

# Highways Agency Report and Accounts 2005 - 06

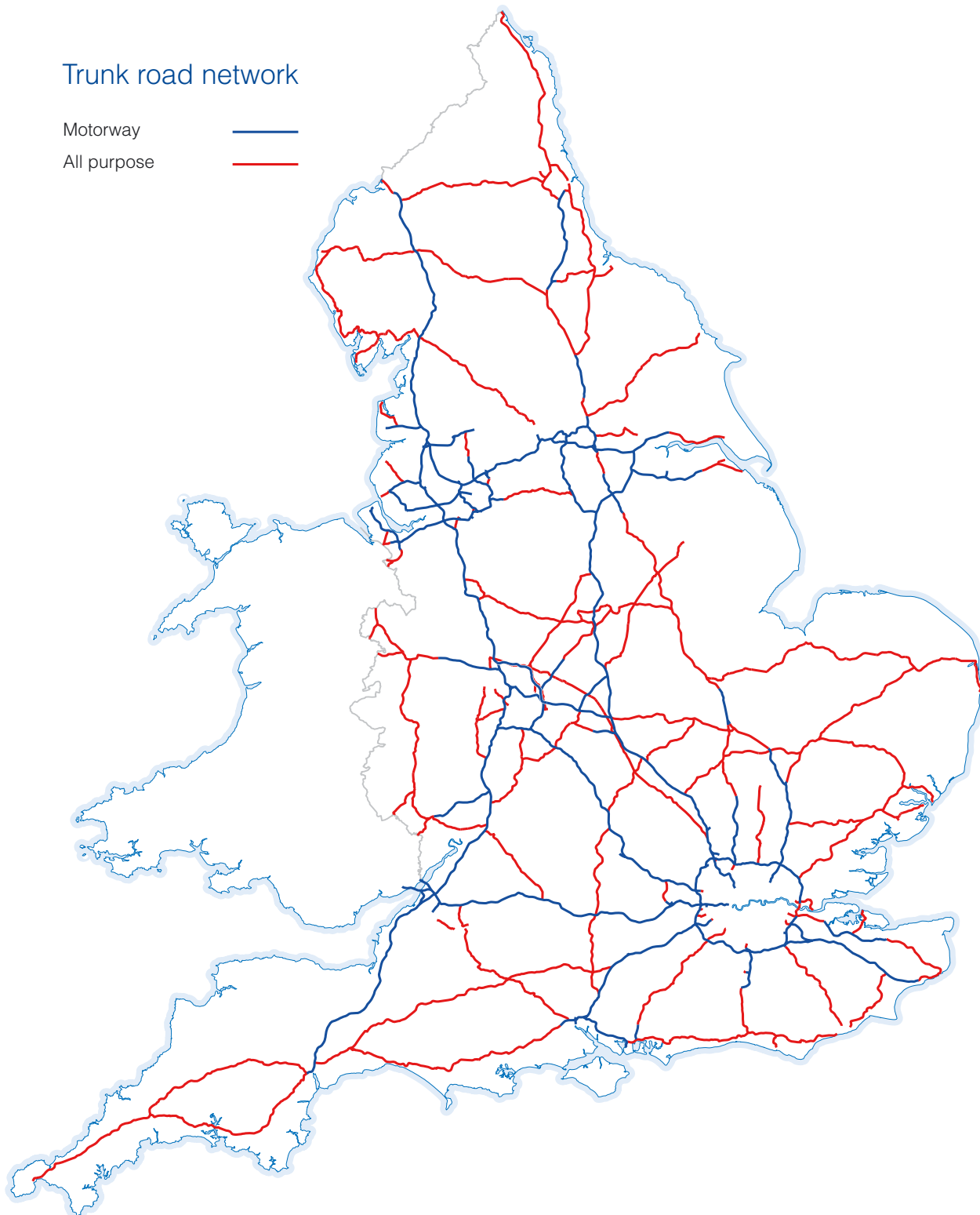


RELIABLE JOURNEYS  
AND INFORMED  
TRAVELLERS

# England's strategic road network

## Trunk road network

- Motorway ————
- All purpose ————



# Annual Report and Accounts 2005-2006

Highways Agency

Presented to Parliament pursuant to Section 7  
of the Government Resources and Accounts Act 2000

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# Highlights

**F**or the second year running, all eight business plan targets agreed with Ministers have been successfully met or exceeded.

## Targeted programme of road improvements

- Progress on major national and regional projects exceed targets.
- A47 Thorney bypass opened three months early.
- Active Traffic Management (ATM) – variable speed limits on the M42 combining existing traffic management techniques with the



latest technology. This is the most sophisticated package of measures to monitor and direct traffic anywhere in the world.

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## Incidents/road works-related congestion

- Traffic Officers take to the road over our motorway network to deal with major incidents.
- All seven of the regional control centres are now operational.



- The national traffic control centre officially opened in March 2006 – it provides real-time travel information quickly and accurately to drivers.
- New target on making journeys more reliable agreed with ministers.
- A new telecommunications contract to modernise and upgrade our roadside telecommunications network will make us world leaders in roadside telecommunications services.

## Environmental targets

- Targets on air quality, biodiversity, landscape, noise and water quality have all been achieved.



## Safety

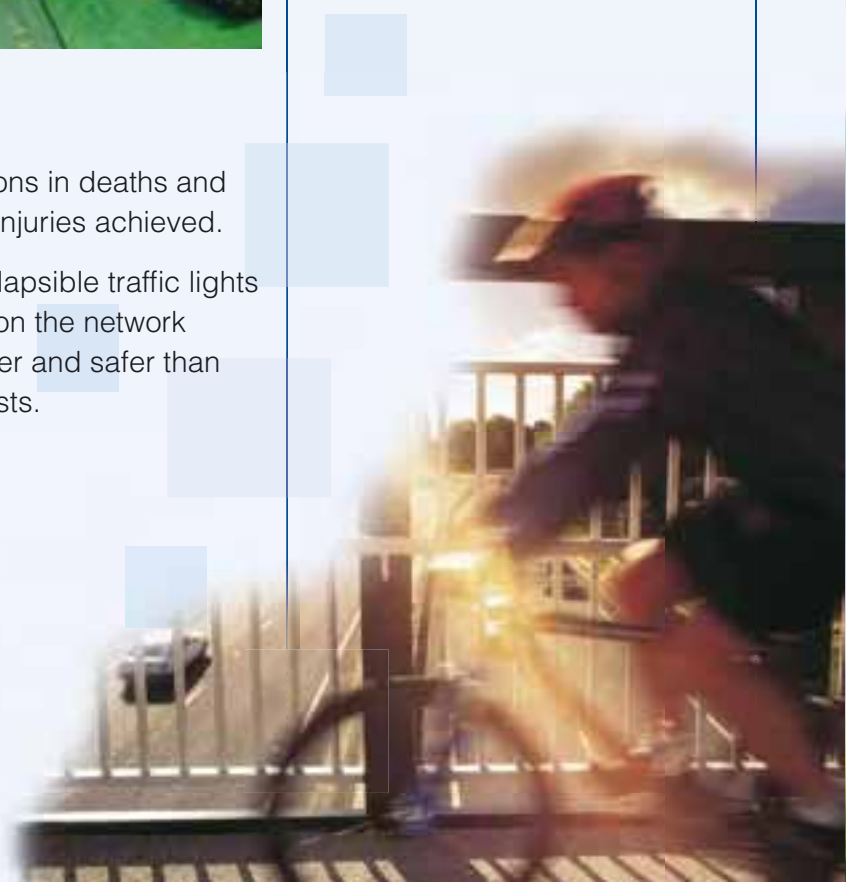
- Reductions in deaths and serious injuries achieved.
- New collapsible traffic lights appear on the network – cheaper and safer than steel posts.

## Maintenance

- £800m maintenance programme ensured network remained safe and serviceable; road pavement condition index target again met.

## Road user satisfaction

Targeted satisfaction levels for both motorways and trunk roads met or exceeded.



## Finance

The Agency was allocated £5.5bn by parliament for the year. Of this, £2.6bn represents a notional charge for cost of capital, and the remaining £2.9bn represents the Agency's operating budget. We utilised this budget to within 0.5% (£13m).





# Our awards

## **The British Construction Award for best major project**



- for our M1 Tinsley Viaduct strengthening scheme. The innovative project was also amongst the finalists for the Prime Minister's Better Public Building Award 2005.

**Construction Industry awards** - the Agency, with the construction management community,

won the long-term partnering trophy.

## **Prince Michael of Kent International Road Safety award.**

- as a partner in the Handle It or Lose It road safety initiative for motorcyclists.

## **The Association for Commuter Transport award** - for



innovation on travel planning at the Solent Business Park near the M27 at Whiteley in Hampshire.

## **The Lancashire TravelWise Gold**

**award for travel planning** - won by our

City Tower office in Manchester; the number of people travelling to the office on their own by car has fallen by 52%.

**The Guardian public services awards** - Our traffic officer service was commended as one of the best public services in the country.

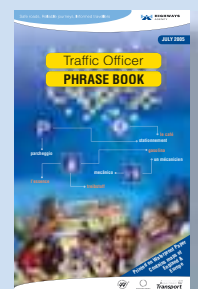
**The British Diversity awards** - we were among four finalists in the team championship category, for our toolkit to improve our communications with people from ethnic minority communities.

## **The AA Eurotest study of motorways**

- across 11 European countries rated the Highways Agency in the top three in Europe for the management of motorway roadworks.

**The Brumcan Recycling Gold award** - won for our Birmingham office recycling achievement.

**The New Year Honours 2006** - two of our staff members received honours; David Cropper, Traffic Operations, was awarded an OBE and Jackie Jarman, Human Resource Services, an MBE.



## Chief executive's introduction

**T**his is my third performance report as Chief Executive of the Highways Agency. It is also my first full opportunity to report how we are meeting the challenges of our new corporate plan, 'Customers First', which set out our vision for providing a continuously improving service to all our customers.

The Agency's strategy for achieving this target is set out in a delivery plan that comprises of a number of packages encompassing traffic incident management and prevention, better information to customers, improved roadworks management and co-ordination, completion of major schemes and the smarter use of technology and demand management. This is obviously a major challenge for the Agency and I look forward to reporting progress to you in future years.

We now have traffic officers providing a front-line 24 hour customer service across our motorway network. More than 1,000 staff have been recruited and trained and more than 100 vehicles equipped and on the road. Feedback from emergency services and customers so far has been very encouraging with praise for the professionalism and quality of support provided by our officers.

Our strategy is to make better use of our roads through innovative traffic management techniques combined with limited strategic construction to ease congestion.

First, I am delighted to report that all major targets set for the Agency by Ministers for the year have been met or exceeded.

The year also saw the Department for Transport publish a new Public Service Agreement target to make journeys more reliable on the strategic road network. This target is designed to bring real benefits to customers by reducing the variability of journey times from day to day.

Our two most challenging capital projects over the next decade are the widening of the M25 and the implementation of the national roads telecommunications services project. This project will help us deploy our traffic officers in the most strategic manner and provide our customers with unparalleled real-time traffic information.

We continue to trial innovative traffic management mechanisms such as using the hard shoulder as a running lane during peak periods, and introducing high-occupancy lanes for vehicles with more than one passenger. And we have started other projects to influence travel behaviour.

Looking further ahead, we have also started to consider how best to implement demand management strategies.

We continue to work with large generators of traffic on our network, such as big companies, to implement travel plans aimed at reducing car travel to work – one of the major causes of congestion.

We have benefited by benchmarking our services

against global standards of best practice, drawing on European, American and Australian experience.

We continue to maintain the road network in a safe and serviceable condition, improving traffic safety, providing safer and healthier communities, and supporting regeneration.

Our challenges have been undertaken against a fixed programme budget for our targeted programme of improvements, and a need for efficiency savings. Costs have been mitigated through best-practice procurement processes.

We have to balance the need to develop and operate the road network with our responsibilities to neighbouring communities and to the environment. This year I am pleased to report for the first time on our sustainable performance and environmental impact.

This year has also seen Richard Bennett (executive director) and Gordon Bateman (non-executive director) move on from the Agency. My thanks to them for the contributions they have made over the past years.

Our staff have been outstanding in their support of our objectives and I thank them.

We have made great progress over the past year and we will continue to improve and deliver the high-quality services that our customers expect.



**Archie Robertson**  
*Chief Executive*





# About us...

## Who we are . . .

The Highways Agency, established in 1994, is an executive agency of the Department for Transport. Our respective roles and responsibilities and the governance of the relationship are set out in a formal framework document, reviewed every five years. The second update was completed in November 2005.

We have a small corporate centre in London and offices in eight locations throughout the country. We also have traffic officers working on motorways in all seven Regional Control Centre areas.



*Traffic Officer helping out a driver*



*The Highways Agency Corporate Centre*

Details of our board and management can be found in the leadership and governance section of this report.

## ... and what we do

We are responsible for the operation and stewardship of the strategic road network in England on behalf of the Secretary of State for Transport; our primary functions are to manage traffic, tackle congestion,

provide information to road users and improve safety and journey time reliability, whilst respecting and minimising the adverse impact on the environment. Our formal aim, objectives and values are shown overleaf.

valued at over £76 billion. It carries almost a third of the road traffic in England and provides a vital service to commerce and industry and to the lives of individuals and communities. A map of the network is shown on the inside front cover.

Our road network, ranging from motorways to single carriageway trunk roads (the major A roads), is



*Fabrication of an innovative 'plastic bridge' on the M6 near junction 32*

*Top left  
Message signs on the M4 motorway*



*Checking the latest travel information on Highways Agency web site*



*Proposed car share lanes on the M606-M62*



*Landscaping and planting at Mersey Valley Footbridge, Stretford, Greater Manchester following the widening of the M60*



We fulfil our role by working closely with our partners and contractors to deliver an efficient and sustainable network that meets the needs of all our customers. We have also forged strong links with other road administrations in Europe and around the world for the exchange of information, experiences and expertise. Through these links we are



able to learn of innovative ideas across the world. We are also active participants in a range of high profile road-related organisations.

We put customers first in everything we do, listening to them, and gaining a better understanding of the way our network impacts on them. Through this understanding we are better



placed to respond to their needs and expectations. Our corporate plan Customers First, published in January 2005, set out our vision for providing a continuously improving service to all our customers. This plan has helped us during the past year to improve our focus on customers, and to transform the ways in which we deliver services right across the Agency.

*Talking to customers on the Highways Agency stand at the National Exhibition Centre*





To ensure that improvements are really happening we are developing our performance management. We have established key customer representatives and teams, and designed ways to gather and share customer service information within the Agency.



*Traffic Officer answering public queries*

## Explaining our strategy for delivery

We have a defined strategy and vision represented in our aim, objectives and values as shown.

### Our aim:

Safe roads, reliable journeys, informed travellers

### Our prime objective

1. To deliver a high quality service to all our customers by:
  - reducing congestion and improving reliability
  - improving road safety
  - respecting the environment
  - seeking and responding to feedback from our customers

### Our enabling objectives

2. To ensure more effective delivery through better working relationships
3. To implement best practice and innovative solutions to improve service now and in the future
4. To be a good employer
5. To be an efficient agency with effective business processes and resource management systems



## Our values – how we behave in fulfilling our objectives

- **Customer service** We put our customers first and aim to deliver world class quality of service
- **Teamwork** We work together in dynamic teams and partnerships
- **Continuous improvement** We are committed to learning, innovation and flexibility
- **Diversity** We value people for who they are and their contributions
- **Best value** We deliver quality services that provide value for money
- **Integrity** We build trust by acting with honesty, openness and fairness

## Our Performance against Ministerial Targets

Key Performance Indicator	2005-06 Targets - Explained	2005-06 Targets	Result	Outcome/ Comments	Result	
					2004-05	2003-04
<b>1</b> Deliver the programme of improvements to the strategic road network.	Achieve at least 529 (see note 1) of 557 progress points for the approved major National schemes (contributing to a 3 year target of 1515 progress points).  Original target revised December 2005 with Ministerial Approval from at least 450 of 474.	529	535	<b>Met</b>	455	
	Complete 60 of 92 priority action sites at junctions. (Note 5)	60	68	<b>Met</b>  After completing the surveys on 9 of the sites the Agency concluded that on value for money grounds no further work should be undertaken. These 9 sites count against the target.	41 (note 5)	
	Achieve at least 486 of 512 progress points for the approved major Regional schemes (contributing to a 3 year target of 1301 progress points).  Original target revised December 2005 with Ministerial Approval from at least 565 of 595.	486	498	<b>Met</b>		
	Implement variable speed limits on the Active Traffic Management (ATM) pilot on M42 by December 2005.	December 2005	November 2005	<b>Met</b>		
<b>2</b> Deliver a demonstrable reduction in incident-related congestion and minimisation of road works-related congestion.	In the West Midlands, HA Traffic Officers will clear 75% of incidents within 30 minutes of taking full responsibility for re-opening the road to traffic.	75%	82.8%	<b>Met</b>	82.8%	
	For the busiest sections of motorway in the West Midlands, HA Traffic Officers will attend 75% of incidents within 15 minutes of being deployed.	75%	90.1%	<b>Met</b>		
	In rolling out the Regional Control Centres (RCC's) and Traffic Officer service, achieve 430 of 505 (see note 2) progress points (contributing to a 2 year target of 649 progress points).	430	500	<b>Met</b>		

Key Performance Indicator	2005-06 Targets - Explained	2005-06 Targets	Result	Outcome/ Comments	Result	
					2004-05	2003-04
<b>3</b> Make information available to influence travel behaviour and inform decisions.	Make a demonstrable improvement to the accuracy of the variable message signs (VMS) by Mar 06 and develop an action plan for further improving their action and effectiveness.	March 2006	February 2006	<b>Met</b> In West Midlands, the first of HA regions to have this capability, the target was met albeit with limited information available.	<b>Met</b>	
	Introduce travel plans to at least 3 sites by March 2006.	March 2006	March 2006	<b>Met</b>		
	Identify and announce a further pilot site for car sharing lanes on the motorway network by December 2005.	December 2005	December 2005	<b>Met</b>		
<b>4</b> Deliver the Agency's agreed proportion of the national target. By 2010 reduce by a third (i.e. to 2238) the number of people killed/seriously injured on trunk roads compared with the 1994-98 average of 3357.	Reduce by at least 653 to 2704.	2704	2609	<b>Met</b>	2728	2931
<b>5</b> Maintain the network in a safe and serviceable condition.	Maintain a road surface condition index of 100 ± 1.	99 - 101	99.5	<b>Met</b>	<b>Met</b>	
<b>6</b> Mitigate the potentially adverse impact of strategic roads and take opportunities to enhance the environment taking into account value for money.	Achieve 95% across the 5 following sub-targets:					
	<b>Air Quality:</b> Implement measures to improve the air quality of at least 2 out of 21 prioritised Air Quality Management Areas (AQMA's).	2	2	<b>Met</b>	2	4
	<b>Biodiversity:</b> Achieve at least 7% of the published HA Biodiversity Action Plan, which extends across 15 targets (making a cumulative total of 35%).	7%	12.06%	<b>Met</b>	6.64%	20.25%
	<b>Landscape:</b> Introduce at least 12 planting schemes to enhance the landscape.	12	15	<b>Met</b>	11	18
	<b>Noise:</b> Treat at least 200 lane kms of concrete road surface with lower noise surfacing.	200 lkms	237.8 lkms	<b>Met</b>	117.2 lkms	324.61 lkms
<b>Water Quality:</b> Treat at least 4 pollution risk water outfall sites.	4	8	<b>Met</b>	5	3	

## Our Performance against Ministerial Targets

Key Performance Indicator	2005-06 Targets - Explained	2005-06 Targets	Result	Outcome/ Comments	Result	
					2004-05	2003-04
<b>7</b> Deliver a high level of road user satisfaction.	Customer satisfaction of 83.5% for trunk roads and 87.5% for motorways.	83.5% Trunk 87.5% Motorways	83.8% 87.8%	<b>Met</b>	83.8% 87.6%	Combined 83.4%
<b>8</b> Deliver the Highways Agency's contribution to the Department's efficiency target.	Deliver our programme within the allocated administration budget, which requires an efficiency improvement of at least 2.5% per annum.	2.5%	2.5%	<b>Met</b> Outturned on budget which included a 2.5% efficiency saving.		
	Deliver efficiency improvements in roads procurement through adding value to service delivery of £66m in 2005-2006.	£66m	£71.4m	<b>Met</b>		

### Notes

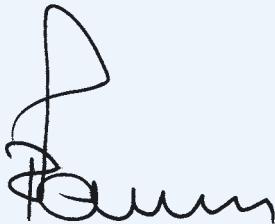
For the areas shaded in grey no comparable year target exists

- (1) The major schemes progress points method is an enhanced way of measuring and monitoring progress of the targeted programme of improvements (TPI). Each major scheme incorporates a number of events, including 4 'key events' and points are awarded when they are completed. Key events comprise: invitation to tender, award of contract, start of works and road opening. Progress points up to a maximum of 100 are awarded for each road scheme.
- (2) A progress points framework was put in place to track the establishment of Regional Control Centres, Traffic Officer Services and partnerships with police. Points are awarded for key deliverables in various geographical areas.
- (3) The measure of road surface condition is based on surveys covering rutting, unevenness, cracking and skid resistance. The target takes account of the fact that it is not practical or sustainable to maintain the whole road network in as-new condition. The condition at which the road network is to be maintained each year is equated to a road surface condition index score of 100 and is the target level at which the road network will be maintained. To allow for variability/uncertainty in annual condition scores, a tolerance is allowed in the target.
- (4) Due to the compilation method these figures - by necessity - reflect the calendar, and not the financial year. Also, the size of the Agency's network, on which the figures have been calculated, has reduced over the period in which comparative statistics are presented.
- (5) The original 2004-05 comparative was quoted on annual basis (22) this has been re-stated on a cumulative basis in line with this years target.

## Internal Audit Certificate of Audit Assurance

Agency performance against Key Performance Indicators and Targets shown in the 2005-06 Business Plan has been subject to independent audit by the Agency's Audit, Inspection and Consultancy Division (AICD).

From our testing I am satisfied that the reported achievement against these targets is a true and fair view of the Agency performance in these areas.

A handwritten signature in black ink, appearing to read 'Bob Parsons', with a large, stylized initial 'B' at the start.

Bob Parsons

**Head of Audit, Inspection and Consultancy Division**

**Highways Agency**

**July 2006**

## Management commentary

**O**ur goal is a road network that provides a more reliable and free-flowing system for motorists, other road users and businesses, where travellers can make informed choices about how and when they travel, and so minimise the adverse impact of road traffic on the environment and other people.

For most people, most of the time, the road network functions well. So car ownership remains an attractive personal choice, giving us access to employment, shops and leisure facilities. Our roads also provide the backbone for bus services, which carry 65 per cent of all public transport passengers. And they are central to our freight industry, carrying 81 per cent of goods



*Checking out information online*



*The new widened section  
of the M25*

moved by weight. But there are many places, especially in peak hours, where road capacity and the pattern of road use results in slow and unreliable journeys.



We are adding capacity to the road network where it is needed, provided that any environmental and social costs are justified. We are also looking at how to increase the capacity of our existing roads and manage them more effectively, by focusing on innovative traffic management initiatives that combine streamlined operations with cutting edge technologies.



*Traffic Officers have been successfully introduced on the motorway network in all seven regions*

We have introduced the traffic officer service on motorways across the country to help make traffic flow better after accidents and incidents; we are developing new systems to provide information for road users and network managers to allow smarter decision making; and we are



*Thorney Bypass*

*Top centre: Motorway Access Management on the M6*

applying other innovative measures such as the introduction of high occupancy vehicle lanes where they make sense, and promoting journey planning. These are described in more detail in the next section of this report, which



*National Traffic Control Centre enables us to monitor traffic conditions along the Agency's network 24 hours a day, seven days a week*

contains a review of how we have performed against our objectives in the last year, highlighting achievements against our key performance indicators.



In addition we include details of our plans to develop our business and what we expect to deliver in the coming year, and an indication of major projects we will undertake during our longer term planning horizon.



*Regional Traffic Control Centres*

We examine in more detail the underpinning activities designed to:

- Reduce congestion and improve reliability;
- Improve road safety;
- Consider our impact on the environment;
- Respond to our customers' expectations;
- Improve our effectiveness and efficiency.

# Case study

## Keeping you moving on the M42

If you've driven on the M42 recently you will have noticed some changes. Between junction 3A (the M40) and junction 7 (the M6) there are electronic signs above each lane. These display speed limits which change depending on the traffic conditions. We call this Active Traffic Management.

### How does it work?

If everyone drives at a constant speed, we make better use of the road, which can then handle more traffic. Active Traffic Management puts sensors under the road which measure the amount of traffic and speed. A computer then calculates the best speed to keep the traffic flowing and displays this on the electronic signs.



driver information signs



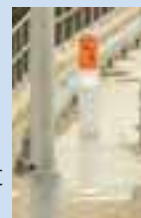
speed limit signals



emergency refuge areas



hard shoulder running



new emergency roadside phones



new congestion and incident management systems





# Reducing congestion and improving reliability

Our 2005-06 key performance indicator:

1. Deliver the programme of improvements to the strategic road network.

During the year another eight major road schemes on the network opened to traffic, comprising all six schemes listed in our Business Plan 2005-06 plus a further two that opened to traffic early. We also started work on a further 12 schemes.

We also have a programme of some 90 smaller road improvement schemes, the majority costing less than £5 million each. Progress is ahead of the plan to complete at least 60 of these by April 2008.

*See case study opposite 'Keeping you moving on the M42'*



A47 Thorney Bypass



Slow vehicles climbing lane on the M5 near Bristol



A5 Weeford - Fazeley improvement follows part of the Roman road Watling Street



Weeford - Fazeley opening. Children from St Gabriel's school, Tamworth, in Roman helmets at the opening ceremony

## Achievements – improving our roads:

- Progress on major national and regional projects exceeded targets;
- Variable speed limits under the M42 Active Traffic Management pilot successfully introduced from November 2005;
- Number of completed priority action sites at junctions exceeded target.

### Major improvement schemes which opened to traffic in 2005-06

A1(M)	Wetherby – Walshford (DBFO)
A14	Rookery Crossroads grade separated junction
A47	Thorney bypass
A5	Weeford – Fazeley improvement
A64	Colton Lane grade separated junction
M4	J18 eastbound diverge
M5	J17 to J18A northbound climbing lane (Hallen Hill)
M25	J12 to J15 widening

Our 2005-06 key performance indicator:

2. Deliver a demonstrable reduction in incident-related congestion and minimisation of road works-related congestion.



South West Regional Control Centre

The West Midlands regional control centre opened in April 2005 and significant progress was made with the traffic officer programme, deploying them to take on more of the incident management functions previously carried out by the police and other emergency services at major incidents. This frees the police to focus on criminal behaviour.



*The migration of technology from the police to the Highways Agency continues with 17 police control offices migrating to the regional control centres during 2005/06.*



### Motorway access management

In January 2006 work began on the first phase of a £6 million project to introduce motorway access management measures on junction slip roads at 30 locations across the country.



Traffic lights on the slip road, triggered by sensors, operate during congested periods to regulate the amount of traffic joining the motorway, reducing congestion and improving traffic flows.

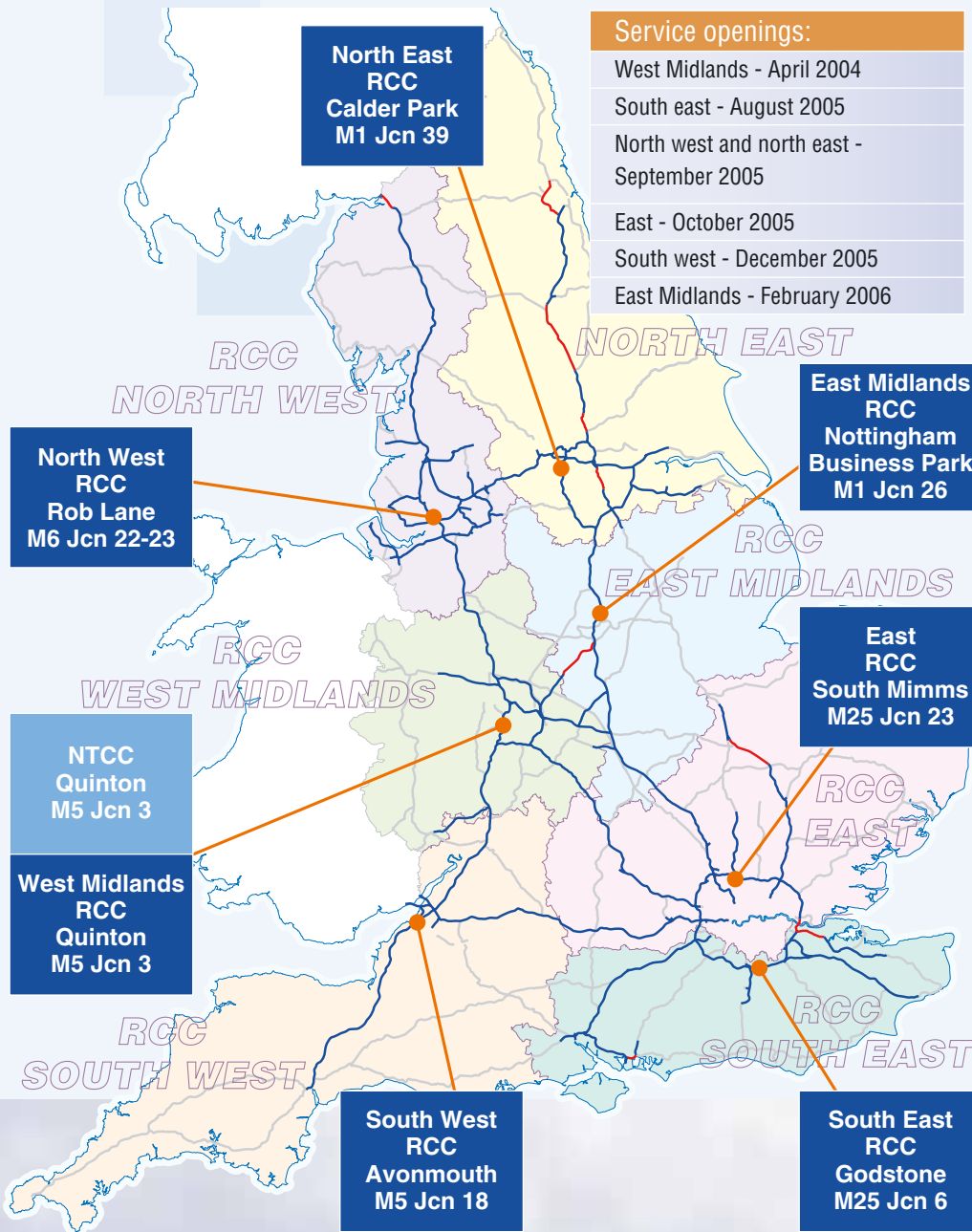
*Motorway access management has been used overseas and is already operating successfully on the M6*

### Achievements – reducing congestion:

- The demanding roll-out of the new traffic officer service ran to schedule;
- Traffic officer response and clearance times in the West Midlands exceeded targets.



# Reducing congestion and improving reliability



## Fact box

- 1,000 staff recruited, and more than 1,200 traffic officers and control room staff in post;
- 147 vehicles fully equipped and delivered into service.
- Traffic officers attend an average of 870 incidents a day;
- By summer 2006 traffic officers will be patrolling some 3000km of motorways and 200km of key trunk roads from seven regional control centres and 28 dedicated outstations.

### RCC locations

The rollout of regional control centres was completed in February 2006 with the opening of the East Midlands centre.





Our 2005-06 key performance indicator:

3. Make information available to influence travel behaviour and inform decisions.



Our aim is to provide our customers with trusted, reliable, useful and effective information, so that they can make informed and constructive decisions about their journeys. This means that we must be able to provide information about current traffic conditions,



journey times and any expected delays, as well as diversion routes around incidents and events.

We provide this information in a way that is most convenient to our customers – through the web, on the phone, over the radio or television and in print:-

- Highways Agency traffic radio – national and regional traffic information broadcast on a trial basis via the internet;



### Achievements – giving better information

- Information strategy published
- Workplace travel plans introduced
- Variable Message Signs increased by 10% to 2,200 signs during last year - message accuracy exceeds targets.



One of our new interactive information points

- Extensive traffic information on our website ([www.highways.gov.uk](http://www.highways.gov.uk));
- Better telephone information from the Highways Agency Information Line (HAIL);
- Interactive information points at 24 motorway service stations this year.



This year we began to broadcast traffic news from the National Traffic Control Centre control room with our partners 5 Live, Heart FM and BRMB.

## Reducing congestion and improving reliability

Based on survey results in our West Midlands region, the first of our regions to assume operational control of variable message signs (VMS), the target to improve VMS accuracy was met. We have developed new messages covering emergency situations, severe weather warnings, security related alerts and details of journey times.



We have established a dedicated road weather information service at the national traffic control centre where a meteorologist from the Met Office, provides our customers with the most up to date and authoritative weather information available during the winter months.

### Influencing travel behaviour. Travel plans

We introduced three pilot projects in 2005-06, to make users aware of the impact of their travel choices and to influence travel behaviour. In partnership with companies based close to congested routes we have developed workplace travel plans to tackle peak period problems.



Other travel behaviour initiatives include working with tourism authorities to smooth peak traffic flows on major roads; encouraging less car-based travel-dependency, particularly single occupancy: working to encourage alternative modes, such as public transport, walking and cycling; and liaising with local authorities and developers to make future developments more sustainable.

In February 2006, the Agency received an award from the **Association for Commuter Transport** for our innovative work on a travel plan for the Whiteley area of Hampshire. The plan was developed with Hampshire County Council and the Solent Business Park and involves car-sharing, shuttle bus services to local rail stations, the appointment of a plan coordinator and



commuter surveys. A new website available to all staff on

site promotes smarter travel choices and collects travel information, views and opinions. Further surveys will be conducted in 2006/07 to assess the impact of the travel plan on the local environment.



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# Improving road safety

Our 2005-06 key performance indicator:

4. Deliver the Agency's agreed proportion of the national safety target

Safety is extremely important to the Highways Agency.

We play a key role in delivering the Department for Transport's target of improving road safety. We are well on the way to



reducing the number of people killed and seriously injured on our network to the national target figure set by the Government for the year 2010 .

This target is to reduce by a third the number of casualties compared with the 1994-98 average, although traffic volumes have increased substantially since then.

Our strategy includes accident investigations and targeting road improvements where accidents happen. We are also adopting a



much wider approach, working with partners including the other agencies forming the Department for Transport's Driver and Vehicle Operator (DVO) group, improving standards and working practices,

and influencing drivers to prevent accidents occurring as well as mitigating their consequences.

The measures that we have put in place to ensure the safety of our employees, and that of our contractors' and suppliers' workforces, are

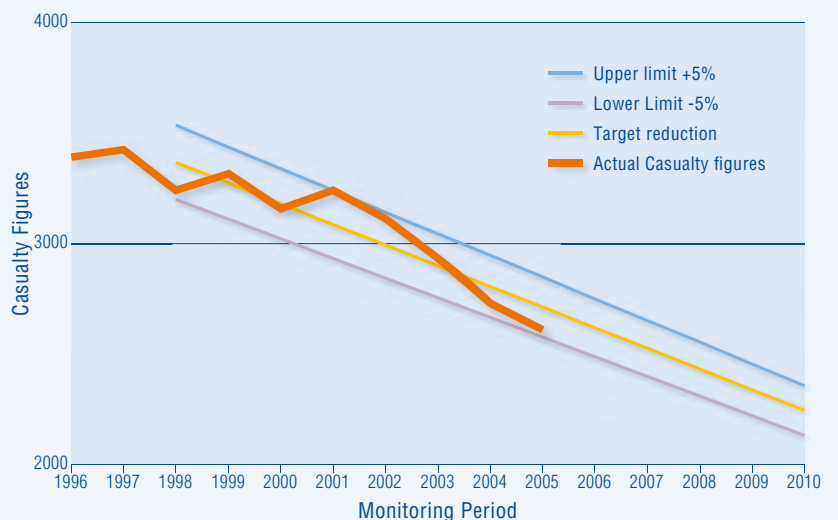


described in the corporate and social responsibilities section of this report.

## Achievement – continuing reduction of road deaths and injuries



Killed/Seriously Injured casualty target





# Improving road safety

Our 2005-06 key performance indicator:

5. Maintain the network in a safe and serviceable condition.

Keeping the network maintained accounted for the largest proportion of our expenditure. The measure of road surface condition is based on surveys covering



rutting, unevenness, cracking and skid resistance. The target takes account of the fact that it is not practical or sustainable to maintain the whole road network in as-new condition.

We carried out a wide range of maintenance activities including:

- Regular inspections to identify where maintenance was needed
- Repair and maintenance of roads and bridges
- Resurfacing



- Maintenance of lighting equipment and communication systems such as emergency telephone and electronic signs
- Debris and litter removal
- Salting roads for winter conditions



## Severe Weather

We have improved provisions to tackle disruption to the roads network caused by bad weather and other risks. Our provisions for the 2005-06 winter season focused on improving winter service plans by increasing standardisation, better governance, liaising with the salt industry to ensure continuity in supply, and



having an effective system in place for learning lessons from severe weather-related incidents. This proved useful when reviewing the severe weather in Cornwall in November 2005.

We have also improved the supply of up-to-date information for drivers on the condition of the road network.

## Achievement - Road surface condition target met





## Research and development

We undertake a wide-ranging programme of research and development activities into improving road safety, reducing congestion, protecting the environment and delivering value for money.

During 2005-06 we acquired a High Speed Deflectograph, an instrumented vehicle



Road Minister, Dr Stephen Ladyman viewing one of our new research vehicles

for surveying the structural condition of roads at traffic speed. Traditional deflectographs - used to survey around 25% of the network each year - require lane closures, so the new vehicle will reduce associated congestion and improve productivity.

Safety is another priority for research, and last year we carried out several projects to analyse accident data to determine the most effective ways of reducing accidents. These included a project to analyse motorcycle accidents, which concluded that the most effective way to reduce casualties is through a driver information and education campaign.



Filming for a DVD aimed at making motorcyclists aware of the issues affecting them when riding on our roads

The research has also helped target the campaign towards the most risky rider behaviours.

## Spatial planning

Where new development – of private housing or commercial sites – impinges on the strategic road network, we are involved in the planning process to help identify options for the developer to avoid an adverse impact on the network.

During the year we worked with DfT to prepare a new spatial planning



policy circular to replace the current development control circular, and drafted associated guidance on transport assessment and a guide to agreements under s278 of the Highways Act.

During the year 2005-06 we achieved significant success in the processing of consultations from planning authorities on planning applications and development plans, returning more than 99% of our responses within the prescribed timescale.

# Respecting the environment

Our 2005-06 key performance indicator:

6. Mitigate the potentially adverse impact of strategic roads and take opportunities to enhance the environment taking into account value for money.

We take environmental responsibilities very seriously. We have to balance the need to develop and operate the strategic



road network with our responsibilities to the neighbouring communities and the environment. We strive to achieve this by integrating environmental

considerations into all our work. Since the publication of our environmental strategy in 1999 we have set targets for delivering environmental improvements around the network.



*Above right and left*

*At Polegate on the A27 the Agency built a low-profile fence to keep a colony of great crested newts off the bypass and put up boxes for roosting Natterer's and noctule bats*

We are revisiting this approach. We have now completed the piloting of an environmental information system (ENVIS) across our network operations for use by all our contracting partners and ourselves. This will enable us to ensure that we can support our environmental objectives e.g. waste minimisation and the protection of flora and fauna. In 2006-07 we



will begin to implement this across the network. This will complement an existing requirement that all of our contractors operate an EMS system.

*Green sand verges on the M3*

## Using recycled materials

We turned 20 million wine bottles into 10,000 tonnes of sand to improve drainage on verges of the M3, between junctions 3 and 4.

The green sand was chosen for its draining properties and good permeability, but also because of its environmental friendly qualities, which the Agency is aiming to promote through

*The Lamberhurst bypass planting scheme, one of 15 completed in year against a target of 12*



the management of the network.

Most of the bottles would have otherwise ended up in landfill sites.

*For more details of our environmental performance see the corporate social responsibility section of this report.*

**Achievements - targets on air quality, biodiversity, landscape, noise and water quality were all met**



## Talking with our customers

Our 2005-06 key performance indicator:

7. Deliver a high level of road user satisfaction.

An essential element of our Customers First vision for improving service is our commitment to listen to our customers and to address their concerns.



*In June 2005 we launched a nationwide survey to better understand our customers*

One of the key tools we use for collecting our customers' views is our road users' satisfaction surveys, where the Agency talks to road users at their homes to find out what they think about our services and their experiences of using our network and how well that matched their expectations. During 2005-06 satisfaction levels exceeded targeted levels. We achieved an average score of 87.8% for motorways and 83.8% for trunk roads. The highest scoring service for quality



on motorways continues to be the provision of good direction signs. Similarly, journey time reliability continues to rank highest with our trunk roads customers.

We have continued to develop ways to ensure that feedback from road users and other customers is used to improve the way we carry out our services through a network of 'customer beacons' to help inform feedback mechanisms and encourage improvements within teams.

During the year we also developed a new format



for the survey, which will be used from 2006-07 onwards; in addition to the existing national survey we will be seeking customer feedback at a regional level.

**Achievements  
– satisfying our  
customers: Targeted  
satisfaction levels for  
both motorways and  
trunk roads met or  
exceeded.**



## Improving effectiveness and efficiency

The Agency also supplies a direct customer service to those affected by our road schemes. Whilst road improvements bring benefits to many, not all people are

Our 2005-06 key performance indicator:

8. Deliver the Highways Agency's contribution to the Department's efficiency target.

Procurement plays a fundamental role in delivering high-quality services to our customers - and our suppliers are crucial to our success. Through the procurement processes we can set standards for levels of service, demand high quality performance and set targets for continuous improvement.

We work with those suppliers who can deliver high quality services, which improve year on year. The Procurement Strategy Review, published in July 2005, consolidated the progress made in selecting, working with, and measuring the performance of our suppliers. It also introduced a new procurement principle of collaboration, and set the priorities for the future.



winners. We may need to acquire land to build a bypass, and people can be affected if a road is built closer to their property. Where that happens, we will do all we can to help people through what can be a difficult and emotional time. We carry out regular feedback surveys to find out how well our customers feel their claims were handled. With almost two years' data at our disposal, we are using this information to understand what matters to our customers, and to make our services better. We will continue to survey our customers and look to improve levels of customer satisfaction.





As part of the Department for Transport's efficiency programme, we were required to improve efficiency in roads procurement through adding value to service delivery of at least £66 million in 2005-2006. The approach used to measure these gains has been based on determining the relationship between our inputs and outputs over a period of time. This general principle has been used to develop



a number of specific measurement processes that fits our business delivery mechanisms. This approach has been endorsed by the Office of Government Commerce and savings of £71.4 million for the year identified and accepted. Our change agent role in working with local authorities is now established and a target of achieving efficiency

Our administration budget for 2005-06 set by the Department included a year-on-year efficiency saving of 2.5%. This has been achieved by improving our business processes, reducing resources in support roles and the better control of variable costs. This has been done without affecting our front-line delivery role.



### **Achievements – improving efficiency:**

- **Over £71 million achieved on programme efficiency gains on roads procurement activities.**
- **2.5% efficiency improvement target for administration met.**
- **The target of remaining within our programme and administration budgets was achieved.**

improvements in the procurement of services on the local road network has been set.

### **Way we work system**

During the year we have largely completed the first phase of documenting our processes on-line. Work has commenced on critically reviewing the existing processes to realise any efficiency gains by doing things differently.

# Looking ahead...

We will continue to improve delivery against our key objectives. More detail is provided in our 2006-07 Business Plan.

These are our priorities;



## Investing in the network

Our most challenging project will be the widening of the M25. The contractor will be responsible for designing and building most of it, as well as maintaining it for about 30 years. We are aiming to award the contract early in 2008.

We plan to start construction on another 24 major schemes by April 2008.

## Tackling congestion

- Completing the transfer of police functions to the traffic officer service by summer 2007.
- Trialling the use of the hard shoulder as a running lane in peak periods on the M42.
- Piloting innovative carpool lanes on the M606, M62 and M1.



## Informing customers

Developing, for ministerial approval, 3 new driver information services:

- A radio service that would be available through internet and digital audio channels.



- Interactive information points at locations where customers start or break their journeys such as motorway service areas.
- Journey times on our Variable Message Signs.
- Over the next ten years, the £490 million national roads telecommunications services project, will upgrade existing roadside systems to provide road users with real-time information.

RELIABLE JOURNEYS  
AND INFORMED  
TRAVELLERS

## Improving safety

- Developing safety campaigns directed at four customer groups - young drivers, company car and commercial vehicle drivers, and motorcyclists.
- Developing area safety action plans for the first time to analyse safety performance.



- Looking to increase the guarantee period on all road surfacings from two to five years.
- Examining the value-for-money of our road maintenance programme.
- Listening to road users' views on what conditions they find acceptable.
- Investigating opportunities for closer working with local highways authorities.

## Environmental issues

In addition to continuing projects covering air quality, traffic noise, water quality and drainage, landscape and biodiversity, we will be:

- Implementing an environmental management system in all our offices.
- Developing an environmental information system for road network assets.
- Reporting on the environmental quality of new investments in the trunk road network.
- Publishing revised environmental assessment technical advice.



## Customer feedback

- Starting a rolling programme of road users' satisfaction surveys.



## Improving efficiency

- Improving procurement through adding value-to-service delivery of £132 million.
- Acting as a change agent, work with local authorities to improve the procurement of services on the local road network by £60 million.
- Achieving a further 2.5% efficiency improvement in administration.

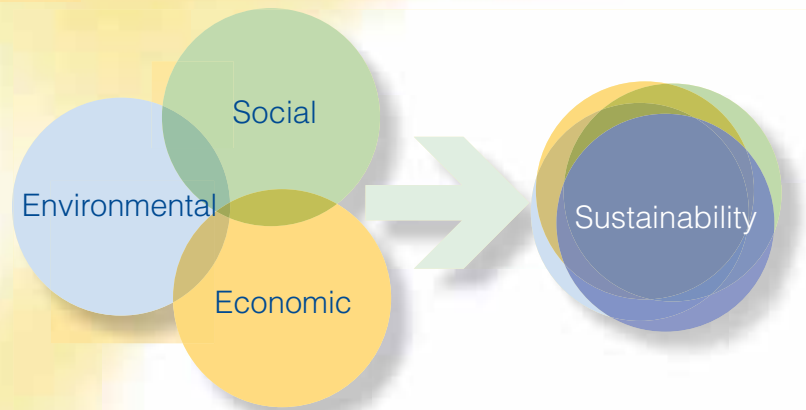


# Corporate social responsibility

In 2005, the Highways Agency made a commitment to corporate social responsibility reporting as part of our efforts to integrate sustainability into all aspects of our business. We are reporting on this for the first time.

Sustainability is often described as a three-legged stool founded on consideration of economic, social and environmental factors, often depicted as below.

Transformational change would be achieved if all three legs could be made to fully overlap to produce sustainable outcomes.



In the Agency many measures are already in place within each of these legs, but we know we must do more. Our goal is to bring about a transformational change across all of our business activities placing the achievement of sustainable outcomes at their heart.

In March 2005, the Government published *Securing the future: the UK Government sustainable development strategy*, which set four priorities for action:

- Sustainable consumption and production;
- Climate change and energy;
- Natural resource protection and environmental enhancement; and
- Creating sustainable communities and a fairer world.

We are using this framework to report on our performance for 2005-06.



## Sustainable consumption and production

We use processes and products that can help us build and maintain a more sustainable network and improve our offices' performance whenever possible. We also use our procurement policies to encourage more sustainable practices amongst our contractors and suppliers.



*We estimate that we use 15 million tonnes of aggregates a year - a large proportion of which is recycled*

### Reducing, recycling, reusing

Our programme of road improvements and maintenance means we are a major consumer of material resources and a producer of significant quantities of waste. For example, we estimate that we consume 15 million tonnes of aggregates a year, of which an increasing proportion is now recycled material.

We follow European and UK policy on waste - **reduce; reuse; recycle; dispose.**

In practice we:

- reduce waste to the minimum practicable by providing guidance within our standards for managing earthworks, specifying for example thinner pavement materials that consume less aggregate;
- reuse waste in the same or similar applications where possible.

We now use 'Crack and Seal' to treat worn-out concrete roads, reducing financial, environmental and social costs.

Rather than removing the concrete or covering the existing surface with a thick layer of asphalt, we crack the existing concrete slabs so they can be left in place and cover them with a thin asphalt surface.

- recycle all bituminous materials and encourage our suppliers to maximise the value of that recycled product. The resurfacing of the A38 Peartree to Drybridge was the largest contract of its type using all recycled material.

In our offices, we have increased our recycling rate by five percentage points this year, from 31% in 2004/05 to 36% for 2005/06. We were rewarded for our performance with the **Brumcan Recycling Gold award**.



As we move to newer offices, more recycling facilities will be in place, helping us to improve our performance. We use recycled paper as standard across the Agency and promote double sided copying and printing.

- dispose to landfill - only when there is no other option.

Waste from our offices			
Office waste <sup>1</sup>	04/05	05/06	Trend
Total amount produced (t)	229.17	231.05	+0.8%
of which recycled (t)	71.29	84.02	+17.9%
Amount per head (kg)	118	117	-0.8%
Percentage recycled	31.1%	36.4%	+5.3 <sup>2</sup>

<sup>1</sup> monitored at 8 of our main offices  
<sup>2</sup> percentage points

Paper usage in our offices					
Reams used	Base year 02/03	Last year 04/05	This year 05/06	Compared to base year	Compared to last year
Offices <sup>1</sup>	14,917	19,688	17,348	+16%	-12%
Per head	10.2	9.4	8.2	-20%	-13%

<sup>1</sup> usage monitored in 8 of our offices

### **Sustainable consumption and production**

- Processes and materials used for construction and maintenance on the network
- Procurement process
- Considering products lifecycles on our network and in our offices

### **Climate change and energy**

- Customers travelling on our network
- Agency staff and contractors commuting to work and travelling for work
- Electricity and gas used on our network (lighting, communications) and in our offices

### **Protecting our natural resources and enhancing our environment**

- Emissions to air and water from our network and offices
- Noise and light pollution
- Biodiversity and habitats
- Use of natural resources such as water and aggregates

### **Creating sustainable communities and a fairer world**

- Congestion, accessibility, severance and links between communities.
- Regeneration, local economies, cultural heritage
- Safety on our network and for our staff and contractors
  - Agency employees, contractors, suppliers and their employees

Figure 1: Our main sustainable development impacts



# Case study

## Technical innovation:

In 2005-06 we built a new lightweight 'plastic' bridge on the M6, near Garstang in Lancashire following the success of our 'plastic' footbridge already in place on the A30 at Bodmin. The bridge is constructed from glass fibre and resins which are fully recyclable into inert products that can be used as fillers in other bridges or construction applications when the bridge reaches the end of its life. The need for maintenance is also reduced.



### Lifecycle characteristics

#### Construction

Lightweight makes bridge easier and faster to assemble

#### Maintenance

Material easier to maintain compared to traditional techniques

#### End of life

Material is fully recyclable.

*The new 'plastic' road bridge on the M6, near Garstang.*

*The diagram summarises the benefits of using this new technology*

### Benefits

Reduced disruption for customers on network

Reduced costs

Reduced environmental impact

# Corporate social responsibility

## Using our consumer power

Our vision is to be recognised as a client at the forefront of best procurement practice, by working in partnership with a sustainable supply chain, to deliver best value solutions and services.

potential suppliers to tell us about where they plan to be in 12 months in their capability development plan. Information gathered through the CAT process is then used by the Agency to select bidders for various projects and needs.

During 2006 we will introduce a revised CAT framework to include new areas of interest focusing on putting customers at the heart of the Agency's business and exploring plans to increase diversity and further the Respect for People agenda.



*Overnight resurfacing*

We deliver the majority of our services through third parties, so we must understand their capabilities

The Capability Assessment Toolkit (CAT) has been developed to help us identify the suppliers that are most likely to deliver best-value solutions and services. We go further by asking



*Recycling debris from the road*

*Above left: Bridge demolition in progress - the waste materials are taken away to be used in other construction projects*



## Climate change and energy

We are working to influence people's travel behavior towards more sustainable options. We are also striving to improve our environmental performance by using green energy sources.



## Playing our part in the UK's sustainable development

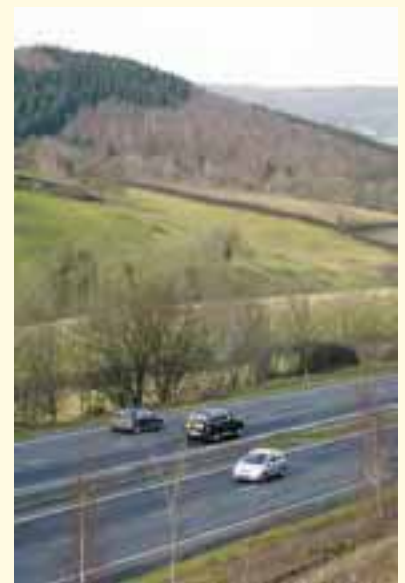
The Agency works with local planning authorities and other stakeholders to promote sustainable development through local development frameworks, promoting strategies, policies and land allocations that will reduce the need to travel, particularly by car.

### Reducing the need to travel and promoting smarter choices

We aim to cut congestion through influencing travel behaviour, providing access to information to help people make smarter travel choices and introducing demand management measures in some areas. We liaise with a range of other organisations in implementing these measures. Together with our partners we have piloted these approaches at three sites (see table). In 2007 we will publish a report on these pilots detailing the changes in travel habits achieved.

We also consider the impact we have as an employer, working to reduce our employees' dependency on the car.

We are updating our travel plan covering 11 main offices, regional control centres and outstations,



representing some 2,000 employees. The new plan will be linked to carbon emissions reduction targets.

### Smarter travel choices

Pilot Site and location	No of people	Organisations involved	Initiatives implemented by end March 2006
Northampton A45 Northants	3000	1	Company specific travel plans. Personalised journey planning system
The Mall M5 Cribbs Causeway South Gloucestershire	4000	135	Area wide travel plan. Car share scheme
Solent Business Park M27 Whiteley Hampshire	3500	60	Area wide travel plan. Car share scheme

## Corporate social responsibility

The introduction of the traffic officer service has increased our business mileage. We estimate that the approximate 150 traffic officer vehicles will drive 15 million miles for 2006 and release approximately 4,560 tonnes of CO<sub>2</sub> into the atmosphere.



We will need to consider how to reduce the impact of our travel patterns on the environment while delivering a high-quality service.

### Reducing our consumption and using green energy sources

On the network, we use approximately 188 million kwh of electricity per year for road lighting, traffic signs and communication

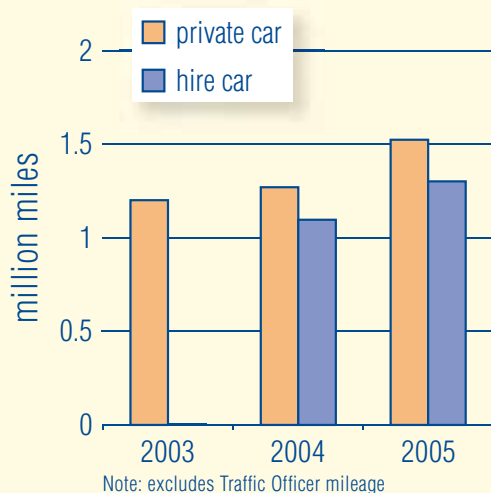
equipment. It's about the same amount as used by a town like Darlington (around 98,000 inhabitants).

In recent years, the increased deployment of technology on the network together with more



*Environmentally friendly street lighting on the M1 Nottingham*

## HA Business Mileage



widespread lighting has led to an increase in our energy use. We are however working with our partners to develop more energy efficient equipment as well as reviewing our lighting policy.

For street lighting and communication equipment, our contract stipulates that

15% of this electricity must come from renewable sources and that the remaining 85% has to be provided by UK-based good quality combined heat and power (CHP) sources. For some of our smaller sites, our contractor supplies us with 100% green energy.

We also endeavour to reduce our energy consumption in our offices and recognise that we will have to work harder to reduce our electricity consumption which rose by 5.6% this year. We obtained better results for our gas use which we reduced by 9.5% in 2005-06.



Traffic lights on the M25, Dartford Crossing



Quinton, NTCC Building, Birmingham



Electricity used in our offices					
kwh used	Base year 02/03	Last year 04/05	This year 05/06	Compared to base year	Compared to last year
Offices <sup>1</sup>	3,116,412	2,991,417	3,160,389	+1.4%	+5.6%
Per head	2,515.3	1,637.3	1,685.5	-33%	+2.9%
<sup>1</sup> consumption measured in 7 main offices					

Gas used in our offices					
kwh used	Base year 02/03	Last year 04/05	This year 05/06	Compared to base year	Compared to last year
Offices <sup>1</sup>	2,656,673	2,418,203	2,188,078	-17.6%	-9.5%
Per head	4,355.2	2,136.2	1,911	-56.1%	-10.5%
<sup>1</sup> consumption measured in 5 main offices					

## Natural resource protection and environmental enhancement

We aim to mitigate the potentially adverse impact of strategic roads and take the opportunities to enhance the environment, taking into account value for money. Our environment Key Performance Indicator has five components as shown in the table below.



A66 near Bassentwaite, Cumbria

## Monitoring our environmental performance

Environmental Management Systems are in place in eight of our 11 offices. For offices where we have a smaller presence, we participate in EMS implemented by the main occupier.



Archaeological dig at Caxton

We are also working with our facility managers for the regional control centres to implement environmental management systems for the seven centres and their outstations by March 2007.

The road network and soft estate are not currently covered by environmental management systems but we are developing one



*The work space is an important area to be considered when putting environmental management systems in place*

Indicator	05-06 Target	Performance	Commentary
Air quality	Implement measures to improve air quality of at least 2 out of 21 prioritised AQMAs*	✓	Measures implemented at 2 AQMAs*
Biodiversity	Achieve at least 7% of the published HA biodiversity action plan	✓	12.06% of our Biodiversity Action Plan achieved
Landscape	Introduce at least 12 planting schemes to enhance the landscape	✓	15 planting schemes completed
Noise	Treat at least 200 lane km of concrete road surface with lower noise surfacing	✓	237.8 km treated with lower noise surfacing
Water	Treat at least 4 pollution risk water outfall sites	✓	8 sites treated

\*AQMA: Air Quality Management Area



called ENVIS (Environment Information System). We will begin to implement ENVIS across the network from October 2006. This will allow us to monitor the network's environmental performance in a more comprehensive manner in the future and will increasingly provide data for our environmental reporting.

We monitor energy usage, waste and water for our main offices. Our water consumption has increased in our offices in 2005-06 and we recognise that we will need to work to reverse this trend in the coming months.

Our 2006-07 business plan also introduces a new key performance indicator for our major investment programme which includes programme-wide analysis of expected delivery against the environmental appraisal sub-objectives.



Ancient hedgerow



Environmental officers on a wildlife survey looking for evidence of otters, badgers, bats and birds



Planting at Mersey valley footbridge



Monitoring station at the side of a road on our network



Water usage in our offices					
Water used in m <sup>3</sup>	Base year 02/03	Last year 04/05	This year 05/06	Compared to base year	Compared to last year
Offices <sup>1</sup>	8,140	6,594	7,600	-7%	+15%
Per head	11.5	5.4	6.3	-45%	+17%
<sup>1</sup> usage monitored in 5 of our main offices					

## Our role in the community

### Caring for our customers and stakeholders

We are keen to get local people involved in projects which affect them.

#### **A14 Ellington to Fen Ditton improvements – public consultation**

From April to June 2005, we organised the public consultation on planned improvements for the A14 between Ellington and Fen Ditton, in Cambridgeshire. We organised static exhibitions at local venues such as sports and community centres, hotels, etc and spoke to more than 2,400 people in April and May 2005. We also organised Bendybus exhibitions at supermarkets, in shopping and city centre areas and received a further 1,340 visitors. Approximately 300 people also came to see us at four additional exhibitions organised in June upon requests from local parish councils.



We are trying to use innovative methods to engage with hard-to-reach groups. Our major projects directorate published its diversity action plan in February 2006, following consultation with 400 Agency staff and contractors.

We will strive to improve how we address diversity in major projects' consultations in the future, by ensuring that staff involved are trained on diversity issues.



*A new bypass has restored peace and quiet to the town of Nescliffe*

### Evaluating the impact of road noise on communities

In 2005, we completed a four-year study to assess the impact of road noise on local communities and the effectiveness of our noise-reduction interventions.

The study included 13 sites which received either some form of noise mitigation, such as barriers, to alleviate existing noise problems or quieter surfacing materials to cover existing concrete surface sections, as part of our wider quieter surfacing policy.

In nearly every case, peoples' responses indicated that they were less dissatisfied with road traffic noise from our network as a result of noise mitigation being installed.

In 2005-06, we also involved local people in different ways, asking local residents to come up with a name for the new bridge to Sheppey, or involving local school children to participate in the design of murals for a new underpass in their area.



*Peter Godfrey, project manager with children from Marfleet Junior School by the A1033 Hedon Road promoting awareness of safety issues*

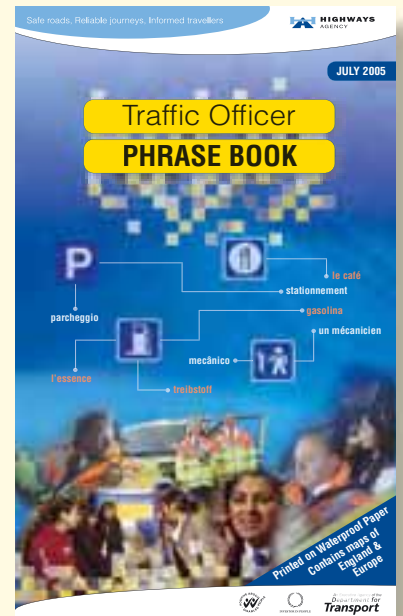
We have also developed partnerships locally, with schools and teachers, to promote safer behaviour and raise awareness of the network's dangers for children. In 2005, we developed a new teachers' pack to help children understand the dangers of dropping objects on the motorway.



*'Stone throwing' teachers pack in use*

Our flagship work for 2005-06 is a multi-lingual phrasebook developed for our traffic officers.

It was designed using pictures, so that people with no understanding of English can point at a phrase or symbol to communicate with traffic officers in an emergency situation.



*Dr Ladyman with Mr and Mrs Grimwade - the competition winners for naming the 'Sheppey Crossing'*





## Caring for our staff and contractors

### Equal opportunities and diversity

We value equality and diversity and are committed to developing an organisation in which fairness and equality of opportunity are central to our business and working relationships. We are



committed to equality of opportunity for everyone in all areas of employment including recruitment, development and promotion.

### Staff involvement

We attach great importance to consultation with staff and their recognised trade union representatives; to the need to make full use of the skills and talents of staff; and to provide staff with opportunities to contribute to decisions affecting their jobs and careers.



We aim to engage and involve all staff members by means of regular team briefings, cascaded throughout the organisation, and through regular meetings with recognised trade unions.

### Training and rewarding our people

For the first time, the Agency organised the 'You make it happen' awards, to recognise outstanding examples of behaviours that bring our values to life. Four teams and three individual employees were recognised at the *Customer*

*First* conference in Birmingham in November 2005. More than 100 nominations were received for the six categories: integrity, customer

service, best value, diversity, improvement and teamwork.

*Above: The 'You make it happen' awards ceremony*

Type of training	05/06 performance	Commentary
Foundation in Management (FIM)	100 delegates	New course introduced in April 2005 to provide new line managers with an introduction to key principles of management within the Agency
Core training courses	1,200 delegates	We are currently looking at introducing new courses such as workshops covering environmental issues, managing performance, and legal awareness training
External professional qualifications	145 staff obtained qualification	Qualifications in various fields including accountancy, management and procurement

*We also organise internal training and support staff undertaking external professional qualifications as described in the table above.*



### Work-life balance

Through our flexible working policy, staff can be allowed to vary their hours, and parents of children under the age of six (or 18 where child is disabled) can apply to change their work pattern to care for the child.

Work-life balance	
Special work arrangements	% of staff
Part-time working	7.1%
Home based	2.1%
Compressed hours	0.5%
Job-share	0.3%

**Sue Stewart** is a business manager based at the south west regional control centre. She has been a civil servant for about 18 years and does all the finance and administrative tasks with the senior managers of the team.

Because Sue has arthrogryposis (a muscle disorder affecting how joints work), she uses an electric wheelchair which the Agency maintains for her. We have also provided her with a special height-adjustable desk, specialist ICT software and a laptop to use at home.

We also made alterations to some entrances, and small adjustments to domestic arrangements in the office to make working there easier for Sue, who classes herself as a career civil servant and wants to go onwards and upwards. She says: "I moved to this post basically because of its potential future development!"

In 2005-06, 10% of our staff benefited from special work arrangements.

We also offer physical health checks, and information about how to cope with stress through our *WellBeing at Work* programme.

### A diverse workforce

We value the skills and experience that people from various ethnic groups and people with disabilities bring to the workforce.



A disability has been declared by 3.5% of staff at the Agency. We work to ensure that their needs are taken into account and help them work in the best possible conditions. We also keep track of other diversity indicators such as gender, ethnicity and age.

From December 2006, there will be a new statutory duty on the public authorities such as the Agency to promote quality of opportunity for disabled people (Disability Equality Duty). The Agency will be developing an action plan as part of the Department for Transport's Disability Equality Scheme. The Agency has already been active in a number of areas in addressing the needs of disabled people such



as in the phasing in of new emergency roadside telephones. Construction standards already take careful account of the needs of the disabled and the Agency has undertaken an initial audit of the highway's infrastructure to gauge the likely cost of upgrading.

## Health and Safety

The Agency has been proactive in protecting its people and those affected by its work. There has been a focus on the development of management systems and procedures that will enable the Agency to demonstrate best-practice performance.

The board has been fully engaged on improving our systems for the management

of health and safety. Part of this work has resulted in a new policy document signed by our chief executive which shows a clear commitment to improving health and safety performance. We have established a 12-element model for health and safety delivery.

### Incidents reported during the financial year 2005-06

We monitor the safety of our staff in in and out of the office as well as the safety of our contractors on the network.

An incident during the year involving two of our traffic officers resulted in serious injuries, so attention to the health and safety arrangements for traffic officers is of paramount importance to us.

### Supply chain incidents

Unfortunately there were five fatalities to our contractors working on our network in 2005-06:

- three road workers were hit by a car in roadworks
- a road worker was hit whilst crossing a road, and
- a construction worker fell down an embankment.

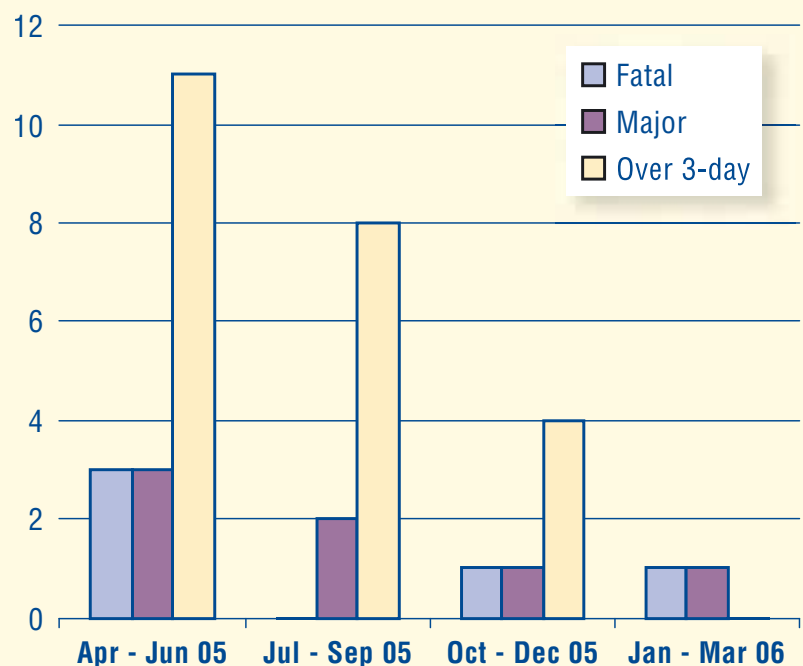
Below is a graphical presentation of the number of contractor incidents by severity for 2005-06.



HA staff safety		
Number of incidents	04/05	05/06
In our offices	87	107
<i>including Traffic Officers<sup>1</sup></i>	-	30
Out of the office	8	44
<i>including Traffic Officers<sup>1</sup></i>	-	37
<b>Total</b>	<b>80</b>	<b>151</b>
<i>including RIDDOR reportable<sup>2</sup></i>	0	6

<sup>1</sup>Traffic Officer service set up in 2004/05

<sup>2</sup> RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995, the regulation requires the reporting of certain types of work-related accidents



## Road worker safety

As a result of the number of fatalities and serious incidents to road workers, we have embarked on an initiative with our supply chain and other key stakeholders to change our approach.

In October, our chief executive Archie Robertson and Transport Minister, Dr Stephen Ladyman MP, met our major suppliers and key stakeholders to highlight the issue and gain their commitment to changing our approach. The resulting

strategy identified seven areas for improvement and has been further developed into a road worker safety action plan with some actions

already taken in 2005-06 as shown in the table below. This work continues to receive a high priority and will continue into next year.

## Health and Safety training programmes

Training sessions	2005/06 performance	Commentary
Risk Management training	In excess of 500 delegates	
New working at height regulation briefing sessions	150 delegates	
Defensive driver training	Started in 2005/06	Targeting our higher-mileage staff
Construction, Design and Management one-day briefing session	In excess of 70 duty holders attended	Directorate-based training now being planned with support from the national health and safety team
Designer workshop	Attended by both our staff and our supply chain designers	Feedback now being used to improve designs and reduce risk, particularly during maintenance activities

Strategy priorities	Action in 2005/06	Commentary
Review operations that require road workers to be exposed to live traffic	✓	Supporting development of mechanised cone-laying technology at road works  Workshops and seminars with road designers to encourage better designs to improve road worker safety
Review and revise maintenance priorities to reduce the number of visits and ad hoc repairs and maintenance	✓	Instructing a dynamic risk-based approach to safety fence repairs to reduce road worker exposure to live traffic
Introduce more targeted speed limits at road works and combine these with increased use of average speed detection equipment	✓	Use of average speed enforcement at road works
Improve accuracy and content of variable message signs and make greater use of vehicle-activated signs	✓	Improved variable message signs
Sustain success of improved training for workers and agree requirement for specialist training	✓	Outputs published as National Highway Sector scheme. UK Accreditation Service Website <a href="http://www.ukas.com">www.ukas.com</a>
Provide more publicity to promote better driver awareness	✓	Messages about driving safely at road works included in the revised Highway Code  Road users survey to understand road user perceptions when driving through road works and enable targeted education  Investigating media handling of road works information to improve coverage and reporting
Develop an incident and near-miss reporting call centre	✓	Incident Reporting System in place and in use. Abuse incident reporting underway





# Case study



*502,000 people lost their homes*

When Santi Santhalingam saw reports of the Boxing Day tsunami and discovered that Sri Lanka, his country of origin, had been hit, he knew that his water and sanitation engineering skills would be needed to provide people with water during the aftermath of the disaster and help them rebuild their lives.

Santi asked his manager at the Agency for time off to travel to Sri Lanka and get involved. He was able to travel to his native country in February and May 2005, for three and a half weeks each time on special leave with pay.

Santi worked there with international and local NGOs, advising them on water and sanitation issues. He has since been back during his holidays. He has forged a strong relationship with the organisations and keeps supporting them in his own time when in the UK.



*Even volunteers need to rest*

Santi explains: "I was educated in Sri Lanka to a degree level although I never worked there. Helping people in the aftermath of the tsunami was for me an opportunity to pay my debt back to those people whose tax contributions had paid for my education. I am grateful to the Agency for allowing me to do it"

*Wells were affected by the Tsunami*



## Creating a fairer world

As a large employer, we recognise that we can participate in the promotion of fairer trade practices by promoting the use of fair trade products in our offices. These are available in our London office, and we are encouraging the use of Fairtrade and local products in the catering specifications at our offices in Bedford and Leeds.



*Above:  
Tea plucker in  
Sri Lanka*



*Cocoa farmers from the  
Dominican Republic  
Pictures courtesy of the Fair Trade  
association*



# The way forward ...

## Developing our sustainable development action plan

We recognise that achieving our goal of transformational change to deliver sustainable outcomes is as much about changing our culture as it is about improved business process.

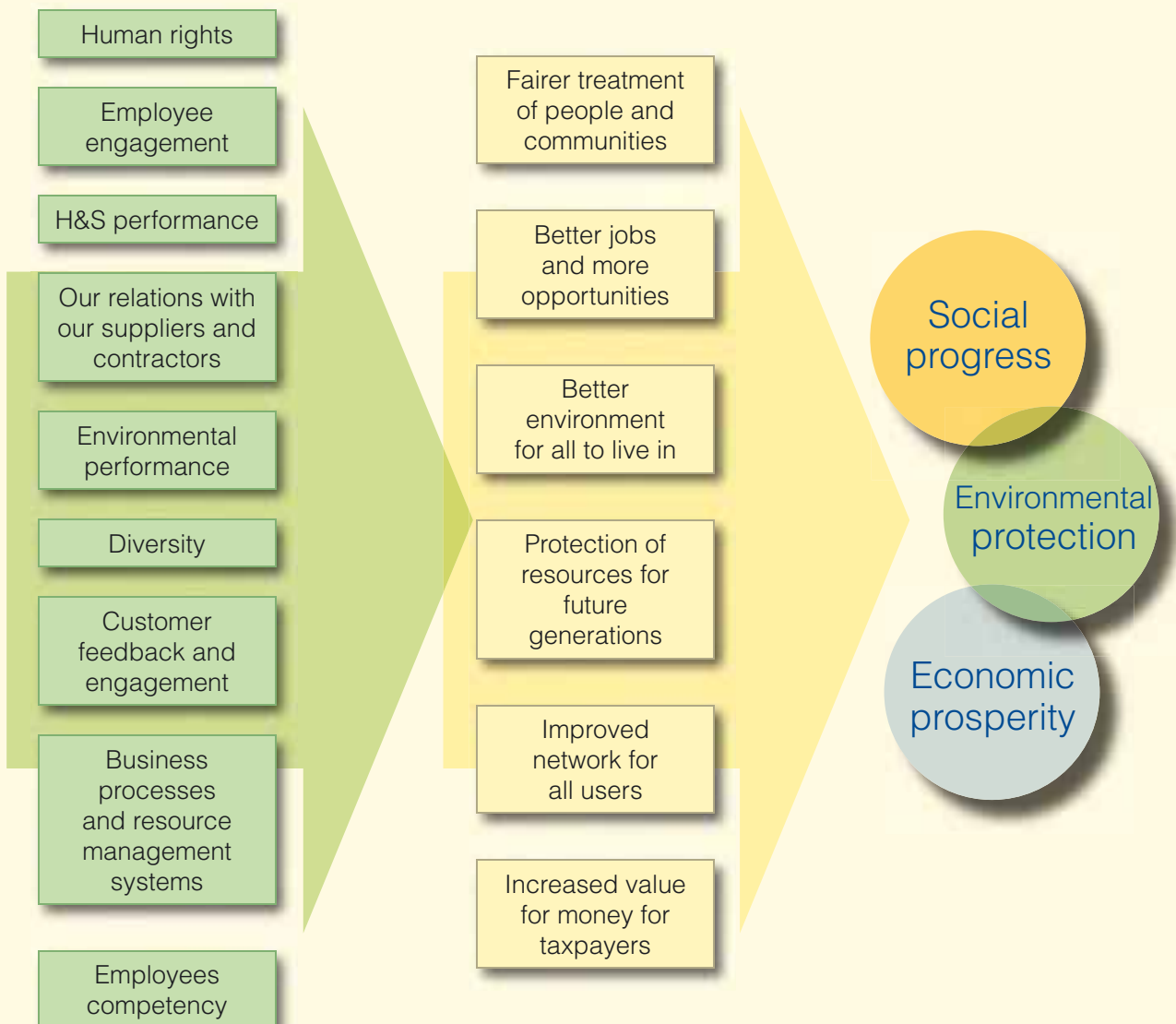
By the end of this year we will publish our own sustainable development action plan in line with the

requirements of 'Securing the Future' and the guidance of the Sustainable Development Commission. In this we will address the issues of both cultural change and improved business process. It will build upon impacts and issues identified through this first reporting exercise.

In addition we will set out how we will report our sustainable performance in a more integrated manner.

The future sustainable development action plan will cover both offices and the network and we will report on its implementation in our next annual report.

In 2006-07, we will continue to work with our stakeholders to improve our sustainability performance on the network as well as for our offices, taking into account the new sustainability targets for the Government estate expected to be published in 2006.



# Leadership and governance

In April 2005 the board established three sub-groups with the aim of improving its effectiveness. The board and the three groups have a single programme of work, ensuring close alignment and linkage with items discussed in senior management meetings and in corporate communications. The groups are used to capture the views of the wider senior management team, with regular rotation of membership amongst the team. The three groups and their main functions are:

## **Agency transformation group**

Provides direction and momentum to change activity in the Agency. The group looks at major cross-cutting initiatives, and champions business improvement and innovation across the Agency.

## **Performance delivery and investment group**

Manages a framework for in-year performance management, improves cost management, and develops and improves the investment appraisal process.

## **Strategy and planning group**

Oversees a long-term (10 years +) strategic planning framework which directly influences the Agency's corporate, business and management planning (including customer-focus) over the next three years and beyond.



# Organisational development

In addition to the above groups the Agency's **Audit Committee** advises the board on key risks and control issues.

The continued expansion of the Traffic Officer service towards full operating levels increased overall staff numbers by around 25% during the year. More details are provided in the preceding management commentary.

Our central strategic organisation was re-structured during the year, with the activities of our corporate directorate being transferred into other directorates, the aim being to improve service delivery and the strategic focus of the agency.

In line with the efficiency review of public services undertaken by Sir Peter Gershon in 2004 we have reduced the amount of resource absorbed in

administrative activities to expand our frontline service delivery. This process will be accelerated in 2006-07 with the establishment of the Department for Transport 'Shared Service Centre'. This will be a 'one-stop shop' for human resources, finance, payroll and procurement services, designed to save money through the standardisation, simplification and sharing of back office functions. The Agency's human resources and payroll functions are the first of our services scheduled to transfer to the Shared Service Centre, in January 2007.

Following on from the publication in January 2005 of *Customers First*, the Agency's corporate plan, the board set out in October our Transformation Journey. This documented the transformation activities we need to carry out to respond to rising customer

expectations and the new challenges we face. Six key outcomes were identified:-

- Our performance will be driven by our customers
- Our frontline will be empowered
- Our resources will be allocated by priority
- Our workforce will have the right skills, in the right place at the right time
- Our support services will be best in class
- Our business will be socially and environmentally responsible

We plan to achieve each outcome by means of a number of supporting activities, and began with a Customers First conference in November, and a staff survey, *Working Together*.



# The management board

## The Agency's management board meets monthly. The board comprises:-

Archie Robertson	Chief Executive
Ginny Clarke	Safety, Standards and Research Director
Hilary Chipping	Network Strategy Director
Mel Zuydam	Finance Director
Steve Rowsell	Procurement Director
Steve Williams	Human Resources Service Director
Derek Turner	Director of Traffic Operations <i>from 4 April 2005</i>
Keith Miller	Director of Major Projects
Denise Plumpton	Information Director
Gordon Bateman	Non-executive Director <i>to 31 October 2005, when he retired</i>
John Doran	Non-executive Director
Alex Jablonowski	Non-executive Director
Andrea Gregory	Non-executive Director <i>from 1 September 2005</i>

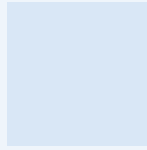
Further information regarding appointments and remuneration of the board is contained within the Agency's Remuneration Report.

Since the end of the financial year the following changes have been made: Ginny Clarke's contract has been extended until 1 July 2009.





# The Directors



*Archie Robertson  
Chief Executive*



*Steve Williams  
Human resource service  
director*



*Hilary Chipping  
Network strategy director*



*Derek Turner  
Director of traffic  
operations*



*Denise Plumpton  
Information director*



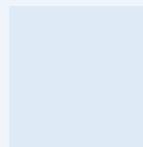
*Ginny Clarke  
Safety, standards  
and research  
director*



*Steve Rowsell  
Procurement director*



*Keith Miller  
Director of major projects*



*Mel Zuydam  
Finance director*



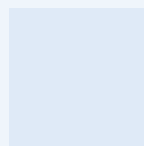
*Andrea Gregory  
Non-executive director*



*John Doran  
Non-executive director*



*Alex Jablonowski  
Non-executive director*



# Corporate governance

An integral part of delivering improved service is to ensure that the Agency continues to operate sound mechanisms for internal control through:

- Planning procedures to ensure future programmes are aligned with Government policy and our strategic direction.
- Clear capital investment control mechanisms, supported by techniques such as investment appraisal, value management and value engineering.
- Clear, consistent, continuously improved and compliant processes.
- Sound project management and project sponsorship disciplines;
- Procurement processes that reflect best practice and best value.
- Established management processes for project management and information technology security.
- Transparent processes and checks in place to ensure effective corporate governance; and
- Sound asset management processes, including management of our property portfolio.

## Risk management

The Agency operates a formal risk management procedure to ensure that all risks to our business are identified and receive focused management attention at the appropriate level. The board identifies strategic risks to the Agency's business. The key strategic risk areas that were managed by the board during 2005-06 were:

- Justifying and securing funds to meet our objectives and the expectations of stakeholders and customers.
- Recruiting, retaining, motivating, deploying and developing staff with the skills and qualities needed to deliver our objectives and outcomes.
- Ensuring that our systems of financial control deliver and demonstrate value for money, propriety, accountability and provide appropriate management information.
- Making arrangements to prepare for, prevent or mitigate a major operational failure
- Managing or meeting stakeholder or customer service expectations through setting/delivering key performance targets.

- Providing trusted, reliable, useful and effective management and other information to our people, stakeholders and customers, and achieving the required standards for confidentiality, integrity and availability.
- Meeting our obligations to the health, safety and welfare needs of our employees, contractors and others affected by our operations.
- Assessing external factors causing cost increases which threaten delivery of our programme.

The Agency's managers identify and evaluate risks to operational and control objectives when they prepare and monitor directorate and divisional management plans. Project leaders ensure that risks are identified when preparing project plans. Risk is therefore a standard agenda item in many areas of the Agency.

The board commissioned and monitored a number of wide-ranging plans of action to reduce the likelihood and/or impact of these risks materialising, including contingency plans where warranted by the potential impact of the risk.

Where this action could be measured it was on track, and it will reduce the risk to, or close to the target level with minor exceptions or with a relatively short time over-run. It was too early to gauge the effectiveness of some management actions, but the board is keeping these under review.

Contingency planning has been improved to meet our new duty under the Civil Contingencies Act 2004, with the establishment of an operational risk register to improve management of threats to network resilience and to reduce incident-related congestion.

Multi-agency contingency planning links with the police, emergency services and local authorities have been improved and we have held a number of emergency planning exercises.

Through implementing Customers First and the continued development of our people strategy we will ensure that our people management, personnel and development policies and systems fully support our people in the delivery of our business objectives.

*The Statement of Internal Control in the following section of this report contains further details of the framework of responsibility for risk management.*



*Holmfield multi-level motorway interchange on the A1(M)*

