



> Annual Report 2014



10 Years as the voice of the Highways Term Maintenance Industry



htma 

Highways Term Maintenance Association

Working Together for Better Maintained Roads

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> 1. Foreword by HTMA Chairman – Richard Chinn

I am pleased to say that as we celebrate our 10th anniversary, HTMA is in a strong position. The association has grown over the past few years and now has 28 full members and nine associate members. It is financially sound with professional advice and oversight provided by CIHT. The Secretariat arrangements are secure for the future and working well.

We are well respected by our key stakeholders such as DfT, ADEPT, LGA and are playing an influential role in numerous external bodies. Our Strategy is being implemented through the Working Groups. We are well supported by capable and willing Sponsors and Chairs of the Working Groups and I'd like to thank all of those individuals for their time, commitment and hard work.

The government has 'got the message' about the importance of infrastructure and the need for appropriate levels of maintenance, which we will keep reinforcing, working with others such as CECA, CBI, CIHT, ICE. This is reflected in funding announcements of £6bn to resurface 80% of the Strategic Road Network and almost £6bn planned to be invested in local road maintenance by 2021. Recent proposals by DfT to incentivise local highway authorities by linking an element of their funding to their adoption of asset management plans and efficiency are to be welcomed.

We encourage and support a long term asset management approach and the benefits of invest to save (as identified in our recently published Invest to Save report), while continuing our leadership role in improving safety for all those involved in highway maintenance including road users and workers.

I believe HTMA should continue to highlight the importance of good quality infrastructure to the economic and social wellbeing of the country. We should emphasise that our industry helps promote and sustain jobs and growth; particularly in SME's, as well as stimulates the local and national economy. We must argue for greater certainty and transparency of long-term strategies and funding, and hold government to account to deliver, as a minimum, the current indicative level of maintenance funding. The recent announcement of five year funding certainty for Highways England is a good start.

We should promote the need for increased levels of collaboration with our clients, and the benefits that will accrue. We need to continue to improve standards of skills and competencies, and promote highways maintenance as an industry of choice for careers. There is still more to do to ensure HTMA maintains our influence within the industry and reaches down into member organisations.

We need to continue to nurture and grow the Working Groups as they are the backbone of the organisation. In that regard, I encourage members to put forward more good people, particular younger professionals and graduates, for Working Groups and Task and Finish assignments and support the work of the HTMA. Young and emerging professionals are key to succession, and any organisation needs to have a succession plan, something I want HTMA to have.

The Association has grown over the last 10 years, in numbers and influence; we now represent a substantial proportion of the sector. With our widespread and in-depth knowledge and experience we are well placed to influence government and other key decision makers. We have the structures in place and can really make a difference to how highways maintenance is planned and delivered in this country.



Richard Chinn
HTMA Chairman 2014-2016

> 2. HTMA's Strategy

HTMA (Highways Term Maintenance Association) is the voice of the industry. With economic growth underpinned by a high performing road infrastructure network, the industry needs to respond to the higher expectations and demand, with a rapidly changing workforce. To achieve this, collaboration is key, harnessing the skills and capability across our membership, to find new, innovative ways of delivering better outcomes to our customers.

The 2013 revised Strategy builds on our successes to date, sets out our medium to long term goals and outlines an amended structure that will enable us to deliver positive outcomes that we believe will benefit the Association, its Members and continue to positively influence the industry. It seeks to increase Member engagement, drive positive change within the industry and improve the value of the Association to its members.

It has been developed through consultation and collaboration with Members and has taken account of the views of external stakeholders. The Strategy sets out a clear strategic direction, establishes priorities and outlines a delivery framework.

Our Vision

An efficient, effective and sustainable highways management and maintenance industry for the social, economic and environmental benefit of the communities in which we work.

Our Mission

The Highways Term Maintenance Association (HTMA) is the UK's trade association for organisations providing highways management and maintenance services.

Our mission is to enable our members to deliver high quality highways maintenance and asset management services, whilst seeking to drive positive change within the industry for the benefit of the communities in which we work.

We are committed to:

- > The advancement of highways management and maintenance and the creation of a comprehensive vision for the industry to help it meet future challenges;
- > Providing a high quality and relevant service to its members;
- > Being a valued source of assistance and advice; and
- > Enhancing public perception of highway maintenance and helping the industry continue to raise environmental, safety and other standards.



> Contractors, Consultants, DLOs and Joint Venture companies are all members and each member has a seat on the Committee.



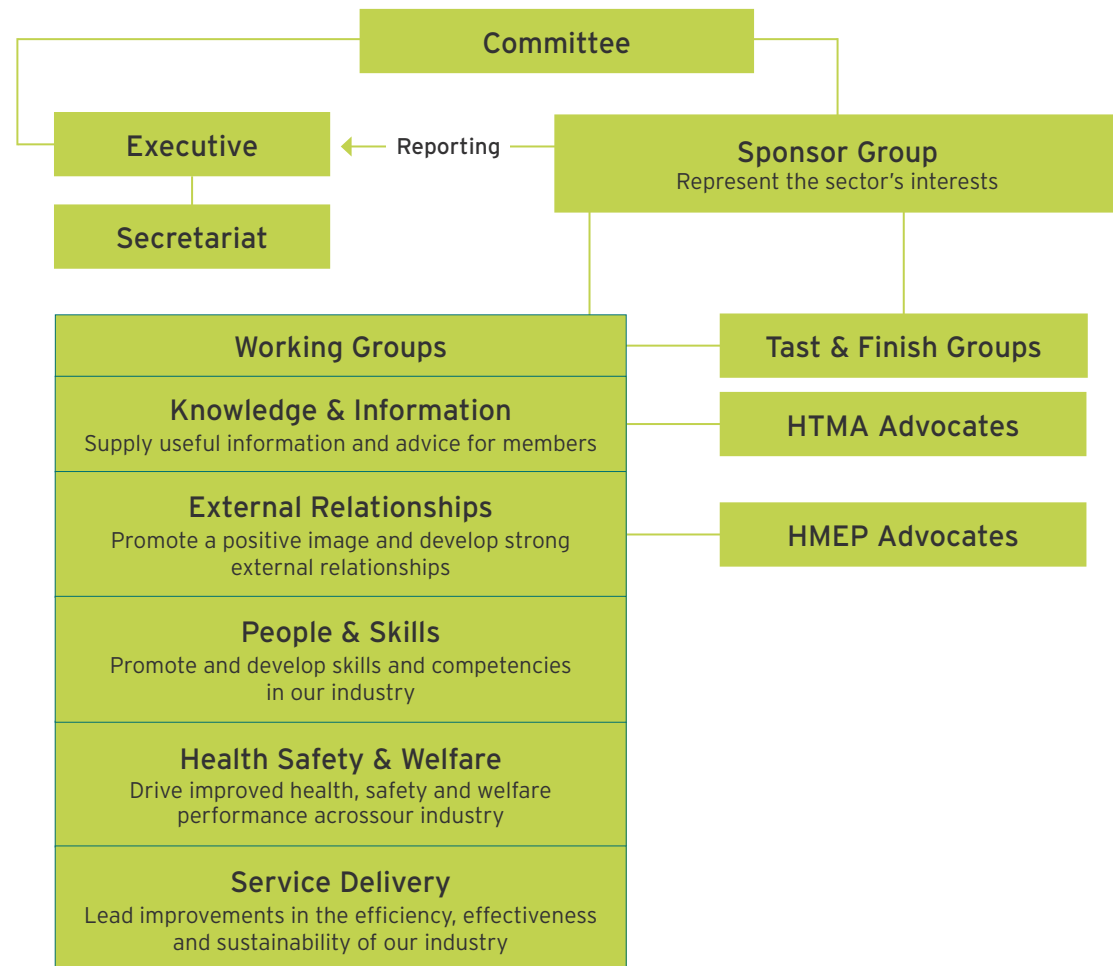
> We are the trade body for the UK highways management and maintenance industry. Formed in 2005 to promote the positive contribution that the highways management and maintenance industry makes to the nation.

Our aspirations are to:

- Encourage excellence in highways management and maintenance through education, training and continued professional development;
- Reduce the risks of anyone being injured or killed on the network;
- Increase public awareness of the economic, environmental and social benefits of high quality highways management and maintenance;
- Support the careers and skills agenda to create a solid foundation for the future of the profession; and
- Stimulate open debate with other professional industry bodies.

Our values reflect what we believe in and how we behave. Our strategy is delivered in a way that aligns to our values, thereby encouraging and driving consistent behaviours.

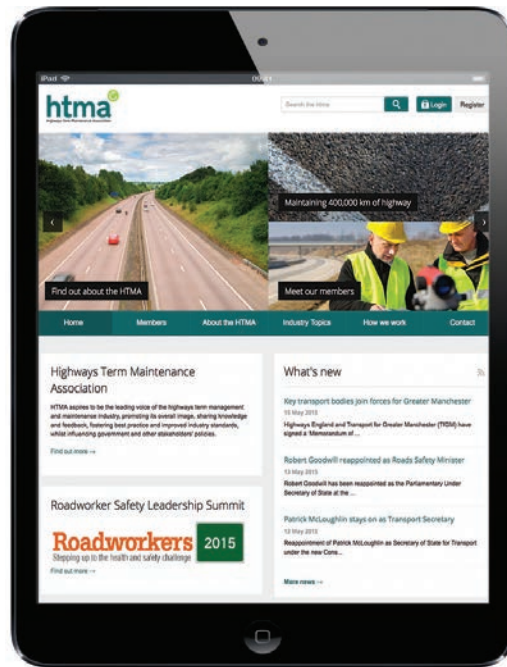
- Effectiveness
- Legitimacy
- Progressiveness





Working Together for Better Maintained Roads





> 3. Engaging with HTMA

HTMA is a unique group, able to provide the knowledge of best practice for delivering the road-maintenance and management service on the ground as well as being able to advise and develop solutions that will mean the client will get more out of each pound spent.

The Association looks for and encourages early engagement with other key industry organisations and decision makers to nurture open dialogue and give input for genuine, workable solutions for the industry. Determined to work collaboratively across the industry, our members also bring experience from many areas of their businesses, so ideas and solutions are brought in from a wider knowledge base.

We welcome approaches from clients, government and other industry bodies looking for input or collaboration on projects addressing industry issues. Key contacts can be found on the website and through the Secretariat.

<http://www.htma.info/about-the-htma/our-people.html>

For Members of HTMA, there are opportunities for individuals to get involved through the various groups and projects. Your involvement can enhance your personal profile, improve your awareness and understanding of issues that impact on your role within your organisation, create a larger network of contacts and enable you to offer more value to your employer.



> We embrace those who have energy, enthusiasm and are willing to commit to helping make a positive difference.

2005>2006>2007>2008>2009

> 4. 10 Years of Success and Progress

Over the last 10 years HTMA has gone from strength to strength, expanding from the initial 8 founder member companies to the now 28 strong membership. The association has clearly grown immensely. It has built upon the original vision and now provides stakeholders within the highways management and maintenance sector a collective identity and voice. Just some of the many successes of HTMA include:

- > Underground services agreement
- > Price adjustment indices, now managed by BCiS (Building Cost Information Service, part of Royal Institute of Chartered Surveyors) and adopted by several clients
- > Green driving booklet
- > A suite of safety guidance documents addressing operational issues at road works
- > Guidance on Adaptation to Climate Change provided to the industry
- > Guidance on use of legal clauses in contracts, the benefits and consequences
- > Guidance on generating savings through procurement
- > Sustainable Highways Maintenance Tool for encouraging greater use of sustainable methods
- > Water Toolkit for managing and measuring water usage in highways maintenance work
- > Breaking New Ground training DVD on avoiding service strikes
- > Engagement with schools for promoting highways as the industry of choice for a career; a suite of case studies and career profiles
- > Sustainability Charter to which all members are signed up



The outcomes for the members and the industry have been extremely positive. Increasing collaboration between organisations, clients and providers, is creating a more efficient industry. Better awareness of goals and pressures is developing understanding and appreciation of what needs to be managed and as new challenges occur, HTMA is well positioned to respond confidently for the good of members and the industry.

> Messages from Past Chairmen



'The early days and years of the HTMA were great fun and very exciting.

I'm particularly proud that we were able to bring together consultants and contractors to work together

to improve safety and share innovative ideas and best practice. At the time many people in the construction industry placed these two disciplines in separate boxes. The integration and working together of these two professions to me was an essential ingredient to the success of the association and industry.

During my period as chairman it was good to help drive the association forward so that it was respected, recognised and listened to by clients, contractors and consultants alike as a major force in shaping and improving an industry that was often seen as an inconvenience to the road user.

Over the years and with help of the association perceptions of the companies delivering highway maintenance began to change to that of professional and efficient organisations that were prepared to adopt innovation and be flexible to clients and road user needs.'

> **John Jackson 2005-2006**



'My chairmanship was from July 2006 to July 2008, when the Association was in its infancy.

'Having started with 13 members we were pushing hard to increase membership to better reflect

the leading companies in the highway maintenance industry and part of my role was around encouraging others to join a new and still unproven Association. In 2006 and 2007 we held conferences designed to raise our profile and we launched a Manifesto to set out our vision and aims and to guide the direction of our Working Groups. It was an exciting time for the Association and one which I believe provided greater engagement with our membership whose numbers would increase to 20 over that period.'

> **Keith Jackson 2006-2008**





'Having become involved in HTMA shortly after its commencement, I have seen the progress that the Association has made over the past 10 years.'

'Over that time Membership has grown from a few companies to the position today of all those service providers involved in highways design, management and maintenance being active members of HTMA.'

I was honoured to become Chairman in 2008 and really enjoyed my two years in the role. During that time we redeveloped our strategy and really pushed our profile within the industry. This culminated in the first Executive Director, David Hutchinson being appointed in 2009; a move that provided a step change to the Association for building our voice within the industry.'

I am proud to have been involved within HTMA over the past 10 years and it is reassuring to see that we are continuing to go from strength to strength. We are now recognised as the voice of the industry and are at the forefront of any consultation regarding government policy, a testament to the significant progress that we have made during our short history to the Association for building our voice within the industry.'

> **Mike Notman 2008-2010**



'I really loved my time as Chairman and it was great to see the association has continued to grow, specifically through the introduction of the Associate Membership.'

Eight supply chain businesses joined, providing greater potential for wider discussions and collective knowledge. In addition to the Associate Members and to truly represent the industry, we invited Direct Labour Organisations to become members and have a seat on the HTMA Committee. As a result, DLOs were also represented in some of the Working Groups and brought valuable input to the projects HTMA delivers; this engagement continues today.

I really wanted to put HTMA on the map as part of a journey to be recognised as the 'Voice of the Industry', an example of this growing influence was when HTMA was asked by DfT's Highway Maintenance Efficiency Programme (HMEP) to collaborate on the outputs they were developing. Our Members readily volunteered to share their knowledge and experience. This partnership helped to increase understanding and awareness of the other's challenges and drivers.'

> **Phil Hoare 2010-2012**



'I was privileged to be the Chairman during a period of significant change for the Association and what we achieved is a testament to the effort and support we have from our Members.'

We moved the Secretariat to the CIHT, which I hope is only the start of a mutually beneficial arrangement. We appointed a new Executive Director, Geoff Allister, who then led a review of our strategy and a restructuring of our working groups.

We also took our rightful place at the HMEP Board table, sitting peer to peer with our local government colleagues and demonstrating to them and the DfT that we truly represent the industry and that we will work collaboratively to continue to improve it. HTMA has provided a coherent and powerful voice to that group which grows stronger as the years go by.

Ten years doesn't seem very long but in that period we have seen many positive advances in Health & Safety, technology, contracts and specifications, and the way providers and clients work together. However, it is still a fragmented market with many different ways of doing the same thing. My hope for the next ten years is that we come together and drive a consistency and efficiency of service that the public demands.'

> **Tony Gates 2012-2014**

2005



David Lee (Ringway) and John Jackson (RCS) have initial idea to form HTMA

Membership increases to 20 Edmund Nuttall, May Gurney, Morrison Highway Maintenance, McNicholas, URS, Scott Wilson and WSP sign up.

Keith Jackson appointed chairman

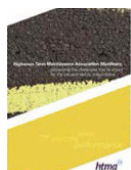


Environmental Working Group launched

2006

> HTMA Launched

> 13 Founder Members:



Essential Perception, People, Performance and Safety Working Groups launched. HTMA Manifesto published.

2007



Underground Services, Alcohol and Drug Testing Best Practice Policies, Green Driving Book project with DfT, HA and DSA



2nd HTMA Conference 'Collaboration with Impact'

2008

htma
Highways Term Maintenance Association
HTMA logo revised

New HTMA Website launched

Improvement and Efficiencies Working Group launched



Mike Notman appointed chairman

2009



David Hutchinson appointed Executive Director

Sustainability Charter and Climate Adaptation Website launched

Participated in national survey on competitive dialogue

HTMA Strategy document published

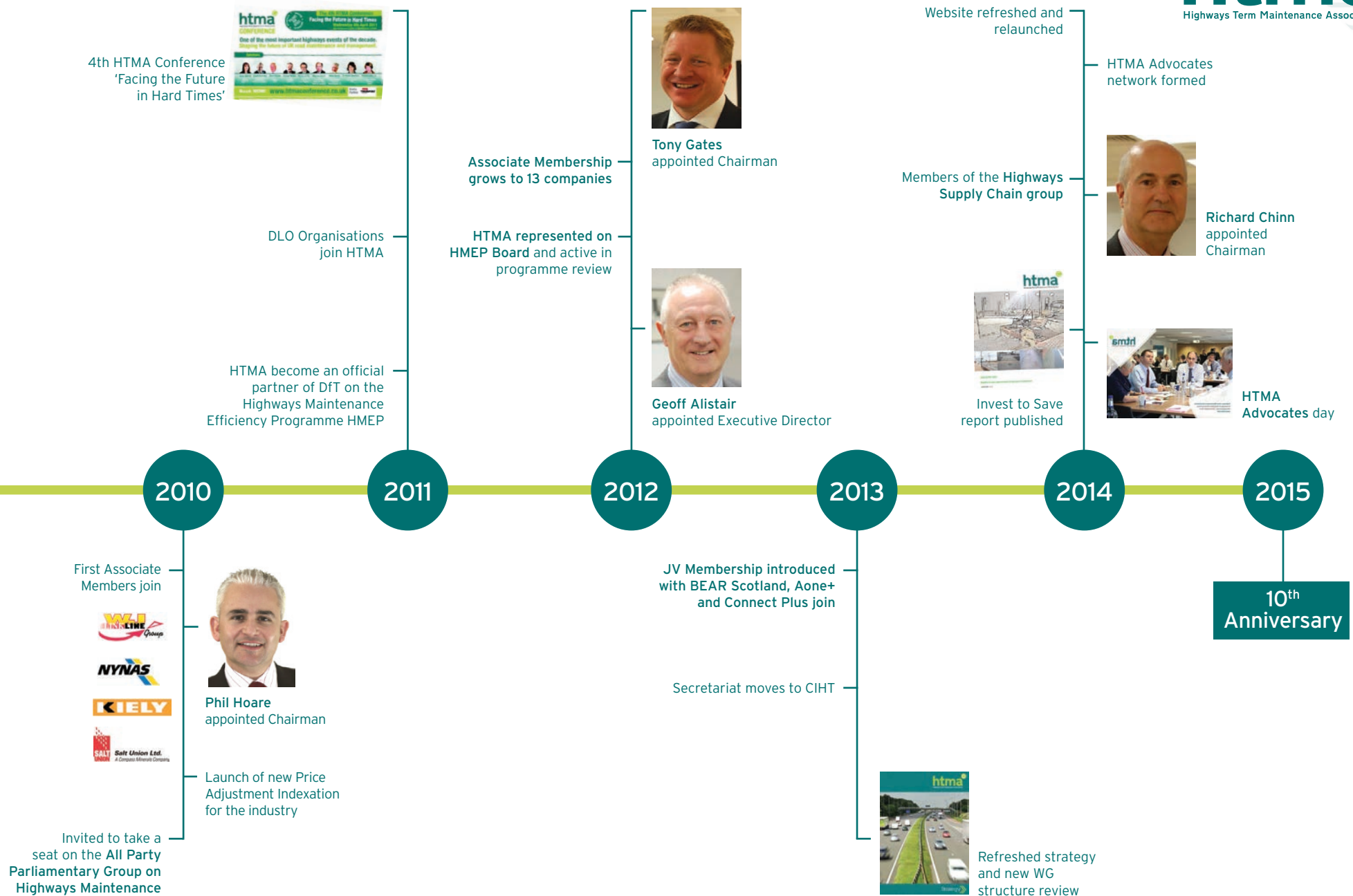


3rd HTMA Conference 'Sustainable Roads'

Collaborative projects begin with Transport Scotland, TRL, DfT, UK Roads Board, CIHT and Highways Agency

HTMA responses to industry consultations begins

Introduced Associate Membership



> 5. Key Achievements 2014

HTMA's influence in the industry is evident on two levels; practical tools and guidance on effective ways of working are delivered by the working groups and through stakeholder engagement and responding to industry consultations, advice and knowledge is shared on strategic and policy issues.

During 2014 several key deliverables have been achieved by working in consultation with clients and industry bodies such as Health and Safety Executive (HSE), Highways Maintenance Efficiency Programme (HEMP) and BCIS.

- > Knowledge & Information Working Group is one of the new groups and is focussed on internal communications and managing the governance around the information produced by the association.
- > Established a network of Advocates for promoting HTMA within member organisations and held advocates event
- > Joint internal and external engagement process developed with the External Relationships working group
- > Baseline useful business information gathered
- > Framework created for knowledge and information sharing within HTMA.
- > External Relationships Working Group is the second new group and is focused on external communications and developing the stakeholder engagement programme.
- > Identifying HTMA's key stakeholders and building closer relationships
- > Produced a generic brochure and series of case studies, promoting the work of HTMA
- > Joint internal and external engagement process developed with the Knowledge & Information working group.

> HTMA has a wealth of knowledge and experience to share with the industry. Collectively we have a strong influence and can provide advice and comment to assist key decisions and planning for the sustainability of the industry.

➤ **People & Skills Working Group** undertake an annual exercise of collecting People statistics, specific to highways, to understand any trends that are developing and if there are any specific issues the group should address. One of their goals is to attract new talent to the industry, raising awareness of the breadth of opportunities and to promote highways as the industry of choice in which to build a career.

➤ **People benchmarking report**

➤ **Initiative to get Members involved with Inspiring the Future**, developing engagement with schools and developing a pack of presentation material for volunteers visiting the schools.

➤ **Health, Safety & Welfare Working Group** have produced four guidance documents, all of which are available from the HTMA website. www.htma.info

➤ **Temporary Traffic Management (TTM) vehicle selection and operation**

➤ **Guidance on extended All Stop TTM**

➤ **Guidance note for works on or near centre of carriageway**

➤ **D4M Design for maintenance**

➤ **Tool box talk, poster and guidance to reduce road worker abuse.**

➤ **Service Delivery Working Group** have produced various tools and papers and continued annual benchmarking initiatives.

➤ **Benchmarking on: fuel use and CO2 emissions, Safety (accidents and near misses), Sustainability Charter Key Performance Indicators (KPIs)**

➤ **Environmental Management training DVD being produced**

➤ **Sustainable Travel plans for Commuter and Business travel with short overview to cover suggestions for Operational travel**

➤ **Outcome Indicators framework developed Phase I complete**

➤ **Working with HMEP on revised and aligned standard contract documents**

➤ **Price Adjustment Indices being reviewed. Series 2015 in development with BCIS**

➤ **Report on the benefits of "Invest to Save"**

➤ **Acting as Industry Representatives, working with clients in advance of renewing contracts.**

> HTMA as a collective organisation

Throughout 2014, HTMA has continued to be the voice of our industry. Through the commitment and expertise of our members, we have made important contributions to a number of government consultations and industry meetings. These include:

- > DfT Transport Resilience Review - A review of the resilience of the transport network to extreme weather events
- > Dept of Business Innovation & Skills - liaison on improvements to the industry's image and how HTMA can support their work
- > DfT Highways Maintenance Efficiency Programme (HMEP) - continued involvement with HMEP at all levels from two seats on the Board through to assisting in the development of the products
- > HA - Highways Supply Chain Summit participation
- > UK Transposition of new EU Procurement Directives - Public Contract Regulations 2015
- > CECA Infrastructure policy papers consultation for The Infrastructure Decade
- > DfT Gearing up for efficiency highway delivery and funding 2015-2020
- > DfT Local Authority highways maintenance Funding 2015/16-2020/21
- > DfT National Roads and Rail Networks: draft policy statement
- > DfT Action for Roads - A network for the 21st century
- > Building a world class highways supply chain - an industry-led workshop which has developed into the Highways Supply Chain forum
- > DfT Roads stakeholder impact assessment
- > HA StART model documents review
- > DfT Transforming England's strategic road network - HA to become a Government owned company
- > Transport Select Committee - Inquiry into strategic road network 2013
- > Transport Select Committee - Winter resilience in transport.

HTMA's collaborative approach, involving all the major companies in our industry, has increased the strength and influence of our Association. Our key messages are being heard by policy makers. This can be evidenced by our messages appearing in the conclusions of some of the consultations. Examples of these messages include:

- The need for an appropriate balance between capital and revenue funding in order to deliver value for money in highway maintenance services.
- The strong support for linking incentive funding to invest to save initiatives and strong asset management plans.
- The support for the objective of improving journey quality, reliability and safety. However, it will not be achieved without an effective, long term, asset management maintenance regime.
- Communication between key stakeholders and responsible bodies appeared to work especially well when faced with extreme weather conditions, although the relationships built during the more difficult periods need to be maintained and further improved over the near future.
- Education of the public and media would be an important area for improvement largely to establish reasonable levels of service expectation.
- Increased education Increased education may also aid highway users to make sensible and responsible decisions relating to their travel needs and to take more responsibility for personal safety.
- We estimate that the industry currently has the capacity to deliver significantly more highway maintenance schemes, up to £500m per annum in additional spending, that would help promote and sustain jobs and growth in SME's, stimulate the local and national economy and address the nation's maintenance backlog.
- Our members are confident that we can rise to the delivery challenge provided we get certainty and transparency of longer term funding and the associated pipeline.
- Enabling freedoms for Highways England are not sufficient to ensure that positive change results and it will be important to ensure the necessary cultural and behavioral changes are embedded within the new body.
- It is important that a maintenance strategy based on an asset management approach is adopted. This will require commitment to a long term programme of investment, with a steady predictable profile, early visibility of the funding stream and early engagement with the maintenance delivery sector.



> We are the trade body for the UK highways management and maintenance industry. Formed in 2005 to promote the positive contribution that the highways management and maintenance industry makes to the nation.

> Summary of Progress against Strategic Essential Objectives

Through the active involvement and dedication of our Members, we are pleased to report that progress of delivering the strategy to date, is on track against expectations and expected to achieve successful outcomes of the given objectives.

For more details on the Working Group projects, please visit the website.

> www.htma.info

Essential Objective	Progress
E01 Represent the sector's interests	Sponsor Group established and Working Group priorities actively coordinated and aligned to HTMA Strategy. Improved engagement of Associate members with HTMA work. Numerous Consultations responded to by HTMA
E02 Supply useful information and advice for members	New Working Group established. Network of HTMA Advocates established with improved engagement with wider membership. Framework for dissemination of outputs implemented. First HTMA Annual Report published
E03 Promote a positive image and develop strong external relationships	Key stakeholders identified and engagement plan commenced. Strengthening relationship and commitment established with HMEP with a renewed focus on the efficiencies advocates
E04 Promote and develop skills and competencies in our industry	The Working Group refocused around revised EO4. Increased registration of Members with Inspiring the Future. Benchmark report published. Links established with LANTRA and Department of Business Innovation and Skills
E05 Drive improved Health, Safety and Welfare performance across our industry	Working Group reconfigured with support from Task & Finish Groups. Momentum from previous groups maintained. Suite of guidance documents delivered and published
E06 Lead improvements in the efficiency, effectiveness and sustainability of our industry	Working Group reconfigured drawing together procurement, sustainability, asset management and improvements & efficiencies. Numerous outputs delivered and published

> 6. Plans and Objectives for 2015

> Knowledge & Information Working Group

1. Strengthen the Advocates Network to continue improvements with internal communications with Members and gathering useful information. As part of the succession planning for the association, the aim will be to attract at least one young professional per Member Company for developing the network.
2. Proactive communication of HTMA outputs and deliverables through liaising with other Working Groups, to gain understanding of what their outputs will be and raising awareness of their achievements by promoting their work to within the Member Companies.
3. Maintaining and increasing engagement from Members through the development and circulation of a survey on member needs and benefits of HTMA activities. Looking to maximise the value of membership.

> External Relationships Working Group

1. Working with the Highways Maintenance Efficiency Programme in their engagement with local highway authorities. Coordinating information and key messages to the Efficiency Advocates representing the providers and encouraging the advocates to share experiences of successful engagement with local highway authorities and collaborating where appropriate.
2. Identifying other key stakeholders with whom we should engage and how we work together, both within the sector and from other sectors. Raising the profile of HTMA externally and increasing the strength of our voice and influence within the industry.
3. Deploying the external engagement plan. Developing the record of external meetings, showing the key issues discussed, messages given and action agreed to develop the relationships with external stakeholders. Sharing the plan with Members to keep them informed and encourage their input.
4. Producing a generic brochure for including case studies and product summaries of HTMA achievements to facilitate introducing HTMA. Working with the other working groups to collate their outputs, generating communication plans to promote their achievements to raise awareness of what the association has to offer the industry.

> People & Skills Working Group

1. Developing a pack of information and presentation for Members to use when speaking to pupils/students. Raising awareness and interest as an industry of choice for careers. Currently engaged with Inspiring the Future as a route into schools and establishing other school-linked initiatives Members carry out.
2. Identify and standardise qualifications and competencies for certain roles. Engaging with accreditation bodies and training providers, such as CITB, LANTRA and City & Guilds, Streetworks, to raise standards and achieve more consistency within the industry. Creating more efficiencies with a common understanding and agreement on qualification levels through a skills matrix and guidance notes.
3. Annual benchmarking exercise producing a report specifically for the highways maintenance and management industry. The report identifies trends in labour turnover and stability, age of workforce, male/female split, training investment, apprenticeships, graduates, work placements, to give businesses information that is useful for planning.
4. To address the anticipated skills shortage issue, working with particular groups of society to connect with untapped potential workforce: ex-offenders, people leaving the Services, disadvantaged backgrounds. Producing guidance on what qualifications are required of future employees for our Members' businesses, increasing the pool of people from which to recruit.
5. Producing guidance that focuses on worker health and wellbeing with comparisons with other industries.



> Through its membership and its Working Groups, HTMA brings together key stakeholders to help the industry to continue to raise efficiency, sustainability, safety and other standards through sharing best practice.



➤ Health, Safety & Welfare Working Group

1. Temporary Vehicle Restraint Systems within Road Works, addressing the lack of clarity on what, when and where these systems are used, through collaborative engagement with clients, suppliers and service providers.
2. Working Hours in traffic management and highways maintenance and addressing issues for temporary traffic management and gritting in particular.
3. Service Strikes Avoidance, enhancing the existing toolkit, outlining required standardisation for Statutory Undertaker Plans and providing guidance on where to find Statutory Undertaker Plans, latest technologies, equipment and information incidents, accidents and investigations.
4. People and Plant / Vehicle interface producing best practice and sharing lessons learnt in managing the risks involved for short-term highway maintenance projects. Explore the pros and cons of existing technological solutions and provide practical solutions for a standard approach across the highways industry.
5. Produce a standard approach to welfare on transient (up to five days duration) construction sites to meet enforcing authority requirements for both high speed and local roads. Discuss current and future developments with supply chain partners, reviewing what currently works and agree a definition of 'acceptable levels'.
6. Roadworkers 2015 summit being organised for October, looking at the challenge and responsibility for leaders to address the safety agenda for road workers and users. Aiming to create a legacy from the event of government and industry working together on the safety challenge of incidents and injuries on the road network.



> Service Delivery Working Group

1. Report on the Socio Economic Benefits of highways maintenance, looking at different types of contracts and sectors, to develop a statement of position for inclusion into contracts. Suggested KPIs with a socio economic and sustainability focus will be included.
2. Outcome Indicators framework – Phase II will include examples of successful use of the outcome indicators to demonstrate efficiencies and encourage more clients to this approach to managing performance.
3. Price Adjustment Indices. Working with BCIS, ADEPT and HMEP looking to engage with software providers for the mechanism to be incorporated into their products to automate the administrative tasks, which will encourage more clients to adopt the mechanism in its correct format.
4. Continue to work with HMEP. This includes the work on their standard contract documents with a focus on the Service Information, Specifications and Standard Drawings. How to build sustainability into the contracts will be suggested. Additional potential project, led by ADEPT, on collaborative contracting may emerge from the original work completed on 'Better Value from Constrained Budgets'. Development of the paper on 'Understanding Risk' and efficiencies collaboration.
5. Asset Management paper. To address the issues around how the condition of the network is reported and a review of the use of SCANNER.
6. With regards to Sustainability, continue with the annual reports on legislations updates, fuel benchmarking and Members' implementation of the Sustainability Charter and reporting on the given KPIs.

Acknowledgement

HTMA is dependent on the energy and commitment of the individuals who volunteer their time to become involved, and on the understanding of the Member Companies who support their people to take up on the various opportunities to help make a positive difference.

There is much work still to be done to realise the possibilities of improvement through collaboration within the industry. The importance of volunteers from our Member Companies is not to be underestimated and individuals with the drive to achieve successful outcomes will be welcomed to join one of the Working Groups or a shorter term Task and Finish project.

We are proud of what has been achieved so far and recognised that this has only been possible due to those individuals willing to sharing their knowledge and experience. We extend our sincere thanks to all who have contributed to the success and achievements of HTMA over the past ten years.

> 7. Appendices (as of 1 April 2015)

HTMA Committee

Member Company	HTMA Main Representative
AECOM Ltd	Rory Poole Director - Transportation
Amey	James Trotter - Business Development Director Government
A-one+ Integrated HighwayServices	Andy Jamieson - Managing Director
Atkins	Adam Street - Service Director - Asset Solutions
Balfour Beatty	Tony Gates - Director
BAM Nuttall Ltd	Matt Stacey - Contracts Manager
BEAR Scotland	Brian Gordon - Managing Director
Carillion	Duncan Elliott - Highways Sector Director
CH2M HILL	Peter McDermott - Director, Strategic Highways
Colas	Lee Rushbrooke - CEO
Connect Plus Services	Ian Spellacey - Managing Director
Costain Ltd	Peter Crabtree - Customer Director (Highways)
DLO	Arthur Hooper - MD CORMAC Solutions Ltd
EM Highway Services Ltd	Dave Wright - Managing Director
FM Conway Ltd	Michael Conway - CEO
GallifordTry	Matthew Burke - Operations Director for Highways Maintenance

Member Company	HTMA Main Representative
Hyder Consulting (UK) Ltd	Fraser Davidson - Sector Manager Highways & Transportation
JB Riney & Co Ltd	James Coe - General Manager
Jacobs UK Limited	Vip Gandhi - Vice President UK Infrastructure
Kier Highway Services	Nigel Dyer - Managing Director
Lafarge Tarmac	Rick Green - Maintenance Business Director
Mott MacDonald	Richard Chinn - HTMA Chairman Director, Integrated Highways Services
Ringway Infrastructure Services	Bill Taylor - HTMA Vice Chairman Managing Director
Ringway Jacobs	Mike Notman - Managing Director
Skanska Infrastructure Services	Steve Hall - Contracts Director
South West Highways	Ben Pyle - Managing Director
VolkerHighways	Peter Hyde - Managing Director
WSP Parsons Brinckerhoff	Iain Candlish- Senior Technical Director

HTMA Sponsor Group

Sponsor	Working Group
Mike Notman - Chair	External Relationships
Michael Conway	Knowledge & Information
Rick Green	People & Skills
Lee Rushbrooke	Health Safety & Welfare
Peter Hyde	Service Delivery
Rory Poole	Sponsor Group Member

HTMA Executive Board

Name	Role
Richard Chinn	Chairman
Bill Taylor	Vice - Chairman
Peter McDermott	Exec Board Member
Tony Gates	Past Chairman (ex-officio)
Geoff Allister	Executive Director

Knowledge & Information Working Group

Name/Title	Company
Yogesh Patel (Chair) - Process & Improvement Director	Ringway Infrastructure Services
Michael Conway (Sponsor) - Chief Executive Officer	FM Conway
Andy Williams - Contract Director	Balfour Beatty
Dave Conway - Quality & Environmental Manager	FM Conway
Nick Radford - Contract Manager	Kier
James Butt - Marketing & Comms Manager (Highways)	Mott MacDonald
Roger Dennison - UK Bitumen Sales Manager	Nynas
Siobhan Riordan - Group Sustainability & Corporate Responsibility Advisor	Ringway Infrastructure Services
Shaun Wilkinson - Technical Director	URS

External Relationships Working Group

Name/Title	Company
Steve Hall (Chair) - Contracts Director	Skanska
Mike Notman (Sponsor) - Managing Director	Ringway Jacobs
Jason Clarke - Associate	AECOM
Andy Potts - Business Improvement Manager	Aggregate Industries
James Trotter - Business Development Director	Amey
Chris Jones - Technical Director, Highways and Transportation	WSP PB
Gary Massey Highway Services Director	CH2M HILL
Susanne Ingham - Business Development Manager	DBi Services
Derek Hardy - Commercial Manager Maintenance Strategy	LafargeTarmac
Dan Anderson - Group Bid Manager	Ringway Infrastructure Services

People & Skills Working Group

Name/Title	Company
Sharon Field (Chair) - Head of Corporate Social Responsibility	FM Conway
Rick Green (Sponsor) - Maintenance Business Director	LafargeTarmac
Ann Reilly - Head of HR - Strategic Highways	Amey
Sue Flavin - Head of Balfour Beatty Academy	Balfour Beatty
Richard Davies - HR Manager	BAM Nuttall
Donna Hitchcock - Associate HR Director	Colas
Chris Evans - Senior Operations Manager	Connect Plus
Annabelle Clarke - HR Business Partner - Highways	Costain
Vicki Worthington - Senior HR Manager	EM Highways
Pete Wilde - Operations Director	Mouchel
Elaine Piper - HR Business Partner	Ringway Infrastructure Services
Diane Munro - Lead L&D Manager	Skanska

Health Safety & Welfare Working Group

Name/Title	Company
David Campbell (Chair) - Health, Safety & Environment Director	Ringway Infrastructure Services
Lee Rushbrooke (Sponsor) - CEO	Colas Limited
Mark Neville - Highways Maintenance General Manager	Carillion
Keith Brown - Design & Standards Manager	Carillion
Pat Sheehan - Health & Safety Manager	Colas Limited
Phillip Ross - Senior Health, Safety & Sustainability Manager	Connect Plus Services
Tim Beard - Senior Health & Safety Consultant	Derbyshire CC
David Roffe - Professional Head of Health, Safety & Environment	EM Highways
Monica Clark - LA Health & Safety Professional	EM Highways
Tom Merry - HM Inspector of Health & Safety	Health & Safety Executive
Victoria Hall - HSEQ & Sustainability Manager	Ringway Jacobs
Richard Hemingway - Senior Health & Safety Manager	Skanska

Service Delivery Working Group

Name/Title	Company
Steve Ashley (Chair) - Managing Director	Steve Ashley Consulting Ltd
Peter Hyde (Sponsor) - Managing Director	VolkerHighways
Peter Theobald - Head of Risk Management	Amey
James Elliott - Director and Head of Service, Asset Management	WSP Parsons Brinckerhoff
Bryan Cunningham - Contracts Manager	Carillion
David Craik - Executive Director	Colas
David Wells - Environmental Manager	Colas
Mark Stevens - Assistant Director (Highways)	DLO Leicestershire County Council
Kim Hampton - Environmental Scientist	Mott MacDonald
Chris Plant - Group HSE Advisor	Ringway Infrastructure Services
David Binding - Group Commercial Director	Ringway Infrastructure Services
Hannah Shires - Operations Manager	Ringway Infrastructure Services
Doug Ives - TMC Estimating Manager	Skanska
James Powell - Business Improvement Manager	Skanska
Jason Convey - Environmental Manager	VolkerHighways

> HTMA Advocates (as at 1 April 2015)

HTMA Advocates are key to the internal communications, in building awareness and understanding of the association to colleagues within their own businesses. Through them, knowledge sharing and providing quality information for Members will increase the value of membership and create greater engagement from within the Member Companies. Advocates are nominated by their Committee Representatives.

HTMA Advocates

Name/Title	Company	Name	Company
Matthew Cerrone	AECOM	Louisa Perry	Atkins
John Dobrzycki	AECOM	Chris Evans	Balfour Beatty / Connect Plus
Dermott Doyle	AECOM	Phill Ross	Balfour Beatty / Connect Plus
Amrit Ghose	AECOM	Beverley Waugh	Balfour Beatty / Connect Plus
Carol Harris	AECOM	Steve Addison	BAM Nuttall
David Harvey	AECOM	Steve Gee	BAM Nuttall
Kevin Jones	AECOM	phil ross	BAM Nuttall
Graham Maw	AECOM	Jan Balfour	BEAR Scotland
Matt Wilson	AECOM	Tommy Deans	BEAR Scotland
Stephen Knowles	Aggregate Industries	Ken Hossack	BEAR Scotland
Stephanie Johnson	Amey	Duncan Elliott	Carillion
Scott Millar	Amey	Chris Slater	Carillion
Peter Theobald	Amey	Mark Baynham	CH2M Hill
James Trotter	Amey	GaryMassey	CH2M Hill
Stuart Cordier	Aone+	Mark Thompson	Cleveland Potash
Doug Coutts	Aone+	Palvinder Dhillon	Colas
Andy Jamieson	Aone+	Neil Roberts	Colas
Clive Leadbetter	Aone+	Jan Simpson	Colas
Brian Statham	Aone+	David Bailey	Costain
Howard Cooke	Asphalt RS	Shelley Hainsworth	DBi Services
Tim Naidu	Asphalt RS	Susanne Ingham	DBi Services
Kevin Bailey	Atkins	Robert Bradley	EM Highways
Jill Hayden	Atkins	Phil Samms	EM Highways
Ray Hickey	Atkins	Rob Glasson	FM Conway
Chris Mundell	Atkins	Wayne Tomlin	FM Conway

Name/Title	Company	Name	Company
Marc Venner	FM Conway	Shelley Benson	Ringway
Julian Wynn	FM Conway	Siobhan Riordan	Ringway
Paul Smith	Galliford Try	Claire Knight	Ringway Jacobs
Mark Whitfield	Galliford Try	Dave Stewart	Ringway Jacobs
Fraser Davidson	Hyder	Andy Turner	Ringway Jacobs
Adam Bradley	Jacobs	Gary Neiles	Salt Union
James Nash	Jacobs	Cassandra Cann	Skanska
John Davis	JB Riney	Ben Cross	Skanska
Stephen Port	Kiely Bros	Steve Hall	Skanska
James Birch	Kier Services	Doug Ives	Skanska
Pat Clarke	Kier Services	Dilly Lidder	Skanska
Mike Francis	Kier Services	James Powell	Skanska
Tony Hipperson	Kier Services	Gary Rogerson	Skanska
David Short	Kier Services	Malcolm Donovan	Southwest Highways
Matt Antill	Lafarge Tarmac	Katie Gray	Southwest Highways
Grace Copestake	Lafarge Tarmac	Paul Spreadbury	Virtus Traffic Management
Craig Finn	Lafarge Tarmac	Andy Scotter	VolkerHighways
Simone France	Lafarge Tarmac	Barry Warner	VolkerHighways
Justin Harris	Lafarge Tarmac	Paul Aldridge	WJ
James Butt	Mott MacDonald	Andy Stubbs	WJ
Ian Knott	Mott MacDonald	Iain Candlish	WSP
Steve Pate	Mott MacDonald	Jonathan Haynes	WSP
Steve Taylor	Mott MacDonald	Simon Lamb	WSP
Steve Waller	Nynas	Andy Salmon	WSP
Dan Anderson	Ringway		

> Our Members

HTMA is the trade organisation which represents the service providers who currently maintain around 80% of the highway network within the United Kingdom. Its members are some of the best known consulting engineers, construction companies and service providers, including Direct Labour Organisations, in the UK and are a vital element within the community, maintaining the basic infrastructure needed to underpin a fast-moving, flexible economy.



> Associate Members

Associate Member Companies of HTMA provide a service to the highways maintenance industry through the supply of components, materials or products and services, which support the development of quality, safety, overall industry efficiency and good practice.



> Notes

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