National Highways

Performance Monitoring Statements

Year end 2024-25

These statements are the primary sources of information for the performance of National Highways in accordance with the ORR Monitoring Guidelines.

Performance Specification statements

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PS3	A well maintained and resilient network
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Investment Plan statements

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Detailed information regarding efficiency delivery and statement in relation to inflationary impact will be contained in the published National Highways Efficiency Report

Annual Statement

This report and its contents are taken as the Board's statement of compliance with National Highway's Licence and Framework Document obligations. It also confirms that National Highways maintains an effective assurance regime for the expenditure of public money and that its decision making meets the criteria set out in the National Highways Framework Document. This constitutes National Highways' annual progress report under clause 6.26 of the Licence.

This report was approved by the Board on 17 June 2025 and is signed on their behalf by:

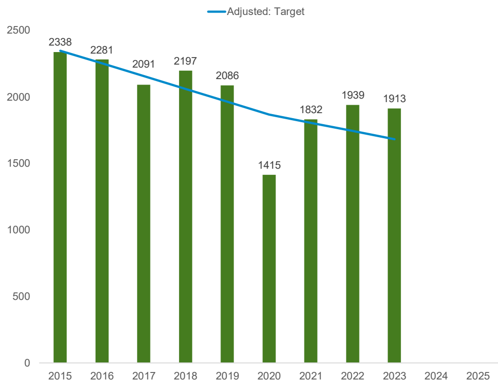
Nick Harris, CEO

Improving safety for all

KPI 1.1 The number of people killed or seriously injured on the SRN

The number of people killed or seriously injured (KSI) on the Strategic Road Network (SRN)

		Unadjusted monitoring points:			Adjusted monitoring points based on 2023 adjustments:		
RIS Year Index	**Year**	**Unadjusted: Actual**	**Unadjusted: Target**	**Unadjusted: Difference (Actual vs Target)**	**Adjusted: Actual**	**Adjusted: Target**	**Adjusted: Difference (Actual vs Target)**
0	2015	1777	1750	27	2338	2347	-9
1	2016	1979	1678	301	2281	2252	29
2	2017	1834	1607	227	2091	2156	-65
3	2018	1955	1536	419	2197	2060	137
4	2019	1891	1464	427	2086	1964	122
5	2020	1288	1393	-105	1415	1868	-453
6	2021	1692	1346	346	1832	1806	26
7	2022	1793	1300	493	1939	1744	195
8	2023	1773	1253	520	1913	1681	232
9	2024						
10	2025						



In 2023, 1,913 people were killed or seriously injured (KSIs) on the strategic road network. This is a reduction of 39% compared to the 2005-09 average baseline. This means 1,201 fewer people were killed or seriously injured compared to the 2005-09 average baseline of 3,114. However, this is 231 KSIs over our 2023 monitoring point and 356 KSIs above the 2025 target.

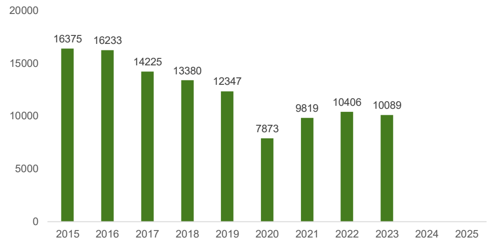
While the number of deaths and serious injuries has reduced, we are unlikely to achieve our target of a 50% reduction by the end of December 2025. Road safety is a shared responsibility and cannot be achieved in isolation. Reliance on factors outside our control is a contributory factor to us being off course to meet our 2025 target. These include safety improvements in vehicles, social and economic factors, such as an increase to the cost of living, reducing people's ability to maintain and upgrade their vehicles. In March 2025, the Office of Rail and Road reported that in the final year of Roads Period 2 National Highways is doing everything it reasonably can to achieve the target.

The Department for Transport's Guide to severity adjustments for reported road casualties Great Britain details that this KPI should be measured using adjusted KSI data. This metric is measured over all police force areas, over multiple years, and should be reported on using adjusted figures only. Adjustments are updated annually on the release of the latest STATS19 dataset.

PI 1.2 Total number killed or injured on the SRN

The total number of people killed or injured on the SRN

RIS Year Index	Year	Total
1	2015	16375
2	2016	16233
3	2017	14225
4	2018	13380
5	2019	12347
6	2020	7873
7	2021	9819
8	2022	10406
9	2023	10089
10	2024	
11	2025	

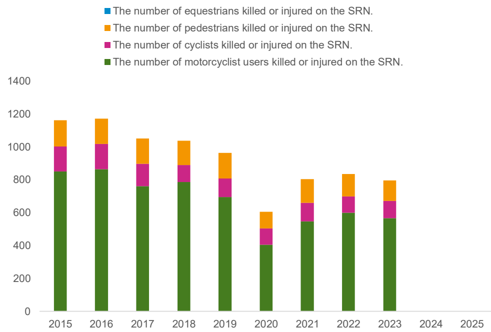


This PI reports the number of casualties of all severities, including 'slight injuries' that are excluded from the KPI.
In 2023, a total of 10,089 people were killed or injured on the SRN. This is a decrease of 317 (3%) compared to 2022. In line with the KSI casualty data reported for the KPI, this is the lowest on record, excluding 2020 and 2021 when figures were affected by lower traffic levels during the pandemic.

PI 1.3 The number of non-motorised and motorcycle users killed or injured on the SRN

The total number of pedestrian, pedal cyclist, motorcyclist and equestrian casualties on the SRN. Disaggregation will be provided by road user group to assist understanding of the PI but are not considered PIs in their own right.

RIS Year Index	Year	Total	The number of motorcyclist users killed or injured on the SRN.	The number of cyclists killed or injured on the SRN.	The number of pedestrians killed or injured on the SRN.	The number of equestrians killed or injured on the SRN.
1	2015	1160	849	153	158	0
2	2016	1170	864	152	154	0
3	2017	1050	760	137	153	0
4	2018	1036	785	103	148	0
5	2019	962	694	112	156	0
6	2020	605	404	99	102	0
7	2021	803	547	113	143	0
8	2022	834	598	100	136	0
9	2023	795	565	105	125	0
10	2024					
11	2025					



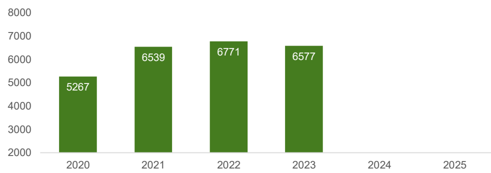
In 2023, a total of 795 non-motorised and motorcyclist users were killed or injured on the SRN. This is a decrease of 39 (5%) compared to 2022. This is the lowest total for non-motorised and motorcyclist users on record, except for 2020, which was the year most affected by the pandemic.

The 795 non-motorised and motorcyclist casualties in 2023 were made up of:
- 565 motorcyclist casualties, which is 33 (6%) fewer than in 2022;
- 125 pedestrian casualties, which is 11 (8%) fewer than in 2022; and
- 105 cyclist casualties, which is five (5%) more than in 2022.

PI 1.4 Number of injury collisions on the SRN

The total number of collisions recorded that resulted in at least one injury (of any severity) on the Strategic Road Network.

RIS Year Index	Year	Total
6	2020	5267
7	2021	6539
8	2022	6771
9	2023	6577
10	2024	
11	2025	

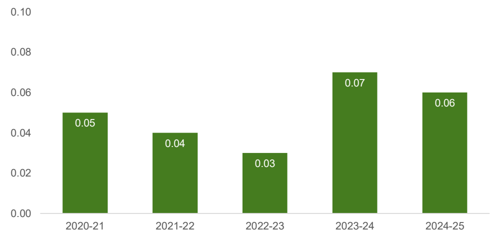


In 2023 a total of 6,577 collisions were recorded on the SRN that resulted in at least one injury of any severity. This is 194 (3%) fewer than in 2022 and the lowest total on record, excluding 2020 and 2021.

PI 1.5a Accident frequency rates for National Highways staff

The Accident Frequency Rate (AFR) for National Highways staff based on Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents and normalised by the number of hours worked in a year.

RIS Year Index	Year	Total
6	2020-21	0.05
7	2021-22	0.04
8	2022-23	0.03
9	2023-24	0.07
10	2024-25	0.06

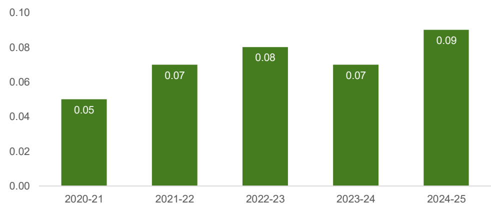


Our 2024-25 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulation) performance, out turned at a rate of 0.06, compared to 0.07 in 2023-24. Across the 2024-25 period the rate remained otherwise consistent between 0.07 and 0.06, with a low of 0.04 in September 2024. There were 10 RIDDOR incidents for National Highways staff compared to 11 in 2023-24.
Of our 10 RIDDOR incidents, the most frequently occurring events were slips, trips and falls (80%) all leading to 7-day absences, including two RIDDOR Specified Injuries. Previous years saw similar types of events.
Plans to improve performance continue with the Home Safe and Well and Be the Change programmes which have now been rolled out nationally. In Operations, where the majority of our higher risk work takes place, our colleagues are supported in their plans by the fatal risk control group, their own bespoke incident reduction plans and working groups focusing on the most frequently occurring types of events for each of their regions.

PI 1.5b Accident frequency rates for supply chain

The Accident Frequency Rate (AFR) for National Highways supply chain staff based on Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents and normalised by the number of hours worked in a year.

RIS Year Index	Year	Total
6	2020-21	0.05
7	2021-22	0.07
8	2022-23	0.08
9	2023-24	0.07
10	2024-25	0.09

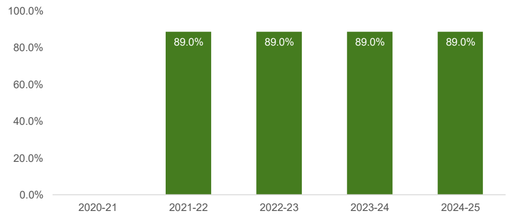


Our 2024-25 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulation) performance, out turned at a rate of 0.09, compared to 0.07 in 2023-24. Across the 2024-25 period, the rate had remained otherwise consistent between 0.08 and 0.07. There were 30 RIDDOR incidents for National Highways supply chain staff compared to 23 in 2023-24.
In 2024-25, the kind of RIDDOR events were broadly similar to previous years, for example, slips trips and falls (50%), hit by equipment or vehicle (26%), and manual handling (20%).
There has been a continued focus from our Supply Chain Safety Leadership Group into the better understanding and management of their significant risk project, which aims to identify and work to reduce what was collectively agreed as their nine significant risks. New processes for monitoring supplier performance have been introduced to some parts of National Highways and discussions with the poorer performing suppliers continued throughout the year; improvement plans have been put in place where required.

PI 1.6 The % of traffic using iRAP 3 star or above rated roads

The percentage of travel on roads with an International Road Assessment Programme (iRAP) safety rating of 3-star or better calculated using the latest version of the iRAP model (version 3.02).

RIS Year Index	Year	Total
6	2020-21	#N/A
7	2021-22	89.0%
8	2022-23	89.0%
9	2023-24	89.0%
10	2024-25	89.0%



iRAP star rating is a tool that assesses the safety standard of a road against Safe System principles. The star ratings calculate road user risk based on the risk factors associated with road features to provide a simple and objective measure of the level of safety which is 'built-in' to the road. The higher the star rating, the safer the road.

The iRAP survey of the SRN is conducted once every 5 years. The last survey was conducted in 2020, and results were reported in the 2021-22 financial year. At that time, 89% of travel was on roads rated 3 stars or greater, increasing from 82% in 2015 (using iRAP model version 3.02).

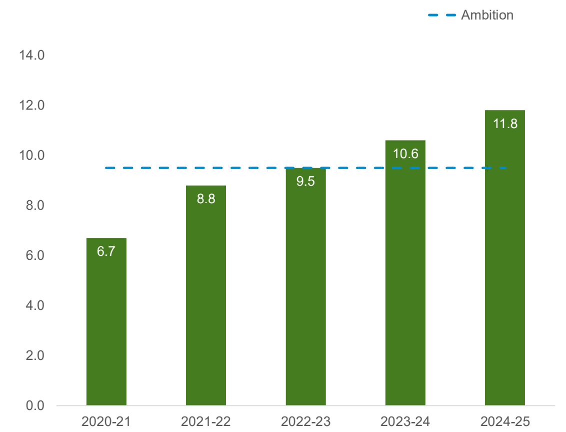
The 2025 survey is currently underway and results will be reported in 2026/27.

Providing fast and reliable journeys

KPI 2.1 Average delay

Average delay to road users calculated as the difference between the observed travel time and the speed limit travel time.

RIS Year Index	Year	Actual	Ambition
6	2020-21	6.7	9.5
7	2021-22	8.8	9.5
8	2022-23	9.5	9.5
9	2023-24	10.6	9.5
10	2024-25	11.8	9.5



In 2024-25, Average Delay was 11.8 spvpm. This is 1.2 seconds above 2023-24 (10.6 spvpm), and 2.3 seconds above the 9.5 spvpm RP2 ambition.

The Nearside Emergency Area Retrofit (NEAR) had a large impact on Average Delay in 2024-25. During this period, it is estimated that NEAR has contributed 0.6 spvpm to the national delay position, around half of the increase observed year-on-year. Given the lagging nature of the Average Delay RP2 metric, this impact is still increasing, though will plateau before decreasing around May/June of 2025.

A Delay Action Group drawn from various directorates across National Highways (Operations, Customer, Analysis Division etc) has been set up and meets regularly to ensure the current delay position, immediate and long-term trends, general discussions to drive delay related actions, and findings from the research programme are fed back to the business. Whilst principally set up to address Average Delay, all journey time metrics are explored when relevant.

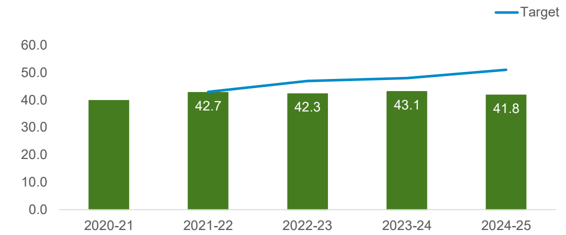
We've had and continued to implement an action plan that has delivered local and national measures to improve delay and other journey time measures, for example higher safe speeds in roadworks, that have been effective.

In addition, we have brought together activity relating to average delay and customer satisfaction into a single consolidated action plan for 2025-26, providing clear commitments and deliverables against which our performance can be monitored. In addition, we continue to research the delay to gain insights to inform the development of future initiatives and plans.

KPI 2.2 Roadworks network impact

Roadworks Network Impact (weighted lane metre days) to not exceed a monthly average of: 43 million in 2021/22; 47 million in 2022/23; 48 million in 2023/24; and 51 million in 2024/25.

RIS Year Index	Year	Actual	Target	Difference (Actual vs Target)
6	2020-21	39.8	#N/A	
7	2021-22	42.7	43.0	-0.3
8	2022-23	42.3	47.0	-4.7
9	2023-24	43.1	48.0	-4.9
10	2024-25	41.8	51.0	-9.2

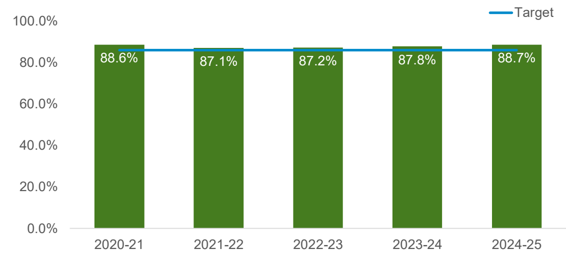


RNI was 41.8 million (weighted lane metre days) in 2024-25. This was 1.7 million lower than 2023-24 (43.1 million) and 1.8 million higher than the pre-COVID position (40.0 million). The target was revised to 51million in April 2024 reflecting updated financial information which included the NEAR programme. The 2024-25 performance was 9.18 million lower than the revised target.

KPI 2.3 Incidence clearance rate

The percentage of incidents on the motorway that impact traffic flow but are cleared in less than one hour.

RIS Year Index	Year	Actual	Target	Difference (Actual vs Target)
6	2020-21	88.6%	86.0%	2.6%
7	2021-22	87.1%	86.0%	1.1%
8	2022-23	87.2%	86.0%	1.2%
9	2023-24	87.8%	86.0%	1.8%
10	2024-25	88.7%	86.0%	2.7%

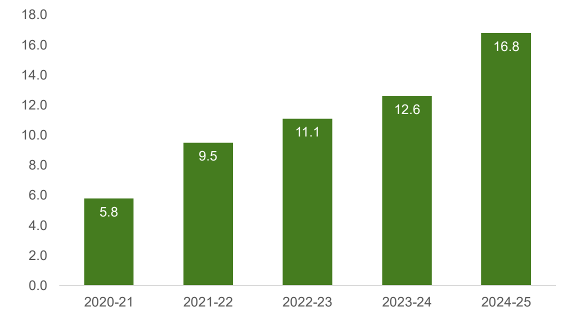


In 2024-25 National Highways successfully maintained a rolling in-year performance above the 86% target, clearing 88.7% of incidents on motorways within an hour. Performance has improved across all regions during this reporting year and above target. Generally over the Road Period, the number of incidents on the Strategic Road Network (SRN) has shown a steady increase and 2024-25 numbers whilst less than 2023-24 have followed the general trend from April 2020. National Highways continues to introduce initiatives and changes to improve the speed and efficiency of incident clearance.

PI 2.4 Delay on smart motorways

Average delay to road users on smart motorways calculated by comparing actual journey time with the minimum journey time (based on all vehicles travelling at upper limit for variable speed limit sections). It is a subset of the Average Delay metric.

RIS Year Index	Year	Actual
6	2020-21	5.8
7	2021-22	9.5
8	2022-23	11.1
9	2023-24	12.6
10	2024-25	16.8



In 2024-25 the delay on smart motorways was 16.8 seconds per vehicle per mile (spvpm) which is 4.2 seconds higher than in 2023-24 (12.6 spvpm), and 5.4 seconds higher than the pre-COVID position (11.4 spvpm).

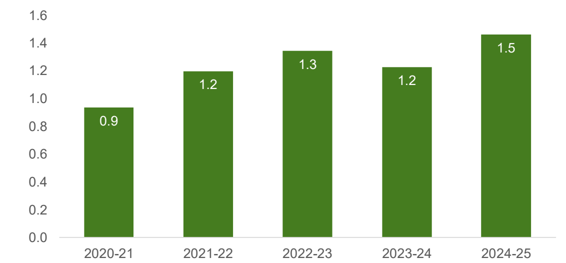
Minor adjustments have been made (within the reported level of precision) to figures for 2022-23 to 2023-24, following a review of the underlying dataset.

NEAR, which only occurred on SMs, predominantly took place in 2024/5 and had a major impact on delay. More detail can be found in the Average Delay metric commentary.

PI 2.5 Delay from roadworks

This metric measures the additional journey time during roadworks for all vehicle types, compared to an average benchmark journey time measured before the roadworks were in place.

RIS Year Index	Year	Actual
6	2020-21	0.9
7	2021-22	1.2
8	2022-23	1.3
9	2023-24	1.2
10	2024-25	1.5

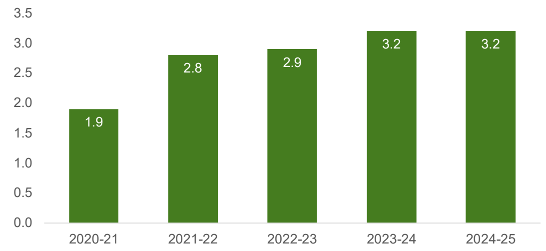


Delay from Roadworks performance in 2024-25 was 1.46 minutes per hour, which is 0.23 higher than in 2023-24 (1.23 mins) and 0.13 lower than the pre-COVID position (1.59 mins).

NEAR, predominantly took place in 2024/5 and had a major impact on delay. More detail can be found in the Average Delay metric commentary.

PI 2.6 Journey time reliability
The average difference between the observed travel time and the profile (typical) travel time. SPVPM (seconds per vehicle per mile)

RIS Year Index	Year	Actual
6	2020-21	1.9
7	2021-22	2.8
8	2022-23	2.9
9	2023-24	3.2
10	2024-25	3.2

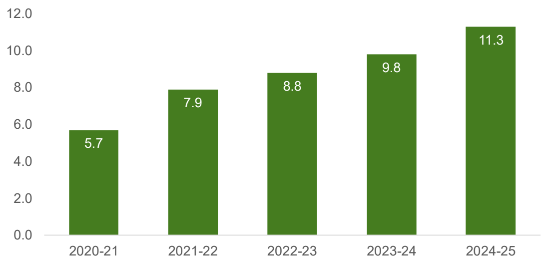


This metric measures the average differences between the observed travel time and the profile(typical) travel time.

In 2024-25 Journey time Reliability performance was 3.2 seconds per vehicle per mile, level with the result in 2023-24, and 0.2 spvpm above the pre-COVID position.

PI 2.7 Delay on gateway routes
Average delay to users of Gateway Routes. Delay is calculated by comparing actual journey time with the minimum journey time (based on all vehicles travelling at the speed limit). It is a subset of the Average Delay metric

RIS Year Index	Year	Actual
6	2020-21	5.7
7	2021-22	7.9
8	2022-23	8.8
9	2023-24	9.8
10	2024-25	11.3

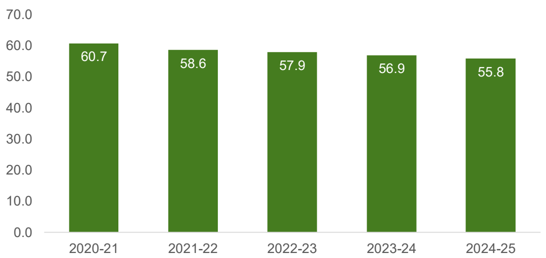


Delay on Gateway Routes performance in 2024-25 was 11.3 seconds per vehicle per mile (spvpm), which is 1.5 seconds higher than in 2023-24 (9.8 spvpm) and 2.5 seconds higher than the pre-COVID position (8.8 spvpm).

Many Gateway links are also Smart Motorways that were involved in NEAR. This initiative had a major impact on delay. More detail can be found in the Average Delay metric commentary.

PI 2.8 Average speed
The average speed of vehicles travelling on the Strategic Road Network.

RIS Year Index	Year	Actual
6	2020-21	60.7
7	2021-22	58.6
8	2022-23	57.9
9	2023-24	56.9
10	2024-25	55.8



Average Speed performance in 2024-25 was 55.8 miles per hour (mph). This is 1.1mph slower than 2023-24 (56.9 mph) and 2.3 mph slower than the pre-COVID position (58.1mph).

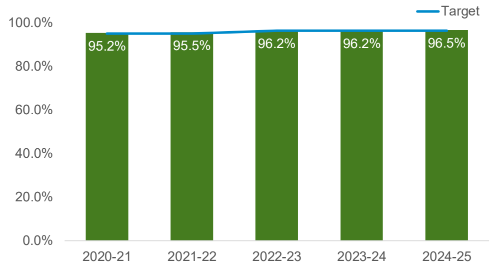
Average Speed is effectively the inverse of Average Delay. As a result, the same commentary in the Average Delay metric on NEAR holds true here also.

A well maintained and resilient network

KPI 3.1 Pavement condition

The percentage of the pavement asset in good condition. This measure reports on the overall strategic road network condition as a result of deterioration of the pavement network due to time and traffic and restoration of condition from the annual investment in maintenance

RIS Year Index	Year	Actual	Target
6	2020-21	95.2%	95.0%
7	2021-22	95.5%	95.0%
8	2022-23	96.2%	96.2%
9	2023-24	96.2%	96.2%
10	2024-25	96.5%	96.2%



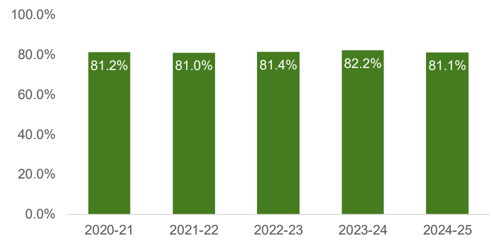
KPI 3.1 Pavement Condition has shown an increase during the year and has ended slightly above the target level. Overall it remains within a steady state condition that it has maintained throughout RIS2.

Severe weather events during RIS2, including the extremely hot and dry summer experienced in 2022, caused an increase in pavement skidding resistance deterioration beyond expected levels that negatively impacted performance. National Highways adapted its forecasting tools and project planning to manage this risk and maintain the performance of the KPI. This underscores the resilience of our pavement monitoring and programme delivery.

PI 3.2 Structure condition

The condition of National Highways structures across the Strategic Road Network.

RIS Year Index	Year	Actual
6	2020-21	81.2%
7	2021-22	81.0%
8	2022-23	81.4%
9	2023-24	82.2%
10	2024-25	81.1%

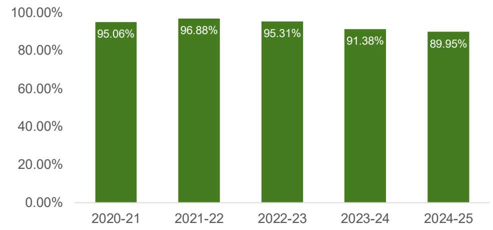


The Structure Condition Index (SCI) is the percentage of structures that have been subjectively rated by an inspector as being in 'good' condition during their latest inspection. The available ratings are 'good'; 'fair'; and 'poor' (GFP).
The number of structures with a GFP rating has increased by 2.7%, largely by the addition of new assets. Despite this the metric has fallen slightly which would reflect a slight worsening in the condition of older assets. On a like-for-like basis, with only the structures that are in both the 2024 and 2025 datasets, the SCI would be 80.3% which would confirm an overall slight deterioration of the assets.

PI 3.3 Technology availability

The percentage of time that roadside technology assets are available and functioning. The assets are considered available and functioning if they are not experiencing a service-affecting fault.

RIS Year Index	Year	Actual
6	2020-21	95.06%
7	2021-22	96.88%
8	2022-23	95.31%
9	2023-24	91.38%
10	2024-25	89.95%

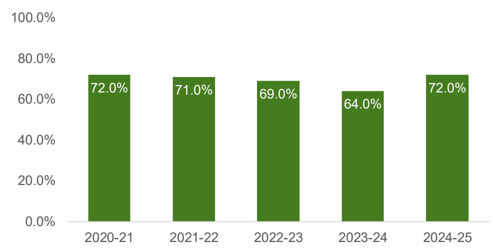


In 2024-25 National Highways achieved a performance of 89.95% which was a slight decrease of just over 1% and covers multiple technology assets and shows a relatively consistent performance in this metric. National Highways will continue to focus on this area ensuring that our systems are reliable and resilient - that we grow our monitoring capability to help us detect and respond to failures more quickly. We will continue our approach that when things out of our control happen, that we have a consistent response that ensures our roads remain safe.

PI 3.4 Drainage resilience

The percentage length of carriageway that does not have an observed significant susceptibility to flooding.

RIS Year Index	Year	Actual
6	2020-21	72.0%
7	2021-22	71.0%
8	2022-23	69.0%
9	2023-24	64.0%
10	2024-25	72.0%

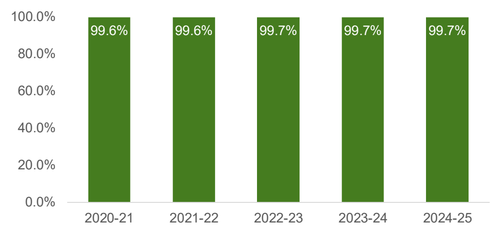


There has been an increase of around 8% in 2024–25, when compared to the performance baseline in 2023-24. This uplift is driven by three factors. First, a 3% increase due to the completion of 16 flooding mitigation schemes. Second, a 3% increase due to introducing a new drainage management system with higher resolution data that more accurately captures surface and topographic details. Third, a 2% increase due to weather normalisation of the drainage PI. This removes flood events deemed due to rainfall exceeding National Highways' drainage system design capacity. We continue to shadow report the "not-weather-normalised" drainage PI to understand climate change impacts on the SRN.

PI 3.5 Geotechnical condition

The percentage length of the National Highways geotechnical asset that is in good condition based on the ability of the asset to perform its function at the time of inspection (i.e. to support other highways assets).

RIS Year Index	Year	Actual
6	2020-21	99.6%
7	2021-22	99.6%
8	2022-23	99.7%
9	2023-24	99.7%
10	2024-25	99.7%



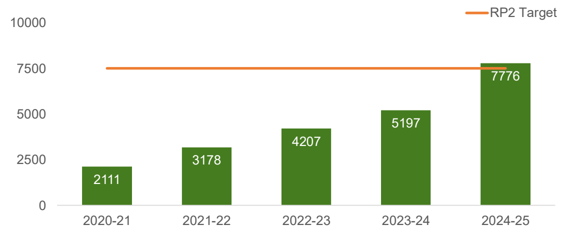
PI 3.5 Geotechnical condition performance has been stable throughout 2024-25. Compared to past years within the RIS2 period, the performance remains stable which is as expected and is consistent with maintaining steady state performance of the geotechnical asset. The asset inventory has also remained relatively stable.

Delivering better environmental outcomes

KPI 4.1 Noise

The number of households within mitigated Noise Important Areas (NIAs) where noise has been reduced through National Highways Designated Fund projects.

RIS Year Index	Year	Actual	Cumulative	RP2 Target	Difference (Actual vs RP2 Target)
6	2020-21	2111	2111	7500	-5389
7	2021-22	1067	3178	7500	-4322
8	2022-23	1029	4207	7500	-3293
9	2023-24	990	5197	7500	-2303
10	2024-25	2579	7776	7500	276

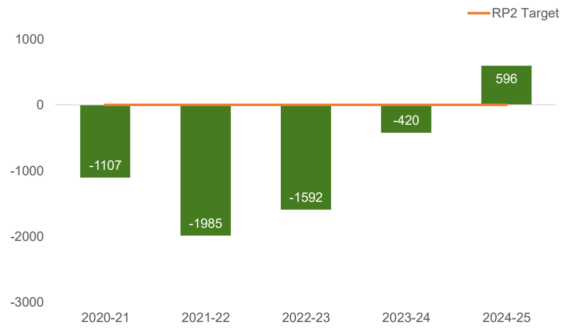


In 2024-25 we have assured 2,579 households, which exceeded our minimum requirement of 2,303 households to meet the noise KPI. RIS2 delivery to the end of March 2025 is 7,776 households, against our KPI target of 7,500. This over delivery (276 households) was due to all our projects delivering by the end of RP2 in order to provide contingency should projects fail.

KPI 4.2 Biodiversity

Deliver no net loss of biodiversity, measured using an industry standard way of measuring biodiversity changes referred to as the biodiversity metric.

RIS Year Index	Year	Net Biodiversity Units	Cumulative Net Biodiversity Units	RP2 Target
6	2020-21	-1107	-1107	0
7	2021-22	-878	-1985	0
8	2022-23	393	-1592	0
9	2023-24	1172	-420	0
10	2024-25	1016	596	0



The "No Net Loss" of the Biodiversity KPI comprises the 1% annual loss applied to the National Highways estate as a result of historic management practices and outputs, both positive and negative, from capital enhancements. The no net loss target for RIS2 required the delivery of 6,148 units. Units were delivered through Major Projects Core works and through the Environment and Wellbeing Designated Fund (EWDF).
In 2024-25 we assured 2,221 units toward our in-year target and toward the RIS2 target.

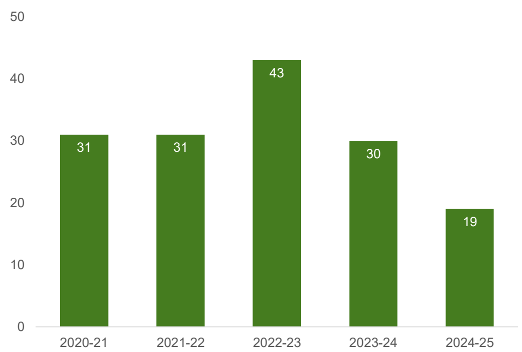
In total, the EWDF programme has delivered 6,340 units in RIS2, covering projects funded through Designated Funds and delivered by Operations, Third Parties and Major Projects.

Within RIS2, Major Projects Core works have been able to design out a substantial amount of biodiversity losses that were previously forecast, outperforming the original project targets of -701.66 units to deliver a net gain of 404.08 units through the Major Project capital enhancement programme.

KPI 4.3 Air quality

The number of strategic road network links in exceedance of the legal nitrogen dioxide (NO_2) limits as set by the European Union and accepted by government.

RIS Year Index	Year	Actual
6	2020-21	31
7	2021-22	31
8	2022-23	43
9	2023-24	30
10	2024-25	19



Our latest monitoring for 2024 continues to show ongoing improvements in measured NO_2 concentrations, continuing the trend seen since the end of the pandemic.
The ongoing improvements in air quality mean that many of the sections of our network that we have been asked to assess over recent years are now well below the annual mean NO_2 limit value of $40\mu g/m^3$. To reflect this, during 2024 we developed and agreed with Department for Transport (DfT) and the Joint Air Quality Unit (JAQU, a partnership between Defra and DfT) a formal process to confirm that the limit value has been met on 91 of the 143 sections previously commissioned (commissions 1 to 3) and no further work is required for these sections of the network. Over the last 12 months we have confirmed the limit value has been met on a further 27 links and they are being put forward to be exited from the commissioning process.

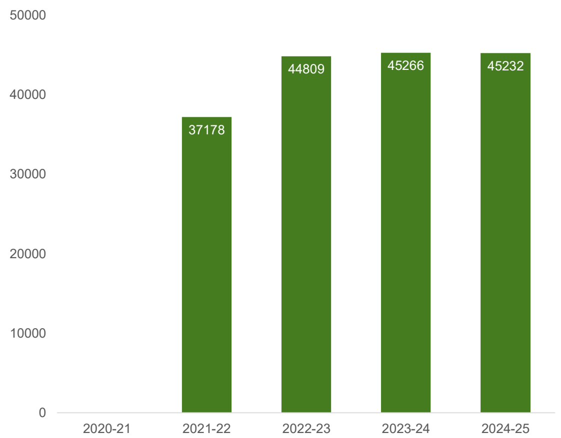
Our Annual evaluation report 2024 has identified 15* sections of our network are above the limit value, including 3 new links identified as part of the recent commissions (4 and 5). We are exploring the measures available to National Highways such as footpath closures, barriers or local traffic management measures to see if we can address these remaining areas of poor air quality.

*The actual figure of 15 links for calendar year 2024 differs from the assured year-end 2024-25 value of 19 links. This is due to an established lag in data availability and reporting.

KPI 4.4 National Highways carbon emissions

The tonnes of carbon dioxide equivalents (CO_2e) produced from activities undertaken by National Highways in the course of its day to day work.

RIS Year Index	Year	Actual (Tonnes CO_2e)	Target
6	2020-21	#N/A	#N/A
7	2021-22	37178	0
8	2022-23	44809	0
9	2023-24	45266	0
10	2024-25	45232	40337



Annual reported corporate carbon emissions for 2024/25 are 45,232 tCO_2e, reflecting approximately a 51% reduction from our baseline, sustaining last year's decrease. Our target for 24/45 was 40, 337 tCO_2e.

Successes in 2024/25 include 12,745 LED upgrades, accelerated EV transition, installation of 500kW of solar generation across 9 depots, completion of the streetlighting survey and updating business travel policies including prohibiting domestic flights and improving access to low emission vehicles.

Achieving the carbon savings associated with delivery across streetlighting has been challenging. We haven't been able to update our asset systems, due to the complexity of the datasets, in time to realise the savings for 2024/25 reporting. We anticipate our actual emissions are circa.2600 tCO_2e lower than reported.

We have also absorbed headwinds totalling c.3,600 tCO_2e annual emissions; a significant proportion of this relates to business travel and a slower than forecast adoption of EV's against modelled assumptions.

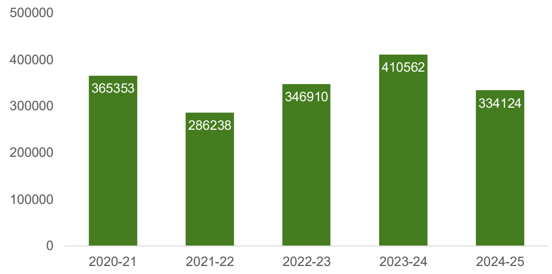
Across RIS 2 significant progress has been made against carbon reduction initiatives including upgrading 23,000+ streetlights to LED, decarbonisation of 50+ depots through energy efficiencies and renewable installations, transitioning our light fleet to be 70% PHEV and 28% EV and the installation of 400 charge points. We have also updated our policies to achieve reductions in business travel emissions and the national streetlighting survey to improve our asset data. This has resulted in us achieving 90.5% of the KPI target reduction removing over 46,000 tCO_2e from our annual emissions

The metric has undergone three change controls; to incorporate Asset Delivery and additional buildings into the baseline, a change of reporting methodology to align carbon factors for Electricity to actual Department for Energy Security and Net Zero (DESNZ) factors, and to reduce the target reduction to reflect the UK grid decarbonising slower than forecast, and a higher emission factor than forecast for PHEV fleet.

PI 4.5 Supply chain carbon emissions

The carbon footprint associated with National Highways supply chain and also normalised by the volume of work undertaken.

RIS Year Index	Year	Absoloute (Tonnes CO2e)	Normalised (CO2/£m)
6	2020-21	365353	128
7	2021-22	286238	134
8	2022-23	346910	134
9	2023-24	410562	129
10	2024-25	334124	97



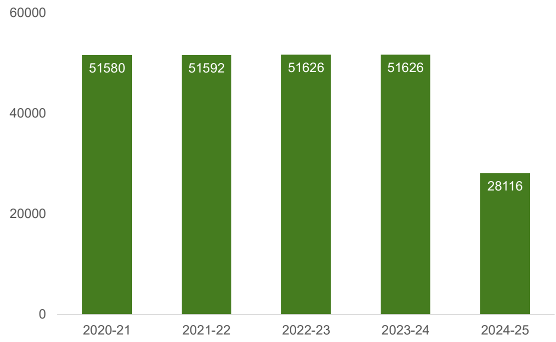
In 2024-25, reported supply chain carbon emissions fell to 334,124 tCO2e, a 19% decrease from the previous year, with carbon intensity dropping by 25% to 97t CO2e/£M. This decrease was due to a number of factors including; changes in our construction programme, the types of activities undertaken, the cancellation of some major projects and data challenges. Further variations in the emissions reporting are expected in future years as the portfolio continues to change and data continues to improve.

National Highways is committed to improving carbon reporting through collaborating with the supply chain and enhancing compliance with PAS2080. We will build on these efforts to advance the Net Zero Plan 2040 commitment for Construction and Maintenance, reducing emissions through accelerating low carbon opportunities.

PI 4.6 Condition of cultural heritage assets

The overall condition of the culturally significant assets owned by National Highways

RIS Year Index	Year	Actual
6	2020-21	51580
7	2021-22	51592
8	2022-23	51626
9	2023-24	51626
10	2024-25	28116



PI 4.6 measures the change in the condition of heritage assets within each year (April to March) by comparing the count of Cultural Heritage Units at the start of the year to the count at the end of the year. During the course of RP2 We have restricted that count of CHUs to those heritage assets in our ownership and over whose condition we have control.

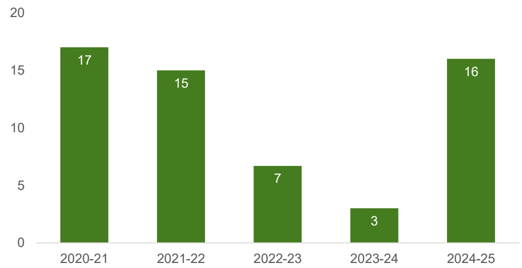
During the course of RP2 it became clear that the logic of the metric dictated that we should only include those heritage assets in our ownership (That is, wholly, partially and jointly owned). We have no control of the condition of heritage assets outside our ownership. A decision by the owner could affect the Cultural Heritage Unit score without our having done anything. Within the original definition, this change would be recorded on the metric when it would have nothing to do with our performance.

The exclusion of heritage assets outside of our ownership has resulted in a drop in the CHU total. While it would be possible to retrospectively calculate the values for RIS2 years, it would require re-assessing the, literally, thousands of assets in the CHAMPs. That task would involve significant time and resource, which isn't currently available unless other activity is deprioritised.

PI 4.7 Water quality

The length of watercourse enhanced through the mitigation of medium, high, and very high-risk outfalls as well as through other enhancements such as river retraining/ rewilding.

RIS Year Index	Year	Actual (km)
6	2020-21	17
7	2021-22	15
8	2022-23	7
9	2023-24	3
10	2024-25	16



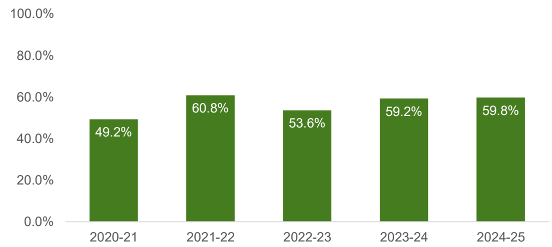
In 2024-25 National Highways delivered 11 schemes including 43 water environment interventions resulting in a total of 16.3km waterbody improved through enhancements such as fish pass installation, river restoration, high-risk assets mitigation. The work included collaboration with third parties as part of the Environment Agency (EA) partnership initiative as well as Designated Funds schemes under the Network for Nature (N4N) programme.

In addition, the validation and verification of all 1,236 high-risk outfalls and soakaways under the Water Quality Programme were completed in March 2025.

PI 4.8 Litter

The percentage of the Strategic Road Network where litter is graded at A or B as defined in the Code of practice on litter and refuse (CoP 2006).

RIS Year Index	Year	Actual
6	2020-21	49.2%
7	2021-22	60.8%
8	2022-23	53.6%
9	2023-24	59.2%
10	2024-25	59.8%



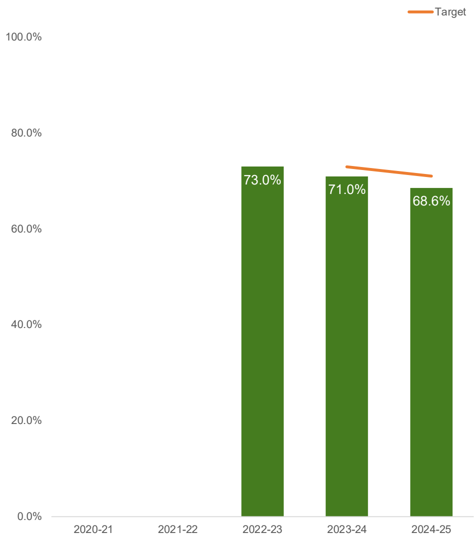
The reported performance for 2024-25 is 59.8% which indicates an improvement in performance from the previous year. National Highways have continued to progress a number of initiatives to focus on reducing litter on the Strategic Road Network, such as the installation of enforcement cameras, development of a national litter campaign including social media engagement and trialling the use of geofencing

Meeting the needs of all road users

KPI 5.1 Road user satisfaction

The percentage of drivers who are satisfied with their journey on the strategic road network as measured by the Strategic Roads User Survey (SRUS) conducted by Transport Focus.

RIS Year Index	Year	Actual	Target	Difference (Actual vs Target)
6	2020-21	#N/A	#N/A	#N/A
7	2021-22	#N/A	#N/A	#N/A
8	2022-23	73.0%	#N/A	#N/A
9	2023-24	71.0%	73.0%	-2.0%
10	2024-25	68.6%	71.0%	-2.4%



The Customer Satisfaction KPI was suspended during the pandemic as the restrictions prevented face to face surveys taking place. A push to web (online) survey was then developed and tested. A KPI target has been set each year since 2023-24 as the push to web (online) methodology stabilised and enough data was collected.

The 12-month rolling average (April 2024 to March 2025) was 68.6%. This is 2.4% lower compared to last year, and against a target of 71%.

We have seen significant disruption and impact on customers' journey experience due to the level of enhancement activity on the network, including the national emergency area retrofit programme. We have also seen average delay and incident numbers continue to increase which are key drivers of customer satisfaction. Wider societal customer satisfaction has also continued to be challenging, including satisfaction with public services.

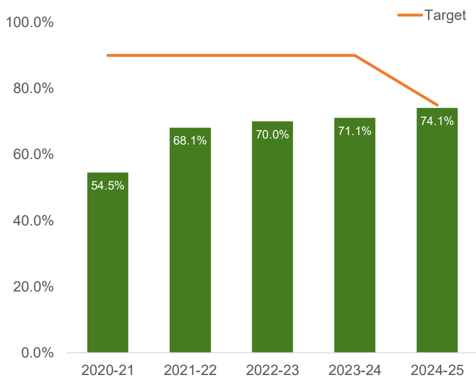
Despite this, we have remained committed to making a difference for our customers and delivered on our annual customer service plans this year and through the road period. This year we also instigated a detailed SRUS plan aimed at tackling journey time, roadworks, incidents and road surface; And since December 2024, in-month scores have shown an improving trend.

For 2025-26 we have combined our plans for customer service, average delay and SRUS into one Customer Service Plan. The top 14 deliverables have been prioritised as part of the interim settlement delivery plan and will be monitored closely by ORR. In addition to a target of RP2 year 5 outturn plus 1%. This approach reflects some of the contributory factors to this KPI that are out of our control, such as recurrent delay.

KPI 5.2 Roadworks information timeliness and accuracy

The percentage of overnight road closures that are accurately notified by National Highways seven days in advance. A "correctly-notified" road closure is one that commences within +/- 1 hour of the start time stated 7 days in advance on the Network Occupancy Management System (NOMS).

RIS Year Index	Year	Actual	Target	Difference (Actual vs Target)
6	2020-21	54.5%	90.0%	-35.5%
7	2021-22	68.1%	90.0%	-21.9%
8	2022-23	70.0%	90.0%	-20.0%
9	2023-24	71.1%	90.0%	-18.9%
10	2024-25	74.1%	75.0%	-0.9%



The accuracy of the information we provided seven days in advance about planned overnight road closures improved in year by 3% to 74.1%. Whilst this fell short of our target, amended in year by Ministers from 90% to 75%, the rise over the RIS 2 period was significant, from around 40% to where it is now. This has been recognised and celebrated by our stakeholders.

Our understanding of the factors influencing accuracy is now far more mature, as are the tools we use to monitor, track and report performance. Focusing on two specific factors:

• Late cancellations that are out of our control, such as weather, continue to have a telling impact over the winter months.

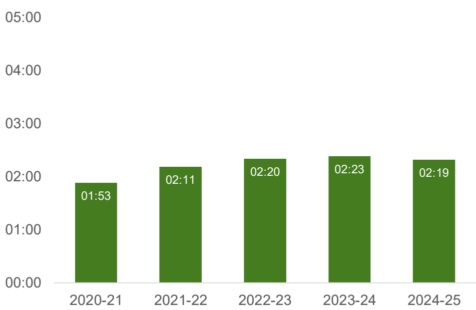
• Late bookings for situations we couldn't have envisaged seven days in advance for example for emergency barrier repairs also negatively impact accuracy.

Roadworks accuracy will remain area of work on which we will maintain close scrutiny.

PI 5.3 Timeliness of information provided to road users through electronic signage

The average median time to set signs and signals on (all) Motorways after National Highways has received notification of an incident, that requires signs and signals to be manually set.

RIS Year Index	Year	Actual
6	2020-21	01:53
7	2021-22	02:11
8	2022-23	02:20
9	2023-24	02:23
10	2024-25	02:19



National performance for 2024-25 has successfully remained below the RIS requirement for manual sign and signal setting - a three-minute median.

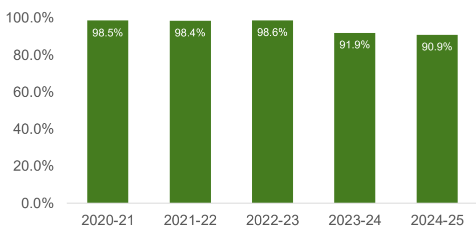
"Time to set" has increased slightly over the RIS period, following implementation of new technology, however the increase has stabilised during 2024-25 and has continued to remain below the requirement. It is not possible to forecast PI 5.3, due to the manual nature of the activity and reporting.

Aspects affecting performance are sufficient resource within our Regional Operations Centres, and available technology. These are within National Highway's control, and there are aligning workforce and technology plans in place.

PI 5.4 Ride quality

This measure reports the ride quality for the strategic road network using a subset of the pavement condition metric condition parameters. It is represented by the percentage of pavement asset delivering ride quality consistent with the 3m Enhanced Longitudinal Profile Variance (ELPV) value in National Highway's standards, which is based on engineering factors and driver comfort.

RIS Year Index	Year	Actual
6	2020-21	98.5%
7	2021-22	98.4%
8	2022-23	98.6%
9	2023-24	91.9%
10	2024-25	90.9%



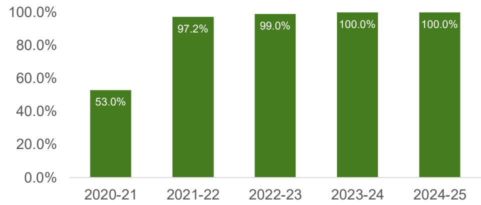
At the beginning of the 2023-24 financial year, a new PI 5.4 Ride Quality replaced the previous metric and the performance levels are not comparable.

Since then, the performance of the new metric has generally been stable and consistent with maintaining steady state performance of the pavement asset.

PI 5.5 Working with local highways authorities to review diversion routes for unplanned events

Working with local highways authorities to review diversion routes for unplanned events.

RIS Year Index	Year	Actual
6	2020-21	53.0%
7	2021-22	97.2%
8	2022-23	99.0%
9	2023-24	100.0%
10	2024-25	100.0%

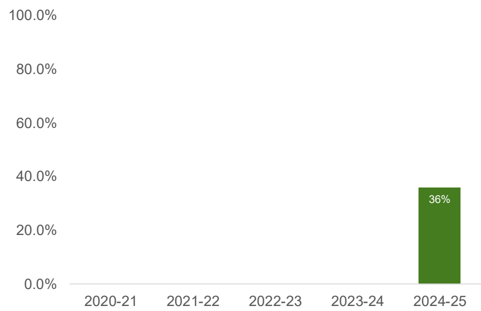


The reported performance for 2024-25 is 100% which indicates a stable and consistent reporting position from the previous year, indicating that all Local Authorities have undertaken engagement activity during the course of the year.

PI 5.6 Logistics and coach survey

Logistics and Coach managers Satisfaction Survey

RIS Year Index	Year	Actual
6	2020-21	#N/A
7	2021-22	#N/A
8	2022-23	#N/A
9	2023-24	#N/A
10	2024-25	36%



The reported performance metric is based on the mean of three surveys conducted annually by Transport Focus. The 2024-25 reporting year marks the first time this metric has been measured.
During assurance checks, a sampling issue was identified in the third survey of 2024-25 (Wave 14), where company directors were invited to participate instead of the intended vehicle managers. This deviation in respondent profile resulted in a significant variation in the composition of Wave 14 compared to previous waves. Consequently, Wave 14 has been excluded from the final metric calculation to maintain consistency and reliability.
The results from the two valid survey waves are as follows:
• Wave 12 (May/ June 2024): 40%
• Wave 13 (October/ November 2024): 32%

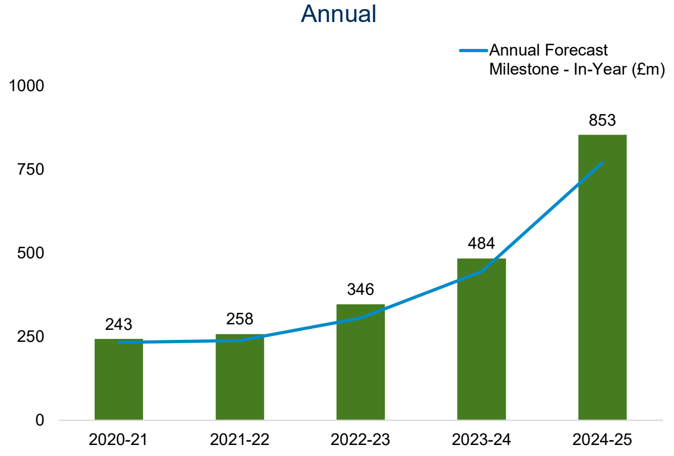
Plans are in place to improve the performance of this metric with a focus on enhancing engagement with the sector.

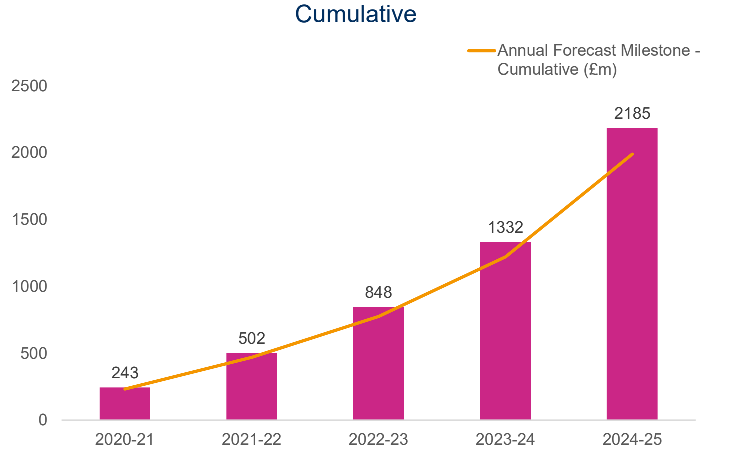
Achieving efficient delivery

KPI 6.1 Total efficiency

The value of operational and capital expenditure efficiency achieved by the end of RP2.

RIS Year Index	Year	Actual - In-Year (£m)	Actual - Cumulative (£m)	Annual Forecast Milestone - In-Year (£m)	Annual Forecast Milestone - Cumulative (£m)	Difference (Actual vs Target) (£m)
6	2020-21	243	243	233	233	10
7	2021-22	258	502	238	471	31
8	2022-23	346	848	305	776	72
9	2023-24	484	1332	444	1220	112
10	2024-25	853	2185	770	1990	195





At the beginning of 2024-25, the KPI target was reduced to £1,990m through formal change control to reflect the reduction to the delivery programme and funding available. National Highways delivered efficiencies of £853m during 2024-25. This means that cumulative efficiencies of £2,185m have been achieved in Road Period 2, over delivering the KPI target by £195m.

PI 6.2 Cost performance index (CPI) and schedule performance index (SPI)

Cost Performance Index (CPI): Represents the amount of work being completed on a project for every unit of cost spent. CPI is computed by Earned Value / Actual Cost. A value above one means that the project is doing well against the budget.
Schedule Performance Index (SPI): Represents how close actual work is being completed compared to the schedule. SPI is computed by Earned Value / Planned Value. A value of above one means that the project is doing well against the value

Project Title	Q4 CPI	Q4 SPI
M42 Junction 6 Improvement	0.95	0.97
A63 Castle Street	0.95	0.90
Mottram Moor Link Road & A57 Link Road	0.74	0.74
A428 Black Cat to Caxton Gibbet	0.95	0.93
M25 Junction 28	0.98	0.94
M25 junction 10 A3 Wisley Interchange	0.83	0.98
A417 Missing Link at Air Balloon	1.00	0.97
A47 North Tuddenham to Easton	0.98	1.00
A47 Blofield to North Burlingham dualling	0.79	1.11

IP1 Enhancement milestones and additional lane miles

Detailed analysis of enhancement monitoring milestones dates and lane miles delivered.

Region	Map Ref	Scheme Name	Construction Phase: Start of Works (SoW) – Delivery Plan Commitment	Start of Works (SoW) – Actual Achieved	Open for Traffic (OfT) – Delivery Plan Commitment	Open for Traffic (OfT) – Actual Achieved	Lane Miles Delivered (Actual)
North East	1	A1 Scotswood to North Brunton	Started	Mar 2020	Opened	Sep 2022	9.2
	2	A19 Testo's	Started	Mar 2019	Opened	Jun 2021	3.0
	3	A19 Norton to Wynyard	Started	Mar 2020	Opened	Nov 2021	6.7
	4	M621 Junctions 1-7	Started	Nov 2019	2024-25 Q2	Sep 2024	0.9
	5	A61 Westwood Roundabout	Started	Mar 2020	Opened	Feb 2021	0.8
	6	A1 Morpeth to Ellingham	Cancelled				
	7	A1 Birtley to Coal House	Started	May 2021	2024-25 Q4	Dec 2024	6.8
	8	A19 Downhill Lane	Started	Sep 2020	Opened	Mar 2022	2.3
	9	A63 Castle Street	Started	Mar 2020	2025-26		
	10	M62 Junctions 25-30	Cancelled				
North West	11	A585 Windy Harbour to Skippool	Started	Mar 2020	Opened	Mar 2024	11.5
	12	M62 Junctions 20-25	Cancelled				
	13	M6 Junction 19	Started	Mar 2020	Opened	Nov 2021	2.1
	14	A66 Northern Trans-Pennine	Subject to Spending Review				
	15	A5036 Princess Way	Cancelled				
	16	M6 Junctions 21a-26	Started	Mar 2021	2024-25 Q4	Dec 2024	17.9
	17	Mottram Moor Link Road & A57 Link Road	2024-25 Q3	Dec 2024	RP3		
	18	M56 Junctions 6-8	Started	Mar 2020	Opened	Jun 2023	5.1
	19	M60/M62/M66 Simister Island Interchange	Subject to Spending Review				
Midlands	20	A500 Etruria	Started	Feb 2019	Opened	Jul 2020	1.0
	21	M6 Junctions 13-15	Started	Mar 2018	Opened	Aug 2022	32.9
	22	M42 Junction 6	Started	Mar 2020	RP3		
	23	A46 Coventry Junctions	Started	Mar 2020	RP3		
	24	M40/M42 Interchange	Cancelled	Feb 2020			
	25	A45/A6 Chowns Mill Junction	Started	Nov 2019	Opened	Dec 2021	0.0
	26	M1 Junctions 13-19	Started	Nov 2015	Opened	Mar 2023	** 45.9
	27	A38 Derby Junctions	Subject to Spending Review				
	28	M54-M6 Link Road	Subject to Spending Review				
	29	A5 Dodwells to Longshoot	Cancelled				
	30	A52 Nottingham Junctions	Started	Jan 2017	RP3		
	31	M6 Junction 10	Started	Jan 2020	Opened	Mar 2024	1.9
	32	A46 Newark Bypass	Subject to Spending Review				
	33	M42 Junctions 4-7	Cancelled				
	34	M6 Junctions 4-5	Cancelled				
	35	M6 Junctions 5-8	Cancelled				
	36	M6 Junctions 8-10a	Cancelled				
East	37	A14 Cambridge to Huntingdon	Started	Oct 2016	Opened	May 2020	134.0
	38	A47 Wansford to Sutton	Subject to Spending Review				
	39	A47 Great Yarmouth Harfreys Junction	Started	Mar 2023	Opened	Dec 2023	0.2
	40	A47 Guyhirn Junction	Started	Feb 2021	Opened	Mar 2022	0.3
	41	A47 North Tuddenham to Easton	2024-25 Q4	Sep 2024	RP3		
	42	A47 Thickthorn Junction	2025-26		RP3		
	43	A47 Blofield to North Burlingham	2024-25 Q4	Sep 2024	RP3		
	44	A428 Black Cat to Caxton Gibbet	Started	Nov 2023	RP3		
	45	A12 Chelmsford to A120	Subject to Spending Review				
	46	M1 Junctions 10-13	Cancelled				
South East	47	M4 Junctions 3-12	Started	Mar 2017	Opened	Dec 2022	57.6
	48	A34 Newbury to Oxford Enhancements	Started	Aug 2019	Opened	Nov 2021	0.0
	49	M3 Junctions 9-14	Cancelled	Jan 2020			
	50	M27 Junctions 4-11	Started	Apr 2018	Opened	Jun 2022	20.9
	51	M25 Junction 25	Started	Jan 2021	Opened	Sep 2022	1.1
	52	M25 Junction 28	Started	Sep 2022	2025-26		
	53	M25 Junctions 10-16	Cancelled				
	54	M25 Junction 10	Started	Oct 2022	2025-26		
	55	M3 Junction 9	2025-26		RP3		
	56	M27 Southampton Junction 8	Cancelled				
	57	A27 Arundel Bypass	Cancelled				
	58	A27 Worthing and Lancing improvements	Cancelled				
	59	A31 Ringwood	Started	Mar 2021	Opened	Nov 2022	0.5
	60	A2 Bean and Ebbsfleet	Started	Mar 2020	Opened	Jun 2022	2.6
	61	M2 Junction 5	Started	Sep 2021	2024-25 Q4	Dec 2024	2.8
	62	A27 East of Lewes Package	Started	Mar 2020	Opened	Mar 2023	1.0
	63	Lower Thames Crossing*	Subject to Spending Review				
South West	64	A303 Sparkford to Ilchester	Started	Sep 2021	2024-25 Q3	Nov 2024	13.9
	65	A303 Amesbury to Berwick Down	Cancelled				
	66	A358 Taunton to Southfields	Cancelled				
	67	A30 Chiverton to Carland Cross	Started	Mar 2020	2024-25 Q1	Jun 2024	26.4
	68	A417 Air Balloon	Started	Feb 2023	RP3		
	69	M4 Junctions 19-20 and M5 Junctions 16-17	Cancelled				
	70	A21 Safety Package	Started	Jun 2021	2024-25 Q4	Mar 2025	0.0
	71	A47 Great Yarmouth Vauxhall Junction	Cancelled				

* Construction to be rephased by two years as part of Written Ministerial Statement on 9 March 2023.
** Only lane miles for M1 J13-16 are being reported.
M1 J19-16 opened in RP1. The lane miles for M1 J19-16 are: 27.49. However, that part of the scheme was claimed for in RP1.

Subject to Spending Review: These are still in discussion with the Department and will progress through change control once the review is complete.

Following the publication of our 2024-25 Delivery Plan Update (DPU), our updated commitment for RP2 was to open 30 schemes and start work on 17 schemes, which we successfully achieved. Currently, 11 schemes are under construction.

During the 2024-25 period, our commitment were to start five schemes and open seven. We have successfully opened seven schemes and started three. Construction on the A47 Thickthorn Junction and M3 Junction 9 is expected to start in 2025-26 interim year, as stated in the DPU. Schemes affected by the Spending Review will be managed through the change control process.

Housing Infrastructure Fund Schemes

Region	Scheme Name	Construction Phase: Start of Works (SoW) – Delivery Plan	Start of Works (SoW) – Actual Achieved	Open for Traffic (OfT) – Delivery Plan	Open for Traffic (OfT) – Actual Achieved
East	A120: Tendring/Colchester Border Garden Community	TBC	TBC	TBC	TBC
South West	M5 junction 10 and link road	* 2024/25		RP3	
South East	A249: Swale transport infrastructure	Started	2021/22	** 2024/25	
North West	M6: South Lancaster Growth Catalyst – junction 33a	Stopped	Stopped	Stopped	Stopped
East	A5 Dordon to Atherstone	RP3		RP3	

* Due to delays in DCO decision (expected in June) this is now forecasted to open in late 2025-26.
** This is now forecasted to open in late 2025-26 due to works on Spring Street not starting until Spring 2025.

Third Party Schemes

Region	Scheme Name	Construction Phase: Start of Works (SoW) – Delivery Plan	Start of Works (SoW) – Actual Achieved	Open for Traffic (OfT) – Delivery Plan	Open for Traffic (OfT) – Actual Achieved
Midlands	A5 Towcester relief road	Started	Sep 2022	RP3	
East	M11 junction 7a	Started	Jun 2020	Opened	Jun 2022
North West	M55 junction 2	Started	Sep 2019	Opened	Jul 2023
North West	M62 junction 19	Started	Oct 2020	Opened	Sep 2022

Housing Infrastructure Fund schemes and Third Party schemes are delivered by local authorities and third parties with our support and are subject to future planning decisions. These schemes are subject to different governance and funding arrangements to the National Highways portfolio of schemes. Milestone Actuals are provided by the external delivery organisations.

Where dates have been stated in a Calendar Year format in the Delivery Plan, they have been converted to Financial Years.

IP2 RIS3 development pipeline

Progress made in the development of major projects for delivery in Road Period 3.

Region	RIS3 Development Pipeline	Programme (National) Level Update: No. schemes started development	Programme (National) Level Update: Programme level commentary
North	A19 North of Newcastle Junctions	33	Development work has been taken forward on all schemes. In 2024-25 this included an assessment of the pipeline against the new government's priorities.
	A64 Hopgrove		
	M1 Leeds Eastern Gateway		
	M1/M62 Lofthouse interchange		
	M6 Junctions 19 to 21a Knutsford to Croft extra capacity		
	M1 Junctions 35a to 39 Sheffield to Wakefield extra capacity		
	A1 Doncaster to Darrington		
	M6 Junction 22		
	Manchester South East Junctions Improvements		
East	A47/A1101 Elm Road junction		
	A11 Fiveways Junction		
	M11 Junction 13 Cambridge West		
	A12/A14 Copdock Interchange		
	A120 Braintree to A12		
	Tilbury Link Road		
	A34 N&S Oxford		
Midlands	M6 Junction 15 Potteries Southern Access		
	A483 Pant-Llanymynech bypass (in cooperation with the Welsh Government)		
	M1 North Leicestershire extra capacity		
	M1 Leicester Western Access		
	A5 Hinckley to Tamworth		
South and West	Severn Resilience Package (formally stopped in PCF Stage 1)		
	A404 Bisham Junction		
	A2 Brenley Corner		
	A303 South Petherton to Southfields		
	A3/A247 Ripley South		
	A2 Dover Access		
	A27 Lewes to Polegate		
	A27 Chichester Improvements		
	M27 Southampton Access		
	A38 Trerulefoot-Carkeel Safety Package		
	A404/M40 Junction 4 High Wycombe		
	[A21 Safety Package]*		

IP3	Designated funds
A summary of the stage gates delivered in-year by the Designated Funds programme.	

There are **four** designated funds outlined in National Highways's 2020-2025 Delivery Plan.
Under each designated fund there are individual themes. Projects which use designated funds are aligned to a fund and an individual theme.

Safety and Congestion fund - Themes
- Safety schemes
- Congestion schemes
- Suicide Prevention schemes
- Economic Development

User and Communities fund - Themes
- Integration
- Walkers, Cyclists & Horse Riders
- Roadside Facilities
- Communities
- Freight
- Information

Environment and Wellbeing fund - Themes
- Biodiversity
- Noise
- Air Quality
- Flooding
- Water Quality
- Carbon
- Cultural Heritage
- Landscape
- Environmental Legacy

Innovation and Modernisation fund - Themes
- Design, Construction & Maintenance
- Connected & Autonomous Vehicles
- Customer Mobility
- Energy & Environment
- Operations

		Number of Projects that have Completed _______ Stage at 2024-25 Year End:			
Fund	Projects planned 2024-2025	Feasibility	Detailed design	Implementation	Total of Completed Stages
Safety and Congestion	52	6	21	12	39
Users and Communities	74	8	9	16	33
Environment and Wellbeing	168	20	25	51	96
Innovation and Modernisation	31	4	4	14	22

Safety and Congestion
In 2024-25, the Safety & Congestion Fund has continued to support initiatives which aim to improve safety on our roads, contributing to the NH target for reducing the number of Killed or Seriously Injured (KSI) and alleviate congestion as well as contributions to the improvement of safety on high-risk roads and potential suicide cluster locations.
We have completed work on the A590 J36 in the Northwest, which delivered both congestion and safety benefits on a key route into the Lake District for both commuters and tourists. We also completed a suicide prevention scheme on the M2 Medway Bridge, for which the interventions delivered were a national priority and aims to reduce the number of suicide attempts in the area.

39 stages have been assured as complete in year against a baseline of 52. A small number of stages reprofiled activity into 2025-26 and the remainder of outstanding stages will be collected in 2025-26.

Users and Communities
We have continued to support customers and communities who live and work alongside our roads, as well as the people who use them. This includes the delivery of new cycle routes in Leeds on the Temple Newsam Estate and the first phase of the Pelsall to Brownhills Greenway, in Walsall.
We also continued to contribute to the DfT Lorry Park Improvements programme, which has delivered improved facilities for our freight customers at motorway service areas, including improving safety and security at a number of sites.
33 stages have been assured as complete in year against a baseline of 74. A small number of stages reprofiled activity into 2025-26 and the remainder of outstanding stages will be collected in 2025-26.

Environment and Wellbeing
We have continued to invest in schemes which support our KPIs, including biodiversity. Our Network for Nature programme completed, enabling us to connect, create, restore and enhance a range of habitats across every National Highways region, delivering a total of 3,688 biodiversity units. We also invested in schemes which help us to protect our Cultural Heritage; working in partnership with London Borough of Havering we completed the first phase of renovation work at Upminster Tithe Barn, a Grade I listed building dating from the 15th century, situated near the Lower Thames Crossing.

96 stages have been assured as complete in year against a baseline of 168. A small number of stages reprofiled activity into 2025-26 and the remainder of outstanding stages will be collected in 2025-26.

Innovation and Modernisation
Our continued investment in year five of RIS2 has ended with the delivery of all the expected outputs for this year. This fund has continued to research and develop emerging technologies which have the potential to revolutionise what it means to travel on our roads safely. The I&M fund allowed for the completion of the Digital for Customers transformation programme, which will allow NH to deliver more connected services and improved data sharing to our customers. We also completed the Service Operations Modernisation Programme, which has delivered a suite of Innovation across Service Operations including the delivery of Technology Performance & Availability Management (TPAM), which enables more effective monitoring and management of operational technology across the Strategic Road Network.
22 stages have been assured as complete in year against a baseline of 31. The outstanding stages will be collected in 2025-26.

IP4 **Renewal volume reporting**

Details capital renewals delivery performance against planned volumes of activity associated with its five major asset types and secondary associated volume activity measures.

Asset	Description	Unit	Full year Actual Total	Baseline	Variance	Comments
Asphalt road surface (pavement)	Total length of existing asphalt resurfaced	Lane Kilometres	1,471	1,087	384	The asphalt pavement plan of 1,087 lkms (675.3 lane miles) was comprised of 176 schemes. Of the 1,471 lkms delivered; - 57 lkms were delivered on 8 non-renewals schemes (e.g. safety & congestion) - 286 lkms were delivered on non-asphalt PIT schemes - 633 lkms were delivered on 'simple' pavement and lining schemes - 496 lkms on complex schemes delivering multiple output types The outturn on targeted schemes was 1,179 lkms and was 8% above the original planned output. The rest of the over delivery of 292 lkms was on unplanned schemes across all regions, with the most in the South East. The total over delivery of 384 lkms (35%) against the original target was higher than the 3% additional spend against PIT. Additional delivery is spread across the regions, with most in the South East - c.180 lkms. SE set a conservative target to mitigate the risk of European Union's Entry/Exit System (ESS) being introduced in autumn 2024 with associated disruption and Brock, this was deferred to Oct 2025. Remaining over delivery relates to accelerating schemes to either support achievement of pavement condition or for other asset need or best value reasons. This is mainly in Midlands and East, with combined over delivery of 150 lkms. The biggest changes were Midlands brought forward 47 lkms for the Newark to Tuxford scheme to 24-25 to optimise use of a diversion route, already in use on a secondary scheme, to prevent issues with the county council roads. East increased delivery by c.50lkms on two pavement condition KPI schemes. The remaining over delivery was spread across the regions.
Concrete road surface (pavement)	Total length of existing concrete road surface reconstructed and replaced with asphalt surface	Lane Kilometres	231	199	32.3	The original concrete output target of 199 lkms (123.7 lane miles) consisted of 10 schemes nationally, of which 3 schemes in the East planned 36 lkms of life extension works and 3 schemes in the East planned 39 lkms of reconstruction. With 4 further schemes in South East, South West and Yorkshire & North East to deliver the remaining budget. The additional delivery of 32.3 lkms (16%) was mainly due to delivering additional life extension outputs of 30lkms on the A180 - A15 to A160 Junctions (West) scheme in Yorkshire North-East. This was not included in the original forecast due to low levels of confidence in delivery within region. At the point of agreeing the plan there was no contractor appointed – this issue was resolved in year and the scheme progressed faster than predicted that the original plan. There are further small increased outputs on existing schemes. The spend on concrete pavement PIT was within less than 1% of plan.
Safety barriers (steel)	Total length of steel safety barriers installed or renewed	Linear metres	309,128	226,000	83,128	The road restraint systems - steel plan of 226,000 was comprised of 77 schemes. Included in the target were; - 44,054 (19%) planned on 18 non-RRS steel PIT schemes (e.g. delivered alongside pavement and structures schemes) - 154,667 on 37 'simple' RRS steel schemes - 25,243 on 7 complex schemes delivering multiple output types Of the 309,128 delivered; - 22,295 were delivered on 6 non-Renewals schemes (e.g. safety & congestion) - 100,686 were delivered on 49 non-RRS Steel PIT schemes - 159,321 were delivered on 22 simple' RRS steel schemes - 26,827 on 6 complex schemes delivering multiple output types The additional delivery of 83,128 (37%) did not align with the 5% under spend against PIT. The main reason for the increase in outputs was mainly damage to network property (DNP) with just over 62,000 metres of over delivery due to DNP outputs not forecast within the original plan. There is around a further 10,000 metres over delivery in the Midlands unrelated to DNP. This is a single scheme added to the programme with 3,000 extra metres of barrier, and two large schemes which planned to deliver 66,000 metres but increased in scope to 73,000 metres. These changes were all based on asset need. The remaining changes are spread out across the programme with more minor scope changes unrelated to DNP across the regions. The spend on PIT restraint system steel was 5% under plan which reflects the outputs for mainly steel barrier schemes coming in close to plan.
Safety barriers (concrete)	Total length of concrete safety barriers installed or renewed	Linear metres	26,075	22,000	4,075	The road restraint systems - concrete plan of 22,000 was comprised of 9 schemes. Of the 26,075 delivered; - 15,988 were delivered in YNE on 3 schemes with the 2 planned scheme delivering 1,862 extra outputs beyond target and additional concrete restraint outputs being included on a further scheme. - 2,771 were delivered in the NW with 1 scheme overdelivering by 70 and an unplanned scheme delivering additional 1275 concrete restraint outputs. - 24 were delivered in the Midlands with unplanned concrete restraint outputs being delivered on 1 scheme. - 7,072 were delivered by the SE with the 4 planned schemes overall delivering over target and additional 533 concrete restraints outputs being delivered on 3 further unplanned schemes. - 220 were delivered in the South West with 1 planned schemes delivering 22 above budget. The over delivery of 4,075 (19%) was mainly due to one scheme in the North West, the M6 J43 to 44 CR VRS Renewal, now including in the best value solution some concrete barrier (1,275 linear metres) on a scheme originally planned to be predominantly steel. And two schemes in YNE delivering an extra 2,332 linear metres – some of this is accelerated delivery, some refinement of detailed design, and some the best value solution for a structure parapet being concrete not steel barrier. The spend against PIT Restraint System Concrete came in 7% under plan.
Significant structures	Number of significant structures	Number	75	73	2	We achieved 75 delivery milestones against the target of 52 with 36 schemes starting design, 10 starting construction and 29 completing construction.
Road markings	Length along the centre line of the road markings, including marking on new or replacement road surfacing	Linear metres	3,860,644	3,200,000	660,644	The road markings plan of 3,860,644 consisted of 255 schemes. These were planned to be predominantly delivered in conjunction with the pavement schemes but 9 schemes were standalone road marking schemes. In addition to the markings reported we also delivered 342,129 road studs (not part of the target) in these schemes. In common with previous years, there was an over-delivery of markings compared to the target of 660,644 (21%) this due to road marking specific schemes that did not have a high level of maturity when budgets were set prior to the year beginning an so were calculated more conservatively based on previous year run rates. In addition over-delivery was due to outputs not identified within pavement and other schemes prior to the start of the year, and we are working hard to improve how well we capture these in future year planning. There was also some additional asset need identified in year.
Kerbs	Total length of kerbs laid or renewed	Linear metres	25,319	12,500	12,819	The kerbs plan of 12,500 consisted of 19 schemes. These were planned to be predominantly delivered in conjunction with the pavement and lining or more complex schemes. No schemes were standalone delivering only kerbs. There was an over delivery of kerbs compared to the target of 12,819 (103%). This was mainly due to outputs not identified in the East region on concrete pavement schemes totalling around 5,000 linear metres as well as around 4,000 linear metres in the Midlands that was due in part to accelerating the Newark to Tuxford pavement scheme, to tie in with an existing scheme at the same location, due to concerns with congestion on the diversion route for an extended period. There was a further 1,500 liinear metres that was inadvertently missed when two schemes were bundled together, both delivering 1,500 linear metres of kerbs each. There were other more minor over delivery in other regions, mainly delivering outputs not identified within the budget plan at the start of the year.
Drainage	Total length of drainage installed or renewed	Linear metres	67,824	60,000	7,824	The drainage plan of 60,000 was comprised of 38 schemes. Included in the target were; - 22,271 planned on 19 non-drainage PIT schemes (e.g. delivered alongside RRS, pavement and structures) - 33,532 on 13 'simple' drainage schemes - 4,105 on 6 complex schemes delivering multiple output types Of the 67,824 delivered; - 438 were delivered on 4 non-renewals schemes (e.g. designated funds, environment) - 31,018 were delivered on 28 non-drainage PIT schemes - 36,368 were delivered on 27 drainage schemes PIT schemes The total over delivery of 7,824 (13%) was due to additional asset need identified in year, with in year overdelivery being identified on non-drainage specific schemes. The spend against PIT drainage came in 27% above plan higher than the 13% over delivery of outputs.
Geotechnical	Total length of embankment / cutting treated parallel to the carriageway	Linear metres	672	840	-168	The geotechnical plan of 840 was comprised of 5 schemes. Of the 672 delivered; - 82 were delivered on non-geotech PIT schemes - 228 were delivered on simple geotech PIT schemes - 362 on complex multi-output schemes The under delivery of 168 was due to a single safety barrier scheme in the SE which delivered a better value solution not requiring geotechnical work whilst still meeting asset needs.

Traffic signs (non-electrical)	Number of permanent non-electrical traffic signs installed or replaced	Number	2,924	1,475	1,449	The traffic signs (non-electrical) plan of 1,475 was comprised of 58 schemes. Of the 2,924 delivered; - 1,055 were delivered on non-renewals schemes - 1,706 were delivered on non-traffic signs PIT schemes - 41 on 'simple' traffic signs schemes - 122 on complex multi-output schemes The over delivery of 1,449 (98%) was the SE took the opportunity to renew around 460 traffic signs as part of the A21 Safety Package, which were not in the original plan. The SE also delivered 224 signs on the A2 that were not included in the original plan due to risk around road space booking associated with the European Entry System and implementation of Brock. The majority of the remaining overdelivery related to delivering more than expected from the original plan across damage to network property and minor capital intervention works that were not included in the original planned renewals. We have included estimates for damage to network and minor capital intervention works in the FY25-26 plans, but this is always an unpredicatable area to forecast.
Guardrail	Total length of new or replacement pedestrian guardrail	Linear metres	837	490	347	The guardrail plan of 490 was comprised of 2 schemes. Of the 837 delivered; - 6 were delivered on non-renewals schemes - 561 were delivered on non-guardrail PIT schemes - 270 were delivered on 1 multi-output guardrail/fencing PIT scheme The over delivery of 347 (71%) was mainly attributable to the Midlands DNP recovery scheme. The other outputs were spread out across multiple projects and regions.
Boundary fencing	Total length of new or replacement boundary fencing	Linear metres	24,576	21,800	2,776	The boundary fencing plan of 21,800 was comprised of 17 schemes. Of the 24,576 delivered; - 12,542 were delivered on non-boundary fencing PIT schemes - 11,998 were on 'simple' boundary fencing schemes PIT schemes - 36 were on complex multi-output schemes The over delivery of 2,776 (13%) was due mainly to additional asset need identified in year due to damage to network property and associated minor captial interventions. Boundary fencing and guardrail expenditure is captured as a single PIT. Expenditure came in 18% under budget. Also, most of the output deliver is on non-boundary fencing PIT schemes.
Lighting	Number of road lighting columns installed or replaced	Number	652	575	77	The lighting (column renewal) plan of 575 was comprised of 12 schemes. Of the 652 delivered; - 3 were delivered on non-renewals schemes - 428 were delivered on non-lighting PIT schemes - 198 on complex multi-output schemes - 23 on simple lighting PIT schemes The over-delivery of 77 (13%) is mainly due to additional output in the East region in response to damage to network property. Spending against the lighting PIT was 18% below plan, but the majority of outputs were delivered as part of a non-lighting scheme.
Bridge joint	Number of bridge deck expansion joint installations installed or renewed	Number	672	550	122	The bridge joint plan of 550 was comprised of 72 schemes. Of the 672 delivered; - 543 were delivered on non-bridge joint PIT schemes - 17 on 'simple' bridge joint schemes - 112 on complex multi-output schemes The over delivery of 122 (22%) was due to a combination of reactive work and outputs on pavement schemes not identified in the original plan with most over delivery in the North East and Midlands. Spend against the Bridge joint PIT was 10% over plan, which reflects over delivery of outputs.
Bridge bearing	Number of bridge bearing units installed or renewed	Number	176	145	31	The bridge bearing plan of 145 was comprised of 4 schemes Of the 176 delivered; - 50 were delivered on non-bridge bearing PIT schemes - 126 on 'simple' bridge bearing schemes The 21% over delivery of outputs was mainly due to remaining outputs from last financial year on A27 Adur Viaduct being delivered above plan. Spend against the bridge bearing PIT came in 35% over budget.
Parapet	Total length of vehicle parapet installed or renewed	Linear metres	2,373	2,500	-127	The parapet plan of 2,500 was comprised of 15 schemes. Of the 2,373 delivered; - 770 were delivered on non-parapet PIT schemes - 1,227 on 'simple' parapet schemes - 377 on complex multi-output schemes The under delivery of 127 was mainly due to one scheme in YNE which had original classified a 160m length of guardrail as parapet in the original plan. Spend against the parapet PIT came in 17% below budget.
Waterproofing	Total surface area treated for waterproofing	Square metres	50,247	56,900	-6,653	The waterproofing plan of 56,9000 was comprised of 33 schemes. Of the 50,247 delivered; - 29,616 were delivered on non-waterproofing PIT schemes - 1,265 on 'simple' waterproofing schemes - 19,366 on complex multi-output schemes The under delivery was due to the Prince of Wales bridge only delivering less than half of it's targeted outputs in year. This was a large waterproofing scheme and we although we were able to increase other waterproofing outputs we were not able to fully recover the position. The spend against PIT waterproofing was 21% over budget. It should be noted the Prince of Wales bridge was predominantly a resurfacing asphalt scheme so the delay reduced outputs but not spend against waterproofing PIT.
Motorway communications equipment	Number of new or replaced motorway communications equipment items	Number	375	195	180	The motorway comms equipment plan of 195 was comprised of 30 schemes. Of the 375 delivered; - 91 were on non-renewals schemes - 253 on non-renewal of technology PIT schemes - 31 on 'renewal of technology' PIT schemes delivered on a simple single output schemes The over delivery of outputs was in part due to 74 outputs for environmental sensor stations that were not included within the plan, regions have been instructed to include these going forwards. The remaining over delivery relates to many small outputs, single figures per scheme, spread across other renewal activities (predominantly resurfacing schemes) where we have taken the opportunity to efficiently renew motorway comms not indentified within original plans, within the exisitng works. Motorway Comms Equipment and Technology Renewals expenditure is captured as a single PIT. Spend on this PIT was 21% above plan.
Technology renewals	Number of technology assets renewed or improved	Number	2,037	2,045	-8	The technology renewals plan of 2,045 was comprised of 53 schemes. Of the 2,037 delivered; - 227 were delivered on non-renewals schemes - 1,058 were delivered on non-renewal of technology PIT schemes - 735 on renewal of technology schemes on simple single output schemes - 17 on renewal of technology schemes on complex multi-output schemes Motorway Comms Equipment and Technology Renewals expenditure is captured as a single PIT. Spend on this PIT was 21% above plan. Many outputs are delivered by non-renewal of technology schemes which makes it difficult to correlate between spend and outputs. Despite significant challenges with equipment in the supply chain we have delivered within less than 1% of our budgeted outputs.

IP5	Maintenance delivery reporting

Details performance against a set of key maintenance activity measures representing a combination of planned, cyclical and reactive maintenance activities.

Defects

Type	% Completed 24 Hour Priority Defects within the required timescale	% Completed within the required timescale
Drainage Asset Defects/ Service Duct Defects	94.8%	91.8%
Fences/ Walls Defects	94.8%	90.8%
Geotechnical asset defects	None reported	None reported
Lighting defects	95.2%	90.6%
Pavements/ Paved area defects	95.2%	94.8%
Road restraint systems defects	84.9%	91.5%
Soft estate landscape defects	89.4%	91.3%
Structure defects	None reported	None reported
Sweeping and cleaning (Including offensive and non-offensive graffiti)	96.6%	96.9%
Traffic signs/ Road markings/ Road studs defects	94.4%	90.4%

We continue to focus our attention placed on defects resolution and the improved consistency in reporting across regions. In 2024-25, National Highways recorded 22,989 defects that required rectification within 24-hours and 94.7% of these were rectified within the timescale, indicating an approximate 7% increase in performance from the previous year because of the continued focus in this area.
Overall, during 2024-25, there were 52,322 defects (including those requiring rectification within 24-hours) reported and 93.4% were rectified within the required timescale.

Winter Service

Type	% Completed
Percentage of precautionary salting delivered within the precautionary salting and turnaround time as stated within the Severe Weather Plan	99.7%
Percentage of instances where running lanes were available in accordance with the Service Provider Severe Weather Plan in relation to snow clearance	100.0%

Precautionary Salting
There has been consistently strong performance throughout the year for all regions and nationally with a performance of 99.7% within 2024-25.

Running Lanes Availability
There has been consistently strong performance throughout the year for all regions and nationally with a performance of 100% within 2024-25.

Drainage

Type	% Total catchment length with a low risk status
Drainage Resilience - Asset Delivery areas only - DBFO excluded	68.8%

Performance in 2024-25 was consistent with the previous reporting year, with the end of year performance outturn of 68.5%.

Litter

Type	% Planned litter clearance completed
Percentage of planned litter clearance activities undertaken in accordance with ASC requirements or the accepted programme set out in ADAMr (AD)	90.0%

There has been consistently strong performance throughout the year for all regions and nationally.

Cyclical Maintenance

Type	% Cyclic works completed
Percentage of Cyclic works that are completed within the required timescales	89.5%

Consistent performance throughout the year. The end of year performance was 89.5% which indicated a 6% improvement for the previous reporting year.

Reactive Maintenance

Type	% <24hr reactive works completed
Percentage of Reactive <24hr works that are completed within the required timescales	97.5%

Consistently strong performance throughout the year. The end of year performance was 97.5% which indicated a 2% improvement for the previous reporting year.

Claims

Type	Total Claims	Total Closed Claims
Red Claims	1769	2462
Green Claims	9024	9602

The number of red claims received in 2024-25 decreased compared to 2023-24 by over 800 claims. We have seen a slight decrease in the number of green claims in 2024-25, by around 200 claims.
During 2024-25, National Highways have settled approximate 3000 more green claims and 1000 more red claims compared to 2023-24.

Planned Asset Condition Inspections

Type	% Programme completed
Structures	98.8%
VRS	91.2%
Lighting	119.3%
Geotech	102.5%
Traffic Signs & Technology	119.6%

Operations have continued to work on completing the programme of inspections and ensuring inspections don't become overdue. Structures inspections performance remains comparable with previous year's performance, with 98% of the programme completed. A total of only 40 structures had inspections that are overdue.

F1: Total income and expenditure

£m	RP1	2020-21	2021-22	2022-23	2023-24	2024-25		
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget Difference
Operating expenditure								
Operations and Maintenance (B1, B2, B3)	2,403.4	537.9	505.5	462.0	464.8	474.0	457.9	-16.2
Private Finance Initiative (PFI) payments (B5)	2,135.6	434.7	419.5	453.5	530.7	599.0	607.1	8.2
Corporate Support (C1)	799.4	133.0	149.2	228.7	255.9	262.4	248.7	-13.7
Business Services (C2)		44.9	39.1	34.3	36.0	36.0	44.0	8.0
Protocols (D1)	240.4	55.5	63.5	65.9	57.8	59.3	59.6	0.3
Opex element of cancelled scheme						37.9	0.1	-37.8
Total resource expenditure	**5,578.8**	**1,206.0**	**1,176.7**	**1,244.3**	**1,345.2**	**1,468.5**	**1,417.4**	**-51.1**
Capital expenditure								
RIS1 Enhancements (A1)	7,059.5	1,715.3	1,346.7	1,171.4	1,135.7	934.1	1,125.5	191.5
RIS 2 Enhancements (A2)		292.5	421.7	491.3	512.8	821.5	990.4	168.8
RIS3 Development (A3)	X	21.3	54.7	63.6	42.1	44.0	52.1	8.1
Designated Funds (A4)	X	174.4	123.3	148.3	195.5	227.3	226.2	-1.1
Other capital expenditure (A5)	X	35.7	8.9	18.0	14.5	0.3	-319.5	-319.7
Operations (B1, B2)	X	187.9	222.3	233.4	218.7	213.4	235.5	22.0
Maintenance and Renewals (B3)	3,494.0	759.6	881.1	911.2	1,140.8	1,223.1	1,206.8	-16.3
Business Costs (C1, C2)	X	109.2	126.8	173.4	186.5	208.9	203.1	-5.8
Total capital expenditure	**12,160.4**	**3,295.9**	**3,185.5**	**3,210.6**	3,446.5	**3,672.4**	**3,720.0**	**47.6**
Total expenditure	**17,739.2**	**4,501.9**	**4,362.2**	**4,454.9**	**4,791.7**	**5,141.0**	**5,137.4**	**-3.6**

Resource Expenditure by Type								
Income	-182.2	-47.2	-60.6	-56.2	-49.5	-49.4	-37.3	12.2
Pay	668.9	161.4	154.1	159.9	177.8	193.6	188.5	-5.0
Non-Pay	314.5	-41.6	-37.9	-41.9	-46.0	-52.1	-47.5	4.6
Projects	4,777.7	1,133.4	1,121.1	1,182.5	1,262.9	1,376.5	1,313.7	-62.7
Total resource expenditure	**5,578.8**	**1,206.0**	**1,176.7**	**1,244.3**	**1,345.2**	**1,468.5**	**1,417.4**	**-51.1**

Commentary:

We have ended the financial year successfully, delivering within £4 million (0.1%) of our revised £5.1 billion funding for the year. Whilst these numbers are provisional and subject to audit by the National Audit Office (NAO), we are confident that we have landed in the right place.

This year saw the government announce the cancellation of some of our major enhancements, including the A303 Stonehenge Tunnel scheme in July 2024. This decision impacted both our capital and operational expenditure plans, as we are required by International Financial Reporting Standards to score any costs incurred after the announcement as operational expenditure, and not capital investment. Working together with the Department for Transport, we were able to adjust our funding to accommodate the impact of these cancellations.

F2: Regional operating income and expenditure

£m	2020-21	2021-22	2022-23	2023-24	2024-25		
	Actual	Actual	Actual	Actual	Actual	Budget	Budget Difference
Operations and Maintenance (B1, B2, B3)							
Centrally managed	136.8	110.9	56.3	28.0	24.5	51.5	27.0
East	59.4	59.0	62.6	70.7	72.2	61.9	-10.3
Midlands	97.4	94.4	96.3	99.2	106.5	100.4	-6.1
North West	73.7	72.2	62.5	65.6	70.1	64.6	-5.5
South East	75.4	71.5	79.8	91.5	85.1	77.3	-7.8
South West	46.5	44.1	46.8	49.1	50.7	47.1	-3.5
Yorkshire & North East	48.6	53.3	57.7	60.5	65.0	55.1	-9.9
Subtotal	**537.9**	**505.5**	**462.0**	**464.8**	**474.0**	**457.9**	**-16.2**
Private Finance Initiative (PFI) payments (B5)							
Centrally managed	-116.0	-84.7	-92.0	-97.9	-104.2	-102.5	1.8
East	64.8	58.9	65.7	72.0	83.9	83.8	-0.1
Midlands	11.1	10.9	12.2	13.0	16.2	16.2	0.0
North West	0.0	0.0	0.0	0.0	0.0	0.0	0.0
South East	303.2	308.8	329.1	390.5	403.4	404.1	0.7
South West	28.2	23.1	21.6	28.6	28.3	30.3	2.0
Yorkshire & North East	143.2	102.5	116.9	124.4	171.4	175.3	3.9
Subtotal	**434.7**	**419.5**	**453.5**	**530.7**	**599.0**	**607.1**	**8.2**
Corporate Support (C1)							
Centrally managed	127.2	142.2	223.2	252.3	258.1	248.7	-9.5
East	0.0	0.0	0.0	0.1	0.0	0.0	0.0
Midlands	0.0	0.0	0.0	0.1	0.0	0.0	0.0
North West	0.0	0.0	0.0	0.1	0.0	0.0	0.0
South East	5.7	6.9	5.5	3.3	4.2	0.0	-4.2
South West	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Yorkshire & North East	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal	**133.0**	**149.2**	**228.7**	**255.9**	**262.4**	**248.7**	**-13.7**
Business Services (C2)							
Centrally managed	44.9	39.0	34.0	35.7	35.9	44.0	8.1
East	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Midlands	0.0	0.0	0.0	0.0	0.0	0.0	0.0
North West	0.0	0.0	0.0	0.0	0.0	0.0	0.0
South East	0.0	0.0	0.2	0.3	0.1	0.0	-0.1
South West	0.0	0.1	0.0	0.0	0.0	0.0	0.0
Yorkshire & North East	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal	**44.9**	**39.1**	**34.3**	**36.0**	**36.0**	**44.0**	**8.0**
Protocols (D1)							
Centrally managed	32.0	39.2	44.8	45.7	49.5	48.0	-1.5
East	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Midlands	0.1	0.1	0.1	0.1	0.0	0.1	0.1
North West	0.0	0.0	0.0	0.0	0.0	0.0	0.0
South East	0.0	0.0	0.0	0.0	0.0	0.0	0.0
South West	10.5	11.4	11.9	12.0	9.8	11.5	1.8
Yorkshire & North East	13.0	12.9	9.1	0.0	0.0	0.0	0.0
Subtotal	**55.5**	**63.5**	**65.9**	**57.8**	**59.3**	**59.6**	**0.3**
Total	**1206.0**	**1,176.7**	**1,244.3**	**1,345.2**	**1,430.7**	**1,417.3**	**-13.4**

Commentary:

Our original 2024-25 funding envelope was £1,417 million. This included additional £148 million we negotiated with the Department to cover significant inflationary pressures from our long-term, index linked DBFO contract arrangements. We then entered the year with £6 million (0.5%) of unmitigated pressure from our Business Planning expecting that this shortfall could be managed through ringfencing emerging underspends falling out of budgets in-year in the way we have done in previous years. At the same time, we were prepared to take targeted action if these cost reductions did not materialise.

However, at mid-year we reported an £18 million net affordability gap from our digital and maintenance programmes as well as the pressure we entered the year with. We took action to implement £10 million cost reductions agreed at October's Executive committee, but this still left a £5 million residual pressure.

F2.1: Operating income and projects expenditure

£m		2020-21	2021-22	2022-23	2023-24	2024-25		
		Actual	Actual	Actual	Actual	Actual	Budget	Budget Difference
Operations and Maintenance (B1, B2, B3)								
	Pay	85.6	82.0	88.3	99.4	105.8	100.8	-4.9
	Non-Pay	12.0	20.2	25.7	27.9	28.0	28.1	0.1
	Income	-38.8	-48.1	-43.1	-40.0	-40.7	-29.8	11.0
Non-projects	**Non-projects Subtotal**	**58.8**	**54.1**	**70.8**	**87.3**	**93.0**	**99.1**	**6.1**
Projects - Maintenance and Renewals	Routine Maintenance	273.2	265.1	271.2	297.6	306.1	275.0	-31.1
	Winter Maintenance	3.7	2.6	4.1	2.4	2.7	3.3	0.6
	Technology - Maintenance	34.4	36.0	19.6	20.0	18.4	19.7	1.3
	Renewal of Roads	1.5	1.6	2.8	1.6	0.2	0.5	0.3
	Renewal of Structures	9.1	8.0	6.7	6.4	3.4	4.8	1.4
	Other Maintenance	2.8	1.4	0.4	0.3	0.3	0.0	-0.3
Projects - General Operations	S274/S278 Works	15.6	19.9	9.9	3.3	6.9	1.2	-5.7
	Technology	37.2	12.0	-4.1	1.0	1.2	0.1	-1.1
	Other	68.6	71.2	60.0	20.7	20.7	30.4	9.6
Projects - Customer Operations	Customer Operations		33.7	20.6	24.0	21.1	23.8	2.7
	Projects Subtotal	**479.1**	**451.4**	**391.2**	**377.5**	**381.0**	**358.8**	**-22.3**
	Total	**537.9**	**505.5**	**462.0**	**464.8**	**474.0**	**457.9**	**-16.2**
PFI (Private Finance Initiative)								
	Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Non-Pay	-81.2	-86.4	-92.0	-97.9	-104.2	-104.2	0.0
	Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Non-projects	**Non-projects Subtotal**	**-81.2**	**-86.4**	**-92.0**	**-97.9**	**-104.2**	**-104.2**	**0.0**
Projects	A1(M) Darrington to Dishforth	62.0	58.4	23.5	27.2	28.7	28.1	-0.7
	A19 Dishforth to Tyne Tunnel	71.1	28.9	37.0	36.9	76.5	77.3	0.8
	A249 Iwade to Queenborough	14.0	13.6	14.3	13.0	16.1	14.4	-1.7
	A30/A35 Exeter to Bere Regis	9.6	9.8	9.2	13.2	11.0	13.8	2.9
	A419/A417 Swindon to Gloucester	18.6	13.3	12.4	15.4	17.3	16.4	-0.9
	A50/A564 Stoke - Derby link	11.1	10.9	12.2	13.0	16.2	16.2	0.0
	A69 Carlisle to Newcastle	11.5	11.7	12.1	14.1	14.8	14.8	0.0
	M1-A1 Yorkshire link	22.8	23.8	26.5	27.3	30.7	30.9	0.2
	M25 London Orbital Motorway contract	289.2	295.2	314.8	377.5	387.3	389.7	2.3
	M40 Junctions 1-15	40.6	38.6	42.2	44.9	55.2	55.7	0.5
	A1 D2D			41.2	46.1	49.4	52.3	2.9
	Other	-34.8	1.7		0.0	0.0	1.8	1.8
	Projects Subtotal	**515.9**	**505.9**	**545.5**	**628.7**	**703.2**	**711.4**	**8.2**
	Total	**434.7**	**419.5**	**453.5**	**530.7**	**599.0**	**607.1**	**8.2**
Corporate Support (C1)								
	Pay	46.7	45.4	50.3	54.4	64.7	58.0	-6.7
	Non-Pay	36.8	38.6	36.7	34.1	31.0	37.3	6.3
	Income	-7.4	-6.8	-10.6	-6.6	-7.0	-6.4	0.7
Non-projects	**Non-projects Subtotal**	**76.1**	**77.2**	**76.4**	**81.8**	**88.7**	**89.0**	**0.3**
Projects	Lands	52.3	5.2	5.8	6.5	7.8	0.0	-7.8
	Other	4.6	66.8	146.5	167.6	165.9	159.7	-6.2
	Projects Subtotal	**56.9**	**72.0**	**152.4**	**174.1**	**173.7**	**159.7**	**-14.0**
	Total	**133.0**	**149.2**	**228.7**	**255.9**	**262.4**	**248.7**	**-13.7**
Business Services (C2)								
	Pay	22.7	20.2	14.9	17.5	17.7	22.7	5.0
	Non-Pay	-9.4	-10.3	-12.5	-10.2	-8.2	-9.0	-0.8
	Income	-0.6	-4.7	-1.8	-2.0	-1.0	-0.9	0.1
Non-projects	**Non-projects Subtotal**	**12.6**	**5.2**	**0.6**	**5.3**	**8.5**	**12.9**	**4.3**
Projects	Research and Development	8.9	23.0	13.1	10.8	8.5	9.9	1.4
	Other	23.4	10.9	20.6	20.0	18.9	21.2	2.3
	Projects Subtotal	**32.3**	**33.9**	**33.7**	**30.7**	**27.5**	**31.2**	**3.7**
	Total	**44.9**	**39.1**	**34.3**	**36.0**	**36.0**	**44.0**	**8.0**
Protocols (D1)								
	Pay	6.5	6.5	6.5	6.6	5.4	7.0	1.6
	Non-Pay	0.2	0.1	0.2	0.2	1.4	0.3	-1.1
	Income	-0.3	-0.9	-0.7	-1.0	-0.7	-0.3	0.4
Non-projects	**Non-projects Subtotal**	**6.4**	**5.6**	**6.0**	**5.8**	**6.1**	**7.0**	**0.9**
Projects		49.2	57.9	59.9	52.0	53.2	52.6	-0.6
	Projects Subtotal	**49.2**	**57.9**	**59.9**	**52.0**	**53.2**	**52.6**	**-0.6**
	Total	**55.5**	**63.5**	**65.9**	**57.8**	**59.3**	**59.6**	**0.3**
	Total resource expenditure	**1,206.0**	**1,176.7**	**1,244.3**	**1,345.2**	**1,430.7**	**1,417.4**	**-13.3**

Statement F2.2: Analysis of protocols expenditure

£m	2020-21	2021-22	2022-23	2023-24	2024-25		
	Actual	Actual	Actual		Actual	Budget	Budget Difference
Abnormal Loads	0.8	1.5	1.6	1.5	1.7	1.9	0.3
Dart Charge	25.1	27.8	32.8	29.8	35.3	33.3	-2.0
M6 Toll	0.1	0.1	0.1	0.1	0.0	0.1	0.1
Historical Railways Estate	13.0	13.4	9.1	8.9	7.9	9.1	1.2
National Salt Reserve	0.5	1.1	1.0	0.9	0.8	0.9	0.1
Severn Crossings	14.0	17.5	19.3	14.5	11.4	12.1	0.7
Technical Regulations	2.1	2.1	2.1	2.1	2.2	2.2	0.0
Total Protocols Expenditure	**55.5**	**63.5**	**65.9**	**57.8**	**59.3**	**59.6**	**0.3**

Statement F2.3: Analysis of FTE

£m	2020-21	2021-22	2022-23	2023-24	2024-25		
	Actual	Actual	Actual	Actual	Actual	Budget	Budget Difference
*Commercial and Procurement	439.1	455.0	442.8	446.6	0.0	0.0	0
Customer, Strategy and Communications	302.7	295.4	346.487	375.2	416.4	424.0	7.6
Business Services Directorate	374.4	362.3	380.7	398.6	659.3	628.8	(30.5)
Human Resources	109.3	111.6	126.4	147.1	160.5	146.0	(14.5)
** Human Resources - Early Talent	-	-	177.6	231.0	250.0	325.0	75.0
Major Projects	784.5	814.6	724.4	722.5	693.0	755.1	62.1
Lower Thames Crossing	31.7	40.0	32.0	32.0	29.8	35.0	5.2
Operations	3,185.6	3,261.3	3,512.0	3,680.3	3,827.4	3,808.9	(18.5)
Digital Services Directorate	229.2	246.3	332.9	397.1	379.8	388.9	9.0
Safety, Engineering and Standards	410.1	397.4	365.8	374.2	349.0	340.0	(9.0)
Legal Services	43.2	51.7	57.4	49.9	61.4	65.0	3.6
*** Chief Executive Division	-	-	-	10.0	12.4	12.0	(0.4)
FTE Total	**5909.7**	**6035.6**	**6498.6**	**6,864.6**	**6,839.1**	**6,928.7**	**89.7**

Commentary:

* Commercial and Procurement reduces to zero, resulting from this directorate being split out across other directorates (Mostly BSD, Ops, and MP) following the resignation of Commercial Exec director.
** Early Talent has been split out from the core Human Resources line, as previously Early talent was costed and would sit separately in each directorate. Centralising Early talent has resulted in a more holistic view - this has been possible from 2022-23 onwards.
*** Chief Executive Division was established in 2023-24. For prior years this used to sit under legal services.

*Centrally managed	2,599.6	2,486.6	3,281.4	3,119.8	3,103.8	3,128.9	25.0
East	632.6	530.4	499.8	539.4	552.7	528.1	(24.5)
Midlands	605.2	722.8	701.8	759.3	773.4	762.3	(11.0)
North West	645.3	621.4	524.0	541.9	527.5	543.7	16.2
South East	526.3	707.8	669.5	701.9	690.1	687.3	(2.9)
* South West	440.1	415.5		374.2	378.8	394.5	15.7
** South	X		185.7	186.2	180.5	213.5	32.9
Yorkshire & North East	460.5	551.0	636.4	641.8	632.3	670.5	38.3
FTE Total	**5,909.7**	**6,035.6**	**6,498.6**	**6,864.6**	**6,839.1**	**6,928.7**	**89.7**

Commentary:

*Operations Direcorate South West was incorrectly captured as 'Centrally managed' in 2022-23. This is why there is a spike in Centrally Managed, which reduces the year after.

** South was created when RIP South (Major Projects) was registered under it - RIP South is the only area designated as South. It used to be SE, but the drop wasn't noticed as the gap was filled with recruitment in other roles

Statement F3: Capital expenditure

£m Scheme name	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	2024-25 Budget	2024-25 Budget Difference	Baseline 2020-21	Baseline 2021-22	Baseline 2022-23	Baseline 2023-24	Baseline 2024-25	Baseline RP2 Total
Maintenance and Renewals													
Renewal of Roads	521.5	627.1	693.6	813.2	785.8	727.4	-58.4	x	x	x	x	x	x
Renewal of Structures	176.2	194.7	177.8	262.0	319.1	301.8	-17.3	x	x	x	x	x	x
Renewal of Technology	35.7	26.7	39.8	63.8	116.6	177.3	60.7	x	x	x	x	x	x
Maintenance	26.2	32.6	0.0	1.8	1.6	0.2	-1.4	x	x	x	x	x	x
TOTAL Maintain/Renew	759.6	881.1	911.2	1140.8	1,223.1	1,206.8	-16.3	733.6	857.7	902.3	859.1	914.0	4,266.7
RIS1 Enhancements													
RIP	654.6	708.6	887.6	890.1	644.9	655.2	10.3	643.7	745.8	1,107.4	1,167.7	875.3	4,539.9
SMP	865	448.9	266.2	146.7	31.6	32.5	0.9	736.1	335.3	102.5	11.2	20.4	1,205.5
CIP	131.6	97.2	61.7	91.9	298.5	435.1	136.6	111.3	65.0	88.7	404.4	509.4	1,178.9
Other RIS1 expenditure including Portfolio Risk/Contingency and Surpus Funding	64.2	92.0	-44.1	7.0	-3.1	2.7	5.9	180.0	109.7	-12.3	-6.2	31.5	302.7
Cancelled Schemes					-37.9	0.0	37.9						
Total RIS1 Enhancements	1,715.3	1,346.7	1,171.4	1135.7				1,671.2	1,255.7	1,286.4	1,577.2	1,436.6	7,227.0
RIS2 Enhancements													
RIP	42	76.7	129.1	173.5	244.5	324.5	80.0	61.0	60.0	74.7	125.5	238.0	559.3
SMP	14.4	190.1	166.4	182.6	377.2	423.8	46.6	37.1	183.9	319.9	369.4	360.6	1,270.9
CIP	0	9.7	14.1	1.6	0.7	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lower Thames Crossing	235	136.7	167.6	144.2	179.6	192.0	12.3	235.0	150.7	150.5	157.2	520.0	1,213.4
Other RIS2 expenditure including Portfolio Risk/Contingency	1.1	8.5	14.1	10.9	19.4	49.3	29.9	23.0	35.0	45.9	31.7	79.4	215.0
Total RIS2 Enhancements	292.5	421.7	491.3	512.8	821.5	990.4	168.8	356.1	429.6	591.0	683.8	1,198.0	3,258.6
RIS3 Development													
RIS3 Development	21.3	54.7	63.6	42.1	44.0	52.1	8.1	19.9	70.3	129.9	179.9	142.6	542.6
Total RIS3 Development	21.3	54.7	63.6	42.1	44.0	52.1	8.1	19.9	70.3	129.9	179.9	142.6	542.6
Designated Funds													
Environment and Wellbeing	70.1	53.4	69.2	110.5	119.1	111.3	-7.8	58.3	59.9	60.3	123.8	130.3	432.6
Innovation and Modernisation	39.1	22.6	24.9	38.5	31.4	33.5	2.1	38.6	26.2	45.8	52.6	53.0	216.2
Safety and Congestion Fund	33.6	18.8	28.4	25.2	41.3	27.1	-14.2	35.3	26.5	28.3	25.7	31.9	147.8
Users and Communities	31.6	28.5	25.8	21.3	35.4	54.2	18.8	30.3	37.2	30.6	30.3	32.0	160.5
Total Designated Funds	174.4	123.3	148.3	195.5	227.3	226.2	-1.1	162.5	149.9	165.0	232.5	247.2	957.1
Operations, Business Costs and Other Capital													
Operations	187.9	222.3	233.4	218.7	213.4	235.5	22.0	74.1	70.5	52.3	60.3	39.4	296.6
Business Costs	109.2	126.8	173.4	186.5	208.9	203.1	-5.8	239.7	364.9	335.7	265.0	247.8	1,453.2
Other Capital	35.7	8.9	18.0	14.5	0.3	-319.5	-319.7	0.0	0.0	0.0	0.0	0.0	0.0
Total Operations, Business Costs, and Other Capital	332.8	358.0	424.9	419.7	422.6	119.1	-303.5	313.9	435.4	388.0	325.3	287.2	1,749.8

Commentary:

We started the year with a £320 million shortfall from a top-down funding reduction from the Department, which we profiled for March. However, simultaneously, we anticipated that we would not invest the full £470 million planned for the major schemes affected by Delivery Consent Orders (DCO) or other judicial challenges, including A303 Stonehenge, A66 Northern Trans-Pennine and three A47 Schemes. As part of phase 1 of the 2025 Spending Review (SR25) we then agreed to a further £50 million reduction to our capital funding for the year (to £3,670 million) to take account of changes in the Major Projects' programme.

Our full year outturn of £3,672 million is within £2 million (0.1%) of the revised funding envelope. This means we were also able to absorb most of the £15 million pressure we have been reporting for the unfunded activity on Network North, Nectarine and Agratas projects. This supports the Department with their overall capital position.

Statement F3.1: Enhancement expenditure

£m Scheme name	DP Ref	2020-21	2021-22	2022-23	2023-24	2024-25		
		Actual	Actual	Actual	Actual	Actual	Budget	Budget Difference
RIS1 Enhancements								
A1 Birtley to Coal House	7	13.1	42.8	106.3	68.9	58.6	28.6	-30.1
A1 Morpeth to Ellingham Dualling	6	20.1	16.8	7.8	-0.4	0.5	0.1	-0.5
A1 Scotswood to N Brunton	1	33.3	49.8	14.6	-1.2	0.4	0.4	0.0
A12 Chelmsford - A120 Widen	45	32.3	37.6	60.4	58.9	12.7	10.2	-2.5
A14 Cambridge to Huntingdon	37	84.8	48.0	13.6	12.8	4.0	8.5	4.4
A19 Downhill Lane	8	15.0	23.2	2.4	0.5	0.3	0.4	0.1
A19 Norton to Wynyard	3	47.0	6.5	-1.6	2.5	0.6	0.4	-0.2
A19/A184 Testos	2	46.4	16.0	-1.0	2.4	1.1	0.2	-0.9
A2 Bean Ebbsfleet	60	24.4	28.9	5.6	2.0	1.2	0.4	-0.8
A27 Arundel Bypass	57	14.0	27.0	15.8	9.8	0.8	7.1	6.3
A27 East of Lewes Package	62	14.8	20.1	12.0	1.7	0.9	1.5	0.6
A30 Chiverton to Carland Cross	67	43.2	73.4	133.4	126.5	64.7	44.2	-20.6
A303 Amesbury to Berwick Down	65	25.9	21.2	13.8	19.1	19.4	170.6	151.2
A303 Sparkford to Ilchester	64	8.6	15.1	42.7	50.2	28.5	30.4	2.0
A31 Ringwood	59	2.7	8.6	14.4	0.2	-0.1	0.2	0.3
A34 Newbury to Oxford Enhancements	48	0.9	3.7	0.0	0.0	0.0	0.0	0.0
A358 Taunton to Southfields	66	7.8	18.3	18.2	17.5	-1.2	2.4	3.6
A38 Derby Junctions	27	11.2	8.1	6.5	2.0	0.1	3.5	3.4
A428 Black Cat to Caxton Gibbet	44	24.9	28.0	34.3	60.0	237.4	255.1	17.8
A45/A6 Chowns Mill Junction	25	13.7	10.6	0.0	0.0	-0.4	0.0	0.4
A46 Coventry Junctions	23	16.0	33.3	17.7	10.8	4.7	4.5	-0.1
A47 Blofield to North Burlingham	43	4.0	5.1	8.6	18.4	35.6	41.8	6.2
A47 Guyhirn Junction	40	4.4	6.3	1.8	-0.1	-0.2	0.0	0.2
A47 North Tuddenham to Easton	41	7.7	6.9	14.2	25.8	46.8	60.4	13.6
A47 Thickthorn Junction	42	3.3	5.5	7.4	2.4	13.2	15.6	2.3
A47 Wansford to Sutton	38	2.9	3.2	8.7	7.4	5.5	24.8	19.3
A500 Etruria	20	1.1	0.6	0.0	0.0	0.0	0.0	0.0
A5036 Princess Way	15	1.3	1.2	1.9	0.4	0.1	0.0	-0.1
A52 Nottingham Junctions	30	2.0	4.8	9.6	2.8	4.6	13.6	9.0
A585 Windy Harbour to Skippool	11	23.6	46.3	48.9	23.2	7.9	8.2	0.3
A61 Westwood Roundabout	5	13.6	1.7	2.0	-0.7	-0.2	0.1	0.3
A63 Castle Street	9	48.5	52.2	62.6	66.1	38.0	54.9	16.9
M1 Junctions 13-16	26	165.9	82.9	2.4	8.3	2.6	0.7	-1.9
M2 Junction 5	61	4.1	8.1	35.7	32.0	16.2	19.5	3.3
M25 Junction 10	54	13.5	6.2	38.7	144.5	121.8	127.0	5.2
M25 Junction 25	51	3.9	11.3	3.4	0.0	1.0	0.8	-0.2
M25 Junction 28	52	6.6	7.1	31.3	47.0	40.8	49.8	9.0
M25 Junctions 10-16	53	5.1	9.5	0.0	0.1	0.0	0.0	0.0
M27 Junctions 4-11	50	125.7	50.4	-2.5	0.1	0.2	0.2	0.0
M27 Southampton Junction 8	56	1.7	2.9	0.7	0.5	0.5	3.7	3.2
M3 Junction 9	55	5.0	4.7	7.8	12.4	12.5	14.5	1.9
M3 Junctions 9-14	49	9.9	25.6	40.0	32.1	0.5	0.9	0.4
M4 Junctions 3-12	47	318.0	156.5	41.4	10.8	1.5	3.8	2.4
M40/M42 Interchange	24	4.8	11.3	16.6	33.6	0.6	2.8	2.2
M42 Junction 6	22	23.8	44.8	76.9	89.5	69.8	35.6	-34.3
M54-M6 Link Road	28	7.8	8.1	6.5	0.5	10.9	7.7	-3.2
M56 Junctions 6-8	18	18.1	32.8	29.4	3.2	0.3	0.3	0.0
M6 Junction 10	31	14.7	19.5	18.2	13.4	7.0	3.1	-3.9
M6 Junction 19	13	26.1	12.6	5.0	-0.1	0.2	0.2	0.0
M6 Junctions 13-15	21	97.7	6.3	1.7	-0.2	0.0	0.0	0.0
M6 Junctions 21a-26	16	10.8	59.8	113.5	45.6	12.4	10.8	-1.6
M62 Junctions 20-25	12	8.1	11.6	13.2	11.5	0.1	0.7	0.6
M621 Junctions 1-7	4	2.9	2.1	16.4	33.9	13.3	3.9	-9.4
Mottram Moor Link Road & A57 Link Road	17	5.8	9.3	8.3	7.0	17.2	27.6	10.3
A47 Great Yarmouth Junctions	39	0.1	1.5	4.9	7.4	1.0	4.2	3.3
Other RIS1 expenditure		222.5	91.1	-20.5	12.8	17.8	19.8	2.0
Total RIS1 Enhancements		**1,715.3**	**1,346.7**	**1,171.4**	**1,135.7**	**934.1**	**1,125.5**	**191.5**
RIS2 Enhancements								
A46 Newark Bypass	32	1.2	4.1	19.7	8.6	18.2	14.5	-3.7
A27 Worthing and Lancing Improvements	58	0.1	1.2	0.9	0.5	0.0	3.2	3.2
A417 Air Balloon	68	17.9	15.7	27.3	43.4	127.8	131.6	3.7
M60/M62/M66 Simister Island Interchange	19	1.3	6.1	8.0	6.5	12.3	11.6	-0.7
Lower Thames Crossing	63	235.0	136.7	167.6	144.2	179.6	192.0	12.4
A66 Northern Trans-Pennine	14	13.7	42.3	66.8	106.1	85.7	155.2	69.5
M1 Junctions 10-13	46	0.0	1.4	5.2	16.1	36.4	38.0	1.6
M4/M5 Interchange DHS to ALR upgrade	69	0.2	2.0	5.4	20.4	2.6	2.2	-0.4
M42 Junctions 4-7	33	0.2	0.8	1.5	8.0	15.7	18.6	2.9
M6 Junctions 4-5	34	0.4	4.4	16.7	7.9	0.5	0.4	-0.2
M6 Junctions 5-8	35	0.3	1.2	3.2	9.1	9.3	4.6	-4.7
M6 Junctions 8-10a	36	0.2	2.2	2.0	1.4	0.0	0.0	0.0
M62 Junctions 25-30	10	0.2	3.8	19.9	4.7	0.4	0.1	-0.3
M25 SVD Refresh					0.2	8.9	15.4	6.5
NEAR - National Emergency Area Retrofit					93.5	256.0	276.5	20.5
A21 Safety Package	70	0.0	0.1	1.3	5.2	6.9	4.0	-2.9
M49 Link Road						0.7	5.8	5.1
Other RIS2 expenditure		21.9	199.6	145.7	37.1	60.7	116.9	56.2
Total RIS2 Enhancements		**292.5**	**421.7**	**491.3**	**512.8**	**821.5**	**990.4**	**168.8**

Statement F3.2: Regional capital income and expenditure

£m	2020-21	2021-22	2022-23	2023-24	2024-25		
	Actual	Actual	Actual	Actual	Actual	Budget	Budget Difference
Maintenance & Renewals							
Centrally managed	18.5	29.7	37.0	45.9	126.0	148.3	22.2
East	128.5	246.0	219.8	250.0	135.6	145.8	10.2
Midlands	164.7	132.2	179.0	212.2	208.4	196.0	-12.4
North West	130.7	136.1	140.6	176.1	115.7	98.5	-17.2
South East	112.9	118.3	115.6	205.4	313.0	316.9	3.8
South West	95.2	99.8	90.4	94.1	125.7	125.9	0.1
Yorkshire & North East	109.0	118.9	128.7	157.1	198.5	175.4	-23.1
Subtotal	**759.5**	**881.1**	**911.2**	**1,140.8**	**1,223.1**	**1,206.8**	**-16.3**
RIS1 Enhancements							
Centrally managed	5.3	83.4	-38.0	-3.8	4.0	9.4	5.4
East	178.7	142.1	138.5	160.8	309.3	356.6	47.3
Midlands	375.5	212.2	160.5	160.7	101.3	71.7	-29.5
North West	157.2	166.0	212.4	84.3	38.1	49.4	11.3
South East	636.7	379.7	265.9	333.9	254.3	299.3	45.0
South West	102.0	135.2	209.1	213.4	112.1	247.7	135.6
Yorkshire & North East	260.1	228.1	223.0	186.3	115.0	91.2	-23.8
Subtotal	**1,715.3**	**1,346.7**	**1,171.4**	**1,135.7**	**934.1**	**1,125.5**	**191.5**
RIS2 Enhancements							
Centrally managed	13.8	118.1	235.0	248.8	430.4	608.4	178.1
East	6.5	5.9	1.6	0.0	0.0	0.0	0.0
Midlands	2.5	44.5	58.7	35.2	63.9	57.0	-6.9
North West	14.9	48.3	28.0	11.2	21.6	11.7	-10.0
South East	235.4	182.6	72.6	67.7	92.1	26.5	-65.6
South West	19.0	17.8	27.3	43.4	127.8	131.6	3.7
Yorkshire & North East	0.4	4.5	68.3	106.5	85.7	155.2	69.5
Subtotal	**292.5**	**421.7**	**491.3**	**512.8**	**821.5**	**990.4**	**168.8**
RIS3 Development							
Centrally managed	6.0	24.2	35.2	34.6	34.7	42.2	7.5
East	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Midlands	0.8	5.4	4.8	0.9	5.4	4.3	-1.1
North West	5.0	1.7	4.2	2.1	1.6	0.5	-1.1
South East	5.9	17.5	15.2	2.3	0.1	0.5	0.4
South West	1.2	1.2	0.8	0.2	2.0	4.3	2.3
Yorkshire & North East	2.4	4.7	3.4	2.0	0.3	0.4	0.1
Subtotal	**21.3**	**54.7**	**63.6**	**42.1**	**44.0**	**52.1**	**8.1**
Designated Funds							
Centrally managed	58.5	34.3	68.1	82.7	84.1	85.0	1.0
East	9.8	10.0	22.1	31.1	41.0	22.7	-18.4
Midlands	10.0	19.5	7.3	7.1	13.3	21.1	7.9
North West	15.0	13.2	14.6	23.5	24.4	22.1	-2.3
South East	39.0	20.1	19.6	25.1	32.2	39.8	7.6
South West	22.5	19.4	11.4	14.3	16.6	25.8	9.1
Yorkshire & North East	19.6	6.9	5.3	11.6	15.8	9.8	-6.0
Subtotal	**174.4**	**123.3**	**148.3**	**195.5**	**227.3**	**226.2**	**-1.1**
Operations, Business Costs, and Other Capital Expenditure							
Centrally managed	260.6	308.5	366.4	359.4	365.2	43.6	-321.5
East	4.4	5.3	7.2	6.9	6.0	7.4	1.4
Midlands	7.4	5.5	6.7	6.5	8.2	17.2	9.1
North West	7.0	9.8	9.0	9.2	11.0	14.4	3.4
North Est					0.0	0.9	0.9
South East	44.7	19.3	26.4	27.3	20.1	17.8	-2.3
South West	3.6	3.3	3.7	4.9	7.5	10.6	3.1
Yorkshire & North East	5.2	6.3	5.4	5.5	4.5	7.0	2.5
Subtotal	**332.9**	**358.0**	**424.9**	**419.7**	**422.5**	**119.1**	**-303.5**
Total	**3,295.9**	**3,185.5**	**3,210.6**	**3,446.4**	**3,672.4**	**3,720.0**	**47.6**

F4: Effects of Inflation

Commentary:

Inflation is part of the overall funding risk that National Highways (NH) carry. This means that there is an absorbed upward cost pressure where actual cost is greater than funded, and a downward pressure where actual cost is less than funded. NH evaluate the impact of inflation, both annually and cumulatively, and demonstrate we are taking reasonable steps within our control to minimise the impact.

There is no single publicly available model that enables inflation to be forecast and evaluated for the type of infrastructure work that we undertake. Therefore, we developed a calculation method that uses a bespoke model, sourced by the Building Cost Information Service (BCIS). This draws upon several data and information sources.

In RP2, the difficulty of forecasting future inflation has been exacerbated by uncertainty created by world events, such as Covid-19 and ongoing geopolitical tensions. Whilst actual inflation was initially below funded levels, a sizable increase in inflation values between 2021-23 caused significant cost pressure to the business. Recent falls in inflation values in 2023-24 and 2024-25 have been recognised but compound inflation pressures caused by the earlier spike still exist.

This has led to a position where there are unfunded cost pressures against the efficiency KPI of £830 million to March 2025. During the Road Period NH agreed with the monitor (ORR) that externally driven pressures or benefits outside of NH control such as inflation, should not impact the delivery of the KPI target. As such the reported efficiency value has been adjusted to account for inflation pressure.

RIS Inflation values agreed

	2020-21	2021-22	2022-23	2023-24	2024-25
Capital Works	3.41%	3.75%	4.57%	4.25%	3.53%
Operating Costs inc. Electricity	2.00%	2.00%	2.00%	2.00%	2.00%
Maintenance Contracts	2.76%	2.76%	2.76%	2.76%	2.76%