

Duncan Smith
Executive Director of Operations

Sneha Patel
Deputy Director, Highways

19 January 2022

Dear Sneha

Smart Motorways Stocktake Action Plan – faster traffic officer attendance times

Thank you for your letter of 13 January 2022 and your recognition of National Highways' work to date on the 18-point Smart Motorways Action Plan.

I understand from your letter that you have concerns about National Highways' delivery of action 3 – faster attendance by traffic officer patrols where emergency areas are more than a mile apart, and the progress we have made towards achieving this action.

We set ourselves an ambitious internal aim of reducing the average 17 minutes to an average 10 minutes by July 2021. We have made considerable progress. The average was 11 minutes 16 seconds in December 2021 and we remain fully committed to further reducing the average time down to 10 minutes. We are confident that we will achieve the 10-minute attendance time by traffic officer patrols.

You have requested greater assurance of our performance and delivery in achieving this response time. Please see below our initial responses to your requests.

Your request

- *A report by 04 February 2022 that includes:*
 - *A revised (from July 2021) internal expected date for achieving the 10-minute average response time for you to hold us to account on delivery;*
 - *the full list of levers that will be deployed in each region (including any initiatives specific to a region) by the revised internal target date;*
 - *rationale as to why any given lever is not being used in region*
 - *how and when National Highways will assess and quantify the impact of each lever being applied;*
 - *how the delivery/success of each lever will be evaluated through the process, subsequent sharing of best practice, considering any amendments to the deployment of activities as necessary;*

- *How and when the budgeted resource level of traffic officers will be achieved; and*
- *How any current or future risks to achieving the 10-minute average response time will be mitigated.*

We will provide a short report by the 4 February 2022 to respond to the points above.

Your request:

- *Increased engagement between ORR and each region through monthly meetings, commencing in February 2022. This will help improve our understanding of, and confidence in, the activities being undertaken, the governance in place and the progress being made across the regions to deliver the plan and achieve the 10-minute average response time by the target date*

We will arrange for ORR representatives to be invited to a monthly cross regional operational meeting.

Your request:

- *An updated CHARM roll-out programme and formal impact assessment by 28 January 2022. This will help us better understand the level of slippage across the programme and associated impact on achieving the 10-minute average response time.*

We have met with you today, Wednesday 19 January 2022, to discuss the recent changes to the CHARM programme. We will provide an updated programme shortly after this time (there may be a slight delay due to internal approval processes); at the latest by early February.

Yours sincerely



Duncan Smith
Executive Director of Operations