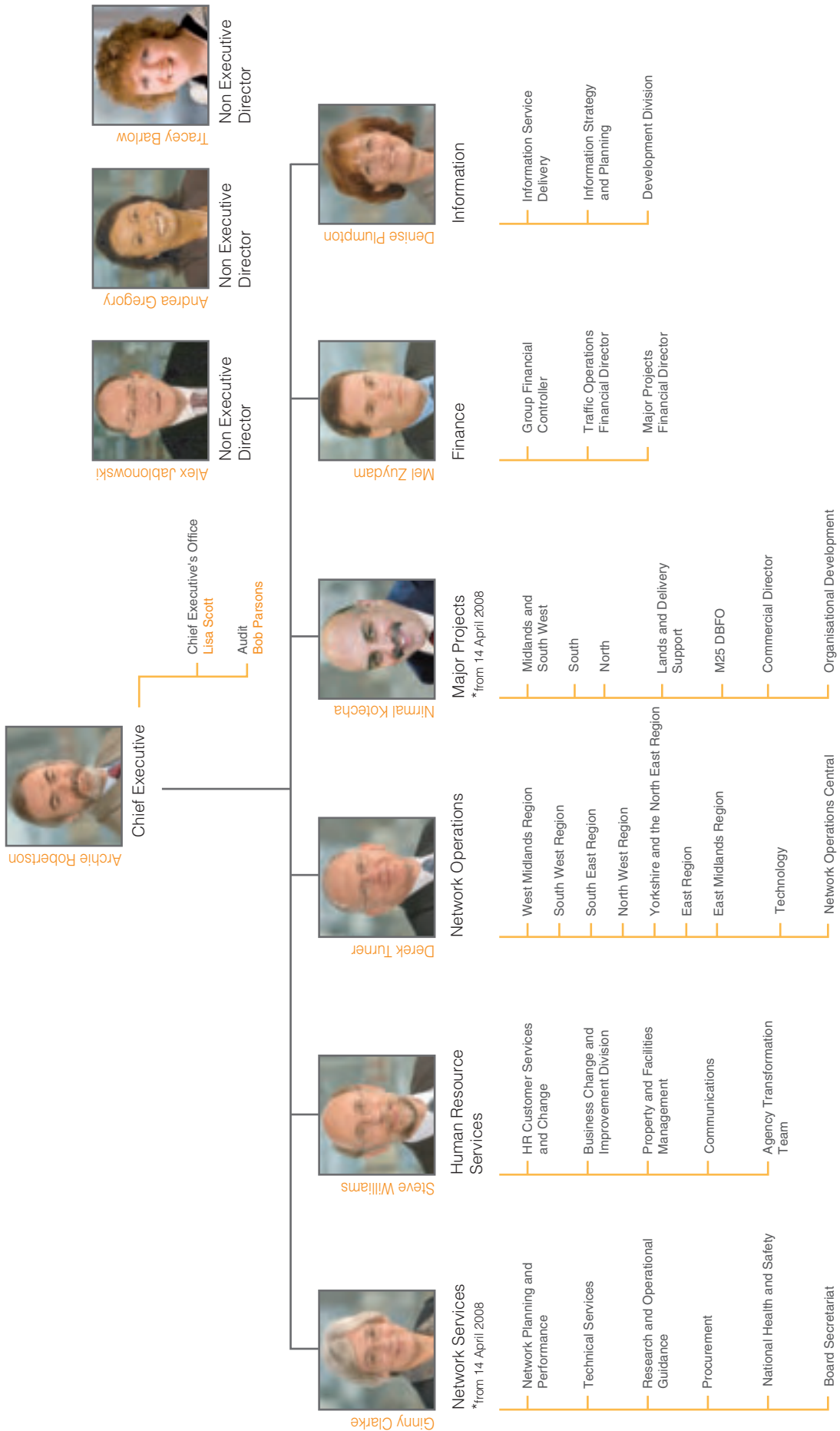


Annex A: Highways Agency Board Structure • April 2008



## Annex B:

### Major Roads Projects (National)

The Highways Agency's new Project Control Framework is built around three phases; Options, Development and Construction. The major roads programme is made up of schemes in the Development and Construction phases:-

- Options** – managed on behalf of the Department for Transport, includes identification of a project proposal through the investigation of different options, public consultation where required and announcement of a preferred route where applicable
- Development** – Follows Ministers deciding that a scheme should enter the programme and includes preparation of detailed design, statutory procedures and powers.
- Construction** – From Ministerial approval to construct the project

The table below contains the National Major Roads Programme and projects opened to traffic since the last Business Plan.

Development	Construction	Open to Traffic
M25 J16-23 Widening (Section 1)	M1 J6a-10 Widening	M25 J28 / A12 Brook Street Interchange
M25 J27-30 Widening (Section 4)	M6 Carlisle to Guardsmill extension	M1 J31-32 Widening
ATM Birmingham Box Phases 1 and 2	A5117 / A550 Deeside Park Junctions Improvement	
A14 Ellington to Fen Ditton	M25 J1b-3 Widening	
A1 Dishforth to Leeming	M62 Junction 6 Improvement	
A1 Leeming to Barton	A14 Haughley New St to Stowmarket Improvement	
	A1 Bramham to Wetherby (including Wetherby bypass)	
	M1 J21-30 (Phase 1)	
	M40 J15 (Longbridge Roundabout)	

\* Projects scheduled to move phase in 2008-09



**Options Phase Projects:** In addition, the Highways Agency is also developing a number of projects for consideration for future entry to the roads programme. These include:

- Schemes which were previously being considered as part of the Targeted Programme of Improvements (TPI) for conventional widening, but hard shoulder running solutions are now also being examined. These are: M1 J10-13, M1 J21-30 (Phase 2), M1 J30-31, M1 J32-34, M1 J34-37, M1 J37-39, M1 J39-42, M25 J5-7, M25 J23-27 and M62 J25-28
- Other schemes previously in the TPI which do not yet have a preferred option – M1 J19/M6, M20 J10a, M1 J31-32 Northbound dedicated lane to M18
- Improvements to the M6 J11a-19, where hard shoulder running options are also now being considered.

In addition, the Highways Agency will be investigating the additional locations on the network identified through the Advanced Motorway Signalling and Traffic Management Feasibility Study where hard shoulder running might represent a high value solution including: M27 and M3 around Southampton; M4 and M5 around Bristol; M4 and M3 on the approaches to the M25, and sections of the M6, M60 and M62 around Manchester.

These schemes will only enter the roads programme if they demonstrate value for money, secure Ministerial approval and are affordable within the budget available.

## Annex C:

### Major Roads Projects (Regional)

The Highways Agency's new Project Control Framework is built around three phases; Options, Development and Construction. The major roads programme is made up of schemes in the Development and Construction phases:-

- Options** – managed on behalf of the Department for Transport, includes identification of a project proposal through the investigation of different options, public consultation where required and announcement of a preferred route where applicable
- Development** – Follows Ministers deciding that a scheme should enter the programme and includes preparation of detailed design, statutory procedures and powers.
- Construction** – From Ministerial approval to construct the project

The following table contains the Regional Major Roads Programme and projects opened to traffic since the last Business Plan. The regional Major Roads Programme is part of the Regional Funding Allocation process. The composition of the programme and timing of schemes is subject to advice from the regions on their priorities.

Development	Construction	Open to traffic
A11 Fiveways –Thetford Improvement	M27 J11-12 Climbing Lanes	A2 / A282 Dartford Improvement
A21 Tonbridge to Pembury	M27 J3-4 Widening	A30 Bodmin Indian Queens
A21 Kippings Cross to Lamberhurst	A1 Peterborough to Blyth Grade Separated Junctions	A66 Carkin Moor to Scotch Corner Improvement
A23 Handcross to Warninglid Widening	A2 Bean-Cobham Phase 2 (Tollgate to Cobham)	A66 Greta Bridge to Stephen Bank Improvement
A45 / A46 Tollbar End Improvement	A3 Hindhead Improvement	A66 Temple Sowerby & Improvement at Winderwath
A46 Newark to Widmerpool Improvement	A27 Southerham to Beddingham Improvement	A428 Caxton Common to Hardwick Improvement
A47 Blofield to North Burlingham Dualling	A38 Dobwalls Bypass	
A57 / A628 Mottram in Longdendale, Hollingworth and Tintwistle Bypass	A66 Long Newton Junction	
A421 Bedford to M1 Junction 13	A69 Haydon Bridge Bypass	
A453 Widening (M1 J24 to A52 Nottingham)	A419 Blunsdon	
A505 Dunstable Northern Bypass (A5 to M1 Link)	A590 High & Low Newton Bypass	
	A595 Parton to Lillyhall Improvement	

\* Projects scheduled to move phase in 2008-09

**Options Phase projects:** In addition, the Highways Agency is also developing a number of projects for consideration for future entry to the roads programme. These include projects that have not yet reached Preferred Route stage: the A1 / A19 / A1068 Seaton Burn Junction Improvement and the A19 / A184 Testos Grade Separated Junction, as well as all other projects on Highways Agency roads prioritised by the regions for funding through the Regional Funding Allocation Process that are not yet in Development or Construction.

These schemes will only enter the roads programme if they demonstrate value for money, continue to be prioritised by the regions, secure Ministerial approval and are affordable within the budget available.

## Annex D:

### Highways Agency Key Performance Measures 2008–09

The table below provides details of the Highways Agency's Business Plan targets for 2008–09. Our performance against these will be reported in our Annual Report.

Business Plan Key Performance Indicators	Business Plan Targets in 2008-09
Implement a programme of delivery actions that tackle unreliable journeys on the strategic road network	The Highways Agency will minimise increases in journey time unreliability through delivery of the 2008-09 components of the CSR07 programme of interventions in the Delivery Plan
Deliver to time and budget the programme of major schemes on the strategic road network	<p>For the programme of National Schemes in the Construction Phase, maintain a programme level of 1.0* against the Cost Performance Index (CPI) and the Schedule Performance Index (SPI)</p> <p>For the programme of Regional Schemes in the Construction Phase, maintain a programme level of 1.0* against the Cost Performance Index (CPI) and the Schedule Performance Index (SPI)</p> <p>For the programme of National Schemes in the Development Phase, progress these projects by an average of at least 22 percentage points through this phase</p> <p>For the programme of Regional Schemes in the Development Phase, progress these projects by an average of at least 9 percentage points through this phase</p> <p><b>* (a programme-level variance of +0.10 or -0.05 against the CPI/SPI would mean that the target would be deemed to be met)</b></p>

Business Plan Key Performance Indicators	Business Plan Targets in 2008-09
Deliver the Highways Agency's agreed proportion of the national road casualty reduction target	By 2010 reduce by a third (i.e. to 2244) the number of people killed or seriously injured (KSIs) on the core network compared with the 1994-98 average of 3366. Reduce by at least 935 to 2431 by 31 March 2009
Maintain the strategic road network in a safe and reliable condition, and deliver value for money	Maintain a road surface condition index of 100 ±1 within the renewal of roads budget  Achieve consistent cost reporting across 11 Managing Agent contracts by 30 April 2008, with full cost reporting across all 14 Managing Agent contracts by 31 December 2008, and develop a cost and efficiency indicator by 31 March 2009, with a target set against this indicator for the 2009/10 Business Plan.
Mitigate the potentially adverse impact of strategic roads and take opportunities to enhance the environment taking into account value for money	Capture data on greenhouse gas emissions resulting from the HA's business (excluding from users' vehicles). The figure is to be reported in the 2008-09 Annual Report as carbon dioxide equivalents, and used as a benchmark for future targets.  Deliver across the 3 environmental sub-targets, at least: <ul style="list-style-type: none"> <li>• 3 Air Quality schemes</li> <li>• A cumulative total of 67% of the targets in the HA's Biodiversity Action Plan</li> <li>• 4 Water Quality priority sites</li> </ul>
Deliver a high level of road user satisfaction	Improve road user satisfaction by at least 1.25 percentage points compared with the level achieved in 2007-08
Deliver the Highways Agency's contribution to the Department for Transport's efficiency target	Deliver efficiency improvements of £91m in 2008-09, contributing to an efficiency savings target of £144m by the end of CSR07  Deliver our programme within the allocated administration budget, which requires an efficiency saving of 5% in real terms in 2008-09

## Annex E:

### Indicative Budgets For 2008-09

£m	2008-09			
	Total	DEL		AME
		Capital	Resource	Resource
<b>DEL and AME Voted Expenditure</b>				
<b>Programme - Operating England's Strategic Road Network</b>				
Programme Pay & Allowances	60	-	60	-
Major Improvements to the Network	1,049	833	216	-
Traffic Management	65	16	49	-
Technology Improvements	220	137	83	-
Maintaining the Network	896	108	788	-
Smaller Local Schemes and Research and Development	193	98	95	-
<b>Total Programme</b>	<b>2,483</b>	<b>1,192</b>	<b>1,291</b>	-
Associated Costs of programme investment in the network (including new provisions)	<b>4,344</b>	<b>51</b>	<b>314</b>	<b>3,980</b>
<b>Administration - Operating our Agency</b>				
Staff and other administration costs (includes capital costs to be transferred to programme)	97	17	80	-
Investment in technology and assets to help us improve (administration capital)	4	4	-	-
<b>Total Administration</b>	<b>101</b>	<b>21</b>	<b>80</b>	-
Associated Costs of improving through investment in the network (including new provisions):	<b>9</b>	-	<b>9</b>	-
<b>Total Programme</b>	<b>6,827</b>	<b>1,242</b>	<b>1,605</b>	<b>3,980</b>
<b>Total Administration</b>	<b>110</b>	<b>21</b>	<b>89</b>	-
<b>Grand Total Voted Budget</b>	<b>6,937</b>	<b>1,264</b>	<b>1,694</b>	<b>3,980</b>
<b>Other DEL Budget - Non Voted Expenditure</b>				
Utilisation of Provision Programme	177	74	103	-
Utilisation of Provision Administration	2	-	2	-
Release of Provisions Programme	(177)	(74)	(103)	-
Release of Provisions Administration	(2)	-	(2)	-
Programme Non Voted Income	-	-	-	-
<b>Grand Total Non Voted Budget</b>	<b>(0)</b>	-	<b>(0)</b>	-

#### Notes

- Figures are net (i.e. include allowable receipts) and indicative and split likely to change in-year.
- The staff costs for Managing Traffic are included in Programme Pay & Allowances.
- This includes funds for roads to be detrunked during 2008-09 and beyond.
- Some figures do not sum correctly due to rounding.

#### Glossary

<b>DEL</b>	Departmental Expenditure Limit
<b>AME</b>	Annually Managed Expenditure
<b>Resource</b>	Maintaining the status quo
<b>Capital</b>	Improving through investment

## Annex F: 2008-09 Reliability Delivery Plan

In line with best practice for all PSAs and associated target indicators, the Highways Agency has a Delivery Plan, agreed with Ministers, that sets out the full set of initiatives we are implementing towards achievement of its journey time reliability target. Initiatives are collated in a number of programmes which address the identified causes of journey time unreliability as shown below. The Plan is kept under review to identify and implement further improvements in line with Ministerial priorities.

Programmes	Description of Programme	Addressing the Causes of Journey Time Unreliability					
		Incidents & Accidents	Recurrent Congestion	Roadworks	Major Events	Severe Weather	
Improving best practice at unplanned incidents	<p>Ensuring that the Highways Agency, emergency services and other service providers are sharing &amp; implementing best practice in the prevention &amp; management of unplanned incidents (through debriefs, procedural reviews, shared training, etc.); e.g.</p> <ul style="list-style-type: none"> <li>Improving Collision Investigation best practice</li> <li>Incident Management Training</li> </ul>	✓		✓	✓	✓	
Improving capability to resolve unplanned incidents	<p>Improving the Agency's capability to respond to, manage and clear unplanned incidents on the network; e.g.</p> <ul style="list-style-type: none"> <li>Deploying Traffic Officers to key Trunk Roads</li> <li>Enhancing DBFO roads to include an incident support service</li> </ul>	✓		✓	✓	✓	
Infrastructural Improvements	<p>Removing problems at particular points on the network, improving the flow of traffic and adding capacity where it is most needed, with schemes such as road widening or junction improvements; e.g.</p> <ul style="list-style-type: none"> <li>Major Projects</li> <li>Local Network Management Schemes (Economy &amp; Safety)</li> </ul>	✓	✓		✓	✓	
Reducing delay and disruption from roadworks	<p>Interventions aiming to minimise the delay and disruption caused by planned roadworks; e.g.</p> <ul style="list-style-type: none"> <li>New roadworks management techniques</li> </ul>	✓		✓	✓		
Technology to understand and improve network performance	<p>Development of new technological solutions and the wider roll-out of established solutions to improve network performance and the Agency's ability to monitor it; e.g.</p> <ul style="list-style-type: none"> <li>Incident Detection Technologies</li> <li>Active Traffic Management</li> </ul>	✓	✓	✓	✓	✓	
Managing HGVs	<p>Interventions specifically aimed at minimising the impact of Heavy Goods Vehicles (HGVs) and incidents on unreliability; e.g.</p> <ul style="list-style-type: none"> <li>Detecting and removing overloaded HGVs</li> <li>Managing Abnormal Loads</li> </ul>	✓	✓	✓		✓	
Influencing Driver Behaviour	<p>Providing more timely and accurate information to drivers allowing them to make informed choices avoiding congestion and improving journey reliability; e.g.</p> <ul style="list-style-type: none"> <li>Displaying travel &amp; delay times on VMS</li> <li>National Publicity of Traffic Radio</li> </ul>	✓	✓	✓	✓	✓	
Managing Planned Events	<p>Improving the management of major planned events impacting the network e.g. music festivals &amp; sporting events: identify gaps, develop guidance and disseminate best practice; e.g.</p> <ul style="list-style-type: none"> <li>Improving event management procedures</li> <li>Improving strategic network management procedures (incl. unplanned events of a national scale)</li> </ul>	✓			✓	✓	
Business as Usual	<p>Initiatives introduced during the previous Spending Review period which require ongoing funding to sustain the benefits delivered; e.g.</p> <ul style="list-style-type: none"> <li>Traffic Officer Service</li> <li>Enhanced Incident Support Units</li> </ul>	✓	✓	✓	✓	✓	
		✓				✓ = Intervention has a significant impact on cause of unreliability	
						✓ = Intervention has a moderate impact on cause of unreliability	

## Annex G: The Balanced Scorecard

