

# Delivery Plan update

## 2024-2025



Pensford Viaduct, Somerset

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# Foreword



This annual update of our five-year *Delivery Plan* looks at National Highways' plans for 2024-25, the fifth and final year of the second road period.

As we look ahead to the end of the second road period, we continue our plans to achieve the things that matter to our customers and stakeholders. Our purpose remains unchanged: to connect the country ever more safely and reliably. For us that means connecting people with friends and family, and with jobs and new opportunities. It means enabling communities – and the nation as a whole – to grow and thrive.

I'm delighted to say that over 90% of our projects in construction are on target or ahead of target. During 2023-24 we opened four new schemes on time, in 2024-25 we propose to start three schemes and open seven.

In 2023-24 we achieved key milestones on some of our landmark road improvement schemes. This included preliminary and enabling works on the A417 Missing Link scheme in the Cotswolds, and in December 2023 the first spades went into the ground on A428 Black Cat to Caxton Gibbet improvement scheme near Bedford. These two schemes will be delivered into the third road period and will improve safety and reduce congestion for our customers while enabling regional communities to thrive.

We also received planning approvals for our upgrades to three junctions along the A38 through Derby, as well as A66 Northern Trans-Pennine project and planned work on the A12 Chelmsford to A120. Whilst all of these schemes have been subject to legal challenge, they are positive milestones, and get us closer to being able to enhance our road network so it delivers for the people, communities, businesses and economy of the UK.

We published our *Smart motorways stocktake: third year progress report* in December 2023 showing our progress in delivering the previous Government's *Smart motorway safety evidence stocktake and action plan*. While the government has no plans for any new smart motorways, we continue to work with DfT to deliver £900 million in safety improvements on existing smart motorways.

It's crucial that drivers feel safe on our motorways. This year we've continued to run campaigns to show how our motorways work and how to drive safely on them. Our Road to Zero Harm programme, and our work with our many stakeholders, is key to helping us to understand and reduce the number of people killed or seriously injured on our roads.

Driving down our carbon emissions to meet the government's net zero commitments – while enhancing climate resilience – is fundamental to everything we do. Our Environmental sustainability strategy, published during summer 2023, shows how National Highways is taking robust action to embed environmentally sustainable approaches into our ways of working.

From our work to achieve our carbon net zero ambitions, to procuring new technologies and renewable energies, we're reducing carbon emissions, increasing biodiversity, improving air quality and preserving cultural heritage. These are all things that help to support the health and wellbeing of our customers, communities and society as a whole.

We're driving innovation too. Many people want to buy an electric vehicle, but are put off by 'charge anxiety' – the fear of running out of charge before reaching their destination. As well as supporting the Accelerating Low Carbon Innovation programme to spearhead new low carbon road maintenance and construction initiatives, we're working with the Office for Zero Emission Vehicles to accelerate delivery of chargepoints and fund a portion of the cost of upgrading electrical capacity at motorway service areas in England, where it is not commercially viable for industry to do so. This will support the rollout of ultra-rapid (150kW+) chargepoints.

We are also part of the Core Delivery Group of the Zero Emission HGV and Infrastructure Demonstrator programme. This DfT-funded project is pioneering cost-effective battery electric and hydrogen fuel cell HGVs. Towards the end of 2023 some £200 million in government funding was awarded across four projects to roll out up to 350 zero emission HGVs, and 50 refuelling and electric charging sites.

Litter is a social problem and we're working hard to tackle it on our roads. Our customers are passionate about preventing litter and so are we: our teams are out picking litter on our roads every day. It puts our teams' lives at risk and inconveniences drivers as lanes must be closed to protect our workforce. In 2023-24 we ramped up our anti-littering campaign, using national advertising and social media to highlight the problem and drive behavioural change to stop people littering. We will continue to work with partners, such as Keep Britain Tidy, on this vital project throughout 2024-25 and beyond.

During 2023-24 we appeared in front of the Transport Select Committee on at least two separate occasions to discuss our work and progress on our key deliverables. We continue to act in full collaboration and transparency with our colleagues at the Office of Rail and Road, Transport Focus, DfT, in our supply chain, and with our stakeholders and customers. Indeed, the challenges we face are made easier thanks to these close working relationships. We look forward to building upon these relationships as we deliver our projects and initiatives throughout 2024-25.

Nick Harris  
Chief Executive

# Executive summary

This Delivery Plan update sets out what we aim to deliver in 2024-2025, the final year of our second road investment strategy. Our ten commitment areas are wide-ranging and cut across our imperatives of safety, customer and delivery.

We want all road users to experience safe and reliable journeys. In 2024-25 we will continue to strengthen incident investigation using a company-wide approach, to tackle breakdowns and build a safer network to reduce the number of people killed or seriously injured on our network.

Our customers tell us they want fast and reliable journeys. We will forge ahead with understanding the impact of incident volumes and our ability to clear incidents within one hour. By developing new metrics relating to journey time reliability, delay from roadworks and delay from incidents, we will explore effective mitigation strategies and set effective goals.

The majority of our motorways and structures are over 40 years old and need systematic replacement. Asset management will therefore continue to be a priority for us throughout 2024-25 so we can deliver a well-maintained, resilient network.

We will manage every one of our 20,000-plus bridges and structures to prioritise safety, efficiency and customer satisfaction. We will also develop a long-term strategy to manage the network and develop a 'state of the network' report to complement the strategic business plan for the third road investment strategy (RIS3).

This year we will continue to strive for quieter roads, thriving habitats and cleaner air as we aim to enhance environmental outcomes. Biodiversity considerations will feature in the design of every project, and our action plan for water quality will include validating high-risk outfalls, setting annual targets and implementing mitigation measures.

Our work to decarbonise will continue at pace. By the end of this year we will aim to have upgraded 51% of our road lighting network to LEDs – part of the commitment within our Net zero highways plan to be 70% by 2027. We will continue to develop our strategy on how we procure 100% of our electricity from renewable sources, with 10% of this through generation on or near our estate. Meanwhile, we will engage with our supply chain and supplier base to achieve our net zero goals.

We will strive to meet the needs of all users and ensure customer satisfaction is at the heart of everything we do. As well as continuing to listen to road users, we will work with Transport Focus, bus and coach forum members and the Roads for All forum to better understand the needs of different customers on our network, including disabled customers, HGV drivers and customers keen to use a form of active travel for all or part of their journey.

A key focus will continue to be ensuring maximum value for money and efficiencies for the government and the taxpayer. We will develop and roll out efficiency improvements across our business, from procurement to processes, so we are on track to achieve our efficiency target of £1.990\* billion by the end of the second road period. Seizing benefits from innovation and sharing best practice with partners within DfT and other arms-length bodies will be central to our success.

We will proceed to deliver a challenging programme of enhancement works despite significant and ongoing pressures and delays caused by inflation and legal challenges. The planning decision has been delayed to May 2025 for the Lower Thames Crossing. We continue to work with DfT and stakeholders on this strategically important project.

In 2024-25 we will complete our smart motorways emergency area retrofit programme, part of the £900 million in safety improvements on existing smart motorways and deliver improvements to the technology on all lane running motorways.

The work National Highways does goes beyond operating, maintaining and improving the 4,131 miles of the strategic road network. Our standalone Designated Funds help us to achieve our strategic vision to create a road network that serves the needs of a connected, low carbon nation.

In 2024-25 we will continue to invest in priority projects to support communities, protect the environment, enhance safety and promote innovation. Projects include completing a scheme at the M57 Switch Island junction (a collision hotspot), mitigating noise for 1,150 households, and continuing our support of Plantlife's Meadow Makers grassland restoration and biodiversity project.

\*Revised target for RP2

As we enter the final year of the second road period, we will continue to be transparent with reporting on the progress of our enhancement schemes in line with recommendations from the Transport Select Committee. We will also work with the Office of Rail and Road, Transport Focus and DfT to shape the next road investment strategy.

Our plans for 2024-25 will only be possible with a motivated, highly skilled workforce. We will continue to invest in our people, processes and systems so that we have the culture and tools in place to succeed and deliver for our customers, for government, and for the UK economy.

# Improving safety for all

National Highways is continuing its commitment to safety in 2024-25. By strengthening incident investigation, tackling breakdowns, and advancing Road to Zero Harm initiatives, we will build a safer network. Continuous improvement through our Be the Change leadership programme and starting our accident reporting modernisation drives a proactive approach, while the International Roads Assessment Programme (iRAP) integration and regional support emphasise safety across the Strategic Road Network (SRN). With these actions we aim to ensure everyone who works with us and travels on our network is able to get home safe and well.

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



Breakdowns campaign, behind the scenes

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p><b>KPI 1.1 - The number of people killed or seriously injured (KSI) on the SRN</b></p> <p><b>Target: Ongoing reduction in the number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline</b></p> <p><b>PI 1.2 - The total number of people killed or injured on the SRN</b></p> <p><b>PI 1.3 - The number of non-motorised and motorcycle users killed or injured on the SRN</b></p> <p><b>PI 1.4 - The number of injury collisions on the SRN</b></p>	<p><b>Processes and frameworks</b></p> <p><b>Breakdowns</b> We will develop actions for reducing the number of vehicle breakdowns on all road types, work with the road safety community to outline a joint approach to improving safety and outline the steps we are taking to prevent breakdowns and reduce their impact when they occur.</p> <p><b>Incident investigation</b> In 2024-25 we will finalise a company-wide approach to incident investigation. This will produce even more consistent responses to incidents and data for analysis. The new process will build on the interim process operating in 2023-24. The implementation of a proportionate detailed investigation approach will support our work towards achieving zero harm.</p> <p><b>Road to Zero Harm</b> We will further implement activities related to Road to Zero Harm, such as continuing to develop a roadmap, scoping a monitoring and evaluation framework, and assessing how to best embed suicide prevention. We will also explore how to further support young and novice drivers, older drivers, and vulnerable road users (e.g. motorcyclists). We will work with the ORR on safety reviews to continuously improve.</p> <p><b>Engagement and awareness</b></p> <p><b>Commercial vehicles</b> In 2024-25 we will continue to deliver a programme to target reductions in commercial vehicle KSIs. Various products will be delivered via Driving for Better Business (DfBB) such as best practice guides and safety cards. We will also improve our joint working with police and the Driver and Vehicle Standards Agency (DVSA) and collaborate with various stakeholders and partners to improve safety.</p> <p><b>Trauma Training modules</b> In 2024-2025 we will continue to develop, test and launch trauma response training modules for road users following the launch of the first module around 'making the best 999 call'. The modules will consist of learning around protecting the scene, self-safety and understanding basic first aid.</p>
<p><b>KPI 1.1, PI 1.2-1.4: Regional Activities</b></p>	<p><b>Enforcement</b> Building on the learning emerging from the <i>Roads Policing Review</i> we will continue to support targeted and effective enforcement and compliance activities across the network including new technologies. We will continue to build strong partnerships with enforcement agencies to ensure we are targeting unsafe driver behaviours to help further improve safety on the network.</p>

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p>...continued: Regional Activities</p>	<p><b>Regional support</b> We will provide a support function to our regional road safety teams to provide advice, address common challenges and support consistent delivery across the following activities: safety schemes, safety campaigns, enforcement programmes and targeted regional activities such as those delivered by the Roads Victims Trust in our East region.</p> <p><b>Suicide prevention</b> Suicide prevention activities and schemes will be delivered based on evidence of cases on the network and through road safety partnerships. Activities and schemes will include and provide help to those in crisis, physically preventing where possible the use of our structures or roads, and other targeted measures.</p>
<p><b>PI 1.5a - Accident frequency rates for National Highways staff</b></p> <p><b>PI 1.5b - Accident frequency rates for supply chain</b></p>	<p><b>Home Safe and Well</b> We will develop our Home Safe and Well programme in preparation for our next road investment period.</p> <p><b>Be the Change:</b> Over 2024-25, we will continue to roll out, embed and sustain our Be the Change leadership programme.</p> <p><b>Health and wellbeing</b> We will develop a focused plan to ensure health and wellbeing risks are reflected and supported based on our 2023-24 discovery work.</p> <p><b>Highways Accident Reporting Tool (HART)</b> We will develop our business case and project plan for the replacement of HART, our accident reporting tool and start any early discovery phase work.</p> <p><b>Health, Safety and Wellbeing Management System</b> We will continue to develop our system to align with the ISO 45001 certification, an internationally recognised framework for managing occupational health and safety risks.</p>
<p><b>PI 1.6 - The % of traffic using iRAP 3 star or above rated roads</b></p>	<p>In 2024-25 we will further embed the International Road Assessment Programme (iRAP) into our decision-making processes and support schemes which further enable future iRAP star rating improvements.</p>

# Providing fast and reliable journeys

We want all our road users and colleagues to reach their destination safely and on time. From carefully designed roads to swift incident response, we work to keep traffic flowing smoothly. We see technology like real-time monitoring and digital services as tools to help make travels on the roads more enjoyable and efficient.

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



Traffic officer vehicle, Birmingham

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p><b>KPI 2.1 - Average Delay</b> Ambition: No worse at the end of RP2 than it is at the end of RP1 (9.5 seconds per vehicle per mile)</p> <p><b>PI 2.4 - Delay on Smart Motorways</b> <b>PI 2.5 - Delay from roadworks</b> <b>PI 2.6 - Journey time reliability</b> <b>PI 2.7 - Delay on gateway routes</b> <b>PI 2.8 - Average speed</b></p>	<p><b>Delay Action Group</b> We will continue to monitor and action delay on the strategic road network (SRN). The actions within the organisation to reduce delay will be monitored by the Delay Action Group. Our governed Delay Action Group will ensure the research findings feed back into the business to improve the network performance and customer experience, coordinating and tracking activities that are aimed at reducing delay on the SRN.</p> <p><b>Delay Research programme</b> During 2024-25 our ongoing delay research programme will dissect traffic congestion by analysing delay data, predicting choke points, assessing slow vehicle impacts, and refining incident identification to optimise congestion management.</p> <p><b>Top ten areas of delay</b> This ongoing research pinpoints areas of the network that contribute the most to the overall average delay on the network.</p> <p><b>Travel Time Reporting Tool</b> The Travel Time Reporting Tool will be revamped with route selection and data aggregation features to boost public insights into SRN delays.</p> <p><b>Delays on smart motorways</b> Continuing in 2024-25, our research into delays will tackle smart motorways and driver behaviour, and will plan refinements for smoother SRN journeys.</p>
<p><b>KPI 2.2 - Roadworks network impact</b> Target: Roadworks network impact to not exceed 51 million weighted lane metre days</p>	<p>During 2024-25 we will continue to embed and monitor the use of highest safe speed principles schemes – where we use 60mph instead of 50mph where possible – for all suitable schemes delivered by Operations.</p>
<p><b>KPI 2.3 - Target incident clearance rate</b> Target: 86% of motorway incidents cleared within one hour</p>	<p>During 2024-25 we will continue to monitor incident clearance, gaining further understanding of the impact of incident volumes and our ability to clear incidents within one hour.</p>
<p><b>Descriptive commitment:</b> Working with Transport Focus, investigate the development of new metrics on journey time reliability which reflects more accurately road users' understanding of reliability, and delay from roadworks</p>	<p><b>Development of Journey Time Reliability metric</b> To enhance journey time predictability on the SRN, a Journey Time Reliability (JTR) metric is under development. This multi-phased initiative involves validating the metric, constructing a forecast model, setting effective JTR goals for the upcoming Road Investment Strategy (RIS3) period, and conducting 'shadow runs' to explore potential interventions and their impact before full implementation in RIS3.</p>

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p><b>Descriptive commitment:</b> Working with Transport Focus, investigate the development of new metrics on journey time reliability which reflects more accurately road users' understanding of reliability, and delay from roadworks</p>	<p><b>Development of Delay from Roadworks metric</b> To effectively manage and minimise disruptions caused by roadworks, a Delay from Roadworks (DfR) metric is being developed. This initiative will encompass validation, construction of a predictive model, and establishment of performance targets for the RIS3 period. Additionally, 'shadow running' of the metric prior to full implementation will allow for exploration of effective mitigation strategies.</p>
<p><b>Descriptive commitment:</b> Investigate new PIs on delays from incidents and delays on the local road or SRN boundary, and an alternative performance measure for smart motorways operation to keep track that these roads are delivering their intended journey-time related objectives</p>	<p><b>Development of Delay from Incidents metric</b> The Delay from Incidents (DfI) metric development involves validation, construction of a predictive model, and the setting of performance targets for the upcoming RIS3 period. Furthermore, pre-implementation 'shadow running' of the DfI metric will enable exploration of proactive interventions.</p>



M1, Sheffield

# A well-maintained and resilient network

By managing our assets from creation through to operation, maintenance and renewal, we aim for smooth, predictable journeys for all who rely on our infrastructure. This proactive approach prioritises safety, efficiency and customer satisfaction.

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



A5 development roadworks

KPI / PI / Descriptive commitment	Our activities during 2024-25
<b>KPI 3.1 - Pavement condition</b> Target: Percentage of the network (as defined by Highways Agency Pavement Management System, excluding DBFOs) in good condition to be maintained at 96.2% or above	In 2024-25 we will deliver a pavement (road surface) renewal programme that aims to meet the agreed performance target for pavement condition.
<b>PI 3.2 - Structure condition</b>	We will continue our annual reporting on key metrics in 2024-25 as well as supplementary reporting. These metrics, encompassing SCav (takes account of all the elements of a structure), SCcrit (condition of importance to load bearing), and the Structural Condition Index (percentage of structures rated as 'Good'), leverage the latest inspection data and inform timely interventions to address potential concerns, prioritising the continued safety and reliability of the SRN.
<b>PI 3.3 - Technology availability</b>	In 2024-25 we will maintain operational excellence through continued PI 3.3 monitoring and data quality improvement initiatives, and advancing the Operational Technology (OT) Transformation Programme to Phase 2.
<b>PI 3.4 - Drainage resilience*</b>	In 2024-25 we will continue mitigation efforts by mitigating 36 high-risk flood hotspots across all regions, as part of RP3 we will increase the number of mitigations per year across all regions. Additionally, we will introduce weather-normalised drainage performance indicators to enhance monitoring and accountability (dual reported with and without effects of weather normalisation). We will maintain past reporting indicators to help show the impacts of climate change on performance.
<b>PI 3.5 - Geotechnical condition</b>	In 2024-25 we will continue reporting the geotechnical asset condition metric to monitor asset performance and inform decision making.  We will update our geotechnical asset management plans, including planned inspections and interventions, to inform decisions on our schemes and how we manage the asset to maintain stable asset performance.
<b>Descriptive commitment: Implement the Asset management development plan (AMDP) for the second road period</b>	In 2024-25 we will embed the activities completed in years one to four of the Asset Management Transformation Programme (AMTP)** to ensure that they are consistently applied throughout the organisation. This will include providing communications, support, training and monitoring as required.  A long-term strategy to manage the network will be developed in 2024-25, including the development of a 'state of the network' report to complement the RIS3 Strategic Business Plan.  In 2024-25 the company will be granted ISO 55001 certification. Activities will include successful completion of the certification audit; developing continuous improvement plans based on findings attached to the initial certificate; completing ongoing management reviews of the asset management system and procuring and completing surveillance audits as specified by the auditor.  * Metric changed to weather normalised in 2024-25 ** Asset management development plan (AMDP) evolved into our AMTP



KPI / PI / Descriptive commitment	Our activities during 2024-25
<b>Descriptive commitment:</b> Investigate an improved structure condition metric during the second road period	We are committed to investigating an improved structures condition metric during RP2. The feasibility stage was completed in 2022-23. The detailed investigation and validation stages were completed during 2023-24.  The basic metrics calculation and reporting of overall stock condition will remain the same. We are working with our stakeholders on improving the bands and associated descriptions of the condition of structures.
<b>Descriptive commitment:</b> Investigate an alternative indicator for technology assets	We will develop the first iteration of a RIS3 PI for internal use. This will run alongside the current PI 3.3 metric. We will develop a design and plan for delivery of the second iteration of the RIS3 metric, and then start the build of the second iteration of the RIS3 metric.
Other supporting activities	Our activities during 2024-25
<b>Maintenance</b>	While undertaking maintenance on the road network, we routinely identify defects that need to be repaired. We will clear 90% of the defects identified as urgent within 24 hours.
<b>Renewals</b>	Each year regions plan their renewals programmes and identify the key outputs and milestones they will deliver. These are laid out in the renewals deliverables table on the next page.  Asset health/Serviceability - We will work on the development of new metric(s) to measure the trends in asset condition and service performance.

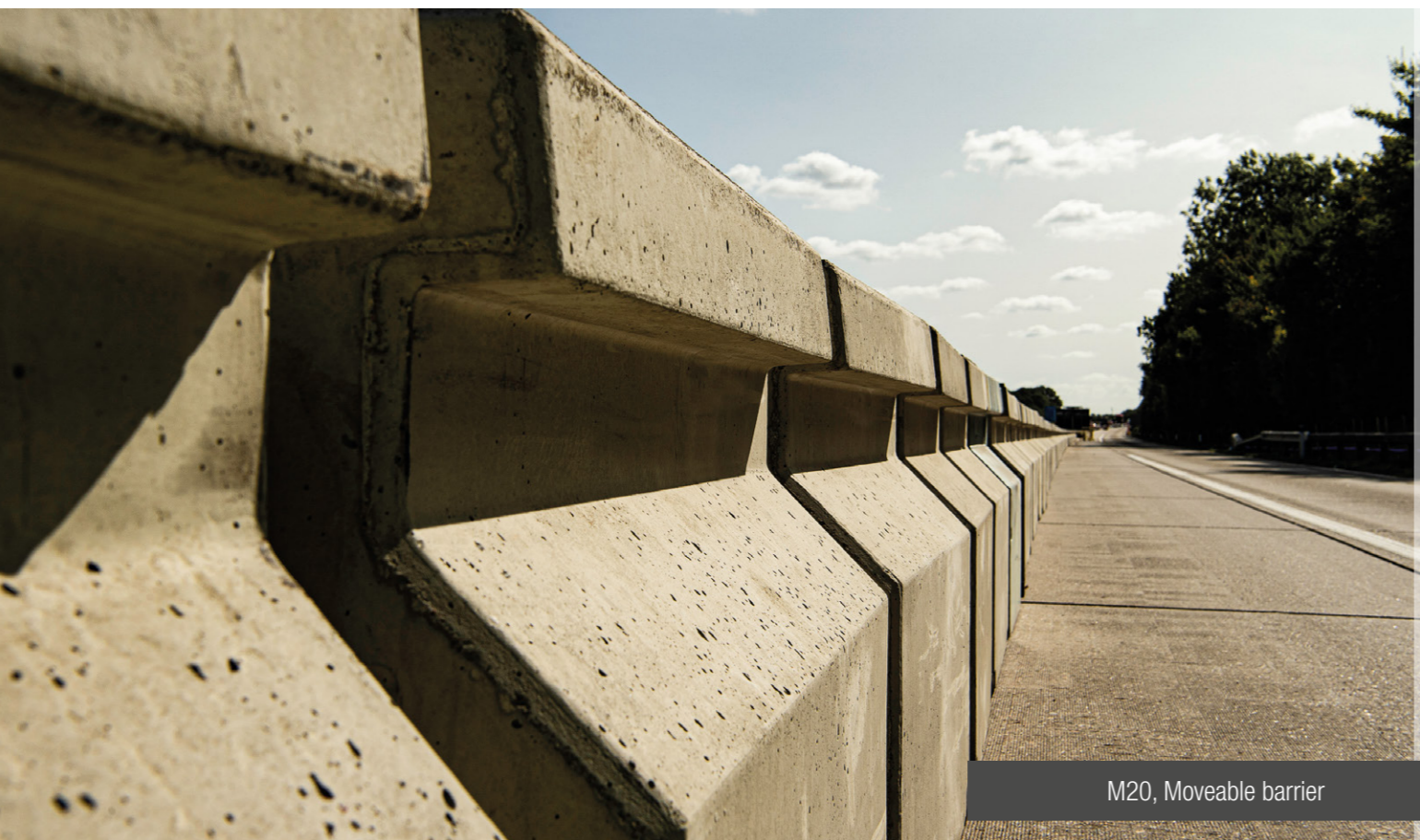
Renewals deliverable 2024-25			
Asset	Number	Unit	Description
<b>Monitoring</b>			
Asphalt road surface (pavement)	675	Lane miles	Total length of existing asphalt road surface resurfaced
Concrete road surface (pavement)	124	Lane miles	Total length of existing concrete road surface life extended or reconstructed and replaced with asphalt surface
Safety barriers (steel)	140	Miles	Total length of steel safety barriers installed or renewed
Safety barriers (concrete)	13	Miles	Total length of concrete safety barriers installed or renewed
Significant structures	73	Number	Number of significant structures
<b>Assurance</b>			
Road markings	3,200,000	Linear metres	Length along the centre line of the road markings, including markings on new or replacement road surfacing
Kerbs	12,500	Linear metres	Total length of kerbs laid or renewed
Drainage	60,000	Linear metres	Total length of drainage installed or renewed
Geotechnical	840	Linear metres	Total length of embankment/cutting treated parallel to the carriageway
Traffic Sign (non-electrical)	1,475	Number	Number of permanent non-electrical traffic signs installed or replaced
Guardrail	490	Linear metres	Total length of new or replacement pedestrian guardrail
Boundary fencing	21,800	Linear metres	Total length of new or replacement boundary fencing
Lighting	575	Number	Number of road lighting columns installed or replaced
Bridge Joint	550	Number	Number of bridge deck expansion joint installations installed or renewed
Bridge Bearing	145	Number	Number of bridge bearing units installed or renewed
Parapet	2,500	Linear metres	Total length of vehicle parapet installed or renewed
Waterproofing	56,900	Square metres	Total surface area treated for waterproofing
Motorway communications equipment	195	Number	Number of new or replaced motorway communications equipment items
Technology renewals	2,045	Number	Number of technology assets renewed or improved

KPI / PI / Descriptive commitment	Our activities during 2024-25
<b>Dealing with adverse weather</b>	<b>Operational readiness</b> To ensure operational readiness for severe weather, we will revise our Severe Weather Plan (SWP) template and associated guidance in 2024-25, addressing national and regional lessons learnt, and issue these to regions.



Severe snowfall

KPI / PI / Descriptive commitment	Our activities during 2024-25
Continued...	<p><b>Continuous improvement</b> To ensure continuous improvement, we will conduct winter research in 2024-25 (salt spread rates, non-corrosive de-icers, treatment longevity) to ensure we provide regions with consistent and coherent, evidence-based recommendations on winter service methodology.</p> <p><b>Depot investment</b> In 2024-25 we will streamline regional bids for capital improvements and prioritise allocations by Q3. This strategic approach aligns with portfolio office timeframes and ensures resources are directed where they are most needed.</p> <p>We will also prioritise the renewal of the SWIS (Severe Weather Information Service) service contract, complete planned digital migrations, and manage the service to achieve over 97% website availability. Simultaneously, we will ensure a strong national and regional weather forecasting service, operate and upgrade our weather station network, and deliver the third tranche of the replacement programme, reaching 100 modernised stations by year-end. These initiatives will bolster weather data accessibility and reliability, empowering informed decision-making across the network.</p>
Research and Innovation strategy	We will refresh our existing Research and Innovation strategy ready for RIS3 and publish on the National Highways website.



M20, Moveable barrier

A11, Cambridgeshire

# Delivering better environmental outcomes

National Highways continues its focus on environmental action in 2024-25. From quieter roads and greener habitats to cleaner air and renewable energy, our aim is to respect and protect the environment. Our ongoing commitments keep a focus on benefitting the environment whilst improving our network.

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

KPI / PI / Descriptive commitment	Our activities during 2024-25
<b>KPI 4.1 - Noise</b> Target: 7500 Households benefiting from noise reduction in NIAs (Noise Important Areas)	In 2024-25 we will continue to deliver low noise surfacing schemes, noise insulation and barrier projects to complete the RIS2 noise mitigation programme.  We will also include consideration of noise in National Parks and areas of high population density.

\* Revised target 55.97% for 2024-25

\*\* Revised baseline for 2024-25

KPI / PI / Descriptive commitment	Our activities during 2024-25
<b>KPI 4.2 - Biodiversity</b> Target: No net loss	<p>In 2024-25 we will leverage the Habitat Bank to ensure balanced trading across our portfolio, encompassing capital projects, operational activities, and collaborations with third parties. This will be supported by the integration of new operational processes into existing frameworks, enabling enhanced reporting for relevant asset classes and subclasses. Furthermore, we will embed new statutory requirements into our natural habitat processes, ensuring compliance with evolving regulations like Defra's Habitat Management and Monitoring Plan.</p> <p>To maximise biodiversity, we will actively integrate biodiversity considerations into project design, aiming to maintain and improve the positive forecast for our Major Projects core enhancement programme. This effort will be further bolstered by strategic collaboration with Natural England to address challenges like nitrogen deposition. We will work together to establish effective compensation approaches, ensuring responsible development that safeguards ecological balance.</p> <p>Finally, to optimise the management of Sites of Special Scientific Interest (SSSIs) within RIS3. We will develop a ranking and prioritisation tool to guide the delivery of SSSI management plans and works, ensuring the focused and effective protection of these critical ecological sites.</p>
<b>KPI 4.3 - Air Quality</b> Target: Bring links in compliance in shortest timescale	<p>In 2024-25 we will start new feasibility studies, where the latest outcomes of the <i>Annual Evaluation</i> Report and/or Phase 3 assessment has identified new, or worsening of existing, limit value exceedances.</p> <p>Measures will be implemented on the SRN where the feasibility studies conclude they are viable and deliverable, and the measure will improve air quality sufficient to bring forward the year the limit value is met by 1 year or more.</p>
<b>KPI 4.4 - National Highways carbon emissions</b> Target: Reduce National Highways carbon emissions as a result of electricity consumption, fuel use and other day to day operational activities during the second road period by 56%* from April 2017 - March 2018 baseline of 91,608** tonnes	<p><b>Electrifying our fleet</b>                      National Highways is continuing to reduce its carbon footprint through electrification. We are replacing 50 inspector vehicles with battery electric vehicles and trialling 10 electric traffic officer vehicles. Additionally, over 220 charging points will be installed across the estate to support this growing fleet.</p> <p><b>Modernising infrastructure</b>                      By the end of 2024-25 we will have upgraded 51% of road lighting on the SRN to LED, delivering on our commitment within Net Zero Highways to have 70% of the SRN lit by LED by 2027-28. We are also undertaking a comprehensive survey of our road lighting assets to improve data accuracy and facilitate efficient management.</p> <p><b>Reducing our footprint</b>                      Our Net Zero Plan includes a 30% reduction in corporate estate size, with an initial 5,000m<sup>2</sup> reduction planned for 2024-25. We are also reviewing and continuing plans to green our depots through intelligent control systems, energy efficiency measures, and increased on-site renewable energy generation.</p>

KPI / PI / Descriptive commitment	Our activities during 2024-25
...KPI 4.4 continued	<p><b>Engaging our people</b> Recognising the importance of employee participation, we have established and recruited 'Super Greens' across various directorates. In 2024-25, we will launch the first Super Greens carbon project, empowering employees to champion sustainable practices within the organisation.</p> <p><b>Long-term strategy</b> To ensure sustainable power for our operations, National Highways is developing a long-term electricity procurement strategy aligned with our Net Zero Highways commitments.</p>
PI 4.5 - Supply chain carbon emissions	<p><b>Carbon plans</b> National Highways will assess supplier progress on implementing Carbon Roadmaps and offer ongoing support, while continuously enhancing category strategies and monitoring their effectiveness in driving emissions reductions towards the Net Zero goal.</p> <p>Recognising the dynamic landscape of carbon mitigation, National Highways will actively refine category strategies and carbon reduction plans, while closely tracking supplier engagement with these resources to maximise their impact on achieving Net Zero.</p> <p><b>PAS2080</b> National Highways will maintain PAS2080 accreditation while fostering supplier adoption through best practice sharing and deploying a PAS2080-aligned digital cost and carbon tool for enhanced forecasting and estimation.</p>
Net Zero	<p>In July 2023, National Highways published its Contracting for Carbon policy, which will be relevant to all contracts. The policy sets out how we will expect all of our suppliers to commit to the key aims set out in our Net Zero plan, which includes commitments to have zero emission site vehicles by 2030 and zero emission deliveries to our sites by 2040.</p> <p>The Contracting for Carbon working group, which includes representation from key directorates including Major Projects, Operations, Financial and Business Services and Safety, Engineering and Standards are supporting the Contracts team in ensuring that Net Zero plan requirements are appropriately written into future scopes. The group is also working to establish how the requirements are embedded into 'live' contracts, which may continue past the plan's commitment deadline.</p> <p>Our specifications (Manual of Contract Documents for Highways Works (MCHW)) have also incorporated Net Zero thinking to contribute to the Net Zero plan. Alongside this we will be working on a Net Zero Asphalt scheme and carrying out a review of our current data systems to upgrade our processes, systems and assurance.</p>

KPI / PI / Descriptive commitment	Our activities during 2024-25
PI 4.6 - Condition of cultural heritage assets	<p>Information regarding open for traffic schemes affecting cultural heritage assets will be identified. Each scheme delivers this information through its environmental statement, then the assets whose condition is changed by the scheme are certificated and validated through the metric process.</p> <p>Archaeological mitigation strategies from schemes which detail research aims will contribute to regional research strategies. This is required by LA 106 (Cultural Heritage Assessment).</p>
PI 4.7 - Water quality	<p>In 2024-25 we will ensure water quality by validating high-risk outfalls, setting annual targets, establishing a delivery model and implementing mitigation measures.</p> <p>Data validation, target setting, procurement planning and delivering on high-risk outfall mitigation commitments form National Highways' Water Quality action plan for 2024-25.</p>
PI 4.8 - Litter	<p>We will trial enforcement cameras on a motorway slip road, monitoring and evaluating the results to understand their effectiveness in reducing litter.</p>



Historical railways estate, Cornwall

# Meeting the needs of all users

People rely on our roads to connect the country and drive the economy, and the needs of our customers are a focus in everything we do. We listen to the changing needs of our diverse customers, from their present needs to future requirements. This drives our annual customer service plans, delivering benefits that last, not just today, but for years to come.

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



Pedestrian crossing, A52

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p><b>KPI 5.1 - Road user satisfaction</b>  <b>Target: 71%</b></p>	<p>Perform well against the road user satisfaction target for 2024-25 and further baseline results, so a robust target can be set for 2025-26. This will take into account seasonality over a more sustained period. From this we can evaluate our customer service performance.</p> <p><b>We are continuing to use insight from a wide variety of sources including the Transport Focus Strategic Roads User Survey (SRUS), our own internal customer insight survey (CXT) and Transport Focus’s research. This helps us to focus on the improvements that matter most to our customers. This year’s Customer Service plan will continue to include deliverables from across the business in order to achieve our customer service strategy, focusing on the six key strategic themes:</b></p> <ul style="list-style-type: none"> <li>■ Improving journey times</li> <li>■ Better end-to-end experiences</li> <li>■ Providing better information</li> <li>■ A well maintained and safe network</li> <li>■ Developing better relationships</li> <li>■ Empowering our people</li> </ul> <p>Our annual plan will be responding to the evolving needs, wants and expectations of our diverse range of customers, so that we can continue to deliver lasting benefit.</p> <p><b>Severance issues</b>                      Using the schools’ audits to understand the barriers to walking and cycling, we will be implementing measures with local authorities and other partners to encourage active travel to and from schools close to the SRN.</p> <p>We will be working with partners to identify severance and barriers that impede different forms of active mobility where our roads intersect with the National Cycle Network. Barrier replacements, removal or redesign where feasible will be undertaken to improve access to our network.</p> <p><b>HGV drivers</b>                      To help freight operators and drivers of HGVs employed by the sector, funding has been allocated from the Users and Communities designated fund to improve the security and welfare facilities and parking at lorry service areas. Roadside service operators applied for the multimillion-pound fund immediately, and through direct engagement with these customers we have succeeded in obtaining applications for more than 130 sites. Bids will continue to be evaluated. We have evaluated the bids and issued match funded grants for improvements. The majority of the improvements will be made during 2024-2025.</p> <p>Furthermore, we will develop our data service offering to third parties, improving the accuracy and timeliness of information before and during our customers’ journeys.</p>

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p><b>KPI 5.2 - Roadworks information timeliness and accuracy</b>  <b>Target: 75% accuracy of roadworks information</b></p>	<p>In 2024-2025 we will continue to closely monitor the accuracy of overnight road closures information seven days in advance, reporting monthly against our KPI.</p>
<p><b>PI 5.3 - Timeliness of information provided to road users through electronic signage</b></p>	<p>We will begin 2024-25 with an updated metric performance measure to align with current assurance practice. This will allow us to evidence that our roles, responsibilities and assurance activities are fit for purpose.</p> <p>In 2024-25 we will continue to measure average median time to set signs and signals on (all) motorways after National Highways has been notified of an incident that requires signs and signals to be manually set. We will do this to inform our performance and support improvement where needed.</p>
<p><b>PI 5.4 - Ride quality</b></p>	<p>In 2024-25 we will deliver a pavement renewal programme that aims to provide a stable level of ride quality performance.</p>
<p><b>PI 5.5 - Working with local highways authorities to review diversion routes for unplanned events</b></p>	<p>We will continue to work with local highway authorities to review diversion routes for unplanned events.</p>
<p><b>Work with Transport Focus to develop satisfaction surveys for cyclists and walkers that can be used, if possible, as the basis of a PI later in the second road period</b></p>	<p>We will work with Transport Focus to advise and input to their programme of regional insights. Transport Focus surveys for cyclists, walkers and horse riders will not be implemented as a Performance Indicator (PI) in 2024-25 and will follow the change control process to be removed as a potential PI. We will continue working closely with Transport Focus to use their programme of insights.</p> <p>Our feasibility work to understand how we can report on progress to improve walker, cyclist, and horse rider satisfaction, recommended piloting progress updates on quarterly basis. In 2024-25 we will refine our reporting with ORR, Transport Focus and DfT.</p>
<p><b>Work with Transport Focus to develop satisfaction surveys for logistics and coach managers that can be used, if possible as the basis of a PI later in the second road period</b></p>	<p>The Transport Focus Logistics and Coach survey will be implemented as a PI in 2024-25 and going forward in RIS3. We will continue to work with the logistics and coach sector to focus on activities that will improve overall satisfaction. This will include the delivery of our Bus and Coach plan which was published in December 2023 as part of our Net Zero plan commitments. We will continue to engage with senior leaders of both the logistics and bus and coach sectors through our Freight and Bus and Coach Forums. The survey results will be analysed to understand how satisfaction of the sector can be improved and engagement with individual (smaller) operators expanded.</p>

KPI / PI / Descriptive commitment	Our activities during 2024-25
<p><b>Other supporting activities</b></p> <p><b>Embedding equality, diversity and inclusion</b></p>	<p>We will implement the recently launched Access and Inclusion Approach, working with our Roads for All Forum and other stakeholders to deliver improved journey experience for disabled customers.</p>



Romsey road bridge, M27

# Achieving efficient delivery

We aim to deliver our second road period (RP2) efficiency target of £1.990\* billion by continuing to develop and rollout our RP2 efficiency levers working collaboratively with our supply chain to identify and implement efficiency opportunities in what we do and deliver. Our *year-end efficiency report* summarises the evidence that demonstrates delivery of our efficiency milestone and the trajectory towards the five-year target.

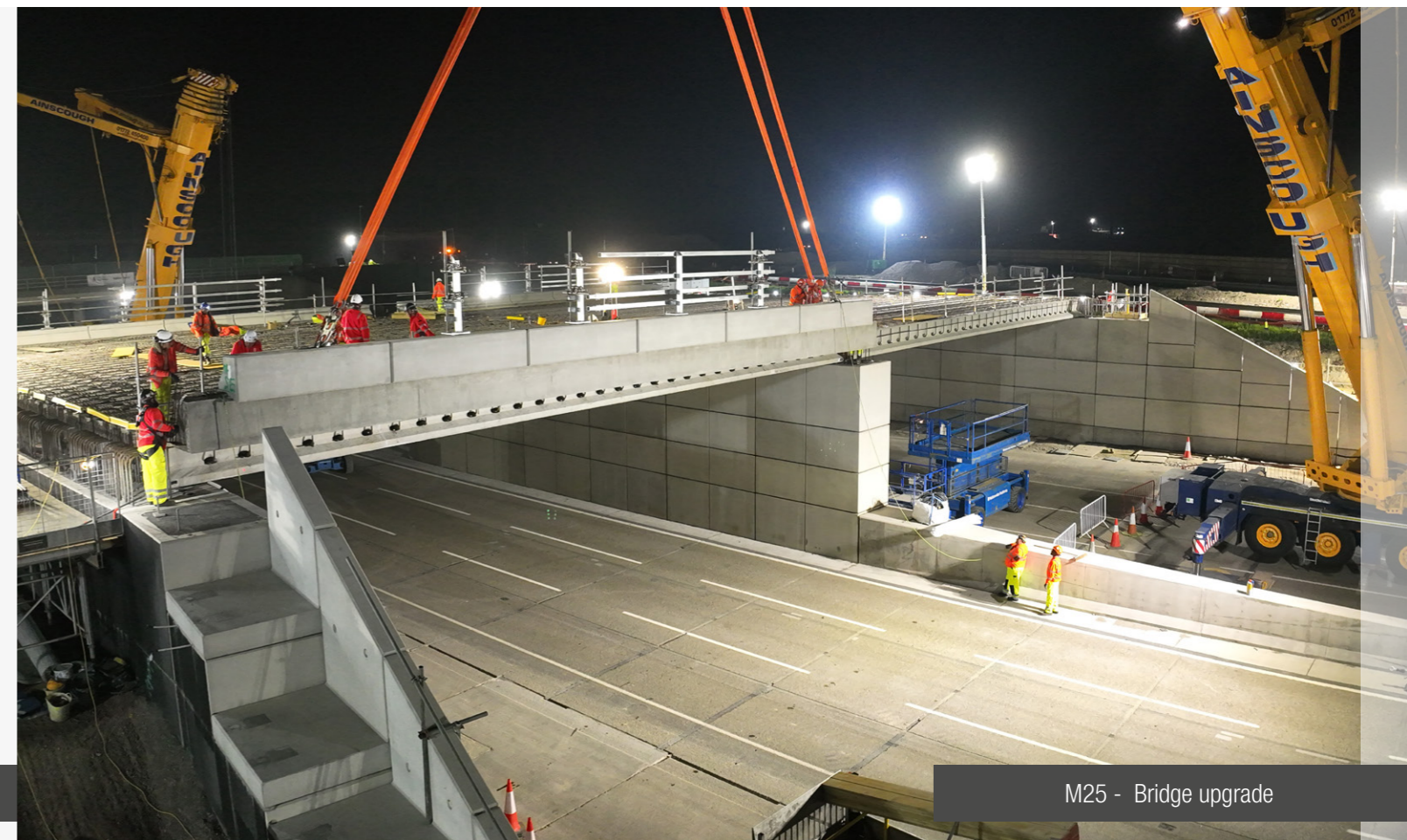
Key Performance Indicators	
KPI 6.1	Total efficiency
Performance Indicators	
PI 6.2	Cost performance index (CPI) and schedule performance index (SPI)

KPI / PI / Descriptive commitment	Our activities during 2024-25
<b>KPI 6.1 - Total efficiency</b> Target: Demonstrate efficiency of £1.990bn* of capital and operational expenditure by the end of the second road period	We will work to achieve the KPI target of £1.990* billion by 31 March 2025. This will be realised through the continued development and rollout of the RP2 efficiency levers: procurement, effective operations, improved people and corporate capability and effective processes.  We will also continue to work with DfT and other arms-length bodies, sharing ideas and data to allow best practice to be identified and shared.
<b>PI 6.2 - Cost performance index (CPI) and Schedule performance index (SPI)</b>	<b>RIS3 recommendations preparation</b> Follow up on recommendations from the Earned Value Management (EVM) Project, which was jointly commissioned by National Highways and ORR to review current Earned Value (EV) metrics – Cost Performance Index (CPI) and Schedule Performance Index (SPI). Working with ORR we will review the recommendations from this project and agree a plan to develop the way we calculate and use EV metrics where we identify improvements that could support National Highways delivery performance or better enable reporting to ORR and the Department for Transport.
<b>Investigate and look to develop new or improved metrics to monitor cost and schedule for enhancement scheme development and construction, engaging with ORR</b>	We will continue to develop and utilise supplementary schedule and cost performance metrics like Lookahead Execution Index (LEI), Baseline Execution Index (BEI) and Planned Percentage Complete (PPC) to complement the industry-standard Earned Value Management metrics, Cost Performance Index (CPI) and Schedule Performance Index (SPI). CPI and SPI remain the key metrics for objective assessment of construction performance – but alongside the work with ORR to develop EVM metrics, we will continue to utilise these supplementary metrics internally to provide a richer picture of project performance.

\*Revised target for RP2



Lane upgrade, M6



M25 - Bridge upgrade

# Enhancements

At the core of our work lies the commitment to improving journeys for our customers. By delivering major enhancement schemes, we tackle congestion, travel times, and strengthen regional connectivity. These strategic investments support the competitiveness of the UK economy.

This year, we aim to start work on three major enhancement schemes, and open seven to traffic. However, with previous legal challenges being concluded, revised start and opening dates have continuously been reviewed and will be published when finalised.

We will also be using our capital funding to finish existing schemes already underway from the first road period, as well as developing and constructing some of the second road period enhancement schemes. Finally, we will keep rolling out our national emergency area retrofit programme.



A30 Chiverton enhancement

## Our activities during 2024-25

### Smart motorways stocktake - taking action

#### Safety

In response to the *2021 Transport Select Committee report* and the 2023 announcement cancelling plans for new smart motorways, we will continue to enhance safety across all smart motorways.

Alongside being safe, drivers deserve to feel confident using any of our roads, including smart motorways. To achieve this in 2024-25 we will:

- Complete the delivery of £900 million in further safety improvements on existing smart motorways.
- Continue to give motorists clear advice when using existing smart motorways.
- Continue building an evidence base of safety, economic, environment and capacity data. We will also work with DfT to track public confidence in smart motorways.

#### Technology

We will deliver further improvements to the reliability of our operational technology systems on all lane running (ALR) motorways. This includes improving CCTV cameras, variable message signs, signals, and improving the MIDAS system which detects slow moving traffic and automatically adjusts speed limits to help keep traffic flowing.

Stopped vehicle detection (SVD) was introduced as an enhancement to the system of features on ALR motorways to help further reduce the risks associated with live lane stops and to enable us to respond more quickly. We will continue to monitor and, where necessary, improve its performance.

#### Enhancement of Smart Motorways

We will complete the construction of the M6 junctions 21a-26\*, the final ALR scheme, one of two final ALR schemes which were already more than three quarters through construction when the 2023 announcement cancelling plans for new smart motorways was made. The M56 junctions 6-8 scheme was completed in 2023-24.

Completing the M6 J21a-26 scheme fulfills the commitment made in the *Smart Motorways Stocktake. First Year Progress Report* to open new ALR roads with stopped vehicle (SVD) detection in place.

#### Retrofit programme

Whilst not a stocktake commitment, the national emergency area retrofit programme will be completed by the end of the Road Period. We have published the actions we set out for the M6 junctions 5-6\*\* and M1 junctions 10-13\*\*\*. We are on track to complete them by the end of March 2025.

\*As of publication date, this scheme is open for traffic

\*\*As of publication date, this work is complete

\*\*\*As of publication date, this work is on track for completion



Our activities during 2024-25	
Technology (funding for smart motorways)	<p>In 2024-25 we will complete our technology equipment tenders, including the agreement of equipment delivery schedules with suppliers as well as incorporating these schedules into our master programme for schemes. Site surveys for schemes will also be completed during this period alongside design activity for schemes in the programme.</p> <p>We will install assets and complete schemes within the programme. Schemes will be delivered as a programme with on-site construction activity running in parallel to surveys and designs for other schemes in the programme.</p>
Enhancement schemes in the north	<p><b>In 2024-25 we will open three schemes for traffic:</b></p> <ul style="list-style-type: none"> <li>■ M621 Junction 1-7* - We will complete a series of improvements to key junctions on the M621.</li> <li>■ A1 Birtley to Coal House - We will complete the route widening of the A1 south of Gateshead to dual-three lanes. Linking with other schemes completed nearby, this will provide three lanes of capacity from the Metro Centre to the A194(M) interchange.</li> <li>■ M6 Junction 21a-26* - We will upgrade the junctions between 21a and 26, and complete the additional emergency areas as required by the National Emergency Area Retrofit (NEAR) programme.</li> </ul> <p><b>We will start work on one scheme:</b></p> <ul style="list-style-type: none"> <li>■ Mottram Moor Link Road &amp; A57 Link Road* - Provide a dual carriageway bypass around the town of Mottram near Manchester. This will also serve as an alternative route for traffic heading north-south on the A57.</li> </ul> <p>* As of publication date, these schemes have either started or opened for traffic</p>
Enhancement schemes in the east	<p><b>In 2024-25 we will start work on two schemes:</b></p> <ul style="list-style-type: none"> <li>■ A47 Blofield to North Burlingham* - Upgrade the A47 east of Norwich to fill a gap in the dual carriageway section between Norwich and the Acle Straight.</li> <li>■ A47 North Tuddenham to Easton* - Dual the single carriageway section of the A47 between Norwich and Dereham.</li> </ul> <p>* As of publication date, this scheme has started works</p>

Our activities during 2024-25	
Enhancement schemes in the south and west	<p><b>In 2024-25 we will open four schemes for traffic:</b></p> <ul style="list-style-type: none"> <li>■ M2 Junction 5* - We will provide additional capacity for the junction, through improvements to slip roads and enhanced junction approaches.</li> <li>■ A303 Sparkford to Ilchester* - We will finish upgrading the three-mile section of the A303 between Sparkford and Ilchester, to make the road safer and more reliable.</li> <li>■ A30 Chiverton to Carland Cross* - Complete upgrading the A30 to dual carriageway north of Truro, connecting together the dual carriageway section around Bodmin with the dual carriageway Redruth bypass. This means that the A30 will be continuous dual carriageway from Camborne to the M5.</li> <li>■ A21 Safety Package - We will complete a suite of safety improvements along the A21 route corridor from Sevenoaks to Hastings. These improvements will benefit both drivers and local communities.</li> </ul> <p>* As of publication date, this scheme is open for traffic</p>

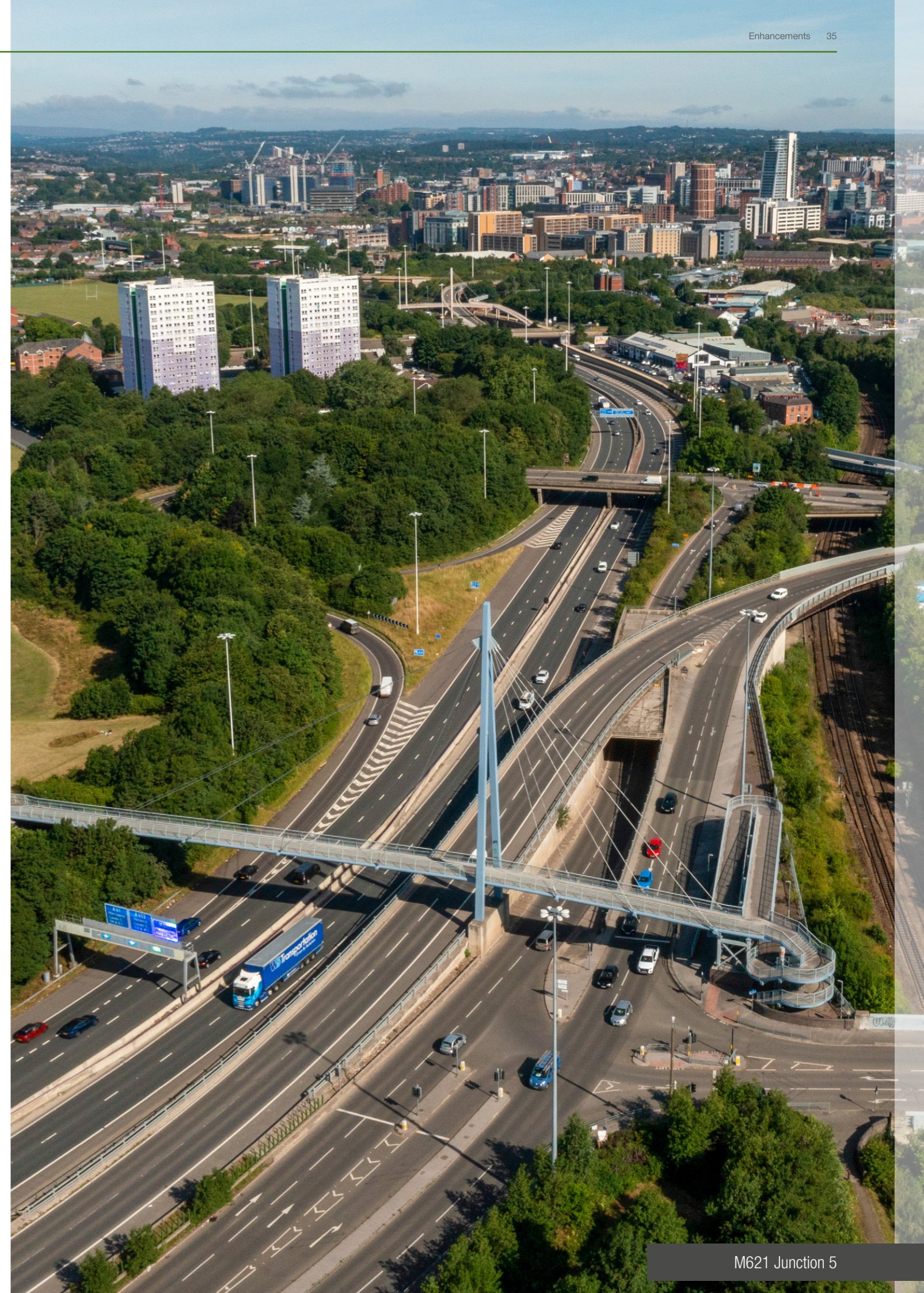
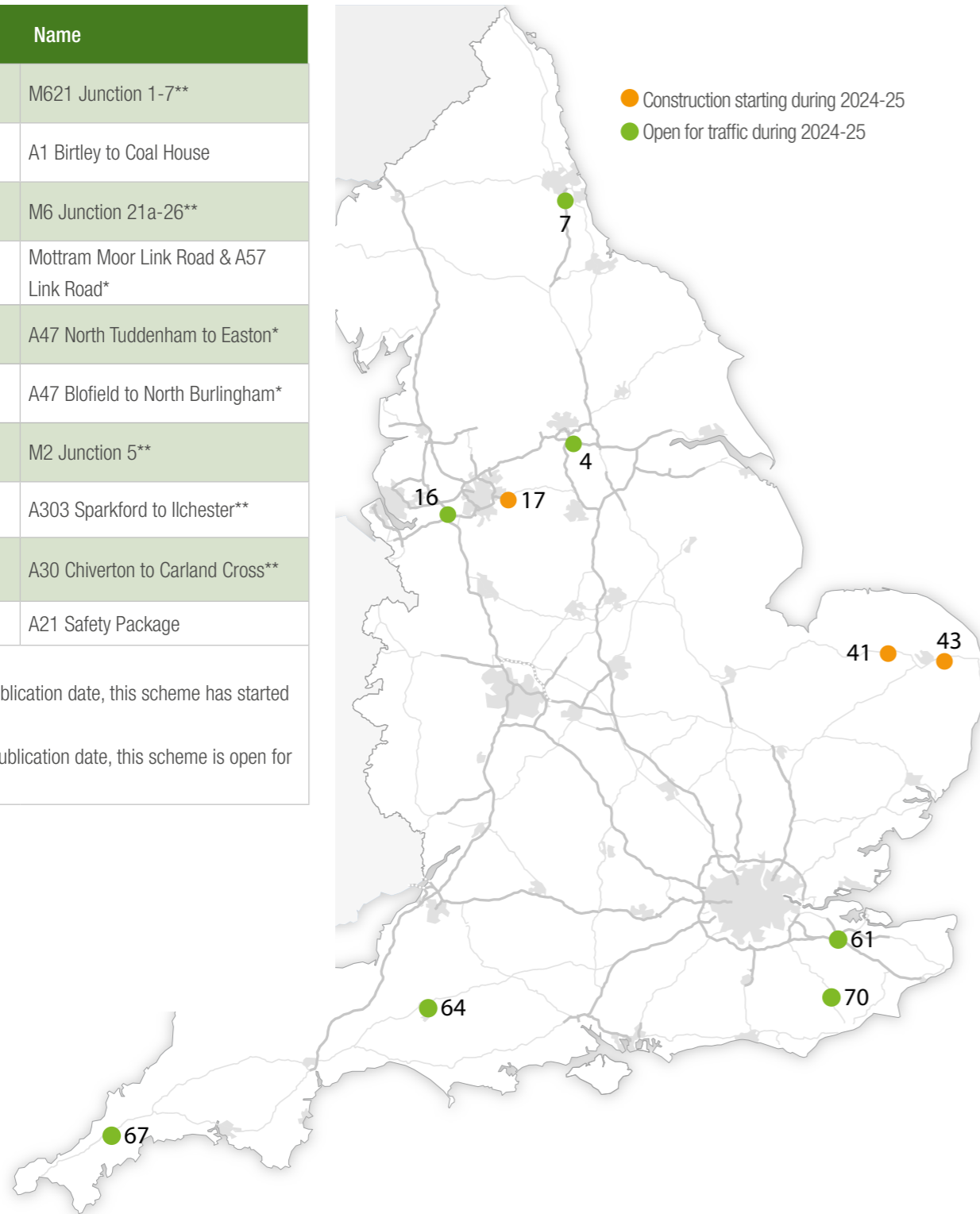


M2 Junction 5 flyover enhancement

Map of Enhancement schemes for 2024-25

Map ref.	Name
● 4	M621 Junction 1-7**
● 7	A1 Birtley to Coal House
● 16	M6 Junction 21a-26**
● 17	Mottram Moor Link Road & A57 Link Road*
● 41	A47 North Tuddenham to Easton*
● 43	A47 Blofield to North Burlingham*
● 61	M2 Junction 5**
● 64	A303 Sparkford to Ilchester**
● 67	A30 Chiverton to Carland Cross**
● 70	A21 Safety Package

\* As of publication date, this scheme has started works  
 \*\* As of publication date, this scheme is open for traffic



M621 Junction 5

# Designated funds

Designated Funds are an important part of our strategic vision. They are tailored to meet specific needs whilst having the flexibility to make comparatively small investments that have a large societal impact. We aspire to a road network that will be smoother, smarter, and more sustainable. Our designated funds support us to deliver this vision.



Cycle path, Severn beach

Our activities during 2024-25	
<b>Safety and Congestion fund</b>	<p>In 2024-25 we will complete the implementation of a scheme at the M57 Switch Island junction which is a collision hotspot.</p> <p>This scheme will review existing speeds and introduce measures to improve speed limit compliance such as red light enforcement cameras. We will invest £27m across a range of schemes.</p>
<b>User and Communities fund</b>	<p>In 2024-25 we aim to invest £54 million across a programme of works to better integrate our network with other transport networks and to improve outcomes for communities. Schemes we will be investing in will include:</p> <p><b>Lorry Park Improvements</b> We will continue to invest in improving facilities for our freight customers, working alongside a £32m DfT scheme. We will continue to work with our lorry park operators to access a £20m fund to improve security measures for drivers, boost welfare facilities like showers, rest areas and restaurants, and increase HGV parking capacity.</p> <p><b>Walking &amp; Cycling programme</b> Working in partnership with Sustrans, we will provide improved cycle routes at:</p> <ul style="list-style-type: none"> <li>■ Rothwell to Temple Newsam (Leeds)</li> <li>■ Pelsall to Brownhills (Walsall)</li> <li>■ Lee Mill to Ivybridge (Devon)</li> </ul> <p>These 3 routes will complete Implementation during 2024-25.</p>
<b>Environment and Wellbeing fund</b>	<p>During 2024-25 we will invest £111 million across schemes and continue to work with the Plantlife charity. The Meadow Makers project is a partnership that will deliver a restoration programme across England to increase the biodiversity of 500ha of existing grasslands. The aim is to drive up grassland restoration, focusing on creating an abundance and diversity of plants and fungi. These investments will deliver biodiversity units contributing to National Highways' RP2 target.</p> <p>During 2024-25, we will continue to invest in our Network for Nature programme in partnership with the Wildlife Trust. Alongside providing biodiversity units which contribute to National Highways' RP2 target, this programme focuses on improving, creating and restoring habitat that has been impacted by historic road building activity.</p> <p>In 2024-25 we will continue to mitigate issues relating to noise from our network for customers living in noise important areas. We have committed to mitigating 7,500 households in RIS2 through our noise insulation contract.</p>

**Our activities during 2024-25**

**Innovation and Modernisation fund**

In 2024-25 we aim to invest £33 million to research and develop emerging technologies which have the potential to revolutionise travel on our roads. Schemes we will be investing in include:

- In 2023-24 we implemented a trial of an Emergency Traffic Management (ETM) Incursion Warning Alarm for use by traffic officers and an analytics package. This was in response to an assessment of Fatal Risks conducted by the Executive Safety Committee in 2021, which identified that the most likely fatal risk to a TO is being hit by a moving vehicle whilst on the SRN. Following this successful trial, we are continuing the work into 2024-25 to include further development and implementation.
- Completing a programme of work to modernise Service Operations including completing the delivery of a Technology Performance Availability Management Tool providing real time visibility of technology status and performance enabling a smarter response to service degradation and outages on our network.
- In early 2024-25 we will complete the feasibility stage of Roadside Technology Rationalisation Feasibility (RTRF) which will include Business Cost Ratio (BCR) of each of the use cases identified in the feasibility stage. Within the remainder of this period, we will prepare and take associated steps towards developing a detailed design, as a roadmap for rationalisation of roadside detection technology.
- **Digital for Customer**  
We have invested in Digital for Customers, a transformational programme that delivers technology innovation and business changes to enable us in National Highways to work innovatively both internally and with our customers. It will allow us to enable connected services and aid autonomous vehicles in the future, improving data sharing and data quality. This project will look to deliver data services that will provide information on planned and current lane closures, speed restrictions, roadside warning signs, emergency diversions and network feature descriptions such as low bridges. It will also look to provide supporting services and decision support tools such as quicker identification of incidents, to help manage our network more efficiently.

# Preparing for future funding periods

In the Autumn 2024 budget the Government announced that they would postpone the start of the third Road Investment Strategy to take account of the outcome of the Spending Review and would put interim arrangements in place for 2025/26. National Highways and DfT are working together to shape both periods. Our plans for investment will be assessed by the Office of Rail and Road (ORR) through an efficiency review to test their deliverability and value for money.

**Our activities during 2024-25**

**Developing the next Road Investment Strategy Programme**

In 2024-25, National Highways will confirm with Ministers the funding position and finalise plans for the performance and deliverables for 2025-2026 in collaboration with the Department for Transport and the Office of Rail and Road.

National Highways will continue to develop the strategic roadmap and performance framework for the third road period through collaborative milestones engaging with Ministers and the Department to prepare for the next five-year delivery period from 1 April 2026. We will also work with the ORR to undertake a review of the monitoring regime to reflect the learning from 10 years since road reform.



Romsey road bridge, M27

Our activities during 2024-25	
<b>Strategic Planning and Route Strategies</b>	<p>In 2023-24 we completed a programme of work, which considered: how we further improve our approach to assessing the extents of the SRN taking a more evidence-led approach on long-distance trips; continued to take forward development and engagement of candidate locations for trunking/detrunking; and undertook research on how we can improve the operation and maintenance of junctions.</p> <p>Building on the work from 2023-24 we will develop a Programme Initiation Document which will set out how we will take forward further detailed development work to inform any decisions on potential changes to SRN extents in RIS3.</p> <p><b>To help open up new areas for housing or commercial development that does not adversely affect the safety, predictability or reliability of journeys on the SRN, in 2024-25 we will:</b></p> <ul style="list-style-type: none"> <li>■ As part of the next iteration of route strategies, due consideration will be given to the locational areas for further consideration and collaboration. Some of these locations may form part of a future scheme development programme, and subject to the outcome of this work, these locations may be considered in future road investment strategy programmes.</li> <li>■ National Highways will also work in collaboration with our internal Economic Development team, other government 'arms length bodies' and stakeholders to explore opportunities for third party investment, where there are locational areas within close proximity of the SRN that can deliver significant housing and commercial development. We will continue to refine the 20 route strategies published in spring 2023 based on the feedback received.</li> <li>■ The next iteration of route strategies will be made more accessible and interactive using a wholly online format that will make a more immersive experience for internal teams, interested parties, external delivery partners and our customers to better understand the challenges and opportunities of the SRN in their future planning.</li> </ul> <p>We will also work across the business to embed the objectives identified in the route strategies into the forward study programme for RIS3 development ensuring provenance from the route strategies to our investment programme.</p>
<b>Engagement with sub-national transport bodies</b>	<p>We will continue to work closely with sub national transport bodies to develop their transport strategies/plans and associated priorities for the SRN. We will ensure that where possible these are reflected in the emerging road investment strategy and strategic business plan.</p>

Our activities during 2024-25	
<b>Developing schemes for future Road Periods</b>	<p>RIS2 included a long list of pipeline schemes - schemes that were being considered for inclusion in future road investment strategies. The progression of work on these schemes will be subject to the Spending Review and the development of RIS3.</p>
<b>Supporting the monitoring framework</b>	<p>ORR undertakes investigations into Network Rail and National Highways in areas such as Licence compliance. We will work with ORR, following an investigation, to deliver a formal, time bound improvement plan to bring us back into compliance with our Licence, and report monthly to ORR on our progress. We have set out commitments to ORR where we can improve on Licence compliance. This will include improving the structure, content and presentation of data and the recommendations from the <i>Rebel report</i> in March 2024.</p>

# How we run our organisation

Attracting people with the right skills is essential, we bring in fresh expertise whilst investing in the development of our existing employees. By prioritising talent development and succession planning, we cultivate a team equipped to support delivery through RP2 and beyond, shaping the future of our organisation.

Our activities during 2024-25	
<b>National Highways Business Improvement programme</b>	<p><b>During 2024-25 the programme will:</b></p> <ul style="list-style-type: none"> <li>■ Provide portfolio oversight of our RIS2 change programmes and associated deliverables</li> <li>■ Lead the development of our RIS3 programme</li> <li>■ Develop plans to ensure a smooth transition between the directorate RIS2 programmes and our RIS3 enterprise approach</li> <li>■ Implement one change framework, better coordinating prioritised change activity across the company</li> <li>■ Stand up our RIS3 programme ready for future needs</li> </ul>

## Our activities during 2024-25

<b>Right People, Places and Skills</b>	<p>In 2024-25, we will implement and embed a revised learning and development operating model alongside completing and implementing our resourcing transformation workstreams. We will also continue assurance and development activity of corporate culture through the production and review of the cultural dashboard, Employee Voice activities and progressing the cultural development plan.</p> <p>Our people capability framework will continue to be embedded across our people processes, to develop those capabilities effectively across the business and align the future programme of work to our RIS3 transformation priorities.</p> <p>We will continue to deliver an effective early talent pipeline to support our future capability requirements and effective talent management and succession planning to drive internal mobility.</p>
<b>Accountable Leadership</b>	<p>We will deliver the Home, Safe and Well and Be the Change programmes to empower people managers with the right skills to foster a psychologically safe environment. Simultaneously, a highly visible Leadership Management Group will ensure consistent, clear communication and aligned people management practices. Alongside this, a dedicated programme of development for the Executive and Senior teams will reinforce company values and enable effective delivery. Themes from this programme will be cascaded to all our people managers to equip them with the expertise and corporate narrative to guide their teams through the RIS2 to RIS3 transition effectively.</p>
<b>A diverse and inclusive culture</b>	<p>We will ensure we deliver accessible and inclusive employee communication and content meaning the right information is readily available and accessible to everyone.</p> <p>By fostering safe and welcoming work environments, with no physical and psychological barriers, we will attract and retain a diversity of talent. We will also leverage this to target some of our recruitment campaigns to attract talent from wider talent pools and backgrounds.</p> <p>We will continue to analyse and improve our assurance by undertaking the annual production and analysis of pay gap data, coupled with prioritised action plans to address any disparities.</p>



Operation sunrise, emergency planning

Our activities during 2024-25	
<b>Delivery of Digital for Customer</b>	<p>We will undertake a transformational programme that delivers technological innovation and business changes to enable National Highways to work innovatively both internally and with our customers. This will allow us to enable connected services and aid autonomous vehicles in the future, improving data sharing and data quality. Delivery will include new user facing data services enabling timely provision of road and lane closures, speed restricted areas, diversion routes, road limits and features, roadside signs and alerts plus enabling services and decision-support tools.</p> <p><b>In 2024-25, we will deliver the following external facing digital services:</b></p> <ul style="list-style-type: none"> <li>■ Road and lane closure (launched March 2024)</li> <li>■ Speed managed areas</li> <li>■ Digital variable signs and signals</li> <li>■ Diversion routes</li> <li>■ Road limits and features</li> <li>■ Digital labs</li> </ul> <p><b>In 2024-25, we will deliver the following internal facing digital services:</b></p> <ul style="list-style-type: none"> <li>■ Customer feedback</li> <li>■ Roadwork live status checker</li> <li>■ Diversion route manager and status checker</li> <li>■ Connected open roads data</li> </ul>
<b>Complete the roll out of CHARM</b>	<p>In a phased approach, National Highways will fully implement the CHARM traffic management system across its Regional Operations Centres (ROCs). This begins with upgrades and enhancements to the underlying systems alongside training of our operational staff, configuration, and testing of CHARM. This will be undertaken at the South-East ROC and on out test simulated systems. Upon successful completion, a full rollout and go-live will occur in the South-East ROC. This process will then be replicated for the East ROC, culminating the nationwide deployment of CHARM. Providing enhanced consistent traffic management capabilities across National Highways' network.</p>
Tunnels Digital and Operational Strategy Implementation and Tunnels Remediation Plan Development. Providing:	<p>In 2024-25, the Tunnels Remedial Programme will generate the options paper for National Highways. We will also present the first five new elements of the technical specifications for consultation, ensuring stakeholder input shapes the final document. Concurrently, a draft outline business case for the tunnels remediation plan is being written to be agreed with the NIS (Network &amp; Information Systems) regulator. We will also publish the first five new elements of the technical specifications. Once feedback is incorporated, the draft for the remaining four elements will be issued for consultation, paving the way for the release of the complete suite of revised technical specifications.</p>
<ul style="list-style-type: none"> <li>■ a 'blueprint' for tunnels digital, data and technology services and operating model</li> <li>■ a plan to comply with NIS requirements</li> <li>■ a clear systems roadmap</li> </ul>	

Our activities during 2024-25	
<b>Private Finance Initiative (PFI) funding</b>	<p>National Highways continues to work with the private finance initiative (PFI) companies on the hand back and handover of the eight T1/1a PFI contracts to ensure an effective transfer of operation at the contract end dates within RP3. The contract milestone for completion of first inspection of pavements and structures was reached. We will also finalise the agreement of the handback report on pavements and structures for the eight T1/1a PFI contracts and agree a renewal programme with each PFI. On agreement of a renewal programme, we will agree a commercial cost for the delivery of the programme and management of the financial retention.</p> <p>The second inspection of all other assets and a repeat of pavements and structures as per the contractual requirements will commence. We are engaging with the DBFO community to manage this risk by supporting an early start.</p> <p>National Highways is working to ensure a full record of the inventory data of all assets. Data will be available at the end of the contracts. This work is being co-ordinated between the hand back and handover teams. The programme of standard technical audits, a review of the data and records, to ensure the evidence is consistent and demonstrable for their management of the routes is an ongoing annual process.</p> <p>A handover team has been established to manage the handover activities for PFI routes to National Highways for future maintenance, fostering smooth transitions and continuity of service.</p>
<b>Delivering the Protocol services</b>	<p>We will continue to deliver the functions included in the protocols we agreed with the Secretary of State relating to activities which are not core to our role as a strategic highways company. These are:</p> <p><b>Abnormal loads</b></p> <p>In 2024-25, we will:</p> <ul style="list-style-type: none"> <li>■ Continue to manage and authorise the movement of Special Order and VR1 category abnormal loads on all roads in England and Wales and authorise moves in Scotland</li> <li>■ Continued provision of the Electronic Service Delivery of Abnormal Loads (ESDAL) system to allow proactive online management of the roads and structures for abnormal load movements</li> <li>■ Review of the High and Heavy Load Grids</li> <li>■ Ensure all routes comply with the Department water preferred policy</li> <li>■ Manage the external contract for the ESDAL system</li> </ul>

## Our activities during 2024-25

### Delivering the Protocol services

#### Dartford and local authority pension schemes

National Highways manages the Secretary of State's obligations towards members of the Dartford River Crossing Pension Scheme in accordance with the trust deed and rules for the scheme. The scheme is managed by the Trustee, Dartford River Crossing Trustees Limited. The board of the Trustee currently comprises three directors appointed by the Secretary of State and two directors appointed by the Principal Employer, Egis Road Operation UK Limited. Scheme membership at April 2023 comprised 13 active members, 67 deferred members and 280 pensioners.

#### Dartford Crossing free-flow

In 2024-25, National Highways will prioritise strong contract management and we will deliver our corporate commitments for the c.50 million crossings made per year for the Dart Charge service. This commitment encompasses ensuring the successful delivery of the Dart Charge Charging Contract, UK and Non-UK Enforcement Contracts, as well as three Enforcement Agent Contracts. Simultaneously, we will aim to ensure 90% of all correspondence meets National Highways deadlines of 10 days' turnaround.

#### National salt stocks

During 2024-25, we will:

- Continue to manage the national salt stock reserve on behalf of DfT in line with the arrangements outlined in the protocol agreement
- Implement new commercial arrangements for storage of the national salt stock reserve by end Q4

#### M6 Toll

During 2024-25, we will:

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

#### Severn River Crossings

During 2024-25, we will:

- Provide a winter maintenance service for the Severn Bridges
- Provide a Traffic Officer Service including management of incidents and co-ordination of any closures for the Crossings
- Manage the latent defects in the M48 Severn Bridge cables with an aim to reduce any liability and the cost of future maintenance through a proactive inspection programme
- Keep the Department informed if the condition of the cables deteriorates, or they consider that a more rigorous inspection system needs to be put in place
- Deliver Technical Approval Authority responsibility for the Severn Bridges

## Our activities during 2024-25

### Delivering the Protocol services

- Develop long term asset management plans and appropriate investment requirements for the Crossings. Develop internal detailed long-term asset management plans for our bridges in Specialist Bridges Inspection and Maintenance. This will allow us to better manage our asset, giving surety of bridge health and also deriving best value for money
- Ensure the Department has the required information regarding the financial and operational performance of the Crossings
- Replace the waterproofing and resurface the 1km-long central cable stayed section of the M4 Prince of Wales Bridge

#### Technical regulations

On behalf of the Secretary of State and Devolved Administrations, we manage the technical standards for designing and building of the SRN. These standards are outlined in two documents: the Design Manual for Roads & Bridges (DMRB) and the construction Manual of Contract Documents for Highway Works (MCHW) of the SRN.

#### During 2024-25, we will:

- continue our work on updating the structure, usability, and content of the MCHW to enable full digital publication by end March 2025
- complete the programme of reviews and updates of the whole DMRB by end March 2025, to keep the document up to date and modern

#### Historical Railways Estate

Against our new ways of working, we will manage the 3,100 assets in the Historical Railways Estate (HRE) on behalf of the Secretary of State for Transport. We will manage the HRE structural assessment and repair programme to drive risk reduction and sensitive asset management as well as to support others with repurposing plans where these are possible, ensuring our capital programme is well planned.



## Annex A: RP2 Funding Table 2024-25

£m	2020-21	2021-22	2022-23	2023-24	2024-25	RIS2 Total
Operations & Maintenance (Opex)	1,034	1,014	1,029	1,133	1,228	5,438
Operations & Maintenance (Capex)	247	297	371	321	363	1,599
Renewals	733	848	881	1,163	1,209	4,835
Enhancements	2,017	1,778	1,683	1,658	1,741	8,877
Designated Funds	161	123	148	209	226	868
RP3 preparation and development	21	54	63	43	46	227
How we run our business (Opex)	167	146	162	171	174	820
How we run our business (Capex)	76	85	66	66	85	378
<b>Total</b>	<b>4,456</b>	<b>4,346</b>	<b>4,404</b>	<b>4,765</b>	<b>5,071</b>	<b>23,042</b>

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

National Highways funding has evolved throughout the second Road Investment Strategy (RIS2) period and the funding level for 2024-25 now reflects the figure agreed at *Autumn Budget 2024*.

We were allocated additional funding of £137m during 2020-21 to 2024-25 for deliverables outside the scope of RIS2 such as: the Historical Rail Estate (HRE) and Operation Brock. These amounts are not included in the table above which captures the funding within the scope of RIS2 only.

## Annex B: Performance metrics

### Key Performance Indicators (KPIs)

Unique ID	Metric	Target	Target type	Unit	2020-21 performance target	2021-22 performance target	2022-23 performance target	2023-24 performance target	2024-25 performance target
<b>Outcome: Improving safety for all</b>									
1.1	The number of people killed or seriously injured (KSI) on the SRN	Ongoing reduction in the number of people KSI on the SRN to support a decrease of at least 50% by the end of 2025, against the 2005-09 average baseline	Achieve	Number	Ongoing reduction				At least a 50% reduction in KSIs by the end of 2025, against the 2005-09 average baseline
<b>Outcome: Providing fast and reliable journeys</b>									
2.1	Average delay	Performance to be no worse at the end of the second road period than it was at the end of the first road period	Ambition	Seconds per vehicle per mile	N/A	N/A	N/A	N/A	Ambition of being no worse than at the end of the first road period
2.2	Roadworks network impact	Roadworks network impact to not exceed the monthly average target of weighted lane metre days set for each year	Achieve	Weighted lane metre days	97.5% (against first road period network availability metric)	43 million	47 million	48 million	51 million
2.3	Incident clearance rate	86% of motorway incidents cleared within one hour	Achieve	%	86%	86%	86%	86%	86%
<b>Outcome: A well-maintained and resilient network</b>									
3.1	Pavement condition (road surface)	Percentage of the network (as defined by Highways Agency Pavement Management System, excluding DBFOs) in good condition to be maintained at 96.2% or above	Achieve	%	95%	95%	96.2%	96.2%	96.2%

Unique ID	Metric	Target	Target type	Unit	2020-21 performance target	2021-22 performance target	2022-23 performance target	2023-24 performance target	2024-25 performance target
<b>Outcome: Delivering better environmental outcomes</b>									
4.1	Noise	7,500 households benefiting from noise reduction in mitigated 'noise important areas', defined by Defra, using funding from the Environment and Wellbeing fund during the second road period	Achieve	Number	N/A	N/A	N/A	N/A	7,500 households benefiting from noise reduction in mitigated noise important areas
4.2	Biodiversity	Achieve no net loss of biodiversity across all National Highways activities by the end of the second road period	Achieve	Biodiversity units	N/A	N/A	N/A	N/A	No net loss over RP2. No less than 130,848.1 biodiversity units
4.3	Air quality	Bring links agreed with the department and based on the Pollution Climate Mapping model into compliance with legal NO2 limits in the shortest timescales possible	Achieve	Number of links	Following periodic reviews of the Pollution Climate Mapping model by DfT and Joint Air Quality Unit, they will recommend the number and locations of existing sections of the SRN (links) likely to exceed the annual mean NO2 legal limit value. We will undertake a detailed assessment of those links and, after agreement of the outcomes with DfT and Defra, we will, where required, introduce measures to help support compliance in the shortest timescales possible				
4.4	National Highways carbon emissions	Reduce National Highways carbon emissions as a result of electricity consumption, fuel use and other day to day operational activities during the second road period by 56%* from April 2017-March 2018 baseline of 91,608* tonnes.	Achieve	Tonnes of carbon	N/A creating baseline	Ongoing reduction	Ongoing reduction	Ongoing reduction	Less than 40,337 tonnes*
<b>Outcome: Meeting the needs of all users</b>									
5.1	Road user satisfaction	Achieve a 71% road user satisfaction score (82% road user satisfaction score in 2020-21 and 2021-22) with year-on-year increases in following years.	Achieve	%	82%**	82%**	82%**	73%***	71%
5.2	Roadworks information timeliness and accuracy	Achieve 75% accuracy of roadworks information seven days in advance of works by 2024-25, with an increasing trajectory of improvement through the second road period from the level of performance achieved by the end of the first road period	Achieve	%	Increasing trajectory of improvement through the second road period from the level of performance achieved by the end of the first road period				75%
<b>Outcome: Achieving efficient delivery</b>									
6.1	Total efficiency	Demonstrate efficiency of £1.990bn* of capital and operational expenditure by the end of the second road period	Achieve	£bn	£233.3m****	£471m****	£776m****	£1,220m****	£1.990bn*

Table 1 KPIs

\* Revised target for 2024-25

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

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

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

## Performance Indicators (PIs)

Unique ID	Metric	Unit
<b>Outcome: Improving safety for all</b>		
1.2	The total number of people killed or injured on the SRN	Number
1.3	The number of non-motorised and motorcycle users killed or injured on the SRN	Number
1.4	The number of injury collisions on the SRN	Number
1.5a	The accident frequency rate for National Highways staff	Accidents per 100,000 hours worked
1.5b	The accident frequency rate for National Highways supply chain employees	Accidents per 100,000 hours worked
1.6	The % of traffic using iRAP 3 star or above rated roads	%
<b>Outcome: Providing fast and reliable journeys</b>		
2.4	Delay on smart motorways	Seconds per vehicle per mile
2.5	Delay from roadworks	Minutes per hour travelled
2.6	Journey time reliability	Seconds per vehicle per mile
2.7	Delay on gateway routes	Seconds per vehicle per mile
2.8	Average speed	Mph
<b>Outcome: A well-maintained and resilient network</b>		
3.2	Structures condition	Average condition score/critical condition score/% of structures rated 'good' in opinion of inspector
3.3	Technology availability	% of time when available and functioning
3.4	Drainage resilience (weather normalised)*	% length of carriageway that does not have an observed significant susceptibility to flooding
3.5	Geotechnical condition	% length in good condition
<b>Outcome: Delivering better environmental outcomes</b>		
4.5	Supply chain carbon emissions	Tonnes of CO2e and tonnes of CO2e/£m
4.6	Condition of cultural heritage assets	Condition score
4.7	Water quality	Km of watercourse enhanced
4.8	Litter	% of SRN where litter is graded at A or B
<b>Outcome: Meeting the needs of all users</b>		
5.3	Timeliness of information provided to road users through electronic signage	Average time (mins:secs) to set manual signs and signals on motorways
5.4	Ride quality	% of pavement asset (surveyed network) where both Roughness Index and Bump Index remain below their respective thresholds
5.5	Working with local highways authorities to review diversion routes for unplanned events	% of local highway authorities engaged with
5.6	Logistics & Coach managers Satisfaction Survey	% based on TF survey and reported every 4 months
<b>Outcome: Achieving efficient delivery</b>		
6.2	Cost performance index and schedule performance index	Index

Table 2 PIs

\* Metric changed to weather normalised in 2024-25

\*\* Currently going through Change Control to agree status

## Descriptive commitments

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

Table 3 Descriptive commitments

# Annex C: Enhancements scheme list

## Enhancements

North-east schemes			
Scheme number	Scheme	Start of works	Open for traffic
1	A1 Scotswood to North Brunton	Started	Opened
2	A19 Testo's	Started	Opened
3	A19 Norton to Wynyard	Started	Opened
4	M621 Junctions 1-7	Started	2024-25 Q2*
5	A61 Westwood Roundabout	Started	Opened
6	A1 Morpeth to Ellingham	Cancelled**	Cancelled**
7	A1 Birtley to Coal House	Started	2024-25 Q4
8	A19 Downhill Lane	Started	Opened
9	A63 Castle Street	Started	2025-26***
10	M62 Junctions 25-30 upgrade	Cancelled	Cancelled

\* Scheme opened in September 2024

\*\* Scheme cancelled by Government on 30 October 2024

\*\*\* Date revised due to delivery challenges

North-west schemes			
Scheme number	Scheme	Start of works	Open for traffic
11	A585 Windy Harbour to Skippool	Started	Opened
12	M62 Junctions 20-25	Cancelled	Cancelled
13	M6 Junction 19	Started	Opened
14	A66 Northern Trans-Pennine	Subject to Spending Review	
15	A5036 Princess Way	Cancelled*	Cancelled*
16	M6 Junctions 21a-26	Started	2024-25 Q4**
17	Mottram Moor Link Road & A57 Link Road	2024-25 Q3***	RP3
18	M56 Junctions 6-8	Started	Opened
19	M60/M62/M66 Simister Island Interchange	Subject to Spending Review	

\* Scheme cancelled by Government on 30 October 2024

\*\* Scheme opened in December 2024

\*\*\* Scheme started in December 2024

Midlands schemes			
Scheme number	Scheme	Start of works	Open for traffic
20	A500 Etruria	Started	Opened
21	M6 Junctions 13-15	Started	Opened
22	M42 Junction 6	Started	RP3
23	A46 Coventry Junctions	Started	RP3
24	M40/M42 Interchange	Cancelled	Cancelled
25	A45/A6 Chowns Mill Junction	Started	Opened
27	A38 Derby Junctions	Subject to Spending Review	
28	M54 to M6 Link Road	Subject to Spending Review	
29	A5 Dodwells to Longshoot	Cancelled	Cancelled
30	A52 Nottingham Junctions	Started	RP3
31	M6 Junction 10	Started	Opened
32	A46 Newark Bypass	Subject to Spending Review	
33	M42 Junctions 4-7 upgrade	Cancelled	Cancelled
34	M6 Junctions 4-5 upgrade	Cancelled	Cancelled
35	M6 Junctions 5-8 upgrade	Cancelled	Cancelled
36	M6 Junctions 8-10a upgrade	Cancelled	Cancelled

East schemes			
Scheme number	Scheme	Start of works	Open for traffic
26	M1 Junctions 13-19	Started	Opened
37	A14 Cambridge to Huntingdon	Started	Opened
38	A47 Wansford to Sutton	Subject to Spending Review	
39	A47 Great Yarmouth Harfreys Junction	Started	Opened
40	A47 Guyhirn Junction	Started	Opened
41	A47 North Tuddenham to Easton	2024-25 Q4*	RP3
42	A47 Thickthorn Junction	2025-26**	RP3
43	A47 Blofield to North Burlingham	2024-25 Q4*	RP3
44	A428 Black Cat to Caxton Gibbet	Started	RP3
45	A12 Chelmsford to A120	Subject to Spending Review	
46	M1 Junctions 10-13 upgrade	Cancelled	Cancelled
71	A47 Great Yarmouth Vauxhall Junction	Cancelled***	Cancelled***

\* Scheme started in September 2024

\*\* Subject to Government approval

\*\*\* Scheme cancelled by Government on 30 October 2024

South-east schemes			
Scheme number	Scheme	Start of works	Open for traffic
47	M4 Junctions 3-12	Started	Opened
48	A34 Newbury to Oxford Enhancements	Started	Opened
49	M3 Junctions 9-14	Cancelled	Cancelled
50	M27 Junctions 4-11	Started	Opened
51	M25 Junction 25	Started	Opened
52	M25 Junction 28	Started	2025-26
53	M25 Junctions 10-16	Cancelled	Cancelled
54	M25 Junction 10	Started	2025-26
55	M3 Junction 9	2025-26*	RP3
56	M27 Southampton Junction 8	Cancelled**	Cancelled**
57	A27 Arundel Bypass	Cancelled***	Cancelled***
58	A27 Worthing and Lancing improvements	Cancelled***	Cancelled***
59	A31 Ringwood	Started	Opened
60	A2 Bean and Ebbsfleet	Started	Opened
61	M2 Junction 5	Started	2024-25 Q4****
62	A27 East of Lewes Package	Started	Opened
63	Lower Thames Crossing	Subject to Spending Review	
70	A21 Safety Package	Started	2024-25 Q4

\* Subject to Government approval

\*\* Scheme cancelled by Government on 30 October 2024

\*\*\* Scheme cancelled by Government on 29 July 2024

\*\*\*\* Scheme opened in December 2024

South-west schemes			
Scheme number	Scheme	Start of works	Open for traffic
64	A303 Sparkford to Ilchester	Started	2024-25 Q3*
65	A303 Amesbury to Berwick Down	Cancelled**	Cancelled**
66	A358 Taunton to Southfields	Cancelled***	Cancelled***
67	A30 Chiverton to Carland Cross	Started	2024-25 Q1****
68	A417 Air Balloon	Started	RP3
69	M4 J19-J20 and M5 J16-J17 upgrade	Cancelled	Cancelled

\* Scheme opened in November 2024

\*\* Scheme cancelled by Government on 29 July 2024

\*\*\* Scheme cancelled by Government on 30 October 2024

\*\*\*\* Scheme opened in June 2024

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

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

\*\* This scheme will be delivered by National Highways and is subject to business case and funding approval decisions.

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

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

## Annex D: Changes we have made

Changes to business commitments		
Item	Reason for change (position at end of year 4)	Changes from previous Delivery plan
Lead safety indicators: We will continue development of new lead safety indicators for fatal incidents factors. Once the baseline data has been established outline improvement milestones will be developed and lead safety indicators will be routinely updated to show trends and map progress of interventions to reduce road risk.	As this work is reliant on the Road to Zero Harm (RtZH) project, it has been delayed as further considerations are required for RtZH to progress. The decision has been made to delay performance activity on this commitment to 2024-25.	Project extended from 2023-24 to 2024-25
Working with Transport Focus, investigate the development of new metrics on journey time reliability which reflects more accurately road users' understanding of reliability, and delay from roadworks.	The need for validation and integration of new recommendations, along with the transition to using National Traffic Information Service (NTIS2) data (available after Q1 2024), shifted the final approval milestone from January 2024 to October 2024.	Final approval milestone shifted from 2023-24 to 2024-25
Investigate new PIs on delays from incidents and delays on the local road/SRN boundary, and an alternative performance measure for smart motorway operation to keep track that these roads are delivering their intended journey-time related objectives	Transition and validation with the new technical partner AtkinsRéalis, combined with the integration of new methodologies, pushed the final approval milestone from January 2024 to October 2024 to accommodate NTIS2 data. The smart motorways alternative performance measure has also been removed as a requirement.	Final approval milestone shifted from 2023-24 to 2024-25
Transition data sources that currently sit outside of our automated systems onto our strategic data platform by Q2.	Integrating the low-volume Ramp Metering data into ServiceNow was deemed economically unjustifiable, delaying it to the next RIS3 phase. Additionally, keeping Traffic and Asset Management Environment (TAME), Traffic Management Unit (TMU), and Highways Agency Digital Enforcement Camera System (HADECS) data in PI3.3 required further alignment and approvals, contributing to the delay.	Continued delivery moved from 2023-24 to 2024-25
To support preparation of our next Roads Period, We will develop a priority list of works to be delivered in Road Period 3 (RP3) within our SSSIs.	This task depends on when Operations within National Highways complete management plan updates. Priorities will be re-identified during 2024-25.	Project extended from 2023-24 to 2024-25

Changes to business commitments		
Item	Reason for change (position at end of year 4)	Changes from previous Delivery plan
Complete 70 site-based energy audits, with recommendation reports filed - outlining the opportunities identified to increase energy efficiency and reduce carbon emissions.	Severe resource gaps within the team necessitated outsourcing, delaying the commitment. A contract is in place to complete 40 site audits by August 2024.	Contract entered to complete 40 site audits during 2024-25
Through our operations we will complete all surveys across the SRN within 2023-24 and renew 15,000 lamps with LEDs using a phased approach based on age and compliance of lighting columns. Based on the average annual kWh electricity saving per upgraded bulb, and based on average electricity unit rates National Highways is being billed currently, we would expect to save in excess of £1.5m per year from replacing 15,000 bulbs. (Proposed completion date Q4 2023-24)	Risks related to component availability, internal and external resources, and network availability in FY 2023-24 delayed the commitment. These risks are now low, and the commitment is expected to be met and exceeded in FY 2024-25.	Risks relating to component availability now low allowing delivery during 2024-25
We will ensure lighting asset inventories are up to date and accurate during 2023-24 and data within Alloy - the lighting asset management system - is consolidated against our operations source data. (Proposed completion date Q4 2023-24)	Resource gaps within the Energy and Sustainability team, operations asset team engagement, and meter administrator capability for validation caused delays. While 13 out of 14 areas are consolidated, Area 4 is expected to finish by Q2 of FY 2024-25.	Area 4 delivery moved from 2023-24 to 2024-25
We will implement energy storage solutions in 2023-24 to enable EV charger roll out at over 10 service areas where the grid supply may not currently be sufficient to support rapid charging infrastructure provision.	The business commitment was delayed due to installation challenges at MSAs related to planning and grid connections, as well as delayed ESS shipments caused by the Middle East conflict. Also, one of the 10 potential sites proved to be non-viable during the feasibility stage. Despite these issues, at 31st March, four ESS units are on site, three are in store, and two are in transit from China. All sites are expected to go live by autumn 2024.	Project extended from 2023-24 to 2024-25

Changes to the major enhancement programme		
Item	Reason	Changes from previous delivery date
M6 Junctions 21a-26	Scheme rescheduled to allow for additional emergency areas to be added as part of the National Emergency Area Retrofit programme.	Open for traffic deferred from 2024-25 Q1 to 2024-25 Q4. However the scheme was subsequently opened for traffic in December 2024
A12 Chelmsford to A120	Subject to Spending Review	
A66 Northern Trans-Pennine		
A47 Wansford to Sutton		
Lower Thames Crossing		
M60/M62/M66 Simister Island Interchange		
A38 Derby Junctions		
M54 to M6 Link Road		
A303 Sparkford to Ilchester	Schemes open for traffic rescheduled due to delivery challenges	Open for traffic deferred from 2023-24 Q4 to 2024-25 Q3. However the scheme was subsequently opened for traffic in November 2024
A63 Castle Street		Open for traffic deferred from 2024-25 Q4 to 2025-26
A30 Chiverton to Carland Cross		Open for traffic deferred from 2023-24 Q4 to 2024-25 Q1. However, the scheme was subsequently opened for traffic in June 2024
A47 North Tuddenham to Easton	Schemes rescheduled as a result of challenge to planning consent	Previous start of works (TBC) scheduled to 2024-25 Q4 and open for traffic in RP3. Both A47 Blofield and A47 North Tuddenham started works in September 2024
A47 Blofield to North Burlingham		Previous start of works (TBC) scheduled to 2024-25 Q3 and open for traffic in RP3. Scheme started works in December 2024
Mottram Moor Link Road & A57 Link Road		
A303 Amesbury to Berwick Down	Schemes cancelled by Government on 29 July 2024	
A27 Worthing & Lancing		
A27 Arundel Bypass		
A358 Taunton to Southfields	Schemes cancelled by Government on 30 October 2024	Schemes had different start of works and open for traffic commitments in RP2 and RP3
A47 Great Yarmouth Vauxhall Junction		
M27 Southampton Junction 8		
A1 Morpeth to Ellingham		
A5036 Princess Way		

## Glossary

<b>All lane running (ALR)</b>	All lane running (ALR) motorways add variable mandatory speed limits to control the speed and smooth the flow of traffic and increase capacity by permanently converting the hard shoulder into a running lane. ALR motorways feature emergency areas, which are places to stop in an emergency. To further enhance safety, stopped vehicle detection technology is put in place on all ALR motorways.
<b>Asset Delivery</b>	This approach enables us to directly manage maintenance operations and scheme delivery. Through Asset Delivery, we will improve our asset knowledge and increase our control, including over interventions, planning and sequencing. This will improve safety and quality, as well as reducing disruption and delivering better long-term value for money.
<b>Asset management</b>	The coordinated activity of an organisation to realise value from assets.
<b>CHARM</b>	Common Highways Agency Rijkswaterstaat Model project.
<b>Designated funds</b>	During the first road period, the government created a series of designated funds, to address a range of issues over and above the traditional focus of road investment, including: growth and housing, innovation, environment, air quality, and cycling, safety and integration.
<b>DfT</b>	Department for Transport.
<b>Digital Roads</b>	Digital roads is a concept we have developed based on using connectivity, data and technology to improve the way the SRN is designed, built, operated and used.
<b>Driving for Better Business</b>	A government-backed National Highways programme to help employers in both the private and public sectors reduce work-related road risk, decrease the associated costs and improve compliance with current legislation and guidance.
<b>Dynamic hard shoulder (DHS)</b>	Dynamic hard shoulder motorways apply variable mandatory speed limits to control the speed and smooth the flow of traffic and temporarily increase capacity by using the hard shoulder as a running lane at the busiest times. Electronic signs and signals instruct drivers when the hard shoulder is available to use for live running. When the hard shoulder is operating as a live lane, the speed is set at a maximum of 60mph. DHS motorways feature emergency areas, which are places to stop in an emergency.
<b>Environment Agency</b>	A non-departmental public body sponsored by the Department for Environment, Food and Rural Affairs, with responsibilities relating to the protection and enhancement of the environment in England.
<b>Emergency Traffic Management (ETM)</b>	A set of strategies and technologies used to manage road traffic during emergencies to ensure quick response times and maintain public safety.
<b>First road period</b>	The initial road period that followed roads reform (2015-2020).
<b>HGV</b>	Heavy goods vehicle.
<b>Housing Infrastructure Fund</b>	A government fund available to local authorities for infrastructure to unlock housing.
<b>Interim settlement year</b>	2025-2026.
<b>International Road Assessment Programme (iRAP)</b>	The umbrella programme for Road Assessment Programmes (RAPs) worldwide that are working to save lives.
<b>KPI</b>	Key performance indicator – a key metric used to define and measure progress towards organisational objectives.



<b>Metric</b>	The individual measurements that we are judged on, that fit within the performance specification.
<b>National Traffic Information Service</b>	Provides up-to-the-minute traffic information for the strategic road network in England.
<b>Noise important area (NIA)</b>	Areas in England that are adjacent to major roads.
<b>ORR</b>	Office of Rail and Road.
<b>PFI</b>	Private Finance Initiatives.
<b>Protocols</b>	Additional services to our day-to-day operational activities, not core to our role as a strategic highways company.
<b>Q1, Q2, Q3, Q4</b>	Quarter 1, Quarter 2, Quarter 3, Quarter 4
<b>Road Investment Strategy</b>	Government's long-term strategy for the strategic road network. It is where government sets the performance and investment objectives for National Highways and the funding it will make available for each Road Period.
<b>RIS1</b>	First Road Investment Strategy (2015-2020).
<b>RIS2</b>	Second Road Investment Strategy (2020-2025).
<b>RIS3</b>	Third Road Investment Strategy.
<b>RP1</b>	Road period 1 (2015-2020).
<b>RP2</b>	Road period 2 (2020-2025).
<b>RP3</b>	Road period 3.
<b>Route strategies</b>	Route strategies present a high-level view of performance and constraints on existing road network as well as recommending areas for further study.
<b>Second road period</b>	Road period 2 (2020-2025).
<b>Third road period</b>	Road period 3.
<b>Smart motorways</b>	Smart motorway is a generic term for a section of motorway that uses traffic management methods to increase capacity and reduce congestion in particularly busy areas. These methods include using the hard shoulder as a running lane and using variable speed limits to control the flow of traffic. There are three types of smart motorway, all lane running, dynamic hard shoulder and controlled.
<b>Strategic road network (SRN)</b>	The network of roads managed by National Highways, comprising motorways and some A-roads
<b>Severe weather information service (SWIS)</b>	A World Meteorological Organization platform providing centralized access to official severe weather warnings and forecasts to enhance global preparedness and response capabilities.
<b>Transport Focus (TF)</b>	The 'watchdog' responsible for gathering the views of SRN users and using them to shape policy and decision making.
<b>VRS</b>	Vehicle restraint systems.

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