

Appendix 1

**Highway
Asset
Management
Plan
2017 – 2032**

North Tyneside Council

1. An Introduction to our Highway Asset Management Plan (HAMP)

The Council's first HAMP was formally adopted in December 2011 and was implemented on 1 August 2012. The production of a HAMP is industry best practice and is aimed at ensuring local authorities get the most out of their highway infrastructure assets.

Since the introduction of our first HAMP there have been a number of changes in the highway asset management industry including new best practice guidance issued by the Department for Transport (DfT). New DfT funding rules have also emerged including an incentive scheme to reward those local authorities who can demonstrate good asset management.

The Council's Transport Strategy 2017 to 2032 sets out the overall vision for transport in North Tyneside and contains a commitment to have a HAMP in order to ensure a well-managed highway network. The HAMP will be used to plan our highway maintenance activities during this same period as the Transport Strategy in order to get the best outcomes within the resources available. We will do this by building on the principles set out in the first HAMP and further improving the way we manage our highway assets in future years.

The HAMP consists of:

- Part 1 – Policy. This describes our commitment to highway asset management and sets out the principles and objectives of the HAMP.
- Part 2 – Investment and Delivery Strategy. This provides the specific detail about how we will manage our highway infrastructure assets and will set out how the objectives in Part 1 will be achieved.
- Part 3 – The HAMP Annual Information Report. This is a commitment to provide an annual report to Cabinet setting out our progress over the last 12 months and our plans for the coming 12 months. It will assist in informing any decisions around future highway maintenance spending and priorities.
- Part 4 - The HAMP will be supported by a Highway Asset Management Framework. This will set out the way we will manage and plan the operational maintenance our highway infrastructure assets. The Framework will contain a Highway Management Plan which will set out our various specific programmes and technical procedures for day to day delivery of the highway maintenance service.

The HAMP is designed to be flexible so it can accommodate changes in resources or priorities. In addition to the Transport Strategy, the HAMP supports and complements a range of other council and regional transport strategies and plans.

The application of good asset management principles to the management of our highway infrastructure will make the best use of our existing resources, will provide a clear evidence base to justify the need for investment in highway maintenance and, by applying the principles of asset management, we will achieve a well-structured long term approach to maintaining our highway network.

2. Strategic Vision

1. The strategic vision for North Tyneside is contained in the Our North Tyneside Plan. This Plan comprises three inter-related themes: Our People, Our Places and Our Economy. It includes a clear statement within the Our Places themes in relation to highway asset management as follows

“Our places will have an effective transport and physical infrastructure – including our roads, cycleways, pavements, street lighting, drainage and public transport”¹

2. We asked residents, businesses, visitors and partners what “effective transport” meant to them and established a more detailed picture for transport in North Tyneside

“North Tyneside will have a safe, easy to use, healthy, affordable, accessible and integrated travel and transport infrastructure that works for residents, businesses and visitors effectively and efficiently.”

3. We then thought about how to translate that picture into some principles which will guide our action and against which we will measure performance. These are
 - i. **Improve safety, health and well-being outcomes and sustainability;** in relation to people, communities and the environment
 - ii. **Support economic growth;** through effective movement for people, businesses and goods and to support the regional aim of “more and better jobs”²
 - iii. **Improve connectivity;** with all parts of the borough, the region, the rest of the country and the world
 - iv. **Enable smart choices for all;** help people, businesses and visitors find out how to get to where they need to
 - v. **Manage demand;** on transport networks and assets and address current and future highway asset management challenges

¹ Our North Tyneside Plan

² NELEP Strategic Economic Plan



North Tyneside Council

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Part 1 : Our Policy



Part 1 – Policy

1.1 Background

North Tyneside Council is responsible for an extensive highway network and feedback from our residents has consistently told us that the maintenance of roads and footpaths is a high priority. It is therefore important that the Council manages its highway assets in the most effective way.

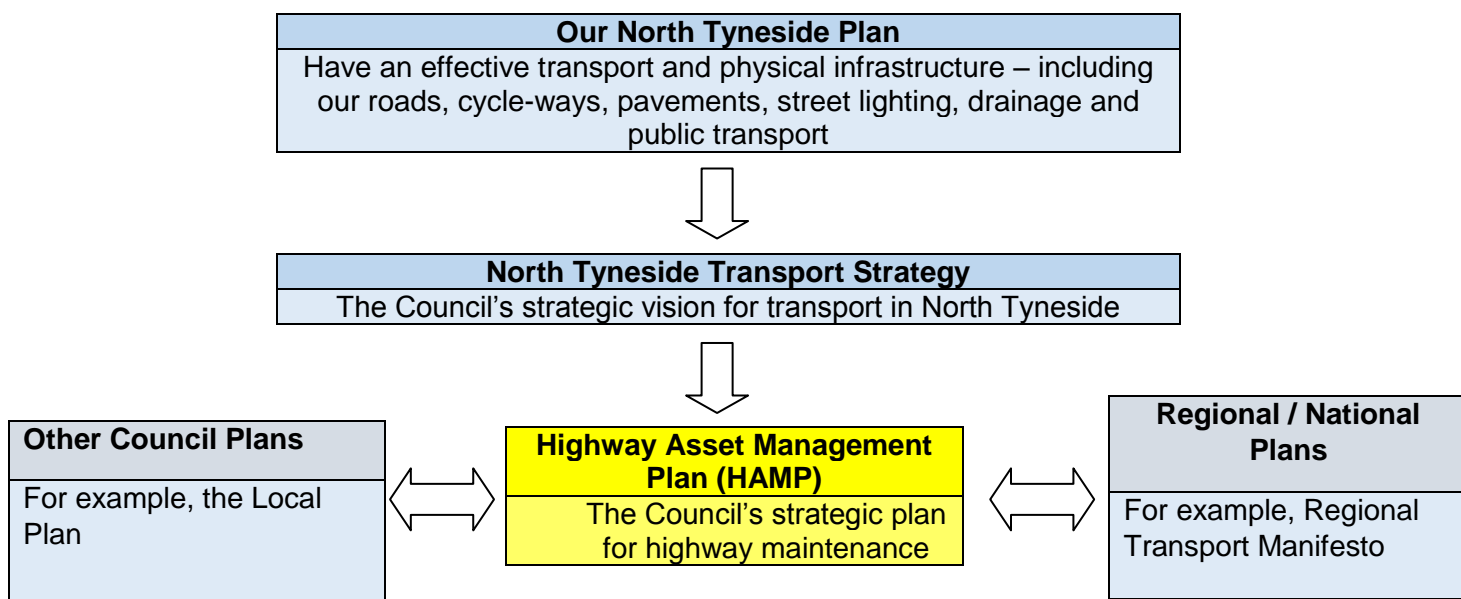
Asset management has been widely accepted by central and local government as a means to deliver a more efficient and effective approach to management of highway infrastructure assets through long term planning and looking at the whole life maintenance cycle. There is a need to manage the assets within finite resources which may fluctuate throughout the lifetime of the HAMP.

We have developed this policy in line with the Council's priorities documented in the Transport Strategy, in consultation with our cabinet member working group, resident's responses to our annual surveys and customer feedback received via our website.

Our HAMP policy has been developed by a joint officer and Cabinet Member working group against the backdrop of the Transport Strategy, working to a clear policy direction from the Elected Mayor. The content has also been influenced by input received from resident surveys, communications received via our website and other customer feedback.

1.2 Strategic Context

The HAMP will align the management of our highway infrastructure with the Council's other transport plans and regional / national plans as shown below. The illustration in Annex 1 documents the HAMP's relationship with the Council's other transport plans.



1.3 Policy Statement

Our transport strategy sets out that the HAMP will “deliver effective maintenance of the highway network in the most efficient way”.

This HAMP defines highway asset management as:

A systematic approach to meeting the strategic need for the management and maintenance of highway infrastructure assets through long term planning and optimal allocation of resources in order to manage risk and meet the performance requirements of the authority in the most efficient and sustainable manner.

The key objectives of our HAMP will be:

1. To ensure the Council adheres to its duty of care under the Highways Act 1980
2. To ensure there is a commitment to highway asset management across all tiers of the Council’s organisation
3. To ensure that highway asset management work supports the strategic policy direction for North Tyneside, set by the Elected Mayor and Cabinet
4. To actively engage with our elected members, residents, businesses and visitors so that services can be aligned with their priorities and expectations wherever possible
5. To increase our commitment to the improvement of footways across the borough
6. To gather and manage robust and accurate inventory and condition data so we fully understand our assets and invest in ICT to make sure our plans and decisions are right
7. To apply the principles of effective asset management to our highway network to develop forward works programmes over a number of years and to direct investment on the basis of prevention is better than cure
8. To ensure that all processes and procedures are in place to maximise funding opportunities and to manage risk appropriately and effectively
9. To manage and monitor performance so that we can continually improve
10. To ensure that all aspects of highway management are reported in accordance with the Council’s established governance and performance systems

1.4 Scope of our Policy

This Policy covers highway infrastructure assets in the ownership of North Tyneside Council. The infrastructure assets are:

- carriageways
- footways
- bridges and related structures.

The street lighting stock is managed through a long term PFI contract and the traffic signals are managed by Newcastle City Council so these assets are not included in the HAMP.

Part 2 – Our Investment and Delivery Strategy

2.1 Introduction

The 'Our North Tyneside Plan' makes it clear that the Mayor and Cabinet's aim is to ensure North Tyneside is a great place to live, work and visit. Critical to delivering that ambition is ensuring we have a fit for purpose Highway Network.

The highway network is amongst the largest and most visible of our community assets. The Authority maintains more than 800km of roads, 1700km of footpaths and over 300 highway or similar structures. The highway network is also the most valuable asset in the Council's ownership, with its total highway assets being valued at £1,314,000,000.

During the lifetime of the first HAMP the backlog of highway repairs has been brought under control. This is largely due to the additional Council investment in the highway network in the same period.

The reduction in the maintenance backlog indicates the Council is performing well in relation to its maintenance of the highway assets with the overall condition of the network being good. This would indicate that the increased use of preventative maintenance treatments and a relatively healthy financial investment is producing the expected benefits. This HAMP is intended to build on the good progress made to date and sets out the strategy for our approach to future highway maintenance.

The strategy sets out the overall vision for highway asset management in North Tyneside. It includes how we will deliver against our policy objectives which will underpin strategic and operational decisions in relation to all aspects of highway asset management. It also notes some key challenges, key considerations and issues. The strategy will be used to explain the overall vision for residents and businesses and other stakeholders, as well as shaping future decisions and supporting future funding bids for highway management -related projects or initiatives.

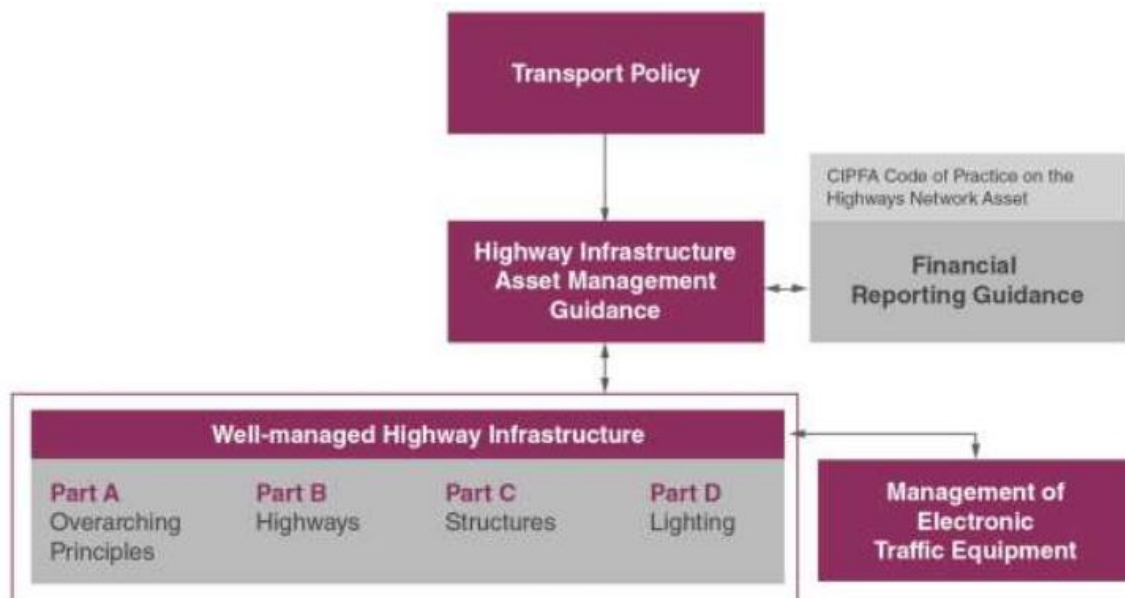
However, the strategy does not exist in a vacuum; there are national, sub-regional and local relationships that must be considered. Most importantly, residents, businesses and visitors expect local authorities to work together to achieve the right outcomes for the wider place. This strategy has therefore been prepared with a clear eye on the regional and national context.

The strategy has been prepared following the adoption of the Transport Strategy and Local Plan.

2.2 Governance and Policy Framework

This strategy fits within a complex broader governance and policy structure as set out below

- **National**



The Government sets national transport policy and local authorities have a responsibility to develop and set local transport policies which best meet the area's needs. The HAMP will be guided by the policies and legislation set by the Government and in particular the guidance issued by the DfT such as the Highway Maintenance Efficiency Programme and the revised Codes of Practice, Well-Managed Highway Infrastructure.

- **Regional**

The North East Combined Authority (NECA), which comprises North Tyneside along with the six other regional local authorities of Newcastle, Durham, Northumberland, South Tyneside, Gateshead and Sunderland, has the role of Local Transport Authority for the region. The NECA is developing a Strategic Transport Plan for the North East (to be subject to consultation in due course), which will replace the existing Local Transport Plans for Tyne and Wear, Durham and Northumberland.

The NECA has adopted a Metro and Local Rail Strategy for the region. Pending the development of a NECA Bus Strategy, the existing strategies for Tyne and Wear, Durham and Northumberland apply.

The North East Local Enterprise Partnership has adopted a Strategic Economic Plan (SEP) for the region which is based on the aim of "more and better jobs".

- **Local**

Within North Tyneside this strategy links with a range of key strategies and policies (see Annex 1), which are regularly reviewed and relate to specific aspects of transport and highways matters. In particular these are;

- i. Our North Tyneside Plan
- ii. North Tyneside Transport Strategy
- iii. North Tyneside Health and Wellbeing Strategy
- iv. North Tyneside Local Plan

2.3 How we will deliver the key objectives of our HAMP:

The key objectives and deliverables have been discussed and reviewed at our officer and Cabinet Member joint working group. The recommended policy objectives for the HAMP are shown below.

Key Objective 1: Ensuring the Council adheres to its duty of care under the Highway Act 1980

The Council has a statutory duty to keep the highway network in a safe and serviceable condition. We will do this by

- a. maintaining an appropriate highway inspection procedure. This will take into account national codes of practice such as Well-managed Highway Infrastructure
- b. undertaking regular bridge inspections in line with industry standards
- c. ensuring that highway defects, whether identified by inspectors or reported by the public, are investigated and repaired in accordance with the criteria set out in our repairs policy
- d. regularly review our working practices to ensure we are carrying out our duties effectively and in a professional manner

The detailed policies and procedures which will be used to ensure compliance with our statutory highway maintenance duty are set out in Part 4 of the HAMP, the supporting framework document, and will be reported each year in the Annual HAMP Information Report.

Key Objective 2: Ensuring there is a commitment to highway asset management across all tiers of the Council's organisation

To attain maximum funding from the Department for Transport's Incentive Fund, the Council is required to demonstrate its commitment to highway asset management. We will do this by

- a. providing informative asset management updates to our elected members and staff via appropriate briefings and newsletters
- b. continuing to provide briefing notes to Cabinet, the Lead Members Board and the Senior Leadership Team to advise on progress and receive valuable feedback

- c. continuing to deliver presentations to keep our elected members and staff informed of relevant changes to working practices and to ensure a consistent approach to highway asset management
- d. continuing to provide briefings to keep the Lead Member informed of progress
- e. continuing to produce the HAMP Annual Information Report to keep our elected members and staff informed of progress, future plans and report on changes being introduced by the Department for Transport

The detailed procedures which will be used to demonstrate the Council's commitment to highway asset management are set out in Part 4 of the HAMP, the supporting framework document, and will be reported each year in the Annual HAMP Information Report.

Key Objective 3: Ensuring that highway asset management work supports the strategic policy direction for North Tyneside, set by the Elected Mayor and Cabinet

The HAMP recognises the importance of engaging with the Elected Mayor and Cabinet to ensure that highway maintenance activities are aligned with wider corporate objectives. We will do this by

- a. holding regular briefing sessions with the lead Cabinet Member to receive feedback on strategic priorities
- b. acting on feedback received from the Authority's Investment Programme Board to ensure appropriate oversight of capital investment
- c. production of a HAMP Annual Information Report which will provide investment options for consideration by the Elected Mayor and Cabinet

A programme for engagement with the Elected Mayor and Cabinet will be included in Part 4 of the HAMP, the supporting framework document.

Key Objective 4: Ensuring the Council actively engages with our elected members, residents, businesses and visitors so that services can be aligned with their priorities and expectations wherever possible

Engagement is key to the success of the HAMP and to establishing priorities and informing future work programmes. We will continue to do this by

- a. continuing to consult with the Mayor and our elected members via briefings, attendance at meetings and delivering bespoke presentations
- b. deliver the priorities of the Mayor and our elected members for future programmes
- c. developing a programme of footway improvements across the Borough
- d. continuing to conduct the annual Ipsos/Mori residents survey using the feedback to inform the strategic priorities of the HAMP
- e. continuing to carry out bespoke surveys with residents and businesses of North Tyneside to better understand their views on highway maintenance priorities and determine the levels of service
- f. procuring when appropriate the National Highways Transport Public Satisfaction Survey. This survey will enable us to gather feedback on highway specific services and inform our future direction
- g. continuing to keep our residents and road users informed by providing updates / information on our website and via our social media pages, namely Facebook and Twitter

The detailed procedures which will be used to ensure the Council actively engages with its residents are set out in the Communications Strategy. The Communications Strategy is set out in Part 4 of the HAMP, the supporting framework document, and engagement activities undertaken will be reported each year in the Annual HAMP Information Report.

Key Objective 5: Increasing our commitment to improving footways across the borough

Listening to residents, the Elected Mayor and Cabinet and have given a clear policy steer to improve footways across the borough. We will do this by

- a) increasing our investment in footway improvements whilst being mindful of the impact on the wider highway network
- b) increase the use of preventative treatments to allow more footway works to be undertaken from the resources available
- c) develop a system of prioritisation for footway expenditure to ensure best value is being achieved and the risk is being managed effectively

Key Objective 6: Ensuring we gather and manage robust and accurate inventory and condition data so we fully understand our assets and invest in ICT to make sure our plans and decisions are right.

To provide a safe and serviceable highway network the Council requires up to date inventory and condition data to inform our decision-making process. We will do this by

- a. continuing to procure condition surveys of our infrastructure assets, namely our carriageway, footways and bridge inspections
- b. maintaining our investment in our asset management system ExpertAssets
- c. continuing to invest in ICT to enable the capture and analysis of data in the most efficient and effective way to maintain an update asset inventory
- d. carrying out data cleansing to ensure our information is fit for purpose and informative
- e. continuing to develop our inventory of assets by investing in mobile technology to capture an assets location, condition and document works undertaken

The detailed procedures used to ensure the Council provides data to inform its decision-making process are set out in the Information and Data Management Strategy. The strategy is set out in Part 4 of the HAMP, the supporting framework document, and engagement activities undertaken will be reported each year in the Annual HAMP Information Report.

Key Objective 7: Ensuring the principles of effective asset management to our highway network to develop forward works programmes over a number of years and to direct investment on the basis of prevention is better than cure

To inform future works programmes the Council is required to adopt effective asset management to its highway infrastructure by adopting efficient and effective maintenance activities. We will do this by

- a. developing life cycle plans for the whole life of our infrastructure assets to enable us to carry out preventative maintenance at the right time to avoid costly repairs to our highways
- b. developing works programmes based on condition data to ensure we deliver value for money for our residents and road users

The detailed procedures which will be used to ensure effective asset management are set out in Part 4 of the HAMP, the supporting framework document, and will be reported each year in the Annual HAMP Information Report.

Key Objective 8: Ensuring that all processes and procedures are in place to maximise funding opportunities and to manage risk appropriately and effectively

It is essential the Council maximise all funding opportunities. We will do this by

- a. carrying out horizon scanning to identify all funding opportunities made available by central government, NEXUS and local planning contributions
- b. completing the annual highway self-assessment questionnaire to secure maximum funding from the Department for Transport's Incentive Fund
- c. consulting with elected members and senior leaders prior to a funding submission to ensure the risk is considered and managed appropriately

The detailed policies and procedures which will be used to maximise funding are set out in the supporting HAMP Framework document and will be reported each year in the Annual HAMP Information Report.

Key Objective 9: Ensuring we manage and monitor performance so that we can continually improve

To ensure the Council has effective performance monitoring procedures in place to maintain its highway infrastructure efficiently and effectively. We will do this by

- a. carrying out periodic reviews of our works undertaken on the highway to ensure our performance is monitored and maintained
- b. continuing to measure delivery of the highway service to meet the key performance indicators
- c. conducting periodic reviews of our highway service provision and sharing the findings with our staff
- d. adopting a culture of continuous improvement to enable our staff to learn by their experiences and implement better ways of working
- e. completing lessons learnt to inform future changes to policies and procedures

The detailed procedures which will be used to ensure the Council monitors and improves its performance are set out in the Performance Management Strategy. The strategy is set out in Part 4 of the HAMP, the supporting framework document, and our performance will be reported each year in the Annual HAMP Information Report.

Key Objective 10: Ensuring all aspects of highway maintenance are reported in accordance with the Council's established governance and performance systems

The Council is required to publish its performance on its website and demonstrate its activities are in accordance with its governance procedures. We will do this by

- a. keeping our staff informed of the Council's established governance and performance systems
- b. adhering to these established systems
- c. reporting progress against the established systems

The detailed policies and procedures which will be used to ensure governance and performance reporting are set out in Part 4 of the HAMP, the supporting framework document, and will be reported each year in the Annual HAMP Information Report.

2.4 Context, Considerations and Challenges

In recent years Government funding allocated to local authorities to manage their highway network has been reducing year on year. In North Tyneside this has meant a reduction in our Local Transport Plan funding from £3.91m in 2010/11 to £3.16m in 2017/18. Despite this the Elected Mayor and Cabinet have managed to maintain a local commitment to improving the network which has made a significant difference.

The Council's funding for maintaining the highway infrastructure assets is from several sources. The day to day and routine maintenance is supported by revenue funding, which comprises funds provided by the Department for Communities and Local Government, from council tax and additional funds raised locally.

Funding to improve highway infrastructure assets comes from the Department for Transport. To encourage local authorities to adopt good asset management practices to better manage their highway infrastructure assets, the Department for Transport introduced changes to the highway maintenance formula funding mechanism. The Incentive Fund was introduced and as a consequence each highway authority, including North Tyneside, are required to complete an annual self-assessment questionnaire.

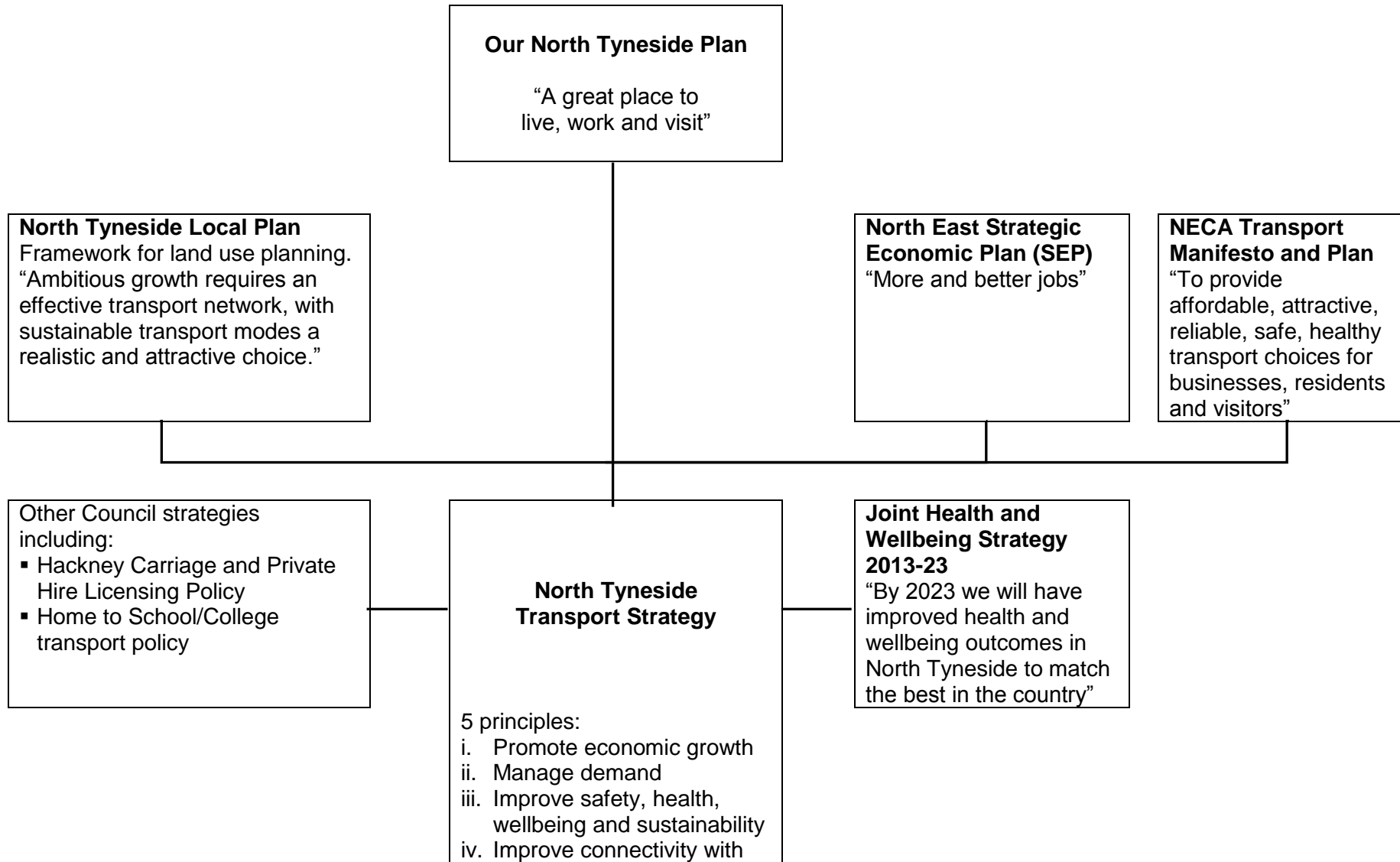
The completion of the annual self-assessment questionnaire requires the Council to score themselves against a set of criteria aimed at assessing performance in relation to asset management, resilience, customer engagement, benchmarking and efficiency and operational delivery. In 2017/18 we scored ourselves as a level 2 authority with an action plan in place to achieve level 3 in forthcoming years.

It is therefore more important than ever that we shape this strategy to secure maximum funding for North Tyneside and develop the strategy in line with the Department for Transport's best practice guidance and adopt the principles of asset management to manage our highway assets.

The challenge for the Council is to adopt and implement asset management practices to manage our highway infrastructure assets and achieve level 3 to ensure maximum funding for the Borough is attained. Our progress to adopt asset management and attain level 3 funding will be documented in the Annual HAMP report.

Should the Council be unable to demonstrate the implementation of the recommendations outlined in the highway self-assessment questionnaire, monies received from the Incentive Fund will reduce on a sliding scale year on year. This would result in a significant reduction in the available monies to carry out improvement works to the highway infrastructure assets within the scope of this document.

Annex 1
Highway Asset Management Strategy Context



other areas
v. Enable smart choices for all

LDD12 – Transport and Highways Supplementary Planning Document that provides direction and guidance for prospective developers on the transport implications of new developments

Parking Strategy
Effective management of parking in the borough including supporting the vitality of our town centres

Highway Asset Management Plan (HAMP)
Deliver effective management of the highway infrastructure assets in the most efficient way through the adoption of asset management principles to meet the needs of our stakeholders.

Cycling Strategy
2030 Vision – for North Tyneside to be the North East’s leading cycling borough by 2030
Encourage everyday cycling and improve the cycling network

Travel Safety Strategy
Improving safety on our transport networks including road safety promotion and casualty reduction

Network Management Plan
Facilitate the efficient movement of vehicles, pedestrians, cyclists on our highway network; improve reliability of journey times; and co-ordinate activities on the highway

