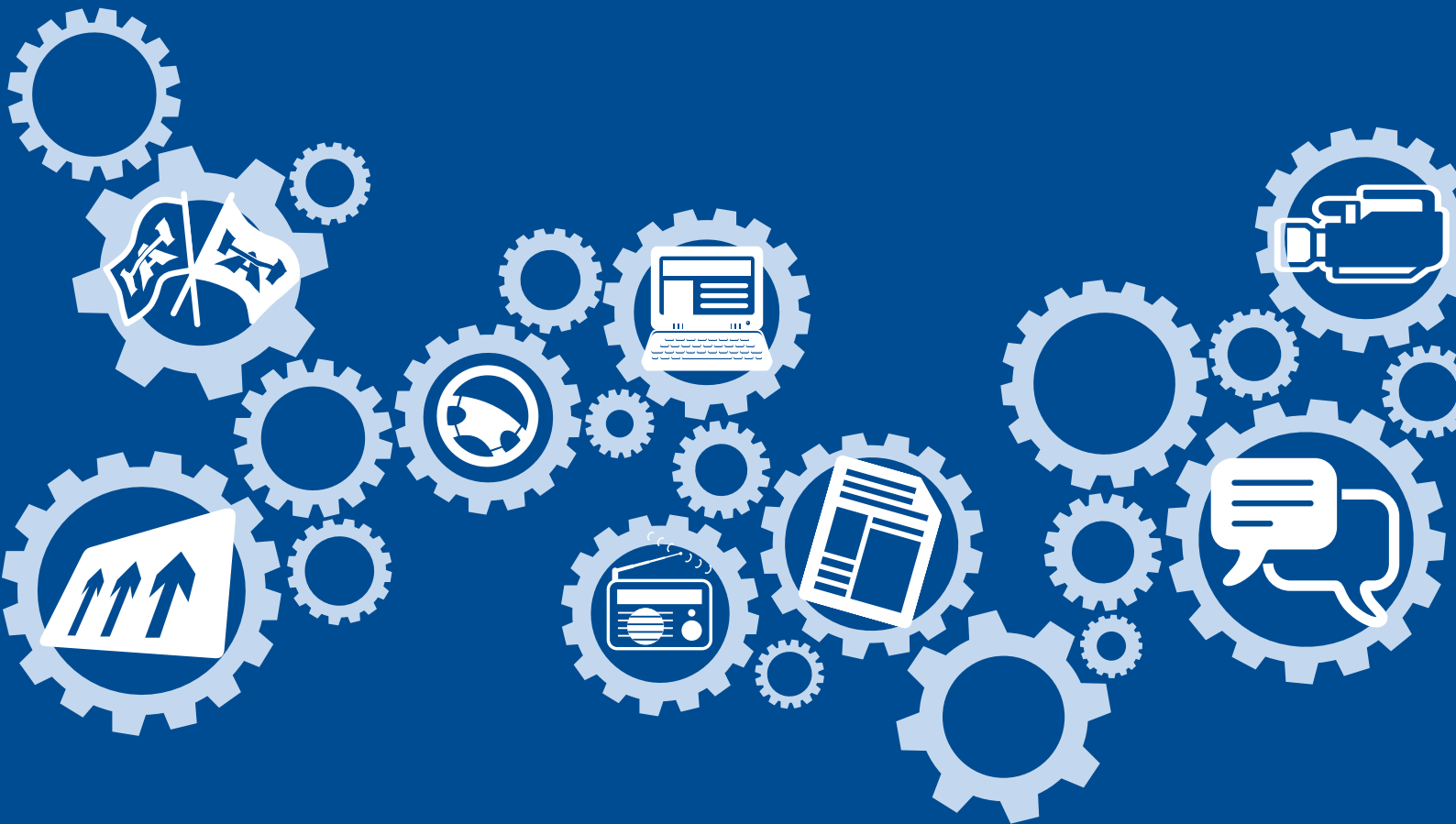
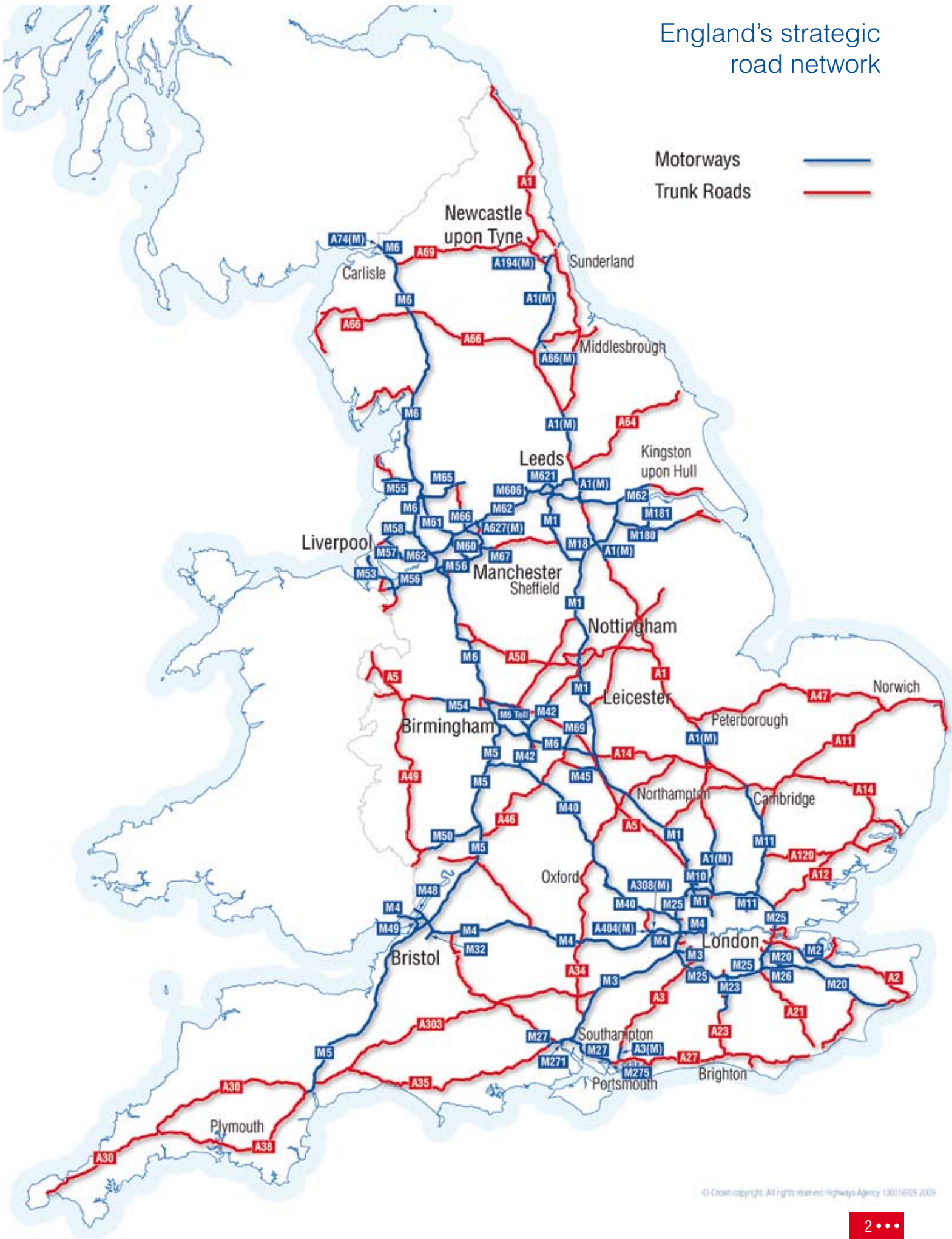


Highways Agency Communications Plan 2009-10



England's strategic road network

Motorways ———
Trunk Roads ———



Contents

Foreword	4
Introduction	6
• Who we are and what we do	6
Aims and objectives	7
Key Messages	8
• Customer Promise	9
Audiences	10
Supporting business plan delivery	11
• Operating the Network	11
• Sustainability	13
• Maintaining the Network	13
• Improving the Network	14
Communications Channels and Tactics	15
• Media relations	15
• Partnership marketing campaigns	16
• Exhibitions and events	16
• Corporate Branding	16
• Online and digital channels	17
• Internal Communications	17
• Supplier engagement	18
• Stakeholder engagement	18
• Working through intermediaries	19
Evaluation and feedback	20
Annexes	
• Annex A Highways Agency Communications Contacts	21
• Annex B Forward Programme of Events 2009/10	23

Foreword

The Highways Agency no longer simply builds and maintains roads, but is firmly established as the operator of England's strategic road network. December 2008 marked 50 years since the opening of the Preston bypass, the UK's first stretch of motorway which is now part of the M6, and this anniversary year continues until November when we will celebrate the 50th anniversary of the opening of the M1.



•• Graham Dalton

In looking ahead to the road network of the future the focus will be on sustainability, the use of technology to manage traffic and improve information for road users, and working closely with the communities that our roads serve.

We are charged with operating, maintaining and improving a key national asset that is vital to the economy of this country and the lives of those who live and work here.

The communications challenge is to support how we develop, prioritise and deliver our response to the business challenges we face as an agency, and this plan clearly sets out how the communications teams across the Highways Agency will do this in 2009-10.

We all have a part to play, so I urge you to help to ensure we communicate effectively, both in your day-to-day dealings with customers and stakeholders, and by keeping the communications delivery teams informed of current issues, whether positive or negative, so that they can help you to portray the Highways Agency and all of us who work here as the professional, effective and progressive organisation that we are.

Graham Dalton

Chief Executive

Delivering a Sustainable Transport System

Last year the Government set out its proposals for 'Delivering a Sustainable Transport System' saying the national transport system should:

- Support national economic competitiveness and growth, by delivering reliable efficient transport networks.
- Reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change.
- Contribute to better safety, security and health and longer life-expectancy by reducing the risk of death, injury or illness arising from transport and by promoting travel modes that are beneficial to health.
- Promote greater equality of opportunity for all citizens, with the desired outcome of achieving a fairer society.
- Improve quality of life for transport users and non-transport users, and to promote a healthy natural environment.

One of our key objectives is to effectively deliver corporate information and messages to all our people in the Highways Agency, stakeholders, partners, road users and the wider public using a wide range of channels.



Introduction

The purpose of this communications plan is to set out the key aspects of business delivery for 2009-10 and how we intend to communicate these. It is in line with the longer-term communications strategy and intended as a working plan for all involved in communications across the Highways Agency.

Who we are and what we do

In the Highways Agency the Communications Delivery Group brings together individuals from teams covering different work streams, who all communicate within and outside of our organisation to prepare the annual communications plan. It receives its strategic direction from the Communications Steering Group which includes representation from the Department for Transport (DfT).

The following are represented on the Communications Delivery Group:

- Communications Group including the national press office, regional press officers, communications business partners, major projects communications, marketing, brand management, and internal communications.

- Information Directorate's Customer Solutions Division including Customer Relationship Management Group (CRMG), comprising marketing promotions, exhibitions, customer insight research, website, portal and PartnerNet, and stakeholder and partnership relationship teams; and, the Design and Publications team.
- Network Services (NetServ) including the business planning, safety, stakeholder management, and customer champion teams.

We also work with key partners to help deliver the Highways Agency's marketing and communications outputs including communications staff from our supply chain, Central Office of Information (COI), safety camera partnerships, the police, emergency services and vehicle recovery organisations.

See **Annex A** for a list of key communications contacts within the Agency.



Aims and Objectives

Aim

The aim of this communications plan is to build and improve our reputation as the operator of England's motorways and strategic trunk roads; and, be recognised for our innovative work in building a sustainable network for the future on behalf of the taxpayer.

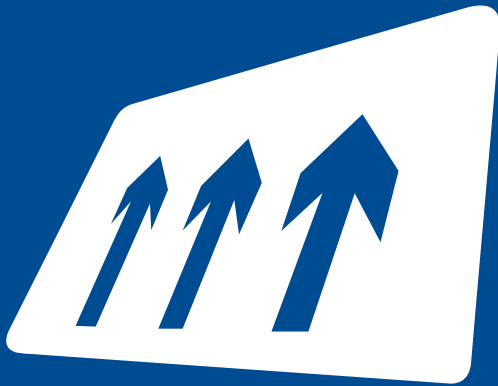
Principles

The four key principles as set out in the Highways Agency communications strategy are:

- Clear and consistent messages.
- Expanding our range and use of media.
- Working together better to deliver our communications.
- Using research and evaluation both to inform and evaluate communications activity.

Objectives

- To effectively deliver corporate information and messages to all our people in the Highways Agency, stakeholders, partners, road users and the wider public using a wide range of channels.
- To use the feedback we receive from road users and other customers to inform and improve the way the Highways Agency delivers its services and communicates with its customers.
- To celebrate success and take pride in good performance by promoting good news stories both within and outside the Highways Agency.
- To ensure that we proactively plan all communications in order to manage the Highways Agency's reputation.
- To continue to develop the Highways Agency's capability as an authoritative and trusted voice in the media.
- To ensure that we consistently represent the Highways Agency brand across all communications channels.



Key Messages

The Department for Transport's deal with the motorist acknowledges that motoring matters and that it is not our role to tell people whether or not to own a car or drive. It is our role to help them make informed choices, and when that choice is to drive, to work to make the network safe and reliable.

We ask road users to drive responsibly and think about the trips they make, by planning their route and checking traffic conditions; servicing their vehicles regularly; and, carrying an emergency kit.

In return, the Highways Agency's part in the deal is:

- To ensure that if people choose to drive, the strategic road network is as safe and reliable as it can be.
- To provide timely, accurate and up to date information, that will help road users to plan their journeys, and make alternative choices.
- To operate the strategic road network to make journeys more reliable, for example by opening motorway hard shoulders at busy times and using variable speed limits to keep traffic moving; and using traffic officers to get the network moving again quickly following incidents.

- To continue to invest in major improvements on strategic roads - where it makes environmental and financial sense to do so - to increase reliability and the overall road user experience.
- To minimise delays to road users during improvement works, for example through use of 'Quick-change Movable Barriers' and night time working.

In doing this we will further the government's aim of a sustainable transport system which will support economic growth, through:

- Maximising use of the current infrastructure through the managed motorways programme.
- As part of the government's fiscal stimulus package, carrying out £400m of improvement work this year.
- Lighting efficiency.
- Improving the network's resilience to climate change.
- Preserving biodiversity.
- Encouraging the sensible use of resources and promoting changes in behaviour by our customers, our staff and supply chain.

Promoting the work of the Traffic Officer Service and their new removal powers helps customers understand how we work to combat congestion and improve reliability of the network.



Customer Promise

All of our activity will be guided by, and reflect, the themes set out in our Customer Promise, and be enhanced by listening to what our customers are telling us.

Through the Customer Promise we will:



Help you make your journeys safely and reliably.



Provide value for money & invest in improved services.



Provide Helpful Information to enable you to make choices before and during your journey.



Clear up incidents quickly and safely.



Limit any delays when carrying out roadworks and improvements.



Play our part in protecting the environment.



Ask you for your views and act on feedback.



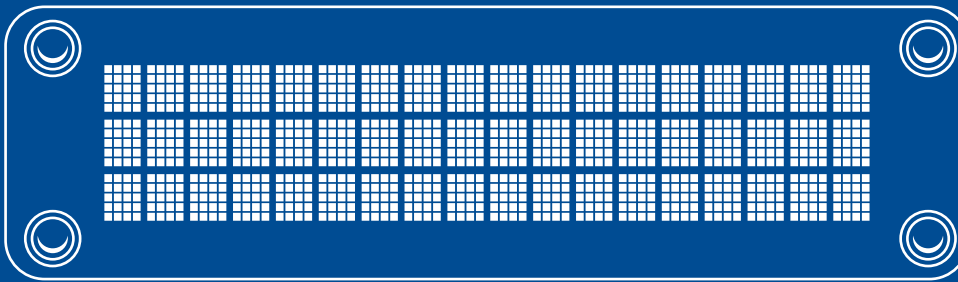
Deal with you promptly, courteously and helpfully.



Audiences

The key audiences for our communications activity are:

- Road users.
 - o Emergency services.
 - o Roadside assistance organisations.
 - o Freight transport and haulage industry.
 - o Passenger transport industry.
 - o Road user groups such as AA Trust, RAC Foundation, and Institute of Advanced Motorists.
- Our people in the Agency.
 - o Supply chain, MACs and contractors.
- Media and traffic information providers.
- DfT(C) and other DfT agencies.
- Other government departments.
- Local Authorities.
 - o Regional organisations and bodies, e.g. regional development agencies.
- Industry and business.
- Environmental and sustainability groups.
- Other partners.



Supporting business plan delivery – key areas of focus

Key areas of focus for the coming year are set out in this section under the headings of: 'operating the network'; 'maintaining the network'; and, 'improving the network'. A forward programme of events for 2009-10 is set out at **Annex B**.

In addition work will be progressing through the year on the preparation of the Agency Strategic Business Plan, which will set out a direction for the business over the next three to five year period. This will lead to a publication towards the end of the calendar year.

This section focuses on the areas where we will be developing proactive campaigns, however we must also always be ready to respond to issues arising and to manage issues to protect and enhance the reputation of the Agency. To this end it is crucial that Communications Group – particularly the press teams – are alerted at the earliest stage to emerging issues, developments and innovations, in order that we can work with the business to develop appropriate strategies and plans.

We will:

- Design and introduce a template to assist with the preparation of communications plans, identification of appropriate tactics and the audiences to be targeted.

Operating the Network

Reliability

The Reliability Delivery Plan brings together various programme areas, with over 30 measures designed to reduce congestion. Communications to support the delivery plan will focus proactively on:

- *Unplanned incidents*. We will:
 - o Promote the work of the Traffic Officer Service.
 - o Work to raise awareness and understanding of off-network diversions and location signs.
- *Technology*. We will:
 - o Explain and promote the way the Agency uses technology to monitor and improve network performance.
 - o Address concerns from customers expressed through the National Road Users' Satisfaction Survey, including the perceived accuracy of variable messaging signs (VMS).
 - o Promote and explain how the VMS signs work, including motorway incident detection and automatic signalling (MIDAS), travel-time variable messaging signs (TTVMS) and new pictogram signs.

- **Freight.** We will:
 - o Promote the new version of the 'Truckstop' guide.
 - o Work with Network Operations to help reduce 'side swipe' incidents by promoting the distribution of 60,000 Fresnel lenses to left-hand drive HGVs on ferries and at ports.
- **Influencing driver behaviour.** We will:
 - o Run campaigns which will encourage self-responsibility by:



- Urging drivers to plan ahead, service their vehicles regularly, and carry an emergency kit.

- Promoting the full range of travel information services to enable road users to make informed choices on how they use our road network. This includes Traffic Radio, our websites

(including the new mobile website), the Highways Agency Information Line (HAIL), Highways Agency Information Points (HAIPs) and travel and delay time messages on our variable messaging signs (VMS).

During the summer our campaign will also feature the south west summer getaway leaflet, while for winter we will include advice on driving in severe weather and demonstrate the work the Agency is doing to keep routes open during bad weather.



We will provide advice on driving in severe weather and explain the work the Agency is doing to keep routes open.

- o Target the student audience to provide journey planning information for younger drivers using specific promotional material.
- o We will also produce quarterly journey planning leaflets to inform drivers of planned road works and events in their areas and a new 'Think Ahead Move Ahead' booklet in spring 2009 to help promote the Agency's range of journey planning tools.

• **Planned events.**

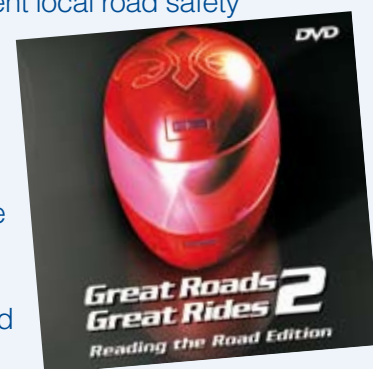
We will work with area teams to promote local and regional information for travel to and from planned sporting and leisure events that may impact on our road network.

Roadworks management and Infrastructure improvements are also part of the Reliability Delivery Plan but are covered below under 'Maintaining the Network' and 'Improving the Network'.

Safety

Safety is of course a key challenge in its own right but addressing safety issues – and thereby preventing incidents – can have a major impact on journey time reliability.

Driver Information Programmes have been designed to complement local road safety partnerships by providing quality resources that are versatile, customer focused and above all engaging to enable the long-term behavioural change required to continue to reduce road accidents.



Driver Information Pack for motorcyclists

We will:

- Produce and promote a towing magazine for drivers.
- Produce and promote a DVD aimed at warning pedestrians of the dangers of the motorway network. This promotion will build on work currently being done in Area 10 immediately around the M61 Junctions 3-6.
- Promote hard shoulder safety and the dangers of running out of fuel.
- Produce and promote two new driver information programmes - one aimed at older drivers and another at disabled

customers - and in addition we will revise and update the driver information programme for HGV customers.

- Continue to promote the 'respect our roadworkers' campaign.



Sustainability

Sustainability is increasing in importance in the work of the Agency and we will reflect this in the delivery of our communications. In autumn 2008 a sustainability communications working group was set up bringing together communications representatives from Network Services, Major Projects Directorate, Network Operations Directorate and Internal Communications team.



Internal communications will be key in encouraging changes in our peoples' behaviour to deliver more sustainable working practices.

We will:

- Define the Agency's communications strategy for sustainability, support the co-ordination of publicity, and provide a reference point for good practice.
- Communicate to our people and our supply chain what behaviours we expect to help reduce CO2 emissions in relation to our office practices and business travel.
- Promote the good work of the Agency through delivery of our sustainable development action plan and through initiatives such as lighting efficiency, improving the network's resilience to climate change, preserving biodiversity, and through the sensible use of resources.

Maintaining the Network



The purpose of our maintenance communications work is to explain the need for work being undertaken on our network, to show what steps are being taken to limit delays, inform road users about restrictions, and provide advice on safe driving.

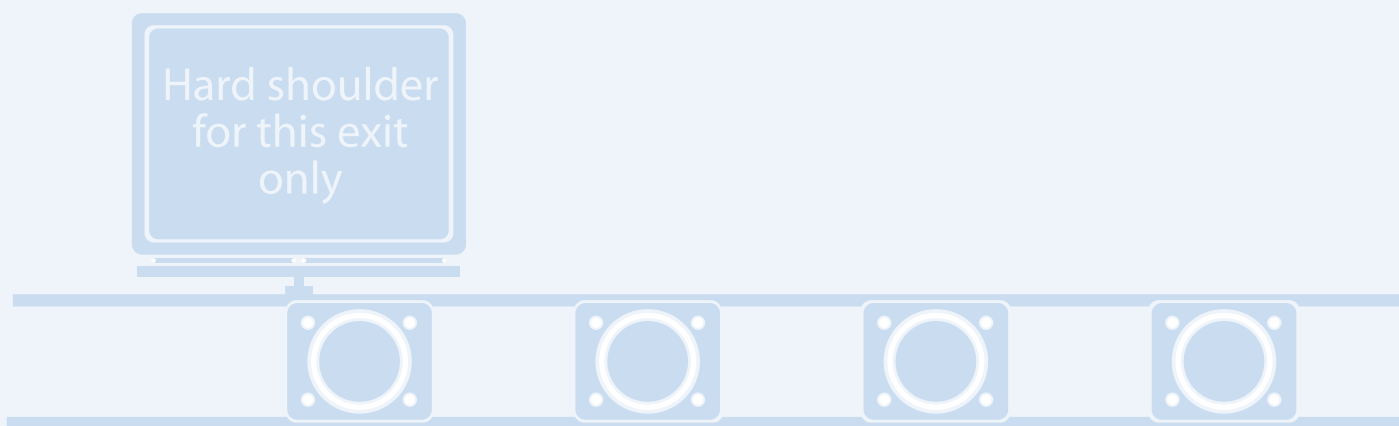
It is important that area teams keep their regional press officers informed of all schemes requiring PR and marketing support.

We will:

- Support individual schemes by drawing up individual communication strategies and plans, in liaison with managing agent contractors (MACs) and COI News & PR (COI).
- Promote the lifting or suspending of roadworks at Easter, Whitsun, August, Christmas and New Year Bank Holidays as part of the Agency's commitment to ease congestion, helping road users to make their journeys safely and reliably.
- Issue weekly road works round-up press notices to regional media based on information supplied by the MACs and local area teams and incorporating major projects' schemes.
- Promote innovations such as Quick-change Movable Barriers, which minimise delays caused by improvement works.
- Work with area teams to help reduce litter on the network via the 'Bag It, Bin It!' campaign during the summer.



Quick-change Movable Barrier



Improving the Network



The 5 December 2008 marked 50 years since the opening of the Preston Bypass, the UK's first stretch of motorway which is now part of the M6. This anniversary year continues until 2 November 2009 - the anniversary of the opening of the first section of the M1.

We will continue to work with our stakeholders and the media to explain our work, with the emphasis very much on looking ahead to the motorways of the future in the context of the managed motorways programme.

The managed motorways programme builds upon the lessons learned from the M42 Active Traffic Management pilot and is about the deployment of technology to operate the network and maximise the use of the current infrastructure through the use of hard shoulder running.

As part of the Government's fiscal stimulus package, the Agency will carry out £400 million of work this financial year, including a programme of work to strengthen stretches of the hard shoulder in preparation for managed motorways.

From the beginning of 2009-10 we have put in place a new dedicated communications team to provide communications advice and support for the packages of works being delivered. Based in Major Projects the team will oversee communications for all major road improvement schemes.

We will:

- Prepare robust communications plans for each major scheme, identifying key audiences and using targeted tactics to engage and keep them informed. This

includes those schemes being delivered as part of the Managed Motorways programme during 2009-10, including Birmingham Box Phase One, the M25 DBFO contract, the improvement works planned for M1 junctions 10-13, and the M4/M5 at Almesbury,

- Manage delivery of the communications work associated with the managed motorways programme.
- In liaison with DfT we will develop opportunities for Ministers and senior officials to explain the Agency's role in supporting the Government's kick start of the economy. This includes promoting those schemes and maintenance works brought forward as part of the fiscal stimulus package alongside the works planned as part of Managed Motorways.

We will also work with Network Operations to help promote improvements being implemented across the network as a result of Disability Discrimination Act legislation, such as improvements to footbridges and footpaths, to meet the needs of disabled people. This work will be co-promoted with the Driver Information Programme (DIP) for disabled drivers.



A new dedicated communications team will provide communications advice and support for the work being delivered as part of Managed Motorways.



Communications Channels and Tactics

By working collaboratively the Agency's communications teams will work to develop, promote, and refine the use of new and existing communications channels in an effort to meet the diverse communications needs of our many audiences. We will consider our corporate 'tone of voice' in all our communications to deliver messages that our target audience can relate to.

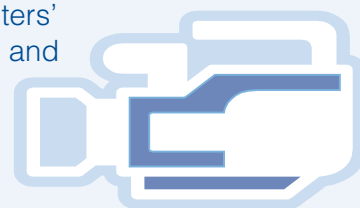
Media relations

Media relations activity has the potential for relatively immediate impact and a wide market reach. We aim to develop proactive media relations campaigns but of course need to balance this with the reactive workload, which often involves reputational issues and can be dictated by external events.

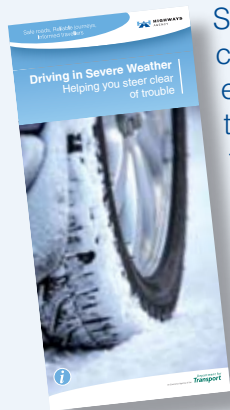
We will:

- Continue to emphasise the need for the business to inform us, through communication business partners and press officers, of emerging issues at an earlier stage. This will improve our handling of issues by allowing communication handling plans to be developed in partnership, and information to be shared as appropriate.
- Actively manage our response to media enquiries and events, such as incidents on the network and severe weather, to demonstrate the steps being taken to reduce the impact on road users and assist them with their journeys.

- Monitor media coverage and news websites, promptly rebut inaccurate reporting, and respond appropriately to negative media coverage.
- Develop proactive, coordinated media campaigns based on the key themes in the forward programme of events at **Annex B**.
- Promote positive media relations by building relationships with the media; undertaking briefings, issuing press releases, and facilitating media opportunities including traffic officer ride-outs.
- Promote good stories and best practice through placing articles and features - including articles attributed to Ministers - with newspapers, magazines and online.
- Coordinate media interviews and develop our strategy for training and using media spokespeople.
- Facilitate broadcasters' requests for filming and recording - this covers a range of activities from 'one off' local radio traffic broadcasts from our regional control centres, to in-depth documentary series featuring the work of the Agency.



Partnership marketing campaigns



Since the 2007-08 severe weather campaign we have worked with an external agency, commissioned through and managed by COI, to deliver partnership marketing campaigns. This involves establishing partnerships with commercial organisations relevant to the message (e.g. KwikFit, Budget Car rental, A-Z maps) who distribute our collateral either in print or on their websites.

This has proved effective in terms of return on investment but the value of this type of campaign is in building long-term relevant partnerships with synergy, so we will develop the concept for our ongoing self-responsibility campaign, which aims to encourage motorists to take personal responsibility for their journeys by:

- Carrying an emergency kit in their car.
- Servicing their car regularly throughout the year.
- Planning their route and checking traffic condition.

Exhibitions and events



The national exhibitions programme, delivered by the ID Customer Engagement Team, is designed in collaboration with Communications Group colleagues to deliver key messages face to face.

Exhibitions and events are an effective way of explaining the Agency's role and work to priority customers, promoting our services and answering questions.



For the coming year our key themes centre on journey planning, road safety, our investment in new and improved services, and promoting our self-responsible driving messages - all in line with our Customer Promise.

We will:

- Manage a programme of some 35 national and key regional events during 2009-10.
- Ensure the forward planner on the Agency's intranet 'Portal' will continue to identify key activities including shows and events. This will be shared with the Agency's national press office and communications delivery teams so that events, PR, marketing, and online activities can be co-ordinated, publicised and promoted.

Corporate Branding

Our brand has become an essential tool that enables us to communicate our messages quickly, easily and effectively. It also serves as a visual reminder of what the Highways Agency represents to different audiences.



We will:

- Ensure our brand is represented consistently and appropriately on our products and services, as well as on the materials and resources - such as vehicles - used by our contractors who are undertaking work on behalf of the Highways Agency.
- Ensure any promotional materials and publications conform to our branding guidelines and also advise on design, and assist with procurement of promotional materials, to support both local, regional and national PR and marketing activities.
- Incorporate the government's 'Building Britain's Future' brand into our publicity materials; reviewing the existing guidelines as necessary.

Building 
Britain's Future
HM Government

Online and digital channels



The Highways Agency now utilises a range of online and digital channels and is developing other outlets with the purpose of providing information to enable our customers to make choices regarding their use of our network.

These channels include Traffic Radio, our online services including the external website, and maintenance community site PartnerNet. Every month the Highways Agency Internet site receives over 1,500,000 page impressions and around 350,000 unique visitors - the highest across the DfT family of websites. It is accessed by journalists, MPs and the general public alike.



'BusinessLink' sites during 2009-10, as part of the rationalisation of government websites by March 2011.

- Develop gateway pages for strategic roads managed by the Highways Agency as a one-stop-shop for all service information connected with specific roads.

Internal Communications

To help the Highways Agency deliver its business it is important that the organisation engages its people and helps them understand its aims and objectives. Building on the review of internal communications undertaken in 2008 and the resulting action plan, the team will help achieve better performance, improved customer satisfaction, and improved staff engagement scores.

We will:

- Introduce a new internal communications planning process, to better support the business, and integrated forward planner.
- Provide advice and guidance on the best way to communicate messages, ensuring they are timely and use the right channels to suit the audience. We will move to an account management approach and provide clarity of the support available.
- Work with the Chief Executive and the Executive Group to deliver a programme that increases leadership visibility. This will include regular face-to-face briefings by Executive Group members about key targets and progress.
- Review and improve staff feedback mechanisms in the Highways Agency, including improving and re-launching Agency Briefing.
- Explore the opportunities for improving internal communications through Web 2.0 technologies and develop the 'Communicating' community to make it a more effective resource for the organisation.
- Provide supporting communications during periods of change such as the two major office relocations planned for this year in Manchester and Birmingham.



As part of the development of our online and digital services we will:

- Launch the Highways Agency's mobile phone version of its website during spring 2009. This service will include information on all of our planned and current road schemes; subscription to our traffic data and press releases by RSS feeds; truckstop locations; and provision for providing information using Google maps.
- Undertake an audit of our external website content to enable migration of material to the 'DirectGov' and

- Develop 'network' magazine to focus on the people within the Highways Agency and our partners who help deliver the customer promise.
- Promote social interaction and engagement through a new charitable giving and volunteering policy, and work with SASHA to promote improved sports and social activity.
- Produce the bi-monthly 'Clear Ahead' CD to help keep members of the Traffic Officer Service informed of the Highways Agency's latest news, business and policy priorities, and progress against business targets.

Supplier engagement

Much of the Highways Agency's business is carried out through its' supply chain so it's important that we actively engage with our contractors.

We will:

- Hold annual maintenance community and major projects community conferences.
- Hold twice yearly workshops with communications colleagues from the supply chain to brief them on priorities and share best practice.
- Work to improve Partnernet as an interactive forum for the supply chain.



Exhibitions and events are an effective way of explaining the Agency's role and promoting our services to suppliers and stakeholders.

Stakeholder engagement

An important part of the Highways Agency's business is communicating effectively with our stakeholders. By asking for their views and acting on their feedback we can continue to do what we do well, and focus on areas requiring improvement. And by getting them on side early we can gain third party endorsement for initiatives, or at least minimise opposition through improving understanding.

We will:

- Continue to expand our network of customer beacons and stakeholder managers across the Highways Agency to assist in improving customer satisfaction levels.
- Bring together various teams conducting and using research in the Customer Research Coordination Group, which is jointly chaired by NetServ's Customer Champion team and Information Directorates Customer Relationship Group, and includes representation from DfT(C).
- Seek collaborations with stakeholders for individual PR campaigns as appropriate.
- Work with operational and policy teams to identify key stakeholders and develop engagement plans for individual issues and announcements.
- Consult and collaborate with key national stakeholders via the National Road User and Environment Committees with the aim of providing the opportunity to discuss the Highways Agency's work and any issues. Six meetings will be held throughout the year, chaired by the Chief Executive.
- Consult with stakeholders and statutory bodies in line with the emerging requirements of the Planning Act 2008, prior to submission of schemes to the Infrastructure Planning Commission as the new consenting authority for major infrastructure projects.
- Represent the Highways Agency on the DfT(C) Customer Insight Group.
- Represent the Highways Agency on the DVO Vehicle Operators Workshops.

Working through intermediaries

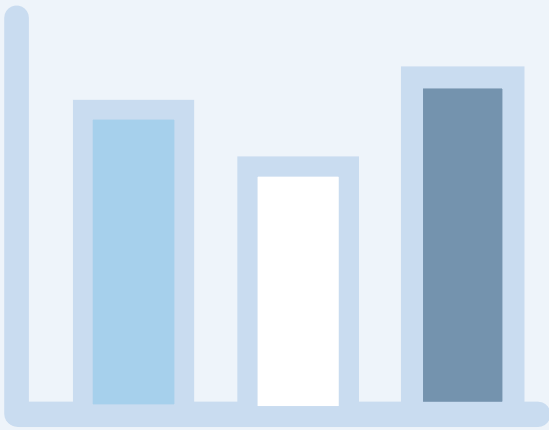
By engaging with key strategic partners we look to exploit joint working in order to develop and enhance information distribution opportunities, and to gain wider access to specific target markets.

We will:

- Deliver our self-responsibility campaigns, primarily through partnership marketing activities appropriate to the 'service your vehicle', and 'plan your journey' messages.
- Use new media and multi-media channels - including the online provision of real-time journey planning information - to extend the reach of our messages using third parties.
- Develop, retain and enhance business relationships between the Highways Agency and third party organisations; and focus on building strategic relationships with recognised brands, to utilise existing channels and improve our customer reach.



We will work with area teams to help reduce litter and debris on the network through customer awareness campaigns.



Evaluation and feedback

We will:

- Undertake the annual Stakeholder Performance Survey with 3,000 stakeholders to measure how well we are performing with partnership working.
- Conduct the National Road Users' Satisfaction Survey (NRUSS); and report quarterly KPIs on road users' satisfaction to HA Board and divisional directors. Quarterly reports will also be provided to directorates and divisions on relevant questions including on VMS, traffic officers, severe weather, safety, awareness of the Agency and local authority roads for DfT.
- Conduct an Area Road Users' Satisfaction Survey (ARUSS) - in each of the Highways Agency's 14 areas; this includes developing the questionnaires; facilitating action plans; two presentations a year for each area; questions on major projects, roadworker safety and TTVMS.
- Produce quarterly reports from the correspondence recording system to cover external and internal target results with full commentary.
- Prepare quarterly customer feedback reports which summarise the customer beacon reports; identifying trends; reporting operational issues both internal and external; and, lessons learnt.
- Publish the quarterly 'Listening to Customers Umbrella Report' to provide an overview of the most significant issues raised through all reports covering feedback and customer satisfaction surveys.
- Carry out an extensive programme of customer insight research to understand our customers' information needs and expectations and to inform targeted communication products.
- Take part in the summer 2009 MORI Survey of Transport Journalists to establish how the reputation of the Agency with this group compares with that of other transport organisations.
- Produce evaluations of media coverage of individual campaigns.
- Use a robust evaluation package as part of this year's national exhibition programme, to help plan future engagements.
- Require evaluation of partnership marketing campaigns based on return on investment.
- Produce a delivery report on the communications activities undertaken during 2009-10.

Annex A – Highways Agency Communications Contacts

COMMUNICATIONS GROUP		
Key contacts for Communications Group are:		
Head of Communications	Gill Stevens	020 7153 4769
National press office		020 7081 7443
Head of News	Amelia Yeodal	020 7153 4723
Senior Press Officers (national press office)	Kelly Logan & Stuart Thompson	020 7153 4824
Senior Press Officer (east & south east)	Peter O'Connor	01396 878110
East Press Officer	Simon Hinds	01234 796 590
South East Press Officer	James Wright	01883 745 384
Senior Press Officer (regions)	Mark Powell	0121 687 4078
North East Press Officer	Jenny Hart	01924 243 744
North West Press Officer	Neil Sterio	01925 298 040
East Midlands Press Officer	Lucy Rees	0115 855 2051
West Midlands Press Officer	Nathan Wallis	0121 421 8852
South West Press Officer	Rachel Whitelock	0117 316 5874
Communications Business Partner	Ian Bickley	0121 678 8731
Major Projects Communications	Kerryanne Delbridge	01234 796817
Marketing/Campaigns	Paul Sugden	020 7153 4717
Key contacts for Internal Communications are:		
Head of Internal Communications	Jon Moore	020 7153 4736
Agency Briefing	Catherine O'Reilly	020 7153 4782
Internal Communications (NOD)	Dave Fawbert	0121 678 8587
Network	Sam Nuttall	020 7153 4819
NETWORK SERVICES		
Key contacts in the Network Planning & Performance Division team are:		
Group Manager Business Planning & Performance	Paresh Tailor	020 7153 4773
Customer Champion Team Leader	Jane Philips	0117 372 8995
Safety Action Plan Team Leader	Stuart Lovatt	0161 930 5836
Stakeholder Management	Tom Herring	01234 796355

INFORMATION DIRECTORATE		
Key contacts for the Customer Relationship Management Group are:		
Head of CRMG	Chris McManus	<i>07919 217340</i>
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Stakeholder & Partner Engagement	Alison Beare	<i>0121 678 8100</i>
Online Media Manager	Stuart Parr	<i>0113 283 6228</i>
Key contact for the Highways Agency's Intranet 'Portal' website is:		
Portal Manager	Steve Bunyan	<i>0161 930 5518</i>
Key contacts in the Design & Graphics Services are:		
Design & Graphics Services Team Leader	Yvonne Beattie	<i>0123 479 6222</i>
Photography, Digital Copy Services & Contracts	Andy Beazley-Long	<i>0130 687 8462</i>
Cartography and Mapping Services	Shirley Godhbani	<i>0121 687 4126</i>
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Birmingham Graphics Service	Mike Winters	<i>0121 678 8168</i>
Bristol Graphics Service	Maria Flower	<i>0117 372 8355</i>
Dorking Graphics Service	Nicola Willis	<i>0130 687 8194</i>
Leeds Graphics Service	Kay Fresher	<i>0113 283 5462</i>
Manchester Graphics Service	Adrian Dalby	<i>0161 930 5545</i>

ANNEX B: Forward Programme of Events 2009/10

Note that this programme would need reviewing in the event of a general election being called, as there could be no proactive activity during the pre-election period.					
DATE (W/C)	TOPIC/THEME	CAMPAIGN	MESSAGE(S)	AUDIENCE(S)	MAIN TACTICS
April 6	Journey Planning	Easter Bank Holiday Getaway, journey planning and lifting of roadworks. Launch of 'TE2	Limit delays for road users.	Road users; General public; Emergency services; Local authorities	Media handling; Websites
April 13	Launch of Mobile website	Launch of mobile website - Gadget show	Investing in improved services; Providing helpful information	Road users; General public	Media handling; Websites
April 20	VMS	Rollout of pictograms - use opportunity to address concerns around VMS accuracy from RUSS	Investing in improved services; Informed road users	Road users; Industry & business; Safety industry; HA staff	Media handling; Websites/ online
April 27	Motorcyclists	Great Roads Great Rides II	Safe and reliable journeys	Motorcyclists; Road user groups	Driver Information packs; Event; Media relations;
May 4					
May 11 May 18 May 25	Journey Planning	No proactive promotional activity during the pre-election period 14 May to 4 June. Bank holiday getaway, lifting of Roadworks and journey planning	Limit delays for road users	Road users; General public; Supply chain; Emergency services; Local authorities	Media relations; Online
June 1	Disabled Drivers	Disabled drivers. Mobility event. DIP. DDA changes to road network	Safe and reliable journeys	Disabled road users & disability groups; Emergency services	Driver Information Packs/DVDs; Events; Media relations
June 8	Fiscal Stimulus	A46 Newark to Widmerpool – Start of Works	Investing in and improving our network	DfT, Road user groups; Road users	Event; Online; Media relations
June 8	Towing	Fit to Tow, caravans, horseboxes, boats. Towing magazines	Safe and reliable journeys; Helpful information	All road users; Road user groups; Roadside assistance organisations	Leisure and towing media relations; awareness campaign; Traffic Radio
June 15 June 22 June 29	Journey Planning / Safety	Launch of summer driving campaign including south west journey planning leaflets	Safe and reliable journeys	All road users; Local authorities	Partnership marketing; Websites/ Online; Media relations; Traffic Radio; HAIPs; VMS
June 29	Value for money	Launch of HA Procurement Strategy		Ministers, Industry and business: HA staff	Internal communications

DATE (W/C)	TOPIC/THEME	CAMPAIGN	MESSAGE(S)	AUDIENCE(S)	MAIN TACTICS
July 6	Truckers	New website. New truckstop guide. SW truckfest. Fresnel lenses	Safe journeys; Helpful information	Freight transport & haulage industry & business;	Media relations; Events; Website/online; Publications; Traffic Radio
July 6	Providing value for money	Publication of Annual Report	Investing and improving our network: listening to our customers; safe and reliable journeys	Parliament; HA staff; DfT/OGDs; Supply chain	Internal communications; Media relations; websites/online
July 13	VMS	TTVMS results - use opportunity to address concerns around VMS accuracy from RUSS	Listening to customers/ acting on feedback; Improving our services	All road users. DfT/Ministers; Road user groups. HA Staff & contractors	Website/online; Internal communications
July 20	Debris & safety	Start of school holidays. Journey planning advice. Debris story - roof rack security	Safe and reliable journeys;	All road users	Media relations; Traffic Radio
July 20	Bikers	Motorcyclists Moto GP Event, Donnington	Planning your journey; Summer driving information and advice	Motorcyclists, Business drivers	Event
July 27	Safety	Child pedestrians - DIP, event at Legoland	Road safety	Wider public; Emergency services; Road user groups	Media relations; Event; Driver Information Packs/DVDs;
Aug 3	Safety	Running out of Fuel and Hard shoulder safety	Safe and reliable driving	All road users; Emergency services; Road user groups; Industry & business	Media relations; Traffic Radio; VMS
Aug 3	Litter	'Bag It, Bin It'	Protecting the environment	All road users; Environmental Groups	Media relations; Partnership marketing; publicity materials; Online: Traffic Radio
Aug 10 Aug 17	Safety	Keep left unless overtaking	Safe and reliable journeys	All road users	
Aug 24	Journey Planning	August bank holiday getaway and lifting of roadworks	Limit delays for road users	Road users; General public; Supply chain; Emergency services: Local authorities	Media relations; Online/websties; Events
Aug 31	Technology	Technology on the roads (MIDAS, QMB, CCTV, RCGs, ITS, MM)	Investing in improved services	DfT; Industry & business; Road users	Media relations; feature articles; websites; events

ANNEX B cont: Forward Programme of Events 2009/10

DATE	TOPIC/THEME	CAMPAIGN	MESSAGE(S)	AUDIENCE(S)	MAIN TACTICS
Sept 7 Sept 10	Debris	Lorry straps	Safe and reliable journeys; protecting the environment	Freight & haulage industry; Industry & business;	Media relations; Feature articles
Sept 21	Safety	Roadworker Safety			Media relations; cinema & radio advertising; MSA events
Sept 28	Listening to our customers	Traffic Officer Service – customer awareness survey 2009.	Listening to our customers and acting on feedback	HA Staff & suppliers	Internal communications
Sept 28	Sustainability	Animals on Network (Deer)	Protecting the environment; Managing our network	Road users; Emergency Services; Environmental groups	Media relations; Radio advertising; awareness campaign
Oct 5	Sustainability	Sustainable construction - recycling roads	Preserving biodiversity	HA staff & contractors: Local authorities; Environmental & sustainability groups	Media relations; feature articles;
Oct 12 Oct 19 Oct 26	Winter	Start of winter: Winter driving campaign - agency prepared with gritters, etc.	Safe and reliable journeys; Severe and winter driving advice	All road users; Freight & haulage industry; Industry & business	Partnership marketing; Websites/Online; Media relations; Traffic Radio; HAIPs; VMS
Nov 2	Investing in our network	50th Anniversary of M1	Safe and reliable journeys		
Nov 9 Nov 16	Value for money	Publication of HA Strategic Business Plan	Effective and efficient	HA Staff	Internal communications;
Nov 23 Nov 30	Sustainability	National Tree week - tree planting story	Protecting the environment; Managing our network	Road users; Environmental groups; Local authorities	Websites, Media relations; websites/online

DATE	TOPIC/THEME	CAMPAIGN	MESSAGE(S)	AUDIENCE(S)	MAIN TACTICS
Dec 7	Managed Motorways	Completion of Birmingham Box Phase 1	Maximising use of the current infrastructure	Road users, Road user groups; Emergency services; local authorities; DfT/OGDs	Event: media relations; websites/ online; Feature articles
Dec 14	Journey Planning	Roadworks lifted for Christmas & New Year	Limit delays for road users	Road users; General public; Supply chain; Emergency services: Local authorities	Media relations; Online
Dec 21	Journey Planning	Christmas getaway story	Safe and reliable journeys; Limit delays for road users	Road users; General public;	Media relations; Online/ websites; HAIPs
Dec 28	Traffic Officer Service	Agency at Christmas stories - Traffic Officers, ISUs. Also possibly DAB Radios	Helping you with your journeys		
Jan) 4	Managed Motorways	Completion of hard shoulder running on M6 J4-5	Maximising use of the current infrastructure	Road users, Road user groups; Emergency services; local authorities; DfT/OGDs	Event: media relations; websites/ online
Jan 11 Jan 18 Jan 25					
Feb 1	Listening to our customers	Annual Stakeholder Performance Survey	Asking for customers views and acting on feedback	HA staff; DfT/ OGDs;	Internal communications
Feb 8 Feb 15 Feb 22					
March 1 March 8 March 15 March 22					
March 29	Providing value for money	Publication of Highways Agency Business Plan 2010-11	Investing and improving our network: listening to our customers; safe and reliable journeys	HA staff; DfT/ OGDs; Supply chain	Internal communications; Media relations; websites/ online

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