

➤ MHA Annual
Report



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“I’m delighted to review another challenging but successful year for the Alliance.”

Peter Barclay,
MHA Manager

>Welcome to our annual report for the 2015-16 financial year

As the MHA continues to grow we welcome Buckinghamshire as our newest member and look forward to their active participation in the Alliance!

Last year I referred to the significant challenges some of our member authorities were facing. It is very pleasing to note that the Alliance is still delivering what our members want in terms of addressing those challenges.

One of the first milestones of the new financial year was to award the Professional Services Partnership 2 Framework (PSP2) to AECOM, the world's leading engineering consultant by revenue. A key part of the offer from AECOM was to develop a collaborative platform and it is excellent to see how far this has come. It will greatly improve the sharing of best practice and innovation and also generate savings. The Medium Schemes Framework has also contributed to savings with 10% being achieved from Early Contractor Involvement (ECI) alone.

Rising to another challenge, considerable work has been done in helping staff to gain all the skills they need to deliver services with more than 230 people benefiting from courses in contract management and CDM. The Learning Management System (LMS) will

soon be in place and this will provide us with a major tool for addressing the skills gap that I mentioned last year.

The Best Practice Review carried out in 2008 has now been repeated and the results show how authorities have moved on. The survey looked at authorities' responses to the Department for Transport (DfT) self-assessment questionnaire too. The information will be used to develop further learning and career opportunities as well as help Alliance members maximise their share of the DfT's incentive funding.

Our links with industry have been strengthened with speakers from CECA and CITB at our annual event in June. Working with the Midlands Service Improvement Group, major reports on Climate Change Adaptation and the use of Low Temperature Asphalt have been produced.

You'll find the detail behind these achievements in this report and I hope you find it interesting.



Phil Crossland,
Chair of the
Executive Board

» Sharing information

» Learning Management System (LMS)

In keeping with the MHA's integrated approach to skills development, the new LMS provided by Virtual College will include a secure, cloud-based system to support:

- » E-learning

- » Face to face and offline learning
- » Course set-up and planning
- » Learner management
- » Evaluation and certification

It will enable the MHA to provide a range of learning, training and development opportunities

to MHA members and their supply chain. It will also enable the MHA to promote and sell other learning provision that can be accessed by other parts of the supply chain to generate income.



» MHA website

The MHA communication plan identified a need to improve the information we provide online. We needed to make the website user-friendly and efficient. Following a revamp of the website the usage increased by 44%. The development of a collaborative platform will allow active monitoring of Employment and Skills Plan (ESP) targets. This, and other methods of engagement, has many benefits – these include building capacity, supporting collaborative working and making savings.

» SharePoint

AECOM/Waterman, as part of their 'tender offer', made plans to develop a collaborative platform that would allow members and partners to share information. SharePoint was nominated as the most suitable platform to fulfil the MHA members' requirements.

The platform will enable users to access different levels of documents as well as collaborate on working documents. Access to the system is still being developed and the proposed launch date is summer 2016.



MHA member authorities



> Finance

In March each year the Executive Board approves the annual business plan which sets out the key outcomes the MHA requires from each working group. The plan also outlines what funding is available to support that work and where it will come from.

Income 2015/16:

The MHA remains self-sufficient and generates its own income to support its activities. The two sources of income are annual membership and levies for the use of the two frameworks.



Financial year
2015/16 total:
£291,490



Annual membership:
£145,500

Skills Community:

£640



Medium Schemes
Framework:

£88,350

Professional Services:

£57,000



“The MHA continues to be self-sufficient, generating enough income to support all its activities.”

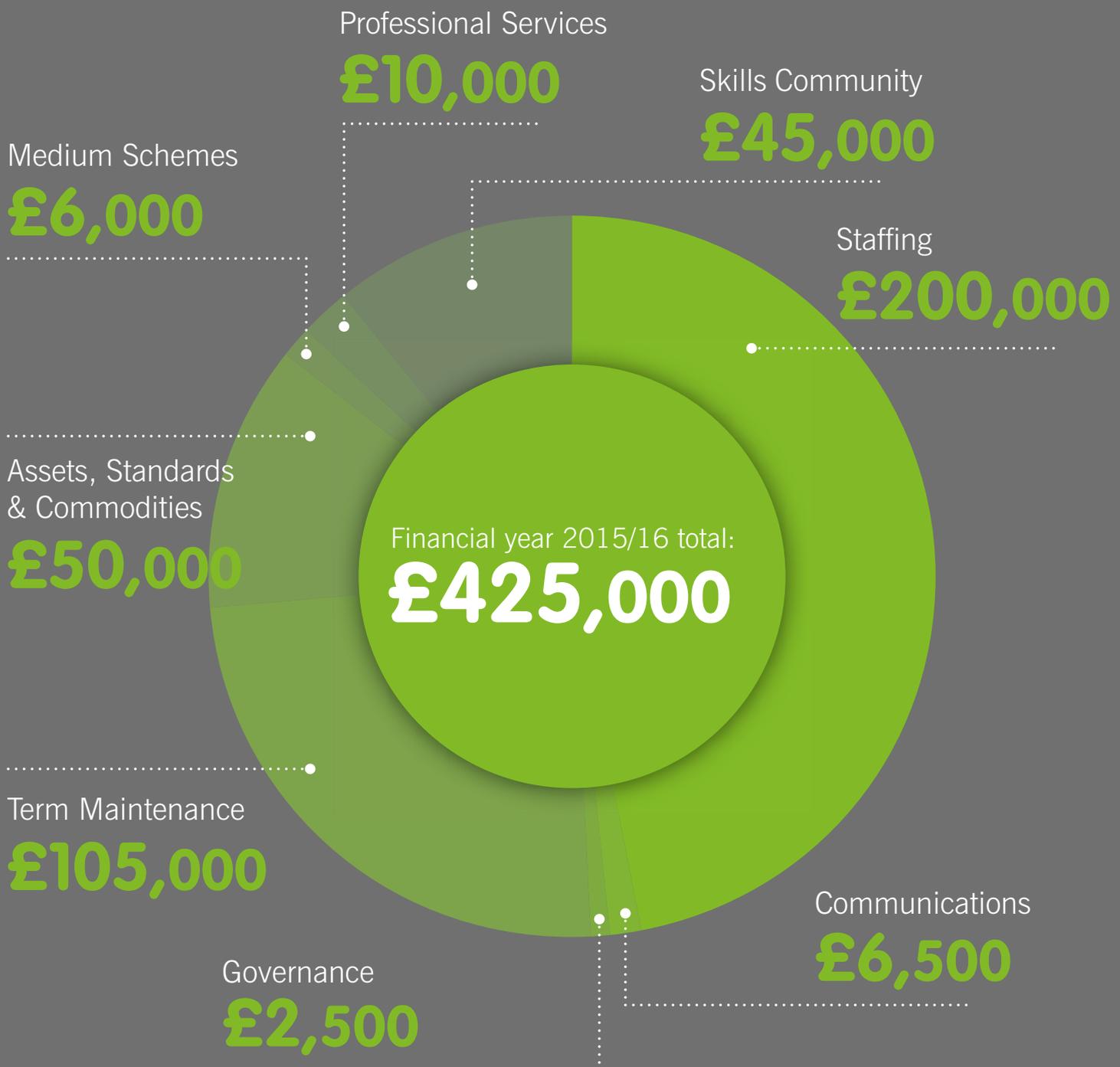
Peter Barclay, MHA Manager

Expenditure 2015/16:

Expenditure is split between running costs and investment costs for each of the working groups.

“The expenditure reflects the amount of work done this year on self-assessment reviews and some excellent pieces of work have been done.”

Peter Barclay, MHA Manager



Medium Schemes



Engineers perform a quality control check prior to a concrete pour

Procurement savings

MHA member authorities continue to save both time and money by using the Medium Schemes Framework 2 (MSF2) to deliver their highway projects.

MSF2 has established a strong pipeline of projects. By the end of the second year, the value of works under construction using the framework is predicted to double in comparison to the same stage of MSF1. Ten

authorities are currently using MSF2 and the size of the typical project being delivered has increased since MSF1.

Significant usage of the first framework has enabled the Executive Board to reduce the fees for MSF2. The fees have been set to recover the full cost of procuring and managing the framework and has generated a further saving of £320,000 to member authorities.

The Framework Community Board

The Framework Community Board continues to be well attended.

During the year the Performance Management Working Group of MSF2 contractors and MHA authorities continued to develop the original MSF1 Performance Toolkit. Experience of using the Performance Toolkit on MSF1 provided a baseline for the development of MSF2. The working group has taken this opportunity to introduce optional local measures alongside the core MSF2 measures. These measures have been designed to

work with existing procedures, monthly progress meetings, cost reporting and programme updates to provide objective performance measures on a wide range of quality criteria, initially assessed during the procurement process.

The board has also introduced two monthly performance reporting on all MSF2 projects with open discussion of the shared results at their regular meetings to drive further improvements. This performance data will be used during 2016/17 to help inform the decision to extend the framework to June 2018.



since last accident
*(average accident frequency rate)





“We would not have been able to deliver this complex project without the early involvement from the framework contractor.”

Chris Capewell, Technical Lead,
Nottingham City Council



Early Contractor Involvement (ECI)

A major objective of MSF2 is to enable ECI in the preparation of future projects. All of our MSF2 contractors have agreed to work with client authorities prior to the award of package orders. The early selection of a contractor using either direct call off or mini competition for MSF2 projects has resulted in an increase in the duration of ECI. Most MHA authorities now work with their selected contractor for at least six months before a construction contract is awarded.

The Framework Community Board has developed a standard agenda that project teams can use at their first meeting following the selection of the contractor which is available from the MHA website.

ECI has been used to engage with the wider supply chain to address the technical complexities of each project, build confidence in programme

deliverability and manage the inherent risk in difficult and demanding projects. Specialist suppliers in a range of disciplines have contributed to the delivery of MSF2 projects including:

- » Traffic management
- » Temporary works
- » Ground investigation

Project teams have also taken advantage of the opportunity provided by ECI to develop Employment and Skills Plans (ESP). Teams use this time to approach local education and training providers, ensuring that the training requirements of the local supply chain are considered when making procurement decisions.

Investment in these projects can also address the impending skills gap that exists within the industry.

Effective ECI adds significant value to projects, but is often difficult to quantify. It is important to capture evidence of the savings this approach delivers for member authorities. By working together prior to award project teams have, since the beginning of MSF2, been able to identify savings totalling £5m which have been signed off by client sponsors. This represents a saving of approximately 10% of the value of projects prior to the agreement of the target prices.

“Current auditable cashable/cost avoidance savings from all members through the introduction of best practice principles now stands in excess of £5.2m.”

Stewart Corbett, Chair of the Term Maintenance Working Group

Term Maintenance

Benchmarking and recording benefits

Through the Term Maintenance Community Board (member clients and their key supply chain) benchmarking is being achieved on a true ‘like for like’ basis. Key Performance Indicators (KPIs) recorded in exactly the same way now allow constructive comparison

and analysis to be undertaken. Currently eight members are submitting these values with a further two authorities expected to come forward in the near future.

The group has also obtained the support of the National Highways and Transport (NHT) Network to further widen their benchmarking capability.

MHA Collaborative Culture Framework - section comparisons



One of the analytical graphs available for the Cultural Framework analysis

Introduction of the Cultural Framework

The framework assesses the extent to which a member organisation and its strategic partners/supply chain think and behave collaboratively. There are nine sections - each has a cluster of questions.

The framework has been piloted by Nottinghamshire County Council and will be rolled out across all members in the coming year.

The benefits of the framework include:

- » An understanding of the strengths and weaknesses of the collaborative working between you and your strategic partners and supply chain which provides a useful and beneficial contribution to your organisation’s decision making and performance
- » The opportunity to gauge the opinions and thoughts of your internal team and supply chain and to understand how this impacts upon working relationships and performance
- » A focus on areas of improvement to support the development of an action plan
- » Flexibility, so it can be used as a year on year self-assessment tool
- » The ability to compare and disseminate collaborative practice across all members

Best Practice Review

The group has carried out the Best Practice Review again after a period of eight years. However, this year additional elements were included in order to address the Department for Transport (DfT) self-funding questionnaire.

Each authority received their own GAP analysis that indicated areas of improvement and recommendations for both the overall elements and DfT requirements.

The group received a comparative analysis of all members. The results enabled us to identify the objectives for the Term Maintenance Working Group (TWG) next year which will be to:

- » Share best practice between members
- » Support as an Alliance group the increase of DfT funding for all

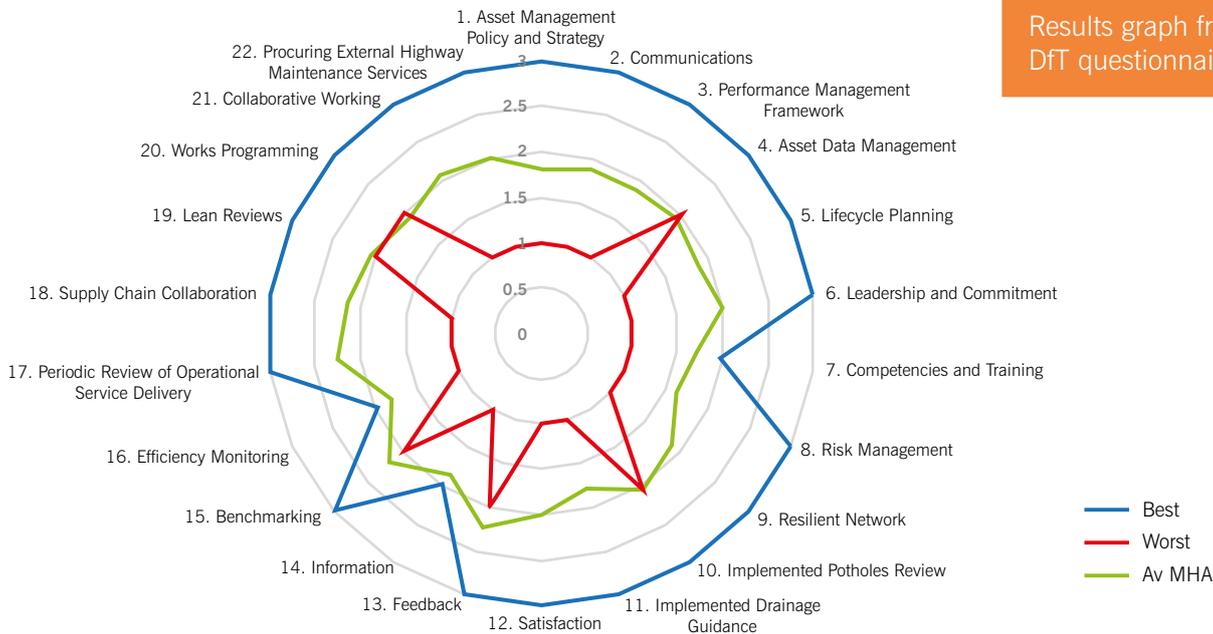


IMPROVEMENT of current DfT scores opens the potential for **A FURTHER £42m** in funding

Direct comparison of best practice elements between this year and the survey in 2008 show an **OVERALL MEMBERS' IMPROVEMENT OF**

64%

DfT Returns



“Staffordshire used the Best Practice Review exercise as an evaluation tool to identify and introduce action plans in areas where improvements were identified.”

Dave Walters, Regulation and Governance Manager at Staffordshire County Council

» Assets, Standards and Commodities



» During the past year the Assets, Standards and Commodities Working Group (ASCWG) continued to use its connections with other MHA working groups, professional bodies and academic institutions to identify industry best practice and support its adoption by the wider MHA community. This has resulted in a number of notable achievements since the 2014/15 Annual Report:

» **Low Temperature Asphalts (LTAs) guidance**

This guidance has been issued in response to the perceived 'knowledge gap' of member authorities. It aims to provide a baseline for understanding and a foundation to share learning amongst MHA members. The guidance includes examples of real schemes and case studies that used LTAs.

In addition, the ASCWG has made use of its contacts with the Mineral Products Association (MPA) to supplement the guidance by establishing the financial break-even points for the use of LTAs. This information is essential because these products will not be used if they prove to be too expensive. It is hoped that MHA members will consider these findings

and modify their purchasing strategies so that products are purchased in sufficient quantities for them to become financially viable.

» **Climate Change Adaptation report**

This report follows up on the review of climate change impacts undertaken by the 3 Counties Alliance Partnership and examines how the recommendations made in the review have been implemented.

The report highlights case studies which identify how MHA

authorities (and other local authorities across the UK) are taking action to prepare their highway networks for the future impacts of climate change.

The ultimate aim of this project is to develop and record evidence that will support a collaborative approach to building resilience against extreme weather. Climate change is nationally applicable and this report is an example of good practice in the transport sector.

“I am delighted that we are seeing the significant benefits of improving our links with our partners ”

Martin Carnaffin, Chair of ASCWG

» **Transport models survey report**

This report presents the findings and recommendations from a strategic high-level review of the various transportation models held by MHA members and surrounding local authorities.

The review explores options to improve co-ordination and modelling services across the MHA area, particularly in relation to any cross-boundary issues. The information from each authority was collated and added to a database that was used to inform an assessment of the respective available models and modelling services. It has also enabled us to identify any gaps in data collection and/or geographical coverage.

A potential efficiency saving was identified in the report which relates to the joint procurement of data collection from contractors. As a direct result of this finding, a number of authorities have indicated that they are willing to consider joint procurement.

» **Updates to the MHA Harmonised Specification**

A number of developments in the industry have made it

necessary to review the scope and content of this document.

A feasibility study to determine what work will be required to eliminate duplication with the HMEP Standard Specification and Standard Details for Local Highway Maintenance and the Manual of Contract Documents for Highway Works is now complete.

This consolidation will allow us to phase out the 6C's Design Guide, putting an end to the situation where developers and local authorities undertake works to different standards and specifications.

» **Building Information Models (BIM)**

Workshops have been held during the year to determine what strategy MHA members wish to adopt to meet the challenges of BIM. These workshops were supported by the formation of a Service Improvement Group which was tasked to further these aspirations.

Following on from the workshops a draft Employer's Information Requirements (EIR) template was developed which

can be used to specify how information is created, named and exchanged.

» **Outcome specification for bituminous surfacing materials**

The move towards outcome based specifications remains a long term aspiration for the ASCWG however, ADEPT's work developing a bituminous specification for local authorities will need to be completed first and its impact upon outcome specifications will need to be considered in due course.

» **SharePoint**

Finally, the ASCWG has overseen the introduction of SharePoint, a web-enabled document management system. AECOM are supplying SharePoint as one of the contract pledges. The documents mentioned in this section will be available on SharePoint once it is live.



➤ Skills Community

➤ The MHA continues to move towards integrated working to create opportunities and build capacity and capability in the highways and transport sectors.

The Skills Community has evolved out of the Skills Academy and is accessible to everyone delivering MHA programmes, projects and schemes. The Skills Community uses the MHA website to host the learning gateway:

www.mhaweb.org.uk/learning-and-development

It offers:

- Construction/highways specific learning

- Improved access to approved training schemes
- Coming soon – access to a bespoke learning management system

MHA has extended its skills development remit to provide support to the MHA community. This includes events to support collaborative management processes, NEC 3, CDM, RSTA and lean practice and

construction techniques.

MHA skills development is supported by an annual survey and analysis of national and local workforce data.

During 2015/16 our learning programme has:

- Provided learning and development events to over 230 members and their supply chain partners to promote upskilling, re-skilling and conversion to maintain an agile workforce with transferable skills.
- Delivered efficiency savings in learning, training and development of nearly £39k to MHA members.



The MHA Skills Community Framework (MHAF)

The development of a bespoke MHA competencies framework for skills was identified as essential to consolidate and extend the MHA learning, training and development offer.

The MHAF is unique and relevant to all MHA members regardless of their role, experience or level of training. The MHAF uses four levels, showing the change in skills needed by people working in different roles.

The MHAF supplements a range of other competence-based frameworks that are relevant

to specific professions. The framework is used in discussion with training providers to assess the extent their learning outcomes (as well as training content) meet the defined MHA competencies.

By embedding learning and Employment and Skills Planning (ESP) into their frameworks, MHA is proactively achieving training and employment outcomes across all of their framework contracts.

In 2015/16 23 MHA members and their supply chain accessed face to face learning events.



MONITORING IN 2015/16 SHOWS
1042 ESP
TARGET ACHIEVED
 WHICH EXCEEDED
 AGREED TARGET BY **282%**

Employment and Skills Plans (ESP)

The MHA works closely with CITB and supports its framework contractors to identify ESP benchmark targets at key stages of all schemes, from ECI to completion. Analysis is undertaken as part of performance management, a major part of framework governance and a requirement under the Client Based Approach.

MHA partners work collaboratively to support ESP – monitoring undertaken in

2015/16 shows that one of our frameworks achieved 1042 ESP target which was 282% above the agreed targets.

The Skills Community is actively supporting the study of careers in Science, Technology, Engineering and Maths (STEM) industries by recruiting STEM ambassadors. Ambassadors will help to inspire the next generation and help give something back to their community. Find out more at: www.mhaweb.org.uk/building-our-workforce.

Professional Services Partnership

It has been a year since the MHA Professional Services Partnership 2 (PSP2) was officially launched. Since the launch, the number of authorities using the service has risen from 14 to 17. This is very encouraging and demonstrates that the partnership is giving added value for members.

There are an incredible amount of people, 250 local highways authority staff and 850 AECOM/Waterman staff, involved in the framework partnership.

To get the partnership off to a strong start a Commission Manual was developed that outlined the commissioning of work process. To reinforce this Peter Barclay, MHA Manager and Jason Clarke, PSP2 Framework Manager visited members to showcase what the partnership offers.

Throughout the course of the projects Delivery Managers liaised with authorities to

ensure there was a co-ordinated approach on all projects.

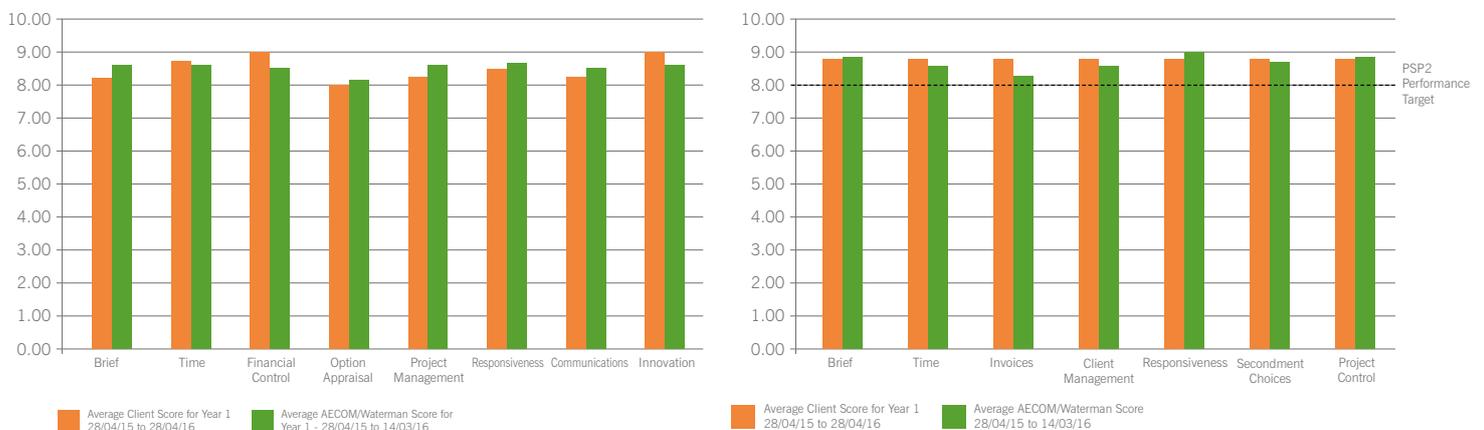
The delivery of projects is orchestrated from seven designated AECOM offices across the MHA region. To provide additional and seconded staff where appropriate, AECOM have also entered a virtual joint venture with Waterman.

The partnership uses a rigorous performance management framework. The latest results demonstrated that clients were very satisfied with the level of performance, the average score was 8.5 out of 10. The framework also included the

opportunity for a 360° review, where for the first time AECOM/Waterman rated the client representatives. The average score for this was also 8.5. The target for both indicators is set at 8, so performance for 2015/16 was very good for all involved in the partnership.

The turnover for the 2015/16 year has been very healthy and is likely to be around £7.2m. A target savings figure of 15% has been set for the whole partnership and to date nearly £900,000 of savings have been identified.

MHA PSP2 Year 1 360° project performance across the MHA





MHA Annual Event and PSP2 launch

Work continues to develop and improve the visibility of the pipeline of work, which is now estimated at £6m.

Under the initiative MHA Plus work has advanced. By implementing ISO11000 style partnership plans and a learning and development group, collaborative working has increased.

On the theme of collaborative projects, AECOM's and Waterman's knowledge of most of the MHA members makes them ideally placed to spot opportunities for collaborative projects such as:

- » Low Temperature Asphalt
- » Climate Change Adaptation report
- » BIM – EIR template developed for MHA authorities to use
- » Harmonised Specification
- » Intelligent traffic systems
- » Carbon Framework
- » Funding toolkit

To end the year on a high the partnership was shortlisted for the CIHT 2015 Collaboration Award and have been entered for the ICE East Midlands Merit Awards 2016.

TURNOVER
FOR 2015/16
£7.2m

A target savings figure of **15%** has been set for the whole partnership and to date nearly **£900,000** of savings has been recorded, with more being identified.

CASE STUDY:

> Collaboration

Project:
**A421 Pinch Point
Improvements**

Client:
Milton Keynes Council

Design consultant: **AECOM**

Cost consultant: **Corderoy**

Contractor: **Balfour Beatty**

Contract value: **£16m**

Length of project: **75 weeks**

Completion date:
September 2015

> Background

A section of the A421 was identified as being a pinch point on a strategic part of the Milton Keynes network. This pinch point caused congestion and had the potential to impact future economic growth and development. A bid to secure funding through the Department for Transport's 'pinch point fund' was successful and enabled the project to develop.

The project comprised of the improvement and signalisation of Kingston Roundabout, the extension of the A421 dual carriageway from Fen Farm Roundabout for approximately 870m and the provision of a new four arm Eagle Farm Roundabout intended to provide access for future development

to the north and south of the A421. Works involved creating four underpasses, two of which were constructed on-line. The project involved complex traffic management involving numerous phases to minimise disruption to the public and maintain access for local businesses.



Aerial view of the completed scheme



OVERALL SAVINGS 
£2,011,775



Objectives

The initial objective and challenge was for the project team to agree a target price within budget prior to the deadline for award under the MSF1 framework.

The ultimate objective of the Early Contractor Involvement (ECI) period was the integration of the customer team and contractor staff into a single project team focused on the successful delivery of the project through innovation and planning to ensure delivery on time and value for money.

Key achievements

The first objective was achieved through a combination of collaborative working and hard work by the entire project team. During an intense three week period a complete take off and pricing exercise was done and a target price agreed. This required the project team to take a pragmatic view on risk value and risk allocation and also to be open minded about specifications and project constraints. This approach enabled over £0.5m to be stripped out and ensured a target was agreed within budget and the award was made under the MSF1 framework. This period of collaborative working set the scene and the team

continued this approach throughout the remaining ECI period and delivery phase. It helped to overcome the many obstacles and challenges that developed during the course of the project.

Another key achievement was the integration of the developer into the project team. Their regular attendance at project board and site meetings ensured the scheme delivered, was fit for purpose and ensured timely transfer of land ownership.

Overall savings of £2,011,775 (12.5% of scheme cost) were implemented by the team as a result of constantly challenging constraints, reacting to issues and using formal value engineer workshops.

Specialist input during the ECI period

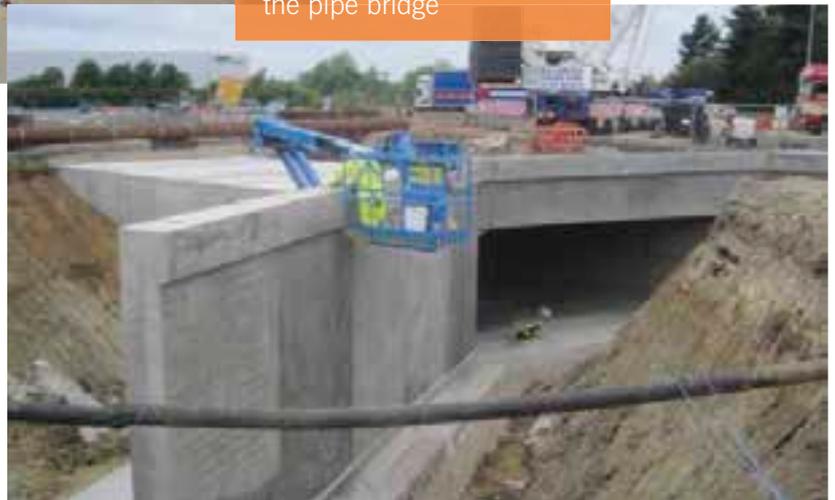
Two key risks were identified during the initial risk workshop; statutory undertaker diversions and the management of traffic. To address this, a mini competition was held and a traffic management contractor was appointed early so that they could support the team throughout the ECI phase and support the development of the contract programme. A specialist utility management contractor was also appointed to assist the team with early engagement and mobilisation of the statutory contractors.

“This scheme has demonstrated that excellent results can be achieved through good use of ECI and a team working together in a collaborative manner.”

John Weaver, Business Manager, Balfour Beatty



Installation of units under the pipe bridge



Value Engineering (VE)

One key programme risk was the construction of the underpass which had been designed as a traditional reinforced concrete structure. By early engagement with the structures team and sharing knowledge from other schemes the underpasses were redesigned as pre-cast units. The benefits to the scheme were:

- » Improved quality with construction in a factory controlled environment
- » The removal of risks (cost and safety) associated with winter working

The initial programme saving realised was 12 weeks and £150k.

During the project an uncharted BT fibre optic cable was discovered. The team were advised that a diversion could have a nine month impact on completion. The use of pre-cast units combined with a site designed pipe bridge enabled the work to progress without

disruption. This solution allowed the pre-cast units to be slid into position beneath the suspended cables.

Taking into account other impacts on the programme the use of the pre-cast unit ultimately saved 20 weeks and over £0.5m in cost. The use of the pipe bridge saved an estimated £0.73m.

A second key project requirement was to ensure the scheme was delivered before the commencement of the Rugby World Cup. A workshop to challenge the completion date/critical path and generate a time risk allowance was undertaken. This exercise flagged up an opportunity to implement a road

closure on one section of the scheme which enabled one of the new underpasses to be built in one phase and negated the need to widen the carriageway and build the structure in two halves. The closure reduced the overall programme by six weeks, reduced the impact on the public and significantly improved safety in design.

The success of these and all the other VE delivered were only possible through a combination of collaborative working and early identification of the opportunity. It allowed each idea to be developed and implemented without impacting on the programme and maximised the benefit.

Community Engagement and Employment Skills

Another key deliverable was the implementation of an Employment and Skills Plan (ESP). The early appointment of Balfour Beatty enabled our

team to develop relationships with CITB, local colleges and local organisations prior to commencing on site and put measures in place aligned to the academic calendar. Some key highlights include:

<ul style="list-style-type: none"> » Six work experience placements for 14-16 year olds » One graduate employed » Two existing apprenticeships » Two new jobs created 	<ul style="list-style-type: none"> » One work experience placement for 16+ year olds » Two new apprenticeships » One apprenticeship completion » Six NVQ's started and/or completed
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The project team embraced the skills training challenge and forged a relationship with the nearby Oakhill Secure Centre for young offenders. Several of the young people were given the

opportunity to visit the site to gain an insight into construction. Balfour Beatty's Construction Ambassadors also provided support with CV writing and interview training at the centre.

The site team also donated materials to assist the centre in providing skills training in their new construction centre.



“I found it most useful to have a timetable showing what had been planned for me and the range of subjects I covered was staggering in such a short time. Being able to go on site (A421) was the highlight of my week.”

Isobel Bowie, student at Wellingborough School

Looking to the future:

- » Clear objectives and the involvement of all parties ensured a collaborative approach to the delivery of the project. Significant program and budget challenges were tackled and solved together.
- » Further benefits could have been realised had a contractor been appointed earlier in the process. This would have allowed time

to develop a more robust target cost and arrange mitigation measures to identify some of the key project risks.

- » Some excellent cost saving ideas were generated in the limited time available which ultimately ensured the successful delivery of this scheme.

> MHA future



> Local government faces many challenges in the coming years. The creation of combined authorities, the role of the Local Enterprise Partnerships, Midlands Engine (and the transport strand Midlands Connect), self-assessment for funding and the Construction 2025 strategy all have implications for the work of the MHA.

It is vital that the MHA retains its reputation as an exemplar of good practice in the highway sector. Until better indicators become available we are measuring this by using the five indicators from the HMEP document in the Local Highway Authorities Collaborative Alliance Toolkit. To meet these the MHA needs to work on the following long term objectives:

1. Sharing innovation and efficiencies to an increasing number of authorities

There is a need to continue to take opportunities to highlight and share the successes of the MHA and increase its influence by speaking at conferences,

seeking nominations for awards, and holding annual events. Expansion of the collaborative platform as a tool to aid sharing of good practice must continue. Efforts will continue to maximise existing relationships with industry groups such as Highways Term Maintenance Association (HTMA) and the Minerals Products Association (MPA) to ensure collaboration across the industry.

The MHA will develop its involvement in the National Association of Construction Frameworks which is helping to shape the Government's construction strategy. With the development of the Midlands Connect strategy,

there is a strong case for the three main 'improvement and efficiency' groups in the Midlands (Midlands Service Improvement Group, West Midlands Highway Alliance and MHA) to work closer together. This could lead to a longer term aspiration that they should become one organisation to align with the geographic extent of Midlands Connect.

2. Increase efficiencies savings to expenditure

Working collaboratively the MHA will develop and improve frameworks for construction and professional services. The Medium Schemes and Professional Services

Frameworks will be renewed at the end of their term, notionally in 2017 for MSF2 and 2018 for PSP2. Efficiencies delivered by these frameworks should grow year on year and their format and objectives be continually reviewed to ensure they meet the changing needs of Alliance members.

Efficiencies can be generated by developing a lengthy pipeline of work which will enable better resource planning. Liaison with other industry groups such as the Institution of Civil Engineers (ICE) is essential as national and regional pipelines are developed. There will also be a growing benefit from the provision of a Learning Management System (LMS) with combined training requirements leading to savings.

3. Carry out an annual review of authorities' needs to measure increased usefulness

This will take the form of a face to face meeting to discuss each

authority's needs every other year, with an email survey in intervening years. The results will be used to influence the annual business plan. To improve engagement the structure of the Alliance in the medium term will be reviewed. The format and number of meetings will be looked at to ensure they deliver to expectations.

4. More joint services

Local authorities are finding it harder to deliver services as skilled people become more difficult to find. Areas of opportunity for exploring shared services will be identified which may include asset management, transport and centres of excellence.

5. Increase in learning and development

The recently published Transport Infrastructure Skills Strategy (DfT 2016) highlights the need

for a systematic and continuous process for upskilling the existing workforce. The 'skills shortage' has been identified by most industry organisations. Even though there is no clear lead from industry, the MHA should continue to address this through joint learning, training and development events. These could be provided either by the MHA or industry partners. The imminent implementation of the LMS and the longer term developments of a Skills Matrix and competency scheme will help with this.

All of this demonstrates that the MHA is needed and has plenty to do.



“There are plenty of areas where working together will provide dividends for all of us and we must find those and make them happen.”

Peter Barclay, MHA Manager

Contacts

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

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For general enquiries or to sign up to our e-bulletin email midlandshighwayalliance@mhaweb.org.uk

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

