

The Future Highways Research Group



Evidence-based decision making

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1. Introduction

When making strategic decisions to shape the future of your organisation, having the right tools and information is vital. Proving Services support confident and informed decision-making to help you make the right choices. Our research-led services, developed and tested with the FHRG membership, have a proven track record of helping decision-makers deliver value for money, and demonstrably better outcomes across a range of activities. Previously only available to FHRG members, this comprehensive portfolio of tools and services are now available to all ADEPT members, supporting each organisation's strategic journey.

About ADEPT

The Association of Directors of Environment, Economy, Planning & Transport (ADEPT) represents local authority county, unitary and metropolitan directors.

Operating at the strategic tier of local government, members are responsible for delivering public services that primarily relate to the physical environment and the economy, but which have a significant impact on all aspects of the nation's wellbeing.

ADEPT represents members' interests by proactively engaging central government on emerging policy and issues, promoting initiatives aimed at influencing government policy, and through the development of best practice and responding to UK Government initiatives and consultations. ADEPT's wider membership includes Local Enterprise Partnerships, Combined Authorities, sub-national Transport Bodies and corporate partners.

www.adeptnet.org.uk

About Proving Services

Proving Services is a small research organisation based at Cranfield University, in Bedfordshire and was established in 2003 by two former directors of the University.

The organisation has worked extensively to develop sector leading, research-based tools and processes for the evaluation of strategic options, innovations and business change and value for money, value chain relationships and carbon measurement and reporting.

The Future Highways Research Group

The Future Highways Research Group (FHRG) is a forum for local authority highways service leaders to share knowledge and experiences, and develop innovations that could transform the highways sector through the application of academic research frameworks and methods.

The FHRG offers opportunities to debate, design, develop and test innovative solutions to prevailing and emerging challenges in the highways sector.

The main aim is to give ADEPT local authority members the chance to support strategic transformation, drive the implementation of sector-based innovation and deploy continuous value for money improvements.

'Working with Proving Services through the FHRG has brought us the much-needed rigour and honest assessment that comes naturally with their research roots. With the work Proving Services do, you can rely on the results being based on the data and research, facilitating confident, evidence-based decision making.'

Owen Jenkins, Director of Place, Transport and Infrastructure, Oxfordshire County Council.

'I worked with Proving Services over several years during my time with Lincolnshire. I valued their extensive knowledge of the sector and ability to bring thought-provoking insights to challenging projects and situations. I was also impressed by their understanding and grasp of the difficult political environment that we all work in. They were instrumental in the successful completion of several very high-profile projects in Lincolnshire.'

Paul Rusted, former Infrastructure Commissioner, Lincolnshire County Council.

1. Background

The FHRG's precursor, the Future Highways Research Club, was established in 2014 by Proving Services.

In 2016, Proving Services separately launched the **Value for Money (VfM) Benchmarking Club** and the Value Analyser™ toolkit.

In 2018, Proving Services and ADEPT joined forces to form the FHRG, an exclusive research partnership enabling all ADEPT members to access and participate in the research programmes and VfM benchmarking club.

The annual membership fee provides unrestricted access to the FHRG's research and includes the option of an independent, biennial VfM assessment, as well as access to anonymised VfM benchmark data.



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2. Previous research activity

- **Develop guidance to support the consistent interpretation and measurement of SCOPE 1, 2 and 3.**

- Critical to enabling highways authorities to achieve their goals around carbon reduction and air quality.
- The SCOPE 1 and 2 guidance was published in February 2022 and the SCOPE 3 guidance in Autumn 2023, having engaged DfT and all the primary private and public sector stakeholders in the highways industry. Pilot assessments were undertaken with seven FHRG members.
- Several Live Labs 2 bidders are also engaging support from Proving Services to help measure and evidence outcomes across the three-year life cycle of their projects.

- **Develop shared solutions to the current challenges around human capital management.**

- An aging workforce and skills shortage is endemic across both public and private sector highways partners and presents a threat to medium term service sustainability.
- The study completed a number of surveys, data gathering exercises and round tables and has collated current best practice and strategies to address the challenge in both the immediate and longer term. Proving Services published a report with key recommendations for the sector and will continue to monitor the sector and report on interesting initiatives aimed at addressing the issues.

2. Previous research activity

The FHRG's pioneering local authority members have successfully hosted and conducted numerous research initiatives, concepts, trials and sector surveys. To date, the FHRG's research activities have:

- **Identified and developed over 60 commercialisation, cost recovery and cost offsetting options.**
 - With an indicative total portfolio value of £15m + pa.
 - Including total cost offsetting for street lighting using value-exchange solar farms.
 - Developing robust frameworks to provide paid-for access to the network and highways assets to the benefit of the local economy and served communities (engaging with 5G and green energy providers).
- **Identified over 50 climate emergency initiatives.**
 - Reducing greenhouse gases and improving air quality.
- **Designed and implemented advanced commissioning frameworks and highly optimised operating models.**
 - Achieving better performance and better outcomes at significantly lower operating costs.
- **Assessed over 20 methods of communicating with the public.**
 - Including broadcast and targeted methods.
 - Ensuring the public are better connected and informed.

- **Developed nine methods for community engagement and four key enabling processes.**
 - From utilising volunteers to community payback resources to CSR funding.
- **Developed the Clarion pop-up street survey process.**
 - To provide a low-cost, robust method of testing the attitudes, perceptions and priorities of citizens and served communities.
 - Reducing the reliance on externally sourced surveys and data.
- **Completed a comprehensive assessment of the provider market and analysis of the relative benefits of 15 potential operating models.**
 - Interviews with 13 Tier One and Two providers to understand their perceptions of and ambitions for the future of the highways sector.
 - Worked with 16 highways commissioning authorities to evaluate the highest performing potential future operating models.
- **Reimagined ways of collaborating, beyond ISO 44001, using 'mutuality' concepts.**
 - Helping all partners to collaborate more effectively and achieve better outcomes.

2. New research activity

The FHRG is now exploring new research themes including:

- **Artificial intelligence**
- **Automation and robotics**
- **Materials recycling**
- **Future procurement and operating models**
- **Doughnut Economics modelling**



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3. Benefits

Benefits of working with Proving Services and the FHRG

The exclusive partnership between ADEPT and Proving Services has been designed to offer significant benefits for all ADEPT local authority members, including:

- **Software toolkits and research** - access to a range of software toolkits, best practice and unique, evidence-based research papers for free, or at a significantly reduced cost.
- **Influence** - the chance to support strategic transformation, the implementation of sector-based innovation and deploy continuous value for money improvements.
- **Research Groups** - the opportunity to take part in and benefit from Research Groups.
- **Conference ticket** - a complimentary ticket to an annual conference.
- **Financial savings for local authorities** - the annual membership fee of £4,950 represents a significant annual saving of 33% for combined membership.

Key toolkits and models

The FHRG has developed numerous toolkits and methodologies, including a **Value for Money Benchmarking methodology with a Value Analyser Toolkit** and a **Carbon Measurement and Reporting methodology with a Carbon Analyser Toolkit**.

Each of these provide a framework for the products offered by Proving Services, see page 12.

VfM Benchmarking Club

All members of the FHRG are also members of the VfM Benchmarking Club which offers a biennial, independently conducted and certified value for money assessment of highways services.

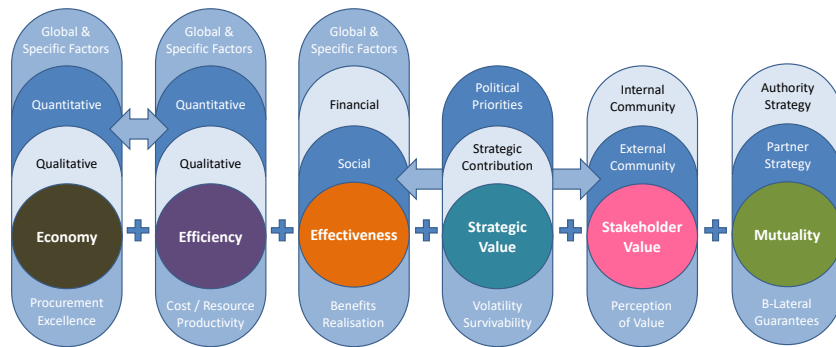
The research-based assessment gives detailed performance analysis in five key dimensions. An optional sixth dimension has been added to recognise best practice collaboration as a critical driver of good value for money.

The assessments use Value Analyser, a powerful, yet simple to use, software tool developed by Proving Services. It enables local authorities to identify and prioritise opportunities to improve value for money through cost savings, further income generation, productivity gains and better outcomes.

3. Benefits - Value Analyser

Value for Money Analysis

Identifying & Proving Best Value & Sustainable Services

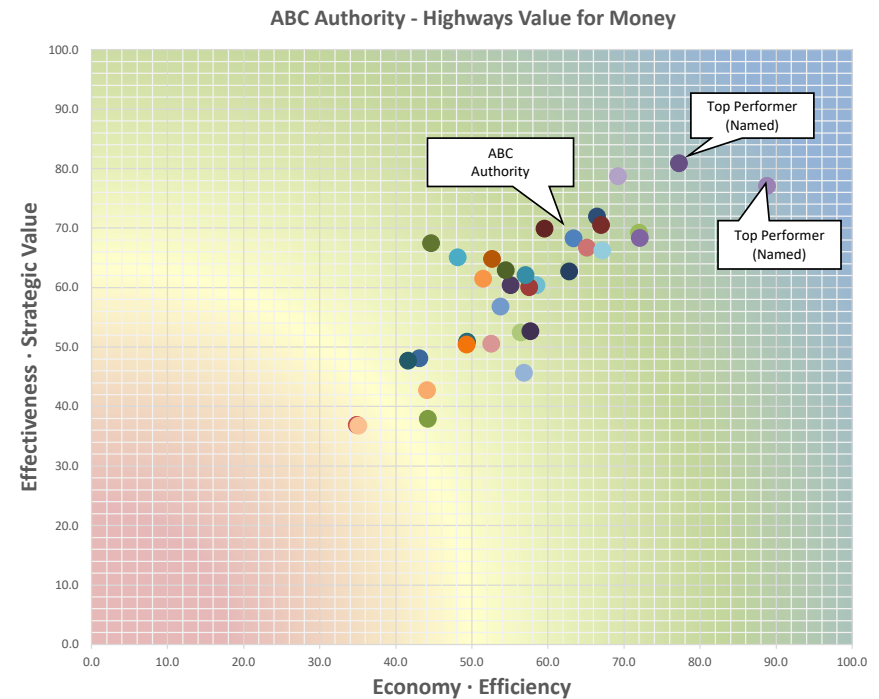


Each VfM Assessment includes:

- **An independent and quality-assured review undertaken by Proving.**
 - These reviews include opportunities for FHRG members to act as peer reviewers, working alongside a Proving VfM specialist.
- **A report to include key findings and a prioritised schedule of improvement opportunities.**
- **A detailed illustration of each member's benchmarked VfM position relative to the other club members.**
 - All benchmark participants have the assurance that comparisons are based on like-for-like reviews, conducted with a consistent level of rigour.

VfM - Benchmarked Position

FHRG members 2019 to 2024 (Performance score only)



ABC Authority delivers a level of value for money in the top quartile when compared to the FHRG peer group.

4. Cost

The FHRG and the Value for Money Benchmarking Club is a single research and benchmarking membership with an all-in annual fee of £4,950 + VAT.

Supporting and promoting ADEPT

The FHRG membership fee includes a contribution of £750 to ADEPT.

10% of any revenues generated from assignments for non-FHRG members are also remitted to ADEPT. As a not-for-profit organisation, any surplus is invested into the Association and used to improve services to members.

FHRG and ADEPT member support

A number of tools and methodologies are available to support FHRG and ADEPT members with the challenges facing the sector.

Wherever possible, this support leverages the strength of the network to ensure best practice and peer support are blended to develop tailored solutions.

All members of the FHRG have access to these support packages at discounted rates.

5. Products

The most popular support packages are summarised below and detailed on the pages that follow:

- VfM Assessments - Highways Services
- VfM Assessments - Projects & Programmes
- Carbon footprint assessment & reduction options - Highways
- Future service - delivery options studies
- Highways services optimisation
- Mutuality reviews
- Future fleet services reviews



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5. Products: VfM Assessments - Highways Services

Overview

Value for Money Assessments - Highways Services is a research-based methodology and process, used to evaluate current or proposed services. Supported by a powerful software toolkit, the process uses recognised and enhanced value for money (VfM) criteria.

Details

The Proving Services methodology combines the following factors to evaluate VfM:

- **Economy** - a measure of the inputs, considering whether a 'fair' price is being paid for the goods and services purchased.
- **Efficiency** - a measure of productivity, reliability, quality and sustainability, considering whether the resources purchased are being put to best use.
- **Effectiveness** - a measure of the impact that has been achieved, considering whether tangible benefits are being realised.
- **Strategic Value** - alignment and contribution of benefits to organisational drivers.
- **Stakeholder Value** - an analysis of stakeholder views and commitment.

VfM assessments undertaken for FHRG members are led by a Proving Services director supported by up to two peer reviewers, drawn from the FHRG membership.

Key features

- **Timing** - enables VfM assessments to be defined and completed quickly and then repeated periodically to provide VfM assurance over time.
- **Logical process** - provides a logical, structured and easy-to-follow process for VfM assessment, based on industry-recognised best practice.
- **Stakeholder engagement** - enables a wide range of stakeholders to engage and contribute to the VfM assessment, capturing their views and recommendations.
- **Clear and accurate** - identifies value for money shortfalls in services, functions, commissions or contracts.
- **Reporting** - delivers clear and flexible reporting that supports decision-making at all levels of the organisation.

Cost

FHRG members are entitled to a biennial VfM assessment at no additional charge. For non-members, the cost of an assessment is ordinarily in the range of £5,000 - £7,000 +VAT.

Contact

For further information please contact Andy Perrin:
a.perrin@provingservices.co.uk or **07400 161111**.

5. Products: VfM Assessments - Projects & Programmes

Overview

Value for Money Assessments - Projects & Programmes applies a methodology that identifies best practice and facilitates value for money (VfM) benchmarking across projects and programmes. The aim is to drive consistency, rigour and continuous improvement in the way projects are undertaken.

Details

The **Value for Money Assessments - Projects & Programmes methodology** enables local highways authorities to measure and evaluate the VfM delivered by individual projects and, over time, benchmark different projects to identify those that delivered the best VfM. Successful traits can then be applied to other projects.

In addition, because VfM assessments can be applied at any stage of a project, those carried out at the feasibility stage will identify any improvements required to ensure the project delivers VfM before construction commences.

The Proving Services methodology combines the following factors to evaluate VfM:

- **Economy** - relates to significant costs and revenue streams.
- **Efficiency** - measures productivity.

- **Effectiveness** - measures the outcomes and outputs.
- **Strategic Value** - measures how well the project is delivering against the strategic objectives of the client organisation.
- **Stakeholder Value** - measures how satisfied each stakeholder is with the project.
- **Mutuality** - measures the strength of collaboration between the partners and whether this is helping achieve better outcomes..

The factor set is underpinned by a detailed scoring guide and the scoring process itself is undertaken via a four to six hour stakeholder scoring workshop. This workshop comprises the relevant officers from the client, contractor and any other parties involved in project delivery.

The tool automatically prioritises improvement opportunities according to their importance. Where more than one project is being scored, the tool also facilitates benchmarking of VfM performance. This is a simple process and can be undertaken either between projects within the same framework or programme or across different frameworks.

The final stage in the process is a shorter improvement planning workshop, held once the outcomes of the stakeholder scoring workshop have been processed and reported. The purpose of this workshop is to review the outcomes of the assessment and determine action owners, timelines etc. for the improvement opportunities identified.

Continued...

5. Products: VfM Assessments - Projects & Programmes *(continued)*

Key features

- **Timing** - enables VfM assessments to be defined and completed quickly and then repeated periodically to provide VfM assurance at different project waypoints.
- **Logical process** - provides a logical, structured and easy-to-follow process and toolkit for VfM assessment, based on industry-recognised best practice.
- **Stakeholder engagement** - enables a wide range of stakeholders to engage and contribute to the VfM assessment, capturing and reporting on stakeholder perceptions, concerns and commendations.
- **Clear and accurate** - clearly and accurately identifies value for money shortfalls in projects or frameworks.
- **Consistent framework** - Enables the assessment of qualitative and quantitative factors within a consistent analytical framework, facilitating the analysis of subjective and objective factors.
- **Reporting** - delivers clear and flexible reporting that supports confident decision-making at all levels of the organisation.

Cost

The cost of an assessment is ordinarily in the range of £5,000 - £6,750 +VAT.

Contact

For further information please contact Andy Perrin:
a.perrin@provingservices.co.uk or **07400 161111**.

5. Products: Carbon footprint assessment & reduction options - Highways

Overview

We offer two key carbon footprint assessment and reduction options:

1. Carbon Calculation & Accounting Standard (CCAS) - tailored guidance on carbon measurement, carbon accounting and carbon reduction for FHRG and ADEPT members.

2. Carbon Analyser - a carbon profile builder and carbon calculation application, tailored for highways services.

A principal research theme of the FHRG is climate change, including the measurement, reporting and reduction of carbon emissions across Local Highways Authority (LHA) supply chains. A lack of standardisation in the UK highways sector has led to fragmented approaches to carbon measurement, carbon accounting and carbon reduction. In partnership with LHA pioneers, key sector organisations and institutions, the FHRG has developed the *Carbon Calculation & Accounting Standard (CCAS)*, providing simple, consistent, step-by-step carbon accounting guidance for FHRG and ADEPT members.

To help LHAs, the CCAS is supported by *Carbon Analyser*, a web-based carbon profile builder and carbon calculation application, tailored for highways services. *Carbon Analyser* provides end-to-end support for the CCAS process, from service strategy formulation to carbon benchmarking, as illustrated in Figure 1.

Figure 1: Carbon Analyser: CCAS Route Map



Continued...

5. Products: Carbon footprint assessment & reduction options - Highways *(continued)*

Key features

The process and toolset includes:

1. All the key analytical components required for carbon footprint analysis:

- a. Service boundary analysis and reporting for all GHG scopes.
- b. Full function and activity profiling:
 - i. Repeating (cyclical and reactive) activities.
 - ii. Planned maintenance.
 - iii. Winter maintenance.
- c. Capital works and major schemes (programmes and projects).
- d. Comprehensive carbon profile analysis:
 - i. Analysis and reporting of vehicles and plant using combusted fuels.
 - ii. Analysis and reporting of workforce travel (including commuting) and emissions associated with home working.
- e. Provides full strategic options analysis for carbon reduction initiatives (including headline attractiveness, achievability, and stakeholder support assessments).

2. Pre-loaded with 72 standard highways activities and 23 templates.

- To accelerate carbon analysis, measurement and reduction.

3. Comprehensive carbon footprint reporting.

- a. Reports and analysis at service, function, activity, people, and materials levels.

4. A Microsoft Azure, secure, cloud-based dataverse with a web-based application.

- a. Incorporates lookup data from all key published sources, including National Highways (NHs), Department for Energy Security and Net Zero, Transport Analysis Guidance (TAG), Institution of Civil Engineers (ICE).
- b. Provides the option to benchmark carbon profiles with other LHAs participating in the FHRG Carbon Benchmarking Programme.

Continued...

5. Products: Carbon footprint assessment & reduction options - Highways *(continued)*

Carbon Reporting Kick-Starter Programme

A full support programme is available to ADEPT members seeking to embed the CCAS guidance and *Carbon Analyser* toolkit within their authority. This kick-starter programme for LHAs aims to develop the necessary in-house capabilities for carbon analysis, reporting and reduction. The programme includes:

- **Comprehensive carbon footprint assessment support.**
 - Including a five-steps programme with workshops facilitated by the FHRG.
 - GHG compliant reports.
 - Analysis of the carbon reduction options.
- **Team training (based at Cranfield University).**
 - Or optionally on-site for £1,250 plus VAT.
- **Access to *Carbon Analyser* and the Microsoft Azure Carbon Dataverse.**
 - Initial 12-month software support and Azure licences are included .
 - Future annual licences are available for £ 1,429 plus VAT per annum.

Cost

The kick-starter programme is available for £16,500 +VAT (including training and software).

Carbon Analyser & Microsoft Azure Licences

Carbon Analyser is available separately to the kick-starter programme. These fees include access to the Microsoft Azure Carbon Dataverse.

Cost

(Highways Services): ADEPT & FHRG Members

Software, Microsoft Azure licences and telephone support is available for £119.75 +VAT per month, for up to three users (or £1,429 +VAT annually).

(Other Local Authority Services): ADEPT & FHRG Members

Software, Microsoft Azure licences and telephone support is available for £159.75 +VAT per month, for up to three users (or £ 1,917 +VAT annually).

Contact

For further information or to apply, please contact Simon Wilson:
s.wilson@provingservices.co.uk or **07970 773496**.

5. Products: Future service - delivery options studies

Overview

Future service - delivery options studies is a methodology and toolset, enabling individual authorities to evaluate potential future operating models and rank these in terms of their strategic fit, attractiveness and achievability.

Details

Many local highways authorities are coming to the end of their existing highways delivery arrangements. Considering this, Proving Services was commissioned by eight FHRG members to undertake a market review and evaluate future service delivery options.

A key objective of the review was to better understand how authorities and their partners can improve contractual and collaborative relationships to deliver mutually beneficial outcomes. The study was published and shared with all FHRG members in Autumn 2020.

As part of the study, Proving Services developed a methodology and toolset to enable individual authorities to evaluate some 15 potential future operating models and rank these in terms of their strategic fit, attractiveness and achievability.

This methodology has now been used by 16 authorities over the past two years to develop a shortlist of the best options to take to outline business case stage.

The potential options considered include in-house, fully outsourced and a range of mixed economy models, as well as arms-length companies and joint ventures.

The outcome of the process is a provisional ranking of the potential future service delivery options. This can be refined as the procurement process develops and the scope and breadth of services needed becomes clearer, providing a shortlist of options for full business case development.

Key features

These studies are undertaken through three workshops which:

- **Seek a consensus among stakeholders as to the strategic objectives the service aims to deliver during the next contract.**
- **Evaluate how each potential option is likely to contribute to the delivery of these objectives, relative to the current model.**

Continued...

5. Products: Future service - delivery options studies *(continued)*

- **Determine the attractiveness and achievability of each potential service delivery option, relative to the current model.**
 - For attractiveness, the following factors are considered: Economy, Efficiency, Effectiveness and Stakeholder Value.
 - For achievability, the following factors are considered: Complexity, Capability and Capacity, Cost, Authority Readiness, Provider Readiness, Sector Success Stories, Governance and Reporting, Partner Management and Cultural Alignment.

Cost

£7,000 - £9,000 +VAT.

Contact

For further information please contact Andy Perrin:
a.perrin@provingservices.co.uk or **07400 161111**.

5. Products: Highways services optimisation

Overview

These studies rely on peer support to undertake a detailed review of a highways service and identify opportunities to achieve economies, efficiencies and better outcomes.

Details

The areas typically covered include:

- **Policy and Strategy**

- Review of all policy and strategy documents to ensure clear and concise policy and strategy is ingrained throughout the service.

- **Current Performance**

- Consideration of VfM assessment outputs, NHT and CQC data, DfT self-assessment and other performance and benchmarking data to ensure there is a cohesive approach to performance management.

- **Financial Review**

- An assessment of the existing capital and revenue budgets' potential to deliver the adopted policies and strategies, with current budgets benchmarked against peer authorities. Also includes an assessment of bidding activity to evaluate how well the service identifies opportunities.

- **Contracts Review**

- Having the right contracts and partners in place is a critical element of a high performing highways service. The correct selection of the overall contract form has become much simpler with the widespread use of the New Engineering Contract (NEC) suite of contracts. We review the service's current contracts to evaluate how effectively they align with the NEC suite.

- **Structures and People Review**

- An assessment of the current structure to evaluate its ability to deliver the existing policies, strategies and wider corporate objectives for the service. This includes a comparison with other operating models used by highways authorities acknowledged to be delivering a high quality service. It also includes a review of the approach to human capital resource management to ensure best practice is being applied.

- **Sector and Stakeholder Engagement**

- Engagement with the wider sector and through political structures can help keep the service informed and agile, and also build confidence in delivery. We assess current engagement with reference to best practice elsewhere to identify improvement opportunities.

Continued...

5. Products: Highways services optimisation *(continued)*

Key features

The reviews are led by peers with experience of leading high performing highways functions and are conducted through document review, interviews and workshops.

Cost

The cost of this support can range between £10,000 - £50,000 +VAT depending on the exact scope of the project.

Contact

For further information please contact Andy Perrin:
a.perrin@provingservices.co.uk or **07400 161111**.

5. Products: Mutuality reviews

Overview

Mutuality reviews assess how public and private sector partners can collaborate better to improve outcomes.

Details

Mutuality is a term used to capture how more effective collaboration between partners in a contractual relationship, through application of the principles of 'mutuality', can achieve better outcomes for both partners and their stakeholders.

To exploit some of the opportunities presented to the public sector, a fully collaborative relationship must first exist between the organisation and the provider. This must have a clear focus on the joint strategic objectives of the partnership and is underpinned by the behavioural, cultural and operational frameworks essential for success.

To achieve this, Proving Services developed a framework to measure the effectiveness of current collaboration. In researching this framework, Proving Services considered existing guidance such as ISO44001 (The International Standard for Collaborative Business Relationships). This framework measures the effectiveness of the current collaboration and also the relationship between improved collaboration and value for money.

Mutuality has now been added as a sixth dimension to the Proving Services Value for Money framework (alongside Economy, Efficiency, Effectiveness, Strategic Value and Stakeholder Value) and is supported by a full factor set and scoring guide.

The factors assessed are:

- Joint objective setting
- Joint governance structure
- Behaviours and trust indicators
- Joint executive leadership
- Operational leadership
- Joint management framework
- Joint communications strategy
- Joint knowledge management strategy
- Joint risk management strategy
- Joint issue resolution strategy
- Value creation and continuous improvement
- Utilisation of learning from experience
- Measurement of delivery and performance
- Joint exit strategy
- Relationship management strategy

Continued...

5. Products: Mutuality reviews *(continued)*

Key features

Mutuality assessments are usually undertaken through a one-day workshop involving the senior leadership of both partner organisations. They have been undertaken across a number of local authorities to drive better outcomes and value for money through improved collaboration.

Cost

£5,000 - £7,000 +VAT.

Contact

For further information please contact Andy Perrin:
a.perrin@provingservices.co.uk or **07400 161111**.

5. Products: Future fleet services reviews

Overview

The vehicle and plant fleet represents a significant financial investment for an authority and is critical in supporting the efficient and effective operation of services. In addition, there is an increasing focus on the migration from internal combustion engine (ICE) to ultra-low emission vehicle (ULEV) vehicles, to reduce carbon emissions.

Details

The **Proving Services VfM** framework, toolkit and factor set assesses whether best value is being realised from fleet services.

This includes three core functions:

- 1. Fleet Management** - the provision of legal, safe, reliable and fit for purpose vehicles and equipment. This includes options for the financing, purchasing (lease versus buy) and disposal of vehicles and plant.
- 2. Fleet Maintenance** - the maintenance and repair of the authority / service fleet.
- 3. Fleet Compliance** - Compliance with the authority's operator's licence, and the adherence to legal and corporate requirements, ensuring the safe operation of vehicles, plant and external contracts.

The assessment is completed through a series of workshops and interviews with managers. It is also important the views of both internal and external customers are captured.

Key features

The Fleet Services VfM Assessment can be used in conjunction with the **Carbon Analyser** to assess the carbon impact of the current fleet and evaluate alternatives to reduce emissions.

Many authorities also wish to evaluate **future fleet service delivery options**, including an internally delivered service, fully or partially outsourced, or delivery through a Teckal organisation.

An internally delivered fleet service can provide opportunities for an authority to generate additional revenue, by offering services to other authorities and external customers. The options can be explored using the dimensions of **attractiveness** and **achievability**, with consideration to financial and resource constraints.

Cost

£10,000 - £25,000 +VAT depending on scope of assignment.

Contact

For further information please contact Karen Farquharson:
k.farquharson@provingservices.co.uk or **07970 648208**.

6. Membership List

Dominic Brown - Highways Magazine
Hannah Bartram - CEO, ADEPT
Buckinghamshire Council
Central Bedfordshire Council
Cheshire East Council
Chester West and Chester Council
Cornwall Council
Derby City Council
Derbyshire County Council
Devon County Council
Dorset Council
East Sussex County Council
Essex County Council
Hampshire County Council
Herefordshire Council

Hertfordshire County Council
Kent County Council
Kirklees Council
Leicestershire County Council
Lincolnshire County Council
Liverpool City Council
Luton Council
Newham London Borough
Norfolk County Council
North Lanarkshire Council
North Somerset Council
Northumberland County Council
North Yorkshire Council
Nottinghamshire County Council
Oxfordshire County Council

Rutland County Council
Shropshire Council
Solihull Metropolitan Borough Council
Somerset Council
South Gloucestershire Council
Staffordshire County Council
Suffolk County Council
Surrey County Council
Trafford Council
Warwickshire County Council
Westmorland and Furness Council
West Sussex County Council

For further information please contact:

Hannah Bartram, Chief Executive Officer at ADEPT: hannah.bartram@eastsussex.gov.uk or **07872 013707**.

Andy Perrin, Director at Proving: a.perrin@provingservices.co.uk or **07400 161111**.