

# Highway Asset Management Strategy

April 2015 to March 2022



# Highway Asset Management Strategy

## 1. Background

This document forms our Highway Asset Management Strategy (HAMS) which will set out how Wigan Council will best manage its highway infrastructure assets and network taking into consideration customer needs, local priorities, asset condition and best use of available resources.

This strategy will then be used to inform the highway maintenance schemes that are to be implemented within Wigan Council's 2015-22 Highway Asset Management Plan (HAMP) and whether they are funded by revenue and capital streams.

This strategy will be used to inform priorities in the Business Planning Process and will be used to support the continuous improvement of our highway asset management by capturing the outcomes of using the optimum treatments or interventions over the whole life cycle of the different asset groups.

## 2. Overview of the borough

The Borough of Wigan is one of the 10 Authorities that make up the conurbation of Greater Manchester which covers an area of 500 square miles and supports a population of 2.5 million.

Wigan borough has a population of around 320,000 and covers an area of approximately 77 square miles and has a long history of heavy industry. However, over recent years Wigan Council has been one of the most successful authorities in the country at land reclamation and now boasts 90 sites of Special Biological Importance and 4 Sites of Special Scientific Interest and has developed around 70% of the borough as open space.

The borough is made up of 14 former towns that have dense populations centred on them, connected by a 'ribbon' highway network.

The Council's highway infrastructure assets have a total value of around £1.6bn primarily forming 1,160km of adopted highway networks.

The Council is currently concentrating on delivering a major programme of investment in developing its highway network to open up key areas to support economic, social and environmental renewal. Although the borough still has significant levels of deprivation, it also has areas of prosperity especially in the north and west.

The Council, as the Highway Authority, has a statutory duty to maintain the highway network in a condition to enable the safe passage of the travelling public. The borough's highway network comprises many diverse assets; this strategy describes how the principles of asset management are applied to all highway infrastructure assets that are the responsibility of the Council. These assets are summarised in Appendix A.

## 3. Regional Overview - Greater Manchester

In April 2011 the Greater Manchester Combined Authority (GMCA) was established. A key point in the setting up of the GMCA was to place a statutory duty on the 10 Greater Manchester Highway Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) to work together in the delivery of transportation projects and the management and maintenance of the highway network. The strategies and policies of Transport for Greater Manchester (TfGM) are set by GMCA and its TfGM Committee.

TfGM is the primary public body responsible for co-ordinating public transport services throughout Greater Manchester; and for investments in improving transport services and facilities and supporting the largest regional economy outside London.

TfGM has responsibility for the strategic oversight and management of a Key Route Network (KRN) making up 400 miles of Greater Manchester's busiest roads and have developed The Greater Manchester Transport Strategy that sets out a long-term plan for creating a more integrated and reliable transport system to support major growth in Greater Manchester.

However, it is recognised that a well-managed highway network is a vital part of a prosperous and forward looking local economy. Therefore, TfGM, along with local authorities, work to oversee this network to make travelling as safe and efficient as possible for all road users, including pedestrians, cyclists, buses, car users and freight. As such, TfGM, work with both Highways England and local authorities to coordinate highway investment and management of the main road network.

The importance of good highway asset management practice is central to this approach as it is recognised that highway network is the backbone of the economy with virtually all freight movements, locally, nationally and internationally, relying on the network for at least the first and final parts of their journey. A well maintained strategic road network and its associated bridges and structures are essential to a prosperous and sustainable economy. A high quality, safe, efficient and reliable road network is essential both for a successful passenger transport system (particularly the delivery of Quality Bus Partnerships) and for encouraging more people to walk or cycle.

Growth in travel demand is continuing, along with an expectation by network users of high maintenance standards. Streets are places where people interact and go about their daily business; often serving functions beyond providing transport links and shaping the desirability of areas as places to live. The condition of highway infrastructure continues to be a key issue for local voters

and informs their perception of their local community and ultimately the Council.

Many aspects of our strategy depend on a good quality, reliable and serviceable highway network. However, poor and declining conditions on roads, footways and their associated structures (such as signs and lighting):

- contribute to an increase in the accident rate and accident compensation claims rate;
- add to congestion, increase traffic emissions and reduce air quality;
- act as a significant barrier to the promotion of cycling;
- act as a barrier to making walking journeys, and walking to public transport for onward travel;
- cause lower air quality due to the slow-down, speed-up effect where poor road conditions exist;
- increase disproportionately the future financial liabilities for maintenance;
- challenge carbon reduction targets due to increased congestion;
- result in short term and costly repairs which add carbon outputs as a result of repeated material production and transportation; and
- increase the medium and longer-term financial burden on the community.

Through a collaborative approach the Greater Manchester Authorities (GMA) have developed a single Urban Traffic Control unit which has the responsibility for the design, implementation, management and maintenance of the Traffic Signal controls and communications assets for all of the 10 Authorities. Additionally, the GMA's have introduced a highway permit scheme that will allow better co-ordination and management of working on the highway network within each Authorities own area and across Authority boundaries, both of which operate successfully.

## **4. Implementing Effective Asset Management**

Wigan Council recognises the importance of its highway infrastructure in the context of the wellbeing of all who use it. The Council is committed to the good management of its highway assets, not only for now but also for future generations and recognises that effective asset management provides the required approach for efficient management of the highway infrastructure to deliver required levels of service.

Consequently, the Council has been developing and implementing asset management principles over a number of years. Wigan Council's initial Highway Asset Management Plan (HAMP) was approved by Cabinet in 2010, linking together various key documents to provide a consistent and uniform approach to the management of its highway infrastructure.

Following the development of this HAMP, the Council has been focusing on the implementation of an asset management approach. Priority is given to the management of asset information and its effective use, as well as the development of processes that deliver required outcomes, through the use of appropriate data analysis or predictive condition profiling tools which support budget and lifecycle management planning.

## **5 Wigan Council's Highway Asset Management Framework**

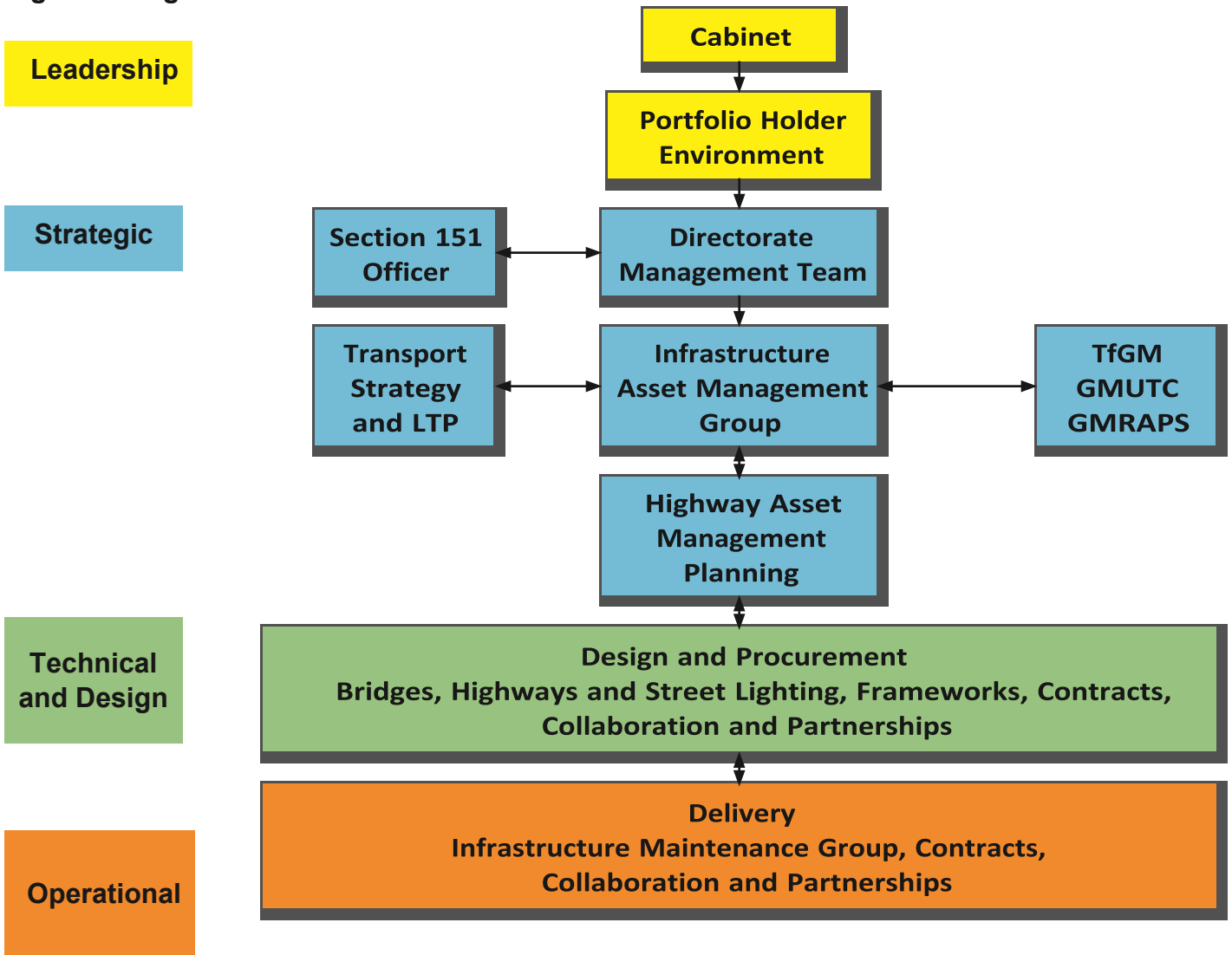
This HAMS sits within the wider Highway Asset Management Framework and is one of the key strategic documents related to the delivery of the Council's highways services.

Encompassed within the framework are two key documents; the Council's Highway Asset Management Plan (HAMP) and the Transport Strategy. Both contain the approved and adopted policies and policy guidance in respect to the Council's legal requirements and its service provision. These documents reflect the guidance laid down in the 'Well-Managed Highway Infrastructure: A Code of Practise'.

In addition, the Department for Transport has worked with the highways sector to develop the Highway Maintenance Efficiency Programme (HMEP) which allows local highway authorities to connect and share their practices of 'what works' across the sector that will allow Wigan Council to achieve greater efficiency in maintaining its highway infrastructure assets in the future.

The Council has established an organisational structure (Figure 1) that reflects the importance that asset management plays in the delivery of its highways and transport services. This structure enables the development, continual review and embedment of strategic documents and promotes asset management practices.

**Figure 1: Organisational Structure**



The main aims of the Network Management Group (NMG) is to provide strategic guidance for the successful adoption and delivery of the HAMS, maintain the level of understanding of the role of asset management in the Directorate and lead the implementation of the HAMP.

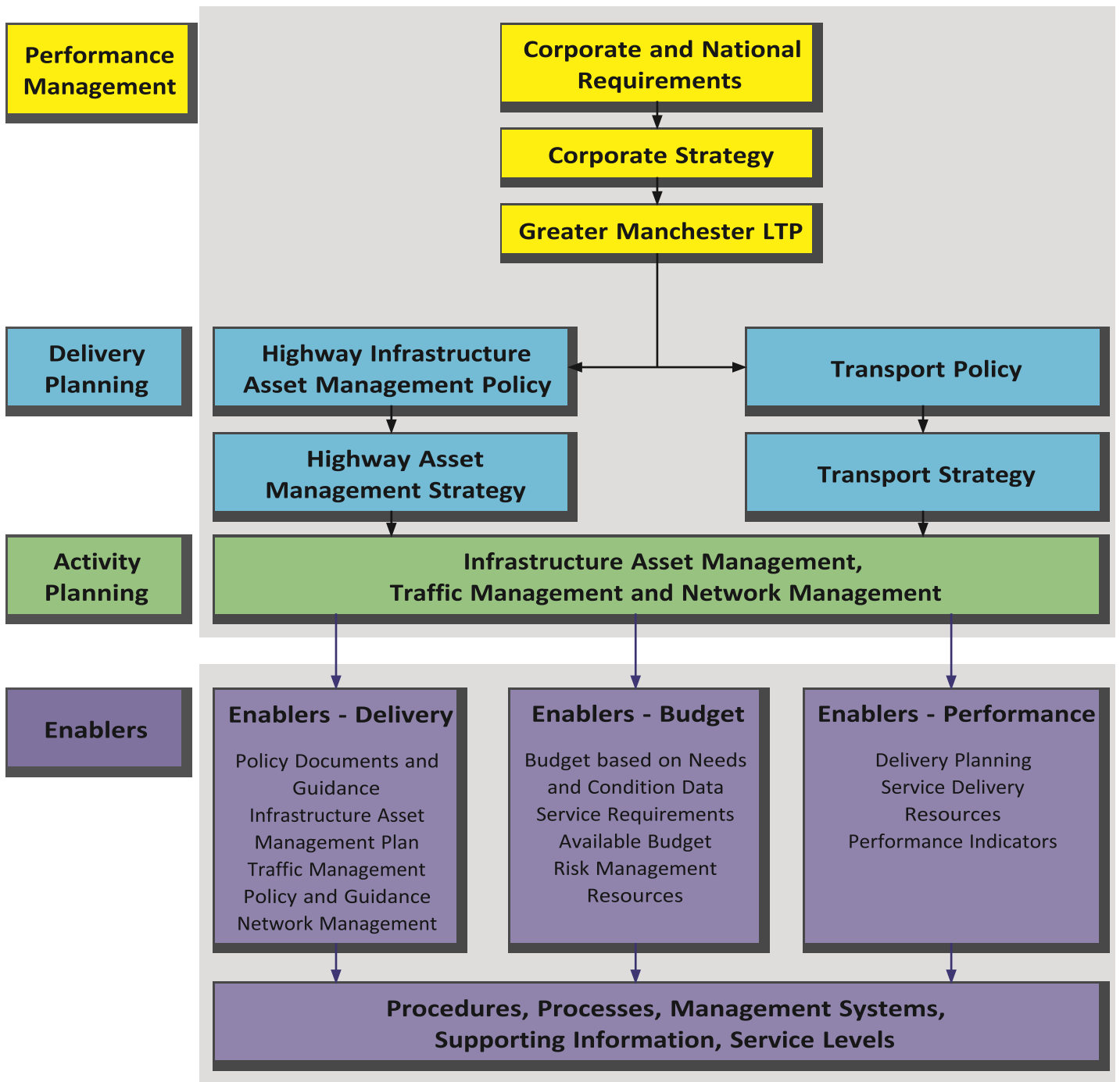
This strategy sets out how the Council's Highway Infrastructure Asset Management Policy will be achieved. In particular, it describes how the Directorate continues to work towards implementing an asset management approach to the management of the Authority's highway infrastructure and network. It provides the framework for delivering our corporate priorities through effective, informed and defensible decision making.

This strategy serves as a basis for the development of a detailed HAMP and its implementation, including enabling the organisation, its technology and its processes to adapt to change.

This strategy is based on the framework shown schematically in Figure 2, and outlined in the following sections. This framework clearly identifies the relationships between asset management, the influences of corporate and national drivers and internally the Directorate's Environment Strategy and Transport Strategy.

HAMS will inform priorities in the planning and delivery process and therefore support continual improvement in the management of the highway asset.

Figure 2: Network Management Group



This strategy covers **all maintenance led activities** including activities funded by capital and revenue streams. Decisions related to capital improvements and the transport needs of the network are not presently covered in this strategy.

This strategy explains how **individual asset groups and components** fit into the framework, describes how the asset management planning process is implemented within the Directorate and

refers to tools currently employed, as well as links to other key documents.

Finally, the strategy describes how the Directorate **will embed a continuous improvement approach** to highway infrastructure asset management, including how national developments and good practice are taken into consideration, as well as how the work carried out in Wigan can influence the regional and national asset management agenda.

## 6 Strategy for Individual Assets

As part of the highway asset management framework, and in accordance with other national guidance, the highway infrastructure assets have been divided into individual asset groups. Each group is then broken down into asset components and maintenance activities. The asset groups and components are described in the following sections.

A key function of the asset management process is to understand the spending needs of each asset group, component and maintenance activity against performance, aims and objectives. This means understanding funding needs to meet:

- Greater Manchester KRN objectives;
- Service Delivery and Planning; and
- Performance Targets.

Inherent to this process is a need to understand the influence of budget decisions on customer satisfaction and delivery of the corporate priorities. Furthermore, the impact that investing on one asset component may have on the overall performance of other asset components, as well as the whole asset, is examined. To this end, a Needs Based Budgeting (NBB) approach has been developed and is being used.

For the delivery of its highway services, Wigan Council has a Network Management Group and Infrastructure Maintenance Group who deliver the technical management and operational works for all the reactive and planned routine operational functions, including the structural maintenance and street lighting replacement and improvement programmes seamlessly. In line with national guidance and good practice, Wigan Council is developing a

lifecycle approach to managing its highway maintenance activities.

Understanding the individual asset's condition, how long specific maintenance treatments last, the relative cost of these treatments and the Levels of Service (LoS) provided are essential pre-requisites to good asset management. Wigan Council's goal is to improve public satisfaction with its highway services, whilst maintaining value for money and continuing to provide a safe highway network, in line with corporate priorities.

Wigan Council's NBB approach to delivering the principles of lifecycle management planning employs a risk management approach in assessing the influences across the following criteria; Legislative, Safety, Environmental, Economy and Customer.

This approach allows for the available budgets to be split at a strategic level based on a common set of criteria. Successful implementation of this approach relies on a good understanding of the asset, its current and future performance, expenditure and customer feedback; as well as an understanding of the various service levels that may be achieved for the different funding options.

This understanding can only be achieved through reliable, current and robust data. Wigan Council has developed a range of data and information capture systems and processes, which prioritises its data collection needs, data management requirements and the IT infrastructure necessary to process, manage and present this information.

## 7 Asset Groups and Components

Wigan Council's highway infrastructure has been divided into key assets groups and components, as described in Table 1.

**Table 1: Asset Groups and Components**

Asset Group	Asset Component
All Classification of Roads	Carriageway, footways and cycleways, drainage
Structures	Bridges, Retaining Walls, Culverts
Street Lighting	Street Lights, Illuminated Traffic Signs and Traffic Bollards
Traffic Signs and Street Furniture	Non-Illuminated Traffic Signs and Traffic Bollards, Street Name Plates
Traffic Signals and Information Systems	Traffic Signals, Information Signs and Control Equipment
Fences, Walls and Safety Barriers	Fences, Walls and Safety Barriers
Road Markings	Road Markings
Environment	Highway Verges, Trees, Shrubs, Weeds, In Bloom
Weather Emergencies	Depots, Pumps and Salt Storage Barn

**A number of activities are included under each component, as described in Appendix B.**

This approach has been adopted to allow a clear understanding of budget allocation across the different asset components and facilitating the recording of where money is invested linked to expenditure to activities.

Identifying where money is invested, allows the Council to monitor performance against service delivery and the implementation of a continuous improvement process, within the constraints of available funds.

Dividing the highway infrastructure into component parts and identifying the relative costs and demand for planned, routine and reactive maintenance activities is seen as an essential process upon which NBB can be developed.



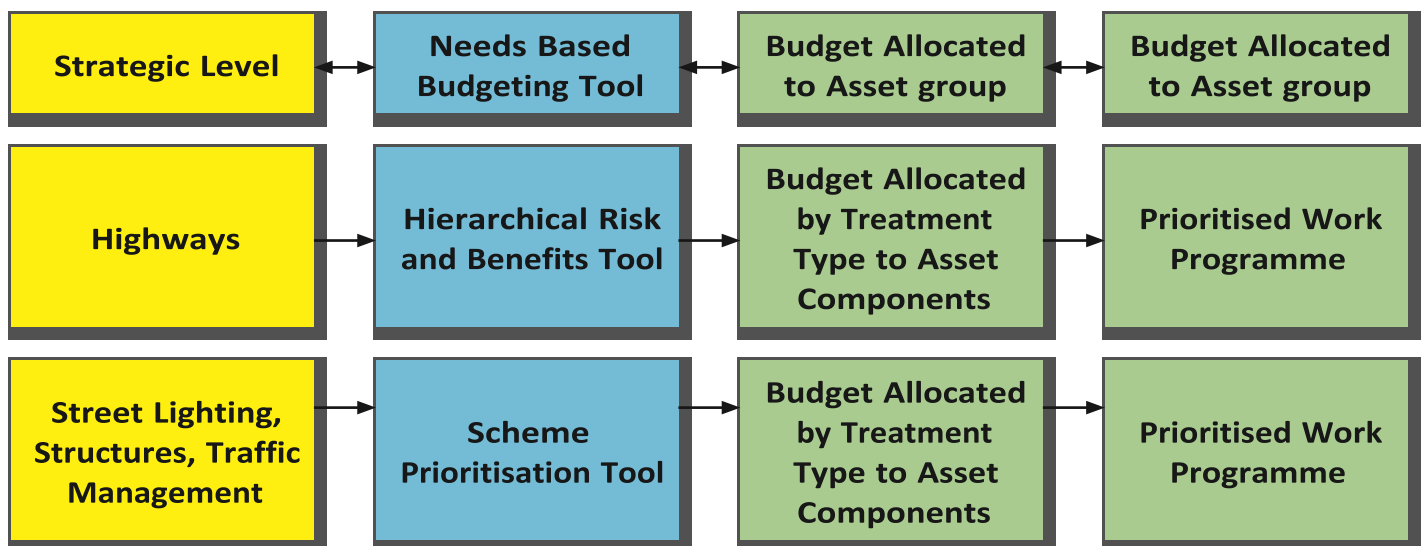
## 8 Asset Management Planning

The asset management strategy supports continual review and improvement of its processes and procedures, ensuring, as far as possible, that the standards identified in relevant legislation and codes of practice are adopted and that our customers receive a good and efficient service that reflects the resources available.

At the asset group level the forward looking work programmes are developed and aligned to reflect the Government's Comprehensive Spending Review period, which runs from 2015 - 2022. This allows the Council to develop a longer term programme of work, which can be critical where short duration windows of opportunity exists to carry out preventative treatments, such as application of surface dressing treatments or protective coating systems.

resources have therefore been focussed on and will continue to support the development of processes and tools to inform budget decisions at strategic and asset group levels. An overview of the budget allocation process is shown below in Figure 3.

**Figure 3: Budget Allocation Process**



Wigan Council considers that NBB is fundamental to good asset management planning and robust investment and lifecycle planning decisions. Substantial

This budget allocation approach allows a consistent process and relates high level aspirations to scheme level decisions.

At the Strategic Level processes and tools have been developed which allow informed budget allocation decisions to be measured across a range of criteria.

This NBB approach considers the risks and benefits of funding individual activities and to achieve this, five risk criteria, with four sub-criteria for each, have been developed, as described in Appendix C.

These criteria are assessed against each activity to determine impact on the service for different budget scenarios. Through this approach, funding is linked to Asset Groups.

In broad terms, three treatments sets have been developed for our Asset Groups;

- Planned Maintenance – replace or enhance;
- Preventative Maintenance – arrest deterioration pro-long life cycle; and
- Reactive Maintenance – maintain public safety.

Targeted investment and informed decisions are therefore encouraged, to deliver the **'right treatment, at the right time, in the right place'**, by identifying the level of service that can be achieved for a given budget allocation.

We have also developed a number of tools to assess the impact of changing funding levels of each activity to the overall service. At the Highways service level, a tool for carriageways and footways has been developed, which allows lifecycle aspirations to be considered and compared with condition targets, budget constraints and stakeholders wishes, offering options for route and treatment strategies, with 'preventative' treatments having higher priority weightings.

To further support and inform local needs TfGM is formulating programmes of work that relate high level aspirations, for the Key Route Network across the conurbation, bringing customer focus and economic influences into the decision making process.

Where suitable data is available and where appropriate this concept will be extended to encompass other asset groups, such as Street Lighting, Structures and Traffic Management. This will allow decisions to be made that consider criteria other than condition and determine programmes that are not necessarily 'worst condition first'. Unless the asset condition would pose a risk to public safety.

At the Asset Component level packages of information are prepared annually, allowing teams to formulate programmes of work based on the allocations identified in the previous strategic and service level decision phases.

## 9 Gross Replacement Cost and Depreciated Replacement Cost

Whole of Government Accounts (WGA) has set requirements for the way the value of the highway asset is reported to HM Treasury in the Authority's audited accounts. When the WGA process has been fully implemented, Authorities will be required to meet the strict requirements for financial reporting of their highway asset.

For this to be achieved there is a clear need for accurate and detailed inventory information and performance data. This requirement will support asset management by providing an improved understanding of network deterioration and combining that with the levels of service to be achieved.

A strategy has been developed with the Council's Section 151 Officer to ensure asset management practices are in place to satisfy the financial reporting requirements defined in the Transport Infrastructure Assets Code, published by the Chartered Institute of Public Finance and Accountancy (CIPFA) in May 2010.

Wigan Council embraces this approach and has developed the processes for collating the data needed to meet the WGA requirements, whilst developing good asset management practices that will lead ultimately, to a refinement of the service.

## 10 Data Management and Information Systems

Wigan Council recognises that good and robust data is critical to implementing asset management and delivering potential benefits. However, the Authority believes that the collection, management and use of data need to be based on a process, which identifies;

- Ownership;
- Data Requirements;
- Responsibilities; and

- Costs to store, manage and maintain data;
- all of which need to be clearly defined.

To this end, Wigan Council has developed a comprehensive asset information system, backed up with condition surveys and data that provide the optimum use of available information. This system covers data collection, highway infrastructure data management, reporting requirements (business information) and corporate IT needs. It is used to inform current data collection needs for both inventory and condition information. Key drivers for this include:

- GRC / DRC / WGA;
- Resources;
- Performance; • Customer; and
- Business.

Wigan Council also recognises that effective asset management and its implementation relies on systems, which can be used as tools to support decision making at all levels. The following tools are currently in use by the Authority:

- YOTTA Mayrise / KaarbonTech highway asset management systems – which cover most of the highway infrastructure management needs, including works order, public enquiries, asset register, street works register and inspection regimes;
- MARCH United Kingdom Pavement Management System (UKPMS) – condition survey data;
- Mayrise / YOTTA Horizons system – asset condition modelling;
- AASHTOWare™ (formerly PONTIS) Bridge Management System – inspection and condition data for bridge structures;
- Symology – covers Greater Manchester Permit Scheme
- GIS (as the corporate asset management mapping system); and
- Wigan Council specific tools to support all of these systems.

## 11 Maintainability

One of the aims of good asset management is to improve co-ordination between highway improvement and highway maintenance schemes. Taking into account the cost and implications of maintaining the asset at the design stage will ensure that whole life costs of schemes are optimised. The HAMS aims to raise awareness of this issue, in accordance with national guidance, by ensuring that any new infrastructure has adopted the most appropriate design option and the most appropriate materials.

Wigan Council has developed and is implementing a process for incorporating new works into the existing highway network. The process advocates lifecycle management values and introduces early communication between developers or clients and the Council to ensure that asset management principles have been considered and agreed as part of the scheme implementation.

This process aims to ensure that all capital and revenue investment options have been considered fully, where new works should only require maintenance in line with expected lifecycles.

## 12 Good Practice

Wigan Council is committed to the development and implementation of good practice and benefits from lessons learnt at National, Regional and Local levels. Officers from Wigan Council regularly contribute to and attend:

- National and regional conferences;
- The Chartered Institute of Public Finance and Accountancy (CIPFA);
- Greater Manchester Highways Asset Management Partnership Network;
- HMEP events; and
- CIPFA Highway Asset Management Updates.

Furthermore, Wigan Council is committed to the sharing of knowledge and experiences in implementing asset management with other Highway Authorities across the country. To this end, officers from Wigan Council present examples of good practice nationally at workshops and conferences and are members of the following groups:

- Greater Manchester Highways Group (Chair);
- Greater Manchester Highway Claims Group (Chair);
- Greater Manchester Highway Maintenance Group (Chair);
- Greater Manchester Street Lighting Group; (Chair); and
- APSE Highways, Street Lighting and Winter Maintenance group.

### 13 Supporting Documentation

The HAMS refers and is linked to a number of key documents as listed below in Table 2, that combined allow for the asset management approach to be implemented and support the delivery of the desired level of service.

**Table 2: Supporting Documentation**

National	Wigan Council
United Kingdom Roads Liaison Group (UKRLG) Codes of Practices	Highway Asset Management Plan
CIPFA Infrastructure Assets Code of Practise	GM LTP 3
PAS 55	Service Delivery Plan
The Association of Directors of Environment, Economy, Planning and Transport ( <b>ADEPT</b> ) and HMEP Frameworks for Highway Asset Management	Delivery Plan
Maintaining a Vital Asset	Corporate Strategy
UKRB quick start documents	NBB process documents: including strategic, service prioritisation tools
UKRLG Asset Management Guidance	Traffic Strategy
HMEP Toolkits and Guidance documents	Corporate and Departmental Strategy

### 14 Review Process

This strategy will be updated annually with minor amendments and fully reviewed on a six yearly basis to align with our HIAMP and Government’s current Integrated Transport Block capital funding cycle. This process will be managed and implemented by the Network Management Group.

### 15 Benefits of our Asset Management Strategy

The benefits of implementing the HAMS are summarised below:

- Encourages engagement with other stakeholders, including Elected Members, Senior Officers and the public;
- Readiness to respond to changes resulting from climate change, weather emergencies, contractors, resilience and finance;
- Close working and integration of efforts with other parts of the Council, including Corporate aims and objectives;
- Improved delivery within budget constraints – including procurement;
- Efficiencies and Collaboration – better ways of doing things, or improved service, enhancing performance in a challenging environment;
- Improved understanding of customer aspirations and expectations;
- Aids our understanding of what we do by identifying, explaining and providing outcomes to key stakeholders; and
- To influence and focus on the better use of resources.

## Appendices

### Appendix A – Summary of highway Infrastructure Assets

Key Facts	Asset Information			
Asset Group	Quantity (approx)	Unit	Value (approx)	Average Lifespan (if maintained as planned)
Carriageways	1,160	km	£1.16b	40 years
Footways - Flags	217	km	£30m	30 years
Footways - Bitmac	1,511	km	£212m	30 years
Bridges	295	No.	£111m	120 years
Lighting Columns	36,877	No.	£38.1m	Concrete 30 years
				Non galvanised steel 30 years
				Galavanised Steel 40 years
				Stainless Steel 50 years
Illuminated Signs	3,627	No	£3.17m	Sign 12 years
				Pole 25 years
Traffic Sign Bollards	1,066	No.	£337k	12 years
Non Illuminated Signs	15,000	No.	£2.1m	Sign 12 years
				Pole 25 years
Non Illuminated Bollards	9,500	No.	£1.9m	12 years
Road Markings	862	km	£1.3m	5 years
Highway Gullies	60,356	No.	£47.85m	50 years
Highway Drains	165	km	£6.5m	100 years
Safety Barriers and Fences	22	km	£0.6	25 years
Trees	4,000	No.	£1.0m	Urban - 30 years
				Rural - 120 years
Verges	80	ha	£2.0m	50 years

## Appendix B - Asset Groups, Components and Activities

Asset Group	Asset Component	Activity	What's Included
<b>All Classification Roads</b>	<b>Carriageway, Footway and Cycleways</b>	Reactive Routine Repairs	Reactive repairs carried out from highway safety inspections and customer enquiries that fit the Council's policy criteria for repair.
		Preventative maintenance processes	Include carriageway surface dressing & micro asphalts. Includes footway slurry seal. All preparation patching included.
		Planned carriageway resurfacing and patching	Planned Hot Rolled Asphalt/ SMA carriageway resurfacing/ structural patching.
	<b>Drainage</b>	Cyclical Cleansing	Scheduled cyclic gully cleansing and reactive cleans from customer enquiries.
		Planned Repairs	Planned repairs of faults from customer enquiries and reports identified on cyclic cleaning routes.

Asset Group	Asset Component	Activity	What's Included
Highways Structures	Bridges, Retaining Walls, Culverts etc.	Asset Creation	Design and site supervision of construction of new highway structures.
		Routine Maintenance	Inspections – general, principal special. Structural reviews and assessments. Cleaning of graffiti and routine maintenance. Monitoring of sub-standard bridges for weight and height restrictions.
		Planned Maintenance	Preventative maintenance minor repairs – waterproofing-painting and reforming. Component renewal – renewal of bearings and expansion joints. Upgrading – strengthening- parapet replacements – waterproofing. Replacement of structure nearing end of life or becoming unmaintainable.
		Reactive	Painting of structural steel, mainly footbridges over railways. Urgent repairs for safety. Repairs following RTA's Vandalism Essential major repairs due to scour and linked to other parties works.
		Asset Disposal	Transfer; extinguish highway rights – ownership transfer. Demolition – complete removal or infill.



Asset Group	Asset Component	Activity	What's Included
Street Lighting	Street Lights, Illuminated Traffic Signs and Traffic Bollards	Upgrading – strengthening- parapet replacements – waterproofing	Includes all unplanned reactive repairs to lights not working as planned.
			Replacement of structure nearing end of life or becoming unmaintainable.
		Structural and Electrical Testing and Inspection	Includes planned structural, visual and electrical testing and inspection.
		Structural Routine repairs, including Reactive repairs	Routine and High Priority from inspections, emergency and accident/vandal damage.
		Lighting Column and Pole Renewals	Replacement of lighting columns and poles nearing end of life or becoming structurally unsound.
		Painting	Painting of structural steel lighting columns and poles.
		Graffiti / Refurbishment	Cleaning of graffiti and routine maintenance.
		Cleaning	All traffic sign and bollard faces.
		Energy	All energy consumed associated with street lighting, traffic signs and illuminated traffic bollards.
Traffic Signs and Street Furniture	Non-Illuminated Traffic Signs and Traffic Bollards, Street Name Plates	Reactive Routine Repairs	Includes all unplanned reactive repairs to lights not working as planned.
		Planned Routine Maintenance	Includes all planned maintenance.
		Structural Testing and Inspection	Includes planned structural and visual inspection.
		Structural Routine repairs, including Reactive repairs	Routine and High Priority from inspections, emergency and accident/vandal damage.
		Pole and Sign Plate Renewals	Replacement of poles and signs plates nearing end of life or becoming structurally unsound.
		Painting	Painting of structural steel poles.
		Graffiti / Refurbishment	Cleaning of graffiti and routine maintenance.



Asset Group	Asset Component	Activity	What's Included
<b>Fences, Walls and Safety Barriers</b>	<b>Fences, Walls and Safety Barriers</b>	Reactive Routine Repairs	Includes all unplanned reactive repairs.
		Planned Routine Maintenance	Includes all planned maintenance.
		Structural Testing and Inspection	Includes planned structural and visual inspection.
		Structural Routine repairs, including Reactive repairs	Routine and High Priority from inspections, emergency and accident/vandal damage.
		Fence, Walls and Safety Barrier Renewals	Replacement of Fence, Walls and Safety Barrier nearing end of life or becoming structurally unsound.
<b>Road Markings</b>	<b>Road Markings</b>	Reactive Routine Repairs	Includes all unplanned reactive repairs.
		Planned Routine Maintenance	Replacement of road markings becoming faded or worn.
		Special Surfacing	All anti-skid and coloured textureflex surfacings.
<b>Environment</b>	<b>Grass</b>	Visibility Splays	All defined visibility splays
		Urban Cutting	All defined urban areas
		Rural Cutting	All defined rural areas
	<b>Trees / Shrubs</b>	Routine Inspections / Reactive Repairs	Routine Inspections and reactive repairs, pruning and cutting.
		Planned Replacement or Planting	Planned replacement of existing trees / shrubs or planting of new trees / shrubs.
	<b>Weeds</b>	Routine Spray	Routine spray of footways, edgings and channels.
		Pulling	All injurious or hazardous weeds.
	<b>In Bloom</b>	Routine Maintenance	Maintenance of In Bloom floral beds and displays.
<b>Weather Emergencies</b>	<b>Depots</b>	Maintenance Plant, pumps and Salt Barn	
	<b>Facilities</b>	Service and Materials/ Winter Maintenance	
<b>Other</b>	<b>Other</b>	Technical Surveys	

		Management Systems	
		Other	
		Fees	
		Reserves	

**Appendix C - Strategic Level – Needs Based Budgeting criteria**

The following list prescribes the criteria and sub criteria used to assess and distribute budget at the strategic level.

**Safety**

Accessibility, Claims received, Killed and seriously injured records, Safe use of the highway.

**Environmental**

Ecology, Carbon footprint, Climate change, Congestion, Recycling/ Waste minimisation.

**Economic**

Supporting local business, Contractual, Whole life cost, Value for money.

**Qualitative & Legislative**

Targets and performance indicators, Corporate objectives, Council policies, Equalities, legal requirements.

**Customer Focus**

Community need, Public perception, Member perception, Reputation.

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