



*Strategy*  
**Document**

Produced by the HTMA

# Introduction



The Highways Term Maintenance Association (HTMA) was founded in April 2005. Its purpose is to enable member companies to work together to create a better future for the UK's highways management and maintenance industry. It is a powerful knowledge base, a forum for debate, source of best practice, and a lobbying group to drive positive change in a sector crucial to the nation's wellbeing.

“Part of our role as the HTMA Executive is to ensure we serve our members' interests, concentrating on issues that are important to them and to their customers. However, as a maturing organisation it is important that we do not focus solely on short-term targets. If the association is to lead developmental change, we must look forward and think strategically. We must be clear about our longer-term goals and pursue a strategy that allows us to achieve these.

Furthermore, we must deliver tangible benefits to our members. There are a number of other bodies that represent the highways and transportation sector – the IHT, HELG, ACE, CSS etc. The work the HTMA does should complement, not duplicate, their activities, so that together we promote holistic development of our sector. We should deliver a unique value proposition, over and above that to be derived from the other organisations. It is within this context that we have produced this strategy document on behalf of the HTMA.”

**Mike Notman, Chairman, HTMA**



# Current members



ATKINS

Balfour Beatty  
Infrastructure Services



Enterprise  
maintaining the infrastructure of the UK



Halcrow



JACOBS



Morrison  
Construction



mouchel



SKANSKA



# HTMA Strategy

Our strategy will set the direction of our association over the next three to five years. It will enable us to deliver industry-wide initiatives whilst continuing to complement existing, more operationally based, forums.

Thus, the HTMA strategy statement is as follows:

“The HTMA’s strategy is to be a representative voice of the highways term management and maintenance industry, promoting its overall image, sharing knowledge and feedback, fostering best practice and industry standards, whilst influencing government and other stakeholders’ policies.”

## Delivering the Strategy

We must be flexible in developing and delivering our strategy, responding to changes in our industry as they occur. All the member companies must deliver the strategy collaboratively, specifically through the governance arrangements illustrated adjacent – Executive, Committee and Working Groups

# Delivering the Strategy



# HTMA Strategy

## Executive

The Executive is made up of three elected members and up to three co-opted members. Its role is to direct the affairs of the HTMA, setting policy and strategy and reviewing progress against these. The Executive also approves best practice documents for ratification and endorsement by the Committee and responds to requests for information from external parties.

## Committee

The Committee is made up of nominated representatives from each member organisation. It ratifies the strategy and receives progress reports from each of the Working Groups. The Committee also approves best practice documents and legislative guidance, referring back to the originating member organisation for endorsement as required.

## Working Groups

There can be up to six Working Groups, consisting of representatives from member organisations. The Groups will continue in their current format, progressing appropriate initiatives and delivering the HTMA's objectives in line with our strategy. Their remit includes the sharing of knowledge and best practice and developing best practice documents for approval by the Executive.

Each Working Group has a Sponsor and a Chairperson, nominated by the Executive. Sponsors and Chairs attend alternate Executive meetings to communicate progress and collective delivery against our strategy.

# Key Aspects to Strategy Delivery

Over the next three to five years we must develop a suitable mix of complementary activities that allows us to work collaboratively and effectively with other industry bodies. There are a number of key aspects to our strategy:

- **Working Groups** must be reviewed periodically to ensure they meet the needs of the HTMA and the industry.
- **Working Groups** must develop initiatives that align with the HTMA strategy and meet the needs of our 'essential objectives'.
- **Each Working Group** should have no more than three key deliverables at any given time.
- **Each Working Group** should collaborate with other Working Groups where there is an overlap in any initiative or deliverable, with responsibilities defined by the Executive.
- **Initiatives and deliverables** should be balanced between internal and external facing issues, while offering value to both clients and members.
- **Action plans for deliverables** should have a three-year horizon, with firm actions developed annually for the following year and progress reported at least quarterly to the Executive.

## Delivering our Essential Objectives

There are six essential objectives that will function as 'guiding principles' for the Working Groups when defining their key deliverables. Each initiative or deliverable should meet at least one aspect of these six essential objectives, as detailed on the next page.

# Essential Objectives

## 1. Represent the sector's interests at all levels of the legislative process.

- Provide a reactive response to legislative changes, becoming a key respondent for clients.
- Publicise information on legislative changes to members.
- Help clients to understand legislative changes and their impact.

## 2. Supply useful information and advice for members.

- Provide best practice information and advice.
- Provide annual statistical information regarding members for internal and external use; to ensure it is up-to-date, this information could be collated by members on a 12-monthly basis, as a standardised requirement.
- Produce an annual report and annual website update.
- Run briefing sessions for the Committee on topical issues at Committee meetings and other events.
- Seek out and disseminate information that is relevant to members

## 3. Promote a positive image and develop external communications.

- Promote a positive image of our sector and react to media issues as appropriate.
- Develop our website to promote the HTMA as a focal point for media enquiries.
- PR and external communications should be seen as long-term initiatives, e.g. changing the public perception of road worker safety.
- Regarding our visibility to the wider public, we should remember that road users are our members' customers.

# Essential Objectives

## 4. Promote training and education.

- Work with industry training organisations and other employer institutions to share best practice.
- Work with other parties to help rationalise training and qualifications for the sector.
- Determine the skill requirements for the sector, both short and long-term.
- Develop career information for the sector.

## 5. Promote standards and improved service quality.

- Encourage best practice standards among members and demonstrate efficiency gains.
- Relate standards and quality to best value, efficiency and innovation.
- Promote improved health and safety standards and performance.
- Address industry issues such as drug and alcohol testing and the working time directive.

## 6. Work to improve the sector's competitiveness.

- Improve competitiveness across the sector, avoiding competition law issues.
- Cover the overall sector, to avoid being caught up in competition law issues.
- Influence clients to outsource more services, improving competition and the market environment.
- Lobby the Government on areas such as CSA reviews and funding issues.

# Mission Statement

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

## Vision

To promote the development of an economically and environmentally sustainable highways management system and maintenance industry for the United Kingdom.

## Commitment

The HTMA is committed to:

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

## Aspirations

The HTMA aspires to:

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

# Our Values

Our values reflect what we believe in and how we will behave. The delivery of our strategy will be aligned with our values, thereby driving consistent behaviours. The HTMA values are:

## Effectiveness

- Professional and ethical in its approach; draws in the services of high level people from member companies for representation and policy development.
- Structured in its approach; has a Business Plan setting out its mission, a clear strategy with priority areas, developed in consultation with members and monitors progress against it.
- Makes best use of appropriate information technology to minimise costs and improve the quality of its services to members.

## Legitimacy

- Members represent a substantial proportion of the sector (in terms of output or numbers of companies).
- Executive meets regularly to effectively direct the strategy and monitor actions against it.
- Broadly-based (breadth of services) membership with the key players.
- Enjoys active participation of a representative cross-section of its members, and is responsive to their views.

## Progressiveness

- Promotes cooperation within the industry and the highways sector allowing its customers and suppliers to enhance industry competitiveness.
- Forms appropriate links with other representative bodies, to ensure services are supplied to its members with the minimum of duplication, and in the most effective manner.
- Promotes and adopts best practices.

## HTMA

Secretariat, The PR Firm Ltd  
Innovation Centre 1  
Keele Science and Business Park  
Keele, Newcastle-Under-Lyme  
Staffordshire ST5 5NB

[www.htma.co.uk](http://www.htma.co.uk)