

ADEPT

Association of Directors of
Environment, Economy, Planning & Transport

Autumn Conference - Hilton Leeds City Hotel
17th & 18th November 2022

PLACE LEADERSHIP IN A PERFECT STORM

Priority themes - people, place & planet

PLATINUM
sponsor

ATKINS

Member of the SNC-Lavalin Group

PLATINUM
sponsor

GOLD sponsors



SILVER sponsors



USEFUL INFORMATION

Conference Location

The plenary sessions of this conference will be held in the Brigante Suite on the ground floor.

Conference Catering

All refreshment breaks and lunches will take place in the Brigante Foyer & City 3 Restaurant on Level 3.

Conference Badge & Security

All attendees **must always wear their badge** during the conference.

Conference Registration

Delegates attending both days of the conference need only register on Thursday. Please make your way directly to the Lansdown Suite on Friday.

Workshop Sessions

The workshops take place in the following meeting rooms:

Workshop 1: Making 'Place' the place to be - Brigante B (Level 3)

Workshop 2: Planning, places and people - Brigante C (Level 3)

Workshop 3: Digital Roads - Magnum Suite (Level 4)

Workshop 4: Making bolder steps together - Neville Suite (Level 4)

Mentimeter

To participate in the polls and/or submit a question please log on to www.mentimeter.com
The Mentimeter code is **2894 3416**.

Drinks Reception & Dinner

A **drinks reception** will be held in the **Brigante Foyer** from **6:45pm** on Thursday.

Dinner will be called at 7.30pm and will be served in the **Brigante Suite**.

The dress code is lounge suit/business wear. A seating plan will be displayed in the Foyer.

Event Support

If you have any queries about the event please visit the ADEPT Conference Help Desk in the Brigante Foyer.

Hotel

Check-out is by 11.00am. Luggage may be left in the Brigante A Suite located next to the main auditorium.



ADEPT CONFERENCE 2022: PLACE LEADERSHIP IN A PERFECT STORM

Welcome to ADEPT's Autumn Conference 2022, and it is wonderful to bring everyone together in Leeds, the unofficial capital of Yorkshire! It's been a while since we held a conference in the North and I'm very happy to be here.

Putting together this year's conference has not been without the odd hiccup. With an earlier government strongly focused on levelling up, it seemed clear that we should explore in depth what that meant for place and local leadership. But that was two governments ago. Since then, we've seen that agenda replaced with a desire for growth at almost any cost, followed by the return of Michael Gove.

Consequently, we are examining both. With the Autumn Statement due out today, it seemed prudent to hedge our bets. It doesn't look like levelling up has completely disappeared, but it is also likely that we will see the renewed emphasis on growth retained. Everything else is hugely uncertain as we wait to find out the new realities for planning, for budgets, and for environmental targets.

In last year's programme, Paula said the role and voice of local authorities had never been more needed and I think that is even more true today. Amidst national and global uncertainty, we are the ones who keep everything running, who are there for our communities, truly providing leadership in a perfect storm.

My priorities for this year are People, Place and Planet and I think they encapsulate the times we find ourselves in. There is no doubt that with the compounded crises of cost of living, energy and health services, many of our people are struggling. It is our job to try and provide support to the most vulnerable in our communities.

Our places, having been buffeted by Covid and prolonged budget reductions, are going to be in difficulties once more as we are asked to find cuts to services already operating at a minimum. It is our job to keep those services running.

And Planet. We already know we are living in a climate crisis but now with a new Prime Minister whose commitment to net zero is still unclear. Most of us have made clear commitments to net zero, to biodiversity net gain and to tackling climate change. I think we all want to stand by them.

There are other global forces at work which impact across our priorities. War in Ukraine, inflation and supply chain issues are all contributing to our perfect storm. As place leaders, we have already proved we can rise to any challenge - the pandemic - remember that - has shown us what local leadership can be.

The Autumn Conference brings us together to meet our challenges head on. I want to thank our sponsors, speakers and contributors who can help us find new ways to support our communities and deliver our services.

I hope you will find it inspiring, encouraging and reassuring.
We are place leaders and we are all in this together!



Mark Kemp, ADEPT President 2022 - 23



PLATINUM
sponsor

ATKINS

Member of the SNC-Lavalin Group

PLATINUM
sponsor

Please take the time to visit our PLATINUM sponsor's website during the conference.

Programme Day 1 - Thursday 17th November

- 09:00 **Welcome & introduction**
Mark Kemp - ADEPT President / Hertfordshire County Council
- 09:10 **Keynote speaker:**
Sophie Howe, Future Generations Commissioner for Wales (virtual)
- 09:30 **Session 1: Net zero as the catalyst for delivering sustainable growth**
Chair: Jason Pavey, Managing Director (Interim), Transportation UK, Atkins
- *The Rt Hon John Gummer, Lord Deben, Chairman, Climate Change Committee*
 - *Kate Kennally, Chief Executive, Cornwall Council / Green Jobs Delivery Group*
 - *Chris Thompson, Director Net Zero Strategy, Department for Business, Energy and Industrial Strategy*
- 10:30 **Q&A session**
- 11:00 **Refreshment Break**
- 11:30 **Session 2: Developing financial systems in support of the place, climate and growth agenda**
Chair: Karl Battersby, Chair of ADEPT Yorkshire & Humber Board / North Yorkshire County Council
- *Brendan Curran, Policy Fellow, Sustainable Finance, Grantham Research Institute*
 - *Marcus Richards, Director, Strategy and Transactions EY / CIPFA Council Member*
 - *David Forbes, Director, Local Authority Advisory, UK Infrastructure Bank*
 - *Kat Deeney, Head of Environmental Planning, Plymouth City Council*
- 12:15 **Q&A session**
- 12.45 **Lunch**
- 14:00 **Session 3: Panel discussion - looking at growth and investment through the lens of local places: the challenges and opportunities**
Chair: Anthony Payne - 1st Vice President of ADEPT / Plymouth City Council
- *Tom Riordan, Chief Executive, Leeds City Council*
 - *Monica Fogarty, Chief Executive, Warwickshire County Council*
 - *Adrian Smith, Chief Executive, Nottinghamshire County Council*
- 15:00 **Refreshment Break**
- 15:15 **Workshop sessions - Round 1**
- Workshop 1: Making 'Place' the place to be - developing a sustainable future workforce**
Chair: Mark Saunders, Client Director, Colas UK
- *Phil Hyde, Audit Manager, National Audit Office*
 - *John Stiles, Learning Facilitator, Public Practice*
 - *David O'Neil, Supply Chain Director, National Highways*
 - *Michele Roberts, Head of Transport Skills, Transport for West Midlands*
- Workshop 2: Planning, places and people**
Chair: Ian Richardson, Costain
- *Sam Stafford, Planning Director, Home Builders Federation*
 - *Fiona Howie, Chief Executive, Town & Country Planning Association*
 - *David Feeney, Chief Planning Officer, Leeds City Council*

Workshop 3: Digital Roads - understanding and shaping the future of local roads in a world of increasing connectivity

Chair: Yogesh Patel, Quality, Improvement & Innovations Director, Eurovia UK

- *Chris Lodge, Consultancy Manager, TRL - Digital & Data*
- *Mark Kemp, ADEPT President*
- *Darren Capes, ITS Policy Lead, Department for Transport*

Workshop 4: Making bolder steps together - collaborating to help those furthest from the labour market

Chair: Sophie Broadfield, Chair of ADEPT South West Board / Bath & NE Somerset Council

- *Karen Hopley, People & Culture Director, Amey*
- *Richard Harris, Account Director, Amey*

16:15 **Workshop sessions - Round 2**

17:30 **ADEPT General Meeting (Members only)**

18:45 **Drinks Reception & Conference Dinner**

Programme Day 2 - Friday 18th November

- 07:45 **Walking tour of Leeds City centre to see the public realm improvements and the award-winning Leeds Public Transport Investment Programme**
- 09:00 **Session 4: How do we achieve policy coherence to support joined up local delivery?**
Chair: Nigel Riglar, Past President of ADEPT / South Gloucestershire Council
- *Amy Harhoff, Deputy Spokesperson for Economic Prosperity, Solace*
 - *Signe Norberg, Head of Public Affairs & Communications, Aldersgate Group*
 - *Heather Jameson, Editor, The MJ*
 - *Rosie Lockwood, Head of Media & Advocacy, IPPR North*
- 09:45 **Q&A session**
- 10:15 **Refreshment Break**
- 10:30 **Session 5: Tackling the challenges and embracing the opportunities**
Chair: Carolyn McKenzie, Chair Designate of ADEPT Environment Board / Surrey County Council
- *Dr Joshua Pritchard, Deputy Director, Policy Unit, CBI*
 - *Dr Jonathan Carr-West, Chief Executive, Local Government Information Unit*
 - *Alan Law, Chief Officer of Strategy, Natural England*
 - *Jonny Gallagher, Head of Public Affairs and Policy, National Grid Electricity System Operator*
- 11:45 **Closing Remarks**
Mark Kemp - ADEPT President
- 12.00 **Conference close and lunch**

WELCOME & INTRODUCTION



Mark Kemp

Mark is the President of ADEPT and Executive Director of Environment and Transport at Hertfordshire County Council. He is the immediate past Chair of the ADEPT Transport and Connectivity Board and previously worked as a Service Director at Buckinghamshire, Oxfordshire and Cambridgeshire.

He is a Chartered Engineer, Member of the Institution of Civil Engineers and a Fellow of the Chartered Institution of Highways and Transport.

Mark is the Chair of the UK Network Management Board, a member of the UK Roads Leadership Group and a member of the Roads Expert Panel for the Office of Rail and Road.

He was the inaugural Chair of the National Traffic Managers Forum, and has given evidence to Transport Select Committee on highway congestion and maintenance issues.



Sophie Howe

Sophie was appointed as the first Future Generations Commissioner for Wales in February 2016. Her role is to act as a guardian for the interests of future generations in Wales, and to support the public bodies listed in the Well-being of Future Generations (Wales) Act 2015 to work towards achieving the well-being goals.

Prior to this, Sophie was the first Deputy Police and Crime Commissioner for South Wales and the only woman in a police commissioner leadership role in Wales.

She served as a Government Special Adviser from 2009-2013 providing policy and political advice on communities, local government, community safety, housing, regeneration and equality to the Cabinet and First Minister.

With a background in equality and diversity, having managed the legal department in the Equal Opportunities Commission and subsequently as a policy adviser in the Equality and Human Rights Commission, Sophie chaired and wrote the report of the Councillors Commission Expert Panel on increasing diversity in local government.

Sophie served as a county councillor in Cardiff - having been elected at the age of 21 she became the youngest councillor in Wales. During her nine years as a councillor, she was Deputy Leader of the Opposition for a period.

She is currently a member of the Wales Committee of the Equality and Human Rights Commission and is Chair of the international Network of Institutions for Future Generations.



ADEPT

Find ADEPT's **latest news, publications** and **updates** from our boards and groups on our website.

www.adeptnet.org.uk

Navigating our client's challenges to shape the future of transport

At Atkins, we understand the complex challenges our clients face.

With growing economic pressure, the need to address climate change, and support levelling up; our clients want to deliver innovative and compelling business cases that secure investment, and improve transport connectivity for all.

We put our client's problems at the centre of everything we do. Our local transport services address the challenging landscape that many of our clients face. We help to plan and design schemes that deliver value to their local economies and citizens.

We're helping our clients to reduce car dependency and deliver better connectivity with less impact on the environment by shaping the future of transport.

SESSION 1



Jason Pavey

Jason is Managing Director (Interim) of Transportation UK at Atkins and a member of the Commissioning Board for the ADEPT Live Labs 2 programme.

He is a Chartered Civil Engineer with over 25 years' experience in the transport sector. Jason leads the UK Transportation division at Atkins and is passionate about the role that digital and data can play in shaping the future of transport, including our collective imperative to combat the climate emergency and deliver sustainable transport systems.

Transport is one of the largest contributors to global emissions and we all have a role to play in planning, designing, and delivering infrastructure and modes of transport. Solutions must be environmentally sustainable, well designed and maintained, and benefit those who are responsible for and use transport infrastructure. They must also result in economic benefit, social value and better connectivity between people and places.

Jason is a member of the Chartered Institution of Civil Engineers, Institution of Highways and Transportation, and a founding member of the Highways Sector Council.



Lord Deben

The Rt. Hon John Gummer, Lord Deben, is Chairman of the Climate Change Committee and Valpak Limited. He set up and now runs Sancroft, a corporate responsibility consultancy working with blue-chip companies around the world on environmental, social and ethical issues.

Lord Deben was the longest serving Secretary of State for the Environment the UK has ever had (1993-97). His sixteen years of top-level ministerial experience also includes Minister for Agriculture, Fisheries & Food, Minister for London, Employment Minister and Paymaster General

in HM Treasury. He has consistently championed an identity between environmental concerns and business sense.



Kate Kennally

Kate Kennally is the Chief Executive of Cornwall Council, the Association of County Council Chief Executives policy lead for Net Zero, and the local government representative on the Ministerial Green Jobs Delivery Group.

She has been leading Cornwall Council's commitment to be net zero by 2030, which was recognised in the MJ Local Government Achievement Awards 2021, when the Council won the 'Leadership in Responding to the Climate Emergency category'. Kate is passionate about

improving Cornish residents' lives through inclusive good growth and empowering communities to get involved in the delivery of public services.



Chris Thompson

Chris is the Net Zero Strategy Director at the Department for Business, Energy and Industrial Strategy (BEIS).

He leads BEIS's work on its overall strategy and delivery of emission reductions while seizing the economic benefits of the low carbon transition. His team also cover policies that cut across sectoral decarbonisation plans, such as working with and through local government.

His previous role was Labour Market Director in BEIS where he led the Government response to the Matthew Taylor Review of Modern Working Practices.

Prior to that Chris worked on the Consumer Rights Act in BEIS, Further and Higher Education policy in the Department for Education and a range of roles in HM Treasury.

Conference sustainability

We work to provide a high quality event whilst seeking to minimise the environmental impact.

The ways in which we try to reduce the environmental impacts include:

- Selecting venues which are easily accessible, particularly by public transport
- Asking venues to provide tap water plus notepads, pens or pencils made from sustainable sources
- Requesting venues to source fair trade, local and seasonal food wherever possible; to reuse crockery, glassware, cutlery, and to recycle as well as compost
- Providing recycling bins
- Avoiding excess paper usage by carrying out marketing, correspondence and registration electronically, and using recycled paper for any printed material



GOLD sponsors



Please take the time to visit our GOLD sponsors' websites during the conference.

SESSION 2



Karl Battersby

Karl has been the Corporate Director – Business & Environmental Services at North Yorkshire County Council since November 2020. He is responsible for highways and related functions, passenger transport, waste disposal, fleet, public rights of way, trading standards, and regeneration.

He has previously held Corporate Director place roles at Kirklees Council, Wigan Council and Rotherham Council. A planner by background, Karl has also held a variety of planning roles, beginning his career at Exeter City Council as a planning enforcement officer.

Karl has also worked for Doncaster Council, Wakefield Council and Blackpool Council.



Brendan Curran

Brendan is a Policy Fellow at the Grantham Research Institute at the London School of Economics, where he works on sustainable finance policy with a particular focus on just transition and place-based climate investment.

Prior to joining the Grantham Institute, Brendan spent several years working on sustainable finance policy within the UK Government. Firstly, as a policy adviser on social investment within the Government Inclusive Economy Unit and more recently working with the Department

for Business, Energy and Industrial Strategy (BEIS) on green finance policy and the publication of the Net Zero Strategy. During this time, he also had a secondment at the Green Finance Institute.

Prior to working in policy, Brendan spent five years working for Lloyds Bank across several roles.



Marcus Richards

Marcus is a Director in EY's Government and Infrastructure Corporate Finance practice and a Fellow of the Chartered Institute of Public Finance and Accountancy.

He advises the sector on complex capital undertakings, including energy, transport and housing infrastructure with a focus on green and sustainable capital activity.

Marcus has also led on delivering the government's Freeport policy, including the establishment of the East Midlands Freeport and its associated hydrogen infrastructure plans.



David Forbes

David is a Director of the Local Authority Advisory function in the UK Infrastructure Bank, joining earlier this year.

David has previously held various roles across the Civil Service. He worked in the Department for Business, Energy and Industrial Strategy as a commercial advisor structuring financing arrangements for civilian nuclear projects, and more recently in the Department for Levelling Up, Housing and Communities, where he was responsible for housing investments, overseeing

a range of development finance and guarantee schemes.

Prior to joining the Civil Service, David worked in the private sector where he consulted across the local authority and infrastructure space.

Session 2 continued overleaf...



amey.co.uk

We are a market-leading, multi-disciplinary provider of critical maintenance and enhancement services to the UK's transportation market. Our teams take pride in collaborating with our clients, supply chain and communities to design and implement bold, innovative solutions.

We know infrastructure play a huge part in the decisions everyone makes every day. Recognising everyone's journey in life is different, we take personal responsibility to create environments which benefit local people and local areas.

Transforming
journeys
enabling
communities
to thrive

Personal pride in our public service

EMPOWER | ENGAGE | EXCEL





Kat Deeney

Kat is Head of Environmental Planning at Plymouth City Council where her portfolio includes providing strategic leadership for environmental planning, green and blue space enhancement and responding to the climate emergency.

Her responsibilities include transformation of the Council's Green Estate, including nature based solution delivery, solar farm development and activating spaces for people. Kat has spearheaded the development of the UK's first National Marine Park, delivery of a new Community Forest and the development of innovative environmental funding models. Kat has worked within the environment field for over 18 years and is focused on how people and nature can work together to achieve benefits for all.

SESSION 3



Anthony Payne

Anthony is the 1st Vice President of ADEPT and Strategic Director for Place at Plymouth City Council, where he has responsibility for Economic Development, Strategic Planning and Infrastructure, and Street Services.

Previously, he was employed by the East Midlands Development Agency in a number of director posts, which included sustainable development, followed by land and development and Executive Director for Strategy and Communications. From 1995-2004, Anthony was based

in Brussels, running a network of European Cities on Sustainable Development.

Anthony holds a BSc in Geology and a MPhil in Planning. He was born and bred in Plymouth.



Tom Riordan

Tom is Chief Executive of Leeds City Council and has overseen a significant transformation of the city since 2010.

His top priority is for Leeds' growth and public services to be inclusive, championing mental health and diversity causes in the city. Tom has held several roles leading local and central government engagement.



Monica Fogarty

Monica is Chief Executive of Warwickshire County Council.

With over three decades of experience in local government, Monica has held a number of senior roles. Until 2016 she was Strategic Director for Communities leading the 'place' agenda for Warwickshire and prior to that she was Assistant Chief Executive for Warwickshire. With London-Irish roots, Monica and her family live in Kenilworth, Warwickshire.



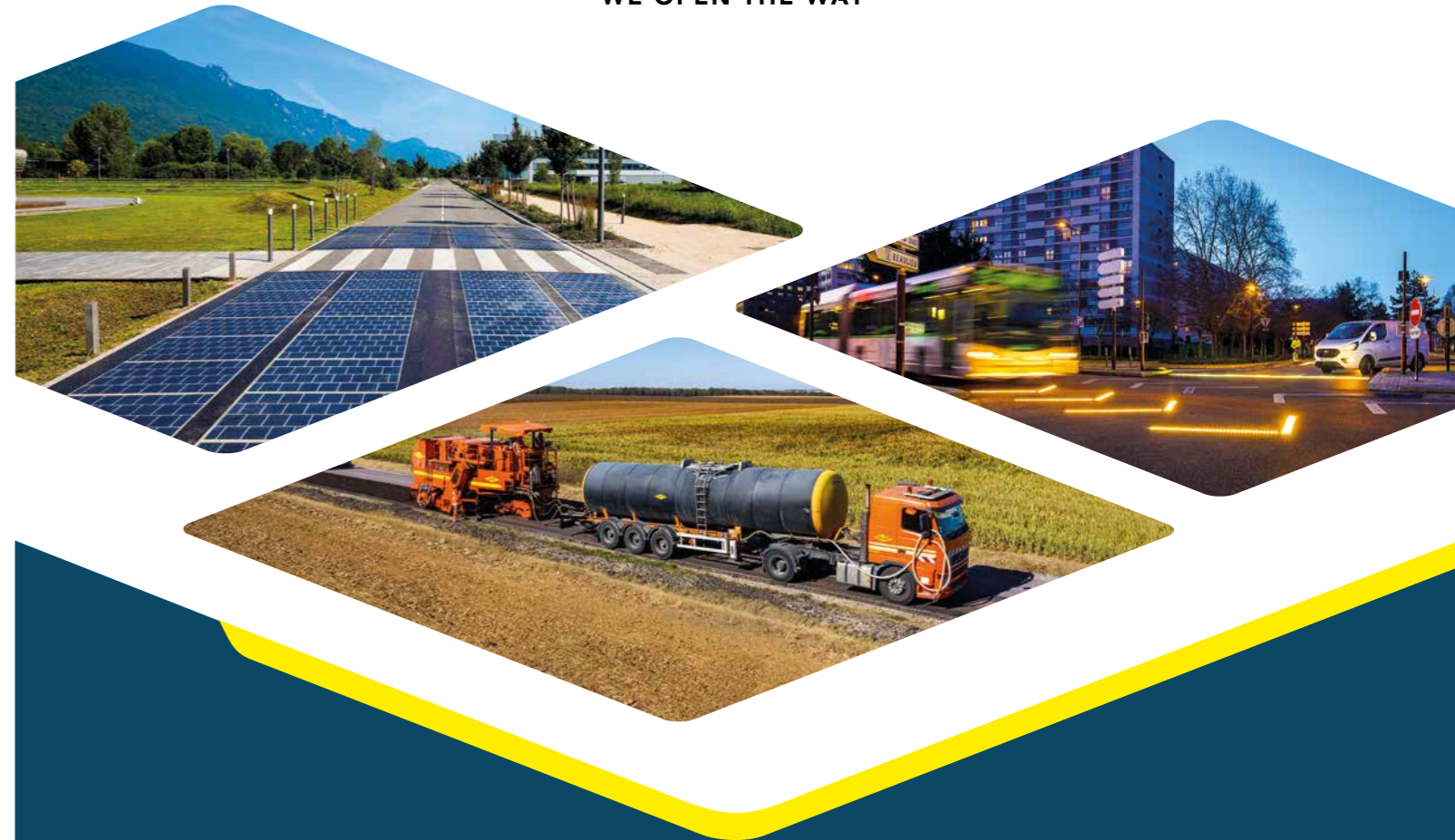
Adrian Smith

Adrian is the Chief Executive of Nottinghamshire County Council. He joined the Council in 2016 as Corporate Director of Place, becoming the Deputy Chief Executive in January 2019 and has been Chief Executive since September 2022.

Adrian is the Head of Paid Service and has overall responsibility for the Council's £1.1 billion budget and over 16,000 employees who work directly or indirectly for the Council. He is ultimately responsible for the provision and performance of around 440 statutory and discretionary services to 805,848 people across Nottinghamshire.



WE OPEN THE WAY



REIMAGINING THE WAY TO POSSIBLE

Roads foster mobility, shape economies, create **SHARING**. They build links between communities and between people. We are imagining, building, maintaining and recycling, **CARING** for people and the environment. The people at Colas, preserve and grow our unique heritage, that everyone benefits from today and which we will pass onto future generations around the world with **DARING**. We design the roads of the future, and together, we face the challenges of tomorrow in an innovative sustainable way.

Colas opens the way to a world of possibilities

0333 577 3577 | info@colas.co.uk
www.colas.co.uk

SESSION 4



Nigel Riglar

Nigel is the Executive Director, Department for Place, leading the delivery of South Gloucestershire Council's place shaping and management services. He is a Past President of ADEPT.

Previous roles include Commissioning Director for Communities and Infrastructure at Gloucestershire County Council and Deputy Chief Executive for Stroud District Council.

Nigel is Chair of the Cotswold Beacon Academy Trust and set up the Beacon Council Scheme for the Improvement & Development Agency. He is an Honorary Member of the Faculty of Public Health.



Amy Harhoff

Amy is Corporate Director of Regeneration and Growth for Durham County Council where she is responsible for the design and delivery of a transformational economic strategy, strategic investment and a breadth of frontline services across place.

Prior to Durham, Amy has held senior roles in Transport for the North, Sheffield City Region Combined Authority and Transport for Greater Manchester. She is an active member of Solace as Deputy Spokesperson for Economic Prosperity and was named as Planning Magazines 'Ones to Watch' in 2016. Amy is a previous winner of the McKibben Research Prize for the Chartered Institute of Transport and Logistics.



Signe Norberg

Signe is the Head of Public Affairs and Communications at the Aldersgate Group, a multi-stakeholder alliance championing a competitive and environmentally sustainable economy.

The Group's corporate membership represents a collective global turnover of over £550bn and includes companies with operations across the UK economy. She is responsible for the public affairs work of the Group, including leading on its work on natural capital, economic recovery, the Environment Act, and international climate. Signe has extensive experience of both the

public and private sectors. Prior to joining Aldersgate Group, she worked at Southwark Council, leading on the local authority's public affairs work related to environment, public health and housing.



Heather Jameson

Heather is editor of *The MJ*, the leading weekly local government title for chief executives and senior managers, and of www.TheMJ.co.uk.

She is a regular speaker at both local government events and The MJ's own events, including The MJ Future Forum, The Future Forum North and The MJ Achievement Awards. Heather was a member of the Councillors' Commission, chaired by Professor Colin Copus of De Montfort University, and is a passionate advocate of local government.



Rosie Lockwood

Rosie heads up communications and advocacy for the IPPR (Institute of Public Policy Research) North and IPPR Scotland, working to influence progressive policy including power and devolution, transport, child poverty, health inequalities and more.

Rosie has appeared on BBC Politics North and Times Radio and written work published in the Times Red Box and has played a key role in researching, writing and communicating work on her areas of expertise, including democracy and youth participation. Rosie has also

worked in the UK Parliament for prominent northern MPs and is the former mayor of Selby, in North Yorkshire.



Accelerating the transition to a net zero carbon future



Our trusted experts are here to support you throughout your journey to achieve net zero carbon emissions. We can help you to:

- Reduce embedded and operational carbon
- Improve energy efficiency and resilience
- Transition to cleaner energy such as hydrogen and renewable electricity

www.costain.com



SESSION 5



Carolyn McKenzie

Carolyn is Chair Designate of the ADEPT Environment Board and the Director for Environment at Surrey County Council.

She has over 20 years' experience in the environment, public, private and not for profit sectors. Most recently, Carolyn worked at Kent County Council as Head of Sustainable Business and Communities where she led the Council's approach to environmental management of the organisation as a whole and the climate emergency specifically, amongst other areas.



Dr Joshua Pritchard

Josh is the Deputy Director of the CBI's Policy Unit, and the CBI's public sector markets lead.

He helps lead the CBI's team covering infrastructure, transport, manufacturing, retail and construction, and personally heads up policy around public procurement, major projects, defence and social value. Josh holds a PhD from the University of Cambridge, and previously worked on policy issues for reform think tank, the Solidarity Peace Trust in South Africa, and the De Beers Group.



Dr Jonathan Carr-West

Jonathan has been Chief Executive of Local Government Information Unit since February 2013 where he leads on all aspects of the think tank's policy, membership and influencing work.

With over 15 years' experience, Jonathan is a leading national expert on local government transformation, local democracy and public services. Some of his particular interests are in participative democracy, the evolving nature of public services and devolution.

With extensive media profile and sector credibility, he has published on topics as diverse as localism and public service transformation, cognitive and behavioural science, and the politics of cultural memory.



Alan Law

Alan is the Chief Officer Strategy at Natural England (NE) where he has developed tools to deliver the Environment Act including biodiversity net gain and local nature recovery strategies.

In his 17 years at NE, Alan has overhauled processes for engaging with the planning system and delivering statutory advice. He delivered the first Marine Conservation Zones and was the architect of NE's conservation strategy, C21, which changed the way nature conservation is practised including working at a larger scale, securing lasting benefits, and putting people at the

heart of conservation. Alan has worked in conservation for 30 years, starting at WWT Martin Mere and then English Nature, where he provided operational leadership across south east England.



Jonny Gallagher

Jonny is Head of Public Affairs and Policy at National Grid Electricity System Operator (ESO).

He is responsible for managing the ESO's relationships with Government and elected representatives and helps explain to them how the energy system works today, and how it will evolve to meet the challenges of net zero.

He has worked in the energy sector for nearly a decade across commercial, regulatory and policy roles. Prior to that he worked in a variety of policy roles in the Civil Service.



Partnerships that work

www.ringway.co.uk
info@ringway.co.uk

Ringway

@Ringway_UK

**We deliver great highway services.
With people you want to work with.**

We are a local partner. Managing, maintaining and improving around 50,000 kms of the UK's highway network. In partnership with highway authorities and local suppliers, we invest in local people and the communities we work in. Connecting communities. Supporting local places and people.

A world of expertise, applied locally.



WORKSHOP 1



Mark Saunders

Mark is Client Director within Colas UK. He engages clients and other stakeholders in strategy, innovation and thought leadership and works to align client demand with relevant capability.

Mark brings a proven track record in successful collaborative relationships, often using new business models to seek a win-win for all parties. He has run international programmes of innovation and technology application across the UK, Spain, Australia and North America.

He is a chartered scientist and, following completion of his first degree at Oxford University, studied his MBA at Henley Business School. He has held leadership roles across business, local and national government groups related to smart cities, sustainable development, low carbon and renewable energy.



Phil Hyde

Phil is the Audit Manager at the National Audit Office. A history graduate and member of the Chartered Institute of Public Finance and Accountancy, he joined the National Audit Office from university over 30 years ago.

He specialises in Value for Money (VFM) studies, and has spent the last six years examining issues in the education and skills sector. Phil has also been head of VFM training, and regularly comperes the organisation's conferences and events.

Outside work, he's never happier than when reading about history and theology, and never unhappier than when watching Crystal Palace FC.



John Stiles

An architect, John works part-time for Public Practice, a social enterprise with a mission to build the public sector's capacity to improve the quality, equality and sustainability of places. As Learning Facilitator, he oversees the delivery of the Associate course for a number of cohorts.

Alongside this role, John has been the Principal Urban Design Officer at Brent Council since 2020, leading on new design-related supplementary planning guidance, managing design review and developing design codes and strategic masterplans for some of the borough's growth areas.

John joined the public sector in 2019 after working at private architecture and urban design practices, including Maccreanor Lavington and Bell Phillips in London.



David O'Neil

David is Supply Chain Director for National Highways. He is a Chartered Civil Engineer with over 30 years' experience in creating transport solutions that better connect the country.

He set the National Highways supply chain strategy that successfully delivered its first roads period and is operating well through the second roads period. He is passionate in working with highways suppliers to deliver stretching ambitions on net zero highways, customer service, digital roads and social value.

David leads National Highways' Roads Academy and believes strongly in the difference this can make to the whole roads sector.



Michele Roberts

Michele leads the Transport Skills Academy at Transport for West Midlands. Her career has spanned education and skills policy and delivery within central and local governments.

She has specialised in apprenticeship policy for SMEs, higher and degree apprenticeships and more recently has been working in higher education supporting the rollout of apprenticeships where she won the Vice Chancellors award for achievement. She has worked nationally across different industry sectors to raise skills levels and support access into jobs through policy areas such as National Skills Academies, Training Quality Standard and Centres of Vocational Excellence.

Early in her career she was an Investors in People assessor and adviser, which led her to deliver consultancy services on business improvement through people. Working with young people to support their aspirations and identifying opportunities for growing skills and employment maintains her drive and commitment to succeed.

ADEPT LUNCH & LEARN

INTERACTIVE SESSIONS RUN VIA MICROSOFT TEAMS WITH ADEPT SUBJECT BOARDS

4th Friday of each month, 12 noon - 12.45pm



If you are interested in attending please email secretariat@adeptnet.org.uk

SILVER sponsors



Please take the time to visit our SILVER sponsors' websites during the conference.

WORKSHOP 2



Ian Richardson

Ian is the Key Account Director for the Local Government and Devolved Regions at Costain, providing a range of complex delivery, consultancy and digital solutions to a number of progressive clients looking for end to end solutions.

He is a Chartered Manager with extensive experience of working across the public and private sectors. During his 17 years with Capita, Ian ran large scale local government outsourcing contracts, creating solutions for property, planning, infrastructure, and regeneration together

with being wholly responsible for a £100m P&L.

Prior to joining Costain, Ian was Chief Operating Officer of a telephony business providing network solutions in remote areas and reliable mobile monitoring into the care sector.



Sam Stafford

Sam works for the Home Builders Federation where he seeks to represent the interests of the housebuilding sector in discussions about national and local planning policy in England and Wales.

He is a Chartered Town Planner with skills and experience accumulated across the property sector.

In his previous role as Regional Strategic Land Director at Barratt Developments, Sam worked with the Divisional Barratt and David Wilson businesses in the North West and West Midlands to increase the size of, manage, and report to the Group on the health of its strategic land portfolios.



Fiona Howie

Fiona joined the Town and Country Planning Association (TCPA) as Chief Executive in February 2019. She is responsible for the day-to-day running of the organisation, supporting the board of trustees and leading the implementation of their five-year strategic plan, which was published in January 2021.

Her roles prior to joining the TCPA include running the charity Campaign for National Parks, working as Head of Planning at Campaign to Protect Rural England and as a member of the

public affairs team of Macmillan Cancer Support.



David Feeney

David was appointed as Chief Planning Officer for Leeds City Council in August 2019 and has worked for the council in a wide variety of planning and project management roles since 1990.

These include leading on the Leeds Local Plan incorporating the Core Strategy, Core Strategy Selective Review and Site Allocation Plan to adoption. David was formerly Environment City Manager for Leeds which entailed leading on a variety of environmental management, climate change and sustainability projects.

David has been a full member of the Royal Town Planning Institute since 1989 and was Visiting Professor of Town Planning (Leeds Beckett University) 2007 - 2010.



Driving economic growth in our communities

Stantec has secured over £1 billion in Government grant and loan funding for our clients, helping them deliver homes, stimulate innovation and tackle inequalities across the UK.

Our economic development team help our clients realise their strategic ambitions by

- Identifying the right funding for their infrastructure project
- Creating compelling business cases that demonstrate local priorities, deliverability and value for money
- Delivering options appraisals
- Analysing and interpreting economic impact
- Keeping up to date with the latest industry insights
- Drawing on the strengths of our planners, designers, engineers, and environmental specialists

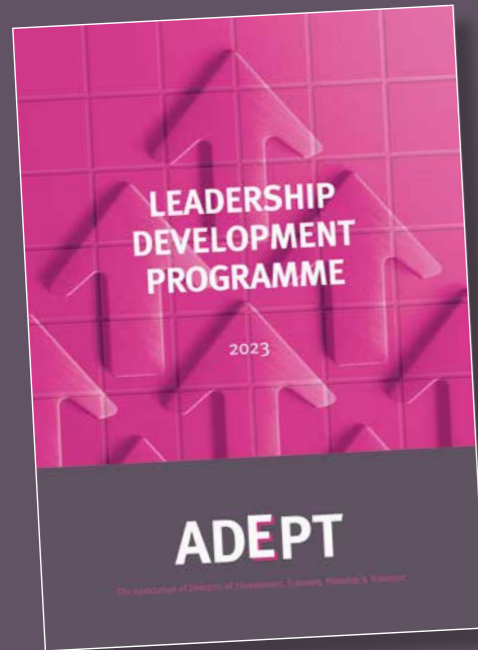
For more information visit

www.stantec.com/uk



It's never been a more exciting or challenging time to be a place leader!

ADEPT's Leadership Development Programme is a unique opportunity for aspiring Directors of Place who want to move beyond their own specialisms to become future leaders.



In partnership with SOLACE (Society of Local Authority Chief Executives), ADEPT's inspirational programme has been designed specifically to explore how place leadership is evolving in a post-Covid landscape, where climate change and levelling up are at the forefront of local and national agendas.

To become a place leader, constantly balancing strategic priorities with the provision of day-to-day services, requires skilled leadership and the ability to bring a broad, cross-sector approach to the role.

The programme has been created for people currently in a Tier 3 or 4 senior leadership role. We are looking for applicants with ambition to make a difference to their places, their organisations and to ADEPT itself - our Leadership Team of the future.

Working with colleagues, place directors, course leaders and guest speakers, the programme will give you the opportunity to:

- Use time away from demanding roles to reflect on yourself as a leader
- Explore how to move from being a specialist / expert to a leader of place
- Build on previous leadership and management training
- Develop new skills, debate issues and explore challenges

Following highly successful previous years, we will be running two cohorts in 2023. Each programme will launch with a detailed overview of the aims, concepts and modules and an opportunity to network with colleagues. The launch is followed by four modules. The confirmed dates for 2023 are:

Programme

One-Day Launch: **Programme Launch**
 Two-day Workshop: **Module 1: Leadership and Change**
 Two-day Workshop: **Module 2: Strategic Thinking**
 Two-day Workshop: **Module 3: Working Collaboratively across Organisations**
 Two-day Workshop: **Module 4: Coaching for High Performance**

Cohort 9

2 February 2023
 6-7 March 2023
 10-11 May 2023
 17-18 July 2023
 19-20 Sept 2023

Cohort 10

17 April 2023
 8-9 May 2023
 19-20 July 2023
 27-28 Sept 2023
 8-9 Nov 2023

We are seeking applications from a wide range of people and backgrounds. ADEPT is committed to providing opportunity, encouraging diversity and enabling both the programme and our organisation to benefit from fresh perspectives in an inclusive environment.

The entire programme costs £1,999* and we hope aspiring place directors will take advantage of a programme designed specifically for them. The deadline for applications is 6 January 2023.

'This programme has been exceptionally helpful in providing an opportunity to reflect on my strengths and weaknesses as a leader. In particular, it has helped me to focus on the differences between leadership and management, and what sort of leader I want to be. I highly recommend this programme.'

If you are interested and would like to speak to someone, please contact Hannah Bartram - Hannah.bartram@eastsussex.gov.uk

*Costs do not include accommodation and are subject to VAT at standard rate.



Creating sustainable local communities

At WSP we care about the issues facing local government and have a long track record of assisting our clients to successfully tackle the pressures facing them from addressing net zero demands to implementation of new digital services.

We improve our clients' transport systems – increasing quality, safety, accessibility, and good connectivity to reduce social isolation, and intensification of cities and towns while satisfying the need to protect green space.

wsp.com



WORKSHOP 3



Yogesh Patel

Yogesh is Quality, Improvement & Innovations Director at Eurovia UK. He has over 30 years' experience in the civil engineering and highways industry as a consultant, client, and a service provider with Eurovia/Ringway. He has responsibility for Quality, Improvement and Innovation across the UK business.

Yogesh led the development and implementation of the first integrated style maintenance and framework contracts and developed the Active Management Payment Mechanism for PFI contracts, moving from lane availability towards customer safety and journey reliability.

At Eurovia/Ringway, he has undertaken several strategic and operational roles. His current focus is on using technology innovation as a "disrupter" to challenge existing business and operating models for highways construction, maintenance, management and operations, and making the infrastructure more digitally connected with its customers and environment.



Chris Lodge

Chris is a senior manager at TRL responsible for the Digital & Data teams.

He is an experienced consultant with a research background and a history of working in connected and autonomous vehicle trials and evaluation, traffic management and modelling, and pedestrian safety.

In his day job he is focused on leading high performing teams and projects in the CAV space and beyond. Chris was the technical lead for the recently completed HelmUK HGV platooning trials, a large scale £9m on-road evaluation of new technology for DfT and National Highways.



Darren Capes

Darren has over 30 years' experience in local and central government. A qualified civil engineer and Fellow of the Institution of Engineering and Technology (IET) and Institute of Highway Engineers (IHE), Darren's career has encompassed most areas of municipal engineering including design, construction, technology development and implementation.

He leads local roads ITS policy at the DfT focusing on emerging technologies and readiness of highway authorities for the challenges new vehicle and data technologies. Darren is Vice President of the IHE and Chair of the Transport Policy Panel IET. He manages the Transport Technology Forum for the DfT and speaks regularly on the challenges of emerging transport technology.

ADEPT LIVELABS2
Decarbonising Local Roads

Driving net zero across the local roads lifecycle

For more information visit www.adeptnet.org.uk

A date for your diary... **Thursday 25 May 2023**

SPRING CONFERENCE & AWARDS DINNER

Conference venue: **One Great George Street, London**
Dinner venue: **One Whitehall Place, London**

ADEPT

THE FUTURE IS ELECTRIC



The ban on sales of new petrol and diesel vehicles is approaching. Get your council ready for 2030

Connected Kerb will support you to:

- Fund, install and maintain your charging points
- Hit your net zero goals
- Generate new revenue streams
- Educate and engage with your constituents

Our charging points are:

- Long-lasting and durable
- Affordable, reliable and accessible
- Future proofed for technologies such as 5G

Who we work with



Contact us



info@connectedkerb.com
www.connectedkerb.com

WORKSHOP 4



Sophie Broadfield

Sophie is Director of Sustainable Communities at Bath and North East Somerset Council and Chair of the South West ADEPT Board.

She is responsible for the council's place-shaping services – including the economy, regeneration, housing, planning, heritage and transport – with an overall focus on addressing the climate and nature emergency.

Previously, Sophie worked for the Civil Service including roles at Defra (regulating the water companies), the Department for Communities and Local Government (local government finance reform) and HM Treasury (devolution to mayoral combined authorities and public service transformation).



Karen Hopley

Karen is People Director for Transport Infrastructure at Amey and a Fellow of the Chartered Institute of People & Development with 36 years' HR experience.

Joining Amey in 2020 Karen has worked with the business to develop a transformative, high-performance culture where employees are engaged, empowered and supported to excel.

She is passionate about addressing the skills shortage in the infrastructure sectors, while tackling social mobility and rising unemployment.

Karen is keen to attract those furthest from the labour market into Amey, where they recruit for attitude, embrace difference and train for potential.



Richard Harris

Richard is an Account Director for Amey Highways in Staffordshire.

MBA qualified and a Fellow of the Institute of Highway Engineers, Richard leads an exceptional team on the £86m Infrastructure+ contract in Staffordshire. He is responsible for the account business strategy, overall performance of the contract, including health and safety, financial P&L, service outcomes and client relationships.

Richard is a chartered civil engineer with over 22 years' experience in infrastructure project delivery and highway maintenance. He has held senior positions delivering community-led projects, major projects, highway maintenance, strategy and business improvement for both public and private sector employers.



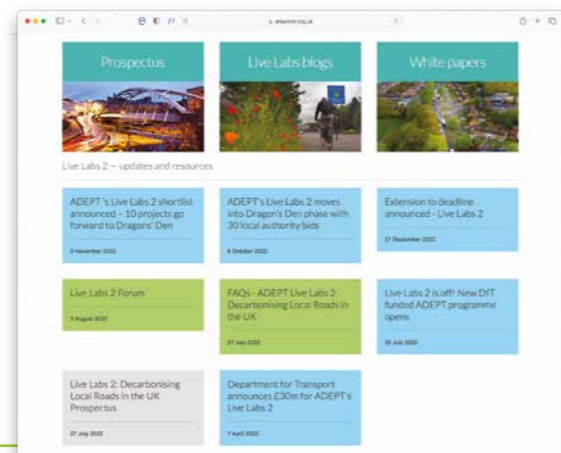
Unrivalled roadscape [Intelligence]



ADEPT

Find out the latest from **Live Labs 2**, ADEPT's **membership programmes**, our members' work on **climate change** and the **President's monthly update** on our website.

www.adeptnet.org.uk



ADEPT

ADEPT WORKSHOP

NAVIGATING TRANSITION

with Roger Paine

Starting to consider stepping down from a top job is a significant time. The future can feel full of opportunities and yet very uncertain in equal measure.

If you are beginning to think about a new stage in your career, this half-day small group workshop could be perfect. It will examine the core themes running through all transitions - valuing freedom and autonomy, finding balance, determining what's enough and establishing a new meaning and identity in life.

You will get a personal insight into what it's like to move from being a chief executive to becoming a portfolio worker as coach, facilitator, non-executive director, advisor to a start-up company and musician.

Drawing on the experiences and lessons learned by those who have already made the change, we will explore a wide range of ideas and options to develop a personal transition framework considering five key areas in depth:

- finance
- health & wellbeing
- intellectual stimulation
- skills & talents
- home & family

The workshop, to be held in Birmingham on 2nd February 2023, costs £300 +VAT. For more information, please email: secretariat@adeptnet.org.uk

The workshop also includes an individual one-hour virtual follow-up session to explore your individual transition plan.



Future Highways Research Group Official Research Partners of ADEPT



The Future Highways Research Group (FHRG) provides an independent forum to share knowledge and develop innovations with transformational potential.

FHRG members span the UK highways sector, providing research based Methods, knowledge and toolsets to meet strategic challenges.

Annual membership includes:

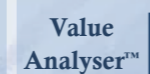
- Quarterly meetings and biannual innovation conferences
- Access and participation in the full range of research programmes
- Annual or biennial service-level value for money assessments

For more information, please visit:

www.adeptnet.org.uk/programmes/future-highways-research-group



Carbon Accounting & Carbon Analyser



Value Analyser™

VfM Assessments & Benchmarking



Future Services Delivery Options

Decision Equipped.

proving

ADEPT

Association of Directors of Environment, Economy, Planning & Transport

To apply please contact:

Andy Perrin

+44 (0)7400 161111

a.perrin@provingservices.co.uk

Or

Simon Wilson

+44 (0)7970 773496

s.wilson@provingservices.co.uk

Connecting people



Sustainably delivering highway infrastructure which is vital to the UK

For general enquiries, please email: Highways.communications@kier.co.uk



Follow us:

www.kier.co.uk

ADEPT and CIPFA are holding a Green Finance training session for Place Leaders and their senior finance business partners



COMING SOON...

From the ADEPT, in partnership with Amey, Excellence in Place Leadership Programme

Local Place Leadership: a toolkit to support levelling up

The toolkit will bring together thought leadership and examples from local authorities that have shaped their own levelling up goals to deliver meaningful change for local people.

GREEN FINANCE TRAINING

Date: Thursday 24th November, 10:00-16:00 Venue: CIPFA, 77 Mansell Street, London E1 8AN

The session will cover key questions including:

- How do local authorities access green finance? (new sources of investment for climate/environment projects over and above traditional capital financing routes)
- How do LAs use this new investment within the normal rules and safeguards of public finance management?
- How do LAs package and present their desired climate/environment projects into a programme that is investment-ready for private finance and affordable for the LA?

Confirmed speakers include:

Karl Harder, Abundance Investment.
Sylvia Baron, Turner & Townsend (London Retrofit Accelerator Programme).
Louise Marix Evans, Quantum Strategy & Technology.
Kit England, Glasgow City Council.
Neil Witney, BEIS.
David Forbes, UK Investment Bank.

The cost of the course is £199 (+vat) per person.

Places are limited - to book please email secretariat@adeptnet.org.uk

Don't miss
this session -
book now!

 VolkerHighways

Leading integrated highway services provider

- Highways term maintenance
- Street lighting
- Surfacing
- Traffic management
- Electric vehicle charge points
- Fibre optic networks
- Independent connection provider

volkerhighways.co.uk
business.development@volkerhighways.co.uk



ADEPT

www.adeptnet.org.uk

LOCAL AUTHORITY / COMBINED AUTHORITY / STB MEMBERS (November 2022)

Barnsley Met Borough Council
 Bath & NE Somerset Council
 Bedford Borough Council
 Birmingham City Council
 Blackburn with Darwen Council
 Blackpool Council
 Bolton Council
 Bournemouth Christchurch & Poole Council
 Bracknell Forest Council
 Brighton & Hove City Council
 Buckinghamshire Council
 Cambridgeshire County Council
 Central Bedfordshire Council
 Cheshire East Council
 Cheshire West & Chester Council
 City of Wolverhampton Council
 City of York Council
 Cornwall Council
 Cumbria County Council
 Derby City Council
 Derbyshire County Council
 Devon County Council
 Doncaster Met Borough Council
 Dorset Council
 Dudley Met Borough Council
 Durham County Council
 East Riding of Yorkshire Council
 East Sussex County Council
 Essex County Council
 Gloucestershire County Council
 Hampshire County Council
 Herefordshire Council
 Hertfordshire County Council
 Hull City Council
 Isle of Man

Kent County Council
 Kirklees Council
 Lancashire County Council
 Leeds City Council
 Leicestershire County Council
 Lincolnshire County Council
 Liverpool City Council
 LB of Barnet
 LB of Enfield
 LB of Haringey
 LB of Havering
 LB of Newham
 Luton Borough Council
 Medway Council
 Middlesbrough Council
 Milton Keynes Council
 Newcastle Upon Tyne City Council
 Norfolk County Council
 North Northamptonshire Council
 North Somerset Council
 North Yorkshire County Council
 Northumberland County Council
 Nottinghamshire County Council
 Oxfordshire County Council
 Peterborough City Council
 Plymouth City Council
 Portsmouth City Council
 Reading Borough Council
 Rotherham Borough Council
 Rutland County Council
 Salford City Council
 Sandwell Met Borough Council
 Sheffield City Council
 Shropshire Council
 Slough Met Borough Council

Solihull Met Borough Council
 Somerset County Council
 South Gloucestershire Council
 Southend on Sea Borough Council
 Staffordshire County Council
 St Helens Council
 Suffolk County Council
 Sunderland City Council
 Surrey County Council
 Swindon Borough Council
 Telford & Wrekin Council
 Thurrock Council
 Torbay Council
 Walsall Council
 Warrington Borough Council
 Warwickshire County Council
 West Berkshire Council
 West Northamptonshire Council
 West Sussex County Council
 Wigan Met Borough Council
 Wiltshire Council
 Wokingham Borough Council

Combined Authorities

- Greater Manchester Combined Authority
- Tees Valley Combined Authority
- West of England Combined Authority
- West Midlands Combined Authority

Sub-national Transport Bodies

- England's Economic Heartland
- Midlands Connect
- Transport for the North
- Transport for the South East

There are 119 single / upper authorities outside of London: 56 unitary authorities, 37 metropolitan boroughs, 26 non-metropolitan counties. There are 33 London boroughs including the City of London. In addition there is the Council of the Isles of Scilly.





WELCOME TO OUR CORPORATE PARTNERS



...THANK YOU FOR ALL YOUR SUPPORT

Sponsored content

ATKINS

Member of the SNC-Lavalin Group

Providing place leadership in a perfect storm



The sector and those who work within it are facing some significant challenges. All of them will require considerable effort and investment to address and resolve, but collectively, where do we even start?

Mike Batheram, Market Director, Local Transport, Atkins

The theme of the ADEPT 2022 autumn conference, "Place leadership in a perfect storm", couldn't be more appropriate. Tackling the climate emergency, recovery from the Covid pandemic, decarbonisation, economic uncertainty, energy transition, funding, inflation, recession and the war in Ukraine. The list of local, national and global challenges facing our sector is mounting.

Focusing on the needs of places

All the challenges facing our sector are inextricably linked. Each of them requires investment. Each requires an evidence-based strategic approach, and they all, directly or indirectly, impact local communities.

At the heart of our challenge lies the collective ambition of delivering better places. Places are at the centre of our communities, cities, towns and villages, and Directors of Place, are central to developing strategies and plans to address the multitude of challenges facing our sector.

Success relies on the ability of place leaders to develop and implement a holistic systems approach. An approach that recognises the interdependencies between the various challenges;

working corporately and with external public and private sector organisations, to ensure that we maximise the potential for synergy across initiatives. A holistic approach helps to address more than one issue simultaneously and deliver benefits in one area that will be transferable to some of the other challenges.

Local authorities are best placed to inform the development of those strategies and initiatives because they understand the composition of their areas and the needs of their local people. To succeed, it has been long recognised that Government must empower local government organisations, whether Sub-national transport bodies, Metro Mayoral Combined Authorities or local Council's, to develop those strategies and make the right decisions to transform their places and direct investment where needed most.

The benefits of empowerment

Earlier in 2022, UK Research and Innovation (UKRI) together with Innovate UK, collaborated with PWC, Otley Energy and the University of Leeds to produce a report entitled "Accelerating Net Zero Delivery"¹. The report focussed on the delivery of

Net Zero and the potential benefits of taking a regional approach through empowered delivery.

The analysis compared two approaches to the delivery of the UK's Net Zero ambition. One led by a place-agnostic approach and the other led through a place-specific approach to policy and local investment decisions. The findings were quite stark.

Taking a place-specific approach across the UK could save £137bn in investment cost and generate an additional £431bn in energy savings and wider social benefits compared to taking a place-agnostic approach to delivery.

Delivering Change Together

At the core of this challenge is the need to address the climate emergency and deliver Net Zero. The war in Ukraine has brought the importance of energy into sharp focus, with much of Europe dependent on Russian oil and gas supplies.

The rapid and significant price rises in the global energy markets have fuelled the cost-of-living crisis, with individuals and governments having to make hard decisions about support. These unprecedented price rises have also led to inflationary pressures on our economy.

These circumstances have added impetus to the need to deliver greener economies and solutions that result in job creation and better opportunities and help resolve the decarbonisation challenge.

If addressed correctly, we can deliver all these things by focussing on a set of common goals.

For example, recently Atkins and Lancashire County Council (LCC) were highly commended in the CIHT Climate Change Award for our work in developing a Highways Decarbonisation Strategy and Action Plan.

Collaboration across several LCC services has been critical in identifying policies, producing a roadmap for decarbonisation to 2035 and developing a carbon action plan. The plan sets out specific initiatives that LCC teams will pursue up to 2035. The governance arrangements are clearly documented, with a dedicated steering group, and align to LCC's wider initiatives and those of the Greater Lancashire Region.

Not only has the Strategy raised awareness, but it has also facilitated essential cultural change. All those involved are responsible for contributing to one central goal - decarbonisation.

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

www.adeptnet.org.uk

PLATINUM
sponsor

ATKINS

Member of the SNC-Lavalin Group

PLATINUM
sponsor

GOLD sponsors



SILVER sponsors



Please take the time to visit our sponsors' websites during the conference.

