



Infrastructure Asset Management Strategy

The vision, scope and context of Asset Management
of the Highways and Transport Infrastructure
for Community and Customer Services.

Version 1

Highways and Transport Services

Current Document Status			
Version	1	Approving body	Transport Working Party
Date		Date of formal approval	
Responsible officer	Tim Northway Principal Engineer	Review date	2 years from approval
Location			
Version History			
Date	Version	Author/Editor	Comments
	1	Tim Northway	Final

Equality Impact Assessment Record					
Date	Type of assessment conducted	Stage/level completed (where applicable)	Summary of actions taken decisions made	Completed by	Impact Assessment review date
	Full	Complete	N/A	Tim Northway, Ian Jones	
Corporate Quality Assessment Record					
Date					
Completed by	Tim Northway				

Document retention	
Document retention period	5 years in hard and electronic copies

Infrastructure Asset Management Strategy

Introduction	4
Aim of the strategy	4
Scope	5
Strategy statement	5
Strategy Detail	5/11
Consultation and engagement	12
Performance and risk management	12
Communicating the Strategy	12
Breaches and non-compliance	12
Information and training	12
Evaluation and review	12

Introduction

The purpose of this Infrastructure Asset Management Strategy is to outline how the service will approach the task of managing our most valuable and important public infrastructure. It is the partner document to the previously published Infrastructure Asset Management Policy.

Aim of the strategy

Effective and efficient management of the infrastructure is a key factor in the ability of the Council to deliver its services. Taken together the infrastructure managed by the service forms the largest and most valuable public asset within the Council's control, with a gross value in excess of £0.7billion.

Torbay Council's vision is to be a high performing authority using resources well to secure good public services for all and to be a strong and effective community leader, ensuring sound investment in a sustainable future for Torbay. This vision translates into core values which include:

- Forward thinking,
- People orientated,
- Adaptable,
- Integrity,

The provision, maintenance and management of public infrastructure such as highways, bridges, public rights of way, public open spaces and coastal assets are key drivers in the delivery of these values.

Asset management is by definition 'forward thinking', customer aspiration considerations are part of being 'people orientated', decision makers looking after this asset need to be adaptable and to exercise integrity with difficult choices.

With the current level of funding for maintaining this most valuable asset being under extreme pressure, the management needs to be undertaken in a considered manner which takes into account maintenance needs and financial resources. This must then be balanced against potential risk of service failure and subsequent demands on the same public finances for damage and liability claims.

Decision makers and customers alike therefore need to be fully aware of the conflicting demands on maintaining this asset within the reality of the existing financial climate.

Scope

This strategy is applicable to all public infrastructure managed and maintained by the Council as part of the Highways and Transport service; it also links into other service areas including all public open spaces.

Strategy Statement

The Council believes that effective asset management is fundamental to the delivery of its services and the delivery of its long term vision and strategy. Asset Management principles enable informed decisions to be made about investment and maintenance funding; assist in the targeting of resources to where they can be most effective and enables the identification and management of the risks associated with its statutory duties to manage and maintain public infrastructure.

STRATEGY DETAIL

In adopting an Asset Management approach to the maintenance of our entire infrastructure we will be implementing a methodology which includes:

- A systematic approach which takes a long-term view
- The consideration of the whole of life costs of maintaining an asset
- The explicit consideration of customer expectations and defined levels of service
- The optimisation and prioritisation of works based on assessed needs derived from the defined levels of service
- The use of lifecycle planning to inform the optimal treatment at each stage of the assets life

The implementation of a formalised approach enables better decision making which takes into account the relationship between cost and performance. This

in turn allows potential for the delivery of an improved level of service for the resources available or where owing to budgetary constraints it can assist in ensuring that the effects of a reduction in the level of service is managed through the efficient deployment of available resources such that risks are identified, balanced and mitigated in so far as is possible.

The Council's priorities for maintaining this asset with the current levels of funding will be:-

- Prioritise the A & B road network that carries the higher levels of traffic
- Use preventative maintenance treatments on roads that are still in a condition to benefit from these.
- Maintain modern estate roads in accordance with lifecycle planning guidance with periodic preventative intervention at the optimum times.
- Use additional DfT funding on preventative treatments of older estate roads to reduce further pothole proliferation and to seal vulnerable unbound road formations.
- Target worst first responses at shorter lengths of affected carriageways pending more suitable funding opportunities.

Strategic Framework

This strategy document together with its partner document "Infrastructure Asset Management Policy" sits within a wider asset management framework and forms a link between the Corporate Business Plan and objectives and associated service and operational plans such as the Highway Maintenance Manual, Transport Asset Management Plan, Safety Inspection Manual and other similar documents.

The responsibility for the delivery of this Asset Management framework sits within Community and Customer Services.

The Asset Management Approach

The Torbay Council's vision recognises the following themes:

Scope: The Asset Management Plan is primarily to optimise maintenance of the entire network. The asset encompasses all areas of adopted highway and public rights of way within the boundary of Torbay.

Strategic approach: a systematic process that takes a long term view

Whole of life: the whole of life / life cycle of an asset is considered

Optimisation: maximising benefits by balancing competing demands

Resource allocation: allocation of resources based on assessed needs

Customer focus: explicit consideration of customer's expectations

However, in adopting the principles of Asset Management it should be noted that the primary drivers in decision making processes depend on a detailed knowledge of the extent of the highway inventory and in particular its overall condition, but also that customer satisfaction must be considered within the end product.

Inventory and data Management: Torbay Council holds information on various assets on a number of different platforms. These asset databases are being logged on a single common platform and will provide individual layers on the Council's GIS mapping system. Whilst most highway inventory data is already recorded in this manner, other infrastructure assets are being assimilated as resources permit.

The Council has comprehensive inspection and survey schedules, tailored to specific assets, taking into account the national guidance and codes of practice. These regimes are documented in the relevant maintenance manuals and will be updated in line with changes in national guidance.

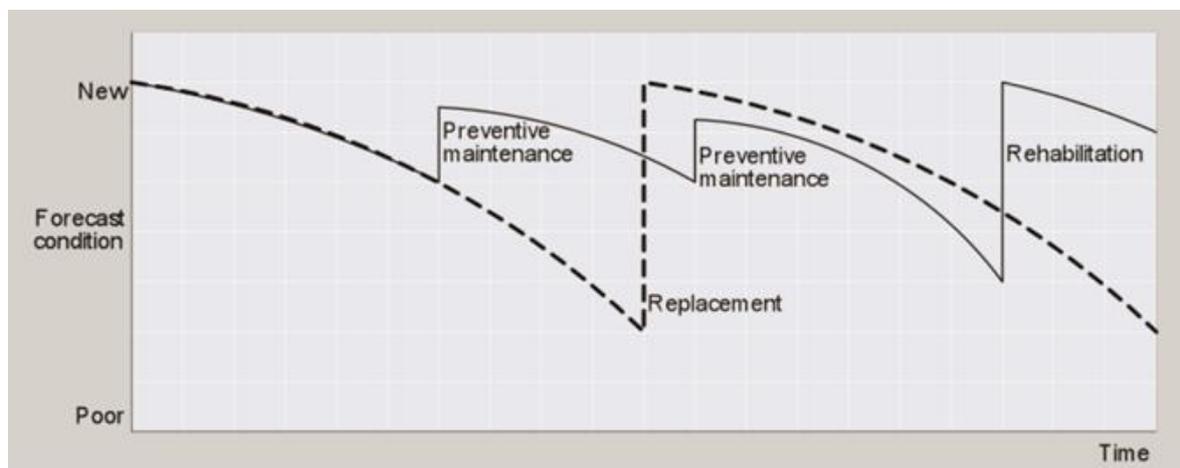
Levels of Service: Are a means of describing the standard of service that is provided or required. The development of Levels of Service must reflect organisational constraints. While it may be possible to influence and reduce some of these, many will remain as permanent restrictions. These will include:

- Inadequate or unpredictable financial resources – the desired level of service may not be achievable
- Resource constraints – if financial constraints are removed it still may not be possible to resource short term fixes
- Procurement constraints – again a consideration if finance is not a factor
- Political constraints – this may affect the availability of funding
- If whole life costings are to be rigidly implemented it may lead to the appearance that roads that 'seem to be OK' take precedence over some residential roads that are 'falling apart'.

Lifecycle Planning: Is a mechanism which enables links to be made between a particular asset, levels of service, current condition, maintenance needs and funding provisions.

The diagram below shows the lifecycle of a carriageway comparing condition against time. In this example there is also a direct relationship between the forecast condition and the costs of the suggested treatments. The optimum intervention treatment would be to carry out the lower cost preventative treatments at suitable time intervals thus enabling the carriageway condition to remain in a good stable condition. The worst case cost scenario is to allow the asset to deteriorate to a point where the only option is an expensive replacement treatment.

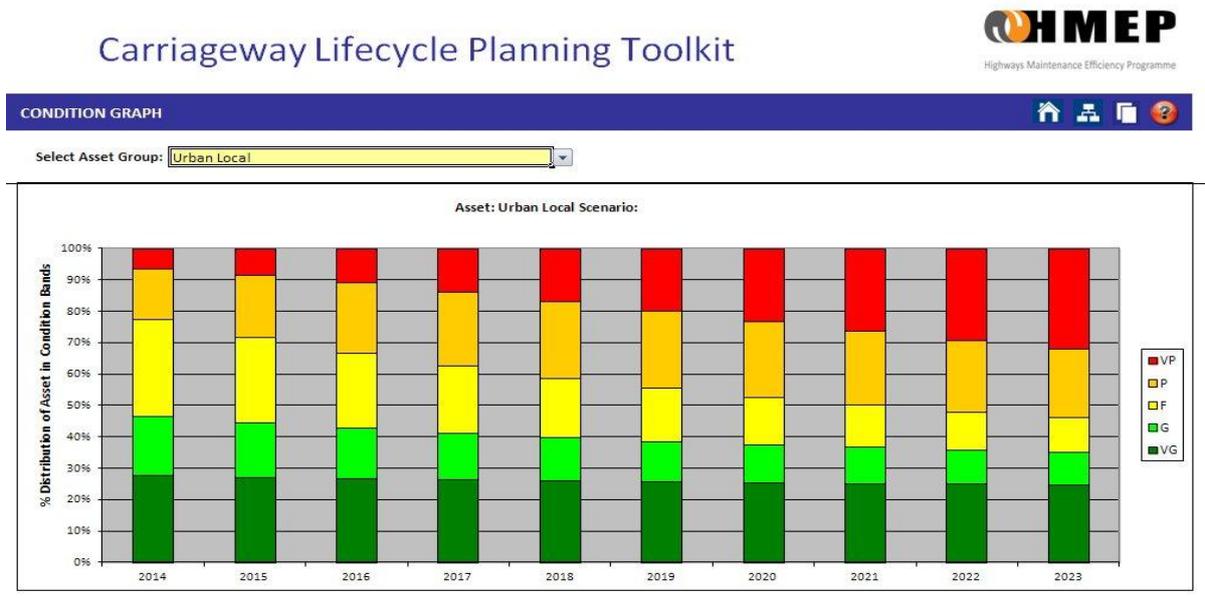
The best case scenario requires that adequate funding is available for the optimum treatments at the time that these are still applicable. Missing these preventative treatments due to inadequate funding provision leads to the gradual decline in overall network conditions and this is not sustainable in the long term.



The introduction of Whole of Government Accounts set out in the CIPFA Code for Transport Infrastructure Assets will provide evidence of the need to fund timely maintenance interventions. In the meantime most highway authorities are limited to seeing a damage limitation approach being applied to their highway assets. Future monetary depreciation of the highway asset will appear

in an authority's financial balance sheet. This will make informed investment strategies and suitable budget allocation all the more necessary.

Torbay Council's current predicted trend in the overall condition of their unclassified local road network, based on carriageway data (which is 70% of the entire value of the transport infrastructure) is in the diagram below:-



The diagram is taken directly from the Council's Transport Asset Management Plan (2014 version) and was derived from the toolkit provided within the CIPFA Code for Transport Infrastructure Assets. It is based on the currently predicted budgetary provisions.

Risk Management

Managing risk is an integral part of managing our transport assets. All activities from management, identification and prioritisation of works to the establishment of budgets have risks associated with them. These risks need managing. The assessment of comparative risk is therefore a key asset management tool. It can be used at a tactical level within the asset management process, to assist with option appraisal and selection, via assessment of the comparative risks of:

- Providing differing levels of service;
- Funding works on different assets; or
- Funding network improvements as opposed to maintenance works.

Consultation and engagement

In drafting this strategy we have taken note of National Highways and Transportation public perception surveys and are presenting this strategy to the Transportation Working Party. We have also consulted with the Portfolio Holder for Highways Management.

Performance and risk management

The maintenance and management of public infrastructure has been undertaken for many years and in drafting this strategy we have identified and taken note of all likely risks and performance issues. The mitigation and management of risks and issues are covered in subsidiary category specific service documentation such as the Highway Maintenance Manual and the Asset Management Plan.

Communicating the strategy

This strategy will be made available on the Council's website as will other documents considered to be of value to interested parties.

Breaches and non-compliance

Non compliance with this strategy may leave the Council in a position where it is not able to discharge its statutory duty to maintain and lead to a deterioration of the value and condition of publicly owned infrastructure.

Information and training

Further information concerning this strategy may be obtained from the Highway Network Management team based in Torquay Town Hall.

Evaluation and review

This strategy will be reviewed regularly as further asset management tools and systems are developed.

Prepared by

Tim Northway

Principal Engineer (Network Management)

Community and Customer Services

16th July 2015

If you would like this information
in another format please contact:

Torbay Council

Town Hall

Torquay

TQ1 3DY

Telephone: 01803 207914

Email: highways@torbay.gov.uk

Please consider the environment: Only print this document if it can not be sent electronically.