Connect Plus BUSINESS PLAN 2019-2020

FOREWORD

Connect Plus is responsible for one of the busiest road networks in Europe; operating, maintaining and renewing 440km of the M25 motorway and associated arterial link roads around London.

For this 10th Anniversary, our 2019-2020 Business Plan is designed around a comprehensive suite of business objectives and targets that delivers value to all our stakeholders, including our client, Highways England, our customer, the road user, our Connect Plus shareholders, lenders and supply chain partners.

These business objectives and targets evolve from year-to-year to meet the ever-changing demands of operating and maintaining one of the UK's most strategically important road infrastructure systems, whilst closely monitoring and stretching our performance, and ensuring continuous improvement across our core business pillars of Assure, Invest and Deliver (AID),

Underpinning the UK's economy, the on-going, planned substantive changes to the M25 network to accommodate nationally important infrastructure projects such as HS2, the planned Heathrow expansion together with the Highways England ongoing Road Investment Strategy (RIS), present significant network operational challenges.

Keeping pace with these developments, whilst delivering our core requirements of maintaining a safe and serviceable M25 network, is a constant challenge, and our objectives and targets set out in this Business Plan reflect these heightened needs. We will achieve them through our embedded, collaborative partnerships with Highways England, Connect Plus Services (our strategic Operation & Maintenance delivery partner), industry leading Framework Contractors and the dedication of our small team at South Mimms.

To date, significant achievements for Connect Plus include:

- Over £1.4bn has been invested in the M25 network since 2009 in order to deliver additional capacity enhancements.
- Over £400m has been invested in all major asset renewals since 2009.
- The Initial Upgraded Sections (IUS), a major widening project, was completed prior to the Olympics in June 2012 at Junctions 16-23 and Junctions 27-30.
- The introduction of Smart Motorways through the Later Upgraded Sections (LUS) at Junctions 23-27 and Junctions 5-7, the first All Lane Running project of its type, was subsequently initiated and completed in autumn 2014.



Jane Guyett Chair, Connect Plus



Andy Dean Chief Executive, Connect Plus

HIGHWAYS ENGLAND OBJECTIVES

Connect Plus was set up to deliver the requirements of the Department for Transport Secretary of State through a £6.2bn, 30 year contract.

The Secretary of State, through Highways England's contract with Connect Plus, 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 specific dynamics and needs of the M25 network.

The Connect Plus and Connect Plus Services Business Plans have been aligned with Highways England Objectives, through the inclusion of Key Metrics and Deliverables under Assure, Invest and Deliver, to support the attainment of these objectives.

Connect Plus places high importance on its stakeholder relationships, which is why it has invested heavily in achieving and maintaining accreditation to the internationally recognised standard BS 11001 for Collaborative Working. The business processes and relationships developed to meet this standard drive the development of innovative approaches to meeting the deliverables of this strategically critical network.



Working together to deliver our shared objectives



OUR VISION: ASSURE, INVEST, DELIVER

Our Vision is to excel, inspire and innovate in delivering the long term needs of the M25 network though: Assure, Invest and Deliver

ASSURE

We assure that our contract with Highways England is fulfilled by continually assessing how their requirements can be delivered more efficiently, ensuring that agreed changes are rapidly and fully embedded in our organisation, and within our Supply Chain.

We understand the needs and constraints of Highways England and work collaboratively with them to develop and maintain a robust performance culture. Our Performance Management Plan is clearly aligned to Highways England's new Strategic Objectives and the revised Project Road Objectives, ensuring a clear line of sight from Highways England delivery priorities to the suite of performance measures by which we monitor ourselves.



In order to consistently deliver best practice, we have implemented and continuously maintain an integrated management system that is accredited by BSi and certified to PAS99. This forms the framework by which we monitor both our own performance and that of our Supply Chain partners and includes a robust risk based audit plan and governance structure. By working collaboratively with all areas of our business community, our aim is to identify performance issues early and ensure that resultant interventions are appropriate and deliverable.

Through the Proactive Management Review we show case best practice that addresses the changing needs and priorities of the network.

INVEST

We are responsible for ensuring that renewals expenditure is targeted at securing both the long term and short term objectives of the M25 network. The end-to end asset management system, certified to ISO 55001, underpins this investment planning and execution of up to £80m of Connect Plus and Connect Plus Services renewals activities each year.

Quality asset data and IT tools support our engineers throughout our Asset Management System's phases of analysis, planning and delivery. Data is our most valuable asset in understanding movements in asset condition, sensitivity from key risks and opportunities, and the impact of intervention decisions over the long term. It is essential to demonstrate to all stakeholders an effective and sustainable stewardship of the asset over a rolling 30 – year period including handback in 2039.

Since 2009, we have focused on how we can use innovative techniques on this challenging network to analyse, plan and deliver required asset performance levels in the most efficient way. The next wave of innovation on the M25 network is captured and developed under the stewardship of our Innovation Steering Group and supported by our Innovation Fund.

Their establishment is then accelerated by our Innovation Implementation Working Group which supports our supply chain to ultimately deliver our innovation imperative to generate the necessary cost savings for the M25 DBFO Contract to remain sustainable.

DELIVER

We are responsible for the Supply Chain as an informed and intelligent client that delivers all projects and services on the network. We play a proactive part in the formulation and delivery of the M25 Zero Harm Strategy across the whole of our Community.

The principle core Operations & Maintenance requirements of Connect Plus have been passed down under contract to Connect Plus Services, our specialist and strategic Supply Chain partner. Connect Plus has two other procurement frameworks; the first to deliver significant Lifecycle Renewal works and the second, Highways England funded network Improvement schemes, known as the Call Off Framework Agreement (COFA).

The current Lifecycle Renewals framework (certified to ISO 44001) delivering up to £80m of renewals investment each year, has been in place since April 2017. We have improved our framework approach, focussing on how to best incentivise our supply chain to deliver more innovation and efficiencies. We are also increasing our focus on how we share our objectives with all tiers of our Community and encourage them to bring their innovative ideas to the M25 Network. Our intelligent procurement strategy will cascade our integration and collaboration model to tiers 2 and 3, delivering value for all.

We have an important governance role in the delivery of projects on the Network. We act as a sponsor for the renewals and improvements investment on the Network, ensuring programmes are delivered, risks are managed, opportunities are realised, and robust commercial management is in place. In-year efficiencies and innovations are identified and realised as projects pass through our M25 Gateway Process and are subject to targeted value engineering activities.

A key part of maintaining these frameworks and delivering yearon-year improvements is the structure of Balanced Scorecards, Collaborative Transformation Steering Group meetings with our supply chain, Annual Reviews, Supplier days and facilitator training.



Map of the M25



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THE VISION AND PURPOSE OF CONNECT PLUS SERVICES

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

CPS operates and maintains the M25 DBFO network on behalf of Highways England for Connect Plus. The business carries out routine maintenance and winter maintenance, designs and delivers project and renewal schemes, as well as managing the whole-life requirement of the c. 150,000 assets.

In 2015, Connect Plus Services launched its five-year business plan to 2020. This year the plan "Meeting the challenge of tomorrow, today" sees a continued focus on six key areas of focus: Health & Safety; Quality; Cost; Environment; Delivery and; People. Each area of focus contains metrics against which CPS and its c. 600-strong workforce. The specific focus for 2018 concentrates on Culture and Lean Process efficiencies.

CPS contributes to, and co-delivers, a programme of investment in partnership with CP 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.

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.



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.



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



OUR HEALTH AND SAFETY MISSION

We aim to create a working environment of Zero Harm and to ensure that all our collective operations uphold a safe asset for our customers, the road users.

Connect Plus is committed to adopting and promoting best practice, learning from our experiences and being part of a wider highways community that consistently seeks to lift the benchmark on health and safety performance. The M25 Zero Harm Strategy was developed in conjunction with Highways England and our diverse Supply Chain. Our Safety Strategy is summarised below:

Connect Plus	VISIBLE LEADERSHIP	RAISING THE BAR	BEHAVIOURAL SAFETY
GOLDEN RULES	Connect Plus Services Better Journeys, All Round	LEARNING SHARING LISTENING	ENGAGING AND EMPOWERING
	REWARDING AND		HEALTH AND
DON'T WALK BY	RECOGNISING	Community	SAFETY BY DESIGN

No injuries or ill health caused by our work activities

Connect Plus is also committed to supporting Highways England in meeting national targets detailed in the Health and Safety 5 Year Plan and National Incident and Casualty Reduction Plan (ICRP).

This includes commitments to reductions in accidents and fatalities for both Road Users and Road Workers, more specifically a 40% reduction in KSIs (based on 2009 baseline) and halving the accident frequency rate to 0.05 by 2020. The Connect Plus commitments to achieving these targets and associated actions to achieve this are defined within the Safety Model.





KEY METRICS AND DELIVERABLES OVERVIEW

Under our core business pillars of Assure, Invest and Deliver we have updated our vision and objective statements to reflect business developments and outcomes over the last year. The Business Plan features Key Metrics under each area that will provide a measurable means to understand business performance in key areas. These Key Metrics, where appropriate, reflect Key Performance Indicators from the Performance Management Plan agreed with Highways England.

Focus has been maintained on Deliverables that will drive improvements within Connect Plus and across the Supply Chain partners. A medium term view has been provided, where we have visibility, of how these Deliverables will evolve over the next 3-year period.

The Deliverables have also been aligned to the Project Road Objectives, which in turn have been aligned to the Highways England Delivery Plan. Delivery of the Connect Plus Business Plan therefore supports Highways England Strategic Outcomes.

Performance will be reviewed quarterly using a balanced scorecard approach, summarising Key Metric and Deliverables performance. End of year performance will be summarised in the CEO Performance Report.

The Connect Plus team will be accountable for delivering the performance and improvements built into the Key Metrics and Deliverables. A framework has been used to establish teams, drawn together from across the organisation, with accountability embedded through Performance Development Reviews.

Collaborative Partners who are vital in supporting the attainment of our Deliverables, whether Highways England, Connect Plus, Connect Plus Services or the wider Supply Chain will be welcomed into our teams and their valuable perspectives used to deliver industry leading improvements that will benefit our wider business community.



HEALTH, SAFETY & WELLBEING STATEMENT

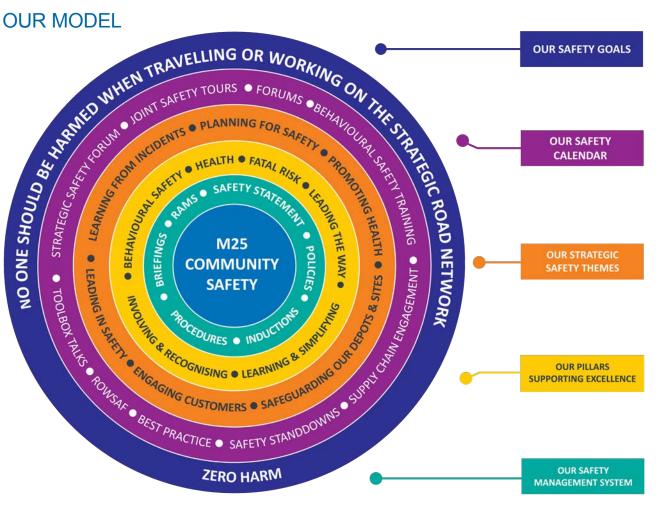
OUR MISSION

To ensure that the M25 Network is operated and maintained as a safe environment for our customers and workforce alike.

OUR VISION

Through innovative leadership and a dedicated Framework to promote and encourage a culture that enhances the Health, Safety and Wellbeing of all those within our M25 Community.

OUR MODEL



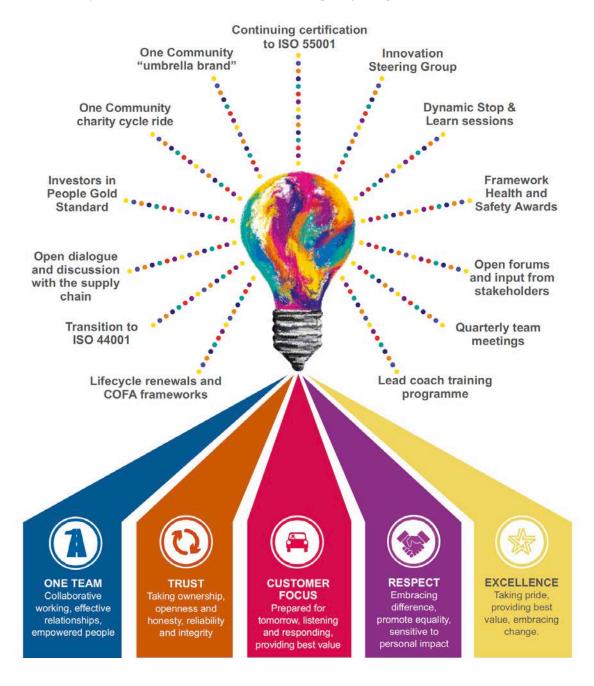
OUR SPOTLIGHTS



LIVING VALUES

Five key values underpin how we develop, treat each other and carry out work. These values shape our 'One Community' culture and support our shared goals.

These were developed with Connect Plus Services and Highways England and are summarised below:



THE INNOVATION STEERING GROUP

The Innovation Steering Group (ISG) continues to deliver the Innovation Process across the M25 Community.

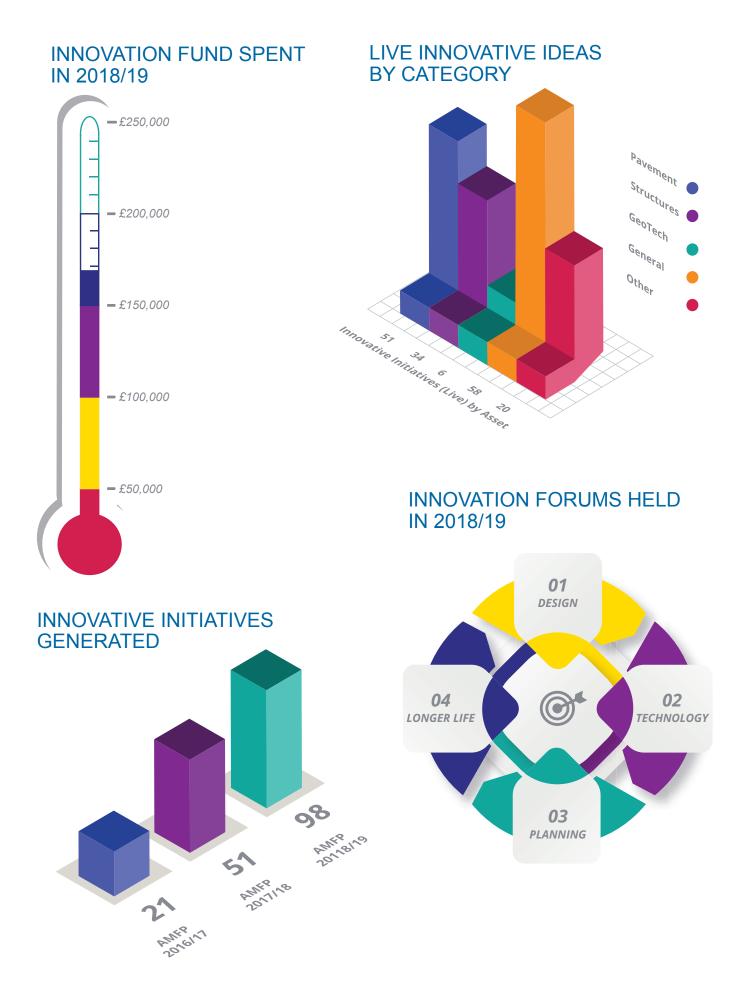
Now including R&W alongside Connect Plus, Connect Plus Services, Highways England and the Framework Contractors. The vision of the ISG is to create and maintain a sustainable and supportive innovative community culture by creating the time, opportunity, tools, relationships and communications.

During last year, 6No. Lunch and Learns and 4No, Innovation Forums were hosted focusing on a range of topics from external suppliers as well as internal presenters. These sessions focused on sharing innovative opportunities with the Community and helped generate ideas for other Community Members. For the first time, the Lunch and Learn sessions were delivered by Zoom, allowing those to view and access the presentation remotely. This resulted in 135No. people from 10No. companies joining the sessions. 98No. new innovative ideas were subsequently captured throughout the year which almost doubled the ideas submitted in the previous year.

The majority of the innovation fund was spent within the year. This focused on three contrasting projects; Wheel of Wellbeing at Gade Valley, Automated Crack Detection in Pavements and Pavement Defect Heat Mapping. The Innovation Board reviews and approves applications to use the fund on a regular basis. During 2019/20, the ISG will continue to champion innovation, with an enhanced focus on the implementation of innovative ideas and further utilisation of the innovation fund.

LUNCH AND LEARN TOPICS IN 2018/19







AWARDS 2016-2019

	Award	Category / Title / Project	Position
2016	BBI LETS Award	TRUSTED: Relentless Collaborator with our Clients	Winner
	Constructing Excellence Awards	Integration & Collaborative Working - M4 Elevated Strengthening	Finalist
	Constructing Excellence Awards	Whole Life Value - Temporary Ramping Solution	Finalist
	ICE South East Engineering Excellence Awards	Excellence in Construction - Gade Valley Joint Replacement Scheme	Highly Commended
	Highways Awards	Team of the Year - M25 Facillitators	Finalist
	Investors in People Awards	Excellence in Leadership & Management	Finalist
	CIHT Awards	Partnership - QEII Bridge Resurfacing Project	Finalist
	CIHT Awards	Asset Management - M25 Concrete Bay Replacement Scheme	Finalist
	Axiam - Agile Asset	Excellence in Infrastructure	Certificate of Recognition
	British Construction Industry Awards	Temporary Works - M4 Boston Viaduct	Finalist

	Award	Category / Title / Project	Position
2017	Highways England Blue Star Award	Exceptional Performance – Leatherhead Depot	Winner
	Highways Awards	Site Safety Initiative - M25 Hazard Awareness Video	Finalist
2018	ICE London Engineering Excellence Award	Team of the Year (with SNC-Lavalin and Atkins)	Finalist
	CIHT Awards	Collaboration - QEII Lighting Project Supply Chain	Finalist
	CIHT Awards	Best Use of Technology – Stationary Vehicle Detection (Jackson)	Winner
	CIHT Awards	Best Use of Technology – Dartford Tunnels Over-width Vehicle Detection	Highly Commended
	IJ Global Award	Refinancing Deal of the Year	Winner
	Construction News Awards	Supply Chain Excellence - QEII Lighting Project (Jackson)	Finalist
	Highways Awards	Emergency Refuge Areas	Finalist
	Highways Awards	Best Use of Technology - Stationary Vehicle Detection	Winner
	ITS (UK) Awards	Stationary Vehicle Detection	Winner
2019	Highways England Awards	Mass Action Treatments Initiative	Finalist
2019	Constructing Excellence Awards	M25 EMI Waterproofing Packages – Best Value Award (Jackson)	Winner
	Constructing Excellence Awards	QEII Bridge S22 Bearing Replacement – Innovation Award (Jackson)	Finalist
	Institute of Collaborative Working Awards	Supply Chain - M25 One Community	Finalist
	CIHT Health & Wellbeing Award	Gade Valley Bridge - The Wheel of Wellbeing	Highly Commended

ASSURE

A Performance culture that manages compliance risk with robust layers of control to ensure the DBFO Co Contract and the Project Road Objectives are delivered in an efficient and timely manner.

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Communication and demonstration to all stakeholders of the value, innovation and excellence created by the M25 Community.

ASSURE OBJECTIVES

> Clear Roles and responsibilities to help deepen integrated working between all parties and deliver network outcomes more effectively.

	Deliverables	Metrics	Target (in year)	Owner
01	Project Blue Light – To increase self-policing awareness throughout the organisation	Increase use of Affinitext accounts	50%	Phil Bentley Tara Smith Nazan Er
	Project Shield II – Revisit all Contractual obligations and associated process maps to ensure the business is compliant to the M25 DBFO Contract and HE Standards	Deliver Programme	March 2020	Phil Bentley Gary Alner
	Trigger Point Tracking – The implementation of an automatic proactive trigger system that alerts the	Performance Points	≤ 300	Phil Bentley Nazan Er
	Assurance team prior to a downturn in performance.	Contractual KPIs	≥ 75%	
		Operational KPIs	≥ 90%	
	5 Year Review – to verify the DBFO Co's asset management plans and procedures and that 'works' delivered on the Project Road are fully aligned to the latest suite of asset related HE Design and Service Standards	Deliver audit programme	October 2019	Phil Bentley Gary Alner Antoine Hudzik
	Data Management Plan – to ensure that the DBFO Co capture quality and that all HE systems are populated in a timely manner	Deliver programme	March 2020	Julien Canton
02	Proactive Management Review – deliver and author robust case studies to promote project innovations, new technologies and any alignments to industry best practise.	PMR Score	2.0 or greater	Phil Bentley Nazan Er Tara Smith
	Project Road Value Register – develop a value register that captures activities which high-lights when the DBFO has provided mutual aid to stakeholders associated with and / or adjacent to the M25	Identify items	4 per month	Phil Bentley
	CP Website – redesign of the CP website to ensure it is contemporary and informative for all M25 DBFO stakeholders	Go live	1 Update per month	Phil Bentley Tara Smith
03	One Team Assurance – build on achievements to date and extend to HE performance team. Widen to other areas of the business including ICT / Commercial teams	ICT embedded	March 2020	Phil Bentley
	People Plan – Write and implement a CP People Plan that includes succession planning and resilience for the future	Staff retention	Greater than or equal to 90%	Phil Bentley
	5 Year Strategic Network Business Plan – through collaborative working from the joint CP / CPS SLT meetings develop a 5-year strategic plan for the M25	Publish Plan	March 2020	Phil Bentley

INVEST

An internationally leading asset management system that links people and technology to deliver optimal asset management.

03

01

An investment Excellence Model that reports the lifecycle investment effectiveness and the quality of asset intervention decisions for the duration of the contract.

INVEST OBJECTIVES

An innovation approach to facilitate the implementation of initiatives that will support our innovative imperative to maintain the sustainability of the M25 DBFO Co Contract.



	Deliverables	Metrics	Target (in year)	Owner
01	 Strategy: Prepare for ISO 55001 re-certification and support extension of the certification scope to CPS Operations and Maintenance services Continue to engage with Highways England to facilitate on-going and future changes in the Asset Management Strategy Review the DBFO & O&M contracts for efficiency opportunities through engagement with HE and CPS 			Matthieu Ulivieri
	Analysis:Ensure high quality Asset data is collected in	Carriageway Condiditon Criteria	≤10%	Julien Canton
	a timely manner to enhance the knowledge of the network and drive intelligent investment decisions	Asset data collection performance	100%	Julien Canton
	 Develop sensitivity analysis of CP/CPS long term investment plans and quantify key risks & opportunities 	Asset Data Quality checks	100%	Julien Canton
	Enhance our data analytics and forecasting capabilities	DST road map items delivered	≥ 80%	Julien Canton
	 Planning: Accurate planning of Lifecycle renewal investment planned in the short, medium and long term. 	Refined position against 30-year Lifecycle investment base case		Matthieu Ulivieri Julien Canton
	Accurate planning of Lifecycle renewal against 30-year investment planned in the short, medium and Lifecycle investment	≤ 2.5%	Matthieu Ulivieri Alastair Campbell	
			≤ 10%	Matthieu Ulivieri Elaine Gazzini
	 Delivery: Engage with the entire One Community supply chain to deepen understanding and knowledge of Asset Challenge and the Innovation Imperative and improve the quality of the Community's input into our Asset Management System Develop our supply chain strategy through a focus on long term thinking and efficient delivery to achieve sustainable cost reductions Proactively manage short term investment within budget constraints Ensure projects delivered in year successfully provide the expected condition benefits and/or risk mitigations 	Lifecycle costs	± 5%	Matthieu Ulivieri Alastair Campbell
		Condition benefits realised against forecast (as reported at Gateway G)	≥ 80%	Julien Canton
02	 Investment Excellence Model measures reviewed and improved Development of key performance targets derived from the IEM measures Live dashboard created using Business Intelligence tools and used within management reviews 	Asset Management System performance monitoring tool	Developed	Julien Canton Matthieu Ulivieri

	Deliverables	Metrics	Target (in year)	Owner
03	 Capture: Maintain an environment that allows for innovative ideas to be generated Ensure key risks and opportunities identified in our long-term investment plans are communicated to drive focus on high impact areas 	Number of innovation ideas generated	72	Jamie Wood
Develop detailed business cases for high priority innovations	Number of business cases approved	18	Jamie Wood	
	Fund innovation projects across the	Innovation fund utilised	≥ 8 projects funded	Jamie Wood
	 Establish: Establish an 'Innovation Imperative' timeline elaborating key milestones and resulting saving targets over the next 5 years and throughout the remaining contract term Identify and measure an increasing number of investment opportunities for whole life cost savings Assess the impact of implemented opportunities and review assumptions 	Increased value of Investment Opportunities identified in 2020	≥ 20% increase	Jamie Wood Matthieu Ulivieri

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DELIVER

Continue mobilising and embedding the optimal end-to-end delivery models for lifecycle renewals and Highways England Investment.

01

Leading the development and delivery of the M25 Community Health and Safety Plan.

DELIVER OBJECTIVES

Adopt a new sustainable approach to meet the needs of Highways England, Connect Plus and our stakeholders when changes are introduced to the Project Road for the benefit of road users and the national economy.

Continue embedding and sustaining an innovative, supportive and value-driven culture throughout our Community.



	Deliverables	Metric	Target (in year)	Owner
01	Develop a performance management process for COFA 2 Framework that allows measurable performance for the community.	Overall score from Contractor and Community performance reviews	An overall score of 'Good' & an improvement on the 2018/19 score	Jamie Boast
	Finalise the Intelligent Procurement Strategy, including embedding links with the Innovation Steering Group. Develop a joint Community Supply Chain Performance Management Framework. Develop a maturity roadmap for three critical Categories following engagement with the suppliers identified in the strategy	Baseline Gateway programme performance	100% of required Gateways completed	Julien Canton
	Benefits realisation of contract management system (Aconex)			
	Improve proactive management of risks for lifecycle and improvements through clear visibility and understanding of risk management provisions and realisation	COFA Works Delivery (KPIs delivered)	Achieve KPI's	Jamie Boast Gareth Dowrick
	Enable GIS Coordination of scheme / package and site locations over a five-year period.			
	Develop and mobilise the Innovation Imperative to focus on key areas of the asset challenge to accelerate the rate of innovation development	£m of benefits declared in Business Cases approved in year	£10m	Jamie Wood
		No of business cases approved by the Innovation Board	8	Jamie Wood
		Value awarded in Call off Contracts	Improvement on % for 2020/21 over 2019/20	Sofia Athanassiou Mary Gumley Gavin Lane
		Balanced Scorecards scored and attended by Connect Plus	40	Jamie Boast
		Actions closed out by Connect Plus from Balanced Scorecards	>60%	Jamie Boast

	Deliverables	Metric	Target (in year)	Owner
02	Develop and agree an M25 BIM Strategy that identifies the first steps to enable CP and CPS to leverage the benefits of the existing BIM projects and build on the benefits of BIM using a Common Data Environment (CDE).	Lost Time Incident Rate	0.08 (All Project)	Elaine Gazzini Jamie Boast
	Develop a suite of KPI and dashboard reports with leading indicators for health and safety, innovation and value, balanced scorecard performance, commercial performance			
	Raise awareness of 'Health' issues in the community and improve understanding of Occupational Hygiene on the M25. Develop and run a campaign to tackle one key issue.			
	Wheel of Wellbeing Concept trialled in other areas of the network.			
	Increased Innovation in Health and Safety building on lessons learnt from Gade Valley Viaduct			
	Culture climate survey tool (Hudsons Survey Tool or similar) used to measure safety culture of the Community.			
	Hold M25 Community Safety Stand down	Health and Safety Reviews	>25	Oliver Hall Jamie Wood
03	Conclude and implement the initiative that Highways England, Connect Plus and Connect Plus Services embarked upon in 2017 to establish a collaborative, lean and effective approach that is fit for the demands of the future in terms of dealing with strategic network changes			Elaine Gazzini Sofia Athanassiou Gareth
	Provide early input to new Highways England and Third Party schemes to optimise their whole life cost and safety – including providing constructability, operability and whole life cost input to the Heathrow expansion project			Dowrick Nigel Blackbee
	Improve Third Party scheme engagement through increased resources and engagement to improve coordination, understanding and input into projects			
04	Support One Community Celebration so it engages the Framework and supply chain to enhance collaboration and efficiency	Supervision sessions or training days attended	40	Elaine Gazzini Simon Wilkinson Mary Gumley
	Establish fairness, inclusion and diversity benchmarking and community imperative / objectives	-		
	Improve the effectiveness of balanced scorecard process, 10 step process using systems thinking and dashboards	_		
	Rewards and awards for Value, Innovation and Health and Safety to be timely and engaging.	_		
	Embed Performance Management throughout the supply chain, through cultural reviews, improvement plans, on site engagement sessions, action learning sessions.			
	Improve the engagement and sense of belonging, through effective Communications, of the project managers, construction and site engineers and supervisor community.	Connect Plus Team as Lead Coaches trained and active	40%	Elaine Gazzini Simon Wilkinson Mary Gumley

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