



MHA 
Midlands Highway Alliance Plus

Annual Report
2023/24

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Introduction

Ann Carruthers

As MHA+ members, I know we pride ourselves on maintaining our highway and transport networks and managing the infrastructure projects that are fundamental to creating a more resilient, inclusive and safe transport network, for our communities and for local economic growth. Looking back on the year, we have again endeavoured to provide those vital services against a background of financial challenges and economic and political uncertainty. Balancing the budgets is increasingly difficult and has necessarily prompted additional scrutiny around the procurement of services.

By working together, the Alliance has continued to support our members throughout the year with competitively procured frameworks. Member participation allowed us to undertake a collaborative procurement exercise this year for our fourth professional services partnership framework (PSP4) to follow on from the very successful PSP3, with a formal launch at the Annual Event: Value and Skills, on 20 September 2023. It was a reminder that this is the latest generation of a framework that has already performed well consistently, with project satisfaction levels of 85-89% and over £30 million of savings delivered. Similarly, client satisfaction with our medium schemes framework is at 83% with an average of 1% client gain and over £21 million in savings through Early Contractor Involvement. Both frameworks deliver added social value benefits at a local level, such as apprenticeships, work placements, school engagement, community projects and client staff mentoring. They have also provided over 70 technical webinars and regular presentations on lessons learned. As a result, several of our schemes have enjoyed industry recognition awards.

Our best practice community has continued to be vibrant and influence the industry with technical experts from right across our membership engaged in our 16 service improvement groups and Carbon, Digital and Social Value theme groups. We have continued to work with partners and are being sought out to take part in joint events and join industry panels, such as the East Midlands Infrastructure Partnership which fed into the National Infrastructure Commission (NIC),

All Party Parliamentary Groups (APPGs) and Institution of Civil Engineers (ICE) round tables with the Treasury. We have facilitated learning opportunities, with over 30 shared free training options and events, such as the Annual Conference Event and digital workshops, available through our learning management system, and technical webinars available through You Tube.

We saw a few old friends, who have been at the heart of Alliance decision-making and activity, depart throughout the year and we have welcomed new faces who we hope will continue with that support and engagement and bring with them fresh ideas. In the MHA+ core team we saw the departure of Alice Russell, John Hooper and Julia Brown and the arrival of Support Officer Tina Langton, Framework Managers Lucy Cox and Tom Baker, and Communications Officer Nick Walkland.

I would encourage you as local authority members to continue to get the most from being part of our Alliance through ongoing participation, whether it is helping to define and steer its aspirations through the governance boards, improving operational activity as part of the framework and best practice communities, or investing in self-learning through training and events. I look forward to working with you over the coming year to make sure we are delivering our highways work as effectively as we can for our communities.

Ann Carruthers,

Director of Environment and Transport,
Chair, MHA+ Executive Board



MHA+ Membership

Members are charged a single fee based on the core costs of the support for the Alliance which is reviewed annually.

The MHA was formed 2007, and the following the merger with MSIG and WMHA in 2020, membership of the MHA+ now stands at 36 individual member authorities.



➤ Finance 2023/24

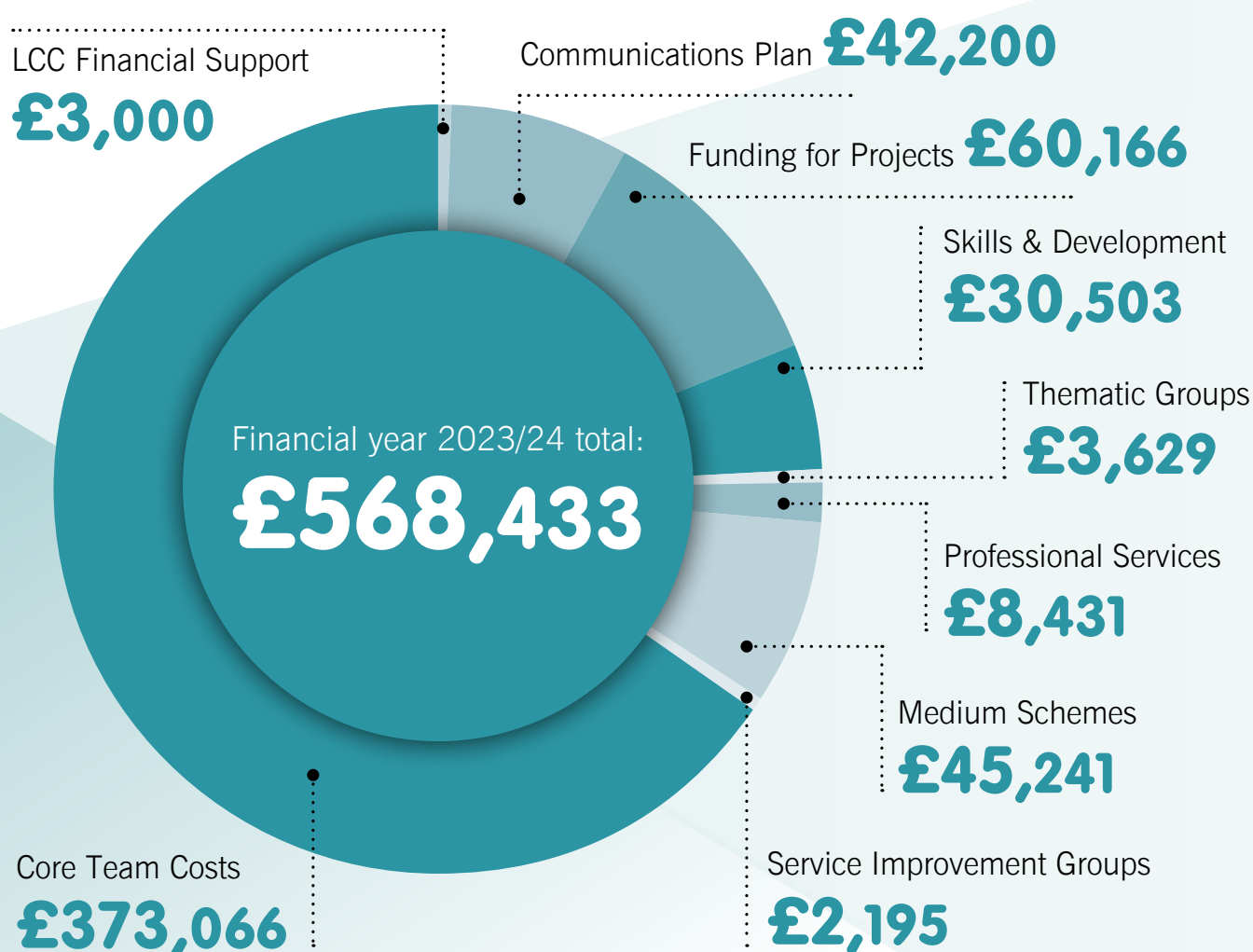
Each year the MHA+ Executive Board consider the annual business plan, which sets out the key outcomes required from each work stream. The plan details what funding is available to support that work and where it will come from:

INCOME 2023/24

Income Category	Income 2023/24
Annual Membership	-£132,000
MSF 3 Procurement Fees	-£56,062.15
PSP 3 Supplier Contract 1% Fee	-£376,028.79
Sponsorship	-£4,000
TOTAL INCOME EXPECTED	-£568,090.94

“Each year the Executive Board consider the annual business plan, which sets out the key outcomes required from each work stream.”

EXPENDITURE 2023/24



Skills Community

We continue to procure, design, and develop interventions to support MHA+ members, framework suppliers and the wider workforce.

We continue to focus on providing opportunities for continuing professional development and member priorities. We do this through on-the-job training, in-house development and coaching; delivering our culture of continuous improvement; and opportunities to grow professionally

Our 'early adoption of digital innovation has ensured that our investment in information sharing and learning technology enabled us to be agile and responsive in supporting workforce development. We updated our competence framework to support national qualification frameworks and ICE professional review. To ensure that we support our members with content that can assist in their development of career pathways and succession planning. Whilst MHA+ workforce planning is about organising and developing resources to make sure the supply chain meet our business objectives, it also is mindful of the need to provide opportunities for growth to help people learn and deliver organisational performance by enabling:

- ✓ Reskilling
- ✓ Closing skills gaps
- ✓ social and collaborative learning
- ✓ digital learning and
- ✓ creating connections across the workforce

MHA+ cloud based digital platforms, have been designed to incorporate an extended membership with ease, either on an individual member authority, framework supplier or federated basis.

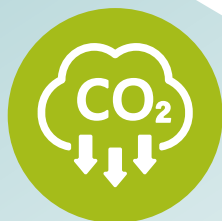
We enable 'learning in the flow of work' through:

- access to learning and development content and online resources at the time they are needed
- customised content fit for purpose for particular roles, teams or topics
- development of subject matter expertise by specific accredited content
- development of softer skills including well-being

This has been done by directing MHA+ members to content with the subtle shift from instruction to interaction - but will continue to offer topics that can be accessed online so we curate material and their method of 'delivery' selectively.

Not all our MHA+ learning and workforce development can be met through learning in the flow of work; so we have developed methods to build communities of practice – where you can ask questions and get real-time feedback. This includes MHA+ thematic groups¹ and service improvement groups (SIG)² which enable stakeholders to discuss, investigate, share best and emerging practice and opportunities for connection across a 'generational' workforce.

MHA+ workshops and face-to face events remain an integral part of the workforce development offer. The task for MHA+ skills and workforce development is to decide ways of learning that best add value and reduce time away from the role – such as capitalising on the expertise of our MHA+ frameworks supply chain who have provided technical content modules and webinars on YouTube® - with nearly 1588 views of our bite size content via our website.



Carbon Steering Group



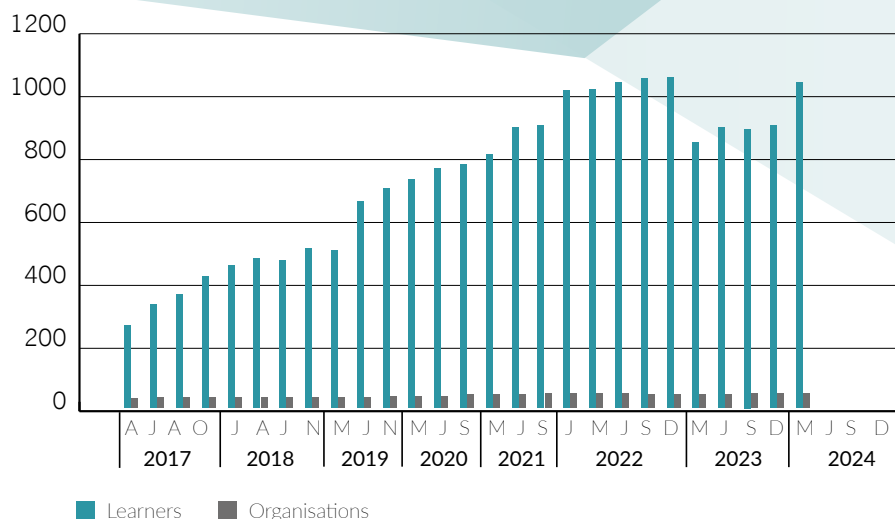
Social Value



Digital

¹ Social value; carbon and digital

² See pages 16 to 18 for information on the Service Improvement Groups (SIG)



During 2023/24, MHA+ learning and development system was upgraded and customised so that it continues to offer virtual learning modules and face to face training, including:

- ✓ NEC 4 contracts for MHA+ frameworks
- ✓ softer skills to support mental health, resilience
- ✓ asset management
- ✓ career pathways, including leadership and management skills development

Effective engagement across MHA+ learning community demonstrates an incremental increase in those using the new MHA+ lms to access virtual, face to face learning and specialist content and workshops. Over 1300 MHA+ members, affiliated organisations and framework suppliers are registered on the LMS, across 47 organisations.

Feeling heard and valued is key for participants to know that we are keen to receive their evaluation and feedback – as well as being able to evidence an increase in the knowledge, skills and confidence of our learners.

During 2023/24, 141 participants (from 21 organisations) requested MHA+ content supporting the acquisition of technical skills, including design and delivery webinars and face to face events. The MHA+ digital footprint includes 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 £62,295.00³.

Integrating employment and skills support

MHA+ workforce development includes leading on the provision of Employment and Skills Plans (ESP) as part of the medium schemes framework (MSF). The monitoring process provides evidence of our commitment to add social value as well as being an integral part of Medium Schemes Framework performance management; with bi-monthly reporting to the Framework Community Board. 817 ESP benchmarks were achieved - double the amount planned - across 23 schemes as part of MSF 3.

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³ If delegates accessed learning events direct from the provider



➤ Medium Schemes Framework

There were some major changes to the Medium Schemes team this year, with the departure of John Hooper and Julia Brown. With over 10-years tenure in the MHA, John and Julia were the driving forces behind the progress of the Framework. Without their help and support Medium Schemes would not be the resounding success it is today. Following them is going to be quite the task.

The Framework engagement within the local areas has sparked a flurry of awards, some coming from the Considerate Constructors Scheme (Galliford Try has received 48/50 for the Melton Mowbray Distributor Road) and other accolades from industry peers, highlighted on this page. What has been great to see is the collaboration between both the Professional Services Suppliers and our contractors, showing that both frameworks have the capability of delivering quality across the UK.

*Wolverhampton accepting
one of their two awards
at the IHE Mercia Branch
Award Ceremony both AMEY
and Taylor Woodrow*

The Framework Community Board is the highlight of my month with engaging and informative sessions where both client authorities and contractors have open and honest conversations - and are happy to share the positives and negatives surrounding their projects.

John Sisk has shared several safety moments over the past year, and it has been interesting to look back on how far road safety has come. I particularly enjoyed learning about the Civilian Journalists that turned up to one of their sites – the slides for which are available on the ISP.

One thing I think the Framework Community Board should be proud of is its collaborative nature, which will allow the framework to keep going in years to come, and I am excited to share some of our ideas to take into the next 12 months.



How are we going to drive engagement and keep MSF4 going forward?

Clear and
understandable
MSF4 Guidance

Intuitive Annex
Documents

Prioritize
sharing lessons
learned

Change in
approach to
FCB

Metrics
demonstrating
value

Launch new
performance
toolkit



I want to end this brief review by thanking everyone for their time and patience as I settle into my role. The support from the client authorities and the contractors (both on Medium Schemes and Professional Services) has been wonderful, and I cannot wait to continue to work with you all over the next 12 months.

Lucy Cox, Framework Manager.

Both teams who worked on Putney Rd and the Colliery Rd accepting their awards with Balfour Beatty and AECOM



Thematic Groups

This reporting year saw the creation of the MHA+ Thematic Groups work stream. It was agreed at MHA+ Programme Board that three groups which had an impact across all areas of activity of MHA+, should be brought together under the 'Thematic Group' banner.

These were the Carbon Steering Group, Digital Working Group and Social Value Working Group. All of which have a variety of cross cutting themes which interlink with many areas of Highways and Transport functions and delivery.

The purpose of the groups is to provide a focus for MHA+ in relation to all matters pertaining to Carbon Reduction, Digital & Social Value. Ensuring members are made aware of the work being completed within & by MHA+ members,

their Authorities, MHA+ groups & regionally & nationally with Government and various key organisations.

This alongside making sure MHA+ on behalf of its members influences how the carbon, digital and social value agenda is shaped and developed within the industry. The Thematic Groups also seek to find and provide examples of best practice in their respective areas.

Thematic Groups activity in 2023/24 has included:

Carbon Steering Group:

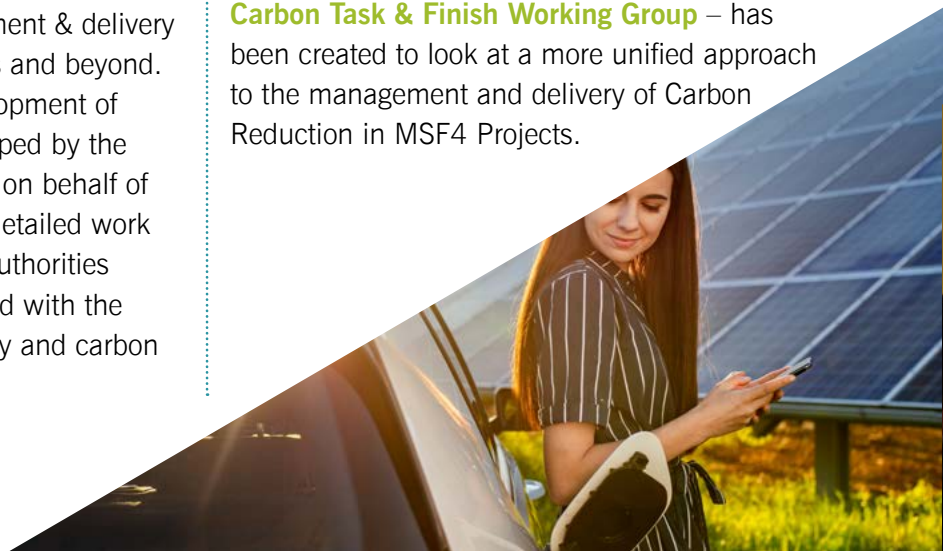
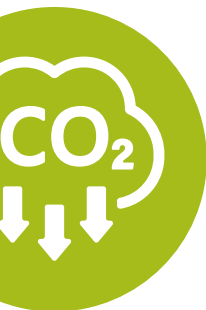
Carbon News Bulletin – Four editions of the Bulletin have been circulated with many interesting items regional, national and beyond.

Carbon related presentations – A wide variety of best practice and developmental activity presentations have taken place including:

Lancs County Council 'Journey to Net Zero' by Paul Binks regarding their journey on carbon reduction in materials and the wide and varied issues involved. **Devon County Council & the Carbon Calculation Assessment System (CCAS)** – Victoria Walsh provided an excellent update on the ground breaking work Devon have been undertaking on detailed measurement & delivery on Carbon Reduction in Highways and beyond. Victoria has been key in the development of the recently released CCAS developed by the Future Highways Research Group on behalf of ADEPT she gave her take on the detailed work completed and key issues Local Authorities need to consider in moving forward with the CCAS guidance on Scope 3 activity and carbon reduction in general.

The National Highways & Transport Network (NHT) – NHT have been liaising with MHA+ over the development of their 'Value for Carbon' Tool with a report being made available to all CQC members. MHA+ CSG are working with NHT to further refine and test the tool. **Carbon Literacy Training (CLT)** – Putting in place a Highways specific CLT package for members has been identified as a key issue. The CSG/ MHA+ is working with the Live Labs 2 Centre of Excellence Team over the potential for developing this further & will liaise with other key LA's leading the journey such as Devon CC.

Carbon Task & Finish Working Group – has been created to look at a more unified approach to the management and delivery of Carbon Reduction in MSF4 Projects.





Digital Working Group activity:

The DWG looks to assist member authorities, contractors & professional services providers, their supply chains, partners and people to increase the digitalisation of their activities through mutual cooperation. Recent activity and looking ahead:

A one day event '**Digital Value throughout the Highways Lifecycle**' was a focus of activity during early 2024, in May at the NEC Birmingham as a 'Live streamed' Event – Topics included Digitalisation in Design, 3D concrete printing an highways infrastructure & handover, to name but a few.

Each meeting sees a variety of topics on Digitalisation, issues and solutions to address these. A focus on the developing a 'Solutions Database' has been agreed in 2024 to share even more broadly Digital solutions and good practice/case studies with members, alongside the Annual Event 2024 activities in relation to AI and Digital innovation.

Social Value Working Group activity:

The SVWG works collaboratively with MHA+ stakeholders to leverage opportunities and resources available through our highway services provision to the benefit of MHA+ member authority, local and regional communities. Recent Activity includes:

Social Value Framework development – A significant amount of work in the reporting year set in motion by the SVWG is the development of a broad Social Value Framework, including a full review of SV Metrics. The Framework is being tailored to meet the needs of MHA+ members and link effectively into the MHA+ Frameworks and other key activities. It is hoped that the new Best Practice Framework will be launched in late summer/autumn of 2024.

Considerate Constructors Scheme (CCS) – A working group has been initiated with the CCS Team and key members of the SVWG/ MHA+ Team to review the SV elements of the CCS framework and how this interlinks with the working and delivery of the two MHA+ Frameworks.

Calendar of Events – Work is ongoing to create a calendar of all Social Value events as a useful tool for social value planners to increase collaboration with events.

As ever a key activity has been sharing best practice and discussion of key issues and solutions in Social Value.

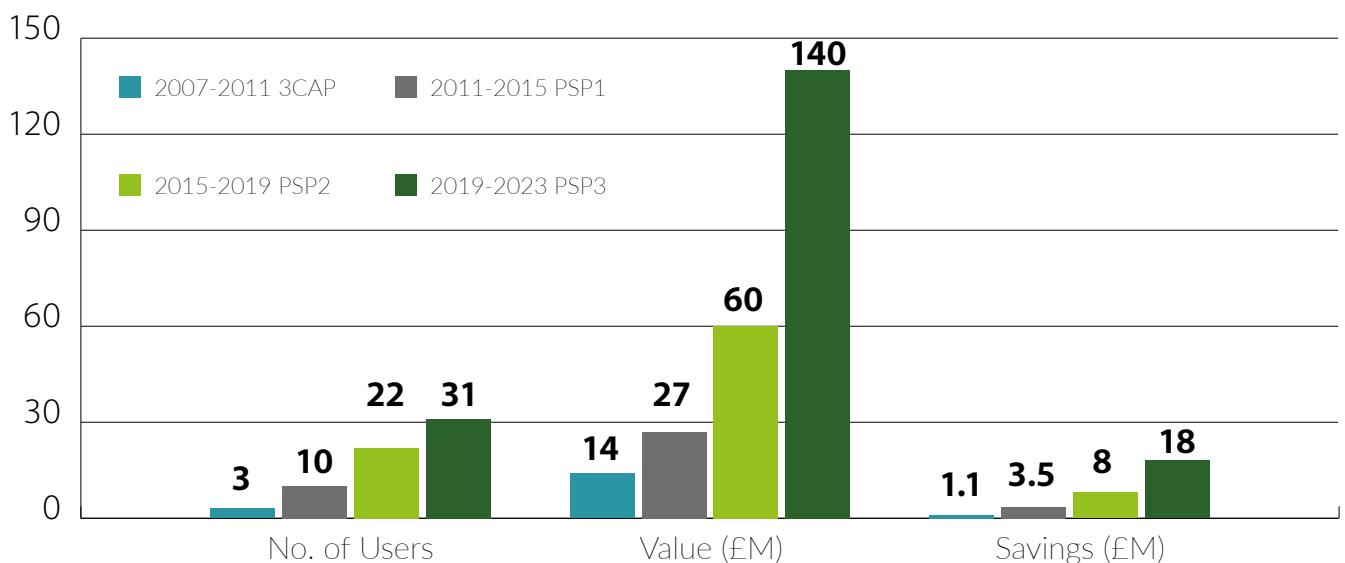




Professional Services Partnership (PSP)

PSP3 was an extremely successful framework. Over its 4-year life it was used by 31 local highway authority members, procuring some £140 million of work and netting savings of approximately £18 million.

Framework Development from 2007 - 2023



- Work through the framework grew from £9 million per year to £19 million per year.
- Approximately 1539 360o project assessments were undertaken, with an average supplier project performance score of 8.83.
- 34 Case Studies were shared featuring projects from 13 client authorities.
- There were over 70 lunchtime webinars delivered. About 67 of these were recorded and have received over 1350 views.
- Social value benefits included apprenticeships, student placements, mentoring and staff development, careers fairs, schools' visits, community projects, and tree planting.

Client feedback was that the framework gave ease of procurement with quick, simple, familiar processes and procedures; flexibility in selection; good access to skills, resources and specialist advice; a strong ethos of effective delivery; and collaboration & trusted relationships.

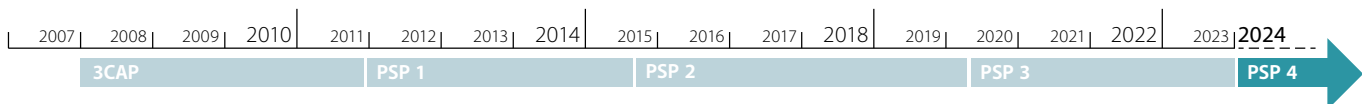
There was also a desire to build on the continuous improvement achieved through the earlier frameworks to do more through the subsequent framework, particularly to provide simpler online access to improve understanding of the processes and more information for client procurement teams; improve framework management, including more pipeline planning and effectiveness in performance management; and have better links with the Medium Schemes Framework (MSF4).

The PSP3 framework was due to end in April 2023 but was extended to August 2023 to allow for a robust procurement process for PSP4.

PSP4 was live from 29 August 2023. The Framework is for up to 8 years and was estimated to be worth up to £960 million. It was formally launched by Pat Clarke on 20th September 2023 at the MHA+ Annual Event with an emphasis was on how the new framework is building on the past and setting out the ambitions for PSP4:

- Efficiency, effectiveness and reliability in delivery
- framework management
- performance management
- pipeline planning
- ease of use
- simple online access, client support, flexibility
- Maximise benefits of collaborative relationships
- whole project approach
- collaborative working and projects

Professional Services Partnerships - Timeline



New features of the Framework include:

Flexibility in Supplier selection - 6 options for Lot 1, 5 options for Lot 2

Default period of 7 calendar days on Lot 2 direct award

Drive improvement through performance management

- Additional Management Information at framework level
- Review and develop Performance Toolkit including KPIs
- Quarterly monitoring of performance
- Option to adjust tender quality scores at FW level (+10%/-25%)

Additional optional x clauses - sectional completion, delay charges

Review to extend earlier & workload share added as a criterion

PSP 4

LOT 1

Amey Consulting

AECOM



LOT 2

waterman aspen

MATCHTECH

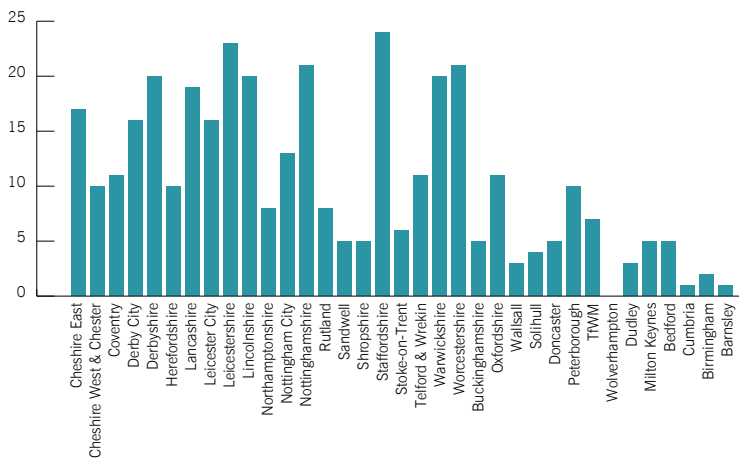




Sharing information

MHA+ development oversees and supports communication media, information systems and processes for MHA+. We have developed a communication strategy with activities and products that enables engagement by contribution, attendance and participation.

Our cloud based digital platforms, supporting the MHA+ community, have been designed to incorporate an extended membership, either on an individual member authority, framework supplier or federated basis. Our MHA+ community includes those working away from their desk; at a range of locations or in transit – so consuming information in a variety of ways. In addition we recognise, continuity in engagement – retaining one user profile that can be easily amended if moving to a partner MHA+ organisation

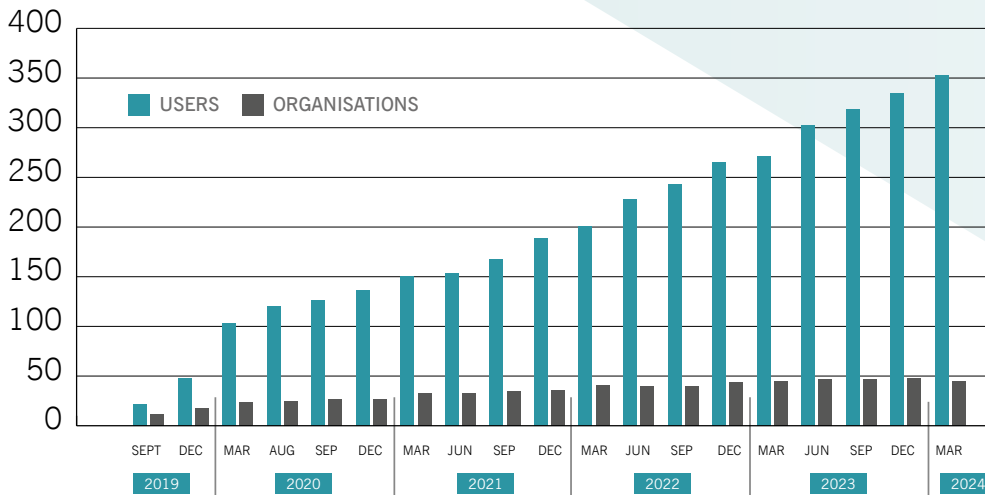


Bespoke digital platforms include:

- the Information Sharing Platform (isp) refreshed in December 2023; the architecture is designed to be available only to approved users, with levels of secure access to documentation. Registered user numbers continue to increase: over 443 registered users from 47 MHA + organisations. The flexibility of the platform provided a secure system to enable restricted access to PSP 4 procurement content as the architecture of the platform has been designed to limit access to specific roles, where needed.
- the Learning Management System (LMS) was used to deliver virtual learning content; face to face workforce development events; and managed attendance to the 2023 MHA+ Annual Event, providing post event evaluation.
- The service improvement (SIG) site was refined in 2022 but retains its flexible, integrated focus to engage with the high number of participants the 16 MHA+ service improvement groups. We also added functionality to meet the increased reach of new members and framework suppliers

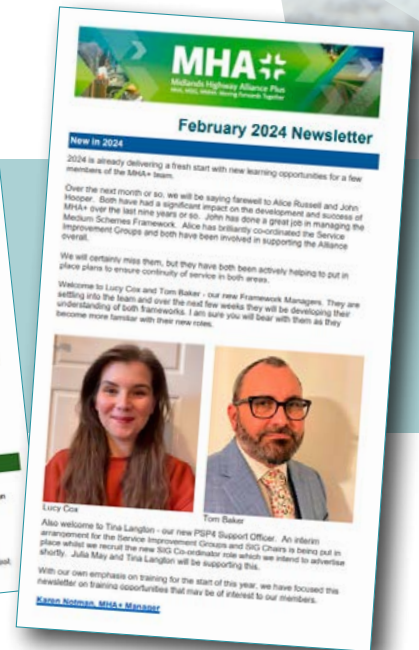


SIG Members Website Active Users



MHA+ Newsletter

The MHA+ newsletter is published regularly and sent via email to all MHA+ members.



MHA+ website

The MHA+ website is continually updated to reflect developments across the workstreams and ensure the site is accessible to all.

The MHA+ calendar includes all events including SIG meetings. A monthly event update is circulated to all members to highlight regular meeting and specialist one off events.

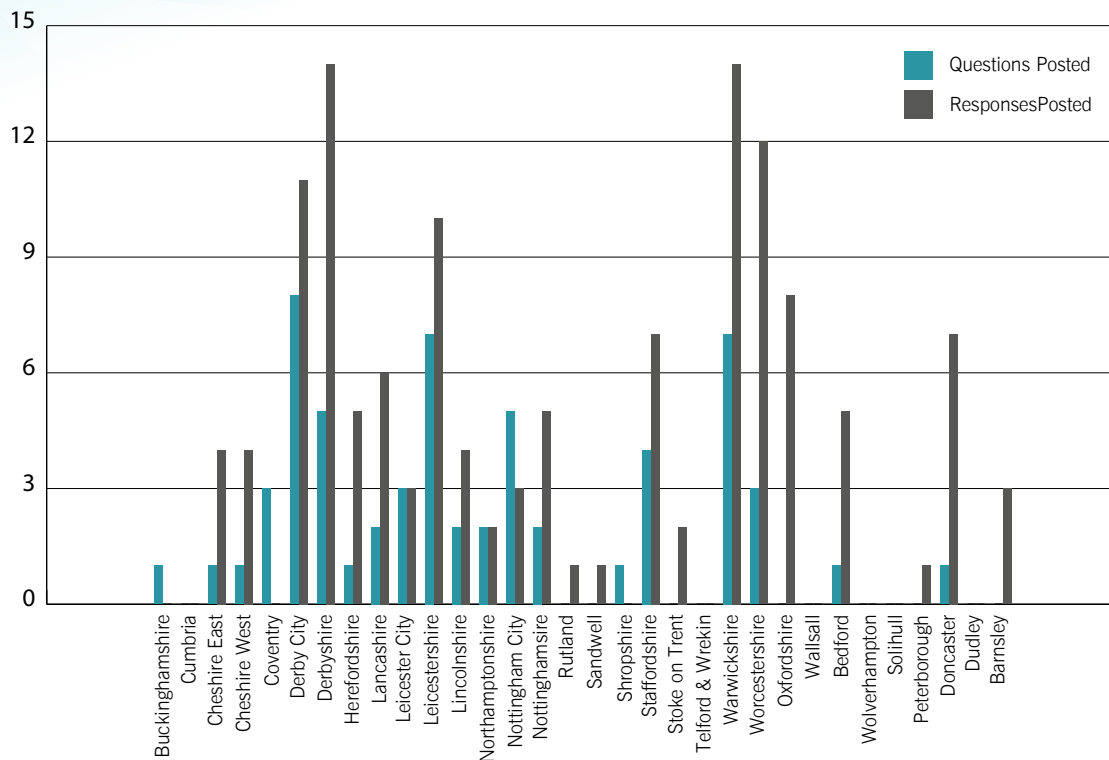
Direct searches for the MHA+ website (i.e. via google) remains the most popular way for visitors to find the site.





Service Improvement Groups

Service Improvement Groups continue to share best practice and subject matter expertise to improve service delivery in Highways and Transportation.



SIG Chairs and their groups facilitate engagement and communication. Tangible rewards include:

- ✓ Meetings to highlight best practice, address concerns and discuss uncertainties;
- ✓ Opportunities to connect with peers and subject matter experts either as part of SIG meetings or the SIG member platform
- ✓ Closing skills and knowledge gaps and fostering long-term relationships with peer groups as part of meetings or using the SIG discussion tags

57 questions posted on the discussion boards and 95 replies from group members in 2023/24

- 24 Service Improvement Group meetings held in 2023/24 – either virtual or hybrid – combining visits to manufacturers or hosted by SIG members
- Average 55% MHA+ member authorities attending to contribute subject matter expertise
- Meetings included updates from SIG members sitting on national or regional groups
- SIG members contributed their expertise to national best practice publications; DfT updates; or codes of practice
- Members provided feedback on key issues to inform and respond to national, regional groups or inquiries

Since the launch of the MHA+ SIG members website in February 2022, 573 members have a SIG 'user account' and represent 39 member authorities.

Casualty Reduction – group discussion included 'Vision Zero' and sharing of 'Safe Systems' approaches at MHA+ member authorities and National Highways. Other topics included sharing views, experiences and policy/strategy positions on 20mph zones across the MHA+ region.

Civil Parking Enforcement – agenda topics included DfT Plan for Drivers and requirements to fit to existing strategies; Updates and advice/support for member authorities who applied for Moving Traffic Enforcement powers in Tranches 2 & 3; feedback on National Parking Platform trials.

Development Management - members shared guidance and policy around the topic of 'street trees'; commuted sums and maintenance processes. Topics included potential enactment of Schedule 3 Flood & Water Management Act and consequent impact on development management resources; improvements on recruitment with development of career pathways for existing and potential employees. ; low carbon materials palette, Active Travel and value of trees toolkit; EV charging infrastructure; pertinent Appeal Decisions; and section 59 templates.


Flood Water Management – Meeting topics included enactment of schedule 3; Flood & Water Management Act; formation of working groups to enable member authorities to conduct the SAB role. Impact of Storms Babet and Henk. Members used the meeting to identify lessons learned, funding issues and best practice. A task and finish group was formed to discuss the National Flood Funding Recovery Framework. Useful links were established with further/higher education to ensure that potential employees are attracted to roles in flood water management by customised career pathways and learning opportunities.

Highways Structures – Presentations from MHA+ members included a case study on CO2 reduction; Network Rail and use of the ACE asset management platform. Sharing best practice on risk-based approaches to bridge inspections, drone inspections and structural weight limit enforcement.

Highways Asset Management – group meetings included regular representation from national organisations, enabling group members to gain valuable updates and insights. MHA+ commissioned e:foundation award available via the MHA+ Ims. All passed the test and received their certificates. Meeting topics included DfT funding allocation; reporting requirements for schemes/maintenance works; Leicestershire County Council presentation on Vaisala Road AI; M2i shared content on 'Value for Carbon' work undertaken in partnership with University of Leeds.

Highways Records & Searches - membership of this group continues to build with active participation from 17 MHA+ members. Subject matter expertise of group members is being used by national groups to update key reference and best practice documentation; also best practice in the Land Registry transition from paper-based to digital information. The working group, augmented to ensure broader geographic spread and representation from local authority 'tiers, is developing a list of Streets best practice document and considering 'development' survey responses.





Street Lighting – the group continue to arrange hybrid meetings to enable SIG member visits to suppliers. Meeting topics included maintenance of lighting assets; EV charging from lighting columns. Leicestershire County Council planned (dimming) pilot to secure CO₂ ; energy and cash savings. Members were advised on the benefits of links with further/higher education to ensure that potential employees are attracted to street lighting roles; recruitment and retention assisted by development of learning opportunities

Streetworks – agenda topics retain a focus on Section 50 guidance and being opportunistic with updated guidance to consider updates to processes/application forms, sharing documentation to capture best practice. Other areas of discussion included performance-based inspection; Code of Practice for inspection and co-ordination; and updates from national groups including Highway Authorities and Utilities Committee (HAUC); Joint Authorities Group (JAG)/GeoPlace; Highway Safety Officers Group (HSOG); and National Traffic management Safety Training (NTMF).

Term Maintenance – meeting content included presentations from three SIG member authorities on reactive maintenance, treatment types, programming/scheduling techniques to optimize productivity, traffic management initiatives and data analysis. The group will use data from benchmarking exercise to lead discussion on potential projects.

Third Party Claims - with temporary chair. Group members discussed increases in claims for vehicle damage over the course of the year, particularly during wet weather. Topics include review of intervention levels in light; budgetary pressures and how to deal with and identify fraudulent claims. We are looking for a permanent chair to enable the continued work of this group.

Traffic Signals – continue to share information from industry on supply chain challenges affecting this area of work. Presentations from DfT on £70m funding - to replace obsolete signal equipment; reduce congestion (smarter signals); innovation (use of AI and machine learning)

Transportation Data & Analysis – virtual and hybrid meetings held. Building the future workforce remains a group topic and meeting had presentation on Transport Planning Apprenticeships (Leeds College of Building); subsequent presentations by Leicestershire County Council (LCC) at the 2023 MHA+ Annual Event; analysis of DfT journey time data using tools developed in-house at LCC. Group took advantage of subject matter expertise with presentations from suppliers of technology providing real-time data (via sensors and mobile phone) to support Active Travel schemes; transport planning, modelling and evidence-based data needed for project briefs

Winter Services – Meetings held pre and post winter season to enable members to share lessons learned; in-person event held in May 2023 – subsequent meeting included from Dom Browne (Highways Magazine/Cold Comfort), Econ, Safecote, Vaisala and SW Highways Alliance to provide feedback on NWSRG guidance; priorities for research/innovation; how to attract more attractive to local authority delegates to 2024 Cold Comfort event.



Look ahead

from Ann Carruthers

Many of us take the view that in the short to medium term we may see more smaller projects rather than the schemes of £50-100 million that have been a feature of the last few years. We all know the impacts of cost increases, inflation and current local government finances and these are likely to continue to influence local authority appetite in taking on new major schemes.

If that is the case, then it is a reset back to the “medium-sized schemes” that our client teams and frameworks initially catered for in the early years of the MHA. That may be the more pragmatic approach with fewer of the huge risks that accompany bigger schemes, although as we know there can be just as many challenges and rewards with smaller schemes to keep our professional lives interesting.

HS2 northern leg became a casualty of the high inflationary pressures in 2023, replaced with the £36bn Network North plan, investing in the North, Midlands, and elsewhere. This is expected to come through as funding for many of our members; however, political uncertainty has damped down a little of the enthusiasm as we await confirmation of this funding from the new government.

Our industry is often a cyclic one; however, and once the new government settles in it will start putting its plans into action for future investment to support economic growth. The economy is set to grow again from the end of 2024 onwards, so we shall see what materialises and be ready to act as always.

We have been endeavouring to improve resilience across our place-based services, our organisations and in ourselves, individually and collaboratively as an alliance, for many years. Through our frameworks, service improvement groups, theme groups and collaborative projects we will continue to focus on this.

In an era of increasing environmental consciousness, sustainability will be at the forefront of the construction industry's future. This is not only in our efforts to reduce the environmental impact of our schemes and services and adapt to the effect of climate change on our networks but in embracing modern ways of working.

MHA+ is a member led organisation and we benefit from the expertise of our members in relation to strategic thinking, framework procurement, training, and in our service improvement and thematic groups. We will continue to support our members with sharing best practice and to get the most from our frameworks for effective scheme delivery so we can all continue to benefit from our alliance.

We will continue to consider how best to develop our culture, demonstrate the additional benefits we are achieving, improve networking and increase engagement from MHA+ members, stakeholders and suppliers. To support that engagement, we will continue to provide hybrid, virtual and face-face meeting options so that we accommodate member preferences and ways of working. We will also continue to work with industry partners for shared learning and collaborative initiatives, particularly around future skills, carbon and social value.

Contacts

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



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

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