

Sector led collaboration and improvement (HMEP Strategic Review)

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The Highways Maintenance Efficiency Programme (HMEP)

HMEP supports the sector on its journey to transform highway services and is:

- **By the highways sector, for the highways sector**
- Working with people and organisations to enable change, so that **greater savings and efficiencies** can be achieved
- Connecting **people and networks** from across the highways sector
- Providing the tools and resources to **ignite ideas** and help leaders and managers to **transform delivery of roads and services through greater efficiencies**



The HMEP Strategic Review: core elements (1)

The four main areas of focus are detailed briefly below and reflect the HMEP Highway Infrastructure Asset Management (HIAM) guidance document core elements

Context and priority setting

- National Transport Policy,
- Local Transport Policy,
- Corporate Vision,
- Stakeholder expectations,
- Legal constraints and
- Financial constraints.

Planning and performance

- Strategy
 - Performance
 - Data
 - Lifecycle planning and Works programmes
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The HMEP Strategic Review: core elements (2)

Enablers

- Leadership and organisation
- Risk management
- Asset Management systems
- Performance monitoring
- Getting started

Delivery

- Programme and service delivery
 - Procurement
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Concept and philosophy of the Strategic Review

- A voluntary process commissioned by a council to aid their improvement and learning.
 - It involves a small team of local government peers giving up their time to spend time in another council to provide challenge and share learning.
 - The process involves a wide range of people connected with the council and the findings are delivered immediately.
 - It is a learning process. Its primary aim is an improvement tool commissioned by an authority
 - Delivered at a time of an authority's choosing. There are different drivers and considerations in different places
 - Delivered by the sector for the sector. A peer-based approach.... They are at the heart of the process.
 - Critical friend challenge.. not a sector-owned form of inspection.
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Making it work (1)

- Feedback is to an authority – not about it. The results of the peer challenge are fed back to and owned by the authority
 - Flexible and proportionate – The focus of the challenge is agreed with each individual council to reflect their local needs and requirements. We have found however that the core components of the framework used tend to catch the majority of issues ‘in play’
 - The Strategic Review is the starting point for a conversation about identifying opportunities for transformational improvements in operating efficiency
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Making it work (2)

- Facilitated discussion and dialogue as opposed to interviewing
 - Focus on future improvement... rather than diagnosing past performance
 - Ask challenging questions... it is not about offering judgements
 - Provide ideas, examples and suggestions to inform thinking....works better than leaping in with a 'solution'
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Delivery so far

- 27 Strategic Reviews delivered so far
 - Evaluation of the programme focussed on 22 councils.
 - Feedback from Peer Reviewers also
 - Summary report to be finalised by end of March 2018
 - Repository of the learning – the report will include case studies from the vast majority of the 22 councils
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High level messages

- **The value of the ongoing ‘conversation’.** An ‘End to end’ process. Organic approach which is working well for most councils hence the decision to not interrupt the flow with the time required for producing a report.
 - **Ownership** At the earliest point in the process clear ownership is handed over to the council. This is typically at the point of the presentation on Day 3 being delivered. Councils are themselves immediately thinking about how they will take forward the headline messages into the action planning phase.
 - **Evaluation feedback.** Councils are highlighting the value of the ongoing and evolving conversation with the team.
 - **Purpose.** Strategic nature - not intended to primarily be a detailed service/operational review
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Thank you for listening....

Any questions?

