

Asset Management Policy, Strategy and Levels of Service

a component document of the Highway Infrastructure
Asset Management Plan (HIAMP)

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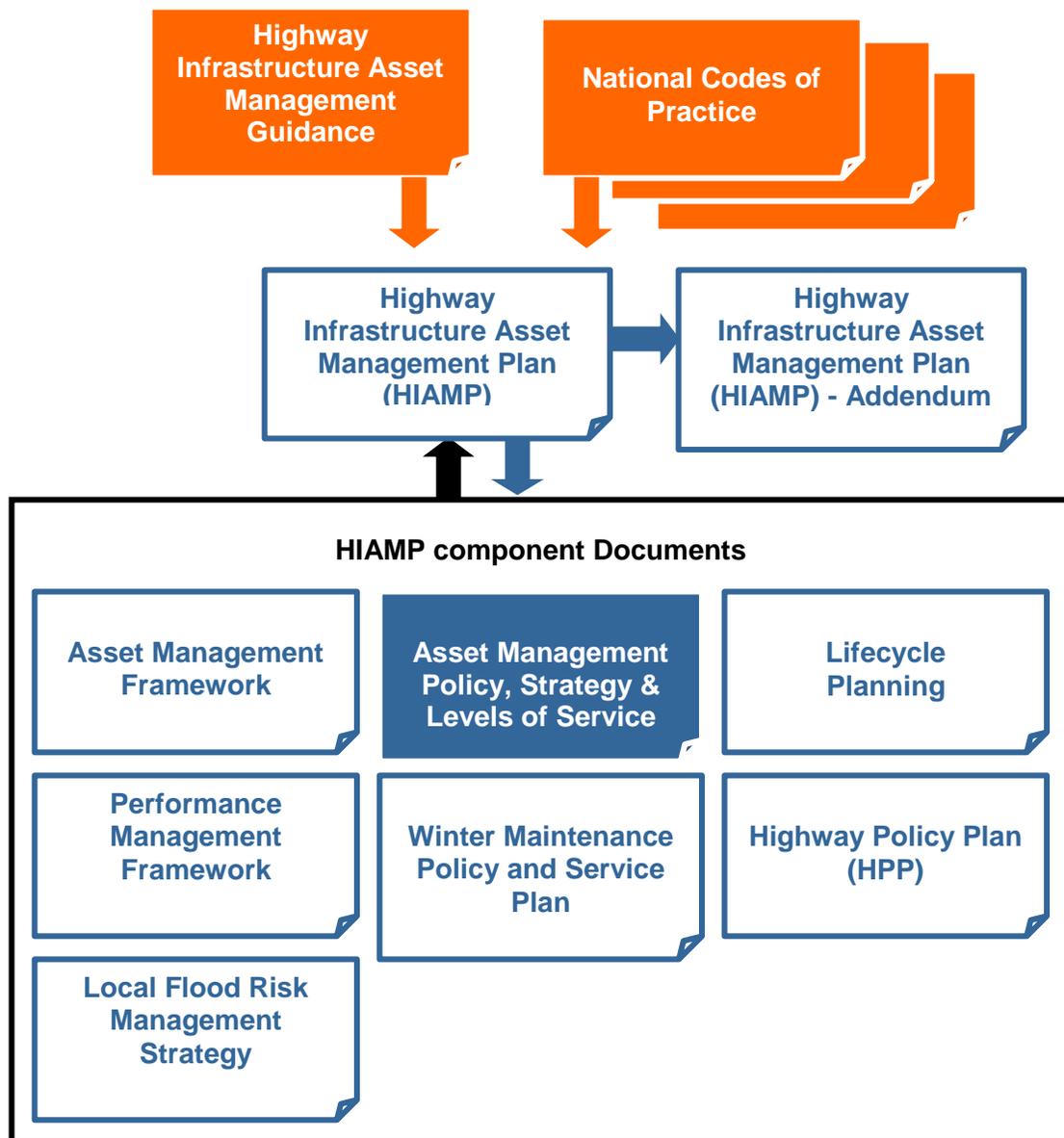
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Highway Infrastructure Asset Management Plan (HIAMP) Documentation Relationship

The HIAMP is intended to provide a framework to support the implementation of effective asset management in Southwark, while ensuring that a number of important supporting and component documents can be successfully developed. This document is a component document of the HIAMP setting the framework for Asset Management Policy, Strategy and Levels of Service, to align with the corporate vision and demonstrate the contribution asset management makes towards achieving this vision.

Figure 1 - Relationship of HIAMP Documentation



EXECUTIVE SUMMARY

Southwark Council's highway network of 332 kilometres is extremely important to all the residents of Southwark as well as to the numerous travellers that travel through the borough each day. The highway network is not only important for vehicular (332km of carriageway) and pedestrian traffic (734km of footway) throughout the borough using the network, but it is also strategically important for travelling into other parts of the capital.

The preservation, maintenance and improvement of the highway network itself is therefore very important.



This is a component document to the Highway Infrastructure Asset Management Plan (HIAMP) which sets out the asset management;

- policy framework including goals, objectives and aims of the HIAMP,
- the benefit to stakeholders of the strategies needed to keep all highway assets in a safe and operational state within the most efficient and effective manner, both on a day to day basis and in the long term,
- levels of service that Southwark Council has established from various strategic considerations which have been derived from legislation or the delivery of good practice for the various highway assets as well as from Southwark Council's management of these assets.

This document includes a number of Drivers for Change which have been adopted as a way to maximise the benefit of adopting an asset management approach, a summary of these follows.

This document does not set levels of service for non-highway land belonging to Southwark Council, such as housing footways and parking areas or parks' pathways. These areas have separate maintenance regimes developed by the responsible departments.

Summary of Drivers for Change

Service Aims

- D1 The aims of the Highways Division will be:
- To improve the borough's physical environment.
 - Create a public realm that is attractive to and liveable for residents, business and visitors alike.
 - Manage the risk highway assets may present to the council.

Strategy

- D2 The ambitions contained in the *Southwark 2016: Sustainable Community Strategy* (SCS) shall be reflected in the Highway Infrastructure Asset Management Plan.

Transport Plan

- D3 The development of asset management shall incorporate the following objectives;
- Deliver any changes to the highway network in accordance with the risk based road hierarchy (based on the volume and type of traffic/pedestrians using the streets).
 - Manage our road network and work with Transport for London to help smooth traffic in accordance with the road user hierarchy.

Whole Government Accounting

- D4 Where inventory and condition data deficiencies exist, a programme for improvement will be developed that takes into account the cost of collection and the significance of the missing or inadequate data.

Investment

- D5 The investment strategy adopted has to remain within the constraints of the published budgetary investment programme.

Life-cycle Plans

- D6 Develop life-cycle plans that document the reasons for selecting various works to address the performance gaps; i.e. the life-cycle plan shows how different options are evaluated and selected.

Service Levels

- D7 Service Levels should be Specific, Measurable, Agreed, Realistic and Time-based and published and available to the public.

01 POLICY FRAMEWORK

Goals and Objectives

‘The asset management strategy should be a clear and concise high level document setting out how highway infrastructure asset management is delivered for the authority to meet its long term corporate goals and objectives.’¹

Asset Management therefore embodies Southwark Council’s Policies, Goals and Objectives including:

- Southwark 2016: Sustainable community strategy.
- The Southwark Council Corporate Strategic Plan including Council Priorities.
- The Environment and Social Regeneration Department Business Plan - including Directorate Priorities and developing the Council Themes.
- Corporate Asset Management Plan.
- Transport Plan 2011.
- Risk Management Plan.

The following documents give information and principles about the delivery of the Highways Service, and other Council Services that impact on the highway network:

- The Highways and Professional Services Contract (HAPS) which delivers highway maintenance and projects.
- The Council’s Winter Maintenance Policy and Service Plan.
- Southwark’s Streetscape Design Manual.
- The Council’s Tree Management Strategy.
- The Council’s Highway Infrastructure Asset Management Plan (HIAMP document).

The highway network has a major place to play in promoting and delivering the Goals, Objectives, Themes and requirements contained in the documents detailed above. The HIAMP is therefore an important document within the Council not just for the highway network but for the Council and London as a whole.

¹ Well-managed Highway Infrastructure: A Code of Practice published by the UK Roads Liaison Group.

Service Aims

Critical to the well-being of not just the residents of Southwark but also to the many travellers into the capital is the preservation, maintenance and improvement of the highway network along with its wide range of associated assets.

The highway infrastructure is managed by the Highways division within the Environment and Social Regeneration department of Southwark Council.

“Public Realm” incorporates all areas to which the public has open access. The Highways Division looks to impact positively upon streets, parks and housing estates to improve the quality of the environment.

In terms of Southwark’s highways the overall objective is to ensure that all of the highway network, incorporating the carriageways and footways, are kept in a safe condition for users.

The desired outcome is that the carriageway network will be able to support all types of vehicles at all times and the footways are kept in a safe condition for all types of users at all times, particularly for those pedestrians with mobility and sight impairment.

Driver for Change

D1 The aims of the Highways division will be:

- **To improve the borough's physical environment.**
- **Create a public realm that is attractive to and liveable for residents, business and visitors alike.**
- **Manage the risk that highway assets may present to the council.**

02 STRATEGY

Core Strategy

The core strategy is the *Southwark 2016: Sustainable community strategy (SCS)* which was produced by the Southwark Alliance. The alliance membership includes representatives from Southwark Council, Borough Police, Jobcentre Plus, Head Teachers' Executive, and Chief Executive of Southwark PCT. The following are the Sustainable Community Strategy priorities and indicators expressly relating to asset management;

Table 1 – Sustainable Community Strategy Priorities

SCS Objective	SCS Priority	Indicator
Making the borough a better place	Suitable use of resources A vibrant economy A liveable public realm	Increase the satisfaction of residents with Southwark as a place to live and reduce the differences between areas Improvement in the quality rating for streets and estates
Delivering quality public services	Accessible and integrated Customer focused Efficient and modern	Increase in public satisfaction with services for the borough and for each community council area

This is a key document for the council and the ambitions contained within it need to be reflected in all council policies and plans.

Driver for Change

D2 The ambitions contained in the *Southwark 2016: Sustainable community strategy* shall be reflected in the Highways Infrastructure Asset Management Plan.

Transport Plan

Southwark in preparing its Transport Plan 2011 took into consideration the following:

- Mayor's Transport Strategy (MTS).
- The emerging Sub-Regional Transport Plans (SRTP's).
- Southwark's Sustainable Community Strategy (SCS) and other relevant policies.

The Transport Plan contains a set of eight transport objectives which have been developed to be delivered over the life of the plan to 2031, these are:

1. Manage demand for travel and increase sustainable transport capacity.
2. Encourage sustainable travel choices.
3. Ensure the transport system helps people to achieve their economic and social potential.
4. Improve the health and wellbeing of all by making the borough a better place.
5. Ensure the transport network is safe and secure for all and improve perceptions of safety.
6. Improve travel opportunities and maximise independence for all.
7. Ensure that the quality, efficiency and reliability of the highway network is maintained.
8. Reduce the impact of transport on the environment.

The Transport Plan detailed the actions that the borough proposed to take forward over the life of the plan to help achieve the council's vision as set out in SCS and the objectives as set out in the MTS.

The Council's draft Kerb Side Strategy 2018 reinforces the above objectives.

Driver for Change

D3 The development of asset management shall incorporate the following objectives;

- **Deliver any changes to the highway network in accordance with the risk based road hierarchy (based on the volume and type of traffic/pedestrians using the streets).**
- **Manage our road network and work with Transport for London to help smooth traffic in accordance with the road user hierarchy.**

Whole Government Accounting

Central Government, with the introduction of Whole of Government Accounts (WGA), requires each authority to value their highway assets. This is in line with initiatives towards greater public sector accountability and transparency. The key drivers for highway infrastructure asset valuations are to:

- Emphasise the need to preserve the highway infrastructure by placing a monetary value on highway infrastructure assets.
- Demonstrate asset stewardship by monitoring the Asset Value over time.
- Promote greater accountability, transparency and improved stewardship of public finances.

Asset valuation is the calculation of the current monetary value of an authority's assets. The current monetary value can be expressed as the Gross Replacement Cost (GRC) of an authority's infrastructure assets cost. A breakdown of the asset valuation can be found in the [Addendum to the Highway Infrastructure Asset Management Plan](#).

Assets are consumed during their service due to ageing, usage, deterioration, damage, a fall in the Level of Service (assessed through appropriate Performance Measures) and obsolescence, i.e. wear and tear of the infrastructure.

The highways inventory is the asset register and is the starting point for any valuation. Clearly the valuation can only be as accurate as the highways inventory and the other data (including condition data) on which the valuation is based. Gaps have been identified in the asset inventory and condition information and further data capture is required and will be programmed to ensure that asset valuation progresses.

Driver for Change

D4 Where inventory and condition data deficiencies exist, a programme for improvement will be developed that takes into account the cost of collection and the significance of the missing or inadequate data.

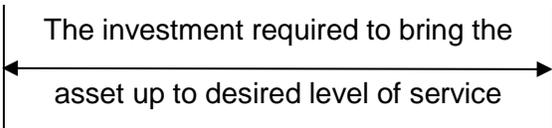
Investment

Regular (annual or biannual) condition inspections and objective assessments are critical to any forward planning and determining investment priorities and trends over time if;

- a) Conditions are improving then investment levels are sufficient.
- b) Conditions are deteriorating then investment levels are inadequate.

The total investment requirement can be estimated by considering the 'desired level of service' the condition of each asset 'in need of repair' and the anticipated or 'estimated deterioration' of the asset.

$$\begin{array}{l}
 \text{total investment} \\
 \text{requirement}
 \end{array}
 =
 \left(
 \begin{array}{l}
 \text{cost of replacing} \\
 \text{asset 'in need of} \\
 \text{repair'}
 \end{array}
 -
 \begin{array}{l}
 \text{Desired level of} \\
 \text{service}
 \end{array}
 \right)
 +
 \begin{array}{l}
 \text{estimated} \\
 \text{annual} \\
 \text{deterioration}
 \end{array}$$



The total estimated investment requirement for the highway assets has been calculated and can be found in the [Addendum to the Highway Infrastructure Asset Management Plan](#).

Southwark has a mature highway network, like most highway authorities, it has a considerable backlog of required maintenance or renewal to achieve an adequate level of service. The level of investment is currently not feasible, as the Capital and Revenue highway budgets have to compete for funds with other demanding services within Southwark.

The HIAMP therefore endorses a flexible approach to the development of investment strategies, and emphasises that these should evolve and be refined to make certain that the asset management approach is successful to maximise the potential benefits (see [HIAMP – 06 Investment Strategies](#)).

Driver for Change

D5 The investment strategy adopted has to remain within the constraints of the published budgetary investment programme.

Life-cycle Planning

To be able to implement an effective forward investment plan under the principles of good asset management, Southwark is adopting the recommendations of Well-managed Highway Infrastructure: A Code of Practice when considering the way maintenance works are planned and developed. Predictive models are being used at that will allow maintenance works to be identified by quality of service, asset value perseverance and prioritise works through whole-life cost principles. A value management process for determining the most suitable scheme options will be implemented, which will try to find a balance between asset preservation, quality of service and structural improvement.

For the investment strategy to progress effectively life-cycle plans are being developed for the highway assets, these will detail the different maintenance options to be evaluated and ultimately selected. This will involve the development of a long term programme for the infrastructure service areas, linked to achieving the anticipated and intended level of service, while taking into account the availability of the published financial support. (see [HIAMP – 05 Lifecycle Planning](#))

Driver for Change

D6 Develop life-cycle plans that document the reasons for selecting various works to address the performance gaps; i.e. the life-cycle plan shows how different options are evaluated and selected.

03 LEVELS OF SERVICE

Service Levels

Levels of Service is a term used to describe;

“the quality of services provided by the asset for the benefit of customers”.

One of the hardest challenges of asset management is finding a balance between investing in an asset in order to safeguard its integrity and value, while providing a high quality service to the public.

The Level of Service relates to our highway infrastructure, the way highway services are delivered and how the services are perceived, these include;

- Condition of the asset.
- Performance of the asset.
- Quality of the services that the asset provides.
- Performance of the management in delivering the services.

Levels of service and standards are derived from various strategic considerations with reference to relevant legislation and national guidance and best practice documents.

In defining any such targets and performance levels it is important that they are ‘SMART’; that is ‘Specific, Measurable, Agreed, Realistic and Time-based’. However on establishing any Levels of Service and reviewing the achieved performance it is important to remember that no highway network or highways service is ever perfect and there will always be some defects evident.

Driver for Change

D7 Service Levels should be Specific, Measurable, Agreed, Realistic and Time-based and published and available to the public.

Service Request Response Times

The different service areas have repair response times detailed in the following table, which are in accordance with engineering priorities;

Table 2 – Service Request Response Times

Service Area	Repair Item	Service Response Times			
		(1)	(2)	(3)	(3)
Highway Maintenance	Carriageways	2hr	24hr	7 days	28 days
Highway Maintenance	Footways	2hr	24hr	7 days	28 days
Highway Maintenance	Structures	2hr	24hr	7 days	28 days
Highway Maintenance	Surface Water Drainage	2hr	24hr	7 days	28 days
Highway Maintenance	Winter Maintenance	1hr*	Planned		
Street Furniture	All Types	2hr	24hr	7 days	28 days
Street Lighting	Lamp Columns	2hr	24hr	3 days	40 days
Street Lighting	Illuminated Bollard	2hr	24hr	3 days	40 days
Street Lighting	Flashing Beacons	2hr	24hr	3 days	40 days
Street Lighting	Illuminated Signs	2hr	24hr	3 days	40 days
Meter Maintenance	Pay & Display Meters	2hr	24hr	3 days	40 days
Meter Maintenance	Parking Signage	2hr	24hr	3 days	40 days

- (1) Emergency response to significant defect or asset failure the defect will either be repaired or made safe through signing/coning or barriers. *Winter maintenance is response time based on mobilisation of gritter fleet.
- (2) Response to asset failure not providing immediate danger the defect will either be repaired or made safe through signing/coning or barriers.
- (3) Contractual response time in accordance with engineer's priority

The **Highway Policy Plan (HPP)** has been produced as a component document to the HIAMP which contains more detailed service level criteria, as well as describing the process for escalating or de-escalating our service response times.

Customer Engagement / Notifications

Prior to any planned work taking place which may inconvenience local residents and businesses advance notifications will take place. These may take the form of hand delivered leaflets and letters, advance warning signage and possibly adverts in the local press.

As part of our post works surveys on significant projects, face to face interviews are held and recorded to measure the effectiveness of the service and to identify possible service improvements.

Complaints

The aim is to provide the highest quality services, however, sometimes it may not be feasible to meet expectations. Simple mistakes can often be resolved straight away by the staff concerned. If a problem can't be resolved easily, a complaint can be registered via our website.

Web: <http://www.southwark.gov.uk/complaints>
Email: complaints@southwark.gov.uk
Telephone Number: 020 7525 0042

Customer Service

All service requests and enquiries can be directed to the Customer Service Centre via our website will be dealt with by a specially trained customer service representative, who will process the request and keep the customer up to date with progress.

Web: customer service centre
Email: csc@southwark.gov.uk
Telephone Number: 020 7525 5000

