



Department
for Transport

Strategic road network performance specification 2013-15

April 2013

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1. Context and scope

- 1.1** This specification outlines the high level performance outcomes, outputs and specific requirements that the Government wants to secure for the strategic road network (SRN) and the Highways Agency (HA), as network operator, by 2015.
- 1.2** It has been built around the vital role that the SRN and the network operator play in delivering key government priorities on:
 - Facilitating and promoting economic growth and competitiveness;
 - Driving efficiency and best value for the taxpayer; and
 - Enhancing the road user experience, whilst minimising the impacts of the SRN on local communities and the environment.
- 1.3** Consideration of road users' and stakeholders' priorities from existing evidence, such as surveys, has also been taken into account during the drafting of the specification.
- 1.4** As set out in the Government response to Alan Cook's independent review of the SRN, this specification covers the period up to March 2015, to align with the end of the current four year spending review period. The 2015 – 16 spending round is due to complete at the end of June 2013. Depending on the outcome of that spending round, a decision will be taken to either extend this specification by one year, or to develop a new five year specification. Thereafter, our intention is to develop performance specifications which cover five year periods, with indicative funding determined at spending reviews. The performance outcomes and outputs included in the specification will be renewed and refreshed at the end of each spending review period in preparation for the next five year period.
- 1.5** Ultimately the Government's expectation is to take a more strategic role in setting the performance specification, with the network operator having greater autonomy as to how outcomes and outputs should be met. In future, the network operator will respond to the outcomes set in the performance specification through their Business Plan, which will explain how the outcomes will be achieved. This first specification aims to build the foundations towards achieving this and a maturing, robust performance regime over time. This document therefore specifies a large number of outputs and specific requirements which will contribute towards the delivery of the outcomes. In future specifications, the number of outputs and specific requirements specified is expected to decrease.
- 1.6** This document contains five outcomes under which are listed the key outputs and some specific requirements which the Government would like the network operator to deliver in order to contribute towards achievement of those outcomes.

1.7 The five outcomes are:

- A strategic road network which supports and facilitates economic growth;
- A strategic road network which is maintained to a safe and serviceable condition;
- An efficiently and effectively operated strategic road network;
- A strategic road network which minimises its negative impacts on users, local communities and the environment; and
- A strategic road network which balances the needs of individuals and businesses that use and rely on it.

2. A strategic road network which supports and facilitates economic growth

Output 1 – Capacity and connectivity

- 2.1 The network operator should identify the constraints to economic growth that the performance of the SRN can help alleviate and define future delivery and investment plans which address them.
- 2.2 The capacity of the SRN should be managed and enhanced in the light of the predicted growth in demand, as illustrated in Annex A.

Requirements

- 2.3 The network operator should deliver the agreed programme of route based strategies across the SRN by March 2015.
- 2.4 The major schemes programme should continue to be developed and delivered in this two year specification period. The list of projects is detailed in Annex B.
- 2.5 The network operator should deliver the agreed programme of pipeline work for future major schemes.
- 2.6 The network operator should deliver the agreed pinch point schemes by March 2015. Annex C sets out the projects to be delivered and the start of works dates to be achieved.

Output 2 – Development control

- 2.7 The network operator should engage with the planning system and development industry in a transparent and efficient way to deliver sustainable development and economic growth.

Requirements

- 2.8 The network operator should continue to build on progress made to date to improve the transparency of its performance, both in terms of the quality of engagement with the development community and the speed at which processes concerning planning applications are completed. To continue to drive improvement and provide transparency, 99% of formal planning applications should be responded to within 21 days.

2.9 The network operator should report on the following measures to provide further transparency of performance:

- The average time taken to respond to planning applications.
- The percentage of applications which have a holding direction placed on them by the network operator and a breakdown of the main reasons for doing so.
- The average time taken to remove holding directions.
- The percentage of applications which have indefinite non approvals imposed on them by the network operator and the reasons for doing so.
- Quantification of the expected housing and job benefits (as reported by developers) facilitated through final responses provided by the network operator on planning applications.

2.10 The network operator should also gather and report on the levels of satisfaction in the network operator's handling of applications, with a view to determining whether a target for customer satisfaction levels should be set from 2015-16. Satisfaction levels should be reported under two categories: where holding directions have been placed on applications, and all other applications.

2.11 Acknowledgement is made of the fact that the requirements above are tactical with a short-term focus. In future, this section will take a more strategic view of the network operator's role and performance in this area.

3. A strategic road network which is maintained to a safe and serviceable condition

Output 3 – Asset management

- 3.1 The network operator should optimise its maintenance and renewal investment decisions, to deliver an effective, safe and sustainable asset at the lowest unit cost.

Requirements

- 3.2 The network operator should enhance its asset management capability and skills to become a high performing asset management organisation. The network operator should be able to forecast the levels of future investment needed in maintenance and renewals to maintain the network to a safe and serviceable condition, and model how the condition of the SRN will change with levels of investment in maintenance and renewals.
- 3.3 The network operator should develop some decision support tools that model maintenance investment levels, asset priorities and resultant condition levels. The network operator must produce a plan during this specification period detailing how these tools will be developed, and how they will be embedded from 2015-16 onwards.
- 3.4 Whilst this development work is taking place, the network operator should continue to monitor and report on the current pavement condition indicator, and the cost of maintaining the SRN per lane mile measure.

4. An efficiently and effectively operated strategic road network

Output 4 – Network availability

4.1 The network operator should manage its activities to balance network availability and cost.

Requirements

4.2 The network operator should monitor and report on network availability, reported as the percentage of lane kilometres available on the SRN, to provide a direct indication of how well both planned and unplanned activities are managed to reduce negative impacts on road users.

Output 5 – Journey time reliability

4.3 The network operator should ensure that journey times on the SRN are reliable.

Requirements

4.4 It is acknowledged that this performance requirement has been set after the current funding settlement was agreed in October 2010. For the year ending March 2015, the network operator should aim to maintain the annual national reliability level, as measured by the on time reliability measure, to that reported for the year ending March 2013. The figures used to assess performance will be those reported once re-baselining has taken place.

4.5 Greater focus should be placed on decreasing the variability of performance on similar road types. The network operator should segregate the SRN into the following link types by the end of year one of the specification period:

- Managed motorway links.
- Uncongested rural motorway links.
- Congested rural motorway links.
- Urban motorway links.
- All purpose trunk road links.

4.6 Journey time reliability should be measured and reported on the link types set out in paragraph 4.5 in year two of the specification period with a view to setting a target for performance from 2015-16. Particular

reference to the change in reliability should be made where links have been upgraded within the performance specification period.

- 4.7** The network operator should complete a piece of work by the end of March 2015 which:
- Builds understanding of how the investment, and therefore activities, it undertakes affect the on time reliability performance of the network; and
 - Investigates whether there are other measures of reliability, aside from the on time measure currently used, which could help reflect how, and to what extent, the network operator's investments and interventions affect the reliability of the SRN.

Output 6 – Safety

- 4.8** The network operator should ensure the safe operation of the network.

Requirements

- 4.9** The network operator should monitor the annual road fatalities on the SRN. They should also work with others to introduce and/or continue with measures which reduce the numbers killed or seriously injured using and working on the SRN.
- 4.10** The Strategic Framework for Road Safety 2011 includes forecasts for the reduction in those killed or seriously injured on Great Britain's roads. The document states that by 2020 a 40% reduction against the 2005 – 2009 average in those killed or seriously injured on the roads can be expected. The network operator should work towards this aspirational goal, and by the end of this specification period they should demonstrate their trajectory year on year.
- 4.11** The network operator should aim to reduce the numbers of road workers killed or seriously injured whilst undertaking activities on the network operator's behalf, seeking a reduction in the accident frequency rate from the 2012-13 figure.

Output 7 – Incident management

- 4.12** The network operator should reduce the impacts of incidents on road users.

Requirements

- 4.13** The network operator is expected to reduce the overall mean duration of incidents on motorways against 2012-13 figures. The network operator should therefore report on and target reductions in the mean incident durations nationally for the following incident types on motorways:
- Breakdowns in live lanes.
 - Debris.
 - Road traffic collisions damage only.

- Road traffic collisions minor injury.
 - Road traffic collisions killed and seriously injured.
- 4.14** The network operator should also report on the regional variations of incident duration times, segregated by the categories described in paragraph 4.13.

Output 8 – Information provision

- 4.15** The network operator should provide accurate, useful and timely information to road users.

Requirements

- 4.16** The network operator should devise an information plan, by March 2014, which identifies how more accurate, timely and useful information will be provided to users both before they set off and during their journeys. The information plan will develop the concept of using data to drive knowledge, the provision of information and action in a continuous process to improve the operation of the SRN.

Output 9 - Efficiency

- 4.17** The network operator should manage its business in an efficient and effective way and ensure investment offers strong value for money.

Requirements

- 4.18** The major roads programme outlined in Annex B should be delivered on time and to budget. The network operator should achieve cost performance and schedule performance indexes of at least one for the major schemes programme.
- 4.19** The network operator should also report the percentage of appraised major project spend which is assessed as good or very good value for money as this is currently a Department for Transport Business Plan indicator.
- 4.20** The network operator should demonstrate the benefits realised through major schemes delivered during the specification period as part of the post opening project evaluation process (POPE). The network operator should also review how it is learning from the findings of the POPEs and disseminating this information.
- 4.21** The following efficiency savings across key business areas should also be delivered by 2015:
- 20% savings across the programme of 20 major schemes funded since the spending review 2010.
 - 20% savings in the network operator's traffic management budget due to the roll out of the future operating model for the Traffic Officer Service by the end of 2013-14.
 - Reduction of annual maintenance spending from an average of £900m to £700m by the end of 2014-15.

4.22 The network operator should also pilot accelerated delivery of the following major schemes within the programme:

- M3 Junctions 2- 4a.
- M6 Junctions 10a – 13.
- M1 Junctions 28 – 31.
- A160/A180 Immingham dualling.

Output 10 - Resilience

4.23 The network operator should deliver a resilient network which is managed effectively during severe weather incidents.

Requirements

4.24 The network operator should endeavour to ensure that the SRN remains safe and available to road users throughout the year and that the necessary precautions and preparations are undertaken to ensure this is the case. Severe weather plans should continue to be developed and adhered to when a severe weather event occurs.

5. A strategic road network which minimises its negative impacts on users, local communities and the environment

Output 11 – Environment

- 5.1** The network operator should reduce the negative environmental impacts of its activities.

Requirements

- 5.2** The network operator should continue to assess the risks that climatic changes pose to its role as network operator and develop appropriate responses to reduce these risks as set out in the HA's Climate Change Risk Assessment 2011 document.
- 5.3** The network operator should deliver its contribution to the Greening Government commitment by achieving a 22% reduction in its carbon emissions by 2015 against the 2009-10 baseline. The network operator should also work with its supply chain to minimise supplier carbon emissions when undertaking activities on the network operator's behalf.
- 5.4** The network operator should continue to investigate 'Important Areas', identified by Defra, that are impacted by noise, and treat 'Important Areas with First Priority Locations' as a priority. The network operator should also maintain the practice of taking noise measurements where necessary in the locations of road improvement schemes.
- 5.5** The network operator should work with partners to achieve its commitments on air quality, and fulfil its role as statutory consultee to the local air quality management process.

6. A strategic road network which balances the needs of individuals and businesses that use and rely on it

Output 12 – Customer satisfaction

- 6.1** The network operator should use customer satisfaction and insight information to improve its services.

Requirements

- 6.2** The network operator should maintain the overall national customer satisfaction level to that reported for the year ending March 2013, as currently reported through the national road users' satisfaction survey.
- 6.3** The network operator should also demonstrate a clear link between its business decisions and customer feedback, and disaggregate the national customer satisfaction level to identify the areas of performance which should be targeted for improvement.
- 6.4** The network operator should conduct a review of the customer feedback channels currently available to improve the network operator's understanding of customer perception in relation to the outputs contained in this performance specification. The network operator should suggest any amendments to customer feedback channels that are needed to accurately judge the effects of the performance specification on customer satisfaction. This review should be initiated at the end of year one and be completed by the end of this specification period.

7. Statement of funds available

	2013/14			2014/15		
	DEL	AME	Total	DEL	AME	Total
Programme Resource						
Roads PFI Service Payments	459		459	421		421
Network Management (incl. programme staff)	79		79	82		82
Traffic Officer Service (incl. programme staff)	79		79	66		66
Technology PFI Service Payments	64		64	71		71
Technology Projects	13		13	10		10
Maintenance	274		274	273		273
Smaller Schemes and R&D	51		51	38		38
Sub-total	1,019		1,019	962		962
Other (other income / utilisation of provisions)	(11)	(5)	(16)	(6)	(9)	(15)
Total Programme excl. depreciation	1,008	(5)	1,003	956	(9)	947
Depreciation/impairment	867		867	864		864
Asset Writedowns & Provisions (other non cash)		973	973		934	934
Total Programme incl. depreciation (& other non cash)	1,875	968	2,844	1,820	925	2,745
Administration excl. depreciation	65	1	66	63	(0)	63
Admin Depreciation	2		2	2		2
Total Administration incl. depreciation	67	1	68	65	(0)	65
TOTAL Resource excl. depreciation	1,074	(4)	1,069	1,019	(9)	1,010
Depreciation & Asset Writedowns & Provisions	869	973	1,842	866	934	1,800
TOTAL Resource incl. depreciation (& other non cash)	1,943	969	2,912	1,885	925	2,810
Capital						
Major Schemes	585	25	610	535	15	550
Network Management	14		14	15		15
Traffic Officer Service	1		1	6		6
Technology Improvements	61		61	25		25
Maintenance	399		399	390		390
Smaller Schemes	43		43	70		70
Capitalised Staff and Office Estates costs	29		29	26		26
Capitalised Provisions (Other incl provision utilisation)	62	(25)	37	40	(15)	25
Total Capital (excl Autumn Statement Announcements)	1,193	0	1,193	1,107	0	1,107
Major Schemes - Growth Review	190		190	321		321
Pinch Point Programme	98		98	121		121
Autumn Statement Investment Nov' 2011	287	-	287	442	-	442
Major Schemes - Growth Review (and acceleration)	126		126	269		269
Maintenance	76		76	41		41
Pinch Point Programme	25		25	75		75
Autumn Statement Investment Dec' 2012	227	-	227	385	-	385
Total Capital (incl Autumn Statements investment)	1,708	0	1,708	1,933	0	1,933
Total Budget excl. depreciation	2,781	(4)	2,777	2,952	(9)	2,943
Total Budget incl. depreciation (& other non cash)	3,650	969	4,619	3,818	925	4,743

Notes

Amounts are net (i.e. allowable receipts) and indicative between areas of spend which may change

Amounts displayed are rounded to millions. Rounding differences may arise as underlying amounts are more detailed

Glossary

DEL: Departmental Expenditure Limit

AME: Annually Managed Expenditure

Resource: Operating and maintaining the existing network

Capital: Improving and enhancing the network

Administration: Activities required to support all programme delivery

Annex A: Traffic growth forecasts

Forecast traffic on strategic road network (Bn vehicle miles) ⁱ					
	2015	2020	2025	2030	2035
Car	65.4	72.5	80.4	85.4	89.5
LGV	12.4	14.5	16.3	18.3	20.3
HGV	10.2	10.8	11.3	11.9	12.6
Bus & coach	0.4	0.4	0.4	0.3	0.3
All traffic	88.4	98.1	108.4	115.9	122.8

The figures in the table above are updated and published on a regular basis.

ⁱFigures in table taken from DfT publication Road Transport Forecasts 2011, available at <https://www.gov.uk/government/publications/road-transport-forecasts-2011-results-from-the-department-for-transport-national-transport-model>

Annex B: Highways Agency major schemes programme

Highways Agency major scheme programme	
Currently under construction	
Scheme	Open for Traffic
M62 J25 to J30 Managed Motorway	2013/14
M4 J19 to 20 and M5 J15 to 17 Managed Motorway	2014/15
M6 J5 to J8 Managed Motorway (Birmingham Box Phase 3)*	2014/15
A23 Handcross to Warninglid Widening	2014/15
A11 Fiveways to Thetford Improvement*	2014/15
A453 Widening (M1 J24 to A52 Nottingham)*	2015/16
M25 J23 to J27 Managed Motorway (section 5)*	2015/16
Start of Works 2013/14	
Scheme	Start of Works
M25 J5 to 6/7 Managed Motorway (section 2)	Q1 2013/14
M1 J28 to 31 Managed Motorway**	Q2 2013/14
A14 Kettering Bypass Improvement	Q3 2013/14
A45/A46 Tollbar End Improvement	Q4 2013/14
M1 J19/M6 Improvement	Q4 2013/14
M3 J2 to J4a Managed Motorway**	Q4 2013/14
A1 Leeming to Barton Improvement	Q4 2013/14
M6 J10a to J13 Managed Motorway**	Q4 2013/14
M1 J32 to 35a Managed Motorway***	2013/14

Notes:

* Four schemes starting construction in 2012/13

** Pilot accelerated delivery scheme..

*** Start of works to be confirmed once the on going environmental assessment work has been completed.

The start of works dates shown above are subject to statutory process.

Highways Agency major scheme programme

Start of Works 2014/15

Scheme

M1 J39 to 42 Managed Motorway

Manchester Managed Motorway (M60 J8 to M62 J20)

A556 Knutsford to Bowdon Improvement

A1 Lobley Hill

A5 to M1 Link****

M25 J30/A13 Corridor Improvement

Notes:

**** This scheme has attracted contributions from local private and public sector partners. Its delivery remains dependent on these contributions.
The start of works dates shown above are subject to statutory process.

Annex C: Pinch point programme

Pinch point programme		
Location	Start date	Completion
Tranche 1		
M1 Junction 21 / M69, Leicester	2013	2013
A38 Little Eaton Roundabout – interim improvements, Derby1	2013	2013
A46 Cold Ashton Roundabout Improvement, South Gloucestershire	2014	2014
A30 Newtown Roundabout, Penzance	2013	2013
A1033 Northern Gateway, Kingston-Upon-Hull	2013	2014
M60 Junction 24 / Denton Roundabout, Denton, Tameside	2013	2015
A34/M40 Junction 9 (Wendlebury) Improvement, Bicester	2014	2015
Tranche 2		
M1 Junction 41 improvement, Leeds	2014	2015
M1 Junction 33 Catcliffe Interchange, Sheffield	2014	2015
M1 Junction 44 Improvement, Leeds	2014	2015
M1 Junction 40 Southbound Exit Improvement, Wakefield	2014	2015
M18 Junctions 2 to 3 Northbound Widening, Doncaster	2014	2015
M62 Junction 32 Eastbound Exit Improvement, Pontefract	2014	2015
M62 Junction 31 Eastbound Exit Improvement, Castleford	2014	2015
A19 / A174 Parkway Junction Improvement, Middlesbrough	2013	2015
A1 / A19 Seaton Burn Interchange and Fisher Lane Junction improvement, Northumberland	2014	2014
A19/A689 Wolviston Interchange, Wynyard	2013	2015
A38 Drumbridges Roundabout Improvement, Newton Abbott	2014	2015
A38 / A380 Splatford Split Additional Lane	2014	2015
A38 Manadon On-Slips Improvement, Plymouth	2014	2014

M5 Junction 16 Northbound Off-slip, South Gloucestershire	2014	2014
M5 Junction 30 Southbound Off-Slip, Exeter	2014	2014
M5 Junction 17 Southbound Off-Slip, Bristol	2014	2014
A303 Cartgate Roundabout Improvement, Yeovil	2014	2014
M20 Junctions 6 to 7 Improvement, Maidstone	2014	2015
A27 Ford Roundabout Improvement, Arundel	2013	2015
A404 Bisham Roundabout Improvement, Maidenhead	2014	2015
M27 Junction 3 Widening and Signals, Southampton	2014	2015
A34/M3 Junction 9 Easton Lane Improvement, Winchester	2013	2013
M27 Junction 5 Improvement, Eastleigh	2014	2015
A3 Ham Barn Roundabout Improvement	2013	2013
M3 Junction 6 & Black Dam Improvement, Basingstoke	2014	2015
M6 J32 Northbound Widening & M55 J1 Signals, Preston	2014	2015
A590 / A5092 Junction, Greenodd Roundabout, South Lakeland	2013	2013
A5036 / Bridge Road Sefton Improvement, Sefton	2014	2014
A55 / A483 Junction Improvement, Chester	2014	2014
M56 Junction 11 Daresbury Improvement	2014	2014
M6 Junction 17 Sandbach Improvement, Cheshire East	2014	2014
M6 Junction 9 Improvement, Walsall	2013	2013
A49 / A438 Newmarket Street Improvement, Hereford	2014	2014
A5 / A5148 Wall Island Widening, Wall	2014	2014
A49 / A465 Belmont Road Junction, Hereford	2013	2013
M42 Junction 10 Improvement, Tamworth	2014	2014
A50 / A500 Sideway Island Widening, Stoke-on-Trent	2014	2014
A49 / A4103 Starting Gate Junction, Hereford	2014	2014
A5 Edgebold Roundabout Improvement, Shrewsbury	2014	2014
M42 Junction 6 Improvement, Solihull	2014	2015
M5 Junction 4 Phase 2 Widening, Bromsgrove	2014	2015
A5 Churncote Island Improvement, Shrewsbury	2013	2014

A49 Preston Boat Signalisation, Shrewsbury	2013	2014
A5 Emstrey Island Improvements, Shrewsbury	2014	2014
M42 Junction 9 Improvement	2014	2014
M5 Junction 2 Improvement, Sandwell	2012	2013
M1 J24 A50 Approach Improvement, Derby	2014	2015
M40 Junction 10 Improvement	2014	2014
A45 Wilby Way Improvement, Wellingborough	2013	2013
A38 Markeaton Improvement	2013	2013
A43 / A5 Tove Junction Improvement	2014	2014
A14 Junction 31 to J32 Improvement, Cambridgeshire	2014	2014
A1(M) J6 Northbound All Lane Running, Welwyn, Hertfordshire	2014	2014
A1 Black Cat Part Time Signals, Chawston	2014	2014
A47 Honingham Roundabout Expressway	2013	2014
A1/A47 Wansford Junction, Peterborough	2013	2013
A120 Galleys Corner Roundabout Improvement, Essex	2013	2013

Tranche 3 to be announced by the Highways Agency in Spring 2013.