

Year 3 April 2012

# Annual report

Creating and caring for safe, efficient highways

**CNDR**

**Connect**  
roads



# Welcome

WE ARE NOW IN YEAR 4 OF OUR CONCESSION CONTRACT WITH CUMBRIA COUNTY COUNCIL, TO DESIGN AND BUILD THE CARLISLE NORTHERN DEVELOPMENT ROUTE (CNDR) AND OPERATE AND MAINTAIN APPROX 150KM OF EXISTING PRINCIPLE ROAD NETWORK IN WEST CUMBRIA.

We were delighted to have been able to open the CNDR earlier than the contract required date, with the early opening in February 2012 marking a significant milestone event within our 30 year contract. Our attention can now fully focus upon the long-term provision of high quality road maintenance services throughout the remaining term of our contract.

Principle road operation and maintenance is surprisingly dynamic, with rarely two days being quite the same. New operating challenges and performance requirements are never too far away, which means even though we have learnt a lot about the performance of our network during the early years of the concession, there is no room for complacency. This is why Connect Roads remains committed to continuous improvement.

In this report we detail some of the initiatives which we have implemented to continually develop and enhance our service, in a safe and sustainable manner, with due regard for the diverse needs of our client (Cumbria County Council) and our customers, the road users and affected residents.

Should you have any comments about this report or wish to discuss other issues, please do not hesitate to contact us at the address found on the back cover.

We hope you enjoy the read.

In partnership with

Andy Dean  
Regional Manager





# About us

CONNECT ROADS OPERATES AND MAINTAINS THE NEW CARLISLE NORTHERN DEVELOPMENT ROUTE (CNDR) AND APPROXIMATELY 150KM OF EXISTING ROADS THROUGHOUT WEST CUMBRIA. THE CONCESSION COMMENCED ON 1ST OCTOBER 2009 AS PART OF A PRIVATE FINANCE INITIATIVE (PFI) WITH CUMBRIA COUNTY COUNCIL. THE CONTRACT WILL RUN FOR 30 YEARS.

The new CNDR road comprises an 8.25km two-way single carriageway road from the M6 Junction 44 to the A595 southwest of Carlisle and opened to the public on 14th February 2012. In addition to the construction of the new road, the contract includes the operation, maintenance and on-going investment of approximately 150km of existing roads in West Cumbria, namely parts of the A7, A594, A595, A596, A689 and the A6071.

In partnership with our Operations and Maintenance Contractor, Balfour Beatty Regional Civil Engineering, Connect Roads undertakes all the maintenance requirements, and working with its client, Cumbria County Council, identifies and delivers targeted improvements focusing on Road User and Road Worker Safety.



# Continuous improvement

OVER THE LAST YEAR CONNECT ROADS HAS SUCCESSFULLY MAINTAINED ITS ISO 9001, ISO 14001, BS OHSAS 18001 AND PAS 99 ACCREDITATIONS. THIS WAS ACHIEVED BY ENSURING OUR INTEGRATED MANAGEMENT SYSTEMS (IMS) ARE CONTINUALLY REVIEWED AND IMPROVED TO ENSURE THEY REMAIN EFFECTIVE AND APPROPRIATE FOR THE BUSINESS.

A key element of the IMS is monitoring and measurement which is required to determine the extent to which the requirements of the management systems are being met.

As part of the annual management review process which is held in March, the output from operational activities are reviewed to evaluate compliance, such as:

- Results from external audits and internal audits of the IMS
- Status and results of corrective and preventive actions
- Achievement of objectives and targets for each concession document in Integrated Management Plans
- Recommended actions from Director Safety Tours carried out at each concession and Concession Tours of the network by Connect staff
- Review of feedback from customers and interested parties.

The outcome from this review process provides focus areas and opportunities for improvement for the following year.







## REFURB, RETHINK, RETROFIT (3RS) AWARDS 2011

### AWARDS SUCCESSES

Connect Roads proudly accepted the 'Transport Infrastructure Award' at the Refurb, Rethink, Retrofit (3Rs) Awards 2011 for the hard work involved on the Calva/Workington Bridge project on our CNDR (Cumbria) concession.

The 3Rs reward and celebrate excellent design, engineering and construction of projects which:

- Extend the life of an existing building through retrofitting in an exemplary way
- May do this by rethinking the use of the building and adapting it as a result
- And in either case achieve greater energy efficiency and carbon reduction because of improved environmental performance, and the continuing use of existing building stock

### BALFOUR BEATTY SUSTAINABILITY 'EMPLOYEE AWARD'

Exactly two years following the launch of the 2020 Vision and Roadmap for sustainability, Balfour Beatty our shareholder held an evening event to showcase a new sustainability film and celebrate the programme successes. Employees from Balfour Beatty Group were armed with cinema tickets and popcorn as they entered the film premiere following a networking reception!

The film was launched by Mike Peasland, CEO Balfour Beatty Construction Services UK and Jonathan Garrett, Group Head of Sustainability Balfour Beatty and showcased examples of sustainable business practices across Balfour Beatty's global operations and a key message from Ian Tyler, Chief Executive on why sustainability is important to us.

Mark Mageean, General Manager Connect Roads was also awarded with the 'Employee contribution to sustainability award' during the evening's celebrations. This award recognised Mark's efforts with our sustainability practices put in place on the M1-A1 Operations Centre refurbishment project, both in the office and promoting best practice procedures to our clients.



# Proactive management

IN PREVIOUS REPORTS WE HAVE COVERED OUR USUAL PREPARATIONS FOR THE WINTER SEASONS AND HOW (IN RECENT YEARS) WE HAVE REACTED TO THE SEVERE SNOWFALL THAT HAS AFFECTED US ALL. WHILST IT IS FOR OTHER ORGANISATIONS TO DETERMINE WITH ANY CERTAINTY WHETHER CLIMATE CHANGE IS THE INFLUENCING FACTOR IN THE APPARENT MORE EXTREME WEATHER PATTERNS, BY ANALYSING OUR 15 YEARS OF OPERATIONAL RECORDS, WE DO APPEAR TO BE EXPERIENCING MORE EXTREMES OF WEATHER.

As we will be managing winter maintenance on our road concessions for at least another 15 years, there is no room for complacency and we recognise the challenge to do more in proactively managing the issues that arise from extreme weather assuming this trend continues.

In respect to traditional winter weather this has included working with the Highways Authorities and police authorities to prepare formal plans to actively manage heavy goods vehicles during periods of extreme snowfall and heavy rainfall. Heavy rainfall is a particular challenge as the conventional approach to drainage improvement is not necessarily cost effective and so we need to look innovatively at making better use of our drainage assets and maximising the impact of affordable enhancements.





# Network developments

OUR PAVEMENT TREATMENT STRATEGIES ARE DRIVEN BY A NUMBER OF SURVEY INSPECTIONS ACROSS THE NETWORK.

The survey data is entered into our Pavement Management System (PMS), Deighton Total Infrastructure Management System (dTIMS), for life-cycle analysis. The heart of our whole life-cycle planning process is founded on calibrating the latest condition data against historical performance in order to establish trends for each road category and construction type.

For each pavement element, dTIMS generates between 200 - 600 different maintenance scenarios where one optimum strategy is selected which meets both the in-service and end of contract requirements.

Every year, a series of workshop sessions are organised to discuss the schemes identified by dTIMS against other consideration factors and where our maintenance contractor and the client are engaged in the planning process.

Our network knowledge and data analysis are enhanced by a range of sophisticated tools including Geographical Information System (GIS), Strip Plans, dTIMS PMS system and video imaging technology.



# Zero Harm

## RON A YEAR ON

LAST YEAR WE INTRODUCED RON THE ROAD WORKER, OUR ROAD WORKER SAFETY MASCOT. RON WAS CREATED TO ASSIST OUR OBJECTIVE TO RAISE THE PROFILE OF ROAD WORKERS TO THE ROAD USER. A YEAR LATER AND RON IS STILL WORKING HARD TO SPREAD THE ROAD WORKER SAFETY MESSAGE ACROSS OUR ROAD CONCESSIONS WITHIN THE UK.

Littering not only looks unsightly to all but someone has to collect it. Working on live high-speed roads is a potentially hazardous environment, so clearing other people's litter is particularly disappointing as it is avoidable. Clearing up the litter puts our road workers at risk.

Ron also made an appearance at our Road Safety Week events, where Ron ice-scrapers were handed out to members of the public in return for road safety pledges. The events were a huge success and we were pleased to receive a total of 2,470 pledges from road users.

Ron has been a great success in helping to communicate road safety messages to the road user about the role of road workers and the risks they inherently face. He has also gone down a treat with our younger customers, the sons and daughters of our road users!

### DID YOU KNOW

During Road Safety Week we received a total of 2,470 pledges from road users.



ZERO HARM



ROAD SAFETY WEEK		
MONDAY	CNDR	RICHARD ROSE MORTON ACADEMY, CARLISLE AND ASDA, CARLISLE
TUESDAY	A50	EURO GARAGE, UTTOXETER AND PICKNALL'S SCHOOL, UTTOXETER
WEDNESDAY	M1-A1	WETHERBY SERVICES, TADCASTER
THURSDAY	A30/A35	HONITON COMMUNITY COLLEGE, AXMINSTER AND MORRISONS, BRIDPORT
FRIDAY	M77/GSO	SILVERBURN RETAIL PARK, GLASGOW





# Sustainability

## PROGRESS TOWARDS 2020 VISION

SINCE THE LAUNCH OF THE 2020 VISION PROGRAMME IN 2009 CONNECT ROADS AND ITS MAINTENANCE CONTRACTOR, SOUTH WEST HIGHWAYS/ BALFOUR BEATTY JOINT VENTURE, HAS BEEN PLAYING ITS PART IN EMBEDDING SUSTAINABILITY INTO EVERYTHING WE DO.

The Connect Roads 2020 Vision Roadmap and Action Plan, introduced in previous reports, sets out challenging sustainability targets to be achieved by the end of 2012 in each of the three key areas;

- Environmental Limits
- Healthy Communities
- Profitable Markets

We are pleased to report that significant progress has been made in each area and recent audits by KPMG (on behalf of Balfour Beatty) and Connect Roads confirmed progress towards the December 2012 targets as being 80% complete; a significant achievement. Later this year we will be reviewing progress again and setting new objectives and targets for the period to 2015.

# 2020 vision

Profitable Markets  
– Customers  
– Influence

Commitment

Healthy Communities  
– Our people  
– Our supply chain  
– The communities we serve

Innovation  
Integrity

Sustainable  
Successful

Environmental Limits  
– Climate change  
– Waste  
– Water  
– Materials  
– Ecology

Durability



# Case studies



## RESTORING HISTORICAL BRIDGES

THE CNDR EXISTING NETWORK INCLUDES SEVERAL GRADE II LISTED MASONRY BRIDGES, DATING BACK AS FAR AS THE EIGHTEENTH CENTURY.

The flood damage to Workington Bridge became national news in October 2009, and severe weather damage to Irthing and Cambeck bridges near Brampton, Cumbria, meant that Connect Roads and the Balfour Beatty supply chain had to undertake major works to maintain the serviceable lives of the structures.

The nature of this often innovative work resulted in reduced delay and disruption, as well as the energy and resources required to undertake replacement construction works.

# Spotlight on

## PHIL BENT

PHIL BENT IS OPERATIONS MANAGER FOR CONNECT ROADS ON THE CNDR CONCESSION. PHIL LIVES NEAR CARLISLE WITH HIS WIFE KATE AND THEIR FOUR CHILDREN. HE BECAME OPERATIONS MANAGER IN JANUARY 2012 AFTER THREE YEARS INVOLVEMENT IN THE DESIGN AND CONSTRUCTION OF THE CNDR NEW ROAD.

### WHAT IS THE MOST CHALLENGING ASPECT OF YOUR ROLE?

The most challenging aspect of the role is being able to understand and appreciate the wide range of issues relating to the management of the project. This includes technical design and construction, as well as commercial and contractual matters and client liaison. The interface with other interested parties and stakeholders is also a key part of my role.

### WHAT IS THE MOST REWARDING ASPECT OF YOUR ROLE?

The opening of the new road as part of the CNDR network was achieved two months ahead of programme, and seeing the huge benefit to the area that it has brought is very rewarding. Although not originally from the area, I have lived here for nine years and I am proud to have played a part in the project.



### IF YOU COULD GIVE YOUR LOCAL ROAD USER A MESSAGE, WHAT WOULD IT BE?

My message would have to relate to respect for road workers by observing speed limits and driving with consideration.

### WHAT ARE YOUR HOBBIES OUTSIDE OF WORK?

When I am not busy with my family, I like to cycle around the Cumbrian hills!



# Performance monitoring

CUSTOMER SATISFACTION		
	Target	Actual
Number of enquiries received	-	106
Percentage of enquiries responded to within time	100%	100%

RESPONSE TO EMERGENCY INCIDENTS		
	Target	Actual
Emergency incidents received	-	209
ISU call-outs to emergency incidents within contract times	100%	100%

STREET LIGHTING OUTAGES		
	Target	Actual
Percentage of lamps functioning	97.5%	98.33%

REACTIVE MAINTENANCE		
	Target	Actual
CAT 1 Defects Responded to within 1 to 2 hour response time	100%	99.2%
Number of CAT 1 defects (24 hour response time) required	95%	99.2%



**100%**  
ENQUIRIES RESPONDED  
TO WITHIN TIME



**100%**  
CALL-OUTS REACHED  
IN TIME



**98.33%**  
STREET LIGHTS  
FUNCTIONING

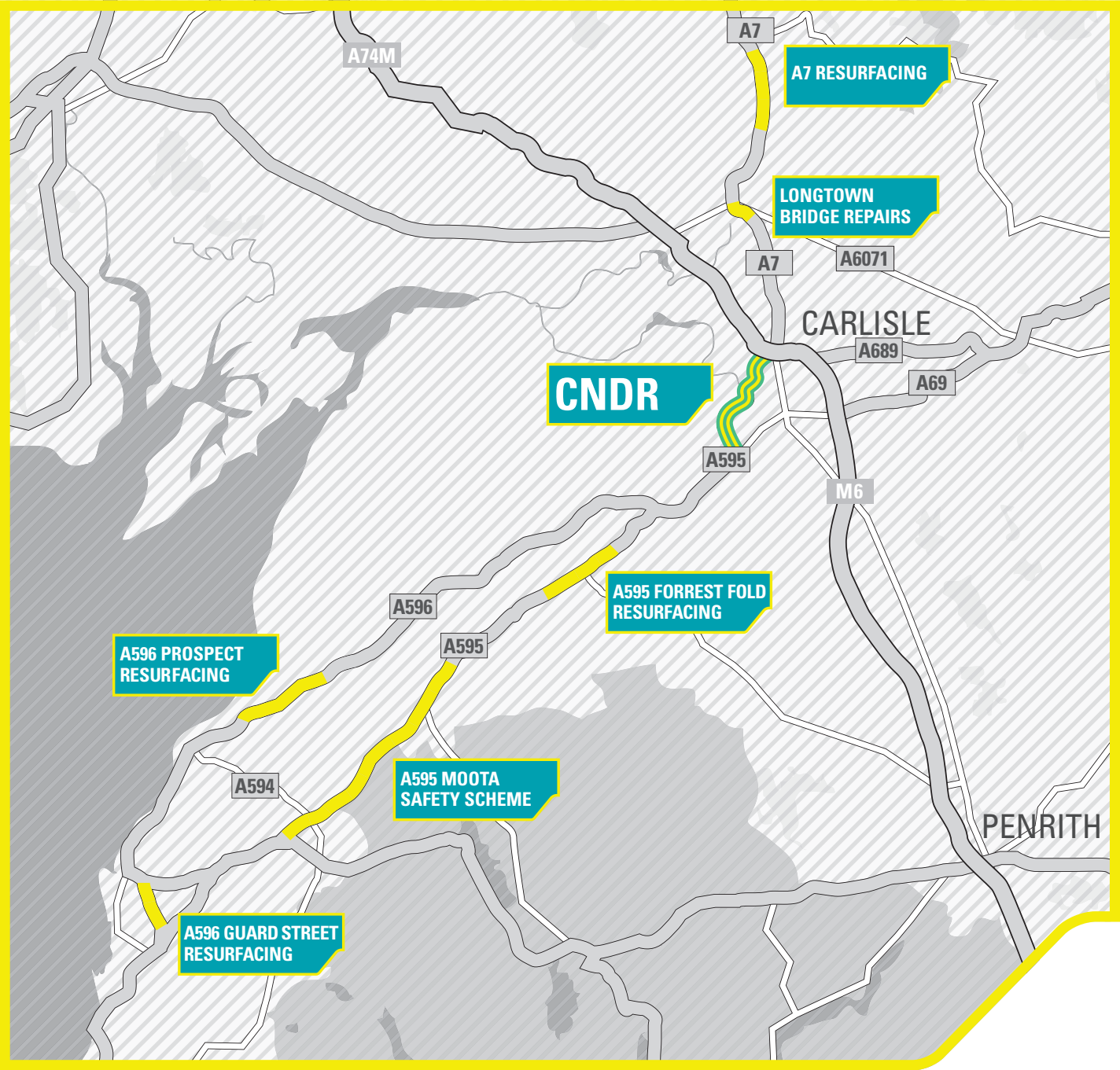


**99.2%**  
CAT 1 DEFECTS RESPONDED  
TO WITHIN 1 TO 2 HOURS



CNDR ROUTE DEVELOPMENTS

LOCATION	DESCRIPTION
A595 Moota Straight	Safety improvement scheme
A594, A595, A596, A689	Patching works, road studs and road markings
A595 Jenkins Cross to Wath Head	Re-surfacing works
A6071 Firend to Smithfield	Re-surfacing works
A689 Greymoorhill to Houghton	Re-surfacing works
A689 Ruleholme Bridge to Brampton	Re-surfacing works
A594, A595, A596, A6071, A689, A7	Surface Treatment schemes
All routes	Landscape Maintenance
All routes	Street lighting Maintenance
Structures	Routine inspections and minor works



MAP TO ILLUSTRATE CNDR PLANNED DEVELOPMENTS





NOTE TO DESIGNER:  
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