

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 18<sup>th</sup> May 2020

**CONTACT OFFICER:** Savio DeCruz – Service Lead, Major Infrastructure Projects  
**(For all enquiries)** (01753) 875640

**WARD(S):** All

**PORTFOLIO:** Cllr Rob Anderson – Cabinet Member for Transport and Environmental Services

### **PART I** **KEY DECISION**

#### **ADOPTION OF NEW HIGHWAY ASSET MANAGEMENT STRATEGY, 2020 - 2025**

##### **1 Purpose of Report**

The purpose of this report is to seek:

- Cabinet’s approval to adopt and publish a new highway asset management strategy for the next five years.

##### **2 Recommendation(s)/Proposed Action**

The Cabinet is requested to resolve:

- a) That the new highway asset management strategy for 2020 – 2025 be approved.
- b) That the new highway asset management strategy is published on [www.slough.gov.uk](http://www.slough.gov.uk).
- c) That Officers implement the new strategy within the highways function and provide regular reports on progress.

##### **3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

###### **3a Slough Joint Wellbeing Strategy Priorities**

###### **Protecting vulnerable children:**

1.1. N/a

###### **Increasing life expectancy by focusing on inequalities:**

1.2. The new highway asset management strategy will enable us to better identify and consider the needs of all our stakeholders when we set service levels and prioritise maintenance works. An effective and well managed transport network is important to supporting the community and providing access to services.

###### **Improving mental health and wellbeing:**

- 1.3. The new highway asset management strategy will allow us to improve the condition and overall performance of our footway and cycleway networks, which will help to encourage walking and cycling, and social interaction, which is thought to contribute to improved mental health and wellbeing.

**Housing:**

- 1.4. The new highway asset management strategy will result in an overall increase in the quality of the public realm, for example through the condition and performance of highway infrastructure and in improvements in the operation of the network through better coordination and planning of maintenance activities.

3b **Five Year Plan Outcomes**

**Slough children will grow up to be happy, healthy and successful:**

- 1.5. The new highway asset management strategy will allow us to improve the condition and overall performance of our footway and cycleway networks, which will help to encourage children to walk and cycle.

**Our people will be healthier and manage their own care needs:**

- 1.6. See previous point about encouraging walking and cycling.

**Slough will be an attractive place where people choose to live, work and stay:**

- 1.7. The new highway asset management strategy will result in an overall increase in the quality of the public realm, for example through the condition and performance of highway infrastructure and in improvements in the operation of the network through better coordination and planning of maintenance activities.
- 1.8. The new highway asset management strategy will enable us to better identify and consider the needs of all our stakeholders when we set service levels and prioritise maintenance works.

**Our residents will live in good quality homes:**

- 1.9. N/a

**Slough will attract, retain and grow businesses and investment to provide opportunities for our residents:**

- 1.10. See previous points about quality of public realm, improved coordination and planning of maintenance activities.
- 1.11. See previous point about considering the needs of stakeholders.

4 **Other Implications**

(a) Financial

The new highway asset management strategy introduces a whole life cost approach to maintenance planning that seeks to optimise the use of resources over the longer-term. This is estimated to result in savings of at least 5% in maintenance costs over the whole life of the assets. Moreover, the strategy will enable Slough to carry out more preventative rather than reactive maintenance; the UK Roads Liaison Group estimate that reactive repairs are four times as expensive as preventative repairs.

An asset management approach will also protect the long-term value of the various planned infrastructure investments within Slough by ensuring they are maintained to the required level of service.

(b) Risk Management

Under the new highway asset management strategy, maintenance interventions and treatment options will be prioritised on a risk basis that takes account of safety and the needs of different groups of user, network hierarchy, customer expectations, environmental impact and the implications of future development.

Risk	Mitigating action	Opportunities
<b>Legal:</b>  <i>Changes to inspection frequencies and maintenance intervention levels may increase risk of third party claims</i>	<i>Well Managed Highway Infrastructure: A Code of Practice (2016)</i> removes national, minimal standards for inspection frequencies and intervention levels, and allows authorities to develop their own, risk-based intervention levels based on evidence.  This is described in the new Operations Manual which has been reviewed by Slough's insurer.	
<b>Property:</b>	No risks identified	
<b>Human Rights:</b>	No risks identified	
<b>Health and Safety:</b>	No risks identified	
<b>Employment Issues:</b>	No risks identified	
<b>Equalities Issues:</b>	No risks identified	

<b>Community Support:</b>	No risks identified	
<b>Communications:</b>  <i>The new highway asset management strategy introduces a greater need for two-way communication with residents, business and other stakeholders.</i>	The new asset management strategy includes a communication and stakeholder engagement strategy.	Customer feedback will help us set appropriate service levels and help prioritise maintenance actives.
<b>Community Safety:</b>	No risks identified.	
<b>Financial:</b>  <i>An up to date asset management strategy, that has support from Cabinet and has been published, is a core requirement of the DfT's incentive funding self-assessment in order to achieve Level 3 maturity. Without this, there is a risk that Slough could lose up to £151,000 of funding per year.</i>	Secure Cabinet approval and publication of Asset Management Strategy.	See previous comment about reduced maintenance costs over the asset lifecycle
<b>Project Capacity:</b>	No risks identified.	The new highway asset management strategy will improve our maintenance planning capabilities and deliver efficiencies.
<b>Other:</b>	No risks identified.	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights or legal implications resulting from the implementation of the adaptive street lighting strategy.

(d) Equalities Impact Assessment

There are no equalities impacts resulting from the implementation of the adaptive street lighting strategy.

(e) Workforce

The new highway asset management strategy will improve our maintenance planning processes and improve efficiency in maintenance delivery.

(f) Property

No Implication.

(g) Carbon Emissions and Energy Costs

The new highway asset management strategy will enable us to consider environmental impact, include GHG emissions when prioritise maintenance needs and selecting specific treatment options.

## 5 **Supporting Information**

- 5.1 The purpose of the Highway Asset Management Strategy is to set out, at a high-level, how highway infrastructure asset management will be delivered in Slough to meet the long-term corporate goals and objectives of the Council.
- 5.2 The strategy is founded on the following three key principles which are fundamental to good asset management:
- 1) The Council will develop and operate a formalised, information-driven asset management approach to ensure the optimal use of the Council's resources in maintaining the highway infrastructure and assets for the benefit of current and future users.
  - 2) The Council will adopt a whole life cost approach to maintaining the highway infrastructure that, as far as practicable within available budgets, reflects both the structural need of the assets, the strategic importance of the route and local priorities.
  - 3) The Council will prioritise available resources for maintenance interventions and treatment choices using a risk-based approach taking account of the safety and needs of different groups of user, network hierarchy and levels of use, network condition, customer expectations, environmental impact, and the implications of approved and anticipated developments.
- 5.3 The new highway asset management strategy sets out the following objectives:
- Ensure our asset management activities are aligned with and support the values and priority outcomes set out in the Council's, including the Council's Climate Change Strategy and Action Plan;
  - Optimise the use of resources over the whole life of the asset, and take a risk-based and intelligence-led approach to decision-making;
  - Encourage and adopt innovation to enable better asset management; and
  - Maintain effective communication with residents, businesses and other stakeholders and consider the needs and priorities of all stakeholders when making decisions.
- 5.4 The strategy will enable Slough to:

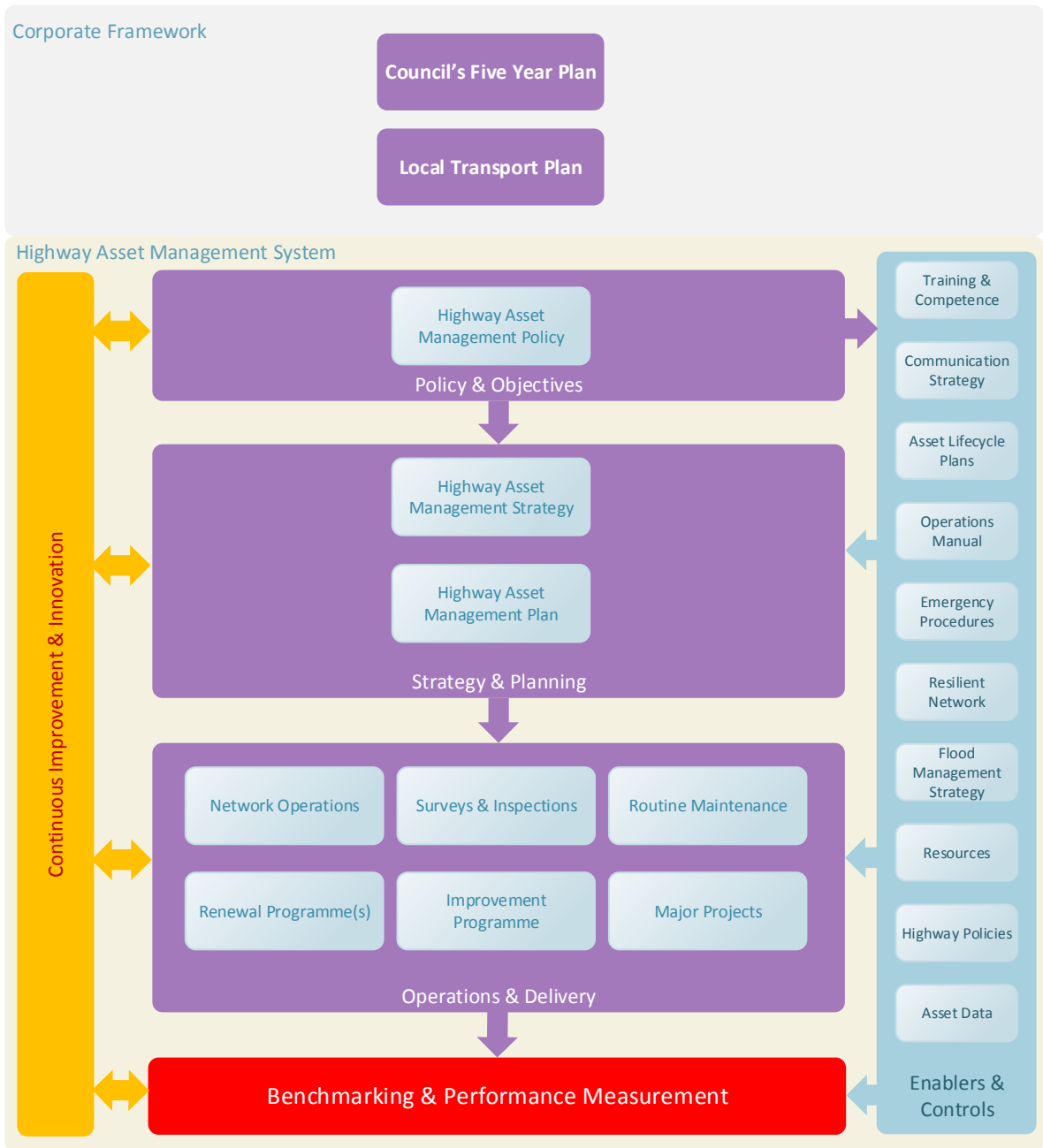
- Demonstrate the commitment to adopting the principles of highway infrastructure asset management by senior decision makers;
- Document the principles, concepts and approach adopted in delivering highway infrastructure asset management at a high level;
- Link with the Council's policies and strategic objectives and demonstrate the contribution of the highway service in meeting these;
- Set out the desired levels of service from implementing asset management;
- Facilitate communication with stakeholders of the approach adopted to managing highway infrastructure assets; and
- Carry out more preventative rather than reactive maintenance which is estimated to four times less expensive; and
- Support the application for central government capital funding to reduce ongoing revenue costs, such as with the Street Lighting upgrade project (highway funding arrangements are described on pages 13 and 14 of the asset management strategy).

5.5 Highways asset management is a well-established approach to the maintenance and operation of the road network that considers the whole life of the asset to enable better informed decisions on how, where and when to carry out work in order that makes best use of the funding available, to the benefit of the community.

5.6 The strategy defines a coherent framework (see Figure 1 below) for all our highway asset activities and operations, including performance monitoring, and ensured these are fully aligned with our corporate priorities and asset management objectives.

5.7 The new highway asset management strategy has been developed to meet the specific needs of Slough in accordance with the Code of Practice 'Well Managed Highway Infrastructure' (2016) and other industry good practice.

5.8 An up to date asset management strategy, that has the support of cabinet and is published, is a core requirement of the DfT's incentive funding self-assessment in order to achieve Level 3 maturity. Without this, there is a risk that Slough could lose up to £151,000 of funding.



**Figure 1 - Our highway asset management framework**

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusions**

- 7.1 A new highway asset management strategy has been developed for the next five years to provide a more integrated, information-based approach to highway asset management that is founded on whole life costing and risk based decision making.
- 7.2 The new strategy encourages the use of innovation and ensures we are fit for the future to protect the planned investment in Slough's infrastructure and deliver better outcomes to our stakeholders.
- 7.3 The new highway asset management strategy is fully aligned to the Code of Practice 'Well Managed Highway Infrastructure' (2016) and other industry good practice.
- 7.4 The new strategy will allow the adoption of a life-cycle approach to maintenance planning which will support more cost effective preventative maintenance strategies over the long-term.
- 7.5 An up to date asset management strategy, that has the support of cabinet and is published, is a core requirement of the DfT's incentive funding self-assessment in order to achieve Level 3 maturity. Without this, there is a risk that Slough could lose up to £151,000 of funding.

## 8 **Appendices Attached**

Highway Asset Management Strategy for Slough, 2020 – 2025

## 9 **Background Papers**

None.