

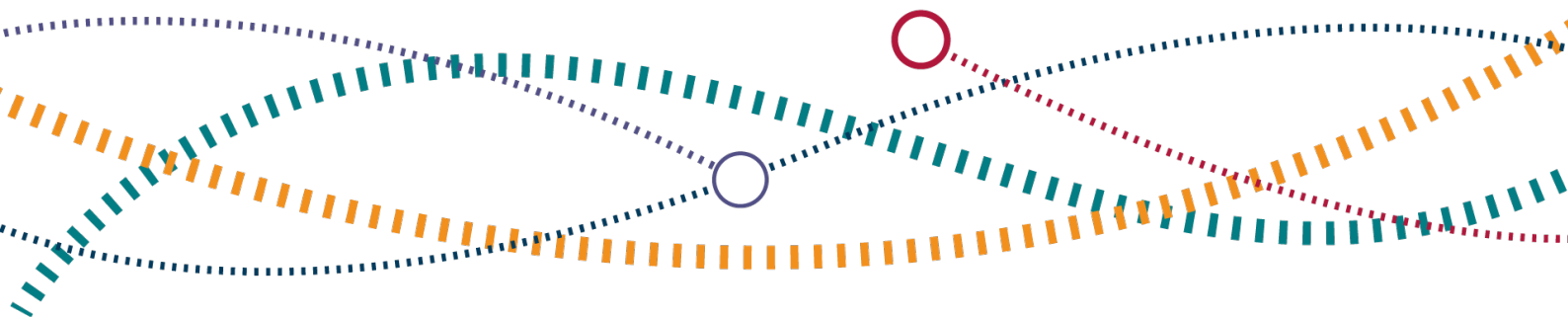


Road Expert Panel meeting

21 March 2024

Room 10, Cabot Square, London

1300	Welcome, setup, and declarations of interest
1305	Update from the Highways Team
1400	RIS3 Efficiency Review: emerging themes and discussion
1515	Break
1120	Future holding to account approach
1555	AOB and close



Welcome, setup, and declarations of interest

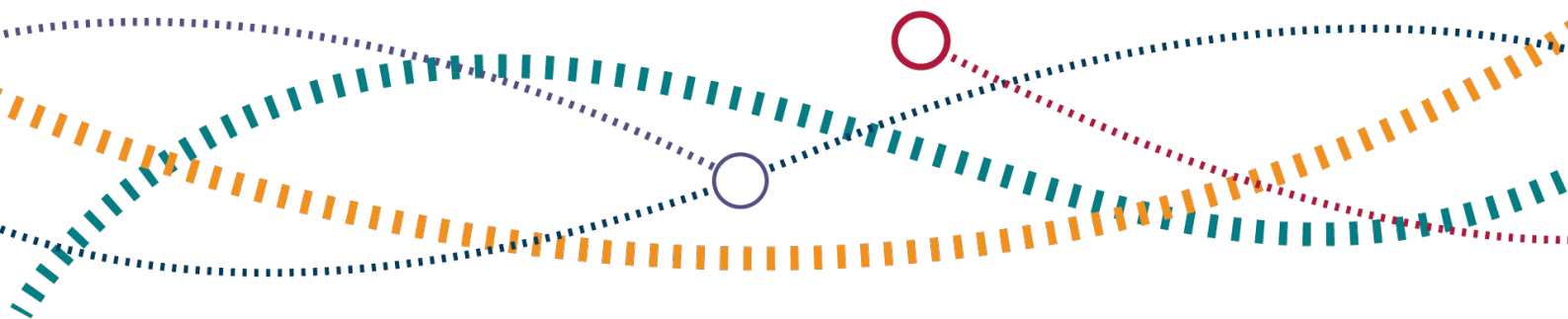
1. The ORR Team welcomed panel members.
2. There were no declarations of interest.

Update from the Highways Team

3. The ORR Team provided an update on its work since the previous meeting. This included: review of National Highways' interim proposals for RIS3 as part of our preparation to provide advice for submission to the Secretary of State and the ongoing investigation into NH's performance, delivery and capability. This was in addition to business as usual, including a focus on end of year targets, performance forecasts and missed enhancements commitments.
4. The ORR Team summarised the reasons for launching an investigation into NH and explained to the panel the potential outcomes and activities that could follow, as set out in ORR's holding to account policy. ORR stated that it was working to a short timeline for the investigation to provide certainty to NH at this busy time.

RIS3 Efficiency Review: emerging themes and discussion

5. The ORR Team gave an overview its work on preparation for RIS3 Efficiency Review and National Highways initial proposals.
6. There was a discussion on:
7. whether NH's initial plans were challenging and deliverable;
 - the company's need to build capacity for the following road period (RP4, 2030-35);
 - future carbon and climate challenges;
 - the need to focus on the governance and delivery of novel large renewals schemes in RIS3;
 - safety;
 - overprogramming and associated risks; and
 - innovation.

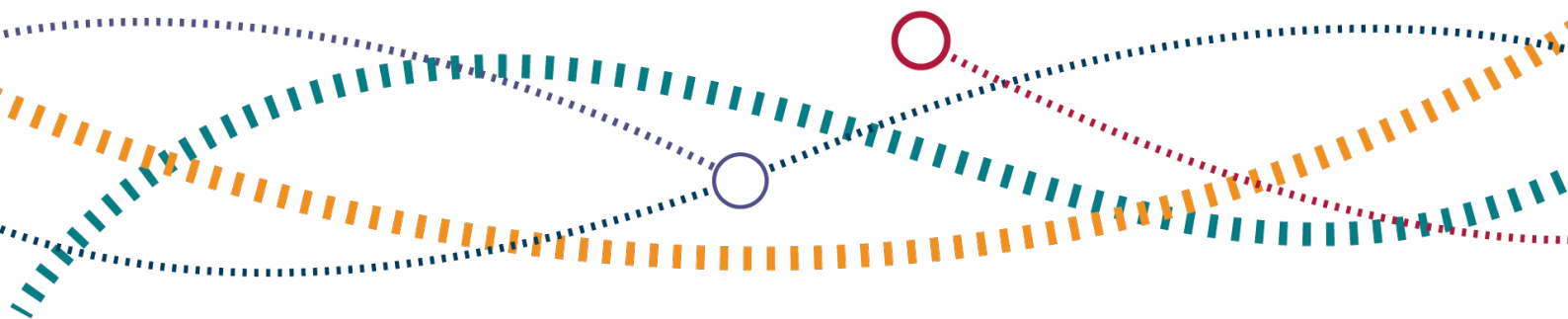


Future holding to account approach

8. The ORR Team introduced the draft performance specification proposed for RIS3 and sought views from the panel on how NH should be held to account to deliver it and drive appropriate behaviours in a proportionate way that does not increase regulatory burden on the company if accepted by government
9. There was a discussion about priorities beyond NH's key performance indicators (KPIs), to ensure ORR has appropriate breadth of coverage of NH's activities and how this should be balanced to ensure that NH's activities are transparent, that it is held accountable, but that ORR is acting proportionately. The panel discussed how measures beyond KPI delivery contribute to efficiency.
10. There was a discussion on outputs and outcomes, whether NH's plans effectively deliver both and how these would be measured. This was felt to be particularly important on carbon reduction.

AOB and forward look

11. Panel members offered to be a sounding board for any live discussions in relation to the investigation and other upcoming reports, as ORR deemed appropriate.





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