

## Annual Review 2022/23 and Forward Plan 2023/24

Objective	Outcomes	Achievements	Ambitions - 2023/24
1. Offer excellent membership services	1.1 Grow the membership, particularly LAs	<ul style="list-style-type: none"> <li>92 county &amp; unitary authorities (+1)</li> <li>5 CAs (+2) &amp; 4 STBs (+1)</li> <li>11 LEPs (-3)</li> <li>5 national / regional associations (-)</li> <li>22 Corporate Partners (+1)</li> </ul> <p>Achieved +95% retention rates</p> <p>Introduced well-received six monthly 1-2-1s with Corporate Partners</p> <p>Popular monthly Lunch &amp; Learn webinars</p>	<ul style="list-style-type: none"> <li>95 county &amp; unitary authorities (+3)</li> <li>5 CAs (-) &amp; 5 STBs (+1)</li> <li>11 LEPs (-)</li> <li>5 national / regional associations (-)</li> <li>22 Corporate Partners (-)</li> </ul>
	1.2 Secure sponsorship income	Secured sponsorship for key national conferences – Spring Conference & Annual Awards Dinner (May), National Traffic Managers (Oct), Autumn Conference (Nov)	<p>Secure sponsorship for key events:</p> <ul style="list-style-type: none"> <li>Spring Conference &amp; Annual Awards (May)</li> <li>National Traffic Managers Conference (Oct)</li> <li>Autumn Conference (Nov)</li> </ul> <p>Seek opportunities for sponsorship of additional work packages</p>
	1.3 Maintain strong commercial partnership with Proving Services (Future Highways Research Group)	<p>36 FHRG members (-2)</p> <p>Active and ambitious workplan focusing on climate change impact analysis, carbon measurement &amp; reduction; human capital management (HCM; measuring &amp; improving social value in highways maintenance &amp; infrastructure programmes plus ongoing work</p>	<p>Promote membership of FHRG</p> <p>Disseminate research findings</p> <p>Explore how HCM methodologies could be applied in other place-based service delivery</p> <p>Support relations between Proving / FHRG and corporate partners, sector bodies, DfT, etc</p>

		<p>relating to future procurement &amp; service delivery models and VfM benchmarking</p> <p>Research Innovation Programme going from strength to strength with high levels of commercial interest</p>	<p>Review the contractual relationship with Proving, to reflect expanded / new opportunities:</p> <ul style="list-style-type: none"> <li>• VfM Assessments for highways services</li> <li>• VfM Assessments for framework contracts</li> <li>• Carbon footprint assessments and carbon reduction options analysis (highways)</li> <li>• Carbon footprint assessments and carbon reduction options analysis (waste)</li> <li>• Future transport and travel reviews</li> <li>• Future service delivery options studies</li> <li>• Live Labs 2 support programmes</li> <li>• Future highways services optimisation plans and future services commissioning</li> <li>• Future workforce studies</li> <li>• Strategic innovations assessments</li> </ul>
	1.4 Explore options for other commercial partnerships	<p>Promoted pilot scheme giving LA members access to EY's Net Zero Estates Accelerator Tool</p> <p>Programme manager for Woodland Creation Accelerator Fund (WCAF) – Defra funding</p> <p>Programme manager for Live Labs 2 (see below) – DfT funding</p>	<p>Work with EY to develop the proposition:</p> <ul style="list-style-type: none"> <li>• Theme 1 – Demonstrating and enhancing ADEPT's convening role on the sustainability agenda and is a conduit for BEIS/DLUHC initiatives</li> <li>• Theme 2 – Upskilling the LG sector in navigating decarb pathways</li> </ul> <p>Ensure smooth delivery of WCAF</p>

	1.5 Continue to deliver a quality Leadership Development Programme (with SOLACE)	Continued high levels of demand – 2 cohorts recruited for 2022 – reaching a target of 100+ delegates in 4 years	Administer 3 cohorts for 2023/24 Support informal networking of past cohorts Ongoing provision of mentor support Offer Place Director interview experience
	1.6 Support delivery of the <i>Excellence in Place Leadership</i> programme with Amey	Very positive feedback from the cohort Various publications including ‘Good Practice for Levelling Up’ guide	Amey currently reviewing its support for the programme
	1.7 Deliver other training opportunities	ADEPT / CIPFA Green Finance training day (Nov) Navigating Transition workshop (March)	Deliver a 2 <sup>nd</sup> green finance training session Continue to expand the portfolio of training opportunities e.g. political leadership; media training, coaching & mentoring, action learning sets, behavioural change
	1.8 Develop the skills offer	Delivered Autumn Conference workshop ‘Making ‘place’ the place to be’ NTM conference focus: ‘Future technical leaders’ Continued support for FHRG project on Human Capital Management within highways sector Engagement with DfT Transport, Employment & Skills Taskforce; also BEIS Green Jobs Delivery Group Promoted Public Practice approach	Provide training opportunities (above) Work with Colas to develop a skills offer/project Develop a pilot to make the transition into local government attractive at all levels Flexibility between govt depts and local govt – look for shared learning opportunities EDI agenda – work with Joint Presidents’ Group & Solace
2. Networking & Learning	2.1 Enhance delivery & impact of subject & regional boards plus working groups	Meetings remain online – with good attendance levels and good support from government departments	Establish Climate Change Board Set annual / medium term work plans

		<p>Continued to provide intelligence for central government</p> <p>Responded to a number of government and select committee inquiries</p> <p>Published policy positions on Climate Change &amp; Green Growth, Speed Management</p>	<p>Seek opportunities for joint board / working group meetings</p> <p>Respond to government consultations &amp; committee inquiries</p> <p>Chairs maintain and/or establish strong relations with relevant government departments and other organisations</p> <p>Publish new / refresh existing policy positions / challenge papers e.g. road user charging, resources &amp; waste, county deals, digital connectivity</p>
	2.2 Maintain strategic engagement with key bodies to ensure ADEPT's contribution is heard and valued	<p>Engagement with key government departments and other bodies has continued to strengthen</p> <p>Contributed to a number of formal reviews e.g. NAO, NIC</p> <p>Continued engagement with fellow professional organisations i.e. ADASS, ADCS, ADPH including publication of 'levelling up, people and place' project</p>	<p>Prepare for General Election</p> <p>Continued regular engagement with key government departments and agencies plus other relevant organisations:</p> <ul style="list-style-type: none"> <li>• Defra, BEIS, DfT, DLUHC (DG &amp; ideally Ministerial level)</li> <li>• DCMS, Treasury, Cabinet Office</li> <li>• ADPH, ADASS, ADCS plus LGA, LEDNet</li> <li>• National Highways, Network Rail, Homes England, Office for Environmental Protection</li> <li>• Others such as CIFPA, Climate Change Committee, NAO, CIHT, RTPI, TCPA, public health bodies</li> <li>• Blueprint Coalition</li> </ul>
	2.3 Deliver quality events	<p>Spring Conference &amp; Annual Awards Dinner, National Traffic Managers Conference, Autumn Conference successfully delivered in person</p>	<p>Continue to deliver quality, to budget, diverse events with high levels of delegate satisfaction:</p>

		<p>Ensured a diverse range of speakers</p> <p>Delivered many more, smaller technical webinars on a range of topics</p>	<ul style="list-style-type: none"> <li>• Spring Conference &amp; Annual President's Awards (May)</li> <li>• National Traffic Managers Conference (Oct)</li> <li>• Autumn Conference (Nov)</li> </ul>
3. Research & Development	3.1 Use the SMART Places Live Labs programme to establish ADEPT as leading the way in implementing innovation in the highways sector (complementing the work of the FHRG)	<p>Formally closed Live Labs 1 (June 2022)</p> <p>Live Labs 2:</p> <p>Secured £30m for 3yr, UK wide programme</p> <p>Launched prospectus (July), received 30 bids with 10 bids put through Dragons' Den (Nov)</p> <p>Ministerial announcement (Jan)</p>	<p>Ensure efficient programme management / spend</p> <p>Establish effective comms programme</p> <p>Secure M&amp;E suppliers</p> <p>Chair Commissioning Board</p>
	3.2 Support the Highways Sector Council	<p>Contributed via our role as 'observer'</p> <p>Ensured good LA representation on working groups</p> <p>Promoted / supported delivery of outputs</p>	Ongoing
4. Influencing & policy development	4.1 Securing sufficient, multi-year funding for place-based services	<p>Delivered a joint project with ADASS, ADPH, ADCS, LGA focusing on 'what should levelling up mean for people and places' – publication of 10 case studies and overview document</p> <p>Published 'Good Practice for Levelling Up' guide (output of EiPL programme)</p> <p>Established link to ALATS (Association of LA Treasurers' Societies); UK Infrastructure Bank, Green Finance Institute</p>	<p>County Deals – develop environmental checklist</p> <p>Deliver joint project with ALATS (and other professional associations) TBC</p> <p>Continue to build relations with UK Infrastructure Bank, Green Finance Institute, etc</p>
	4.2 Infrastructure & Communities	<p>Delivery of Live Labs 1 &amp; 2</p> <p>Published policy position on speed management</p>	Successful (ongoing) delivery of Live Labs 2

		<p>Collated intelligence for DfT on inflationary &amp; workforce impacts on highways services</p> <p>Published 'Value of Trees' (inc. for highways) report, funded by Rees Jeffreys Road Fund</p> <p>Inputted into DfT 'highways maintenance toolkit'</p> <p>Attended / presented at Traffex &amp; Highways UK</p> <p>Continued engagement with Network Rail on level crossing closures – delivered national webinar</p> <p>Responded to a number of government consultations and committee inquiries</p>	<p>Publish refreshed policy position on digital connectivity; policy challenge paper on road user pricing</p> <p>Homes to School transport issues - work with ADCS / ATCO to influence DfE / DfT</p> <p>Co-deliver training on level crossing closures (with Network Rail / IPROW)</p> <p>Support DLUHC in implementation of planning reforms</p>
	4.3 Climate change & environment (now incorporating climate change work programme)	<p>Published Climate Change &amp; Green Growth policy position; plus various papers on levelling up, people &amp; place</p> <p>Secured representation at Local Net Zero Forum</p> <p>Delivered successful green finance training day with CIPFA</p> <p>Blueprint Coalition – refreshed the original strategy document; published case studies, a position on levelling up, a progress tracker plus responded to several consultations</p> <p>Responded to a large number of government consultations and committee inquiries including the Skidmore Review</p>	<p>Establish a Climate Change Board</p> <p>Publish new policy position on Resources &amp; Waste</p> <p>Deliver further green finance training</p> <p>Ensure positive and constructive input to the Local Net Zero Forum; including any supporting working groups</p> <p>Seek to influence the government response to the Skidmore Review, including the review of the Net Zero Strategy</p> <p>Support the new chair of the LAAP; input into the 3<sup>rd</sup> National Adaptation Programme</p> <p>Influence implementation of Environment Act (particularly BNG, LNRS, waste reform) and protected landscape reform</p>

			<p>Blueprint Coalition – refreshed priorities include influencing manifestos, and building the coalition’s profile with signatories and others</p> <p>Land Use Framework – provide input and support to Defra</p>
5. Organisational development	5.1 Independent review of ADEPT	<p>Implemented recommendations of 2021 membership/partnership review inc. ‘buddying up’ LT members with key civil servants</p> <p>Developed the next Strategic Plan (2023-26)</p> <p>Commissioned a ‘deep dive’ into what Place Directors think of ADEPT</p>	Publish Strategic Plan 2023/26
	5.2 ADEPT company business (was organisational status review)	<p>Held Directors’ meetings throughout the year</p> <p>Established a legal agreement with East Sussex County Council (as host of CEO post)</p> <p>Secured auditors</p>	Ensure we meet all legal requirements
	5.3 Ongoing support (Secretariat)	<p>Retained policy support for Environment, Transport &amp; Connectivity, Sustainable Growth Boards along with comms, finance, admin, events support</p> <p>Ensured resilience in the Leadership Team by recruiting new chairs and vice presidents</p> <p>Refreshed the website</p>	<p>Provide ongoing support</p> <p>Recruit FT post to support the CEO</p>

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 March 2023