

NORTHUMBERLAND

Northumberland County Council

Transport Asset Management Plan Policy and Strategy



2015

Introduction

We are pleased to endorse the new TAMP Policy and Strategy for Northumberland which builds upon the previous work of the Council.

The TAMP considers our Corporate priorities and works alongside them to ensure that we develop our current service to be fit for the future.

Our Corporate vision is *"To make Northumberland a place that is resilient for the future."*

Our Transport Asset Management Plan sets out how we will manage our highway network to support this promise for by "making the most of what we have".

Our aim in respect of highway and transport asset management is:

"To provide a fully integrated, safe, reliable and sustainable network of transport assets, recognising the need to cater for all modes of transportation in a modern and dynamic society without acting to the detriment of future users."

This means that by adopting asset management methods and producing a TAMP, we will use a longer term approach to achieve the best possible value for money for Northumberland. This approach means focussing on proactive maintenance to ensure that we:

- Prioritise customer needs
- Live within our means
- Provide the basics of a network that is fit for purpose and not gold plated



Cllr Alan Sambrook (Chair of Scrutiny TAMP Working Group)



Cllr Ian Swithenbank (Cabinet Member for Local Services)

Background

The extent of the highway asset within Northumberland is considerable, including over 5,100km of carriageways, almost 3,000km of footways, over 42,000 street lighting items, over 4,500 structures including bridges and retaining walls along with other assets such as lines, signs, safety fencing and drainage. With an estimated gross replacement cost in excess of £5 billion it is vital that long term aspirations are established and managed appropriately through a culture of asset management at all levels.

Northumberland also has 148 town and parish councils covering the whole area, this provides comprehensive access to the views of our local communities.

Asset Management is not a new concept but a different way of addressing the many competing demands associated with managing the highway network. For many years highway authorities have been operating their networks and making the best use of the data and systems available to them. The culture of continual improvement has been embedded within our systems since the early 1990s and since that time we have improved our data collection and storage processes. Recent developments in technology have afforded greater benefit by allowing more in depth analysis of condition data to support improved alignment of service delivery with the changing needs of our stakeholders.

There are many drivers for the introduction of an Asset Management regime and the following are a few of the key ones relating to highways:

- Local Transport Plans
- Whole of Government Accounts and The Prudential Code
- HMEP - Highways Maintenance Efficiency Programme, including: -
 - Highways Infrastructure Asset Management Guidance
 - Guidance on the Management of Highways Drainage Assets
 - Lifecycle Planning Toolkit incorporating default carriageway deterioration models
 - The Potholes Review
- Transport Resilience Review – Department for Transport

These all support authorities in improving ways to:

1. Put the customer at the heart of our work
2. Living within our means through optimal allocation of resources
3. Think strategically when considering trade-offs between alternative asset needs
4. Establish performance goals and measure results to systematically improve future service delivery
5. Be able to substantiate funding requests with facts
6. Helps us provide an informed response to budget pressures

What this means for Northumberland

For Northumberland we have adopted the following definition for asset management:

“Asset Management is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers.”

This means that will focus on providing a network that is fit for purpose both now and in the future.



A189 dual carriageway in South East Northumberland



Un-classified road in rural Northumberland

Our standards are focussed upon customer need, for example we do not need to provide dual carriageway standards throughout the whole County.

It is essential that the total costs of maintenance do not escalate because assets have deteriorated to the extent that routine maintenance is no longer possible. Similarly, maintenance works should not be carried out more frequently than necessary, good records and management systems will help to identify the best time for the most appropriate work for that part of the network.

We have introduced the Mayrise system to link together maintenance of the asset with management of the network and record all the relevant data to provide evidence that our work meets the needs of both the network and our customers.

Embedding this approach within the County Council shows our commitment to integrating the three main strands of highway management, namely operation, maintenance and improvement in such a way that service no longer focuses on the infrastructure itself but on the service that the infrastructure provides to the customer.

The TAMP policy and strategy provide the means for us to understand the value and liability of our existing assets and to make the right strategic decisions, to ensure that the highway network is safeguarded for future generations.

The Northumberland TAMP is written in three parts:

Part 1 Policy and Strategy – this document, which provides the background to asset management and sets out our long term aspirations for managing the highway infrastructure asset

Part 2 Asset Management Processes – which provides details about the evidence and processes used to manage the asset and to establish and review the policy and strategy

Part 3 Technical Appendices – which provides technical details, output and records from the processes in Part 2

1 Asset Management Vision and Policy

1.1 Vision and Corporate Context

The Local Services Department is responsible for managing the County's highway infrastructure which includes over 5100km of roads with associated footways, bridges, street lighting, drainage etc. To do this we deliver the service based upon the values of Northumberland's Sustainable Community Strategy and Corporate Plan, Customer Service Strategy, Corporate Asset Management Plan and Local Transport Plan.

1.1.1 Sustainable Community Strategy and Corporate Plan 2013-17

The Sustainable Community Strategy sets out the long-term vision for Northumberland. Its aim is to improve the economic, social and environmental well being of our communities. Essentially it tells the "story of the place" for Northumberland and its future, and it is backed by clear evidence and analysis.

The vision is *"To make Northumberland a place that is resilient for the future."*

The Corporate Plan supports the Sustainable Community Strategy and aims to make Northumberland a better place in which to live, work, study and enjoy within the constraints of a prudent economic regime. In so doing, it recognises that Northumberland is a special place – somewhere that retains a strong identity, stemming from the unique combination of its landscape, location and heritage.

1.1.2 The Northumberland Core Strategy,

The emerging Northumberland Core Strategy is currently being developed. Consultation on the Core Strategy Pre-Submission Draft Plan is scheduled to take place during October and November 2015. This is the final stage of consultation before the Core Strategy is submitted to the Secretary of State for Independent Examination. The Strategy is currently scheduled for adoption in Autumn 2016.

The Northumberland Core Strategy will:

- Set out the strategic planning policies of the Council;
- Provide the planning principles to guide future development and planning decisions in Northumberland from 2011 to 2031;
- Set out the general scale and distribution of new development which is required to meet Northumberland's needs to 2031; and
- Include strategic allocations for housing and employment.

1.1.3 Customer Service Strategy 2015

Our ambition for customer service is that "people living, working and visiting our county will receive first class service, first time, every time, in a cost effective way".

The four strategic objectives are:

- 1-Improve the customer experience
- 2-Establish Efficient, Cost Effective Access Channels and Promote Channel Shift
- 3-Create a cost effective face to face network
- 4-Making a Difference

1.1.4 Corporate Asset Management Plan

The Corporate Asset Management Plan looks at the way we manage our property assets and sets out the following purpose and objectives.

The statement of purpose:

"To manage property assets and the use of premises to ensure that they fully support the effective provision of services".

The objectives from this plan which are also relevant to highways assets are:

- To ensure the efficient, effective and sustainable use of assets
- To minimise the opportunity cost of holding assets and to protect their future value.
- To ensure that assets contribute to the process of service improvement
- To provide innovative solutions for asset use to supports service needs
- To ensure the Council's assets are 'fit for purpose'

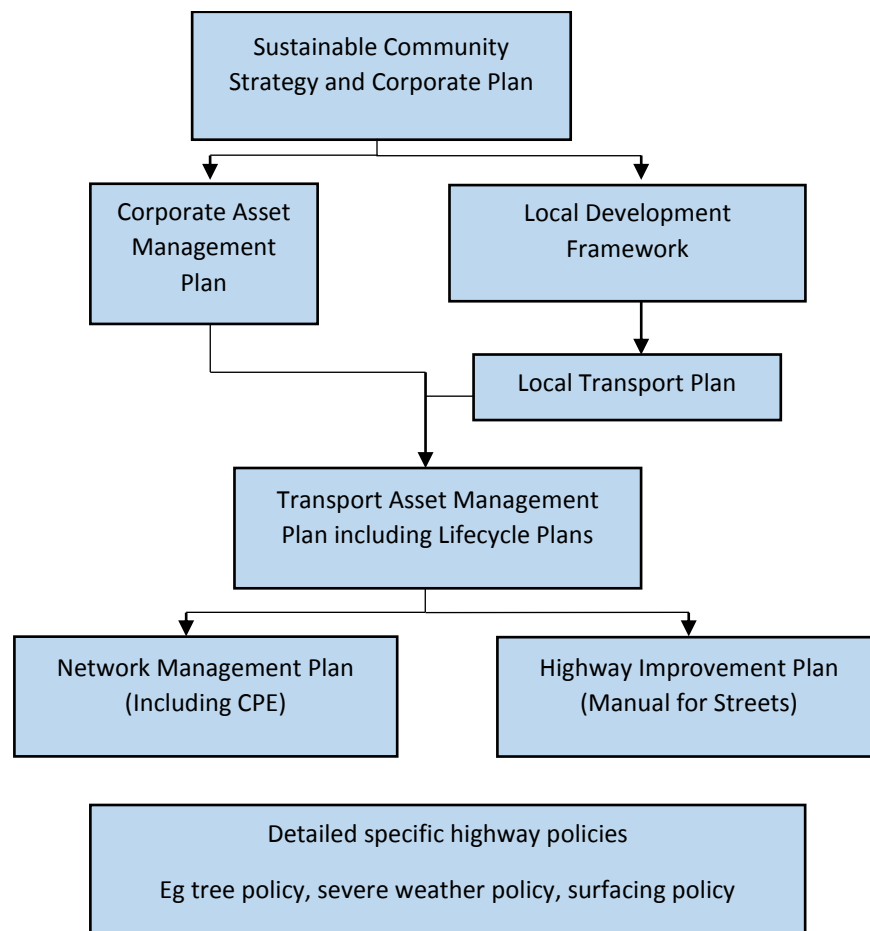
1.1.5 Local Transport Plan (LTP) 2011-2026

The Local Transport Plan sets out the vision, aims and objectives for transport across the County throughout longer term period from 2011 to 2026. The goals and objectives for the LTP are based on supporting and contributing towards the SCS vision: "To make Northumberland a place that is resilient for the future."

The recently formed North East Combined Authority is currently developing a Local Transport Plan for the area it covers (including Northumberland). Once adopted the new strategy will influence future LTP programmes. It is envisaged that any new goals and objectives will not vary significantly from those detailed below.

Transport Goals	Objectives	Key Outcome Indicators
<p><i>Supporting Economic Growth</i> Support Northumberland's economic competitiveness and growth by delivering reliable and efficient transport networks</p>	<p>Improve the performance of existing transport networks in those places that show signs of increasing congestion and unreliability Extend the reach of existing networks where it is needed to meet growing demand</p>	<p>Condition of principal roads (NI 168) Condition of non-principal roads (NI 169) Access to employment by public transport (NI 176)</p>
<p><i>Reducing Carbon Emissions</i> Minimise the environmental impact of transport by reducing carbon emissions and addressing the challenge of climate change</p>	<p>Deliver sustainable low carbon travel choices Strengthen our networks against the effects of climate change and extreme weather events</p>	<p>Mode share of journeys to school (NI 198) Cycling trips Local bus service patronage (NI 177) Climate Change (NI 186)</p>
<p><i>Safer and Healthier Travel</i> Improve transport safety and security and promote healthier travel</p>	<p>Improve safety of the transport network, particularly for vulnerable road user Enable and encourage more physically active and healthy travel</p>	<p>Number of people KSI (NI47) Number of children KSI (NI48) Number of motorcyclists KSI</p>
<p><i>Improving Access to Services</i> Promote greater equality of opportunity by improving peoples' access to services</p>	<p>Improve transport connections to key services and facilities</p>	<p>Access to key services by public transport, walking & cycling (NI 175)</p>
<p><i>Quality of Life</i> Ensure that transport helps to improve quality of life for residents, employers and visitors</p>	<p>Improve transport connections within and between communities</p>	<p>The Strategic Environmental Assessment and the RoWIP provides the monitoring</p>

The diagram below shows the links between these documents:



1.2 Policy

1.2.1 Overall TAMP Aims

A comprehensive review of all the existing Council objectives has been carried out in order to establish the set of aims and levels of service in relation to the transport assets within the County. The overarching aim to be adopted by the County Council in respect of highway and transport asset is:

“To provide a fully integrated, safe, reliable and sustainable network of transport assets, recognising the need to cater for all modes of transportation in a modern and dynamic society without acting to the detriment of future users.”

The four key themes that have been adopted for highway asset management in Northumberland are:

- *network safety*
- *network serviceability*
- *network sustainability*
- *customer service*

1.2.2 Levels of Service and Service Delivery Standards

To manage our assets these key themes have been translated in to **Levels of Service** which measure the performance of the asset itself, for example, how often does a gully block and flood or how often do street lights go out, and **Service Delivery Standards** which measure how we, as an authority, deliver our service to ensure that the agreed levels of service are met, for example, how frequently we cleanse gullies.

Key Theme	Aim	Level of Service
<i>Network Safety</i>	To improve safety standards on the network in order to reduce the number of road traffic casualties	To manage your exposure to the risks associated with using the roads and footpaths within Northumberland
<i>Network Serviceability</i>	To improve the condition of transport assets and to develop the extent to support a fully integrated, suitably available and reliable network which contributes to the wider objectives of Northumberland	To provide reliable roads and footpaths that meet the needs of all users
<i>Network Sustainability</i>	To protect the financial and environmental value of the asset by maximising the benefits of partnership working with both internal and external agencies and paying careful consideration to the impacts of all actions on climate change	To provide affordable management of the roads and footpaths and to minimise their impact on the environment and climate change.
<i>Customer Service</i>	To ensure that transport assets provide community focussed solutions	To provide a good level of service by listening to your needs

1.2.3 Asset Groups and how we manage them

The following asset groups have been chosen to help manage the highway infrastructure across Northumberland:

Carriageways provide for vehicular traffic and for these assets we will:



- Give priority to the principal road network and maintain this part of the network at current condition levels
- manage the condition of other roads to stop deterioration
- respond to defects in accordance with approved timescales
- carry out planned Safety Inspections in accordance with agreed policy

- proactively discharge our Network Management Duty
- proactively manage utility works in accordance with the New Roads and Street Works Act and the Traffic Management Act
- manage our processes to minimise public liability issues and therefore claims
- correctly notify all schemes to ensure that planning issues do not occur and the public are aware of our works
- ensure that working practices minimise the number of road closures and disruption caused to the public
- proactively use recycled material where appropriate
- ensure that our work does not adversely affect air quality levels

Structures, including bridges, culverts, fords and retaining walls, provide a means of crossing obstacles and supporting the rest of the network, for these assets we will:

- prioritise preventative maintenance works to bridges with the aim of minimising the build-up of backlog maintenance
- actively discharge our Network Management Duty by assessing and managing weight and height restrictions
- consider closing or applying weight restrictions to some bridges and retaining walls where appropriate
- proactively manage utility works in accordance with the New Roads and Street Works Act and the Traffic Management Act
- respond to defects in accordance with approved timescales



- carry out planned Safety Inspections in accordance with agreed policy
- carry out planned general and principal inspections in accordance with approved policy
- manage substandard bridges to ensure that the travelling public are not at risk

Footways, footpaths, cycleways and bridleways provide for non vehicular traffic, for these assets we will:

- prioritise maintenance to minimise long term costs
- prioritise works that support LTP, walking and cycling strategies including shared space principals
- respond to defects in accordance with approved timescales
- proactively manage utility works in accordance with the New Roads and Street Works Act and the Traffic



Management Act

- carry out planned Safety Inspections in accordance with agreed policy
 - manage our processes to minimise public liability issues and therefore claims
 - ensure that diversions are not in place longer than planned
- ensure that footpaths and other rights of way are easy to use

Lighting – including street lights and the illumination of signs provides lighting for the network

- Work began in 2015 on an ambitious £25 million project to modernise all the street lights in Northumberland over the next three years. The Council’s appointed contractor, Galliford Try, are replacing around 29,000 lights with eco-friendly Lighting Emitting Diode (LED) technology. The oldest concrete and steel columns will also be replaced by steel ones.
- prioritise works that maintain current lighting levels and address safety concerns
- ensure that future energy consumption does not increase when new assets are installed - the new lights will lead to a saving of more than 60% in street lighting energy consumption
- respond to defects in accordance with approved timescales
- carry out planned Safety Inspections in accordance with agreed policy
- carry out statutory electrical testing of all lights

Drainage including manholes, catchpits, ditches, gullies, filter drains and pipework, drain water from the surface and the fabric of the network, for these assets we will:



- Improve data collection so that future gully cleansing programmes react to areas of most need
- respond to defects in accordance with approved timescales
- carry out planned Safety Inspections in accordance with agreed policy
- cleanse all gullies in accordance with agreed policy

- prioritise capital work where homes or properties are at risk
- continue the ditch and grip cutting programme
- seek enforcement of ditch cleaning by adjacent landowners
- monitor the impact of drainage on the rest of the network



Restraint Assets including safety fences and pedestrian barriers restrain or protect network users, for these assets we will:



- respond to defects in accordance with approved timescales
- carry out planned Safety Inspections in accordance with agreed policy
- seek to introduce a prioritised regime of service inspections

Traffic Management Information Assets – including lit and unlit signs, bollards, road markings, studs, traffic signals, crossings and road humps, provide information relating to the use of the network

- respond to defects in accordance with approved timescales
- carry out planned Safety Inspections in accordance with agreed policy
- aim to reduce sign clutter and ensure that directions are clear and concise
- monitor and review entrance / bylaw customer signage in country parks and coastal areas
- support speed reduction to help minimise carriageway deterioration



Soft landscaping includes verges, planted areas, trees, hedges and other boundaries. For these assets we will:



- continue to work in partnership with Town and Parish Councils aimed at improving the environmental quality of the areas involved
- seek to implement a whole verge cut every 5 years to remove shrubs and “brush” and improve the natural wildlife habitat
- respond to defects in accordance with approved timescales
- carry out planned Safety Inspections in accordance with agreed policy
- grass cut in accordance with current policy
- carry out tree maintenance in accordance with agreed policy
- carry out weed spraying in accordance with agreed policy

1.2.4 Performance Monitoring

In order to manage the highway asset a suite of measures has been developed to communicate the state of the asset and our performance to the public.

The implementation of these performance measures represents a major change in the way that performance standards are established and managed. Instead of simply measuring what we do, we have transformed our systems and will now gather data and report on two distinct performance areas:

Our long term vision for the future is to aim to provide the following performance:

Theme	Type	Excellent 😊😊	Good 😊	Fair 😐	Poor 😞
Network Safety	Service level	😊😊			
	Service Delivery standard	😊😊			
Network Sustainability	Service level		😊		
	Service Delivery standard		😊		
Network Serviceability	Service level		😊		
	Service Delivery standard		😊		
Customer Service	Service level	😊😊			
	Service Delivery standard	😊😊			

The following section sets out our **strategy** to enable us to move from current performance towards this future vision.

2 Asset Management Strategy

This section provides a statement of the asset management strategy as endorsed by management from the Local Services Group. This strategy is designed to enable us to develop services tailored to deliver our policy.

The benefits of using an asset management approach are:

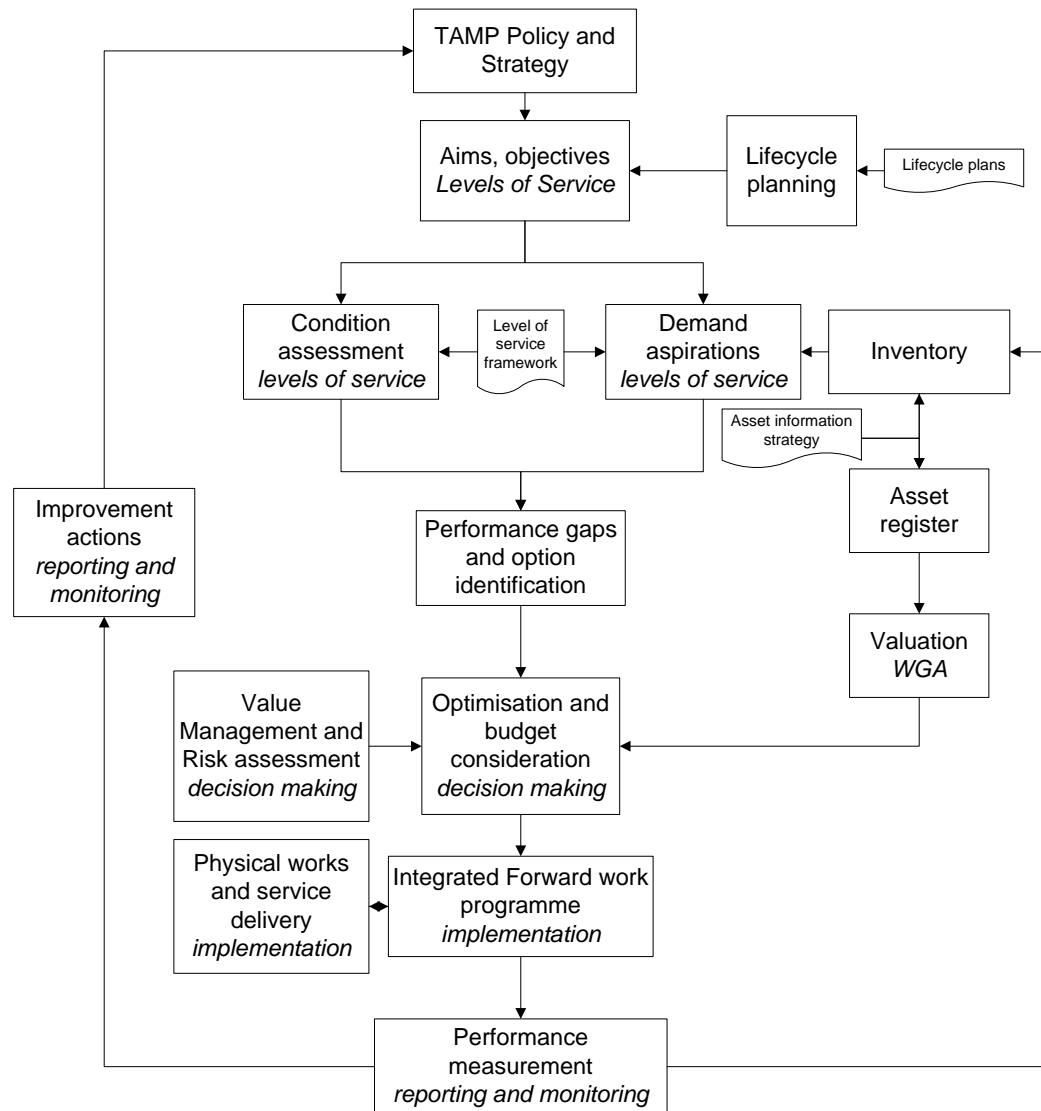
- Improved communications with the public by providing clear levels of service
- Improved value for money by considering all assets in a sustainable way over their whole life time and being proactive in our maintenance decision making
- Improved understanding of the asset condition and how our work affects this
- Improved understanding of the risks associated with managing an aging asset
- Consistency of work through formalised standards and processes which also provide a feed-back loop for continual improvement

In addition to these general benefits the production and use of this plan has also provided a tool to:

- Support for corporate strategy including supplying information for Whole of Government Accounting (WGA);
- Support the corporate provision of detailed information on the assets held by the whole authority, enabling better definition of longer-term corporate need and continual challenge to asset holding / use;
- Maximise benefits from the existing asset while minimising current disruption and impact on future users whilst prioritising improvements;
- Establish and communicate a clear relationship between the programme set out by the TAMP and the authority's LTP targets and objectives;
- Effective engagement with and reporting to customers relating to levels of service, service delivery standards and measurement of performance;
- Provide a service that no longer focuses on our service provision but on the service provided by the infrastructure;
- Enable value for money of local maintenance to be considered and prioritised across all asset groups
- Acknowledges that future spending requirements are not always the same as historical ones

This chart documents the asset management process and demonstrates how the continual improvement cycle is used to ensure that the asset management policy and strategy are fit for purpose. It also demonstrates how the new way of setting levels of service and performance monitoring will ensure that we are able to react to changing needs.

Overall Asset Management Process

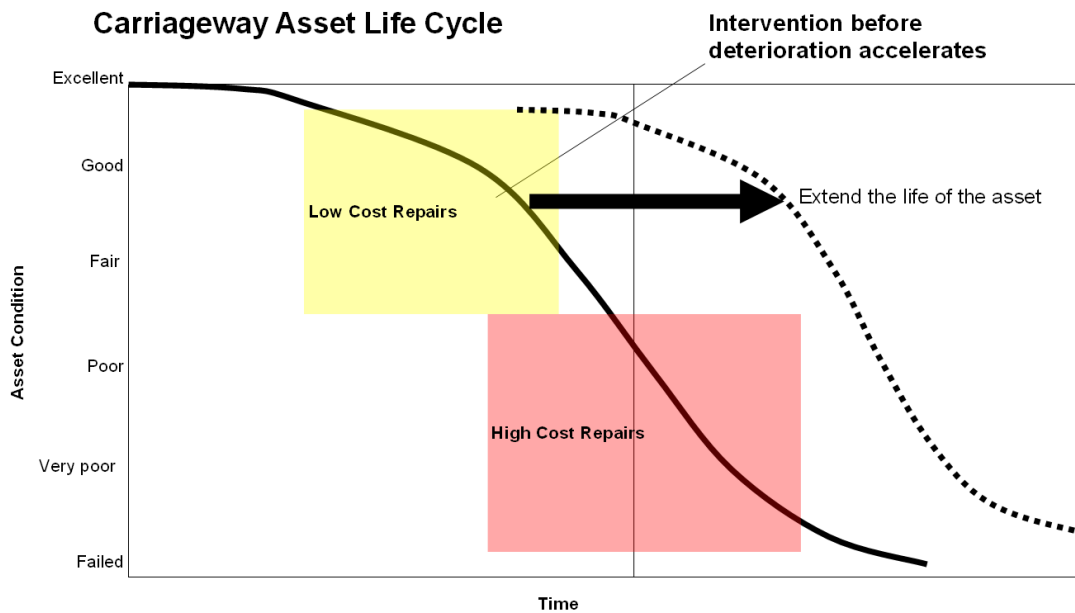


The following sections of the strategy set out how we have assessed and used the information relating to each of the boxes in the chart above. Further detail relating to these processes can be found in Part 2 of the TAMP.

2.1 Life Cycle Planning and Inventory

Life Cycle Planning and the County’s inventory underpin the whole process of asset management, they record and provide all the data needs and analyse the strengths and weaknesses of current practices for all asset groups.

In order to manage the asset affectively we have moved away from silo working and selected eight asset groups that reflect the need of the user rather than our working practices.



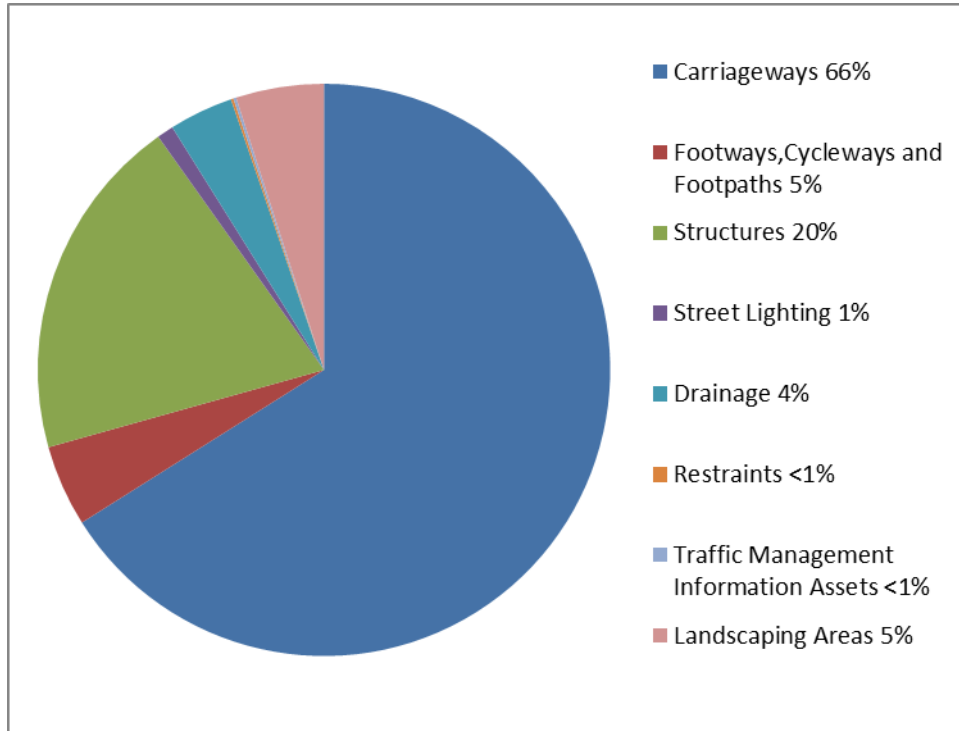
Whilst current inventory data and condition data is relatively robust we have undertaken the following key improvements:

1. We have enhanced the scope of footway condition surveys to include all classifications of footway, which will provide a huge benefit in prioritising future footway maintenance.
2. Invested in Bridge Station software, an asset management system for bridges and highway structures. This system will allow us to effectively and efficiently manage the structures inventory, record inspections and assessment results and furthermore develop improved lifecycle plans for the asset.

Alongside these improvements we have also identified that the current hierarchies need to be reviewed in light of the recently published Resilience Review, this work will also ensure that all the separate hierarchies are linked together and provide a clearer framework for future decision making.

2.2 Valuation

The county’s Highways Infrastructure network, including structures, linear items and street lighting is currently valued at £5.1 billion; the biggest of all the Council’s assets. This figure has been calculated in accordance with CiPFA guidance and conforms with national reporting requirements. The split between the asset groups, based on the initial gross replacement cost that was reported to the Treasury, is set out below:



Further work is on-going to refine the information included in the calculations and provide relevant data to the Government on an annual basis.

2.3 Levels of Service

Levels of service describe the “quality of the service provided by the asset for the benefit of the customer”. They are composite indicators that represent the social, economic and environmental aims of the community and are about reflecting customer needs and aspirations in a way that can be measured and evaluated.

In March 2007, the Strategic Services Overview and Scrutiny Committee - TAMP Working Group agreed the overall TAMP aim, the core themes of Safety, Sustainability, Serviceability and Customer Service and established the agreed aims and levels of service for each theme and the current working group continues to endorse this.

2.3.1 Overall TAMP Aim

The overall TAMP aim and objectives along with the key themes are set out in the TAMP policy. Further detail is provided here to demonstrate how we measure where we want to be, how we perform at the moment, where the gaps are, and how we intend to improve.

The TAMP aim is:

“To provide a fully integrated, safe, reliable and sustainable network of transport assets that support community aspirations, recognising the need to cater for all modes of transportation in a modern and dynamic society without acting to the detriment of future users.”

Across each of the themes we will be measuring ourselves as either:

- Poor – does not meet minimum standards
- Fair – meets minimum standards
- Good – exceeds minimum standards
- Excellent –exceeds minimum standards and refines service delivery to suit the need of the customer

Network Safety

Aim - To improve safety standards on the network in order to reduce the number of road traffic casualties

Level of Service - To manage your exposure to the risks associated with using the roads and footpaths within Northumberland

Excellent	Good	Fair	Poor
Exceeds minimum national and local safety requirements and ensures Council results are within the top 10% nationally	Exceeds minimum national and local safety requirements	Meets minimum national and local safety requirements	Does not meet minimum national and local safety requirements

Network Serviceability

Aim - To improve the condition of transport assets and to develop the extent to support a fully integrated, suitably available and reliable network which contributes to the wider objectives of Northumberland

Level of Service - To provide reliable roads and footpaths that meet the needs of all users

Excellent	Good	Fair	Poor
Safe, comfortable, easy travel without unexpected delays	Safe, comfortable, easy travel with occasional inconvenience and disruption	Safe, comfortable, easy travel with some inconvenience and disruption	Uneven, uncomfortable, inconvenient travel with frequent disruption

Network Sustainability

Aim - To protect the financial and environmental value of the asset by maximising the benefits of partnership working with both internal and external agencies and paying careful consideration to the impacts of all actions on climate change.

Level of Service - To provide affordable management of the roads and footpaths and to minimise their impact on the environment and climate change.

Excellent	Good	Fair	Poor
Exceeds national requirements and locally set targets and ensures that Council results are within the top 10% of national results	Exceeds national requirements and locally set targets	Meets national requirements and locally set targets	Does not meet national requirements and locally set targets

Customer Service

Aim - To ensure that transport assets provide community focussed solutions, e.g. meets basic response time to safety related defects, number of casualties stable and have information on current safety related criteria

Level of Service - To provide a good level of service by listening to your needs

Excellent	Good	Fair	Poor
Meets or exceeds customer needs in most circumstances	Meets customer needs in most circumstances	Meets customer needs in some circumstances	Does not meet customer needs

2.3.2 Performance Measures

In order to monitor these Levels of Service, a completely new set of performance measures has been introduced. These performance measures have been developed from best practice guidelines, government initiatives, corporate priorities and customer feedback.

The implementation of these performance measures represents a major change in the way that performance standards are established and managed. Instead of simply measuring what we do, we have transformed our systems and now gather data and report on two distinct performance areas:

Levels of service

These indicators measure the performance of the asset itself, for example, how often does a gully block and flood or how often do street lights go out.

Service Delivery Standards

These indicators measure how we, as an authority, deliver our service to ensure that the agreed levels of service are met, for example gully cleaning frequency.

These measures have been developed using the processes and evidence set out later in Part 2 and will transform the way that we make future service delivery decisions. Historically all our service delivery standards have been single standards such as “all gullies will be cleaned once a year”. By moving away from single standards to a prioritised system where those assets that need most attention are treated more frequently than those without any issues, will ensure that limited public funds are prioritised and expended as efficiently as possible.

At the moment our performance is as follows, it should be noted that in some areas lack of data is showing some areas to be poorer than they actually are:

Theme	Type	Excellent 😊😊	Good 😊	Fair 😐	Poor 😞
Safety	Service level			😐	
	Service Delivery standard			😐	
Sustainability	Service level			😐	
	Service Delivery standard			😐	
Serviceability	Service level				
	Service Delivery standard			😐	
Customer Service	Service level		😊		
	Service Delivery standard			😐	

2.4 Performance Gaps and Option Identification

Having assessed the data provided in the table above we are to identify several areas where improvement is required.

In order to address these issues we will:

- Improve the data provided on the web to ensure that our customers understand our aims, objectives and levels of service
- Give priority to maintaining the Principal Road network in its current condition
- Use that data to focus services towards areas of most need
- Focus on proactive maintenance rather than reactive
- Be tougher on prioritising long-term demands over short-term demands, to minimise long term costs and deliver improved value for money
- We will investigate the introduction of a five year programme of cutting the full verge width to combat the more hardy and invasive vegetation.



Recent improvements we have implemented include: -

- Improving the quality and use of data collected when carrying out inspections and works using real time hand held data capture devices.
- We have introduced a coarse condition assessment of all footways.
- We have increased revenue funds for the management and maintenance of Structures so that remedial works can be undertaken to prolong the life of bridges and retaining walls.
- Having assessed our historic performance when reviewing funding we have also established a prioritisation process that scores against criteria relevant to the type of issue in the highway.
- We have improved our communication methods to engage with the public, by publishing details of policies and standards, ensuring these are available via the website, provide regular service updates on the website and via social media (such as road works, road closures, winter service operations).
- We have continued the ditch clearing programme.
- When attending a location we aim to address all relevant issues
- We have commenced a 3 year programme of 20 mph speed limits outside every school and are supporting implementation in other residential areas.

2.4.1 Cross Asset Budget Optimisation

A new budget optimisation process has been developed in line with the principles of asset management and WGA requirements. This methodology is the culmination of several strands of work that have been undertaken over the past few years as part of the TAMP development process. In particular this brings together the work set out in previous sections:

- Life Cycle Planning and Inventory
- Corporate priorities
- Risk Management
- Levels of Service

2.4.2 Prioritisation of specific issues relating to individual assets

The future prioritisation system moves away from assessing solutions to a system of assessing “issues”. For example, if a bridge has failed either because of its structural assessment or through its condition we should be assessing the impact of losing the structure, what disruption may be caused, will people no longer be able to travel to their chosen destination. Once the issue has been prioritised then we will research the possible solution options and carry out an options appraisal, this could include replacing or strengthening the bridge, applying a weight restriction or even possibly closing the road.

The key criteria used to assess each issue are:

1. *Priorities at the Strategic Council level*

- Consequences related to the issue
- Likelihood of the consequence happening

2. *Priorities at the Transport Network level*

- What disruption will be caused if the issue is not addressed
- What is the level of hierarchy for the asset

3. *Priorities at the Asset Maintenance level*

- Whole life cost implications of not addressing the issue
- Does the issue require addressing to rectify design standard issues?
- What is the useful remaining life of the asset in question

2.5 Risk Management

The risk management processes used for transport asset management have been aligned with the corporate risk management framework and the overall principles have been agreed with the Corporate Risk Manager.

We have established a risk ranking for each of the asset groups along with a risk register which has set out the key actions required to improve the service. This register can be found in section 6 of Part 2.

It is anticipated that improving existing decision making processes will offer one of the key benefits of adopting an asset management regime.

2.6 Implementation

The latter part of this section is to explore current service delivery methods and look at the critical importance of taking a long term view of forward planning through the production of a forward works programme. However, the more important area is to review how we aim to implement asset management across Local Services

As we move in to the phase of implementation and have recently established a new TAMP Implementation Group which will include asset managers as well as four Area Office Asset Management Champions.

This group is also using LEAN principals to drive efficiency in our delivery methods.

2.7 Reporting and Monitoring

This section of the document describes the processes established for reporting and monitoring the performance measures and the implementation of an asset management regime.

The Levels of Service Framework is a comprehensive set of performance measure setting out:

- Levels of service – measure how the asset is performing and will be used to communicate with the customer about their expectations
- Service Delivery Standards – measure the way that we at NCC deliver the services required to manage and maintain the network

Changing to Levels of Service that measure the performance of the asset is a new way of measuring performance and the results will be key to matching future spend priorities to customer need. The performance measures that have been agreed through Scrutiny and the Executive are set out in Part 3 of the document.

The new levels of service performance framework groups all the measure together and allows them to reported as eight individual measures with scores of poor, fair, good or excellent for each one.

Reporting for implementation of the asset management plan will be carried out via the TAMP Implementation Group and they will prepare an annual report to the Steering Group. Review of the actual document is intended to be in line with LTP processes.