



Improvements & Efficiencies Working Group

Identifying Inefficiencies

The HTMA Improvements & Efficiencies Working Group has taken on a project to identify commonly occurring inefficiencies within the industry and the potential associated financial costs.

Some of the examples of inefficiencies were best placed under procurement; others generally fell under three headings:

- 1. Integration** - Duplication of resources and man-marking through each stage of the asset life is common place on contracts. With more integration between authorities and providers more cost saving opportunities can be realised and greater value delivered. This has been proven in practice on contracts currently in operation with members of HTMA.
- 2. Checking/inspection/audit regimes** - Getting the right balance of how much auditing and checking is required for a contract is important as the industry needs to maintain public and political confidence. Often regimes are unnecessarily taxing and do not consider the audit requirements already in place to satisfy third party accreditations for quality that are a contractual requirement for providers.
- 3. Risk adverse** - The benefit of risk sharing initiatives between provider and authority could be maximised further to the benefit of the industry. Over engineering of solutions is evident where there is an unwillingness to take acceptable risk. This focus on input rather than outcomes increases costs.

Having identified numerous specific examples, the next stage of the project is to work with clients in replacing inefficient process and procedures with new ways of working and to share best practice in creating greater efficiencies.