

**Highways Maintenance Efficiency Programme – 20th Board Meeting
Thursday 21st March 2013, Great Minster House**

Attendees

Mostaque Ahmed	<i>Chair, DfT</i>	Matthew Lugg OBE	<i>Leicestershire CC</i>
Jason Russell	<i>Surrey CC</i>	Steve Kent	<i>Cheshire West & Chester</i>
Dana Skelley	<i>Transport for London</i>	Tony Gates	<i>HTMA</i>
Geoff Allister	<i>HTMA</i>	Paul Bird	<i>Essex CC</i>
Eamon Lally	<i>LGA</i>	Philip Dyer	<i>Atkins</i>
Haydn Davies	<i>DfT</i>	Lloyd Miles	<i>Secretariat, DfT</i>

Apology

David Grunwell *Highways Agency*

Distribution: All present and the apology, plus Gary Thompson (*Leicestershire*), Tim Pemberton & Jane Coslett (*Cheshire West and Chester*), Sam Cunningham & Vicki Trust (*Surrey*), Steve Berry (*DfT*), Derek Turner (*HA*) and Design Assurance Group (DAG) members.

Agenda

1. Update from Mostaque Ahmed

1.1 It was noted that this would be Mostaque Ahmed's last meeting. The Board recorded their strong appreciation for his enthusiasm and hard work that had been critical in establishing the programme.

2. Note from 19th Board meeting on 31st January 2013

2.1 These were agreed and had been published.

2.2 Actions remaining included **19-7** on gap analysis in the programme's current projects, and **19-10** on the criteria for considering future projects.

2.3 The action to nominate potential candidates for the Design Assurance Group (DAG) needed to be completed because the Group's low membership was an on-going issue for meeting attendance and ensuring a quorum. A number of organisations would be approached and the HTMA would consider replacements for their representatives who were no longer able to attend (**Action B19-9: All**).

3. Programme Dashboard

3.1 The Board discussed the latest version of the Programme Dashboard, and key points are noted below.

3.2 Format: A revised Engage and Enable summary was still missing and would be included once the new sector engagement monitoring tool had been chosen by the E&E group.

- 3.3 Knowledge Hub: This still needed momentum in terms of opening up membership and initial content. Concerns were raised about whether the right people were currently pilot members, and how user-friendly the site was. This would be discussed at the E&E meeting on 25th March, and Eamon Lally would also provide some advice on how to expand the group (**Action 20-1**: E&E group/EL).

4. **Benefits**

- 4.1 The dashboard remained draft but Atkins had tabled proposals to complete the data input and develop a benefits management system. The Board agreed with DAG that the dashboard had significant potential and that the benefits verification and management proposals should proceed.

5. **Final Outline Strategic Business Case 2013/14**

- 5.1 This had been revised and updated since the last meeting. The Board requested a breakdown on the cash outflows for both hub and spokes (section 7.4). This would support any requirement for Government resource money after 2014/15 as there was likely to be considerable pressure on these funds (**Action 20-2**: PD).
- 5.2 Funding for using products where there was likely to be a considerable ongoing cost, such as the strategic review, still needed to be resolved. Early enablers were being funded by HMEP but this was likely to be unsustainable once on wider release. If they became self funding then a clear benefits case would be needed to persuade other organisations to adopt them.

6. **Business Plan 2013/14 – outline scope for discussion**

- 6.1 This was tabled as a first draft that highlighted activities for 'business as usual' and the transition to the post 2014 structure. The difference between this document and the Annual Plan referred to in Table 5 of the Outline Strategic Business Case was discussed, with the former having a financial focus and the latter more sector-facing with the programme objectives for the next year. It was agreed that Atkins would draft an outline structure for a combined document for the Board to consider at the next meeting (**Action 20-3**: PD).

7. **Projects requiring decision**

- 7.1 The following projects, and the respective DAG recommendations, were discussed.
- 7.2 Business Change proposal (Strategic Aim #3)
- 7.2.1 Philip Dyer gave an outline of the proposal. DAG had raised a number of concerns and Atkins had already agreed that initially they would talk

to the emerging regional alliances and find out what assistance they needed from HMEP.

7.2.2 Additional points raised by the Board included:

- i) Greater clarity was needed on whether the proposal was aimed at promoting transformational change within the sector or greater joint working;
- ii) The proposal was focused on alliances but these were all at different stages of development, and those in their infancy were seeking clarity on what HMEP meant for them;
- iii) It was unclear how the proposal would link to the role of alliances within the HMEP post 2014 structure;
- iv) HMEP had now issued a number of products aimed at assisting alliances and joint working, and it questioned what links the proposal would have to these and other relevant products such as the Strategic and Supply Chain Reviews;
- v) The proposal should also help to identify individual authorities that required assistance;
- vi) The role of providers – particular 1st tier suppliers - was raised;
- vii) The proposed funding indicated that the resources available would only support a very light touch approach.

7.2.3 Atkins agreed to revisit the proposal in light of DAG's and the Board's comments and re-circulate a Gateway 1 (Design) proposal to both groups. If necessary the revised proposal may need to be agreed by the Board via email (**Action 20-4**: Atkins/DfT).

7.3 Cost /Quality/Customer (CQC)

7.3.1 The DAG recommendation was accepted and it could now proceed to its design stage.

7.4 TfL/TLHM Creating the Culture to Deliver

7.4.1 The DAG recommendation was accepted and it could now proceed to its early enabler stage.

7.5 Supply Chain Review

7.5.1 As suggested by DAG, the project team would review their request for additional funds and a revised scope with Atkins and other relevant project teams following the deep-dive benefits review of the project. A revised proposal and updated business case would then be circulated to DAG and the Board for consideration (**Action 20-5**: JR).

7.6 In-situ filter drain (Good practice case study proposal)

7.6.1 The Board agreed with DAG's recommendation that the programme should not endorse individual commercial products. The criteria for HMEP supporting efficiency proposals or case studies would be

published on the website to clarify that the programme could not endorse specific commercial products (**Action B16-2**). The advice would indicate that commercial organisations wanting to present products as good practice case studies be directed to the Knowledge Hub once it was established.

8. Atkins commission: Update and next steps

- 8.1 Atkins' existing commission for programme support and change management would be ending soon. Surrey need to competitively tender for any further work and this will take up to 3 months. It was agreed that JR, HD and PD would examine options to ensure that the programme received the necessary support in the interim period (**Action 20-6**).

9. AOB

- 9.1 The Future of Highways Delivery Conference had a strong HMEP presence and those present felt it had been a success. The ALARM 2013 survey results had been published the same day and received considerable media attention.
- 9.2 The Board felt that the inability to receive advance notice of the ALARM survey meant that a more positive response, say from ministers, was not possible. They felt that potentially important messages from the survey were therefore being lost. It was also agreed that a more focused approach could be more productive i.e. spend the limited funds more wisely rather than simply interpret a pothole challenge as justification for spending more money. It was agreed that HMEP would engage with AIA to see if working with them on future surveys and conclusions would result in a more productive dialogue (**Action 20-7: SK/ML/DS**).
- 9.3 There were a number of key events to note. The next Spending Review had been announced and the government's response to Lord Heseltine's report No Stone Unturned had been published on 18th March.

10. Date of next meetings

- Friday 31st May; 10:00, GMH
- Thursday 1st August, 10:00, GMH