Table D2 Asset Management Improvement Action Plans		
Area for Consideration	**Positives**	**Negatives**
Goals, Objectives & Policies	The HAMP/TAMP is still being developed. Most Authorities have completed on internal review and Gap Analysis. Authorities are aware of national development on Asset Management/Valuation through both active involvement with CIPFA network and the CSS/TAG Asset Management Working Group. This has enabled some Authorities to produce provisional valuation of their Assets.	Current good practice, Service Levels, Lifecycle Planning, and Optimisation of Budgets through appropriate prioritisation of works are not fully embedded in Asset Management Plans.
	The Traffic Management Act duties have been introduced and processes developed in advance of required implementation date.	Asset Valuation and what method to used, still subject of CIPFA/ DfT /CSS discussions delaying progress.
	Bridge Engineers from all 5 Authorities are active members of the CSS Yorkshire and Humberside Area Bridge Conference and contribute to discussion and development of good practice at both regional and national level such as the forthcoming CIRIA Drystone Walls report. A contribution is also been made a project involving the physical testing and numerical modelling of drystone retaining walls. It is considered that this will provide valuable information on the management of retaining walls which form 75% of the structures asset in upland Pennine areas.	There needs to be a more coherent approach to asset management planning and the links to LTP and this requires Authorities to commit resources to address the problem in the remainder of the LTP period.
	The Authorities Highway Maintenance group are meeting to discuss Survey techniques and outputs, and possible benefits of joint partnership working.	The LTP Maintenance allocation is based upon a formulaic calculation which does not include retaining walls. For upland Pennine authorities, retaining walls comprise approx. 75% of the structures stock and consume a similar proportion of the capital spend. The absence of funding for retaining walls diverts money away from maintenance of bridges and hampers implementation of the asset management process.
	The two current street lighting PFI contracts provide strong evidence of the effect of good street lighting. Post construction studies show improved feeling of well being, greater community cohesion and lower crime. This data can be used by other authorities to support their future bids.	
	Traffic signal control assets are used to manage traffic safely, balancing competing demands within defined transport strategies to sustain the social, economic and commercial well being of the districts.	

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Inventory	Authorities are now using inventory and condition information to update and refine/develop their data management systems linked directly to GIS mapping. All Authorities have Scanner/DVI information on their network. Bridge Condition Indicator Inspection process and concerted efforts in completing inspection cycles has led to significant improvements inventory and condition. Authorities have invested significant resources into collection of Retaining Wall data on PRN,A,B and C roads.	More efficient data collection and storage mechanisms to be introduced in line with CoP recommendations. Clarification of Asset Valuation process required to enable optimisation of data collection.
	Improvement in Street Lighting inventory and condition assessment continues. This allows accurate energy consumption figures to be calculated helping to reduce the carbon footprint and enabling authorities to acquire more competitive energy prices	Energy costs.
	UTC, all Councils maintain comprehensive asset inventories with very high confidence in stored data to comply with fault management regimes All salient attributes of each traffic signal control installation are recorded so that energy supply requirements, expansion capability and control strategies in operation can be readily identified. Records are maintained in varying formats (spreadsheet, database, AutoCAD) appropriate to use.	Need to progress audit and quality control of data and review formatting.
Condition Assessment	Built on existing strengths to improve datasets and use new technology for capturing/managing data and displaying output. Bridge Inspector training has been carried out through YHABC to both introduce the BCI inspection process and to carry out inspection of 3 bridges in Wakefield to develop consistency in inspections Early development of cyclical assessments of Retaining Walls.	Inconsistency in Survey Data collection parameters/ Intervention Levels, makes trend analysis difficult. Need to continue to develop links to GIS systems to aid interpretation of data. Street Lighting/Bridge Condition Indicators still being developed nationally.
	Safety Inspection Regimes being carried out to National Codes of Practice/Guidance, promoting Safety and reduction in claims received.	Progress of condition assessment analysis techniques sketchy. Authority wide distrust of information output generated from Survey Models.

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	Street lighting engineers now have an industry recognised format for condition assessment in the form of ILE Technical Report 22. This document outlines assessment criteria and procedures in order to ascertain an age when lighting columns may require more detailed inspection.	To comply with ILE Technical Report 22, street lighting engineers will most likely be required to carry out further survey work on their stock. There is a general lack of funding for such survey work.
	The obligation to keep traffic signal equipment up and running all of the time inclines a degree of micro management in all performance assessment regimes. This is reflected in the fault management process and periodic inspections. As a consequence, an extensive knowledge base of conditional decline, obsolescence and operational performance exists which then informs preventative maintenance regimes.	Aging assets and the large installed base in some regions create a backlog in inspection regimes. Pain/gain performance formulas are being trialled within some maintenance contracts to help overcome this problem.
		More efficient data gathering/handling techniques are also being developed within the industry.
Demand Aspirations	Authorities are actively engaging/consulting with communities and stakeholders over projects. Links to both shared priorities and corporate priorities explored and developed in areas such as street lighting for example fear of crime.	Application of Levels of Service still being debated nationally . Require review and clarity to move forward. Skills and resources need to be developed to include input from Customer/Stakeholder focus groups and/or consultations, to inform programme development and decision making. Little development of Customer/Stakeholder focus groups and/or consultations, to inform programme development and decision making.
	Recent flooding and climate change has raised public demands for a solution. Authorities working with other partners in water management field to review flooding issues in innovative ways.	Flood prevention measures are an additional drain on resources.
	Authorities continue to demonstrate best value for money with resources available through both traditional and innovative procurement. Application of the asset management process aims to deliver	Little development of Customer/Stakeholder focus groups and/or consultations, to inform programme development and decision making.

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	infrastructure fit for purpose.	
	UTC Management and Control systems aiding efficient traffic management which includes provision for buses and dissemination of traffic information.	To progress further in this area there needs to be a sustainable budget to maintain and upgrade these assets
Performance Gap	Condition of Highway Asset has generally improved. Work on inventory and condition has consolidated asset knowledge. In some cases this has lead to a better understanding of backlog and identification of more schemes.	Slow progress in understanding/or analysing condition assessments/demand aspirations to identify 'performance gaps', in order to prioritise resources.
	Street Lighting - There are a number of standards for lighting engineers to achieve with their stock. For structural items, EN 40, for photometric performance BSEN13201, and for electrical safety BS7671.	Highway Structures maintenance backlog has developed due to resources being diverted from bridge strengthening to retaining walls.
	UTC proactive operation and maintenance in place through terms contracts which include dealing with faults and major incidents out of hours.	Most street lighting funding so far has only targeted the structural element and the photometric / electrical safety areas have been improved as part of the structural work.
		Need to develop an understanding of an acceptable steady state condition, the budget implications and identify sustainable funding.
Lifecycle Planning	Work has commenced on development of lifecycle plans in line with the Highway Structures Code of Practice but this is still at an early stage.	No real progress in utilising the process of right treatment at the right time, to promote better cost/benefit of available resources. Authorities struggling to embrace full use of UKPMS.
	Leeds/Wakefield have secured Street Lighting PFI's, which embed lifecycle planning, for improving/maintaining their stock. Bradford and Kirklees have obtained additional capital funds to replace ageing Street Lighting stock through consideration of structural integrity and electrical safety. Advanced programmes of work have been produced which can be assessed and amended in line with other major works (e.g. reconstruction schemes).	To ensure continuity of service in traffic control infrastructure, lifecycle management plans must consider lifespan in conjunction with a risk reduction strategy. Integrity, maintainability (availability of parts) and strategic importance should be weighted into refurbishment priorities.
	UTC Risk reduction principles are being adopted within some Life Cycle Management plans ensuring assets are sufficiently modernised to take advantage of developing technologies.	

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Optimisation and Budget Consideration	3 year settlement has allowed improved planning of long term programmes. Some Authorities have put additional resource into tackling their backlog. Current prioritisation mechanism based on Scanner/CVI/DVI surveys, plus Annual Engineering Inspections/Scoring Matrix.	The need for reactive maintenance still too high due to the maintenance backlog. Current level of maintenance funding suggests whilst headway can be made this will be a factor for a number of years.
	Independently, Kirklees have had a major structural bid successfully accepted, and Calderdale are currently submitting a Regional Funding Application.	Ever increasing energy costs will have a severe impact on overall Revenue budget. Opportunities to reduce the energy burden should be considered in all new works programs.
	Most Authorities have successfully received additional funding for their De-trunked Roads, following supplementary bidding.	
	The LTP settlements now include an identified capital resource for Street Lighting. The latest generation of LED traffic signal head technologies that some Councils are beginning to specify in new works contracts offer a significant energy saving potential on average 60% and reduced carbon footprint**.**	
Risk Assessments	Generally reduction in accident claims, as authorities tighten up safety inspection regimes, and adopt a more robust defence of claims made through the legal process.	Risk assessment as part of prioritisation process still in its infancy in broader asset management terms. To ensure continuity of service to the community Councils must address this risk component within asset management strategies.
	Highway Structure Capital Maintenance funding includes bridge parapet replacement and pier protection.	No enforcement facility (weighbridge) for overweight vehicles.
	Authorities are adopting Abnormal Loads ESDAL for loading and routing.	
Forward Work Programme	3 Year Settlement enables development of longer term programmes, plus now have reliability of Capital funding stream. Authorities continue to carry out multi disciplinary works programmes where possible i.e. combining resurfacing/reconstruction projects with Bridge Maintenance and Traffic Signals upgrades.	Works Programmes currently formed independent of HAMPS. Long term strategic planning e.g. ten year programme is not supported by long term funding commitment. Insufficient information to determine true backlog of Asset Maintenance and it's nature. Prioritisation mechanism still to be decided, conflicting priorities affect decision making.

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Service Delivery	Authorities have engaged in a joint procurement initiative e.g. surface dressing consortium, winter weather forecasting etc . Authorities conducting procurement via electronic tendering.	Development of Working Groups to develop Best Practice in the area of Asset Management required.
	Authorities undergoing review of survey procurement for highway condition data. Considerable in house technical experience and expertise delivers an effective service. Leeds/Calderdale/Kirklees/Wakefield have framework agreements with Consultants to provide additional resources.	Staff resources with relevant experience and expertise continue to be in short supply both in local authorities and consultants.
	Authorities successfully utilise annual Term Contracts for provision of contracting services delivering better value and a more flexible response as well as utilising local contractors.	
Reporting and Monitoring	Annual reporting of BVPI' s ongoing. Figures show trend is of a general improvement in highway condition. For Highway Structures BCI inspection and reporting system adopted providing a consistent approach and better understanding of condition. Still in early stages of development. Financial out turns indicate spend is above original Capital Allocation.	Benchmarking of data occurs on an informal basis. Local and national benchmarking needs to be developed in a more structured way. BVPI Targets, now out of context following changes in Survey Requirements/Parameters. National Bridge/Street Lighting indicators not yet developed. Consider relevance of current indicators and wider agenda e.g. energy consumption. Need to carry out more detailed analysis of inputs verses outcomes.