



# MHA

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



Business Plan  
2022/23



## Part one

Page  
number

### 1. Priorities

1.1	Introduction	1
1.2	Key achievements in 2021/22	1
1.3	MHA+ Aims and Objectives	1
1.4	MHA+ Project funding	1
1.5	Challenges	2
1.6	Five-year issues	2
1.7	Overall budget 2022/23	3

## Part two

2.	<b>MHA+ infrastructure, planning &amp; delivery</b>	4
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3	<b>Service improvement</b>	4
---	----------------------------	---

### 4. Commissioning

4.1	Resources	5
4.2	Communication and media	5
4.3	Financial services, performance management and audit	5
4.4	Planning and delivery 2022/23 and costs	6
4.4.1	Medium schemes	6
4.4.2	Professional services	8
4.4.3	Skills and MHA+ development	10
4.5	Budget requirement 2022/23	13

5.	<b>Sources of income</b>	13
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Table 1:	Project funding 2022/23	2
Table 2:	MHA+ budget summary 2022/23	3
Table 3:	MHA+ core team expenditure 2022/23	4
Table 4:	networking and service improvement groups	4
Table 5:	MHA+ development and skills objectives 2022/23	12
Table 6:	MHA+ operating budget 2022/23	14

Annexe A	MHA+ model for delivery and planning	
Annexe B	Fees and Subscriptions	
Annexe C	Communications strategy 2022/23	
Annexe D	Service improvement groups key issues	

## Part one

### 1. Priorities

#### 1.1 Introduction

The purpose of the business plan is to gain the approval of MHA+ Executive Board to the activities planned over the next financial year (2022/23), and how they will be funded.

The report is in two parts:

the first setting out the overall priorities and how the alliance intends to continue going forward to become a major influence in regional and national issues

The second part contains the detailed proposals for both the expenditure and activities that the alliance will support over the year

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

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

#### 1.2 Key achievements in 2021/22

- ✓ MHA+ maintained a full programme of events, both virtual and face to face
- ✓ Embraced digital and cloud-based tools and found new ways to engage with members, such as Mentimeter® surveying
- ✓ 2021 MHA+ annual event held in-person with about 90 attending
- ✓ MHA+ marketing strategy developed, including rebranding
- ✓ MHA+ Service Improvement Group site relaunched
- ✓ Service Improvement Group Chairs meeting established
- ✓ 31 virtual SIG meetings held - with a corresponding increase of attendees
- ✓ MSF 4 procurement underway - tenders returned in December 2021

#### 1.3 MHA+ Aims and Objectives

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

- Developing and sharing best practice in delivering highway services.
- Providing effective routes to market that reflect the quality, innovation and value for money the alliance strives for.
- Influencing the national agenda by direct participation and lobbying.

These aims will be routinely reviewed to ensure that they remain relevant.

#### 1.4 MHA+ Project funding

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

**Table 1: MHA+ Project funding 2022/23**

<b>Project description</b>	<b>Project duration</b>	<b>£</b>
Comparability of MHA+ to the Gold Standard, assessment, action planning and process for evidence of attainment (5)	6 months	30,000
Frameworks' performance toolkit to ensure consistency and timeliness of reporting	6 months	28,000
Procurement of PSP 4	12 months	226,000
Procurement of MSF 4	3 months	48,000
Carbon – steering group to co-ordinate the work ongoing across the alliance workstreams and work with our industry partners to identify where we can make a material difference.	12 months	10,000
<b>Total</b>		342,000

## 1.5 Challenges

### 1.5.1 Engagement

The creation of a culture, that will encourage sharing of ideas and best practice remains a challenge. Analysis of 'engagement' data, surveys and other feedback endorses a perception that some member authorities see the alliance primarily as a route to market, and do not contribute to the development of either of the frameworks or other aspects of the alliance. The plan incorporates projects that will progress both our benchmarking and outcomes to validate engagement data.

### 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'<sup>1</sup> 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 core messages.

### 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. These will be regularly reviewed to ensure continuous improvement.

## 1.6 Five-year issues

MHA+ Executive, programme and framework boards reiterated issues that need to be considered in MHA+ planning and development, including:

<sup>1</sup> Not directly undertaken by MHA+

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

## 1.7 Overall budget 2022/23

- 1.7.1 Budget planning continues to aim to reduce the amount carried forward to a figure that covered likely exit costs, should the alliance cease to function. This figure is estimated to be around £100,000 and this is a minimum figure that 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 2022/23**

<b>Descriptor</b>	<b>£</b>
Reserves from 2021/22	654,056
Total income	581,250
Total expenditure	809,416
Reserve to be c/f	100,000

## 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

**Table 3: MHA+ core team expenditure 2022/23**

Job title	fte.	£
MHA+ manager	1.0	88,424
MHA+ framework manager	0.8	51,771
MHA+ framework manager (vacancy)	1.0	60,000
MHA+ development and skills manager	1.0	56,832
MHA+ service improvement group co-ordinator	1.0	41,820
MHA+ finance and performance officer	0.9	34,869
MHA+ project support officers	0.3	20,000
	0.7	60,000
<b>Total</b>		<b>393,716</b>

### 3. 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 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 updated annually by the group chair and group members. The focus areas for each of the 16 Service Improvement Groups 2022/23 are provided as Annexe D.

MHA+ Service Improvement Group members site was relaunched in late 2021, which members use to access content, post questions and get responses, on dedicated discussion boards. The MHA+ website now has a Service Improvement Group area and provides information on meeting dates and a direct link to the SIG website.

A full programme of virtual Service Improvement Group meetings took place during 2021/22 despite C-19 restrictions; it is anticipated that this method of meeting will continue, augmented by face-face events to discuss/develop responses to particular topics. A full calendar of meetings is available on both the SIG and MHA Plus websites

Usual expenditure on travel, meeting room hire and catering, associated with face-face meetings was significantly reduced in 2022/22 due to COVID-19 restrictions. However, should there be a resumption to meetings in person, Cost to provide a programme of approx. 40 meetings is **£4,000**

#### 4. **Commissioning**

##### 4.1 **Resources**

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

##### 4.2 **Communication and media**

MHA+ Communications Strategy (Annexe C) is supported by an implementation plan that identifies communication leads; level of support, timeline and media to be used. Implementation of digital platforms - that support workstreams and the needs of their users, has been completed. Consideration of a digital solution for performance management is underway.

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

- Website content [www.mhaplus.org.uk](http://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 call-off contracts  
Estimated budget cost: **£20,000**

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

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

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



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

#### 4.4 **Planning and delivery 2022/23 and costs**

##### 4.4.1 **Medium Schemes**

*Framework manager: John Hooper*

- 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. Together, member authorities and framework contractors are encouraged to follow the processes and best practice examples available on the MHA+ website, to evaluate and improve their own performance whilst developing skills and expertise across the community. Commitment to these principles will be a prerequisite to the use of MSF4 going forward.
- 4.4.1.2 The Framework Board Chair<sup>2</sup> approves each works order and regularly reviews risk to the effective operation of the framework. This year, the framework has submitted evidence to the government-commissioned, independent review of construction frameworks Constructing the Gold Standard<sup>3</sup> has now been published; it includes 24 recommendations for all public sector frameworks. The Framework Community Board will be asked to review the performance of MSF 3 against these recommendations and to consider areas for further development during MSF 4.
- 4.4.1.3 The existing Medium Schemes Framework 3 (MSF 3) will close to new work orders from July 2022. To date, 22 projects have begun construction with a total value of £210m through MSF 3. Another nine projects are at Stage 1 ECI using the X22 contract option. In total, we forecast 40 projects with a combined value of over £350 million will be delivered over the whole life of this framework.
- 4.4.1.4 **Framework Community Board**  
Due to the COVID-19 pandemic the Framework Community Board has met virtually for the last two years. In the autumn of 2021, the Framework Community Board was able twice to meet in person, which provided welcome opportunities to network in the real world again. Despite this, attendance this year has reduced possibly indicating that virtual Teams meetings have become too frequent. Users of the framework, framework contractors and members of the supply chain are all encouraged to contribute regularly to these meetings. Documentation supporting these meetings can be found on the MHA+ information sharing platform

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<sup>2</sup> Owen Jenkins

<sup>3</sup> Professor David Mosey, Centre of Construction Law, King's College London, 2021

4.4.1.5 **Medium schemes working groups**

The various working groups continue to pursue the aims and objectives established at the beginning of MSF 3. These aims and objectives will be subject to review at the start of MSF 4.

The BiM<sup>4</sup> working group<sup>5</sup> presented a comprehensive summary document of available guidance together with some examples of best practice across member authorities. This presentation is still available on the Information Sharing Platform. The group proposes to develop a pilot/case study around a live project for which a bid for MHA+ funding may be required during 2022/23.

The Social Value working group has developed a dialogue with the Considerate Constructor Scheme (CCS) around the development of their Building Social Value assessment. Report progress of pilot projects that are underway. It is proposed to increase the sharing of best practice examples on the MHA+ information sharing platform.

Work to development the existing performance toolkit has begun. This includes a proposal to create separate toolkits both for ECI and construction stages. This will include accommodating changes to the Considerate Constructor Scheme (to include the broad range of social value activities) and the carbon agenda. The MSF 4 framework suppliers will be encouraged to contribute to a ‘task and finish’ group to deliver these changes

Members of the Framework Community Board are also seeking to establish collaborative business relationships between individual local highway authorities and framework contractors to ISO44001 standard. The introduction of a sub-regional selection option during MSF 3 has proved very popular with users and has been included in MSF 4.

**Figure 1: MSF 3 Planning and delivery**



<sup>4</sup> Building information Management

<sup>5</sup> November 2021

#### 4.4.1.6 **MSF 4 Business case**

In March 2021, MHA+ Executive Board agreed a detailed business case for the procurement of a replacement framework. The Framework Board has agreed to act as steering group for this procurement.

The MSF 4 working group Chair<sup>6</sup> has met regularly to develop the contract documentation. Leicestershire County Council have taken the lead procurement role, with tender documents being made available via their electronic procurement portal in October to eight prequalified bidders. Colleagues from ten member authorities have offered their time to assist with the assessment of tenders, and the new framework MSF 4 will be awarded in April 2022, once the required processes have been completed.

This work will be completed within the project budget. There will still be some residual costs of the MSF4 procurement still to come through during 2022/23.

#### 4.4.1.7 The costs of the workstream include:

- provision of the framework community board meetings<sup>7</sup> **£6,000**
- Provision of NEC training to support the framework community **£20,000**
- National Association of Construction Frameworks (NACF) membership fee **£2,000.**

Total budget cost: **£28,000**

#### 4.4.2 **Professional Services**

*Framework manager: Karen Notman*

4.4.2.1 The primary purpose of the Professional Services Framework is to ensure that member authorities have easy and economical access to consultancy services; considering (as far as is practicable) the needs and aspirations of member authorities in that procurement process

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 scope includes all services required for the execution of the design and supervision of highway, civil and municipal engineering works. Turnover is of the order of £800,000 per month for Lot 1 and £1m per month for Lot 2.

The framework is now nearing the end of Year 3 and will be extended for a further year to April 2023. Attention is now turning to the procurement of the next framework, PSP 4.

4.4.2.3 There are several government documents and guidance notes issued by the Cabinet Office recently which need to be taken into consideration as we move forward. For example, 'The Consultancy Playbook' (May 2021), which forms part of 'The Sourcing Playbook' (May 2021), and 'Constructing the Gold Standard' (December 2021) based on 'The Construction Playbook' (December 2020).

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<sup>6</sup> Tom Gifford

<sup>7</sup> This will be a mix of real, virtual and hybrid meetings



The Framework Community Board will be asked to review the performance of PSP 3 against the 24 recommendations for all public sector frameworks outlined in 'Constructing the Gold Standard' and to consider areas for further development during PSP 4.

#### 4.4.2.4 Framework Community Board

The Framework Managers met virtually quarterly in 2021 and there was a face-to-face networking opportunity through the Annual Event in October 2021. The Framework Community Board itself struggled to meet bi-monthly in 2021. It plans to meet regularly again during 2022/23. Both the Framework and Framework Community Boards will benefit from having a strong Chair drawn from an active authority on the Framework. Details of all past meetings can be found on the MHA+ information sharing platform. Assuming that Covid restrictions are reduced to allow face to face meetings, the cost of a mix of real, virtual and hybrid meetings for six meetings a year is estimated to need a sum of **£3,600** allocated. Working with our supply partners, the Framework Community Board will continue to pursue the agreed aims and objectives, through a team-focused community.

These include:

- ensuring that health, safety and welfare best practice is followed, concerns are identified through lessons learned and training is provided, such as CDM training),
- supporting a continuous programme of work
- producing a sustainable high-performance standard that produces a benchmark for the industry
- promoting the framework
- understanding member requirements through sharing best practice
- identifying gaps in knowledge, such as considering the implications of new legislation on sustainability (e.g. the Environment Act 2021) (<https://bills.parliament.uk/bills/2593>), and longer-term issues affecting members, such as skills shortages, carbon reduction and climate change.

The Framework Community Board will commission working groups and identify collaborative projects to help deliver the business plan objectives. In addition to those identified below, further projects may be identified. A Commission Manual was developed by the Framework Community Board which will continue to be further refined for ease of use. NEC4 training to support the framework is estimated at **£10,000**. Budget cost: **£13,600**

### **Performance Management Project**

Work is also ongoing on further developing the performance management toolkit. This includes a proposal to create a facility for direct project performance reporting by suppliers and to develop dashboards for more efficient and effective monitoring..

Performance measures are expected to include the broad range of social value activities and the carbon agenda, and to consider the recommendations of 'Constructing the Gold Standard' and potential for industry wide benchmarking through NHT/M2i. Framework consultants will be encouraged to contribute to a 'task and finish' group to deliver these changes

Real, virtual and hybrid meeting costs **£6,000**

Software licencing costs **£20,000**

Development costs **£2,000**

Total costs are estimated at **£28,000** <sup>8</sup>

#### 4.4.2.5 **PSP 4 Procurement Project**

A detailed business case for the procurement of a replacement framework is being developed for approval by the MHA+ Executive Board. The Framework Board will be established to act as steering group for this procurement and a working group will meet regularly to develop the contract documentation. Colleagues will be sought in addition to those who have already volunteered for assessment of the tenders.

Leicestershire County Council are expected to lead on the procurement.

The costs of the procurement include:

Procurement, legal and other resourcing costs **£180,000**

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

Tender assessment costs **£40,000**

Total costs are estimated at **£226,000** <sup>9</sup>

#### 4.4.3 **Skills and MHA+ development**

*Skills and development manager: Julia May*

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

- Assists in the delivery of improved economic, social and environmental outcomes <sup>(10)</sup>
- Maximises evidence of providing social value: converting social value targets into agreed outcomes with clear timescales: <sup>(11)</sup>
- Provides learning, training and development opportunities that assist MHA in providing framework management systems that support collaboration and dispute avoidance <sup>(12)</sup>

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<sup>8</sup> See Table 1

<sup>9</sup> See Table 1

<sup>10</sup> Reference 5: Constructing the Gold Standard: Mosey 2021

<sup>11</sup> Reference 7: Constructing the Gold Standard: Mosey 2021

<sup>12</sup> References 13 & 17: Constructing the Gold Standard: Mosey 2021

- Has developed accessible, cross-disciplinary training and guidance, with formats that the supply chain, framework manager(s) and content experts contribute their experience, feedback and case studies to create a compelling body of shared knowledge (<sup>13</sup>)

4.4.3.2 Our 'early adoption of digital innovation has ensured that our investment both in information sharing and learning technology enabled us to be agile in response to C-19. The 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

The digital platforms include

- the bespoke Information Sharing Platform, available to approved users, with levels of secure access to documentation. Registered user numbers continue to increase: 203 registered users from 41 MHA + organisations<sup>14</sup>. The flexibility of the platform provided a secure system to enable MSF 4 procurement activities, with document access limited to specific roles. A contract extension with the supplier has been approved until 3/2023.
- the bespoke Learning Management System (LMS) was used to deliver virtual learning content; face to face workforce development events; and managed attendance to the 2021 MHA+ Annual Event. The current contract ends 3/2022; a PID to enable procurement<sup>15</sup> has been approved.

The lms and isp have created organisational value and negated siloed functions - to help the organisation respond rapidly to change, such as the pandemic. We continue to assess where there is opportunity for members to collaborate in solving business challenges.

4.4.3.3 **Achieving social value**

Monitoring and capture of on-going social value benefits (delivered as part of medium schemes) remains a high priority. All suppliers complete the MHA employment and skills plan (esp), this has been augmented by capturing. Achievement of building social value priorities <sup>16</sup>.

ESP target achievement is reported (bi-monthly) as part of the MSF 3 framework community board., 443 ESP benchmarks were achieved from 32 MSF 2 schemes<sup>5</sup> & 252 benchmarks from 9 MSF 3 schemes<sup>5</sup>

Correspondingly, a methodology to capture on going social value benefits (delivered by PSP 3 suppliers) was drafted in 2021

4.4.3.4 **Learning, training and skills development**

It is anticipated that the continued investment in learning and development is valued by our members. MHA+ works hard to ensure that workforce development and learning strategies are aligned with business priorities. Performance and other monitoring is undertaken so that we can evidence that learning adds value across the alliance.

The skills community continued to extend its range of learning and development opportunities on offer, primarily online due to C-19 restrictions.

<sup>13</sup> Reference 24: Constructing the Gold Standard: Mosey 2021

<sup>14</sup> December 2021

<sup>15</sup> Using Government Digital Marketplace g-Cloud 12

<sup>16</sup> Part of Considerate Constructors Scheme (CCS) portfolio

Post C-19 was embraced with the development of bespoke face-face learning events, with content that will build knowledge and ensure consistency when using X22 Early Contractor Involvement (ECI) clause. Content expertise has been provided via webinars from Aecom (PSP 3 supplier), available (via *YouTube*) on the MHA+ website with 520<sup>5</sup> views. Over 1000 MHA members, affiliated organisations and framework suppliers are registered on the LMS, across 46 organisations. During 2021/22, 187 participants (from 18 organisations) requested MHA+ content that supports the acquisition of technical skills, including design and delivery webinars and face to face events, in between various C-19 restrictions. There were 61 ‘virtual’ learners (across 27 organisations) accessing our on-line learning content & webinars<sup>5</sup>. The 2021/22 savings accrued by MHA commissioning learning, training and development for our members and their supply chain is £20,352<sup>17</sup>.

**Priorities for 2022/23**

- Provide solutions that enables MHA+ members and framework suppliers to work collaboratively and improve connectivity
- Support the MHA+ workforce both to develop and maintain the skills and expertise to meet their objectives.

MHA+ development and skills objectives 2022/23 and costs of delivery are provided in Table 5

**Table 5: MHA+ development and skills objectives 2022/23**

<b>Objectives</b>	<b>Actions</b>
Undertake commissioning, design and development activities – to ensure that engagement is maximised	Design and develop appropriate bespoke media and platforms by maximising opportunities from technological innovations
	Ensure development is sustainable and digital opportunities are embraced – the proximity of workforce development expertise ensures that this achieved whilst matching business objectives
	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
<b>Budget allocation</b>	£8,000
Develop the capacity of the workforce to have the knowledge and skills to adapt to business needs	Extend the capacity/flex the lms to meet the increase in number of learners registering/accessing lms
	Maintain or increase blended learning on offer – to enhance access to the ‘extended workforce’
	Extend the content on offer from suppliers – including expert input and webinars
	Extending the range of development opportunities/ltd offer on the lms
	Maintain the provision of generalist as well as specialist learning and development events
	Provide oversight on workforce development opportunities proposed across the member organisations and suppliers
<b>Budget allocation</b>	£24,000

<sup>17</sup> If delegates accessed learning events direct from the provider

Maintain the MHA+ learning and development culture that provides resources so that capabilities are recognised, used and enhanced	Use the MHA ltd protocol to ensure that the learning and development offer meets identified needs
	Use the evaluation feedback to refine content and commission learning and development events
	Secure funding to deliver specific learning events to members that address skills gaps, and support skills acquisition - to meet emerging requirements
	Use media to provide information, data and access to industry support
	Deliver efficiencies in the provision of workforce development, learning and development to the membership and associated /affiliated organisations
<b>Budget allocation</b>	£20,000
Provide learning interventions that support continuous improvement <sup>18</sup> , support consistent framework delivery. Promote the industry and attract a diverse workforce	Access and make available learning opportunities provided by related organisations, commerce and industry
	Continue to support suppliers to develop and deliver plans that increase skills and knowledge
	Advise on the provision of cpd that will ensure the delivery of infrastructure schemes and services
<b>Budget allocation</b>	£8,000

Total budget cost: **£60,000**

#### 4.5 **MHA+ budget requirement 2022/23**

The aim remains to reduce the sizeable reserve, over the next couple of years. Notwithstanding this action, the sum of £100,000 is included as a reserve - for the very unlikely possibility of the alliance being wound up. Table 6 outlines the detailed budget figures for 2022/23.

#### 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

Annexe 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 relatively low figure has been included in this business plan.

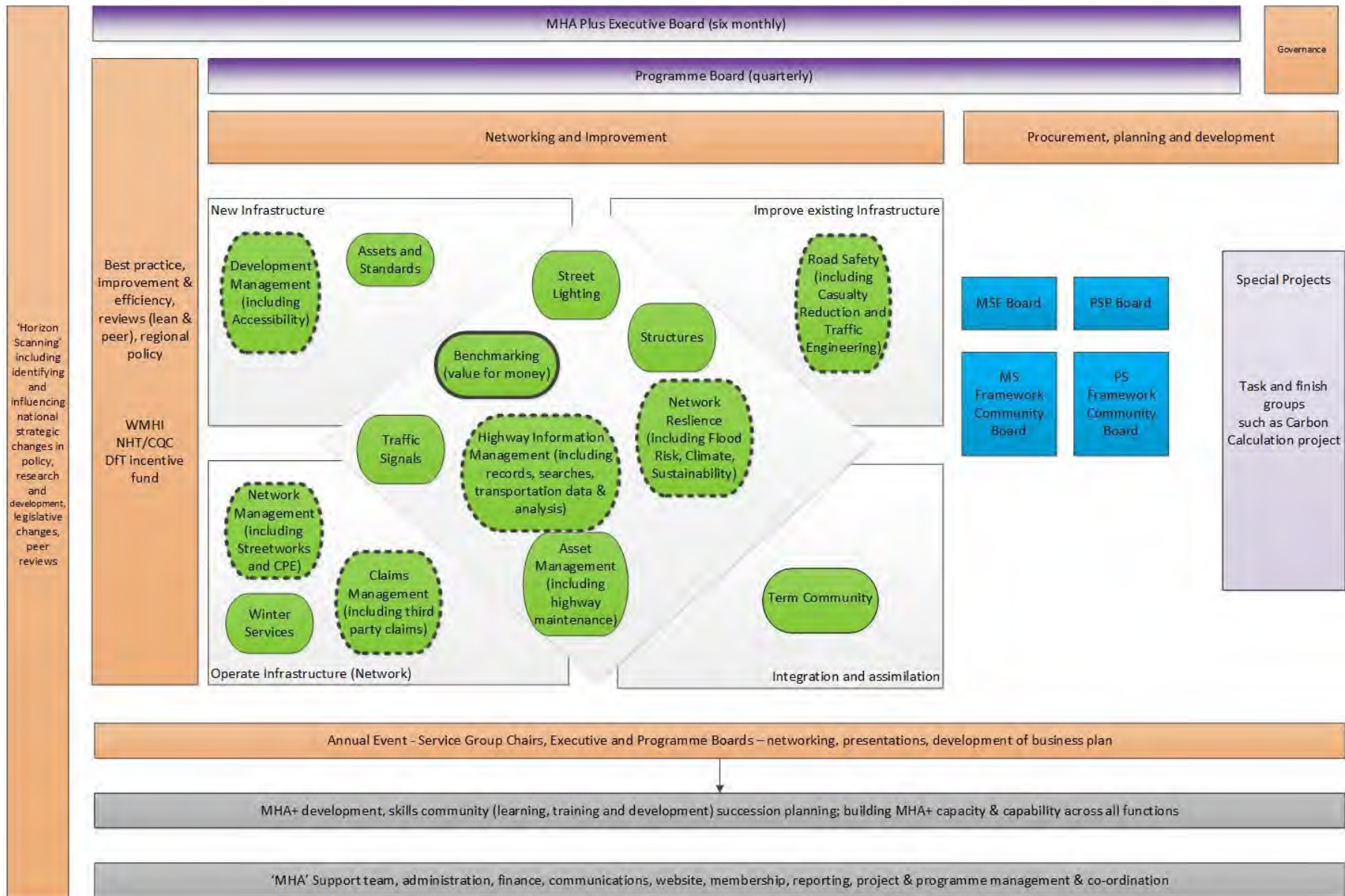
It is not proposed to increase the fees or levies at present, primarily due to the level of reserves currently held

<sup>18</sup> Systematic maintenance, improvement and broadening of knowledge and skill



**Table 6: MHA+ operating budget 2022/23**

<b>Descriptor</b>	<b>£</b>	<b>£</b>	<b>£</b>
Reserves from 2021/22		654,056	
<b>Estimated Income</b>			
Income from membership fees	131,250		35 x 3,750
Income from MSF 3/4 frameworks	250,000		100m x 0.25%
Income from PSP 3 framework	200,000		20m x 1%
<b>Total income</b>		581,250	
<b>Estimated Expenditure</b>			
Core team costs	393,716		see Table 3
Service Improvement Groups	4,000		
Medium schemes	28,000		inc MSF 4
Professional Services	17,200		
Skills and MHA+ development	60,000		
MHA+ projects	342,000		See Table 1
Communications and media	20,000		
Other	4,500		
<b>Total expenditure</b>		809,416	
Reserve to be c/f		100,000	
Funding available for additional projects		325,890	





## Annexe B

### Fees and Subscriptions April 2022

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

#### Annual Subscriptions

- The subscription rate (2022/23) for all members is £3,750 per annum.

#### Framework and other fees:

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

#### Usage Discount:

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

#### Payment

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



**Annexe C**

**Midlands Highway Alliance Plus (MHA+)  
Communication Plan 2022/23**

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

<b>Priority 1 – Identify key themes, activities and events for MHA+ involvement</b>
<b>Activities include:</b>
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 (COVID-19) as well as identify areas for enhanced support.
Support key transport imperatives
Either produce (in-house) or sponsor promotional information for use for external stakeholders
Framework(s) Procurement – inform members of progress; ensure potential users of framework receive timely information
Produce Annual Report
MHA+ annual event – Plan, Publicise and Deliver 2022 event: carbon reduction and adding value
Publicise MHA+ activities using case studies, work of funded projects and best practice reports
Review media and MHA+ information platforms
<b>Priority 2 – MHA+ infrastructure (maintaining business as usual)</b>
<b>Activities include:</b>
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



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

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 Plus website – to ensure timely content – including current membership map

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

## MHA+ Service Improvement Groups (SIG)

### Key Issues for 2022/23

Groups have identified the key issues for 2022/23. These are provided (by group) below

#### General key issues:

Different ways of working, such as homeworking
Increase collaboration with other SIG groups
Maximise the use of the SIG members site, such as benchmarking and data capture

#### Group: Low Carbon Travel & Transport

Issue	Operational Efficiency Impact
Public Health, Clean Air & Active Travel	<ul style="list-style-type: none"> <li>Aligning our work with Government physical activity/active travel policies and strategies</li> <li>Sharing knowledge, information and funding opportunities / examples across the SIG region</li> </ul>
Low carbon technologies	<ul style="list-style-type: none"> <li>Sharing and developing best practice across the SIG region in relation to low emission vehicles and related infrastructure including e-bikes</li> <li>EV Charging sub-group to be formed</li> </ul>
Transport Planning & Policy	<ul style="list-style-type: none"> <li>Awareness and understanding of impacts of policy and LTP on delivery of low carbon transport and travel</li> <li>section 106 Travel Plan Monitoring sub-group to be formed</li> </ul>

#### Group: Casualty Reduction

<ul style="list-style-type: none"> <li>Using accident data from previous years benchmarking of collisions involving older road users, younger road users, two-wheeled vehicles (pedal cycles, motorcycles &amp; e bikes) and those driving on business/commuting. To be revisited in light of data anomalies from 2021/22 lockdown periods.</li> </ul>
<ul style="list-style-type: none"> <li>Developing best practice for tackling collisions in the aforementioned driver/user categories.</li> </ul>
<ul style="list-style-type: none"> <li>Incorporating updates and feedback from regional Road Safety Partnerships into each task group meeting to establish a stronger link between organisations.</li> </ul>
<ul style="list-style-type: none"> <li>Exploring innovative ways in which services can be provided across the SIG region as road safety budgets are reduced.</li> </ul>

#### Group: Civil Parking Enforcement

<ul style="list-style-type: none"> <li>Comparison of PCN costs and income to drive financial efficiencies across the service and improve quality of PCN issued.</li> </ul>
<ul style="list-style-type: none"> <li>Improve Annual Reporting submissions and identify key performance indicators</li> </ul>
<ul style="list-style-type: none"> <li>Interpret and develop policy in respect of 2022 Regulations to ensure smooth transition to regulatory change, continuity of service and maintain strong efficiency in respect of bus lane and parking management</li> </ul>
<ul style="list-style-type: none"> <li>Introduction of policy principals for moving traffic enforcement and offer shared insight and findings through best practice in the introduction and operation of moving traffic enforcement schemes.</li> </ul>

### Group: Development Management

<ul style="list-style-type: none"> <li>• Develop a training programme</li> </ul>
<ul style="list-style-type: none"> <li>• Examine opportunities to fund Highways &amp; Transport development management services through fees and charges</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain and review comparative data that will help develop future PI, processes and comparisons</li> </ul>
<ul style="list-style-type: none"> <li>• Increase collaboration with other MHA+ Service Improvement Groups to share best practice in planning-related areas of work and promote mutual understanding and better contact between highways colleagues</li> </ul>
<ul style="list-style-type: none"> <li>• Increase participation and attendance with hybrid meetings mixing on-line (MS Teams) meetings with in-person meetings (with MS Teams capability where possible) to allow remote attendance of meetings and to reduce travel burdens with associated safety benefits.</li> </ul>

### Group: Flood Water Management

<ul style="list-style-type: none"> <li>• To help member authorities implement efficient and effective practices and levels of service in respect to legal duties placed upon LLFA.</li> </ul>
<ul style="list-style-type: none"> <li>• Examine opportunities to bring in 3<sup>rd</sup> party funding for non-statutory activities to support the statutory consultee role within coming financial years.</li> </ul>
<ul style="list-style-type: none"> <li>• Filling the skills/knowledge gap. Develop a regional training programme and event for graduates</li> </ul>

### Group: Highways Records & Searches

<ul style="list-style-type: none"> <li>• Efficiency savings through shared training / awareness sessions across member authorities.</li> </ul>
<ul style="list-style-type: none"> <li>• Full review of benchmarking measures to allow comparisons to drive best practice, efficiencies and improvements.</li> </ul>
<ul style="list-style-type: none"> <li>• Incorporation of accurate highway information into the NSG</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain consistency of approach in current CON29 response format</li> </ul>

### Group: Highways Structures

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

### Group: Highway Asset Management

Issue	Operational Efficiency Impact
Promotion of Well-managed Highway Infrastructure Code of Practice across member authorities	To identify and share best practice to support members' policy and implementation of the Code
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.
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.

Use of data in supporting the journey to net zero	Investigate and adopt best practice to understand the impact of treatment options, develop the approach to lifecycle planning and working with the supply chain to support the steps to toward net zero
Meeting Customer Needs	Improved customer understanding and satisfaction through sharing of best practice in customer engagement and communication, particularly in regard to programmes and how works are prioritised.
Managing Performance through group consideration of NHT, CQC and PMF.	Enhancing collective and individual performance through a greater understanding of what the performance data that is available to the group mean for us, how we compare and how performance data can inform improvement.
Relationships and Culture	Providing a forum that will enable continuous improvement through respectful challenge and partnership working between members and other groups.
Technical excellence in highway maintenance and asset management practice	The identification and sharing of best practice in asset management, materials and highway maintenance treatments.
Achieving Value for Money	Identifying and refining the tool that will enable the sector, and members, to demonstrate vfm through price evaluation, cost and value comparisons and the reliable quantification of non-monetary measures of value such as carbon footprint, biodiversity net gain, social value and economic benefit.

### Group: Street Lighting

<ul style="list-style-type: none"> <li>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</li> </ul>
<ul style="list-style-type: none"> <li>Sharing information and best practice on lighting levels – including switch-offs, dimming and central management</li> </ul>
<ul style="list-style-type: none"> <li>Comparing service standards</li> </ul>
<ul style="list-style-type: none"> <li>Sharing procurement methods and using procurement partnerships to achieve savings</li> </ul>
<ul style="list-style-type: none"> <li>Identifying development in technology and knowledge sharing to others</li> </ul>
<ul style="list-style-type: none"> <li>Sharing information and best practice about asset management</li> </ul>

### Group: Streetworks & Temporary Activity

<ul style="list-style-type: none"> <li>Share common practice and evaluate permit schemes that are in operation</li> </ul>
<ul style="list-style-type: none"> <li>Ensure compliance with Safety Code for Road &amp; Street works is adhered to by all undertakers working within the public highway</li> </ul>
<ul style="list-style-type: none"> <li>Raising performance of utilities by reducing reinstatement failure rates and sharing coring results</li> </ul>
<ul style="list-style-type: none"> <li>Sharing contacts and best practice across county boundaries to improve consistency of approach for regional/national events management</li> </ul>



**Group: Term Community**

- Canvas members of this and the Highways Asset Management group to ascertain potential service delivery options and potential projects to support service improvement. This will ensure there is no duplication
- Consideration of working with m2i to develop self-assessment tool to establish member authority progress against the best practice model
- Support member participation in regional groups (FHRG) to ascertain where external projects could be subsidised

**Group: Third Party Claims**

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

**Group: Traffic Engineering**

- Focus on implementation of Moving Traffic Enforcement and implications of legislative changes for authorities across the MHA+ region
- Sharing best practice and case studies between group members

**Group: Traffic Signals**

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

**Group: Transportation Data & Analysis**

- Ensuring that evidence is used as the key driver for scheme justification and measuring effectiveness.
- Preparing for future developments in transportation data, supporting group members to understand what SMART data and Big Data will mean for them.
- Using task group meetings as an opportunity to invite industry experts to speak about innovations in transport data collection and usage.

**Group: Winter Services**

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

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## Contacts

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

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Or visit our website at: **[www.mhaplus.org.uk](http://www.mhaplus.org.uk)**

The logo for Midlands Highway Alliance Plus (MHA) features the letters 'MHA' in a bold, green, sans-serif font. To the right of the letters is a stylized green icon consisting of four leaf-like shapes arranged in a cross pattern.

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

