



Highways Maintenance Efficiency Programme

# HMEP – Where Next?

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# Content

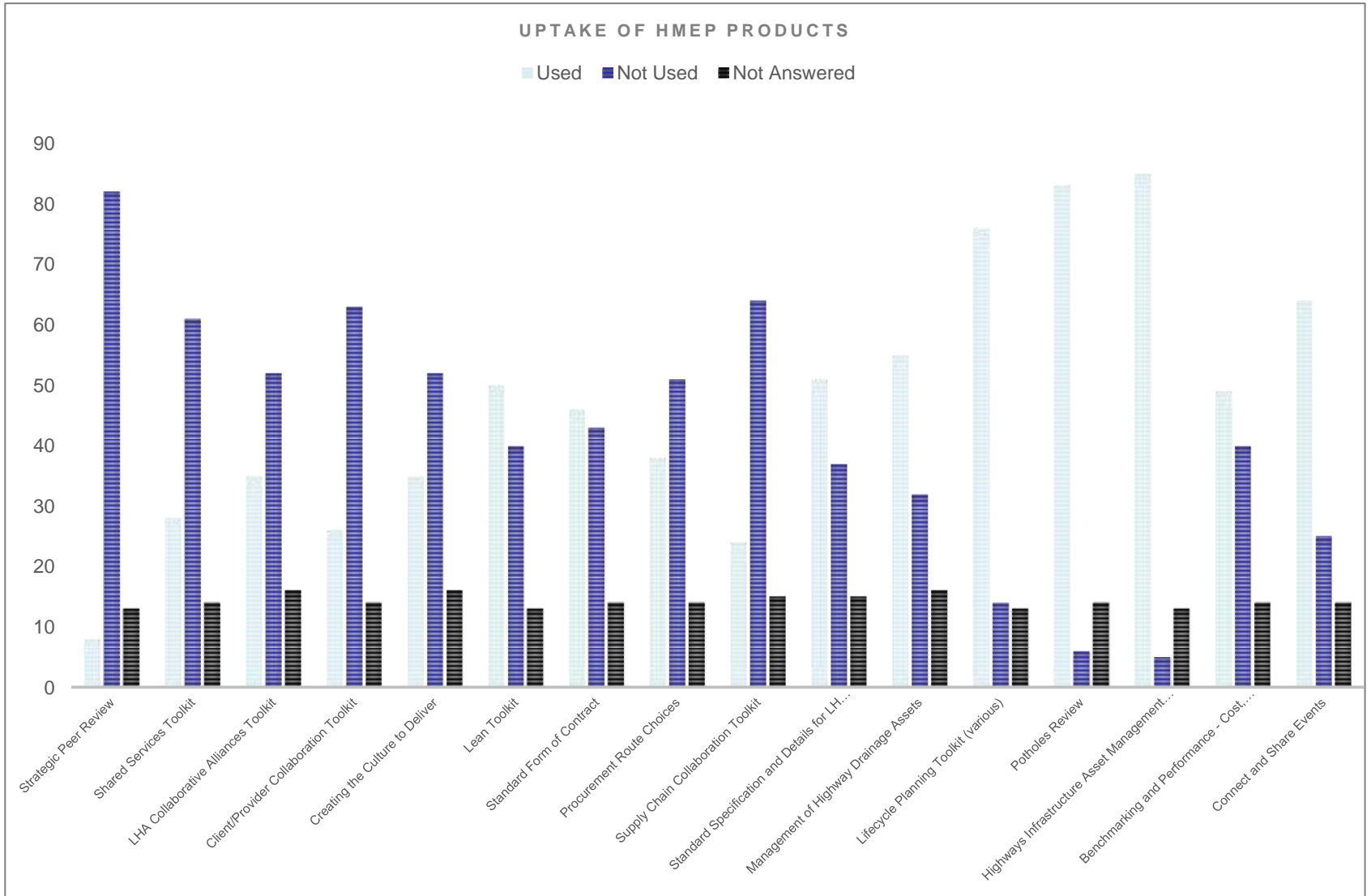
- How we got here
- Successes
- Drivers for continuous improvement and change
- What does the (HMEP) future look like?

# How we got here

- Set up 5 years ago by DfT to support the sector in transforming highway services – necessary in response to spending review pressures
- By the sector, for the sector to encourage best practice, savings and efficiencies
- Deliver 15% savings by 2015 and 30% or more by 2020, transforming delivery so that roads and services are improved

# Successes

- Sector awareness & participation high
- Over 80% of local authorities in England participating from 2014 ALARM survey
- Significant direct benefits delivered through adoption of HMEP practices
- Central to DfT funding self-assessment process – currently well embraced



# ALARM Survey 2015

The ALARM Survey 2015 states:

- **Over 98%\*** of authorities are participating in HMEP and succeeding in putting their Highways Asset Maintenance Plans (HAMPs) in place
- An **18% increase\*** (year on year)
- Improvement has been made in the current **structural road condition** with authorities now reporting that **53%** of their **network** is in **good structural condition**, compared with 48% in 2014.



**Many good examples and case studies of efficiency savings and improved services being achieved**

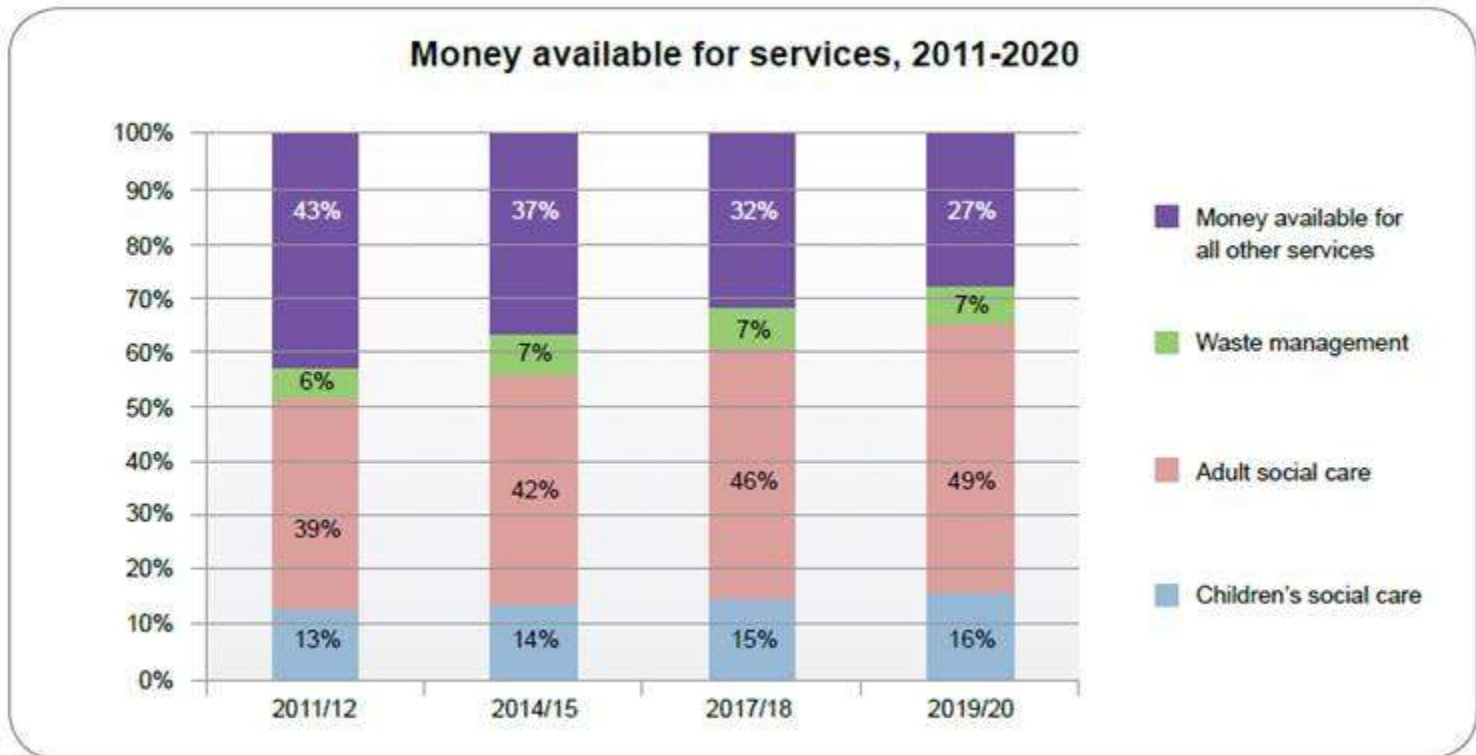
\* Of those responding, comparing 2014 and 2015, AIA ALARM Survey - <http://www.asphaltindustryalliance.com/alarm-survey.asp>

# Asset Management E-Learning Toolkit

Statistics from the learning management site:

- Number of **registered users is 1,101** (as of 11 Feb)
- Number of users who have completed **all 5 modules is 377**
- Organisations with **at least one completed user is 90**
- The local highways authority with **most completed users is Durham with 48**
- There are a number of non-English users close to home - Wales, Scotland, Ireland, Isle of Man
- But also from further afield like France, Malta, Finland, Australia, New Zealand, Chile and Canada

# Drivers - Local Authority Revenue Funding





# Another (Capital) reason?

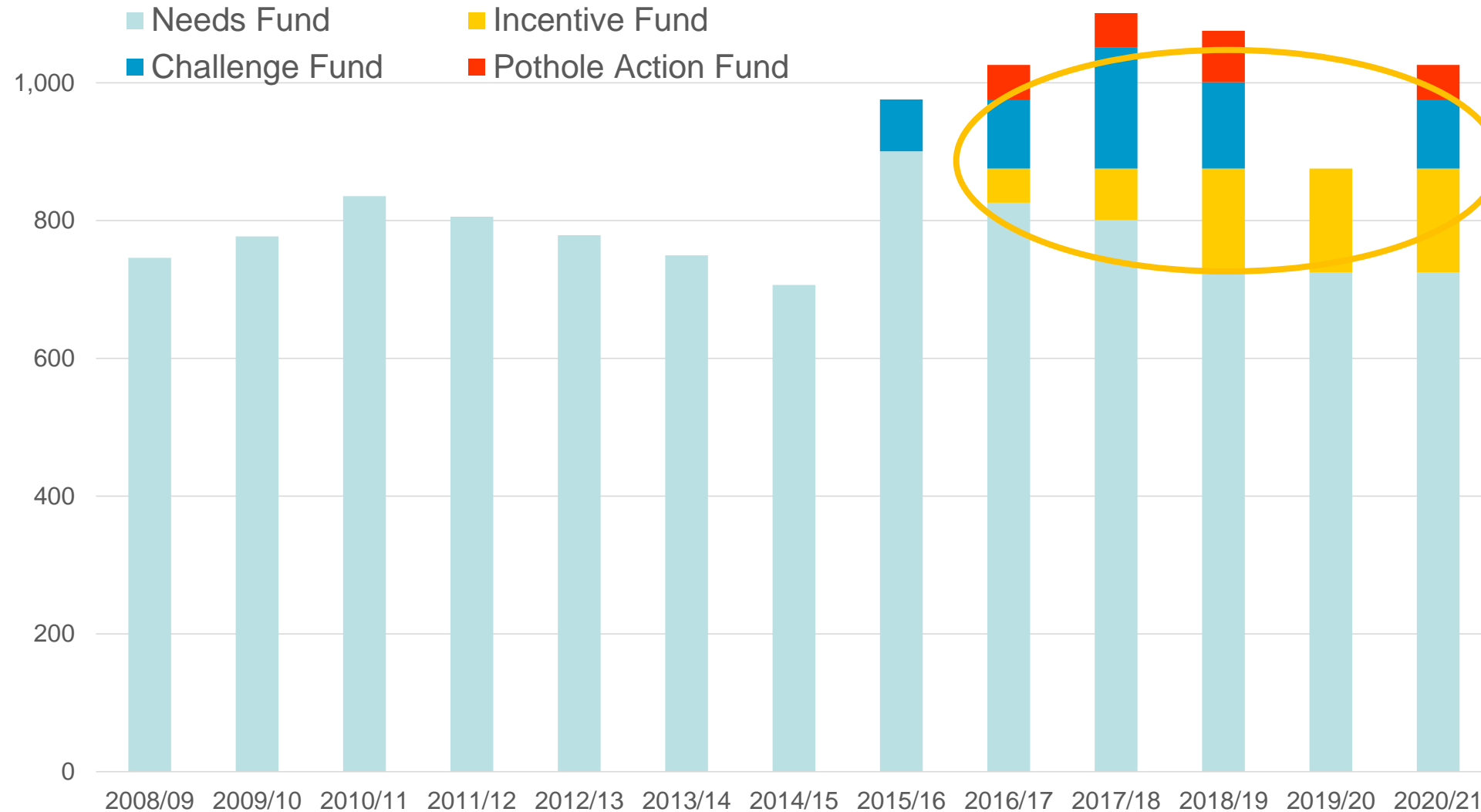
*“We have moved on from an approach in which money is handed out purely on the basis of where the need is greatest.*

*Authorities that spend money on roads efficiently will be rewarded with extra funds to keep up the good work, while authorities with a history of inefficiency will receive comparatively less money. **Over time, we expect that all authorities will improve.***

*We know that given a chance to deliver, [the highways sector] will do so – through efficiency, collaboration, and the sheer determination that the industry is famed for.”*

**Andrew Jones, MP Parliamentary Under-Secretary of State for Transport**

# Local Highways Capital Funding – Breakdown including Incentive Fund



# How the HMEP offer supports the Self Assessment process: the following products are referenced to support 87% of the questions

HMEP Strategic Peer Review

HMEP Strategic Peer Review – [information available](#)

HMEP Collaboration and Change

Shared Services Toolkit - [available](#)

Collaborative Alliances Toolkit – [available](#)

Client / Provider Collaboration Toolkit - [available](#)

Creating the Culture to Deliver - [available](#)

LEAN toolkit - [available](#)

HMEP Asset Management

Highways Infrastructure Asset Management Guidance - [available](#)

Guidance on the Maintenance of Highways Drainage Assets - [available](#)

E-Learning Toolkit – coming soon

Lifecycle Planning Toolkit & Deterioration Models - [available](#)

Pothole Review - [available](#)

HMEP Procurement, Contracting and Standardisation

Procurement Route Choices Toolkit - [available](#)

Supply Chain Review – [available](#)

The Standard Form of Contract - [available](#)

Guidance on Standard Specification and Standard Details - [available](#)

Term Maintenance Document Compiler – coming soon

HMEP Benchmarking and Performance

Cost, Quality, Customer (CQC) - published

Connect and Share Panel and network – in development

## What does the future hold?

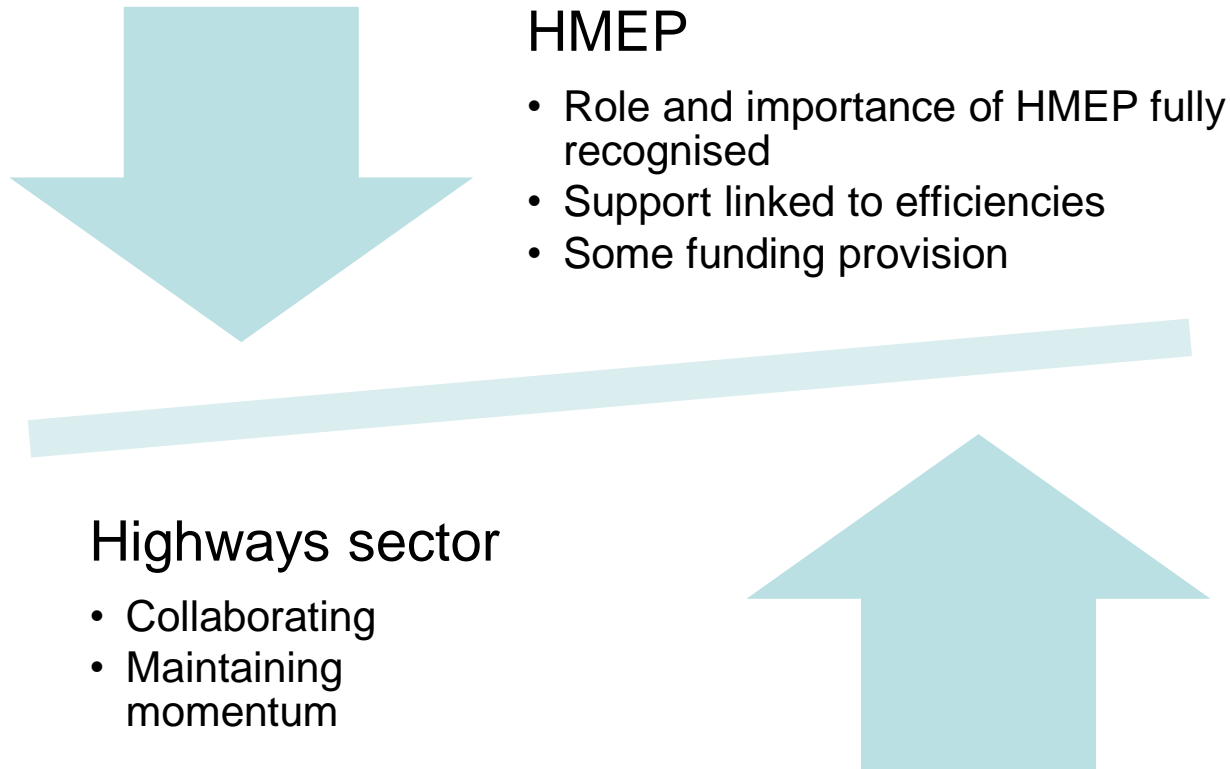


## HMEP – PHASE 2?

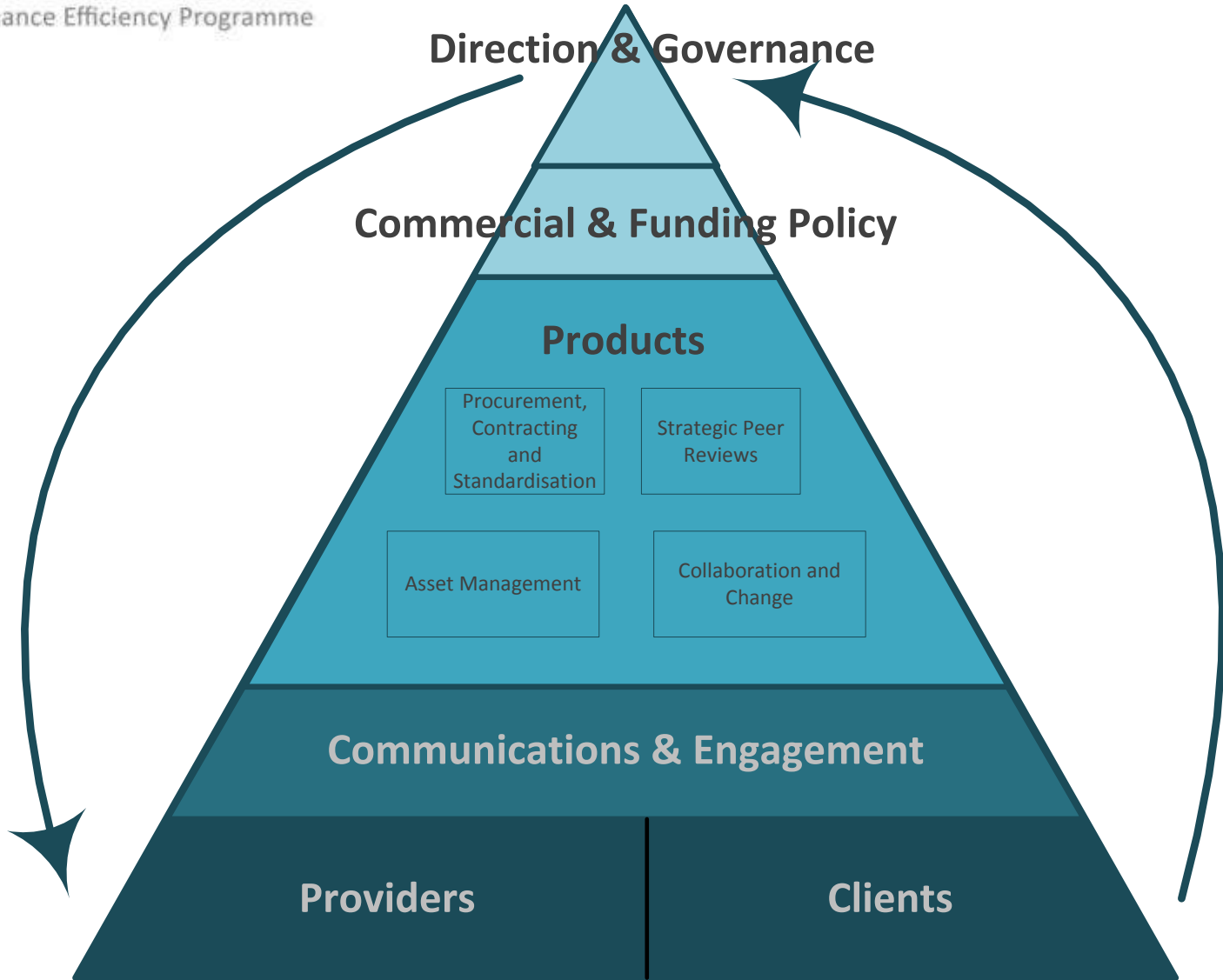
- DfT are looking to gradually withdraw direct support for HMEP and hand to the sector over next 12 months
- Remain 'by the sector, for the sector' to encourage best practice, savings and efficiencies
- Seeking Partners, including organisations like NHT, LGA, Local Partnerships, CIHT etc.
- Process needs to be fair, transparent, open and meet relevant procurement and related requirements

# The balance of HMEP and the sector

HMEP's vision remains, but we need to adapt the road to get there

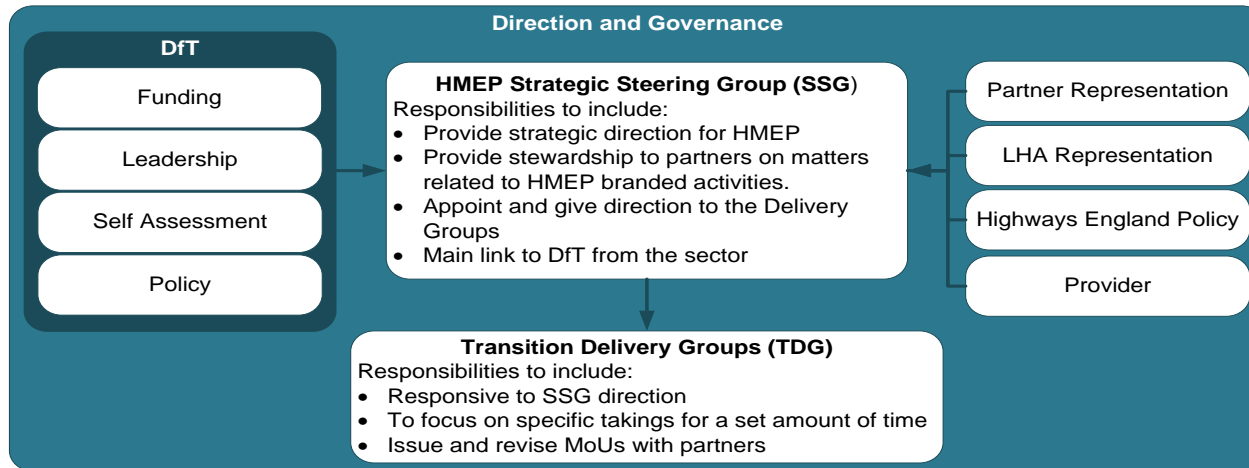


## Overall HMEP Structure



# HMEP Direction & Governance

Highways Maintenance Efficiency Programme



## **Strategic Leadership (from SSG):**

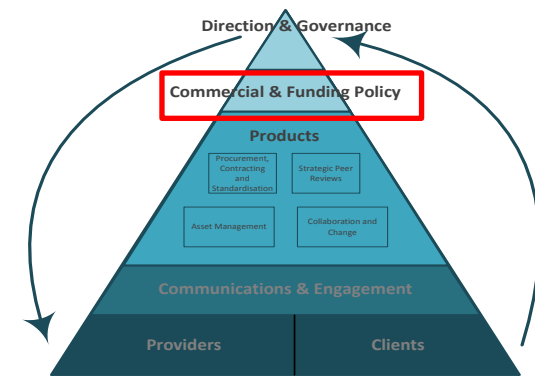
- HMEP Board to continue to 31 March 2017; there will be an overlap period between Board and SSG
- A SSG will replace the Board (max of 6 members). The Board will focus on managing the transition, whereas the SSG will begin to oversee governance of the new arrangements
- The SSG will continue to represent both providers and local authorities
- It will take guidance and advice from DfT and ensure that all HMEP activity is aligned to the sector

## **Operational Programme Oversight / Management (from TDG)**

- TDG involving representative 'bodies' will take on specific tasks – e.g. brand, comms. Existing delivery groups will transition as part of future arrangements
- Directed by SSG, emphasis on delivery and focuses on detail
- Provide stewardship and alignment with partners to reach agreements



# Commercial & Funding

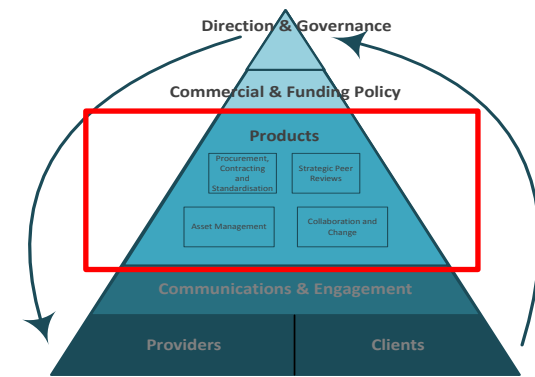


## Commercial and funding

- Some modest DfT funding will continue until 31 March 2017, after which the chosen delivery partners will assume commercial responsibility for the products and enabling service
- All\* ongoing HMEP services will be self funding from this date onwards or placed in the HMEP library (website)
- Planning for year 3 will be considered in a detailed handover / take over process between HMEP and chosen delivery partners, and will be reflected in MoUs / commercial agreements
- Full Strategic Peer Review programme to be self funding from 1 April 2017
- The commercial policy should be directed by the SSG, who will oversee commercial arrangements
- Ownership of Intellectual Property Rights (IPR) will adhere to best practice and agreement with DfT and be reflected in MoU
- Agreement on commercial charging policy to be reviewed by SSG on an annual basis

*\* With the exception of the HMEP website which will receive funding until 31 March 2018*

## Products



### Products

Priority HMEP products will be completed through 2016/17, with all necessary updates completed by 31 March 2017. From then, delivery partners to assume full development and delivery responsibility, following a year of transition:

#### Ownership by delivery partner A:

- Procurement
- Asset management

#### Ownership by delivery partner B:

- Full Strategic Peer Review

# Communications & Engagement

## Communications and Engagement (Enabling Services)

### ➤ Connect & Share Network

- **Delivery partner C** to lead supported by other organisations to include:

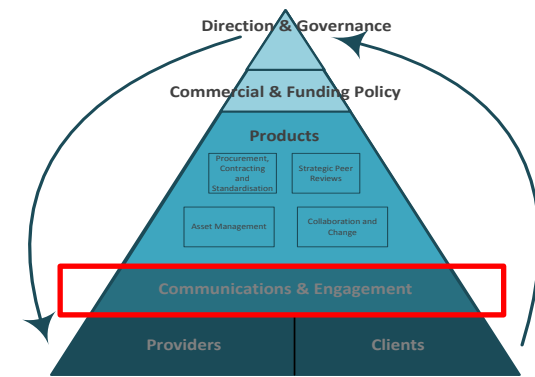
1. Connect and Share
2. Knowledge sharing
3. Benefits management
4. Benchmarking

### ➤ Communications and Engagement

- Central co-ordination essential – delivered through specific comms ‘Delivery Group’
- Proactive engagement activity to maintain relationships with the sector, partners, advocates and trade media throughout transition and afterwards highlighting:
  1. Success of HMEP
  2. Support for local authorities - role of advocates, partners and reviews
  3. Time-limited availability of support
  4. Updates to products
- Define the advocate role, who will be a key part of the communications delivery
- Communications responsibilities will transition to **delivery partner D** from FY 2016/17, who will take direction from a specific communication ‘Delivery Group’

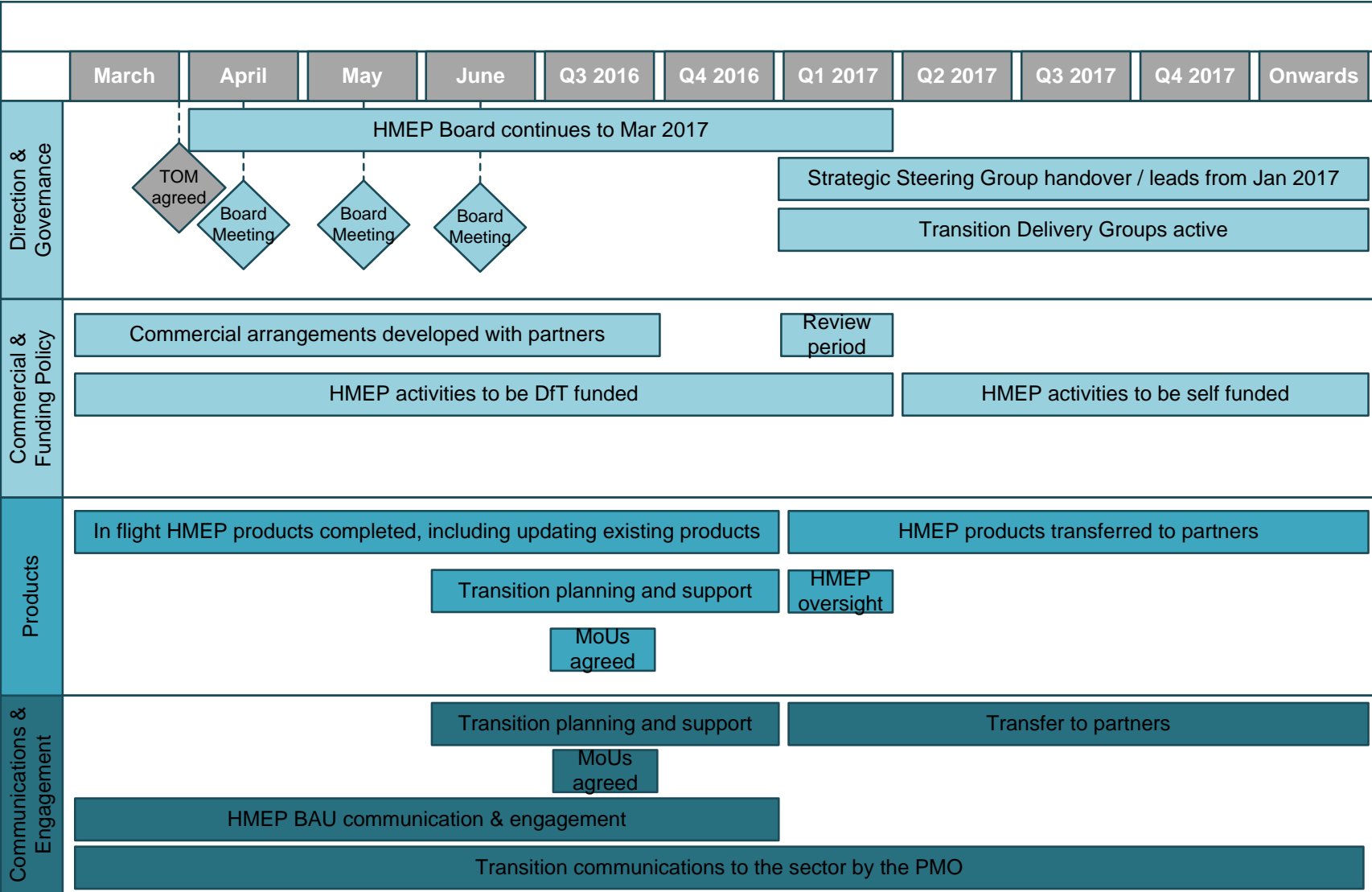
### ➤ Website

- Website responsibilities will begin to transition to **delivery partner D** from FY 2016/17 with DfT providing funding until March 2018
- Content management deemed essential – not only site ownership and technical management
- Takes light touch direction from specific comms ‘Delivery Group’
- Houses the legacy resource library



# High Level Programme Plan

**Key:**  
 MoU – Memorandum of Understanding  
 PMO – Programme Management Office



## Current Activity

- Ensuring process is fair, open, transparent but agile
- Meets relevant procurement rules and regulations
- Ensure all partners understand the overall structure and governance
- Assess detailed offers from potential partners
- Enter into binding agreements with partners.

## HMEP understands the importance of:

- Managing change over a period of time
- Maintaining momentum and success
- Retaining a clearly defined link to DfT
- Providing support, linked to self assessment, continuous improvement and innovation
- Providing certainty, confidence and continuity
- Passing ownership from HMEP to leading sector bodies and organisations that are best placed to deliver
- Sustaining a leadership role, with potential partners



# In Conclusion

- HMEP established 5 years ago to support highway maintenance sector in a necessary drive towards greater efficiency (initially a 2 year funded initiative by DfT)
- Sector has responded and take up of HMEP principles and products is widespread
- Programme (and funding) extended to support response to new funding arrangements
- Further efficiencies will be necessary in order to meet continuing financial pressures
- Now is the time for the sector to take ownership and control of the programme



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*THANK YOU*