

**Highways Maintenance Efficiency Programme – 17th Board Meeting
Monday 1st October 2012, Great Minster House**

Attendees

Mostaque Ahmed	<i>Chair, DfT</i>	Matthew Lugg OBE	<i>Leicestershire</i>
Jason Russell	<i>Surrey</i>	Haydn Davies	<i>DfT</i>
Steve Kent	<i>Cheshire West & Chester</i>	Dana Skelley	<i>Transport for London</i>
Paul Bird	<i>Essex</i>	Tony Gates	<i>HTMA</i>
Phil Dyer	<i>Atkins</i>	David Hutchinson	<i>HTMA</i>
Lloyd Miles	<i>Secretariat, DfT</i>	Sukhy Duggal (part)	<i>Atkins</i>

Apologies: David Grunwell (*Highways Agency*), Chris Mulligan (*Atkins*) and Eamon Lally (*LGA*).

Distribution: All present plus Andrew Smith (*Hampshire*), Gary Thompson (*Leicestershire*), Sam Cunningham (*Surrey*), Tim Pemberton & Jane Coslett (*Cheshire West and Chester*), Steve Berry (*DfT*) and Derek Turner (*HA*).

Item

1. Actions from 16th Board meeting on 13th July 2012

1.1 No significant actions were outstanding, though a number still needed to be completed.

2. Programme Management - Dashboard

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

2.2 Benefits The estimates of potential benefits for the programme were being updated, and revised figures should be available at the next Board meeting.

2.3 Gateway Plan An additional DAG meeting had now been confirmed for 26th October to consider various projects that were completing their current stages.

2.4 Engagement Progress The information on engagement had not changed since the previous meeting, and the maps proposed by the E&E Group were now being progressed.

3. Projects requiring action/decision

3.1 Client / Service Provider Collaboration (Gateway 0 – Define)

3.1.1 It was important that the project covered a wide variety of models and geographic areas, but caution was needed to avoid it becoming

overwhelming. The Board noted the DAG recommendation for this proposal, and gave its approval to proceed to Define stage.

3.2 Delivering Efficiencies through LEAN (Gateway 0 – Define)

- 3.2.1 It was noted that there was already a large amount of information regarding LEAN available, and that the West Midlands Highway Alliance were developing this approach regarding maintenance services.
- 3.2.2 The Board felt the proposal needed further clarification on whether the project would be focusing on providing guidance, case studies or a mixture of both. It was also felt that applying LEAN could be challenging for an organisation, especially across an existing maintenance service. Collaboration would be necessary with the service provider, and the HTMA were a valuable source of expertise in this area. When applying LEAN a customer focus should also be retained. Finally, the proposal must demonstrate its own unique benefits, rather than simply repeat the known benefits of using a LEAN approach.
- 3.2.3 The Board noted the DAG recommendation regarding this proposal. Subject to addressing the comments above, they were content for the project to proceed to Define stage.

3.3 HMEP Strategic Review (Gateway 2 – Early Enabler)

- 3.3.1 Six local highway authorities had volunteered to test the Review, and these would be split into two stages. The project was being developed in close collaboration with the LGA, and depending on the size and structure of the authority would take 2 – 4 days to complete, with around 6 weeks lead-in time.
- 3.3.2 The Review would look at an organisation's goals, how they are being delivered and whether an authority can improve its structure, process etc to more efficiently and effectively achieve these aims. It would highlight areas such as good practice, capability etc and would signpost to HMEP and other products that can help an organisation.
- 3.3.3 The Board felt that the costs of undertaking a Review could be an issue, especially once it was released and the programme became more self-sufficient – the onus could be on users to pay given this should provide a direct benefit to them.
- 3.3.4 Benefits from undertaking the Review would need to be clear and would be shown in an action plan, and it would be key that this Plan was then delivered. Accurate measurement throughout the whole process was needed, thus the Review would have close links to the CQC project. The role and contribution of any private sector providers

would be important, but would need to be handled with sensitivity. The quality and capability of the Review Team would also be critical.

- 3.3.5 The Board noted the DAG recommendation regarding this proposal, and subject to the above issues, were content for the project to proceed to Early Enabler stage.

4. Project Updates

4.1 Potholes Review Final Report Action Plan

- 4.1.1 An update on the follow-up of the recommendations from the Pothole Report was discussed. It was noted that further action was required on a number of recommendations, including 9 (definition), 12 (technology) and 17 (research).

4.2 Post 2013 Business Case

- 4.2.1 A presentation was given on the latest draft of the post-2013 business case.

- 4.2.2 Key issues noted were future funding and structure, and whether and where HMEP needed a host organisation. It was questioned whether models in other sectors or abroad existed and needed more research, with the World Road Congress as a possible source of further advice on the latter. The key role that the private sector must play in the long-term structure was noted, and any preferred option must fit within the localism agenda.

- 4.2.3 There were also considerable risks facing HMEP as and when DfT takes a lesser role, especially regarding engagement and input from the sector, both of which could be resource intensive. Wider consultation on the emerging option would also be considered.

- 4.2.4 The latest draft would be circulated after the meeting incorporating this discussion, and comments preferably on the form supplied were requested by close on Monday 15th October (**Action 17-1: ALL**).

4.3 Stock-take of Previously Suggested Projects

- 4.3.1 It was noted that a number of projects identified at the outset of HMEP had not progressed. Some of these had been subsumed within other initiatives, while others were being progressed at a more considered pace given other priorities. The Board would discuss at their next meeting the areas and projects that the programme should consider for future work, particularly in the light of the emerging post 2013 structure.

5. AOB

5.1 It was noted that the E&E action to contact the HTMA regional representatives was still outstanding, but would be undertaken in the next 2 weeks.

6. Date of next meetings

- Friday 30th November, 13:30, GMH
- Friday 31st January 2013, 13:30, GMH
- Thursday 21st March; 13:30, GMH