25

Designated funds

We remain committed to connecting the country in a way that supports a thriving environment, with roads acting as a force for good. Our four re-focused designated funds will help us deliver against our safety and environmental requirements and improve the experience of those who use, or are impacted by, the SRN.

Context

We have invested in designated funds since 2015. They are tailored to meet specific needs while having the flexibility to make comparatively small investments that have a large societal impact.

From 2015-20, we used these to invest £653 million in over 2,000 projects, ranging from delivering over 150 safety improvements on single carriageway roads to building 160 new

and upgraded cycleways, providing a safer, high-quality network for cyclists. During the second road period, we invested a further £868 million.

In 2025-26, our designated funds will be ring-fenced expenditure for activities to help us improve safety, support our customers and communities, foster innovation and improve environmental outcomes.

Our commitments 2025-26

Capital specification commitments

In 2025-26, there will be four ring-fenced designated funds. These funds will be used to invest in new opportunities during 2025-26, as well as to complete work undertaken within the second road period.

- **Safety:** Investing up to £32 million into delivering network interventions to improve safety on high-risk roads, including post collision response and suicide prevention.
- **Innovation and research:** Investing up to £10 million into innovation and research to enable delivery of a range of activities to support long-term strategic commitments, such as carbon and safety improvements.
- **Customer and communities:** Aiming to invest up to £11 million to deliver benefits for people and communities impacted by the SRN. This includes focusing on: active travel; accessibility of our network and services; improving the experience of freight operators and drivers when using the SRN, including freight roadside facilities; and leaving a positive legacy for communities.
- **Environment:** Often working in partnership with local authorities and other stakeholders, aiming to invest up to £36 million into delivering a range of activities, including supporting carbon reduction, habitat improvement and natural flood management.

We will also undertake two further pieces of work through our safety and environment designated funds. The investment for this work is included in the fund totals, as summarised on the previous page. These are:

- **Safety:** We will develop a programme of local safety interventions for major A-roads to directly address safety concerns, linked to the iRAP star rating.
- **Environment:** We will undertake a programme of remediation of our highest risk water outfalls and soakaways to improve environmental outcomes. Road runoff can carry pollutants which, under certain conditions, can have a negative environmental impact. The focus of investment for 2025-26 will be on developing a programme of water outfall mitigations, including delivery of works, where appropriate.

Key themes of work

Below, we have set out the key themes of work for the interim period. For monitorable commitments, see the next section ('Our commitments for 2025-26') or **Annex 2**.

Safety

- Identifying a series of programmes focused on creating a safer network for road users, including construction projects and detailed design projects.
- Reviewing interventions to improve safety following a collision investigation, based on the outcomes and evidence collated during the investigation.
- Developing schemes to support suicide prevention.

Environment

- Focusing investment on landscape scale connectivity to reconnect habitats and enhance the setting and connection of communities alongside the SRN.
- Establishing biodiversity schemes that were developed in RIS2.

Customer and communities

- Progressing active travel improvements, working closely with Active Travel England, infrastructure improvements and scheme development activities to support walking, wheeling, cycling and horse-riding facilities on or alongside the SRN.
- Developing existing roadside facilities, including for freight, to improve customer journeys, driver welfare and safety.

Innovation and research

- Together with our supply chain and industry, co-creating, testing and trialling research and innovation to find solutions and deliver value in line with our *Innovation and Research Strategy*.
- Progressing any successful early-stage research from our current research and development programme (which sits outside of designated funds) into innovation, while maintaining the flexibility to adapt to the results of activities.

How we run our organisation

Since the creation of our organisation in 2015, our programme of work has grown in size and scope. To manage this, we have evolved, becoming a more capable and intelligent operator of our network. It is important that we continue to evolve as an organisation, both to get the best out of our network as well as to support the changing needs of our customers.

Below, we have set out the key themes of work for the interim period.

Continued focus on organisational improvement

- To deliver well, we need to focus not just on what we are delivering, but on how we are delivering it. Our continued focus on organisational improvement extends to all parts of our business, and includes driving efficiency, organisational management, supply chain management, digital and people capability. We are also working to adopt a more integrated approach to how we prioritise and deliver our ongoing change activities, in preparation for the third road period.

Right people, right skills, right places

- We need to have the right people, with the right skills, in the right places. Our continued focus on effective talent management helps us support career progression and our future people capability. Through activities such as our 'Early Talent' programme, we align our future talent to business capability requirements, ensuring we can support delivery through the third road period and beyond.

Learning and development

- We have a continued focus on learning and development, providing our people, including our operational colleagues, with the right training to deliver. Our 'Be the Change' programme will continue into 2025-26 to empower colleagues to develop the right skills to foster a psychologically safe environment.

Private Finance Initiative (PFI) funding

- Working to bring eight Design, Build, Finance, and Operate (DBFO) routes back in house, with four of them transitioning at the end of the 2025-26. The remaining routes are due to transition in the third road period.

Chapter 3: Looking to the future and next steps



Aerial view of the M4

Preparing for the third road period

While delivering against our plans for the interim period, we will also progress and finalise plans for the third road period. To maintain momentum, we have already been working collaboratively to explore multiple funding scenarios and understand what we could achieve and deliver across a multi-year timeframe. After the publication of DfT's RIS3, we will finalise and publish our *Strategic Business Plan* and our *Delivery Plan*.

Reflecting on our plans for 2025-26

Following government's announcement of a one-year interim settlement for strategic roads in 2025-26, we have had to do things differently. While this has not come without its challenges, especially around planning our enhancement and major renewals portfolios for this interim period and future years, we have been guided by our focus on managing the network we already have, keeping the country moving and laying the foundations for the third road period.

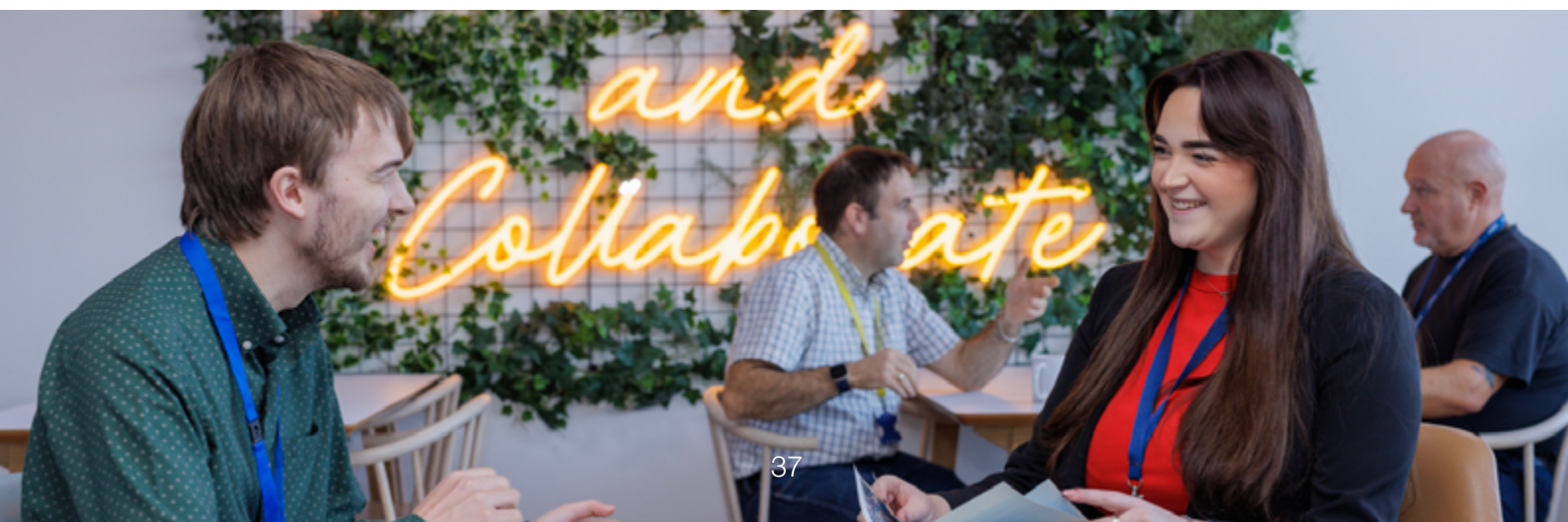
We are confident that our plans for 2025-26 will enable us to deliver strong benefits to our customers, the country and the economy, while also supporting government in meeting the broader challenges facing the nation.

Next steps

While delivering against our plans for the interim period, we will also progress and finalise plans for the third road period, from 2026 onwards.

We have already begun to determine what we could achieve and deliver across a multi-year timeframe. We have also been working hard to develop projects and programmes in readiness to deliver from day one of the third road period. We will continue to engage with DfT to agree expectations and work towards a unified plan that enables the SRN to function safely and reliably for our customers.

As the government's 2025 Spending Review has now been completed, government will provide its *Draft RIS3*. We will then be able to finalise our *Draft Strategic Business Plan*, which will be scrutinised by ORR. After the publication of DfT's RIS3, we will publish our *Strategic Business Plan* and *Delivery Plan*. These will outline what we will do to deliver against our commitments. We will continue to engage with our customers and stakeholders to reflect their expectations in our plans.



Glossary

Term	Definition
Designated funds	Ring-fenced funding, separate to our core work. The funds are tailored to meet specific needs while having the flexibility to make comparatively small investments that have a large societal impact.
DCO	Development Consent Order, which is the means of obtaining permission for developments categorised as nationally significant infrastructure projects.
DfT	Department for Transport
DBFO	Design, Build, Finance and Operate contracts, also known as private finance initiatives (PFIs).
Enhancement schemes	Schemes which we use to tackle bottlenecks and heavily congested routes, creating capacity, improving connectivity and enabling safe, reliable and timely journeys. They range from small to large and complex schemes.
HGV	Heavy goods vehicle
<i>Home Safe and Well</i>	In June 2019, we launched <i>Home Safe and Well</i> – our integrated approach to health, safety and wellbeing, which underpins everything we do.
Interim settlement	The interim settlement sets out funding for the interim period: 2025-26.
iRAP	The International Road Assessment Programme is an objective way of measuring, through a star rating approach, the level of safety that is ‘built in’ to a road.
KPI / PI	Key performance indicator and performance indicator, metrics used to define and measure progress towards organisational objectives.
KSI	The number of people killed or seriously injured on our network.
LED	Light Emitting Diode, which emits light when an electric current passes through it.
Licence	The Licence sets out the Secretary of State for Transport's aims, objectives and conditions for our organisation.
ORR	The Office of Rail and Road hold us to account against delivery of our commitments, the Licence and DfT's Statutory Directions and Guidance.
PFI	Private finance initiatives, where private firms are contracted to complete and manage public projects. These relate to providers who built roads for us in the past and now maintain them.
RIS, RIS1, RIS2	Since 2015, we have received our funding from government through the Road Investment Strategy (RIS) process. RIS1 covered the first road period: 2015-2020. RIS2 covered the second road period: 2020-2025.
Strategic road network (SRN)	England's 4,500 miles of motorways and major A-roads.
SRUS	The Strategic Road User Survey, led by Transport Focus, is used to measure satisfaction among users of the SRN.

Annex



M5 Wynhol Viaduct

Annex 1: Funding for 2025-26

	Capital expenditure	Operational expenditure	Total (£m)
Operating & maintaining the network	235	1,182	1,417
Renewals	1,282		1,282
Capital enhancements	1,315		1,315
Future roads period preparation	32		32
Designated funds	89		89
Digital and business costs	365	214	578
Protocols	19	59	79
Central risk reserve	50		50
Total	3,387	1,455	4,842

Annex 2: Performance specification

The performance specification sets out the required levels of performance that we are expected to meet across our network, with the available funding. We are held accountable to the Secretary of State for Transport for delivering on these standards and must publicly report against the performance specification. We have taken a collaborative approach to determine and develop performance measures for 2025-26, considering the intricate relationship between our ambitions, government's priorities and road user satisfaction.

Key performance indicators (KPIs) and performance indicators (PIs)

Improving safety for all	
KPIs	1.1 The number of people killed or seriously injured on the SRN Target: Government has an existing RIS2 target for the reduction in the number of people killed or seriously injured on the SRN to decrease by at least 50% by the end of 2025, against the 2005-09 average baseline. This is a stretching target that relies in part on factors outside of our control. To support progress towards achieving this target, we must deliver a series of safety improvements, as set out in our Safety Action Plan for 2025-26 .
PIs	The total number of people killed or injured on the SRN.
	The number of non-motorised or motorcyclists killed or injured on the SRN.
	The accident frequency rate for National Highways staff.
	The accident frequency rate for National Highways supply chain staff.
	International Road Assessment Programme (iRAP) star rating.

Annex 2: Performance specification

Providing fast and reliable journeys	
KPIs	2.1 Average delay Ambition: Government's ambition is for average delay in 2025-26 to be 11.8 seconds per vehicle per mile. To support progress towards achieving this ambition, we must deliver actions as set out in our Customer and Delay Action Plan for 2025-26 , in order to demonstrate our work towards this ambition.
	2.2 Network availability Target: Achieve 97.5% lane availability in 2025-26.
	2.3 Incident clearance rate Target: At least 86% of motorway incidents cleared within one hour, based on 24-hour coverage.
PIs	Delay from roadworks: Overall delay experienced by users that is caused by roadworks.
	Journey time reliability: Percentage of reliable journeys (where reliable journey would be defined as typical journey time + 20%).
	Delay on gateway routes: Average delay (seconds per vehicle mile) observed on gateway routes.
	Average speed: The average mph whilst travelling on the SRN.
A well maintained and resilient network	
KPIs	3.1 Road pavement condition Target: Percentage of the network in good condition to be maintained at 96.2% or above.
PIs	Structures condition: Average structural condition; critical element condition; and structural condition index.
	Technology availability: Percentage of time roadside assets are available and functioning.
	Drainage resilience: Percentage of carriageway that does not have an observed significant susceptibility to flooding (weather normalised).
	Geotechnical condition: Percentage length of asset in good condition.

Annex 2: Performance specification

Being environmentally responsible	
KPIs	4.1 Biodiversity Target: Record the delivery of 1,169 Biodiversity Units during 2025-26. These are units that have been delivered during 2024-25 but are currently subject to assurance and validation.
	4.2 Corporate carbon Target: Achieve a 75% reduction in corporate emission against the 2019-20 baseline in 2025-26, using the Science Based Targets initiative methodology.
	4.3 Noise Target: Commitment for us to produce a noise mitigation plan ready for implementation in RIS3.
PIs	Air quality: The number of links on the network in exceedance of NO2 limits.
	Maintenance and construction carbon emissions.
	Condition of cultural heritage assets.
	Water quality: The number of medium, high and very high-risk outfalls where water pollution is mitigated.
	Litter: Percentage of the SRN where litter is graded at B or above under the Litter Code of Practice.
Meeting the needs of all users	
KPIs	5.1 Road user satisfaction Target: Achieve 69.6% overall road user satisfaction in 2025-26.
	5.2 Roadworks information, timeliness and accuracy Target: Achieve 75% accuracy of roadworks information seven days in advance of works in 2025-26.
PIs	Timeliness of information provided to road users through electronic signage.
	Ride quality: Measures the smoothness of the road aligned to the customer experience.
	Working with local highways authorities to review diversion routes for unplanned events.
	Logistics and coach manager satisfaction: Percentage satisfied.

Annex 2: Performance specification

Achieving efficient delivery	
KPIs	<p>6.1 Efficiency</p> <p>Commitment for us to demonstrate efficiency through our performance reporting to ORR.</p>
PIs	<p>Cost performance index and schedule performance index: Measured across schemes in construction from Project Control Framework Stage 6 (Construction) through to the end of Project Control Framework Stage 7 (Closeout).</p>

Annex 2: Performance specification

Descriptive commitments

We will undertake additional work during 2025-26 to underpin development of future road investment strategies and ensure they are in the best shape to deliver. This includes work to improve existing metrics, develop new ones and wider actions to support ongoing capability improvements.

Commitment	Description
Cost and estimation improvement	Develop a cost and estimating improvement plan by the end of the second quarter (Q2) of 2025-26. This should set out time-bound commitments for improving our capabilities ahead of the RIS4 development process.
Asset information	<p>Develop an Asset Data Improvement Plan by the end of Q2 2025-26. This should include:</p> <ul style="list-style-type: none"> • Actions to develop and agree a structured reporting framework to support compliance with Licence condition 5.9 • Plans to establish a baseline of data accuracy and completeness of asset inventory and condition data <p>We will also undertake further initiatives that support the improvement of asset information.</p>
Performance framework development	<p>We will, working closely with DfT, Transport Focus and ORR, develop a time-bound plan for the development of the RIS4 performance specification by the end of Q2 2025-26. This should include:</p> <ul style="list-style-type: none"> • An assessment of the appropriateness of current KPIs and PIs and, where necessary, they need to develop new or updated metrics to support RIS4 development and emerging priorities. • Plans to enhance analytical capability and achieve better alignment between outputs and performance outcomes, including but not limited to KPIs and PIs. These should be in place to support RIS4 development and future monitoring.
Metrics in development continuation	<p>We have a specific commitment to support development, and/or improvement of, performance metrics to be ready by March 2026, for consideration for inclusion in the RIS3 performance specification. These being:</p> <ul style="list-style-type: none"> • Lost time incidents for road workers for 2026-27 • Lost time incidents for supply chain for 2026-27 • Smart motorway technology for 2026-27 • Journey time reliability for 2026-27 • Delay from roadworks for 2026-27 • Air quality for 2026-27 • Delay from incidents for 2026-27 <p>And a commitment to continue to develop the Asset Health Metric measures in accordance with the milestones agreed with ORR, for consideration for inclusion later in RIS3.</p>

Annex 3: Capital specification

In its Statutory Directions and Guidance, government has set out the investment plan for 2025-26. The below capital specification responds to this plan, outlining the delivery commitments for renewals, enhancements, future RIS development and designated funds.

Renewals	<p>In 2025-26, we will undertake renewals on a number of asset areas, including:</p> <ul style="list-style-type: none"> • Work on 76 structural renewal schemes, including 49 already in progress and 27 new schemes in design, development or construction • Replace 1,600 lane-kilometres of asphalt road surface (+/- 5%) • Complete 22 lane-kilometres of concrete road reconstruction • Mitigate 41 flooding hotspots (+/- 5%) • Deliver 340 kilometres of vehicle restraint systems (e.g. barriers) (+/- 5%) • Deliver roadside technology; 270 to 500 CCTV cameras, 168 to 313 signs, and 199 to 396 signals <p>We will develop and produce an Asset Data Improvement Plan. This is part of an ongoing continuous improvement journey for us that began in RIS1, to develop and improve asset data knowledge and decision-making capability.</p> <p>We will work with DfT and ORR to develop a definition for large renewal schemes to help manage impacts to road users, as well as ensuring there is proportionate assurance and an oversight system for all areas of our renewals programme.</p>
Enhancements	<p>During 2025-26, we will deliver and progress schemes that were commitments in RIS2.</p> <p>11 schemes will be under construction at the start of 2025-26; two of these will complete and open for traffic during the year and two further schemes will start works during the year.</p> <p>Following the decisions within the 2025 Spending Review, we shall continue to progress work on five schemes, whose delivery and scheduling is to be confirmed as part of the third Road Investment Strategy.</p> <p>The two schemes which will not progressed are subject to change control which will be undertaken during the year.</p>
Future RIS development	<p>We will continue to progress schemes for potential delivery in the future. This includes:</p> <ul style="list-style-type: none"> • Developing a programme of options for existing and emerging pipeline enhancement schemes for Ministers to consider in the round later in the third road period for future delivery • Taking forward and finalising RIS3 strategic planning activities, including our <i>Draft Strategic Business Plan</i>, final <i>Strategic Business Plan</i> and <i>Delivery Plan</i>, and finalising <i>Route Strategies</i> developed during the second road period • Undertaking further development of our wider enhancement portfolio <p>We will also develop a prioritised short-list of smaller schemes (generally with values less than £25 million) across the country, primarily aimed at reducing localised congestion for all users to unlock local economic and housing growth. These will be schemes that could be delivered during RIS3, subject to the final RIS3 specification and available funding.</p>

Annex 3: Capital specification

Designated funds

There will be four ring-fenced designated funds that will deliver activities to help us improve safety, support our customers and communities, foster innovation and improve environmental outcomes:

- **Safety:** Delivering network interventions to improve safety on high-risk roads, including post collision response and suicide prevention.
- **Innovation and research:** Investing in innovation and research to enable delivery of a range of activities to support long-term strategic commitments, such as decarbonisation and customer experience.
- **Customer and communities:** Delivering benefits for people and communities impacted by the SRN. This includes focusing on: active travel; accessibility of our network and services; improving the experience of freight operators and drivers when using the SRN, including freight roadside facilities; and leaving a positive legacy for communities.
- **Environment:** Often working in partnership with local authorities and other stakeholders to deliver on a range of activities, including supporting carbon reduction, habitat improvement and natural flood management.

Additionally, we will undertake two specific pieces of work within the safety and environment funds:

- **Safety:** We will develop a programme of local safety interventions for major A-roads to directly address safety concerns, linked to the iRAP star rating.
- **Environment and users:** We will undertake a programme of remediation of our highest risk water outfalls and soakaways to improve environmental outcomes. Road runoff can carry pollutants which, under certain conditions, can have a negative environmental impact. The focus of investment for 2025-26 will be on developing a programme of water outfall mitigations, including delivery of works where appropriate.

Annex 4: Renewals assets for assurance

Asset	Number	Unit	Description
Road markings	4,500,000	Linear metres	Length along the centre line of the road markings, including markings on new or replacement road surfacing
Kerbs	27,000	Linear metres	Total length of kerbs laid or renewed
Geotech	12	Number of schemes	Total number of geotechnical schemes completed
Traffic sign (non-electrical)	3,000	Number	Number of permanent non-electrical traffic signs installed or replaced
Guardrail	560	Linear metres	Total length of new or replacement pedestrian guardrail
Boundary fencing	57,000	Linear metres	Total length of new or replacement boundary fencing
Lighting	500	Number	Number of road lighting columns installed or replaced
Bridge joint	500	Number	Number of bridge deck expansion joint installations installed or renewed
Bridge bearing	68	Number	Number of bridge bearing units installed or renewed
Parapet	1,000	Linear metres	Total length of vehicle parapet installed or renewed
Waterproofing	17,200	Square metres	Total surface area treated for waterproofing
Motorway communications equipment	370	Number	Number of new or replaced motorway communications equipment items

Annex 5: Enhancement schemes programme plan

North-east schemes			
Scheme number	Scheme	Start of works	Open for traffic
1	A63 Castle Street	Started	2025-26 Q4
North-west schemes			
Scheme number	Scheme	Start of works	Open for traffic
2	Mottram Moor Link Road & A57 Link Road	Started	RP3
Midlands schemes			
Scheme number	Scheme	Start of works	Open for traffic
3	M42 Junction 6	Started	RP3
4	A46 Coventry Junctions	Started	RP3
5	A52 Nottingham Junctions	Started	RP3

Annex 5: Enhancement schemes programme plan

East schemes			
Scheme number	Scheme	Start of works	Open for traffic
6	A47 North Tuddenham to Easton	Started	RP3
7	A47 Thickthorn Junction	2025-26 Q3*	RP3
8	A47 Blofield to North Burlingham	Started	RP3
9	A428 Black Cat to Caxton Gibbet	Started	RP3
South-east schemes			
Scheme number	Scheme	Start of works	Open for traffic
10	M25 Junction 28	Started	2025-26 Q4
11	M25 Junction 10	Started	RP3
12	M3 Junction 9	2025-26 Q1	RP3
13	Lower Thames Crossing	DCO approved by government in March 2025. Funding options to be confirmed.	
South-west schemes			
Scheme number	Scheme	Start of works	Open for traffic
14	A417 Air Balloon	Started	RP3

The five schemes confirmed following the 2025 Spending Review have not been included within this annex. Their delivery plans will be confirmed as part of RIS3.

** Formal instruction from DfT subject to potential change*

Annex 6: Protocols

We will continue to deliver protocol services, as agreed with the Secretary of State for Transport. While these are not core to our role as a strategic highways company, investment in protocols will enable us to continue delivering strategically-important services for the country. These activities fall outside the scope of ORR monitoring.

Abnormal loads	Maintaining responsibility for authorising and planning routes for the movement of abnormal loads on the SRN, including managing the electronic service delivery system.
Historical Railways Estate	Maintaining responsibility for the Historical Railways Estate, which is a collection of over 3,100 structures and assets which were once part of Britain's rail network.
Operation Brock	Operating the 'Brock' contraflow system in Kent to keep traffic moving when there is disruption to travel across the English Channel.
Dartford Crossing	Managing the collection and enforcement of the Dartford Crossing charge.
M6 Toll	Maintaining responsibility for fulfilling government's M6 toll concession arrangements, including on-road signage and incident liaison.
Severn River Crossings	Operating and maintaining the M4 and M48 Severn River Crossings to ensure effective operation, service and safety.
National salt stocks	Maintaining a strategic salt stock as an emergency reserve for local highway authorities, managing its allocation and coordinating its collection.
Technical regulations	Continuing the ongoing development and maintenance of design standards, guidance and specifications for all works on the motorway and all-purpose trunk road network.

Annex 7: Safety Action Plan 2025-26

Introduction

Road safety is, and will always be, our number one priority, and it is fundamentally important to road users. We have developed a Safety Action Plan for 2025-26, with associated deliverables selected based on their impact on safety and to reflect the breadth of activities we are seeking to deliver. Progress will be monitored by the Office of Rail and Road (ORR), in parallel with reporting against the safety KPI. The assessment of delivery will depend on the extent to which the planned activities have been achieved.

The number of people killed or seriously injured (KSI) on the SRN is partly influenced by factors that are outside of our control, such as traffic growth. It is also impacted by other factors which we can influence, such as asset condition. We are already monitored on these through metrics, such as our pavement condition KPI.

It is important to note that there are further activities which fall outside this plan (and which are monitored elsewhere) that may impact KSIs now and in the future, for example, our delivery of enhancement schemes and our programme of resurfacing. The actions in this plan, however, give transparency and focus on the additional activity we are planning to undertake to drive performance in safety.*

Ref	2025-26 activity	Start date	End date	How activity impacts performance	Expected impact	How we will report the outcome
1	5 to 7 no. safety designated fund schemes	01/04/25	31/03/26	Schemes will target roads with highest KSI safety needs and commitments made by us during the coronial process.	Safety schemes expected to deliver up to 7.68 fewer KSIs. Comprised of up to 2.4 from change controlled schemes from 2024-25 and up to 5.28 from schemes funded from £9 million safety fund allocation.	On completion of the schemes via certificate of outputs. Evaluation of safety benefits will come later (first set of validated safety data will not be available until September 2027 and, for robust results, we need a minimum of 3 years of data).
2	Share 'Road to Zero Harm' roadmap with key stakeholders	01/04/25	31/03/26	Key supporting document.	Facilitates development of multi-year programme of safety activities, subject to funding available.	Final roadmap will be presented to the Road Safety Panel in Summer 2025 and shared with ORR.
3	SRN 2023 Safety Overview report	01/04/25	31/12/25	This is our publication on road safety data. This report looks at road safety statistics for the SRN up to and including 2023, using DfT's STATS19 validated dataset.	Evidence only.	Publication of the report on gov.uk, subject to DfT approval.

* We are continuing to deliver the outstanding actions in our Enhanced Safety Plan. This will be monitored through ORR.

Annex 7: Safety Action Plan 2025-26

Ref	2025-26 activity	Start date	End date	How activity impacts performance	Expected impact	How we will report the outcome
4	Operation Tramline	Ongoing	31/03/26 (and beyond)	We will continue to work with police forces in England and Wales to help improve safety for drivers on our network, with the use of three loaned plain white HGV tractor units. As well as the weekly operation of the three HGV cabs in the North, Midlands and South, we also co-ordinate route-based road safety campaigns, where we focus on a specific stretch of SRN road with the use of multiple cabs for a limited period to increase awareness and compliance.	Operation Tramline is a national project and aims to change driver behaviour and discourage non-compliance. The elevated position of the HGV cabs allows police officers to drive alongside vehicles to film any unsafe driver behaviour. The top offences detected to date include: 1. Seat belt offences 2. Mobile phone use 3. Construction use	We will provide: 1. Police usage log 2. Police intelligence data (i.e. number of offences identified) 3. Press release(s) / Media articles
5	Suicide prevention	01/04/25	31/03/26	We will deliver improvements at high-risk locations, including one of the highest priority locations in the Northwest region. These have been identified from suicide prevention studies and commitments made by us during the coronial process.	Reduction in suicides and suicide attempts on our network. Up to three bridges to receive suicide prevention mitigations.	On completion of the schemes via certificate of outputs. Evaluation of safety benefits will come later (first set of validated safety data will not be available until September 2027 and, for robust results, we need a minimum of 3 years of data).

Annex 7: Safety Action Plan 2025-26

Ref	2025-26 activity	Start date	End date	How activity impacts performance	Expected impact	How we will report the outcome
6	2024 Jan – June provisional STATS19 data, comparative analysis project with 2024 validated data	01/09/25	31/12/25	Understand ability to use provisional data in future years as an earlier indicator of KPI performance.	Potential for increased understanding of KPI performance (based on 6-month sample) at end of Q3 each year. This would be 9 months earlier than validated data currently allows.	Production of analytical report reviewing the effectiveness of using provisional data.
7	'Safe T.R.I.P. Checks' campaign	01/04/25	30/09/25	Driver behaviour is an integral part of the Safe System approach to road safety. This campaign increases awareness of the need to plan in advance and educates drivers about the importance of carrying out all their Safe T.R.I.P Checks before setting off on a significant journey, including necessary vehicle checks as well as factoring in rest stops.	Reduce KSIs and breakdowns on the SRN by motivating and increasing the capability of drivers to carry out journey planning and vehicle checks before each long journey. This campaign addresses the four key causes of KSIs.	Pre and post campaign evaluation to measure awareness, capability, confidence and behaviour change.

Annex 7: Safety Action Plan 2025-26

Ref	2025-26 activity	Start date	End date	How activity impacts performance	Expected impact	How we will report the outcome
8	Motorcycle (BikerTek) campaign	01/04/25	30/09/25	Driver behaviour is an integral part of the Safe Systems approach to road safety. This campaign encourages motorcyclists to think more about their safety on the road, be aware of the four main causes of accidents and motivate them to sign up to advanced rider training.	Reduce KSIs involving motorbikes, which are disproportionately high (1% of UK road users are motorcyclists yet they account for 19% of all KSIs).	Pre and post campaign evaluation to measure awareness, capability, confidence and behaviour change.
9	Search engine advertising (PPC)	01/09/25	31/12/25	Driver behaviour is an integral part of the Safe Systems approach to road safety. Paid search terms is an online strategy designed to signpost people online to our smart motorways and driving safely on motorways content, where we educate drivers on the key features of smart motorways and driving practices.	Reduce KSIs and improve confidence on the SRN by educating drivers on safer driving practices.	Evaluation of pay per click quarterly, showing number of impressions and clicks through to our website that the campaign has created.
10	Cabinet Office radio fillers	01/09/25	31/12/25	Driver behaviour is an integral part of the Safe Systems approach to road safety. Fillers are a unique service provided by the Cabinet Office to gain access to unsold commercial radio airtime. We use them to support our core safety messaging/campaigns: TRIP, Middle-lane hogging, Litter and Motorcycling.	Reduce KSIs on the SRN and improve driver confidence by educating drivers on safer driving practices.	Quarterly evaluation reports from Cabinet Office, displaying airtime achieved and equivalent media value of each radio filler advert.

Annex 7: Safety Action Plan 2025-26

Ref	2025-26 activity	Start date	End date	How activity impacts performance	Expected impact	How we will report the outcome
11	Small scheme enhancements**	01/04/25	31/03/26	<p>We will develop a prioritised list of schemes.</p> <p>These will be schemes that could be delivered during RIS3, subject to the final RIS3 specification and available funding.</p>	Preparation for RIS3; investment in RIS3 is expected to address location-specific challenges, such as known areas of congestion and poor safety, unlock network potential and improve growth outcomes (subject to funding available).	We will confirm a prioritised list of schemes for delivery. This will be reported through Investment Plan monitoring.
12	Safety national programme route treatments**	01/04/25	31/03/26	<p>We will develop a programme of local safety interventions for major A-roads to directly address safety concerns, linked to the International Road Assessment Programme (iRAP) star rating.</p> <p>For 2025-26, investments will focus on development work for the forward RIS3 programme and there are no plans for delivery.</p>	Preparation for RIS3; investment in RIS3 is expected across 18 identified route treatments to improve iRAP star rating on these routes (subject to funding available).	This will be reported through Designated Funds Investment Plan monitoring.

** These are additional activities in our overall investment plan. They are included here for reference.

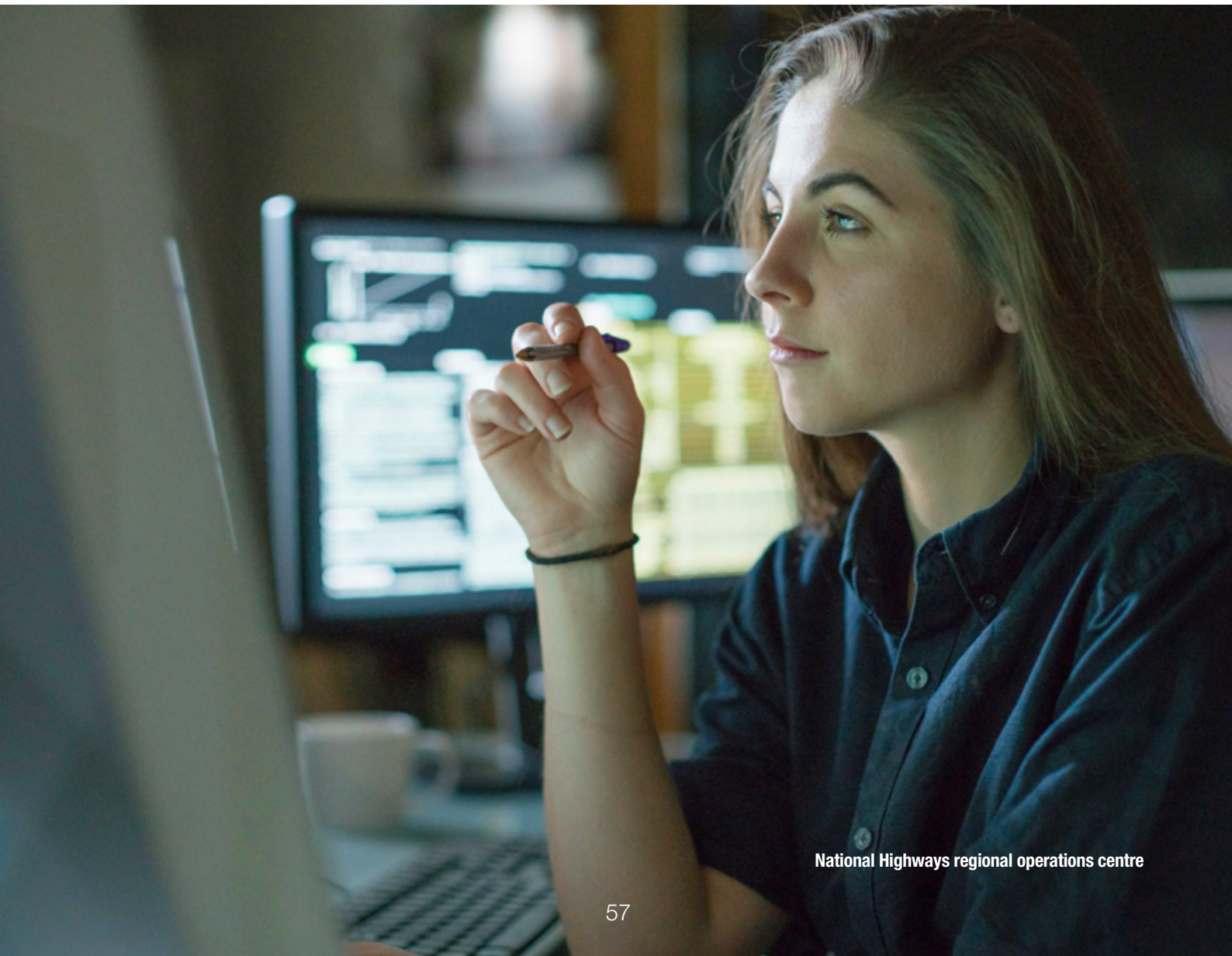
Annex 7: Safety Action Plan 2025-26

Change control

If the plan is not delivering what it is expected to, or work over the year finds some actions no longer provide value, it will need to adapt. For example, if safety performance significantly varies against expectation or if the benefits of the activities were not being delivered, if and how the plan should be revised would need to be agreed. This is to ensure the plan can adapt over the year and ensure best value is achieved.

This plan is written on the assumption that small changes in delivery would be undertaken as part of normal programme management. For example, if work on a safety scheme changed from one location to another and if this is shown to be a better solution, it should be implemented. This keeps the plan focused on the outcome of better service. Without this, there is only the incentive to deliver what was known at the time of writing, which may not be the best action in future.

However, if a significant change in the plan were needed, this would be managed through the existing change control process. Significant change in this context is not prescribed, but it would be expected to be where an entire action is no longer undertaken. Fundamental changes to the delivery plan are not taken lightly; the change control process involves discussion and agreement with both DfT and ORR.



Annex 8: Customer and Delay Action Plan 2025-26

Introduction

Customer satisfaction and average delay are highly linked, with journey time the key driver of customer satisfaction, as measured by the Strategic Roads User Survey (SRUS). We have developed a Customer and Delay Action Plan for 2025-26, with associated deliverables selected based on their impact on the user satisfaction and average delay KPIs and to reflect the breadth of improvements we are seeking to deliver across customer service. These deliverables and their progress will be monitored by the Office of Rail and Road (ORR) as part of the interim settlement and in parallel with the KPIs. The assessment of delivery will depend on the extent to which the planned activities have been achieved.

The key drivers of delay are population growth and increased economic performance. Delay is influenced by factors that are outside of our control, such as congestion. It is also impacted by other factors which we can influence, such as roadworks and incident response. We are already monitored on these through the incident clearance rate and roadworks network impact (to be replaced with network availability) metrics.

It is important to note that there are some further activities that fall outside the deliverables listed here, which are monitored elsewhere, that will impact user satisfaction and average delay. For example, delivery of enhancement schemes (to reduce journey times and increase reliability) and programme of resurfacing (road surface being one of the key drivers of satisfaction). The actions in this plan, therefore, give transparency and focus on the additional activity we are planning to undertake to improve our performance.

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
1 (Delay)	Journey Time	<p>Roll out regional delay plans, with a focus on reducing delays and improving congestion at identified hot spots, using data and analysis.</p> <p>See Figure A on page 68 for an example of average delay data.</p>	<p>To enhance network efficiency and reduce delays, we will develop and implement action plans based on analysis of Chief Analysis Division data. This analysis will pinpoint areas frequently affected by congestion. Our plans will focus on targeted interventions to address these congestion hotspots.</p>	<p>Focused on the highest impacted locations, we will develop regional plans and evidence of how we will leverage contractual relationships with suppliers and influence partner organisations to resolve incidents faster (including rescue/recovery and emergency services). The goal is for at least one plan to be actioned for each region.</p> <p>See Figure B on page 68 for example hot spot analysis.</p>	High	High
2	Journey Time	<p>Enhance customer focused decision making of delivery functions to prioritise and manage responses at key locations on the SRN. This will be done through more proactive collaboration, enhancing the use of customer insight by delivery teams and effective use of available resources.</p>	<p>We will focus on customer to improve how our network is operated, including roadworks, incidents, road defects and information provision. This will be done through:</p> <ul style="list-style-type: none"> • Embedding regional customer performance dashboards in 6 regions • Piloting regional customer boards in 6 regions • Trialling route champion roles in a region 	<p>By sharing key products such as the monthly regional customer performance dashboards, by promoting the adoption of the Customer Voice Tool and by inviting Transport Focus to attend regional meetings, we will demonstrate how insights and the SRUS are being used to improve customer satisfaction.</p>	High	Low

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
3 (Delay)	Journey Time	Ensure an appropriate and proportionate approach is in place for the evaluation of delay interventions.	Our Evaluation Plan for Delay Interventions will enable us to identify lessons learnt to help improve future performance and help demonstrate whether the activities achieved their intended outcomes.	<p>By March 2025, we will have a programme detailing the anticipated RIS2 evaluation delivery dates.</p> <p>During 2025-26, we will work to develop an improved programme of evaluation approaches for the delay interventions for the interim settlement.</p>	Low	Low
4	Journey Time	Develop a plan for tools to improve the prioritisation and decision making on delay initiatives that get proposed.	Develop options for delivery of proportionate appraisal tools to assess and prioritise proposed initiatives, with the aim of minimising delay.	<p>Plan produced, outlining options for appraisal tools for implementation during RIS3. Plan to include: scope of the options; estimated costs; estimated impact; and timescales for delivery.</p> <p>See Figure C on page 68 for example analysis.</p>	Low	Low

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
5 (Delay)	Journey Time	Carry out analysis and research to further understand the causes of delay, setting up an accountable process to feed insights to our delivery areas and drive continuous improvement.	Research to be undertaken across the business to investigate the causes of delay, identifying improvement opportunities to reduce delay and improve journey times.	<p>Progress reports at quarterly ORR meetings of research into the causes of delay and how these are being disseminated across our company, including analysis to better understand impact of HGVs/ LGVs on average delay.</p> <p>Development of dashboards to monitor performance against new delay from incidents and delay from roadworks PIs following NTIS2 go-live.</p> <p>Analysis to feed into regional action plans (see Activity 2) and to inform annual action plan development.</p> <p>See Figure D on page 68 for example drivers of delay.</p>	Medium	Low
6 (Delay)	Incidents	Identify opportunities to improve how we handle incidents, to include renewed focus on longer duration incidents and real time provision of information.	<p>This will result in better management of incidents and the subsequent impacts on customers. Focus will be around:</p> <ul style="list-style-type: none"> Reducing delays Reducing the impact on trapped traffic / customer welfare Improving information provision 	<p>By focusing more on longer duration incidents, their locations and causation factors, we will look to identify underlying trends and develop new approaches to reduce and mitigate these happening in the future. This will include quantitative and/or qualitative findings to understand the level of success and stretch possible.</p> <p>We will also monitor, report quarterly and promote the use of enhanced variable messaging signs, aiming for an upwards trend.</p>	High	High

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
7	Incidents	Roll out refreshed customer-focused training to improve how we set variable signs and signals across our regional operations centres.	Training to be rolled out to our regional operations centres, focused on improving how we set variable signs and signals so that we always consider customer needs and experience.	<p>Training is rolled out across 3-5 regions with positive feedback scores.</p> <p>Consistently setting enhanced variable sign messages across our network, such as reasons for delays and expected time to re-open.</p>	High	Low
8	Road Surface	<p>Develop new quality assurance methods to improve the smoothness of new roads and the ride quality experienced by road users.</p> <p>We will progress network trials and supply chain engagement of the new methods to inform the drafting of new maintenance and construction standards.</p> <p>These standards will then be published in the third road period.</p>	These initiatives ultimately aim to improve road surface smoothness and surface quality. The standard update is planned for publication in RIS3.	<p>Ride quality improvement outputs defined and summary of results from projects completed in-year.</p> <p>We will deliver an interim progress report in 25-26 with a final report, including a draft update to the specification, in 2026-27.</p> <p>Once the specification has been updated (expected 2027-28), we would monitor the ongoing impact on ride quality through the KPI and PI.</p>	Low	N/A

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
9	Roadworks	Optimise roadworks to provide a consistent customer experience across our network, regardless of size of scheme or delivery mechanism. This will include a consistent and scalable application of customer design principles (i.e. developing and trialling the application of roadwork audits and the Customer Assurance Framework across delivery).	Optimise and improve overall management and delivery of roadworks across the business, focusing on: <ul style="list-style-type: none"> Roadworks: A Customer View (R:ACV) Highest Safe Speed (HSS) Traffic Management Plan (TMP) reviews Customer Assurance Framework (CAF) Stakeholder Assurance Framework (SAF) Roadwork experience audits 	<p>Summary of the results/outcomes from those management activities we have implemented (forecast or actual).</p> <p>Customer Audits to be undertaken on 50-70% of high impact customer schemes across delivery (high impact as determined by the Customer Equality Impact Assessment).</p> <p>Adapt and trial the CAF/SAF on high impact operational delivery schemes in preparation for full roll out in RIS3. Application and assurance of HSS, R:ACV and TMP reviews on high impact schemes across delivery.</p>	High	Medium

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
10	Roadworks	Optimise diversion routes to provide a consistent customer experience across our network, regardless of size of scheme or delivery mechanism. This will include a consistent and scalable application of customer design principles (i.e. developing and trialling the application of Diversion Routes: A Customer View and electronic diversion route signage across delivery).	Optimise and improve overall management and delivery of diversion routes across the business, focusing on: <ul style="list-style-type: none"> • Diversion Routes: A Customer View (DR:ACV) • Electronic Diversion Route signage • Traffic Management Plan (TMP) reviews • Customer Assurance Framework (CAF) • Stakeholder Assurance Framework (SAF) 	<p>Summary of the results/outcomes from those management activities implemented (forecast or actual). For example, how much we have used electronic diversion signage, and whether we have been able to reduce diversion length or duration compared to the past. This will look at specific locations it has been done to get the insight for future routes.</p> <p>Adapt and trial the CAF/SAF on high customer impact schemes in preparation for full roll out in RIS3.</p> <p>Application and assurance of DR:ACV and TMP reviews on high impact schemes.</p> <p>Increased use of electronic diversion route signage, tracked via the CAF.</p>	High	Medium

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
11	Roadworks	Focus on the accuracy of the start and end time of works and identify opportunities for enhancing information provision to customers and thereby build trust and confidence.	Build trust with customers through the provision of accurate and consistent information regarding roadworks. We will minimise the impact of roadworks on customers by adhering to scheduled start and end times.	Reporting monthly, we will maintain our focus on the accuracy of our roadworks closure information and meet the interim settlement KPI target of 75%. We will also start to actively monitor the accuracy of our closure end times and start reporting internally on the data each month. We will report what opportunities this has identified for future works.	High	Low
12	Other Priorities	Progress improvements for walkers, wheelers, cyclists and horse-riders, and work closely with Active Travel England.	Improve experience of active travel for customers on and around our network, including suggestions from Active Travel England.	Summary of improvements made during the year and any supporting customer feedback (if received). Reporting of delivery including the 1.1 mile A52 Nottingham shared cycle and footpath scheme to be delivered in-year and other minor improvements. Reporting of progress on joint activities with Active Travel England across collaborative themes. A programme of activities will be developed and can be shared.	Low	N/A

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
13	Other Priorities	Deliver targeted litter interventions to discourage littering.	Continuing work around litter enforcement that started in 2024-25. Report progress and report performance against litter PI.	<p>Evaluation reports of litter interventions completed, such as anti-litter messaging, littering research, compacting bins and enforcement trial.</p> <p>Reports to include outcomes following periods of network monitoring to gauge impact on our litter PI and operational litter hotspots.</p> <p>See Figure E on page 68 for an example of litter picking.</p>	Low	N/A
14	Other Priorities	Deliver a programme of improvements at lorry parking facilities, focusing on HGV parking capacity, welfare facilities, driver and site security and decarbonisation.	Prioritise facilities / services to improve based on utilisation and strategic location, with a focus on specific improvements that we know are important to freight drivers.	<p>Programme of activities of c.£3.3 million delivered to increase parking and improve welfare, safety and security of drivers. Planned improvements include Maidstone motorway service area (and subject to investment approval and budget availability, up to 2 other areas are in the internal plan). This will be funded by designated funds, with a grant of up to 50% of £1.35 million). The programme will also comprise other smaller projects aligned with the programme outcomes.</p>	Medium	N/A

Annex 8: Customer and Delay Action Plan 2025-26

Ref	Theme	2025-26 activity	How activity impacts performance	How we will report the outcome	KPI relative impact: User Satisfaction *	KPI relative impact: Average Delay *
-	Enabling Activity**	<p>Continue to run behaviour change campaigns to help customers stay safe on the SRN. Our campaigns, such as 'Safe T.R.I.P. Checks' and 'BikerTek', are aimed at reducing collisions and improving the overall experience for road users.</p> <p>This will be monitored through our Safety Action Plan.</p>	By implementing consistent safety campaigns aimed at reducing collisions, we can enhance road safety and contribute to safer, more efficient journey times for all road users.	We have specific objectives for each campaign which are part of the overall evaluation plan. We measure data and insight before, during and after each campaign via customer surveys and via Government Communications Service (GCS) best practice. We look at inputs, outputs, outtakes, outcomes and overall impact to measure the results of each campaign and look to implement lessons learnt going forward.	Low	Low

* These are the forecast expected benefits of the actions on the KPIs. It is not currently possible to place a numeric estimate on the benefit, however the reporting of the actions will include analysis of the achieved ex-post benefit where possible. The high, medium and low rating are qualitative assessments and not intended to be interpreted as a specific output number.

** This action is also included in our Safety Action Plan. It is included here to show the link with our Customer and Delay Action Plan but will not be reported in this programme.

Delay - These are the actions where the predominant benefit is for reducing average delay. This reference is included to allow DfT and other stakeholders to see which actions affect which KPI. However, it should not be considered as a pure 1-2-1 relationship as these actions also affect customer satisfaction (and vice versa).

Annex 8: Customer and Delay Action Plan 2025-26 (action plan images)

The figures below relate to the Customer and Delay Action Plan 2025-26.

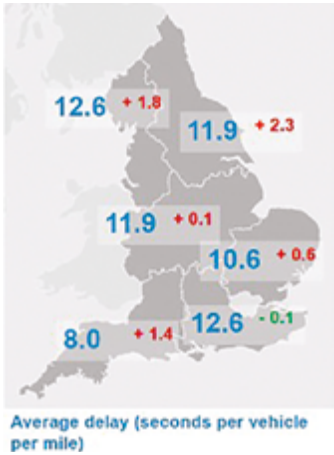


Figure A:
Example: Change in average delay since CV19 as shown in 2024 ORR investigation evidence report



Figure B:
Hot spot analysis: M6 Southbound

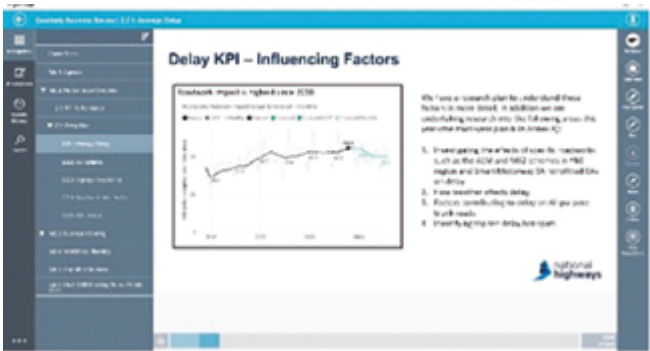


Figure C:
Example analysis

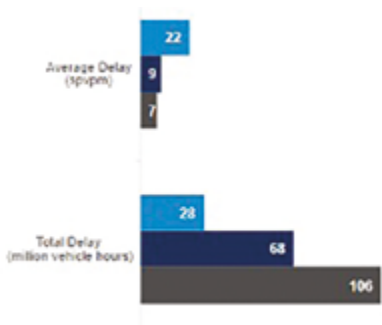


Figure D:
Example of drivers delay



Figure E:
M56 litter picking

Annex 8: Customer and Delay Action Plan 2025-26

Change control

If the plan is not delivering what it is expected to, or work over the year finds some actions no longer provide value, it will need to adapt. For example, if delay were increasing above forecast or the benefits of the activities were not being delivered, if and how the plan should be revised would need to be agreed. This is to ensure the plan can adapt over the year and ensure best value is achieved.

This plan is written on the assumption that small changes in delivery would be undertaken as part of normal programme management. For example, if work on a lorry park changed from one location to another and if this is shown to be a better solution, it should be implemented. This keeps the plan focused on the outcome of better service. Without this, there is only the incentive to deliver what was known at the time of writing, which may not be the best action in future.

However, if a significant change in the plan were needed, this would be managed through the existing change control process and our Executive Customer Service Committee. Significant change in this context is not prescribed, but it would be expected to be where an entire action is no longer undertaken. Fundamental changes to the delivery plan are not taken lightly; the change control process involves discussion and agreement with both DfT and ORR.



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