



Annual Review and Forward Plan 2021/22

Objective	Outcomes	Achievements	Ambitions - 2021/22
1. Offer excellent membership services	1.1 Grow the membership, particularly LAs	<ul style="list-style-type: none"> • 86 county & unitary authorities • 2 CAs & 3 STBs • 14 LEPs • 3 national / regional associations • 19 Corporate Partners <p>Achieved 95% retention rate</p> <p>Delivered two CP seminars (Sept & March)</p>	<ul style="list-style-type: none"> • 90 county & unitary authorities (+4) • 4 CAs (+2) & 4 STBs (+1) • 14 LEPs (-) • 4 national / regional associations (+1) • 20 Corporate Partners (+1) <p>Maintain a retention rate of 95%</p>
	1.2 Secure sponsorship income	<p>Covid-19 restrictions meant all events were converted to online events, with significant impact on income from ticket sales and sponsorship</p>	<p>Secure sponsorship for key events:</p> <ul style="list-style-type: none"> • Spring Seminar & Annual President's Awards (May) • National Traffic Managers Conference (Oct) • Autumn Conference (Nov) • Live Labs Expo (Dec) • Highways Innovation Conference (March 22) <p>Seek opportunities for sponsorship of work packages</p>
	1.3 Maintain a maturing partnership with Proving Services	<ul style="list-style-type: none"> • Over 30 FHRG members • Active and ambitious workplan • Delivered two webinars: wider ADEPT membership and Corporate Partners • Research Innovation Programme developed, increasing levels of commercial interest 	<ul style="list-style-type: none"> • Promote membership of Future Highways Research Group (FHRG) • Promote / administer Highways Innovation Conference

		<ul style="list-style-type: none"> Waste benchmarking service rollout on hold 	<ul style="list-style-type: none"> Support Proving develop relations between FHRG and corporate partners
	1.4 Explore options for other commercial partnerships <i>New for 2021/22</i>		<ul style="list-style-type: none"> Work with EY to develop a commercial offer for LA / LEP members - 'Economic Infrastructure Index'
	1.5 Continue to deliver a quality Leadership Development Programme (with SOLACE)	<ul style="list-style-type: none"> Successful move to online delivery Mock interview programme well received Cohorts 1&2 continue to network; 3&4 indicate the desire to do the same Continued high levels of demand – 2 cohorts recruited for 2021/22 	<ul style="list-style-type: none"> Administer 2 cohorts for 2021/22 Support informal networking of past cohorts Provide mentor support Co-ordinate 'mock interview' programme with Odgers Recruit cohorts for 2022/23
	1.6 Support delivery of the <i>Excellence in Place Leadership</i> programme with Amey	<ul style="list-style-type: none"> Successful move to online delivery Delivered Autumn Conference session Produced several publications: Green Finance toolkit, Customer Experience toolkit, various blogs, etc High levels of interest in year 2 of the programme 	<ul style="list-style-type: none"> Promote outputs– blogs, publications, spin-off workstreams Recruit Year 3 intake (assumes continued Amey sponsorship)
	1.7 Develop the skills offer	<ul style="list-style-type: none"> Delayed due to lead officer going offline with Covid-19 response work Looking to resume workstream in 2021/22 	<ul style="list-style-type: none"> Develop the 'ADEPT offer' for graduates and/or apprentices Consider options to build on the LDP and EiPL programmes
2. Networking & Learning	2.1 Enhance delivery & impact of Subject & Regional Boards plus working groups	<ul style="list-style-type: none"> All meetings successfully converted to online – with excellent attendance levels and good support from government departments Provided essential intelligence for central government from March onwards – weekly waste surveys, RoW surveys, impacts on highways maintenance, HWRCs, etc 	<ul style="list-style-type: none"> Set annual / medium term work plans Seek opportunities for joint board / working group meetings Respond to government consultations & committee inquiries Chairs maintain and/or establish strong relations with relevant government departments and other organisations

		<ul style="list-style-type: none"> • Re-established the Sustainable Growth Board and established Planning Working Group • Established an Economic Recovery & Renewal Task Force in response to the pandemic – including representation from LGA, LEPS, Cities & Local Growth Unit, business (EY) – published two economic impact reports, surveyed members • Ran in-depth workshop on unitarisation • Responded to a number of government and select committee inquiries; and presented verbal evidence to HCLG Committee inquiry • Provided media training for the President’s Team 	<ul style="list-style-type: none"> • Support newly established regional boards in NW, Yorkshire & Humber • Provide policy support to Environment, Transport & Connectivity, and Sustainable Growth Boards • Publish new / refresh existing policy positions / challenge papers
	2.2 Maintain strategic engagement with key bodies to ensure ADEPT’s contribution is heard and valued	<ul style="list-style-type: none"> • Engagement with key government departments and other bodies has continued to strengthen • Established new relationship with CIPFA – delivered two webinars for Place & Finance directors and their teams • Expanding our reach with public health bodies including National Institute for Health Research 	<p>Continued regular engagement with key government departments and agencies plus other relevant organisations</p> <ul style="list-style-type: none"> • Defra, BEIS, DfT, MHCLG – priority to engage at ministerial level • DCMS, Treasury, Cabinet Office • ADPH, ADASS, ADCS – a priority with the spending review • LEDNet, LEP Network, LGA • Highways England, Network Rail, Homes England • Others such as CIHT, RPTI, CIPFA, Climate Change Committee, NAO
	2.3 Deliver quality events	<ul style="list-style-type: none"> • Delivered 18 major events over the year – all virtual. Includes Spring & Autumn conferences; plus, NTM Conference & Live Labs Expo 	<p>Continue to deliver quality, to budget events with high levels of delegate satisfaction</p> <ul style="list-style-type: none"> • Spring Seminar & Annual President’s Awards (May)

		<ul style="list-style-type: none"> • In addition, delivered many more, smaller technical webinars on a range of topics 	<ul style="list-style-type: none"> • National Traffic Managers Conference (Oct) • Autumn Conference (Nov) • Live Labs Expo (Dec) • Highways Innovation Conference (March 22)
3. Research & Development	3.1 Use the SMART Places Live Labs programme to establish ADEPT as leading the way in implementing innovation in the highways sector (complementing the work of the FHRG)	<ul style="list-style-type: none"> • Live Labs adapted well to the pandemic, adjusting their delivery models and ways of working • Published End of Year 1 report – shared with DfT but also all local MPs • Also published numerous blogs and a White Paper • Delivered virtual Live Labs expo (150 attendees); presented at Highways UK • Developed Live Labs 2 proposal 	<p>Live Labs 1</p> <ul style="list-style-type: none"> • Deliver an effective learning & dissemination programme • Develop business cases for implementing / embedding new technologies into BAU for LAs • Oversee ongoing comms • Co-ordinate Live Labs Expo (Dec 21) • Formally close the programme (Nov 21) <p>Live Labs 2</p> <ul style="list-style-type: none"> • Work with TRIB / DfT / UKRLG / Live Labs Commissioning Board to refine Live Labs 2 proposal • Engage with CSS Wales, SCOTS, Dept for Infrastructure NI • Secure funding for 3yr programme, commencing before Nov 21
	3.2 Refresh the climate change work programme	<ul style="list-style-type: none"> • Regional workshops on hold due to pandemic restrictions – resumed Jan 21 • Established a Climate Change Hub - published various policy positions, toolkits, blogs and articles • Ran workshops and webinars with members • Climate change the key focus of Live Labs 2 • Developed new partnerships with e.g. CIPFA, public health bodies 	<ul style="list-style-type: none"> • Support members with tools, advice, blogs, other materials • Continue working with Blueprint Coalition on policy and advocacy • Work with BEIS on Local Action for COP26 • Promote a regional network of climate change officers • Establish a sustainable procurement working group

		<ul style="list-style-type: none"> • Founding member of Blueprint Coalition – published the blueprint document in June, presented at several conferences, delivering thematic workshops with civil servants (ongoing) 	<ul style="list-style-type: none"> • Organise series of webinars for Place & Finance Directors in partnership with CIPFA
	3.3 Support the Highways Sector Council	<ul style="list-style-type: none"> • Produced Safe Operating Procedures for highways workforce • Key contributor to Project SafeStart; also key discussion documents for DfT 	<ul style="list-style-type: none"> • Contribute via our role as ‘observer’ • Ensure good LA representation on working groups • Promote / support delivery of outputs
4. Influencing & policy development	4.1 Securing sufficient, multi-year funding for place-based services	<ul style="list-style-type: none"> • Published a joint statement on funding with ADASS, ADCS and ADPH (Nov 20) • Submitted asks for the Spending Review • Published policy challenge paper on devolution 	<ul style="list-style-type: none"> • Seek to influence Spending Review • Work with MHCLG, BEIS, Cabinet Office, LEP Network and others to influence the levelling up agenda / funding programme & LEP review • Further work with ADASS, ADPH, ADCS also LGA • Consider establishing a finance working group
	4.2 Infrastructure & Communities	<ul style="list-style-type: none"> • Published policy positions on active travel, e-scooters • Responded to a number of government consultations and committee inquiries • Hosted several webinars inc with corporate partners • See also 2.1 	<ul style="list-style-type: none"> • Refresh policy positions on housing, highways maintenance, digital connectivity • New policy positions on road safety, revitalising town centres & high streets • New policy challenge papers on LEPs review, road pricing • Focus on decarbonisation of transport agenda • Respond to proposed changes to planning system • Covid-19 recovery, inc. repurposing of town centres / high streets, digital connectivity, rural recovery
	4.3 Climate change & environment	<ul style="list-style-type: none"> • Published policy position on clean & green growth 	<ul style="list-style-type: none"> • Influence Environment Bill; delivery of 25 Year Environment Plan

		<ul style="list-style-type: none"> • Responded to a number of government consultations and committee inquiries • Hosted several webinars inc. with corporate partners • See also 2.1 and 3.2 	<ul style="list-style-type: none"> • Deliver CC work programme (ongoing – see 3.2) • Raise ADEPT profile as part of COP26 local activity • Refresh policy positions on climate change, resources & waste; new policy position on natural capital
5. Organisational development	5.1 Independent review of ADEPT	<ul style="list-style-type: none"> • Postponed due to pandemic 	<ul style="list-style-type: none"> • Repeat the 2017 impact study
	5.2 ADEPT organisational status review	<ul style="list-style-type: none"> • Postponed due to pandemic 	<ul style="list-style-type: none"> • Secure members' support to convert ADEPT to a company limited by guarantee (AGM, May) • Complete the process by the General Meeting (Nov)
	5.3 Ongoing support (Secretariat)	<ul style="list-style-type: none"> • Recruited new events management partner SAS Events • Renewed contract with Coast Communications 	<ul style="list-style-type: none"> • Retain quality policy support for Environment, Transport & Connectivity, Sustainable Growth Boards

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