Connect Plus Services

Our road to 2020

(M3, M23, M20)

Gatwick 🛧 Dartford

The Connect Plus Services Business Plan 2015/16

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London is the beating heart of the UK and people are its lifeblood.

As one of the world's most diverse cities, our vibrant capital is home to eight million residents and more than one million businesses. It also attracts around 17 million tourists each year.

Whether they are busy working hard, raising their families or simply enjoying the superb sights and sounds offered by the city, these people all have one thing in common. They rely on the M25 to get them in and around London quickly, efficiently and safely.

Connect Plus Services is proud to bear the responsibility of keeping one of Europe's busiest motorways flowing freely, enabling business to thrive, new connections to be made, families and friendships to flourish and dreams to become reality.

It's a significant responsibility, but one that we are rightly proud to bear as we work side by side to help London and the UK keep time with the rest of the world.

FOREWORD

Since 2009, Connect Plus Services (CPS) has been responsible for providing highway network and asset operation and maintenance on the M25 and the associated primary radial routes linking central London with the rest of the United Kingdom. We do this on behalf of Highways England and in collaboration with Connect Plus.

Several sections of the M25 are among the most heavily trafficked routes in the UK. It is one of Europe's busiest motorways.

We take seriously our responsibility for maintaining a safe and reliable highway around, and into, our capital and aim to be a standard bearer for the UK's flagship network. By 2016, CPS aims to be the number one provider of highway network operation and maintenance services in the UK.

In order to help achieve this aspiration, and as part of our planning for the next five years, we have developed our business plan, which includes our objectives for the coming year.

As service provider for the M25, our work on the road network supports Connect Plus and Highways England in delivery of their strategic objectives. We do this through our everyday delivery and the business plan has strategies in place to help them realise particular goals.

For Connect Plus, we will help it achieve its key objectives of managing its asset renewal. Our Customer Focus value demonstrates our commitment to support Highways England in placing the customer at the heart of everything it does.

Every member of the CPS team has the scope within their roles to contribute to the CPS vision. Our collective success starts with us each as individuals.

We are proud to play our part as custodian of the M25, working alongside Highways England and Connect Plus to ensure that the M25 keeps flowing and is reliable and safe for everyone who uses it.



Brian Johns Services Managing Director Connect Plus Services



PREFACE

This business plan details CPS' objectives for the coming year and focuses on the six key areas of performance: Health & Safety, Quality, Cost, Environment, Delivery and People.

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The plan details the goals set for each of these areas, essentially the steps that the business will take to achieve its ultimate vision to be the number one provider of highway network operation and maintenance services in the UK.

It details our core values: One Team, Trust, Customer Focus, Respect, Excellence, and the behaviours that support them, which underpin everything we do.

CPS has established its place as a provider of operation and maintenance services over the past five years. 2015 presents the opportunity for CPS to define its business as a leader.

"CPS is a highly visible representative of Highways England for our customers on the M25. To support Highways England in its ambition to deliver a better service for road users and support economic growth, CPS will need a strong customer focus and to deliver at pace with consistency and professionalism."

FRANCIS CLUETT, HIGHWAYS ENGLAND ASSET DELIVERY MANAGER

OUR VISION

Our purpose is to manage sustainably the M25 network and its assets to facilitate safe and reliable road transport for our customers, delivering the services contracted by Highways England and Connect Plus, and to provide a sustainable return to CPS' shareholders.

Our vision is to be the UK's number one provider of highway network operation and asset management services.

We will achieve this by focusing on six key areas of performance: Health & Safety, Quality, Cost, Environment, Delivery, People.

By committing to these priorities, we will make CPS an innovative, resilient and sustainable leader, capable of inspiring our entire industry. We have set ourselves some challenging goals, which once achieved will embed sustainable practices while demonstrating that best cost provides the most sustainable outcome.

OUR 2020 GOALS

This business plan focuses on our goals for the coming year. The objectives we have set for 2015/16, and our achievement of those objectives, are the first step towards our 2020 goals.

In order to achieve our 2020 goals we have already put in place measures to improve the organisational infrastructure that underpins all our performance. These include plans to improve our systems, people, supply chain and processes.

- → Developing and implementing a new management information system
- Developing a sustainable people culture that supports our business, encourages teamwork and empowerment, and develops and rewards our staff
- Developing a framework of subcontractors and suppliers whose safety practices and standards of excellence make them worthy partners of CPS
- Enhancing our process efficiency to reduce waste, moving our performance from compliance to excellence.

Health & Safety

Increasing our awareness of risks, driving risk mitigation, and taking seriously our personal responsibility to ensure that we all get home safely, every day.

Quality

Doing the 'right thing' when no-one is looking; doing things efficiently and effectively, delivering right first time, every time and adding value to our business and our client.

Cost

Ensuring cost efficiencies throughout our business, paying our supply chain quickly and providing sustainable shareholder returns.

Environment

Minimising the impact of our operations through reduction of waste, energy and water usage.

Delivery

Providing an industry-leading Operations and Asset Management service to our client and customers; maintaining and improving our delivery to provide a reliable and safe network.

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People

Increasing staff satisfaction and leading on inclusivity and diversity to make CPS an industry organisation of choice.



"The team of men who helped us were fantastic and the process was so quick they were like 'guardian angels'."

ROAD USER

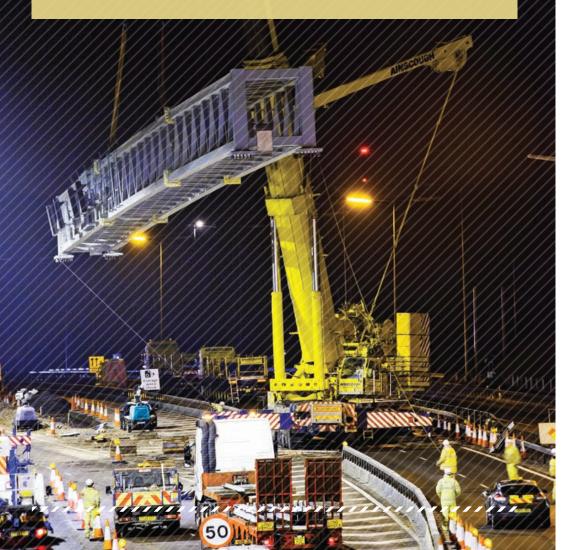


SLOW



"Over the past six years, CPS has supported Connect Plus in delivering the M25 network's core operational and maintenance needs, often in challenging and highly sensitive times, such as the London 2012 Olympics. They have also developed and delivered award-winning design solutions in managing the assets which have benefitted the road user as well as Connect Plus. They have now set their sights on being an industry leader, which of course we welcome."

TIM JONES, CEO, CONNECT PLUS



VALUES & BEHAVIOURS

Our values define what is important in the way we deliver our work.

Our behaviours set out how we will work, regardless of the role we have within CPS.

Our values and behaviours are the guiding principles behind what we do and the way that we work. They identify what we care about and form the basis of our business culture, how we treat each other, our client and contractors and how we carry out our work. They provide us with a common culture and support our shared goals. We can apply them to difficult situations to provide us with guidance on how to deal with challenges. They underpin all aspects of our work. They have been developed in collaboration and agreement with both Highways England and Connect Plus.

One Team

We work collaboratively, empower our people, take accountability for our work and inspire, both ourselves and future generations.

Trust

We are open and honest with all our customers and each other, reliable and predictable (no surprises) and approach everything we do with a 'can-do' attitude.

Customer Focus

We listen and respond to our customers to clearly understand their expectations and are flexible to meet their needs. We act with integrity and demonstrate that we are a business to be trusted.

Respect

We value each other and give recognition where it is due. We engage with and encourage our people and our customers. RESPECT

CUSTOMER FOCUS

Excellence

We have exacting standards that we apply to everything we do, from safety to design to delivery. We lead on innovation and are passionate about our work. We adapt and improve to ensure we are ready for tomorrow.



"Thank you once again for your kindness and compassion. You are clearly very decent people at Connect Plus Services."

ROAD USER



2014/15 REVIEW

In last year's business plan, each member of the Senior Leadership Team identified priorities within their own areas of responsibility on which their directorate would focus.

The achievements of the last 12 months form the foundation on which our five-year plan is built.

2014/15 REVIEW

Asset & Strategy

- Significant progress made with the programme to deliver our new Asset Management IT System
- Business Improvement Strategy continues to develop business improvement capabilities through Lean projects
- Energy reduction strategy defining solutions for efficient energy use across the network
- → Development and production of the award-winning 2015/16 AMFP

Service Delivery

- → Refocused on the Zero Harm action plan
- → Service Delivery Change programme commenced

Project Delivery

- → Supported Connect Plus to extend its BS11000 accreditation
- → Role specific training delivered across all disciplines within directorate
- → Five-year IT strategy developed, initiated with cross-business contribution

Commercial

 Commercial people are integrated within operational directorates (Service Delivery, Asset & Strategy, Project Delivery)

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- Adoption into operation and maintenance portfolio of completed construction projects
- Collaborative work with insurance industry to understand its requirements leading to efficiencies

Dart Charge Transition

- → Layout of completed scheme finalised
- → Operational readiness delivered in November (Go Live)
- → Journey-time improvements already delivered, full benefits on completion of major works

Human Resources & Communications

- → Training rolled out throughout CPS
- → Development of Scratchwood as barrier training centre
- → Recruitment of apprentices through our Get Into Highways training programme
- → Recognising and rewarding our staff through staff incentive scheme

"Roads matter to drivers and the economy. My focus will be on making them work better."

COLIN MATTHEWS, CHAIRMAN OF HIGHWAYS ENGLAND

BUSINESS PRIORITIES & GOALS

Each area of performance requires a 'One Team' approach from the business. Each directorate contributes, combining in successful delivery and, ultimately, achievement of our aspiration to be the market leader in highway services.

The contributions are set as objectives, and the PDR process which began earlier in the year has ensured that every member of the CPS team has their own opportunity to participate in our combined achievement.

Beneath the high-level priorities, we have developed business metrics. These set out clearly our focus areas and set annual targets which strike a balance between short-term progress and long-term expectation.

Current performance provides baseline scores on which we will improve. Key Performance Indicators (KPIs) relating to business performance have been developed.



BUSINESS PRIORITIES & GOALS

Health & Safety

Increasing our awareness of risks, driving risk mitigation, and taking seriously our personal responsibility to ensure that we all get home safely, every day.

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Doing the 'right thing' when no-one is looking; doing things efficiently and effectively delivering right first time, every time and adding value to our business and our client.

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Business Metric	Explanation	Baseline	2015-16 Goal
ost Time Injury Frequency Rate	Safety improvements will improve LTIFR score	0.25	0.22
Don't Walk By reporting	% of workforce reporting at least 1 DWB a month	19%	80%

We will achieve this by

- → Embedding a proactive safety culture across CPS and its subcontractors
- → Putting safety at the heart of everything we do
- → Leading by example
- → Sharing safe practice, increasing the number of safety tours undertaken and increasing the number of Don't Walk Bys raised

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Business Metric	Explanation	Baseline	2015-16 Goal
PPE Cumulative Points	Number of points reduced by 8%	223	200
Improvement actions overdue (not NCRs)	Improving the implementation of actions from Lean projects, Business Improvement Alerts, Framework Facilitator Improvement Plans, PIP Milestones	99%	25%
NCRs and RAP milestones overdue	Improving the on-time implementation of contractually-linked improvement actions	80%	20%
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We will achieve this	through		
→ Capturing lesson	s learned		
→ Sharing and adop	oting best practice		

Striving for continual improvement

Cost

Ensuring cost efficiencies throughout our business, paying our supply chain guickly and providing sustainable shareholder returns.

Business Metric	Explanation	Baseline	2015-16 Goal
Payables management	Number of days taken to pay supply chain	50 days	Maintain <60 days
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We will achieve this by

- → Identifying improved business efficiencies and smarter procurement
- → Improving the planning of routine maintenance and smart use of resources
- → Collaborating with our client, supply chain and other parties to improve working practices



BUSINESS PRIORITIES & GOALS

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People

Environment **Business Metric** Explanation Baseline 2015-16 Goal Carbon Total carbon emissions for 31,164 5% reduction Minimising the impact of our the business (value and TeCO. management operations through reduction man hours) of waste energy and water Waste and materials % of total waste in tonnes of 3.00% 2.85% materials sent to landfill management Water Reduction of m³ per month 22m³ per 20m³ per £100k £100k spend management spend We will achieve this through → Ensuring environmental considerations are embedded into our business decisions → Incorporating environment KPIs into all subcontractor arrangements → Improving and reducing our use of environmental resources through application of best practice, innovation and technological advancement **Business Metric** Explanation 2015-16 Goal Baseline (a) % of monthly paid Retention Based on Increasing staff satisfaction staff retained over 12 2014 data: and leading on inclusivity month rolling period (a) 88% (a) 90% and diversity to make (b) 89% (b) 90% (b) % of weekly paid staff CPS an industry organisation retained over a 12 of choice. month period Staff satisfaction Conduct CPS staff survey Based % after business plan launched on first improvement CPS staff survey to be held in Q2 2015 % of staff who are female 20% Diversity and 19%

inclusion % Lost time Number of days lost per 2014 data To maintain absence month due to absence 2014 performance We will achieve this through → Increasing opportunities for career progression through training and career development

→ Embedding our talent management plan

Maintaining Lost Time Absence due to sickness

BUSINESS PRIORITIES & GOALS

Delivery

Providing an industryleading Operations and Asset Management service to our client and customers: maintaining and improving our delivery to provide a reliable and safe network.

Business Metric	Explanation	Baseline	2015-16 Go
Asset category condition profile	% variance of asset condition profile within predicted range	Baseline/range being determined during 2015 as part of AMS-IT phased implementation	Pavement, Structures and Tunnel M+E within range
Asset investment model	% of adherence to budgeted cost	90%	95%
Network - primary response	% of incidents attended within contract timescales	95%	95%
Network – secondary response	% of incidents attended within contract timescales	92%	95%
Network – clearance of incidents	% of incidents cleared within 1 hour	Baseline being determined during 2015	95%
Network - Cat 1 defects	% of repairs carried out within 7 days	90%	95%
Network – Cat 1 defects	% of repairs carried out within 28 days	95%	95%
Improvements submitted by CPS (annual bid) receiving Highways England funding	% of improvements receiving funding	67%	80%
Improvements - value of funding	Value invested in network (excluding technology renewals)	£6.5million	£10million

- investment profile
- → Revisiting our existing supply chain portfolio and better procuring services
- → Expanding asset condition profile benchmarking past contractual requirement to better manage our network

By the end of May 2015, action plans for the six areas of performance will have been developed, identifying what we need to change to deliver our target goals.



SUMMARY

CPS is proud to play its part as custodian of the M25, working alongside Highways England and Connect Plus. This unique relationship ensures that, together, we keep the M25 flowing, reliable and safe for everyone who uses it.

Brian Johns

Services Managing Director, Connect Plus Services

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