



MHA

Midlands Highway Alliance Plus
MHA, MSIG, WMHA: Moving Forwards Together



Business Plan
2021/22

Part one

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Part one

1. Priorities

1.1 Introduction

The purpose of the business plan is to gain the approval of MHA+ Executive Board to the activities planned over the next financial year (2021/22), and how they will be funded.

The report is in two parts, the first looking at how the alliance will go forward to become a major influence in regional and national issues. The second part contains the detailed proposals for both the expenditure and activities the alliance will support over the year.

The plan will identify, where needed, a clarification on the governance arrangements to ensure delivery and value for money. Part two content includes the support required to enable these groups to deliver their objectives.

The business plan is based on the MHA+ map – presented as Annexe A

1.2 Key achievements in 2020/21

- ✓ **Smooth transition to MHA plus**
- ✓ **Ensuring that the key characteristics of the alliance are retained**
- ✓ **New MHA+ chair, (member of the Highway Sector Council) and membership of Executive and Programme Boards**
- ✓ **Increased scope of learning, training and development to support impact of COVID-19**
- ✓ **Engagement of framework suppliers in MHA+working groups**
- ✓ **Increased functionality of the Information Sharing Platform**
- ✓ **MHA+ infrastructure maintaining business continuity and delivering annual event**
- ✓ **82% attendance at MHA+ 2020 webinar week**
- ✓ **Despite COVID restrictions, average representation, from member authorities at MSIG Task Groups, has remained at 47%**
- ✓ **A corresponding 10% increase in the questions posted on MSIG discussion boards; 25% increase in Q&A activities from the Highway Asset Management Group.**

1.3 MHA+ aims and objectives

The aim of the combined alliance is to work collaboratively to support its member authorities in providing effective, efficient innovative and sustainable customer focussed highway services, by:

- developing and sharing best practice in delivering highway services
- providing effective routes to market that reflects the quality, innovation
- influencing the national agenda by direct participation and lobbying

These will be routinely reviewed so as to ensure that they remain relevant

The role of the MHA+ Executive Board's role in meeting the above includes:

- Set the priorities for the Alliance by approving the annual business plan at the start of the financial year.
- Create an environment which encourages the sharing of ideas and information and supports potential collaborative partnerships.
- Promote the development of common performance measurements and benchmarking
- Oversee the progress of the activities outlined in the approved annual business plan and ensure that task groups are fit for purpose.
- Influence and lead on the development of national best practice
- Be aware of national and regional trends and changes to funding programmes and legislation that will influence the work of the Alliance and ensure that timely action to effect any necessary changes can be facilitated.
- Ensure the work of the Alliance is given a high profile nationally and connects with other regional alliances across the country.

1.4 **Project funding**

Given the number of authorities who contribute to the funding of the MHA+ more robust and transparent processes need to be in place. As a preliminary, budget has been allocated for:

- a Projects Fund. Projects can range from a half day workshop on highway inspection criteria; a major study into Climate Change Adaptation;
- preparation of framework contracts for procurement.
- supporting the best practice programmes in service improvement groups

It is envisaged that some projects will cut across the remits of more than one group, this must be considered when deciding who will do the work; as well as reducing duplication.

The commissioning process (developed by MSIG for the approval of any project) will be adapted. The modifications will ensure contextual information is considered as well as identification of budget, output and timescales.

1.5 **Challenges**

1.5.1 Engagement

The creation of a culture, that will encourage sharing of ideas and best practice is not easy. Some member authorities see the alliance primarily as a route to market, and do not contribute to the development of either of the frameworks or other aspects of the alliance.

The sharing of benchmarking data, experiences and innovation is essential if the frameworks (and the alliance) are to develop successfully. MHA+ is currently responding to a Cabinet Office Review of public sector frameworks - as a member of the National Association of Construction Frameworks

The aim of this review is to:

- establish the components of a 'gold standard' against which all new frameworks can be measured.
- what framework systems we have in place to enable sixteen principles to be met/evidenced. These include collaboration, shared learning, continuous improvement, early supply chain involvement and cost transparency

Whilst subscribing to these principles, concerns have been expressed (by MSF 3 Framework Board members) as to whether all users of the framework contribute to them; and is seeking direction on what actions it should take - such as refusing approval to let schemes or, in extreme cases, termination of MHA+ membership.

1.5.2 Influence

With a membership of over 30 highway authorities the new alliance is well placed to influence national and regional agendas. Members of the Executive and Programme Boards sit on other groups working in the sector to improve services, such as the Highway Sector Council, the UK Roads Liaison Group, the NHT and the Future Highways Club.

We should maximise these to ensure that the alliance is taking note of topics and imperatives and expressing our views. It will ensure that projects, subsidised by the alliance, such as carbon footprint will augment national level programmes.

1.5.3 Expertise

The merger has enabled an increase in the expertise available, and there is a need to ensure that this is maximised, and duplication is minimised. Groups are reviewing their terms of reference and merge activities, including procurement of services from external suppliers, which enables efficiency and cost-effectiveness.

1.5.4 Communication and promotion

The alliance needs to be consistent in its communication with partners and industry, including core messages, speakers and alliance representation. Communication activities (who, when and how we engage) is provided for use by Board members. Consideration by Programme Board on MHA+ digital and media (websites and shared platforms) need to be undertaken

1.6 **Five-year issues**

Executive Board¹ identified the following longer-term issues that need to be considered in MHA+ planning and development:

- Active Travel
- Carbon Reduction
- Resilience (Financial, Environmental and COVID-19 related)
- Skills Shortages
- Climate Change
- Development of alternative frameworks² by MHA+ member authorities

¹ Meeting 5 October 2020

² Professional Services

1.7 MHA+ overall budget 2021/22

1.7.1 Previous budgeting aimed to reduce the amount carried forward to a figure that covered likely exit costs, should the alliance cease to function. This figure is estimated to be around £100,000 and this is a minimum figure that should be included (to be carried forward) each year.

Table 1 outlines the overall MHA+ budget and identifies the estimated figure available for 'projects. A full breakdown of each of the following figures is to be found in Part two of this plan.

Table 1: MHA+ overall budget 2021/22

Descriptor	£
Reserves from 2020/21	+553,058
Total income	+411,250
Total expenditure	-607,507
Reserve to be c/f	-100,000
Funding for projects	+256,801

Part two

2. MHA+ infrastructure planning and delivery

2.1 Introduction

Part two details proposals for the expenditure and activities the alliance will support over the next financial year.

2.2 MHA+ core team

Table 2: MHA+ core team expenditure 2021/22

Job title	fte.	£
MHA+ manager	1	86,690
MHA+ framework manager	.8	50,756
MHA+ development and skills manager	1	55,718
MHA+ Service Improvement Group Coordinator.	1	41,000
MHA+ Finance and Performance Officer.	.8	34,185
		21,675
Total		292,907

3. Networking and Service Improvement

3.1 Service Improvement Groups

Service Improvement Group Coordinator: Alice Russell

3.1.1 Broadly, the shared aim of all Service Improvement Groups is:

To enable effective and efficient delivery and improvement of highways and transportation service areas across Midlands Highway Alliance Plus member authorities, through support, guidance, sharing of data and information, innovation and best practice.

3.1.2 The Service Improvement Group workstream incorporates 15 Task Groups that originated from the Midlands Service Improvement Group. The Service Improvement Groups focus on a range of highways and transportation matters - Table 3: provides the current subject areas:

Table 3: networking and service improvement groups

Casualty Reduction	Highways Asset Management	Third Party Claims
Civil Parking Enforcement	Highways Structures	Transportation Data & Analysis
Development Management	Low Carbon Travel & Transport	Traffic Engineering
Flood Water Management	Street Lighting	Traffic Signals
Highways Records & Searches	Streetworks	Winter Services

Each Service Improvement Group has an individual Terms of Reference document that is updated annually by the group chair and group members. The focus areas for each of the 15 Service Improvement Groups 2021/22 are set out in Annexe E.

Currently, Service Improvement Group members have access to the MSIG website, as a stand-alone online resource which members can use to post questions and responses on dedicated discussion boards. The MHA Plus website now has a Service Improvement Group area and provides information on meeting dates and a direct link to the MSIG website.

During 2021/22, further work will be undertaken to assess how to rationalise the MHA Plus online offer, whilst maintaining key functionality of the MSIG website.

A full programme of virtual Service Improvement Group meetings took place during 2020/21 despite COVID-19 restrictions; this method of meeting will continue to for the foreseeable future. A full calendar of meetings is available on the MHA Plus website.

Usual expenditure on travel, meeting room hire and catering associated with face-face meetings was significantly reduced in 2020/21 due to COVID-19 restrictions. However, should there be a resumption to meetings in person, Cost to provide a programme of approx. 40 meetings is **£4,000**

4. **Commissioning**

4.1 **Resources**

To achieve its share of the objectives outlined in Section 1.5, MHA+ has the support of specialists. They are employees of Leicestershire County Council, and Derbyshire County Council. These costs will be recharged to the Alliance, as identified in Table 1.

4.2 **Communication and media**

MHA+ Communications Strategy (Annex C) is supported by an implementation plan that identifies communication leads; level of support and methods. Planning is underway to agree how the Alliance will move from having platforms, inherited from the three organisations, to a solution that incorporates the needs of its users. A variety of media will continue to be used, including: -

- websites www.mhaplus.org.uk <https://msig.econtrack.com/>
- MHA+ annual event
- MHA+ group on Linked In,
- MHA+ 'e-updates' (newsletters that are sent to people who have asked to be subscribers)

MHA+ Twitter account @midlandshighway

The bespoke Information Sharing Platform was designed to have a hierarchy of user roles to both enable and manage access to both general and secure information and enables users to both upload and download documents and comment on content
Estimated budget cost: **£20,000**

4.3 **Financial services, performance management and audit**

- Financial Services: The processing of invoices and payments on behalf of the MHA is undertaken by Leicestershire County Council.
- The charge to the MHA will be **£3,000**.

Performance Management and Audit: Performance management of the alliance is mostly carried out either by the Alliance Manager or chair of the respective board, with limited costs. However, a small amount of contingency funding is allocated if external support (such as legal advice) is required. **£1,500**.

4.4 **Planning and delivery 2021/22 and costs**

4.4.1 **Medium Schemes**

Framework manager: John Hooper

- ###### 4.4.1.1
- The primary purpose of the Medium Schemes Framework (MSF) is to provide an efficient procurement route for the delivery of highway projects. To date, over 100 projects have been delivered; savings have been reported in procurement, design, and construction phases of these projects.

All projects are required to use the established performance toolkit to report a range of quality criteria, which includes safety, right first time and cost / programme certainty. The MSF 3 Framework Board (Chair: Paul Rusted) approves each works order and regularly reviews the risk to the effective operation of MSF 3

- 4.4.1.2 Medium Schemes Framework 2 closed to new work orders in June 2018. Construction is now complete of the last three MSF 2 projects. Of note is
- Leicester North West Phase 2 project has been recognised in the ICE Regional Awards.

The project teams from the A52 Wyvern improvements and the Lincoln Eastern Bypass have shared excellent presentations with the Framework Community Board, which are available on the MHA+ information sharing platform.

- 4.4.1.3 A further eight Medium Schemes Framework 3 projects have now begun construction this year with a total value of £108 million through the Framework. As advised in MHA 2019/20 annual report, the first MSF 3 project successfully completed was the Harwell Campus entrance. Two more projects are now complete:

- Sleaford Rugby Club junction improvements
- A46 Anstey improvements in Leicester, short listed for the British Construction Industry Awards.

The A46 presentation is available on both the MHA+ and NEC4 websites

- 4.4.1.4 Framework Community Board

The Framework Community Board has continued to meet virtually because of COVID-19 restrictions. Without the need to travel, it has been possible to increase the frequency of these meetings. Meetings are regularly attended by most users of the framework, including all MSF 3 contractors and members of the supply chain. During the last year, attendee numbers have increased; although the opportunity to network has been missed. Content from these meetings can be found on the MHA+ information sharing platform. The various MSF working groups continue to pursue achieving the aims and objectives for Medium Schemes Framework 3 presented as Figure 1.

Figure 1: MSF 3 aims and objectives



ECI working group: has resumed to embed the lessons learned from the use of the NEC ECC X22 option (on nearly twenty projects). The group is considering an alternative approach to ECI, (developed using the NEC 4 Short Contract) on fourteen other projects.

Social Value working group: has developed a dialogue with the Considerate Constructor Scheme around the development of their Building Social Value assessment, with several pilot projects underway. It is proposed to increase the sharing of best practice examples on the MHA+ information sharing platform

Performance management working group: plans to further develop the existing performance toolkit. This work will enable the full value of an effective period of early contractor involvement to be demonstrated, as well as reflect changes to the broad range of social value activities including employment, skills and carbon agenda.

Members of the Framework Community Board are also seeking to establish collaborative business relationships between individual local highway authorities and framework contractors to ISO44001 standard.

The costs of the workstream to include:

- provision of the framework community board meetings **£4,600**
- provision of NEC training to support the framework community **£20,000**
- performance management toolkit development **£10,000**

National Association of Construction Frameworks (NACF) membership fee **£2,000.**

Total budget cost: **£36,600**

4.4.1.5 MSF 4 business case

In June 2020, MHA+ Executive Board agreed an outline business case for the procurement of a replacement framework. The MSF 3 Framework Board will act as the steering group for this procurement. A MSF 4 working group has met regularly to develop the contract documentation. A prior information notice has been published and subject to the agreement of the MHA+ Executive Board the procurement process will begin in April 2021 and be completed by January 2022.

Total procurement for MSF 4 budget cost: **£187,00³**

4.4.2 Professional Services

Framework manager: Peter Barclay

Professional Services Partnership 3 (PSP 3) is nearing the end of the second year of its contract period and is continuing to be used by virtually all MHA+ members. Turnover is in the order of £16m a year. The PSP 3 framework has two lots 'Professional Services' and 'Secondments' with two suppliers appointed to each lot. The increase in choice of supplier encourages competition and provides better resilience.

4.4.2.1 The Framework Community Board meets regularly and has developed a Commission Manual and is working on a performance management toolkit. If COVID-19 restrictions are reduced in early summer to enable face- face meetings, the cost of meeting venues is estimated to be around £600 for each meeting, an allocation for 6 meetings a year a sum of £3,600 is needed.

The costs of the workstream include:

- provision of the framework community board meetings **£4,600.**
- provision of NEC training to support the framework community **£10,000**

Total budget cost: **£14,600**

³ £20,00 2020/21, £167,000 2021/22

4.4.3 **Skills & MHA+ development**

Skills and development manager: Julia May

- 4.4.3.1 MHA+ development has a wide remit; and includes procurement, commissioning and performance management for term maintenance, asset management, skills, communication media, information systems and processes for MHA+.

This requires significant MHA+ infrastructure support such as design and development to support MHA+ members as well as our medium scheme and professional services frameworks. The systems and processes supporting MHA community have been designed to incorporate an extended membership with ease, either on an individual member authority; framework supplier or federated basis.

This includes the Information Sharing Platform which is available to approved users and has levels of secure access to documentation – user numbers continue to increase: 136 registered users from 27 MHA + organisations. A contract extension procurement process has been approved, potentially until 2023.

- 4.4.3.1 Oversight of Employment and Skills Plans (ESP) in medium schemes remains a high priority for the alliance. The monitoring process provides evidence of our commitment to both community and workforce development⁴; and is an integral part of the framework performance monitoring process. Progress on achievement of ESP benchmarks continues, with bi-monthly reporting to the Framework Community Board and; to date, 427 ESP benchmarks have been achieved across 32 MSF 2 schemes.

- 4.4.3.2 The Learning Management System (LMS) is used to deliver specific workshops; and was a method to manage attendance by a range of members and associated bodies to attend the fifteen Annual Event webinar workshops. Use of the system enabled active managements of potential participants and secured a high attendance (84%) margin.

- 4.4.3.3 The content on the LMS has been further extended to include softer skills to support work and well-being as part of our COVID-19 support strategy. The range of learning and development opportunities on offer, primarily online due to COVID-19 restrictions has been extended; and includes webinars from one PSP 3 supplier, Aecom that are available (via YouTube) on the MHA website - to date, this content has been accessed over 110 times. Other events support the acquisition of technical skills, such as design and delivery.

- 4.4.3.4 Our unique cloud-based platforms continue to be well used and is able to flex to accommodate user requirements, such as:

- ✓ supporting the infrastructure of MHA+ webinar week – offering members access to book 15 separate events over five days - a high degree of complexity was met as well as 82% attendance - as the system enables active management (requests and reminders) this would have involved significant administrator input; potentially low attendance; no data on attendees and ad hoc feedback;
- ✓ our unique lms has been identified as a potential host for an asset management toolkit and potentially, support delivery of other asset management content on behalf of a third party⁵;

⁴ Provide evidence to help deliver measures that deliver social value

⁵ With a national footprint

Over 792 MHA members, affiliated organisations and framework suppliers are registered on the LMS, across 46 organisations.

During 2020/21, 242 participants, from 22 organisations) booked for MHA+ webinars and face to face events, prior to Lockdowns 1,2 and 3), as well as 56 'virtual' learners (across 27 organisations) accessing our on-line learning content & webinars. The 2020/21 savings accrued by MHA commissioning learning, training and development for our members and their supply chain is £8,555⁶.

4.4.3.5 **Priorities for 2021/22**

- Understand the impacts of the COVID-19 pandemic
- Provide solutions that enables MHA+ members and framework suppliers to work collaboratively and improve connectivity
- Support the MHA+ workforce to develop and maintain the skills and expertise to meet their objectives.

MHA+ development and skills objectives 2021/22 and costs are provided in Table 5.

Table 4: MHA+ development and skills objectives 2021/22

Objectives	Actions
Undertake commissioning (procurement), design and development activities	Design and develop appropriate bespoke media and platforms by maximising opportunities from technological innovations, such as the Information Sharing Platform (ISP)
	Ensure development is sustainable
	Use procurement solutions, commissioning and performance management to audit and ensure value for money
	Ensure that there are appropriate priorities, policies, strategies, and plans in place to underpin MHA+ actions as well as achieve MHA+ objectives
Budget allocation	£8,000
Develop the capacity of the workforce to have the knowledge and skills to adapt to business and client needs	Extend the capacity of the lms to meet the increase in number of learners registering/accessing ltd
	Extent of blended learning on offer increased – to enhance access to the 'extended workforce'
	Extend the content on offer from suppliers – including expert input and webinars
	Extending the range of development opportunities/ltd offer on the lms
	Maintain the provision of generalist as well as specialist learning and development events
	Provide oversight on workforce development opportunities proposed across the member organisations and suppliers
Budget allocation	£24,000
Maintain the MHA learning and development culture that provides resources so that capabilities are recognised, used and enhanced	Use the MHA ltd protocol to ensure that the learning and development offer meets identified needs
	Use the evaluation feedback to refine content and commission learning and development events
	Secure funding to deliver specific learning events to members that address skills gaps, and support skills acquisition to meet emerging requirements
	Use media to provide information, data and access to industry support

⁶ If delegates accessed learning events direct from the provider

	Deliver efficiencies in the provision of workforce development, learning and development to the membership and associated /affiliated organisations
Budget allocation	£20,000
Provide learning interventions that support continuous improvement ⁷ , promote the industry and attract a diverse workforce	Access and make available learning opportunities provided by related organisations, commerce and industry
	Continue to support suppliers to develop and deliver plans that increase skills and knowledge
	Advise on the provision of cpd that will ensure the delivery of infrastructure schemes and services
	£8,000

Total budget cost: **£60,000**

4.4.4 **Term Community Board**

There is a need to consider the impact of the merger on the work of the Term Community Board. Initially set up to look at standard documentation for term contract procurement; it has been funded to deliver programmes such as highway inspection; performance indicators and best practice individual interventions for member authorities. Some of these have reached a conclusion and others could be assimilated into the existing work programme of service improvement groups. Projects, to implement aspects of the Code of Practice for Well Managed Highways have been identified for future funding
It is planned that Programme Board will consider the future purpose of the term community board and report back to Executive Board - Autumn 2021

4.5 **Special projects**

Projects identified as 'task and finish' have been separated from the workstream budgets in order to provide clarity. As projects are identified throughout the financial year it will be the role of Programme Board to agree projects, bid preparation and monitoring, and to ensure funding is available. It will also look for additional funding from other organisations such as DfT or ADEPT to supplement the MHA funding.

4.6 **MHA+ Budget requirement 2021/22**

The budget aim is to reduce the sizeable reserve, over the next couple of years, to the sum of £100,000 for the very unlikely possibility of the alliance behind wound up. A surplus of £256,801 has been identified, which is available to fund projects. Table 5 outlines the detailed budget figures for 2021/22.

5. **Sources of Income**

The alliance has two sources of income;

- the annual fee

the levies charged for the use of the frameworks

Annex C identifies provides the detail on income from both the annual fees and professional services framework. However, the income from the Medium Schemes framework is dependent on a variety of issues and can vary significantly. A relatively low figure has been included in this business plan.

It is not proposed to increase the fees or levies at present, primarily due to the level of reserves currently held.

⁷ Systematic maintenance, improvement and broadening of knowledge and skill

Table 5: MHA+ operating budget 2021/22

Descriptor	£	£	£
Reserves from 2020/21		553,058	
Estimated Income			
Income from membership fees	131,250		35 x 3,750
Income from MSF 3 Framework	100,000		
Income from PSP 3 framework	180,000		18m x 1%
Total income		411,250	
Estimated Expenditure			
Core team costs	292,907		see Table 4
Service Improvement Groups	4,000		
Medium schemes	203,000		inc MSF 4
Professional Services	14,600		
Skills Community	60,000		
Term service	3,000 ⁸		
Communications Plan	20,000		
Other	10,000		
Total expenditure		605,507	
Reserve to be c/f		100,000	
Funding for projects		256,801	

⁸ Subject to actions agreed in 4.5

MHA+ Business Plan 2021/22

Performance measures

Activity	Measure	Evidence
Set the priorities for the Alliance by approving the annual business plan at the start of the financial year.	Level of engagement at Executive Board and Programme Board	Minutes of Executive Board meeting
Create an environment which encourages the sharing of ideas and information and supports potential collaborative partnerships.	Framework Community Boards, working and service improvement groups.	Pipeline information; working group membership
	Best practice; value and service improvement.	Number of case studies and project reviews published on website and ISP
	Social value embedded	Cashable and other benefits achieved
	Collaborative Projects bids/number and value of benefits to be achieved.	Project completion, value and benefits accrued
	MHA+ newsletter circulation	Requests to receive and website 'hits'
	Collaborative projects seeking awards	Achievement of national recognition
	Information Sharing Platform uploads and comments	
Promote the development of common performance measurements, evaluation and benchmarking	Performance Management toolkits in all frameworks and monitored against other frameworks.	Reports to Programme and Framework Boards.
	Consistent reporting across frameworks.	framework dashboards and performance toolkit reporting.
	Data to evidence improvement in performance, output or outcome	Reporting processes integrated into business as usual
Monitor the progress of the activities outlined in the approved annual business plan and ensure that delivery groups are fit for purpose.	All activities listed in business plan are carried out.	Reports to Programme and Framework Boards.
	Ensure effective procurement, budget and performance review is undertaken	MHA+ core team involvement and scrutiny (if applicable)
Influence and lead on the development of national best practice	Invitations to speak at national conferences Interviews with the trade press	Press cuttings
	MHA+ representation on national panels.	MHA+ media use
	Annual event/learning, training and development.	Activity data and evaluation
	Continued development of bespoke products that gives MHA+ added value and usp	LMS; ISP; frameworks;

Activity	Measure	Evidence
Be aware of national and regional trends; changes to funding programmes and emerging legislation. MHA+ responsiveness to consequent actions to ensure changes are facilitated	MHA+ representation on national and regional panels	Minutes of Executive Board
	Maintain links with Atkins to horizon scan	Media and newsletters
	Enable groups to bid for funding to support change	Procurement and project bids
Ensure the work of the Alliance is given a high profile nationally and encourage members and framework suppliers to connect with other regional alliances, and national bodies	Attend National Association of Construction Frameworks.	Minutes of meetings
	Establish links with all other alliances – to form a National Association of Alliances.??	Attendance and input
	Use of LinkedIn and other social media	Press articles; data on coverage and 'hits' level of interest

Fees and Subscriptions March 2021

The level of fees will be reviewed annually in March by the MHA+ Executive Board as part of its approval of the MHA+ Annual Business Plan.

Annual Subscriptions

- The subscription rate (2021/22) for all members is £3,750/annum.

Framework and other fees:

- For all users of the **Medium Schemes Framework 3** the fees are related to the value of the work order at the start of construction which will be 0.25% with a minimum fee of £2,500 and a maximum fee of £50,000.
- For users of the **Professional Services Partnership 3** the fee is a standard 1% of the total value of work charged through the framework. This fee has been included in the rates provided by the framework suppliers. The Alliance will recover this amount by invoicing each supplier on an annual basis for 1% of the agreed value of work that has been carried out by that supplier over the financial year.
- Generally, fees for **all other activities** (e.g. commodity purchase) will be based on 10% of the predicted savings for members of MHA and, where appropriate, 15% for non-members.

Usage Discount:

- To encourage the use of the Medium Schemes Framework, the annual fee for an authority will be discounted by the amount of the framework fee due from that authority usage of the Medium Schemes Framework. The maximum discount per year will not exceed the annual fee.

Payment

- The MHA finances are managed by Leicestershire County Council, and all invoices will be raised via its financial system.
- Annual subscriptions are due to be paid by 31 March at the end of the year they are due.
- Fees for use of the Medium Schemes Framework become due when construction work begins.
- Payment of other savings, such as those from *commodities*, are payable when the saving has been made

Midlands Highway Alliance Plus (MHA+) Communication Plan 2021/22

Communications Planning is implemented by the Editorial Board in collaboration with members of MHA+ and MHA+ framework suppliers. An implementation report is provided to programme and executive boards - which identifies timescales and lead(s) in relation to activities and actions:

Priority 1 – Identify key themes, activities and events for MHA+ involvement
Activities include:
Maintain and enhance MHA+ reputation with members, industry and government bodies
Keep members informed using a variety of media, including MHA+ website
Increase engagement with members and partners (both with meetings and with contracts)
Engage with members and external bodies on recovery from COVID 19 – what are we doing in line with governments roadmap.
Support key transport imperatives
Produce promotional information for external stakeholders such as DfT and trade contractors
Framework Procurement – inform members of progress; ensure potential users of framework receive timely information
Produce Annual Report
MHA+ annual event – Plan, Publicise and Deliver 2021 event
Publicise key appointments
Media and information platforms; review and rationalisation (if applicable)
Priority 2 – MHA+ infrastructure (maintaining business as usual)
Activities include:
Identify national industry, government bodies and stakeholders that MHA+ can influence.
Produce bi-monthly newsletter
Social media content monitored, promoted and published
Promote board and other governance meetings
Promote MHA+ by submissions for Industry Awards; thereby promoting successes of members, supply chains and framework suppliers

continued

Priority 2 – MHA+ infrastructure (maintaining business as usual)

Ad hoc press releases

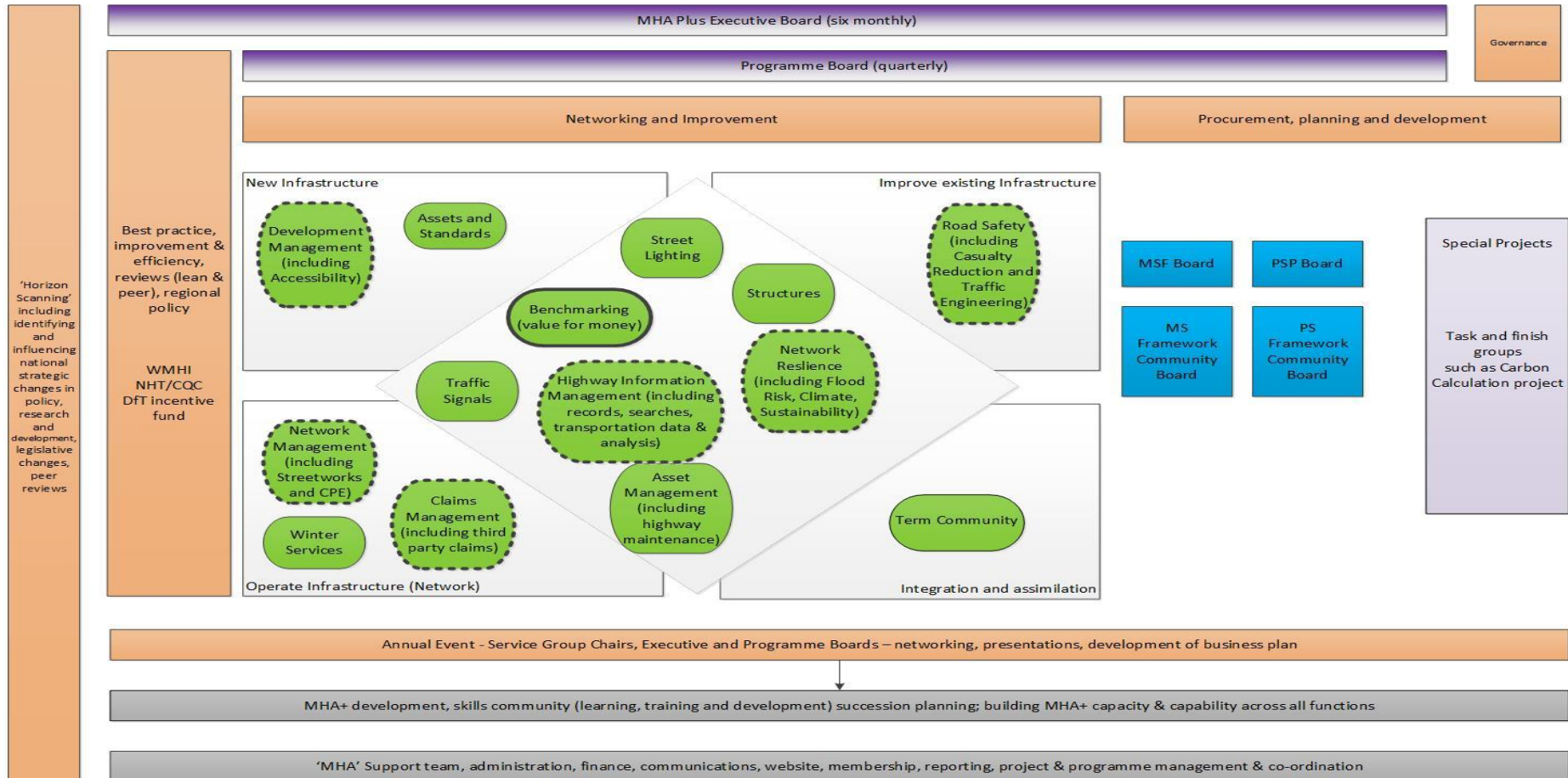
Maintenance and updating of MHA Plus website – update/review content as required – including current membership map

Produce artwork to help inform members, such as membership maps

Provide design and artwork for use on MHA+ platforms; publications and promotional materials
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Maintain mailing list of MHA+ member authorities, framework managers and supply chain

MHA+ model for delivery and planning



MHA Plus Service Improvement Groups

Key Issues for 2021/22

Groups have identified the key issues for 2021/22. These are provided (by group) below

General key issues:

Impact on public transport usage
Improved active travel infrastructure
Developing best practice across the MHA+ region
Different ways of working (e.g. homeworking)
Increase collaboration with other MSIG task groups

Group: Low Carbon Travel & Transport (previously Accessibility & Smarter Choices)

Issue	Operational Efficiency Impact
Public Health, Clean Air & Active Travel	<ul style="list-style-type: none"> Aligning our work with Government physical activity/active travel policies and strategies Sharing knowledge, information and funding opportunities / examples across the MSIG region
Low carbon technologies	<ul style="list-style-type: none"> Sharing and developing best practice across the MSIG region in relation to low emission vehicles and related infrastructure including e-bikes Different ways of working (e.g. homeworking)
Transport Planning & Policy	<ul style="list-style-type: none"> Awareness and understanding of impacts of policy and LTP on delivery of low carbon transport and travel

Group: Casualty Reduction

<ul style="list-style-type: none"> Using accident data from previous years benchmarking of collisions involving older road users, younger road users, two-wheeled vehicles (pedal cycles, motor cycles & e bikes) and those driving on business/commuting. To be revisited in light of data anomalies from 2020/21 lockdown periods.
<ul style="list-style-type: none"> Developing best practice for tackling collisions in the aforementioned driver/user categories.
<ul style="list-style-type: none"> Incorporating updates and feedback from regional Road Safety Partnerships into each task group meeting to establish a stronger link between organisations.
<ul style="list-style-type: none"> Exploring innovative ways in which services can be provided across the MSIG region as road safety budgets are reduced.

Group: Civil Parking Enforcement

- Comparison of PCN costs and income to drive financial efficiencies across the service and improve quality of PCNs issued.
- Improve Annual Reporting submissions and identify key performance indicators
- Gathering evidence relating to moving traffic offences to enable MSIG authorities to provide information to DfT to support the case for giving local authorities moving traffic enforcement powers.
- Cross boundary working to tackle parking issues in Peak District National Park

Group: Development Management

- Develop a regional training programme
- Examine opportunities to fund Highways & Transport development management services through fees and charges
- Maintain and review comparative data

Group: Flood Water Management

- To help member authorities implement efficient and effective practices and levels of service in respect to legal duties placed upon LLFA's.
- Examine opportunities to bring in 3rd party funding for non-statutory activities to support the statutory consultee role within coming financial years.
- Filling the skills/knowledge gap. Develop a regional training programme and event for graduates

Group: Highways Records & Searches

- Efficiency savings through shared training / awareness sessions across Authorities.
- Full review of benchmarking measures to allow comparisons to drive best practice, efficiencies and improvements.
- Incorporation of accurate highway information into the NSG
- Maintain consistency of approach in current CON29 response format

Group: Highways Structures

- Risk based inspections – produce a consistent approach for assessing risk
- Maintenance strategies, including incentive funding, lifecycle planning and TAMPs – optimal utilisation of resources available

- Performance Indicators – encourage group members to utilise and contribute to NHT Performance Management Framework structures measures.

Group: Highway Asset Management (previously Highways Maintenance & Asset Management)

Issue	Operational Efficiency Impact
Promotion of Well-managed Highway Infrastructure Code of Practice across member authorities	Consolidation of the risk-based approach for inspections and response times through the identification and sharing of best practice implementation.
Benchmark Self-Assessment Questionnaire submissions/maturity in asset management	Linking with Asset Management Guidance. Guide member authorities to Level 3 and beyond to maximise efficiency, effectiveness and incentive funding allocations.
Lifecycle planning as a tool to deliver net zero carbon	The investigation and development of LCP tools to support steps towards a net zero carbon footprint.
Use of data for programming and delivery of highway maintenance services	Better investment in programmes of work built upon an intelligence led understanding of the asset, its condition and the impact of treatments.
Meeting Customer Needs	Improved customer understanding and satisfaction through sharing of best practice in customer engagement and communication, particularly in regard to programmes and how works are prioritised.
Managing Performance through group consideration of NHT CQC and PMF.	Enhancing collective and individual performance through a greater understanding of what the performance data that is available to the group mean for us, how we compare and how performance data can inform improvement.
Relationships and Culture	Providing a forum that will enable continuous improvement through respectful challenge and partnership working between members and others.
Technical excellence in highway maintenance and asset management practice	The identification and sharing of best practice in asset management, materials and highway maintenance treatments.
Achieving Value for Money	Identifying and refining the tool that will enable the sector, and members, to demonstrate VFM through price evaluation, cost and value comparisons and the reliable quantification of non-monetary measures of value such as carbon footprint, biodiversity net gain, social value and economic benefit.

Group: Street Lighting

- Lowering energy consumption to reduce energy costs and carbon emissions. Comparison of year on year Kwh and CO2 reductions are measured against lighting strategies as new technologies emerge and develop
- Sharing information and best practice on lighting levels – including switch-offs, dimming and central management
- Comparing service standards
- Sharing procurement methods and using procurement partnerships to achieve savings

- Identifying development in technology and knowledge sharing to others
- Sharing information and best practice about asset management

Group: Streetworks & Temporary Activity

- Share common practice and evaluate permit schemes that are in operation
- Ensure compliance with Safety Code for Road & Street works is adhered to by all undertakers working within the public highway
- Raising performance of utilities by reducing reinstatement failure rates and sharing coring results
- Sharing contacts and best practice across county boundaries to improve consistency of approach for regional/national events management

Group: Third Party Claims

- Identify behaviours arising from claims to understand tactics used by claimant solicitors, consider trends/lessons learnt and social media issues
- Maintain and share up to date third party claims data
- Exchange of information and best practice in relation to the Well Managed Highway Infrastructure Code of Practice. Group members will work collaboratively to address ongoing implications of the CoP as its content embeds in highway management and claims processes.

Group: Traffic Engineering

- Provide collective input/comments to the DfT consultation processes as required
- Create stronger links with other MSIG task groups to raise the profile and awareness of traffic engineering role

Group: Traffic Signals

- Identify and report on schemes and initiatives being implemented by member authorities
- Review design standards
- Sharing best practice relating to DfT incentive fund scoring for asset management
- Review policy documents on pelican/puffin crossings

Group: Transportation Data & Analysis

- Ensuring that evidence is used as the key driver for scheme justification and measuring effectiveness.
- Preparing for future developments in transportation data, supporting group members to understand what SMART data and Big Data will mean for them.

- Using task group meetings as an opportunity to invite industry experts to speak about innovations in transport data collection and usage.

Group: Winter Services

- Simplification of comparative data sheets to allow easier input and meaningful comparison
- Review and discussion regarding the benefits of automated gritting practices
- Review new code of practice and share understanding
- Promotion of IHE Certification of Winter Decision Making
- Greater collaboration with the NWSRG
- Cycleway salting to be a future discussion topic

Contacts

For more information about any of the items in this report,
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