

**Highways Maintenance Efficiency Programme – 24th Board Meeting
Thursday 21st November 2013, Great Minster House**

Attendees

Jason Russell (part)	<i>Surrey CC</i>	Matthew Lugg OBE	<i>Mouchel / DfT</i>
Haydn Davies	<i>(acting Chair), DfT</i>	Steve Kent	<i>Cheshire W & Chester</i>
Kamal Panchal	<i>LGA</i>	Dana Skelley	<i>Transport for London</i>
Paul Bird	<i>Essex CC</i>	David Grunwell	<i>Highways Agency</i>
Geoff Allister	<i>HTMA</i>	Sue Percy	<i>CIHT</i>
Loulla Woods	<i>Surrey CC</i>	Nicky Brunner	<i>Atkins</i>
Tony Gates	<i>HTMA</i>	Sam Carr-Archer	<i>Atkins</i>
Philip Dyer	<i>Atkins</i>		

Apologies

Stephen Fidler *Chair, DfT*

Distribution: All present and apologies, plus Gary Thompson (Leicestershire), Tim Pemberton & Jane Coslett (Cheshire West and Chester), Vicki Trust (Surrey), Steve Berry (DfT) and Design Assurance Group (DAG) members.

Agenda

1. Notes from the last meeting on 18th October 2013

- 1.1 Notes from the last meeting were agreed.
- 1.2 Haydn Davies went through the actions from the last meeting and confirmed they had been completed or superseded by events.

2. Introduction

HD introduced the meeting and thanked all for their attendance and contributions so far. HD outlined the agenda and then proceeded to the first item.

3. Annual Plan

- 3.1 HD asked the board for confirmation on whether they were content with the Annual Plan at a strategic level and asked for only high level comment. The Board confirmed they were content with this version and formally agreed the vision statement and aims within the plan.
- 3.2 The Board agreed a publication date during week commencing 12th December and agreed that an HTMA client/provider day in that week would be an appropriate vehicle for launching the Annual Plan.
(Action: NB + GA)
- 3.3 HD also confirmed an Executive Summary version of the Annual Plan would be produced for use during week commencing 12th December.
(Action: NB + HD)

- 3.4 It was also noted that, although the Annual Plan would not be officially launched at the APPG on 4th December, the Board was happy for the document to be ‘heavily trailed’ at this event.

4. HMEP Plan of Work – Project Briefs

- 4.1 HD asked Project Sponsors to take the Board through each of their projects quickly explaining the essence of each and then taking high level comments from Board members.

4.2 *b. HMEP Sustainability*

HD introduced this project brief as an issue that the Board had noted needed to be considered given the end of the funding period in 2015. This project aims to look at the effective transition of HMEP from the department to full integration within the sector.

This may also include rationalisation of HMEPs’ current work.

4.3 *h. HMEP Support*

JR introduced this project brief which will develop the model of HMEP support to clients. This is likely to include an end-to-end offer of support and HMEP are currently exploring what help can be provided to Oxfordshire after their recent Strategic Review. This will be an offer that is delivered jointly by clients and providers as well as looking at whether it is possible to work alongside IUK, Local Partnerships and the Cabinet Office. Additionally, this project will also be where the Strategic Review offering is fully worked out alongside the LGA.

4.4 *c. Sector Segmentation*

TG explained this project brief to the Board, which will look at the sector to define the possible triggers for HMEP intervention and then broadly segment it into groups. *h. HMEP Support* will then be in a position to make a decision about the support offered to individual authorities based on this information. DS asked the group to think about the implications of prioritising our support stating that if every client actively engaged with HMEP we may need a more robust model of prioritisation.

4.5 *d. Energising Leaders*

SK explained this brief: Top down conversations of **senior leaders** in each region which can grow organically and will have a very different feel in each region.

e. Connecting Organisations

SK explained this brief: Bottom up **groups of practitioners** where incremental changes can be implemented. This includes the Good Practice Network and will increase collaboration between existing organisations.

4.6 *g. Marketing and Communications*

TG explained this project brief to the Board as including all the ways which HMEP communicates with the sector. This will include publishing the Annual Plan. DS to be included as a key stakeholder in this project. **(Action – SCA)**

4.7 f. *Website and Social Media*

TG then explained that this project brief forms just one of the channels of communication with the sector that HMEP will develop. SK offered to provide some advice from the ADEPT conference / twitter account experience for this project. **(Action: LC + SK)**

4.8 i. *Measuring Improvements and Benefits*

SK introduced this project brief and explained the three strands of work:

St. 1 Direct programme benefits:
Taking the benefits the delivered by the products to individual authorities and producing a total figure. PB commented this should draw on the benefits verification and realisation work DAG has already undertaken.

St. 2 Sector metrics:
This is about developing simple metrics for authorities to use to get a picture of the progress they and the sector are making towards efficiency and effectiveness.

St. 3 CQC:
Continue the work of CQC which links directly to the vision statement and will allow HMEP to evidence the efficiency and effectiveness gap that exists. This is a diagnostic tool to help clients think about the services they deliver.

4.9 The Board also agreed that the suggested 'Key Stakeholders' should be reviewed by the Project Sponsors to ensure that no obvious omissions have been made. **(Action: Project Sponsors + project managers)**

4.10 The Board commented that there needs to be clearly identified boundaries, dependencies and approaches to stakeholders are engaged with effectively and no duplication occurs.

4.11 The Board formally agreed all Project Briefs that had been presented meaning all may now proceed to being developed into Project Proposals.

5. Agreeing project proposals process

5.1 PD presented the suggested process for agreeing project proposals as set out in the document circulated to the Board ahead of the meeting. The process will culminate with Project Proposals being presented to the Board at the January Board meeting. Each Project will have a project manager assigned to support the Project Sponsor in facilitating

discussions and developing consensus amongst the stakeholder group.

GA asked that a logical and considered approach to stakeholder engagement is taken given there are many overlapping stakeholders.

PD also asked that all Board members give thought to the working arrangements they would like to see in place to manage their projects and allow HMEP to take a portfolio approach towards assessing its activities.

PD, HD and GA to discuss governance arrangements as well as PD to circulate a governance proposal to the Board. **(Action PD+HD).**

7. Projects requiring decision:

7.1 LEAN toolkit (to release):

ML presented the LEAN toolkit to the Board noting there were two minor alterations required as well as some legacy work outstanding with Durham which is still to be completed. PB noted that comment at DAG had been very supportive of release. The launch of the toolkit is likely to commence at the LoTAG conference on 9th December.

Decision: Proceed to release

7.2 North East Highways Alliance (to provide interim support to the North East):

PD presented the Board the proposal to offer the North East HA 10days of support. The Board discussed that it was important to continue to engage with the North East as there is genuine commitment to achieve transformational efficiency savings. However, the board stated that HMEP should be providing high value and strategic 'client/provider' advice and expertise to the sector.

Decision: In principle agreement to provide 10 days of support to the North East but further clarity is required from the NEHA as to the governance arrangements in place for the alliance. In addition further exploration needs to be done to ascertain the precise support required by each client across the alliance.

7.3 Obtaining best value from constrained budgets:

GA explained that there had been ongoing work under taken to develop a project on how clients and providers can work together to obtain best practice from constrained budgets. GA said that a project would be brought to DAG on 12th December.

Decision: no decision required at this time.

7.4 Managing HMEP Products (approval of project proposal):

ML explained the demand led process included within the project proposal which would ensure the products are kept up to date. The process involves a project manager responding to and tracking queries, some of which are minor and can be dealt with at the time, others require expert advice and others can be postponed or rejected. The process includes a bi-monthly report to the Programme Board as well as recommendations for discontinuance of products or services. In addition, the process has a cap at £100,500 made up of an administration overhead, as well as major and minor product alteration costs.

Decision: Proceed to Stage 1 (as defined in the project proposal)

- 7.5 Website migration (initial migration from DfT to CIHT – approval of cost):

NB outlined the need for website migration to CIHT as discussed at previous Board meetings. The approval being sought is for migration of data, hosting and support, which totals £7,560. This does not include the redesign of the website and content management, which will be picked up by f. *Website and Social Media* project.

Decision: Proceed to initial transfer (approval of £7,560 to fund initial transfer)

- 7.6 DfT & HMEP Roadshow + Workshops (in principle agreement for continued work on this activity):

NB outlined the approach to date:

An All Party Parliamentary Group (APPG) event for the highways maintenance sector. Invitations will be sent by the APPG to Elected Members, MPs, invited stakeholders and HMEP board members. The event will discuss developments in highways including the DfT funding consultation paper and the HMEP annual plan (though it should be noted this is not a launch event for the HMEP annual plan).

Seven events across England: Working with the HMEP regional advocates, DfT and HMEP to host seven further events across England by mid February 2014, working collaboratively with HMEP advocates and their partner organisations and networks to facilitate, host and deliver.

Communications to support the DfT and HMEP roadshow: including the development of a press notice, web presence, co-ordinated invitation and booking process, e-shots, policy paper and printed materials from HMEP (e.g. summary of vision and annual plan). A separate paper is being tabled at the E+E meeting to discuss Annual Plan communication opportunities.

An induction and learning and development event for existing HMEP (client and provider) advocates (in early-mid January)

supporting new advocates and refreshing messages for existing advocates. This will be organised with the HTMA.

HD noted the department and HMEP were sharing the financial implications of this work with resource equally being contributed by both.

Decision: Proceed (continue working on this activity)

8. HMEP Strategic Review Update

- 8.1 PD gave an update on the Strategic Review on JR's behalf. A further 6 reviews are being planned by the LGA however given that it takes 2 months to plan a review there is a need to carry the funding forward into the next financial year for practical reasons. HD confirmed the £69k allocated to Strategic Reviews already could be carried forward into the next financial year.

9. HMEP Board Terms of Reference

- 9.1 The Board agreed the suggested changes by HD and formally welcomed Sue Percy as an advisory member of the HMEP Board.

10. Dates of next Board meetings

- 10.1 The Board ran through possible dates for next meetings and agreed the following meetings in 2014:

30th January (10.30am – 3pm), GMH
27th March (10.30am – 3pm), GMH

11. A.O.B.

DAG meetings were not discussed and so HD took an action to speak with PB about DAG meetings during 2014. **(Action: HD)**