

Annual Report 2018/19

Foreword

ADEPT is a membership-based, voluntary organisation with members across the country. The organisation is going from strength to strength, with 78 authority, 12 LEP, 2 combined authority and 2 sub-national transport body members plus 15 corporate partners and four associations. Our primary role is to take the lead in transforming local places. We represent members' interests by proactively engaging central Government on emerging policy and issues, and promoting initiatives aimed at influencing Government policy. We achieve this by developing best practices and by responding to EU and UK Government initiatives and consultations, together with regular national liaison underpinned by our extensive network of subject boards, sub-national boards and technical working groups which provide the lifeblood of the association's work.

This Annual Report shows what has been achieved during 2018/19 – including a growing membership and continued diversification of income streams; additional membership services such as the leadership development programme and partnership with Proving Services; excellent attendance at the autumn conference and other events; launch of the exciting Live Labs initiative along with two more policy positions; as well as more influence in Westminster and an expanding media profile. We continue to use our resources as efficiently and effectively as possible, which has meant we are now able to employ two part time policy officers.

And there are some exciting times ahead. Last autumn the Leadership Team commissioned the consultants *Shared Intelligence* to carry out independent research into the impact of the Association. The findings concluded that there were high levels of satisfaction amongst members, but also that there were some key areas for development. As a result, the Leadership Team is proposing to make a number of strategic and operational changes, which we are seeking to have ratified at the Annual General Meeting on 27th June 2019. This includes continuing to provide great membership services, facilitating excellent networking and learning opportunities, delivering the SMART Places research programme as well as growing opportunities for other R&D, and focusing our influencing activity across three strategic priorities.

Being custodian for this great association for the last year has been a great honour, but not one I could have done without support. So can I take this opportunity to thank you all for the support you have shown during my tenure as President and thanks to Hannah and all in the wider 'Team ADEPT' who make everything that we do possible.

Please do get in touch with either myself or the ADEPT Chief Operating Officer Hannah Bartram (hannah.bartram@eastsussex.gov.uk) if you'd like to discuss any of ADEPT's activities or priorities.



Neil Gibson, ADEPT President 2018/19

Review of 2018/19 work plan

Objective	Outcome	Ambitions for 2018/19	Achievements
1. Grow & diversify the income base	1.1 Recruit 10 authority members and 3 LEP members	<p>Grow the membership to 75 authority and 15 LEP members</p> <p>Ensure a retention rate of 95%</p> <p>Seek to grow ADEPT membership with unitaries and MBCs, particularly in northern half of the country</p>	<ul style="list-style-type: none"> • 78 authorities • 12 LEPs • In addition, we recruited 2 Combined Authorities and 2 STBs <p>Achieved +95% retention rate</p> <p>New members include: Birmingham City, Bury, Cheshire East, Cumbria, Herefordshire, Isle of Man, Kirklees, Peterborough, Reading, Sandwell, Wakefield</p> <p>Refreshed the website membership pages</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>Run the annual membership survey in Q3</p> <p>Routinely ask for feedback from those members who decide not to renew</p> <p>Review membership fees for 2019/20 (as agreed at the General Meeting, Nov 2016)</p>	<p>Membership fees for 2019/20 reviewed at General Meeting in Nov 2018 – agreed 2.2% increase for 2019/20</p> <p>Commissioned <i>Shared Intelligence</i> to undertake an independent review of ADEPT</p>
	1.3 Manage the corporate partner membership	<p>Recruit / retain 16 corporate partners</p> <p>Seek to diversify the CP membership</p>	<ul style="list-style-type: none"> • 15 Corporate Partners <p>Recruited WDM (engineering); Penna decided not to renew <i>NB: to date, only Penna and Gigaclear have not renewed. CH2M were taken over by Jacobs.</i></p>

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			<p>Positive feedback from CPs on whether they get VfM from their ADEPT membership (ref. <i>Shared Intelligence</i> review)</p> <p>Introduced seminars aimed at CPs (1st seminar on climate change, March 19)</p>
	<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 Dinner & President’s Awards (3 May) • President’s meeting & AGM (4 May) • Annual Conference (22/23 Nov) <p>Secure sponsorship / contributions in kind for ad-hoc workshops as appropriate</p>	<p>Annual Awards Dinner & Spring 18 Conference : Amey, Ringway, WSP</p> <p>Autumn 18 Conference: Ringway, Kier, Amey, WSP, Atkins, Volker Highways</p>
	<p>1.5 Partnership with Proving Services</p> <p>NB – this activity was added to the work plan mid-year</p>		<p>Successful launch of partnership (Oct 18)</p> <p>Promotion at Autumn 18 Conference, including workshop</p> <p>Future Highways Research Club going from strength to strength</p> <p>Future Waste & Recycling Club developing its role & remit</p> <p>Literature available via ADEPT website</p>

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			5 authorities signed up for benchmarking services and 2 LAs joined ADEPT as a consequence
	1.6 Leaders Network	<p>Establish a programme of work</p> <p>Run a workshop at the Autumn 18 Conference</p>	<p>Worked with Laura Church to identify appropriate training provider</p> <p>Worked with SOLACE to develop a bespoke Leadership Development Programme for aspiring Place Directors</p> <p>Workshop at the Autumn 18 Conference</p> <p>Publication of prospectus in Dec 18, generating 26 expressions of interest</p> <p>1st cohort went live in Feb 19, 2nd cohort in May 19</p>
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.</p> <p>In particular, look to develop relations with:</p> <ul style="list-style-type: none"> • Defra wrt Resources & Waste Strategy, Air Quality Strategy • ADPH, SOLACE, APSE, IED • LEP Network • LEDNet • Highways England & Network Rail • DCMS & BDUK wrt digital • DfE wrt skills • Homes England wrt planning & housing issues 	<p>DfT sponsoring the Live Labs programme</p> <p>Successful secondment into Defra to work on R&W Strategy</p> <p>Supported Defra with Clean Air Strategy work</p> <p>Joint funding bid with ADPH (unsuccessful)</p> <p>Worked with SOLACE to create bespoke Leadership Development Programme</p> <p>LEP Network plenary at Autumn 18 Conference; endorsed Industrial Strategy policy position</p> <p>Highways England working with National Traffic Managers Forum</p>

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			<p>Network Rail presented at Transport Board; signed an MoU wrt level crossings</p> <p>DCMS / BDUK presented at PHR Board</p> <p>Homes England attended LT meeting; spoke at Autumn 18 Conference; invited ADEPT to engage with their LA Skills & Capacity work</p> <p>HTMA on innovation in the highways sector; also developing Highways Sector Deal</p> <p>Attended CCS Wales AGM (Darryl Eyers), SCOTS summer meeting (Neil Gibson), visit to N. Ireland (Nigel Riglar, Hannah Bartram)</p>
	<p>2.2 Deliver high quality corporate events which are well attended and get positive feedback</p>	<p>Complete the transition from 4 to 2 main national events</p> <p>All costs covered by sponsorship & delegate fees</p> <ul style="list-style-type: none"> • Annual Dinner & Awards, President’s Meeting and AGM, 3rd/4th May, London • Annual Conference, 22rd/23rd November, Manchester <p>Bigger ADEPT presence at Highways UK 2018 (Nov) – content tbc</p>	<p>Now run 2 main national events</p> <p>Rebranded <i>President’s Meeting to Spring Conference</i> (and consequently, <i>Annual Conference to Autumn Conference</i>)</p> <p>Secured the Transport Minister as keynote speaker at the Autumn 18 Conference</p> <p>Ran the Local Authority / ADEPT Hub at Highways UK Nov 2018 including hosting a series of mini-presentations</p>
	<p>2.3 Organise technical workshops</p>	<p>Seek opportunities to run technical workshops as and where appropriate. Of particular interest:</p> <ul style="list-style-type: none"> • Local Industrial Strategies 	<p>SMART Places workshop with EIC (April 18)</p> <p>LEP Network plenary at Autumn 18 Conference</p>

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		<ul style="list-style-type: none"> • Implementation of the MRN • Digital / infrastructure • Waste / resource management • Energy • Environment / 25 YEP <p>Already planned:</p> <ul style="list-style-type: none"> • SMART Places in association with EIC (April) • Work with LEP Network to deliver a successful LEP plenary at the ADEPT Conference (Nov) 	<p>Smart sustainable procurement workshop with EIC (Jan 19)</p> <p>LIS workshop with the East of England Board (Jan 19)</p> <p>Digital connectivity workshop with Mobile UK (March 19)</p> <p>CP seminar on climate change (March 19)</p>
	<p>2.4 Develop a communications strategy and generate more ADEPT media commentary, both reactive and proactive</p>	<p>Broaden ADEPT’s appeal into areas other than transport trade press</p> <p>Secure an ADEPT presence (speaking slot) at conferences not related to infrastructure (e.g. waste, energy, housing)</p> <p>Produce policy position statements on priority issues such as:</p> <ul style="list-style-type: none"> • Highways maintenance in particular ‘managed’ decline’ • Air quality • High speed rail • Digital connectivity • Energy • Waste / resource management <p>Continue to promote ADEPT as a useful commenter on local government issues</p>	<p>Regular highways & environment features in the trade press</p> <p>Regular reactive media comments on various issues</p> <p>Published policy positions on:</p> <ul style="list-style-type: none"> • Industrial Strategy • Housing • Highways maintenance • Resources & waste <p>Communications Strategy drafted; as part of this, refreshed the website membership pages</p> <p>ADEPT speaking slots: RSTA conference, Traffex 2018, UK Transport 2018; Highways UK</p>

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		Produce position statements in advance of key political announcements e.g. the Budget, Spending Review	
3. Evolution of ADEPT	3.1 Subject Boards: enhance delivery and impact	<p>Annual / medium term work plans agreed for each Subject Board</p> <p>Further joint Board meetings</p> <p>Seek opportunities to run technical workshops (see 2.3 above)</p> <p>Produce policy position statements on priority issues (see 2.4 above)</p> <p>Recruit ongoing policy support</p> <p>Promote strong links between the Subject and Sub-National Boards</p>	<p>Patchy delivery of work plans</p> <p>Technical workshops – see above</p> <p>Policy positions – see above</p> <p>Positive feedback on the networking opportunities provided by Boards / Working Groups from the <i>Shared Intelligence</i> review</p>
	3.2 Sub-National Boards: enhance their delivery and impact	<p>Encourage Sub-National Boards to consider issues other than transport</p> <p>Review arrangements for Yorkshire & Humber Board</p> <p>Re-establish relations with LEDNet – look for opportunities to deliver joint events or projects (e.g. digital innovation)</p>	<p>Boards are gradually widening their briefs</p> <p>Developed proposal for City Regions Board in Yorkshire and Humber. Still seeking a sponsoring director to support and promote.</p> <p>Recruited new chairs for SE Board</p> <p>Regular liaison with LEDNet policy officer. Annual meeting between the ADEPT President & LEDNet Chair. LEDNet represented on Transport & Environment Boards, plus waste working group.</p>

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	3.3 Working Groups: enhance their delivery and impact	<p>Ensure strong links between Subject Boards & working groups</p> <p>Set up an AQ working group</p> <p>Continue to push for forward look of meetings and work plans</p> <p>Look for media opportunities</p>	<p>All working group chairs now receive standing invitations to Subject Board meetings</p> <p>Established a digital connectivity working group</p> <p>Submitted responses to a number of government consultations / select committee inquiries</p> <p>Gave verbal evidence to several select committee inquiries (i.e. highways maintenance, waste)</p> <p>Patchy production of work plans</p> <p>Regular highways & environment features in trade press</p>
	3.4 SMART Places research programme	<p>Deliver business cases for Phase 3 on time and to budget</p> <p>Secure funding for delivery, particularly from DfT for the 'live labs' pilots</p> <p>Present final / interim outputs at the Autumn 18 Conference</p>	<p>Secured DfT funding for delivery of Live Labs pilots (£22.9m / 2 years)</p> <p>Secured funding for Live Labs project management (£100k / 2 years)</p> <p>Successful Live Labs project management working with WSP, including running the call for EoI and the Dragons Den assessment</p> <p>Live Labs workshop at the Autumn 18 Conference</p> <p>Secured graduate support (x 6) from corporate partners for Live Labs project management</p>

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	3.5 Alternative business models NB – this action was added to the work plan mid-year		Secured initial support for developing the concept of a Highways Sector Deal – working with Amey, Highways England, DfT, CIHT and others
	3.6 Ongoing support (Secretariat)	Secure suppliers for ADEPT events and communications support Review the LT meeting arrangements Retain a PT policy support officer (David Dale) Secure support from the President’s local admin team Recruit PT policy support for Subject Boards (T&S costs only) Investigate ways that ADEPT could offer backroom services to other (small) organisations	Coast Communications & Aldercross Training & Events re-confirmed as suppliers Leadership Team meeting arrangements amended David Dale contracted to provide policy support (6-7 days/month) Recruited new admin support officer (15 hrs/week) Secured admin support (Luton BC) for leadership development programme

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 2019).

