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>Welcome to our annual report for the 2016/17 financial year

I'm delighted to welcome you to the MHA annual report. As we enter the Alliance's tenth year it is great to note that it is still contributing to the success of its members and long may it continue. This report gives details of the good work done by the members of the Alliance and shows that collaboration does work.



Phil Crossland,
Chair of the
Executive Board

Key achievements include the delivery of two well-managed frameworks, the £250m Medium Schemes framework and the £30m Professional Services Partnership. Both frameworks are leading the way on best practice as well as meeting the expectations identified in LGA National Construction Category Strategy for Local Government (Effective Construction Frameworks) January 2016. In addition, our bespoke Learning Management System is now being used to manage learning, training and development across the MHA community. This 'community' has grown, with a thriving framework community board, a term community board and a Professional Services operations

board - all bringing our members and suppliers closer together to share their expertise.

Significant savings have been generated by the frameworks - an estimated overall saving of around £4m per year. So with that as an average, in the last ten years we'd have saved at least £40m! Work is due to start on the next generation of medium scheme framework in late spring 2017.

Much has changed during the first ten years of the Alliance. With austerity here to stay, the creation of combined authorities, the changing role of the Local Enterprise Partnerships, Midlands Engine (and its transport strand Midlands Connect), self-assessment for DfT funding and the Construction 2025 strategy all having implications for the future work of the Alliance.

It is vital that the Alliance retains its reputation as an exemplar of good practise in the highway sector. To do this the Alliance's objectives have been reviewed against national drivers and benchmarking carried out

that shows that the Alliance is improving year on year. I am pleased to see that the idea of combining the Alliance with the Midland Service Improvement Group, and the West Midlands Highway Alliance is being discussed. The organisations complement each other well and becoming one organisation will significantly increase the level of collaboration across the region.

I'm particularly proud to have been the chair of the MHA Executive Board during this period, and urge you to share in our success by having a look at what we've achieved in this report.

It is vital that the Alliance retains its reputation as an exemplar of good practice in the highway sector.

Phil Crossland

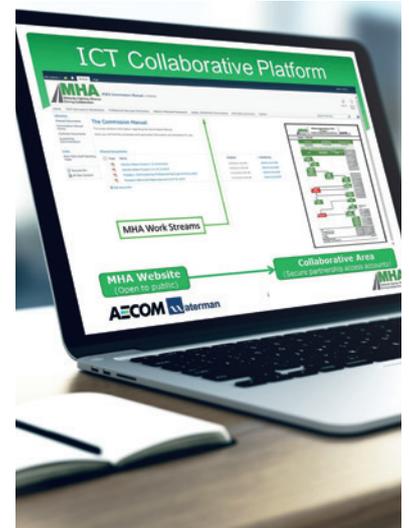
Sharing information

» SharePoint

The continued development work on our SharePoint collaborative platform by our partners AECOM/Waterman saw the access issues resolved. Members are now able to use their logins to access and share information. Amongst other activities, the platform allows active monitoring of Employment and Skills Plan (ESP) targets. Various working documents have been uploaded and more will be added in the coming months.

During 2017/18 we will continue to:

- » Consult with MHA members on their long term requirements for the system to help build capacity and support collaborative working
- » Upload key working documents and reports to SharePoint
- » Offer MHA members virtual training sessions/ demonstrations to ensure that all members are fully engaged with SharePoint.



» Learning Management System (LMS)

The LMS has a key role in delivering the MHA's vision of integrated learning, training and skills development opportunities for members and their supply chain. With over 260 registered learners now accessing e-learning, face to face and offline learning via our secure, cloud-based system supported by Virtual College the LMS goes from strength to strength.

The LMS supports the MHA's scrutiny role in the development of learning and training opportunities by providing data on how participants' knowledge, skills and confidence (KSC) improve during their learning journey.

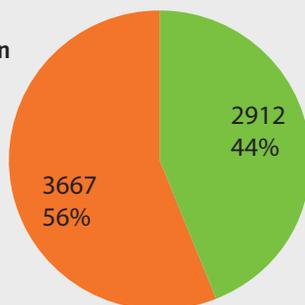
During 2016/17 members also enjoyed increased opportunities to share information and knowledge through a number of workshops that used external experts to deliver the events.

» MHA website

During 2016/17 there were over 6,500 sessions on the website (a session is when a user is actively engaged with the website). First time visitors accounted for 56% of these sessions.

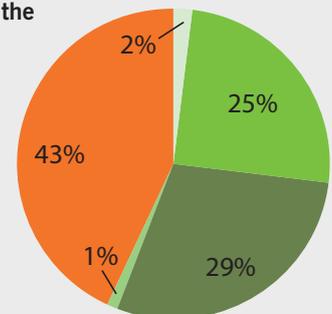
Breakdown of sessions on MHA website 2016/17

- Returning visitor
- New visitor



How visitors arrive on the MHA website

- Direct (i.e. have typed the web address after seeing elsewhere)
- Referral (i.e. have come via another site)
- Social (i.e. Twitter)
- Organic search (i.e. via google)
- Email



Organic searches (i.e. via google) for the MHA website remain the most popular way for visitors to find the site, a breakdown of how they arrive on our website is shown below:

MHA member authorities



> Finance

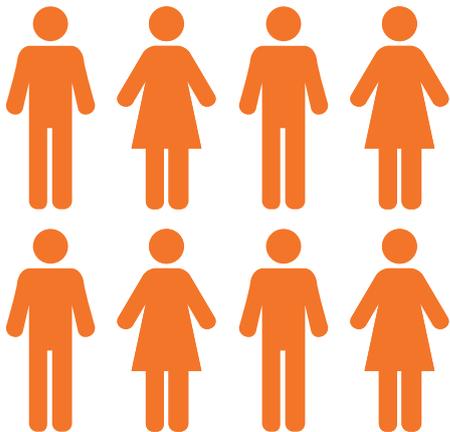
- > In March each year the MHA Executive Board consider the annual business plan, which sets out the key outcomes required from each work stream. The plan details what funding is available to support that work and where it will come from.

Income 2016/17:

Income increased by 23.34% on last year, due mainly to the significant increase in work going through the Professional Services Framework. Other sources of income have remained stable.



Financial year
2016/17 total:
£359,533



Annual membership:
£152,000

Sponsorship for
annual event:

£2,500



Medium Schemes
Framework:

£88,260

Professional Services:

£116,773



“It’s great to see that our frameworks still meet the needs of our members and remain as popular as ever.”

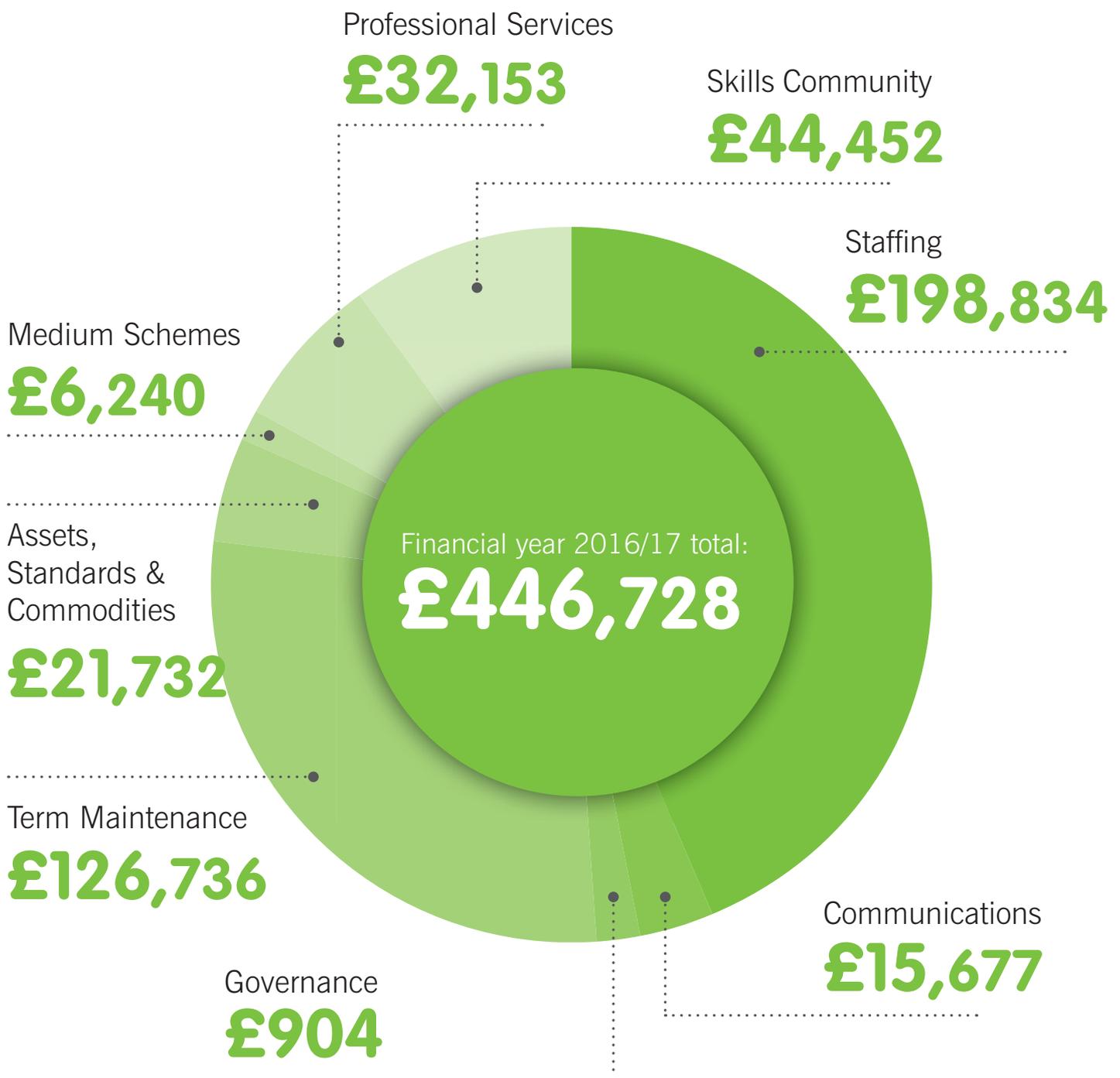
Peter Barclay, MHA Manager

Expenditure 2016/17:

Expenditure remains at a similar level to last year, with the main focus being the work of the Term Maintenance Group.

“The work streams continue to deliver significant savings, giving a good level of return on investment.”

Peter Barclay, MHA Manager



Medium Schemes



The Framework Community Board

The collaborative approach to the delivery of Medium Schemes Framework 2 (MSF2) projects continues to drive performance across the framework community. The increased performance reporting, introduced at the beginning of 2016/17 using the performance toolkit, has led to regular sharing

of best practice across MSF2 project teams.

The Framework Community Board captures the lessons learnt from post project review meetings and shares them across the region. Project team presentations and case studies are available on the MHA website. The regular two monthly reporting of performance measures allows

“The average CCS score across all our projects has increased to 40 out of 50 which equates to excellent performance.”

John Hooper, Midlands Highway Framework Manager

Performance Toolkit

The performance toolkit includes ten core measures and a number of optional measures to help project teams focus on specific areas of performance relevant to their project.

The MSF2 performance toolkit collects hours worked across all MSF2 projects, together with reportable (RIDDOR) and lost time accidents. This information shows an overall improving safety performance in line with industry trends.

SAVINGS

PROCUREMENT

£601,752

ECI 
+£16m

 GAIN SHARE
£2m

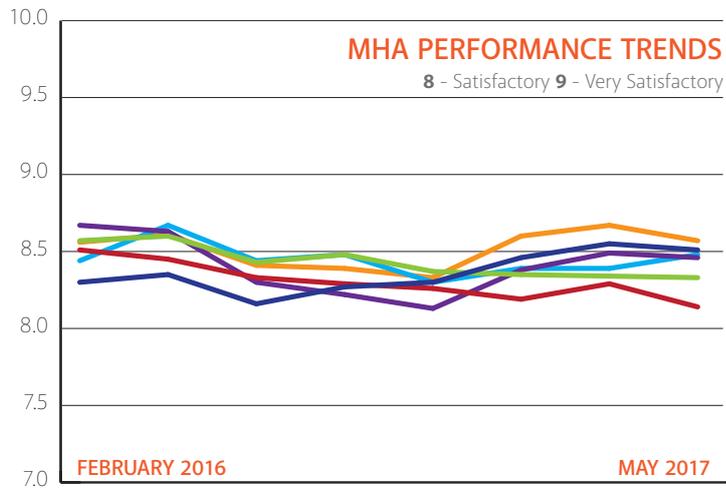
issues to be raised with colleagues and experiences shared at these well-established meetings.

All MSF2 projects are registered with the nationally recognised and inspected Considerate Construction Scheme. This scheme recognises construction project teams' commitment to undertaking construction activity with the greatest care and consideration towards the public, the environment and the workforce. This year the commitment of four MSF2 projects was acknowledged and between them they received a gold, two silver and a bronze award. The average score across all our projects has increased to 40 out of 50 which equates to excellent performance.

In addition, the performance toolkit requires each team to report its own performance against a range of criteria including;

- Quality of product delivered
- Key aspects of the service provided
- Measures taken to ensure "right first time"
- Delivery to programme
- Effective traffic management
- All aspects of health and safety

These criteria are all measured against a common scale, where a score of eight indicates fully satisfactory performance, and ten indicates performance which exceeds expectations. The graph shows a more than satisfactory



performance across the whole range of measures.

On the basis of this track record of success, the framework board has this year granted the maximum extension to the

contract duration. MSF2 will now be available to members until June 2018, when it is planned to launch a successor framework.

Financial reporting and procurement savings

By the end of March 2017, 23 MSF2 project contracts have been awarded by 11 different highway authorities to the five MSF2 framework contractors. This has saved member authorities £601,752 in procurement costs with further savings in tendering costs to the industry.

Of twenty projects, each valued over £1million, 85% have adopted early contractor

involvement with considerable success. In total these project teams have reported savings exceeding £16million by;

- Adopting a structured approach to early contractor involvement
- Setting clear goals and taking timely decisions
- Working closely with all stakeholders
- Including key suppliers and sub-contractors in decisions at an early stage

- Ensuring good communications and building trust with all those directly affected by the project

Works are now complete on 14 of these projects and the majority have agreed financial completion within six months of works being completed. The graph shows that all except one have achieved further savings against the finally agreed target price.

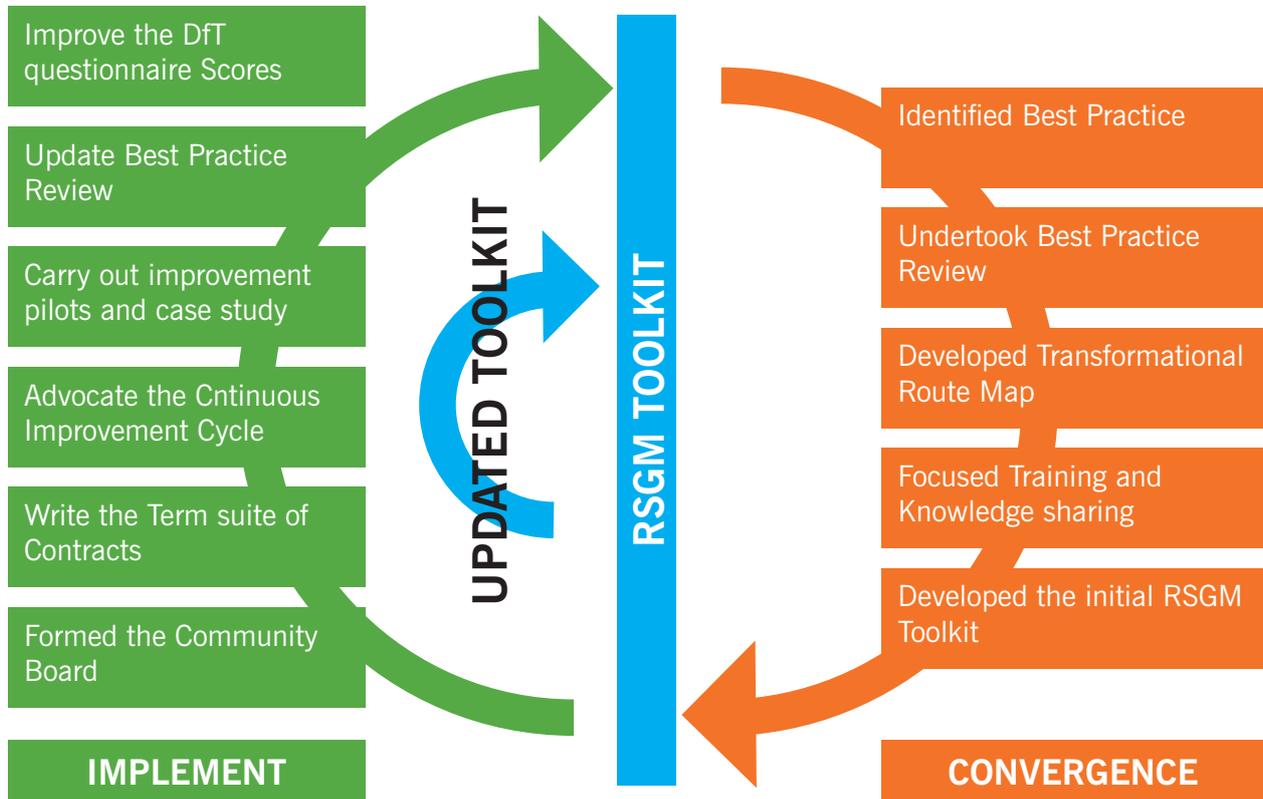
This additional £2million of gain share savings has been achieved by:

- Continuing the collaborative one team approach to projects throughout construction
- Resolving issues promptly through the management of early warnings and compensation events
- Strong commitment to value engineering and lean construction techniques



> Term Maintenance

Brief History



“Current auditable cashable/cost avoidance savings from all members from peer reviews, efficiency generating pilots and the sharing and identification of best practice is now predicted to reach £7m in coming year.”

Stewart Corbett, Chair of Term Community Board

Celebration of 10 years of Term Maintenance improvements through the MHA

In 2017 the MHA celebrates its 10-year anniversary and with it the Term Working Group. The group has evolved during this time by including service providers in the group to form the Term Community Board (TCB). Together, members:

- Define best practice principles and record these in the Rationale & Strategic Guidance Manual (RSGM) toolkit (updated annually with case studies).
- Measure best practice by undertaking reviews the latest was in 2016
- Benchmark and record benefits on a true ‘like for like’ basis.
- Convert best practice into the MHA term suite of contract documents (the foundation documents which formed the HMEP contract).
- Develop a Culture Framework to give an understanding of the strengths and weaknesses of the collaborative working between strategic partners.
- Continue to share best practice and disseminate efficiency improvements through detailed pilot projects between members.

AVERAGE 16% IMPROVEMENT

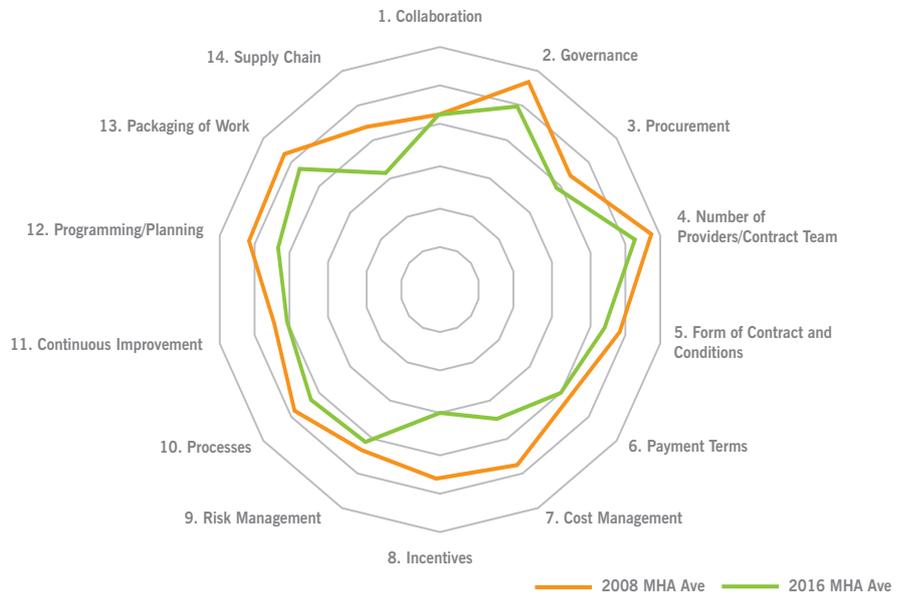
PERFORMANCE INTERVENTIONS: REACTIVE WORKS

Derbyshire County Council
£350k SAVINGS
 FROM £8k INVESTMENT

Best Practice Review

The Best practice review was done during 2016 after an eight year gap. The graph shows the average comparison for all member authorities between these two reviews.

Comparison of Best Practice Elements 2008 and 2016



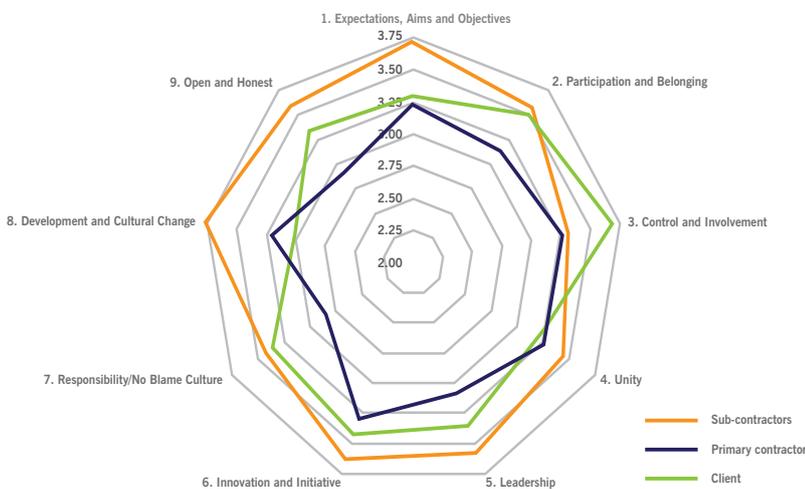
Annual Culture Framework

The term community successfully piloted the Culture Framework last year. The graph illustrates the information generated that individual members can use via peer review to improve their collaboration between all parties on a year by year basis.

“I may have been slightly cynical at the outset but this MHA project has far exceeded my expectations not merely in the increase of efficiency but in the immediate boost to moral”

Glyn Dutton, Principle Engineer Derbyshire County Council

MHA Collaborative Culture Framework - section comparisons



“Successful, efficient and joyful contracts are delivered by PEOPLE”

Dave Walters, Regulation and Governance Manager, Staffordshire County Council

➤ Assets, Standards and Commodities



➤ Over the course of 2015/16 attendance of the Assets, Standard and Commodities Working Group had begun to decline. To reverse this trend the group took a closer look at how it operated and what changes needed to be put in place to ensure that it remained viable and fit for purpose.

The review has led to a move away from regular quarterly meetings to one-off events. These events focus on a single topic which allows officers to attend workshops that are of particular interest to them and their authorities. This has ensured that during 2016/17 the right people have attended these workshops to everyone's benefit.

This year's topics have been chosen following discussions with the Midlands Service Improvement Group, whose members attend the workshops to ensure there is good sharing of knowledge. The move away from commodities to concentrate on asset management and standards has also stimulated the group.

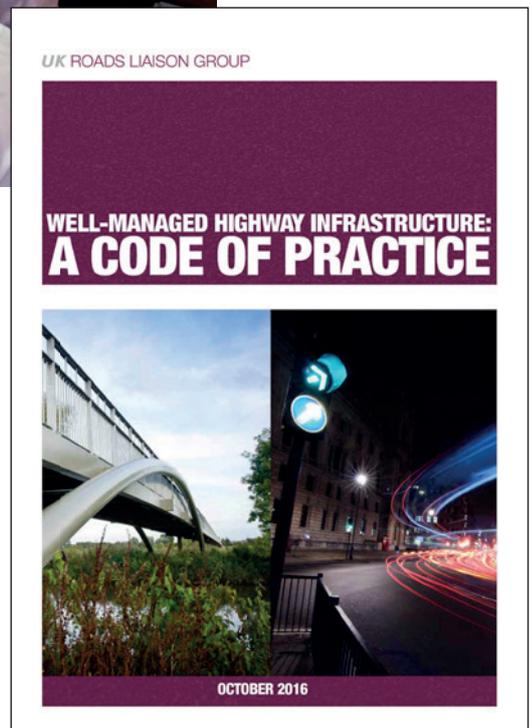


The change in format has proved to be successful with significantly improved levels of attendance at the group's two DfT Self-Assessment Fund workshops supported by Mouchel in October. There was also a high attendance level for the workshop led by Atkins on the introduction to the new UKRLG Code of Practice - Well maintained highway infrastructure.

Levels of interest expressed for the forthcoming gap analysis workshop to be facilitated by AECOM on where authorities are in implementing the Code of Practice are extremely encouraging

The group is currently working to develop some specific projects with AECOM, the largest of which is the Harmonised Specification. Scoping work has been carried out to see what will be needed for the MSF3 procurement.

The group has also developed a template for the BIM Employers Information Requirements which outlines how the client describes how they want the as built information to be presented.



“Whilst it is difficult to assess the overall benefit of the group, feedback from the workshops indicates that they were felt to be very useful and some modest savings were made during the course of the year.”

Martin Carnaffin, Work stream lead

> Skills Community



“Well presented. Encouraged interaction and participation from all. Left the course with increased knowledge and understanding.”

The MHA is continuing to take ground-breaking strides towards integrated working while at the same time creating opportunities to build capacity and capability in the highways and transportation sectors.

The Skills Community provides learning, training and development opportunities that underpin the MHA work streams and uses the MHA website to host access to our learning gateway: www.mhawebsite.org.uk/learning-and-development

Learning and development priorities are identified as part of the MHA annual planning and review process. The Executive Board, along with work stream leads, provide oversight and enable the skills community objectives to be realised.

The Skills Academy continues to develop based on Construction Industry Training Board (CITB) employment and skills planning. This is in order to meet the MHA's ambition to develop a broader remit - building the capacity and capability of the existing workforce.

During 2016/17 the Skills Community continued to support the delivery of MHA programmes, projects and schemes by:

- offering construction/highways specific learning events
- the MHA Learning Management System (LMS)
- commissioning specific initiatives to improve access to graduate and trainee schemes

All of this has been achieved by working closely with our partners including the Institution of Civil Engineers (ICE) and the Transport Planning Society (TPS).

Skills and development resource planning activities include:

- » Analysis of the current and future workforce skills that are needed
- » Building our workforce – to support entry to a construction related career and training opportunities
- » MHAF- a competencies framework linked to the MHA portfolio, priorities and professional guidance
- » Expanding the breadth of learning and development opportunities
- » The MHA learning management system: <http://mhaskills.virtual-college.co.uk/> supports continuous professional development via access to online learning; workshops and face to face events. There are over 260 registered learners.
- » LMS includes the technology to evaluate all learning to evidence increases in skills, knowledge and confidence.

During 2016/17 our learning programme has been extended to include virtual learning programmes. In addition, we have:

- Provided learning and development events to over 260 members and their supply chain partners to promote upskilling, re-skilling and conversion in order to maintain an agile workforce with transferable skills.
- Delivered efficiency savings in learning, training and development of nearly £31k to MHA members.



MONITORING IN 2016/17 SHOWS

90 ESP TARGETS ACHIEVED

OVER 260 REGISTERED LEARNERS
100% INCREASE YEAR ON YEAR



Other skills planning

A shared aspiration of the Alliance is that every effort is taken to organise, maximise and develop resources. At an early stage in the Alliance, a high priority was placed in National Skills Academy for Construction (NSAFC) client based Employment and Skills Plans (ESP). This approach secured the MHA accreditation as a CITB skills academy and embedded best practice principles across all MHA Medium Schemes

Frameworks (MSF) schemes, beginning with MSF1.

All MHA Medium Schemes Frameworks (MSF2) discuss and identify relevant benchmark targets and develop an ESP. MSF2 schemes incorporate Early Contractor Involvement (ECI). While performance management processes incorporate a requirement for employment and skills planning achievements on targets to be reported on a bi-monthly basis.



MHA learning, training and development

The Alliance continues to undertake a scrutiny role in relation to the learning, training and development opportunities they commission.

Data collection has been expanded in 2016/17 as part of an MHA evaluation strategy to determine the extent to which the MHA Skills Community is contributing to improving the knowledge, skills and confidence (KSC) of participants.

The graphs show an increase in the levels of KSC for our learning events commissioned in 2016/17.

Professional Services Partnership

Workstream lead – David Bartram, Derby City Council

This has been the second year of the Professional Services Partnership 2 (PSP2) framework which was awarded to AECOM in April 2015. Over the course of the last two years it has had an average turnover of £7m a year.

The prime purpose of the partnership is to maintain a well performing professional services framework with strong governance that already meets most of the key drivers of Construction 2025.

This includes encouraging innovation by sharing expertise and developing collaborative projects. With its delivery managers visiting every

authority, AECOM is ideally placed to identify collaborative opportunities across the Alliance including:

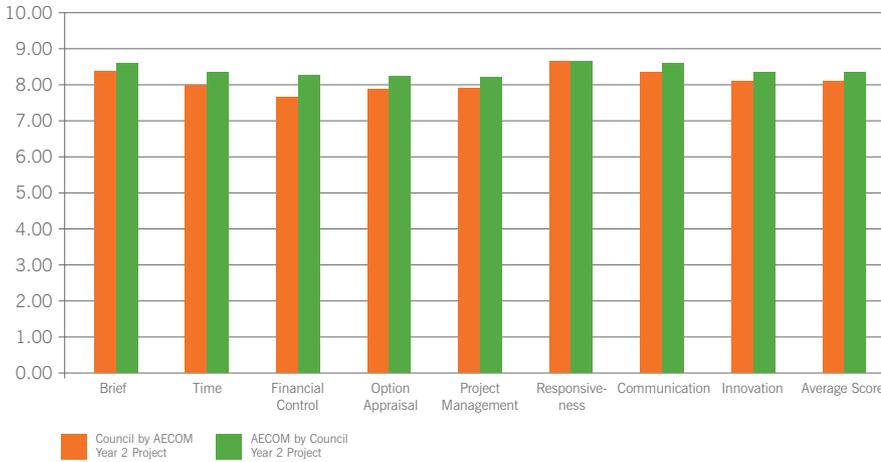
- » the BIM pilot project
- » the Carbon Footprint project
- » a standard for commuted sums
- » a funding toolkit

AECOM are also working with the Medium Schemes Framework 2 (MSF2) contractors on supporting client capability by developing integrated delivery teams to BS11000.

Because of this work the MHA AECOM WATERMAN partnership won the 2016 East Midlands Merit Award for collaboration in June.



All Authorities, Year 2 Projects



EXCELLENT
PERFORMANCE SCORES

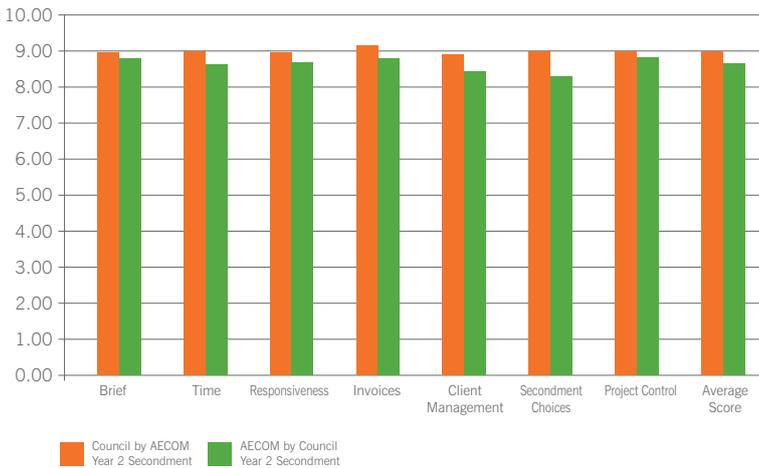
8.8

CLIENT/CONSULTANT

8.7

CONSULTANT/CLIENT

All Authorities, Year 2 Secondments



As part of their original tender, one of AECOM's commitments was to provide a collaborative platform. This is now up and running and will become a major conduit for informing MHA members of MHA activities and sharing best practise.

The savings developed by the partnership are significant, with an estimated saving of 10% on AECOM's hourly rates alone, due to the aggregation of work from MHA members.

Performance scores for the partnership are excellent, averaging 8.8 for client/consultant and 8.7 for consultant/client



CASE STUDY:

> Collaboration

Project:
**A611 Rolls Royce Access
scheme**

Client:
**Nottinghamshire County
Council / Via East Midlands**

Design consultant: **Via East
Midlands/ Reform Landscape
Architecture**

Contractor: **Galliford Try**

Contract value: **£3.1m**

Length of project: **42 weeks**

Completion date:
February 2017

> Background

The need for a new access road for Rolls Royce in place of the existing Watnall Road access was identified.

As the first stage in the redevelopment of the Rolls Royce airfield site, there were several issues that needed to be incorporated into the scheme including:

- » Satisfying the needs of the client authority.
- » Facilitating the provision of additional homes, schools, new businesses, and future employment and aiding long term positive economic development within the Hucknall area.

The scheme involved the construction of a new roundabout on the A611; a new reinforced concrete highway bridge over Farley's brook together with a second roundabout, 250m of new carriageway, a Pegasus crossing and associated street lighting and landscaping.



ACCIDENT FREQUENCY RATE
**42,000 MAN
HOURS WORKED**



Objectives

The main objective of the scheme was to deliver a high-quality product on time in a safe manner.

The MHA's collaborative approach was adopted to foster a positive yet relaxed atmosphere across the teams and stakeholders. This approach encouraged staff to develop a sense of pride and ownership in the work that they were completing, creating a cohesive workforce able to meet the deadlines of the scheme on budget.

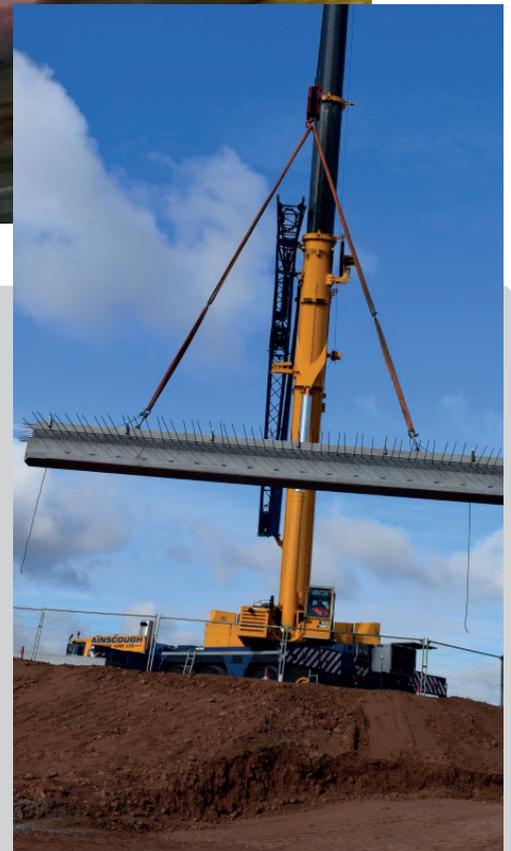


Key achievements

Regular progress meetings, site visits and monthly programme updates were put in place to ensure that communications with all stakeholders were maintained throughout the scheme including:

- » Monthly No Accident Behaviour (NAB) meetings held with the workforce. All actions raised every month were closed.

- » Regular meetings with Nottinghamshire County Council traffic management team prior to works to agree disruption reduction measures.
- » Regular meetings with the client's supervisor and the relevant subcontractors to brief key events such as the surfacing night shifts on the A611.



“I attended the Considerate Contractors Award ceremony with Galliford Try and they won a gold award for the A611 Rolls Royce Access scheme. It's great news and a just reward for the well organised and professional manner they managed the project.”

Rob Driver, Team Manager,
Highways Design and Structures,
Via East Midlands Ltd

Early Contractor Involvement (ECI) brought about key savings before works commenced and produced an overall scheme saving of 13%. Key ECI benefits included:

- » Modifying the bridge design so that all beams were a standard length saved approximately £15k in construction costs, plus an estimated three weeks from the programme.

- » The free issue of Class 1A material to Nottinghamshire County Council as a result of Galliford Try's existing involvement with the site developer resulted in significant savings to the initial target price of £351,246.



“From the outset of the works the ethos was collaboration and team work. Through a shared dedication to delivering the key project objectives, major savings were identified and made a reality on the scheme. Above all else, the highest standards of health, safety, environment and sustainability were maintained throughout.”

Graham Littlewood, Construction Manager, Galliford Try

During the works as problems were encountered they were dealt with efficiently with minimum cost and delay to the overall scheme by utilising the talents and experience of the whole site team.

During the bridge deck pour the C40/50 concrete began to cure whilst being placed. Following consultation with the designers and their agreement, the pour continued. Extra concrete was ordered and it was agreed that the finish was checked once the shutters were stripped. In future, anytime this strength concrete is used, a pour sequence will be established to allow for stop ends.



Value Engineering (VE)

Value engineering saved three weeks off the programme and contributed to reducing the carbon footprint of scheme by:

- » Using site won Class 1A in lieu of 6N for the backfill of the bridge.
- » Using planings from the A611 works in lieu of Type 1 in the footpaths.
- » Reducing the sub-base layer in the road construction in fill areas due the high CBR results of the Class 1A fill.
- » Redesigning a section of the carriageway to avoid the need to excavate and reconstruct the existing A611.



The scheme was registered with the Considerate Constructors Scheme and achieved a Gold Award in the £1m to <£5m category in March 2017.



Community Engagement and Employment Skills

The successful implementation of an Employment and Skills Plan (ESP) during this scheme resulted in the continued development of apprentices in formwork and materials testing. There were also a range of positive training outcomes for subcontractors including NVQs, Supervisor Training and Advanced Health and Safety Training.

Environmental concerns were addressed throughout the scheme and an ecological survey for Water Vole activity was carried out on Farley's brook prior to works being carried out.

With Nottinghamshire County Council's consent a temporary flume was installed across Farley's brook for the duration of the construction programme. This reduced the distance from the stockpile to the deposition point from 3.5km to 250m. As no vehicle had to leave the construction site, this allowed for increased loads of 30t so 1,100 potential movements were reduced to 760.

Throughout the scheme relations with the local community were

generally positive with regular site visits organised and only one complaint received.

Contractors ensured the Bridleway was maintained at all times, with a well signed diversion route. A controlled pedestrian crossing was also installed on the A611 which was not there before and was not part of the original plan. The scheme also donated £500 to Papplewick Pre-School for school supplies.

Lessons learned

- A Contractor/Supervisor NEC pre-start meeting and contract training day at the outset of the project and the development of a site charter would have ensured everyone on site was aware of their obligations from the outset.
- Hold points from Inspection and Test Plans (ITPs) should be listed separately and briefed to the workforce.
- The continuous collaboration of all stakeholders via regular meetings and a clear planning strategy contributed to the high quality of the finished scheme and the efficiency savings identified.

> MHA future

- > In last year's annual reports we identified five factors that would affect the MHA's future. To the factors listed then, combined authorities, the role of the LEPs, Midlands Engine, self-assessment for funding and the Construction 2025 strategy add Brexit, the risk based approach to maintaining highway infrastructure, the introduction of NEC4, and the effect of the Transport Infrastructure Strategy as new challenges for the alliance. All this suggests that the only constant in this world is change!

Sharing innovation

The MHA has worked hard to enhance its image, with a very successful annual event that took place at Derby Roundhouse attended by over 120 colleagues where the president of ICE gave the keynote speech. The aim is to organise a similar event for the Alliance's 10th birthday in September. Every opportunity will be taken to raise the MHA's profile, such as giving the keynote speech at the launch of NEC4. There is a need to build on the collaborative platform, to make sure we communicate more effectively and we will support the Connect and Share initiative being sponsored by HMEP. There are discussions taking place with both Midlands Service Improvement Group and West Midlands Highway Alliance about working closer together, and we are making full use of our membership of the National Association of Framework Contractors to be kept well informed.



Efficiency savings

As this report shows, we are making significant savings with the two frameworks. We will need to ensure that they continue to give increasing efficiencies and those innovative ideas, such as an integrated delivery team are given the encouragement that is needed for them to develop. The replacement framework for MSF2 is being developed collaboratively across the Alliance, and will continue to promote the kind of behaviour the industry needs to adopt when it comes into being in June 2018. According to

the ICE Infrastructure Group there are five themes - good governance, organisation, client capability, integrated teams and digital transformation. Add collaboration and social values to the list and you can see why the MSF3 framework will be one of the best frameworks in the country. It must be, as it is vital that we give the newly forming combined authorities the option of using a well-established, well managed framework to deliver their projects



Annual review

This has two forms, the face to face meeting and the annual Business Plan approval. The face to face meeting takes place every year, and sounds out what member authorities want the alliance to do about the factors listed above. The annual Business Plan sets out objectives around these issues and was unanimously supported by the MHA Executive Board. The plan includes specific collaborative projects around BIM, developing risk based approach guidance, commuted sums, relationship plans and carbon framework. These projects will be worked on over the coming year and the outcomes published on the collaboration platform. In addition, the focus has changed from the long term need for a harmonised specification for use with MSF3 towards this becoming a guide for developers.

Increase in Learning and Development

The skills shortage is here to stay and the Alliance now has a Learning Management System up and running, which will be a powerful tool in ensuring that member authorities' staff have the skills they need for the future. Workshops and courses will be developed in partnership with ICE for NEC4 and effective project sponsoring and the needs of the Alliance will be continually reviewed to ensure that they are as relevant and up to date as possible. Apprenticeships and approved training schemes will be the key to a successful future.

What's that coming over the hill...?

The Automatic

Finally, the MHA will be facing the future with a new face at the helm. Phil Crossland has decided to retire from his role as Director of Environment and Transport at the end of September. He will also stand down as chair of the MHA's Executive Board. Phil was at the heart of the discussions on the proposed merger between the MHA and MSIG and has made a major contribution to the work of the MHA. He has been very supportive to the MHA team and we wish him every happiness in his retirement. His replacement will be confirmed at the next Executive Board meeting.

Contacts

For more information about any of the items in this report, please contact the MHA Manager:

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Or visit our website at: **www.mhaweb.org.uk**

