

## 4. **Transport Asset Management Strategy**

### 4.1. **Main Components**

4.1.1. The Transport Asset Management Strategy is built around three main components;

- A defined hierarchy for all elements of the network
- The legal framework and robust policies and objectives for the service
- A detailed Inventory of all relevant components of the asset

4.1.2. To be effective, these key components are supplemented by the following:

- A comprehensive management system for inspecting, recording, analysing, prioritising and programming maintenance works to optimise their asset management contribution
- Arrangements to finance, procure and deliver maintenance works, in accordance with the principles of sustainability and best value
- Arrangements to monitor, review and update as necessary, each component of the strategy and the performance of the strategy
- A risk management strategy clearly identifying and evaluating the risks and consequences of investment decisions and measures to mitigate
- A proactive approach to the implementation of innovations and best practice in collaboration with our contractors and other councils
- Maintain a knowledgeable and robust client to engage with others councils and contractors

### 4.2. **Detailed Strategy for Transport Asset Management**

4.2.1. The detailed elements of the strategy are to:

- 4.2.2.
- Utilise asset management practices to ensure protection of the highway infrastructure through the implementation of the Transport Asset Management Plan.
  - Based on whole-life costing, to ensure value for money. We utilise a preventative approach investing a greater proportion of the available budget to treat roads in the early stages of deterioration. This targets assets that are not currently in need of full structural renewal and proposes to extend the assets whole life by arresting/delaying deterioration. This minimises the risk of the highway and transportation asset deteriorating.
  - Carry out repairs to the most appropriate standards and methods
  - Identify needs against the National Codes of Practice and survey data.
  - Allocate resources based upon assessed needs basis, to
  - Continue to identify improvements in the information and systems necessary to refine this process.
  - Seek the required funding by demonstrating the maintenance needs for maximum Government support, through the Local Transport Plan.
  - Seek additional funding through the County Council's strategic planning and budget cycle.
  - Seek to optimise the benefits of maintenance works by incorporating any appropriate safety, availability or accessibility improvement works at the same time.

- Co-ordinate works to reduce disruption.
- Treat as a priority those hazards that could lead to personal injury or damage to vehicles.

#### 4.3. **Strategy for Main Asset Groups**

- 4.3.1. It is recognised that the current level of funding makes the maintenance of current condition challenging and that in most circumstances the strategy will be to manage deterioration.
- 4.3.2. Pressures can be demonstrated with Members supporting part of the Integrated Transport grant being used to support structural maintenance which in turn is supporting some work previously undertaken using revenue funding such as patching.
- 4.3.3. **Carriageways**
- 4.3.3.1.
  - Extensive utilisation of intermediate treatments such as surface dressing, joint sealing, re-texturing and machine patching.
  - Use of poly-modified binders and Dense Stone Mastic Asphalt (SMA) to increase the robustness of resurfacing.
  - Consider the use of recycling to add strength to rural roads and in fenland reduce weight of the pavement
  - Innovation to examine the use of new techniques
  - Scheme selection and Programme development informed by an intelligent client
  - Specification informed by our Norfolk Laboratory.
  - Full condition survey of the network
- 4.3.3.2. Desired outcome
- 4.3.3.3. Performance targets have been established in the Local Transport Plan (LTP) for the 'A' road network and in the performance framework for all road classifications. These show a slight decline over the next 3-year period to 2019-20.
- 4.3.4. **Footways**
- 4.3.4.1.
  - Utilisation of intermediate treatments such as slurry seal and machine patching.
  - Full condition survey of the network
  - Use of Hot Rolled Asphalt (HRA) to increase the robustness of resurfacing.
  - Innovation to examine the use of new techniques
  - Scheme selection and Programme development informed by an intelligent client
  - Specification informed by our Norfolk Laboratory.
  - Full condition survey of the network
- 4.3.5. Desired outcome
- 4.3.6. Performance targets have been established and these show a slight decline over the next 3-year period to 2019-20.

#### 4.3.7. Highway Structures (bridges)

4.3.7.1. There is a small strengthening programme which should complete by 2018-19.

4.3.7.2. Performance targets have been established and these show a slight decline in Bridge Stock Condition Index (BSCI) score over the next 3-year period to 2019-20. The bridge strengthening programme is expected to complete in 2018-19.

#### 4.3.8. Traffic Signals

4.3.8.1. This is a rolling programme with the intent to manage the level of controllers older than 20 years.

4.3.8.2. Desired outcome

4.3.8.3. Performance targets have been established and these show managing the asset at similar levels as now but from 2019 demand will grow as millennial assets reach their 20 year term.

#### 4.3.9. Street Lighting

4.3.9.1. Our street lighting is managed using a Private Finance Initiative (PFI)

#### 4.3.10. Drainage schemes

4.3.10.1 We have been successful in our bid for the DfT challenge fund bid for major surface water drainage works of £10.3m. These will be undertaken 2015-16/17/18.

4.3.10.2 Some of the structural maintenance allocation that was to be given to drainage was used as match funding in the DfT bid. As a result limited funding is available for local maintenance drainage schemes in the remainder of the county and this will be allocated on a priority basis.

4.3.10.3 A small allocation of the structural maintenance allocation has been ring fenced for match funding of bids by our Flood & Water team to the Environment Agency.

#### 4.3.11. Capital Improvement and Road Safety Scheme

4.3.11.1 We maintain a £1.3m - £2.1m integrated transport programme with the remainder of the DfT grant being allocated to structural maintenance.

#### 4.3.12. Sudden Asset Failures

4.3.12.1 Whilst the Strategy advocates a planned and risk based approach to Asset Management, there may be exceptional circumstances in which a particular asset fails rapidly - beyond prediction.

4.3.12.2 No separate reserve is held for these and any occurrence will be dealt with on a case by case basis. Members may sanction the use of reserves, alternatively our structural maintenance programme across all asset types could be adjusted to meet new priorities.

4.3.12.3 The condition of Fen roads is particularly difficult to predict as they can be significantly affected by weather conditions. Fenland areas have soils which are "susceptible to cyclic shrinkage and swelling". This is exacerbated in periods of unusually high or low rainfall and this movement can aggravate cracking and subsistence along roads in affected areas. Our life-cycle plans reflect differing treatments and return periods in these susceptible ground conditions.

#### 4.3.13. Planning Considerations

4.3.13.1 Our Council understand the importance that growth and re- development has on the future of the local area and economy. There is a need to ensure that any new development / change of use promoted through the planning process fully consider the impact on the existing highway network and its future maintenance.

#### 4.3.14. Data Management and Information Systems

4.3.14.1 In 2016 we implemented new core Highway Management System. We will continue to seek opportunities to use technology to support the service and make efficiencies.

### 4.4. **Performance Framework**

4.4.1. A performance framework linked to the asset management strategy and the themes of ;-

- Condition / or age as proxy for Main Asset groups
- Customer Satisfaction
- Serviceability
- Sustainability (Economic & Environmental)

4.4.2. This can be seen in Appendix D.

### 4.5. **Review Process Monitoring and Performance Reporting**

4.5.1.1. Highway Asset Performance is reviewed annually and a report shared with members. It covers planned capital structural maintenance of the assets only.

4.5.1.2. This report highlights;

- Performance against current service level
- Current service priorities
- Customer Satisfaction
- Funding levels and needs
- Options on policies strategies and reviews

4.5.1.3. This allows informed decisions by members.