

# Moving forward to 2020

The CPS Business Plan 2016/17





Imagine a world where you were never late; where there were no traffic jams, queues or accidents; where you travelled with ease and were spared thoughts of frustration and annoyance.

Imagine having the power to make it happen; imagine being part of the change; imagine being able to say “I helped do that”.

At Connect Plus Services, our people have the skills, the ability and the drive to do something extraordinary. The future of the M25 is in our hands and we are going to change it.

We are driving the future.

## FOREWORD

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**Brian Johns**  
Managing Director

Last year, I shared with you my vision that Connect Plus Services (CPS) will be the UK's number one provider of highway network operation and asset management services. Our Road to 2020, last year's business plan, set some challenging goals around six key areas of performance: Health & Safety, Quality, Cost, Environment, Delivery and People.

One year on, we have achieved, and learnt, a lot. We have had notable successes: the continued embedment of our Health & Safety culture; key technological advances around asset condition profiling, and the long-term benefits it delivers. We have adapted to new requirements from Highways England, changing some of our objectives to align them more closely with their needs. Some areas of performance have made slower progress than we had targeted, but it is progress nonetheless.

As a result, some of our goals have changed, some remain the same but all have more stretching targets than last year. This is driving improvement across every area of our business. Last year's successes prove that, when we work together, we adapt to achieve the goals we set. The Senior Leadership Team (SLT) and I continue to work with Connect Plus and Highways England to identify any other changes that we may need to implement. In partnership with the CPS board, we are exploring additional services to include in our portfolio that will add value to everyone. We have a vision for the M25. We are focusing on what we know about the future that will change the way we travel. Our Better Journeys campaign heralds the start of a new chapter of road transport and CPS is at the forefront of that change. We have the opportunity to shape the future of the driving experience, starting with the M25.

CPS has changed too. The new organisational structure within Service Delivery delivers network ownership and provides a more resilient front-line service to our customers. The new SLT role of Head of HSEQ demonstrates our continued commitment to delivering right first time, every time, and doing that safely for our people, our customers and the environment in which we operate.

Excellence is doing the ordinary extraordinarily. My challenge for every member of CPS this year is this: look at what you do, and how you do it, and make incremental changes that will turn ordinary into excellent. The SLT and I will continue to support and empower you. Making these changes will ultimately help us achieve our vision of excellence.

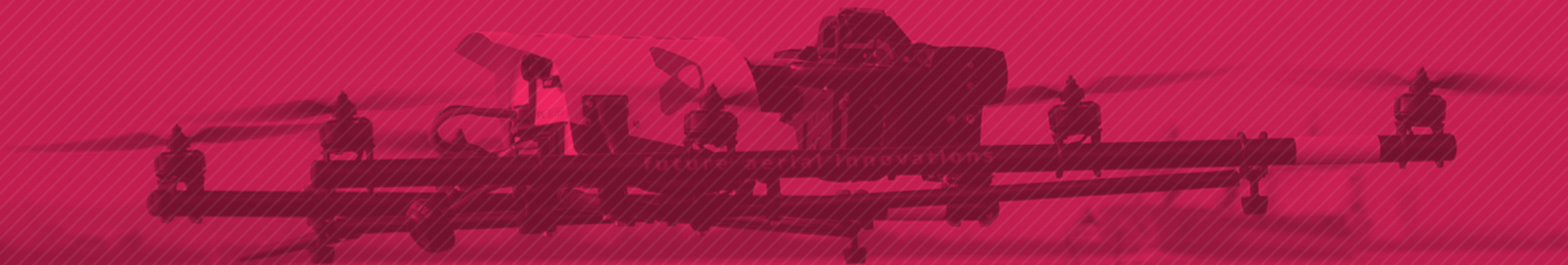
Our values and the behaviours that support them remain constant. Over the year since we launched them, I have seen continual evidence that CPS lives its values. We are a unique business operating in a unique environment with a unique opportunity to make a real difference to the future of the M25.

A handwritten signature in black ink, appearing to read 'Brian Johns'.

**Brian Johns**  
Managing Director,  
Connect Plus Services



CPS is creating a unique opportunity to drive innovation aimed at enhancing customer experience and reducing congestion on the M25.



With up to 200,000 vehicles each day on its busiest sections, the M25 is a critical part of the journey for millions of travellers and a strategic link between London, the UK and the rest of the world. Collaborating with its parent companies, CPS has developed the Better Journeys campaign to deliver a more free-flowing M25, one that embraces customers, Highways England and future innovation.

By creating the right environment, governance, culture and behaviours, we intend to establish a rich partnership to deliver innovation to optimise road user experience.

The Better Journeys campaign targets three principal routes to improvement: 'smoothing' demand; reducing delays from incidents; and improving and optimising road capacity.

The Better Journeys vision is for the M25 to become the 'go-to test bed' for new solutions and services. This will enable innovation through collaboration and engagement, using the M25 DBFO Contract's agility to help deliver better journeys on the network.

Since we first presented Better Journeys to Highways England in May 2015, some of the original case studies have been developed into detailed business cases.

- ➔ Developing an SOS app for road users requiring assistance, to be trialled at Dartford
- ➔ Testing drone use for bridge inspections
- ➔ Exploring the benefits of car sharing on our network
- ➔ Undertaking a feasibility study in road surface temperature data from our winter maintenance vehicles

We will continue to explore other opportunities in the world of new technologies so that we can lead on the M25, to then make it work anywhere.



Our 2020 Goals

Last year, we put in place measures to improve the organisational infrastructure that underpins all our performance. These included plans to improve our systems, people, supply chain and processes.

As we move forward to 2020, our year-on-year improvements will chart our progress along the road to success and ultimate achievement of those goals.

- 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, 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.



People

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



Our Values

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. We are living our values.

One Team

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



ONE TEAM

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.



TRUST

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.



CUSTOMER FOCUS

Respect

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



RESPECT

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.



EXCELLENCE




In April 2015 Highways England assumed responsibility for the Strategic Road Network (SRN), and for delivering the Government’s vision for that network.


The company has committed funding for a five-year period to meet the performance expectations set out in the Government’s Road Investment Strategy (RIS). In its five-year Health & Safety plan, launched last year, Highways England committed that **“No one should be harmed when travelling on the Strategic Road Network”**. This commitment forms part of our Zero Harm plan and CPS is actively participating in more than half of the safety actions that will make this commitment a reality.

As a service provider to Highways England, CPS will contribute to and co-deliver a programme of investment that will improve the network and our operational processes, ultimately positively influencing the safety record of the M25 DBFO road network.


Through its own delivery plans, CPS will continue to support Highways England’s strategic outcomes: supporting economic growth; delivering a safe and serviceable, more free-flowing network; contributing to an improved environment and creating a more accessible and integrated network for our customers.




**Supporting Economic Growth**  
through a modernised and reliable network that reduces delay, creates jobs and helps business compete and opens up new areas for development.



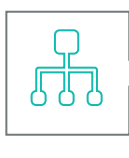
**Safe and Serviceable Network**  
where no one should be harmed when travelling or working on the network.



**More Free Flowing Network**  
where routine journeys are safer and more reliable.



**Improved Environment**  
where the impact of our activities is further reduced ensuring a long term and sustainable benefit to the environment.



**More Accessible & Integrated Network**  
that gives people the freedom to choose their mode of transport and enable safe movement across and alongside the network.

# Connect Plus

Connect Plus (CP) has set high-level objectives for its three areas of performance: Assure; Invest; Deliver. CPS will provide support for CP’s goals through our activities on the DBFO network.

Through the delivery of our Zero Harm plan, CPS is actively embedding an established safety culture that will protect our people, our partners and our customers.

Meeting our environmental targets will contribute to CP’s Strategic Environmental Action Plan that will see a reduction in the DBFO’s environmental impact.

By living our values, we continuously strive to build lasting relationships with all stakeholders involved in our network, in particular emphasising teamwork and collaborative working.

Through our investment in a state-of-the-art asset management system with unique decision support tools, as well as other innovative systems, we are enhancing network intelligence to inform strategic planning and support long-term investment decisions. This is augmented by our investment and thinking in the Better Journeys campaign to create a more free-flowing M25 network.

As a key delivery partner to CP, CPS is in a unique position to support aspects of its three-year plan to help it realise its high-level objectives.





“Highways England has set out our priorities to improve safety and ensure we get the basics right for our customers while delivering on the commitments of the Road Investment Strategy. CPS is in a unique position to lead the way among our service providers in achieving these outcomes over the next twelve months, and beyond.”

FRANCIS CLUETT,  
HIGHWAYS ENGLAND ASSET DELIVERY MANAGER

“Many thanks for your help in conserving British wildlife.”

LOCAL STAKEHOLDER

“Please pass on my compliments - they provided very good customer service and handled the whole situation extremely well.”

ROAD USER

“Highways England is raising the bar on network performance and efficiency. CPS is in a unique position to support and deliver its strategic outcomes while leading the highway services sector in innovation, health and safety and sustainability. This 2016 Road to 2020 reinforces CPS’ intent and commitment to be the UK’s No 1 operator which Connect Plus fully supports.”

TIM JONES, CEO, CONNECT PLUS

“Please pass on my thanks to the very professional and polite recovery team: they were very reassuring. Thank you so much for their help.”

ROAD USER

“A certificate of appreciation in recognition of the assistance and support you have provided to local residents.”

RESIDENTS’ ASSOCIATION





## Service Delivery

No one would argue that our pursuit of Zero Harm must remain relentless. Our Zero Harm plan informs the way we work. Over the last year we have shared our ethos with our suppliers, Connect Plus and Highways England to increase the safety culture across all parties that form the M25 community.

The scope of Don't Walk By (DWB) has been widened to provide a single point of feedback for anything, not just safety. We still want at least one report per person, per month. Numbers continue to increase, with room to grow, but importantly the quality of the reports is improving. There is a clear correlation between an increase in DWB reports and a decrease in safety incidents. DWB Action Groups are in place around the network and we have provided a budget for local improvements, driven by local staff.

Our performance against incident clearance is dependent on the number and type of incidents that we are requested to attend. An increase in the number of high-impact incidents requiring protracted clearance means we are working with Highways England to provide a realistic baseline performance metric.

Service Delivery has undergone organisational changes over the last two years and these are already starting to deliver anticipated benefits. We continue to invest in our people with the ongoing training programme, which is aimed at upskilling our workforce, to enable us to reduce our reliance on subcontractors.

The introduction of Highways England's energy tool means we will review our carbon management metric, and report on energy consumption as a key component. Carbon measurement will be held and monitored locally.



**"Our aim is that no-one working on this contract, whether directly employed or through the supply chain, will accept anything less than the very highest standards of health and safety behaviour and performance."**

**CHRIS BROWN**  
SERVICE DELIVERY DIRECTOR



**"We will not accept anything less than the best level of performance and safety we can achieve. An uncompromising health and safety performance at all times by everyone will see us achieve our Zero Harm goal."**

**PHILL ROSS**  
HEAD OF HEALTH, SAFETY,  
ENVIRONMENT & QUALITY



Project Delivery

This year’s programme has been larger than last year and we have delivered successfully through integrated planning, early involvement and continued collaboration with our framework community, Highways England and Connect Plus.

Highlights include:

- Completing the M4 Strengthening programme on time and significantly under budget
- Resurfacing the QEII Bridge in a tight working window in August 2015
- Replacing complicated Maurer joints on Gade Valley and at Five Ways viaducts

We have also successfully managed the infrastructure changes at the Dartford Crossing and the transition to the Dart Charge road user charging system. This has delivered improved journey times for our customers and we maintained traffic flow through this critical section of the network during construction.

Working with CP and the framework community we were recognised for our commitment to collaboration by jointly winning the Institute of Collaborative Working Award for Collaborative Skills Development. This is a demonstration of both our culture and our investment in our people.

We maintain a relentless focus on health and safety across our projects and to take the maximum learning from any incidents.

Our work to attain ISO 27001 accreditation is ongoing: core documentation has been completed and we have held extensive liaison across the business, rolling out a comprehensive training and awareness programme. Evaluation of tenders for our core IT Hosted Services Contract is underway and migration of Sharepoint continues.



“Our focus will remain on delivery of our programmes and developing our overall capabilities. We will continue the work initiated in 2015 to update and refresh our IT to deliver a highly reliable, secure platform, which enables the business to tackle new challenges.”

IAN WALKER  
PROJECT DELIVERY DIRECTOR

Business Improvement and Quality

We are moving our performance from compliance to excellence, improving our efficiency, through the employment of Lean and other business improvement techniques.

The team is helping to introduce and maintain a business culture that will see quality and continuous improvement become integral to what we do.

The year has seen CPS further develop its improvement capability through the emergence of a Lean community and the delivery of a number of Lean projects.

The implementation of our 100 Day Plan has resulted in notable improvements to our road space booking procedure. It has created new opportunities for optimised network occupancy, setting robust foundations for the development of our new Centralised Planning Team.

CP’s five-year review, supported by CPS, has helped identify a number of improvement opportunities in the end-to-end asset management process, which will be further explored in 2016/17. Visual management techniques have been trialled by a number of teams and we are refining our plans before rolling them out across the business.

The introduction of a new management information system will enable the increased use of smart data analysis to identify and eliminate wasted effort.

We will continue to train our staff and partners, at all levels, in continuous improvement. Focusing on business improvement through the use of Lean, we will continue to engage with our entire workforce to focus on working smarter, not harder.



“Building on previous successes and developing our business improvement capability, we will continue to bring a Lean mindset to the pursuit of excellence.”

ERWAN HUERRE  
INTERIM BUSINESS IMPROVEMENT &  
QUALITY DIRECTOR



Commercial

Members of the commercial team are embedded within operational directorates delivering improved teamwork. As a result, our business has attained even greater ability to plan, control and achieve.

Our smarter approach to procurement has continued with a review of our supply chain partners. This will enable us to deliver savings, resulting in more sustainable returns for our shareholders.

We continue to adopt construction projects into the operation and maintenance portfolio, the most recent being Dart Charge. Our early input into schemes, such as Smart motorways, has proven best practice to make adoption an easier process. We have worked closely with the insurance industry to understand its requirements.

The insurance packs we have developed through this work are recognised as examples of best practice, as well as speeding up the claims process, a win-win for all concerned.



“Commercial support that focuses on the specific requirements of our operational directorates is delivering smarter procurement that is tailored to the specific needs of our diverse business.”

MARTIN McKELVEY  
COMMERCIAL DIRECTOR

Finance

Cash flow is of vital importance to the health of our business. Money in for the work we do creates working capital with which we buy the materials, resource, labour and power we need to do that work.

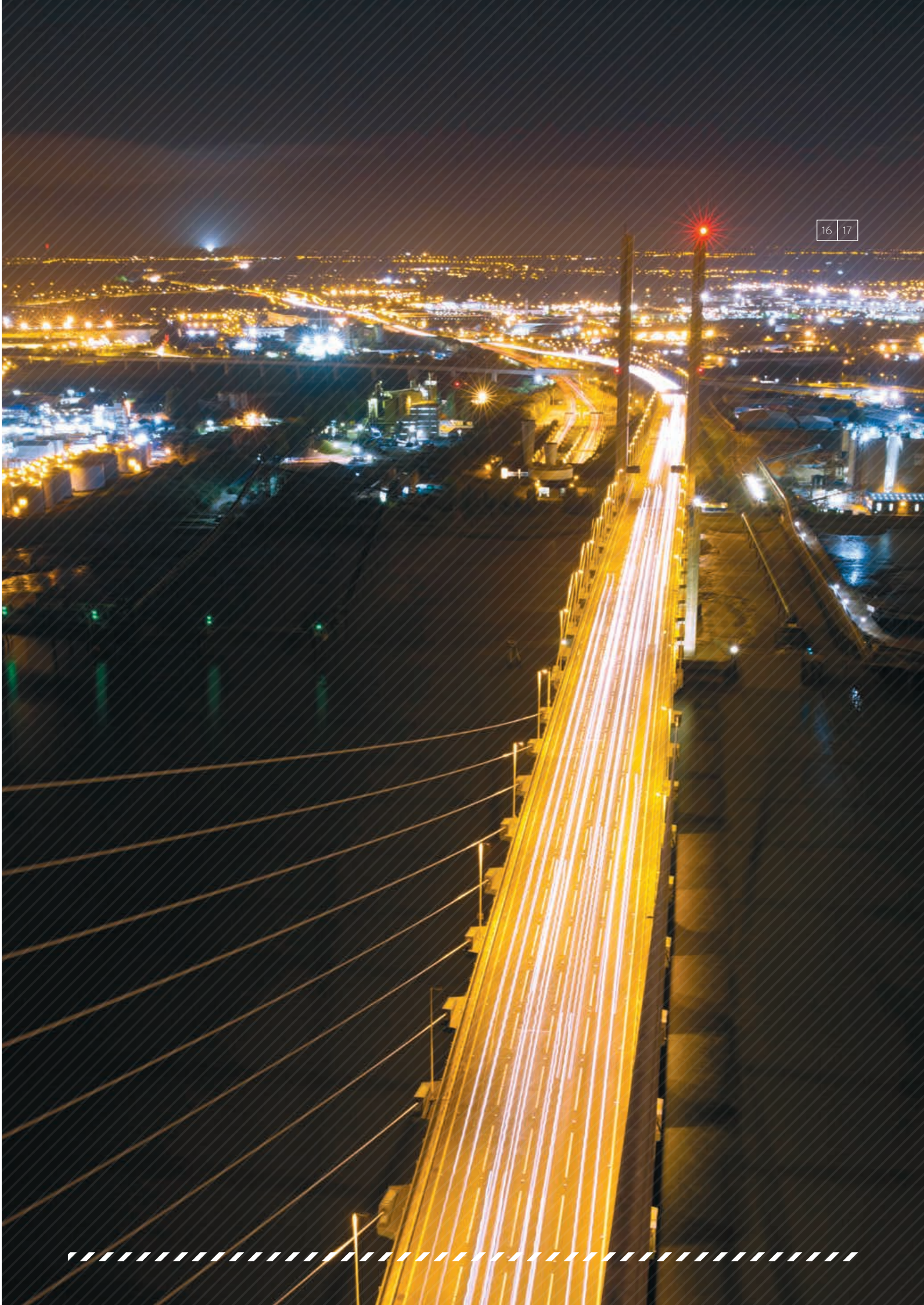
Stronger discipline around working capital, such as the enhanced procedures we have in place, is resulting in more efficient cash flow.

Our new approach to procurement through the disciplined use of preferred suppliers, and the guidance and clarification of subcontractor terms is driving our performance around the time it takes CPS to make, and receive, payment.



“Lean projects on existing working practices are resulting in cost savings through smarter processes, better staff discipline and more timely handling of debts and payments.”

MARK SPITTLE  
HEAD OF FINANCE





Asset & Strategy

We have made significant progress in the delivery of our industry-leading Asset Management IT System. Structures, Pavements, Tunnel Mechanical & Electrical (M&E), Lighting and Drainage asset categories have been the main focus over the last 12 months.

A number of benefits from the development of the Routine Maintenance Management System and Decision Support Tool have already been incorporated in the submission of the Asset Management Forward Plan 2016/17.

Optimising the way we deliver whole life asset management is a key part of our ongoing improvement. It is important to maximise the opportunities that arise from embedding our AMS-IT system within 'business as usual'. The implementation of specific improvements to the way we undertake our Tunnel M&E and drainage inspections have been particularly successful. The team continues to develop learning across the other asset categories.

We are working tirelessly to improve our safety performance and we are looking at innovative ways to understand asset condition, while reducing risks to our inspectors and engineers.

Work has begun to secure accreditation under ISO 55001, which demonstrates best practice and gauges the maturity of our approach to asset management. We will engage with our teams across CPS and CP to complete this during 2016.

We have been successful in developing the programme for network improvement schemes. In line with the work on Better Journeys, the team continues to engage with Highways England to help drive forward network improvement. An exciting period is ahead of us as we develop our relationships with Highways England further to play a key part in the delivery of its strategic objectives.



“Our industry-leading asset management system means we are capable of identifying, and supporting, long-term investment decisions that will ensure our network meets the needs of our customers.”

BYRON TOMKINSON  
ASSET & STRATEGY DIRECTOR

Human Resources and Communications

2015 saw the launch of our first satisfaction survey. We received a response rate of 52%, with 54% of you saying you would recommend working on this contract. From the responses we received, Health & Safety received the highest positive response, followed by awareness of our values.

We also identified three key improvement areas: valuing our staff, promoting CPS as a great place to work and having the resource and training to deliver our work.

We have worked hard to address these improvement areas over the last year. We have put in place a robust process around talent and resourcing, including internal career development. We have delivered a comprehensive training programme that supports personal development. Our Reward & Recognition scheme has undergone a transformation that rewards our people for living our values. We have been recognised for our best practice approach to diversity and inclusion by the Chartered Institute of Highways and Transportation, contributing two case studies to its toolkit.

Our Scratchwood training centre has achieved accreditation. We have made great progress on publicising these, and other activities, all of which contribute to our goal of being an industry organisation of choice.



“We will continue to develop career opportunities for our people to ensure we meet future skill and competency requirements, for the business and for individuals.”

CHRISTINA BROWN  
HEAD OF HR & COMMUNICATIONS



We have adapted to new requirements from Highways England that have resulted in us changing some of our performance objectives to align them more closely with its needs. Beneath these high-level priorities, we have developed business metrics and annual targets for the coming year, improvements that will contribute to our 2020 goals.

We have introduced some new goals this year, amended others and some remain the same but all have more stretching targets than last year, driving improvement across every area of our business.

Every part of our business contributes to successful delivery and, ultimately, achievement of our aspiration to be the market leader in highway services.

## BUSINESS PRIORITIES & GOALS

20 21



### 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.

Business Metric	14/15	15/16	16/17 target
Lost Time Injury Frequency Rate (LTIFR)	0.25	0.22	0.12
% of workforce reporting at least 1 Don't Walk By a month	19%	80%	25% increase on 15/16

#### We will achieve this through:

- Demanding zero tolerance to unsafe conditions and unsafe acts from everyone
- Acting on the feedback, suggestions and comments we receive and reporting on those actions to everyone via monthly briefings
- Driving the elimination of fatal risks by engaging with the workforce to change our methods of working
- Raising awareness of the impact that behaviour has on safety through the delivery of the Making Safety Personal programme



### 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.

Business Metric	14/15	15/16	16/17 target
Performance Points (rolling)	223	200	Within 15% of 15/16
% audit NCRs closed within timescales	55%	80%	90%
% remedial action plan milestones closed within timescales	80%	80%	100%
HE Lean Maturity Assessment Score	N/A*	N/A*	Baseline set
# business improvement proposals identified in period	N/A*	N/A*	Baseline set

\*N/A indicates the introduction of a new metric

#### We will achieve this through:

- Providing visible leadership and commitment to delivering the highest industry standards
- Encouraging the use of Lean techniques to simplify our quality systems
- Embedding learning and sharing within our culture
- Ensuring everyone has an opportunity to contribute
- Recognising outstanding contributions towards excellence
- Creating an environment that empowers our people to deliver





Cost

Ensuring cost efficiencies throughout our business, providing sustainable shareholder returns.

Business Metric	Baseline	15/16	16/17 target
% of suppliers paid within contract terms	N/A*	N/A*	90%
Average # of days to close work in progress (WIP)	N/A*	N/A*	<90 days
Average # of days to receive payment (debt)	N/A*	N/A*	<50 days
Business improvement efficiency savings secured	N/A*	N/A*	Baseline set

\*N/A indicates the introduction of a new metric

We will achieve this through:

- ➔ Supporting the business to ensure our procurement process is followed correctly
  - ➔ Meeting subcontractor expectations in line with standard terms and conditions
  - ➔ Deploying re-procurement process with guidance and clarification of subcontractor terms
- ➔ Working collaboratively with client commercial teams to provide full awareness of invoicing and payment processes
  - ➔ Maintaining and building on the existing collaborative working relationship between Finance and Commercial directorates, from SLT level throughout the respective teams



Environment

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

Business Metric	14/15	15/16	16/17 target
% reduction of total carbon emissions across business	31,164 TeCO <sub>2</sub>	5%	5% on 15/16
% of total waste sent to landfill	3%	2.85%	2.85%
Reduction (m <sup>3</sup> per month) in water usage	22m <sup>3</sup> per £100k	20m <sup>3</sup> per £100k	19m <sup>3</sup> per £100k

We will achieve this through:

- ➔ Reducing our network energy consumption through innovation
  - ➔ Generating our own energy
  - ➔ Improving control over our main waste provider
  - ➔ Reviewing road sweeping process and consequential arisings
- ➔ Reducing percentage waste to landfill through recycling innovations
  - ➔ Modernising an ageing infrastructure for our water management
  - ➔ Focusing on reducing water consumption







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.

Business Metric	14/15	15/16	16/17 target
Asset condition profile: % within predicted range	N/A	Pavement	Pavement within 7%
Asset investment model: % within budget	90%	95%	95%
Primary response: % of incidents attended within timescales	95%	95%	95%
Secondary response: % of incidents attended within timescales	92%	95%	95%
% of incidents cleared within timescales	N/A	95%	See **
% of repairs carried out within 7 days	90%	95%	95%
% of repairs carried out within 28 days	95%	95%	95%
% of improvements submitted by CPS receiving HE funding	67%	80%	80%
Value invested in network from improvements submitted (excluding technology renewals)	£6.5m	£10m	£10m

We will achieve this through:

- \*\*Defining clearance criteria, measuring baseline 16/17 for future improvement action

→ Developing Structures asset condition profile within our asset management system

→ Achieving ISO 27001 accreditation, protecting our data and that of our customers
- Delivering the Pre-Defined Asset (PDA) programme 2016/17

→ Substantially completing delivery of core IT infrastructure, security and systems

→ Working with Highways England and Connect Plus as they procure and implement new delivery models



People

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

Business Metric	14/15	15/16	16/17 target
Retention of staff over a 12-month rolling period	a) monthly 88% b) weekly 89%	a) 90% b) 90%	90% (combined)
Staff satisfaction	54%	56%	59%
Diversity & inclusion: % of staff who are female	19%	20%	21%
Number of days lost per month due to absence	2014 data	Maintain 2014 performance	Maintain performance
% of workforce who are apprentices, graduates and trainees	N/A*	N/A*	3%

\*N/A indicates the introduction of a new metric

We will achieve this through:

- Providing a breadth of opportunities for our people, with career progression through CPS and our parent companies

→ Developing a reputation in our sector that means we can attract and retain the best talent
- Creating an environment where staff can be themselves at work and perform their best every day

→ To engage with our people to drive behavioural change that will benefit our business and the wider industry



SUMMARY

Reviewing the first year of Our Road to 2020, I am proud of what we have already achieved across CPS. The way we adapt to a constantly evolving operational environment and how we learn from our experiences, determine our success in achieving our 2020 goals. Ultimately, it is down to what we do and how we do it.

Thank you for taking the time to read this business plan. I hope it helps you understand how your contribution supports us in achieving our shared vision of excellence.

The year ahead will present us with new challenges. With those challenges comes opportunity, the opportunity for all of us at CPS to do something extraordinary and drive the future of the M25.

BRIAN JOHNS  
MANAGING DIRECTOR, CPS







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