

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"> • 92 county & unitary authorities (+1) • 5 CAs (+2) & 4 STBs (+1) • 11 LEPs (-3) • 5 national / regional associations (-) • 22 Corporate Partners (+1) <p>Achieved +95% retention rates</p> <p>Introduced well-received six monthly 1-2-1s with Corporate Partners</p> <p>Popular monthly Lunch & Learn webinars</p> | <ul style="list-style-type: none"> • 95 county & unitary authorities (+3) • 5 CAs (-) & 5 STBs (+1) • 11 LEPs (-) • 5 national / regional associations (-) • 22 Corporate Partners (-) |
| | 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"> • Spring Conference & Annual Awards (May) • National Traffic Managers Conference (Oct) • Autumn Conference (Nov) <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 & reduction; human capital management (HCM; measuring & improving social value in highways maintenance & 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 & 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"> • VfM Assessments for highways services • VfM Assessments for framework contracts • Carbon footprint assessments and carbon reduction options analysis (highways) • Carbon footprint assessments and carbon reduction options analysis (waste) • Future transport and travel reviews • Future service delivery options studies • Live Labs 2 support programmes • Future highways services optimisation plans and future services commissioning • Future workforce studies • Strategic innovations assessments |
| | <p>1.4 Explore options for other commercial partnerships</p> | <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"> • Theme 1 – Demonstrating and enhancing ADEPT's convening role on the sustainability agenda and is a conduit for BEIS/DLUHC initiatives • Theme 2 – Upskilling the LG sector in navigating decarb pathways <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 nd 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 & Green Growth, Speed Management</p> | <p>Seek opportunities for joint board / working group meetings</p> <p>Respond to government consultations & 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 & waste, county deals, digital connectivity</p> |
| | <p>2.2 Maintain strategic engagement with key bodies to ensure ADEPT's contribution is heard and valued</p> | <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"> • Defra, BEIS, DfT, DLUHC (DG & ideally Ministerial level) • DCMS, Treasury, Cabinet Office • ADPH, ADASS, ADCS plus LGA, LEDNet • National Highways, Network Rail, Homes England, Office for Environmental Protection • Others such as CIFPA, Climate Change Committee, NAO, CIHT, RTPI, TCPA, public health bodies • Blueprint Coalition |
| | <p>2.3 Deliver quality events</p> | <p>Spring Conference & 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"> • Spring Conference & Annual President's Awards (May) • National Traffic Managers Conference (Oct) • Autumn Conference (Nov) |
| 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&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 & 2</p> <p>Published policy position on speed management</p> | Successful (ongoing) delivery of Live Labs 2 |

| | | | |
|--|---|--|--|
| | | <p>Collated intelligence for DfT on inflationary & 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 & 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> |
| | <p>4.3 Climate change & environment (now incorporating climate change work programme)</p> | <p>Published Climate Change & Green Growth policy position; plus various papers on levelling up, people & 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 & 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 3rd 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 & 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> |

Hannah Bartram
 Chief Executive Officer, ADEPT
 March 2023