

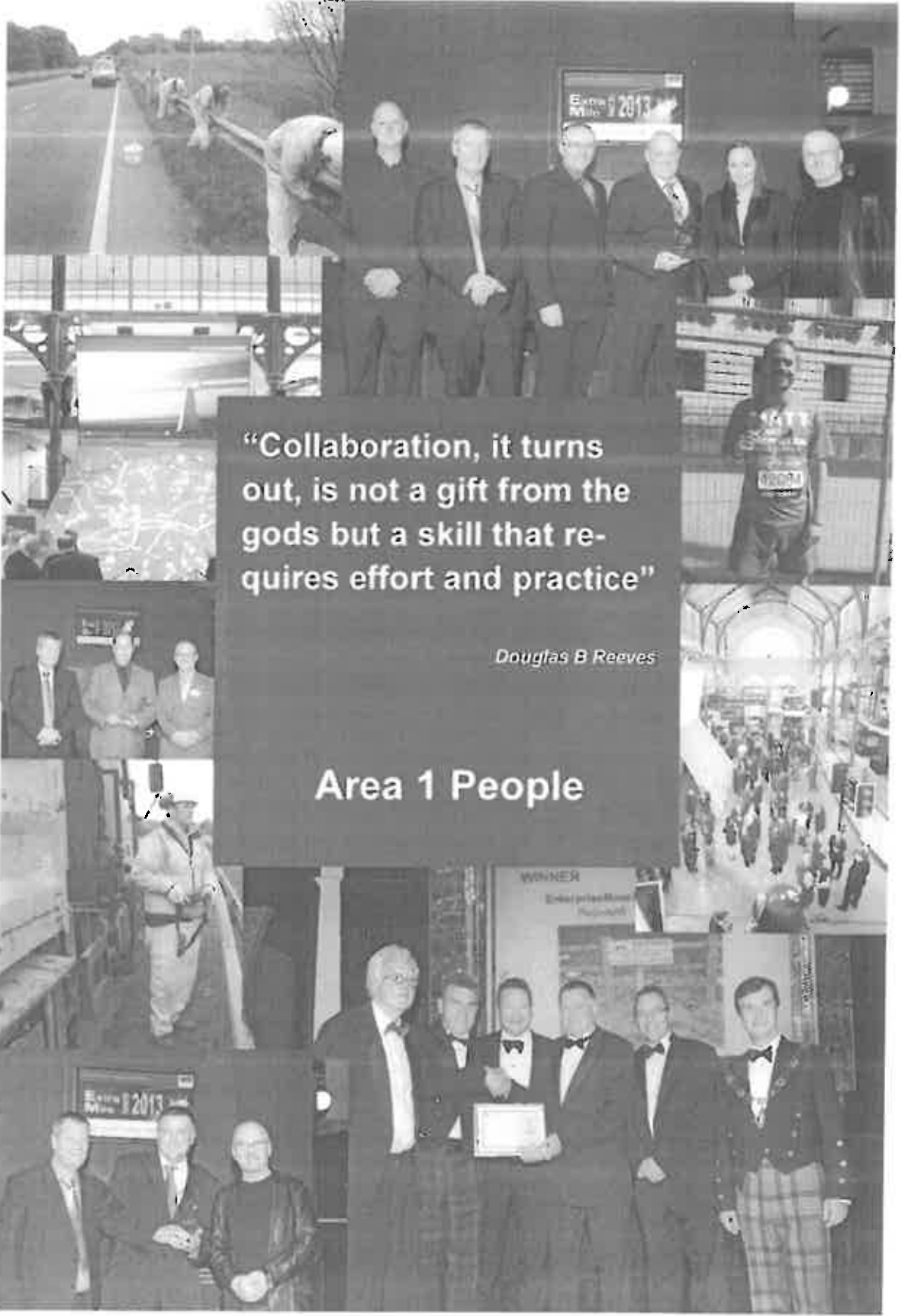


**em**  
*leaner, greener, safer*

# Area 1 Business Strategy 2013-14

Working with the

**HA** **HIGHWAYS**  
AGENCY



**"Collaboration, it turns out, is not a gift from the gods but a skill that requires effort and practice"**

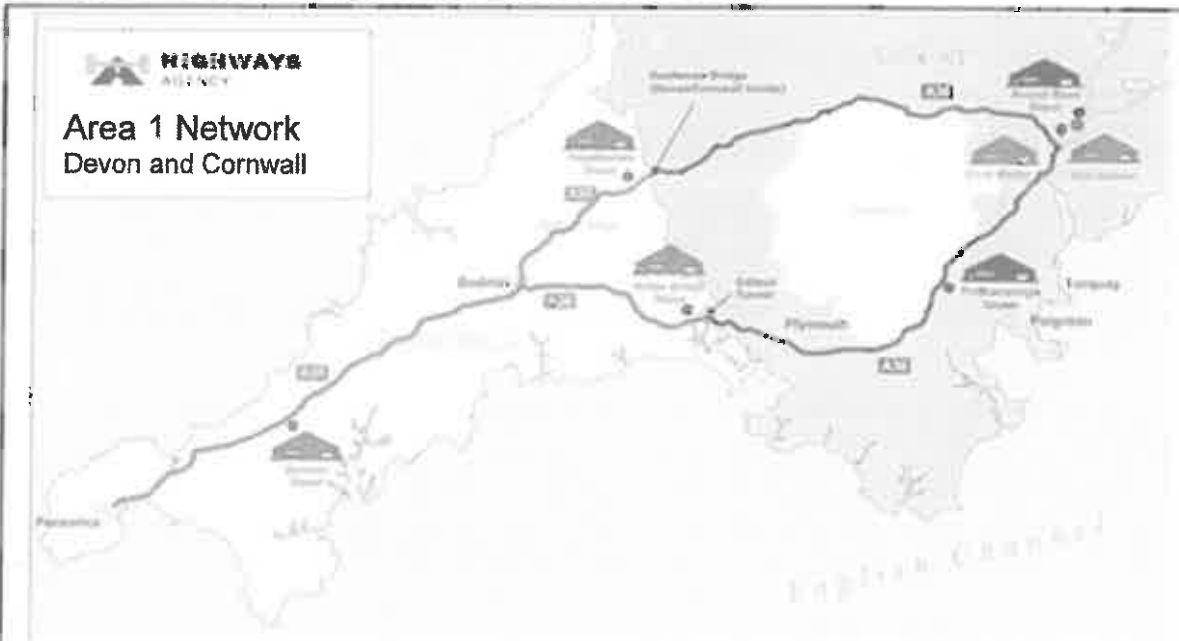
*Douglas B Reeves*

## **Area 1 People**

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# Area 1 Strategic Road Network



## Description

The Area 1 Network covers a part of the South West of England and includes approximately 200 miles of A30 and A38 to the west of Exeter in Devon and Cornwall. The network includes the A38 Saltash Tunnel, the only two-way three lane (tidal flow) tunnel on the Highways Agency's network.

As a key tourist destination the network experiences a dramatic increase in traffic during the summer months. With no motorway and sections of single carriageway this presents a number of challenges in terms of congestion and journey time reliability. The network ranges from the upland National Parks of Dartmoor and Bodmin Moor, to the lower sections close to the coast with a generally milder climate.

## Facts and Figures

Route Length:	369 km	Retaining Walls:	88
Carriageway Length:	595 km	Small Span Structures:	131
Lane Length:	1171 km	Sign/Signal Gantry's	10
Road Restraint (Barrier):	366 km	Masts/Mast Schemes:	19
Bridges / Large Culverts:	299	Tunnels	1

## Message from General Manager

Once again, the year ahead presents many challenges, none more important than continuing to prioritise safety, foremost, the safety of those who use the network and the safety of those who work on the network.

We must keep safety at the forefront of everything we do, working together to promote innovation, such as the introduction of Intellicone and HAVmeter, and reporting and acting upon near misses and safety observations. As a business, we need to constantly look at ways to improve our safety culture and this is a responsibility for every one of us.

In another year of fiscal constraint, our successful approach to value management has contributed to a healthy total allocation in excess of £24M. This will enable us to work with our supply chain to deliver the strategic goals of the Highways Agency. Also, building on our success of being the first Highways Agency Area to deliver a Tranche 1 Pinch Point Scheme, we must maintain the momentum to ensure we remain on course to deliver our Tranche 2 & 3 Pinch Point Schemes before the end of March 2015.



Area 1 will continue to develop on its strategy through closer collaborative working and moving forward share a common culture, behavioural approach, working values and joint practices. We need everyone to play their part as this will be crucial over the coming months in order to deliver this extensive programme and to also meet the demands of a changing future.

The Area 1 team is recognised as a leader in the MAC community and the highways sector. It is essential we keep performing well and demonstrating this great performance through PMF scores, audit results, SHE statistics, Industry Awards, and the like. It is with the continued ability and dedication of all our employees that I am confident we will improve even further as we strive for excellence in all we do.



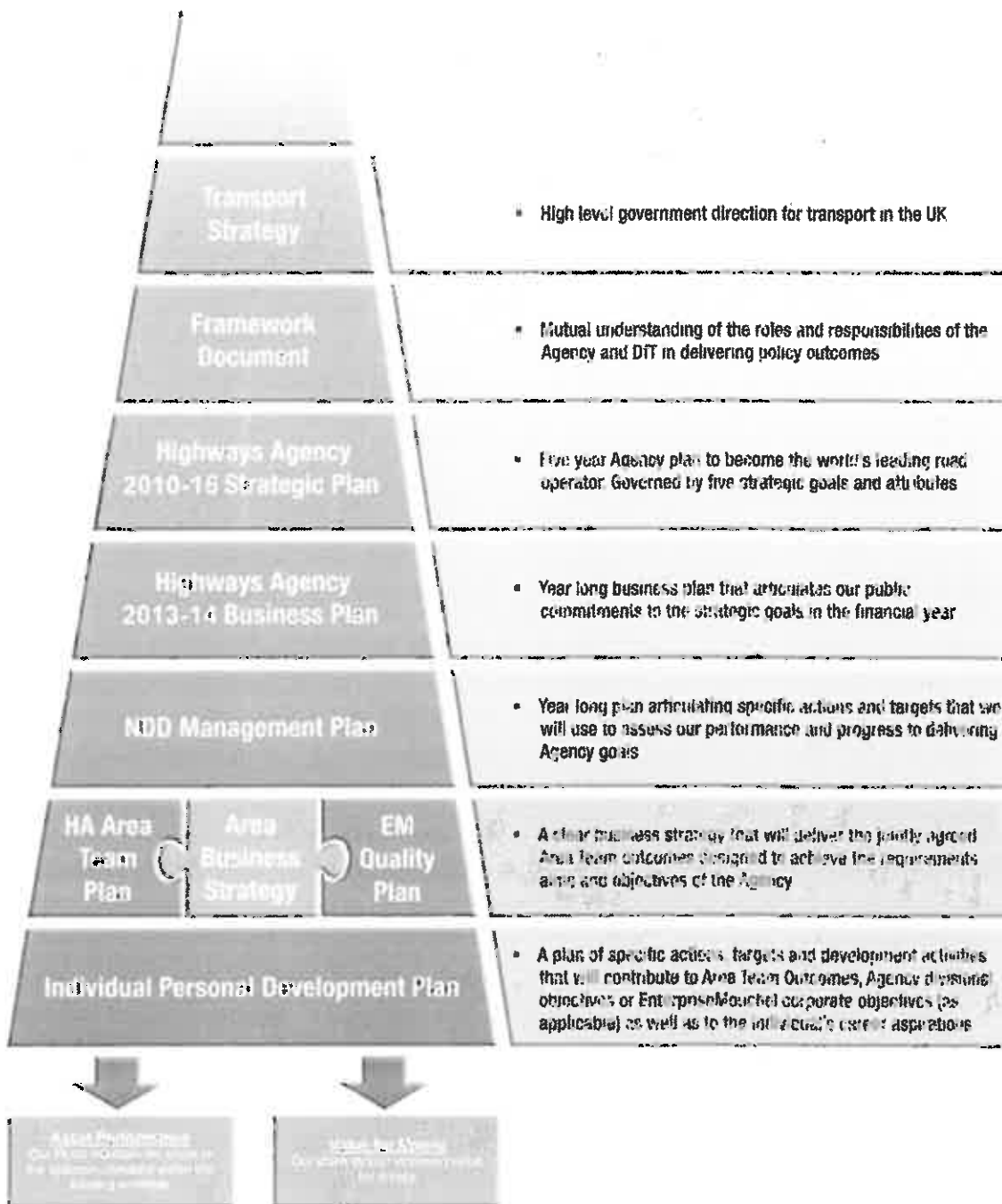
General Manager

# ABS Governance

## Area Business Strategy

We have set our key priorities for 2013-14 to align fully with the objectives of the Network Delivery and Development (NDD) Directorate and the strategic goals of the Agency.

The diagram below shows how the Area 1 Business Strategy fits into the overall planning framework for the Agency and the Department for Transport (DfT). It also shows how individual Personal Development Plans contribute to the Integrated Area Team Outcomes.



ABS Governance

The Area Business Strategy (ABS) sets out the priorities for the year ahead to assist the NDD Directorate in reaching its vision:

**'To become the world's leading road operator'**

The NDD, with a clear focus on stewardship of the asset, is absolutely vital to making the Highways Agency's strategic ambition of being 'the world's leading road operator' a reality.

**Safe roads, reliable journeys, informed travellers**

The Network Board provide governance and direction for the delivery of each of the Highways Agency's Strategic Goals.



**OUR NETWORK IS  
A DYNAMIC &  
RESILIENT ASSET**

Service Manager  
Highways Agency



**WE PROVIDE A  
SERVICE THAT OUR  
CUSTOMERS TRUST**

Asset Development  
Manager  
Highways Agency



**WE SET THE  
STANDARD FOR  
DELIVERY**

Highways Agency  
Service Director  
EnterpriseMouchel



**WE DELIVER  
SUSTAINABLE  
SOLUTIONS &  
OUR ROADS ARE  
THE SAFEST IN THE  
WORLD**

General Manager,  
EnterpriseMouchel

The role of the Network Board is:

- To give strategic direction to the management of Area 1 and for the development of the Area Business Strategy
- To promote continual improvement and Lean initiatives by setting priorities and targets for the year ahead
- To challenge solutions proposed for improving network performance in order to achieve best value and to ensure proposed outputs to achieve the strategic goals
- To monitor performance of the partnership and directing appropriate corrective action where required.

The overall objectives of the Network Board are:

- To maintain the partnering process and team culture between all those involved in meeting or contributing to the strategic goals of the employer
- To provide leadership, commitment and motivation for a successful public/private partnership, assuring that ethical standards of service delivery are maintained
- To recognise and realise the benefits for each partner.

# Area 1 People

## Our People

A business is only as good as its people and we are convinced that we have some of the fantastic people working for Area 1 and, by ensuring we keep our people at the heart of our business, Area 1 expects to continue to performing well throughout the forthcoming year.

There is a challenging year ahead delivering a challenging programme of works as well as ensuring the Area 1 Pinch Point Schemes are kept on course for completion, everyone regardless of team, will be expected to play their part in guaranteeing we achieve these objectives.

## Collaborative Business Relationships

BS11000 - Collaborative Business Relationship has enabled Area 1 to set up a formal framework around which we can maintain and develop effective working relationships, supporting our commitment towards working and staying together under the concept of 'One team One theme'. Area 1 will continue to build on its inclusive strategy and, moving forward, consider the inclusion of key stakeholders to share in our common culture, behavioural approach, working values and joint practices to the benefit of all.

Building on the lessons learnt from relationship measurement and EM/Partner 360° performance review, coupled with identified opportunities for improvement derived from both internal and 3<sup>rd</sup> Party BS11000 audits, Area 1 intends to further build upon the success of its Collaborative Business Relationships going forward into the forthcoming year.

Making best use of our Collaborative Business Relationships, we aim to standardise our mechanisms for continual improvement to promote meaningful, comparative trend analysis to invigorate innovation and drive improvements in effectiveness, efficiency and overall commitment to the collaborative relationship.

The benefits of our approach will:

- encourage a mutual respect and appreciation of each other's contribution;
- nurture a willingness to allow each to succeed and share in the benefits;
- allow partners to play to their strengths in order to drive change; and
- enable risks to be managed as each partner is allowed to maximise their potentiality.

Our approach will encourage the CBR groups to recognise those things that are currently working well should continue and those things that do need to change. While working within a "dominimum" environment as we presently do it is reasonable to acknowledge when something remains fit-for-purpose.

bsi.

Certificate of Registration





## EM Extra Mile Awards 2013

EM held its 2013 Extra Mile Awards ceremony at the London Transport museum to recognise employees from across the business and acknowledge their exceptional dedication and hard work.

There are 10 awards in total which focus on delivering EM's company values:

- Innovation
- Environment
- Safer
- Partnering & Collaboration
- Going the Extra Mile
- Customer Satisfaction
- Severe Weather Team
- Community Engagement
- Apprentice of the Year
- MD's Special Recognition



The Extra Mile awards are unique in that people can be nominated by their peers as well as their managers. There were a significant number of nominations from within Area 1 for the 2013 Extra Mile Awards Ceremony, with three Area 1 staff members winning awards:

- Innovation
- Extra Mile
- Severe Weather

[REDACTED]  
[REDACTED]  
Area 1 Drainage Team



We provide a service that our customers trust



Network Board Owner:



Message from the Network Board Owner: [Redacted]

The Highways Agency and EM Highway Services Limited will work together in support of the delivery of the DfT's wider government policies. A key component of this is to facilitate economic growth through the effective management and operation of the Area 1 all purpose trunk roads.

The Area 1 all purpose trunk roads support local businesses and communities and, therefore, the HA and EM must balance the need to deliver a significant investment programme while, at the same time, keeping disruption to our road users and neighbours to a minimum.

EM will continue to work with the Agency to provide reliable information in an affordable and effective way, recognising that information is vital to assist road users, influence travel and shape driver behaviour.

### Customers are Satisfied

Area 1 will build upon its successfully established customer service feedback survey to monitor, in a cost effective manner, the quality and efficiency of our replies to enquiries and complaints received via HAIL.

#### Customer Feedback Report: Quarter 4 (January - March) 2012-13



Customers are telling us they like:

- Roads that are kept clear and safe during adverse weather
- Our detailed and appropriate responses to enquiries
- Us listening to their feedback and then explaining what we are doing in response

Customers are telling us they dislike:

- Pot holes

Feedback on the communication and delivery of our schemes will continue to be sought from residents and stakeholders through scheme surveys and proactive stakeholder mailing.

Together with information gained from the National and Area Road User Satisfaction Surveys (NRUSS and ARUSS) all feedback will be reviewed with a view to identifying areas for improvement. NRUSS customer satisfaction levels will be monitored against those reported in March 2013.

Close liaison with design and delivery teams will ensure the flow of accurate and timely scheme information, presented in a clear and positive manner, and a focus on ways in which the impact of our activities may be minimised.

We provide a service that our customers trust

We provide a service that our customers trust

### Information on Occupancies is Available



Area 1 will be delivering six road improvement schemes as part of the Government's multi-million pound 'Pinch Point Programme'. Robust communication plans will be established for the individual schemes within the Pinch Point Programme, consisting of a series of approved and timed activities tailored to each scheme.

Such activities will include: face-to-face resident visits and stakeholder meetings, resident letters and stakeholder emails, media events, news releases, travel bulletins and clear on-road signing. Close liaison with HAIL, the HA regional Press Office and LA Partners will further ensure

effective, wide spread communication on these schemes.

The Stakeholder and Customer Liaison Manager's active participation in regular progress meetings will enable the accurate and timely implementation of each plan, as the schemes progress, and an efficient response to matters that may arise during delivery.

### Minimise Adverse Impact on Road Users

Due to the high volume of work to be delivered throughout 2013/14, we will continue to explore new technology opportunities to allow for real-time communications between the operatives onsite and the Highways Agency's Network Occupancy managed system to provide detailed real-time information.

We are committed to minimising the negative effects of incidents and maintenance on road users by providing clear and unambiguous information in a timely manner through the Highways Agency website, mobile VMS and social media sites.



### Area 1 MAC Local Aspect

In addition to the Aspects detailed under "We Provide a Service that Our Customers Trust" in the PMF, we will introduce a Local Aspect in relation to this HA Goal which has specific relevance in Area 1. The measures and target for the local metric will be agreed with the Service Manager and reported locally in the Monthly Review Progress Report. The local Aspect will be:

***"Use of technology to inform road users of Network Hazards and/or delays is maximised"***

### The Application of LEAN - Customer Service

We recognise that the customer is the only person that can identify value in a business. We will continue to work collaboratively with our Highways Agency Client to understand their needs and to ensure that we manage the value stream effectively, to deliver the highest quality of customer service.

We provide a service that our customers trust

# We set the standard for delivery



Network Board Owner:



Message from the Network Board Owner



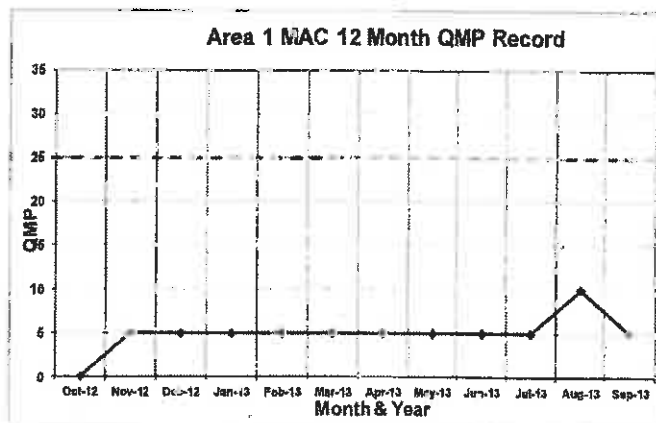
EM Highway Services Limited (EM) will actively work with the Highways Agency in support of government goals for economic growth with their capital improvements and pinch points programmes. To achieve this, the Area 1 Pinch Point Programme will be designed and delivered to engender economic growth, reduce congestion and improve safety at known bottlenecks. Area 1 will actively engage with its collaborative partners to help deliver this very important programme.

We will ensure the amounts we invoice to the Highways Agency are correct and in accordance with the contract which, when combined with the Agency's new invoice checking process and tools, will provide assurance that payments to EM are appropriate. This will deliver greater budgetary efficiency and better value for money for the taxpayer.

## The Right People, Processes and Systems are in Place

With a key focus on efficiency it is important that a "right first time" ethos is adopted to avoid defects and rework and the Area 1 Quality Management System (QMS) establishes the framework to ensure that defects or rework are minimised.

The QMS processes provide the backbone of how HA and the EM will fulfil their contract obligations. To ensure that these processes remain fit for purpose throughout the duration of the contract they will be subject to a rolling 12 month audit programme.



Where failures or defects in the QMS are identified we will raise non-compliance as appropriate and identify and implement the necessary corrective actions to address the issue(s). Quality Management Points (QMP) will be accrued for QMS failures, whether arising from Provider, Service Manager, and 2nd or 3rd Party audits, in accordance with Contract Data Section 4.1.

The Highways Agency have introduced version 9.0 Performance Management Framework, which, introduced a new range of data metric sheets to provide raw data. The purpose of data based scorecard is to provide the Agency with a standard approach to capturing performance data, with the data being used by HA Central to assess and measure the monthly performance of the Provider.

The changes will provide greater transparency, reduced subjectivity of scoring and promote evidence based decision making on targeted improvement actions.

### **Manage Contracts Efficiently**

With the DfT's commitment to greater long-term certainty and flexibility of funding, we will support the Agency in its aspiration of achieving a more strategic approach to work and the realisation of the subsequent saving envisaged by DfT.

We will also work collaboratively with the Highways Agency to deliver the DfT's Roads Investment Strategy (RIS).

### **Asset Renewal & Improvement Schemes are Delivered to Plan**

#### **Delivery of the Pinch Point Programme**

Area 1 will be delivering six road improvement schemes as part of the Government's multi-million pound 'Pinch Point Programme'.

These improvement schemes will address specific 'pinch points' on the strategic road network in order to remove bottlenecks and keep traffic moving. Many of the schemes will improve access to local enterprise zones, key international trading ports and communities; helping to get people to and from work and powering the economy.

Building on our success of being the first Highways Agency Area to deliver a Tranche 1 Pinch Point Scheme, we will maintain the momentum to ensure we remain on course to deliver our Tranche 2 & 3 Pinch Point Schemes before the end of March 2015.

#### **Area 1 MAC Local Aspect**

In addition to the Aspects detailed under 'We Set the Standard for delivery' in the PMF, we will introduce a Local Aspect in relation to this HA Goal which has specific relevance in Area 1. The measures and target for the local metric will be agreed with the Service Manager and reported locally in the Monthly Review Progress Report. The local Aspect will be

***"We will maintain BS11000 - Collaborative Business Relationships certification"***

#### **The Application of LEAN - Efficient Delivery**

We will actively seek to identify opportunities for increased efficiency by using value and process mapping we will highlight and promote ways of removing bottlenecks in our processes that may hinder the smooth flow of our delivery.

# Our roads are the safest in the world



Network Board Owner:



Message from the Network Board Owner: 

Road safety continues to remain a priority to the Highways Agency demonstrated by their commitment to reduce the number of people killed or seriously injured using or working on the network in the Highways Agency Business Plan 2013-14.

Reducing the number of both road users and road workers injured and at risk on our network is something the Area 1 Network Board takes very seriously. The Network Board will support the HA's strategy by:

- working with its collaborative partners and stakeholders to explore opportunities to further reduce the number killed or seriously injured;
- striving to eliminate the need for road workers to be on foot in a live carriageway by 2016
- utilising intelligent systems of tracking and monitoring safety on our network and
- continuing our drive towards 'Aiming for Zero' by adopting the HA 2013 AFR targets and revitalising our behavioural safety initiatives.

## A Safe Network is Maintained

The management and maintenance of the condition of the network underpins all aspects of operational safety and, therefore, we will ensure that Cat 1 defects are made safe and dealt with in a timely manner.

A robust Cyclic Inspection and Maintenance Programme will be produced and updated annually, which serves to deliver a level of preventive maintenance which, when combined with robust management of Category 1 repairs, should ensure a safe network is maintained and, ultimately, the number of 3<sup>rd</sup> Party Claims is minimised.



# Our roads are the safest in the world

## A Safe Network is Provided

We will continue our work with stakeholders, partners and Police to improve the quality and accuracy of collision data. We will explore the use of new data sources and analysis techniques, to ensure that our programmes and actions are based on evidence-led decisions using the best possible information.

We will maintain and deliver a comprehensive Road Safety Audit (RSA) Programme in a timely manner and all RSA auditors will be approved and highly competent.



## Safety Incidents Involving HA and Contractors are Reduced

We will introduce use of Intellicone in Area 1. The Intellicone system is based on a wireless impact sensor that sets off an audible and visual alarm when traffic management has been compromised by errant drivers. The sensors can easily be retro-fitted on top of ordinary 6V lantern batteries, and inserted into a lamp. The technology does not interfere with the operation of the lamp, nor does it require any changes in operational procedures for Traffic Management deployment.

## Area 1 MAC Local Aspect

In addition to the Aspects detailed under "Our Roads are the Safest in the World" in the PMF, we will introduce a Local Aspect in relation to this HA Goal which has specific relevance in Area 1. The measures and target for the local metric will be agreed with the Service Manager and reported locally in the Monthly Review Progress Report. The local Aspect will be:

**"Area 1 MAC All Injury Frequency Rate Measured"**

## The Application of LEAN - Safe Operations

Delivering safe operations is a core objective of the Highways Agency. Using Lean tools and techniques to seek out leaner, greener and safer approaches to maintain the network in a safe and serviceable condition.

# We deliver sustainable solutions



Network Board Owner:



Message from the Network Board Owner:

The Area 1 Network Board is committed to supporting the Highways Agency in achieving its commitment of a 22% reduction in carbon emissions against a 2009/10 baseline by 2015.

This year sees the introduction of new performance requirement to minimise the amount of waste sent to landfill. HA and EM have agreed both a baseline and a reduction target, and these will be used to actively drive down the amount of waste that is sent to landfill.

We will embed sustainability as 'business as usual' across all aspects of our business developing and delivering initiatives such as the sustainability designer's toolkit to inform, educate, and encourage all our employees to adopt sustainable design. EM will proactively work with the Highways Agency to assist them to attain their aspiration to be recognised as a leading organisation for sustainability.

## The Impact of Our Network on the Environment is Mitigated

We will effectively use and apply design objectives and principles to prevent negative environmental impacts. EM design teams will consist of appropriately qualified professionals covering the full range of required technical disciplines, environmental objectives will be set against Schemes and agreed with HA Regional Environmental Advisor and environmental impacts and enhancement options considered and consulted as appropriate.



## Resources are Used Efficiently

During 2013 -14 we aim is to reduce the level of Area 1 waste that goes to landfill by 3%, to a total of 14.05 tonnes, with quarterly targets as follows:

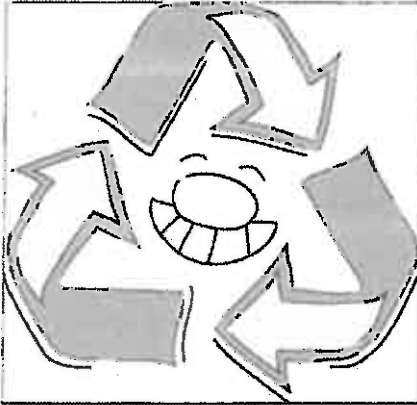
Q1	3.46
Q2	1.44
Q3	4.95
Q4	4.20

To assist achievement of this, we will review with waste contractors the % recycled for different waste streams, aiming to increase these and, where appropriate, maximise the use of those offering better recycling rates.



## We deliver sustainable solutions

### Carbon Emissions are reduced



We will continue to work on reducing our Carbon Footprint and our contributing to the delivery of the EM targets will help the Highways Agency towards realising its aim of contributing to Government 2015 Carbon Emission reduction target of 35%.

The Area 1 target for 2012/13 will be a 3% reduction against a total emissions baseline of 4299 tCO<sub>2</sub>e.

### Network Improvements that Support Spatial, Economic, and Environmental Priorities are Promoted

The Environmental Watchman and Network Needs Team will, through the analysis of data and inspection reports etc., identify potential non-Safety LNMS Schemes and, as necessary, recommend them for taking forward VM. If approved at VM, on completion of design, the Network Delivery Team will ensure the non-Safety LNMS Schemes are completed in accordance with their purpose and design.



### Area 1 MAC Local Aspect

In addition to the Aspects detailed under "We Deliver Sustainable Solutions" in the PMF, we will introduce a Local Aspect in relation to this HA Goal which has specific relevance in Area 1. The measures and target for the local metric will be agreed with the Service Manager and reported locally in the Monthly Review Progress Report. The local Aspect will be:

***"Use Considerate Constructors to Measure Our Impact on the Community"***

### The Application of LEAN - Sustainable Solutions

By delivering an efficient service through the use of Lean, we will realise to our Sustainable Solutions targets. The application of lean tools and techniques will enable us to optimise sustainability, reduce waste and deliver significant carbon reductions.

## Our network is a dynamic & resilient asset



Network Board Owner:



Message from the Network Board Owner:



The Highways Agency is continuing its investment in better asset management systems and processes to gain greater insight into the condition of the road infrastructure and when to intervene with maintenance and renewals in the right areas at the right time. Area 1 will continue to work with the HA to understand the impact of the Integrated Asset Management Information System (IAMIS) and will develop new ways of collecting asset information to improve its availability, quality and support optimal investment decisions.

In line with the HA Business Plan 2013-14, we will work to deliver interventions designed to maintain the asset for a longer period, between 4 to 5 years. This will enable us to focus on value for money and safety aspects. The programme of works we deliver will be designed to reduce disruption to the road user, as less frequent interventions will be required, which will improve journey time reliability and subsequently provide a better experience for the travelling public.

### Information is Available to Support Effective Decision Making

The focus of the Asset Management Plan (AMP) this year, is to ensure that there is an available, detailed record of the immediate and future needs of the network. The AMP will provide an in depth analysis on the maintenance requirements and the state of each asset type. This will include details of critical and high risks on the network and a detailed risk register for each asset.



The Watchman process will continue to monitor trends and influences on the Area 1 network to identify and support studies and improvement schemes. The Network Needs Watchman Team is committed to seeking out and developing new sources of intelligence to ensure that the highest quality information is used to drive and support scheme development.

## Our network is a dynamic & resilient asset

### Long Term Integrity of the Asset is Sustained

We will produce a comprehensive Inspection Management Programme and the inspection regime will comply with requirements of the RWSC, NMM, DMRB or agreed Standard. Category 2 Defects identified out of the inspections will be programmed to either maximise efficiency and effectiveness and undertaken as planned.

Also, Area 1 is working with the Highways Agency in the development of IAM(IS), a programme that is intended to support the Highways Agency's overall goals of safety and value for money through a long term strategic approach to managing and monitoring asset performance.

### The Network is Available During Severe Weather Events

The environment, and perhaps more specifically the climate, impacts on the condition of the network on a day to day and even an hour by hour basis, therefore, a robust plan for dealing with such events is essential to keep the network in an operationally safe condition. Using the Highways Agency supplied template, we will produce a comprehensive Area 1 Severe Weather Plan. This will outline how we will deal with both the effects of snow and ice and other impacting conditions such as high winds, heavy rain etc. specifically targeting the Highways Agency's key areas of concern:

- Winter Fleet maintenance programme;
- Availability of Winter Maintenance Resources;
- Haldon Hill Severe Weather Response Plan;
- Weather and Road Condition Monitoring;
- Precautionary Salting;
- Keeping carriageways clear of ice and maximisation of lane availability during snow conditions;
- Maintaining Salt Stock capability; and
- Any specific areas of flooding.



### Area 1 Local Aspect

In addition to the Aspects detailed under 'Our Network is a Dynamic & Resilient Asset' in the PMF we will introduce a Local Aspect in relation to this HA Goal which has specific relevance in Area 1. The measures and target for the local metric will be agreed with the Service Manager and reported locally in the Monthly Review Progress Report. The local Aspect will be:

***"Network Condition Index Inspections"***

### The Application of LEAN - Assets Maintained

We will implement Lean methods of working to challenge waste and 'non value added' process and procedures to ensure that maximum value for money is realised. Whilst ensuring that the asset is maintained we will actively embrace the risk based approach of the Asset Support Contract as this will ensure that work is prioritised and carried out when required and not simply as a matter of routine.

REMEMBER

# Silence is Consent

Changing attitudes  
towards Near Misses

Essential viewing for everyone involved in  
road works and highway maintenance



REPORT ALL INCIDENTS AT WORK TO  
01392 312630

This DVD is available from the Health & Safety Team

#### Contacting the Highways Agency

For questions or comments  
0300 123 5000  
24 hours a day, 365 days a year

email: [ha\\_info@highways.gsi.gov.uk](mailto:ha_info@highways.gsi.gov.uk)

For live traffic information  
08700 680 115  
24 hours a day, 365 days a year

[www.highways.gov.uk/trafficinfo](http://www.highways.gov.uk/trafficinfo)

#### Contacting EM Highway Services Limited

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