



**Name of meeting:** CABINET  
**Date:** 18<sup>th</sup> September 2018

**Title of report:** The Revised Highway Asset Management Policy, Strategy, Hierarchy and Safety Inspections Policy

**Purpose of Report** This is a key decision to seek approval to adopt documents needed to ensure good asset highways management procedures are followed.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Affects more than 1 ward
Key Decision - Is it in the <a href="#">Council's Forward Plan</a> (key decisions and private reports)?	Yes first published 16 <sup>th</sup> August 2018
The Decision - Is it eligible for call in by <a href="#">Scrutiny</a> ?	Yes
Date signed off by Strategic <u>Director</u> & name	Karl Battersby - 3.09.2018
Is it also signed off by the Acting Service Director - Finance, IT, and Transactional Services?	Eamonn Croston - 7.09.2018
Is it also signed off by the Service Director Legal, Governance and Commissioning?	Julie Muscroft - 10.09.2018
Cabinet member <a href="#">portfolio</a>	Cllr Naheed Mather - Communities and Environment

Electoral [wards](#) affected: All

Ward councillors consulted:

Public or private: PUBLIC

## 1. Summary

The new highways code of practice, "Well-managed Highway Infrastructure: A Code of Practice" (The Code) came into effect on 28 October 2016. This document supersedes the previous individual codes 'Well-maintained

Highways', 'Well-lit Highways', and 'Management of Highway Structures' which will be withdrawn in October 2018. There has been a two year transition period to implement the Code.

Code is a guide to deliver an effectively managed and maintained network which contributes to the local economy and achievement of corporate goals. Effective asset management is promoted as a platform to deliver clarity around standards and levels of service, and to work collaboratively to make best use of available resources.

The Constituent councils of the West Yorkshire– Kirklees Council, Leeds City Council, Bradford Metropolitan District Council, Calderdale Council, Wakefield Council with the inclusion of City of York Council, have worked together collaboratively to implement the recommendations of the new codes as our respective highway network crosses district boundaries.

Working to the Code sets out how the Council will best manage the highway network taking into consideration stakeholder needs, local priorities, asset condition and best use of available resources. It presents the Council's approach for the management of our highway assets and allows planning over both the short and long term, whilst delivering a minimum whole life cost approach to our highways assets.

In all the Code includes 36 key recommendations for Highway Authorities including the need for:

<b>Use of the Code</b>	(Recommendation 1)
<b>An Asset Management Framework</b>	(Recommendation 2)
<b>Asset Management Policy and Strategy</b>	(Recommendation 3)
<b>Network Hierarchy</b>	(Recommendation 12)
<b>Inspections</b>	(Recommendation 16)

Given the fundamental changes required, the existing versions of these documents have been reviewed and updated to satisfy the recommendations of the Code.

A summary of all recommendations from the Code is included in Appendix 3. It is our intention to work to the Code from October 2018.

## **2. Information required to take a decision**

### **2.1 Highway asset**

2.1.1. Kirklees maintains a diverse set of highway infrastructure assets over around 1900km of predominantly urban road network.

2.1.2 The highway infrastructure is the Council's most valuable asset. The gross replacement cost, calculated in accordance with the requirements for Whole of Government Costs (in June 2017), is estimated to be £4.6billion and the depreciation at £0.65 billion.

- 2.1.3 Responses to the National Highways and Transportation Network (NHT) Public Satisfaction Survey tell us that highway condition is an important issue for residents but there is a low level of satisfaction with highway condition. The 2017 survey recorded 30% satisfaction with highway condition.

## 2.3 The Code

- 2.3.1 The Code promotes the adoption of an integrated asset management approach to highway infrastructure based on local levels of service through risk based assessment.
- 2.3.2 Under the Code emphasis has moved away from specific guidance to a risk-based approach to be determined by each Highway Authority, there are no longer minimum or default standards specified in the Code.
- 2.3.3 The intention behind the Code is to allow Highway Authorities to develop their own levels of service in accordance with individual local needs, priorities and affordability. The Code devolves power to Local Authorities to set their own level of service, including investment, levels of service, operations (including safety and condition inspections), and repair priorities.
- 2.3.4 The Code is non-statutory best practise guidance. However councils have a 'duty to maintain highways maintainable at public expense' under the Highways Act 1980 and this code provides Highway Authorities with crucial guidance on highway asset management. The extent to which the recommendations will be adopted is ultimately a matter for each Highway Authority. However, the Courts will look to the Code as an example of good practice as it is generally the foundation of third-party public liability claims (Section 41) against Highway Authorities, as well as the basis for (Section 58) defence. So there would be an expectation to follow the code.

## 2.4 Use of the Code

- 2.4.1 Recommendation 1 – Use of the Code states:

*"This Code, in conjunction with the UKRLG Highway Infrastructure Asset Management Guidance, should be used as the starting point against which to develop, review and formally approve the nature and extent of any variations"* (The Code, 2016: p9).

- 2.4.2 Authorities have certain legal obligations with which they need to comply, and which may be the subject of claims for loss or personal injury or of legal action by those seeking to establish non-compliance by authorities. It is recognised that in such cases, the Code may be considered to be a relevant consideration. Where Authorities elect in the light of local circumstances to adopt policies or approaches

different from those suggested by the Code, it is essential that they are identified, together with the reasoning for such differences, be approved by the authority's executive and published.

## 2.5 Highway Asset Management Framework

2.5.1 Recommendation 2 - Highway Asset Management Framework states:

*"An Asset Management Framework should be developed and endorsed by senior decision makers. All activities outlined in the Framework should be documented" (The Code, 2016: p9).*

2.5.2 The Constituent councils of the West Yorkshire– Kirklees Council, Leeds City Council, Bradford Metropolitan District Council, Calderdale Council, Wakefield Council with the inclusion of City of York Council, have developed an asset management framework as a basis for working together collaboratively to drive best practice through shared knowledge, consistency of approach, experience and resources.

## 2.6 Highway Asset Management Policy and Strategy

2.6.1 Recommendation 3 - Highway Asset Management Policy and Strategy states:

*"An asset management policy and strategy should be developed and published. These should align with the corporate vision and demonstrate the contribution asset management makes towards achieving the vision" (The Code p9).*

2.6.2 The Asset management Policy is a high level document that confirms The Council's commitment to highways asset management and demonstrates how an asset management approach aligns with the Council's corporate vision and strategic objectives.

2.6.3 The Highway Infrastructure Asset Management Strategy sets out how the asset management policy is to be achieved, how highway infrastructure asset management is delivered for Kirklees to meet its long term corporate goals and objectives.

## 2.7 Network Hierarchy

2.7.1 Recommendation 12 –Network Hierarchy states:

*“A network hierarchy, or a series of related hierarchies, should be defined which include all elements of the highway network, including carriageways, footways, cycle routes, structures, lighting and rights of way. The hierarchy should take into account current and expected use, resilience, and local economic and social factors such as industry, schools, hospitals and similar, as well as the desirability of continuity and of a consistent approach for walking and cycling”* (The Code, 2016: p23).

2.7.2 A functional hierarchy provides a basis for developing risk based approaches to; inspection frequencies, work priorities and treatment decisions, amongst others. This provides continuity between functionality and use of the network (rather than considering just the road classification - A,B,C or unclassified) and maintenance decisions. The agreed hierarchy is a Network Management Hierarchy to demonstrate that the hierarchy influences a wide range of management decisions.

## 2.8 Highway Safety Inspections Policy

2.8.1 Recommendation 16 - Inspections states:

*“A risk-based inspection regime, including regular safety inspections, should be developed and implemented for all highway assets”* (The Code, 2016: p39).

2.8.2 Safety inspections are designed to identify defects that are likely to create a hazard or serious inconvenience to the public. Safety inspections are visual inspections undertaken from a vehicle or on foot. The inspection is designed to be able to identify defects within the adopted highway and determine appropriate risk levels to determine an appropriate response.

## 3. Implications for the Council

### 3.1 Early Intervention and Prevention (EIP)

There will be no impact.

### 3.2 Economic Resilience (ER)

A well maintained road network supports the development of local businesses and helps develop Kirklees as a quality place where people want to live, work and visit.

### 3.3 Improving Outcomes for Children

There will be no impact.

### 3.4 **Reducing demand for Services**

Asset management promotes a data and risk based approach to make better use of limited resources through earlier intervention where possible so delivering efficient and effective highway maintenance.

## 4. **Consultees and their opinions**

This report has been prepared in consultation with Strategic Directors, Service Directors, Heads of Service and the Portfolio Holder for Communities and Environment, through discussion at Senior Leadership Team, Portfolio Briefing, and the Executive Team.

## 5. **Next steps**

Officers implement the asset management Policy and Strategy through documented processes in the Highway Infrastructure Asset Management Plan. Policy and Strategy are reviewed for consistency with the Council's Corporate Vision and strategic objectives.

Officers maintain and regularly review a Highway Management Hierarchy

Officers implement the Safety Inspections Policy through trained and accredited inspectors.

## 6. **Officer recommendations and reasons**

That Cabinet supports the approach to asset management and approves the revised Policy and Strategy for highway maintenance as set out in Appendix 1 of this report.

That Cabinet supports the approach to determining a highway management hierarchy and safety inspection regime as set out in Highway Management Hierarchy and Highway Safety Inspection Policy as set out in Appendix 2 of this report.

That authority is delegated to the Strategic Director Economy and Infrastructure, to keep policy under review and update as required, in consultation with the portfolio holders, if any change in policy or approach is required. Substantial changes will be subject to cabinet approval.

## 7. **Cabinet portfolio holder's recommendation**

I welcome the revised policy, especially as the code allows the Highway Authorities to develop their own levels of service in accordance with individual local needs, priorities and affordability. And I also believe that the development of an Asset Management Framework introduces collaborative

working to drive good practice through shared knowledge, consistency of approach, experience and resources.

**8. Contact officer**

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**9. Background papers and History of Decisions**

Papers:

Appendix 1: An Asset Management Approach for Highway Infrastructure incorporating The Highway Asset Management Framework, The Highway Asset Management Policy and the Highway Asset Management Strategy.

Appendix 2: The Highway Management Hierarchy and Highway Safety Inspections Policy

Appendix 3: Summary of Recommendations in the Code

**10. Service Director responsible**

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