

## Appendix J

# Transport Asset Management Plans Progress Reports

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## Introduction

- J.1** Whilst the 4 South Yorkshire Districts, as Highway Authorities, are preparing individual Highway Asset Management Plans (HAMPS), we are all following a similar approach and intend the plans to be produced to a common agreed structure. It has therefore been possible to produce a combined report on progress.
- J.2** In addition, the South Yorkshire PTE is developing a county-wide Asset Management Plan (AMP) covering the specific assets they are responsible for. Progress on this is described separately.
- J.3** In time, an overarching South Yorkshire Transport Asset Management Plan (TAMP) will be developed. However, it is considered that the individual plans, referred to above, are essential building blocks in this process but their common structure should facilitate the TAMP development.

## Highway Asset Management Plans

### Benefits of Asset Management

- J.4** A comprehensive approach to Asset Management, when applied to Highways in a similar way to other public assets, will assist the 4 South Yorkshire Highway Authorities in:
- Applying a more integrated approach to managing and maintaining the different parts of the asset which fall within the highway enabling strategic decisions to be made in terms of investment
  - Making a rational case for investment priority needs for highway maintenance and other street care services (specifically, to value the 'backlog' of maintenance and present a plan for the investment needed to remove it)
  - Making a better and more transparent link between customer aspirations and service level targets set by the service
  - Introducing a more formal approach to risk management in association with the highways assets
  - Enabling the value for money of maintenance to be considered more effectively against other local transport spending
  - Establishing the condition of the transport and highway infrastructure necessary in order to achieve the LTP shared priorities
  - Introducing an ongoing monitoring, evaluation and improvement process that supports the overall achievement of service level objectives

### Progress to Date

- J.5** The 4 South Yorkshire Districts have fully embraced the concept of asset management for highways. The introduction of asset management has both Member and senior officer backing, and work has begun to engender the right culture within the organisations to achieve this objective.
- J.6** Two county-wide working groups have been established, one covering AMP issues relating to structures and one covering more general highway AMP issues. This ensures that best practice in each partner authority can be rolled-out to others to improve asset management across South Yorkshire.

- J.7** Within each District, asset management is being treated as a project with individual approaches varying according to the resources available. As appropriate, lead officers or “Champions” have been identified to drive the project, steering groups have been established to guide and coordinate the project and review progress, and working groups set up to complete specific tasks. Members are also being involved in the process.
- J.8** The 4 South Yorkshire Districts already have a number of documents setting out policies, strategies, standards and methods of performance monitoring, which include many of the elements required for a HAMP. These documents include:
- Best Value Performance Plans
  - Highway Maintenance Policies/Strategies
  - Standards and Service Levels
  - Manuals and Code of Practices for inspection and condition surveys
  - Procedures for identifying, prioritising, preparing and managing planned maintenance programmes
  - Annual Reports
  - Risk Registers
  - In some cases, quite well developed Asset Inventories
- J.9** Maintenance policies and procedures across the county are being revised following the publication of the three new Codes of Practice for highways, lighting and structures.
- J.10** In addition, the Districts operate various IT systems to assist in the management of the network including:
- Highways Index and Network Referencing
  - UKPMS
  - Street Works, Inspection and Works Ordering Systems
  - Highway Maintenance Management Systems
- J.11** It is recognised that there is considerable scope to improve data (eg inventory collection and condition assessment), systems and processes such that the long-term preservation of the whole highway asset is optimised and aligned with customer expectations. In all of the districts improvements to data and systems will be required and gaps need to be addressed to meet the following requirements associated with the introduction of asset management to highways:
- Asset valuation and depreciation
  - The introduction of Whole of Government Accounts (WGA) principles to highways
  - The definition and monitoring of service levels associated with the highways asset and customer aspirations
  - Development of arrangements that assist asset management on a South Yorkshire level rather than an individual authority basis
- J.12** The extent of work required to collect, update and subsequently maintain highway data will require action over the medium term to form a part of the HAMP Implementation Plans.
- J.13** Taking a whole life costing approach to the maintenance of the overall transport system will be a key component of the TAMP. Already, the future maintenance of major schemes and Integrated Transport schemes is considered at the design stage (e.g. the whole life cost of the materials used, the ease with which street cleaning and gully emptying vehicles will be able to carry out their work etc). However, it is recognised that there is a need to manage future maintenance liabilities more efficiently.

**J.14** In order to start the HAMP process, reports have been submitted to Members and specialist advisors (Chris Britton Consultancy Ltd) commissioned to help with development of the HAMP. To date, as part of the Current State Assessment, "Health Checks" have been undertaken and the various recommendations made in the consultant's reports are being taken forward for either immediate action, or to be addressed as part of the HAMP Improvement Plan.

### **Challenges Ahead**

**J.15** The Districts did set a target of completing their first draft HAMPs to coincide with the full LTP2 submission. This was an extremely tight timescale and these early versions of the HAMPs can only be frameworks against which full versions will be developed. The Districts all have project plans in place to enable draft HAMPs to be presented for their Members' approval prior to having Improvement Plans in place for implementation from April 2007.

**J.16** The South Yorkshire Districts are realistic in their expectations and, with the level of time and resource currently available, a phased approach is the planned way forward. The involvement of staff in producing the various elements of the HAMP is seen as a major benefit of this process. However, any current shortfalls (performance gaps) will be acknowledged, actions prioritised and included in the Improvement Plan.

**J.17** The HAMPs will be developed in the context of the South Yorkshire Districts' policies, and wider objectives. It is intended that the HAMPs will sit alongside other such Council documents, and draw together practices and procedures across the whole range of different asset components associated with the highway. In this way the HAMP will help the South Yorkshire Districts achieve more integrated planning, management and maintenance of the network and hence, increasingly inform the development of future work programmes to the benefit of all stakeholders.

**J.18** A major early challenge has been to review asset inventory needs, prioritise, produce specifications and procure surveys. This was seen as essential for the South Yorkshire Districts to ensure that they are able to trial Asset Valuation in 2006/07.

**J.19** Whilst the setting of budgets has tended to be historically based, there has been movement towards 'needs based budgeting' and there is a desire to develop whole-life maintenance plans for all the asset elements.

**J.20** A key area of the HAMPs is seen as Service Levels and, although the South Yorkshire Districts already have a good start in this respect, there is a need to review measures and targets to make them more focused upon service outcomes, taking account of the views of the service user. Processes then need to be established to review and update them and to develop ways of linking them to asset condition and investment decisions. Whilst the Districts are committed to developing their service levels and maintenance processes in recognition of the priorities and preferences of the highway users and other stakeholders they recognise that tensions may exist in aligning stakeholder preferences with the networks' asset needs.

**J.21** In order to increase the customer focus of our asset plans all of the Districts are developing mechanisms for stakeholder inputs to the planning process. Where appropriate, the outputs from each authority's consultation events are being pooled to enable the broadest view of stakeholder expectations and priorities to be available.

**J.22** The Districts also plan to work together in order to produce options for life-cycle maintenance of the various asset groups.

## Asset Valuation

- J.23** Good progress is being made in the production of unit rates to allow for the benchmark valuation of highway assets during 2006/07. All of the Districts are contributing to the work of a regional working group consisting of 13 authorities and are providing data for the calculation of gross replacement and depreciated values.

## SYLTE AMP

- J.24** As is the case with the Districts, the PTE already has a number of documents setting out policies, strategies, standards and methods of performance monitoring, which include many of the elements required for an Asset Management Plan. These documents include:
- Infrastructure Maintenance Policy Standards
  - Infrastructure Business Plan
  - On-street Quality Standards
  - Total Quality Check Work Plan
  - Risk Register
- J.25** The PTE already possesses an Asset Management database that contains an up to date inventory of all on-street transport infrastructure in South Yorkshire. However, it is again recognised that there is a need to improve data and processes to optimise the life span of assets and their utilisation, and to maintain them in line with customer expectations. A needs based budgeting approach will continue to be employed.
- J.26** The PTE has also set a target of April 2007 for completing their draft AMP.
- J.27** A key challenge for the PTE and the districts is to integrate the transport and highways plans to optimise working processes, both from a programme and cost perspective.