Highways – Maintaining A Vital Asset
Highways/Transport Infrastructure Asset Management (HIAM)

Strong leadership and commitment from our elected councillors and our chief officers is critical in maintaining our highways.

This drop in session explains how our asset management framework can help us to improve highway maintenance by ensuring best use of available funds and demonstrating need for investment and forward planning.

Major Projects & Strategic Transport Policy Group, Department for Place
What is the critical challenge?

• Managing an ageing network with high public expectations for safe, reliable and comfortable travel
  • Resources are reducing with less funding available
  • Increased pressure for other local government services
  • Skills shortages
  • Highways increasingly fragile and less resilient to damage from wear and tear, more traffic and severe weather.
  • Visible defects like potholes are seen and felt by all including your electorate and can put us in the media spotlight

• Therefore, the approach to highway maintenance must change to make the best use of available funding
Why we invest in asset management?

- Highways are our most valuable asset and vital to the economic, social and environmental well being of this area
- Access to business and communities
- Contribute to the electorate’s quality of life and character of the area
- Properly planned and implemented longer-term solutions opposed to short-term fixes which provide poor value for money
- Improved performance and structural integrity of the asset
- Public opinion
How can asset management help?

• Better use of limited resources and delivers efficient and effective highway maintenance
• Making the best use of public money by taking a long term view of how highways may be managed
• Justifies the need for investment in highway maintenance
• Adopts good practice which is less costly in the longer term by forward planning works and using preventative treatments
• Widely recommend approach in the UK and internationally
• Reconciling short-term problems with long-term priorities
• Where it has been adopted, savings of at least 5% on budget have been reported
What is good practice in asset management?

Along with the other local authorities across the UK this Guidance has been used to form our strategy, framework and policy here at Southend-On-Sea Borough Council.

The Highway Infrastructure Asset Management Guidance, published in 2013 by the UK Roads Liaison Group (UKRLG), with the support of the Highways Maintenance Efficiency Programme (HMEP), provides comprehensive advice to enable the successful implementation of good asset management practices.

The Guidance includes 14 recommendations that should be adopted if councils are to achieve the full benefits of asset management and make better use of their scarce resources. It also introduces a flexible framework that is designed to support councils in developing an approach to highway maintenance that matches their strategic priorities and meets efficiency requirements and stakeholder expectations.
What is our framework for Asset Management?

- **Asset Management and the Organisational Context**
  - National and Local Transport Policy
  - An asset management approach for highway infrastructure
  - Organisation and management context

- **Asset Management Planning**
  - Policy and Strategy
  - Setting and measuring performance
  - Asset Data
  - Lifecycle Planning
  - Works Programmes
  - Highway Infrastructure Asset Management Plan

- **Enablers**
  - Leadership and Organisations
  - Risk Management
  - Asset Management Systems
  - Performance Monitoring

Implementation is delivered through these work packages:

- Asset Management Policy & Strategy
- Resilience
- Customer
- Benchmarking & Efficiency
- Operational Service Delivery
Work package
Asset Management Policy & Strategy

• The Policy & Strategy has been completed, is visible and accessible to all staff.

• Communications
  Strategy and approach

• A Performance Management Framework and Maintenance Regime
  That supports its highway infrastructure asset management strategy and continuous improvement

• Asset Data Management
  Effective regime to manage our highway infrastructure asset data, using Symology as our asset register

• Asset Lifecycle Planning
  Investment plans for carriageways and other major assets

• Leadership and Commitment
  Demonstrable leadership and commitment from senior decision makers in taking forward its highway infrastructure asset management approach

• Competencies and Training
  Identification of the appropriate competencies required and continuing professional development required

• Risk Management
  Approach to managing current and future risks associated with the highway infrastructure assets
Work package
Resilience

• Resilient Network
  A resilient network established as recommended by the 2014 Transport Resilience Review
  Being used as a basis for decision-making and included in the prioritisation criteria for relevant assets.

• Potholes Review
  An action plan for the continuing review and implementation of the relevant recommendations of the 2012 HMEP Potholes Review - Prevention and a Better Cure

• Drainage Guidance
  An action plan for the continuing review and implementation of the relevant recommendations of the 2012 HMEP Guidance on the Management of Highway Drainage Assets
Work package

Customer

• Satisfaction
  Undertaking of annual customer satisfaction surveys by National Highways & Transport Network (NHT) and CQC (Care, Quality, Cost) Efficiency Network into the condition of our highway network. This information is used to analyses trends, and to measure, benchmark and diagnose performance and identify potential for improvement.

• Feedback
  Customer feedback on its highway maintenance service is gathered through public customer satisfaction surveys, correspondence monitoring, fault and defect reporting from the public and contractor customer feedback.
  Takes account of this customer feedback in configuring highway maintenance services and informs maintenance programming.

• Information
  Customers are kept informed about their highway maintenance service on its performance, as well as key details of programmes of work and more detailed information about longer-term projects in line with the Communications strategy and plan.
**Benchmarking & Efficiency**

- **Benchmarking**
  
  Every year NHT collect data from the Public Satisfaction Survey's from multiple authorities and provides the data on their website. Using the results of these surveys trends are identified to drive improvement in highway maintenance service.

- **Comparison with other local authorities**
  
  From these surveys we are able to compare ourselves to other local authorities. We used CIPFA Toolkit (2009) to ascertain our nearest neighbours and cross-referenced this to Unitary Authorities which is how it was decided at this current time to benchmark against:

  Bournemouth, Blackpool, Poole, North Somerset, Plymouth

  We have also used the following which are used for other highway benchmarking:

  Essex, Durham, Lincolnshire, Brighton & Hove, Luton

- **Efficiency Monitoring**
  
  Efficiency performance is compared between years and is benchmarked to identify potential for improvement and examples of improved performance. Using the CQC methodology to measure and report efficiencies annually.

  Membership of the Eastern Highway Alliance (EHA)

  Financial and Management Accounting measure the ongoing identified cashable and non-cashable efficiencies that are being delivered in the highway maintenance service.
Work package

Operational Service Delivery

- Periodic Review of Operational Service Delivery —
  Service review has been undertaken with the following assessed:
  - Value for money
  - Performance against operational targets and customer service
  - Future resilience and sustainability.
  Evidence of measurable benefits in terms of costs, performance and/or customer satisfaction as a result of reviewing operational service delivery arrangements

- Supply Chain Collaboration —
  Working in collaboration with contractors and their supply chain in delivering the highway maintenance service or any component of it.
  Highway contracts rationalisation and review and process.
  Aiming towards accreditation to BS11000 (now ISO 44001 Collaborative Business Relationships Management System)

- Lean Reviews —
  Transformational change management review of the highway maintenance service.
  Evidence of service improvement, efficiency savings and/or improved customer satisfaction achieved through these.
  Review continuous improvement to ensure Lean principles are captured.
  Identified training needs using a Skills matrix.

- Works Programming —
  Production of an indicative three to five-year programme capital maintenance works for all its highway infrastructure assets.
  This will enable the operational service provider and the supply chain to provide more competitive prices by having a guaranteed clear pipeline of work.

- Collaborative Working —
  Service outcome benefits achieved by working in collaboration. This can be through measurable efficiency gains, improvements in a relevant performance measure or an improved customer outcome.
  Along with Department for Transport (DfT) we are members of the Local Council Roads Investment Group (LCRIG) whose objective is to provide a set of standard methods and models to support best practice in Asset Management.

- Procuring External Highway Maintenance Services —
  Review and rationalisation of Highways Contracts.
  Adoption of HMEP and NEC standard Highway Maintenance Services Contracts seen as the recognised good practice approach to secure an outsourced highway maintenance service or aspects of maintenance services from external providers.
  Measurable continuous improvements in outcome performance through use of good practice procurement.
What about Whole of Government Accounts?

- Whole of Government Accounts (WGA) is a set of financial statements for the UK public sector that consolidates the audited accounts of over 1,500 organisations to produce a comprehensive, accounts-based picture, of the fiscal position in any one year.

- Up to 2017, local authorities have been recording the value of their highway infrastructure assets at historical cost within their accounts. However, in March 2017, CIPFA/LASAAC, the body responsible for the Code of Practice on Local Authority Accounting in the United Kingdom (the Accounting Code), made the decision not to support WGA for local highway authorities.

- The Council has been working to provide depreciated replacement costs (Lifecycle Planning) for its critical assets and as this work is done it will provide information on its highway asset values.

Southend-On-Sea’s highway assets collectively comprise the most valuable assets under our stewardship with a gross value of £811M (in 2014).