



Highways Maintenance Efficiency Programme

Board Meeting
Thursday 27 March 2014

Present		
Stephen Fidler	DfT	Chair
Louise Ivison	DfT	Minutes
Geoff Allister	HTMA	
Paul Bird	Essex CC	
Haydn Davies	DfT	
Tony Gates	HTMA	
Steve Kent	ADEPT	
Kamal Panchal	LGA	
Sue Percy	CIHT	
Jason Russell	Surrey CC	
Dana Skelley	TfL	
Gary Thompson	URS	In place of Matthew Lugg

Apologies		
David Grunwell	Highways Agency	
Matthew Lugg	DfT / Mouchel	

1. Notes of the last meeting	
Notes of the last meeting were agreed.	
2. Recommendations from Design Assurance Group (for information at this stage)	
<p>The following projects were reviewed at DAG on 21 February 2014:</p> <ul style="list-style-type: none"> • Asset Management e-learning toolkit – approval to spend up to £90,000 to deliver this project is sought. • Client Capability – the project team for this work will hand over the work produced so far to JR, who will take this forwards as part of the HMEP Support project. 	

<p>the Design Assurance Group) could play a clear role in this. Action: HD to ensure that the exit strategy is planned. SF did, however, suggest that should there be funding available from DfT in 2014/15 it be used as seed-funding for an independent HMEP. All agreed that any new model must have ways of generating income – for example, by charging for products, having a membership fee, or taking a very small cut of savings local authorities achieve.</p>	<p>HD</p>
<p>4. Review ‘Annual Plan’ project proposals A number of the Annual Plan projects were discussed:</p> <p><u>HMEP Sustainability</u> – all agreed on this being the focus of the next Board meeting. The value of asking for advice from outside the sector on how this has successfully been done was highlighted. Action: JR to suggest appropriate organisations to approach for advice on sustainability good practice, eg Local Partnerships.</p>	<p>JR</p>
<p><u>Sector segmentation</u> – it was highlighted that this will move towards a workshop model, and away from paying consultants. Action: HD to work with DfT’s Regional Engagers, to enable them to contribute.</p>	<p>HD</p>
<p><u>HMEP Support</u> – JR explained that this project will provide a structured way of spreading good practice throughout the industry. Local Partnerships have offered up to £50,000 match funding, which would enable HMEP to offer this to more local authorities. Action: JR to consider Local Partnerships’ offer, in the context on the Enable & Embed Group’s priorities.</p>	<p>JR</p>
<p><u>Measuring Improvements</u> – it was highlighted that this project is key if DfT’s capital maintenance funding is going to be linked to efficiencies.</p>	
<p><u>Cost, Quality, Customer (CQC)</u> – all agreed that a change of emphasis needs to be considered for this project. This is likely to involve making the project simpler and more straight-forward, whilst still using the data that local authorities are submitting. Action: JR to consider this, in the context on the Enable & Embed Group’s priorities.</p>	<p>JR</p>
<p>5. Review status of in-flight projects HD presented Slide 4 of the presentation.</p> <p>In-flight projects in red will most likely need to be completed with significantly reduced budgets. All agreed these will be overseen by the Manage Products Group, who will scrutinise the budgets.</p> <p>In-flight projects in green will be overseen as part of the Build Capacity and Enable & Embed Groups (as relevant). All agreed that their budgets would be scrutinised alongside the Annual Plan projects.</p>	

5. Working arrangements for delivery in 2014/15

Challenge Group (formerly Design Assurance Group)

PB stated that he would like to refresh this group, to ensure that it is a source of constructive challenge to the other Groups. **Action: PB, HD, LI to develop and circulate proposed Terms of Reference for this Group.**

PB,HD,
LI

Executive Group

All agreed that an Executive Group, consisting of the four Sub-Group Leads, plus the Chair of the Board and the Chair of the Challenge Group, was a good idea.

All agreed that the Executive Group should meet (by phone) two / three weekly, with the first meeting (in person) as soon as possible. **Action: LI to arrange these meetings.**

LI

All agreed that the Executive Group should manage dependencies between the sub-groups.

Support to Groups

Use of consultants to support HMEP, given the challenging financial position, was queried. HD confirmed that at a programme level, HMEP is reducing its use of consultancy. All agreed that it is up to the Sub-Group Leads to decide how much consultancy support they would like to buy from their budget. **Action: HD to ensure that Sub-Group Leads understand how the support they can access for their sub-group and projects is costed and paid for, for example, is it committed, or just paid by the hour.**

HD

Group membership

All agreed that each sub-group requires membership, for example in the form of a steering group. **Action: Sub-Group Leads to decide who they would like on their group.**

JR,
GA,
SK

The role HMEP could have in attracting new people into the highways industry, and developing those in it, was discussed, particularly for the sustainability of the programme. All agreed that HMEP should consider adding 'fresh blood' to the membership of the Groups. **Action: DS to suggest apprentices and other new people for the Groups.**

DS

Terms of Reference

All agreed that Terms of Reference should be drafted for the new Group structure. Decisions on projects should be made at Group level. The Board should continue to oversee overall risk and benefits management, as well as adherence to policy and ministerial expectations, and strategic items. The Executive Group should provide practical assurance that the sub-groups are progressing appropriately. **Action: HD and LI to produce draft Terms of Reference for the Groups.**

HD, LI

<p><u>Monitoring and Reporting</u> All agreed that each Sub-Group Lead should provide an initial monitoring report at the next HMEP Board meeting. A standard report format should be provided for this. To ensure progress at the appropriate rate, each group should aim to meet by early May, to do an initial prioritisation of their project work. Action: LI to produce a standard report format. Action: Sub-Group Leads to coordinate meetings of their groups by early May, and the submission of monitoring reports to the Board meeting in May.</p> <p><u>Ministerial Oversight</u> Once the new governance structure is set up, all agreed to invite Robert Goodwill MP to a Board meeting.</p>	LI JR, GA SK
6. Confirm decisions made	
Covered above.	
7. AOB	
None raised.	
8. Next meeting and close	
Dates of the remaining meetings in 2014 are as follows: 22 May 31 July 2 October 27 November	