Developments at the Yorkshire Highways Alliance

An Update

Russell Martin
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Leeds City Council
• West Yorkshire Combined Authority (WYCA)
• Yorkshire Highways Alliance
• Drivers for collaboration
• Asset management
• Collaboration structure and delivery
• Progress
• Outcomes and learning
West Yorkshire Combined Authority

10,500km roads
274,000 street lights
1,800 bridges

Around 4% of England local highways assets
West Yorkshire Combined Authority

- Established 1\textsuperscript{st} April 2014.
- Brings together economic development and strategic transport roles across West Yorkshire.
- Consolidates key decision-making powers into a single organisation.
- Working with Leeds City Region Enterprise Partnership to deliver the Strategic Economic Plan for the City Region.
- Legal duty to maintain a Local Transport Plan for West Yorkshire.
- Is not the Highway Authority but has a key role in LTP funding for local roads.
Yorkshire Highways Alliance

- Set up in 2011.
- Initially to deliver procurement savings & deal with dwindling staff numbers by collaboration.
- Now covers all HMEP themes - Asset Management, Communication, Collaboration and Delivery.
- Maturity of the group allows robust conversations.
Drivers for collaboration

• Highways colleagues working together since the late 1980’s.

• Procurement and winter service – advanced collaboration from the Alliance.

• Asset Management - sharing best practice but not true collaboration.

• WYCA Highway Asset Management Steering Group established to:
  • Collaborate to achieve efficiencies.
  • Develop a common approach.

• Guided by HMEP recommendations.
Drivers for collaboration

Steering Group identified the need to:

• Understand current level of maturity across all member councils.

• Agree common objectives.

• Identify opportunities for collaborative working.

• Develop a common framework.

• Implement an action plan.

Step 1 – Asset Management Maturity Assessment.

Metis Consultants engaged to help....
Collaboration structure and delivery
Collaboration structure and delivery

Local Transport Plan Board

Asset Management Chief Officers (2)

Highway Infrastructure Asset Management Board
Senior Asset/Procurement Managers (4)
*Focus on themes of Asset Management, Collaboration, Delivery and Communication*

All authorities represented

- Highways Group
- Structures Group
- UTMC Group
- Street Lighting Group
- Procurement Group
- Service Delivery Group
- Drainage Group
Collaboration structure and delivery

Working Groups:

• Clear terms of reference, initiated by each group.
• Each group to determine own priorities.
• Statement of principles for all participants:
  • Full engagement/commitment.
  • All authorities will provide resources to deliver the programme workload.
  • Share knowledge and experience to achieve best practice.
  • Challenge current practice and be innovative.
  • Open and trust each other.
  • Decision making will be on a consensus basis and binding on all.
  • Disputes will be referred to LTP Board.
  • Decisions will be taken on the basis of the greatest benefit to West Yorkshire and York overall.
Collaboration structure and delivery

Task and finish groups:

- Task and finish group membership aligned to knowledge and skills.
- All authorities not represented on all task groups.
- Trusted to deliver.

Priorities for Working Groups and Task and Finish groups reported to and coordinated by the HIAM Board.
Procurement Group

Contracts in place for:

- Supply of Rock Salt
- Weather Forecasting
- Supply of Coated Materials, Ready Mixed Concrete and Aggregates
- Supply of Pre-cast Concrete Products
- Hire of Plant and Equipment
- Drainage- Minor Maintenance
- Surfacing and Planing
- Surface Dressing
- Specialist Surfacing
Procurement Group

Future Contracts

- Management of Recyclable Waste Materials
- Supply of Ancillary Materials
- Small Works (PROW etc)
- Highway Condition Surveys
- Professional Services
- Supply and Install Traffic Signal Equipment
Combined Winter Service Policy

• Challenges of Appendix H.
• Savings.
• Benefits of pooling Winter Maintenance experience to develop best practice.
• Safety in numbers.
• Assist in resisting/dealing with third party claims.
• Manage Road users’ expectations
Service Delivery Group

Formed from the Combined Winter Policy Working Group

Tasked to look at the following work themes:

- HMEP Pothole Review – Implementation.
- Gulley Emptying – trial of software, common standards etc.
- Appendix H – Operational Plan.
- Benchmarking with our WYCA peers and Amey - Productivity/overheads etc.
- Training Plan – deliver this collaboratively to maintain service delivery and reduce costs.
- Health and Safety issues in delivering services e.g Traffic Management for Gulley cleaning, Risk Assessments etc.
- Standardise working practices based on best practice and our shared experiences.
- Potential for sharing resources – material testing etc.
- Permit Scheme.
Service Delivery Group - Working Methods Comparison
### Service Delivery Group

**Pothole Repairs – progress:**

- Defining categorisation/Repair timescales
- Methods of repair
- Preparation – Bond Coat Material
- Joint Treatment
- Repair Materials
- Over banding
- Compliance with ADEPT / HMEP recommendations
- Sharing Organisational and financial information

### Local Authority - Leeds City Council

<table>
<thead>
<tr>
<th>About Leeds</th>
<th>Delivery.</th>
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<td>- Leeds district covers some 551 square kilometres of which two thirds is green belt.</td>
<td>- Approx 60/40 split between in-house contractor (DLO) and external contractors.</td>
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<td>- Population circa 800,000</td>
<td>- Specialist contractors carry our surfacing of main roads, surface dressing, Micro-asphalt, Road Markings, Drainage Maintenance, Slurry Seal.</td>
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<td>- 11,800 roads/streets</td>
<td>- Term Maintenance contractor provides a top-up service to deliver planned works and Traffic schemes.</td>
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<td>- Network covers:</td>
<td>- Gully Maintenance done by Environmental Services, Highways deal with blockages, damaged pipework etc</td>
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<td>- A Roads – 386km</td>
<td>- No Client/DLO split, Operational Managers and teams in depots deal with all customer complaints relating to maintenance.</td>
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<td>- B Roads – 79km</td>
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<td>- C and Unclassified Roads – 2456km</td>
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<td>- Gullies – 140,000</td>
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<td>- Street lights – 92,000</td>
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<th>Turnover (Internal delivery)</th>
<th>Depot/s</th>
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<td>- £12 million Highway Maintenance – excludes contractors work.</td>
<td>- Pottery Fields Depot, Jack Lane, Hunslet</td>
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<td>- £1.4 million Winter Service (All delivered internally)</td>
<td>- Seacroft Depot, Limewood Approach, Seacroft</td>
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<td>- Henshaw Depot, Focus Way, Rawdon</td>
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<td>- Viaduct Road (salt resilience store only)</td>
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City Connect

- Government funded segregated Cycle Super Highway
- Approximately 23 km in length
- Divided into Sections
- Sections A to E being constructed by North Midland Construction
- Section G, being constructed by Leeds City Council’s DLO
- Bradford, Kirklees and Wakefield Councils have delivered some of Leeds’ capital schemes in order to allow Leeds DLO to deliver
Outcomes and learning

• Common appreciation of best practice.
• Combined knowledge of six authorities.
• Efficient use of resources.
• Breaks down silos of all working groups.
• Need to be prepared to compromise.
• Need to trust task groups to deliver.
• Should have started earlier!
• Great preparation for Incentive Fund self-assessment.
Moving Forward

Expanding the Alliance

• North Yorkshire recently joined and are playing an active part in the Procurement Group.
• Aspiration is for East Riding to Join
• Rotherham and Doncaster have already expressed strong interest
• Barnsley not yet committed
• More members allows us to share the cost of procurement exercises
Be prepared to compromise!

It’s worth it.

The group is the winner.
Thank you for listening

Any Questions?

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