

AMS (HIGHWAYS) MODULE B - CONTEXT

What... Asset management is a best practice approach endorsed by the Government and the Audit Commission. Maintaining valuable assets essential for the economic and social health Lewisham requires integrated, pragmatic and focused investment to ensure the biggest benefit for the whole community is achieved.

Long-term investment is required to make best use of resources and ensure the right interventions are implemented at the most effective time, whether it is capital investment or reactive maintenance to ensure a safe highway, a statutory requirement.

Why... Lewisham currently has a population of 286,000 up 10,000 from the 2011 Census. It is the 5th most populous inner London borough. The number of households is predicted to rise from 116,548 in 2011 to 138,900 in 2021. Between 2012 and 2026, provision is being made for 17,100 new homes across the borough, while at least 66,000 m² of additional retail and leisure space will be provided in the borough's two highest-profile town centres, Lewisham and Catford.

The 2011 census showed that 25% used car/van/motorcycle/taxi as their mode of travel to work and 11% walked or cycled compared to 35% and 9% respectively in 2001 so there is a greater reliance on public transport coupled with more people who now work from home

Spending public money must demonstrate value and be aligned to the needs of the businesses and the residential community. Ensuring the right facilities have the right level of accessibility, and are maintained to safe standards to meet the duties of the Highways Act (1980), will enable Lewisham to develop as a safe and accessible borough open for business and a great place to live.

With a long-term investment programme, Lewisham can align this work with other 'place making', strategies to maximise benefits. Better planning of maintenance works will lead to greater economies of scale, as well as, maximising the life of treatment through a reduction in the whole life cost. A typical 1m² pothole costs around £15-£50 to repair, while it costs around £21-£68/m² to resurface a road for up to a 40 years lifespan. Therefore, the move to capital investment is essential to reduce risk, reduce the cost of reactive maintenance, and minimise disruption to the road users.

Who... The responsibilities for the 'Context' module lie with:

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| Statutory duty | Asset Management Planning Manager/ Asset Strategy & Technical Support Manager |
| Overall reporting | Asset Manager |
| Updating & reporting module | Asset Compliance |

Manager

How... Lewisham works with other LoTAG south sector boroughs through the SLHAM Consortium. Through this Consortium Lewisham works to develop a common understanding and approach to asset management to meet its particular needs.

The Consortium reviews guidance and tools developed by the Department for Transport's HMEP, UKRLG, IAM, as well as, the evolution of ISO55000, a global standard for asset management.

From the guidance and tools available, the group assesses how best to implement asset management, and then, Lewisham decides how it will develop and implement the best aspects of asset management to meet its needs.

Reporting... To ensure investment and outcomes remain effective, the modular AMS (Highways) provides a suite of measures to explore and demonstrate success or otherwise. From this, improvement actions can be developed, and discussed with peers at the SLHAM Consortium.

An annual 'State of the Highway' report is produced to draw together progress, performance and investment impact. The report is produced in July each year to reflect the latest asset value, and over time will move as near to the financial year end in early April as practical. This report will be reported

with the R & AM Annual Business Plan to ensure integration of investment plans.

Table B1 shows the ownership and reporting across the AMS (Highways) modules to support long-term implementation, improvement and realisation of the benefits which asset management brings.

Success Measures... An evolving approach to managing the highway assets of Lewisham will show an improvement, and success in maintaining the Councils’ highway network efficiently. This approach will be aligned with prudent investment strategies delivering demonstrable benefits to the community, through achieving performance improvement targets and maximising the benefit of

capital investment and revenue expenditure across the highway network.

To deliver success, the following activities will be essential for the efficacy and demonstrable benefit of asset management:

- An Annual Asset Management Maturity Assessment and the associated reporting to ensure progress towards the stated objectives.
- Asset Valuation for WGA to ensure the asset retains the desired value.
- Updating expenditure figures to assess the expenditure against investment strategies.
- Updating the performance measures and assessing progress against targets.

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| This review process needs to ensure the stated aims remain current and in-line with corporate aims including that captured in the R & AM Annual Business Plan. Should the aims change, this AMS (Highways) must be revised to reflect the new aims/targets for performance and outcomes. Further Information: |
| HMEP/UKRLG – Maintaining a Vital Asset |
| UKRLG – Highways Infrastructure Asset Management Guidance Document |
| ISO 55000 Asset Management Systems - BSI |

Table B1: Ownership and reporting of modules.

| Module | Responsible | Version | Next Review | Reporting | |
|--------------------------|---|---------|-------------|--|----------|
| | | | | How | When |
| A Policy & Objectives | Asset Compliance Manager | V0.3 | Dec 2015 | ‘State of the Highway’ report | May 2015 |
| B Context | Asset Strategy & Technical Support Manager/Compliance Manager | V0.3 | Dec 2015 | ‘State of the Highway’ report | May 2015 |
| C Asset Knowledge | Asset Strategy & Technical Support Manager/Asset Compliance Manager | V0.3 | Dec 2015 | Module D – Performance Management Module I – Stakeholder Engagement Module K – Valuation | Feb 2014 |
| D Performance Management | Commercial & Investment Manager | V0.3 | Dec 2015 | Performance dashboard updates and ‘State of the Highway’ report | May 2014 |
| E Funding & Expenditure | Asset Strategy & Technical Support Manager/Asset Manager | V0.3 | Dec 2015 | ‘State of the Highway’ report | May 2014 |
| F Maintenance Strategies | Asset Strategy & Technical Support Manager/Asset Compliance Manager | V0.3 | Dec 2015 | | |
| G Investment Strategies | Asset Strategy & Technical | V0.3 | Dec 2015 | | Ongoing |

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|---|--|---|------|----------|---|-----------|
| | Support Manager/ Compliance Manager | Asset | | | | |
| H | Works Programme | Capital Programme Delivery Manager/Asset Compliance Manager | V0.3 | Dec 2015 | Forward works programme | Sept 2015 |
| I | Stakeholder Engagement | Commercial & Investment Delivery Manager/Asset Management Planning Manager | V0.3 | Dec 2015 | 'State of the Highway' report | May 2015 |
| J | Benchmarking | Commercial & Investment Delivery Manager/Asset Compliance Manager | V0.3 | Dec 2015 | AMS (Highways) modules updates and 'State of the Highway' report | May 2015 |
| K | Valuation | Commercial & Investment Delivery Manager/Asset Compliance Manager/ Asset Strategy & Technical Support Manager | V0.3 | Dec 2015 | WGA valuation report | Jun 2015 |
| L | Implementation & Improvement Plan | Asset Manager | V0.3 | Dec 2015 | Improvement action plan | Jul 2015 |