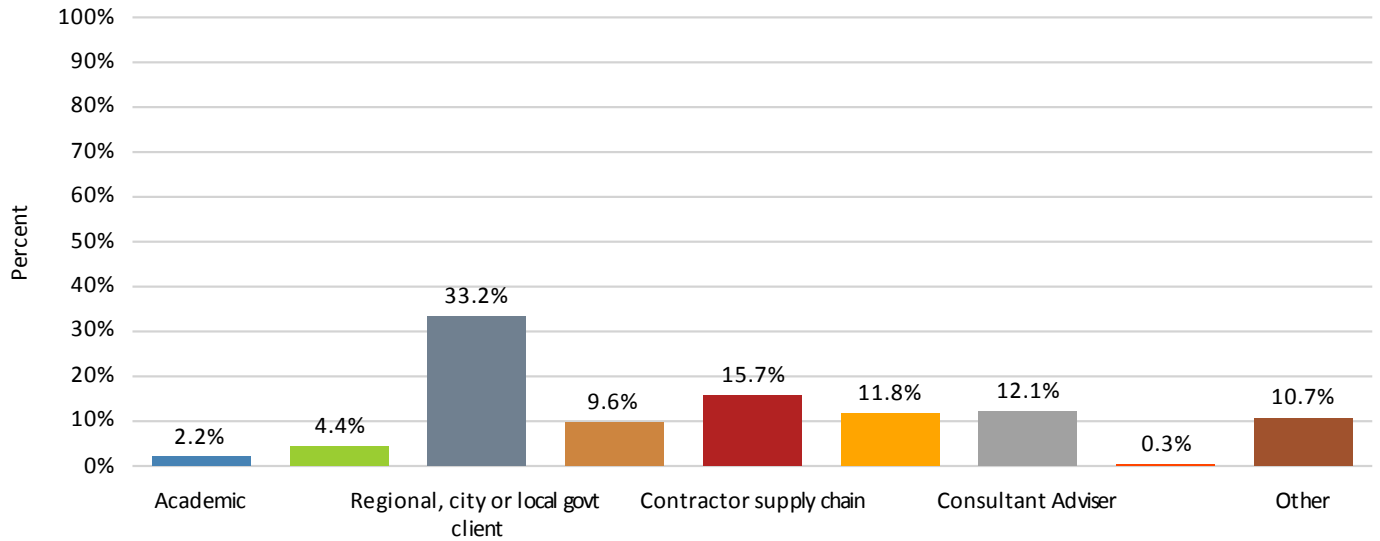


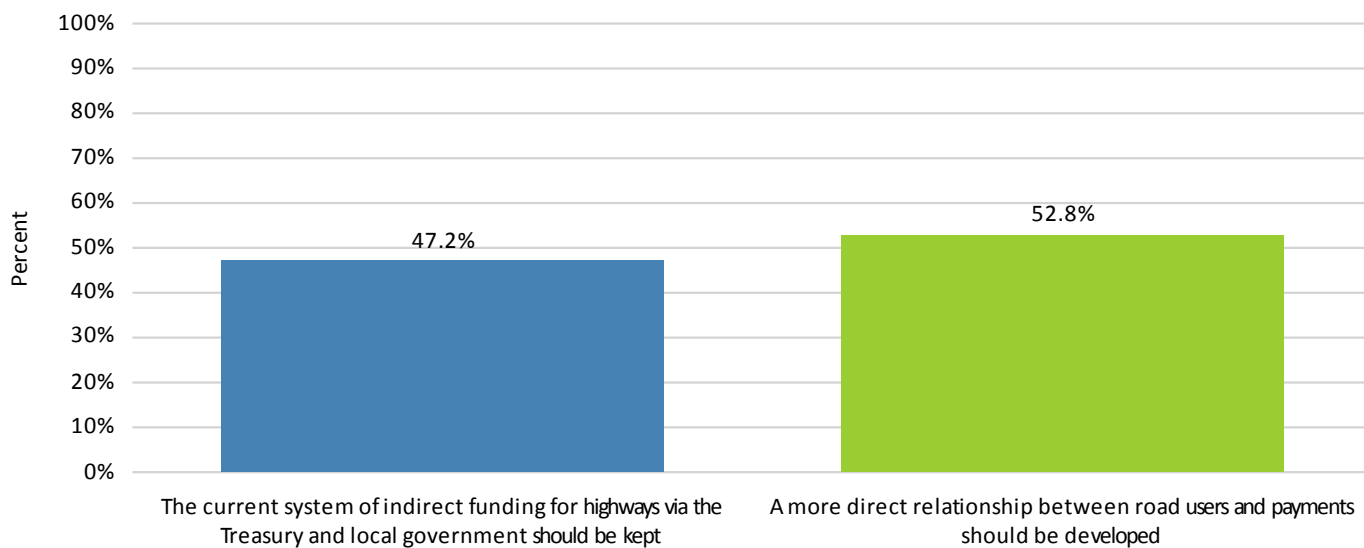
## Message to the new government - It's not just about the money!

### 1. What part of the highways sector do you work in? Please tick a box



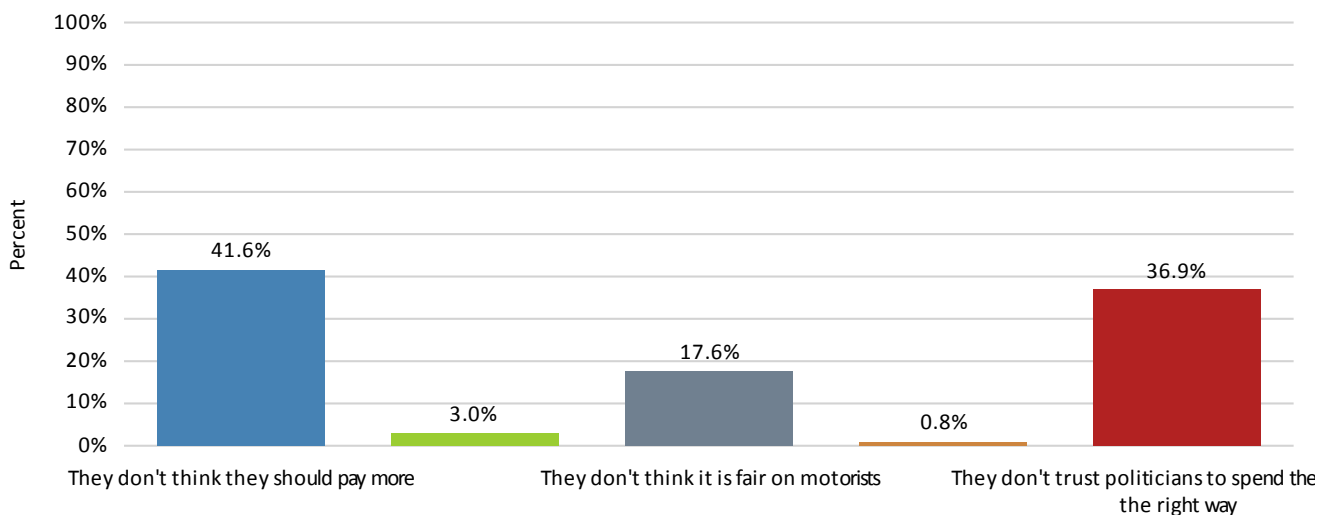
Name	Percent
Academic	2.2%
Central govt client	4.4%
Regional, city or local govt client	33.2%
Contractor Tier 1 or prime	9.6%
Contractor supply chain	15.7%
Consultant Designer	11.8%
Consultant Adviser	12.1%
Lender or Investor	0.3%
Other	10.7%
N	364

## 2. Which statement do you agree with more?



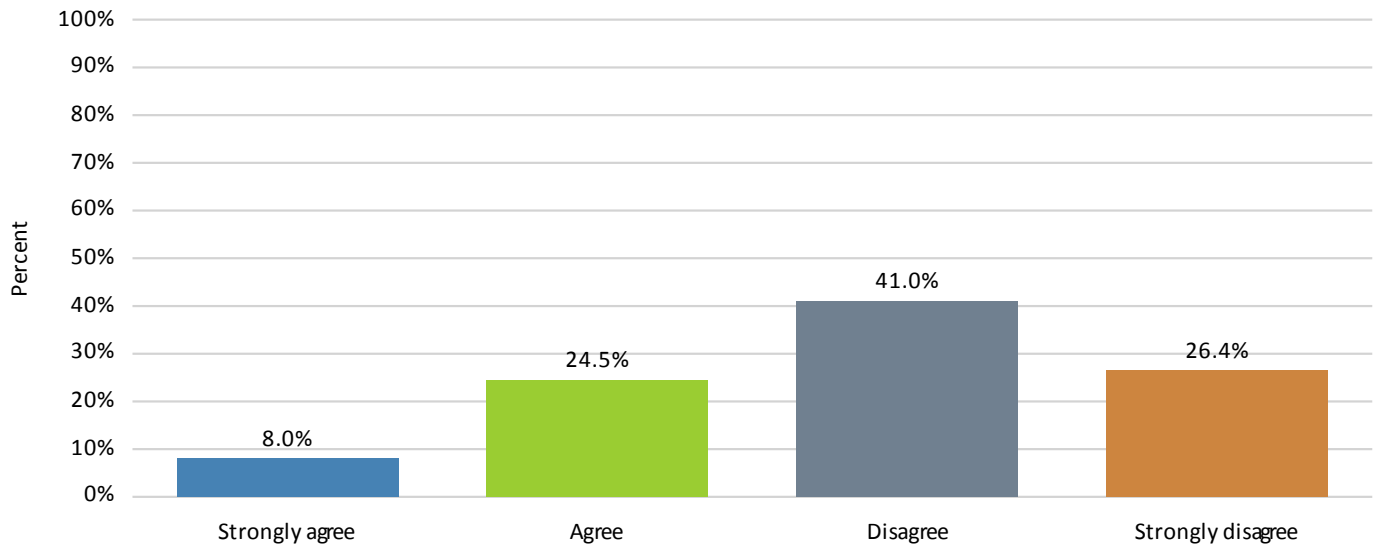
Name	Percent
The current system of indirect funding for highways via the Treasury and local government should be kept	47.2%
A more direct relationship between road users and payments should be developed	52.8%
N	356

## 3. What do you believe is the main reason why many people object to road user charging?



Name	Percent
They don't think they should pay more	41.6%
Economic/business concerns	3.0%
They don't think it is fair on motorists	17.6%
They don't think it would have any impact	0.8%
They don't trust politicians to spend the money in the right way	36.9%
N	363

**4. Please give your response to the following statement: The Government could implement road user charging without damaging public and business confidence in such a system.**



Name	Percent
Strongly agree	8.0%
Agree	24.5%
Disagree	41.0%
Strongly disagree	26.4%
N	363

**5. What are the principal ways by which you would allay people’s fears about introducing a road user charging system?**

ringfenced investment at a local level

Justify the reasons for it.

Transparency of how it is calculated

Better traffic progression and surface quality on certain roads

Transparency and low cost for the road user

i wouldnt

Clarify the current relationship between the tax paid by road users and the level of investment by government in transport assets and facilities. Draw stronger parallels with the utilities 'pay for what you use' models.

This would be very difficult to achieve.

by not introducing it

There's no such thing.

Removing road tax/ vehicle excise duty fees

They would have to see clear tangible benefits from that charge, better carriageways, reliable journeys.

direct relationship between the charges & the expenditure. Clear reduction in other charges as a result

Don't do it or change the road tax mechanism to reward economical/environmental friendly vehicles and target the opposite. Also challenge freight two thirds on the strategic road network is not good enough. Will HS2 indirectly support freight movement

Open book to show that money is reinvested directly into the highway infrastructure.

make it fair, open and transparent

Improve congestion through reducing works delays!

None

to be able to see/demonstrate a direct correlation between road charges and road upkeep

Make sure the public can see where the money goes to and how it is spent

ensure the funds where spent on the road network

I don't think you can!

Distribute the funding collected directly to the area in which the charge was made.

Demonstrate clearly that charging will be in direct proportion to the amount of road use and weight of vehicle. Show how much road users pay now compared to how much they would pay for driving, for example, 10,000 miles per year under any new system.

There is very little trust in government; particularly the current one. Absolute transparency and an independent body in charge of the purse strings would be essential.

Not introduce it

Cost increase on personal journeys, on goods and inflation

If pay buy use via fuel costs then a general reduction in tax of an equivalent amount

demonstrating cost v usage

None

They are right to be fearful its just wrong

demonstrable improvements in road services and quality, reduction in road and fuel taxes

Develop a trust relationship with the public

Some form of tax incentive to show that while you may be paying for road use, the government aren't effectively charging you twice

I wouldn't support it.

To stop road tax, then they could have pay as you travel.

Demonstration that road user charging would be introduced concurrently with a reduction in road fund licence, and that scales of charges would reflect the damage done by different types of vehicles.

Provide information that will outline the benefits for the county & individual - ultimately that it will not cost the individual more overall, is fair to all & will be ring fenced for reinvestment in roads. Avoid constant above inflation increases too

Produce real examples of where road user charges have been used to make improvements to the highway network

Ensure that any funds raised are directed solely to maintaining and improving the nations highway network

Easy to understand, transparent charging with real world scenarios to show what people are likely to pay. If its more than they currently pay there will need to be assurances over highway improvements which are measurable and monitored to demonstrate value

Not able to do this.

Do a trial on an area or County as without some actual facts and figures on a live scheme that's up and running you will never really know the true answer

Being clear on where current funding is raised, car tax, fuel duty, vat etc, and how any new system could be beneficial to some users, based upon use of the highway, such as HGV's paying more, elderly drivers visiting hospital would pay a lot less.

it's got to be cheap, have a recognised objective (e.g. congestion relief, maintenance) continuous public consultation rather than exclusive govt/council control

Demonstrating the money being raised it being wisely spent. Currently monies are bid for regionally, with higher profile projects receiving a larger share of the money where more local less profile concerns miss out, e.g. pot holes/road maintenance.

You already pay in one form or another, so your taxes can be increased across the board or the people who use the roads can pay for what they personally use.

ensuring that funds go into maintaining and improving highways.

Don't do it

Nothing would allay peoples fears.

I wouldn't. I think the fears are justified

Development of a plan to use money's taken from fuel taxation and road fund licence that is already in place to be redirected to highway maintenance and infrastructure.

Provide tax payer with a universal card to recognise their contribution and to use it to enable them to park free of charge at least in their own local area. The tax system in the UK is too complicated remote and untrusted

By implementing a simultaneous cut in VED and ring-fencing the road user charges for infrastructure improvements

?

don't agree

there are none

Reduce fuel duty and VAT on vehicle repairs and increase road tax

It will be cheaper for local users

There has to be an identifiable reduction in an existing indirect payment, e.g. road tax, income tax.

Reassuring them with good quality infrastructure and standards

The money raised should go directly into roads and not be diverted into something else

Road charging is undeliverable

to educate them on the benefits of decongestion

Provision of viable and cost-effective public transport alternative and cordons only in the city/ town centres

ensure that all charges are re-invested into maintaining and improving the existing road network.

being reasonable to regular commuters !

the government needs to outline any changes in a document that is as transparent as can be so that people know exactly what they're going to be paying

Remove vehicle excise duty

Use an open and honest advertising campaign with a Help line to answer questions.

Politician accountability

increased security in number plates, e.g. hologram security in the number plate design that is only available from government. there is as a problem with the cost of operating the charging system that will be nation wide.

heavy users would pay more - it would cut traffic at peak times - it would go directly to maintaining roads

Getting rid of car tax, VAT on cars and petrol taxes

The government would need to establish clear ground rules that would demonstrate fiscal neutrality and then hand the entire process over to an independent body that has representation from a range of stakeholders, including road user groups

People would probably prefer to pay more road tax than have a road user charging system.

Allay the fear of cost increase on top of road duty, Risk inferior or cheaper road products used to reduce costs

Through demonstrating asset management principles - quantifying condition / deterioration, damage caused by vehicles, benefits provided by roads to individual users and society as a whole

The perception that this would be an additional tax could be allayed by a reduction in direct general taxation. Concerns about how road usage would be measured not only on trunk roads but on local networks which would see increased traffic

early and open communication about the charging and how the money will be utilised

Difficult to pin point

Clearly show the income being spent on the roads, not like the road tax which just goes into Treasury and never comes into roads.

Guarantee that all the money raised would be spent on the roads.

Removal of road tax if introduced Much cheaper is ring fencing a sensible % of fuel tax on road construction and maintenance, but electric cars will kill that in the end if they take off

For them to see the difference.

RUC Must be by vehicle weight to be fair (HGV should be typically 10 x Car charges) AND must be accompanied by Some reduction in Fuel Taxes

By giving examples demonstrating that it averages out the same

Reduce or abolish VED and fuel tax

Make sure it would be fair to all, too many uninsured drivers and untaxed vehicles

I wouldn't.

Roads should always be publicly funded, the motives of private investment companies (banks) are not always in the peoples (road users) interests.

Demonstrate how existing fuel/road tax funding is spent and publicise the need to meet current and future demands

overseas examples and evidence

By demonstrating alternatives and what can be achieved by using real life examples

That it would support the operation of a well maintained free flowing network

I wouldn't introduce it.

transparent accounting/expenditure

Shadow trials firstly with phased introduction of charges to follow

They couldn't

I wouldn't attempt to.... its not something i agree with. Road users already contribute enough. It would be better if there were more regulations on local government to ring fence that funding so it is only used on our roads and not wherever they see fit.

sorry - why do we want charging as i cannot see the benefits to the public

Stop vehicle tax and fuel tax frozen

A trial system in one county that if successful could be rolled out countrywide.

Just do it anyway but be sure to deliver on promises of fairness and value

Move alle costs to patrol in stead of standard fee. People feel they already pay road-tax and will see this as an add-on

You cant

Showing exactly where the money is spent, down to £100, not millions. Show specific issues that have been tackled using the money e.g. new pd crossing on high street which cost £2000

Ensuring ALL the money collected goes back into maintaining the highways

Ensure visible investment to improve the network (especially non-trunk roads) from Day 1

Transparent spending

Be open, honest and clear about where and how the money is spent. Be accountable and consult openly, if its the right thing to do the public will support it.

Almost impossible to because there will always be those too ignorant, with closed minds or a preset agenda who will never listen and will shout the loudest. And that is before we get on to those who will deliberately seek to misinform and mispresent.

Couple its introduction with abolition of vehicle excise duty

Protect people within a radius of their home, people don't want to feel they're being penalised for going about their daily business - flip side is that it won't necessarily encourage a change in habits

Open and honest declaration on where funds will be spent

i woudn't

By assuring people the the road condition will be improved and congestion reduced.

Offer pricing structures, such as monthly cards etc; similar to using rail and bus transport

You have to prove that the incurred charges have a direct correlation to road user benefit

They already think they are paying a lot through car tax, insurance (included tax) and other payments.

explanation and fair use of the funds raised

Transparency.

fair system

Prove that all money taken is actually going to be spent on the roadsame not just part of it and the rest used to line the pockets of those in power

ensure they get greatly improved infrastructure

Have it pro-rata - like income tax, if you do 10k miles a year you pay less than someone who does 100K miles

make the method of payment very simple and user friendly

Promote it differently by promising to ring-fence the revenue raised to invest directly in infrastructure, and how by using new technology maintenance can be kept to a minimum (less road works !)

Cast Iron Guarantees that the funding would be spent on road infrastructure and no where else

remove vehicle tax

They would get better roads, lets face it they can't get much worse?

Not do it - it would be political suicide

By only charging on certain (major) routes

demonstrate that hypothecation is transparent and that income is directly funding maintenance

It can't be

I don't agree with road user charging. How about charging via the pumps. More fuel use more payment.

your getting ripped off anyway because everywhere is corrupt

Cheaper for great majority of users compared with road tax

Reduce licence fee and/or duty on petrol

There will always be the fear that it will lead to dramatic cost increase the motorist & Business, with potential unfair levys imposed by government

There should be a basic levy on fuel so the more you drive the more you pay and then there should be a tariff so that the heavier vehicles which cause more damage to the roads should pay more.

Reduce car tax/ fuel duty.

Would not result in increased cost of services, particularly the retail sector

by not introducing it, I fail to see how any current/recent governments would be able to deliver what their stated intentions are. examples exist of toll roads that still charge post payback period to supplement other areas of fund-short highways works

Scrap the road fund licence

Better information and education.

I would not. Widespread road user charging is fundamentally flawed. It adds extra cost to those who cannot live in cities and benefit from good public transport. Revenue is also disproportionate to maintenance costs and importance.

commit to repairing the roads and then doing it. the present political set up of Members would then be accountable

HM Treasury receives £38.3 billion a year from vehicle excise duty and fuel levy. It allocates £1bn a year to highway maintenance. No more charging is needed, just a decent redistribution

none

Not applicable it is not required

spend the money on the roads,

Show them the benefits and deliver on promises

education and media

It works elsewhere in the world

tariff the scheme based on vehicle taxation classes and use ANPR technology to target heavy use (i.e. tax per mile, not per vehicle)

remove fuel duty

i wouldnt we pay too much anyway

Increased consultation with both private and commercial users of the network

The needs of all road users, including public transport users and operators, walkers, cyclists, and others, would have to be considered, not just motorists and road hauliers

hypothecate to transport (not just roads) and make it cost neutral to motorists by reducing other motoring taxes (fuel, VED etc) in line

Any form of charging should encourage the road user to consider why they are on the road, alternatives, efficiency of vehicles and time of day



## Trial Areas

by spending the money on maintaining the infrastructure main routes down to minor roads

If the government would increase LA funding to cover road maintenance, pollution reduction and other factors affecting the road, there wouldn't be a need for a road user charging system. Road users are already paying a lot.

Parity.

I wouldn't bother

Variable charging with low use free periods and money back when journeys are delayed.

Demonstrating a fairer system i.e. the more you travel the more you pay. Business will need to pay their fair share but would encourage longer lorries or platoons rather than more traffic

I wouldn't, it is a bad idea: essential national infrastructure should be nationally funded

Keep the treasury dept well away from it

Motorists feel they already pay via the road fund licence - advantage of this method is free at point of use

deal with congestion

demonstrating it is cash neutral and better for the majority of people who only drive short distances or off peak and there would be a distinct advantage, e.g. abolishing car tax.

Abolish road fund licence fee

Explain how "charges" from elsewhere will be reduced so that the net effect end up the road users paying as they use the roads. It's all about trust and confidence in ability to pay.

Greater transparency in the accounting procedure clearly indicating the take from transport related taxes and charges and how the revenue is dispersed to Highways Authorities

Communication

Demonstrate exactly why it would be safer, fairer and cheaper.

Up front communication avoiding political rhetoric and backstabbing. I.e. multi party support.

This is rip off Britain, public would be charged, roads not improved, same old story

Immediate visible results and good media coverage of how, where and why money is being spent.

Eliminate road tax. Eliminate fuel pump tax.

encourage more parking charges instead

Show equal commitment to managing heavy lorries on B roads and reducing speed of traffic on all country roads

I would not

removal of the RFL and either free mileage allocation each year, similar to a personal tax allowance, or targeted tolling on key routes

None

To be able to show that funds are spent on Highways and not just lost in administration

Show investment relative to charges. Prove the money stays on Highways

Common sense - just increase fuel duty a lot to avoid any revenue collection infrastructure. people would pay according to use.

by not having any road user charging system

Reducing Car Tax / Tax on Petrol

I wouldn't

A fairer system would be to have levy on fuel usage to fund infrastructure

You only pay for what you use like the rest of things in life

Provide worked examples of how the change will work

Do Not Introduce or stop road tax then introduce

Keep costs per mile charges low and focused on city and town centres only. Reinvest income in improving public transport.

if the money is solely used to fund the road system.

don't do it

Link to congestion

Clear alternative routes that are appropriately upgraded.

Removing VED, removing tax on fuel and removing company car tax.

It would only be acceptable if vehicle licence and fuel duty were substantially reduced.

Ring fencing the funding for developing the road network only.

Ring fence the income generated to be returned to improving and maintaining Highways and roadside infrastructure

n/a

Restrict charging to core business hours. Reduce public transport costs to below car use costs. Develop meaningful park and ride.

Link to environment

Reduce road tax to compensate

Improving Public Transport Links to Town Centres by charging less for services thus keeping the public out of city centres

better communication

Defining exactly what the money will be spent on and not vague notions

Show where it is going

continuous communication of need and benefits

money spent on highways equally divided throughout the country.

I believe that it is fundamentally wrong and will adversely impact on those least able to pay and for whom there is no alternative transport

Assure them that the roads will be brought up to a better standards than they are now.

Demonstrating that for the many motorists they will pay less.

Nil return

Demonstrating a direct connection between charging and maintenance on roads they use

Don't agree with road user charging systems.

Appoint an independent body to collect and allocate funds raised by RUC. Costs to motorists to be set and baselined to CPI. Such funding must be clearly ringfenced and used to maintain roads and improve public transport options.

Reduction on low emission vehicles and demonstrating that charging is directly invested into the network they are using

Show a distinct improvement in managing the current asset in order to improve public confidence in spending decisions

Reduce/abolish other motoring taxes

Clear unambiguous link between what paid and how spent

Reducing duty on fuel and road tax to make it cost neutral for average road users

Its all about evidencing the need and raising awareness

I drive so I don't like the idea myself!

Personally I wouldn't even try to introduce road user charging 'cold', we need the simplest possible alternative to the current set up first.

why should the road user pay more

Ring fencing income to spend on roads

costs should be more relevant to usage

Don't create the charging system. No foreign vehicles are charged.

Not do it in the first place

This can only be done when confidence in the integrity of HMG has been repaired

Subsidised or free public transport in areas of road user charging

Road user charging would be very difficult to get through - its about allocating the tax already collected in my view

To say roads would be maintained to a higher standard.

It would need to be set up and managed by a group that do not benefit from the monies collected and not (easily) be a victim of political whims

Showing them that there is a robust system in place to cope with this, be transparent about exactly where the money would go and who would be responsible for spending it

I think we enough taxes and it not fair on road user to pay more

The Road User pays far too much already. Spend the money received from the Road User on Roads Maintenance. Make Taxation Transparent. Successive Governments have been creaming Trillions out of the Road User on Fuel Duty alone !!

It is another way to indirectly TAX us with no actual way of seeing where the funding is going or gone.... No accountability in any way.

Ensuring this system is not an extension of the government's surveillance. ensuring data is protected - that there isnt a

Cite examples such as Milan, Stockholm, the Western United States,

Make it cost-neutral to the vast majority

That European paid the same amount to use our roads....expecially as there is more business done through the poor £

I would; Adjoin public transport and Road user charging as one integrated transport system clarify that those without personal vehicles would only be contributing to road taxation by their use of Public transport

Convince them that it won't cost them more money

Provide quality road surfaces.

make them fair and reansparent to all users

Direct traceability of funds collected vs set up costs and local infrastructure improvements

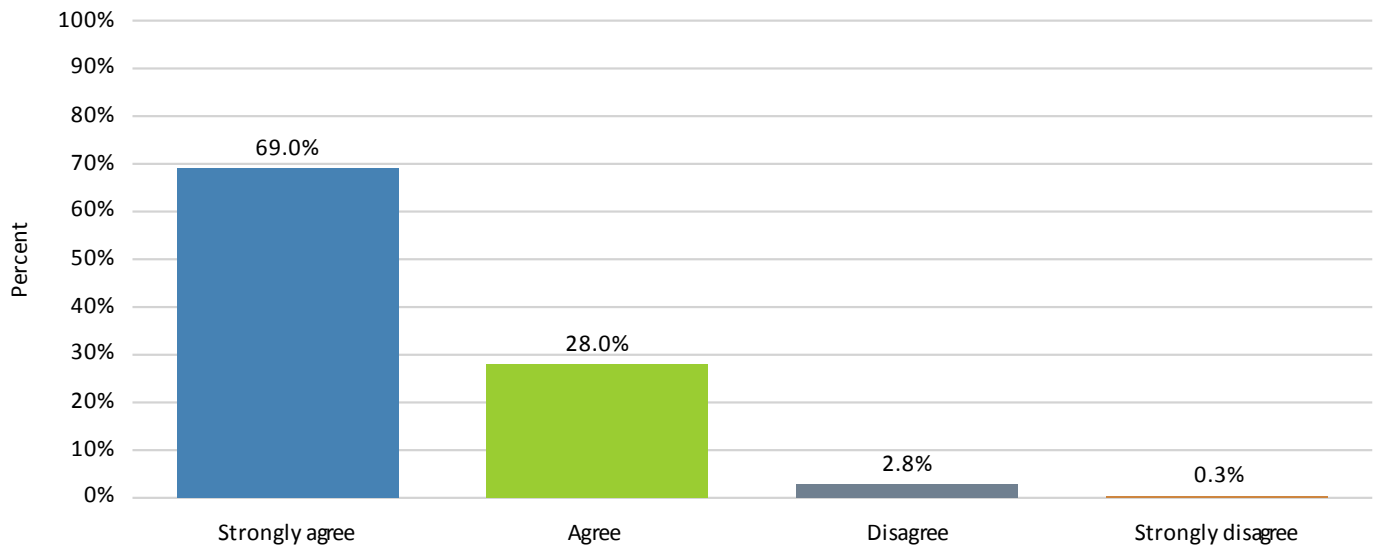
N/a

Don't agree with tolls.

Improved materials implemented with more contra or influence on budget target areas

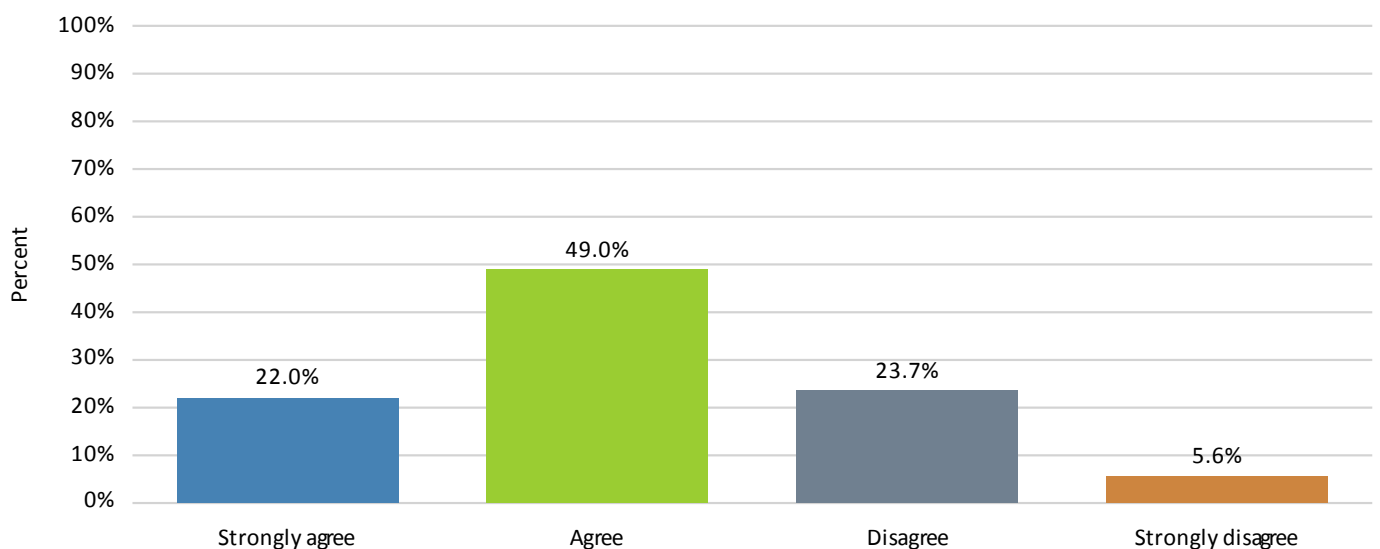
Better education and clarity

**6. Please give your response to the following statement: There should be a five-year investment strategy for local roads.**



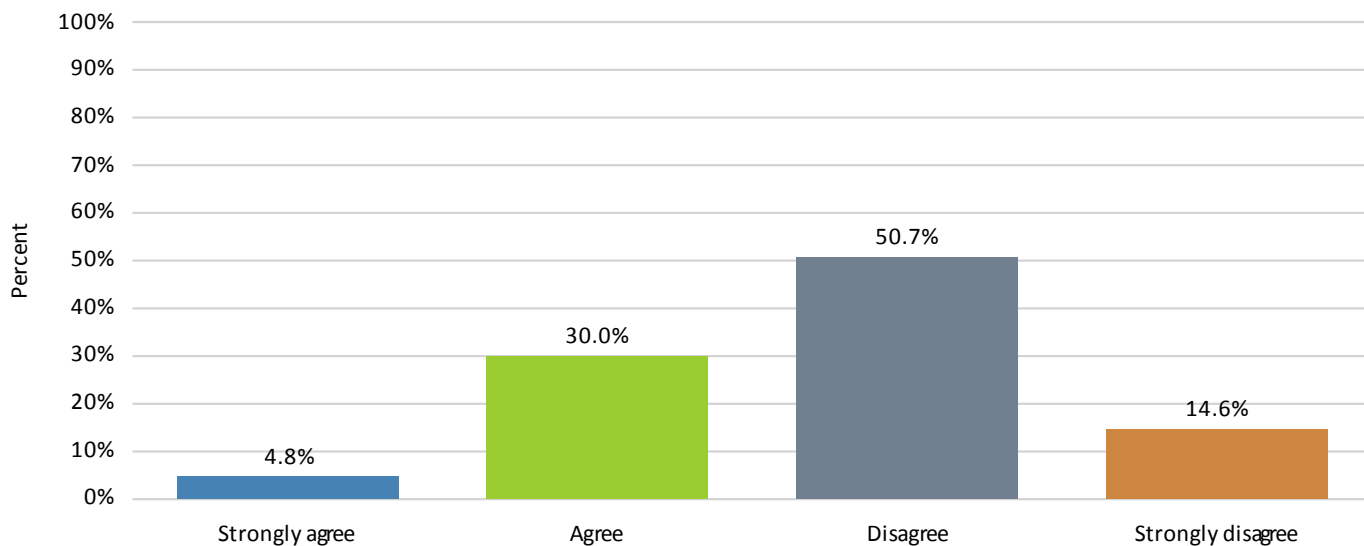
Name	Percent
Strongly agree	69.0%
Agree	28.0%
Disagree	2.8%
Strongly disagree	0.3%
N	361

**7. Please give your response to the statement: Performance-related funding for highways authorities raises standards.**



Name	Percent
Strongly agree	22.0%
Agree	49.0%
Disagree	23.7%
Strongly disagree	5.6%
N	355

**8. The current number of highways authorities in the UK (over 200) provides value for money.**



Name	Percent
Strongly agree	4.8%
Agree	30.0%
Disagree	50.7%
Strongly disagree	14.6%
N	357

**9. What would be your ideal number of highways authorities for the UK? (Please give an approximate number and a brief explanation)**

One

150, some areas need to be large as their road networks are relatively small but certain metropolitan areas need more authorities to reduce defects etc.

Rationalise the district and county council responsibilities to drive efficiencies / economies of scale

Not sure

If you expand the power of existing highways authorities, they won't be able to handle the workload

6

One per County

Approx 20-40. Progressively move towards highway authorities that represent economic sub-regions (LEPs) or sub-national transport groupings (tfN, Midlands Connect, EEH etc.) choosing a governance model that best fits local circumstances.

The current system allows people to manage their area and deal with area specific issues and concerns.

6- scotland wales england(north south east and west) governed by an oversight main agency

197 - remove highways england/ scotland and wales as they are not fit for purpose or very helpful to local authorities

Approx 100. There is so much duplication from one to another, if these depts were greater the synergies and efficiencies could be realised more.

Should work to at least County size - district/borough unitaries are too small to be resilient and lose economies of scale

Broken down into regional assemblies

Should be done by regions not sure on number but there still needs to be a split between local roads and trunk roads as they present different environments and issues.

1 overlying agency for consistency

All, so no profits are leaving the industry and more is spent on investment

Around 100, unitary authorities were a massive mistake, bring back the metropolitan county councils

no idea

0 it should be let to contracts who do better job and are value for money

One.

100 or less. HAs should be combined to capture best practices from existing HAs whilst delivering services more efficiently across a wider area.

I would recommend a tier system whereby there would be regionalised authorities (no more than 25) who then report up to a centralised committee.

10 (the HE areas should be both HE and LA)

100 - it would save huge amounts of duplication

200

Four one each for England, Scotland, Wales and Northern Ireland

50 - more manageable

10-20. 1 for main arterial routes then split into approx similar numbers of road users/road density

12 - generally align with SRN authority areas.

50 so they could be audited on actual expenditure

Highway Authorities should be regionally based rather than Council based. For example in Scotland, they should reflect the Regional Councils prior to 1996, in England, the former Met Councils etc

Target reduction by 50% over a agreed period to develop plan to deliver better value for money regionally whilst managing/reducing the local impact on jobs, contracts etc

The current system works quite well and should be retained, with a strategic role for local combined authorities

The number probably isn't important. The focus should be on high standards which has to be driven from the top down to all LA;s

10 = primary geographical areas

Leave as is you will creating a minefield if you try and change the whole set up and that's not the problem

Probably around 100 for highway maintenance and 200 dealing with local issues such as parking, speeding traffic.

one.....it's too important to be run by councils, e.g. they have failed to apply guidance such as "manual for streets", and don't do effective road safety/accident analysis and action anymore

no opinion.

1 - Automtion will change the way work is identified, scheduled and carried out.

100 or so. would bring some economies of scale and reduce tendering time/resuorce wastate but still retain small enough geograpghy to maanage politically and practically.

One accountable authority, funded on performance.

4, one for each country in the UK.

I don't have a number in mind but believe that a more regional approach is justified.

2 and they should be decided into two main areas. One for high-speed A and M class highways and the second for the rest of the road network this way funding could be distributed to were it is needed and not decided by who has the longest section of road.

15 - 3 each for Scotland and Wales and 9 for the UK with a focus on simpler drainage to reduce water laying on many roads that exacerbates matters

10-12 based on regions in England plus 1 each for Scotland, Wales and Northern Ireland with Highways England being expanded to cover the whole of the UK.

100 - Regional highway authorities may be more efficient

4

no idea, but less would take less money to run hence saving money

Reduce the number to sub 20 similar o that of Highways England Regions

Same as existing, it should be at a local level, the funding needs sorting, and devolution isn't helping

About 10 based on strategic roads (as per Highways England) and regional authorities

20. Economy of scale. The ability to exchange info on best practice etc.

250

No more than 50. There needs to be joined up thinking between highways authorities.

You are not asking the right questions. Its not the number that is an issue. Its the mismanagement of the network thats the problem.

about 100--one federal and rest regional and local without duplication of role efforts

15-20 - these should be regional; localism in transport is not a good approach

5 there should be as little as possible to work to simlar standards

not sure as many authorities charge different prices when they're literally a stones throw away from the next borough, rather than seperating them all so much i think they should be clubbed together a bit more and a standard pricing structure introduced.

Single tier

No Change - perhaps a small reduction where shires/ mets ccombine. Problems of influence/preference arise without proper local funding.

8, I believe the highways authorities in England should north, south, east and west, Scotland north and south, Wales as one and Ireland as one

There needs to be regionalisation of Highway managment alongside Local Government rationalisation. As the largest Asset besides population the length of Highway/Asset Value should be used to determine boundaries and equalise Council areas.

Around 50 - enough to account for genuine regional variations without needing to reinvent the wheel every time for procurement matters

one with 10 local offices this will drive value in the contracts, constitancey in systems,

dont know



Difficult to identify a number as geographic and demographic distribution needs to play a part in designing/designing a practical number - these factors also need to influence how and at what level some highway authorities are funded

Areas should be amalgamated down to just 10-15 areas

Much less

one for each local authority

20 or so. One for each strategic road network (England, Scotland, Wales, N. Ireland, and one for each region covering local roads

100 - 150. You need a certain critical mass of network to be able to exercise best practice and gain economies of scale, without losing the local flexibility of an authority

400

A dozen based on Regions and devolved Countries

1 per county.

About 41 - England HE + 30 (31), Scotland TS + 5 (6), Wales WGT+ 2 (3), NI DfI (1). There are too many authorities. Reducing the number would give economies of scale and give more chance of retaining intelligent clients.

About 10 Enough for local knowledge to be provided but ensuring adequate technical knowledge available.

Difficult to know. The key is politics. Local politicians want control over 'their' area. Regional entities may be the answer but some will say they are not local enough.

1 to cut the wasted labour costs

ONE Responsible Agency for each of England, Wales Scotland, and Northern Ireland.

40 - combined authorities as per up north

Under 100

Frameworks such as the MHA should be sufficient

20 - DIFFERENT AREAS WITH DIFFERENT TRAFFIC SITUATIONS REQUIRE DIFFERENT SETUPS

4, one for each UK country and allow their own Roads funding be devolved

12 based on traditional regional boundaries

200 is fine, it's how the money is distributed & spent that's my concern!!

I don't think the number of Highway Authorities makes any difference. It is effective they are in maintaining their assets. Funding should be based on the whole life costs and performance.

200 seems about right, there has been a lot of consolidation over the years, and collaboration between authorities.

I believe maintenance and traffic management are generally delivered efficiently in Local Highway Authorities but there are opportunities for regional efficiencies in terms of policy and network/capacity improvements

12-15 Regional areas, with additional main population areas (TfL, TfGM, Tf Birmingham, Tf Yorkshire)

More smaller sub teams managing small areas of the network sitting under a fewer overriding highway authorities

Not sure but authority numbers might be better aligned with economic regions.

1 per LA responsible for its own network, just like we used to have.

40 - 60 to give a manageable size and scale of economies balance.

Amalgamate some of the unitary authorities and likewise with shire counties that share similar characteristics

7, split England into 4, Wales and Northern Ireland 1 each and Scotland into 2 which would drive efficiency

200 - the system is fine as it is, less authorities will only end up with a narrower industry where work and contracts are all awarded to larger businesses, as is the case with the current MAC contracts system. Smaller businesses would lose out.

don't know

Not sure

Number about right as we are promoting localism and any reduction would impact on this ethos.

Don't know, Authorities need to be big enough to achieve value but small enough to retain local knowledge and avoid being a cumbersome organisation

no comment

200

200 but should have the option to join other highway alliances to get best value for money, without the need to go to consultation. E.g. allow 2 x neighbouring counties to share a term maintenance contract

200 - this is not the time to start monkeying about with the authorities - just give us the required funds to maintain the network!

10 follow RCC model (Highways England 7, Wales 1, Scotland 1, NI 1)

Humm, there is always a risk at the boundary. The key is not so much the number of HA's but how they can work together, in partnership.

One - Highways England : HE should be responsible for all highways

Difficult to give a set number, but national important roads are managed nationally. Regionally important roads should be managed regionally and same principle goes for local roads.

No comment

Har to say however certainly far less however key that they are local enough to know the specific challenges yet large enough to effectively plan area-wide strategies

7, regional i.e. West and Scotland, Wales and Northern Ireland

These should be reduced to less than 50. This will lead to more effective management of the highways network

20

100 it would depend on highway length and highway usage

7 regional authorities and 4 national ones

-

10. Improved control of spending and economies of scale bringing better value.

Match devolved legislatures for Scotland and Wales. Regional for England. Exclude LAs.

48 - 1 per county

20. This is a manageable number to cover all the regions, and allows for massive economies of scale. Innovation can be introduced swiftly as 20 sales rather than 200

Reduce to say 50- how about the old county units, with regional government divisions?...or have we had that before?!

80-100. By creating larger geographical areas of responsibility significant savings can be made. Also by merging existing highway authorities further operational saving can be realised.

50

county boundaries

Give responsibility back to local council who are able to have the more local view and target problematic issues.

50 but polical control is the difficult area

25

<20 All public roads should be maintained by the same area teams that manage the UK highways

Don't change. It would just waste money.

too many politics get involved and spend the money equally to all. not red or blue

30, covering regional areas

1 per county, at present some local authorities standards differ with the same region, there should be one standard accross the country.

100

One so that common standards, efficiencies and synergies can be maximised and management costs minimised.

I don't know.

Consolidation needed - better planning and utilisation of resources; at least 50% reduction of cost for managment (from A to Z)

less than 15 - there will be economies of scale in regionalised areas (similar to HE roads areas) and a higher element of consistent application across the relevant priorities.

Dont know

2 tear system North and South keep a more centralised system than de-centralised.

Not about overall numbers - this survey seems skewed towards a preferred set of answers? Allow Local Highway Authorities to manage all roads in their area, with higher standards for strategic roads, and a strategic road funding board, replacing H.E.

4 - one for each Country plus one for Greater and inner London

About 40 or so - large metropolitan and county based to achieve greater consistency and scale of economy

200 current system allows for a more localised approach enabling democratic decision making

42

The issue is not the number

50 less ds organisation.

Regional

20

the current number is about right, less organisations covering wider patches could see more money eaten up in bureaucracy rather than solution provision

One with a National structured plan

THE SAME JUST FUN THEM PROPERLY AND FORCE THEM TO SPEND ON VARIETY OF TREATMENTS ANS SCHEMES

Less than 50. Close working relationships and combined strategies can achive far more in less time at reduced cost

About 100, based on one single authority for each Integrated Transport Authority area, one for adjacent County and Unitary Authorites, e.g. Leicestershire and Nottinghamshire, one for London, etc.

75-100; work by Leeds Uni for CQC suggests that the economies of scale for larger LHA's top out around the 5,000km. With around 380,000km of LA roads that would translate into about 75 LHAs as an optimal number.

for the road user there should be a single point of contact with a regional representation. Local interest should be maintained at the County/Unitary level

Don't know

there can be as many as you want ...as long as the standard and performance spec is the same across the country and money allocated is based on a specific formula of Road length / populate

About 150, so that some highways authorities can combine to deliver services in the most efficient way.

30 to 50. City regions or wider rural areas

20 or so regions balancing National and local interests and accountability

Highway authorities need to be fit for the area they serve. Most highway authorities does a good job but it is not well joined up in terms of alliances, sharing best practice etc. Across the WM there is WMHA, MSIG, MHA, there should and there are aspirati

<20. Economies of scale would be advantageous

10 on a regional basis

Difficult to say - balance between being too remote from local people versus too much bureaucracy

By county only too many teirs

I don't think that way. I think we should be thinking in terms of smart cities or smart regions and having multimodal transport authorities to suit.

40

Not sure whether there is a structure (i.e. legal) at the moment to do any other way! Partnership and alliances between authorities could improve matters.

The approx number of authority groups should be per county

25 - to ensure suitable workload for the current supply chain

One per region - a region being large enough to provide the physical resources and people of sufficiently high calibre. Regional populations of 500,000-1,000,000, perhaps. Therefore 60-120 roads authorities.

Difficult to put a number to it. Definite advantages to joint arrangements to bring costs down. Say 60 authorities.

Dependant on road/networks in each area

10 - regional operations with regional contractors only involved

100 - get rid of some of the smaller ones by encouraging mergers

It's the wrong question. It is a matter of how efficient and effective each one is. Look at the TRO process - how cumbersome is that.

no idear

HE should be abolished in favour of regional transport bodies dealing with strategic routes, say 7 in number and local authorities deal with local roads. both regional and local authorities would sit under the DfT

100

50 ( County Authorities )

50 % of current authorities

I really don't know

not more than 20 authorities for better control of the highways stock, more efficiency, and more savings

25 max. - fewer, larger authorities increase efficiency and reduce back office staff so more money can be spent on new roads/maintenance

75 would have more control over funding and its use.

Not easy to say but there seems to no real joined up strategy

10

one per County with duty to cooperate across adjoining County's if expedient.

Do not know.

up to 10.

its not about the number its understanding the geographical /topogrphical make up of the country and funding it appropriately.

75 - economies of scale for neighbouring authorities with major routes and close populations need to be balanced against those with fewer roads that cover a wider geographical area.

Current system works adequately within my spehere of knowledge

3 strategic authorities, and then break the regions down to London, SE, SW, NE, NW, Midlands east and Midlands west, Wales and Scotland

As is. HA's deal with lots of other highway related issues, which require local knowledge and feet on the ground. Whilst local policy is at LA level, combined services don't make sense.

I do not have the information to provide a specific number, but they must be large enough units to provide adequate in-house professional expertise to ensure the right work is done and done effectively and efficiently.

It's about size / area covered, not about a specific number of highway authorities.

A reduced number of say 50 highways authprities, would lead to tigher controls and better management.

One per County or Unitary Authority

Its not about the amount it about the finding going directly on the roads and not lining contrcators pockets!

at least 200. locations should be able to manage their highways network as they see fit. there should not be a one size fits all approach.

Probably aroud 100 regional authorities to provide better value and improved cross boundary co-operation.

Fine as it is

half the number of HA thus making legislation easier to implement throughout the Country

50 back to the old County Surveyors days

More than 200 - I actually think that an amalgamation of authorities reduces visibility of the current state of local roads and infrastructure

5. scotland, north england, midlands, south england, wales

1 for each national parliament/assembly + 1 for each local government area. There are probably too many local government areas. There is a duplication at present between TfL type bodies and Boroughs which should be eliminated.

go back to the county system

for starters below 100, too much wastage

Pass

About 60 would be adequate to substantially save on costs.

50. This would provide a reasonable balance between the need for local accountability and the efficiency that would be gained through larger bodies.

Unknown number but regional based as a guideline.

10-15 Regional Roads Authorities allowing scaled up operations with concomitant economies, and retained expertise in staffing.

Current levels are not too far off but efficiencies could be made in cases of smaller unitary authorities within larger authorities e.g. Cheshire East and West, Stoke on Trent and Staffordshire.

No idea! Maybe 100-150?

As is

Fewer and more regionally based and more strategically focused with Trunk and principal roads to be grouped together - leaving lower class roads to the LAs who should be reorganised in some areas

30 significant rationalisation required

one per county

Around 20 - similar approach to strategic road network

I am not knowledgeable to be able to answer

As it is.

Probably about 24, covering the main conurbations and wide areas beyond

just one in order to centralise

More break down to local authorities who could prioritise their own districts.

No idea but reducing the number would surely lead to efficiencies and substantial savings.

50

Over 200 - providing localism

Could probably rationalise a bit but large HA's would probably be focussed on key roads (10-15%) leaving the remaining local roads at risk.

50 - there will always be local variations but 200 authorities doing essentially the same things must be wasteful

Don't know.

No strong view on this

I believe the current number is correct. With local authorities looking after their own area's, they have more control and a better understanding of what area's demand the most attention as well as where the money is spent.

Each county council should have responsibility for the roads within their county - apart from those that are maintained by Highways England

Five year investment strategy is not enough, this needs to be every year, at least half of the money taken from the Road User in Tax. The Authorities getting the money are better at filling the bids in. One Highway Authority per County/Unitary City.

100

less than 100 - there is little coordination between metropolitan / unitarian / county authorities on policy, standards, maintenance. Travelling public rarely know who to contact and who is responsible for what - particularly outsourced services.

20-30 - regional

not sure

More than what there is..... seems as though everything goes through one. Too many chiefs not enough Indians. Plus it is all subcontracted out anyway.

2 - one for strategic or interurban highways and one for the remainder.

20 align as close as possible to HE Areas

Match the Highway England areas. Remove the ability of Councils to use Highways as a Political football.

1 makes everything simple and constant

one per county or unitary seems reasonable balance between local accountability and economies of scale. Question should be; Does LEP involvement in Highway Infrastructure add value?

N/a

Not applicable to my sector.

8 authorities north, north east, east, south east and so on around compass. We centralised experts in industry working with supply chain.

45

**10. Do you think that public sector procurement rules optimise new thinking and innovation in the sector? Please provide a yes/no answer and a brief explanation**

no

NO

No, incentives aren't there for being innovative.

No - but it can be done. Look at East Sussex.

No - public sector procurement is too focused on EU regs, barriers to trade etc etc

No

No. The procurement approach is often too restrictive on innovation, particularly where design/construction deadlines are extremely tight.

No. Continuing emphasis on cost, with quality and outcomes still very much a secondary consideration.

No

No - too restrictiive on budgets

No. A lot of it is focused on the intial spend and not full life cost which in some cases can be more upfront but realised over a greater period of time.

No, only as good as the people running the procurement. Too often end up paying extra for teh things no-one thought about or believed woud be included but were not.

no

yes

No. The specifications are prohibitive and updates to the SHW are out of pace with developments in the industry.

No too much red tape! Simpler procurement rules needed

No, far too much red tape

No - because from experience the public sector is driven by price - wanting the cheapest solution to a problem rather than looking at the future

yes tryiny new methods of work

NO. They are applied by the wrong staff.

No. Too much red tape to promote innovation and thinking outside of the routine ordering

No fixed opinion

No - much of innovation and outside-the-box-thinking is done at the SME or even micro level; the procurement system seems stacked against these types of businesses.

No. There has been no innovation in this sector for years, HAPAS kills innovation in materials and procurement rules kill consultancy ideas

No. very often the procurement is used to maintain the status quo and prevents innovtaion

no - it is too backward looking and doesn't allow innovation to flourish

no, public sector procurement are advised by the private sector and tier one consultancies. If local authority have more expertise they may innovate better.

Yes, with greater transparency and more open to smaller competitors



No

No - By the time tender is released design is done. Too often it is just a case of quoting for an "equal or approved" to what was used before no, they stifle.

no

No - we are too reliant on lowest price tenders which lead to contractors looking to do everything they can to cut costs at the expense of doing a good job and encourage innovation.

Yes, to some extent, but more likely it's people and their thinking, attitude to risk etc that has a bigger influence rather than the rules.

No it encourages a race to the bottom on price and although there is talk of innovation to get more for less you get what you pay for, which is less

No, they do not consider past performance and government and local authority clients should be permitted to reject bids/submissions from suppliers based on performance for other clients and not solely references provided.

No. There are numerous SME's which could be given a chance but most LA procurement rules make it very difficult for such small companies

No this is a brave new world now and we need to have a consistent powerful message followed by strong implementation and governance

NO

No. Any new way of working requires all the detail to be decided in advance and tends to favor existing suppliers.

no.....LAs/councils are static organisations re highways, e'g. statutory highways comments by the HA re planning applications are not implemented by the planning dept.

New thinking and innovation is essential, due to budget constraints from Tory austerity.

NO - It limits it to the big players

no. it puts the focus on jumping through the right hoops to comply with legislation and competition not taking a fresh look.

No. They prevent innovative products entering this lucrative market.

No, they are inflexible, fraught with corruption and definately dont deliver value for money.

No. Procurement rules stifle risk taking which precludes, mostly, innovation.

Yes but there is always room for improvement.

No..... Rising T.M and attendant costs and complexity greatly diminish approaches, outcomes and the state of the roads speak the truth

I have no view on this.

Yes

no

too much time and money is wasted in procurement full stop.

Yes, i think standards within government are old and outdated and have not kept up with innovation.

No, because it delays works as you have to jump through the procurement hoops, hope you have 3 prices (you wont as its a new innovation), if not write reports to scrutiny and higher boards internally, it can take 5 months easy!

No. They are generally too prescriptive and inflexible, often due to existing maintenance contract service level agreements.

No . There is no incentive to apply business acumen. I e accountability.

Yes

No. There needs to be joined up rules that give best options between private and public sector

No, procurement is driven by non-technical functionaries and there is far too much local political interference

No. Innovation is not encouraged and supported enough

yes- the innovation has to include resilience and patience for failures--which the current system does not provide

No, while we consider ourselves to be innovative, e.g. strong use of ECI, adapting the Welsh two-stage D&B procurement model, that's not behaviour that's been driven by procurement rules.

No - I think in the majority of cases price at the time of delivery is the determining factor rather than future cost savings as the public sector do not have the funds needed at this point in time

No

innovation is limited with current rules

no

No, new ideas cost more to maintain

No - generally most contracts go to the cheapest (sensible) tender. These tend to be old methods as unproven/innovation tends to come with a cost.

No, i think there is still a lot of progression required and old standards that need to be brought up to date

yes

No

No they are far too complicated, you spend all your time just trying to understand them

I think that there is a need for a coherent academic review of the mish mash of procurement and delivery models that are proliferating at the moment. Frequently they only serve to increase procurement/tendering costs thereby discouraging participation.

No. There should be incentives for innovation and new ideas.

No, but the problem comes from the companies and researchers. World is bigger than UK and in many countries many things are done in a better way.

Yes as long as they fully understand the product they are buying. with out understanding cost is the only consideration

No. Need to open market to SME companies

Not a big factor but perhaps could be more flexible - competitive frameworks followed by negotiated prices for work. Multiple layers of competitive bidding removes key skills from actually improving the network!

no, innovation can be stifled due to fears of circumventing the procurement rules and being open to challenge

NO

No we are always pushed to the tried and tested

No - too many rules - primarily driven by EU.

No I think joint public /private partnerships would be better

No. Focus on best value for money often equates to cheapest bid offer, not final account figure.

No

no they have no idea of best value!

NO; hardly at all. Large National Lead Contractors get far too many contracts. I know several contractors who can do £10-50M jobs at 50% and quicker

No - economic BCR requirements stifle it

No, no incentive to innovate

Yes, only through ECI thus the tender process needs to alter

Yes and No - product training, knowledge and a certain 'legroom' for decisions are vital to both, public and private sector. Leadership is what counts in the end!

No, because cheapest isn't always best

No - they don't make early contractor involvement easy and lack flexibility

No - public or private sector are the same, it's just a question if you're paid to think!!

no

No. Funding should be based on asset performance and aimed at minimising risks to the users.

Yes, new contract forms and collaboration are available and where used properly work well.

No. Too much money is wasted bidding for low profit work by large companies who can claim experience by others in an organisation need and need huge volumes of work to justify serving the public sector.

No, seems all too often cost focused. Higher initial expense may lead to better long term value.

No-

No. In many respects it stifles innovation by sticking to existing rules which for example do not support off site manufacturing lead times

No. Current specs are prescriptive and do not allow freedom to implement novel solutions.

unsure

No. Too constrained by financial rules imposed by accountants with no appetite to find the best solution

No, low cost is the key factor

No, or at least not as much as they could.

don't know

No comment

Yes as it is in their interest to promote good practice and innovation.

no, if an innovative solution is more expensive it is difficult to justify it financially

No. It will take quite while before the change pays off

Probably not. they should allow it to be more business focused.

Yes - undecided on this, don't know enough about it

No - cheapest doesn't inspire innovation

no, too far behind industry

No, resource and effort is spent applying the process' rather than innovating, exploring and finding agile, creative solutions that continually evolve the industry/service.

No, but at same time mindset of decision makers is biggest influence. The risk averse quash innovation, the innovative finds ways to promote innovation.

No comment

No. It takes far too long to implement projects and often makes them far more expensive than they need to/should be.

No, the more competition the better

No, this requires improvement

No. They are biased towards bigger companies and make it difficult for SMEs with good ideas to succeed.

Most definitely not - its all about the cheapest solution... "that will do..... for now" as opposed to "this is the way forward"... "if it's not broke don't fix it" vs "if you always do what we've always done we will always get what we've always got"

no too complex

yes - with new paperwork

no. to many standards are being ignored with the current system so sub standard or even non CE products are being used

No. Highly bureaucratic and risk averse.

no

no - to much red tape

not in my expeience as authorities are adverse to change

No, they are stacked against SMEs who have the most innovative ideas but might not have sufficient financial history to get around the procurement department.

no- lack of incentive for new ideas

No. There is too much "sticking to the tried and tested formula". Highway Authorities need to work with innovative companies more.

no stifles innovation

yes innovation is the driving force behind the industry

No I don't think so as all contractors need a proven record and also some County Councils only use their preferred contractors at over inflated costs

Undecided

No - Existing procurement arrangements stifle innovation and are lead by individuals who do not understand service delivery

No - Far to much red tape

No experience on which to make this decision.

public sector is finished

Yes, as to win work, innovation helps

Yes, Forward thinking and initiatives to reduce cost for effective value for money

no

No - definitely not. They all say they want innovation but no one wants to be the first and procurement rules are so rigid, an alternative bid is seen as non-compliant.

No. Often lowest price wins.

No - it is mostly about reporting than real implementation; general lack of competence; long term cost benefit against initial cost???

No they provide constraints in the system that make it difficult for new and innovative ideas to progress with any real enthusiasm

Dont know

I think that public sector procurement rule, need revamping, and look at the market for more up to date technologies.

Irrelevant. Procurement rules have little to do with it. Better training and involvement of Engineers in the procurement process is needed to optimise innovation.

No. The PCR 2015 regs are there to provide process, fairness and transparency. The Highways procurement teams require private sector training

No as procurement is always geared to cost, not value and 4 years for a framework contract is too short. Equally, if you build a successful contractual partnership with a service provider, it all disappears at the end of the contract period!

no

Yes . Existing trunk road contracts result in minimum maintenance to ensure maximum profits

no, its only about who can spend the most on advertising or lunch

Yes - it can if some of the benefit remains with the innovators

no. not forward thing

No

Yes, as long as Innovation is scored in evaluation

no - innovation comes from the supplying industry in the main, procurement are too often working to budget rather than looking to make innovative steps

No although progress has been made there still seems a reluctance for change

NO

No - the introduction of new innovations suffers from slow adoption and large no's of authorities are slow to benefit as a result

No - they're too bureaucratic and restrictive.

no - too many loopholes to jump through to implement change.

No although the annualised funding stream is as much of an issue as procurement. If hypothecated funding is available then operating LHAs as publically-owned businesses (as pre HE model) may address both issues.

No - because innovative materials don't have a trusted background which in the current funding regime will be seen as a gamble. If the industry maintains a financial interest in the product then new materials could come forward

Yes - but only in the way that a starving man will find 'new & innovative' things to eat. Doesn't make for a sustainable situation.

No - to get new innovation to the table on products better suited takes over 2 years and far too much money. The speed of innovation is so fast now that a) we can't wait 2 years and if we wait 2 years until cert is achieved the innovation is out of date

No, because it is currently too complicated and needs streamlining.

No, always relates to lowest upfront cost.

No. For reasons of transparency, fairness and risk aversion, procurements are usually too prescriptive

No - innovation requires a sharing of risk and likely increase on costs until volume reduces costs and increases savings.

Yes competitive dialogue is a must. HMEP has helped in this regard

No. The current system relies heavily on cost and the expense of safety and innovation.

No - the Contractor should lead the team as he has the most relevant experience

No - contractor gets award on plenty of promises which do not materialise

No too time consuming

No - it is looking too short term

No, too constrained by Financial restrictions

Yes but needs improvement and tailoring.

No - To much emphasis on cost at the expense of quality

Yes

No - they allow minimal scope for assessing the value of innovation, or awarding based on potential efficiencies

No - I see no evidence to suggest that the restrictions help.

No too much red tape

No, too risk averse

Procurement rules should be neutral. Its up to the authorities to drive innovative ideas through.

No, inconsistent standards

No - ps demand innovation and then restrict sme's through turnover regs.

No - too much dependence on political short-term objectives

I don't know. I do feel that people working in the sector hide behind bureaucracy to justify inaction.

when applied properly yes. it is the misapplication and fear of taking risk that inhibits innovation

no

No any new idea must be trialed for five years then thought about and then scrapped because its obsolete

No ... too much red tape ... time delays and resources used to procure materials / sub contractors .... this does not demonstrate best value

No.

No. Govt procurement is almost never cost-effective as it looks to far bigger contracts with far fewer suppliers

not sure

No. Road improvement take far too long to happen. Too much paperwork, not enough action

No - it promotes risk minimisation. PS this is not necessarily wrong!

Yes

No there is no mechanism for collaboration it falls down when you spend ages working on target cost with Tier 1 contractors then HE site sponsor makes them get 3 prices

No - it is currently impossible, as an innovative SME with £1m+ InnovateUK funding & an investment round from venture capitalists & industry experts of >£1m, to sell direct to Highways England. They are blocking themselves from the source of innovation

Contractors need a clear performance brief to work to so it is clear if they are doing well or not

No. Perceived or actual lack of coordination.

No too rigid discouraging new thinking and innovation.

My answer is No. It is too much on complying with regulations and not enough risk taking. However, the contractors/suppliers must take their share of responsibilities in order to have a joint up mature well communicated long term approach with clients.

NO they hinder this whilst the private sector have much more freedom and are at the forefront of innovation

No more collaboration reqd to minimise operating ex's

No. Rules lead to inefficiencies in tendering and not often obtaining best value for money.

Financial limits may stifle innovation, but this is perhaps more dependent on the lead officer than rules and policy

NO, the main criteria is price, not quality, through life costs etc. Nothing ever works well on price alone

Yes. There is scope to use innovation, though not necessarily the will to change and the resources to switch to new forms of contract etc.

No. The rules are based on tick-box back covering avoidance of mistakes, rather than sound professional consideration.

No - we are too tied down by red tape and can't go direct to a supplier who we know will give us precisely the quality and service that we need.

No, it is easier just to follow the norm than to innovate.

No, They have an adverse effect on new thinking and innovation but they are essential in the fair management of the sector

again this question is too specific, most authorities are tied in to awful contracts which deliver no value, generally not able to tender out  
yes.

No. Far too much of the funding is wasted in governance procedures drastically reducing the spend on front line services.

Absolutely no. Even when innovation is proven in other councils (with physical and commercial benefits) there's no uptake.

No with there being no cohesion between HA and innovations tend to be overlooked

no routes to market are too complicated

No, I think that times and the economy have changed and yet highway authorities have not moved along with this

yes. Stuck in the past.

The rules are probably OK. It is the way frameworks are managed that will encourage/discourage new thinking and innovation. It is difficult to innovate as part of a procurement exercise.

no - too many restrictions

No,

No. Innovation by sub-contractors can not overcome onerous procurement hurdles. Look how few work for Highways England. Impossible to penetrate for a "small" under £35m player. So much for collaboration!!!

No, A lot of the time we would be paying more through the procurement system rather than going direct to the supplier/manufacturer.

No. There are good and bad procurement practices and good and bad clients (and providers!). Although I said 'no', I don't believe that the public sector procurement rules are, in themselves, a major barrier to innovation, it's more the wider approach.

No. It's just form filling to get the cash, no incentive to be innovative?

No - there is very little funding that can be accessed by agile & innovative SMEs, procurement

Yes. Only in some instances, Staffordshire Infrastructure + contract is a good example of optimising.

no

I'm not sure procurement rules are ever designed to foster innovation, by their very nature being prescriptive.

Yes

Yes, but not often enough - depends on the sector area in question. Unfortunately many skilled procurement staff have been lost or are spread too thin to inform and change the process

No. Very difficult for SMEs to work directly for public sector

No, much more could be done

No - it can hamper single supplier innovation and trials to benefit the wider market

No Innovation is too costly because of existing red tape and current thinking

no - procurement has become about "ticking boxes" and in most cases, larger organisations are better able to "tick those boxes" than smaller, more customer focused micro and SME's.

No - public sector procurement do not fully understand the highways business and the impacts of their procurement strategies

Yes, with tight procurement and the need for providing value for money, companies are taking more risks with innovation, in a good way

Not something I get involved with.

I don't think the rules are the problem. I think the problems stem from extreme risk aversion driving an unduly restrictive interpretation of the rules.

No - beurocracy overrides innovation.

Yes and no

Yes I think they attempt to and sometimes do when the criteria used to qualify when bidding for funding specifically require it. At the same time I feel that timescales and other constriants can result in failure to deliver initial asperations

No

No. It's difficult to write documents that directly encourage smaller, local firms that might specialise in certain sectors as this is seen as anti-competitive by larger organisations.

Some do - incentivised maintenance funding / HMEP related activities for example

No - not enough collaborative working with private industry.

No. While I undersand the reason for governance frameworks, they tend to restrict the speed at which any new developments can be adopted

No, I believe new innovations (in road construction) must go through rigorous checks prior to being implemented. If a product was proved unsafe during development and was not offical, it may cause serious problems from the HSE and courts.

No - I think procurement is dealt with by people who do not deliver the service and a lot of the time it is just easier to go with what has been done before

yes

No, public sector procurement rules protect the public purse

It was so much better when there was a Local Authority Client and a string of Suppliers. The industry now is so fragmented it is knackered. No County Labs to monitor innovative trials.

NO way.

No - the current system is totally dictated by cost and using the cheapest resources as possible, with such tight margins there is no real scope for innovation or even training / upskilling of staff.

No. More flexibility and long-term overall costs considerations rather than short-term apparetnly cheaper solutions

No

Not close enough to it

Yes, but there doesn't seem to be a place to involved in tenders. It's only for the big players. Localnprojexts should have to use local suppliers

No - Innovation seems to be accepted as long as it has been done before!

No - they provide new opportunities but with too many alternatives and therefore not understood or trusted

NO - its all about price. Tenders will use all the correct terminology but what actually matters is the price.

yes but only when the correct appropriate item is being procured. The correct question is how is the appropriate innovative item identified and then allowed to be procured



YES. Recent innovative use of HMEP standard contract documentation permits good collaborative partnership contracts.

No there are too many constraints and obstacles to creativity and innovation

No, go cheap then cheap is all you get!!!! Ageing workforces need to replenish the Roadworks and Maintenance skills by taking on more apprentices and provide proper training to meet the requirements, not some one trained by those who don't have or aren't of Roads background

Not applicable to my sector

No a very high percentage of treatment type is incorrect cheaper option often used spend a penny but inevitably lose a pound.

2

No

