

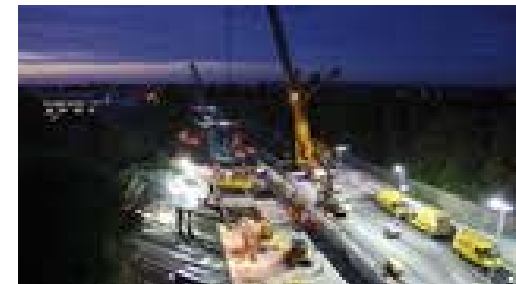


Highways Maintenance Efficiency Programme

# Highways Maintenance Efficiency Programme

## Update to APSE Roads, Highways and Street Lighting Advisory Group

Manchester, 1<sup>st</sup> November, 2012





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# Today...

- 1. Overview of HMEP**
- 2. The HMEP offer – progress update**
- 3. HMEP Post 2013**
- 4. How you can get involved with HMEP**



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# Overview



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# What is HMEP?

## HMEP is ...

- a **sector-led** transformation programme
- a **source of information** and focal point for connecting people, tools and resources around the efficiencies agenda
- a **partnership** between public and private sectors
- a **catalyst** to move beyond incremental efficiencies to more innovative ways of working





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# Who's HMEP aimed at and why get involved?

HMEP is for **Chief Officers, decision makers, practitioners and technical specialists** who:

- **want to learn from elsewhere** to address the challenges faced by the sector.
- **want to be informed** in order to take the best course of action for their Authority, taking account of local considerations.
- **are willing to contribute** practical insights and experiences
- **are open to challenging the conventional ways of thinking** to find real and substantial savings and better ways of working.





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# Some of the organisations involved in HMEP

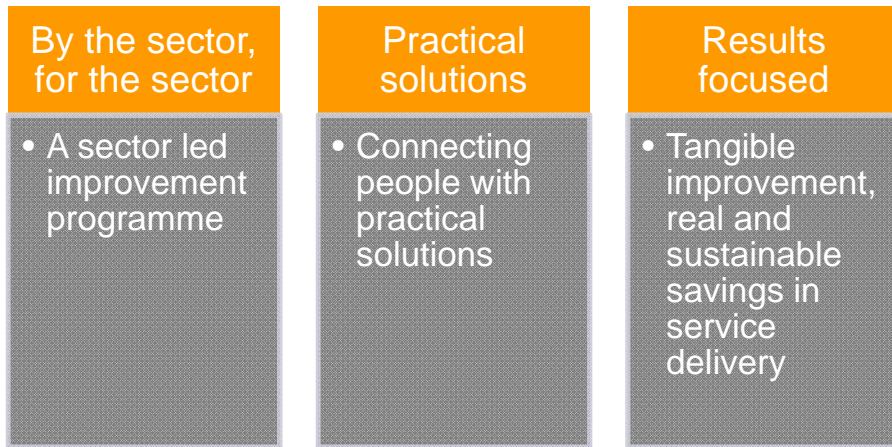




# Ethos and approach

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## The foundation stones



## The HMEP offer

- 1 Strategic Review
- 2 Signposting
- 3 Knowledge Hub
- 4 Toolkits, guidance & resources
- 5 Good Practice



Efficiency benefits



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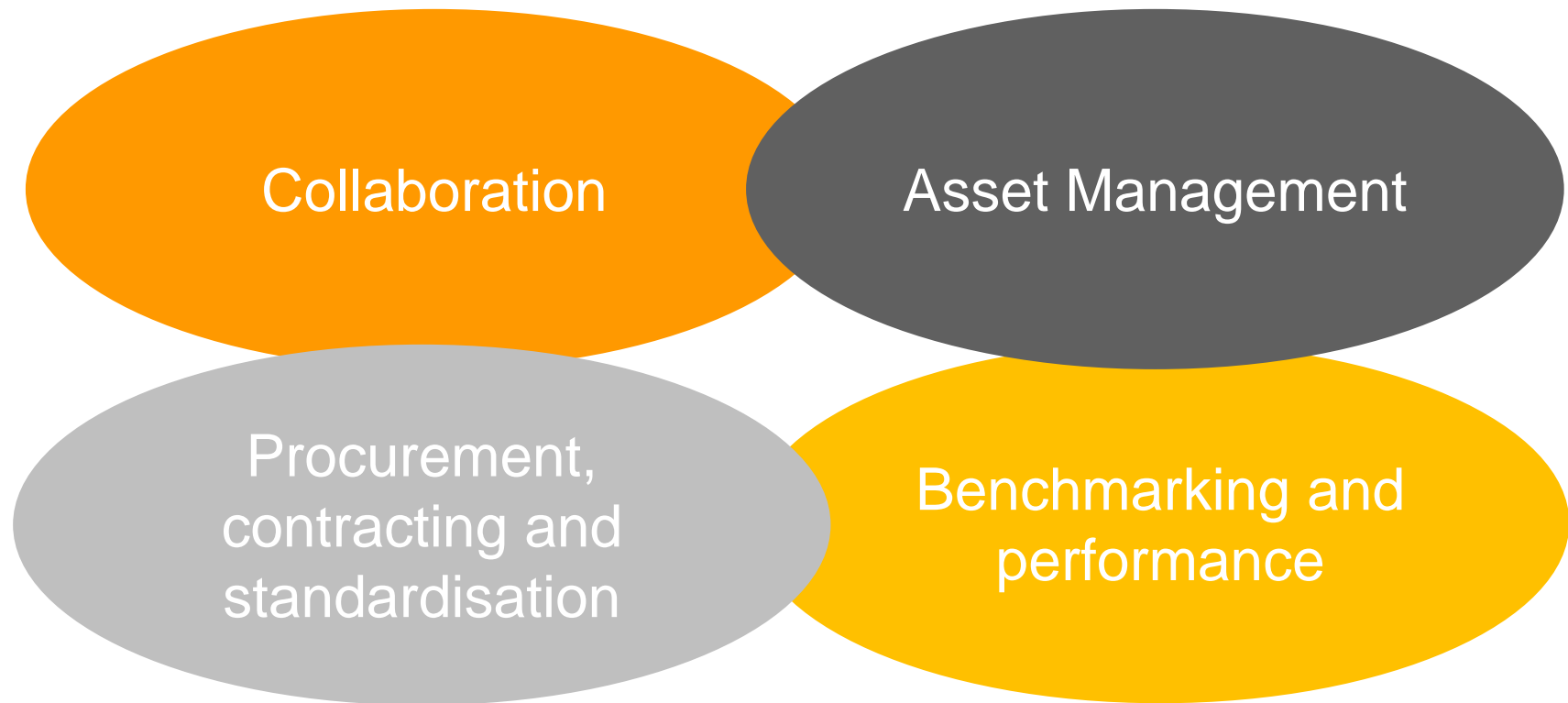
# Progress





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# Key themes



# Progress to date

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## **Collaboration**

- **Collaborative Alliances Toolkit** (Early Enabler – Release Jan 2013)
- **Client / Provider Collaboration** (Initiation, Oct 2012)
- **Shared Services Arrangements Toolkit** (Early Enabler, Jan 2013)
- **Creating the culture to deliver** (Initiation, Oct 2012)

## **Procurement, contracting and standardisation**

- **Supply Chain Review** (Early Enabler, Dec 2012)
- **Procurement Route Choice Toolkit** (Design, Dec 2012)
- **Standard Form of Contract** (Early Enabler, Nov 2012)
- **Standard Highway Maintenance Specification and Standard Details** (Early Enabler, Mar 2013)
- **Standard Term Maintenance Contract & Document Compiler** (Early Enabler, Dec 2012)

## **Asset Management**

- **Asset Management Lifecycle Planning Toolkit** (Release, Nov 2012)
- **Deterioration Model for Bituminous Surfacing** (Release, Nov 2012)
- **Guidance on how to Manage and Maintain Highway Drainage Assets** (Release, Nov 2012)
- **Update on Asset Management Advice within CSS Framework** (Release, Nov 2012)
- **Pothole Review** (Released April 2012)

## **Benchmarking and performance**

- **Comparative Performance Data Identification and Dissemination** (Completed)
- **Cost / Quality / Customer Perception Measures of Value for Money** (on going via NHT)



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# Delivery Networks

## North East

### **John Reed**

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## North West

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## East of England

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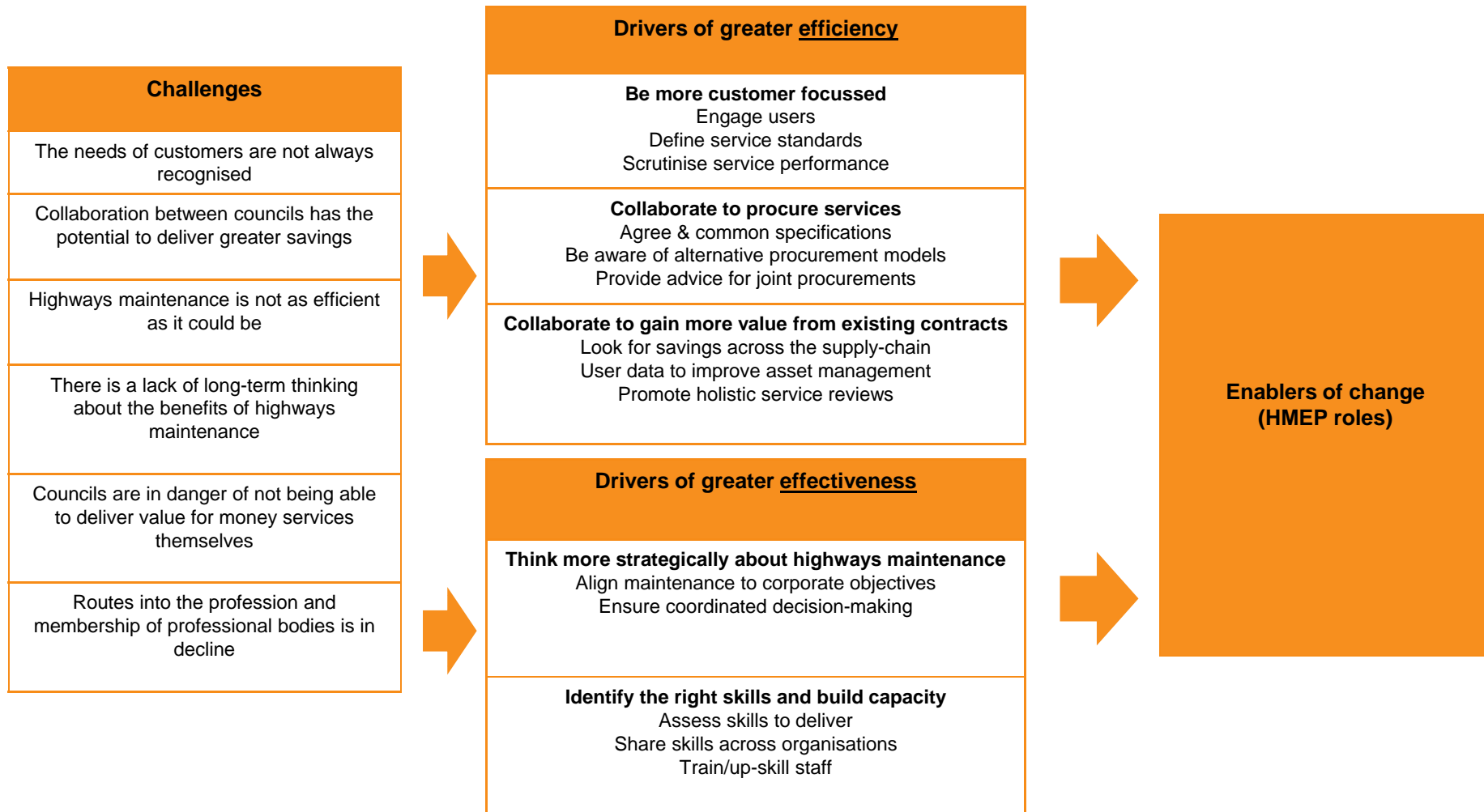
# Future



# Strategic Case

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*challenges, drivers, enablers...*

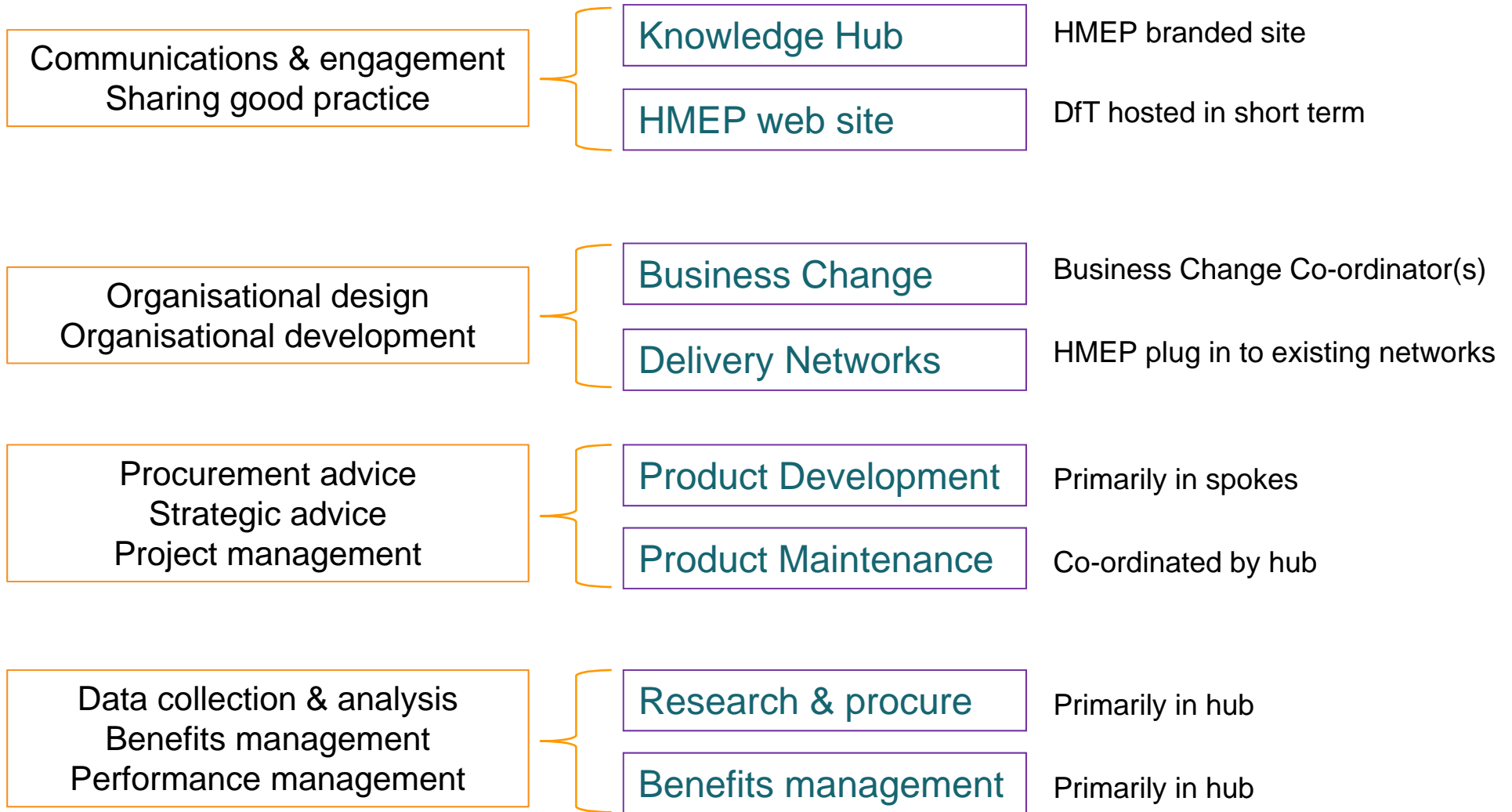




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# Strategic case

*enablers and HMEP capability*





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# Get Involved



# Get involved

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- 1. Find out more** – speak to an Advocate and or visit the HMEP website
  1. <http://www.dft.gov.uk/topics/local-authorities/hmep/>
  2. [highwaysefficiency@dft.gsi.gov.uk](mailto:highwaysefficiency@dft.gsi.gov.uk)
  
- 2. Participate** - be 'early enabler' for HMEP tools and resources, or by being a champion or subject matter expert
  
- 3. Contribute** – share your ideas, experiences and insights





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# Contribute

Meetings in November to discuss....

What we propose to do...	Why we aim to do this...
Review existing alliances and improvement hubs to define the purpose and function of the HMEP Hub	Determine the best <b>strategic fit and direction</b> for the HMEP Hub so that it complements existing activities across the sector
Review existing selected organisations with possible characteristics and/or capability to 'host' HMEP Hub in the future.	Identify the best <b>model of operation and commercial arrangements</b> for the delivery of the HMEP Hub (and outline the Hub's relationship to the spokes)
Better <b>define the costs</b> related to the specific activities of the Hub	Ensure funding is adequate to cover the <b>cost of operation</b> from 2014 onwards

...Followed by an HMEP 'road show' in early 2013 to report back (host in NW step forward!)



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Thank you



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# Supporting Slides



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# Examples of benefits and savings

- **Collaboration on contracts - Cheshire West and Chester Council (CWAC) and Shropshire Council**
  - Saving in procurement costs in the region of 50% to each authority
  - Savings in the region of 6% - 7% will be achievable on the new contract
- **A Common Highway Maintenance Contract and Specification - Transforming London Highways Management**
  - Savings of up to £100m are anticipated within the next 3 years across London
  - A further £240k saved through joint procurement over the same time frame
- **Generating Efficiencies using LEAN Interventions - West Midlands Highway Alliance**
  - Reduction of labour and plant costs by up to 50% for pothole fixing
  - Cost savings of between £150k and £500k per year



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# The HMEP offer: Five components

Ref	Elements	Description	Status
1	<b>Strategic Review</b>	A peer-led review of your Authority's performance to identify and prioritise opportunities for efficiencies (currently being road-tested).	Under development – due end 2012
2	<b>Signposting</b>	Conversations with experts in HMEP delivery networks to steer you in the right direction	Available now
3	<b>Knowledge Hub</b>	A forum for dialogue and a resource for accessing good practice, tools and resources (in development)	Due Autumn 2012
4	<b>Toolkits, Guidance and Resources</b>	A suite information sources ready for you to use	Some tools available, others undergoing 'early enabler' testing
5	<b>Good Practice Examples</b>	Examples of what's been done elsewhere that you can adapt or recycle to meet your own needs	Speak to an HMEP representative for more information



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# HMEP Products: controlled release



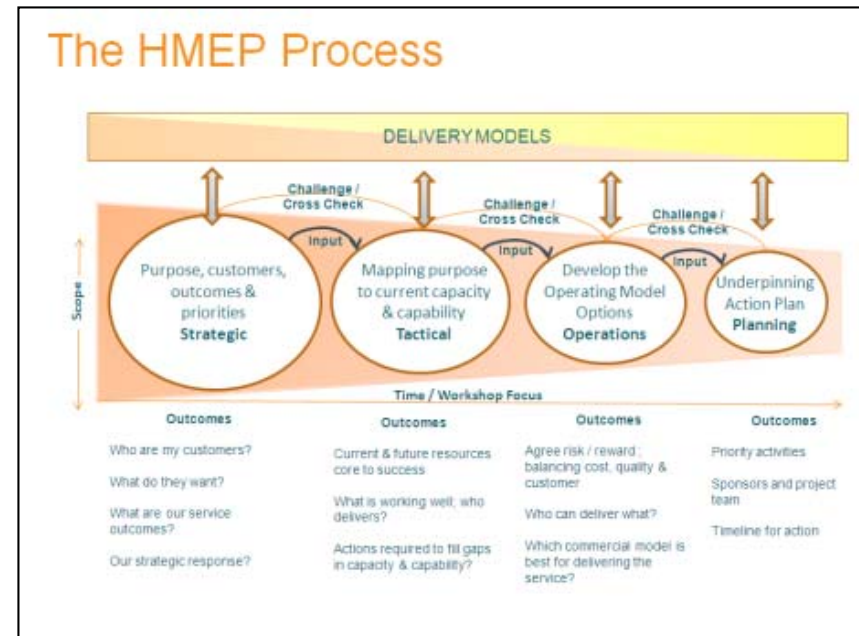


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# Product Example Strategic Review

## Purpose

- The principle purpose of the Strategic Review is to help the Highways maintenance sector identify more radical (transformational) opportunities for improvements in operating efficiency. It consists of a framework of questions, prompts and activities to enable a strategic conversation with a mixed group of participants.



**Status:** Due end of 2012



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# Product Example

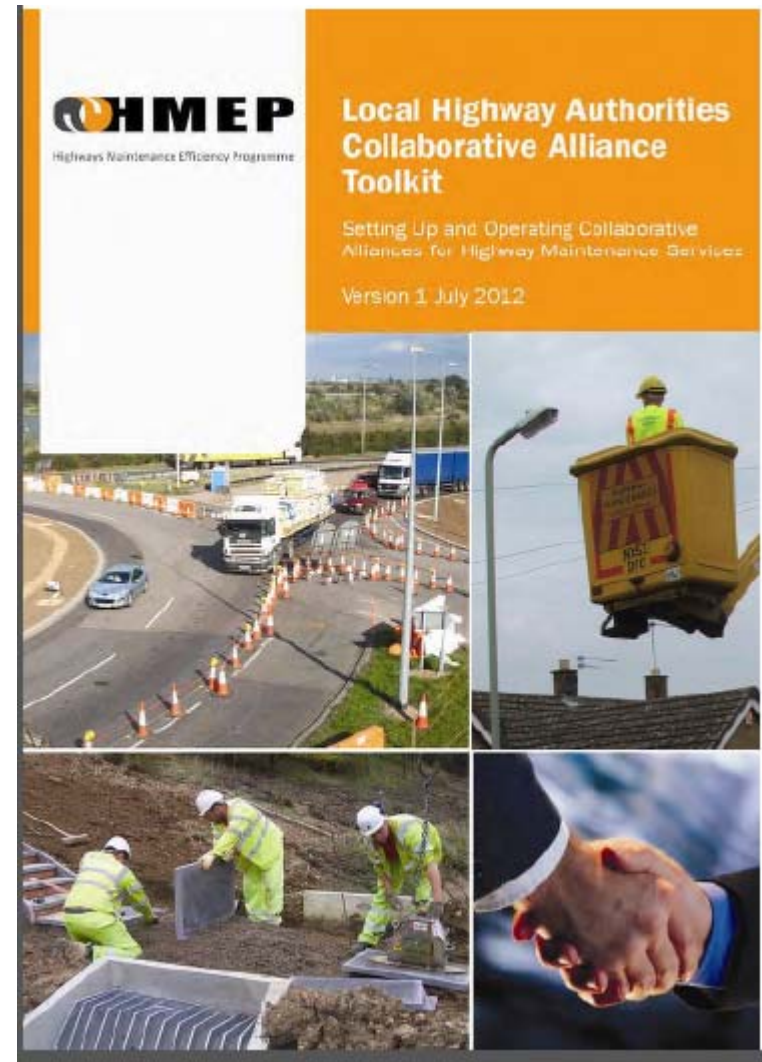
## Collaborative Alliance Toolkit

### Purpose

- Guidance and selected case studies to assist the development of new LHA alliances and identification of the areas by which they can achieve efficiencies

### Status

- Early Enablers – in progress
- Full product release Autumn 2012
- Targeted at several proposed alliances across the UK







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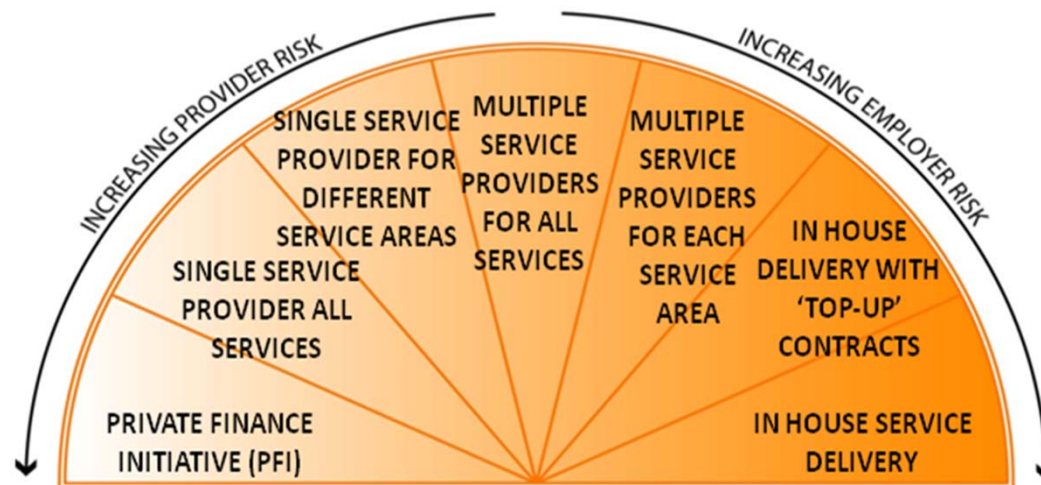
# Product Example Procurement Route Choices Toolkit

## Purpose and Description

- A web-based tool to help guide authorities on the procurement options available, their advantages and disadvantages so that they can select the one most appropriate depending on their appetite for risk

## Status

- Early Enablers - Autumn 2012





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# Product Example Standard Specification

## **Purpose and Description**

- Identifying the 'best value' highway maintenance materials
- Rationalising the current number of material specifications, particularly bituminous surfacing specifications
- Providing material specifications that could be used by all LHAs for highway maintenance work
- Embedding climate change and sustainability consideration at design stage

## **Status**

- Early Enablers Autumn 2012
- Full Release Winter 2012



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# Product Example

## Standard Form of Contract

### **Purpose and Description**

- Standard Form of Contract comprising:
  - OJEU, PQQ, Instructions for Tendering
  - Standard Contract based on NEC3 utilising options A, C & E plus a combined option H
- Development based on current 'Good Practice' within the sector learning from the latest contracts that have recently been procured or about to be procured
- Encourages collaboration
- Z clauses-amendments to achieve efficiency yet minimise the number
- Responses by LHA and sector groups from two workshops

### **Status**

- Release date of Autumn 2012



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# Product Example Supply Chain Review

## **Purpose and Description**

- To make savings through supply chain re-engineering without need for re-procurement, aimed at authorities with more than two years to run on existing contracts
- Re-engineer supply chain arrangements to deliver savings and other benefits without the need for re-procurement.
- Concept of market testing originated from housing sector with 10% savings achieved

## **Status**

- Currently at Early Enablers with South East 7 & Association of Greater Manchester Authorities (AGMA)



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# Product Example Asset Management Guidance

## **Purpose and description**

- Based on PAS 55
- Guidance in three parts
  - Part 1 – Context
  - Part 2 – Planning Process
  - Part 3 - Enablers
- Electronic version
- Proposed to make available through the UKRLG website, alongside Codes of Practice, with consideration on updating
- Series of recommendations supported by case studies highlighting examples of good practice

## **Status**

In development



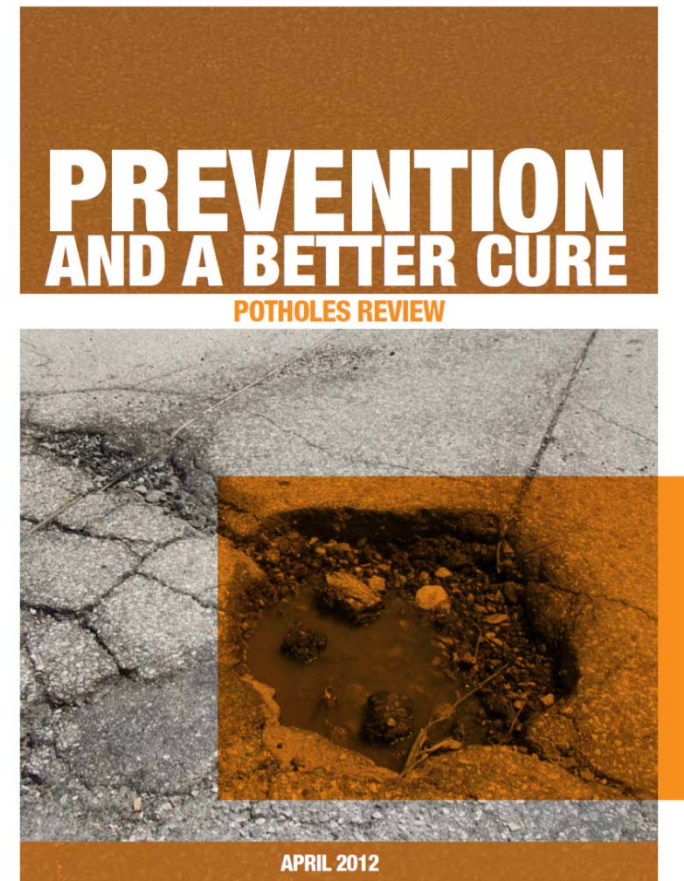
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# Product Example Potholes Review

## Potholes Review - Key Recommendations

- Prevention is better than cure
- Right first time
- Clarity to the public

Report published April 2012  
Action plan produced June 2012



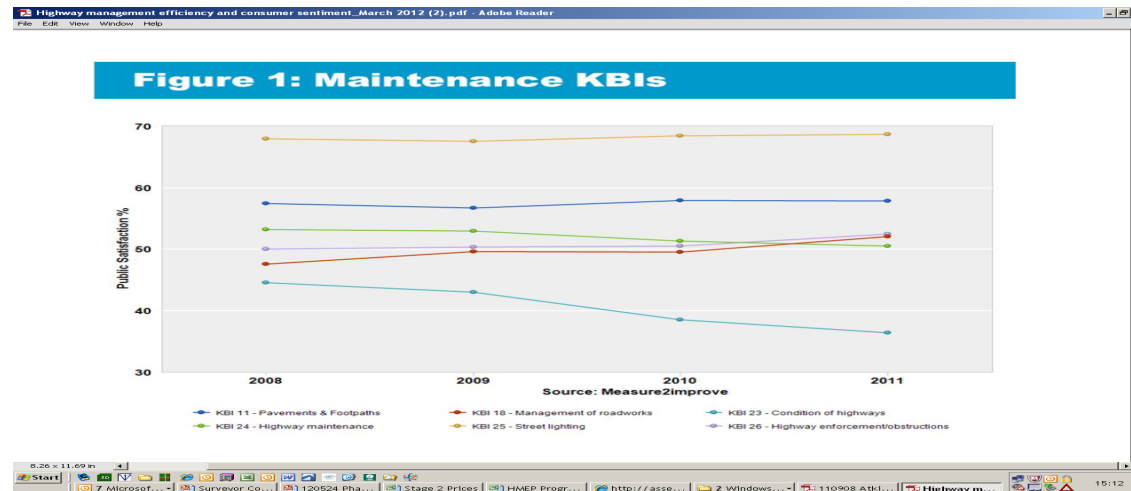
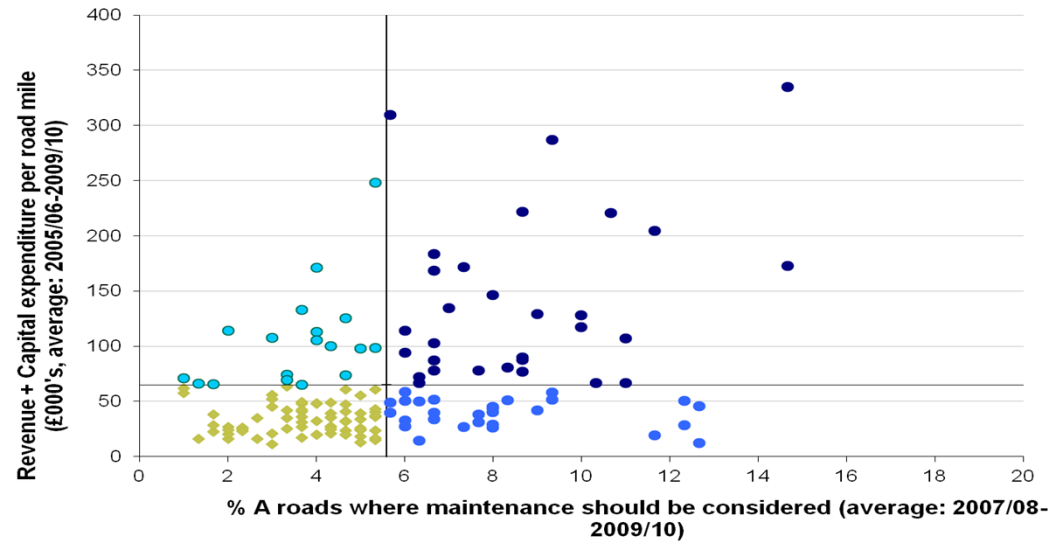


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# Product Example: Benchmarking and

## Performance

- Combining 3 dimensions – Cost, Quality, Customer satisfaction, (CQC)
- HMEP project for full maintenance CQC





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Product Example  
Customer satisfaction,  
quality and cost (CQC)

## **Purpose and description**

- Combining 3 dimensions
- To optimise 'value for money'
- To drive 'efficiency savings'
- HMEP project for full maintenance CQC
- Customer Satisfaction can be Weighted with Quality and Cost to suit

## **Status**

In development