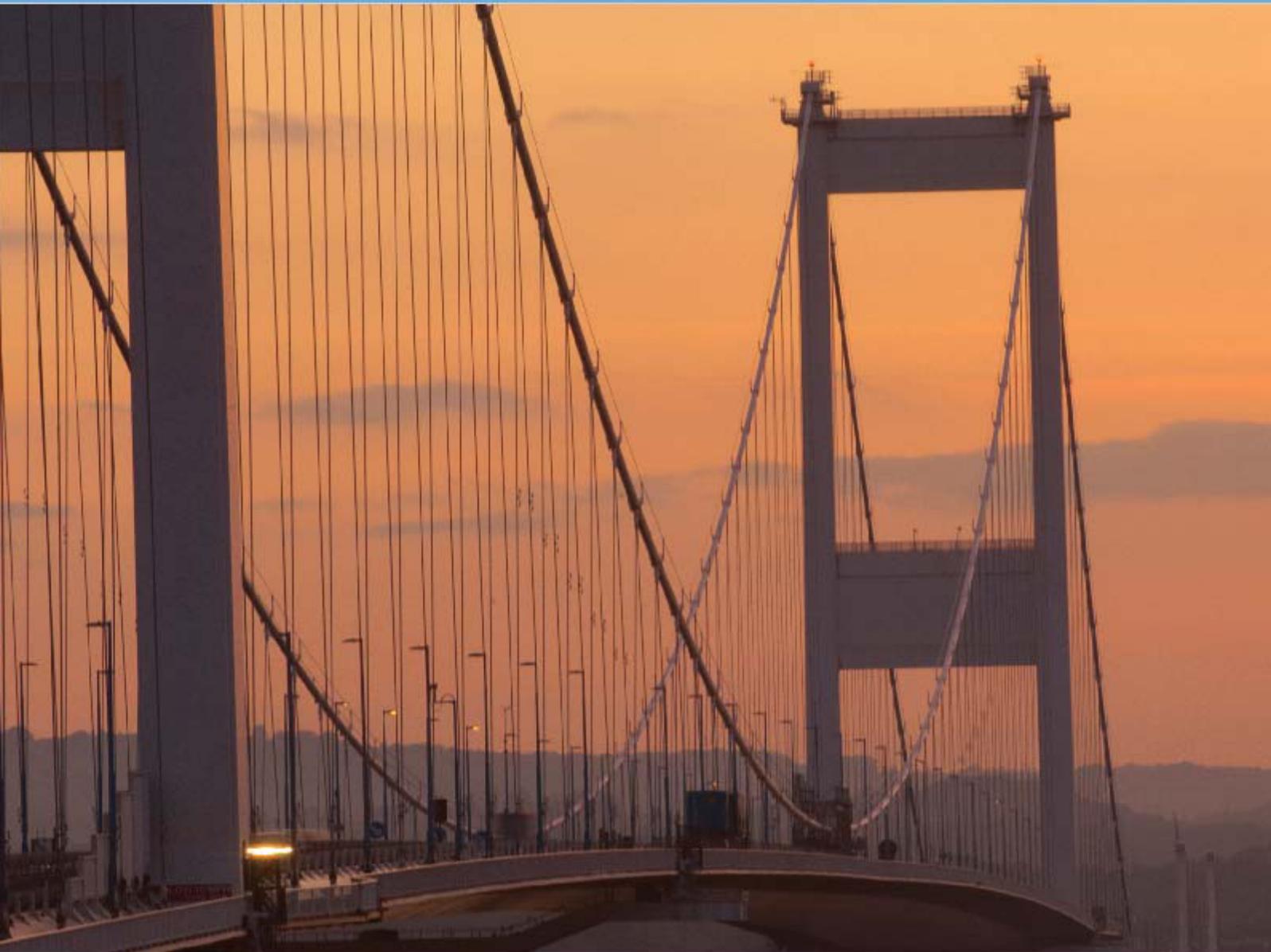


Network Delivery and Development Directorate

Programme development and management manual

Version 4.1



Document Control

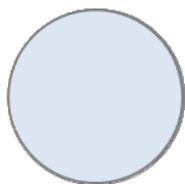
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Approvals

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Chris Jackson		Work stream Manager – NDD Central Asset Management Office	22/05/13	4.1
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Foreword

One of Network Delivery and Development Directorate's responsibilities is the development and management of the Highways Agency's maintenance renewals and Local Network Management Schemes (LNMS) programmes.

This expenditure is a major proportion of the Agency's budget and is essential for maintaining the trunk road network in a safe and serviceable condition. It is central to delivering the Agency's objectives of providing safe roads and reliable journeys for its customers.

This Programme Development and Management Manual provides a visible and consistent evidence-based approach to the prioritisation of works, allocation of funding, governance of changes to the agreed programme, and reporting of the delivery of planned programmes. The implementation of this approach is a vital component in the planning and management of visible, auditable and defensible programmes of works. Importantly, it provides confidence that available funds continue to be directed to those areas of greatest need and provide measurable value for money.

In the Spending Review (SR10) the Government announced the funding allocated to the Agency for the financial years 2011/12 to 2014/15. The settlement for NDD represented significant cuts. Meeting the current challenge will require that we demonstrate even greater value for money in our spending of public funds.

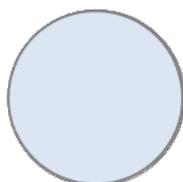
Asset Management continues to be the prime activity of the Directorate, and a top priority for the Agency. Through condition monitoring, understanding of the asset, planned maintenance and scheme delivery we will reduce the costs of maintaining the asset value.

It is ever more important that projects included in bids, and approved for funding, are substantiated by robust and auditable evidence. Projects must represent value for money, be supported by Network Services endorsed Value Management scores, and include accurate costing information. Regions must have the ability to deliver the projects included in their bids. All of these requirements require the robust check and challenge of projects proposed by Service Providers as part of requests for funding. We must ensure our Service Providers are focussed on project and programme delivery and that they understand that we expect them to be efficient, and more importantly, to demonstrate that everything they do offers value for money.

Derek Turner

Director - Network Delivery and Development Directorate
Highways Agency

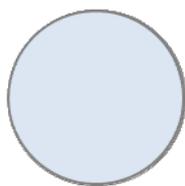




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1. Purpose of this Manual

1.1 What it does

This Manual describes the process for developing and managing the National Programmes of Renewal of Roads (RoR) projects, Renewal of Structures (RoS) projects, Renewal of Technology, Local Network Management Schemes (LNMS) and Technology Improvements. It applies to the development of Programmes of work for delivery in 2012/13 and beyond.

1.2 Who it is for

This Manual is to be used by Network Delivery and Development Directorate's (NDD) Asset Management Office (AMO), NDD Contract and Performance Teams, Asset Development Teams and Service Delivery Teams involved in the development and delivery of the above Programmes.

1.3 Key elements of programme development, management and delivery

The approach set out in this Manual builds on current best practice in Asset Management, Value Management and Programme Management to deliver a rolling four year programme of works. Key features of this approach include:

- Review of the condition of the Network at local and national level
- Identification of renewal and maintenance need using consistent assessment criteria
- Use of an evidence-based decision-making process for determining allocations
- On-going review of delivery against approved planned programmes to monitor progress and manage changes
- The capture of lessons learned and to support continuous improvement.

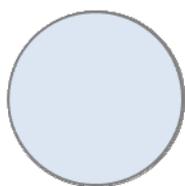
This edition of the Manual makes no fundamental change to project identification or Value Management activities.

The current Programme Objectives are provided in Appendix A.

1.4 Why it is important

The benefits of this Programme Development and Management process include:

- Close links between Agency objectives and programme development and delivery
- Consistent and visible prioritisation decisions across NDD
- Allocation of budgets based on evidence of need
- Ability to justify and evidence spend and delivery throughout the Programme lifecycle
- Better assessments of 'Value for Money' from Programmes
- Clarity of future need to aid Spending Reviews and budget allocation.



2. Related Guidance

2.1 Links with Existing Agency Documents

The content of this Manual focuses on the Programme development and management processes. Reference is made to wider policy objectives, guidance documents, and particularly the Value Management process, where they influence Programme development and management. Figure 1 shows these relationships.

Topic	Guidance	Description
Policy Objectives	HA Business Plan	Summary of the Agency's headline policy objectives
	NDD Management Plan	Details of the Directorate's objectives.
Financial Procedures	System for Managing Guidance	Explanation of the Agency's processes for the use of SfM
	Investment Control Framework Guidance	Explanation and guidance on the Agency's ICF processes, and the requirements for complying with this process
Value Management Procedures	Value Management Requirements (v2)	Detailed guidance on the Value Management process

Table 1: Sources of Guidance Relating to Programme Development

Specific documents referred to in this Manual are listed in Table 1. Contacts for further information are provided in Appendix B.

Individual Programme Development and Management activities depend on a wider set of documentation, including:

- Asset Management Plans
- Engineering and management standards
- Agency Lean process improvement guidance
- Supplier Contract documentation

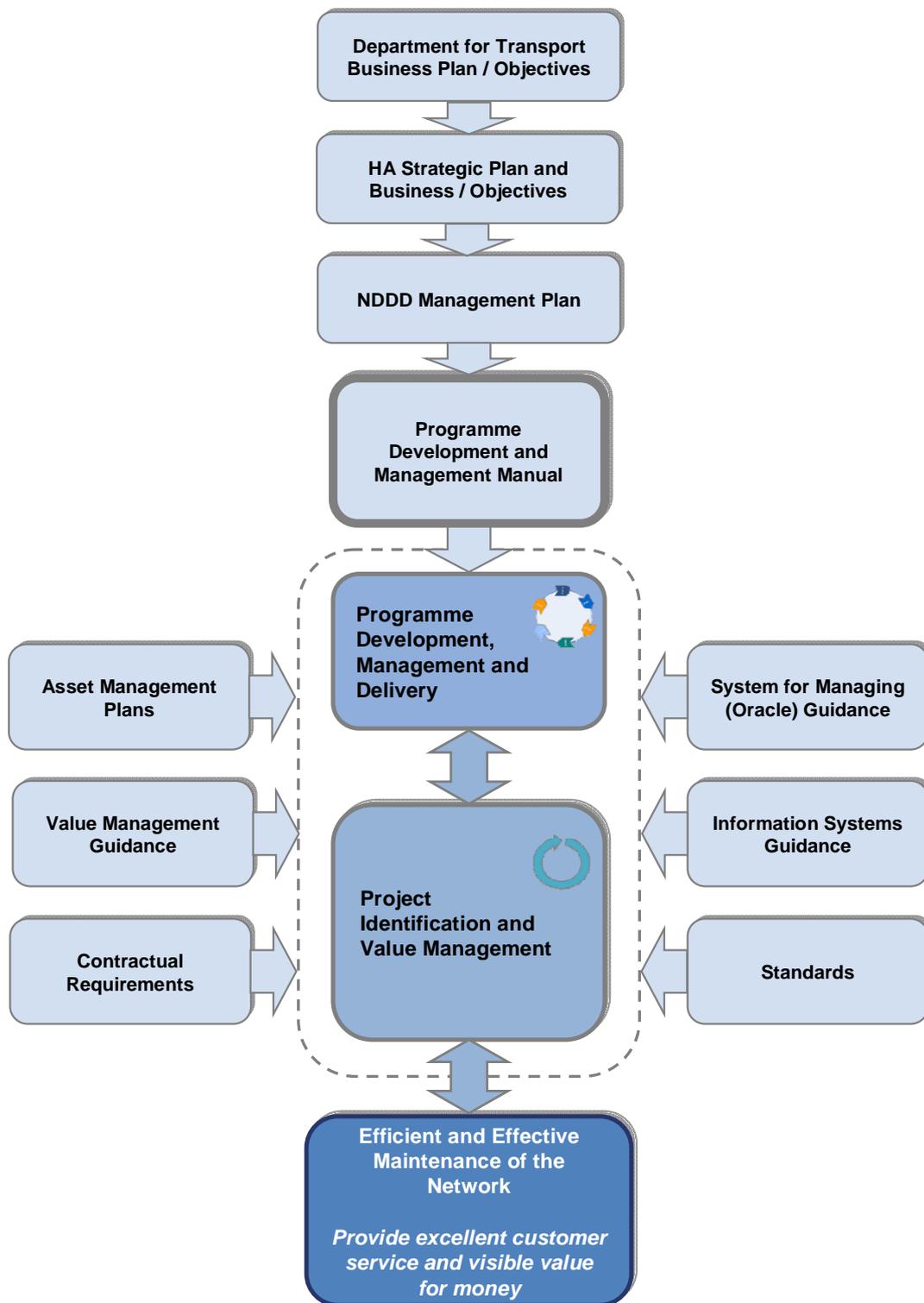
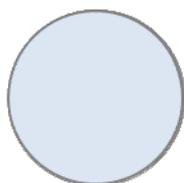


Figure 1: Programme Development and Management in Context

2.2 Future Developments

The approaches described in this Manual will inform the future development of the Value Management processes and SfM. They will also be influenced by continuous improvement activities and development of wider Agency initiatives, for example the Integrated Asset Management Information System (IAMIS).

This Manual will be updated and re-issued to reflect developing policy and improvements to the Programme Development and Management process.



3. Overview of Programme Development and Management

3.1 Investment Categories

The following provides a brief overview of the nature of work delivered by NDD within each investment category.

Renewals: The periodic renewal of specific sections of the asset base as it reaches the end of its serviceable life. This description of the asset base now includes the technology asset. The Agency employs a value management (VM) process to prioritise schemes in a four year National Renewals Programme that considers asset condition/performance, future maintenance need, value engineering and risk analysis.

Current Maintenance: This incorporates the routine maintenance activities undertaken by the service provider, as defined in the MAC and ASC contract documents.

Local Network Management Schemes (LNMS): This activity includes investigation, project development and delivery of local network management schemes (LNMS), comprising projects up to £10m in value. LNMS are directly aimed at supporting outcomes in respect of Environment, Safety, Economy and Severance, providing local benefits to local communities.

Technology Renewals: This activity is primarily focused on the renewal of the Agency's technology asset, to maintain service to the road user.

Technology Improvements: This activity is primarily focused on the improvement of the Agency's technology asset, to improve service to the road user.

This Manual is primarily focussed on the development and management of the renewals programme and the selection and management of Local Network Management Schemes.

3.2 Key steps in Programme Development and Management

Programme development and management for renewal and improvement projects is a continuous process undertaken in the context of a yearly cycle and is split into six steps, shown in Figure 2. It sits within the context of continuous process of project identification, value management and delivery activities undertaken within each Region. This Manual describes each of these steps in turn.

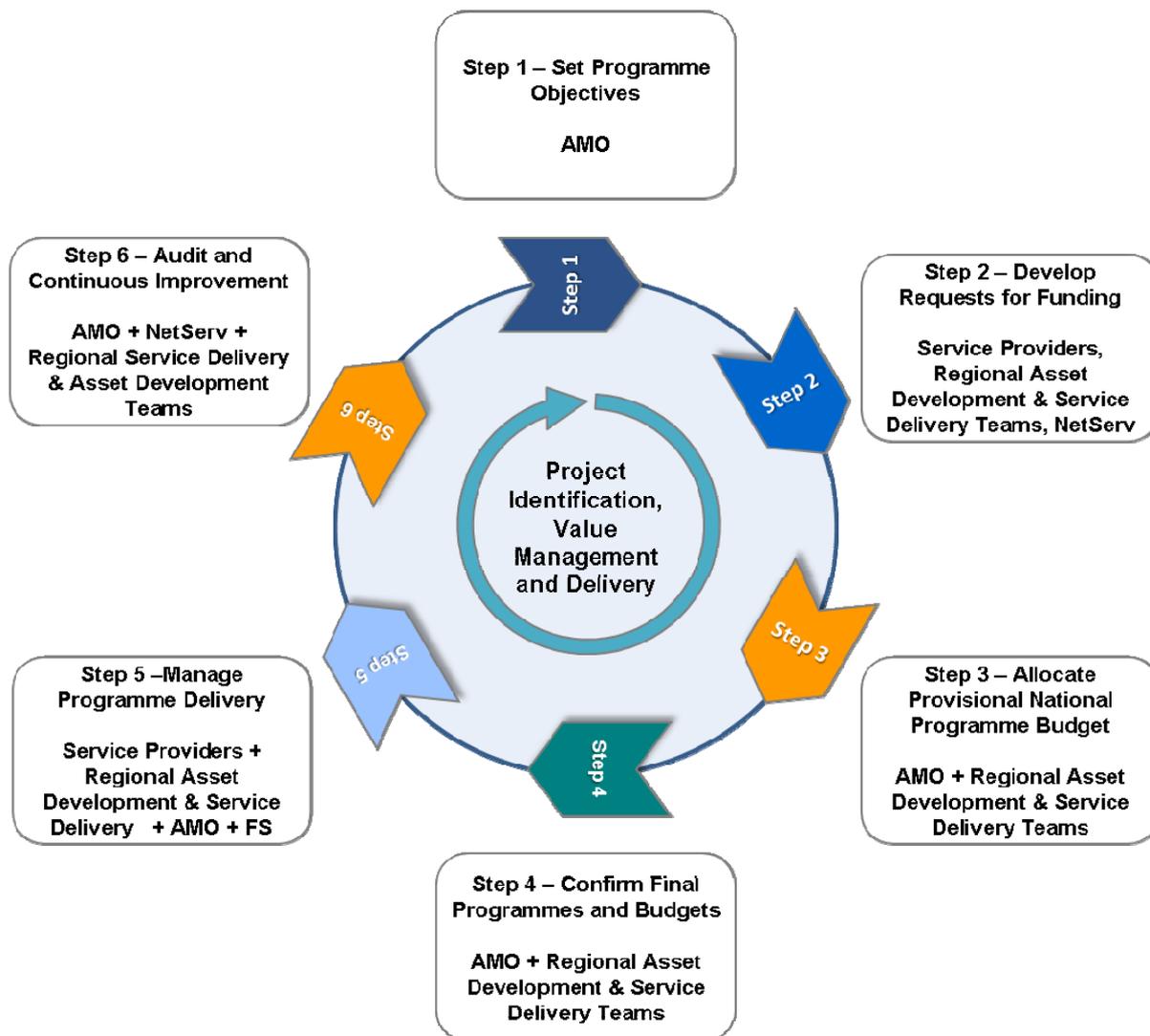


Figure 2: Key Programme Development and Management Steps

3.3 Programme Outputs

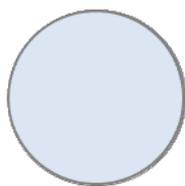
The planning approach provides the Agency with a rolling four year programme to address need across the Network, with the following key outputs:

- Prioritised Programmes of works for Years 1-2 (broken down by Area)
- Justifications for project selection and prioritisation within each Programme
- Change control applied to Year 1 and 2 programme and budget allocations
- Provisional prioritised Programmes of works for Years 3-4 (broken down by Area)
- Area Asset Management Plans
- Lessons learned from reviews of delivered and planned Programmes

3.4 Programme Outcomes

The approach described in this Manual is supporting the NDD meeting specific objectives in fulfilling the Agency's goals through a number of key outcomes:

Programme Outcome	2012-13 NDD Management Plan Action	NDD Outcome	Agency Strategic Goal
Prioritise 2012-13 programme and report delivery.	Deliver the programme of maintenance renewals and economy local network management schemes as determined in the NDD national capital programme 2012-13.	We provide a service our customers can trust.	We provide a service our customers can trust.
Provisional allocation for two financial years to allow Regions to plan projects further ahead and to better predict forward funding requirements.	Managing our improvement works, maintenance projects and commissioned studies effectively, so that more are completed on time and on budget.	Asset renewal / improvement projects are delivered to plan.	We will set the standard for delivery.
Monthly review of programme performance at National level.	Seek to continually improve our asset management approach and asset management performance, so that the SRN is in a safe and serviceable condition for the long term.	We will sustain the long-term integrity of our pavement, structures and supporting infrastructure.	We will ensure that our network is a dynamic and resilient asset.
Consistent view of the condition of the Network through compilation of Area and National Asset Management Plans.	The National Asset Management Plan (NAMP) will be updated to describe our requirements and the approach to the maintenance and renewal of the network asset.		
Routine use of Area Asset Management Plans to provide a view on risk.	Area Asset Management Plans (area AMPs) that detail activity by maintenance area will also be updated.		



4. Roles and Responsibilities

Responsibility for Programme Development and Management lies primarily with the Network Delivery and Development Directorate (NDD) and its Service Providers.

The NDD Asset Management Office (AMO) remains responsible for the underlying Value Management processes in NDD. NetServ are responsible for providing technical assurance of the Value management scoring. NDD Regional Teams are responsible for inputting to the development of, and managing the delivery of, programmes. The AMO is responsible for prioritising projects, programme management, developing programmes, allocating budgets and assessing value for money.

All the above participants have a collective responsibility to ensure programmes provide value for money and ensure this can be evidenced at each stage in the programme lifecycle.

Service Providers are responsible for:

- Working with Agency Project Sponsors, Regional Asset Development Teams and NetServ to identify projects - based on need and ability to deliver
- Providing information to take proposed projects through the Value Management process, justifying the technical solution and proposed spend
- Uploading and maintaining accurate project information in Oracle System for Managing (SfM)
- Supporting the Regional Asset Development and Service Delivery Teams in the development of four year Programmes of work
- Support to the preparation of the Area Asset Management Plans
- Delivery of the agreed Programmes
- Provide programme reporting monthly.

Regional Asset Development and Service Delivery Teams are responsible for:

- Developing the four year rolling programme of projects
- Ensuring that project information is maintained in SfM
- Applying Value Management processes to review proposed projects and allocate Value Management scores, as endorsed by NetServ
- Preparing pre and post allocation versions of Area Asset Management Plans
- Confirming ability to deliver planned Area Programmes
- Ensuring compliance with the Programme Development process by Service Providers
- Managing delivery and changes to Programmes through the Change Control Process
- Ensuring Agency objectives are met by Area Programmes
- Developing four year Programmes for their Region, including justification for project selection
- Reviewing provisional Programmes and budget allocations
- Confirming ability to deliver planned Regional Programmes
- Monitoring project delivery, milestone dates and spend against budget and Programme

NetServ is responsible for:

- Providing technical advice during the Value Management process, particularly relating to technical solution and scoring
- Ensuring consistent application of the Value Management scoring across Regions
- Continuous improvement of the Value Management technical guidance and scoring methodology
- Advising on the preparation of Asset Specific, Area and National Asset Management Plans.

Regional Contract and Performance Teams are responsible for:

- Ensuring robust contract management and audit arrangements are in place
- Ensuring supplier performance is reliably / effectively measured and reported
- Ensuring commercial risks are identified and managed appropriately
- Promoting a culture of continuous improvement and efficiency savings in Programme delivery.

Regional Finance Teams and the Central Finance Team are responsible for:

- Providing financial guidance on the setting up of Project Identification Numbers (PINs) within SfM
- Providing access to SfM to amend the Status field from Pre-bid through the various stages to Funded
- Providing financial support in the compliance with Investment Control Framework (ICF)
- Assisting NDD teams with budget profiling in SfM
- Setting budgets.
- Provide on-going financial advice, guidance and support to the Regional Teams to review the Year To Date (YTD) expenditure, the Full Year Forecast and the Whole Project Costs of the Projects within their Region
- Financial Reporting.

Regional Divisional Directors are responsible for:

- Signing off the submission of Bid Programmes from their Region
- Reviewing and approving provisional Regional Programmes
- Signing off their Region's commitment to deliver the final approved Programmes and budgets
- Reviewing and endorsing proposed changes to the delivery of Regional Programmes
- Ensure delivery and performance of the programme to the NDD Director.

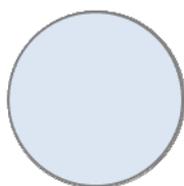
AMO is responsible for:

- Setting standards and policy relating to Programme Development and delivery
- Providing guidance on the Programme Development process
- Reviewing and improving the Programme Development process to ensure it delivers the Agency's Objectives
- Maintaining a record of outputs from the Value Management process
- Applying agreed prioritisation criteria to develop National Programmes of prioritised projects
- Disaggregating and allocating the National budget to Areas
- Monitoring (forecast) spend, performance and delivered outputs against budget and Programmes
- Providing regular performance and value for money reports relating to planned and delivered Programmes
- Compiling the National Asset Management Plan
- Management of the formal Change Control Process
- Reviewing and improving the Value Management process to ensure it delivers the outcomes the Agency requires.
- Acting as client for the Value Management process

The **NDD Director** is responsible for:

- Approving the framework for decision making
- Approving provisional and final National Programmes and budgets
- Reviewing and signing-off delivery of planned Programmes
- Approving the National Asset Management Plan
- Justifying spend to the HA Board and the Department for Transport
- Approving changes through the formal Change Control Process.

The roles and responsibilities of key participants in each of the Programme Delivery and Management processes are detailed in matrix format the end of the relevant section.



5. Timetable

The Programme Development and Management timetable for Steps 1 to 6 is shown in Figure 3. The involvement of the main participants and key approval gates are summarised in Figure 4.

The identification of potential projects and the development of suitable interventions through Value Management are undertaken continuously. The delivery of renewals is also continuous, with the potential for individual projects spanning fiscal years. In contrast, Programme Development, comprising Steps 1 to 4, is an annual process that provides a rolling forward view of work to inform the Agency's wider planning requirements and which is subject to in-year change and review during each subsequent cycle.

Formal programme reporting and change management takes place throughout the year, comprising Step 5 of the Management process.

Step 6 is a series of audit and continuous improvement review activities that span the whole Programme lifecycle and feeds directly into Step 1 of future Programme lifecycles.

Detailed Programme timetables are revised and issued each year by the AMO.



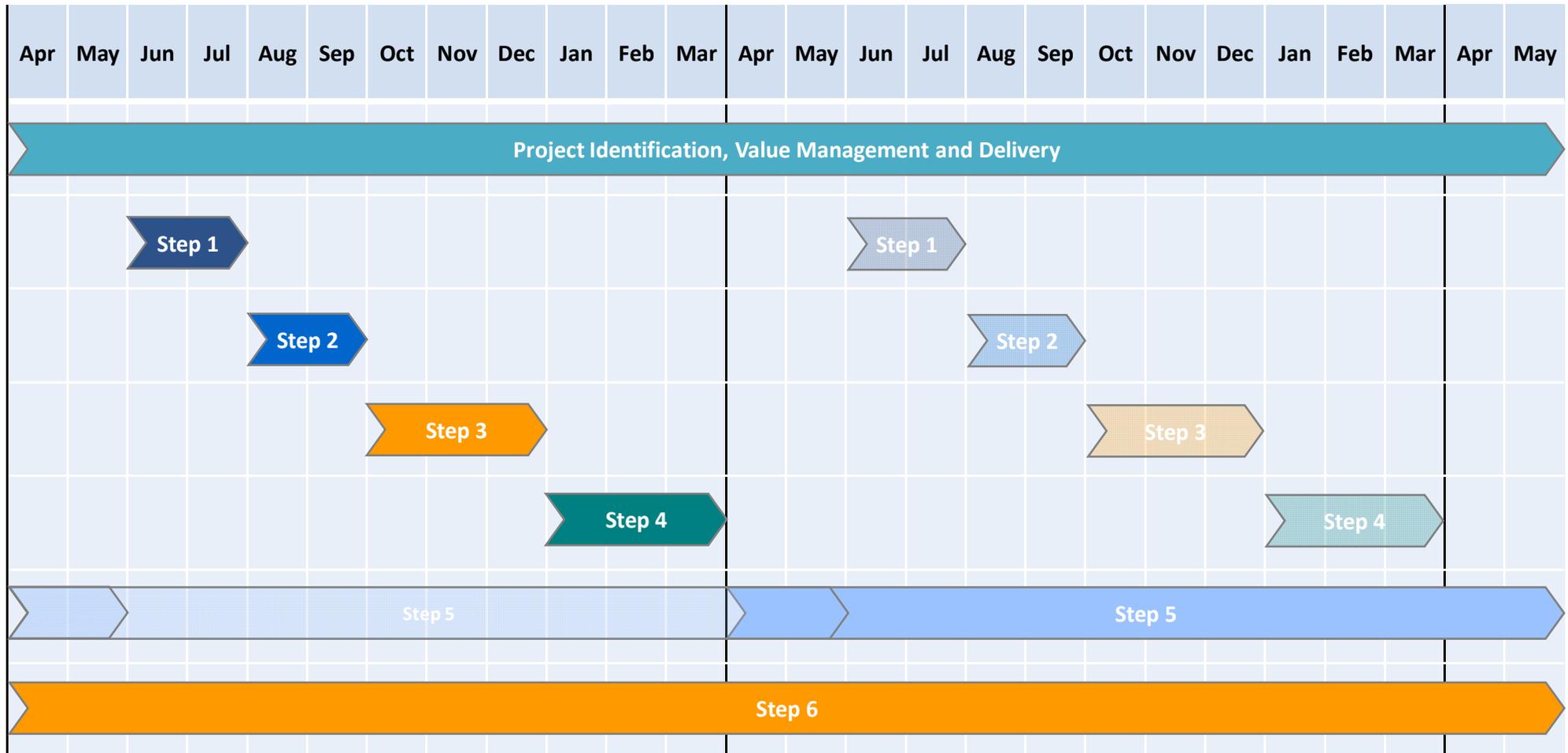


Figure 3: Programme Development Cycle

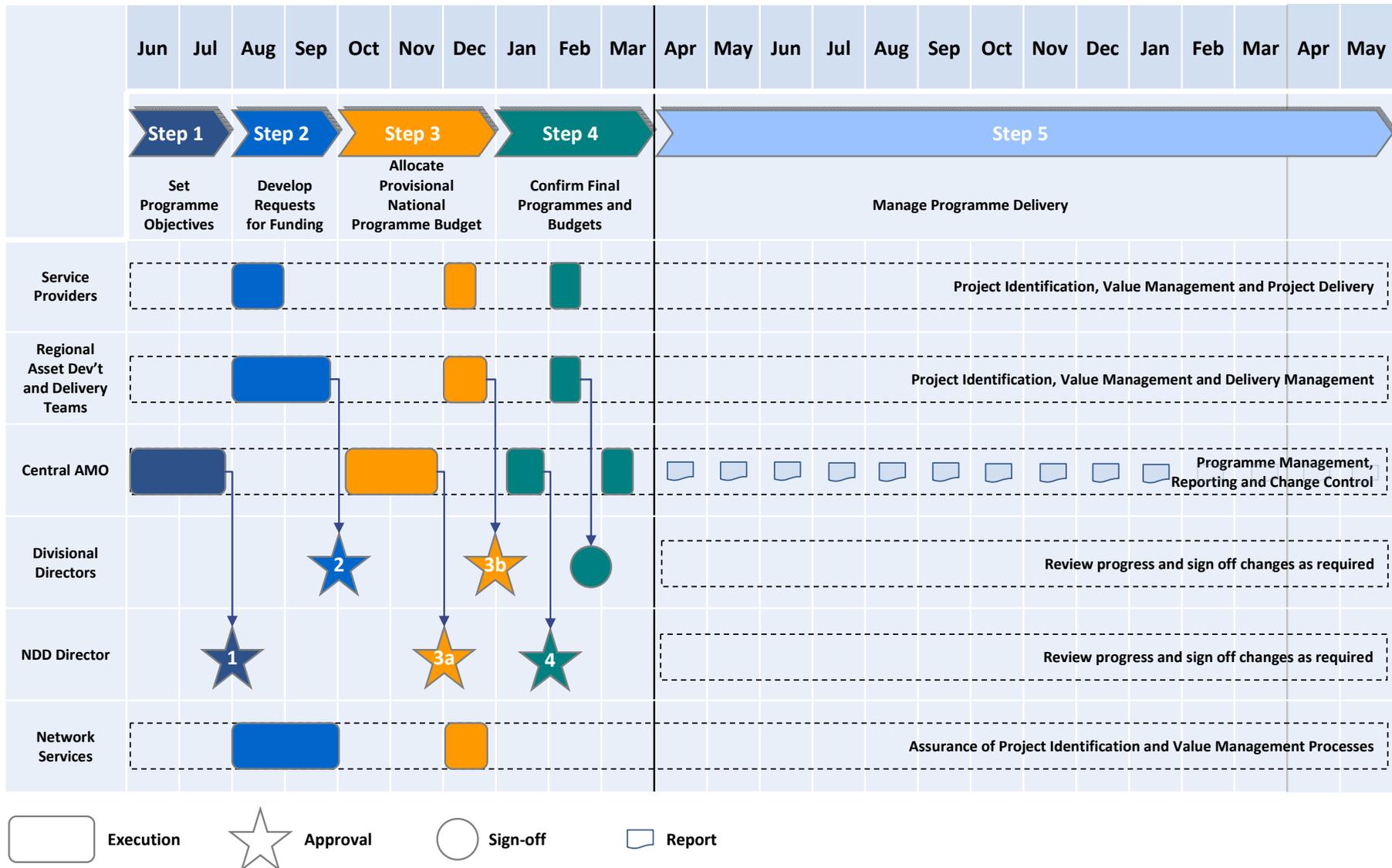
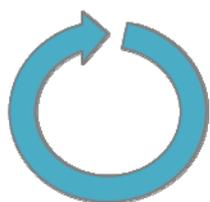


Figure 4: Programme Development and Management Timetable Showing Main Participants



6. Project Identification and Value Management

6.1 Network Need and Project Identification

The term “project” used in this Manual and “scheme” referred to in other guidance and Service Provider contract documentation apply to specified works required to address particular needs across the Network, including:

- Renewal of existing infrastructure
- Improvement of existing infrastructure, in line with Agency objectives.

Needs are identified by comparing Network condition information (gathered through routine inspections, surveys etc) with Engineering Standards (designed to maintain a safe and serviceable network) and Agency objectives. The NDD Management Plan provides a general overview of Government Policies and how they drive NDD’s strategic priorities.

6.2 Value Management

Value Management provides a technical review of proposed treatment options and generates a Value Management score for the preferred treatment option. This Value Management score is one of the main criteria used to prioritise projects and develop funded Programmes of RoR, RoS LNMS & Technology.

Full details of the Value Management processes are found in the latest guidance document for VM, the Value Management Requirements document (VMR v2).

To be considered for funding, projects must have a Value Management score and associated project information must be provided (via SfM and Bid Programme templates). More detail on the format and content of bids is provided in Step 2.

Value Management scores for Renewals and Improvement Programmes are based on different criteria and are not currently directly comparable. Consequently, separate rolling programmes are developed for Renewal of Roads projects, Renewal of Structures projects and Local Network Management Schemes.

Agreed VM score are those resulting from applying VM guidance documents. Nothing in this manual gives authority to change derived VM scores as directed by VM guidance (e.g. assigning a committed status to a project).

6.3 Value Management Assurance

The Asset Management Office is responsible for the Value Management process within NDD. NetServ are responsible for the technical elements in the application of the process. NetServ representatives attend certain Value Management workshops to ensure consistent application of the process to all projects and assure the consistency and validity of the scores. Value Management of ‘Small Works’, as defined in the VMR, is undertaken by

Regional Asset Development and Service Delivery Teams, supported, as required, by NetServ.

6.4 Programme Development Support (PDS) Technical Surveys

For Managing Agent Contracts (MACs), requests for funding is required for programme development support (PDS) technical survey activities. For Asset Support Contracts (ASCs), PDS and its application is defined in the ASC contract documents.

Technical surveys are required to take a specific project through the Identification stage of Scheme Development and are defined as:

Technical surveys supporting the development of a project to the point at which a Value Management score can be determined i.e. the point at which it can be included in a funded Programme.

For MACs, PDS funding is reserved exclusively for the development of a solution to an identified and understood problem. PDS does not fund current maintenance activities, such as investigation of a network issue, special inspections or on-going monitoring. Funded PDS technical surveys must be identified by individual survey type and a PIN created for each separate survey type within each asset type. A new PIN must be created for each financial year. PDS costs must not be included in a project PIN – this is reserved for post value management activity (e.g. detailed design, construction) costs after a project has been approved for entry into a programme. Sufficient information must be provided to identify the nature and quantity of PDS works and further supporting information may need to be provided to justify funding. Bids not meeting this requirement will not be funded.

For ASCs, PDS funding is defined in the ASC contract documents.

Once a project has gained entry into a funded programme, further design / survey works form part of the 'detailed design' stage of a project and form an integral part of the total costs of the individual project associated with a project specific Project Identification Number.

6.5 System for Managing Information Requirements

Service Providers, in conjunction with Project Sponsors, are responsible for providing visibility of projects in their patch. Visibility is provided by entry of project information into System for Managing (SfM).

SfM Guidance provides more specific instructions on how to use the system. Further advice should be sought from Project Sponsors and Regional Finance Teams.

Projects

With the exception of Resource General Works PINs, each project must be assigned an individual PIN and given an initial status of 'draft' in the 'project status' field. All Capital Projects and Resource Projects must have an individual PIN.

If a project is to be considered for funding in Years 1 to 2 of any Programme cycle, Value Management activities must be completed and all mandatory project information provided.

All projects should have an individual PIN. The only permissible uses of Resource General Works PINs for Renewals or improvement projects are as follows;

- RSA 4a and/or RSA 4b costs. These can be bid for under a Resource General Works PIN, but should only be for the costs of the audit. Any remedial works should be bid for against the project PIN.
- POPE costs. These can be bid for under a Resource General Works PIN, but should only be for the costs of the audit.
- Fatal accident investigation costs. These can be bid for under a Resource General Works PIN, but should only be for the costs of the investigation.

More details are provided in Step 2 in this Manual.

SfM Guidance provides more specific instructions on how to use the system. Further advice should be sought from Project Sponsors and Regional Financial Teams.

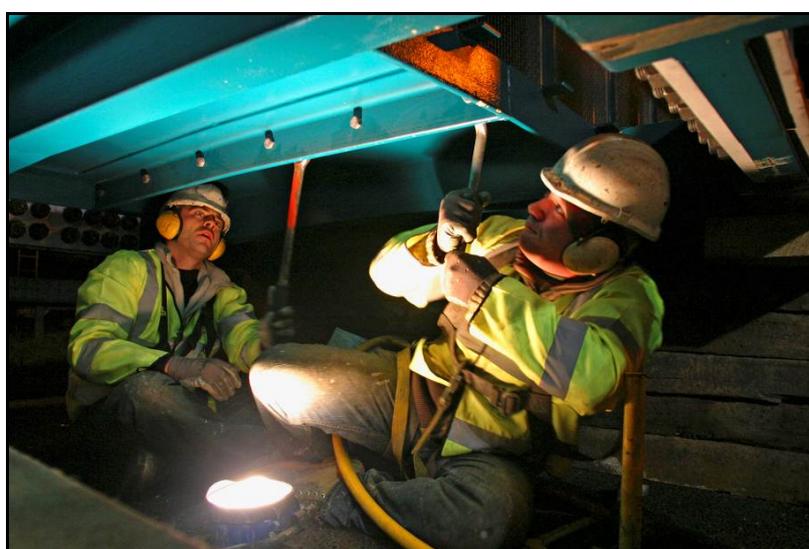
6.6 Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Project Identification and Value Management are shown in Figure 5 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ
	Inspect asset condition	E	I				
	Undertake Technical Surveys	E	I				
	Identify schemes (projects)	E	I				
	Undertake Value Management of potential schemes (projects)	C	E				V
	Technically assure Value Management activities	C	C	I			E
	Improvement of Value Management services	C	C	E			C
	Identify Project Development Support (PDS) Works	C	E	I			C

E Execute	C Consult	A Approve	V Verify	I Inform
------------------	------------------	------------------	-----------------	-----------------

Figure 5: Project Identification and Value Management - Responsibility Matrix





7. Step 1- Set Programme Objectives

7.1 Four year Rolling Programme

The criteria used to identify and select projects for the four year rolling Programmes are:

- Projects that fulfil a clear network need for renewals maintenance or local improvement as evidenced by their Value Management score
- Projects that can be delivered by the Service Provider within the Programme period
- Projects that are already 'Committed' (i.e. project is funded and works have started)
- Projects that meet other Policy / Programme objectives.

Prioritisation criteria for developing National Programmes are provided in Appendix C. While additional criteria may be applied in any given year (see below), these are the main criteria that are used to underpin Programme Development.

7.2 Programme Objectives

During the first quarter of each year, the AMO undertakes a review of Agency needs / objectives to determine the need in respect of Programme objectives. Objectives are applied to the whole four year Programme.

The main routes for implementing additional Programme Objectives are:

- Translation of Objectives into project selection and prioritisation criteria for developing National Programmes, favouring those projects which meet stated policy objectives
- Use of Objectives by the Asset Management Office to influence the distribution of funding between the different asset types, e.g. RoR, RoS, RoT, Technology Improvements and LNMS.

This is also an opportunity to clarify any more specific Agency requirements, e.g. Ministerial requirements.

Updated Objectives used in the current Programme Development process are set out in Appendix A. Prior to the start of each bidding and allocation round, a series of workshops are held with the Regional Asset Development and Delivery Teams to discuss these Objectives and any changes to the annual Programme Development process.

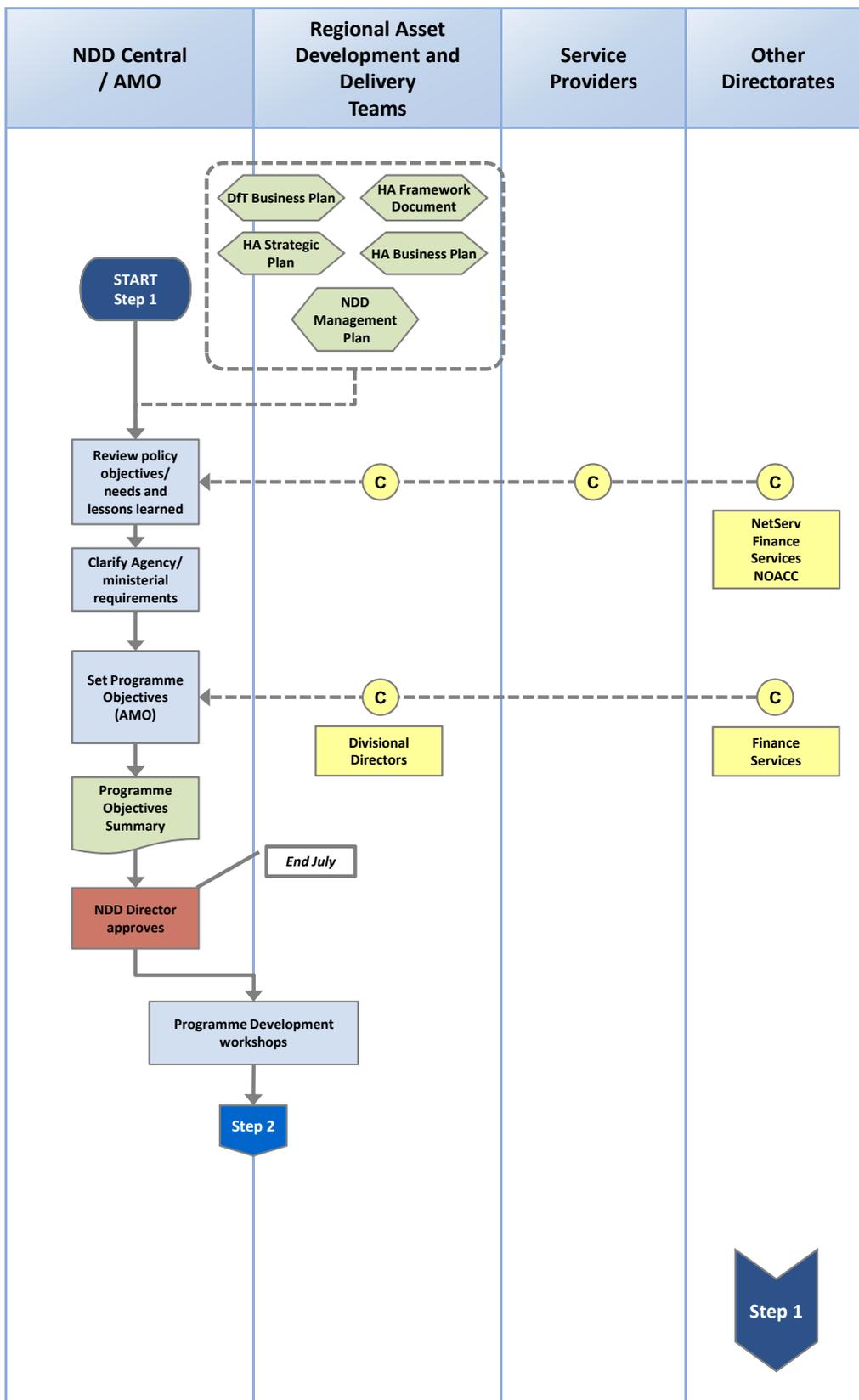


Figure 6: Step 1 – Set Programme Objectives

7.3 Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Setting Programme Objectives are shown in Figure 7 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ	Finance Service
Step 1	Review policy objectives and lessons learned	C	C	E	C	C	C	C
	Set Programme Objectives		I	E	C	A	I	C
	Hold Programme Development Workshops	I	I	E	I	I	I	I

E Execute	C Consult	A Approve	V Verify	I Inform
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Figure 7: Set Programme Objectives - Responsibility Matrix



8. Step 2 - Develop Programme Requests for Funding

8.1 Overview

Regional Asset Development Teams prepare Bid Programmes by reviewing the project data provided by Service Providers. Programmes are developed based on the following criteria:

- Value Management score (assessment of need) and associated 'Do Minimums'
- Ability to deliver in the designated programme year
- Projects that are already 'Committed' (i.e. project is funded and works have started).

Bids provide a four year view of potential works that address needs across the Network and comprise:

- Detailed Year 1 & 2 programme of projects and project information for each asset stream, submitted using SfM and the AMO national programme bid template spreadsheet – a mandatory minimum set of data required is provided in Appendix D
- The best available technical and financial information is required for Year 3 & 4 projects.

Sufficient information is provided on each project to enable further informed, evidence-based decisions to be made at the National level regarding project prioritisation, budget allocation and potential budget need in future years.

The project information is generated as part of the existing Value Management process and recorded in the following Value Management outputs:

- Road Renewals Projects – Renewals Project Appraisal Report (Renewals PAR)
- Structures Renewal Projects – Renewals Project Appraisal Report (Renewals PAR)
- Local Network Management Projects – Improvements Project Appraisal Report (Improvements PAR).

Programme bids are supported by the completion of an Area Asset Management Plan, which provides context for the Programme Request for Funding submissions.

All Programme Bids must be submitted to the Asset Management Office by the end of September. This includes uploading of bid information into SfM, submission of Programme bid templates and Asset Management Plans.

8.2 HA Investment Control Framework Procedures

The Investment Control Framework (ICF) is the process for approving each and every project within the category of Programme Expenditure.

Reference should be made to the ICF guidance for details of how the Framework applies to the national programme.

A link to the ICF guidance on the Highways Agency Portal can be found below.

ICF Guidance:

<http://share/Share/livelink.exe?func=ll&objId=3782158&objAction=download&viewType=1>

8.3 Assign Capital and Resource Spend

Within each asset stream (RoR, RoS, RoT, Technology Improvements or LNMS) separate budgets are allocated for Resource works and Capital works. Consequently, each PIN must be assigned to either a Capital or Resource category of spend. Capital and Resource works are broadly defined as follows:

Capital Projects add value to the Network, e.g. providing a new asset, enhancing an existing asset, bringing an asset back to its original condition or extending the life of an existing asset. All post Value Management costs of a project approved for inclusion in the programme should be charged to the Capital PIN including, for example, detailed Design and Preparation before the Construction Works phase and safety audits afterwards.

Resource Projects do not add value to the network.

In preparing bids, the project submitted should be the most efficient / effective use of funds.

The above are broad definitions, and often the final determination as to whether a project is Capital or Resource may be down to judgement. In all cases, clarification must be sought from the Regional Finance Team. In the case of disputes, the final decision will be made by the NDD Finance Group Leader.

8.4 Information Required for Year 1 & 2 Projects

Data requirements for projects (including formats for submission) are issued at the beginning of each programme development cycle, in the form of a bid template. Links to the bid template and the associated guidance document is provided in Appendix D.

Decision making information (i.e. Value Management score, BCR where relevant) is essential for all Year 1 & 2 projects. It is expected that projects with the highest value management scores would appear in year 1, as this would reflect their urgency.

The costs and descriptions of any 'Do Minimum' (RoR) or 'Essential' (RoS) works are also required in the event that projects are not funded in full. 'Do Minimum' / 'Essential' works are defined as those 'must do' activities required to keep the asset open for one more year if the proposed project is not funded. The current definition of 'Do Something' for RoR projects is for 'Holding Works' that will ensure a safe and serviceable network for the four year Programme Period. See the Value Management Requirements document for further details around these definitions.

Preferred Do Minimum Projects

Due to the introduction of the bidding thresholds, one approach to ensure that a programme which addresses the needs of the network fits within the allowed threshold has been to promote lower scoring projects as preferred do minimum solutions in year 1, rather than as the do something, or do something holding.

Any projects promoted as 'preferred do minimum' must be identified as such in the NDD bidding template, and will be reviewed by the AMO, where possible, to ensure that this approach is not being misused.

AMO is aware that during SWEEP analysis, the proposed 'do minimum' maintenance regime can turn out to be more expensive than the 'do something holding' solution. In these circumstances, SWEEP can return a result which effectively makes the 'do something holding' solution the 'do minimum' option. These cases should be identified appropriately as 'do something is do minimum' within the bid template, to ensure that funding is committed for these projects, and AMO can identify where this has occurred.

Capital Projects

All new project PINs requiring funding in the Programme Development cycle must be given a status of 'bid' in the 'Project Status' field of the PIN.

Only those projects that have the required data, specifically, a Value Management score, and a link to the value management documentation with the appropriate signatures, will be considered for funding. Value Management scores must be the scores agreed at the most recent stage of Value Management for each Roads and Structures project (for LNMS, either a 'Commitment to Works' or 'Conception' Value Management score can be used). Projects not meeting these requirements will not be taken forward to prioritisation.

Resource Projects

All new Project PINs requiring funding in the Programme Development cycle must be given a status of 'bid' in the 'Project Status' field of the PIN.

Only those projects that have the required data, specifically, a Value Management score, and a link to the value management documentation with the appropriate signatures, will be considered for funding. Value Management scores must be the scores agreed at the most recent stage of Value Management for each Roads and Structures project (for LNMS, either a 'Commitment to Works' or 'Conception' Value Management score can be used). Projects not meeting these requirements will not be taken forward to prioritisation.

Resource General Works PINs for RSAs, POPE studies and fatal accident investigations should be created for each year. RSAs should have a PIN per programme year, which

contains the costs of the studies only. POPE studies should also have a PIN per programme year, which contains the costs of the studies. Fatal accident investigations should also have a PIN per programme year, which contains the costs of the investigations.

Other Resource works comprise all funded PDS technical surveys irrespective of value. By definition, no Value Management score is available for these activities.

8.5 Committed Projects Priority Mark

Some projects will have started works on site in previous years. It is necessary to be able to identify those projects clearly as they represent committed expenditure. Therefore, a 'committed' priority mark is used to identify those projects which fall into this category.

These are defined as projects that have been approved for funding as part of the National programme in earlier years, and works on site have already commenced. This priority mark relates solely to the bidding template, and has no bearing on the Value Management process and related scoring.

Note: During the Value Management Process, some projects are identified as 'Unavoidable' for technical engineering reasons. This assessment is reflected in the Value Management score given to such projects. Consequently these projects are prioritised solely by their Value Management score.

8.6 Information Required for Year 3 & 4 Projects

The best available technical and financial information is required for Year 3 & 4 projects. As a minimum, the information is to include:

- Year of works
- Description of proposed works
- Location
- Best cost estimate
- Value Management score ('provisional' score for Roads and Structures and 'conception' score for LNMS)

8.7 Area Asset Management Plans

Area Asset Management Plans have been introduced that support the development and review of Programme Bids. Each Area AMP is prepared by the Asset Development Team, assisted by Service Providers, in two stages.

The pre-allocation version of the AMP is submitted with the Programme Bid by the end of September to:

- Provide context for the bid
- Explain how the bid addresses overall Network need
- Project asset condition in the event that the bid is fully funded
- Explain which risks would be mitigated in the event that the bid is fully funded

Guidance to assist the completion of Area AMPs and templates is provided by the Asset Management Office at the beginning of each annual programme planning cycle alongside the PDMM.



Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Developing Programme Bids are shown in Figure 9 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ	Finance Service
 Step 2	Develop Area Bids for Years 1 & 2	C	E				C	
	Collate Year 3 & 4 projects	C	E				C	
	Upload four year programmes into Oracle SfM	E	V					
	Develop pre-allocation Area Asset Management Plan	C	E	C	A		C	
	Submit Bid Programmes and Draft Area AMP	C	E	C	A			

 Execute	 Consult	 Approve	 Verify	 Inform
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Figure 9 Develop Programme Bids – Responsibility Matrix





9. Step 3: Allocate Provisional National Programmes and Budgets

Development of National Programmes involves the following activities:

- Development of Provisional National Programme spreadsheets
- Prioritisation of projects and allocation of budgets
- Review of the Provisional Programmes by Regional Teams.

These activities are described in turn below. Procedures for developing National Programmes and allocating budgets for each asset stream are shown in process diagrams provided in Appendix F.

9.1 National Programme Requests for Funding

In October, the AMO reviews each Area's bid for completeness and accuracy.

If required, each Area is given a specified period of time (normally two weeks) to respond to requests for clarification, or missing, data. This may involve comparison of bid programme data with SfM information and / or information recorded on Value Management outputs (PARs). PARs for each project should be retained as a matter of public record on the Agency's SHARE system.

For year 1 & 2 projects, a link to each fully signed PAR must be submitted to accompany all bids on the NDD national allocations bid template. This must include the signature of the Asset Development Team Leader in all instances. The summary sheet of each PAR should also be attached to the appropriate PIN within SfM.

9.2 Overview of Project Prioritisation and Budget Allocation

Projects are prioritised for Years 1 to 4 in turn, using the value management score as the main prioritisation criteria.

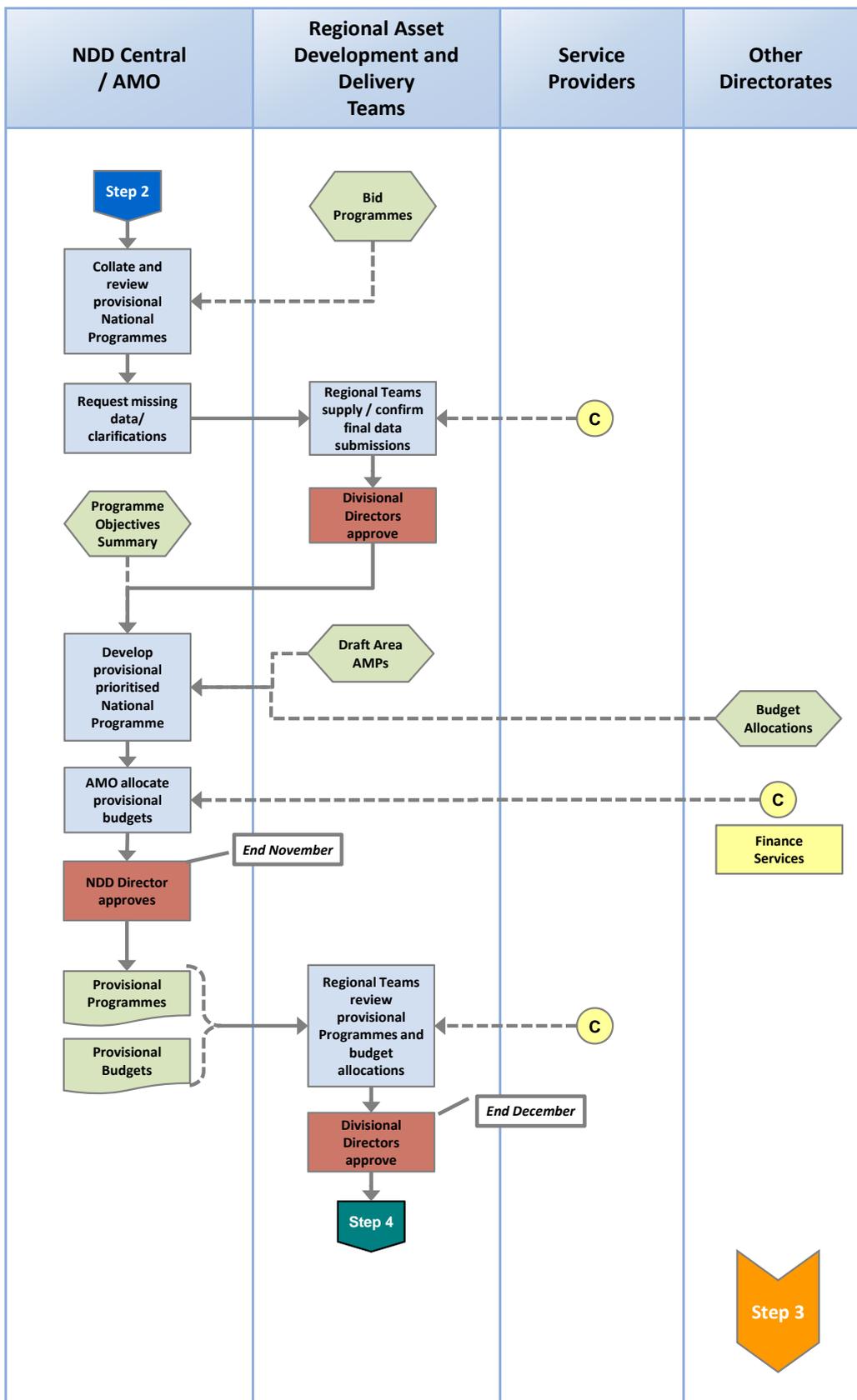


Figure 10: Step 3 - Allocate Provisional National Programme and Budgets

Prioritisation is applied separately to each asset stream (RoR, RoS RoT, Technology Improvements and LNMS), budget programme (Capital projects, Resource projects and other Resource works (PDS)) and delivery year. Projects that are not selected for funding in the year to which they are bid for are carried forward for consideration in the next year.

9.3 Capital Projects

Annual Allocation

The Programme of work for each asset type is allocated for Years 1, 2 and 3 & 4 successively on the basis of the project information provided and the available budgets, using the prioritisation procedures described below.

Primary Prioritisation

Projects identified as 'Committed' are reviewed by the Asset Management Office to ensure the justification is valid.

The National Programme spreadsheet for each asset stream is initially sorted to place 'Committed' projects at the top of the list. The cost of these projects is deducted from the available budget for the year.

The costs of 'Do Minimum', 'Preferred Do Minimum' and 'Do Something is Do Minimum' options for the remaining projects are deducted from the available budget. The remaining capital budget is available to fund 'Do Something' options.

Candidate projects for consideration to receive funds for 'Do Something' works are sorted by Value Management score. The projects are then progressively allocated funding in order of Value Management score, until the available budget is exhausted. The 'threshold' Value Management score is identified above which all projects can be funded.

Budget Allocations

Once projects have been prioritised and national budgets allocated, the resulting provisional budgeted National Programme is split by Area to determine the budget allocations and volumes of works proposed.

If the project costs are such that at the end of the allocation process there is an outstanding balance on a Programme, then that sum may be allocated by the AMO to another Programme (with the approval of the NDD Director and FS).

The principles of the prioritisation model are illustrated in Figure 11.

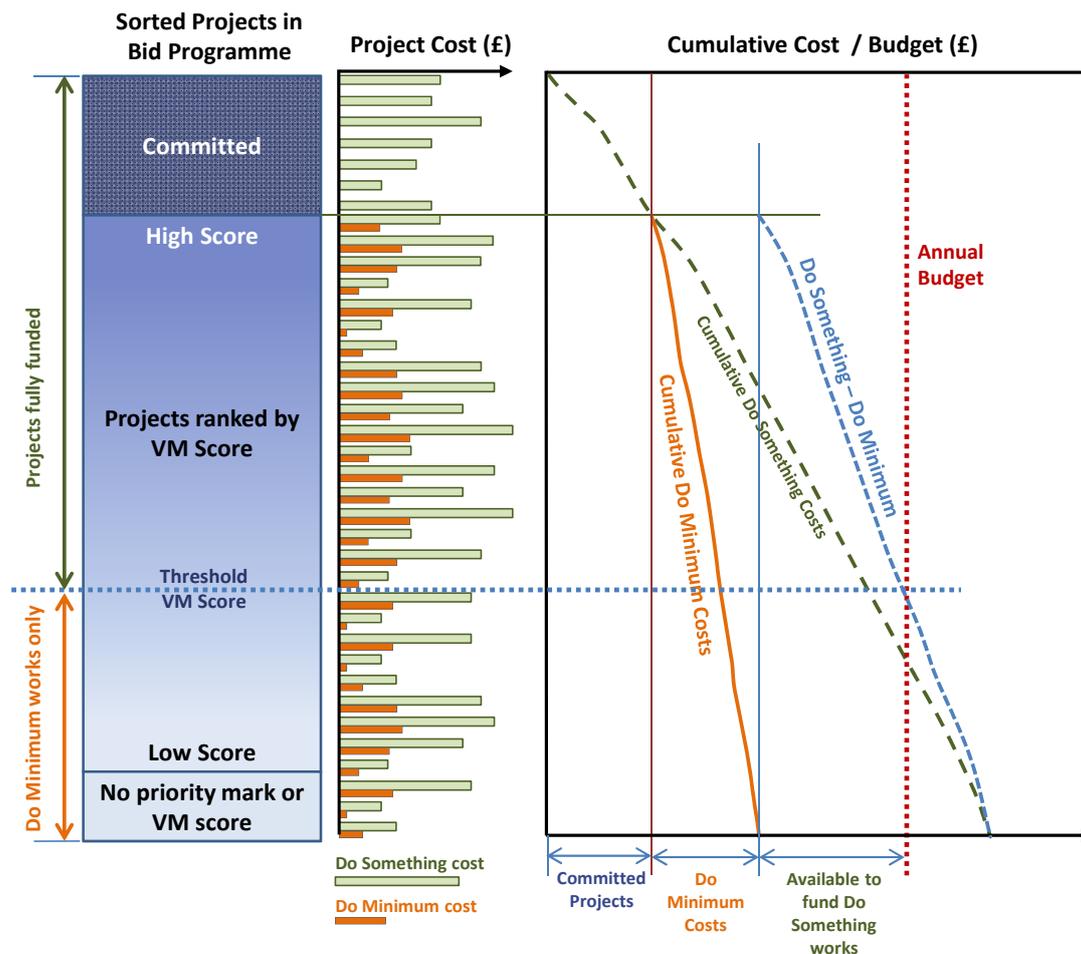


Figure 11: Project Prioritisation Process

9.4 Resource Projects

Resource projects programme requests for funding can be submitted for all asset streams, however, with the classification of resource and capital projects, AMO expects the level of request for funding to be low compared to the historical level.

The process for prioritising Resource projects is the same as for Capital projects, except that:

- Funding for PDS work is allocated from the Resource budget (see below)

9.5 Approach for Year 3 & 4 projects

The total potential budget need is collated for Year 3 & 4 projects by Area and asset stream. Where sufficient information exists, projects are prioritised on the basis of available Value Management scores and used to inform future budget planning activities and Spending Reviews. The list of candidate projects for Years 3 & 4 may be supplemented by Projects not prioritised for inclusion in the Year 2 programme.

9.6 Approval of Provisional Programmes

The Asset Management Office produces a summary of provisional Year 1, 2, 3 & 4 programmes and budget allocations.

These budgets are reviewed by the NDD Director before approving the release of the provisional budget allocations and programmes to the Area Asset Development and Delivery Teams for their review.

9.7 Review of Provisional Programmes

Regional Asset Development and Delivery Teams review the provisional Programmes and budgets during December. These reviews comprise the following activities:

- Confirmation that the need for each project has not changed
- Confirmation of the ability to deliver all the provisionally funded projects
- Review of projects not selected
- Implications of provisional funding levels
- Confirmation of the programme

Confirmation of Need / Ability to Deliver

Regional Teams confirm that all the funded projects included in the provisional Programmes are still required and can be delivered within the proposed timescales and budget. If projects cannot be delivered, the Regional team informs the Asset Management Office before the end of December, so that funds can be reallocated.

Other Implications

As needs change across the network from year to year, budget allocations for individual Regions may also change. One potential implication is that contractual thresholds may be triggered with Service Providers.

All such potential implications should be raised with the Asset Management Office as part of the Programme review process.

The Asset Management Office will work with each team to manage any pressures that emerge in respect of bids and budget allocations, escalating matters to NDD's Management Team as required. The Asset Management Office will seek to reconcile pressures before finalising programmes and budget allocations.

Confirmation / Resubmission of Programme

If there are no changes to the provisional programmes, the Programme Development spreadsheets must be signed off by the Divisional Director and returned to the Asset Management Office by the end of December. This confirmation will allow the ICF approvals process to commence.

If changes are necessary, revised Programme Development spreadsheets must be developed in consultation with the Asset Management Office. Most queries are expected to be resolved at this stage. All Programme resubmissions must be provided to the Asset Management Office by the end of January. Late resubmissions will delay the issue of the final programme and the associated national programme ICF.

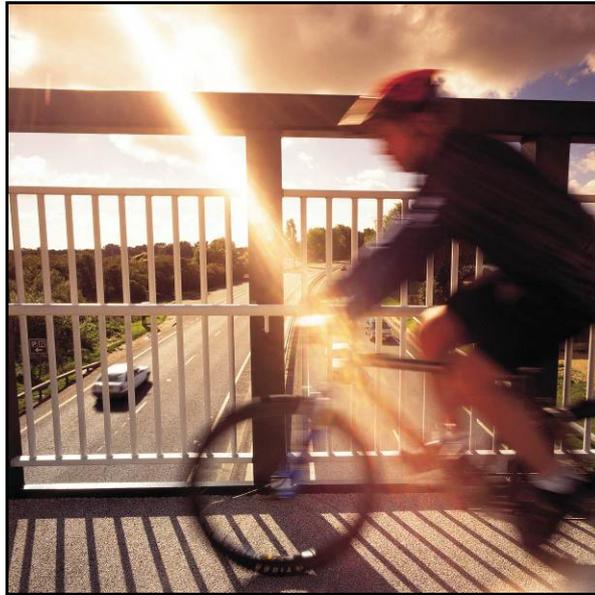
9.8 Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Allocating Provisional National Programmes and Bids are shown in Figure 12 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ	Finance Service
 Step 3	Collate and review provisional National Programmes			E				
	Request missing data / clarifications	I	I	E				
	Supply / confirm final data submission	C	E		A			
	Develop provisional National prioritised Programmes			E				
	Allocate provisional budgets	I	I	E		A		C
	Review provisional Programmes and budget allocations	C	E					
	Approve provisional Programmes				A			

E Execute	C Consult	A Approve	V Verify	I Inform
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Figure 12: Allocate Provisional National Programmes and Budgets – Responsibility Matrix





10. Step 4: Confirm Final Programmes and Budgets

10.1 Reconciliation / Budget Confirmation

The Asset Management Office reviews resubmitted projects by applying the same prioritisation criteria as described in Step 3. Resubmissions are accepted or rejected based on the information (justifications) provided. A revised National Programme spreadsheet is collated and the same prioritisation criteria applied as described in Step 3 to create the final Programmes.

Final Programmes are then submitted to the NDD Director for review and approval. Any outstanding issues raised by the Regional Asset Delivery Teams are also communicated at this stage, for resolution with the NDD Director. The NDD Director approves the National Programme by the end of January.

Once approved, summary spreadsheets of the approved National Programme are produced by the AMO for each Region. These set out the final budget allocations for each Region by asset stream and budget programme. They are also used to confirm decisions regarding resubmissions.

The summary spreadsheets are distributed to the Regional Asset Development and Service Delivery Teams, so that both they and the Service Providers understand the Programmes to be delivered. On behalf of the Service Providers, Regional Asset Development and Asset Delivery Teams, Regional Divisional Directors confirm their acceptance and ability to deliver the National Programme and budget (given available information). This step is completed by mid-February.

This is the point at which the Regional Teams work with the Regional Finance Teams and Central Finance Team to ensure that the Forecasts on SfM Project Accounting match the agreed allocations from the Asset Management Office. In addition, the Finance Teams will review the forecast spend on projects in terms of the reasonableness of their profiling.

The national programme is subject to change control in the event that any projects cannot be delivered, or new projects need to be added. Change control is discussed in Section 5.

10.2 Dispute Resolution

Every effort will be made to resolve outstanding queries and issues throughout Steps 2 to 4 of the Programme lifecycle. These activities are subject to audit and can be further reviewed as part of the formal dispute resolution process shown in Appendix .

Any disputes regarding the prioritisation process and / or budget allocations that have not been resolved during Steps 2 to 4, must be raised before the end of January (i.e. before final approval by the NDD Director).

In any dispute the NDD Director will make the final decision.

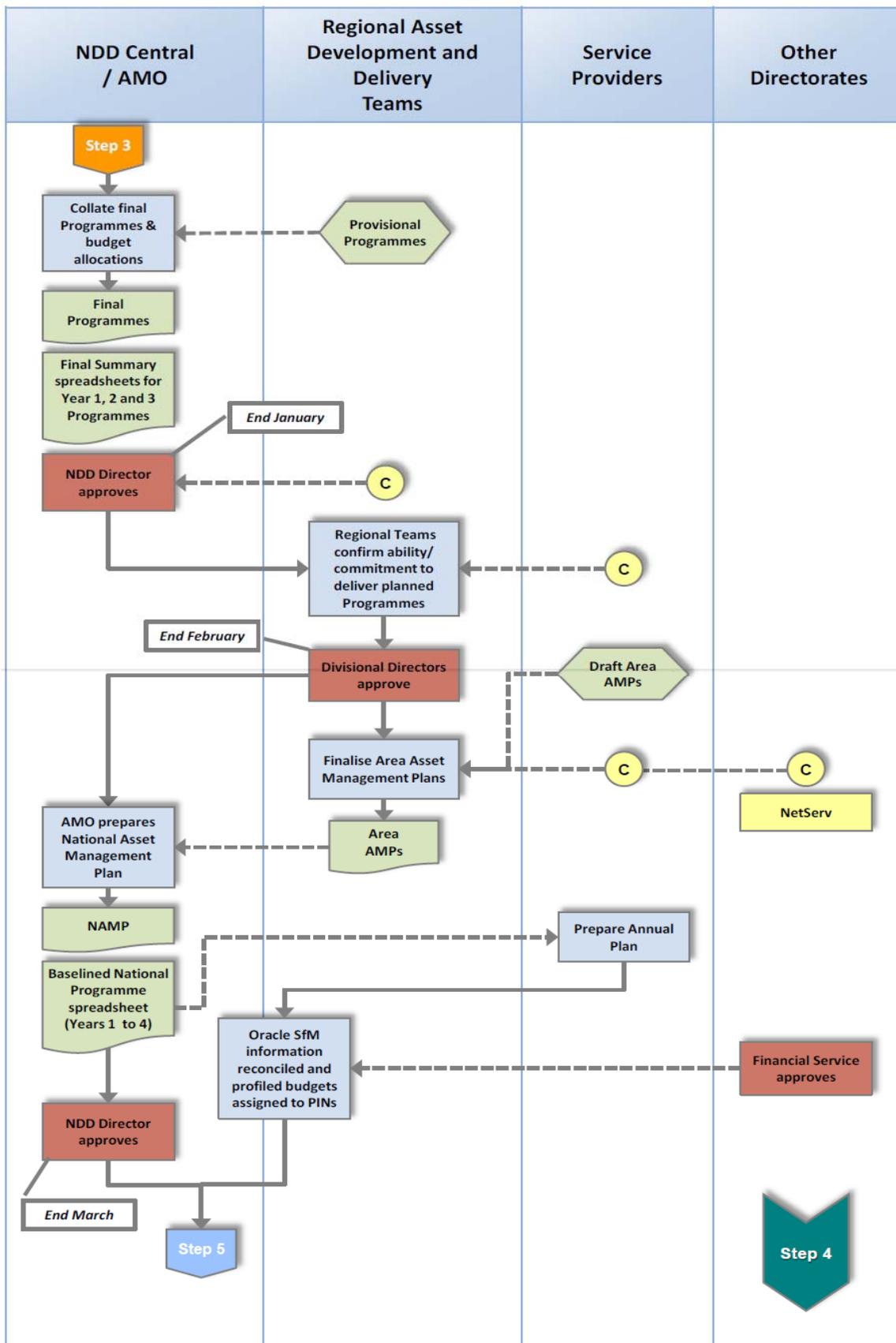


Figure 13: Step 4 - Confirm Final Programme and Budgets

10.3 Final Area Asset Management Plans

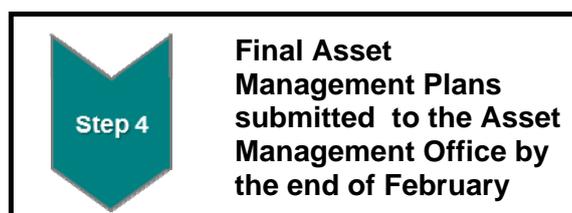
The second, final version of the Area AMP is submitted by the end of February, after allocations has been confirmed, to:

- Explain the projected impact of the Bid allocation on asset condition up to 2015
- Explain which risks will be mitigated with the funding allocated
- Explain the outstanding risks and how these will be managed

Information in the Area AMPs is used in the compilation of a National Asset Management Plan (NAMP) that provides a commentary to the Agency's approach to maintaining the Network infrastructure.

10.4 Baseline Programme Reporting Value for Money Assessments

The AMO produces a baseline National Programme spreadsheet and report covering all assets and funding streams.



10.5 Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Confirming Final Programmes and Budgets are shown in Figure 14 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ	Finance Service
Step 4	Collate final Programmes and budget allocations			E				
	Approve budget allocations and Programmes					A		
	Confirm ability / commitment to deliver planned Programmes	C	E		A			
	Finalise Area Asset Management Plans	C	E	I	A		C	
	Compile National Asset Management Plan		C	E	I	A	C	
	Produce Summary Report on Planned Programmes		I	E	I	A		
	Reconcile SfM information and assign profiled budgets to PINs	I	E					A

E Execute	C Consult	A Approve	V Verify	I Inform
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Figure 14: Confirm Final Programme and Budgets – Responsibility Matrix





11. Step 5: Manage Programme Delivery

11.1 Monitor Project Delivery

Regional Teams work with their Regional Finance Teams to perpetually review the YTD expenditure, the Full Year Forecast and the Whole Project Costs of their projects.

The delivery of all projects within funded Programmes is formally reviewed by Regional Teams and Regional Directors as part of the regular (monthly) business reporting and decision making process in each Region.

11.2 Programme Change Control

In exceptional circumstances, changes may be required as planned projects could be suspended or abandoned for technical or operational reasons. It may also be necessary to introduce new projects into the Programme.

Only projects approved as part of the agreed national allocations process can proceed to be delivered. If new projects are subsequently identified for promotion to the programme, approval will need to be sought from the Asset Management Office for inclusion in the programme. Conversely, it is equally important that the Asset Management Office is made aware of projects that can no longer be delivered, in order that this decision is approved by NDD's director. This results in an auditable trail of changes to the national programme being maintained through a formal change control process, and reporting of programme delivery reflecting the current agreed programme.

For all new projects requiring approval associated with entry to the National Programme through the formal change control process, the Asset Delivery Team will need to provide project information, including fully signed PARs to the Asset Management Office, who will recommend decisions to the NDD Director for formal approval. Such requests will be identified at Working Day 3 meetings and submitted to the Asset Management Office through the completed template on Working Day 7. The template which must be submitted request additions or removals from the programme is available through a SHARE link in Appendix F. The Asset Management Office will provide a response by Working Day 15 about whether the project is approved for entry to, or removal from, the National Programme.

The Area Team updates SfM in accordance with approved changes, such as addition or removal of forecast from the PIN.

Note: The Value Management process assesses and scores the preferred option for a project. It is essential that the type of treatment and extent of the works are not changed during the delivery phase. If either of these fundamentally change the Value Management score must be reassessed.

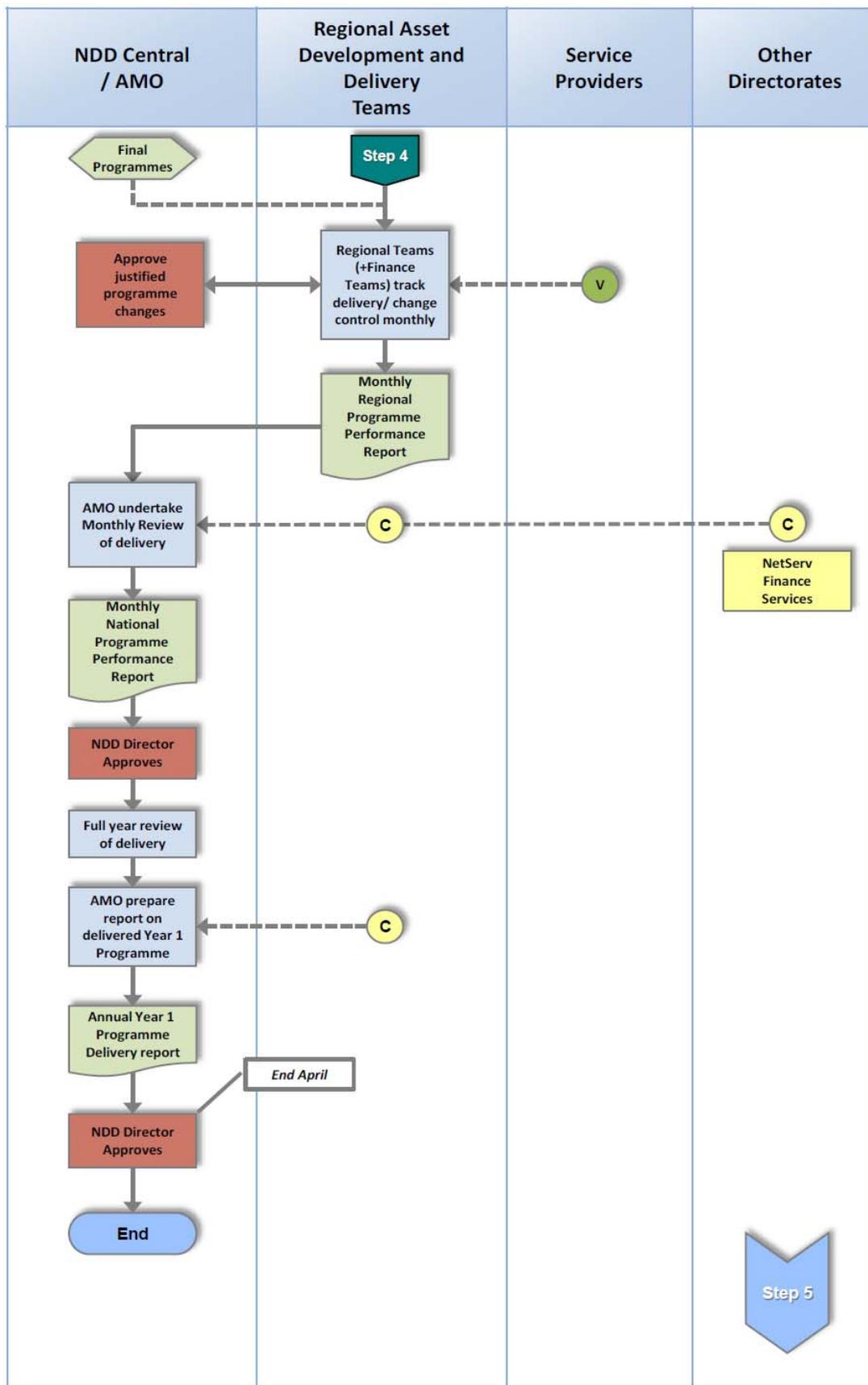


Figure 15: Manage Programme Performance

11.3 Programme Performance Reporting

The timetable for delivery milestones in respect of all projects in the National Programme are agreed as part of the annual bidding and allocation process. The new change control arrangements govern the process for changes to the agreed programme.

New programme reporting arrangements will be delivered through transfer of information onto SfM. This will draw together information from;

- The approved National Programme assured by the Asset Management Office
- Project Financial & Delivery milestone information from SfM

The reporting will be provided in the form of the NDD National Programme Performance report. This report is included in submissions made to Corporate, NDDPG & HAB. The report covers the expenditure and delivery of those projects with a total project cost over £0.100m planned to deliver during the programme year; the programme year being the current financial year.

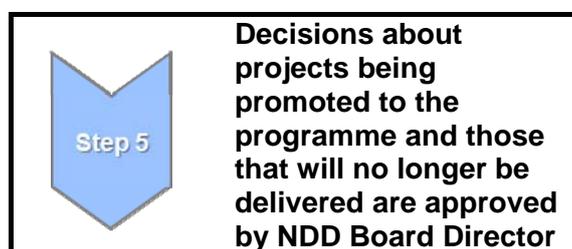
The main purpose of these reports is to:

- Provide visibility of progress
- Ensure that, where changes are necessary, due process is being followed consistently across all NDD Areas
- Facilitate early identification / management of delivery issues, and
- Inform senior management decisions.

11.4 Changes to Future Year Programmes

It is important that cost estimates of future year projects are reviewed on a regular basis and are kept up to date as a project develops through the feasibility, design, preparation (and implementation) stages.

Any changes to Year 2, 3 or 4 projects must also be recorded in SfM in preparation for subsequent Programme planning activities.



11.5 Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Managing Programme Delivery are shown in Figure 16 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ	Finance Service
 Step 5	Monitor Regional Programme delivery	V	E	I	I			
	Manage change control		C	E			C	C
	Undertake monthly review of delivery		C	E		I	C	C
	Review annual Programme delivery		C	E				
	Report on delivered Year 1 Programme			E		A		I

 Execute	 Consult	 Approve	 Verify	 Inform
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Figure 16: Manage Programme Delivery – Responsibility Matrix



12. Step 6: Review and Continuous Improvement

12.1 Reviewing the Value Management Process

NetServ is responsible for validating the technical application of the Value Management process and its representatives will continue to be invited to relevant Value Management workshops where projects are scored, to provide rigour and independence in the development of Value Management scores for each project. NetServ are required to attend workshops where the value of the scheme is £500k or higher, as outlined in the Value Management requirements (VMR) document. For all other schemes, ie below £500k, NetServ are required to authorise a minimum of 30% of those schemes, for each asset type. It is for NetServ to determine how these schemes are sampled.

The Asset Management Office will also aim to carry out quality reviews of the Value Management process, the scores generated and level of contributions from every party within the Value Management process to ensure standards of data accuracy, reliability and consistency are maintained. The outputs of this then contribute to future iterations of the VMR and any suggested improvements in the Value Management process.

12.2 Reviewing the Programme Development Process

The Asset Management Office will co-ordinate the review of key stages within the Programme lifecycle. This will include:

- Reviewing the National Prioritisation process to ensure that agreed prioritisation criteria are applied fairly;
- Reviewing the delivery of planned Programmes to ensure the process is being applied consistently across the network;
- Reviewing the quality and consistency of data held on SfM in relation to planned Programmes.



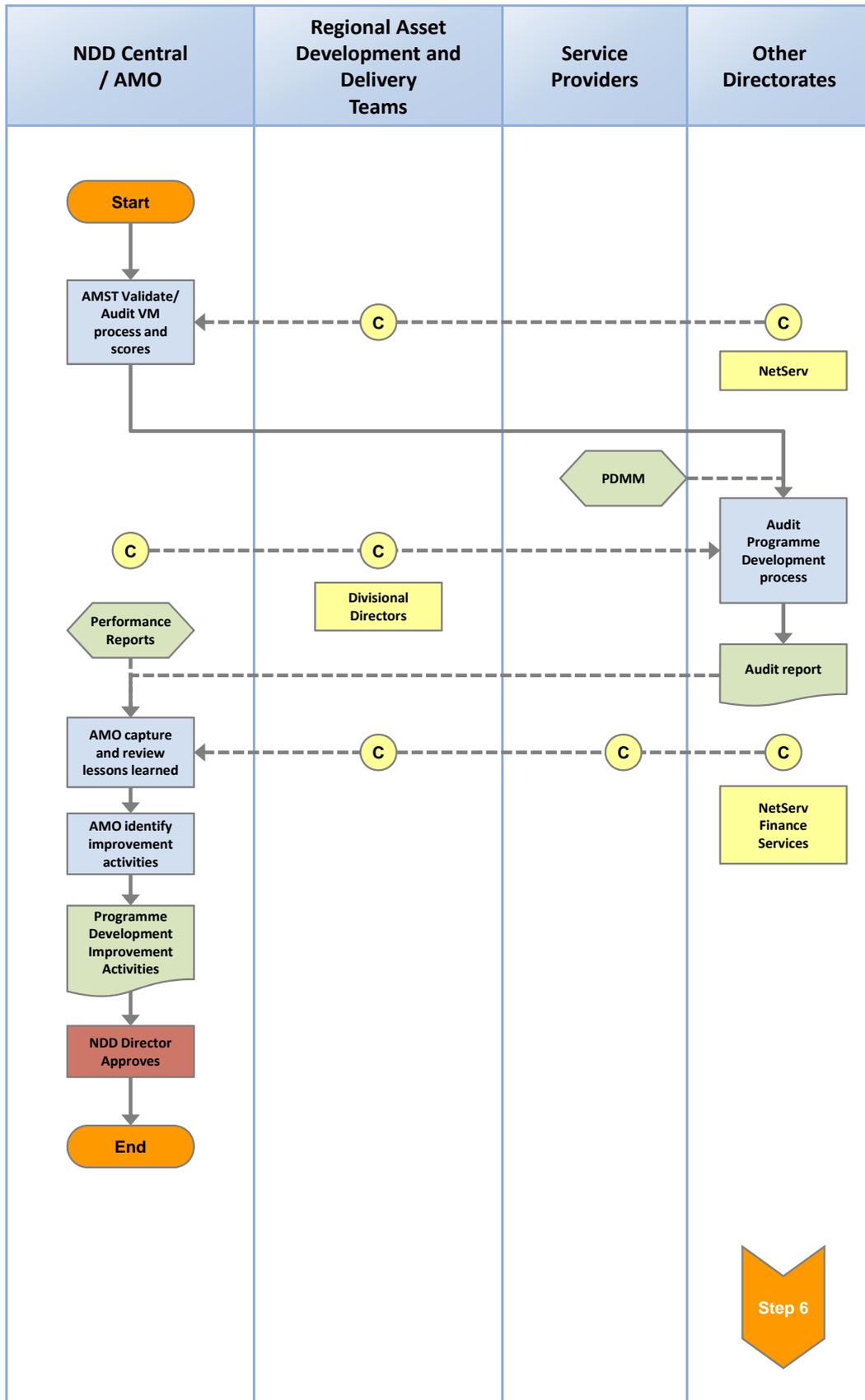


Figure 17: Audit and Continuous Improvement

Continuous Improvement Reviews

At the end of each Programme cycle, a review will be undertaken by the Asset Management Office to understand where improvements can be made to either the Programme development and management processes and /or application of the processes. This will involve review of:

- Agency objectives
- Planning / delivery performance metrics
- Value Management process and data outputs
- Prioritisation criteria
- Data handling
- Communication activities
- Training needs.

This information will be used to identify improvement needs and develop / implement a series of improvement activities each year. Improvement activities will be reviewed and approved by the NDD Director.

12.3 Roles and Responsibilities

Roles and Responsibilities in connection with activities relating to Auditing and Continuous Improvement are shown in Figure 18 below.

Step	Activity	Service Providers	Regional Asset Teams	Central AMO	Divisional Directors	NDD Director	NetServ	Finance Service
 Step 6	Validate Value Management Scores		C	I			E	
	Benchmark Value Management Scores		C	E				
	Review Programme Development process	C	C	C	C	C	C	
	Capture and review lessons learned	C	C	E	C	C	C	C

E Execute	C Consult	A Approve	V Verify	I Inform
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Figure 18: Audit and Continuous Improvement – Responsibility Matrix

	<p>The Programme Development Process is subject to a continuous review process</p>
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Appendix A: Programme Objectives

1) NDD Strategic Objectives

<http://Share/Share/LLISAPI.dll/Open/16139528>

Appendix B: Contacts for Further Information

NDD Programme and Budget Allocations

Chris Jackson (AMO), 9th Floor, The Cube, Birmingham Tel: 0121 678 8027

Sam Twist (AMO), 9th Floor, The Cube, Birmingham Tel: 0121 6788536

Kathryn Jordan (AMO), 9th Floor, The Cube, Birmingham Tel: 0121 687 4199

Regional Programmes

East Region (Woodlands, Bedford)

Mike Wherrett, Asset Delivery Manager - 0123 479 6219

Catherine Brookes, Asset Development Manager - 07776 478866

North West Region (City Tower, Manchester)

Matthew Sweeting, Asset Delivery Manager - 07786 126545

Ruth Moynihan, Asset Development Manager - 0161 930 5775

South East Region (Federated House, Dorking)

Barry Westwood, Asset Delivery Manager - 0130 687 8161

Angela Koenig, Asset Development Manager - 0130 687 8251

South West Region (Temple Quay House, Bristol)

Malcolm Wilkinson, Asset Delivery Manager - 0117 372 8088

Andrew Page-Dove, Asset Development Manager - 0117 372 8696

Midlands Region (The Cube, Birmingham)

Steve Edwards, Asset Delivery Manager - 0121 678 8360

Jenny Moten, Asset Development Manager - 0121 678 8762

Yorkshire and North East Region (Lateral Building, Leeds)

Chris Holehouse, Asset Delivery Manager - 0113 283 5814

Dave Parker, Asset Development Manager - 0113 283 6545

Value Management

For Roads Renewal Projects (Policy):

Ramesh Sinhal, Heron House, Bedford Tel: 01234 79 6527

For Roads Renewal Projects (Delivery):

Alex Tam, Federated House, Dorking Tel: 0130 687 8153

For Structures Renewal Projects:

Ian Sandle, Federated House, Dorking Tel: 0130 687 8178

For LNMS:

Nick Corby, Woodlands, Bedford Tel: 0123 479 6067

Regional / Central Finance Teams

Central (and Technology)

Central – Sarah Beet, The Cube, Birmingham Tel: (GTN) 6189 4138

Technology – Lisa Linforth, The Cube, Birmingham Tel: 0121 678 8073

Stuart Yates, The Cube, Birmingham Tel: 0121 678 8485

East Region

Roger Harrison, Woodlands, Bedford Tel: (GTN) 3013 6288

Prabhu Pillai, Woodlands, Bedford Tel: 0123 479 6021

Graham Burgess, Federated House, Dorking Tel: 0130 687 8241

East Midlands Region

Catherine Cope, The Cube, Birmingham Tel: 0121 678 5986

Stuart Yates, The Cube, Birmingham Tel: 0121 678 8485

North West Region

Lynda Fox, Piccadilly Gate, Manchester Tel: 0161 930 5618

Ben Laverick, Piccadilly Gate, Manchester Tel: 0161 930 5638

Stuart Yates, The Cube, Birmingham Tel: 0121 678 8485

South East Region

Raj Lakhani, Federated House, Dorking Tel: 0130 6874132

Graham Burgess, Federated House, Dorking Tel: 0130 687 8241

South West Region

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Appendix C: Project Prioritisation Criteria

Criteria (in order of priority)	Applied			Notes
	Roads	Structures	LNMS	
Primary criteria				
Priority Mark: Project is 'Committed'	✓	✓	✓	Committed projects are those project which are already funded in the National Programme and works have already started on site in a previous year
Project Value Management score	✓	✓	✓	Prioritisation is on the basis of the Value Management score
Secondary criteria				
Highest Benefit cost Ratio (BCR)	✓	✓	✓	Roads and Structures projects use the Economic Indicator as a measure of BCR where this is available. LNMS projects use BCR for all projects.

Appendix D: Data Requirements for Bid Programme / National Programme Development

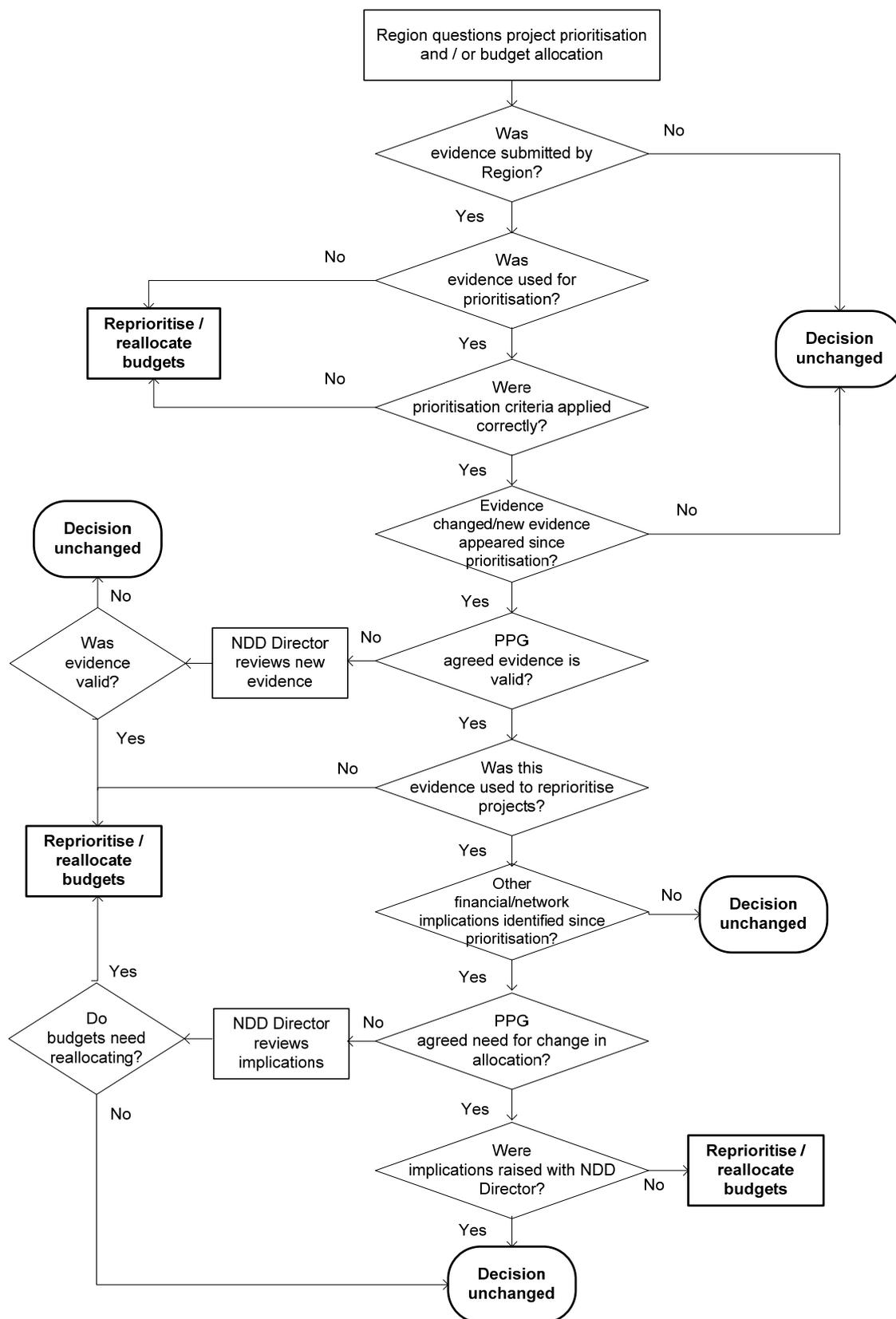
Link to 2013/14 bid template guidance: <http://Share/Share/LLISAPI.dll/Open/15864782>

Link to 2013/14 bid template: <http://share/Share/LLISAPI.dll/open/15933422>

Link to 2013/14 technology template: <http://Share/Share/LLISAPI.dll/Open/15961319>

Link to 2013/14 technology bidding guidance: <http://Share/Share/LLISAPI.dll/Open/15961906>

Appendix E: Dispute Resolution Process Diagram



Appendix F: Change Control Template

Link to the NDD Change Control Template

<http://Share/Share/LLISAPI.dll/Open/16133958>

Appendix G: Value Management Requirements

Link to the NDD Value Management Requirements document:

<http://share/Share/LLISAPI.dll/overview/14469278>

Appendix H: Glossary

AMO	Asset Management Office
AMP	Asset Management Plan
AMST	Asset Management Support Team
ASC	Asset Support Contract
BCR	Benefit/Cost Ratio
DfT	Department for Transport
DDA	Disability and Discrimination Act
EI	Economic Indicator
FS	Finance Services
HA	Highways Agency, sometimes abbreviated to The Agency
HAPMS	Highways Agency Pavement Management System
IAM	Integrated Asset Management
ICF	Investment Control Framework
LNMS	Local Network Management Scheme (Improvement Schemes)
MAC	Managing Agent Contractor
MPML	Management Plan Monitoring Line (Renewal of Roads, Renewal of Structures, Local Network Management Schemes)
NAMP	National Asset Management Plan
NetServ	Network Services (Directorate)
NDD	Network Delivery and Development Directorate
NO	Network Operations (superseded by NDD)
NOACC	Network Operations Audit of Contract Compliance
PAR	Project Appraisal Report
PAS 55	Publicly Available Standard – PAS 55-2008 Asset Management
PDMM	Programme Development and Management Manual
PDS	Programme Development Support (works)
PIN	Project Identification Number
POG	Programme Objectives Guide
RoR	Renewal of Roads (projects and programmes)
RoS	Renewal of Structures (projects and programmes)
SfM	(Oracle) System for Managing
SMIS	Structures Management and Information System
Sub-MPML	Sub-Management Plan Monitoring Line
VM	Value Management
YTD	Year to Date