

AMS (HIGHWAYS) MODULE L – IMPLEMENTATION & IMPROVEMENT PLAN

What... The implementation and improvement plan is designed to assist Lewisham to develop and implement a continuous improvement programme to enhance its asset management processes, systems and data, and support effective delivery of its desired asset management outcomes.

Why... Continuous improvement is an essential element of asset management for Lewisham, enabling financial savings and better decisions to be made with better information. Moreover, it is the intention of the asset management plan to deliver key improvement actions.

Who... The responsibilities for the ‘Implementation & Improvement Plan’ module lie with:

Maturity Assessment	Asset Manager
Implement asset management	Asset Manager/ Asset Strategy & Technical Support Manager
Identify & deliver improvement actions	Asset Manager
Updating & reporting module	Asset Compliance Manager

How... Lewisham undertakes continuous improvement according to ISO55000, Asset

Management Systems, and as outlined in the HMEP – UK RLG Highway Infrastructure Asset Management Guidance document (2013).

A gap analysis is carried out annually, through an Asset Management Maturity Assessment, to highlight the disparity between the current and desired asset management practices at Lewisham. This identifies strengths and areas where Lewisham needs to focus its efforts and help determine improvement actions for both the short- and long-term periods.

Reporting... Lewisham uses a spider chart to illustrate the outcomes of the Asset Management Maturity Assessment, Figure L2, which helps to drive improvements and identifies where benefits can quickly be maximised. Moreover, Lewisham tabulates the issues identified and the improvement actions proposed in an improvement action plan, Table L4. This plan provides a summary of the actions that need to be implemented and proposes target dates for completion.

Success Measures... By undertaking the Asset Management Maturity Assessment periodically, Lewisham will demonstrate its continuous

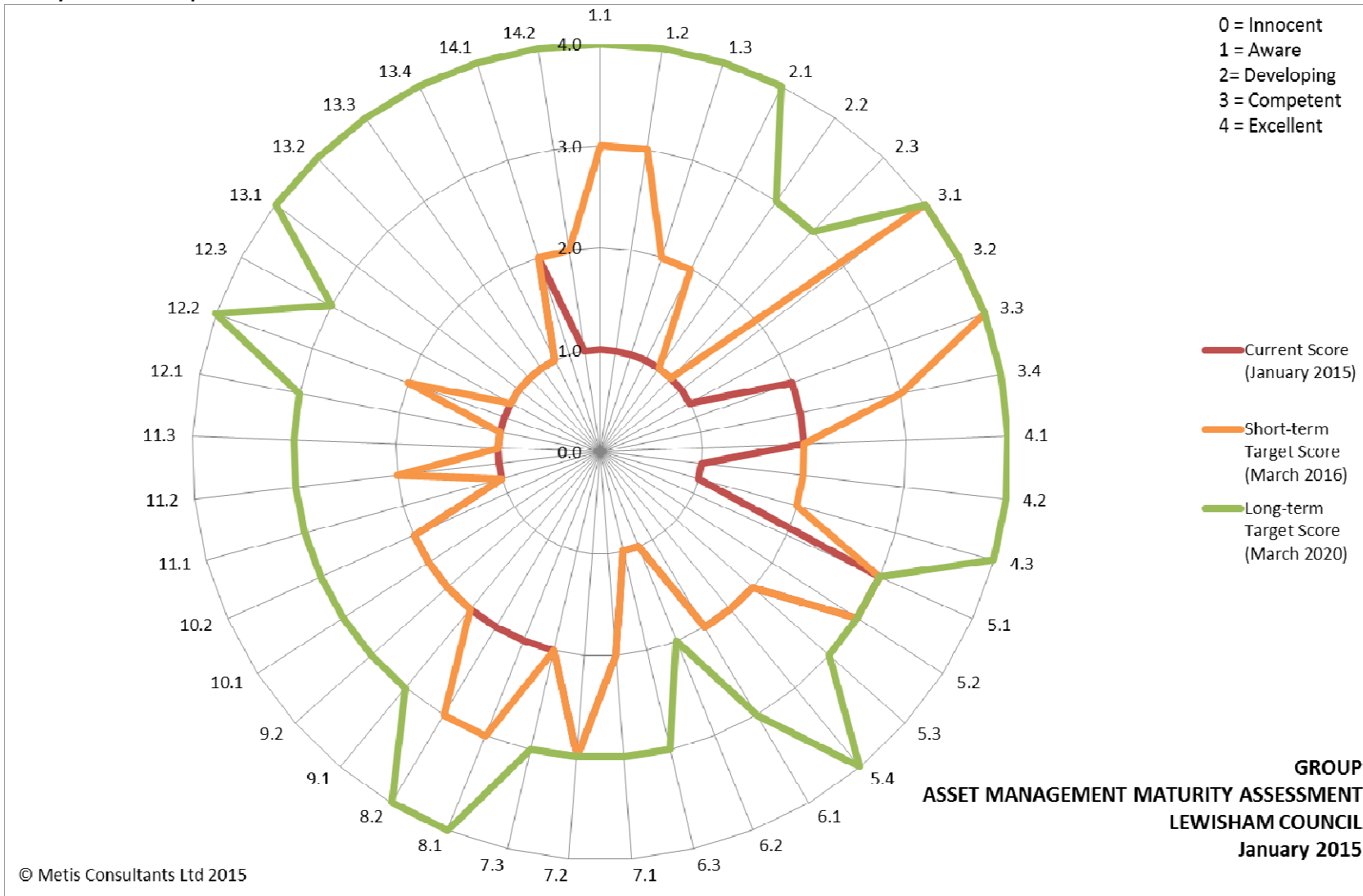
improvement in asset management through the increase in the assessment total score, Table L1.

Table L1: Maturity assessment total score.

Year	Current Score	Short-term Target Score	Long-term Target Score
2014/15	62	84	143

Further Information:
ISO 55000 – Asset Management Systems
Highway Infrastructure Asset Management Guidance document, HMEP – UK RLG, 2013

Figure L2: Maturity assessment spider chart.



Information based on officers response to maturity assessment and will be reviewed following comparision with other LoTAG boroughs

Table L3: Maturity assessment survey questions.

HMEP Sec.	HMEP Rec. No.	No.	Category
Part A - Asset Management and the Organisational Context	#1 - Asset Management Framework	1.1	Having a developed AM framework in place.
		1.2	Endorsing the AM framework by senior officers.
		1.3	Documenting all activities outlined in the AM framework.
	#2 - Communications	2.1	Setting AM requirements through stakeholder engagement.
		2.2	Making AM decisions informed by stakeholder engagement.
		2.3	Reporting AM performance back to stakeholders.
Part B - Asset Management Planning	#3 - Asset Management Policy and Strategy	3.1	Having a developed AM policy and strategy.
		3.2	Publishing the AM policy and strategy.
		3.3	Aligning the AM policy and strategy with the Council's corporate vision.
		3.4	Demonstrating the contribution AM makes towards achieving the Council's corporate vision in the AM policy and strategy.
	#4 - Performance Management Framework	4.1	Having a developed performance management framework.
		4.2	Accessibility of the performance management framework to stakeholders.
		4.3	Supporting the AM strategy through the performance management framework.
	#5 - Asset Data Management	5.1	The quality and currency of AM data.
		5.2	The appropriateness and completeness of AM data.
		5.3	Reviewing the AM data regularly.
		5.4	Having an asset register that stores, manages and reports all the asset data.
	#6 - Lifecycle Plans	6.1	Adopting lifecycle planning to review the levels of funding required.
		6.2	Adopting lifecycle planning to support short-term investment decisions.
		6.3	Adopting lifecycle planning to support long-term investment decisions.
	#7 - Works Programming	7.1	Generating an annual prioritised works programme.
7.2		Developing a forward works programme for a 3-5 year period.	

HMEP Sec.	HMEP Rec. No.	No.	Category
		7.3	Adhering to and updating the works programmes.
Part C - Asset Management Enablers	#8 - Leadership and Commitment	8.1	The senior decision-makers demonstrating leadership towards the implementation of AM.
		8.2	The senior decision-makers demonstrating commitment towards the implementation of AM.
	#9 - Making the Case for Asset Management	9.1	Making the case for implementing the AM framework by explaining the funding required.
		9.2	Making the case for implementing the AM framework by explaining wider benefits to be achieved.
	#10 - Competencies and Training	10.1	Identifying the appropriate AM competencies required.
		10.2	Providing the necessary AM training.
	#11 - Risk Management	11.1	Embedding the current and future risks associated with assets in the AM framework.
		11.2	Considering all the different levels or risks (strategic, tactical and operational risks) in the AM framework.
		11.3	Identifying appropriate risk mitigation measures within the AM framework.
	#12 - Asset Management Systems	12.1	Having the AM system supporting the AM information required.
		12.2	Accessibility of the AM system to the relevant staff.
		12.3	Supporting the provision of information for stakeholders through the AM system.
	#13 - Performance Monitoring	13.1	Monitoring the performance of the AM framework.
		13.2	Reporting the performance of the AM framework.
13.3		Reviewing the performance of the AM framework regularly.	
13.4		Setting and implementing improvement actions.	
#14 - Benchmarking	14.1	Using local and national benchmarking to compare performance of the AM framework.	
	14.2	Using local and national benchmarking to share information that support continuous improvement.	

Table L4: Improvement action plan.

Module	Action	Measure	Responsibility	Time		
				2015/16	2016/17	Onward
A	Annual Review of AMS	Update report to M & C	Asset Management Planning Officer	X	X	X
A	State of the Infrastructure Report	Report to M & C	Operational Asset Manager	X	X	X
B	Update ownership and reporting of modules	Annual review	Operational Asset Manager	X	X	X
C	Footway condition data	Improve the condition data collected for footways	Asset Compliance Manager	X	X	X
C	Monitor and record information on Asset Knowledge	CVI's, Safety Inspections, Scrim, Scanner, Bridge Inspections, Update Asset Inventory	Asset Network Manager/Asset Compliance Manager	X	X	X
D	Performance Indicators	Recording and reporting	Operational Asset Manager	X	X	X
D	Review Service Level Categories and Performances	Annual report	Operational Asset Manager	X	X	X
E	Seek external funding opportunities	Seek funding through LiP, CiL, S106's and developers S278's.	Policy and Development Manager/ Capital Programme Delivery	X	X	X
F	Compile asset maintenance strategies.	Treatment options to be devised and updated annually	Asset Compliance Manager/Engineering Manager	X	X	X
G	None identified					
H	Annual Works Programme	Work towards a programme from Capital Investment	Engineering Manager/ SGM Capital Programme Delivery	X	X	X
I	Report to Assemblies on proposed resurfacing and footway programme	Prepare report giving criteria for works	Asset Manager/Engineering Manager	X	X	X
I	Spreadsheet to members to help develop resurfacing and footways programme	Prepare spreadsheet and circulate to members and assemblies.	Asset Manager/Engineering Manager	X		
J	Benchmarking	Collate benchmark information	Asset Compliance Manager	X		
K	WGA Asset Valuation	Annual update using CIPFA and consortium guidance. Keeping abreast of changes	Asset Compliance Manager	X	X	X
L	Update Table L4		Asset Compliance Manager	X	X	X