

**APSE Highways, Street  
Lighting and Winter  
Maintenance Advisory Group  
Meeting**

**Wednesday 11 January 2012**

**Manchester**

**“Transforming Highway Services –  
Status Quo is not an Option”**

**Matthew Lugg**  
**Chair of Workstream 1 of Highway**  
**Maintenance Efficiency Programme**  
**Seconded to Department for Transport**

# Topics Covered

- **The Challenges**
- **Highway Maintenance Efficiency Programme (HMEP)**
- **The Pothole Review**

# Challenges.....



# Drivers' Big Hate...Potholes



Taken from Daily Express – Friday 9 September 2011

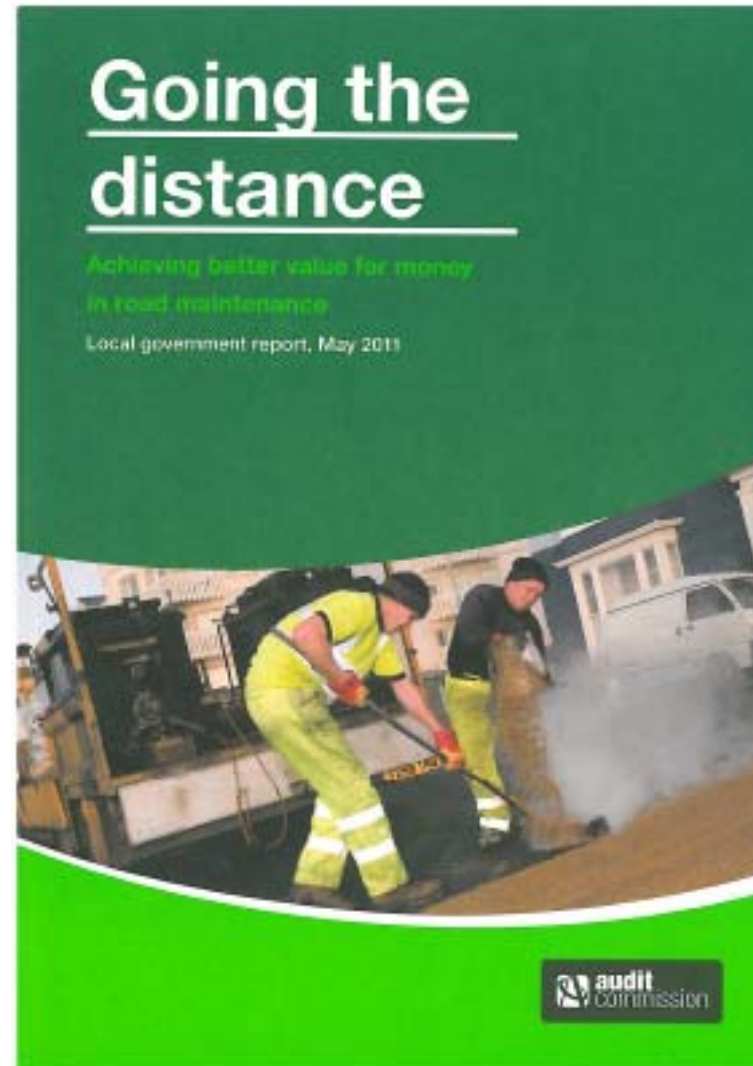
Three years ago, 55 per cent of AA members listed the cost of motoring as their biggest bugbear with only 11 per cent most concerned by the state of the roads.

But last month 42 per cent of people quizzed listed the state of Britain's roads as their biggest worry while cost of motoring was the principle grumble of only 19 per cent.

# HMEP – the context

- Support sustained approach to maximising returns from highways investment and delivering step change in efficiencies
- £6m over 2011/12 and 2012/13, whilst developing a longer term plan
- Links with wider work of Infrastructure UK
- Consistent with ‘localism’ agenda - providing the tools and opportunities - not central direction
- Partnership working between public and private sectors
- Target senior decision makers (Council Leaders, Portfolio Holders, Chief Executives, Chief Officers) as well as highways practitioners
- Building on best practice in the sector

# Going the Distance



# HMEP - Deliverables

- Formally launched on 6 April 2011 by Local Transport Minister
- Practical guidance, case studies, toolkits
- Example products: Standardised contracts, common design standards, guides on **asset management** and shared services, lean management techniques, benchmarking tools
- Potholes: addressing the causes, not just symptoms
- See [www.dft.gov.uk/pgr/regional/hmep/](http://www.dft.gov.uk/pgr/regional/hmep/) - we need your views and input to make this a success!



# Overview of Workstream Groups

## Group 1 Operational Service Delivery

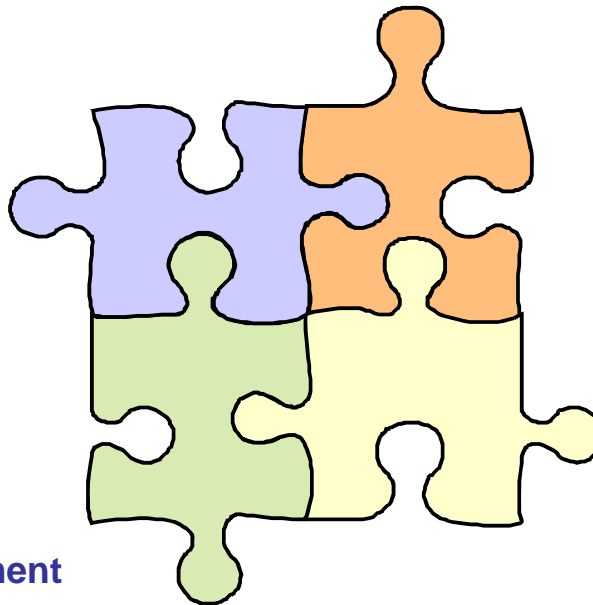
**Chair – Matthew Lugg**

Procurement Strategies

Shared service provisions

**Asset Management Planning**

Design Standards



## Group 3 Communications and Capability

**Chair – Haydn Davies**

Communication and Marketing

Skills – capability and capacity

Benefits realisation

## Group 2 Business Improvement

**Chair - Jason Russell**

Governance

Lean Management

Change Management

Incentives for change and innovation

## Group 4 Research and Data Management

**Chair – Steve Kent**

Research and Horizon Scanning

Price/Quality

Measurement

Benchmarking of costs and performance

# **Workstream 1 Project Board Representatives**

**HA, ADEPT, LoTAG, TfL, TAG, ICE,  
CIHT, HTMA, IUK**

**APSE - Kevin Melling, Chesire East**

# **Products – Operational Service Delivery**

**WP1 – To produce a standard suite of highway maintenance contract documents**

**WP2 – To develop a standard highway maintenance specification**

**WP3 – A best practice toolkit to set up and operate alliances for highway maintenance services**

# **Products – Operational Service Delivery**

**WP4 – A toolkit to aid local highway authorities in setting up shared service arrangements to deliver highway maintenance services**

**WP5 – A best practice toolkit to aid procurement choice for highway maintenance services**

# Survey Key Findings

- **The most common form of maintenance contract was the NEC, with more than two-thirds of authorities using it in some form**
- **95% of respondents supported the development of a standard specification**
- **31% of respondents were already in some form of alliance, and 26% were looking into joining or forming such an arrangement**

# Survey Key Findings

- **Almost one-third of respondents were already sharing services in some form with 15% planning to enter such arrangements**
- **The highest interest was in the procurement route choices survey. Responses revealed a wide range of strategies being deployed, with external providers currently undertaking the majority of services (72%)**
- **Benefits of HMEP are already being identified, with potential efficiency savings from standard contracts and specification, and collaborative alliances**

# Products – Asset Management

**WP6 – To develop a best practice toolkit for asset management life cycle planning**

**WP9 – To provide guidance on the most cost effective approach to managing and maintaining drainage assets**

**WP10 – To produce a revised comprehensive guidance document for highway asset management**

**WP11 – To develop a standard deterioration model available to all local highway authorities**

# **Workstream Group 2: Business Improvement Objectives**

- **Develop practical tools and methodologies**
- **Integration of processes into existing contracts**
- **Develop Local Authority capability to implement efficiency processes**
- **Assist in supply chain re-engineering**
- **Improve employment and skills benefits**



# HMEP Programme Business Improvement

## Supply Chain Engineering Process

- Engage with main contractors engaged within region using provisions of existing contracts
- Identify suppliers and sub-contractors engaged
- Compare prices and terms offered and identify inconsistencies
- Identify scope for further employment and skills benefits within existing contracts
- Engage with main contractors, suppliers and sub-contractors to establish mechanism for improving prices and additional benefits
- Invite submissions from main contractors identifying supply chain re-engineering proposals
- Main contractors run supply chain tendering process
- Supply chain agreements entered into and performance monitored

# **HMEP Programme**

## **Business Improvement**

### **Employment and Skills**

- **Review contracts for employment and skills provisions**
- **Discuss voluntary adoption of employment and skills requirements with contractors**
- **Set benchmarks appropriate to contract**
- **Workshops with contractors and supply chain to discuss requirements and benefits**
- **Develop an Employment and Skills plan and Method Statement**
- **Implement plan and method statement and monitor performance against KPIs in main contract and sub-contracts/supply agreements**
- **Consider application to National Construction Skills Academy to achieve Academy status**

# The Pothole Problem

- **2008/09 worst winter for 20 years**
- **2009/10 worst winter for 30 years**
- **2010/11 worst December for 100 years**
- **42% increase in potholes 2009**
- **59% increase from 2009**
- **Estimated 2010 – 2.7m potholes**



# The Government Response

- **2009/09** some emergency capital made available
- **2009/10** £100m allocated
- **2010/11** £200m allocated
- **In April this year Norman Baker, Transport Minister, commissioned a review into the problem**



# **Pothole Review Project Board Representatives**

**AA, RAC, IAM, RHA, CTC, LS, HTMA,  
AIA, RSTA, HA, TfL, LoTAG, TAG,  
ADEPT, NJUG, JAG**

**APSE – Dave Mazurke – Bradford MBC**

# The Review is Considering

- **Causes**
- **The management arrangements for reporting and repairing potholes**
- **Service standards**
- **The specifications for repairs**
- **The workmanship**
- **User input**



# What are the Causes?

- The lack of durability of some surfacing products?
- Have we laid the surfacing too thin?
- Have we had the right quality and workmanship?
- Are we doing enough preventative treatment?



# What are the Causes?

- National indicators - should we move from worst first?
- Are the highway drainage systems adequate?
- Has the excessive salt and grit prematurely damaged our roads?
- Are our utility reinstatements adequate?





# How have we Handled the Repairs?

- What are the current regimes, are they appropriate?
- Are the current methods of repair cost effective?
- How are we monitoring performance?
- How have we managed customer relations
- What engagement have we had with stakeholders?



# Progress Report (Published December)

## Next Steps

- **Consider guidance on**
  - **Defining a pothole**
  - **Identification, assessment and reporting of potholes**
  - **Effective pothole operations**
  - **Best practice on a right first time approach to repairing potholes**
  - **Resilient reinstatements by utilities**
  - **Stakeholder communications and public perception**

# Pothole Review Progress Report

## Gaps addressed under HMEP

- Guidance and best practice on asset management
- Guidance on the standardisation of specification

## Gaps addressed by parallel work by UKRLG

- Guidance on hierarchy to reflect the purpose and use of the network
- Use of condition indicators to encourage the adoption of asset management

**Thank You**  
**Any Questions?**