



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



Business Plan
2023/26

Part one

Page number

1. Priorities

1.1	Introduction	1
1.2	Key achievements in 2022/23	1
1.3	MHA+ Aims and Objectives	2
1.4	MHA+ Project funding	2
1.5	Challenges	3
1.6	Five-year issues	4
1.7	Overall budget 2023/26	4

Part two

2. MHA+ infrastructure, planning & delivery

5

3. MHA+ Networking & Service improvement

5

3.1 Service improvement groups

4. Commissioning

7

4.1	Resources	7
4.2	Communication and media	7
4.3	Financial services, performance management, commissioning support, procurement and audit	7
4.4	Planning and delivery 2023/26 and costs	8
4.4.1	Medium schemes	8
4.4.2	Professional services	10
4.4.3	MHA+ projects and thematic groups	13
4.4.4	MHA+ development	14
4.5	MHA+ Budget requirement 2023/26	17

5. Sources of income

17

Supporting information and data

Table 1:	MHA+ funded projects	2
Table 2:	MHA+ budget summary 2023/26	4
Table 3:	MHA+ core team expenditure 2023/26	5
Table 4:	MHA networking and service improvement groups	5
Table 5:	MHA+ development and skills objectives 2023/26	16
Table 6:	MHA+ operating budget 2023/26	17
Annex A	MHA+ model for delivery and planning	
Annex B	MHA+ Fees and Subscriptions 2023/24	
Annex C	MHA+ Communications strategy 2023/26	
Annex D	MHA+ Service improvement groups: key issues for 2023/24	

Part one

1. Priorities

1.1 Introduction

The purpose of the business plan is to gain the approval of MHA+ Executive Board both for the activities planned over the next three financial years (2023/26) and the funding methodologies.

The report is in two parts:

- the first setting out MHA+ overall priorities and how the alliance plans to continue as a significant provider of regional highway services and an influencer on national issues impacting on our industry
- the second contains the detailed proposals for both the expenditure and activities that the alliance will support for the duration of the business plan

The plan will identify, where needed, MHA+ governance arrangements; and the structures in place to ensure delivery and value for money. Part two content includes the support required to enable these structures to deliver their objectives.

The business plan is based on the MHA+ structure for delivery and planning – presented as Annex A

1.2 Key achievements in 2022/23

- ✓ Membership grew with Warwickshire and Birmingham joining.
- ✓ 38 Service Improvement Group meetings were held, with 32 member authorities attending at least one.
- ✓ Term Maintenance SIG was established.
- ✓ Newsletters and events calendar bulletins were issued to over 600 members. Editorial Group was re-established.
- ✓ Social media profile improved, with live social media posting from events.
- ✓ 18 member authorities, suppliers and industry guests presented on the theme of 'Carbon Reduction and Value' at the Annual Event in June.
- ✓ MSF3 closed in July, delivering 55 projects with a value over £375m.
- ✓ MSF4 was launched in July.
- ✓ PSP4 procurement began.
- ✓ Carbon Steering Group established.
- ✓ Learning management system (lms) upgraded with over 1000 users migrated MHA+ competence framework updated.
- ✓ A programme of shared training opportunities saved £62,295.
- ✓ 60 lunchtime seminars were delivered with over 1,200 views through the website YouTube® library.
- ✓ ISP use grew and the platform was extended.
- ✓ MHA+ profile improved nationally, collaborating with external partners.

1.3 MHA+ Aims and Objectives

The aim of the alliance is to work collaboratively to support its member authorities in providing effective, efficient innovative and sustainable customer focussed highway services. This will be achieved by providing a business model that provides:

- long-term collaborative framework agreements, providing responsive procurement options to secure the delivery of highway schemes and services
- partnering principles and convergence to best practice through continuous improvement, knowledge sharing and innovation
- performance management and incentivisation through measurement and benchmarking
- industry-wide collaborations for highway activities, as agreed by MHA+ members
- partnering principles and open book accounting throughout the supply chain
- early Supplier Involvement including all key members of the supply chain
- risk sharing and management
- promotion of the work of MHA+
- social value benefits for MHA+ communities
- reduced carbon/environment impact
- interventions to support well-managed highway infrastructure (wmhi)¹

MHA+ aims and objectives will be routinely reviewed to ensure that they remain relevant. Achievements reported (quarterly) to MHA+ Programme Board using a RAG rating model.

1.4 MHA+ Project funding

It is envisaged that some projects will not be assimilated into the planned programme in specific workstreams. Accordingly, specific funding will be allocated in order to deliver projects. The projects and funding are identified in Table 1

Table 1: MHA+ funded projects 2023/26

Project description	Project duration	£
Comparability of MHA+ to the Gold Standard, assessment, action planning and process for evidence of attainment	6 months	10,000
Frameworks' performance toolkit to ensure consistency and timeliness of reporting	6 months	15,000
Procurement of PSP 4	4 months	76,000
Mobilisation of MHA+ frameworks	3 months	10,000
Other collaborative projects (annually from reserves to be allocated through MHA+ Programme Board approval wmhi: identify and co-ordinate input where MHA+ make a material difference.		325,000
Total		438,000

¹ wmhi – to be achieved via projects and SIG

1.5 Challenges

1.5.1 Engagement, contribution and participation

The creation of a culture, which will encourage sharing of ideas and best practice, remains a challenge. Analysis of engagement data, surveys and other feedback endorses a perception that some MHA+ member authorities use the alliance primarily as a route to market.

Some members do not actively contribute to the development of either of the MHA+ frameworks or other aspects of the alliance.

That said, as the MHA+ alliance matures (post-merger), there are increasing levels of involvement, contributions and participation including:

- ✓ the membership of MHA+ thematic and subject specialist groups;
- ✓ undertaking lead/chair roles in thematic and SIG groups;
- ✓ support for MHA+ annual event
- ✓ membership of national organisations;
- ✓ provision of workforce development content, and
- ✓ MHA+ framework procurement planning and development.

The business plan now incorporates projects and groups that facilitate broader participation in delivering key MHA+ themes.

We will continue to benchmark participation, engagement and contributions from our members.

1.5.2 Influence

Direct involvement by MHA+ members in national & regional agendas, working with partners to lobby government and improve services.

We should maximise this to ensure that the alliance is taking note of topics and imperatives and expressing our views. It will ensure that, where applicable, 'external'² projects are subsidised by the alliance, potentially augmenting national level programmes. rather than trying to replicate.

1.5.3 Expertise

Maximising the expertise available across the alliance and development of appropriate tools to minimise duplication - for efficiency and cost-effectiveness in service delivery

1.5.4 Communication and promotion

The alliance need to continue to be consistent in its use of media, including endorsement of core messages as well as continue to utilise new ideas, where appropriate, to ensure target audiences are reached.

1.5.5 Governance

Whilst the Alliance is well placed to respond to these challenges, there is a need to continue to ensure that those making the important decisions on service delivery are kept informed; assisted both by effective processes and hard evidence. The mechanisms by members involved will be regularly reviewed to ensure the necessary engagement and continuous improvement.

² Not directly undertaken by MHA+

1.6 Five-year issues

MHA+ Executive, programme and framework boards were surveyed³ and advised of issues (and priorities) that need to be considered in MHA+ planning and development, including:

- Skills Shortages
- Resilience (financial, environmental and cost of living constraints)
- Carbon Reduction
- Climate Change
- Active Travel
- Development of alternative frameworks by MHA+ member authorities

Other issues highlighted are incorporated in other parts of the business plan

1.7 Overall budget 2023/26

1.7.1 Budget planning continues to aim to reduce the amount carried forward to a figure that covered exit costs, should the alliance cease to function. This figure is estimated to be around £200,000 and this is a minimum figure that is 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 can be found in Tables, 1, 2, 3 & 6 of this plan.

Table 2: MHA+ overall budget 2023/26

Descriptor	£
Reserves from 2022/23	1,125,672
Total income	2,305,000
Total expenditure	2,358,000
Collaborative projects	850,000
Reserve to be c/f	222,672

³ September 2022

Part two

2. MHA+ infrastructure, planning & 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

2.2.1 Table 3 below shows the proposed core team structure to ensure the delivery of the Business Plan. In addition to filling the existing vacancies at framework manager level, it includes additional resources to support MHA+ governance, framework management and thematic groups. It is proposed that the additional business support roles are procured through Leicestershire County Council to improve the future resilience of the team. 2023/24 is considered a transition year.

Table 3: MHA+ core team expenditure 2023/26

Job title	fte.	£
MHA+ manager	1.0	96,000
MHA+ framework manager MSF	1.0	70,000
MHA+ framework manager PSP (vacancy)	1.0	70,000
Projects support manager	0.5	35,000
Business support manager	0.5	35,000
MHA+ development and skills manager	1.0	61,500
MHA+ service improvement group co-ordinator	1.0	55,000
MHA+ finance and performance officer	1.0	40,000
MHA+ framework support officer	2.0	50,000
MHA+ Executive support officer	1.0	25,000
Support officer/trainee	1.0	25,000
Ad hoc project support officers		
Total	11	562,500

3. MHA+ Networking & Service improvement

3.1 Service improvement groups

Service improvement group co-ordinator: Alice Russell

3.1.1 The 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 16 groups that focus on a range of highways and transportation matters - Table 4: provides the current SIG subject areas:

Table 4: MHA+ service improvement groups

Casualty Reduction	Highway Asset Management	Term Community
Civil Parking Enforcement	Highways Structures	Third Party Claims
Development Management	Low Carbon Travel & Transport	Transportation Data & Analysis

Flood Water Management	Street Lighting	Traffic Engineering
Highways Records & Searches	Streetworks	Traffic Signals
		Winter Services

Each Service Improvement Group has a Terms of Reference that is reviewed and updated annually by the group chair and SIG members. The focus areas and issues, for each of the 16 Service Improvement Groups 2023/24, are provided as Annex D.

3.1.3 A SIG Chairs meeting takes place on a 6-monthly basis, chaired by the MHA Plus Manager. SIG chairs meet to share information and awareness across the various groups and identify where groups could work together affectively to reduce duplication of effort. SIG chairs are also given updates from the other MHA Plus workstreams and invited to participate in the MHA Plus Annual Event.

3.1.4 **SIG membership digital platform**

MHA+ Service Improvement Group members site, which members use to access content, post questions and get responses, on dedicated discussion boards, was relaunched in February 2022. The number of active users is 519; and 25 (out of 36) MHA+ member authorities have posted either an online discussion board question or response in 2022/23.

The site is provided by measure2improve, and, following a review of the content and supplier, the contract has been extended until 2026.

Additional content on the SIG workstream is provided on MHA+ website, including

- efficiencies and benefits
- information on SIG meeting dates
- direct link to the SIG platform

3.1.5 **SIG participation and engagement**

A full programme of 38 Service Improvement Group meetings took place during 2022/23; with three face-face SIG meetings in 22/23.

Representatives from 32 (out of 36) MHA+ member authorities attended at least one SIG meeting in 2022/23.

It is anticipated that meetings will continue on a virtual basis, but with the occasional face-face event, when requested by group members. A full calendar of meetings is available on both the SIG and MHA+ sites. Usual expenditure on travel, meeting room hire and catering, associated with face-face meetings remained very low in 2022/23, with local authority premises being used and minimal catering and incidental costs being incurred

3.1.6 The annual costs for SIG group include:

- provision of SIG digital membership site **£1,100**
- SIG meetings and information sharing sessions and subject specialist events⁴ **£4,000**

Total annual budget estimated cost: **£5,100**

⁴ Such as winter services May 2023 event

4. Commissioning

4.1 Resources

To achieve its share of the objectives outlined in Section 1.5, MHA+ has the support of subject matter specialists; employees of Leicestershire County Council and third parties to assist with 'technical' input. These costs will be recharged to the Alliance, as identified in Table 1.

4.2 Communication and media

MHA+ Communications Strategy (Annex C) is augmented by a communication implementation plan that identifies communication leads; level of support, timeline and media to be used. Each workstream lead identifies specific communication requirements. In addition, MHA+ editorial group will monitor the implementation of the plan and provide data to support business plan monitoring.

Procurement and implementation of MHA+ digital platforms - that support workstreams and delivery of some MHA+ priorities, has been completed.

A variety of media will continue to be used, including: -

- Website content www.mhaplus.org.uk
- digital platforms: [ISP](#) [MHA+ SIG members site](#)
- MHA+ annual event
- MHA+ group on Linked In,
- MHA+ 'e-updates' (newsletters that are sent to people who have asked to be subscribers)
- Twitter account [@MHAPlus](#)

Communication support, graphic design and media expertise is purchased from Leicestershire County Council, and digital design, content and expertise commissioned from suppliers, as part of agreed, compliant call-off contracts. The re-formed editorial group assist in the delivery of the Communications Plan and improving member engagement

Total annual budget cost: **£20,000**

4.3 Financial services, performance management, commissioning support, procurement and audit

Financial services

The processing of invoices and payments on behalf of MHA+ is undertaken by Leicestershire County Council.

The annual recharge to MHA+ will be **£3,000**

Performance management, commissioning support, procurement 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, funding is allocated for subject matter expertise (such as procurement project planning, development⁵ and implementation, legal advice) is required.

Total annual budget cost: **£32,500**

⁵ For MHA+ frameworks

4.4 Planning and delivery 2023/26 and costs

4.4.1 Medium Schemes

Framework manager: John Hooper; MSF 4 Framework Community Board (FCB) Chair; Tom Gifford

4.4.1.1 The primary purpose of the Medium Schemes Framework is to provide an efficient procurement route for the delivery of highway projects. First established in 2010, approximately 150 projects have been delivered to date and savings have been reported in procurement, design, and construction phases of these projects..

Medium Schemes Framework 3 (MSF 3) closed on July 2022. However, there are 36⁶ projects, to be delivered.

Medium Schemes Framework 4 (MSF 4) has been developed to:

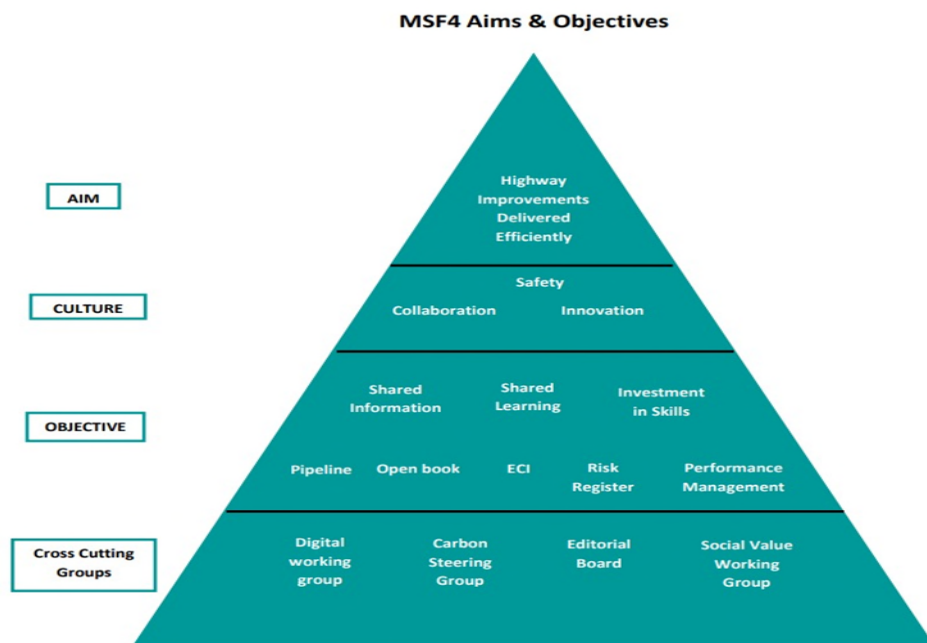
- ensure that contracts are structured to support an exchange of data, drive collaboration, improve value and manage risk. They will set clear expectations for continuous improvement and be consistent with the principles in the Construction Playbook⁷ to deliver faster, better, greener construction

Medium Schemes Framework 4 (MSF 4) began in July 2022. To date four member authorities have placed works orders using the new framework.

Another nine authorities are still in contract using MSF 3 some of these projects are not due for completion until 2025/26, including several projects that have not yet started construction. Both MSF 3 & 4 project teams will continue to report regularly to the framework community board.

4.4.1.2 The consequent MSF 4 framework infrastructure, and future planning and delivery ensures that MHA+ members can expect a framework that meets best practice expectations.

Figure 1: MSF 4 aims and objectives



⁶ 11 under construction, 11 pre-construction 16 short contract schemes

⁷ The Construction Playbook 2020: Government Guidance on sourcing and contracting public works, projects and programmes

The Framework Community Board completed a SWOT analysis of our progress to date when compared to the 24 recommendations in the independent review of construction frameworks, Constructing the Gold Standard. This review shows that we already comply with many of the recommendations,

- Framework leadership, management and integration
- Frameworks and commercial pipelines
- Framework portfolios and longer-term contracting
- Framework early supply chain involvement (ESI) and Supply Chain Collaboration
- Framework risk management and allocation
- economic and financial standing of framework suppliers
- evaluating frameworks and call-offs
- Framework relationship management⁸

There is still more work required to meet all the proposed requirements. The report highlights the MHA+ framework community approach as an example of joint decision making and relationship management

4.4.1.3 The FCB has identified future activities and actions both to consider compliance to and evidence adherence to the national imperatives and good practice that have not been achieved to date

4.4.1.4 **Medium Schemes Framework Community Board (FCB)**

As part of the content development, for MSF 4, the Framework Community Board had the opportunity to:

- evolve their strategic direction
- define more clearly the expected outcomes from the governance structure;
- verify the FCB aims and objectives
- review the opportunities and risks

The FCB host remote and virtual meetings, which enables wide engagement from members across a wide geographic area. That said, the positive benefits of in-person collaboration cannot be overestimated. To this end, the Framework Community Board has a hybrid meeting structure of two virtual meetings; a combined virtual/face to face meeting followed by an in-person only session. This structure meets the aim for the FCB to become the MSF decision making body, notwithstanding the highly successful information sharing platform the meeting structure facilitates

4.4.1.5 **MSF 4 working groups**

Working groups, developed to support preceding MSF have evolved and have two distinct categories; a short term, task and finish style approach, and long term, development groups which have the opportunity to benefit the entire MHA+ community.

To this end, the development of, social value, carbon and digital⁹ working groups can be considered to meet MHA+ themes and are no longer going to report to, or be directed by, the FCB. MSF task and finish groups are focussed on specific elements such as performance, Right First Time, and other groups are likely to be initiated during specific periods of the life of the framework; dependent on the challenges, risks and opportunities which exist at the time.

4.4.1.6 The annual costs of the workstream include:

- provision of the MSF 4 framework community board meetings¹⁰ **£8,700**
- Provision of NEC training to support the framework community **£20,000**

⁸ References 6,8 10,13,18,20,21 & 23: Constructing the Gold Standard: Mosey 2021

⁹ See BP section 4.4.3

¹⁰ This will be a mix of face to face, virtual and hybrid meetings

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

Total annual budget cost: **£30,700**

4.4.2 **Professional Services**

Framework manager: Karen Notman & Julia May

4.4.2.1 The Professional Services Partnership (PSP) framework meets MHA+ aim to provide a responsive procurement option to secure the delivery of highway schemes and services

4.4.2.2 The current framework, Professional Services Partnership 3 (PSP 3), went live on 29 April 2019. It comprises Lot 1 for professional services and Lot 2 for secondment services, with two suppliers for each Lot. The PSP 3 framework has been extended¹¹ to ensure that the consequent development and planning activities for PSP 4 were fit for purpose.

4.4.2.3 **PSP 4 Procurement Project**

PSP 4 business case

In September 2022, MHA+ Executive Board agreed a detailed business case for the procurement of a replacement framework and MHA+ Programme Board agreed to act as steering group for this procurement.

PSP 4 procurement working group

The PSP 4 procurement working group held 12 workshops to determine the proposed PSP 4 framework contract scope and supporting documentation. Colleagues from eight MHA+ member authorities provided advice and support in developing the contract scope. Leicestershire County Council (LCC) have taken the lead procurement role.

Prospective PSP 4 bidder information communication and engagement has been transparent, regular¹² and comprehensive. Pre-tender information and PSP 4 documents were posted via LCC electronic procurement portal, including the result of MHA+ soft market testing. Colleagues from MHA+ member authorities will assist with the assessment of PSP 4 bid assessment. The new framework PSP 4 will be awarded, no later than, August 26 2023, once the required processes have been completed.

This work will be completed within the project budget. There will be residual costs both for PSP 4 procurement in 2023/24 and subsequent mobilisation activity funding.

The costs of the procurement project include:

Procurement, legal and other resourcing costs **£40,000**

Steering and Working Group real, virtual and hybrid meeting costs **£6,000**

Tender assessment costs **£30,000**

Total annual procurement projects costs are estimated at **£76,000**¹³

Professional Services Partnership 4 framework (PSP 4)

Consideration of the PSP 3 framework documentation content has been comprehensive and opportunities to revise has been taken. This includes a redefinition of framework principles, framework aims and objectives.

¹¹ up to four months (August 2023)

¹² From March 2022

¹³ See Table 1 & PSP 4 business case

PSP 4 will deliver a framework that incorporates lessons learned as well as consideration of the views¹⁴ of MHA+ members and potential suppliers. Framework 'improvements' include the commitment to deliver:

- supplier workload equity
- performance management
- criteria that will predicate framework extension
- intuitive commissioning and review processes

Professional Services Partnership 4 (PSP 4) framework, is due to commence on 28 August, relates to the provision of civil engineering professional services.

PSP 4 framework scope includes all services required for the execution of the design and supervision of highway, civil and municipal engineering works. The estimated total value of the framework is between £120m and £960m. The duration of the contract will be four years, with the option to extend¹⁵ PSP 4 is split into two framework Lots. The £432M Lot 1 is for the delivery of consultancy services and will involve three suppliers. The £528M Lot 2 is for the provision of temporary professional staff or secondments to enable authorities to deliver a range of construction and maintenance activities.

4.4.2.4 **PSP Framework Community Board**

The Framework Community Board (FCB) met bi-monthly in 2022/. The PSP 3 FCB agenda focus was on both operational and MHA+ partnering elements; standing items included:

- PSP 3 supplier updates and narrative on performance
- Hi-lite reports on PSP 3 framework performance
- Risk register
- Decision and actions log
- Analysis/reporting on PSP 3 contribution to meet MHA+ business plan objectives

Documentation supporting these meetings can be found on the MHA+ information sharing platform

There was a face-to-face networking opportunity through the Annual Event in June 2022. Users of the PSP 3 framework and suppliers contribute to FCB meetings, annual event and other MHA+ groups

4.4.2.5 **PSP framework management and review**

The PSP 3 FCB agenda, engagement and PSP 4 FCB planning has been informed by an assessment of activities in relation to the Gold Standard and there is compliance with many of the recommendations, including:

- framework leadership, management and action planning
- value for money and pricing mechanisms
- framework portfolios and sustainable pipeline of work
- maximising social value
- client outcomes integral to performance assessment
- risk management and allocation
- economic and financial standing of framework suppliers
- evaluating frameworks and work order processes
- framework relationship management¹⁶
- training and guidance

¹⁴ Soft market testing April/May 2022

¹⁵ The maximum term is eight years - initial Term: Four years, 1st extension period: up to two years; 2nd extension period: up to two years

¹⁶ References 2,5,6,7 8,9,10,14,16, 18,19,24: Constructing the Gold Standard: Mosey 2021

4.4.2.6 **PSP framework governance**

PSP 4 framework planning and development has enabled a consideration on the PSP 3 objectives and focus for both the Framework and Framework Community Boards. These have been augmented and will include objectives such as:

- to develop a partnership that enables achievement of PSP 4 framework principles and
- to have a level of engagement that ensures that there is both ownership and commitment at all levels in the organisations supporting the PSP 4 framework.
- to co-ordinate and manage the Best Practice Working Group process.

Accordingly, the Framework Community Board will be established and future activity will include commissioning groups and identify projects to deliver FCB priorities, resolve issues and analyse performance

Groups may be convened to improve:

- performance
- innovation, efficiency and improvement, such as digital working
- best practice and value engineering
- skills
- carbon and environment
- social value
- quality plans
- sustainability

In addition, a process manual will be developed by the Framework Community

Board which will set a number of protocols including:

- Managing finance
- Managing the workload
- Nomination of staff and roles
- Design brief preparation and update
- Commission proposal approval and target setting
- Commonality of scheme documentation and paperwork
- Managing performance of the framework, with both internal and external indicators

4.4.2.7 **PSP Performance management**

PSP 3 performance management has facilitated rich data to be available over the framework duration. This includes suppliers providing data to support financial and performance indicators, on a bi-monthly basis. The information has enabled the PSP framework manager to undertake work order analysis, 1:1 discussion and business plan achievement 'reporting' to the MHA+ Manager. Performance management data includes:

- ✓ MHA+ Member (Client)
- ✓ MHA+ sub-region
- ✓ contract value
- ✓ actual costs at Order Completion (value invoiced)
- ✓ contract form (PSC / PSSC)
- ✓ Specialism / Salary Banding
- ✓ reporting on any social value metrics delivered

Notwithstanding the data enabling improved PSP 3 framework management, it has assisted in PSP 4 planning discussions - using evidence based, credible and objective information.

- provision of the framework community board meetings¹⁷ **£8,700**
- provision of NEC training to support the framework community **£20,000**
- Funding for subject matter expertise **£10,000**

Total workstream budget cost **£38,700**

Total workstream budget cost (including procurement project): **£114,700**

4.4.3 **MHA+ projects and thematic groups**

Ian Bamforth, Julia May

Whilst monitoring and performance management of some topics will continue, as part of MSF and PSP frameworks contract management - it has been recognised that some themes have a wider applicability across MHA+. MHA+ business planning continues to consider compliance to national imperatives and good practice.

4.4.3.1 **social value working group**

The remit of the group is to collaborate with MHA+ stakeholders to use available opportunities and resources that benefit MHA+ member, local and regional communities. Activities will be structured to:

- work with MHA+ members to maximise both their social value impact and public benefit¹⁸
- collaborate with Considerate Construct Scheme(CCS) on the development of their Building Social Value platform¹⁹
- support MSF 4 and PSP 4 framework suppliers
- share best and emerging practice
- increase engagement

The social value working group meets quarterly and has been virtual. Sharing of information includes a sidebar on both MHA+ ISP and website; including a best practice information sharing area (ISP). The group developed MHA+ building social value priorities and a tracker template to augment existing data collection, to meet MSF 3 contract requirements. Members of the sv group MSF 3 suppliers provided [social value case studies](#) and the chair presented at the 2023 MHA+ annual event

4.4.3.2 **carbon steering group**

The role of the group is to provide a focus for MHA+ in relation to all matters pertaining to the carbon reduction agenda in the highways sector²⁰.

The aims of the group includes:

- securing an understanding of carbon reduction issues across the sector.
- providing a forum for sharing best practice, existing/emerging work and discussion with MHA+ Member Authorities in relation to Carbon Reduction.
- taking account of broader Climate Change issues, including resilience, adaptation and biodiversity where appropriate & relevant to the sector.

The group has already put in place a quarterly Carbon New Bulletin, covering a wide variety of issues & topics shared with all MHA+ members & key stakeholders. Areas of focus will include:

- materials and biogen development
- Scope 3 highways activity assessment development
- active travel
- fleet transformation planning

¹⁷ This will be a mix of face to face, virtual and hybrid meetings

¹⁸ Reference 7: Constructing the Gold Standard: Mosey 2021 Procurement Bill 2022/23

¹⁹ Tool to standardise, quality assure reporting of social value impact

²⁰ Reference 21: Constructing the Gold Standard: Mosey 2021

4.4.3.3 digital working group

The remit of the group will be to assist MHA+ member authorities and framework suppliers to increase the digitalisation of their project activities. With an initial focus on supporting MSF 4 project delivery (from concept to handover); this will adapt to reflect changing MHA+ priorities²¹.

The group have identified enablers to increase digitalisation including:

- supporting a cultural change through helping people to see what is possible, the benefits and dismantling perceived barriers
- upskilling, improving knowledge in the technical aspects
- providing a network of people who are dealing with or have dealt with the same problems to accelerate progress through mutual support

The first digital workshop was organised in January 2023²², with three others to follow in due course. It is expected that topics such as information management, asset management, digitalisation, use of drones and automation be covered over time. The group will access MHA+ project funding to fund small scale trials of software and systems

The annual costs for this group includes:

- provision of four digital workshops **£10,000**
- digital working group meetings and information sharing sessions **£2,000**

Total annual budget cost: **£12,000**

4.4.4 MHA+ development

Lead: Skills and development manager: Julia May

4.4.4.1 MHA+ development has a wide remit; and includes procurement, commissioning and performance management. The role oversees skills and workforce development and supports communication media, information systems and processes for MHA+. The skills and MHA+ development infrastructure has been developed to:

- assist in the delivery of improved economic, social and environmental outcomes⁽²³⁾
- maximise evidence of providing social value: converting social value targets into agreed outcomes with clear timescales: ⁽²⁴⁾
- develop MHA+ portfolio and our priorities in relation to building social capital.
- Provide learning, training and development opportunities that assist MHA+ in providing Framework management systems that support collaboration and dispute avoidance ⁽²⁵⁾
- Develop accessible, cross-disciplinary learning interventions, with a range of formats that includes content from the supply chain, and subject matter experts. The suppliers learning and development contribution has increased to create a compelling body of shared knowledge ⁽²⁶⁾

4.4.4.2 The MHA+ [competence framework](#) (MHAF) was updated in 2022 to incorporate changes to competence-based frameworks²⁷ that are relevant to specific professions in the MHA+ workforce.

²¹ Reference 12: Constructing the Gold Standard: Mosey 2021

²² 45 participants from nine MHA+ member authorities and five framework suppliers

²³ Reference 5: Constructing the Gold Standard: Mosey 2021

²⁴ Reference 7: Constructing the Gold Standard: Mosey 2021

²⁵ Reference 17: Constructing the Gold Standard: Mosey 2021

²⁶ Reference 24: Constructing the Gold Standard: Mosey 2021

²⁷ CITB behavioural competences framework; ICE professional guidance 2022

It will ensure that workforce development is mapped both to the MHA+ portfolio and priorities in relation to attracting, manage and retain human capital

The MHA+ cloud based digital platforms, supporting the 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 bespoke Information Sharing Platform, available to approved users, with levels of secure access to documentation.

Registered user numbers continue to increase: 271 registered users from 45 MHA + organisations²⁸. The flexibility of the platform provided a secure system to enable MSF 4 procurement activities, with document access limited to specific roles. A procurement exercise²⁹ was completed in 2023.

- the bespoke Learning Management System (LMS) was used to deliver virtual learning content; workshop and face to face workforce development events; and managed attendance to the 2022 MHA+ Annual Event. The LMS has been significantly upgraded, following the 2022 procurement exercise

Over 1,050, MHA+ members, affiliated organisations and framework suppliers are registered on the LMS, across 44 organisations.

During 2022/23, 141 participants, (from 21 organisations) booked for MHA+ content that supports the acquisition of technical skills, including design and delivery webinars and face to face events. *The digital footprint was 797 'virtual' learners (across 27 organisations) accessing our on-line learning content & webinars.* The 2022/23 savings accrued by MHA+ commissioning learning, training and development for our members and their supply chain is £62,295.00³⁰.

- MHA+ website – supplier content area: Content expertise has been provided via webinars from PSP 3 suppliers, which are available (via YouTube®) on the MHA+ website have had 1346³¹ views.

4.4.4.3 **Social value**

The role both monitors and capture of on-going social value benefits (delivered as part of both MHA+ frameworks³²). The medium schemes framework suppliers complete the employment and skills plan (esp), and this data has been augmented by monitoring MHA+ building social value priorities. ESP target achievement is reported (bi-monthly) as part of the MSF community board; to date 740 ESP benchmarks have been achieved across 18 MSF 3 schemes

Correspondingly, a methodology to capture on going social value benefits (delivered by PSP 3 suppliers) was drafted in 2021 and suppliers now advise on thematic interventions³³ as well as calculating the '£ benefit' of their social value contribution.

4.4.4.4 **Priorities for 2023/26**

- provide solutions that enables MHA+ members and frameworks' suppliers to work collaboratively and improve connectivity

²⁸ February 2023

²⁹ Using Crown Commercial Service G-Cloud-13

³⁰ If delegates accessed learning events direct from the provider

³¹ As at March 2023

³² Medium Schemes and Professional Services Partnership

³³ Environment; Growth; Innovation; Jobs (local skills & employment; Social (safer and resilient communities)

- support the MHA+ workforce both to develop and maintain the skills and expertise to meet their objectives.

Table 5: MHA+ development and skills objectives 2022/26

Objectives	Actions
Undertake commissioning, design and development activities	Design and develop appropriate bespoke media and platforms by maximising opportunities from technological innovations
	Ensure development is sustainable
	Use procurement solutions, commissioning and performance management to 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
Annual 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/flex the lms to meet the increase in number of learners registering/accessing ltd
	Maintain or increase blended learning on offer – to enhance access to the ‘extended workforce’
	Extend the content on offer from frameworks’ suppliers – including subject matter specialists, expertise to support workshop input and supplier led 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 MHA+ member organisations and suppliers
Annual allocation	£24,000
Maintain the workforce development culture that provides resources so that capabilities are recognised, used and enhanced	Use the MHA+ ltd protocol and MHA+ Competency framework to ensure that the learning and development offer meets identified needs and continues to deliver on our social and human capital priorities
	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
	Deliver efficiencies in the provision of workforce development, learning and development to the membership and associated /affiliated organisations
	Annual allocation
Provide learning interventions that supports continuous improvement ³⁴ , promotes the industry and attracts a diverse workforce	Access and make available learning opportunities provided by related organisations, commerce and industry
	Continue to support frameworks’ suppliers to develop and deliver plans that increase skills and knowledge
	Advise on the provision of cpd that will ensure the delivery of infrastructure, highways schemes and services
	Annual allocation

Total annual budget cost: **£60,000**

³⁴ Systematic maintenance , improvement and broadening of knowledge and skill

4.5 MHA+ budget requirement 2023/26

The aim remains to reduce the reserve, over the next couple of years. Notwithstanding this action, the sum of £100,000 is included as a contingency/reserve - for the very unlikely possibility of the alliance being wound up.

Table 6 outlines the more detailed budget figures for 2023/26.

5. Sources of income

The alliance has two sources of income:

- the annual subscription fee paid
- the levies charged for the use of the frameworks

Annex B identifies the detail on income from both the annual subscription fee and professional services framework. However, the income from the Medium Schemes framework is dependent on a variety of issues and can vary significantly. Consequently, a 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

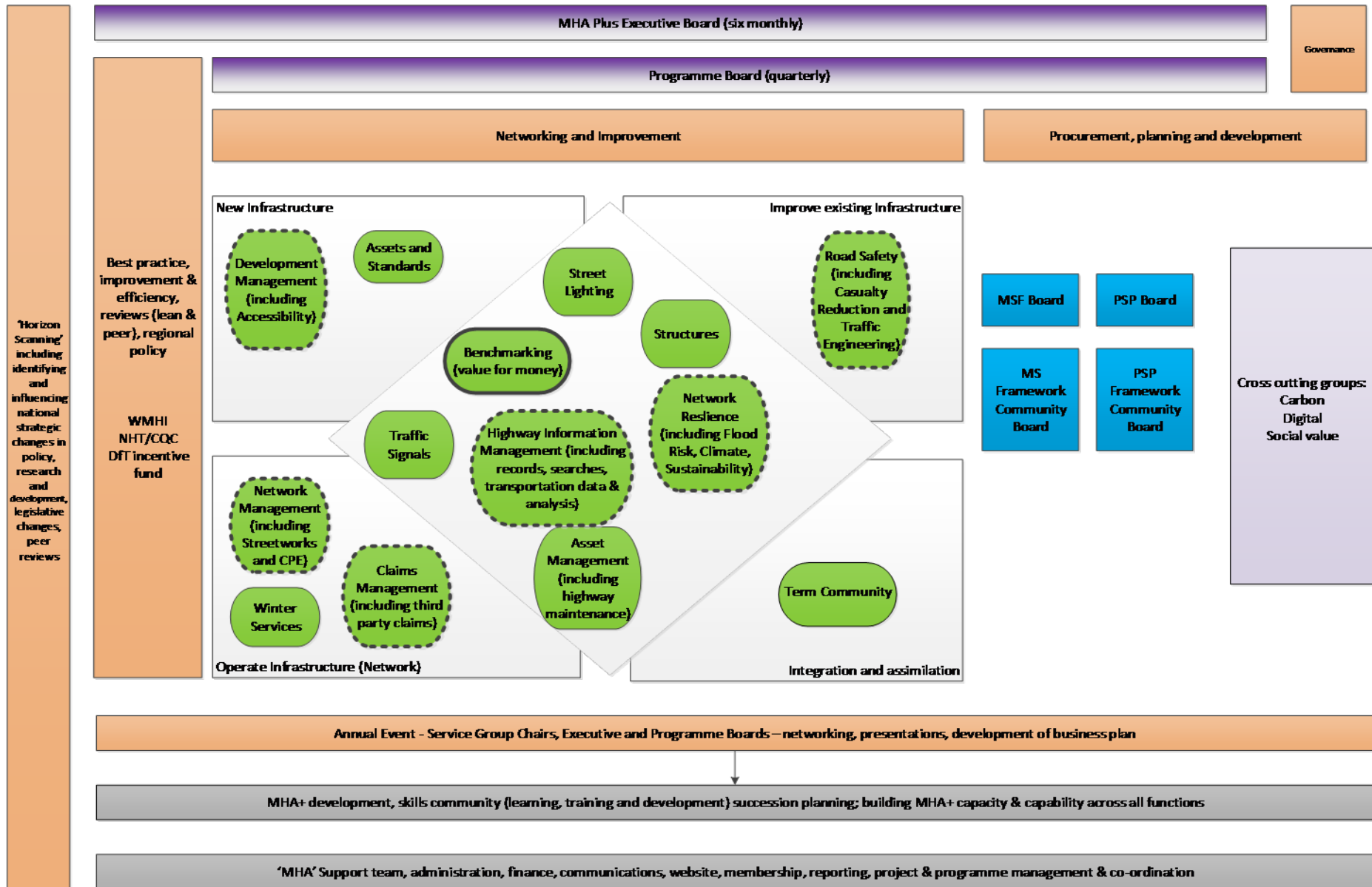
Table 6: MHA+ annual operating budget 2023/26

Descriptor	£	£	£
Reserves	1,125,672	710,672	429,172
Estimated Income			
Income from membership fees ³⁵	135,000	135,000	135,000
Income from MSF 3 ³⁶ /4 frameworks	200,000	250,000	250,000
Income from PSP 3 ³⁷ /4 frameworks	400,000	400,000	400,000
Total income	735,000	785,000	785,000
Estimated Expenditure	£	£	£
Core team costs	510,000	562,500	562,500
Service Improvement Groups	5,100	5,100	5,100
Medium schemes	30,700	30,700	30,700
Professional Services	38,700	38,700	38,700
MHA+ thematic groups	12,000	12,000	12,000
Skills and MHA+ development	60,000	60,000	60,000
MHA+ funded projects	111,000	0	0
Communications and media	25,000	25,000	25,000
Performance Management, Procurement and Audit:	32,500	32,500	32,500
Total expenditure	825,000	766,500	766,500
Reserve to be c/f (minimum £200,000)	1,035,672	729,172	466,672
Funding available for additional projects	325,000	300,000	225,000
c/f			222,672

³⁵ 36 x £3,750

³⁶ Residual schemes commissioned as part of MSF 3

³⁷ PSP 3 framework brief continuation due to contract extension until August 2023



Fees and Subscriptions

April 2023

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

Annual Subscriptions

The subscription rate (2023/24) for all members is £3,750 per annum³⁸.

Framework and other fees:

- For all users of the **Medium Schemes Frameworks 3 & 4** 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 & 4** 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

- 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.³⁹
- 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.

³⁸ Each MHA+ member is required to raise a Purchase order to Leicestershire County Council for the subscription amount and sent to [MHA+ performance and Finance Officer](#)

³⁹ **A review will be undertaken three months after the subscriptions & fees due date. Non- payment of fees will be advised to member authorities. A consequence for non-payment - a lapse in MHA+ membership**

**Midlands Highway Alliance Plus (MHA+)
Communication Strategy 2023/26**

MHA+ Communications Strategy identifies the priorities and implementation planning is supported by core MHA+ team members and the Editorial Group, in collaboration with MHA+ members and MHA+ framework suppliers. Implementation and activities are included in business planning performance reporting and provided to MHA+ programme and executive boards. MHA+ Communications Plan includes timescales and lead(s) in relation to specific activities and actions.

Priority 1 – Identify key themes, activities and events for MHA+ participation
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, affiliated bodies and partners (both with meetings and with contracts)
Engage with members and external bodies to support business as usual as well as identify areas for enhanced communications (COMMS) support.
Support key transport, highways infrastructure and imperatives over which MHA+ can influence
Either produce (in-house) or sponsor promotional information for use by external stakeholders
MHA+ Framework(s) Procurement – inform members of progress; ensure potential users of framework receive timely information using a variety of media
MHA+ Framework(s) mobilisation – inform members of progress; ensure potential users of framework receive timely information using a variety of media
Produce Annual Report
MHA+ annual event – Plan, Publicise and Deliver event: adding value and skills
Publicise MHA+ activities using case studies, project description sheets (PDS), progress of funded projects and best practice reports
Review media and MHA+ information platforms and commission providers to meet requirements

Priority 2 – MHA+ infrastructure, planning and delivery support (maintaining business as usual)
Activities include:
Identify national industry, government bodies and stakeholders that MHA+ can directly influence.
Produce bi-monthly newsletter (e:bulletin)
Social media content monitored, promoted and identified
Promote MHA+ board and other governance meetings
Promote MHA+ by submissions for Industry Awards; thereby promoting successes of members, supply chains and framework suppliers
Encourage participation in MHA+ Editorial Board and convene meetings when required
Ad hoc press releases published
Undertake maintenance and updating of MHA+ website – to ensure timely content – including current membership map and affiliated organisations
Produce artwork and other media to help orientate and inform members
Provide design and artwork for use on MHA+ platforms; publications and promotional materials
Maintain mailing list of MHA+ member authorities, framework managers and supply chain

**Midlands Highway Alliance Plus Service Improvement Groups (SIG)
Key Issues for 2023/24**

Groups have identified the key issues for 2023/24, these are provided (by group) below:

SIG: Low Carbon Travel & Transport

Issue	Operational Efficiency Impact
Post-Covid recovery	<ul style="list-style-type: none"> • Different ways of working (e.g. homeworking) • Impact on public transport usage • Improved active travel infrastructure
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 • Developing best practice 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
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

SIG: Casualty Reduction

<ul style="list-style-type: none"> • Using accident data from previous years benchmarking of collisions involving older drivers (62+), younger drivers, younger road users (0-15) and multiple car passengers. KSI data 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

SIG: Civil Parking Enforcement

Key Issues	Operational Efficiency Impact
Measuring & comparing the cost of and income from PCN per Authority and average across the group.	Comparison with other Authorities to drive financial efficiencies of the service and the quality of PCN issued by CPE Officers
Understanding differences in the Annual Report – Identifying Key Performance Indicators to drive forward efficiencies.	Improve Annual Reporting submission and support Key Objectives of the group and potential service redesign of Authorities processes.

Key Issues cont.	Operational Efficiency Impact cont.
Interpret and develop policy concepts in respect of 2022 Regulations	Ensuring smooth transition to regulatory change, continuity of service and maintain strong efficiency in respect of bus lane and parking management
Introduction of policy principals for moving traffic enforcement	To offer shared insight and findings through best practice in the introduction and operation of moving traffic enforcement schemes.

SIG: Development Management

<ul style="list-style-type: none"> • Develop a regional training programme
<ul style="list-style-type: none"> • Examine opportunities to fund Highways & Transport development management services through fees and charges
<ul style="list-style-type: none"> • Maintain and review comparative data
<ul style="list-style-type: none"> • Increase collaboration with other MHA+ groups

SIG: Flood Water Management

<ul style="list-style-type: none"> • To help member authorities implement efficient and effective practices and levels of service in respect to legal duties placed upon LLFA. Also to consider how this role is potentially amended as a result of the enactment of Schedule 3.
<ul style="list-style-type: none"> • Develop best practice and support one another in respect of the planned enactment of Schedule 3 of the Flood and Water Management Act 2010 defining the LLFA's role as SuDS Approving Bodies.
<ul style="list-style-type: none"> • Examine opportunities to bring in 3rd party funding for non-statutory activities to support the statutory consultee role within coming financial years.
<ul style="list-style-type: none"> • Filling the skills/knowledge gap. Develop a regional training programme and event for graduates

SIG: Highways Records & Searches

<ul style="list-style-type: none"> • Efficiency savings through shared training / awareness sessions across Authorities.
<ul style="list-style-type: none"> • Full review of benchmarking measures to allow comparisons to drive best practice, efficiencies and improvements.
<ul style="list-style-type: none"> • Incorporation of accurate highway information into the NSG
<ul style="list-style-type: none"> • Maintain consistency of approach in current CON29 response format
<ul style="list-style-type: none"> • Share information and experiences relating to online payments
<ul style="list-style-type: none"> • Improved engagement from member authorities in the activities of the HR&S group.

SIG: Highways Structures

<ul style="list-style-type: none"> • Risk based inspections – produce a consistent approach for assessing risk
<ul style="list-style-type: none"> • Maintenance strategies, including incentive funding, lifecycle planning and TAMP – optimal utilisation of resources available
<ul style="list-style-type: none"> • Performance Indicators – encourage group members to utilise and contribute to NHT Performance Management Framework structures measures.

SIG: Highway Asset Management

Key issues	Operational Efficiency Impact
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • Relationships and Culture 	Providing a forum that will enable continuous improvement through respectful challenge and partnership working between members and others.
<ul style="list-style-type: none"> • Technical excellence in highway maintenance and asset management practice 	The identification and sharing of best practice in asset management, materials and highway maintenance treatments.
<ul style="list-style-type: none"> • 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.

SIG: 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

SIG: 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

SIG: 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.

SIG: Traffic Engineering

- Provide collective input/comments to the DfT consultation processes as required
- Share best practice and policy across the member authorities, specifically in relation to Moving Traffic Enforcement powers
- Create stronger links with other MHA+ task groups to raise the profile and awareness of traffic engineering role

SIG: 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

SIG: Transportation Data & Analysis

- | |
|---|
| <ul style="list-style-type: none">• Ensuring that evidence is used as the key driver for scheme justification and measuring effectiveness. |
| <ul style="list-style-type: none">• Preparing for future developments in transportation data, supporting group members to understand what SMART data and Big Data will mean for them. |
| <ul style="list-style-type: none">• Using task group meetings as an opportunity to invite industry experts to speak about innovations in transport data collection and usage. |

SIG: Winter Services

- | |
|---|
| <ul style="list-style-type: none">• Simplification of comparative data sheets to allow easier input and meaningful comparison |
| <ul style="list-style-type: none">• Review and discussion regarding the benefits of automated gritting practices |
| <ul style="list-style-type: none">• Review new code of practice and share understanding |
| <ul style="list-style-type: none">• Promotion of IHE Certification of Winter Decision Making |
| <ul style="list-style-type: none">• Greater collaboration with the NWSRG |
| <ul style="list-style-type: none">• Cycleway salting to be a future discussion topic |

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Contacts

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