

Introduction to the HTMA for the Joint MHA Executive Board/MSIG Steering Group Meeting – 20th March 2018



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About HTMA

We are the trade body for the UK highways management and maintenance industry.

Formed in 2005 to promote the positive contribution that the highways management and maintenance industry makes to the nation.

19 full and 10 associate members who account for over 80% of the highways maintenance workload undertaken in Great Britain – in excess of 190,000km of roads.

The industry employs around 30,000 people and the annual value of works is over £3.6 billion.

Members



Associate Members





Our Vision

An efficient, effective and sustainable highways management and maintenance industry for the social, economic and environmental benefit of the communities in which we work.

Our Mission

To support our members and customers in delivering high quality safe highways asset management and maintenance services, whilst seeking to drive innovation and positive change within the industry.

Our Values

Our values reflect what we believe in and how we will behave. The delivery of our strategy will be aligned with our values, thereby encouraging and driving consistent behaviours.





The HTMA values are:

Effectiveness

- ❖ Professional and ethical in its approach; draws on the services of high level people from member companies for representation and policy development
- ❖ Structured in its approach; has a Strategic Plan setting out its mission and a clear strategy with priority areas, developed in consultation with members, and monitors progress against it
- ❖ Develops, promotes and adopts best practice; and
- ❖ Makes best use of appropriate information technology to minimise costs and improve the quality of its services to members

Legitimacy

- ❖ Members represent a substantial proportion of the sector
- ❖ Executive meets regularly to effectively direct the strategy and monitor actions against it
- ❖ Recognised as a thought leader in the industry, driving progressive approaches to the highways management and maintenance industry; and
- ❖ Enjoys active participation of a representative cross-section of its members, and is responsive to their views

Collaboration

- ❖ Builds effective partnerships within government and the highways maintenance industry to deliver positive outcomes
- ❖ Leverages collective knowledge across the sector to drive innovation; and
- ❖ Is dedicated to working together with clients and suppliers to achieve common goals



Strategy

To be the UK's trade association for companies providing highways management and maintenance services, and to enable our members to deliver high quality highways maintenance and asset management services, whilst seeking to drive positive change within the industry for the benefit of the communities in which we work.

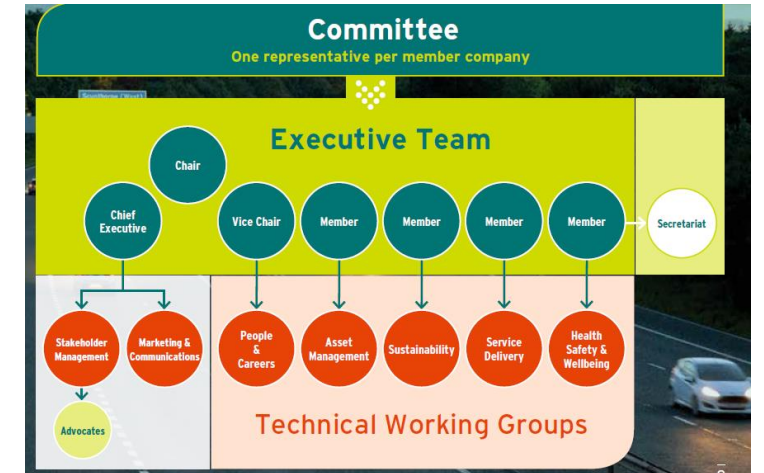
- ❖ By encouraging excellence in highways management and maintenance through education, training and continued professional development
- ❖ Reducing the health and safety risks to anyone on the network
- ❖ Increasing public awareness of the economic, environmental and social benefits of high quality highways management and maintenance
- ❖ Supporting the careers and skills agenda to create a solid foundation for the future of the profession
- ❖ Stimulating open debate with other professional industry bodies

Strategic priorities

- 1 Be the leading voice of the highways term management and maintenance industry
- 2 Influence government and other stakeholders' policies
- 3 Improve and promote the overall image of the industry
- 4 Foster best practice and improved industry standards
- 5 Share knowledge and feedback

Structure

- Full-time Chief Executive – To act as the formal voice of the Association, coordinating actions, activities and engagement to deliver Strategic and Operational Priorities
- Executive Team – made up of members from the Committee and the Chief Executive. Its role is to manage the day to day affairs of HTMA, develop policy and strategy, represent the sector’s interests and oversee the activities of the Working Groups.
- The Committee – made up of nominated representatives from each full member organisation. It ratifies the strategy and receives progress reports from each of the Working Groups. The Committee also approves best practice documents, position statements and legislative guidance



Structure cont.

- Working Groups – Consisting of representatives from member organisations, their remit includes the sharing of knowledge and best practice and developing guidance and best practice documents for approval by the Committee.
- Each Working Group has an Executive owner from the Executive Team and a Chairman nominated by the Committee.
- The Working Groups are:-
 - Marketing & Communications
 - Stakeholder Management
 - People & Careers
 - Health, Safety & Wellbeing
 - Service Delivery
 - Sustainability
 - Asset Management

Strategic Priorities

1. Be the leading voice of the highways term management and maintenance industry. We will:-
 - Retain and grow the membership to ensure the sector is fully represented
 - Add value to membership through provision of a high quality and relevant service
 - Be proactive in addressing industry issues
 - Work with government and clients to meet customer aspirations

Outcome:- recognised and respected as the leading source of advice and expertise on highways management and maintenance

Strategic Priorities

2. Influence government and other key stakeholders' policies. We will:-
- Develop a sound understanding of member views on industry issues
 - Be assertive and vocal in communicating our messages
 - Develop and maintain strong external relationships

Outcome:- shape and influence highways management and maintenance policy across GB

Strategic Priorities

3. Improve and promote the overall image of the industry. We will:-
- Promote the social and economic benefits of effective and efficient highways management and maintenance
 - Demonstrate our commitment to equality, diversity and inclusion
 - Showcase the breadth of career opportunities to attract and retain people within the industry

Outcome:- increase attractiveness of highways management and maintenance sector as a career choice

Strategic Priorities

4. Promote innovation, best practice and improved industry standards. We will:-
- Research industry practices and develop alternatives or innovations to continually raise standards
 - Collaborate with relevant organisations to develop and implement industry best practice
 - Raise standards in Health, Safety and Wellbeing and implement best practice across member organisations
 - Raise standards in asset management, environmental sustainability and operational practices

Outcome:- continuously raise standards, making highways management and maintenance a safer and more progressive industry

Strategic Priorities

5. Share knowledge and experience throughout the industry. We will:-
- Drive efficient, effective and sustainable solutions that deliver long term value into our roads infrastructure
 - Identify and disseminate useful industry information and advice
 - Be innovative, flexible and responsive to proposed policy and legislative changes

Outcome:- more efficient, effective and sustainable highways management and maintenance industry for the benefit of our customers

Deliverables for the Sector

- Price adjustment indices
- Guidance on use of legal clauses in contracts
- Invest to save report
- Report on outcome indicators
- Guidance on maximising best value from constrained budgets
- Safety training DVD *Breaking New Ground*
- Guidance documents on:
 - Smart motorways designed for maintenance
 - IPV and traffic management
 - Centre line working
 - Road closures and impact
 - Welfare on transient sites
 - Training DVD on People-Plant interface management
 - Roadworker Abuse toolkit
 - A suite of good safety practices (knowledge sharing by Members)
- Sustainable Highways Maintenance Tool
- Water Toolkit
- Report from Benchmarking on fuel use and CO2 emissions in highways maintenance
- Green driving booklet
- Sustainability Charter
- Guidance on Adaptation to Climate Change
- Sustainable travel plans template
- Training DVD on sustainable highway maintenance
- Winter Maintenance game for school aged pupils
- TUPE template to assist the bidding process
- Career case studies
- Job profiles for different roles within highways maintenance
- Careers video
- Careers presentation for pupils
- Report from benchmarking people data – highways specific

2017 Highlights

Positive Outcomes

Our focus on delivering our new five-year strategy made 2017 a busy year. There have been successes in all areas defined by our strategic priorities, demonstrating the progress made so far and paving the way for the next four years.

Be the leading voice of the highways term management and maintenance industry

- › Developed HTMA's credibility and professional reputation with the Transport Minister, Jesse Norman, and senior DfT officials
- › Advised CIHT of the importance of highways maintenance in transport policy and this is reflected in their response to government consultations, press releases etc
- › Persuaded Highways UK to raise the profile of highways maintenance at their annual conference and delivered a keynote address on the 'Socio Economic Benefits of Highways Maintenance' at the event
- › Trusted advisor to CBI on all aspects of highways maintenance, including the potential impacts of Brexit
- › Respected stakeholder with ORR through regular meetings and responses to their consultations;
- › Engaged with Transport Focus to raise their appreciation of the operational issues involved in maintaining the strategic road network and, in particular, the balance between traffic progression and safety

- › Completed a Strategic Review of HTMA resulting in a step change in how we will meet the aspirations of our clients and the needs of road users, respond to industry issues, and provide leadership to the highways maintenance industry

Influence government and other key stakeholders' policies

- › Led the industry challenge to the Institute for Apprenticeships proposals for NVQs, offering constructive advice on alternative proposals
- › Worked with Highways England on potential amendments to their Asset Delivery model
- › Advised Transport Scotland on options for their forthcoming 5G contracts
- › Advised TfL and other local authorities on procurement options for highways maintenance
- › Provided a constructive challenge to HMEP on delivering efficiencies in local highway authorities
- › Formalised and strengthened relationships with a wide range of industry stakeholders

2017 Highlights (extract from 2017-18 Annual Report)

Positive Outcomes

Improve and promote the overall image of the industry

- › Delivered an industry-leading conference which debated, amongst other things, promoting the socio-economic benefits of highways maintenance, increasing our contribution to social value, and improving the industry image
- › Demonstrated our commitment to equality, diversion and inclusion through having a diverse range of speakers and panellists at the conference
- › Established the Highways Training Strategy Group aimed at improving the image of the industry and highlighting available career opportunities

Promote innovation, best practice and improved industry standards

- › Highlighted the role of innovation in raising standards in highways maintenance through a panel debate at the HTMA Conference and in conference presentations
- › Invested financial resources and expertise, in collaboration with other partners, in the development of a Fatigue Management tool to establish best practice
- › Launched a Sustainability Charter, based on the five capitals of natural, human, financial, manufactured and social
- › Delivered an industry-leading Safety Forum with a focus on occupational health and wellbeing

Share knowledge and experience throughout the industry

- › Developed key messages and presentations that were delivered at an extensive range of conferences, workshops, and industry debates
- › Placed a series of articles highlighting best practice and sustainable maintenance solutions in the technical media. These included the socio-economic benefits of highways maintenance, the imperative of asset management, collaborative contracting, funding requirements and investing to save
- › Responded to numerous requests from clients for advice and guidance on a range of highways maintenance issues



What can HTMA offer

- Contractual and commercial reviews
- Guidance on service delivery
- Guidance on asset management
- People development
- Advise on schools engagement
- Advise on social value