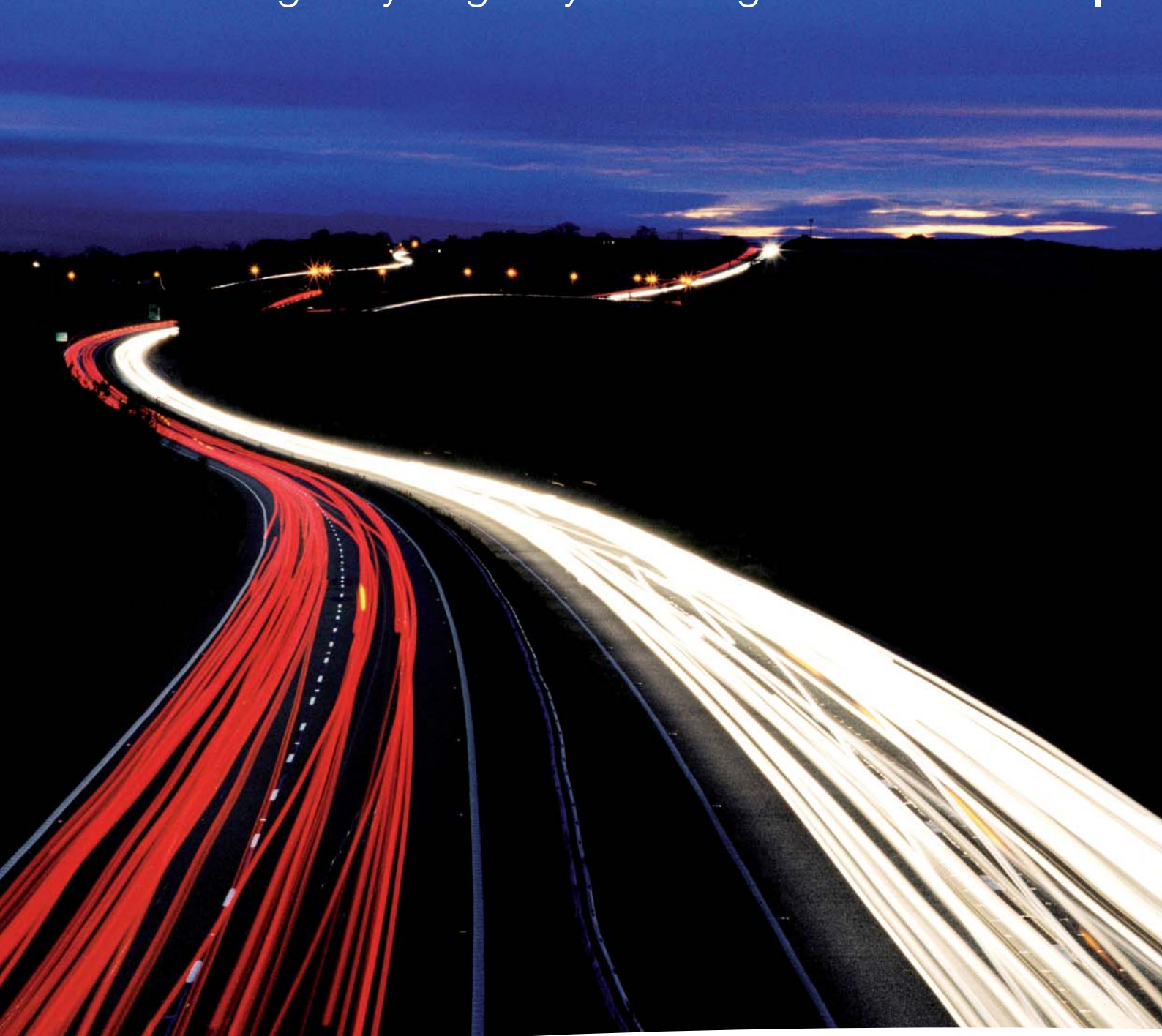


Safe roads, Reliable journeys, Informed travellers

The world's leading road operator

The Highways Agency's Strategic Plan 2010-15



England's strategic road network



Foreword

This document sets out the Highways Agency's strategic plan for the next five years, establishing a new vision to be: 'The world's leading road operator'.

To realise this stretching vision, and to guarantee continued service delivery improvements in tougher times, we must develop our organisation to meet the significant challenges that we face.

We will prioritise our funding requirements, along with future projects and programmes against the framework set out in this document. This framework also provides the flexibility to adapt to changing operational priorities and prevailing financial conditions. Successive annual Business Plans will set out what we intend to deliver between 2010 and 2015.

At the Highways Agency we are proud of the progress that we have made to increase our commercial awareness, develop and deliver innovative solutions, and build the capability

of our workforce. Moving forward, we must be able to demonstrate a broader range of skills, and be flexible to satisfy our customers' and stakeholders' range of expectations.

By focusing our energies on the high level direction provided by this plan, we will deliver value for money in everything we do, support national economic recovery and contribute to building and operating a sustainable transport system.



Graham Dalton



Hard shoulder
in use

The M20 to
Birmingham (A63) N&E

50

60

60

60

51

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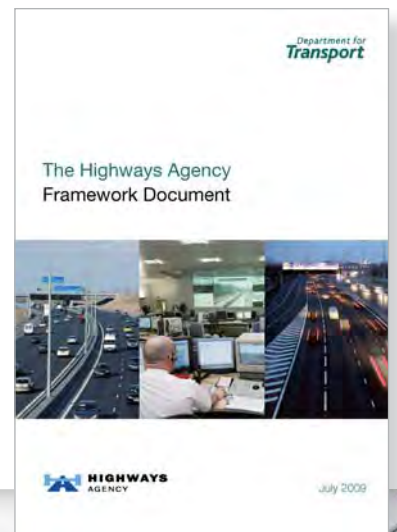


Where we are now

The Highways Agency was first established in 1994, as an executive agency of the Department for Transport. Our roles and responsibilities are set out within the 'Framework Document', published in July 2009. We are responsible for operating, maintaining and improving England's motorways and all-purpose trunk roads – collectively known as the strategic road network, on behalf of the Secretary of State for Transport.

We were founded to manage the construction and maintenance of the strategic road network.

Protecting the integrity of the network, and optimising its capacity, is still a fundamental responsibility for us. So we have revitalised our delivery of major projects by improving our commercial acumen and by exploiting new technology, and we have developed our approach to maintenance to meet the increasing demands on the 7000km of strategic roads.



Importantly we have expanded our role to meet the demands of the 21st century. We are now a road operator responsible for managing the busiest network in Europe carrying one-third of all road traffic and two-thirds of freight traffic in England. We manage our motorways in real-time through our Traffic Officer Service, providing on-road management of incidents, and strategic control of the network from our seven regional control centres. We have backed this up with new information services, including our National Traffic Control Centre linked to around 2800 variable message

signs. So traffic management is a core part of our business, and we are working around the clock 365 days a year to keep traffic moving and ensuring our customers' safety.



strategic control
of the network



Our vision

Our growing competence as a road operator is recognised within Great Britain, but we aspire to set the international standard. To drive our business forward and to contribute to economic growth, we have set a demanding vision to be: **'The world's leading road operator'**.



We have set the bar high. But this vision is essential to drive business improvement and strengthen our contribution to a sustainable transport system. Operating our network more effectively lies at the heart of greater sustainability. Our road network must

function smoothly to support national economic recovery, we must meet the diverse needs of all our customers to promote national wellbeing, and we must continue to develop our sustainable approach.



Our goals

To deliver our vision we need to continuously improve our business. We have identified and set ourselves five new goals of equal importance, which will indicate progress towards achieving this vision.

1. We provide a service that our customers can trust
2. We set the standard for delivery
3. We deliver sustainable solutions
4. Our roads are the safest in the world
5. Our network is a dynamic and resilient asset



continually improve
our business



1. We provide a service that our customers can trust

Our customer base is large and diverse. About 4 million customers use our network every day, relying on our roads to arrive at work, to have goods delivered to their front doors and their local supermarket,

or for visiting friends and relatives, and travelling to holiday destinations. Before setting out, road users will be able to make more informed journey planning decisions based on forecast and actual traffic information through a range of media outlets.

Trusted on-road communications will inform road users on the move, and our Traffic Officer Service will manage traffic more effectively. We will deliver what we promise to our customers, and actively listen to, and promptly respond to, their needs.



relying on
our roads



2. We set the standard for delivery

This will mean we are known for first class service delivery, to time and budget. We will be relied upon for efficient implementation, preserving value for money through effective procurement and contract management.



We will be looked to as a benchmark for others to follow. We will have the right people, processes and systems in place to give us leading edge capability, so that we can manage our integrated supply chain efficiently and provide the best service to our customers.

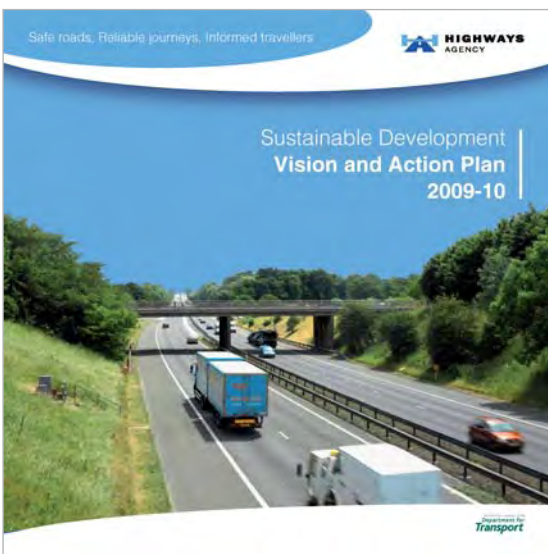
first class
service delivery



3. We deliver sustainable solutions

We will choose the right solutions at the right locations, which are deliverable, affordable and provide value for money. We will balance the competing pressures that face us, by actively contributing to sound planning decisions, so that operation of our network supports housing growth and economic recovery.

All the while, we will reduce our contribution to climate change by lowering our carbon emissions, and we will mitigate our impact on the environment and the communities adjacent to our network.



providing value for money

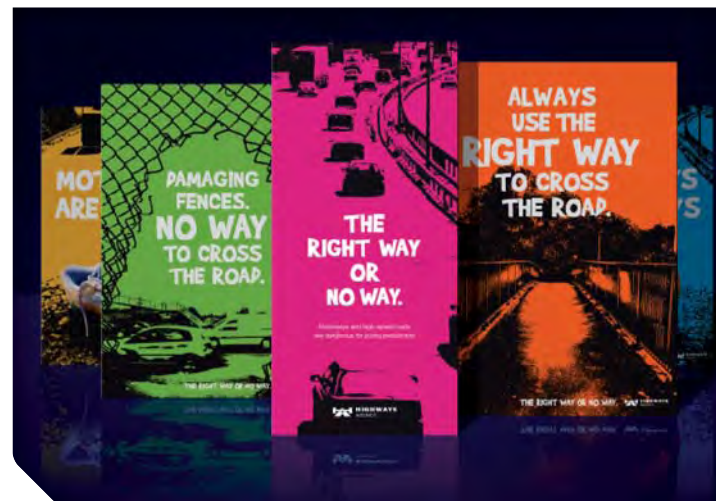
In doing so, we will support transport's five main goals for a sustainable future and provide a strategic road network that flexes to a range of future scenarios.

4. Our roads are the safest in the world

We will continue to reduce deaths and serious injuries on our network. We will do this through greater use of information to our customers through on-road systems, targeted improvements to our roads, and through driver information programmes. We will actively support responsible road use and target irresponsible behaviour.

We will challenge complacency about road safety, by encouraging our road users to make positive safety choices for themselves and others, and adopting a vision of zero tolerance to

incidents involving our staff and our contractors. In partnership with our stakeholders and suppliers we will design and deliver the safest roads in the world.



positive safety choices



5. Our network is a dynamic and resilient asset

Roads are deeply embedded within the culture of the nation, and critical to the functioning of our society. Our world is changing and we must equip our network to operate dynamically to adjust to whatever future lies ahead.

We will sustain the long term integrity and accessibility of our roads through effective management of a flexible, yet ageing asset.

We will reduce the whole life costs of improving and maintaining our network by securing efficiencies through improved contract management of our supply chain.



reducing
costs



We will design and build improvements while thinking ahead about their future management and development. And we will enhance our growing reputation for keeping the network in operation during severe weather.

These demanding goals drive us to improve our service at a time of constrained public funding.

To succeed in these challenging circumstances we must be ever more efficient in everything we do.



innovative solutions



We will bring forward innovative solutions through smarter collaboration and inspired leadership.

We will drive down the cost of these solutions through effective management of our suppliers.

Quite simply, we must get best value in all that we do.



Our challenge

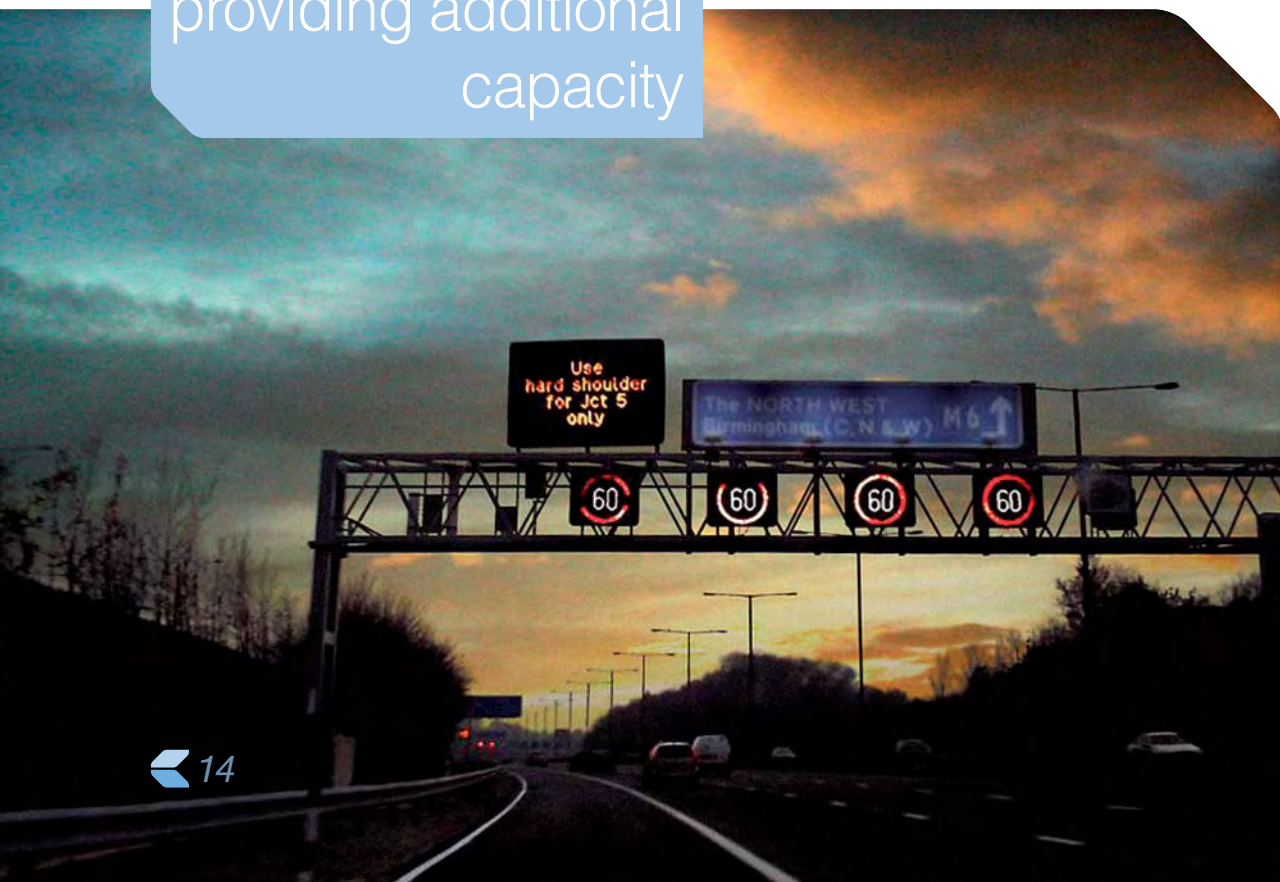
The next five years will be a challenging time for everyone. One of the biggest challenges we face is ever increasing demand for travel and increasing pressure on capacity.

We will continue to make the best use of the strategic road network, by providing additional capacity through our Managed Motorways programme and influencing the

actions of road users through demand management initiatives to exceed our target for journey time reliability.



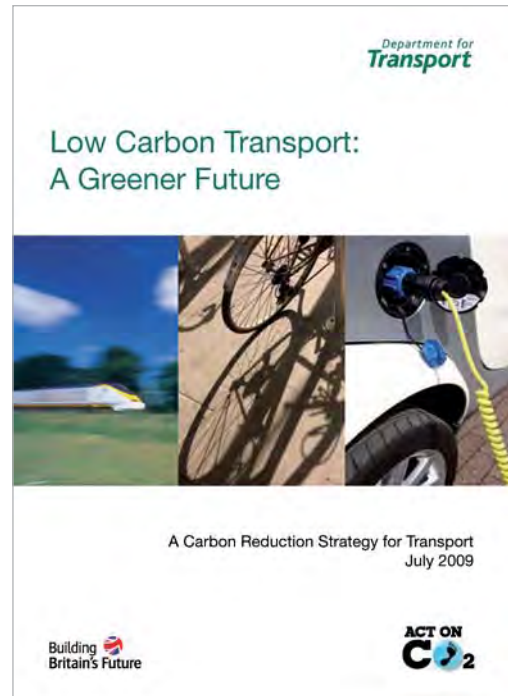
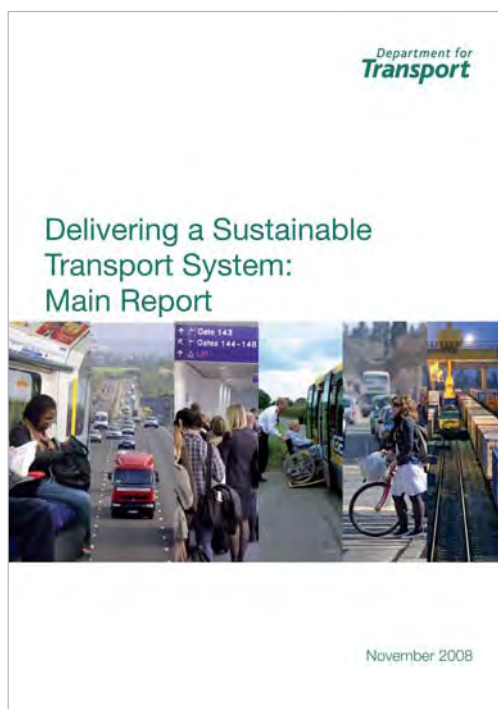
providing additional capacity



This Strategic Plan is designed to provide the direction to deal with these demands against the wider challenges of:

 **Carbon Emissions –**

Humans are changing the climate by their actions, especially through emissions of greenhouse gases, such as carbon dioxide. We will reduce carbon emissions from our activities compared to our 2010 carbon footprint.



 **Financial Constraints –**

We can expect our funding allocations to reflect the national economic pressures resulting from the worldwide recession. We will raise our game and embrace the challenge of delivering more with less.

 **Network Resilience –**

The ageing asset faces considerable pressures including a higher frequency of extreme weather events, and other unplanned events. We will ensure that we meet these demands and deliver better value.

Delivering our goals

Our people, our supply chain and our infrastructure asset are at the heart of delivering our vision. We will have a more widely skilled and diverse workforce, working in dynamic partnerships with our supply chain, to make better use of the network.

We will strive in every area to develop and recruit the right people, with the right skills, equipped with the right tools, to deliver the right outcome for our customers and stakeholders.

To prevail in an uncertain future we must be able to give assurance that

we have the right capability to select and deliver the best solution.

We will be re-focusing our energies on building our capability, by instilling five key attributes into our organisation.



dynamic partnerships

1. Greater Innovation –

New ideas and approaches are necessary to deliver more with less across the range of our responsibilities. In particular, we will further develop managed motorways, demand management and information services to make real improvements.

2. Enhanced Leadership, Engaged Teams –

By strengthening leadership and managing performance at all levels and ensuring flexible, engaged individuals and teams we shall increase our capacity to meet delivery challenges.

3. Improved Professionalism –

We will be a strong client, seeking to get the most out of our supply chain, making the best use of their skills and resources, because to deliver better outcomes we will need strong partnerships that work more effectively. There will be a strong focus on developing our commercial expertise and contract management skills.

4. Clearer Communication –

We will strive to provide trusted, reliable, useful, and effective information in an affordable and prioritised way. Information is vital to assist road users, influence travel and driver behaviour and to build effective stakeholder relations.

5. Smarter Collaboration –

We will consistently deliver the right solution in the most efficient way to achieve greatest value for money, by listening to and responding to our stakeholders' and customers' needs.



Implementing the plan

Everyone in the Highways Agency should be proud of the giant strides taken in recent years to transform our organisation. But with the world changing around us, we cannot stand still. By aiming to become 'The world's leading road operator', we will be part of achieving a more sustainable future for everyone.

This plan sets the course and direction for our business for the next five years, translating transport goals into frontline delivery. We will use it to prioritise our forward programmes through successive annual Business Plans, and other delivery plans.

The diagram below sets out the hierarchy from top level policy down to frontline delivery.



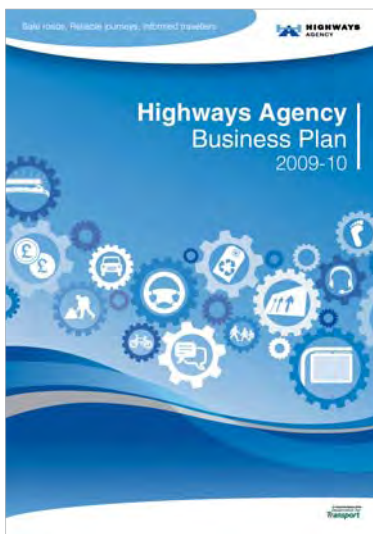
Measuring our success

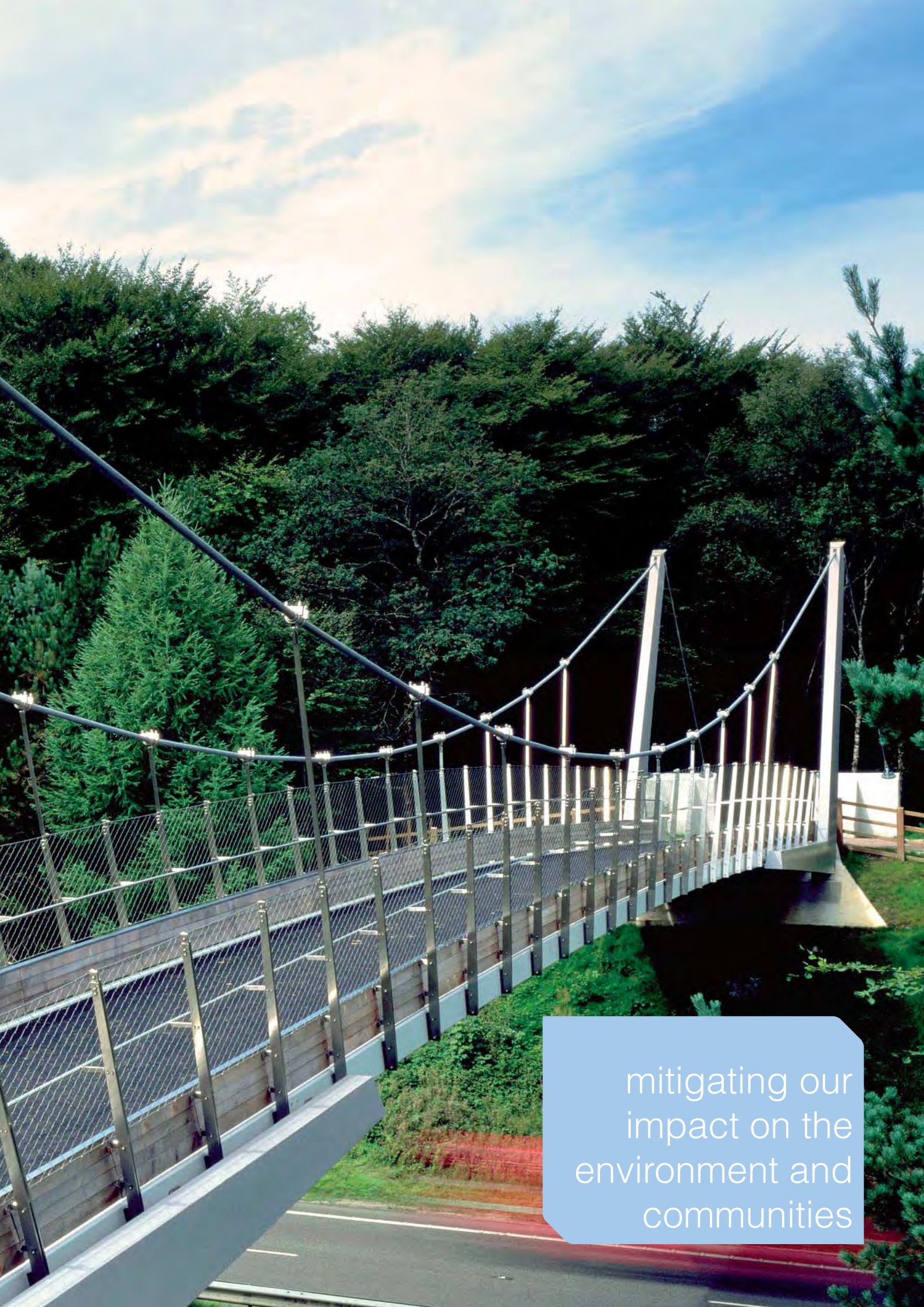
To assess whether we have achieved our vision, we will establish meaningful performance measures for each of our five goals.

We will know that we have succeeded, when we are:

- Improving the reliability of journey times
- Producing deliverable, affordable and value for money services
- Reducing the cost of improving, maintaining and managing the Strategic Road Network
- Reducing carbon emissions from our activities
- Reducing deaths and injuries in line with Government targets, including reducing risks for our on-road workforce

Our progress will be monitored through annual targets, which will be set out within our annual Business Plan, and achievements against them will be published in our Annual Report.





mitigating our
impact on the
environment and
communities

How to contact us

Highways Agency Website - www.highways.gov.uk

Traffic Information - www.highways.gov.uk/traffic

Or call **08700 660 115*** available 24 hours a day

Traffic Radio - live traffic updates 24 hours a day.

On DAB and online at the Traffic Radio website www.trafficradio.org.uk

Further Information

If you have any comments on this document or require further information, please contact us:

➤ **Email** us at ha_info@highways.gsi.gov.uk

➤ Or **call 08457 50 40 30*** or **0121 335 8300**

*Calls from landlines to 08457 and 08700 numbers can cost up to 8p per minute but are free from some landline providers; mobiles usually cost more. Please check costs with your service provider.



If you need help using this or any other Highways Agency information, please call **08457 50 40 30** and we will assist you.

Highways Agency Publications Code PR234/09

Highways Agency Design & Publication Services Team, Manchester P090201.

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