

Annual Review 2019/20

Objective	Outcome	Ambitions for 2019/20	Achievements
1. Grow & diversify the income base	1.1 Recruit 10 authority members and 3 LEP members	<ul style="list-style-type: none"> • 88 authorities (+10) • 15 LEPs (+3) • 4 Combined Authorities (+2) • 4 STBs (+2) • 4 national associations <p>Ensure retention rate of 95%</p> <p>Continued expansion with unitaries and MBCs in the north of England</p>	<ul style="list-style-type: none"> • 83 authorities • 12 LEPs • 3 CAs • 3 STBs • 4 national associations <p>Achieved +95% retention rate</p>
	1.2 Maintain the annual membership survey –to assess whether we are providing a value for money service delivering what members need and want	<p>Implement refreshed business model (developed following Shared Intelligence report) – seek membership approval at Spring Conference (June 19)</p> <p>Leadership Team to review whether to increase membership fees for 2020/21 (Q3)</p>	<ul style="list-style-type: none"> • Membership approved the new business model including new strategic priorities at Spring Conference (June 19) • Members approved inflation-linked increase (1.7%) in membership fees for 2020/21 at Autumn Conference (Nov 19)
	1.3 Manage the Corporate Partner (CP) membership	<p>Grow CP membership to 18 (+2)</p> <p>Seek to diversify CP membership</p> <p>Run 2 CP seminars (Sept 19 & March 20)</p>	<ul style="list-style-type: none"> • Recruited 4 new CPs • Have now set the limit of 20 CPs • Sept '19 seminar – focus on digital connectivity • March '20 seminar –focus on climate change

	<p>1.4 Seek sponsorship to cover running costs of key national events, and any other event where it is appropriate to do so</p>	<p>Secure sponsorship to cover the running costs of the key events:</p> <ul style="list-style-type: none"> • Annual Awards Dinner (27 June) • Autumn Conference (21&22 Nov) <p>Secure sponsorship / contributions in kind for ad-hoc workshops as appropriate e.g. national traffic managers conference (Oct 19)</p>	<p>All national events made a profit:</p> <ul style="list-style-type: none"> • Spring Conference & Annual Awards Dinner (June 19) • National Traffic Managers Conference (Oct 19) • Autumn Conference (Nov 19) • Highway Innovation Conference (Feb '20)
	<p>1.5 Partnership with Proving Services</p>	<p>Promote the partnership as a significant membership benefit</p> <p>Work with Proving to promote the two best practice conferences (highways)</p> <p>Launch Waste & Recycling Research Group</p> <p>Explore establishing a third research club (property)</p>	<ul style="list-style-type: none"> • Future Highways Research Group going from strength to strength • Successful inaugural Highways Innovation Conference 28 Feb 2020 (sold out) – indicates strong demand for future events • Future Waste & Recycling Group: currently focusing on developing a benchmarking service • Plans for additional research groups currently on hold • Review the membership model and communications to ensure income generation
	<p>1.6 Leadership Development Programme</p>	<p>Ensure Cohort 1 runs smoothly (with admin support from Luton BC)</p> <p>Cohort 2 launch in May 19</p> <p>Test demand for Cohort 3 in Q3, to commence Q4 (or possibly Q1, 2020/21)</p> <p>Introduce a supporting mentoring programme</p>	<ul style="list-style-type: none"> • 25 delegates (2 cohorts) in 2019 • Two cohorts confirmed for 2020 NB: Delivery delayed by COVID-19 • Feedback from delegates has been excellent • Workshop at Autumn Conference (Nov 19) well received • Good numbers of LDP delegates attended both Spring & Autumn conferences • Mentoring training provided for directors • Mentors and mentees now matched

		Look to engage delegates in the Spring and Autumn conferences	<ul style="list-style-type: none"> • NEW: Successful launch of <i>Excellence in Place Leadership</i> programme sponsored by Amey. Two sessions delivered. NB: final two sessions delayed by COVID-19. Amey has confirmed sponsorship for year 2.
2. Profile & reputation	2.1 Maintain strategic engagement with key bodies	<p>Continued regular engagement with key government departments and agencies plus other relevant organisations. Use the refreshed strategic priorities to focus efforts.</p> <p>In particular:</p> <ul style="list-style-type: none"> • DfT - Live Labs, regional data platforms • MHCLG, BEIS –Board / working group chairs to front more ADEPT meetings • Defra - climate change; Environment Bill, waste • HMT - Spending Review • ADASS / ADCS / ADPH - Spending Review • LGA • LEP Network 	<ul style="list-style-type: none"> • Strong relations with DfT (esp on Live Labs programme) and Defra • Good relations now established with Presidents / COOs of ADCS, ADASS, ADPH also LGA • Strengthening relations with Highways England, Network Rail; also MHCLG, BEIS • Established links into DCMS (digital) and with COP26 team in Cabinet Office and Zero Carbon team at HMT • Attended CCS Wales AGM (Nigel Riglar). Visit to N. Ireland planned (March '20) NB - delayed till Oct '20 due to COVID-19 • Working closely with LGA, LEDNet, Ashden and green groups on climate change issues
	2.2 Deliver high quality corporate events which are well attended and get positive feedback	<ul style="list-style-type: none"> • Spring Conference & Annual Dinner & Awards, 27 June, London • Autumn Conference, 21/22 November, Bath 	<ul style="list-style-type: none"> • 95% of Autumn Conference delegates found it very/mostly useful • Excellent attendance numbers (100+ for Spring Conference, 197 for Autumn Conference)
	2.3 Organise technical workshops	Seek opportunities to run technical workshops as and where appropriate. Initial suggestions include:	<ul style="list-style-type: none"> • CP events well attended and receive good feedback • NTM Conference a big success- 98% of delegates found it very / mostly useful

		<ul style="list-style-type: none"> • CP seminar – topic TBC (Sept) • National Traffic Managers conference (Oct) • Highways Sector Deal (HSD) 	<ul style="list-style-type: none"> • HSD – see 3.6 below • 7 regional climate change workshops planned (Jan – April 2020) NB – three postponed due to COVID-19
	2.4 Develop a communications strategy and generate more ADEPT media commentary, both reactive and proactive	<p>Continue to promote ADEPT to a wide range of media</p> <p>Produce policy position statements on:</p> <ul style="list-style-type: none"> • Climate change (Q1) • Digital connectivity (Q1) • Clean growth (Q2) • High speed rail (Q3) • Shared Prosperity Fund (Q3) 	<ul style="list-style-type: none"> • Regular highways, environment, Live Labs features in the trade press • Regular reactive media comments • Published policy positions on: <ul style="list-style-type: none"> ▪ Digital connectivity (June 19) ▪ Climate change (June 19) ▪ Clean growth (Mar '20) Postponed till June 2020 ▪ Aviation policy challenge paper (March '20) ▪ Active travel (March '20) Postponed till June 2020 ▪ SPF (autumn '20) ▪ Green Finance Toolkit (March 20) NEW Postponed till May 2020 • Various speaking slots at highways / waste / climate change events inc Highways UK
	2.5 Lobby on strategic priorities	<p>Commission Coast to prepare a communications plan (Q1)</p> <p>Run a consultation exercise with members on the proposed new business model and strategic priorities (Q1)</p> <p>Use the Spring Conference to debate the strategic priorities and to determine the more specific issues within each headline</p>	<ul style="list-style-type: none"> • Members approved the new business model and new strategic priorities at Spring Conference • New business model now embedded as way of working • Strategic Plan refreshed and launched at Autumn Conference Nov 19 • Climate change work programme developed • Clear position on LG funding developed with ADASS, ADCS, ADPH and promoted via media / conferences

		Seek formal approval of the refreshed business model & priorities at the AGM (27 June)	
3. Evolution of ADEPT	3.1 Subject Boards: enhance delivery and impact	<p>Publish work plans</p> <p>Produce briefing notes on issues of common interest and/or policy positions</p> <p>Run more technical events, potentially in partnership with others</p> <p>Look to engage better / more with SMEs and SMART working</p> <p>Chairs to maintain and/or establish strong relations with relevant government departments and other organisations</p> <p>Transport Board:</p> <ul style="list-style-type: none"> • Rename as Transport & Connectivity Board • Move the digital connectivity group under this Board • Recruit policy support <p>Planning, Housing & Regen Board:</p> <ul style="list-style-type: none"> • Rename as Sustainable Growth Board • Consider establishing a Skills working group <p>Environment Board:</p>	<ul style="list-style-type: none"> • Publication of work plans across Boards variable • Technical workshops – see above • Policy positions – see above • Transport Board: renamed Transport & Connectivity Board, policy support provided by Emily Ellis. Digital connectivity working group now reports into this board. • PHR Board: renamed Sustainable Growth Board. Skills working group established. • Environment Board: Natural Capital & Heritage Group relaunched

		<ul style="list-style-type: none"> • Consider establishing an Air Quality working group • Relaunch the Natural Capital & Heritage working group <p>Engineering Board: no changes</p>	
	3.2 Sub-National Boards: enhance their delivery and impact	<p>Publish work plans</p> <p>Continue to widen agendas to include all place-based issues; and to engage with relevant central government departments / other organisations</p>	<p>Regional boards organising climate change workshops:</p> <ul style="list-style-type: none"> • Midlands & SW – Jan 2020 • SE – Feb 2020 • East – March 2020 • Y&H – March 2020 postponed due to COVID-19 • NW – April 2020 postponed due to COVID-19 • NE – May 2020 postponed due to COVID-19
	3.3 Working Groups: enhance their delivery and impact	<p>Run recruitment campaign for those working groups that request it</p> <p>Publish work plans</p> <p>Produce briefing notes on issues of common interest and/or policy positions</p> <p>Run more technical events, potentially in partnership with others</p> <p>Continue to respond to (more) government consultations / committee inquiries</p> <p>Continue with regular media features</p> <p>Deliver the National Traffic Managers conference</p>	<ul style="list-style-type: none"> • All working group chairs now receive standing invitations to Subject Board meetings • Digital connectivity working group established and working well, as is Skills T&F group • Natural Capital & Heritage Group reinvigorated with new chairs and clear work plan • Submitted responses to various government consultations / select committee inquiries • Variable publication of work plans • Regular highways & environment features in trade press • NTM conference a big success – to be repeated Oct 2020

	<p>3.4 SMART Places research programme NB –end date for programme now Nov 21</p>	<p>Work with WSP and the project management team to move the Live Labs projects into the delivery phase</p> <p>Deliver a national L&D event to mark the end of Year 1</p> <p>Work with WSP to take forward the regional data platforms project</p>	<ul style="list-style-type: none"> • Live Labs programme going well overall • Regular blogs and other articles • Baroness Vere visited Bucks Live Lab Feb 2020 • Successful workshop at Autumn Conference Nov 19 • Live Labs Expo planned Dec '20 • Regional data platforms report finalised
	<p>3.5 Highways Sector Deal</p>	<p>Develop a more detailed proposition with key partners – soft test with ADEPT members</p> <p>Secure DfT support</p>	<ul style="list-style-type: none"> • Well received HSD workshops at Highways UK and Autumn Conference (Nov 19) • Working closely with partner organisations to define priority work areas & governance structures • Positive feedback from DfT • Proposed launch of Highways Sector Council April 2020
	<p>3.6 Ongoing support (Secretariat)</p>	<p>Recruit policy support officer for the Transport & Connectivity Board</p> <p>Ensure the LT meeting arrangements remain fit for purpose</p>	<ul style="list-style-type: none"> • Emily Ellis recruited to provide policy support to T&C Board • Aldercross closing their business in Dec 2020 – will need to secure alternative events management support

About ADEPT

ADEPT is the voice of 'Place' Directors in upper tier local authorities.

We are a membership based, voluntary organisation. ADEPT's members are drawn from 'Place' Directors, Combined Authorities, Sub-national Transport Bodies, Local Enterprise Partnerships (LEPs) and commercial partners. We work to get the balance between social, economic and environmental objectives, and are at the heart of creating vibrant sustainable places that work for all.

Partnership is at the centre of everything we do, working to solve complex political and policy problems while constantly looking for innovative solutions. We work strategically with LEPs and corporate partners to deliver place-based services to local communities.

ADEPT operates a unique system of technical working groups, subject and sub-national boards that work to support members through sharing best practice and technical expertise, facilitating strategic thinking and providing networking opportunities.

We develop the policies and initiatives that we take to Government, representing the views of our members to Whitehall and Westminster, working alongside key Government departments and agencies.

For more information on ADEPT please visit www.adeptnet.org.uk or email secretariat@adeptnet.org.uk.

Corporate Partners

The ADEPT Corporate Partner membership scheme was launched in June 2016 following approval by the membership at the Association's AGM. We are delighted to welcome the following companies as Corporate Partners of ADEPT (as of 31st March 2020).

