

# Ready for 2020- and beyond

The Connect Plus Services Business Plan 2017/18



# With change, comes opportunity.

The pace of change is accelerating and the future of transportation is on the brink of revolution.

At Connect Plus Services, our response to this changing environment in which we work is innovation.

The future of the M25 is in our hands.  
The future is created by what we do today.

## FOREWORD

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Long-term success for Connect Plus Services (CPS), and through our activities, for Connect Plus (CP) and Highways England, is a culture based on innovation and partnering. Our culture is defined by our people.

At the core of our culture are our values. In order to make 2017 a year of culture we must move from a traditional hierarchy to a truly empowered organisation in which we have the time and freedom to apply our expertise and use our imagination to improve and transform the way we work and relate to each other.

This summer, we will launch the CPS all employee forum, providing you with a real opportunity to have a say in shaping the future of CPS.

Last year, I challenged you to look at what you do and how you do it, and make incremental improvements that turn ordinary to excellent.

Empowering and supporting you has led to us delivering a significant number of Lean improvements and innovations. These include local improvements, such as estate refurbishment; safety improvements, such as bespoke fleet vehicles; and network improvements, such as the technological innovation at Dartford with the DGV self-declare app.

The needs of our network and our customers are evolving, and CPS must respond with agility to meet them.

The success we achieve will add value for our stakeholders, and maintain our position as an asset to our parent companies, Atkins, Balfour Beatty and Egis.

As custodians of the UK's premier network, we have a responsibility to meet the expectations of our road users and stakeholders.

We share our stakeholders' vision and goals: our contribution, commitment, and achievements, will support CP and Highways England, working in the true spirit of partnership.

As we meet the future needs of our network, we must also meet the future needs of our industry and society. Diversity and inclusivity are key to providing a future-ready workforce, and one that is full of potential. That potential will make our team stronger and we should celebrate the similarities and differences that make CPS the organisation it is. With diversity comes a range of background and perspective, which generates a new world of ideas and thinking.

Without doubt, CPS possesses the potential to shape a world class network. We are creating a culture that harnesses and develops potential, stretches talent and enables people to thrive. A disciplined, focussed and courageous approach to innovation, partnering, and learning opportunities will benefit our people, our network, and our business.

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

**Brian Johns**  
Managing Director



# Our culture

Our values support our vision, shape our culture and reflect our business strategy.

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

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

We share our values and behaviours with Highways England and Connect Plus. They are the guiding principles behind what we do and the way we work. They identify what we care about, form the basis of our common business culture and support our shared goals.

By applying our values to the way we treat each other, and how we carry out our work, we are demonstrating that they underpin everything we do.



ONE TEAM

### One Team

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



TRUST

### 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

### 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

### Respect

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



EXCELLENCE

### 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.

"Our values make Connect Plus Services unique. By truly living our values and applying them to everything we do, we will realise our vision, to be the number one provider of highway network operation and asset management services in the UK, and an industry organisation of choice."

BRIAN JOHNS  
MANAGING DIRECTOR





## Better Journeys

Nothing stays the same. Transport is about to take another big leap into the future.

We need to understand what this means for highway management, what new relationships, services and technologies will be involved on the road to tomorrow.

Better Journeys encapsulates our commitment to Network innovation and asset management, embracing cutting-edge technologies and new ideas for a future-ready M25.

- **CREATING A SMARTER M25**  
Becoming the UK's hub for new technology and engineering breakthroughs.
- **ENHANCING THE EXPERIENCE**  
Getting road users moving more quickly and safely as a result of operational innovation to augment our cutting-edge asset management.
- **NEVER STANDING STILL**  
Innovating to meet tomorrow's network requirements, today.
- **COLLABORATING WITH THE COMMUNITY**  
Joining forces with like-minded organisations in the public and private sectors to nurture a culture of openness and forward-thinking.

We have a dedicated Better Journeys team with the experience to ensure the M25 becomes a hub for ideas, products and systems that will generate better outcomes for road users long into the future.

*Better*  
**JOURNEYS**  
ALL ROUND

Quicker. Safer. Better.

## Technology

The M25 is a prime road network for technology trials.

Technology that is successfully implemented on the M25 will work anywhere on the national road network.

We are in a unique position to direct and influence the way the M25 will look in the future. Engaging our thinking now, and building on the Better Journeys framework, will support our vision of being the UK's premier service provider, and Highways England's intelligent supplier of choice.

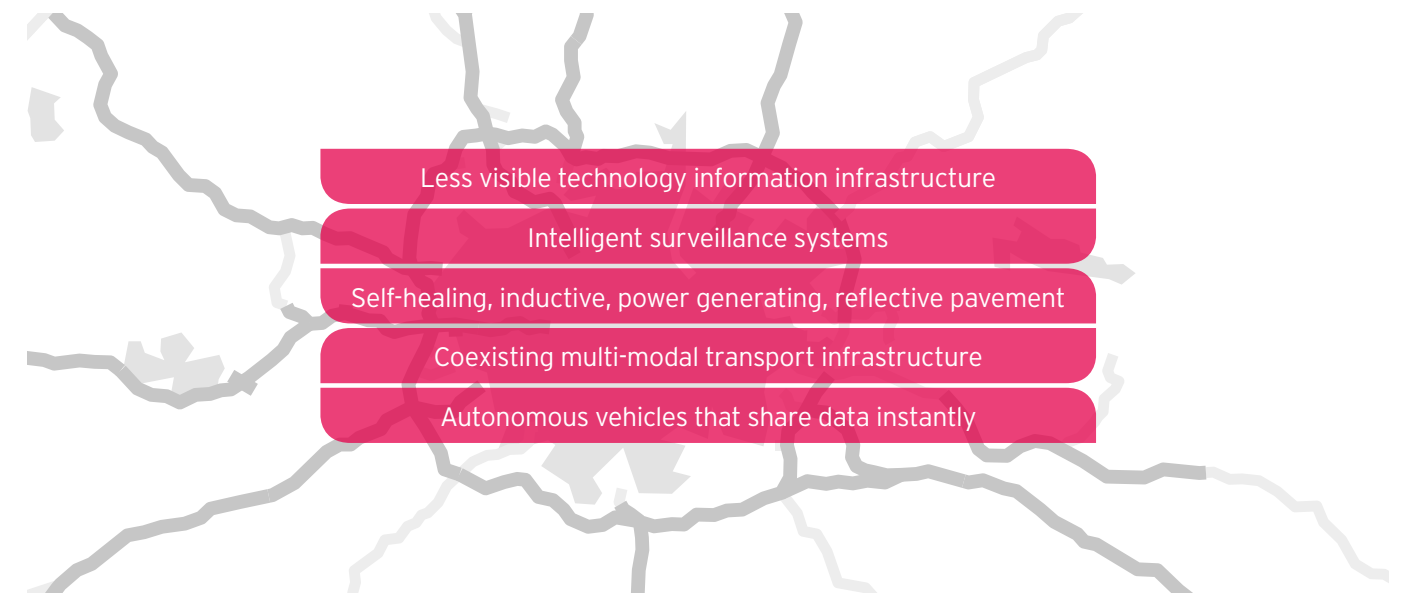
CPS is co-delivering Highways England's south east technology strategy on the M25. From design to delivery, we are innovating and implementing technology solutions to support the Road Investment Strategy (RIS)1.

Our horizon planning, the pipeline of technology innovations to come, will enable us to support the objectives of RIS2 and beyond. Defining our vision of the future network enables us to begin planning to achieve that vision.

CPS will lead on innovating technologies through collaboration with Highways England, technology industry leaders and academic research establishments.

CPS will provide the UK's premier hub for delivery partners to develop and prove new technology solutions, making the M25 the premier network for technology trials.

## FUTURE POSSIBILITIES FOR THE M25





# Our Customers

## Highways England's Strategic Objectives have been set to meet the performance expectations set out in the Government's Road Investment Strategy (RIS).

RIS1, which covers the five-year period to 2020, reflects the needs of the M25 and its wider network in its programme of improvements. RIS2 (2020-2025) will transform the Strategic Road Network (SRN) and address key issues such as economic growth and improved productivity.

Two independent bodies monitor Highways England's performance, and that of its supply chain partners, on behalf of our shared customer, the road user.

The Highways Monitor, part of regulator The Office of Rail and Road (ORR), protects the interests of road users, and aims to improve the safety, value and performance of roads.

User champion Transport Focus ensures operators, funders and regulators of transport systems put transport users first.

We work together to provide a strong framework for the management of our roads - strengthening accountability, driving efficiency and increasing transparency. This helps create certainty for investment and drive economic growth for the future.

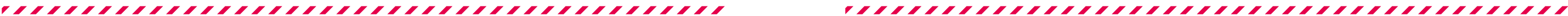
The Secretary of State has identified specific Project Road Objectives (PRO) for the M25 network. These are aligned to Highways England's Strategic Objectives and tailored to suit the dynamics of the network we look after.

CPS contributes to, and co-delivers, a programme of investment in partnership with Connect Plus that supports Highways England's Strategic Objectives. As a key delivery partner, CPS is supporting Connect Plus to deliver its own high-level objectives: Assure; Invest; and Deliver.



### WORKING TOGETHER TO DELIVER OUR SHARED OBJECTIVES

 HIGHWAYS ENGLAND	<b>Supporting Economic Growth</b> through a modernised and reliable network that reduces delay, creates jobs and helps business compete and opens up new areas for development.	 CONNECT PLUS	 CONNECT PLUS SERVICES
 HIGHWAYS ENGLAND	<b>Safe and Serviceable Network</b> where no one should be harmed when travelling or working on the network.	 CONNECT PLUS	 CONNECT PLUS SERVICES
 HIGHWAYS ENGLAND	<b>More Free Flowing Network</b> where routine journeys are safer and more reliable.	 CONNECT PLUS	 CONNECT PLUS SERVICES
 HIGHWAYS ENGLAND	<b>Improved Environment</b> where the impact of our activities is further reduced ensuring a long term and sustainable benefit to the environment.	 CONNECT PLUS	 CONNECT PLUS SERVICES
 HIGHWAYS ENGLAND	<b>More Accessible &amp; Integrated Network</b> that gives people the freedom to choose their mode of transport and enable safe movement across and alongside the network.	 CONNECT PLUS	 CONNECT PLUS SERVICES





# Our Business Priorities and Metrics

When we started our five-year strategy in 2015, we put in place measures to improve the organisational infrastructure that underpins CPS and its performance. These included plans to improve our systems, people, supply chain and processes.

- New management information system
- Sustainable business culture
- Supply chain framework
- Driving down waste

We have already made significant progress towards achieving our 2020 goals, ensuring CPS is sustainable for the future.

Reflecting the changing needs of our network, client and customers, we have reviewed our goals for the coming year. Some are new, others amended. All have more stretching targets than last year, driving improvement across every area of our business.



# Health & Safety 2016/17



# Health & Safety 2017/18

*“No injuries or ill health caused by our work activities.”*

Our pursuit of Zero Harm remains relentless. Last year’s Zero Harm plan was shared with our suppliers, Connect Plus and Highways England to improve the safety culture across all parties that form the M25 community, ensuring everyone gets home safely every day.

*“One Community- One Vision-Zero Harm.”*

% OF WORKFORCE REPORTING AT LEAST ONE DON’T WALK BY (DWB) PER MONTH

2015/16 = 19%	2016/17 = 50%	2017/18 = 80%
LOST TIME INJURY FREQUENCY RATE (LTIFR)		0.08



WE ACHIEVED THIS THROUGH:  
Culture

- ➔ Sharing DWB across community
- ➔ Focusing on fatal risks
- ➔ Making safety personal
- ➔ In The Dock immersive training
- ➔ Creating our traffic management forum
- ➔ Implementing minimum standards



Performance

- ➔ Zero Harm Plan
- ➔ Balfour Beatty Build to Last Award
- ➔ Traffic management vehicle improvements
- ➔ Permit to Drive
- ➔ Lone working process improvements
- ➔ COFA and renewals framework RIDDOR free
- ➔ 1,000,000 hours RIDDOR free



WE WILL ACHIEVE THIS THROUGH:  
Culture

- ➔ Refreshing our DWB campaign including launch of mobile app
- ➔ Focusing on fatigue management to drive risk mitigation
- ➔ Visible leadership across the business
- ➔ Educating our people to ensure understanding and compliance
- ➔ Focusing on health and wellbeing
- ➔ Training mental health first aiders to support wellbeing



Performance

- ➔ Enhanced safety approach
- ➔ Zero Harm Plan
- ➔ Continued focus on fatal risk compliance
- ➔ Health surveillance assessments carried out and support provided to improve health

# Quality 2016/17



# Quality 2017/18

*“Bringing a Lean mind-set to the pursuit of excellence.”*

Our business culture is one of quality and continuous improvement. We have focussed on moving our performance from compliance to excellence, improving our efficiency, and developing our business improvement capability. Quality is at the heart of everything we do.

*“Working smarter, not harder.”*

NUMBER OF PERFORMANCE POINTS (ROLLING)

2015/16 = 223	2016/17 = 230	2017/18 = <200
NON CONFORMANCE REPORTS CLOSED OUT WITHIN TIMESCALES		90%
REMEDIAL ACTION PLAN MILESTONES CLOSED WITHIN TIMESCALES		100%
HIGHWAYS ENGLAND LEAN MATURITY ASSESSMENT SCORE (HELMA)		2/4
BUSINESS IMPROVEMENT PROPOSALS WITH PREDICTED EFFICIENCY SAVINGS IDENTIFIED		18



WE ACHIEVED THIS THROUGH:  
Culture

- ➔ Helping Highways England meet regulatory conditions
- ➔ Hosting Transport Focus and Office of Rail and Road
- ➔ Training new cohort of Lean practitioners
- ➔ Investing in HSEQ system
- ➔ Using data more intelligently to drive performance
- ➔ Delivering audit workshops to support continual improvement



Performance

- ➔ ISO27001 accreditation achieved
- ➔ HELMA score 1.8/4
- ➔ Successful Performance Management Report (PMR) 2.1
- ➔ New Data Protection Act applied to comply with statutory obligations
- ➔ Performance Point commitment plan implemented
- ➔ 5S training completed across the business



WE WILL ACHIEVE THIS THROUGH:  
Culture

- ➔ One Team approach: true partnership working between CPS, CP and Highways England
- ➔ Developing strategy to identify where Lean can add further efficiencies
- ➔ Lean training: on-going and refresher
- ➔ Committing to Business Objects
- ➔ Measuring IT helpdesk first-time fix rate and tracking customer satisfaction



Performance

- ➔ Accreditation for Lean practitioners
- ➔ Compliance standards maintained to retain ISO27001 accreditation
- ➔ Improved management information and analysis



Cost  
2016/17



Cost  
2017/18

“Maintaining optimal working capital is crucial to our continued success.”

Lean practice and continual improvement to processes and systems are driving efficiencies across our Commercial and Finance directorates.

“Smarter procurement tailored to the specific needs of our diverse business.”

PAYMECH CHARGES INCURRED DUE TO UNPLANNED LANE CLOSURES\*

	<50% BUDGET
SUPPLIERS PAID WITHIN CONTRACT TERMS	90%
FEWER THAN 50 DAYS TO RECEIVE PAYMENT (DEBT)	<50 DAYS
EFFICIENCY SAVINGS DELIVERED THROUGH BUSINESS IMPROVEMENT PROPOSALS APPROVED BY CHANGE BOARD*	£250K



WE ACHIEVED THIS THROUGH:  
Culture

- Colocating Green Claims and Commercial teams
- Delivering Green Claims Inform system
- Investing in Dartford and Blunts Farm estates
- Improving relationship management with insurance companies
- Increasing focus on financial risk/opportunities



Performance

- Renegotiation of IT contract
- Supporting CP reprocurement
- CIMA, RICS accreditations for staff development
- Three audits completed successfully
- Decreased agency staff numbers, increased self delivery



WE WILL ACHIEVE THIS THROUGH:  
Culture

- One Team approach, closer integration with CP and Highways England change teams
- Implementing improved stock control system



Performance

- Future ERP solution identified
- Timesheet platform solution

\*denotes new metric





# Environment 2016/17



# Environment 2017/18

“Our environmental considerations are embedded in our business decisions.”

We will take a proactive approach to ensure our activities provide long-term and sustainable benefits to the environment, economy and communities within which we live and work.

“A sustainable business for a sustainable future.”

REDUCTION IN ENERGY CONSUMPTION ACROSS CPS ESTATE\*

	2017/18 = 10%
REDUCTION IN ENERGY CONSUMPTION ACROSS NETWORK (CONTRACT 20% BY 2019)	20%
WASTE TO LANDFILL	<2.85%
WATER CONSUMPTION PER £100K SPEND	19M³
NET IMPACT ON DIVERSITY AS A RESULT OF OUR ACTIVITIES*	0%



WE ACHIEVED THIS THROUGH:  
Culture

- ➔ Launching Liftshare across CPS to encourage car sharing
- ➔ Embedding depot energy strategy at Blunts Farm
- ➔ Implementing printing protocols to minimise paper use and associated costs



Performance

- ➔ Fuel and emissions reduced as a result of new fleet
- ➔ Reduced waste to landfill
- ➔ Charging points provided to enable trials of electric vehicles
- ➔ Sites, species and habitats identified for designated ecological funding



WE WILL ACHIEVE THIS THROUGH:  
Culture

- ➔ Utilising technology for communication
- ➔ Developing our corporate social responsibility plan
- ➔ Promoting and encouraging uptake of volunteering days by CPS staff



Performance

- ➔ Depot energy strategy rolled out across CPS estate
- ➔ Reduced energy on lighting
- ➔ Increased Liftshare uptake
- ➔ Fleet of electric vehicles investigated
- ➔ Additional sites, species and habitats identified for designated ecological funding

\*denotes new metric





Delivery  
2016/17



Delivery  
2017/18

“Integrated planning, early involvement and continued collaboration will realise optimum delivery.”

We are responsible for the most critical part of Highways England’s strategic road network, and our customers represent more than 15% of all UK motorway traffic. We must deliver our operation and maintenance activities and manage the thousands of assets for which we are responsible to ensure a reliable and safe network for everyone.

“Identifying and supporting long-term investment decisions that will ensure our network meets the needs of our customers.”

	2017/18	
PAVEMENT CONDITION WITHIN % OF PREDICTED RANGE	7%	
RESPONSE TO INCIDENTS WITHIN TIMESCALES	PRIMARY 95%	SECONDARY 95%
CAT 1 REPAIRS CARRIED OUT	WITHIN 7 DAYS 95%	WITHIN 28 DAYS 95%
% OF IMPROVEMENTS SUBMITTED BY CPS RECEIVING HIGHWAYS ENGLAND FUNDING	80%	
INVESTMENT IN NETWORK FROM IMPROVEMENTS SUBMITTED (EXCLUDING TECHNOLOGY RENEWALS)	£10M	



WE ACHIEVED THIS THROUGH:  
Culture

- Becoming a self-delivering business
- Living to and exceeding the Code of Considerate Construction
- Optimising lane availability to support collaborative working
- Creating the Better Journeys directorate
- Engaging with ORR and TF
- Integrating technology team



Performance

- Considerate Constructor Scheme Awards - Gold and Most Considerate Company
- Successful delivery of Pre-Defined Assets including largest portfolio scheme to date, relighting the QEII Bridge
- IT migration, OnePlace upgrade
- A1089 laybys closed in partnership with Highways England
- State-of-the-art Network Security Centre



WE WILL ACHIEVE THIS THROUGH:  
Culture

- Integrating Asset and Delivery directorates
- Exploring additional self-delivery opportunities
- Working as one team with the entire M25 community



Performance

- Improved multiple utilisation of traffic management
- ISO55001 accreditation
- Decreased downtime and increased availability of key systems
- Collaborative platforms developed to share knowledge



People  
2016/17



People  
2017/18

*“The highly skilled people who work throughout our business are the foundations of our success.”*

We are proud of our people. We are a skilled organisation with ability and drive. We are creating a reputation that ensures CPS attracts, develops and retains excellent people. We have a diverse and inclusive culture that creates an environment where people can be themselves at work and perform their best every day.

*“Developing our people will ensure we meet future skill and competency requirements for our business, and our people.”*

PEOPLE DEVELOPMENT - 100% OF STAFF WITH >6 MONTHS' SERVICE WITH PERFORMANCE DEVELOPMENT PLAN IN PLACE\*

BASELINE	2017/18
% RETENTION OF STAFF OVER A 12-MONTH ROLLING PERIOD	90%
% STAFF SATISFACTION	60%
% OF FEMALE STAFF	22%
% OF STAFF WHO ARE APPRENTICES, GRADUATES AND TRAINEES	6%



WE ACHIEVED THIS THROUGH:  
Culture

- ➔ Reward & Recognition
- ➔ Becoming a diverse and inclusive business
- ➔ Career mobility, internally and with parent companies
- ➔ Flexible working where practicable
- ➔ Providing continual learning opportunities and training for all staff
- ➔ Engaging and empowering all our people



Performance

- ➔ Continuation of Service Delivery forum
- ➔ Established Young Professionals and Senior Management networks
- ➔ Induction reviewed and improved
- ➔ PDR process simplified and improved
- ➔ Action learning sets established
- ➔ Unconscious bias training delivered to all staff



WE WILL ACHIEVE THIS THROUGH:  
Culture

- ➔ Embedding equality, diversity and inclusivity within our culture
- ➔ Expanding our employee forum across the business
- ➔ Providing coaching, mentoring and continual professional development opportunities
- ➔ Promoting career development and mobility internally and with our parent companies
- ➔ Identifying and managing CPS talent



Performance

- ➔ People Plan delivered
- ➔ Performance benchmarked against industry peers
- ➔ Optimum organisational structure achieved
- ➔ Our people engaged

\*denotes new metric



# Leadership

Each of the Senior Leadership Team (SLT) has responsibility for one of the business directorates that comprise CPS.

It is their role to set our strategy, to motivate and inspire our people and to support the business to achieve our vision of being the UK's number one provider of highway network operation and asset management services.

Every member of our team has their part to play in our success. Our SLT is committed to supporting you to realise your full potential, and working with you to make CPS a great place to work.



I'm committed to creating a truly empowered business that attracts, and retains, the very best talent, helping us secure our position as the highway organisation of choice.

**BRIAN JOHNS**  
MANAGING DIRECTOR



My commitment is to identify and develop talent within our business, and share my knowledge and experience to support best practice in everything we do, especially safety.

**CHRIS BROWN**  
SERVICE DELIVERY DIRECTOR

I'm committed to identifying efficiencies within the business that safeguard the assets, and ensuring risks are mitigated and opportunities fully realised.

**MARK SPITTLE**  
HEAD OF FINANCE



My aim is to create and maintain the organisation that recognises ideas and builds on them; a place which values everyone's contribution and uses this to boost our performance.

**IAN WALKER**  
PROJECT DELIVERY & ASSET MANAGEMENT DIRECTOR



We do amazing work at CPS. My focus remains ensuring we promote our successes so that we get the recognition we deserve, from our client, our customers and the industry.

**KELLY REGAN-MEARS**  
HEAD OF COMMUNICATIONS



We work hard to make CPS a great place to work. I am committed to listening to your ideas and thoughts about how we can do even more and supporting you to make them happen.

**EVELYN THURLEY**  
HEAD OF HR

My commitment is to listen to people's concerns, thoughts and ideas on Health and Safety and engage with them to make sure they have a voice to help CPS improve.

**PHILL ROSS**  
HEAD OF HSEQ



CPS has a fantastic opportunity to be recognised as a leader in innovation. I'm committed to collaborating relentlessly to ensure we have every opportunity to realise our full potential.

**BYRON TOMKINSON**  
BETTER JOURNEYS DIRECTOR



This year, I am committed to improving connectivity across the business. The technology refresh programme we are implementing will increase flexible working opportunities for our people.

**JEY DASAN**  
HEAD OF IT



My focus will be on strengthening the way we deal with change and procurement, and empowering the team to make that happen.

**'OLU OLABODE**  
COMMERCIAL DIRECTOR



# Summary

Thank you for taking the time to read this business plan.

I hope it helps you understand how your contribution supports CPS and its parent companies as we work towards the future: the future of the M25 and our business.

Change is inevitable. Progress is impossible without it. The year ahead is full of opportunities to innovate and partner with like-minded organisations. Together we will embrace the changes that will see CPS ready for the future; the future that we create today.

BRIAN JOHNS  
MANAGING DIRECTOR





Proud to be awarded the  
Considerate Constructors Gold Award



Printed on Amadeus Offset, which has been made  
using 100% recycled fibre certified by the FSC.

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