

# Public Document Pack

## Executive Member Decisions

Friday, 9th November, 2018

Time Not Specified

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### AGENDA

1. **Public Space Protect Orders in relation to the installation of Alleygates**  
**EMD - PSPO Shear Brow - Blackburn, Inkerman, Kendal, Altom & London Rd 2 - 16**  
**Appendix A - Draft Order & Notice 0.02 - Blackburn, Inkerman & Kendal st**  
**Appendix B - Evidence - Blackburn, Inkerman, Kendal, Altom & London**  
**Appendix C - Planning approval letter**  
**EIA-Checklist**
  
2. **Re-financing of Building Schools for the future - Private Finance Initiative Phase 1 - Pleckgate School**  
**EMD-BSF PFI Re-financing Project Company 1 17 - 22**  
**Pleckgate November 2018**  
**EIA-Checklist\_Re-financing of BSF – PFI Pleckgate High School**
  
3. **Highway Safety Inspection Procedure**  
**EMD - Highway Safety Inspection Procedure 23 - 52**  
**Highway Safety Inspection Procedure - V1.00 GAB**  
**10.10.18**  
**EIA-Checklist - HSIP**
  
4. **Highways Asset Management Strategy**  
**EMD-Highways Asset Management Strategy 53 - 184**  
**Highways Asset Management Strategy Comp 2017-2027**  
**EIA-Checklist\_HAMS**

Date Published: 9<sup>th</sup> November 2018  
Harry Catherall, Chief Executive

## EXECUTIVE MEMBER DECISION



<b>REPORT OF:</b>	Executive Member for Neighbourhood and Prevention Services (Please Select) (Please Select...)
<b>LEAD OFFICERS:</b>	Director of Localities and Prevention
<b>DATE:</b>	<b>25<sup>th</sup> June 2018</b>

<b>PORTFOLIO/S AFFECTED:</b>	Neighbourhood and Prevention Services
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<b>WARD/S AFFECTED:</b>	Shear Brow and Corporation Park
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<b>SUBJECT: Public Space Protect Orders in relation to the installation of Alleygates</b>
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### 1. EXECUTIVE SUMMARY

A local authority may make a Public Space Protection Order (PSPO) that restricts the public right of way in order to try and reduce anti-social behaviour and crime where it is associated with the use of an alleyway.

The council has received an application for alley gates to be installed affecting properties 21-69 Blackburn Street, 32-68 Inkerman Street, 17-25 Kendal Street, including Noorani Education Centre, 51-71 Altom Street, 84-92 London Road, Blackburn. While the Council funded programme has been closed, private or external grant funded schemes are still accepted by the Council. This scheme is to be privately funded by the residents of all properties listed above.

In order to pursue the scheme, a Public Space Protection Order (PSPO) is required in order to legally close the highway. The reason for its use is detailed below alongside feedback from residents via the initial consultation process and evidence of Crime & ASB in the area.

The scheme name if approved will be Blackburn Street, Inkerman Street & Kendal Street (Scheme 142)

Planning approval for this scheme has been sought and approved and the scheme has also gone through the non-statutory initial consultation stage. This includes consulting with the affected residents and community representatives in order to gain feedback to support the conditions which must be met in order for the PSPO to be legally approved.

For completion of the PSPO the council are still required to undertake the statutory consultation. This includes:

- Erecting notices on the public place to which the order refers to
- Consulting with those potentially affected by the proposed order/closure of alley way.
- Publishing the proposed order on the councils website

## **2. RECOMMENDATIONS**

That the Executive Member:

Approves the use of Public Space Protection Order for the listed areas to allow the closure of the highway through the use of alley gates.

The draft Order/Copy of Notice is attached to the report as a Appendix A.

Following the statutory consultation, authorises the Council Solicitor to execute the PSPO and apply the Council seal with or without amendments following consultation.

## **3. BACKGROUND**

The Public Space Protection Order can be made by the Council if they are satisfied, on reasonable grounds that the two conditions are met.

The first condition is that:

- a) Activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
- b) It is likely that activities will be carried on in a public place within that area and that they will have such an effect.

The second condition is that the effect, or likely effect, of the activities:

- a) Is, or is likely to be, of a persistent or continuing nature,
- b) Is, or is likely to be, such as to make the activities unreasonable, and
- c) Justifies the restrictions imposed by the notice.

Complaints have been received from the residents focussed on the addresses mentioned. Many complaints have come through the ward councillors as residents feel reporting these complaints to the Police may cause repercussions.

The ward members have confirmed these complaints explaining that these issues have been ongoing for a considerable amount of time.

Following the requests and increased complaints, an initial consultation was then carried out with all residents from the affected properties for this scheme. Responses from this consultation showed the need for the alley gates as residents had detailed the problems which they are faced with in this area. The summary report from the initial consultation is attached to this report as Appendix B.

The majority of the complaints and concerns relate to suspected drug dealing, vandalism as well as youths and unfamiliar people seen and causing annoyance in the alleyway which is affecting the residents causing alarm, harassment and distress. These activities are impacting on the quality of life of the residents and due to the persistent nature, are causing a detrimental effect.

The layout of this block of houses is such that it has three alley ways resulting in at least six access points in and out this area. Due to this it provides congregation points and quick escape routes which attract crime and anti-social behaviour.

The installation of the 6 gates would prevent access to the alleyway, stopping access for anyone other than those with a legitimate purpose and as evidenced by other schemes reducing complaints of anti-social behaviour issues.

PSPOs are designed to stop individuals or groups committing ASB in a public space. In order to close an alleyway the council is required to sign and seal an order which previous to October 2014 was carried out under the powers available under the Neighbourhood Clean Act 2005.

Powers available to the council under the ASB Police and Crime Act have been approved by the Council and the alley gates will be installed in line with the approved policy.

#### 4. KEY ISSUES & RISKS

The primary purpose of alley gates is to reduce crime and anti-social behaviour where it is associated with the use of an alleyway. Approval of the PSPO will allow the installation of the alley gates for a maximum period of 3 years, the intention of which is to mitigate the issues that residents have been experiencing.

The maintenance of the scheme will be through the council's primary maintenance contract. This covers any costs in maintenance other than deliberate damage and environmental. As context of the existing schemes the cost of damage has ranged between £0 and £1800 per annum.

#### 5. POLICY IMPLICATIONS

The Anti-Social behaviour enforcement policy was approved in November 2015 which authorises the use of PSPO's to assist in reducing ASB and Crime in public places.

While the funded scheme is closed, the council remains supportive of privately and or grant funded schemes. This scheme is privately funded between affected residents.

#### 6. FINANCIAL IMPLICATIONS

The listed scheme is a privately funded scheme by the residents. The council is not contributing financially to the installation of the scheme but is supporting the process and funding any maintenance outside of the contact which is deemed to be minimal.

#### 7. LEGAL IMPLICATIONS

Legal services will be required to approve and seal the PSPO

#### 8. RESOURCE IMPLICATIONS

The co-ordination of the work required will be undertaken by the Community Safety Team

#### 9. EQUALITY AND HEALTH IMPLICATIONS

**Please select one of the options below. Where appropriate please include the hyperlink to the EIA.**

Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

#### 10. CONSULTATIONS

Initial non-statutory Consultation has been completed with residents and businesses. On approval of this report, the statutory consultation will be carried out and the PSPO will be advertised on the council website, the proposed order will be posted locally for 14 days, and those affected including statutory undertakers will be consulted with as part of this process. The initial consultation provided an overwhelmingly positive response. To date there have been no concerns or objections raised.

#### **11. STATEMENT OF COMPLIANCE**

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

#### **12. DECLARATION OF INTEREST**

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

<b>VERSION:</b>	<b>1</b>
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<b>CONTACT OFFICER:</b>	<b>Mariyam Emam</b>
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<b>DATE:</b>	25 <sup>th</sup> June 2018
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<b>BACKGROUND PAPER:</b>	Appendix A - Copy of Notice/Draft Order Appendix B – Summary of consultation Appendix C – Planning Approval for the gates
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**Blackburn with Darwen Borough Council –  
Blackburn Street, Inkerman Street and Kendal Street, Blackburn (Scheme 142)  
Public Space Protection Order (PSPO) 2018**

Notice is hereby given that Blackburn with Darwen Borough Council (“the Council”) in exercise of its powers under Sections 59, 64 and 72 of the Act and under all other enabling powers, proposes to make the following order:

1. To restrict the public right of way, at all times over all the highway that runs to the rear of 21-69 Blackburn Street, 32-68 Inkerman Street, 17-25 Kendal Street, including Noorani Education Centre, 51-71 Altom Street, 84-92 London Road, Blackburn, by all persons except those specified in Schedule 2 of the order.
2. The order will authorise the erection of barriers, as indicated in blue on the attached plan, which will enforce the restriction.
3. Alternative routes for vehicular and pedestrian access are via the highway to the front of Blackburn Street, Inkerman Street, Kendal Street, Altom Street and London Road, Blackburn as per the attached plan.

The draft of the proposed order is set out below. Further details and reasons for making the order may be inspected during normal office hours at the Community Safety Partnership office, Old Town Hall, Blackburn, by prior arrangements. The proposed Order is also published on the Council’s website [www.blackburn.gov.uk](http://www.blackburn.gov.uk)

If you wish to make representations concerning the proposed Order, you should send them in writing to Community Safety Partnership, 3<sup>rd</sup> Floor, Old Town Hall, Blackburn, BB1 7DY to arrive on or before [INSERT DATE] (please quote the name of the PSPO in your correspondence)

Please note that all representations may be considered in public by the Council and could become available for public inspection.

Dated this day [INSERT DATE]

**Blackburn with Darwen Borough Council –  
Blackburn Street, Inkerman Street and Kendal Street, Blackburn (Scheme 142)  
Public Space Protection Order (PSPO) 2018**

This order may be cited as the Blackburn with Darwen Borough Council – Blackburn Street, Inkerman Street and Kendal Street, Blackburn (Scheme 142) Public Spaces Protection Order 2018.

Blackburn with Darwen Borough Council (“the Council”), being satisfied that the conditions set out in Section 59(2) of the Anti-social Behaviour, Crime and Policing Act 2014 (“the Act”) have been met in relation to the length of highway as described in Schedule 1 of this order (“the Highway”), namely that the premises adjoining the highway are affected by activities carried out in a public place within the authority’s area have suffered from criminal activity such as vandalism and anti-social behaviour including youth nuisance, drug dealing and sexual activity. Accordingly, these activities have had a detrimental effect on the quality of life of those in the locality, or it is likely that activities will be carried out within that area and have such an effect. The Council is also satisfied that the effect, or likely effect, of the activities is, or is likely to be, of a persistent or continuing nature, and these activities are unreasonable and justify the restrictions imposed by the notice and that it is in all the circumstances expedient to make this Order for the purpose of reducing crime and/or anti-social behaviour in a public place.

The Council in exercise of its powers under Sections 59, 64 and 72 of the Act and under all other enabling powers, hereby makes the following order:

1. The public right of way over the highways described in Schedule 1 to this Order shall be restricted at all times except for those persons listed in Schedule 2. The Order authorises the installation of gates, as indicated in blue on the attached plan, which will enforce the access restriction. The aforementioned gates shall be maintained and operated by the Council and the correct details are: Community Safety Team (tel: 585260). The gates are to be locked and unlocked by key holders.
2. The alternative routes for vehicular and pedestrian access are as detailed in schedule 3.
3. **Any person, other than those persons listed in Schedule 2, who is found in the highways described in Schedule 1 will be in breach of the order and liable to a fine or penalty described in Schedule 4.**

**SCHEDULE 1**

The lengths of the highway are those indicated as shown on the attached map being: The rear of 21-69 Blackburn Street, 32-68 Inkerman Street, 17-25 Kendal Street, including Noorani Education Centre, 51-71 Altom Street, 84-92 London Road, Blackburn

**SCHEDULE 2**

Nothing in Schedule 1 relating to access only shall apply to:

- a) Owners or occupiers of premises adjacent to or adjoining the highway affected by this order; or
- b) Fire brigade, police or NHS Trust / Foundation staff when in the exercise of their duties.
- c) Employees, contractors or agents of statutory undertakers in relation to gas, electricity or water or telecommunications apparatus as defined in the telecommunications Act 1994 situated in the relevant highway in connection with the laying, erecting, inspection, maintenance, alteration, repair, renewal or removal of any relevant apparatus.
- d) Council staff and its authorised contractors when in the exercise of their duties.
- e) Persons using the highway with the permission or on the direction of a duly authorised Council Officer in this regard.

**SCHEDULE 3**

The alternative routes for vehicular and pedestrian access are via the highway to the front of Bold Street, Willoughby Street, Altom Street and Shear Brow, Blackburn (Scheme 141) respectively as per the attached plan.

**SCHEDULE 4**

- 1. It is an offence for a person without reasonable excuse to engage in activity that is prohibited by this order.  
A person found to be in breach of this Order is liable on summary conviction to a maximum penalty of a level 3 fine or to a Fixed Penalty Notice up to £100.

The Order shall come into operation on [ ] and shall have effect for a period of 3 years thereafter, unless extended by further orders under the Council's statutory powers.

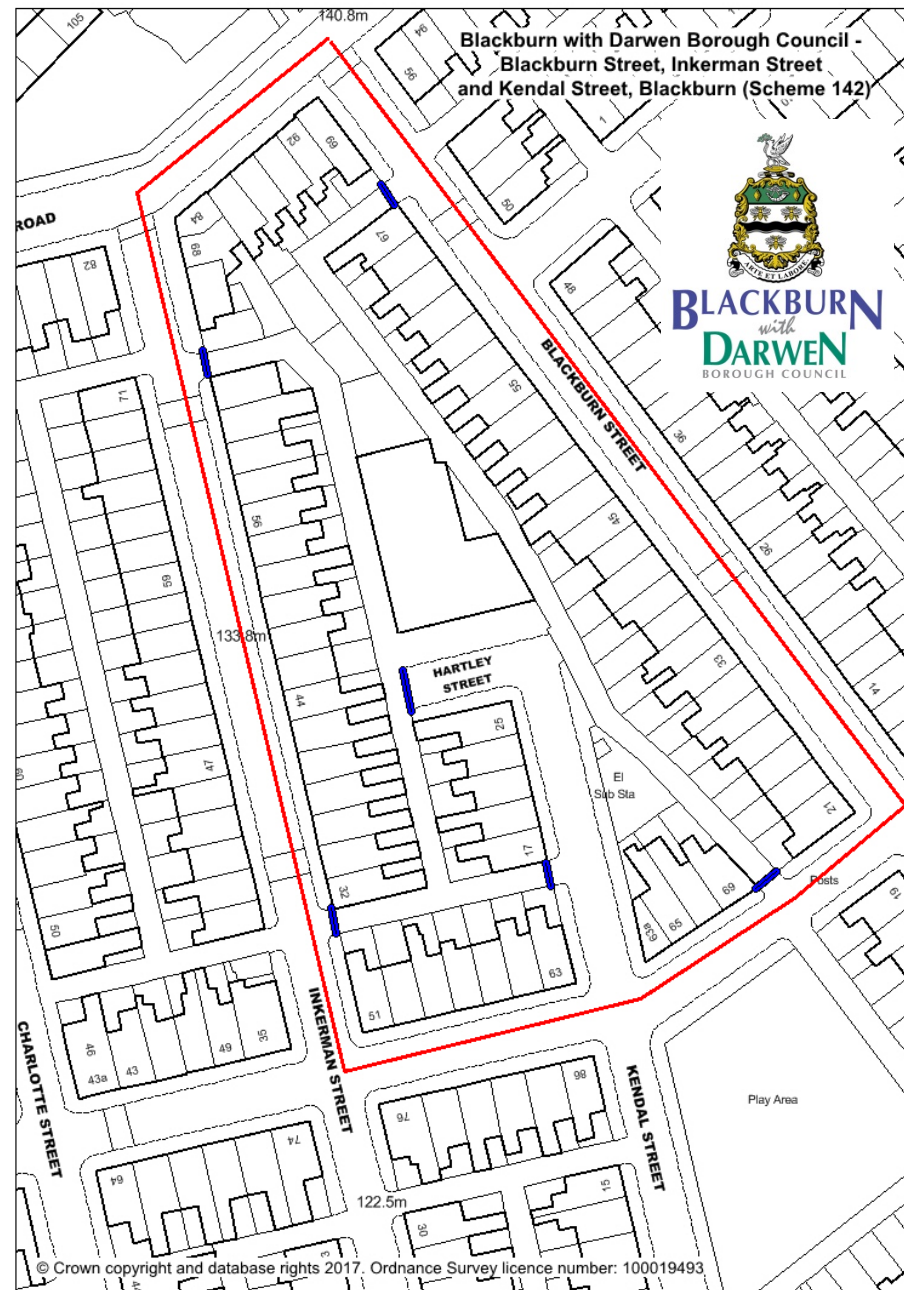
If any interested person requests to question the validity of this order on the grounds that the Council did not have the power to make the order or that a requirement under the Act has not been complied with, then he or she may apply to the High Court within six weeks from the date in which the order is made.

GIVEN under the Common Seal of Blackburn with Darwen Borough Council on the

.....day of.....2018

THE COMMON SEAL of the        }  
 Blackburn with Darwen Council   }  
 Was hereunto affixed            }  
 In the presence of                }

**Authorised Officer**



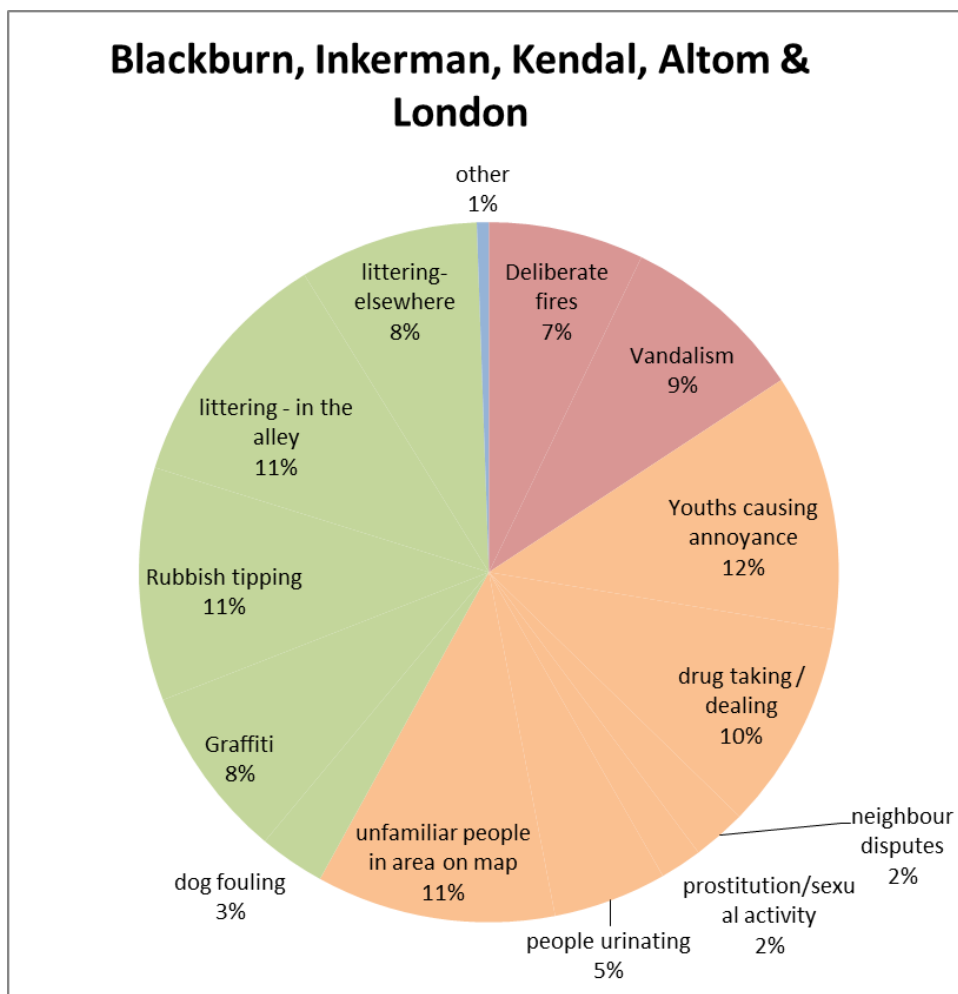
Page 7

**Blackburn with Darwen Borough Council –  
Blackburn Street, Inkerman Street, Kendal Street, Altom Street & London Road, Blackburn  
(Scheme 142)  
Public Space Protection Order (PSPO) 2017 Supporting Evidence**

A PSPO can be sought if the council are satisfied that the activities being carried out are seen to be or are likely to be detrimental to local community life. The alleyways in this proposed location has suffered from activity causing alarm, harassment and distress to the residents with reports of suspected drug dealing, vandalism as well as youths and unfamiliar people seen and causing annoyance in the alleyway.

In the 12 months prior to the application for the installation of the gates the area concerned experienced crime and anti-social behaviour at a rate of 9%. Consideration must be given to the fact that not all crimes or anti-social behaviour activity will be reported as some residents may feel it could cause repercussions or are unsure of who to report incidents to.

A preliminary consultation was in October 2017 with the residents and businesses affected 65% have supported proposals for the installation of the alley gates with residents providing additional details of the crime and anti-social behaviour incidents experienced. All responses are to be retained and recorded.



Supporting Evidence



Additional requests for the installation of alley gates have been received from local Councillors and residents. This area has been subject to a request for a number of years.

Comments received from residents include:

“The back alleys are unsafe for young people”



## TOWN AND COUNTRY PLANNING DECISION NOTICE

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TOWN AND COUNTRY PLANNING ACT  
1990

### THE APPLICATION

Applicant:  
Miss Mariyam Emam  
Floor 3  
Old Town Hall  
King William Street  
Blackburn  
BB1 7DY  
United Kingdom

Agent:

### Full Planning Application

FOR:

Alley gates installed to the rear of: 17-31, 37-45 and 47-59 London Road (6 gates) 1-3 Altom street, 35-43 Bold street, 2-14 Willoughby street and 2-4 Limbrick (1 gate) 14-24 Altom street, 16-40 Bold Street and 1-29 Bicknell street (3 gates) 26-34 Altom street, 18-28 Bicknell street and 37-49 Oswald street (3 gates) 36-48 Altom street, 12-50a Oswald street, 1-43 Balaclava street and 15-17 Randal street (3 gates) 50-62 Altom street, 2-40 Balaclava street, 9-45 Charlotte street and 19-23 Randal street (3 gates) 64-74 Altom street, 8-44 Charlotte street, 1-33 Inkerman street and 27-31 Randal street (3 gates) 76-86 Altom street, 2-30 Inkerman street, 1-15 Kendal street and 33 Randal street (3 gates) 51-63 Altom street, 17-25 Kendal street, 32-68 Inkerman street, 84-92 London road, 21-69 Blackburn street, Noorani Education centre on Hartley street (7 gates) 43a-35 Altom street, 46-80 Charlotte street, 35-71 Inkerman street and 70-82 London road (4 gates) 35-41 Altom street, 42-76 Balaclava street, 60-68 London road and 4783 Charlotte street (4 gates) 27-33 and 15-25 Altom street, 32 Bicknell street, 52 Oswald street, 45 Balaclava street (4 gates)  
Total of 44 gates

AT:

1 Altom Street, Blackburn, BB1 7ER

APPLICATION REFERENCE NUMBER: **10/17/0359**

The application was received: **27 March 2017**

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## THE DECISION

Date of Decision: **10 May 2017**

In pursuance of their powers under the above Act, the Council

## PERMITS

The above development in accordance with the details given on the application form and submitted plans. Permission is given subject to the following CONDITIONS:

- 1 The development hereby permitted shall be begun before the expiration of three years from the date of this planning permission.  
REASON: To comply with Section 92 of the Town and Country Planning Act 1990 as amended by Section 51 of the Planning and Compulsory Purchase Act 2004.
  
- 2 This consent relates to the submitted details marked received on 27th March 2017; and any subsequent amendments approved in writing by the Local Planning Authority.  
REASON: To clarify the terms of this consent.

## REASONS FOR GRANTING PLANNING PERMISSION:

1	Section 38 (6) of the 2004 Act	Section 38(6) of the Planning and Compulsory Purchase Act 2004 requires that applications be determined in accordance with the development plan unless material considerations indicate otherwise. The proposal is of appropriate design and appearance and would not be detrimental to the residential amenity for occupiers of the dwelling or neighbouring dwellings or compromise highway safety in accordance with Policies 8, 10 and 11 of the Blackburn with Darwen Local Plan Part 2 (December 2015) and Residential Design Guide Supplementary Planning Document (as amended September 2012).
2	Requirement to say how we have worked with the applicant in a positive and proactive way	The Local Planning Authority operates a pre-planning application advice service. All applicants are encouraged to engage with the Local Planning Authority at pre-planning application stage. As part of the determination of this planning application the Local Planning Authority has worked pro-actively and

	positively with the applicant ensuring all the issues have been resolved. The Local Planning Authority has considered the application and where necessary considered either the imposition of planning conditions and/or sought reasonable amendments to the application in order to deliver a sustainable form of development in accordance the NPPF.
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Your attention is drawn to the NOTES attached and to the following:

1.

1	A process has been introduced by The Department for Communities and Local Government for dealing with material and non-material amendments to planning permissions. For more information please contact the case officer or consult the Planning Portal website <a href="http://www.planningportal.gov.uk">www.planningportal.gov.uk</a>
2	This permission refers only to that required under the Town and Country Planning Acts and does not include any consent or approval under any other Enactment, Byelaw, Order or Regulation. Before commencing development you are advised to check the requirements of the Building Regulations. Section 31 of the County of Lancashire Act 1984 (access for the Fire Brigade) also applies. For information please contact the Building Surveyors, telephone 01254 505022. Additionally, if you wish to carry out building work which involves work along a party boundary the Party Wall Etc Act 1996 comes into force. You must find out whether your works falls within the Act by contacting your Solicitor, and if it does, you must notify all affected neighbours.
3	The Construction (Design & Management) Regulations 2015 The development hereby approved may be subject to the Construction (Design and Management) Regulations 2015 which govern health and safety through all stages of a construction project. The Regulations require clients (i.e. those, including developers, who commission construction projects) to appoint a planning supervisor and principal contractor who are competent and adequately resourced to carry out their health and safety responsibilities. Clients have further obligations. Your designer will tell you about these and your planning supervisor can assist you in fulfilling them. Further information is available from the Health and Safety Executive Infoline 0845 345 0055.
4	<b>DEVELOPMENT LOW RISK AREA - STANDING ADVICE</b>  The proposed development lies within a coal mining area which may contain unrecorded coal mining related hazards. If any coal mining feature is encountered during development, this should be reported immediately to The Coal Authority on 0845 762 6848.  Further information is also available on The Coal Authority website at <a href="http://www.coal.decc.gov.uk">www.coal.decc.gov.uk</a>  Property specific summary information on past, current and future coal mining activity can be obtained from The Coal Authority's

Property Search Service on 0845 762 6848 or at <a href="http://www.groundstability.com">www.groundstability.com</a>
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PLEASE NOTE:

Town and Country Planning (Written Representations) Regulations 1987

In accordance with the provisions of these Regulations, in the event of an appeal, the Local Authority's copy of the completed appeal form should be sent to :

The Director of Planning & Prosperity, Blackburn with Darwen Borough Council,  
Town Hall, Blackburn. BB1 7DY



David Proctor  
Head of Planning & Infrastructure  
Blackburn with Darwen Borough Council.

## NOTES FOR APPLICANTS

### APPLICATIONS FOR PLANNING PERMISSION REFUSED OR GRANTED WITH CONDITIONS

#### Appeals to the Secretary of State

- If you are aggrieved by the decision of your planning authority to refuse permission for the proposed development or to grant it subject to conditions, then you can appeal to the Secretary of State under section 78 of the Town and Country planning Act 1990
- If you want to appeal against your local planning authority's decision then you must do so within **6 months of the date of this notice**, **UNLESS**
  - This is a decision to refuse planning permission for a **householder application and/or minor commercial development (shop front)**, in which case appeals must be made within **12 weeks of the date of this notice**.
  - This is a decision to refuse express consent for the display of an advertisement, in which case appeals must be made within **8 weeks of the date of this notice**
  - This is a decision on a planning application relating to the same or substantially the same land and development as is already the subject of an enforcement notice, in which case appeals must be made within 28 days of this notice.
  - An enforcement notice is served relating to the same or substantially the same land and development as in your application, in which case appeals must be made within 28 days of the service of the enforcement notice, or within 6 months (12 weeks in the case of a householder appeal) of the date of this notice, whichever period expires earlier
- Appeals must be made using a form obtained from Initial Appeals, The Planning Inspectorate, Temple Quay House, 2 The Square, Bristol, BS1 6PN, Tel: 0303 444 5000. Or online at appeals casework portal.
- The Secretary of State can allow a longer period for giving notice of an appeal, but will not normally be prepared to use this power unless there are special circumstances which excuse the delay in giving notice of appeal
- The Secretary of State need not consider an appeal if it seems to the Secretary of State that the local planning authority could not have granted planning permission for the proposed development or could not have granted it without the conditions they imposed, having regard to the statutory requirements, to the provisions of any development order and to any directions given under a development order.
- In practice, The Secretary of State does not refuse to consider appeals solely because the local planning authority based their decision on a direction given by the Secretary of State.

#### Purchase Notices

- If either the local planning authority or the Secretary of State refuses permission to develop land or grants it subject to conditions, the owner may claim that the owner can neither put the land to a reasonably beneficial use in its existing state nor render the land capable of a reasonably beneficial use by the carrying out of any development which has been or would be permitted.
- In these circumstances, the owner may serve a purchase notice on the Council. This notice will require the Council to purchase the owner's interest in the land in accordance with the provisions of Chapter 1 part V1 of the Town and Country Planning Act 1990

### APPLICATIONS FOR LISTED BUILDING AND CONSERVATION AREA CONSENT

#### Appeals to the Secretary of State

- If the applicant is aggrieved by the decision of the Borough Council to refuse listed building consent for the proposed works, or to grant consent subject to conditions, he may appeal to the Secretary of State for the Environment in accordance with Section 20 of the Planning (Listed Buildings and Conservation Areas) Act 1990 within **six months** of the date of this notice.
- Similarly, if the applicant is aggrieved by the decision of the Borough Council to refuse to vary or discharge the conditions attached to a listed building consent or conservation area consent, or to add new conditions following any such variation or discharge, he may also appeal under Sections 20 and 21 of the same Act within **six months** of the date of this notice.
- Any appeal must be made on the appropriate form which is obtainable from Initial Appeals, The Planning Inspectorate, Temple Quay House, 2 The Square, Bristol, BS1 6PN, Tel: 0303 444 5000. Or online at appeals casework portal.
- The Secretary of State has power to allow a longer period for the giving of a notice of appeal. He will not normally be prepared to exercise this power unless there are special circumstances which excuse the delay in giving notice of appeal.
- An appeal may also be made on the grounds that the building is claimed to be not of special architectural or historic interest and ought to be removed from the list.

#### Purchase Notices

If listed building consent is refused, or granted subject to conditions, whether by the Borough Council or by the Secretary of State for the Environment, and the owner of the land may claim that the land has become incapable of reasonably beneficial use in its existing state and cannot be rendered capable of reasonably beneficial use by the carrying out of any works which have been or would be permitted.

In these circumstances, the owner may serve on the Council a Listed Building Purchase Notice requiring the Council to purchase his interest in the land in accordance with the provisions of Section 32 of the Planning (Listed Buildings and Conservation Areas) Act 1990.

#### Access for the Royal Commission on the Historical Monuments in England

Your attention is drawn to the requirements of Section 8 of the Planning (Listed Buildings and Conservation Areas) Act 1990. Notwithstanding any listed building consent conveyed in the attached notice, or by the Secretary of State, you **MUST NOT COMMENCE** work which involves the demolition of the whole or any part of a listed building until you have given thirty days notice to the Royal Commission on the Historical Monuments of England. Form RCHME 1 is enclosed, if relevant, to enable you to notify the Royal Commission.

#### Offences

It is an offence for a person to execute or cause to be executed **any works** in relation to a listed building either for its demolition or for its alteration or extension in any manner which would affect its character as a building of special architectural or historic interest, unless the works are authorised; or which fails to comply with any condition attached to a consent. This includes the removal of interior fittings such as panelling and fireplaces. A person who is found guilty of an offence is liable on summary conviction, imprisonment up to six months or a fine up to £20,000, or both; or on conviction on indictment, to imprisonment for up to two years or a fine, or both.

## APPLICATIONS FOR ADVERTISEMENT CONSENT

### Duration of Consent

- If no time period is specified in a consent to display an advertisement, the consent shall be for five years commencing with the date of the consent notice.
- Except where there is expressly a condition to the contrary, an advertisement may continue to be displayed after the expiry of consent. The Council may, though, exercise its power to take discontinuance action to remove an advertisement or sign following expiry of the consent.

### Offences

- If you display an advertisement in contravention of the Control of Advertisements Regulations (England) 2007, you shall be liable on summary conviction of an offence under Section 224(3) of the Town and Country Planning Act to a fine of an amount not exceeding level 3 on the standard scale and, in the case of a continuing offence, £100 for each day during which the offence continues after conviction. In 1994, a level 3 fine was £1,000.
- **Appeals to the Secretary of State**
- If you are aggrieved by the decision of the Borough Council to refuse consent or to grant consent subject to conditions, you can appeal to the Secretary of State for the Environment under Regulation 15 and Schedule 4 of the Town and Country Planning (Control of Advertisements) Regulations (England) 2007.
- **If you want to appeal, then you must do so within eight weeks of the date you receive this notice**, using a form which you can get from Initial Appeals, The Planning Inspectorate, Temple Quay House, 2 The Square, Bristol, BS1 6PN, Tel: 0303 444 5000. Or online at appeals casework portal. The Secretary of State is not required to entertain such an appeal if it appears to him, having regard to the provisions of the regulations, that consent for the display of the advertisement(s) could not have been granted by the Local Planning Authority, or could not have been granted by the Local Planning Authority otherwise than subject to the conditions imposed by them.

## EQUALITY IMPACT ASSESSMENT CHECKLIST

***This checklist is to be used when you are uncertain if your activity requires an EIA or not.***

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

<b>Service area &amp; dept.</b>	Community Safety	<b>Date the activity will be implemented</b>	Click here to enter a date.
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<b>Brief description of activity</b>	Installation of alley gates in Shear Brow ward
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<b>Answers favouring doing an EIA</b>	<b>Checklist question</b>	<b>Answers favouring not doing an EIA</b>
<input type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy - Budget changes	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	<b>Does this activity:</b> Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
<b>FOR =</b>	<b>TOTAL</b>	<b>AGAINST =</b>

**Will you now be completing an EIA?**

Yes

No

The EIA toolkit can be found [here](#)

<b>Assessment Lead Signature</b>	Mariyam Emam
<b>E&amp;D Lead Signature</b>	Gwen Kinloch
<b>Date</b>	20/07/2018



# Agenda Item 2

## EXECUTIVE MEMBER DECISION



<b>REPORT OF:</b>	Executive Member for Resources  Executive Member for Children, Young People and Education
<b>LEAD OFFICERS:</b>	Director of Finance & Customer Services Director of Children's Services and Education
<b>DATE:</b>	<b>9th November 2018</b>

<b>PORTFOLIO/S AFFECTED:</b>	Resources	Children, Young People and Education
<b>WARD/S AFFECTED:</b>	N/A	

**SUBJECT: Refinancing of Building Schools for the Future – Private Finance Initiative Phase 1 - Pleckgate High School**

### 1. EXECUTIVE SUMMARY

Further to the Executive Board report in July 2017, this report requests approval to proceed with the refinancing of one of the two Private Finance Initiative (PFI) schemes which the Council entered in to as part of the Building Schools for the Future (BSF) programme in 2010; that is the Phase 1 Scheme – Pleckgate High School.

### 2. RECOMMENDATIONS

Under the delegated powers given to the Executive Member for Resources and the Executive Member for Children, Young People and Education, in consultation with the Director of Finance & Customer Services and the Director of Children's Services and Education, in the Executive Board report of July 2017, approval is sought to enter into a re-financing arrangement for the Council's PFI scheme covering Pleckgate High School.

### 3. BACKGROUND

#### Building Schools for the Future Programme (BSF)

As part of the BSF Programme, three new schools were procured through two PFI (Private Finance Initiative) Contracts. The schools were delivered in two phases and both achieved Financial Close in 2010:

Phase 1 - Pleckgate High School

Phase 2 - Witton Park High School and Blackburn Central High School with Crosshill

On the 21<sup>st</sup> September 2009, Balfour Beatty Education was appointed as the Council's selected partner to form the Blackburn with Darwen and Bolton Local Education Partnership to deliver the BSF investment programme across the Borough. On the 12<sup>th</sup> July 2016, the Local Education Partnership (LEP) formally notified the Council of Balfour Beatty Investment's decision to sell its shares in both of the PFI Companies and in the LEP; their shareholding was subsequently sold to Amber Fund Management (AFM).

As such, the current shareholding in the 2 PFI companies comprises;

\*(where the shareholding in the LEP comprises; 90% AFM, 5% BwD Borough Council, 5% Bolton Borough Council)

### **Financing Arrangements**

The schools were completed in 2010 and the associated PFI contract runs until 2036.

During this time the Council pays a monthly fee to the contractor, currently £372,000 per month, known as the Unitary Charge. The Unitary Charge covers the financing and capital costs of the construction of the buildings, plus their maintenance costs until 2036, which includes the cost of future capital maintenance and 'soft' maintenance including caretaking and cleaning. The construction of the buildings was financed by borrowing from banks, and the majority of the costs covered by the charge relate to the repayment and servicing of this debt.

The Unitary Charge is currently funded by a PFI grant from government, contributions from schools and a further contribution from Schools which is provided to the school via the PFI Formula Factor within the Schools Budget Share Calculation within the Dedicated Schools Grant (DSG).

### **Re-financing**

Following the sale of Balfour Beatty's investment to AFM, and following approval from the LEP Board, Amber Infrastructure Limited (which is the financial advisory arm of AFM) initiated a scoping exercise to consider refinancing of the Senior Debt within the PFI Contract.

Most PFI contracts contain standard provisions whereby if the debt used to finance the initial construction phase of a project can be refinanced at a lower cost, then the benefit (after transaction costs, advisory fees and disbursements) is split between the Council and the PFI Contractor. In these arrangements, the debt to be refinanced is often referred to as Senior Debt and the providers of it are known as Senior Funders.

The interest rate charged to the PFI Contractor broadly comprises two elements:

- The underlying interest (swap) rate;
- A profit margin charged by the Senior Funder.

Refinancing opportunities generally exist where the market rate for the profit margin element falls below that currently charged by the incumbent Senior Funder. However, any refinancing exercise attracts significant early redemption penalties as well as legal and advisory fees. The reduction in margins must therefore be significant enough to offset these costs.

It is common for this debt to be refinanced sometime after the completion of construction because the risks involved in the project generally reduce at this point which means that the initial loans can be replaced by loans at a lower rate of interest. The approach from AFM has been made at this time because of the historically low level of interest rates available at present.

### **Implications for Schools**

Under the Governing Body Agreements the schools have agreed to pay the Council an element of the Unitary Charge. The schools contribution to the Unitary Charge was set and agreed at the project outset and covers the management of the schools facilities, such as maintenance and cleaning, together with insurance cost and elements of project operating costs. The Council is responsible for the repayment of the capital / interest sum. It is this capital/interest sum that is the subject of the refinancing exercise and as such the re-financing will not impact on the Facilities Management aspect of the Unitary charge and therefore has no direct implications for the school.

## **4. KEY ISSUES & RISKS**

### **Current Position**

The original Senior Debt was approximately £32.0 million, of which approximately £28.1 million remains

outstanding. The current Senior Debt Lenders are Barclays.

Each of the PFI contracts includes provisions for payments to be made upon termination. If the contracts were terminated by the choice of, or through default by the Council, then the Council would have to make a termination payment, one element of which would be a requirement to pay early redemption penalties, i.e. the cost for prematurely ending the existing funding arrangement between the Project Company and the Senior Debt Provider. It is estimated that the cost of these early redemption payments would increase by approximately £5.90 million as a result of the refinancing exercise, in the main due to the increase in value of the new Senior Debt that is required to fund the current swap breakage costs.

Although there would be an increase in the outstanding debt on the scheme, it is expected that the total value of the remaining repayments will be lower than those currently planned, due to the expected reduction in the interest rate charged on the new loan debt.

At this stage AFM have approached the market to seek terms. Based upon their work, AFM have advised the Council that the terms being offered by prospective funders will result in a net gain which would provide the Council with the following benefits;

- A share of the gain attributed to the Council as granting authority, as defined by sharing provisions in the initial Project Agreement in 2010, with any benefit from the refinancing to be split between the Council and the Project Company as follows:
  - Up to £1million - benefit of 50% (with 50% payable to the Project Company)
  - Between £1million and £3million - benefit of 60% BwD (with 40% payable to the Project Company)
  - Over £3m - benefit of 70% (with 30% payable to the Project Company)
- As the Council is also a shareholder in the Project Company (directly owning 9% of the shares in the Holding Company, and also 5% in the LEP who in turn owns 10% of the shares in the Holding Company), the Council will receive 9.5% of the benefit identified above as going to the Project Company.

The financial and legal arrangements in PFI deals are extremely complex. With this in mind BDO (Finance Advisors) and DAC Beachcroft LLP (Legal Advisors) have been appointed to provide advice to the Council to ensure the Council achieves optimum value for money from any refinancing but to also protect the Council's interests throughout the negotiations.

It is not clear at which precise point and on what date the Council will be required to enter into contractual arrangements to finalise any refinancing arrangement, however, it is expected that the refinancing transaction will be executed in mid-December.

## **RISKS**

### **Options/Alternatives**

As a minority shareholder, there are two options in the Council's approach to the re-financing:

- Option 1 – Proceed with the proposed refinancing; implications are:
  - the Council would receive a financial benefit from the re-financing gain
  - the Council accepts the risk of higher termination liabilities in the unlikely event that the Council were to terminate the PFI contract by choice or through default
  - all costs incurred by the council in relation to the re-financing process are fully paid for as part of the calculation of the net re-financing gain
- Option 2 – Do not proceed with the proposed refinancing;
  - the Project Company is not able to proceed with the re-financing without the Council's approval.
  - the Council would lose the financial benefit from the re-financing opportunity
  - the costs incurred in respect of financial and legal advice in exploring the option of re-financing to this point would be borne by the Council

The Preferred Option is Option 1 as this will give rise to a financial benefit for the Council.

## 5. POLICY IMPLICATIONS

There are no specific policy implications associated with this report.

## 6. FINANCIAL IMPLICATIONS

Proceeding with the proposed refinancing will give rise to a financial benefit for the Council. The precise value of this benefit will not be known until completion of the re-financing deal which is expected to be in mid-December, as this will be dependent on the financial markets at the precise time that the re-financing transaction is undertaken.

Financial and legal advisers have been engaged to support the Council in its efforts to pursue refinancing opportunities.

## 7. LEGAL IMPLICATIONS

The Council's Financial Procedure Rules have been complied with in the progression of the re-financing arrangement and the Council has procured expert, external legal and financial advice to support this project.

## 8. RESOURCE IMPLICATIONS

There will be some impact on finance, procurement and contracting staffing resources for the finalisation of the re-financing arrangements.

The ongoing input and management of the PFI contract will not materially impact on the current staffing resources.

## 9. EQUALITY AND HEALTH IMPLICATIONS

**Please select one of the options below. Where appropriate please include the hyperlink to the EIA.**

Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

## 10. CONSULTATIONS

None.

## 11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

## 12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

**VERSION:** 1

<b>CONTACT OFFICER:</b>	Chris Bradley – Service Lead, Contracting and Procurement Team Zoe Evans – Head of Service, Finance
<b>DATE:</b>	8 <sup>th</sup> November 2018
<b>BACKGROUND PAPER:</b>	Executive Board Decision - Refinancing of the Building Schools for the Future (BSF) Private Finance Initiative (PFI) contract – July 2017

## EQUALITY IMPACT ASSESSMENT CHECKLIST

***This checklist is to be used when you are uncertain if your activity requires an EIA or not.***

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

<b>Service area &amp; dept.</b>	<b>Finance</b> <b>Schools &amp; Education</b>	<b>Date the activity will be implemented</b>	01/12/2018
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<b>Brief description of activity</b>	<b>Refinancing of Building Schools for the Future – Private Finance Initiative Phase 1 - Pleckgate High School</b>
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<b>Answers favouring doing an EIA</b>	<b>Checklist question</b>	<b>Answers favouring not doing an EIA</b>
<input checked="" type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Budget changes - Change to existing Council policy/strategy	<input type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	<b>Does this activity:</b> Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
<b>FOR = 1</b>	<b>TOTAL</b>	<b>AGAINST = 5</b>

**Will you now be completing an EIA?**

Yes

No

The EIA toolkit can be found [here](#)

<b>Assessment Lead Signature</b>	Chris Bradley
<b>Checked by departmental E&amp;D Lead</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Date</b>	08/11/2018

## EXECUTIVE MEMBER DECISION



<b>REPORT OF:</b>	Executive Member for Regeneration
<b>LEAD OFFICERS:</b>	Director of Environment and Operations
<b>DATE:</b>	<b>29 October 2018</b>

<b>PORTFOLIO/S AFFECTED:</b>	Regeneration
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<b>WARD/S AFFECTED:</b>	All
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<b>SUBJECT: Highways Safety Inspections Procedure – Review and Update</b>
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### 1. EXECUTIVE SUMMARY

The Highway Safety Inspections Procedure details the measures to be employed to demonstrate an effective maintenance regime and allow the Council as the Highways Authority to claim the Section 58 special defence against insurance claims. The procedure has been reviewed and updated to bring it in line with current national guidelines – *“Well-managed highway infrastructure: A Code of Practice”*

### 2. RECOMMENDATIONS

That the Executive Member:  
Approves the proposed changes to the Highways Safety Inspection procedure.

### 3. BACKGROUND

To provide a defence under Section 58 of the Highways Act 1980 against third party highway claims the council operates a Highways Safety Inspection Procedure. The current procedure adopted in 2013 and last updated in 2014 is based on the national guidelines at the time – *“Well-maintained Highways: A Code of Practice for Highway Maintenance Management”*.

New national guidelines based on a risk management approach were published in 2016 with authorities expected to adopt these principles by October 2018. The proposed procedure incorporates this risk based approach whilst essentially maintaining current methods of working to help ensure a seamless change over period.

### 4. KEY ISSUES & RISKS

Failure to update the procedure to meet the new code of practice’s risk based approach will substantially weaken the Council’s insurance defence against insurance claims.

An element of the risk based approach is the introduction of a network hierarchy into the document with each street being separately risk assessed against it to determine the street’s inspection category. This contrasts with the previous procedure whereby streets were allocated ‘in bulk’ to categories.

The other main change is the introduction of a risk matrix for defect repair assessment and response

time scales. To provide continuity, the risk based approach has been implemented to give similar results to inspections undertaken using the old methodology.

#### **5. POLICY IMPLICATIONS**

The Highways Safety Inspections Procedure is already adopted by the Council and the current review merely updates the procedure in line with the new code of practice

#### **6. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this procedure as it is an update to an existing service.

#### **7. LEGAL IMPLICATIONS**

The Council has a duty to maintain the highway under section 41 of the Highways Act 1980. The procedure provides the basis to support a Section 58 defence under the same act against 3<sup>rd</sup> party insurance claims where the claimant is taking an action against the Council for failure to maintain the highway.

Where the Highways Authority has a considered and up to date Inspection Procedure under Section 58 which responsibly and reasonably categorises the streets appropriately and where the inspection programme is followed and the Procedure is reasonably abided by, then the Courts have often held in favour of the Highway Authority over issues of disrepair.

#### **8. RESOURCE IMPLICATIONS**

None

#### **9. EQUALITY AND HEALTH IMPLICATIONS**

**Please select one of the options below. Where appropriate please include the hyperlink to the EIA.**

Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

#### **10. CONSULTATIONS**

Consultations have taken place with senior officers in highways and insurance.

#### **11. STATEMENT OF COMPLIANCE**

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.



**12. DECLARATION OF INTEREST**

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

**VERSION:** 1

**CONTACT OFFICER:** Paul Withington

**DATE:** 10<sup>th</sup> October 2018

**BACKGROUND PAPER:** Well-managed highway infrastructure: A Code of Practice  
Highways Safety Inspection Procedure



**BLACKBURN**  
*with*  
**DARWEN**  
BOROUGH COUNCIL

**Safety Inspection Procedure  
for  
Highways**

DOCUMENT CONTROL

Policy Title: Safety Inspection Policy for Highways

Version No: V 1.00

Status: TO BE APPROVED

Version	Date	Amendment	Prepared by	Checked by	Date Approved By BwDBC
1.00	10/10/18	-	George Bell	Paul Withington	To be approved

## Table of Contents

Introduction.....	2
Definitions.....	3
Functional Hierarchy.....	4
Carriageway Hierarchy.....	4
Footway/Footpath Hierarchy.....	5
Inspections.....	6
Inspection frequencies.....	6
Inspection Scheduling.....	6
Method of Inspection.....	6
Method of Recording Inspections.....	7
Works Ordering.....	9
Dangerous Defects.....	9
Non-Dangerous Defects that meet the intervention level.....	9
Miscellaneous Defects.....	9
Utility Defects on the Highway.....	10
S.81 Defect (Utility Apparatus).....	10
Appendices.....	11
Appendix 1.....	11
Carriageway.....	11
Footway.....	11
Inspection.....	11
Appendix 2    Highways Inspections System – User Guide.....	12
Appendix 3    Investigatory Levels, Defect Actions and Response Times.....	15
Investigatory Levels.....	15
Defects Actions.....	15
Guidance for risk assessing defects.....	15
Response Times.....	17
Appendix 4    Easy Guide to Investigatory Levels and Defect Types.....	18
Footway Investigatory Levels.....	18
Carriageways Investigatory Levels.....	19
Appendix 5    Highway Inspection Sheet (DANGEROUS DEFECTS).....	20
Appendix 6    Highway Inspection Sheet (SAFETY DEFECTS).....	21
Appendix 7    Highway Inspection Sheet (Miscellaneous).....	22
Appendix 8    Sample Full Inspection Report from Highway Management System.....	23
Appendix 9    Addendum.....	24

### Introduction

Blackburn with Darwen Borough Council as the Highway Authority has a statutory duty to maintain the Highway to a safe condition and a duty of care to all users of the highway. The Highway Authority must take steps to ensure that it operates a reasonable system for Highway inspection and repair. The document sets out the procedure by which the authority seeks to achieve this objective.

This policy deals with **Safety Inspections** of the adopted Highway Network. Its aim is to provide assistance and guidance to all officers who are involved with the safety or maintenance of the Highway.

This document has been written with the aim of producing a procedure that is achievable and practical, enabling Blackburn with Darwen Borough Council to maintain the highway to a safe standard using the resources available. Well-managed Highways Infrastructure - Code of Practice, local conditions and knowledge, risk assessment, resources, highway usage and claim history all underpin this policy.

The policy will be reviewed annually and reported to the Executive Member for Regeneration.

The review will be carried out by the Head of Service for Highways in conjunction with a review team which will consist (although not exclusively) of:

Highways Management Lead  
Highways Inspections Manager  
Principal Insurance Officer  
Operations Highway Manager

# Definitions

### **Pothole**

A defect in the highway surface which in general is circular in shape and is deeper than the wearing course.

### **Actionable defect**

A failure in the highways surface that meets the Investigatory Levels in appendix 3 and has validated by risk assessment to require repair.

### **Dangerous Defects**

A failure in the highways surface that meets the tolerance for "Dangerous Defects" in appendix 3.

### **Non-Dangerous Defects**

A failure in the highways surface that is less than the tolerance for "Dangerous Defects" and greater than the tolerance for "Non-Dangerous Defects" in appendix 3.

### **Highways Inspections System**

This refers to the electronic systems used for recording information on site. Inspections are recorded using S41 app and Defect completions using RTA (gangs app).

### **Highway Management System**

This refers to Exor by Bentley. This is a national recognised Highways Asset Management System. This forms the basis for the Highways Information Systems.

### **Maintenance Category**

The group name given to sections of highway that indicate the frequency of inspection and time scale for non-dangerous repairs.

### **Utility Apparatus**

Items located on the highway that are owned and operated by statutory bodies. The owner is responsible for maintenance of these items.

### **S.81 Defect**

Defects issued to statutory bodies under Section 81 of the New Roads and Streetworks Act 1991.

### Functional Hierarchy

Well Managed Highway Infrastructure Code of Practice recommends that network hierarchy should be based on asset function. It suggests that any hierarchy ‘...reflects the whole highway network and the needs, priorities and actual use of each infrastructure asset...’ and goes on to explain that factors such as routes leading to a major hospital or industrial estate, busy shopping streets, etc. would be used to define carriageway hierarchy in addition to the more normally used traffic volumes. Considering this wider range of factors is looking at the ‘functionality’ of the highway.

The hierarchies below have been developed to reflect the functionality of the highway taking into account the authority’s network management duties, protected streets, traffic sensitive streets, etc.

### Carriageway Hierarchy

<b>Category</b>	<b>BwD Ref</b>	<b>Type of Road General Description</b>	<b>Description</b>
<b>Main Distributor</b>	1	Major Urban Network and Inter-Primary Links.	Primarily, but not exclusively, the principal road network of 'A' class roads. In urban areas parking is restricted at peak times and there are positive measures for pedestrian safety such as controlled crossing points. Roads are often traffic sensitive, HGV generators and provide access to strategic buildings i.e. educational establishment, hospital and fire station. These roads will be included in the resilient highway network defined for gritting.
<b>Secondary Distributor</b>	2	B and C class roads and some unclassified urban routes carrying bus, HGV and local traffic with frontage access and frequent junctions	Roads in urban areas providing supplementary through route access to compliment the Main Distributor Network. Medium to high volume levels of traffic. On-street parking is generally unrestricted except for safety reasons. In rural areas, these roads link the larger villages, bus routes and HGV generators to the Main Distributor Network. These roads will generally be included in the resilient highway network defined for gritting.
<b>Local Distributor</b>	3	Roads linking between the Main and Secondary Distributor Network with frontage access and frequent junctions	In urban areas, these are residential or industrial interconnecting (or "spine") roads providing local access into areas, random pedestrian movements and uncontrolled parking. In rural areas, these roads link the smaller villages to the main and secondary distributor roads. These roads can be of varying widths and provide access to village facilities / amenities e.g. sports facilities, community hubs, transport interchanges and social centres.
<b>Local Network</b>	4	Roads serving limited numbers of properties carrying only access traffic	In urban areas, these roads tend to be residential streets providing access to homes and individual industrial units. In rural areas, these roads serve small settlements and provide access to individual properties and land. They are often only single lane width and unsuitable for HGVs.
<b>Minor road</b>	5	Little used roads serving very limited numbers of properties.	Mainly back streets

## Safety Inspection Procedure for Highways

### Footway/Footpath Hierarchy

<b>Category</b>	<b>BwD Ref</b>	<b>Description</b>
<b>Prestige Walking Zones</b>	6	Very busy areas of towns with high quality public space and street-scene contribution. Generally heavy footfall due to seasonal markets, public events, including large capacity educational establishments and access to strategic buildings.
<b>Primary Walking Routes</b>	7	Busy urban shopping and business areas and main pedestrian routes. Generally heavy footfall due to seasonal markets, public events, including large capacity educational establishments and access to strategic buildings. E.g. football stadium, parks, etc.
<b>Link Routes</b>	8	Linking local access footways through urban areas and busy rural footways. Generally, estate footways providing links to bus stops, car parks, community parks, schools, village facilities, amenities e.g. sports facilities, community hubs, transport interchanges and social centres.
<b>Local Access</b>	9	Footways and footpaths associated with low usage, short estate roads to the main routes and cul-de-sacs. They are generally residential / estate roads and may include local amenities.

n.b. the above hierarchy does not apply to the Definitive Public Rights of Way Network

Each street and footpath on the adopted highway network will be risk assessed and allocated the appropriate functional categories from the above hierarchies. The risk assessment will be carried out as per the proforma outlined in Appendix 1.

The risk assessment will consider the network hierarchy, network resilience, use, characteristics, characteristics of adjoining network elements approach of adjoining highways authorities and inspection history. The risk assessment and street register is held by the asset management team and updated as necessary.



# Inspections

## Inspection frequencies

The inspection frequencies have been set based on maintenance experience of the highway network, claim history, usage and the recommendations set out in the national guidance document, Well-managed Highways **Infrastructure** - Code of Practice.

Identified in the table below are the inspection categories and the interval of inspection for each network category (both carriageway and footway/footpath). Unless otherwise stated all adopted pedestrian areas as well as the adopted footways, carriageways and verges will be inspected. Streets with footways adjacent to the carriageway will be inspected at the interval with the highest frequency whether that be from the carriageway category or the footway category, i.e. a carriageway which acts as a local distributor (BwD 3 – IC 4) may have an adjacent footway which acts as a main pedestrian route (BwD 7 – IC 2), in which case the whole street would be inspected at the higher frequency of ‘once every 13 weeks’.

The extent of the inspection area is recorded in the council’s GIS system.

Category	Inspection Interval	Related Hierarchy Categories	
		Carriageway	Footway/Footpath
<b>IC-1</b>	once every 4 weeks with a tolerance of +/- 3 working days		BwD 6
<b>IC- 2</b>	once every 13 weeks with a tolerance of +/- 5 working days.	BwD 1	BwD 7
<b>IC - 3</b>	once every 26 weeks with a tolerance of +/- 10 working days.	BwD 2	
<b>IC - 4</b>	once every 39 weeks with a tolerance of +/- 10 working days.	BwD 3	BwD 8
<b>IC - 5</b>	once every 52 weeks with a tolerance of +/- 10 working days.	BwD 4	BwD 9
<b>IC - 6</b>	on a reactive basis only	BwD 5	

## Inspection Scheduling

A system of recording the inspection date and the date for re-inspection will be operated and monitored. This system will ensure that repeat inspections are carried out within the designated frequencies and tolerances. There may be events outside of the authority’s control that impact the inspection schedule. If this delays the inspection the cause will be recorded and the frequency extended.

## Method of Inspection

The Senior Inspector or Inspections Manager will issue the Highway Inspector with the routes or areas to be inspected.

## Safety Inspection Procedure for Highways

Unless otherwise instructed by the Senior Inspector or Inspections Manager, only the designated areas and highways, in accordance with their relevant inspection frequencies should be inspected. If the Highway Inspector considers that a particular highway should be included that is not on their list, they should record their reasons as to why the particular highway should be added and discuss this with the Senior Inspector or Inspections Manager as soon as is reasonably practicable. The Inspections Manager will consider the reasons and determine if the particular highway should be added.

Except for driven safety inspections or unless authorised by the Senior Inspector or Inspections Manager, the Highway Inspection should be carried out on foot. The Highway Inspector should first walk up one side of the highway inspecting the footway and/or verges where applicable, including the carriageway up to the centre line. After completing the first half of the highway the inspector should return back along the street inspecting the opposite footway and/or verges where applicable, and including the remainder of the carriageway. This method should not be altered or changed without prior consent from the Senior Inspection or Inspections Manager.

Driven inspections authorised by the Senior Inspector or Inspections Manager should be inspected from a slow moving vehicle. These highways tend to be within the rural areas of the borough and normally do not have footways. The correct safety measures should be utilised when carrying out an inspection from a slow moving vehicle and the inspections should be undertaken in accordance with the DfT publication "Safety at Street Works and Road Works", with a qualified traffic management operative driving the vehicle and one inspector recording the inspection. The routes should be travelled in both directions to ensure that a thorough inspection is carried out.

The type of defect that the inspector is looking for should be in accordance with the classifications and Investigatory Levels laid down in the Defect Criteria (Appendix 3).

The inspector should however use their discretion and risk assessment techniques to take the necessary action to rectify any problem that they consider to be a risk or potential risk to a user of the highway. If the inspector determines that a non-dangerous defect has a significant contributing risk factor the defects repair response should be upgraded to a priority two. This upgrade can only be applied if the risk factor is clearly apparent at the time of the inspection. The problem, cause and the action taken should be recorded in the Highway Inspection System. This includes such things as utility workings or reinstatements, traffic signs or signals, streetlights, crash barriers, skips and scaffolding, and overhanging trees or bushes etc. Should the inspector require it, further advice can be sought from either the Senior Inspector or Inspections Manager.

The inspector should endeavour to start the inspection at a consistent point on each street. If the inspector needs to break off from the inspection of a street before it is complete they must record the exact point at which they have stopped and ensure that they resume at that point. This is necessary to ensure consistency and to prevent any part of a street being omitted from the inspection.

### Method of Recording Inspections

The information identified during the inspection of the highway needs to be recorded as per the procedure set down below:-

The Highway Inspection System should be used to record the information found during the inspection of a street (See Appendix 2 for user guide)<sup>1</sup>. Defects recorded should be categorised following the risk assessment guidance outlined in Appendix 3.

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<sup>1</sup> If the electronic Highways Inspection System fails the inspector should revert to recording defects using the paper forms as provided in appendix 5, 6 and 7. It is recognised that while operating a paper system only the information available can be recorded.

## Safety Inspection Procedure for Highways

It is important to note that notebooks and diaries may be admissible as evidence in any litigation by a member of the public. These are **not** used for recording information from inspections etc.

**All** parts of the form must be completed if applicable. The following information is captured automatically for every inspection: -

- Full name of inspector
- Street name & part/length of street inspected
- Route/Zone
- Date and Time

Clear, concise and accurate information should be given which must include the name of the street and the length or area of the street being inspected. The **precise** location, a GPS position and a photo of any defect found should be recorded in the Highways Inspection System. The nature, type and extent of the defect should be recorded and the inspector should, for works programming purposes, indicate the probable repair type on the inspection sheet.

It is important to positively record, so therefore if there are no defects found then it is important to record this fact. This should be done by clearly stating 'No Actionable Defects' that require action and the Street name part/length of street inspected is recorded.

No 'opinions' as to the condition of a street should be given e.g. "in my opinion" or "I feel".

If there is going to be any alteration or change to the information found on site or changes to the proposed action the reasons for this should be discussed with the Senior Inspector or Inspections Manager as soon as possible.

On completion of each street inspection the mobile device synchronises with the Highway Management System. The Claims Investigation Team will carry out a quality check of each inspection within one business day and take any suitable remedial action. A full inspection report can be obtained electronically. See sample Appendix 8.

If the Highway Inspector considers a length or part of a street to be in an extremely bad condition, and thus needs to be considered for substantial maintenance repairs or even re-surfacing, it should be marked as a Priority 8. A note should be made of the start and end of the area to be considered together with whether it is a footway and/or carriageway that needs attention. This information should be passed to the Highways Asset Manager. The Highway Inspector should still endeavour to remove all Dangerous Defects from the street while the street is reviewed for substantial maintenance.

# Works Ordering

All works associated with and arising from inspection carried out under the highway safety inspection procedure should be processed in the following way.

### Dangerous Defects

#### Identified on site

The Inspector will telephone the operational office team with details of the defect and the necessary remedial works required.

Details of the defect along with the time that the remedial works are requested should be captured by the Highway Inspection System.

The operational works team should carry out remedial works **within 4 hours**. The operational team will aim to undertake a first-time permanent repair. If this is not possible they will undertake a temporary repair or erect barriers until a permanent repair can be undertaken.

On completion of the works the operations team will update the Highways Information System with the completion date and time along with any further information or feedback within one business day.

#### Received via public complaint/Report

Please refer to the Fault Reporting Procedure

### Non-Dangerous Defects that meet the intervention level

#### Identified on site

Street inspections are carried out as per the previous section. On completion of each street inspection the mobile device synchronises with the Highway Management System which in turn generates the appropriate works order within approximately half a working day.

Remedial works to be carried out in accordance with response times in Appendix 3. All non-dangerous defects will be repaired on a first-time permanent basis. If a permanent repair cannot be achieved due to site conditions a temporary repair should be done within the response times and a follow-up permanent repair undertaken within a reasonable time scale.

#### Received via Public Complaint/Report

Please refer to the Fault Reporting Procedure.

### Miscellaneous Defects

If during the course of an inspection the inspector comes across something that is not mentioned in the Defect Criteria and they consider it to be a risk or potential risk to a user of the highway, the inspector should assess the potential risk that may arise by the time the next inspection is due and take the necessary action to rectify that problem and make the highway safe. Once made safe and the owner of the item is notified the asset owner will be responsible for the permanent repair. The problem, cause and action taken should be recorded in the Highways Inspections System. Further advice can be sought from either the Senior Inspector or Inspections Manager. This is applicable to such things as utility workings or reinstatements, traffic signs or signals, streetlights, crash barriers, skips and scaffolding and overhanging trees or bushes etc.

## Utility Defects on the Highway

Since the introduction of the New Roads and Street Works act in 1991 utility companies have a statutory responsibility for the work they undertake on the highway. This is especially with regard to reinstating their excavations and the repair and maintenance of their apparatus as defined under section 81 of the New Roads and Street Works act in 1991.

All utility defects should be recorded on the Highways Inspection System.

If the defect is considered to be a risk and an immediate hazard, the inspector should contact the appropriate utility company immediately detailing the immediate remedial works to be carried out and requesting that within two hours they inform the Highway Authority of the action taken.

If the utility company notifies the authority that it is unable to comply within the timescale or if the utility company cannot be contacted, the defect will be dealt with as a P1 defect and made safe. The Highway Authority will recharge the utility company for any such works carried out in default.

For those utility defects which fall within the intervention defect Investigatory Levels are recorded as a Priority 5 on the management information system and then passed to the Statutory undertaker via the S.81 Electronic Transfer of Notices (EToN) in line with the timescales for the maintenance category in which the defective apparatus is situated.

### S.81 Defect (Utility Apparatus)

<i>Type of defect</i>	<i>Action</i>
<b><i>Dangerous Defect</i></b>	Missing/broken lids or apparatus that fall within the following Investigatory Levels Carriageway >150mm Footway >100mm must be made safe with 2 hours by Statutory Undertaker
<b><i>Non-Dangerous Intervention level</i></b>	Defective apparatus that falls between the following Investigatory Levels Carriageway >=40mm and <150mm Footway >=25mm and <100mm Issued to Statutory undertakers to repair in line with Blackburn with Darwen repair timescales for the maintenance category in which the defective apparatus is situated.

## Appendices

### Appendix 1

## Street Risk Assessment

Street Name: .....ABBEY CRESCENT, DARWEN

2013 Inspection frequency      52 week(s)

### Carriageway

Is the street on the Resilient Network? .....No

Road Classification .....Unclassified

Is the street Traffic Sensitive? .....No

Traffic Flow Volume .....Local

Any adjacent Traffic Generators? .....None

**Carriageway Hierarchy Category      BwD 4**

### Footway

High Quality Public Realm? .....No

Walking Route (pedestrian flow level) .....Low

Any adjacent Footfall Generator? .....None

**Footway Hierarchy Category      BwD 9**

### Inspection

Using the table on Page 8 of the Highway Safety Inspection Procedure, the Inspection Category and Inspection Frequency based on the above carriageway and footway categories are as follows:

**Inspection Category .....IC 5**

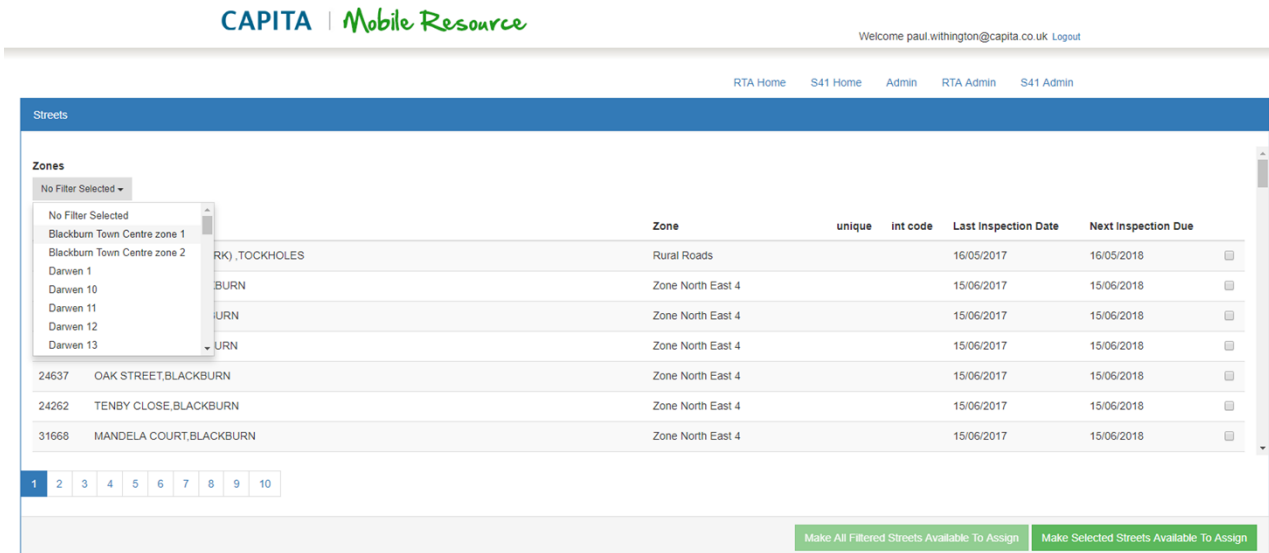
**Inspection Frequency .....52 weeks week(s)**

# Safety Inspection Procedure for Highways

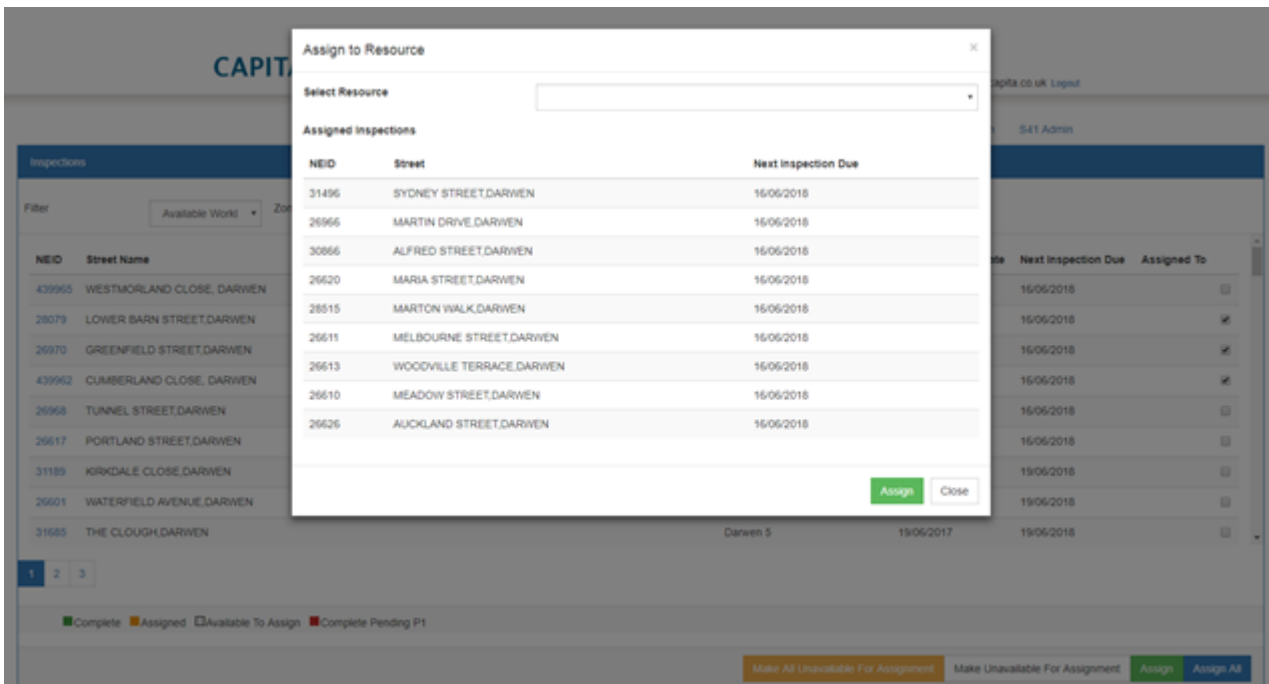
## Appendix 2 Highways Inspections System – User Guide

### Web Interface

Senior inspector is to log in and use the “Due for inspection” list to allocate streets for inspection by zone.



Each inspector is to log in and use the “Available workload list” to select the individual streets for inspection. And allocate them to their mobile device. This can be filtered by zone. The inspections should be done in the order they are due.





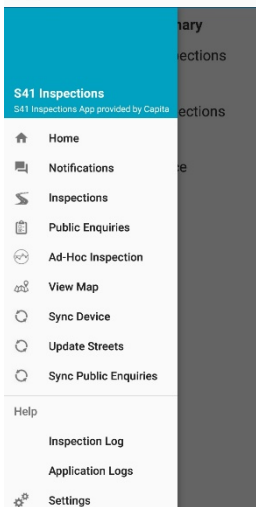
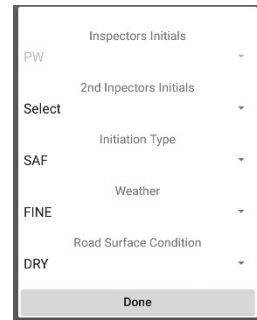
# Safety Inspection Procedure for Highways

## Mobile Application

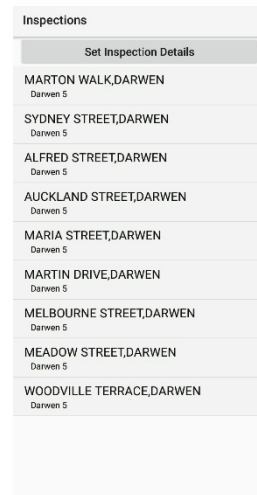


The user logs in using the email address and assigned pin. This will connect and retrieve the required inspections.

The user initials are set but the user account that logged in with the option to select a second inspector if appropriate. The Initiation type, weather and road surface condition is selected by the user.



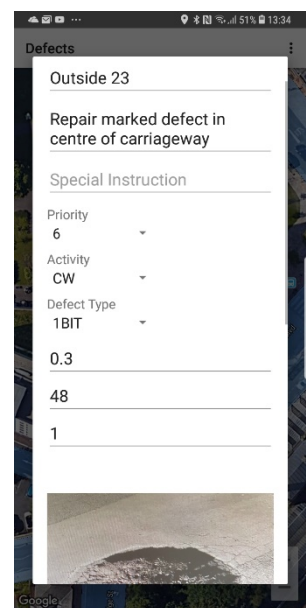
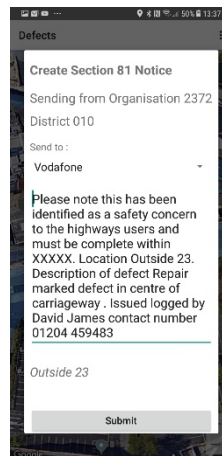
Swiping from the left edge of the screen to the right will reveal the user menu. For routine inspections the user selection inspections and will be presented with the list of inspection assigned from the web interface. From this screen the user can also change second inspector, the initiation type, the weather and the road surface condition.



Once an inspection is started the user is shown an aerial view of the area they are stood in and the adopted extent of the highway. Tapping the adopted area will tell the user the name of the adopted section. Defects can be recorded by long pressing in a location to locate the defect. This long brings up a new form to record the defects details. This form will not save without the mandatory records being completed including a photograph.

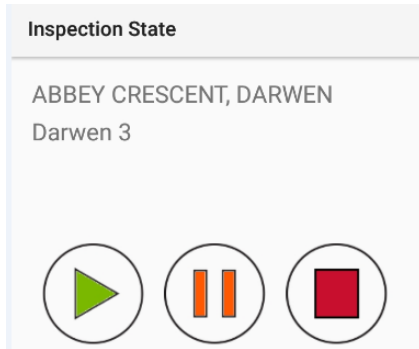
At the bottom of the for is an "Issue Notice" check box. If this is selected when the record is saved it will trigger a dialog box to send

an immediate electronic notice to a statutory undertaker or an immediate email with the location, photo and any additional text required to the selected organisation. New organisations can be added the user should approach the Inspection manager for any additions.

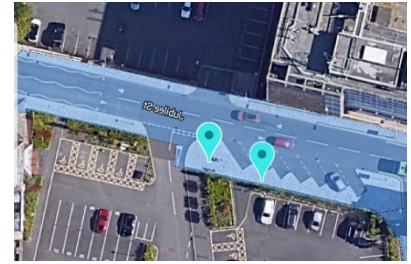




## Safety Inspection Procedure for Highways



Once a defect is logged a marker is left on the screen coloured by priority. This can be edited with a long press and moved if required. Once the inspection is finished the user should press the back button to return to the Start, Pause and Finish page. The stop button should be pressed this will send all defects up to the server. If the sync is not complete due to insufficient data connection it will stay on the device and try again when data is available. The user can force a sync at any time by selecting Sync device at any time.



## Safety Inspection Procedure for Highways

### Appendix 3 Investigatory Levels, Defect Actions and Response Times

#### Investigatory Levels

<i>Location</i>	<i>Non-Dangerous Defect</i>	<i>Dangerous Defect</i>
<b>Footways</b>	Trip height/depth $\geq 25\text{mm}$ and $< 100\text{mm}$	Trip height/depth 100mm or greater <i>or</i> A defect that is likely to cause a threat to life or limb.
<b>Carriageways</b>	Trip height/depth $\geq 40\text{mm}$ and $< 150\text{mm}$	Trip height/depth 150mm or greater <i>or</i> A defect that is likely to cause a threat to life or limb.

#### Defects Actions

<i>Type of defect</i>	<i>Action</i>
<b>Dangerous Defect</b>	An immediate instruction given to the Environment Department to repair/make safe within 4 hours
<b>Actionable Non-Dangerous Defect</b>	Works instruction generated from the Highways Management System upon completion of the inspection. Remedial work carried out in accordance with response times below.

#### Guidance for risk assessing defects

The risk assessment matrix below considers the likelihood and consequence of an event occurring and should be used by inspectors in their risk assessment to determine response priority.

##### Likelihood of events occurring

The Likelihood of an event occurring is linked to the volume of pedestrian or vehicular traffic that utilise the street. Each street has been risk assessed and assigned an inspection category. This inspection category represents the level of risk attributed to the street due but not limited to the network hierarchy, network resilience, street usage, street characteristics, characteristics of adjoining network elements approach of adjoining highways authorities and inspection history.

##### Consequence of event occurring

The consequence of an event occurring is based on the severity of the defect. The main indicator is the depth of the defect or the height of the trip. Investigatory levels are listed above with an additional easy guide in Appendix 4. The inspector should apply an on-site risk assessment technique based on known or apparent features. An example of a non-dangerous defect that may be considered to have a significant additional risk factor would be a defect that measures in the upper limit of the tolerance and is directly outside the main entrance to an elderly care home.

All non-dangerous defects identified as having a significant additional risk factor are to be assigned a Priority 2 defect response time. Whilst for some of the defects with a low priority response time this may seem excessive, it is to simplify the process/instruction to the teams and thus ensuring a consistent application and giving the safest outcome for the highway user.

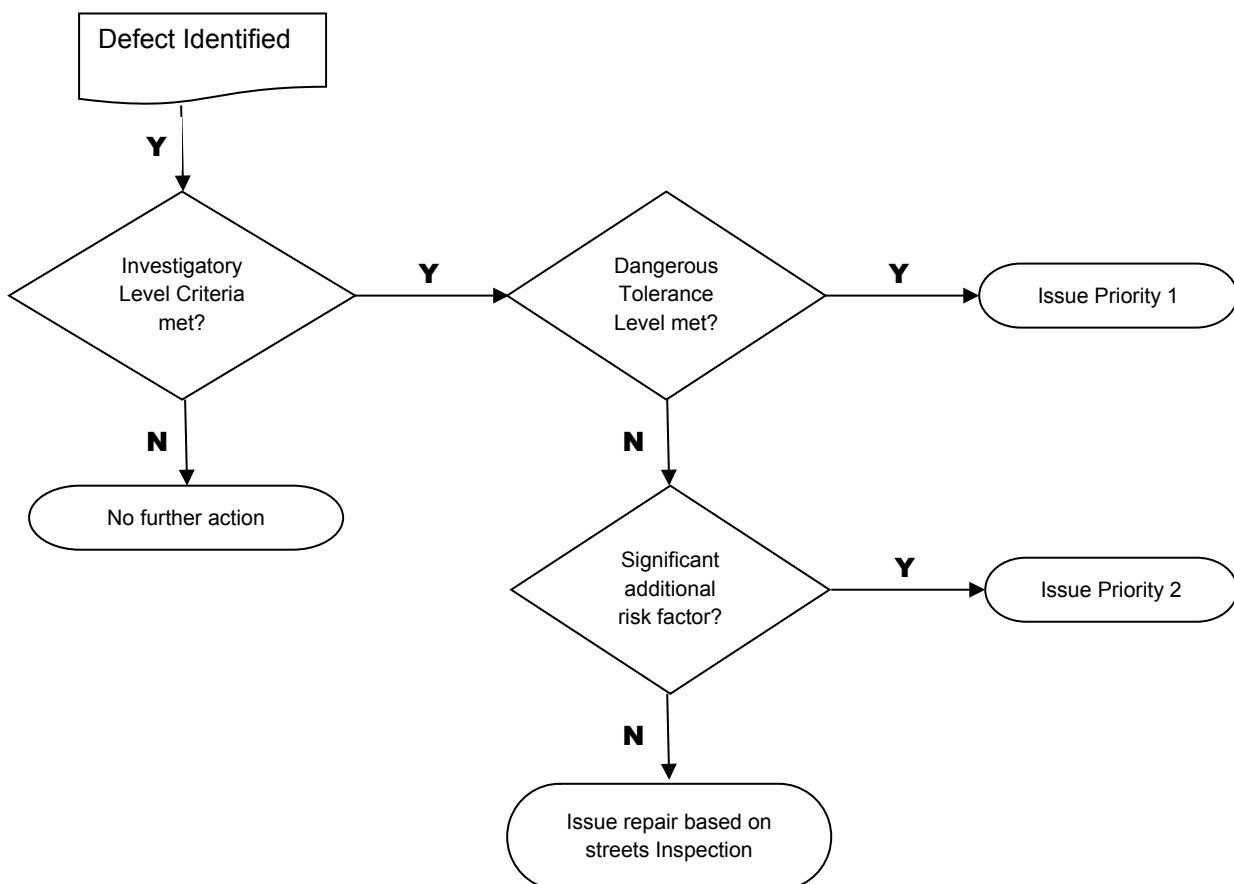
## Safety Inspection Procedure for Highways

### Risk assessment matrix for defect repair response times

		LIKELIHOOD OF EVENT OCCURRING				
		NEGLIGIBLE	LOW	MEDIUM	HIGH	SEVERE
		MC-5	MC-4	MC-3	MC-2	MC-1
CONSEQUENCE OF EVENT OCCURRING	Low (meets non-dangerous investigatory level)	Priority 7	Priority 6	Priority 4	Priority 3	Priority 2
	Medium (meets investigatory level and has a significant additional risk factor)	Priority 2	Priority 2	Priority 2	Priority 2	Priority 2
	High (Urgent \Dangerous)	Priority 1	Priority 1	Priority 1	Priority 1	Priority 1

The inspector's risk assessment of individual defects should be carried out following the flow chart below.

Should however the inspector consider that a length or part of a street needs to be considered for substantial maintenance repairs or even re-surfacing (see Method of Recording Inspections Section), then the area should be marked as a Priority 8 defect. These areas will be considered as high priority by the Highways Asset Manager for inclusion within any planned maintenance or resurfacing programme as budgets permit.



An easy guide to the Intervention Levels for common types of defect is included in Appendix 4 although where they feel that a defect does not lie within one of these 'common types', inspectors should assess the potential risk and take the necessary action to rectify the defect and make the highway safe.

## Safety Inspection Procedure for Highways

### Response Times

These times are the **MAXIMUM** permitted response times from date of inspection.

<i>Type of defect</i>	<i>Inspection Category of street</i>	<i>Response/Zone</i>	<i>Priority</i>
<b><i>Dangerous Defect</i></b>	<b><i>All</i></b>	Repair/make safe within 4 hours	1
<b><i>Non-Dangerous with significant contributing risk factor <sup>2</sup></i></b>	<b><i>All</i></b>	Repair carried out within 3 working days	2
<b><i>Non-Dangerous Defect</i></b>	<b><i>IC-1</i></b>	Repair carried out within 3 working days	2
<b><i>Non-Dangerous Defect</i></b>	<b><i>IC-2</i></b>	Repair carried out within 12 working days	3
<b><i>Non-Dangerous Defect</i></b>	<b><i>IC-3</i></b>	Repair carried out within 16 working days	4
<b><i>Non-Dangerous Defect</i></b>	<b><i>IC-4</i></b>	Repair carried out within 20 working days	6
<b><i>Non-Dangerous Defect</i></b>	<b><i>IC-5</i></b>	Repair carried out within 20 working days	6
<b><i>Non-Dangerous Defect</i></b>	<b><i>IC-6</i></b>	Repair carried out within 25 working days	7

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<sup>2</sup> If the inspector determines that a non-dangerous defect has a significant contributing risk factor it should be upgraded to a priority two response.

## Safety Inspection Procedure for Highways

### Appendix 4 Easy Guide to Investigatory Levels and Defect Types

NOTE – This is NOT a full and comprehensive list of defect definitions. It is merely a guide.

#### Footway Investigatory Levels

##### Modular Paving / Rigid Construction

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Trips in paving or concrete	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$
Rocking paving causing trip	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$
Damaged / broken paving with displacement causing trip	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$
Pothole	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$

##### Flexible Construction

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Pothole	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$
Rapid change of footway profile	$\geq 100\text{mm}$ and extending in plan direction less than 600mm	$\geq 25\text{mm}$ and $< 100\text{mm}$ and extending in plan direction less than 600mm

##### Kerbing

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>	
Kerbs at pedestrian crossing points	Damaged kerb with displacement causing trip	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$
	Rocking kerbs causing trip	$\geq 100\text{mm}$	$\geq 25\text{mm}$ and $< 100\text{mm}$
Missing Kerb	Should be Classified as a Dangerous Defect and the appropriate action taken	n/a	
Kerb defects at non-pedestrian crossing points	Defects within the investigatory levels should be appropriately recorded. However as pedestrians are already aware of a 100mm change in level between c/w and f/w at these locations the risk assessment may indicate that a repair is not necessary.		

##### Drainage

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Cracked / broken gully grates / missing gully grates	Should be classed as a Dangerous defect and the appropriate action taken	n/a
Defects causing flooding of property		

## Safety Inspection Procedure for Highways

### Guard-rails and safety fences

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Damaged but not causing a danger or excessively bent	n/a	Notify asset owner that investigation is required
Damaged and causing a danger	Should be classed as a Dangerous Defect and the appropriate action taken	n/a

### Carriageways Investigatory Levels

#### Flexible Construction

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Pothole	150mm or greater	>40mm and <150mm
Rapid change of carriageway profile	150mm or greater and extending in plan direction less than 600mm	>50mm and <150mm and extending in plan direction less than 600mm

#### Modular Paving / Rigid Construction

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Damaged / Broken paving with displacement causing trip	150mm or greater	>=40mm and <=150mm
Pothole	150mm or greater	>=40mm and <=150mm
Damaged / cracked / broken concrete with displacement causing trip	150mm or greater	>=40mm and <=150mm

#### Drainage

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Cracked / broken / missing gully grates	Should be classed as a Dangerous Defect and the appropriate action taken	n/a

#### Verges and Miscellaneous

<i>Description</i>	<i>Dangerous Defect</i>	<i>Non-Dangerous Defect</i>
Sharp protruding objects or deep sided depressions or holes > 150mm	Should be classed as a Dangerous Defect and the appropriate action taken	n/a
Knocked down, missing or acutely angled bollards	Should be classed as a Dangerous Defect and the appropriate action taken	n/a

## Safety Inspection Procedure for Highways

Inspection ID No:		Inspectors Full Name:		Zone:	
Street Name:				Town:	
Length/Area Inspected:				Date & Time Inspected:	

### Appendix 5 Highway Inspection Sheet (DANGEROUS DEFECTS)

Location	Cw Fw	Description	Area/ No	Trip Height	Comments	Time passed to HAMIS Team

Page 47

**DECLARATION:** Street Inspected in accordance with the safety inspection procedure

Insp Signature: - .....

# Safety Inspection Procedure for Highways

Inspection ID No:		Inspectors Full Name:		Zone:	
Street Name:				Town:	
Priority:		Length/Area Inspected:		Date & Time Inspected:	

## Appendix 6 Highway Inspection Sheet (SAFETY DEFECTS)

Location	Cw Fw	Description	Material Type	Repair Type	Area/ No	TM req <sup>d</sup>	Trip Height	Comments

Page 48

**DECLARATION:** Street Inspected in accordance with the safety inspection procedure

Insp Signature: - \_\_\_\_\_



# Safety Inspection Procedure for Highways

Inspection ID No:		Inspectors Full Name:		Zone:	
Street Name:				Town:	
Length/Area Inspected:				Date & Time Inspected:	

## Appendix 7 Highway Inspection Sheet (Miscellaneous)

Location	Cw Fw	Description	Comments	Action taken	Date & Time Completed

Page 49

**DECLARATION:** ALL above issues dealt with

Insp Signature: - \_\_\_\_\_

Appendix 8 Sample Full Inspection Report from Highway Management System

Inspection Date	Inspection ID	Defect Id	Defect Priority	Specific Location	Special Instruction	Defect Description	Defect Area	Defect Height	Defect Length	Defect Number	Status Code	Defect Completion Date	Inspector Name	Initiation Type
26-Jul-2012	81561	131708	5	o/s 167	EMAIL UU	UU Barriers need picking up	-	-	-	-	AVAILABLE	-		PE
17-Sep-2012	82322	133392	1	o/s 144	make safe DSO 481	gully cover missing	-	-	-	-	COMPLETED	17-Sep-2012		PE
12-Oct-2012	82846	134390	4	o/s 138	1m2	f/w sunk at kerb f/w	-	30	-	-	COMPLETED	26-Oct-2012		SAF
	82846	134391	4	junc Perry St	1m2	c/w potholes x 2	-	40	-	-	COMPLETED	26-Oct-2012		SAF
	82846	134392	4	op 101	0.5 m2	c/w pothole in hump	-	45	-	-	COMPLETED	26-Oct-2012		SAF
16-Oct-2012	82900	134488	4	rear 21	noticed when passing	c/w pothole at gully1m2	-	50	-	-	COMPLETED	05-Nov-2012		PE
	82900	134489	4	rear 39	1,5 m2	c/w pothole	-	40	-	-	COMPLETED	05-Nov-2012		PE
	82900	134492	1	rear 27	3m2 DSO 553	c/w pothole	-	90	-	-	COMPLETED	17-Oct-2012		PE
08-Jan-2013	89196	137208	4	O/s No. 231	Patch 0.5 x 0.5	10mm Bitmac Pothole c-way	-	44	-	-	COMPLETED	14-Jan-2013		PE
14-Jan-2013	89488	137840	5	All speed humps / Junc Tables	Between dates 14th - 16th January 2013	c/w way potholes have been repaired by repair gang on a find and fix basis	-	-	-	-	AVAILABLE	-		PE
24-Apr-2013	93473	144582	4	junc Cornfield St	1.5 m2	multi patch to speed table at crossing point	-	30	-	-	COMPLETED	13-May-2013		SAF
	93473	144583	4	junc Higher Perry	1.5 m2 crossing point	multi c/w patch to speed table	-	46	-	-	COMPLETED	13-May-2013		SAF

Page 50



## EQUALITY IMPACT ASSESSMENT CHECKLIST

***This checklist is to be used when you are uncertain if your activity requires an EIA or not.***

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

<b>Service area &amp; dept.</b>	Highways	<b>Date the activity will be implemented</b>	28/09/2018
---------------------------------	----------	--	------------

<b>Brief description of activity</b>	Update to Highways Safety Inspection Procedure
--------------------------------------	--

Answers favouring doing an EIA	Checklist question	Answers favouring not doing an EIA
<input type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy - Budget changes	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	<b>Does this activity:</b> Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
<b>FOR =0</b>	<b>TOTAL</b>	<b>AGAINST =6</b>

**Will you now be completing an EIA?**

Yes

No

The EIA toolkit can be found [here](#)

<b>Assessment Lead Signature</b>	Paul Withington
<b>Checked by departmental E&amp;D Lead</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Date</b>	21/09/2018

## EXECUTIVE MEMBER DECISION



<b>REPORT OF:</b>	Executive Member for Regeneration
<b>LEAD OFFICERS:</b>	Director of Environment and Operations
<b>DATE:</b>	15/10/2018

<b>PORTFOLIO/S AFFECTED:</b>	Regeneration	Regeneration
<b>WARD/S AFFECTED:</b>	All	

**SUBJECT: Highways Asset Management Strategy**

### 1. EXECUTIVE SUMMARY

The data management section of the existing strategy has been extensively revised to reflect the authority's commitment and focus on data driven management of the highway network. Approval of this document will allow and require the authority to continue to improve the manner in which it manages the maintenance of the Borough's adopted highway network. The existing policy remains unchanged at this time.

### 2. RECOMMENDATIONS

That the Executive Member:

1. Approves the Highways Asset Management Strategy.
2. Authorises its publication on the authority's website.
3. Authorises that the strategy and the policy are reviewed and updated, if necessary, within 24 months.
4. Requests that the highway management monthly briefings continue.

### 3. BACKGROUND

The Highways Asset Management Strategy continues to provide direction and drive the Council's approach to the maintenance of the highways of the Borough.

Knowledge and understanding of the extent, condition and longevity of the highway asset is increasingly seen as being vital to efficient, effective management of the network. Understanding which components of each of the major asset groups are approaching failure is essential to minimising the costs of maintenance.

The Council continues its extensive programme of work targeted at extending the effective life of sections of highway that are approaching failure as well as repairing sections of highway that have failed.

### 4. KEY ISSUES & RISKS

This updated asset management strategy emphasises the benefits to be gained from a thorough and exhaustive knowledge of the composition and condition of all aspects of the highways network.

The strategy also emphasises the benefits of making appropriate data available to relevant staff and to elected members and members of the public. There is an analysis of the gaps in available data together with a plan of action to address this shortfall, which includes indicative costs.

The format of the strategy remains the same, namely nine parts, comprising:

- Part 1: Overall Strategy.
- Part 2: Investment and Delivery Strategy.
- Part 3: Communications Strategy.
- Part 4: Asset Management Framework.
- Part 5: Data Management Strategy.
- Part 6: Performance Management.
- Part 7: Risk management.
- Part 8: Benchmarking.
- Part 9: Annual Report.

Highway structures, incorporating bridges, culverts and retaining walls, are the main area that lacks current condition information; officers continue to work with our strategic partners to address the backlog in this area. In future, maintaining current information of this major asset group, to the standards prescribed in the relevant Codes of Practice is estimated to cost in the region £324,000 pa.

Generally the 'Design Manual for Roads and Bridges' requires structures to undergo a principal inspection every six years. The timing of subsequent principal re-inspections of individual structures will be based on the perceived risks posed by the individual structure determined through an assessment, which should be fully documented, during the course of the current inspection. The interval maybe extended to a maximum of twelve years but, maybe reduced if problems are anticipated. The manual also requires structures to undergo a general inspection every two years; there is no facility in the code to vary this interval.

It is recommended that a contingency fund is established to resolve any deficiencies that are identified by these inspections. Such a fund could be used to support a bid for Challenge Funding, possibly as early as February/March 2019 for works to commence in 2019/20.

This updated strategy compliments the recently approved, risk based, Safety Defect Inspection Procedure.

## **5. POLICY IMPLICATIONS**

The strategy continues to complement the existing highway management policy and allows improvements to the Council's management of the adopted highway network.

## **6. FINANCIAL IMPLICATIONS**

Whilst there are no direct financial implications of this updated strategy, reducing the backlog of structural inspections will exert pressure on existing maintenance budgets in the short and medium terms. The resolution of deficiencies highlighted by structural inspections may exert pressure on the capital maintenance budgets.

A contingency fund will be established from within the existing LTP monies to support a Challenge Fund bid for construction work commencing in 2019/20.

## **7. LEGAL IMPLICATIONS**

The Council has a duty under section 41 of the Highways Act 1980 to maintain the public highway network in a condition that is safe for users. This includes all roads, footways, footpaths and verges for which the highway authority has responsibility.

The Act does not define what comprises maintenance nor does it set specific or minimum standards. Risk based asset management is considered good practice by the UK Roads Liaison Group and HMEP and is recommended by DfT.

## 8. RESOURCE IMPLICATIONS

No additional internal resources are required to comply with the strategy, however the inspection of structures will necessitate additional engineering resource engaged through a suitable procurement process.

## 9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. <http://www.blackburn.gov.uk/Pages/environment-eias.aspx>

Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

## 10. CONSULTATIONS

Consultation with residents takes place through local ward meetings with councillors or officers. Complaints and concerns are logged and investigated and progress is fed back to residents

Consultations have taken place with the Director of Environment & Operations and the Executive Member for Regeneration.

The Director of Environment & Operations meets regularly with the Executive members and Lead members of all political parties.

## 11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

## 12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

<b>VERSION:</b>	<b>1</b>
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<b>CONTACT OFFICER:</b>	<b>Matthew Joyce</b>
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<b>DATE:</b>	15 <sup>th</sup> October 2018
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Highways Asset  
Management  
Strategy:  
2017 – 2027.

**Blackburn with Darwen  
Borough Council**

## CONTENTS

<b>Glossary of Terms and Abbreviations</b> .....	<b>6</b>
<b>Document Information</b> .....	<b>7</b>
<b>Document History</b> .....	<b>7</b>
<b>Quality Management</b> .....	<b>7</b>
<b>Executive Summary</b> .....	<b>9</b>
<b>Part 1 – Overall Strategy</b> .....	<b>10</b>
Introduction.....	10
1.1 Asset Management Policy, Strategy & Procedures .....	11
1.2 Objectives.....	13
1.3 Leadership and Commitment .....	16
1.4 Performance .....	17
1.5 Scope of this strategy .....	17
1.6 Risk based approach.....	17
1.7 Links to National Policy .....	18
1.8 Legal responsibilities and duties.....	20
1.9 Staff .....	21
<b>Part 2 Investment and Delivery Strategy</b> .....	<b>23</b>
2.1 Purpose .....	23
2.2 Lifecycle Planning .....	23
2.3 Risk Management .....	24
2.4 Forward Works Programme .....	25
2.5 Materials, Testing, Technology and Innovation .....	25
2.6 Customers and Stakeholders .....	27
2.7 Levels of Service .....	28
2.8 Service standards.....	30
2.9 Funding Constraints. ....	30
2.10 Maintenance Backlogs .....	31
2.11 Asset Valuation .....	32
2.12 Asset management system .....	32
2.13 The Introduction of the Self-Assessment Questionnaire by the Department for Transport (DfT).....	33

2.14 Investment in the Highway Asset 2012 – 2016 .....	34
2.15 Investment in the Highway Asset 2017 – 2027 .....	36
2.16 Future Changes to the Asset.....	38
2.17 Key Recommendations .....	38
2.18 Current Condition of the Highway Assets .....	38
Carriageways.....	38
Bridges and Similar Structures .....	40
Footways .....	42
Street Lighting .....	43
Traffic Signals.....	44
Drainage .....	44
Aids to Movement.....	45
<b>Part 3 – Communications Strategy .....</b>	<b>46</b>
3.1 Communications strategy .....	46
3.2 How we communicate .....	46
3.3 Target Audience .....	47
3.4 Stakeholders .....	50
Internal.....	50
External .....	50
3.5 Aims and Objectives.....	51
3.6 Methods of communication .....	51
3.7 Key messages.....	52
3.8 Funding .....	52
3.9 Monitoring and evaluation .....	52
3.10 Community Engagement and Communication – Activities.....	52
<b>Part 4 Highway Asset Management Framework.....</b>	<b>55</b>
4.1 Asset Management and the Organisational Context.....	55
<b>PART 5 Highways Asset Information Management.....</b>	<b>57</b>
<b>5.1 Risk Based Approach .....</b>	<b>57</b>
<b>5.2 Objectives .....</b>	<b>58</b>
<b>5.3 Asset Systems .....</b>	<b>58</b>
<b>5.4 Data Collection .....</b>	<b>58</b>
5.5 Data Owner .....	59

5.6 Retention and Disposal of Data .....	59
5.7 Statutory Data .....	59
5.8 Inventory Data .....	62
5.9 Performance Data .....	73
5.10 Financial Information .....	82
5.11 Gap analysis and Action Plan.....	89
5.12 Freedom of Information Act, 2000. ....	100
5.13 General Data Protection Regulations, (GDPR). ....	100
<b>Part 6 Performance Management .....</b>	<b>101</b>
6.0 Performance Management Strategy.....	101
6.1 Objectives of the Partnership .....	101
<b>Part 7 Risk Management.....</b>	<b>102</b>
7.0 Risk Management Strategy .....	102
7.1 Our approach to risk management .....	104
7.2 Communications and Consultation .....	104
7.3 Identifying Critical Assets .....	105
7.4 Evaluating the risks .....	105
7.5 Likelihood .....	106
7.6 Consequence .....	107
7.7 Managing the risks .....	108
<b>Part 8 Benchmarking .....</b>	<b>109</b>
<b>Part 9 Annual Report.....</b>	<b>110</b>
9.1 Introduction.....	110
9.2 Content of the Report .....	110
<b>Appendix 1 Service Standards.....</b>	<b>111</b>
<b>Appendix 2 NHT Informal Briefing Paper .....</b>	<b>114</b>
<b>Appendix 3. Highways Statutory Legislation.....</b>	<b>120</b>
<b>Appendix 4. Unadopted Roads. ....</b>	<b>122</b>
<b>Appendix 5 Competency Matrix.....</b>	<b>125</b>
<b>Appendix 6 Hierarchy Groups.....</b>	<b>125</b>
<b>Appendix 7 External Stakeholder Contact Details .....</b>	<b>128</b>

## Foreword

**By Cllr Phil Riley, Executive Member Regeneration.**

The highway network is amongst the largest and most visible of our community assets. The Council maintains more than 500km of roads, 1.7M sqm. of footways, 249 highway structures and 17,500 lighting columns. The highway network is used daily by residents, businesses and visitors and is fundamental to the economic, social and environmental wellbeing of the borough. It helps shape the character and quality of the local area, and makes an important contribution to wider Council priorities including supporting businesses, improving housing, health and well-being, safeguarding vulnerable people and making the most efficient use of available budgets.

The Council recognises that it is crucial that the local highway network is managed in the most effective way, a view shared by residents and highway users who see this as a high priority area of work. This Highway Asset Management Strategy defines the approach to maintaining assets in order to provide the best possible service to all highway users. At the heart of the strategy there are two fundamental objectives. The first is the application of good asset management principles to maintain the network in the most efficient and cost effective way. The second is a commitment to engage with all highway users to achieve a level of service that meets all reasonable expectations. During the current challenging economic climate it is more important than ever to maintain our roads and other highway assets in the most efficient way and I believe this Highway Asset Management Strategy will help to achieve that aim.

The Council is committed to making the borough a great place to live, work and visit. I look forward to working with highway teams, residents and all other stakeholders to achieve the aims of managing and improving our highway infrastructure for the benefit of all highway users.

**[Signature] .....**

## Glossary of Terms and Abbreviations

Adopted Highway	Public roads and footways maintained by the Council (the Highway Authority) in accordance with the Highways Act 1980.
Data Owner	Highway Asset Manager.
Forward Work Programme	List of approved schemes for the current and forthcoming year and an indicative list for a further three years.
Highway Network	Collective term for adopted public roads, footpaths and their associated assets.
Inventory	Information that is gathered and used to quantify and describe each of the major asset types.
Levels of Service	The standard applied to the maintenance of highway assets.
Life Cycle Plan	Strategy for maintaining an asset from its initial construction through to its disposal.
Preventative Maintenance	Application of relatively inexpensive maintenance treatments at the most appropriate time to protect and extend the life of assets.
Treatment Option	A possible treatment type that can be used for the maintenance of an asset.
CVI	Coarse visual inspection. Survey used to assess carriageway condition based on a nationally standardised methodology.
DRC	Depreciated replacement cost. The value of the highway network taking into account depreciation.
FNS	Footpath Network Survey.
GRC	Gross replacement cost. The value of the highway network based on the cost of rebuilding it from new.
HAMP	Highway Asset Management Plan. The subject of this strategy.
LTP	Local Transport Plan. Government capital funding for highway and infrastructure maintenance.
SCANNER	Surface Condition Assessment for the National Network of Roads. A high-speed surface condition survey undertaken from a van, normally on the classified road network.
SCRIM	Sideway Force Coefficient Routine Investigation Machine. Used to determine the skidding properties of roads.
WGA	Whole of Government Accounts. HM Treasury scheme to create a national single set of public accounting protocols.

## Document Information

<b>Title</b>	Highway Asset Management Strategy: 2017 - 2027
<b>Author</b>	Matthew Joyce
<b>Description</b>	The production of a Highway Asset Management Strategy is considered best practice and is aimed at encouraging local authorities to adopt good asset management practices. This strategy identifies the key, strategic priorities of Blackburn with Darwen Borough Council, as the local highway authority, during the period 2017 to 2027. This strategy seeks to holistically manage all highways assets with available resource.

## Document History

Project	BwD Highways Asset Management		
Location	Blackburn with Darwen Borough Council		
Title	BwD Highways Asset Management Strategy		
Document Name			
Date	22 June 2017		
Prepared by	Matthew Joyce	Signature (for file)	
Checked by	George Bell	Signature (for file)	
Authorised by		Signature (for file)	

## Quality Management

Rev	Date	Issue / Purpose / Comment	Prepared	Checked	Authorised
0.1	22/06/2017	Draft	Matthew Joyce		
0.2	05/10/2018	Revision	Matthew Joyce		
Final					

## Comments and Feedback

Blackburn and Darwen Borough Council welcome constructive comments and feedback on the content of this strategy, which will enable us to revise the content improve and tailor our service to our customer's needs.

Comments can be emailed to [highways@blackburn.gov.uk](mailto:highways@blackburn.gov.uk), please enter Comments on Asset Management Strategy as your subject.

## Executive Summary

Since the introduction of the first HAMP, the Department for Transport (DfT) has introduced changes to the national highway maintenance formula funding mechanism by introducing the Incentive Fund. As a consequence each highway authority will no longer be allocated full funding on a needs basis and will be required to complete a self-assessment questionnaire against a set of criteria aimed at assessing performance and to provide evidence of implementing effective highway asset management.

The strategy is based on managing our assets on a holistic basis. It will be necessary to prioritise between our assets based on the relative importance that each asset group contributes towards our goal of delivering an effective highway network. This is crucial to the provision of a well-managed highway network for residents and businesses of the Borough.

The strategy will follow this format:

Part 1	The overall strategy behind the Council's approach to the management of the highway asset.
Part 2	The investment and delivery strategy of the Council's infrastructure assets and details how the long term objectives will be achieved.
Part 3	Communications.
Part 4	Asset Management Framework will set out a framework for managing highway infrastructure assets.
Part 5	Data Management describes what data is held and how often it is updated.
Part 6	Performance Management.
Part 7	Risk Management.
Part 8	Benchmarking.
Part 9	Annual report describes the structure of the annual report.

The effects of severe weather on this strategy are mitigated by the Council's Resilience strategy. Irrespective of such events this plan will maximise the effects of the available investments over the life of this strategy. Throughout its lifetime, the plan will be subject to regular performance management and scrutiny by elected members and senior management. The strategy supports and compliments the Council's transport policies, strategies and plans.



## Part 1 – Overall Strategy

### Introduction

In recent years the investment in highway infrastructure and its performance has been increasingly under the spotlight. The current financial challenges and high public expectations mean that local highway authorities are expected to manage their highway infrastructure in the most efficient way.

Asset management has been widely accepted by both central and local government as the best approach to the management of highway infrastructure assets through long term planning. This approach enables more efficient and effective use of resources, while fulfilling legal obligations, delivering stakeholder needs and safeguarding the engineering integrity of the network.

Policies, investment and delivery strategies have been endorsed by elected members and are informed by input received from resident surveys, communications via our website and other users of the highway.

Blackburn with Darwen Council understands that the highway infrastructure forms the backbone of the local economy and is a major determinant of growth and productivity. The Council understands that an effectively maintained and managed network contributes to the achievement of its corporate goals. Asset management supports decisions and provides long term financial benefits; it assists in understanding the structure and character of the highway network and describes how it performs as well as assisting in determining the funding needed to meet the requirements placed upon it.

The Highway Asset Management Strategy defines how the Council will establish long term objectives for the highway network incorporating statutory obligations, stakeholder needs, local priorities, structural condition, funding and resources.

This strategy document describes the management of the Council's highway assets, allows planning for the longer term and will allow for future changes in funding policy. The strategy considers long term needs and whole life costs alongside the short term position to address a maintenance backlog arising from nationwide under-investment.

This strategy incorporates all funding provided for highway maintenance from any source. It embraces all major asset groups including:

- Carriageways
- Bridges and Similar Structures
- Footways
- Street Lighting
- Traffic Signals
- Drainage
- Aids to Movement

Whilst the general principle of the strategy covers the Public Rights of Way Network, it should be seen as supporting rather than replacing the Public Rights of Way Improvement Plan.

This strategy and associated documents are [available](#) to all highways staff and the general public. Executive members, Chief Officers and senior managers have been [briefed](#) on the purpose and content of this strategy.

This review of the strategy considers and incorporates the recommendations of the UKRLG Code of Practice "[Well Managed Highway Infrastructure](#)".

An efficient and effective transport network lies at the heart of a booming economy. A good transport network provides roads that are substantially free of defects and allows travel without undue queuing or delays.

Exceptionally severe weather during the winters of 2008/09, 2009/10 and 2010/11 caused extreme, lasting damage to road and rail networks locally and nationally. The general public voiced their disappointment and frustration via MPs, councillors and social media. The fundamental problem of under-investment was addressed by Government via the Department of Transport (DfT) and the Highways Maintenance Efficiency Programme. A number of innovative measures were introduced to address this threat to national transport infrastructure and the economic performance of the country. Finance is provided to local highway authorities in the form of:

- Severe Weather Fund.
- Pothole Action Fund.
- Incentive Fund.
- Challenge Fund.

The Incentive Fund requires authorities to assess their performance against published criteria annually. High performing authorities are rewarded with maximum funding, whilst poor performing authorities receive less funding.

Challenge Funding is available to authorities who submit worthwhile applications for large scale maintenance projects to the DfT.

In 2012 comprehensive reports were published reviewing the prevention of potholes and the management of highway drainage. This Council readily accepted this guidance and effectively and efficiently monitors its performance against the recommendations. The authority maintains its position in the vanguard when trying, assessing and adopting new ideas, methods and techniques. This enables the authority to continue to improve its levels of service whilst simultaneously reducing associated costs.

## 1.1 Asset Management Policy, Strategy & Procedures

The Asset Management Policy is the highest level document and acts as a keystone in the Asset Management Framework; it defines aims, targets and goals. This strategy builds on these ideals and enables the fulfilment of the policies targets and goals. It makes reference to and is supported by a number of procedural documents some of which are specific to asset groups others overlap two or more areas.

This document builds on the advice contained in the code of practice “[Well Managed Highway Infrastructure](#)” and the guidance document ‘[Highway Infrastructure Asset Management](#)’ both published by the UK Roads Liaison Group. The Council is committed to developing asset management in line with ISO 55000.

As diminishing budgets continue to present increasing challenges there is a clear and unambiguous need to carefully husband all available resources and to use asset management techniques to prudently direct, target and focus maintenance to the areas of the asset where it will be most beneficial.

In July 2016 Blackburn with Darwen Council entered into a partnership with Capita to manage the operational highway service. The Council’s client function is delivered by two teams providing technical and strategic functions respectively. Maintenance works are carried out by the Council’s own workforce supplemented by specialist contractors as necessary. The Highways Service delivers highway maintenance across the Borough. This service is organised into five teams:

- Highways.
- Street Lighting.
- Drainage.
- Traffic signals.
- Aids to Movement.

Associated documents:

- Highway Safety Inspection Procedure.
- Skid Resistance Policy
- Surface Dressing Policy
- Winter Maintenance Policy
- Gully Cleaning Policy
- Resilience Strategy

## 1.2 Objectives

The objectives of this strategy are:

Direct investment in the highway related assets on the basis of prevention is better than cure, having consideration to the Council's priorities, risk and the current condition of the assets to which the Highway Infrastructure Asset Management Plan and Highways Management Plan relates.

Aim to improve the overall condition and explore the most cost effective maintenance treatments based on the whole life of the assets.

Facilitate the development of cost-effective forward works programmes over a number of years based upon the principles of life cycle planning.

Ensure the Council adheres to its duty of care under the Highways Act 1980.

To achieve this, the Council will:

Undertake annual inventory and condition surveys of the infrastructure assets which are captured within this strategy. Make use of a specialist asset management software application to manage both effectively and pro-actively the data captured.

Identify a programme of improvement works for infrastructure assets by the use of objective data captured via the annual condition surveys.

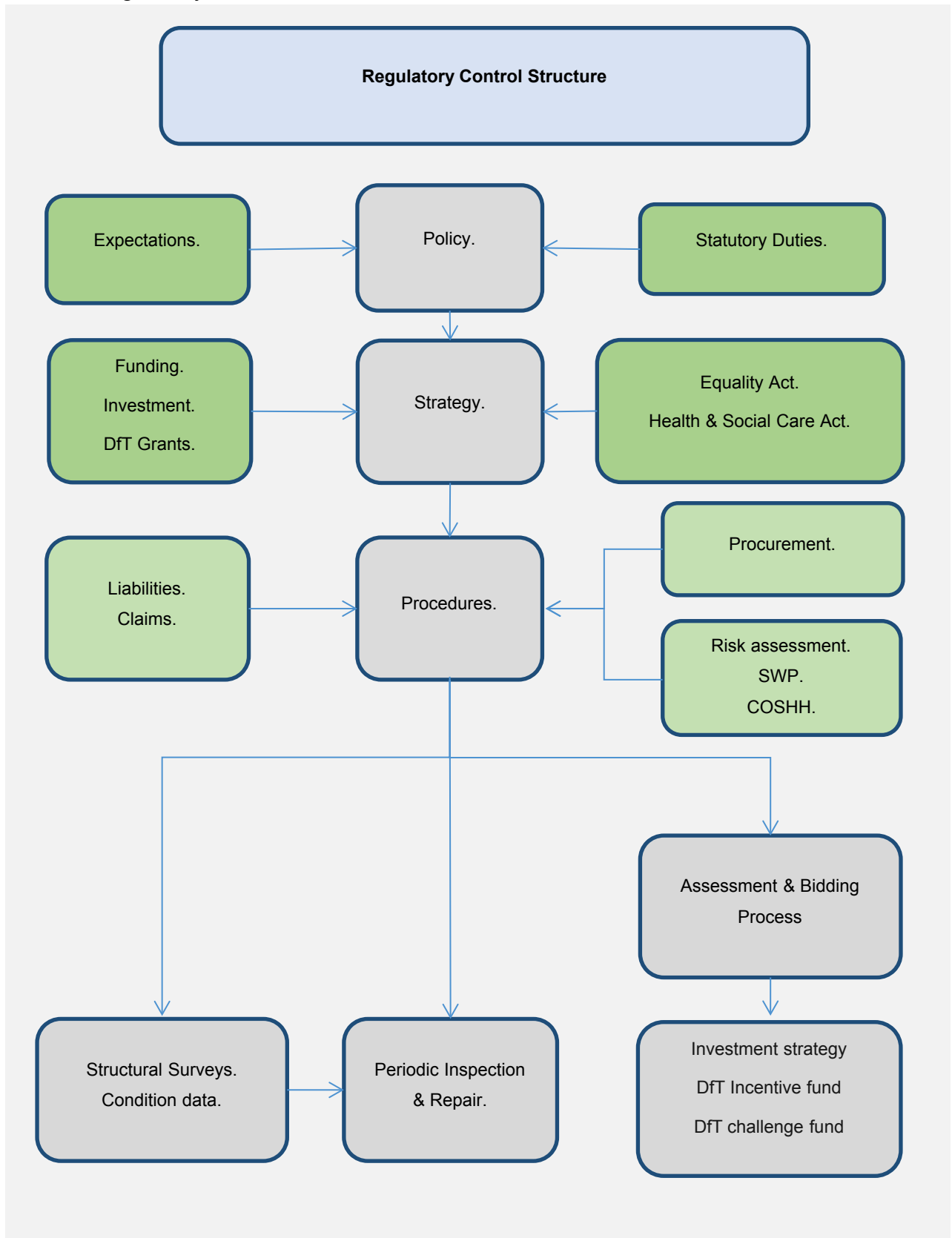
Identify the most cost effective treatment for the asset group and work collaboratively with all stakeholders to embrace innovative new ways of working.

Adopt a continuous improvement and review of practices in line with government and DfT changes.

Table 1. Work Areas.

<b>Sections</b>	<b>Duties</b>	
Common areas	Local Transport Plan Input Public Reports. Elected member and MP queries	Contract Management. Scheme design.
Highways	Asset Management. Periodic planned inspection. Reactive Infrastructure Repairs Planned Maintenance Works. Network Recovery Statutory Regulatory Duties	Street Works Performance Out of hours, call out. Winter maintenance. Street furniture. Condition Surveys
Structures	Asset Management Planned maintenance works	Periodic planned inspection Network rail liaison
Street Lighting	Periodic planned inspection. Fault repair. Electrical Safety Testing	Energy monitoring. LED installation. Cable maintenance
Drainage	Maintenance of highway drainage.	Gully cleaning. Reactive inspection.
Traffic Signals	Reactive inspection.	Planned replacement.
Aids to Movement	Road-marking. Road signs. Street furniture.	Reactive inspection. Road Safety. Abnormal Loads.

Table 2 Regulatory Control Structure.



### 1.3 Leadership and Commitment

The Council is committed to adopting good asset management practices in every maintenance activity it undertakes on the highway network. The Council is committed to improving performance in relation to asset management, resilience, customer and benchmarking and efficiency and operational delivery.

The Council will implement the Code of Practice (CoP) 'Well-managed Highway infrastructure' which incorporates and replaces the UK Roads Liaison Group national codes of practice entitled 'Well Maintained Highways', 'Well-lit Highways' and 'Management of Highway Structures'. The Council will develop policies, strategies and procedures in line with the industry best practice guidelines produced by the Highway Maintenance Efficiency Programme (HMEP), a Department for Transport initiative to support local highway authorities on the journey to adopting asset management principles to manage their highway infrastructure assets.

The Council commits to building upon sound asset management principles and will intervene at the opportune time, in the right place and with the most cost effective solution. The 'worst first' approach has proved more costly overall and if this approach is pursued will lead to an overall deterioration of the asset even in times of optimal funding.

To deliver the strategy's commitments the Council will work with all stakeholders including; elected members, officers, residents and road users, to achieve a reduction in maintenance backlogs and a general improvement in assets over a ten year period.

The Council recognises that support from senior decision makers and officers is essential if asset management principles are to be adopted and successfully implemented throughout all layers of the Council.

The Council will consult widely with residents, partners and stakeholders on a regular basis, in order to gain an understanding of their priorities and inform its own corporate priorities and revenue budget settings. The Council, as local highway authority, will endeavour to ensure that its highway maintenance policies are as far as possible consistent and comparable with those of adjoining authorities. Currently the intervention tolerances and inspection frequencies contained in the Council's Highway Safety Defect Inspection Procedure closely match those of Lancashire County Council's policy and similar to those of [Blackpool Council](#).

The Council's priorities are shown in Table 3 together with highways contribution to them.

Table 3. Council Priorities and Highway's Contribution

Priority	Description	Contribution
1.	Creating more jobs and supporting business growth.	Highway investment employing local people in highway maintenance. Providing infrastructure to encourage business investment.
2.	Improving housing quality and building more houses.	Facilitating and enabling housing developments.
3.	Improving health and well-being.	Safer roads, fewer accidents, healthier environment.
4.	Improving outcomes for young people.	Training and apprenticeships.
5.	Safeguarding the most vulnerable people.	Improved street lighting, improved mobility, cleaner gullies and drains.
6.	Making your money go further.	Efficient use of budget, management of contractors.

#### 1.4 Performance

Measuring performance is an important part of the Council's commitment to the continued use of asset management principles to manage the road network holistically. Performance management allows it to measure our progress against strategic objectives. A performance management strategy has been developed and is set out in section 8. Performance results will be documented and reported annually in accordance with Part 9, the Asset Management Annual Update Briefing.

The views of all highway users, stakeholders and residents are important. The Council will continue to share progress via its website, ward briefings, resident surveys and other types of engagement.

#### 1.5 Scope of this strategy

This strategy covers highway infrastructure assets for which Blackburn with Darwen Council acts as local highway authority. The major asset elements are: carriageways, footways & cycleways, structures, street lighting, traffic signals and Aids to Movement.

#### 1.6 Risk based approach



The council has adopted the premise proposed in “Well managed Highway Infrastructure” that local highway authorities should adopt a risk based approach and a risk based management regime for all aspects of its highway maintenance. There are no prescriptive or minimum standards in the Code. Adoption of a risk based approach, taking account of the advice in the Code, will enable the Council to establish and implement levels of service appropriate to their circumstances, aspirations and budgets.

The Council will consider the adoption of a risk based approach for all aspects of highway infrastructure maintenance, including setting levels of service, inspections, responses, resilience, priorities and programmes based on the provision of objective data.

Risk assessment and management will be used to inform and support the approach to asset management and inform key decisions regarding performance, investment and implementation of works programmes. The approach and decisions will be robust and informed by the analysis of objective data, attained via condition surveys and the recording of the performance of an asset. A risk management strategy has been developed and is set out in detail in Part 9.

An additional core objective is to manage all highway assets in one integrated asset management system. Accurate, fit for purpose robust data will be utilised to ensure accurate life cycle plans are developed to inform planned maintenance works. Robust data is key to delivering a first class service, a risk based approach to the maintenance of highway infrastructure assets and strategies for residents and road users.

## **1.7 Links to National Policy**

Reports by the Audit Commission Going the Distance – Achieving better value for money in road maintenance, 2011; Highways Maintenance Efficiency Programme (HMEP), Potholes Review, Prevention and a Better Cure - 2012; HMEP, Guidance on the Management of Highway Drainage Assets, 2012; HMEP, Procurement Route Choices Toolkit, 2014 and the Chartered Institute of Public Finance and Accountancy (CIPFA), Code for Transport Infrastructure Assets, 2013 have placed a greater focus and pressure on local authorities to adopt good asset management principles to ensure that their highways are maintained in an efficient and appropriate manner.

The Council recognises the importance of an efficient, well maintained and well managed highway network if the economy of the borough is to develop and bring about sustained economic growth. It is anticipated that improved highway network will not only help boost efficiencies with regards transporting goods to market, but an accessible highway network will also enable Blackburn and Darwen’s residents to

travel easily in order that they may take advantage of the improved employment opportunities with consequential benefits to their quality of life.

## 1.8 Legal responsibilities and duties

A considerable proportion of highway infrastructure maintenance activity is based upon statutory powers and duties. These duties and powers are contained within legislation and precedents developed over time as a result of claims and legal proceedings. Appendix 3 lists the relevant statutory legislation.

**The Adopted Highway** is the responsibility of the local highway authority, currently Blackburn with Darwen Borough Council. The Highways Act 1980 sets out the duties of the local highway authority in respect to highways maintenance. In particular, Section 41 imposes a duty to maintain the adopted highway at public expense.

The Highways Act does not specify the level of maintenance, although the Highways Maintenance Efficiency Programme (HMEP) provides advice and information to assist highway authorities to improve how they manage their highway infrastructure assets. A basic duty of care underpins many specific aspects of highway legislation. This principle should be applied to all decisions concerning highway management and maintenance.

The Localism Act, 2011 gives local authorities wide powers to act for the benefit of the authority and the community it serves. This Act introduced provisions for communities to challenge local authorities.

**Private streets** are the responsibility of the frontager. The Private Street Works Code, within the Highways Act, provides powers for local highway authorities to instruct frontagers to carry out works at their own expense to improve the condition of a private road to adoptable standard. A list of un-adopted roads is given in Appendix 4; this list is not exhaustive due to the difficulty in differentiating between roads, tracks, drives and private paths.

The **Traffic Management Act 2004** sets out a number of provisions for local highway authority duty for network management, permits for work on the highway, increased control of utility works and increased civil enforcement of traffic offences.

Various companies and utilities have statutory powers to work in the highway. Their activity in the highway is regulated by the **New Roads and Streetworks Act 1991** and by the **Traffic Management Act 2004**.

The **Health and Social Care Act 2012** requires, amongst other duties, the Council to:

- Promote and protect the public's health.
- Improve the health of local residents.
- Prevent risks to public health.

- Reduce health inequalities.
- To help people live longer healthier lives.

In the context of highway maintenance the Council will ensure that the highway is safe for all users and that all maintenance work promotes improvements in health as far as is practicable within budgetary constraints.

This Act incorporates various acts including the Disability Discrimination Act 1995. All highway users have the right to expect to be able to move freely. Whilst highways are constructed within the natural physical environment care should be taken to ensure that this service caters as far as is reasonably possible for all persons irrespective of any physical and/or mental impairment.

There can be circumstances where, due to particular site restrictions it may not be possible to accommodate persons with impaired mobility, in these cases all reasonable effort should be made to make alternate arrangements.

A general equality impact assessment has been carried out for this policy, [Equality Impact Assessment](#). It indicates that these activities impact indirectly on service users/general public and that there no negative impacts on any protected characteristics. It concludes that specific equality impact assessments should be carried out for programmes of work within highways maintenance.

## **1.9 Staff**

To deliver the strategies of the HAMP it is essential we ensure key asset management roles have been identified along with appropriate competencies. A competency framework will be developed and implemented, in line with the requirements of the publicly available specification 55/ISO55000.

The Council will invest in appropriate training to ensure competences are fit for purpose and up to date, in line with industry best practice.

All staff should receive training appropriate to their role in the organisation.

The Council will maintain a framework detailing what competencies are required for all roles within highway maintenance and the competencies of current staff. This information will be updated annually and will be form the basis of a training plan. The current competency matrix is given in appendix 5. The Highway Maintenance Efficiency Programme provides an online training course. The content is based on HMEP Highway Infrastructure Asset Management Guidance and is suitable for:

- Senior decision makers.
- Asset managers.
- Service providers.
- Practitioners.

The five-module training package has been developed covering the areas outlined below:

- Introduction to Asset Management.
- Policy, Strategy and Performance.
- Asset Data.
- Lifecycle Planning and Works Programming.
- Leadership and Going Further.

Regular reviews will be undertaken as part of an individual's development action plans to maintain an individual's competencies.

## **Part 2 Investment and Delivery Strategy**

### **2.1 Purpose**

This strategy aims to build upon the successes of the recent four year £10 Million network recovery investment programme which has improved the condition of the Borough's classified road network and stabilised the unclassified network by consolidating the condition of the network to a steady state. Whilst this investment provided a good foundation for this strategy, the effective maintenance of the network will become ever more challenging due to continued financial pressures, these challenges offer opportunities for innovation in materials and methodologies. It is important we continue with a preventative approach to maintenance which should lead to a reduction in the annual investment required to maintain highway infrastructure assets.

This strategy is supported by an objective and detailed assessment of the current condition of each of the major asset groups identified within this strategy. This strategy uses that data and evidence to propose a highway network investment plan intended to improve the overall condition of the asset group and reduce the maintenance backlog therefore reducing future maintenance liability. Asset groups are divided into hierarchal sub groups as tabulated in Appendix 6.

### **2.2 Lifecycle Planning**

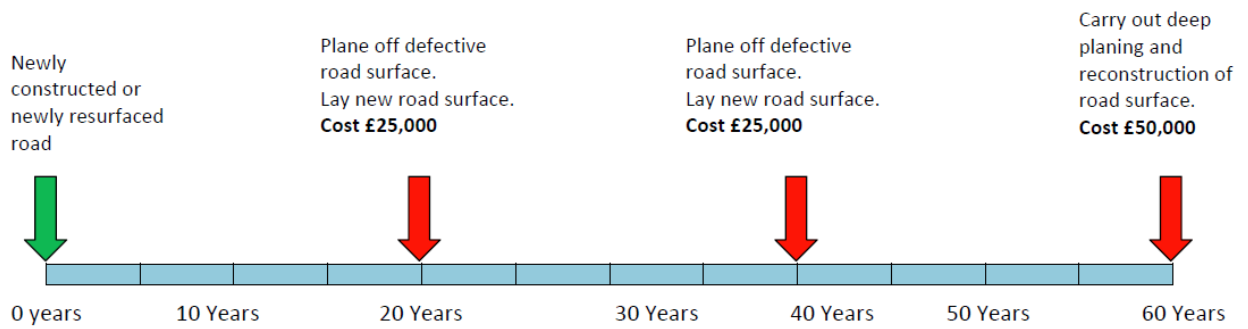
In line with current national guidance and best practice, the Council continues to develop its lifecycle approach to maintaining highway infrastructure assets. The durability and relative costs of specific maintenance treatments have been assessed,

The purpose of lifecycle planning is to maximise the life of assets with the minimum budget and resources. The lifecycle plans consider the whole of the assets' life and cost modelling diagrams. The investment required to maintain the asset over a long term period of 15 to 20 years for most highway assets; this will be over a much longer term for highway bridges and related structures, typically 100 years.

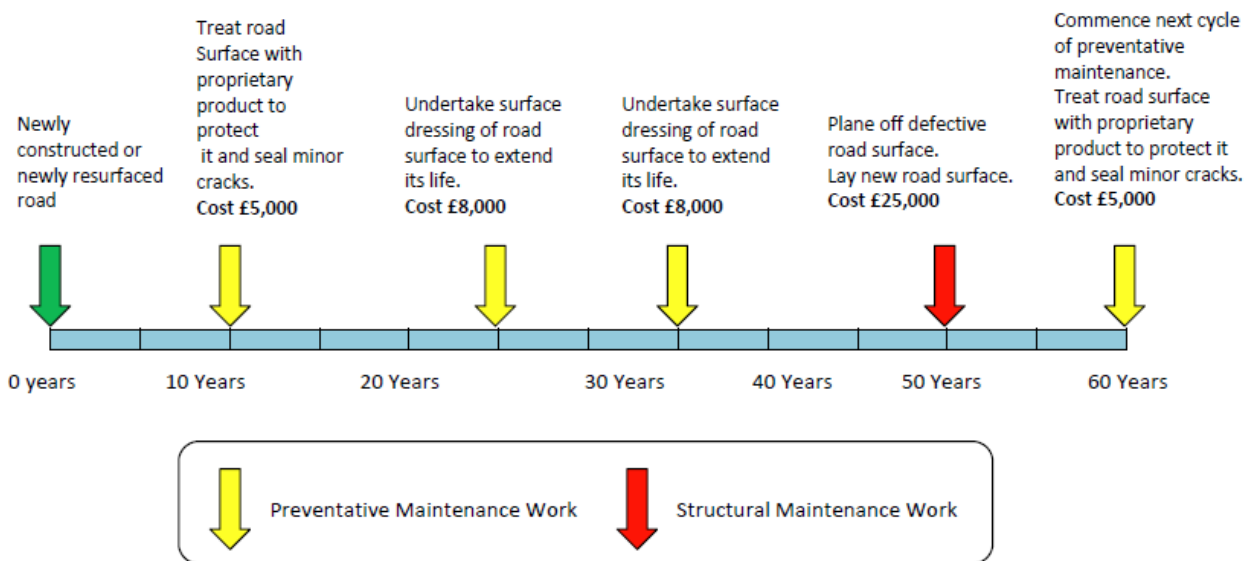
This approach enables planned maintenance to be carried out on the network at the right time in order to achieve value for money, delivering the agreed Levels of Service and achieving the objectives from performance monitoring and continuous improvement.

The illustration on the following page shows how a typical road might be maintained over 60 years. It compares and contrasts traditional maintenance practice with the new approach that the Council intends to adopt and it demonstrates how preventative maintenance can extend the life of the carriageway and lead to better value for money.

### Traditional Highway Maintenance Approach



### New Approach Using HAMP Principles



Total cost of maintaining the road using traditional methods **£100,000**

Total cost of maintaining the road using HAMP methodology **£51,000**

The above illustration shows that by applying highway asset management principles the whole life cost of maintaining the asset is greatly reduced. The use of preventative maintenance treatments at the optimum intervention timings extends the life of the asset reducing both reactive and planned maintenance.

### 2.3 Risk Management

The Council will carry out a risk assessment based approach on assessment of the risks and consequences when defining how highway infrastructure is to be proactively managed. The approach to assessing and managing risks will be via the data collation exercise that underpins the informative approach for inspections of infrastructure assets.

The Council will set condition standards that determine priorities and programmes for effective asset management through the adoption of best practice with continuous improvement to collect annual condition data.

The Council’s strategy will continue to develop risk based approach and guided on industry best practice. This will support the risk based approach in managing risks posed and will also consider other risk areas, such as:

Network loss or serious failure	Financial impact
Asset loss or damage	Contractual obligation
Reputational impact	Service reduction or failure
Environmental impact	Resilience of the network
Future growth demands	

## 2.4 Forward Works Programme

The Council will compile and maintain a five year forward work programme for all major asset groups as defined in the introduction. The maintenance work to be carried out in the current year and the forthcoming year will be fully costed, approved by the Executive Member and published on the council’s website. Indicative programmes for a further three years will be drafted; these will be prioritised to reflect anticipated budgets.

## 2.5 Materials, Testing, Technology and Innovation

The Council recognises that key to a successful Highway Asset Management Plan is the accuracy of the data which determines the forward works programme.

With ever changing specifications and advances in materials technology there are significant opportunities for the use of innovative materials and the recycling and reuse of what would have previously been waste materials from the existing infrastructure. The Council will endeavour to trial one or two new innovative products and processes per year, for example; patching works quality, mini paver and pothole repairs. Appropriate use of new and improved material and techniques allows the authority to continuously improve the performance of the network.

### Climate Change.

The highway network needs to be resilient to climate change in order to minimise risk and delays to highway users and reduce forward costs.

- Appropriate use of wide temperature range binders in asphalt that remain flexible in low temperatures and do not soften in high temperatures.



- Appropriate use of sealing grit to prevent plucking and stripping of carriageways in periods of extreme heat.
- Appropriate gritting when sub-zero temperatures and/or snow are forecast. Refer to winter maintenance policy.
- Appropriate provision and maintenance of salt bins in accordance with the winter maintenance policy.
- Appropriate maintenance and cleansing of gullies and highway drains in accordance with the gully cleaning policy (currently in draft).
- Design and maintenance of street lighting equipment to cater for high wind speeds.
- Make reference to the Borough's [Climate Change Adaptation Strategy and Action Plan](#).

**Feasibility and design assessment through appropriate, tailored site investigations:**

- Improved understanding of network condition to prioritise spend and reduce the potential for unexpected ground and material conditions which could result in additional delays and costs once on site.
- Impact on road users during construction will be minimised improving public perception. This will also significantly improve the robustness of the asset strategy which will in turn strengthen the case for funding applications.
- Identify and classify the presence of any tar bound or other potentially hazardous materials in existing highways in order to recycle / reuse as much material as possible and appropriately manage any residual waste; reducing costs and environmental impacts.

**Project / Programme Design and Contract Specifications:**

- Select materials and designs that optimise the application of the council's budgets.
- Ensure that contract specifications are clear and robust in appropriately placing responsibility for quality, durability and technical compliance on the supply chain. Especially important with regards to Surface Dressing and Micro Surfacing programmes.

**Provide independent on site materials compliance testing during construction:**

- Ensure works are delivered 'right first time' maximising the durability of the highway.

- Eliminating delays, network disruption and costs in remedial works for premature failures.

The same approach to Highways Asset Management described above for annual Capital works could/will also be adopted for new housing and development (S38 / S278) sites to ensure that the Council's requirements for these are appropriate and the completed infrastructure is sufficient and adequate to be adopted.

## **2.6 Customers and Stakeholders**

The Council participated in the NHT Public Satisfaction survey 2015 to measure the public's satisfaction with the network and what elements are of greatest importance to them. The NHT survey collects public perspectives of and satisfaction with, Highway and Transport Services in the Borough. It is a unique, standardised, collaboration between Highway Authorities across the UK, it gives:

- A better understanding of how they are performing in the eyes of their public.
- A consistent datum for setting service levels and a means of measuring the impact of service improvements.
- Access to the best performers and the opportunity to learn from the good practice of others.
- Full transparency of data for benchmarking purposes.

The use of the NHT survey by highway authorities is increasing from 79 in 2014 to 107 in 2016.

The findings of the NHT survey undertaken in 2015 indicated our customers and stakeholders top three priorities are:

- Congestion
- Management and maintenance of roads
- Gritting and roads & clearance of snow.
- Management and maintenance of road drainage and gullies.

These findings have been reported to the executive member as described in appendix 2.

The authority will describe and communicate upcoming maintenance schemes and major highway projects to residents and road users via the Council's website and by letter drop to those properties affected. When necessary we will develop bespoke communications plans for individual highway schemes should major disruption or delay be anticipated.

Major consultations took place in 2011, 2012 and 2015 in order to inform service cuts and corporate priorities, with engagement ranging from online surveys, to market stall voting, each of these consultations identified that highway maintenance and cleanliness were a key priority for residents. As such these matters continue to be priorities within the Council's Corporate Plan.

The Council also collects the public's views through NHT Public Satisfaction Surveys and Residents Surveys which includes how satisfied or dissatisfied they are with the cleanliness of streets and pavements and the general appearance of their local area. The analysis of the results of these surveys is presented to and discussed with the Executive Member for Regeneration who has overall responsibility for the highway function, see Appendix 2.

Officers will continue to hold monthly meetings with the Executive Member responsible for highway maintenance and the two lead members and will [report](#) regularly to their Senior Policy Team meetings. Ward councillors are notified in advance of [proposed work](#) in their wards. Our Member Services team maintains a log of all Member requests. The Council also undertakes an elected member satisfaction survey.

Neighbourhood Teams regularly hold 'Ward Solution' meetings to consult and seek feedback on roads and, in particular, pot holes. The meetings are open to all residents of the particular ward and are generally chaired by Councillors. The meetings are held either bi-monthly or quarterly road condition is one of the most popular topics. All remarks are logged, actions taken and progress reported at the next meeting, in addition progress logs are sent to everyone who attended the original meeting. These meetings assist the Council to work with local people to develop local solutions via local problem solving.

Residents of the Borough desire and deserve safe roads, cycle ways and footways that promote walking, with its consequential health benefits.

The Council recognises that local businesses indirectly benefit from a good quality resilient road network.

The Council's commitment to providing up to date relevant information to residents, road users and stakeholders is detailed in Part 3 Communication strategy.

## **2.7 Levels of Service**

The strategy is intended to facilitate better decision making by providing robust technical data through the adoption of asset management practices, assessing this against the needs and aspirations of customers. In practical terms this means the identification and consideration of service level options.

Whilst there is have a statutory duty to maintain highways as outlined in the Highway Act 1980, there is no definition in the Act as to the standard of maintenance that is required. In order to promote consistency of provision across the country, the Department for Transport (DfT) and the UK Roads Liaison Group have produced national codes of practice (CoP). The current code, titled “Well Managed Highway Infrastructure provides guidance on a range of highway maintenance activities. This code replaces the former codes, ‘Well Maintained Highways, ‘Well-lit Highways’, ‘Management of Electronic Traffic Equipment’ and ‘Management of Highway Structures’.

The UK Roads Liaison Group and the DfT recommend that local authorities implement this updated CoP as they contain current best practice which will enable a more robust defence of third party claims. This strategy and its supporting documents therefore follow this guidance.

The levels of service for the various highway asset groups are:

Statutory minimum	Meeting only statutory, safety and legislative requirements.
Minimum	The effect of reducing funding levels to regular revenue and LTP allocations and removal of other funding allocations.
Existing	The effect of continuing with current funding retaining.
Requested	The effect of providing additional funding above what currently exists based on customer expectations and political aspirations.
Optimum	The ideal amount of funding required to support optimal levels of service.
Attainable	Re-alignment of optimum service level taking in account the resources that are realistically available e.g. budget and staffing constraints.

Setting service levels supports:-

- Planned maintenance of the network;
- Reduction of maintenance backlogs;
- Reduction of the year on year investment required to deal with natural deterioration of the asset;
- The best use of available resources;

- Transparency and accountability.

Adopting these levels of service will ensure highway infrastructure assets maintenance backlog continues to reduce.

## 2.8 Service standards

Service standards are derived from condition data surveys collected, during the last 12 months, by engineering analysis and used to:

- Monitor the overall condition of the assets.
- Monitor the assets year on year performance.
- Compare overall progress against the previous years.

For carriageways and footways four levels of service standards have been identified EARLY LIFE, MID LIFE and LATE LIFE. Generic details of these service standards are shown in Appendix 1 of this document.

As with service standards setting of service standards supports:

- Planned maintenance of the network.
- Reduction of maintenance backlogs.
- Reduction of the year on year investment required to deal with natural deterioration of the asset.
- The best use of available resources.
- Transparency and accountability.

## 2.9 Funding Constraints.

The Council's Highway Maintenance is funded from a number of different areas. Throughout the core working hours the routine maintenance is supported by revenue funding, which comprises funds, which is made up from funding by the Department for Communities and Local Government, from council tax and additional funds raised locally such as parking charges. Preventative and structural maintenance, which enhance the value of the asset, are often funded based on capital allocations from the Department for Transport and local sources of capital. Government allocations are not 'ring fenced' for the purpose and the amount of funding spent on highways is determined locally based on intelligence and data collation. Other capital funding mechanisms include use of local capital receipts and borrowing.

Key funding sources for local infrastructure:

Source	2017/18	2018/19	2019/20	2020/21

Revenue	£517,700	£517,700	£517,700	£517,700
LTP Capital Maintenance	£548,000	£548,000	£548,000	£548,000
Pothole Action Fund	£128,000			
Highways Incentive Fund	£144,498	£323,247	£323,247	£323,247
Total	£1,338,198	£1,388,947	£1,388,947	£1,388,947

- Highway maintenance capital block funding (needs formula).
- Incentive Fund.
- Revenue Fund.
- Pothole Fund.

Taking into consideration of the fundamental changes being advocated by central government and implemented by the DfT, the Council had been implemented a working draft that was adopted in 2015. The HAMP is based on the adoption of asset management best practices and principles which contribute towards the Council's goal of delivering an effective and robust highway network, which is crucial in developing the economic growth of the local economy for Blackburn with Darwen, both with new housing and employment. These goals then integrate with the wider social and environmental goals set for the future.

## 2.10 Maintenance Backlogs

All highway infrastructure assets deteriorate through damage, wear and tear, ageing, increasing traffic and severe weather events, all of which cause additional maintenance requirements

When maintenance backlogs reach critical levels due to a protracted lack of resources, the annual rate of deterioration may be greater than the annual programme of affordable works. This causes the backlog to grow year on year.

If the maintenance backlog can be reduced to a level broadly consistent with the annual rate of deterioration, then the resources available should ensure that no deterioration or only marginal deterioration occurs. At this point a 'steady state' has been achieved. If available resources are insufficient to sustain a steady state network then the condition of assets will begin to decline and the Council will then need to prioritise work and review their levels of service accordingly.

The Council's initial service standards have been developed and are in the main determined by the current condition of the asset, which in turn is heavily influenced by the level of deterioration and maintenance backlog within the asset base.

In respect to the assets covered by this strategy, there will inevitably be differences in the condition of each asset grouping. To some extent this is determined not only by the intervention intervals but also treatment and remediation options.

The condition of each infrastructure asset will be reviewed on an annual basis and reported via a briefing note to the executive member, describing the current condition and comparing it with historical information and expectations.

The current climate of austerity makes it more important than ever that the authorities' strategic plans focus resources where they can achieve the best overall long term value.

This strategy recognises the potential conflict between addressing highly visible, but fundamentally, superficial surface deterioration and failing to address less visible sub-surface problems which could lead to complete structural failure.

The focus therefore is to support optimal intervention to maximise the effect on the condition and life of the highways asset.

## **2.11 Asset Valuation**

The comprehensive gathering of inventory and condition data and subsequent processing by our asset management system, enables us to calculate the overall value of highway and infrastructure assets. HM Treasury require the authority to report the Gross Replacement Cost of the highway network and the Depreciated Replacement Cost. At the time of writing HM Treasury and DfT are discussing the most efficient method to capture and report this information.

## **2.12 Asset management system**

Effective ICT systems and accurate condition data is the cornerstone of the Councils strategy. In recent years we have made considerable investment in a computerised integrated asset management system. The authority is currently working with our partners to implement the updating of our asset management systems using customised software to interrogate web based data. ExpertAssets is an integrated solution that ensures the best value is derived from the information available on every asset recorded in a practice and service orientated context. It has the ability to capture, management integrate and analyse information in one place. Our system holds extensive amounts of highway related data which enables us to effectively manage our assets, plan future maintenance schemes; to implement and monitor the risk based approach to managing assets. Lighting assets are managed within Mayrise which is a specialised data management system.

### **2.13 The Introduction of the Self-Assessment Questionnaire by the Department for Transport (DfT)**

To encourage local authorities to adopt good asset management practices, DfT introduced an incentive fund element alongside revisions to the maintenance formula funding mechanism. Highway authorities are required to complete assess themselves against a set of criteria allowing authorities to demonstrate that efficiency measures are being pursued.

The self-assessment bands are based on the maturity of the authority in key areas, which are described in each question. The principle on which the levels of maturity for each question were determined is described as follows: Band 1 – has a basic understanding of key areas and is in the process of taking it forward; Band 2 – can demonstrate that outputs have been produced that support the implementation of key areas that will lead towards improvements; Band 3 – can demonstrate that outcomes have been achieved in key areas as part of a continuous improvement process. A local authority's Band will be based on their score in the self-assessment questionnaire.



Details of the 'incentive bands' and funding for future years are shown below:-

Year	Indicative incentive element by “band” of self-assessment ranking (£)			Potential Loss Band 3 to Band 2.	Potential Loss Band 3 to Band 1.
	Band 3	Band 2	Band 1		
2016/17	£107,036	£107,036	£96,332	£0	£10,704
2017/18	£160,553	£144,498	£96,332	£16,055	£64,221
2018/19	£323,247	£226,273	£96,974	£96,974	£226,273
2019/20	£323,247	£161,624	£32,325	£161,623	£290,923
2020/21	£323,247	£96,974	£0	£226,273	£323,247
Total over 6 years	£1,237,330	£736,405	£321,963	£500,925	£915,368

Further information pertaining to the highway self-assessment questionnaire can be found by visiting the DfT's [website](#).

## 2.14 Investment in the Highway Asset 2012 – 2016

The highway asset has historically been funded through capital programmes, which have formed part of the highway maintenance and integrated transport block grants received from the Department for Transport. The funds have formed part of the delivery of the local transport plan since 2001 and will continue to do so with the current development of the Local Transport Plan 4,

Tables 4 and 5 provide a summary of the budgets that have been allocated to highway and infrastructure maintenance over the last 5 years

**Table 4 Highway Maintenance**

Budget £000s	Description of Work	2012/13	2013/14	2014/15	2015/16	2016/17
Revenue	Day to day highway repairs (e.g. potholes), patching programme, small planned road and footpath improvement schemes, drainage repairs	£526	£504	£513	£620	£567
Local Transport Plan Capital	Annual resurfacing programme, annual surface dressing and micro-asphalting programmes	£1,000	£548	£548	£548	£548
Council Capital	Additional Council Capital investment in highway maintenance		£2,012	£2,211	£2,699	£3,283
Other Capital	Additional DfT budget – National Pothole Fund	-	-	£283	-	£85
Other Capital	Additional DfT budget – Severe Weather Recovery Fund	-	-	£172	-	-
<b>TOTAL</b>		<b>£1,526</b>	<b>£3,064</b>	<b>£3,727</b>	<b>£3,867</b>	<b>£4,483</b>

**Table 5 Bridges and Infrastructure Maintenance**

Budget £000s	Description of Work	2012/13	2013/14	2014/15	2015/16	2016/17
Revenue	Day to day bridge repairs, emergency work, graffiti bus partnership, minor planned schemes	£65	£66	£66	£67	£38
Local Transport Plan Capital	Major structural schemes (e.g. bridge replacement / refurbishment)	£901	£902	£818	£980	£695
<b>TOTAL</b>		<b>£966</b>	<b>£968</b>	<b>£884</b>	<b>£1,047</b>	<b>£733</b>

## 2.15 Investment in the Highway Asset 2017 – 2027

A fundamental principle of this strategy is to continue to move away from the philosophy of tackling 'worst first' and expanding on the use of preventative maintenance, whereby the underlying condition of the network is addressed as we believe this will enable us to make more efficient use of our resources. The strategy adopts a flexible approach, to addressing maintenance backlogs and will adopt a rolling forward programme which adapts to changes in resources as we go along. The highway and infrastructure maintenance is currently funded from the following sources:

- Local Transport Plan (LTP) – annual capital funding received from the Department for Transport (DfT).
- Revenue – annual revenue funding determined by the Department for Communities and Local Government (DCLG) relative needs formula and the Council Tax settlement.
- Other specific allocations – other sources of funding allocated either internally or externally.

An ongoing objective of the strategy will be to actively explore all possible sources of additional funding.

Revenue funding is unlikely to increase in the forthcoming years due to the current and continued austerity measures implemented by central government, which will inevitably have an effect on the level of revenue funded routine maintenance programmes that we can undertake.

Revenue spending in the main does not improve the fabric of the asset and is largely used to ensure assets remain in a safe and serviceable condition until capital improvements are needed to replace worn out infrastructure. Revenue funding is used to repair potholes and localised footway defects in accordance with our highway maintenance policies and the capital programme is invested to prevent the occurrence of potholes in the first instance.

In recent years changes to the allocation of capital funding have been introduced by the Department for Transport and it is against this financial background that the revised HAMP 2017 – 2027 investment strategy is based. The proposed investment strategy will be reviewed in response to any variation in the actual level of resources made available, which may result in our delivery programmes and delivery timescales being adjusted as appropriate.

Table 6, below illustrates the forecasted annual highways and infrastructure budgets from 2017/18 (Year 1 of the HAMP) through to 2021/2022. The revenue funding is based on an assumption that the annual allocation will remain static. The Local Transport Plan maintenance allocations from 2017/18 are indicative only.

The amount of Incentive Funding received is determined via the completion of the highway self-assessment questionnaire. Each local highway authority will score themselves against 22 questions and place themselves into one of 3 bands on the basis of the available evidence. In 2017/18, only authorities in band 3 will receive their full share of the Incentive Fund, whilst authorities in Band 2 will receive 90% of their share and band 1 will receive 60%. The percentages for Bands 1 and 2 will further decrease in subsequent years, with only authorities in Band 3 awarded their full share of the funding.

Table 6 provide a summary of the anticipated budgets that have been allocated to highway and infrastructure maintenance over the forthcoming 5 years

Table 6

Budget	Description of funding source	2017/18	2018/19	2019/20	2020/21	2021/22
Revenue	Day to day highway repairs (e.g. potholes), patching programme, small planned road and footpath improvement schemes, drainage repairs, bridge repairs	£518	£518	£518	£518	£518
Council Capital	Additional Council Capital investment in highway maintenance	Not allocated	Not allocated	Not allocated	Not allocated	Not allocated
DfT Capital	Needs based formula	£548	£548	£548	£548	£548
DfT Capital	Incentive funding award (**to be confirmed) (*denotes level 3 funding attained)	£144	£323	£323	£323	£323
Other Capital	Additional DfT budget – National Pothole Fund	£128	£0	£0	£0	£0
<b>TOTAL</b>		<b>£1,338</b>	<b>£1,389</b>	<b>£1,389</b>	<b>£1,389</b>	<b>£1,389</b>

These allocations may be subject to variance in response to emergency or unusually severe weather events.

A conclusion of this HAMP is that the traditional approach of ‘worst first only’ in asset management will inevitably result in spiralling maintenance backlogs and a rapid deterioration of the highway asset network.

In order to reduce our maintenance backlog we propose to focus predominantly on preventative intervention works. Such works involve treatments that are generally carried out at an earlier critical stage in an asset’s life cycle and are usually less

expensive and less invasive. It is anticipated that such an approach will reduce the rate of deterioration across the network.

## **2.16 Future Changes to the Asset**

Blackburn and Darwen are thriving towns these burgeoning economies lead to a larger road network conveying larger traffic volumes. It is unlikely that future maintenance funds and resources will increase proportionally this demands holistic management to ensure that we continue to deliver a suitable transport network.

Other factors may affect delivery of the maintenance strategies include climate change and Brexit.

## **2.17 Key Recommendations**

Maintenance interventions should be carried out at the most cost effective point.

A 'worst first' strategy should not be adopted.

Programme of maintenance should largely be planned prevention works with a smaller proportion of more invasive treatments where avoidable.

## **2.18 Current Condition of the Highway Assets**

### **Carriageways**

Table 7 details the condition of the carriageway asset over the last decade and the aspirational conditions over the period of this strategy.

Table 7 Carriageway condition

Year	Percentage of carriageway where maintenance should be considered.			
	Resilient	Principal	Non-Principal	Unclassified
2007/08		4%	13%	9%
2008/09		4%	10%	13%
2009/10		4%	11%	13%
2010/11		4%	10%	
2011/12		5%	11%	
2012/13		4%	11%	
2013/14		4%	10%	16%
2014/15		4%	8%	
2015/16		4%	6%	
2016/17	2%	3%	4%	10%
2020/21	<3%	<5%	<7%	<11%
2024/25	<3%	<6%	<9%	<15%
2026/27	<3%	<6%	<10%	<20%

This demonstrates the improvement to all aspects of the highway network in recent years and the minimum standard we aspire to in future years.

## **Bridges and Similar Structures**

The performance of a bridge and similar structures is measured by its physical condition, recorded as part of the bridge evaluation criteria. The Bridge Condition Indicator (BCI) is a method of evaluating highway bridge data by calculating separate factors to obtain a numeric value which is used to indicate the bridge service potential.

Highway bridges are subject to periodic inspection to determine condition and to record defects. The Authority has adopted a risk based regime that accords with that set out in the Code of Practice.

A BCI is determined for each individual bridge based on its condition at the time of the inspection. The BCI is a nationally developed method endorsed by ADEPT.

As a guide the BCI values represent the following:

- 100 – 95 - Very Good Condition
- 94 – 85 - Good Condition
- 84 – 65 - Fair Condition
- 64 – 40 - Poor Condition
- 39 – 0 - Very Poor Condition

Calculation of the BCI provides a percentage value in which a value of 100 would represent a bridge that has retained 100% of its service potential, a value of 60 indicates that the bridge has lost 40% of its service potential, while a value of 0 implies that the bridge is no longer serviceable.

Bridge condition deteriorates at different rates according to the construction type, exposure conditions, traffic flows and maintenance regime adopted. It is a complex interaction of variables which makes forecasting trends very difficult.

An average value for the whole bridge stock, known as the Bridge Stock Condition Index ( $BSCI_{AV}$ ) is also calculated based on the individual BCI values and is weighted by bridge area.

The Council is responsible for 183 bridges and similar structures and their condition data has been included for the purpose of evaluating the BCI for all our stock. The calculation of the overall BCI figure includes all General and any Principal Bridge Inspections completed in the last six years.

The Council's bridge stock has an average BCI value of 89 which is in the good condition bracket.

Condition values monitored over time indicate the bridge stock has been gradually improving. (see table below)

<b>Date</b>	<b>No of Spans</b>	<b>BSCI<sub>AV</sub></b>	<b>BSCI<sub>CRIT</sub></b>
2011/12	201	86	72
2012/13	202	86	73
2013/14	202	87	75
2014/15	205	87	78
2015/16	210	88	81
2016/17	226	89	83

The number of spans has increased as a result of including bridges from Witton Park, agreement to maintain culverts previously maintained by the drainage department and footbridges owned by other departments.



## Footways

Footway use varies widely; town centres, railway and bus stations, health centres experience heavy, daily footfall as do footways adjacent to schools and colleges. Footways adjacent to football grounds have intermittent heavy footfall whilst those within housing estates have very little footfall.

An inspection of a representative sample of the footway asset has enabled lifecycle plans to be developed. The absence of footway information should be addressed promptly, to enable and facilitate location of sub-standard areas and subsequent repair. Surface course material, condition and area information should be collected, stored and analysed.

The Borough has a variety of different footway constructions although the extent of each type is not known.

- Bitmac; 3mm fine cold asphalt and 6mm close graded surface course.
- Concrete flags.
- Sandcarpet.
- Historic stone flags.
- New stone flags.
- Block paving.

The number of footway safety defects occurring is given below.

Year	Footway Safety Defects
2003	6,900
2004	5,828
2005	8,734
2006	7,494
2007	8,615
2008	7,100
2009	6,321
2010	3,582
2011	4,168
2012	4,108
2013	4,613
2014	3,551
2015	5,155
2016	5,256

As with carriageways footways are regularly inspected in accordance with the highway safety inspection procedure. Defects are recorded and repair is arranged in accordance with the stated target times, these actions reduce the potential for accidents and provide a safer environment for residents and highway users. The cost of repairing defects is a significant drain on labour resources and revenue funding.

Claims resulting from accidents on footways tend to be for larger amounts than carriageway related claims. Claims against the Council are a significant drain on financial resources, currently estimated at £200,000 pa.

The locations of accidents should be plotted and hotspots identified.

A detailed programme of repairs should be compiled, prioritised, maintained and costed to inform budget provision.

Investment in a programme of footway improvement should be carefully considered using lifecycle planning principals and evaluated by the Council to improve the footway condition and to address the maintenance backlog. Lifecycle plans shall be maintained for all elements of the footway network and shall be reviewed annually.

Desired outcomes and objectives:

- Continue to fulfil statutory duties.
- Establish footway inventory.
- Identify, cost and prioritise work required.
- Improve footway condition.
- Reduce trip hazards by 5% in 12 months.
- Achieve a sustainable footway network.
- Reduce claims against the Council by 5% in 12 months.
- Introduce geo-location of safety defects.

## **Street Lighting**

The conclusion of the LED refit has significantly reduced power consumption with associated reduction in the power costs. Approximately 10% of street lighting columns were replaced during this refit programme as they were found to be badly corroded. Although the remaining lighting column stock is in reasonable condition at present they are expected to deteriorate rapidly without additional funding to support a replacement programme. Illuminated signs are in poor condition due to corroded columns. A number of illuminated bollards have been converted from mains to solar power, however limited funding precludes annual cleaning. The majority of illuminated units are connected to the mains grid; however 5,571 units are fed by Council owned cables whose condition is unknown as they are not currently tested, contrary to British standard recommendations

## **Traffic Signals**

Traffic signals inspected every six months by the Traffic Signals Engineer and electrically inspected every two years by the signals maintenance contractor.

Bulk lamp changes carried out on halogen lamps approximately every 15 months, depending on overall lamp life and level of faults arising.

Mast arms to be structurally tested every five years.

Desired outcomes and objectives:

To reduce the percentage of stock over 20 years old to zero within five years.

To reduce the number of sites over 30 years old to zero within two years.

## **Drainage**

Water can cause significant damage to the structure of the highway either by erosion or via freeze/thaw action. The Highway Authority will continue to take steps to ensure that it operates a sufficient and adequate highway drainage system in order to minimise these effects. Ensuring that highway gullies are operating and fit for purpose is therefore a crucial activity.

There are approximately 36,000 gullies on adopted highways within the Borough and 420 of them are defined as critical. A critical gully is defined as any gully, which if blocked or not working, would result or contribute to the flooding of a property or cause ponding to 25% of the width of the adjacent highway.

### Planned maintenance

An annual gully cleansing schedule will be produced at the beginning of each financial year (April) to ensure that every gully is cleaned at least once every six years. To ensure that there is an element of maintenance throughout the network each year, the schedule will be based on the premise that each of the Borough's 23 wards will be attended for an average of 2 weeks per year.

All critical gullies will be attended twice per year as a minimum. There will also be targeted inspections on receipt of flood warning and cleaned as necessary prior to the event.

In addition to highway gullies there are 36 watercourse features including portals, with or without screens, and manholes which form part of the adopted highway; these have the potential to contribute to flooding and are therefore inspected at least twice a year, as are a further 22 Council owned off highway features. Any defects are noted and appropriate action is taken.

### Reactive maintenance

There are numerous charted and uncharted highway drains and ditches within the Borough. Their repair is prioritised as and when defects become apparent.

## **Aids to Movement**

Regulatory and informative signs and road-marking assist road users to use the network safely; this section includes:

- White lines
- Yellow lines
- High friction surfacing
- Road studs
- Non-illuminated signs

Whilst road signs are durable and long lasting road markings have a limited life, particularly transverse lines on classified roads. Currently the authority does not routinely inspect road markings; renewal is carried out on a reactive basis, priority is given to the resilient road network to ensure free flowing safe traffic movements on this critical infrastructure.

## Part 3 – Communications Strategy

### 3.1 Communications strategy

This Communications strategy is one of a suite of documents forming Blackburn with Darwen's Highway's Asset Management Framework. This strategy addresses the activities of the routine asset maintenance of the Borough's highways and is intended to improve the effectiveness of the Council's communication with relevant Stakeholders.

It will also allow the service area to budget, plan and focus service delivery based upon feedback from our key Stakeholders, as well as ensure we are communicating and engaging more effectively. It will also ensure a focus on activities that have been developed to achieve Blackburn with Darwen's objectives and provide a solid foundation to support consideration for additional funding in future.

Currently communication relevant to highway work and asset management is carried out in an ad-hoc manner on a reactive basis. However, there is clear recognition of the benefits to a more proactive approach in this service area.

This strategy provides the blueprint for the move away from reactive communications, to a more proactive approach, which aims to better take into account the views of Stakeholders across the Borough to ensure we have a more comprehensive and inclusive approach to communications and service delivery.

It incorporates the principles described and detailed in the Government Communication Service's "Writing a Communication Strategy" (<https://gcn.civilservice.gov.uk/guidance/writing-a-communication-strategy/> and <https://gcn.civilservice.gov.uk/wp-content/uploads/2014/04/Writing-a-communication-strategy-GCS-Guide.pdf> ) . As a strategy it addresses the 'what', 'why' and 'who' of communications, additional documents add detailed specifics of 'when', 'because' and 'how'.

### 3.2 How we communicate

Effective communication is prerequisite to the success. Communication should be based on the following principles:

All communications should be clear, non-technical, open, and effective and encourage two-way dialogue.

The tone of all communications should be consistent, honest, positive and accurate. All communications should have inherent flexibility, to enable development of all plans and messages.

Have a clear and consistent identity for all communications, to which people can relate and which will reinforce key messages.

Applying lessons learnt from current best practice and making efficient use of national campaign material to support the Council's messages, placing them in a national context.

All communications should be delivered on time and at minimum cost budget. Use green techniques and methods for communication and publicity as far as possible and maintaining value for money. Communications should adhere to a defined approval and sign off protocol, which resolves ambiguity, ensures clarity and permits appropriate flexibility. Abide by the principles of the Council's Equality Impact Assessment (EIA) process, demonstrating that the Council gives due regard to people with protected characteristics identified under the Equality Act, 2010. Abide by the principles of the Council's Health Impact Assessment tool to demonstrate that the Council carries out the duties defined in the Health and Social Care Act, 2012. Communications should be targeted, where possible, to ensure that messages reach intended recipients and that they are relevant to recipients and that communication is cost effective. Blanket communications should be used where resources and budgets permit. To monitor, review and evaluate communications and adjust and amend where necessary.

### 3.3 Target Audience

The effectiveness of communications will be improved if the composition of the target audience is assessed and understood.

This Borough has a wide variety of residents; variables include age, education, ethnicity, employment status, gender and language. Other relevant factors include the distance and duration of journeys made by residents and visitors. Highway works affect all the Boroughs residents as well as visitors, the effectiveness of communications will be far improved if the composition of the target audience is well understood. The methods of communication are as important as the content and the 'tone of voice'. We have to communicate effectively across not only the full age range and also with a variety of education abilities and ethnic backgrounds.

The statistics below have been sourced from the Office for National Statistics ([www.ons.gov.uk](http://www.ons.gov.uk)). They describe aspects of the Boroughs population that are pertinent to highway maintenance and inherent in improving effective communication and compare it with the national average.

Age	0 - 20	20 - 40	40 -60	60 - 80	80+
Blackburn with Darwen	28.7%	26.3%	26.1%	15.5%	3.4%
England and Wales	23.7%	26.5%	26.7%	18.3%	4.8%

Education All Qualifications					
	16 - 24	25 - 34	35 - 49	50 - 64	65 +
Blackburn with Darwen	16%	18%	27%	22%	17%
England and Wales	15%	17%	26%	22%	20%

Education. Detailed qualifications						
	Age/Qualification	16 - 24	25 - 34	35 - 49	50 - 64	65+
Blackburn with Darwen	None	7%	10%	21%	27%	35%
	Apprentice, Level 1 or 2	25%	18%	30%	18%	9%
	Level 3 or 4 or higher	14%	25%	30%	21%	10%
	All	16%	18%	27%	22%	17%
England and Wales	None	7%	7%	14%	25%	47%
	Apprentice, Level 1 or 2	21%	15%	30%	22%	12%
	Level 3 or 4 or higher	14%	23%	30%	21%	12%
	All	15%	17%	26%	22%	20%

Ethnicity	White <sup>1</sup>	Asian <sup>2</sup>	Black <sup>3</sup>	Mixed/Other <sup>4</sup>
Blackburn with Darwen	69.2	28.2	0.6	2.0
England and Wales	85.9	7.5	3.4	3.2

White: English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Irish Traveller; Other.

Asian: Asian British, Indian, Pakistani, Bangladeshi, Chinese; Other.

Black: African, Caribbean, Black British, African; Other.

Mixed: Multiple ethnic group, White and Black Caribbean, White and Black African, White and Asian, other mixed, Arab, any other group.

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Employment Ages 16 to 64	Employment Rate %	Unemployment Rate %	Economic Inactivity %	Jobseekers Allowance %
Blackburn with Darwen	64.8	7.8	29.6	2.9
Great Britain	72.7	6.0	22.6	2.2

Gender	Males	Females
Blackburn with Darwen	49.9	50.1
England and Wales	49.2	50.8

Language	All people aged 16 and over in household have English as a main language.	At least one but not all people aged 16 and over in household have English as a main language.	No people aged 16 and over in household but at least one person aged 3 to 15 has English as a main language.	No people in household have English as a main language.
Blackburn with Darwen	84.0	7.5	1.4	7.1
England and Wales	91.2	3.7	0.8	4.3

Distance commuted to work	km
Blackburn with Darwen	12.5
England and Wales	<b>15.0</b>

Mode of transport Percent	Car/ motorbike	Public transport	Taxi	Walk / cycle / other	Work from home	Not employed
Blackburn with Darwen	40.1	4.0	1.1	8.1	4.7	42.0
England and Wales	38.8	10.2	0.3	8.5	6.7	35.5



### **3.4 Stakeholders**

Highways are used by all the Boroughs residents and visitors to the Borough, their maintenance affects these groups as well. All utilities have service pipes and cables below the highway. Co-ordination between utilities and the highway authority prevents conflict.

A stakeholder is a person or organisation who has either:

An active interest in the condition and maintenance of highways with the Borough, or  
Is or will be significantly affected by proposed highway works.

Additional contact information is available at

<http://blackburn.cmis.uk.com/blackburn/OutsideBodies.aspx>

Stakeholders are listed below, contact information for external bodies is given in Appendix 7.

#### **Internal**

Chief Officers.

Senior Managers.

Public Relations.

Public Transport.

IT.

Traffic signals

Members.

Neighbourhood Managers

#### **External**

##### **Utilities**

Gas

Water

Electricity

Telephone

Cable

##### **Emergency Services**

Police

Fire

Ambulance

##### **Other**

Environment Agency

Highways England Residents

Key Workers  
Commuters  
Hospitals  
Schools  
Housing associations  
Businesses/Employers

### **MPs**

Blackburn, Kate Hollern, MP  
Darwen and Rossendale, Jake Berry, MP

### **Media**

Lancashire Telegraph  
Radio Lancashire

External stakeholders should be contacted if they are directly affected by any proposed works.

### **3.5 Aims and Objectives**

The purpose of communication is to both advise the stakeholders of the nature, extent and duration of any proposed works, as well as gather and evaluate feedback received, to ensure service improvement opportunities are both recognised and acted upon where possible.

It is important to keep stakeholders up to date during the course of any work especially if additional work becomes necessary or unforeseen delays arise.

These messages will reduce frustration caused by delays encountered at roadworks and will improve road safety for road users.

### **3.6 Methods of communication**

We will make use of the most effective means of communication.

Available methods include.

Intranet.  
Internet.  
The Shuttle.  
Elgin.  
Road closure notices.  
Letter drops.  
Leaflets  
Twitter.  
Facebook.  
Member briefings.

Public consultation events

### **3.7 Key messages**

Clarity is key to effective communication, all messages should be checked for ambiguity.

All communications should contain the following information as a minimum.

What we intend to do.

When we intend to start.

How long it is expected to take.

Why we are carrying out this work.

Contact information.

Additional information could include.

The consequences of not carrying out this work.

Other options that have been considered.

Why they have been rejected.

Describe appropriate alternate routes.

### **3.8 Funding**

The cost of communications is borne by the highways maintenance budget. It is believed that the benefits of effective communication in terms of improved efficiency and reduced delays outweigh the costs.

### **3.9 Monitoring and evaluation**

The communications plan should achieve the following:

Improve communications with all stakeholders.

Improve the effectiveness of communication with all stakeholders.

Reduce delays.

Reduce frustration at roadworks.

Improve safety at roadworks.

Improve production.

### **3.10 Community Engagement and Communication – Activities**

A range of tools and activities can be utilised to both improve the level of communications, as well as feedback opportunities across the Borough. These are designed to support the achievement of a more proactive approach going forwards. It is possible to utilise all of the tools and activities, or a select few, according to the

anticipated level of neighbourhood impact. A precursor to deciding the communications approach should be a Neighbourhood Impact Assessment, taking into consideration the scale of works, duration, likelihood of disruption and the direct impact anticipated within the neighbourhood, as a result of the works. Local knowledge is invaluable in assessing impact levels and opportunities to gather this local information and gain an understanding of the neighbourhood dynamics should be a primary consideration of any Neighbourhood Impact Assessment.

Project Timeline and Key Milestones	Understand projected timelines and key milestones of works/scheme to allow the development of a works/scheme communications and engagement strategy which ensures local information sharing and engagement is both informative and timely.
Neighbourhood Protection	Map timelines and works locations, incorporating Neighbourhood Impact Assessment - establish processes for informing key workers (social workers, carers, schools, bus operators etc) of potential delays
Key Contacts and Stakeholders Network (Local Level)	Establish key contacts and stakeholders to allow mapping of existing local networks.
Initial Contact (Local Level)	Undertake initial contact with key contacts and stakeholders at the local level, sharing initial project information and allowing for network review.
Briefing Sessions (Local Level)	Prepare and deliver briefing sessions where relevant appropriate to target audience; to include Members, Contact Centre, Partner Agencies, Council Officers and Key Stakeholders
Public Forums/ Consultation Events (Local Level)	Prepare and deliver public presentations. Organise and facilitate consultation events where appropriate
Public Information Sharing Networks (Local Level)	Map key public forums, local information locations, publications and social network sharing opportunities
Single Point of Contact	Promote single point of contact to better manage point of enquiry and responses.
Information Sharing (Issues)	Determine key contact within each organisation to share issues/responses information with. Avoid duplication.
Leaflets and letters (Local Level)	Prepare and distribute leaflets and letters as appropriate, providing clear opportunities for feedback
Electronic Updates – Partnership Liaison	Agree appropriate updates frequency and establish procedures for feeding into updates from all organisations. Explore My BwD functionality and capability.
Local Issues – Press	To effectively manage local press issues.

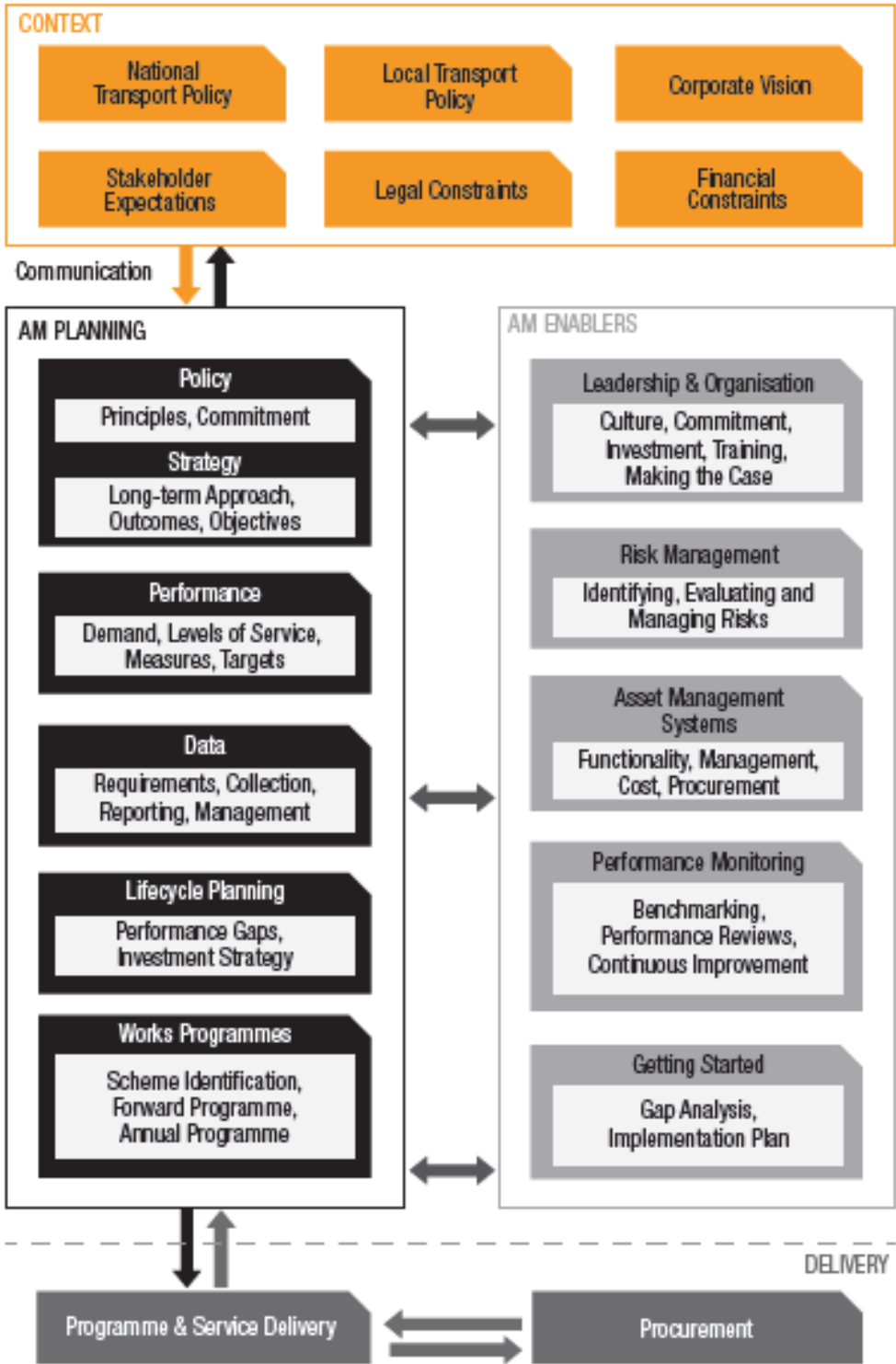
Management	
Social Network Forums	Establish information sharing protocols for wider distribution of key messages through social network forums to include project Twitter, Facebook, Web Site and re-posts on partner sites, where relevant.
Publications (Local Level)	Share articles for publications as appropriate – electronic Shuttle/Neighbourhood Newsletters etc
Website Review	Review content and update with relevant evidence (strategies, policies, information and contact updates etc) in support of DfT requirements for Highways specific web presence. To introduce a Members portal area for query handling and information sharing at a ward based level.
Web based feedback	Develop opportunities for feedback on Highways web facility (e.g Monkey Survey) sharing feedback for analysis.
Single Point of Contact	Agree resource to allow a single point of contact to co-ordinate, record and provide information and responses to enquiries/complaints (emails, phone calls, Facebook, twitter). Determine responsibility strategic vs operational.
Highways Meetings - Community Impact	Communications representative to attend relevant Highways meetings to share information on local issues raised and discuss potential solutions. Pro-actively consider potential community impact.

## **Part 4 Highway Asset Management Framework**

This section of the document is intended to be an overarching document that provides a framework for highway asset management.

### **4.1 Asset Management and the Organisational Context**

Delivering highway asset management is a multi-faceted activity; its delivery is linked with the Council's policies and service delivery and supports the interface with all stakeholders. The diagram below illustrates the importance of highway infrastructure, illustrates the setting of national and local transport policy, requirements for stakeholder expectations and legal and financial constraints.



## **PART 5 Highways Asset Information Management.**

### **5.1 Risk Based Approach**

A risk based approach to the collection of data may be considered where the cost of data collection outweighs the benefit to the Council. In doing so, the Council will consider each asset group individually and take into account:

- Any historic concerns regarding the quality of existing data,
- How the data supports statutory requirements,
- The reputational consequence of network disruption, reduction in serviceability, etc. which may have been alleviated if data existed,
- Critical parts of the network,
- Safety of the network,
- How the data might reduce the long term cost of maintenance and assist long term investment decisions, and
- The critical nature of the asset in supporting the function of the network.

This publically accessible strategy document sets out the protocols for managing highway related data. Reference has been made to HMEP's Asset Management Guidance. Three main types of data are described these being inventory, performance and financial information.

Traditionally highway networks have been described using chainage and offset techniques borrowed from the surveying and mapping industries. Whilst this has been adequate and successful for many years the advent and increasing availability of GPS and GIS based systems allow us to move to area based coordinate systems, as pioneered by Gaist working with Blackpool Council using Dft Element 2 funding.

The fourfold advantages of such as a system are:

- Ease of use.
- Ease of modification/editing.
- Increased accuracy.
- Layering, allowing relevant information to be made displayed and accessed.

The Council's ultimate aim is to hold all highways data in a single integrated database that offers pertinent data to management staff to allow fully informed recommendations and decisions to be made.

In 2015 the highways asset management policy was approved by the Council's Executive Board, this document described the Council's commitment to the



principals of asset management for highway maintenance via a lifecycle planning approach supported by appropriate and up to date data.

## **5.2 Objectives**

Blackburn with Darwen Borough Council gathers and maintains data about the highways within the Borough to provide a sound basis for making investment decisions and for setting budget levels. The Council gathers data that is required to support both the asset management policy. This data not only describes the composition of the asset and its performance but also improves communication with stakeholders and helps us assess the risks to and those posed by the highway. Equally the data supports the Council in executing its statutory duties, sustains continuous improvement and aids and assists the Council's priorities of supporting businesses and making the highway users money go further.

## **5.3 Asset Systems**

The Council currently operates several systems to hold and assess highways related data, each has its own particular merit and used in this way they presently provide the most efficient and cost effective way of recording, maintaining and making available appropriate data.

- Highway condition data is recorded on Gaist's system, where it can be accessed through a secure log-on procedure.
- Street lighting information is supported by Mayrise.
- Operational highways information is held within EXOR.
- National Street Gazetteer is held within EXOR.
- Public opinion is gauged through the NHT portal.
- Performance and costs are assessed through the Measures2improve portal.
- Bridge and structures information is held in individual files and HMEP toolkits.

Whilst the lack of interaction and interoperability between the databases, especially Gaist/UKPMS/NSG, is not a particular hindrance the networks should be resolved into a single dataset as soon as practical.

## **5.4 Data Collection**

Currently sufficient data is collected to allow and facilitate asset management in accordance with the principals of current Codes of Practice. However additional information would allow a higher level of service to be provided to all users. Information tables are given below which document:

- Current Inventory Data.
- Performance Data.
- Financial Data.

- Gap analysis and action plan.

The meta-data contained in these tables includes:

- The need for the data.
- The responsible owner.
- Statutory requirement, Yes/No.
- The availability of the data.
- The method of collection.
- The frequency and scope of refresh updates.
- Where and how the data is stored.
- Timescales for archiving or disposing of data, legacy issues.
- Staff time required.
- External costs.

### **5.5 Data Owner**

The Highway Asset Manager is the overall 'data owner' and is responsible for annually reviewing the method of data collection, the percentage of the asset to be surveyed, and managing the collected data. The Highway Asset Manager is responsible for the annual 'Road Condition' returns to the Department for Transport.

### **5.6 Retention and Disposal of Data**

The Council recognises the need to dispose or archive data when it is no longer relevant or is out of date. The Council also recognises the General Data Protection Regulations, specifically in relation to personal data; this is detailed on the [Authority's](#) website.

### **5.7 Statutory Data**

Road Condition Statistics

The Department for Transport (DfT) require online surveys to be completed by local highway authorities covering the following topics:

- Carriageway Work Done Survey
- Skidding Resistance Survey
- (130-01) Principal roads where maintenance should be considered.
- (130-02) Non-principal roads where maintenance should be considered.
- (130-04) Carriageway work done treatment lengths.

The Ministry for Housing Communities and Local Government (MHCLG) require annual data returns from items on the 'single data list'. Further information is available on the [single data list](#).

## Road Length Statistics

Road length consultation (R199b) is a mandatory exercise issued by the DfT, with the support of the MHCLG who have previously used road length information to assist with its calculation of the Highways Maintenance Relative Needs Formula (RNF) within the Local Government Finance Settlement and for analytical purposes. The process forms part of the 'single data list' and is further underpinned by the Local Government Finance Act and local authorities are required to respond to the consultation.

The frequency and nature of the consultation can vary, for example the last consultation undertaken by the DfT was carried out in 2013, this being the first time in five years. The exercise was primarily run in order to validate and improve the robustness of existing data sets on road length held by the DfT. This exercise was undertaken to assist the DfT in maintaining an up to date record of the national road network, improve statistics and inform funding decision. The main purpose of the data returns is to inform the funding allocations for local highway authorities made by DfT and DCLG.

Central government department's request for data is usually received by the Asset Manager who completes the relevant documents and returns to the DfT.

Data covers many areas of the service these are detailed in Tables 8, 9 & 10. Data is lacking in some areas these are detailed in Table 11 which includes an estimate of the indicative costs to overcome this shortfall. This action plan is revised annually.

The Council recognises that whilst data is expensive to gather and maintain its use achieves overall savings as it drives and enables targeted investment as required by the Asset Management Policy.

The accuracy and currency of data is paramount. Investment decisions founded on out of date or compromised data are suspect and may result in inefficient use of funds. Tables 8, 9 and 10 include stipulated refresh/update frequencies, these are to be monitored and recorded. The Council's Audit and Assurance section will provide assurance on the systems and processes in place to manage the Highways data in accordance with the internal audit planning strategy and methodology. This area will be considered by Audit & Assurance as part of the process to agree the annual internal audit plan, which prepared on a risk based approach

Data will be updated at the frequencies shown in tables 8, 9 and 10. Meta-data will record the update history; it will be made available to relevant staff as defined in the tables. The meta-data should consist of:

- Source of the update.
- Officer making the update.
- Officer checking the update.
- Revision date.
- All relevant calibration documents

## 5.8 Inventory Data

Accurate knowledge of the composition of the highway asset gives greater confidence in decisions relating to highway maintenance. Given the Council's high level of investment in development of its transport network there is a clear need to maintain and update this information. Information currently held is table 8, which is summarised below.

[Table 8 Summary, Current Inventory Information](#)

Item	Subject	Statutory	Staff Time (Days per annum)	External Cost
	<b>Total</b>		<b>71</b>	
1	<a href="#">Adopted streets</a>	Y	5	-
2	<a href="#">Adopted streets register</a>	Y	5	-
3	<a href="#">Network diagram</a>	N	5	-
4	<a href="#">Adopted front street</a>	N	2	-
5	<a href="#">Adopted Pavements</a>	N	2	-
6	<a href="#">Adopted Back streets.</a>	N	2	-
7	<a href="#">PROW.</a>	Y	5	-
8	<a href="#">Guliksen footways</a>	N	2	-
9	<a href="#">Street Lighting</a>	Y	10	-
10	<a href="#">Structures.</a>	Y	2	-
11	<a href="#">Parking Restrictions.</a>	N	4	-
12	<a href="#">NRSWA.</a>	Y	4	-
13	<a href="#">Cycle Routes.</a>	N	5	-
14	<a href="#">Resilient network.</a>	Y	2	-
15	<a href="#">Gritting Routes.</a>	Y	2	-
16	<a href="#">Grit Bins.</a>	Y	2	-
17	<a href="#">Road Signs.</a>	Y	4	-
18	<a href="#">Gullies</a>	Y	4	-
19	<a href="#">Culverts.</a>	Y	2	-
20	<a href="#">Flood Risk Gullies.</a>	Y	2	-

Table 8 Current Inventory Information

Item:	1	Subject:	Adopted streets.	Staff Days:	5
Description:	Defines the extent of the adopted highway .			Survey cost:	
Value:	Permits compliance with Statutory requirement.			Statutory Duty:	Yes.
Risk:	Reputational damage.			Code of Practice:	No.
Availability:	All staff, public access at Town Hall reception.			Platform:	Mapinfo layer.
Source:	Plotted from OS background and site drawings.			Style:	Closed polygons.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	
Principal Information:	Road name.		Date adopted.		Town.
	Date adopted.		Road class.		
	Length.		Date closed.		

Item:	2	Subject:	Adopted streets register.	Staff Days:	5
Description:	Lists adopted streets.			Survey Costs:	
Value:	Permits compliance with Statutory requirement.			Statutory Duty:	Yes.
Risk:	Reputational damage.			Code of Practice:	No.
Availability:	Highways staff.			Platform:	Ledger.
Source:	Historic records. Site drawings. Adoption papers.			Style:	Hard copy.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	
Principal Information:	Road name.		Date adopted.		Town.
	Date adopted.		Road class.		
	Length.		Date closed.		

Table 8 Current Inventory Information (contd)

Item:	3	Subject:	Network Diagram.	Staff Days:	5
Description:	Models the extent of the adopted network.			Survey cost:	
Value:	Permits geospatial modelling of the highway network.			Statutory Duty:	No.
Risk:	Failure to complete DfT & Treasury returns inaccuracy affects formula funding. Reputational damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo layer.
Source:	Plotted from OS background.			Style:	Polylines.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant elements after six years.			Responsibility:	Asset Management.
Principal Information:	Road name.		Environment.	Footway hierarchy.	
	Feature ID.		Road class.	Speed limit.	
	Type.		Carriageway hierarchy.		

Item:	4	Subject:	Adopted front street.	Staff Days:	5
Description:	Models the extent of the adopted carriageways.			Survey Costs:	
Value:	Used for WGA and for estimating work programme costs.			Statutory Duty:	No.
Risk:	Failure to complete Treasury returns. Reputational damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Derived from OS topographic layer and adopted streets layer.			Style:	Polygons.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant polygons after six years.			Responsibility:	Asset Management.
Principal Information:	Town.				
	Environment.				

Table 8 Current Inventory Information (contd)

Item:	5	Subject:	Adopted pavements.	Staff Days:	2
Description:	Models the extent of the adopted footways.			Survey cost:	
Value:	Used for WGA and for estimating work programme costs.			Statutory Duty:	No.
Risk:	Failure to complete Treasury return. Reputational damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo layer.
Source:	Derived from OS topographic & adopted layers.			Style:	Closed polygons.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant polygons after six years.			Responsibility:	Asset Management.
Principal Information:	Road name.		Road class.		
	Area.		Town.		
	Environment.				

Item:	6	Subject:	Adopted back streets.	Staff Days:	2
Description:	Models the extent of the adopted back streets.			Survey Costs:	
Value:	Quantifies the extent of the back streets.			Statutory Duty:	No.
Risk:	Inability to accurately quantify the extent of the asset.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Derived from OS topographic & adopted layers.			Style:	Closed polygons.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant polygons after six years.			Responsibility:	Asset Management.
Principal Information:	Road name.				
	Town.				
	Area.				



Table 8 Current Inventory Information (contd)

Item:	7	Subject:	PROW.	Staff Days:	5
Description:	Defines the extent & location of public rights of way .			Survey cost:	
Value:	Maintains the definitive map.			Statutory Duty:	Yes.
Risk:	Inability to accurately quantify the extent of the asset.			Code of Practice:	No.
Availability:	All staff.			Platform:	Mapinfo layer.
Source:	Derived from OS topographic & adopted layers.			Style:	
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	PROW staff.
Principal Information:	Path Reference.		Ward.		
	Path Type.				
	Parish.				

Item:	8	Subject:	Guliksen footways.	Staff Days:	2
Description:	Social landlord footways returned to highway authority.			Survey Costs:	
Value:	Identify extent of highway authority responsibility, facilitate periodic safety inspection.			Statutory Duty:	No.
Risk:	Potential risk to users if footways are not maintained.			Code of Practice:	No.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background layer.			Style:	Closed polygons.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	Asset Management.
Principal Information:	Geographical Position.				

Table 8 Current Inventory Information (contd)

Item:	9	Subject:	Street Lighting.	Staff Days:	10
Description:	Records the position of street lighting columns.			Survey cost:	
Value:	Allows this major asset to be quantified and enables Treasury reporting.			Statutory Duty:	No.
Risk:	Failure to complete Treasury returns. Reputational damage.			Code of Practice:	Yes.
Availability:	Street lighting staff.			Platform:	Mayrise.
Source:	Plotted from OS background layer.			Style:	Point information
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Lighting staff.
Principal Information:	Column type.				
	Column height.				
	Lantern type.				

Item:	10	Subject:	Structures.	Staff Days:	2
Description:	Records position of bridges, culverts and retaining walls.			Survey Costs:	
Value:	Allows this major asset to be quantified and enables Treasury reporting.			Statutory Duty:	No.
Risk:	Failure to complete HMT returns. Reputational damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background layer.			Style:	Closed polygons.
Refresh:	Annually.	Confidence:	Medium.	Quality:	Medium.
Currency:	Archive redundant records after six years.			Responsibility:	Structures.
Principal Information:	Inventory data.		Health and Safety data.		
	Legal data.				
	Review Date.				

Table 8 Current Inventory Information (contd)

Item:	11	Subject:	Parking restrictions.	Staff Days:	4
Description:	Records position of parking restrictions.			Survey cost:	
Value:	Permits enforcement, maintains safety for highway users.			Statutory Duty:	Yes.
Risk:	Increased risk and congestion for road users.			Code of Practice:	Yes.
Availability:	Traffic staff.			Platform:	Parkmap.
Source:	Plotted from OS background.			Style:	Polylines.
Refresh:	Bi-annually.	Confidence:	Medium.	Quality:	Medium.
Currency:	Archive redundant records after six years.			Responsibility:	Traffic.
Principal Information:	Type of Restrictions.				

Item:	12	Subject:	NRSWA.	Staff Days:	4
Description:	Manage utility companies.			Survey Costs:	
Value:	Permits compliance with Statutory requirement. Control of utilities.			Statutory Duty:	No.
Risk:	Reputational damage.			Code of Practice:	Yes.
Availability:	Highways staff.			Platform:	Exor.
Source:	Plotted from OS background.			Style:	
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	NRSWA.
Principal Information:	Road name.		Environment.	Footway hieracrchy.	
	Feature ID.		Road class.	Speed limit.	
	Type.		Carriageway hierarchy.		

Table 8 Current Inventory Information (contd)

Item:	13	Subject:	Cycle routes.	Staff Days:	5
Description:	Records position of cycling routes.			Survey cost:	
Value:	Identifies amenity facilities.			Statutory Duty:	No.
Risk:				Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background.			Style:	
Refresh:	Annually.	Confidence:	Medium.	Quality:	Medium.
Currency:	Archive redundant records after six years.			Responsibility:	Transport.
Principal Information:	Inception date.				

Item:	14	Subject:	Resilient network.	Staff Days:	2
Description:	Records the position of the resilient road network.			Survey Costs:	
Value:	Permits compliance with Statutory requirement.			Statutory Duty:	No.
Risk:	Reputational damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background.			Style:	
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant elements after six years.			Responsibility:	Highways.
Principal Information:	Resilient flag within network diagram.				

Table 8 Current Inventory Information (contd)

Item:	15	Subject:	Gritting Routes.	Staff Days:	2
Description:	Records position of gritting routes.			Survey cost:	
Value:	Identifies winter maintenance routes.			Statutory Duty:	No.
Risk:	Road users unaware of safe routes.			Code of Practice:	Yes.
Availability:	All staff and public.			Platform:	Mapinfo & export to Google.
Source:	Plotted from OS background.			Style:	Polyline.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant elements after six years.			Responsibility:	Highways.
Principal Information:	Route status.				

Item:	16	Subject:	Grit bins.	Staff Days:	2
Description:	Records the location of grit bins.			Survey Costs:	
Value:	Identifies assets for maintenance. Amenity value for highway users.			Statutory Duty:	No.
Risk:	Grit bins not refilled. Reputational damage.			Code of Practice:	Yes.
Availability:	All staff & public.			Platform:	Mapinfo & export to Google.
Source:	Plotted from OS background.			Style:	Point information.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Highways.
Principal Information:	Location.				
	Type.				

Table 8 Current Inventory Information (contd)

Item:	17	Subject:	Road Signs.	Staff Days:	4
Description:	Records position of road signs, both lit and unlit.			Survey cost:	
Value:	Complete inventory.			Statutory Duty:	No.
Risk:				Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background.			Style:	Point location.
Refresh:	Annually.	Confidence:	Low.	Quality:	Low.
Currency:	Archive redundant records after six years.			Responsibility:	Traffic.
Principal Information:	Lit or unlit.				
	Sign face.				
	Pole height.				

Item:	18	Subject:	Gullies.	Staff Days:	4
Description:	Records the location of highway gullies.			Survey Costs:	
Value:	Identifies and quantifies position and numbers of adopted gullies.			Statutory Duty:	No.
Risk:	Inability to quantify the maintenance requirement. Reputational damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background.			Style:	Point location.
Refresh:	Annually.	Confidence:	Medium.	Quality:	Medium.
Currency:	Archive redundant records after six years.			Responsibility:	Drainage.
Principal Information:	Geographical position.				

Table 8 Current Inventory Information (contd)

Item:	19	Subject:	Culverts.	Staff Days:	4
Description:	Records position of culverts.			Survey cost:	
Value:	Identifies culverts for which the Council is responsible.			Statutory Duty:	No.
Risk:	Highway authority culverts are not maintained, increased risk of flooding and associated damage.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	Mapinfo.
Source:	Plotted from OS background.			Style:	Polyline.
Refresh:	Annually.	Confidence:	Low.	Quality:	Low.
Currency:	Maintain all records.			Responsibility:	Drainage.
Principal Information:	Geographical position.				

Item:	20	Subject:	Flood risk gullies.	Staff Days:	2
Description:	Records the location of critical highway gullies.			Survey Costs:	
Value:	Identifies and quantifies position and numbers of critical gullies.			Statutory Duty:	No.
Risk:	Inability to quantify extent of maintenance requirement. Reputational damage.			Code of Practice:	Yes.
Availability:	Highways and drainage staff.			Platform:	Exor.
Source:	Plotted from OS background.			Style:	Point location.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Drainage.
Principal Information:	Geographical position.				

## 5.9 Performance Data

Knowledge of the condition of the network allows and requires maintenance programmes to be planned and approved. The usefulness of this data is limited by and dependent on its currency. Performance data is shown in table 9, which is summarised below.

Current performance information is tabulated below; much of this data is surveyed by external contractors. Economies of scale maybe achieved by:

- Combining procurement of similar surveys.
- Procuring several cycles of data collection.
- Joint procurement and collaboration with adjacent local authorities.

The surveys described in Table 9 allow us to intelligently target planned maintenance works. The financial benefit gained in this manner is many times the cyclic cost given in Table 9. The Council will continue to fund these surveys.

Current annual costs for these surveys is £28,000.

[Table 9 Summary, Current Performance Information](#)

Item	Subject	Statutory	Staff Time (Days per annum)	External Cost
	<b>Total</b>		<b>30</b>	<b>£28,000</b>
21	<a href="#">Scanner survey</a>	N		£6,000
22	<a href="#">CVI Survey</a>	N		£4,000
23	<a href="#">Skid Resistance Survey</a>	N		£3,000
24	<a href="#">Electrical Survey</a>	N		
25	<a href="#">Safety Defects</a>	N		
26	<a href="#">Bridge Inspections</a>	N		
27	<a href="#">Traffic Counts</a>	N		£3,000
28	<a href="#">Dashboard</a>	N		
29	<a href="#">Rock Salt</a>	N		
30	<a href="#">Gullies Cleaned</a>	N		
31	<a href="#">Carriageways</a>	N		
32	<a href="#">DfT Self Assessment</a>	N	30	
33	<a href="#">Hand Arm Vibration</a>	Y		
34	<a href="#">Winter Maintenance</a>	Y		
35	<a href="#">Highways Video survey</a>	N		£12,000



Table 9 Current Performance Information.

Item:	21	Subject:	Scanner survey.	Staff Days:	
Description:	Monitors the condition of the classified network.			Survey cost:	£6,000
Value:	Used to identify potential maintenance schemes. Information relayed to DfT.			Statutory Duty:	No.
Risk:	Ambiguous road condition, inefficient use of budgets and resources. Inability to complete DfT survey.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	UKPMS/Mapinfo.
Source:	Procure from accredited external contractor.			Style:	Polyline.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Asset.
Principal Information:	Section label.		Class.	LPV.	
	Road name.		Cracking .	Roughness.	
	Hierarchy.		Edge roughness.		

Item:	22	Subject:	CVI Survey.	Staff Days:	2
Description:	Monitors the condition of the unclassified network.			Survey Costs:	£4,000
Value:	Used to identify potential maintenance schemes. Information relayed to DfT annually.			Statutory Duty:	No.
Risk:	Ambiguous road condition, inefficient use of budgets and resources. Inability to complete DfT survey.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	UKPMS/Mapinfo.
Source:	Procure from accredited external contractor.			Style:	Polyline.
Refresh:	25% annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years			Responsibility:	Asset management.
Principal Information:	Section label.		Hierarchy.		
	Road name.		Environment.		
	Class.		Speed limit.		

Table 9 Current Performance Information (contd).

Item:	23	Subject:	Skid resistance survey.	Staff Days:	
Description:	Monitors the skid resistance of selected areas of the adopted highway.			Survey cost:	£3,000
Value:	Used to identify potential maintenance schemes. Information relayed to DfT.			Statutory Duty:	No.
Risk:	Ambiguous road condition, inefficient use of budgets and resources. Inability to complete DfT survey.			Code of Practice:	Yes.
Availability:	All staff.			Platform:	UKPMS/Mapinfo.
Source:	Procure from accredited external contractor.			Style:	Polyline.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Asset Management.
Principal Information:	Section label.		Start chainage.	Investigatory Level.	
	Road name.		End chainage.	CSC.	
	Class.		Investigatory Group.		

Item:	24	Subject:	Electrical Testing.	Staff Days:	20
Description:	Monitors the condition of the private cable network.			Survey Costs:	
Value:	Ensure electrical safety as recommended in appropriate Code of Practice.			Statutory Duty:	No.
Risk:	Potential increased risk of electrical danger. Reputational damage.			Code of Practice:	Yes.
Availability:	Street lighting staff.			Platform:	Mayrise.
Source:	Procure from accredited external contractor.			Style:	
Refresh:	One sixth annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Street lighting.
Principal Information:	Column number.				
	Location.				
	Earth loop impedance.				

Table 9 Current Performance Information (contd).

Item:	25	Subject:	Safety Defects.	Staff Days:	Capita Core.
Description:	Inspection of the adopted highway. Used to identify safety defects and potential maintenance schemes.			Survey cost:	
Value:	Assists in improving safety for road users.			Statutory Duty:	Yes.
Risk:	Potential increased risk of injury to road users. Reputational damage.			Code of Practice:	Yes.
Availability:	Highways Inspection staff.			Platform:	Exor.
Source:	Highways inspection staff.			Style:	
Refresh:	Frequency defined by procedure.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	Highways Inspection.
Principal Information:	Text location of defect.				
	Nature of defect.				
	Target repair date.				

Item:	26	Subject:	Bridge Inspections.	Staff Days:	20
Description:	Inspection of adopted Bridges and Highway Structures.			Survey Costs:	
Value:	Assist in identifying potential maintenance schemes and in ensuring safety of structures for use by road users.			Statutory Duty:	Yes.
Risk:	Unidentified deterioration of structures, increased cost of repairs. Inefficient use of budget.			Code of Practice:	Yes.
Availability:	Bridge Inspection staff.			Platform:	Bridge condition indicators stored in bridge record.
Source:	Bridge Inspection staff. May require confined space techniques and qualifications.			Style:	
Refresh:	GI 2 yrs. PI 6 yrs.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after twelve years.			Responsibility:	Structures.
Principal Information:	GI report on structural elements.				
	PI report on all inspectable elements.				

Table 9 Current Performance Information (contd).

Item:	27	Subject:	Traffic Counts.	Staff Days:	
Description:	Annual corden count.			Survey cost:	£3,000
Value:	Informs town centre usage, facilities required.			Statutory Duty:	No.
Risk:	Increased delays, CO2 emmisions, poor air quality.			Code of Practice:	Yes.
Availability:	Transport Strategy team.			Platform:	Excel and Word.
Source:	Procure from accredited external contractor.			Style:	Test.
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Transport Team leader.
Principal Information:	Volumn by vehicle type.				
	Pedestrians.				

Item:	28	Subject:	Dashboard.	Staff Days:	Capita core.
Description:	Current performance information.			Survey Costs:	
Value:	High visibility monitoring of current performance and imminent deadlines.			Statutory Duty:	No.
Risk:	Repair of arising safety defects may slip.			Code of Practice:	Yes.
Availability:	Highways staff.			Platform:	Intranet page.
Source:	Performance manager.			Style:	Graphical.
Refresh:	Weekly.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Performance manager.
Principal Information:	No. of defects completed on time.				
	No. of defects approaching deadline.				
	No. of defects over deadline.				

Table 9 Current Performance Information (contd).

Item:	29	Subject:	Rock salt.	Staff Days:	Capita core.
Description:	Monitors the rock salt stocks.			Survey cost:	
Value:	Records tonnage of rock salt available.			Statutory Duty:	No.
Risk:	Inadequate salt stocks.			Code of Practice:	Yes.
Availability:	Highways staff.			Platform:	Excel.
Source:	Highways staff.			Style:	Excel.
Refresh:	Daily in season, annual survey.	Confidence:	Medium.	Quality:	Medium.
Currency:	Archive redundant records after six years.			Responsibility:	Highways staff.
Principal Information:	Grade/size.				
	Tonnage.				
	Deliveries.				

Item:	30	Subject:	Gullies cleaned.	Staff Days:	Capita core.
Description:	Records number of gullies cleaned.			Survey Costs:	
Value:	Allows performance to be assessed/evaluated.			Statutory Duty:	No.
Risk:	Unknown efficiency.			Code of Practice:	Yes.
Availability:	Highways staff.			Platform:	Excel.
Source:	Highways staff.			Style:	Excel.
Refresh:	Weekly.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Drainage manager.
Principal Information:	Number of critical gullies cleaned.				
	Number of non-critical gullies cleaned.				

Table 9 Current Performance Information (contd).

Item:	31	Subject:	Carriageways resurfaced.	Staff Days:	4
Description:	Records which roads have been resurfaced.			Survey cost:	
Value:	Identifies and quantifies which assets have been resurfaced.			Statutory Duty:	No.
Risk:	Ignorance of asset history.			Code of Practice:	Yes.
Availability:	Highways staff.			Platform:	Excel.
Source:	Asset manager.			Style:	Text.
Refresh:	Quarterly.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	Asset management.
Principal Information:	Road name.		Section.		
	Date resurfaced.		Material used.		
	Road class.				

Item:	32	Subject:	DfT Self Assessment.	Staff Days:	30
Description:	Records BwD's current status.			Survey Costs:	
Value:	Identifies our current performance, areas for urgent attention, anticipated incentive fund allocation.			Statutory Duty:	No.
Risk:	Potential loss of funds. Reputational damage.			Code of Practice:	No.
Availability:	Highways staff.			Platform:	Excel.
Source:	Highways staff.			Style:	Excel.
Refresh:	Quarterly.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	Asset management.
Principal Information:	Current score of question 1 to 22.				
	Current band.				
	Appropriate evidence.				

Table 9 Current Performance Information (contd).

Item:	33	Subject:	Hand Arm vibration.	Staff Days:	Capita core.
Description:	Record's employee's exposure to vibration.			Survey cost:	
Value:	Health and safety requirement.			Statutory Duty:	Yes.
Risk:	Potential exposure to excessive vibration.			Code of Practice:	No.
Availability:	Operational management.			Platform:	Access database.
Source:	Operations manager.			Style:	
Refresh:	Quarterly.	Confidence:	Medium.	Quality:	Medium.
Currency:	Maintain all records.			Responsibility:	Operations Manager.
Principal Information:	Time spent using individual machines.				
	Standard exposure value.				

Item:	34	Subject:	Winter Maintenance.	Staff Days:	Capita.
Description:	Records when highways have been gritted.			Survey Costs:	
Value:	Allows highway authority to demonstrate that roads have been treated against frost or snow. Measures amount of salt used.			Statutory Duty:	No.
Risk:	Inability to defend accusations that appropriate treatment has not taken place.			Code of Practice:	Yes.
Availability:	Operational management.			Platform:	Word documents.
Source:	Operational management.			Style:	
Refresh:	Daily during gritting season.	Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	Winter maintenance manager.
Principal Information:	Routes gritted.		Finish time.	Vehicle used.	
	Date gritted.		Spread rate.		
	Start time.		Driver.		

Table 9 Current Performance Information (contd).

Item:	35	Subject:	Highway video survey.	Staff Days:	
Description:	To survey the carriageway and footway network, assess and report its condition.			Survey cost:	£12,000
Value:	Allows identification and prioritisation of highway works.			Statutory Duty:	No.
Risk:	Inability to accurately prioritise highway works.			Code of Practice:	Yes.
Availability:	All staff as applicable.			Platform:	Web based video survey. Mapinfo.
Source:	External survey (Gaist).			Style:	
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Asset Management.
Principal Information:	Video of highway network.		Length of network elements.		
	Analysis of condition.		Area of network elements.		
	BRAYG rating.				



## 5.10 Financial Information

Knowledge of current and predicted budget positions is prerequisite to effective budget management for both capital and revenue funding streams. This information prevents and precludes both under and overspend, which in turn facilitates efficient, planned maintenance.

The information described in table 10 details how the authority governs its highway finances, this is summarised below.

[Table 10 Summary, Current Financial Information](#)

Item	Subject	Statutory	Staff Time (Days per annum)	External Cost
	<b>Total</b>		<b>113</b>	
36	<a href="#">Revenue Budget Monitoring</a>	Y	24	
37	<a href="#">Capital Budget Monitoring</a>	Y	24	
38	<a href="#">Stock Control</a>	Y	12	
39	<a href="#">Procurement</a>	Y	12	
40	<a href="#">Whole of Government Accounts</a>	Y	5	
41	<a href="#">Decision Making</a>	Y	12	
42	<a href="#">Internal Audit Reviews &amp; reports</a>	Y	12	
43	<a href="#">Internal Audit Advice</a>	Y		
44	<a href="#">Tenders Received</a>	Y	12	

Table 10 Current Financial Information

Item:	36	Subject:	Revenue Budget Monitoring.	Staff Days:	24
Description:	Monitors performance against the revenue budgets set by the Council.			Survey Costs:	
Value:	Efficient use of funding. Allows compliance with standing financial instructions.			Statutory Duty:	Yes.
Risk:	Increased risk of over/under spending.			Code of Practice:	No.
Availability:	Management and cascaded as appropriate.			Platform:	Civica. Excel files.
Source:	Management.			Style:	
Refresh:	Updated monthly.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Head of Service.
Principal Information:	Staffing budget /costs.		Commitment accounting.		
	Non-staffing budget/costs.		Income budget/costs.		
	Road schemes in progress.		Year end projection.		

Table 10 Current Financial Information (contd).

Item:	37	Subject:	Capital Budget Monitoring.	Staff Days:	24
Description:	Monitors performance against the Highways scheme in the Council's capital programme.			Survey cost:	
Value:	Efficient use of funding. Allows compliance with standing financial instructions.			Statutory Duty:	Yes.
Risk:	Increased risk of over/under spending.			Code of Practice:	No.
Availability:	Management and cascaded as appropriate.			Platform:	Civica. Excel files.
Source:	Management.			Style:	
Refresh:	Updated monthly.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Head of Service.
Principal Information:	Scheme costs and budget.		Year end projection.		
	Performance against plan.				
	Road schemes in progress				

Item:	38	Subject:	Stock Control.	Staff Days:	12
Description:	Monitors the levels of stock held in stores and track the purchases and issues throughout the year.			Survey Costs:	
Value:	Stock control. Compliance with standing financial instructions.			Statutory Duty:	No.
Risk:	Possible risk of too much or too little stock at any given time. Inefficient use of budgets.			Code of Practice:	No.
Availability:	All staff as appropriate.			Platform:	Financial & stores management system.
Source:	Stores staff.			Style:	Stock take.
Refresh:	Updated daily. Reconciled monthly.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Purchasing.
Principal Information:	Opening balance, quantity & value.		Closing balance, quantity & value.		
	Purchases.				
	Issues.				

Table 10 Current Financial Information (contd).

Item:	39	Subject:	Procurement.	Staff Days:	12
Description:	Provides up-to-date cost & budget information.			Survey cost:	
Value:	Compliance with procurement regulations and standing financial instructions.			Statutory Duty:	No.
Risk:	Uncontrolled budget expenditure, non-compliance with regulations.			Code of Practice:	No.
Availability:	Management and cascaded as appropriate.			Platform:	Civica.
Source:	Management.			Style:	
Refresh:	Updated daily.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Head of Service.
Principal Information:	Scheme costs and budget.				

Item:	40	Subject:	Whole of Government Accounts.	Staff Days:	5
Description:	Values the highways infrastructure asset.			Survey Costs:	
Value:	Identifies and demonstrates the monetary deterioration of the asset.			Statutory Duty:	Yes.
Risk:	Failure to comply with Treasury directives.			Code of Practice:	Yes.
Availability:	Management within the highway service.			Platform:	Civica.
Source:	Highways management.			Style:	
Refresh:	Annually.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Head of service.
Principal Information:	Highway inventory.		Street Furniture inventory.		
	Street Lighting inventory.		Valuation of assets.		
	Traffic Management inventory.				

Table 10 Current Financial Information (contd).

Item:	41	Subject:	Decision making.	Staff Days:	12
Description:	Approval of Highways schemes and funding through the Council's agreed decision making processes.			Survey cost:	
Value:	Compliance with Council constitution.			Statutory Duty:	Yes.
Risk:	Compliance with Council constitution.			Code of Practice:	No.
Availability:	Management and published on internet.			Platform:	Internet.
Source:	Management.			Style:	
Refresh:		Confidence:	High.	Quality:	High.
Currency:	Maintain all records.			Responsibility:	Head of Service.
Principal Information:	Location.				
	Estimated cost.				
	Nature of work.				

Item:	42	Subject:	Internal audit reviews and reports.	Staff Days:	12
Description:	Reviews of key highways related systems and processes to provide assurance on the effectiveness of the controls in place.			Survey Costs:	
Value:	Assurance that functional systems are in place. Compliance with standing financial instructions.			Statutory Duty:	Yes.
Risk:				Code of Practice:	No.
Availability:	Management within the highway service.			Platform:	Exor, Word & Scrutiny documents.
Source:	Highways management and appropriate Chief Officers.			Style:	
Refresh:	Risk based approach.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Audit & Assurance.
Principal Information:	Highways management system.				
	Stores management system.				
	Inspection and repair transactions.				

Table 10 Current Financial Information (contd).

Item:	43	Subject:	Internal audit advice.	Staff Days:	
Description:	Advice to Highways management on request in respect of proposed changes to ensure that relevant policies, systems and/or, controls are adequate and in line with best practice.			Survey cost:	
Value:	Ensure proposed changes are viable, in line with best practice, and compliant with standing financial instructions.			Statutory Duty:	No.
Risk:	Uncontrolled procedures, reputational damage.			Code of Practice:	No.
Availability:	Management and cascaded as appropriate.			Platform:	Exor, Word & Scrutiny documents.
Source:	Management.			Style:	
Refresh:	On request.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Audit & Assurance.
Principal Information:	Highways management system.				
	Stores management system.				
	Transactional data for inspection and repair.				

Item:	44	Subject:	Tenders Received.	Staff Days:	12
Description:	To maintain a record of tenders received.			Survey Costs:	
Value:	Compliance with procurement legislation, standing financial instruction.			Statutory Duty:	Yes.
Risk:	Complaints and challenges by tenderers.			Code of Practice:	No.
Availability:	All staff as applicable.			Platform:	Excel, Word, The Chest.
Source:	Procurement.			Style:	
Refresh:	Each tender.	Confidence:	High.	Quality:	High.
Currency:	Archive redundant records after six years.			Responsibility:	Procurement.
Principal Information:	Work areas.		Contracts appointed.		
	Companies tendering.		Waivers authorised.		
	Documents received.				



## 5.11 Gap analysis and Action Plan

The Council is aware of shortcomings in its highways data and is actively working to fill these gaps. The action plan detailed in Table 11 describes these gaps and includes an implementation timetable together with indicative costs. The inspection of structures such as bridges, culverts and retaining walls is of prime importance and should be addressed swiftly.

[Table 11 Summary, Gap analysis and Action Plan](#)

Item	Subject	Statutory	Staff Time (Days per annum)	External Cost
	<b>Total</b>		<b>120</b>	<b>£343,000</b>
45	<a href="#">Bridges General Inspection</a>	N		£14,000
46	<a href="#">Bridges Principal Inspection</a>	N		£110,000
47	<a href="#">Retaining Walls General Inspection</a>	N		£40,000
48	<a href="#">Retaining Walls Principal Inspection</a>	N		£160,000
49	<a href="#">Earthworks General Inspection</a>	N		To be determined
50	<a href="#">Earthworks Principal Inspection</a>	N		To be determined
51	<a href="#">Carriageway Network</a>	N	10	£2,000
52	<a href="#">Footway Network</a>	N	10	£2,000
53	<a href="#">Cycle Tracks</a>	N	10	£2,000
54	<a href="#">Back Streets</a>	N	10	£2,000
55	<a href="#">Traffic Calming</a>	N	10	£2,000
56	<a href="#">Pedestrian Crossing</a>	N	10	£2,000
57	<a href="#">White Lines</a>	N	10	£2,000
58	<a href="#">Vehicle Restraint system</a>	N	10	£2,000
59	<a href="#">Pedestrian Barriers</a>	N	10	£2,000
60	<a href="#">Cycle Storage</a>	N	5	£1,000
61	<a href="#">Alley Gates</a>	N	10	
62	<a href="#">Bus Stops</a>	N	10	
63	<a href="#">Street Nameplates</a>	N	5	



Table 11 Gap Analysis and Action Plan

Item:	45	Subject:	Bridges - General Inspection	Staff Days:	
Description:	Basic understanding of bridge structures.			Survey cost:	£14,000
Value:	Ability to prioritise maintenace works.			Platform:	BAMS.
Risk:	Unknown condition, structural deterioation.			Responsibility:	Structures.
Source:	Physical survey.				
Refresh:	Two years.				
Principal Information:	AS BD63/17.				

Item:	46	Subject:	Bridges - Principal Inspection	Staff Days:	
Description:	Detailed understanding of bridge structures.			Survey Costs:	£110,000
Value:	Ability to prioritise capital and maintenace works.			Platform:	BAMS.
Risk:	Unknown condition, structural deterioation.			Responsibility:	Structures.
Source:	Physical survey.				
Refresh:	Six years.				
Principal Information:	AS BD63/17.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	47	Subject:	Retaining Walls - General Inspection	Staff Days:	
Description:	Basic understanding of retaining walls			Survey cost:	£40,000
Value:	Ability to prioritise maintenace works.			Platform:	BAMS.
Risk:	Unknown condition, structural deterioration.			Responsibility:	Structures.
Source:	Physical survey.				
Refresh:	Two years.				
Principal Information:	AS BD63/17.				

Item:	48	Subject:	Retaining Walls - Principal Inspection	Staff Days:	
Description:	Detailed understanding of retaining walls			Survey Costs:	£160,000
Value:	Ability to prioritise capital and maintenace works.			Platform:	BAMS.
Risk:	Unknown condition, structural deterioration.			Responsibility:	Structures.
Source:	Physical survey.				
Refresh:	Six years.				
Principal Information:	AS BD63/17.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	49	Subject:	Earthworks - General Inspections	Staff Days:	
Description:	Basic understanding of earthwork structures.		Survey cost:	Unknown.	
Value:	Ability to prioritise maintenace works.		Platform:	BAMS.	
Risk:	Unknown condition.		Responsibility:	Structures.	
Source:	Physical survey.				
Refresh:	Two years.				
Principal Information:	AS BD63/17.				

Item:	50	Subject:	Earthworks - Principal Inspections	Staff Days:	
Description:	Detailed understanding of earthwork structures.		Survey Costs:	Unknown.	
Value:	Ability to prioritise capital and maintenace works.		Platform:	BAMS.	
Risk:			Responsibility:		
Source:					
Refresh:	Six years.				
Principal Information:	AS BD63/17.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	51	Subject:	Carriageway network.	Staff Days:	10
Description:	Define the construction of carriageways.			Survey cost:	£2,000
Value:	To complement the existing extent and location information.			Platform:	Mapinfo.
Risk:	Inability to value the network.			Responsibility:	Asset management.
Source:	External Survey.				
Refresh:	Collect over 10 years.				
Principal Information:	Section label.		Tar content.		
	Construction.				
	Condition.				

Item:	52	Subject:	Footway Network.	Staff Days:	10
Description:	Define the construction of the footways.			Survey Costs:	£2,000
Value:	To complement the existing extent and location information.			Platform:	Mapinfo.
Risk:	Inability to value the network.			Responsibility:	Asset management.
Source:	External Survey.				
Refresh:	Collect over 10 years.				
Principal Information:	Section label.				
	Construction.				
	Condition.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	53	Subject:	Cycle tracks.	Staff Days:	10
Description:	Define the extent, construction and condition of the cycle network. Prioritise maintenance.			Survey cost:	£2,000
Value:	To complement the existing extent and location information.			Platform:	Mapinfo.
Risk:	Inability to value the network.			Responsibility:	Asset management.
Source:	External Survey.				
Refresh:	Collect over 10 years.				
Principal Information:	Location.		Condition.		
	Extent.				
	On Road/Off Road.				

Item:	54	Subject:	Back streets	Staff Days:	10
Description:	Define the construction and condition of the back street network.			Survey Costs:	£2,000
Value:	To complement the existing extent and location information.			Platform:	Mapinfo.
Risk:	Inability to value the network.			Responsibility:	Asset management.
Source:	External				
Refresh:	Collect over 10 years				
Principal Information:	Location.		Construction.		
	Extent.				
	Condition.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	55	Subject:	Traffic calming.	Staff Days:	10
Description:	Record the location of traffic calming features. Prioritise maintenance.			Survey cost:	£2,000
Value:	Assist maintenance and safety of users.			Platform:	Mapinfo.
Risk:	Substandard inventory.			Responsibility:	Traffic manager.
Source:	External survey.				
Refresh:	Collect over 10 years.				
Principal Information:	Location.		Condition.		
	Type.		Construction.		
	Extent.				

Item:	56	Subject:	Pedestrian Crossings.	Staff Days:	10
Description:	Record the location. Prioritise maintenance.			Survey Costs:	£2,000
Value:	Assist maintenance and safety of users.			Platform:	Mapinfo.
Risk:	Substandard inventory.			Responsibility:	Traffic manager.
Source:	External survey.				
Refresh:	Collect over 10 years.				
Principal Information:	Location.		Condition.		Cable diagram.
	Extent.		Construction.		
	Type.		Power Supply.		

Table 11 Gap Analysis and Action Plan (contd).

Item:	57	Subject:	White lines.	Staff Days:	10
Description:	Location and type of roadmarking. Prioritise maintenance.			Survey cost:	£2,000
Value:	Improved road safety.			Platform:	Mapinfo.
Risk:	Substandard inventory. Increased risk to road users.			Responsibility:	Traffic manager.
Source:	External survey.				
Refresh:	Collect over 10 years.				
Principal Information:	Location.				
	Extent.				
	Condition.				

Item:	58	Subject:	Vehicle Restraint Systems.	Staff Days:	10
Description:	Location and type of barriers. Prioritise maintenance.			Survey Costs:	£2,000
Value:	Improved road safety.			Platform:	Mapinfo.
Risk:	Substandard inventory. Increased risk to road users.			Responsibility:	Traffic manager.
Source:	External survey.				
Refresh:	Collect over 5 years.				
Principal Information:	Location.				
	Type.				
	Condition.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	59	Subject:	Pedestrian Barriers.	Staff Days:	10
Description:	Location and type of barriers. Prioritise maintenance.			Survey cost:	£2,000
Value:	Improved road safety.			Platform:	Mapinfo.
Risk:	Substandard inventory. Increased risk to road users.			Responsibility:	Traffic manager.
Source:	External survey.				
Refresh:	Collect over 5 years.				
Principal Information:	Location.				
	Type.				
	Condition.				

Item:	60	Subject:	Cycle storage.	Staff Days:	5
Description:	Availability of cycle storage.			Survey Costs:	
Value:	To define the extent, nature & condition of cycle storage.			Platform:	Mapinfo.
Risk:	Inability to prioritise maintenance.			Responsibility:	Transport.
Source:	As built drawings.				
Refresh:	2 years.				
Principal Information:	Location.		Key type.		
	Type.		Key location.		
	Condition.				



Table 11 Gap Analysis and Action Plan (contd).

Item:	61	Subject:	Alley gates.	Staff Days:	10
Description:	Location of gates, availability of access.			Survey cost:	
Value:	Maintenance prioritisation.			Platform:	Mapinfo.
Risk:	Inefficient maintenance.			Responsibility:	Traffic leader.
Source:	As built drawings.				
Refresh:	Annual.				
Principal Information:	Location.		Key type.		
	Type.				
	Condition.				

Item:	62	Subject:	Bus stops.	Staff Days:	10
Description:	Location of bus stops.			Survey Costs:	
Value:	Maintenance prioritisation. Street furniture.			Platform:	Mapinfo.
Risk:	Inefficient maintenance.			Responsibility:	Transport.
Source:	As built drawings.				
Refresh:	Annual.				
Principal Information:	Location.				
	Type.				
	Condition.				

Table 11 Gap Analysis and Action Plan (contd).

Item:	63	Subject:	Street nameplates.	Staff Days:	5
Description:	Location of street nameplates.			Survey cost:	
Value:	Maintenance prioritisation. Street furniture.			Platform:	Mapinfo.
Risk:	Inefficient maintenance.			Responsibility:	Traffic leader.
Source:	Internal survey.				
Refresh:	Annual.				
Principal Information:	Location.				
	Type.				
	Condition.				

### **5.12 Freedom of Information Act, 2000.**

Requests for information are routed through the Council's

Freedom of Information Officer who will offer guidance on what information should and should not be released. Reference should be made to the Council's Freedom of Information Policy.

### **5.13 General Data Protection Regulations, (GDPR).**

Generally highways data contains little personal data; however care should be taken to ensure that the provisions of the Act are not breached. Reference should be made to the Council's Data Protection Policy.

## **Part 6 Performance Management**

### **6.0 Performance Management Strategy**

#### **Introduction**

Our performance is measured through the PLACE Technical Partnership, specifically against a suite of Strategic Partnership Objectives and Operational Performance Indicators (PI) and Key Performance Indicators (KPI). This performance is reviewed on a monthly basis through the submission of a range of metrics reviewed in the first instance by the relevant service area sub-group.

As the PLACE Technical Partnership has developed with each service plan, so has the focus on the KPI/PI suite. As a consequence, the focus has begun to shift from the monitoring of processes to the review of outcomes.

#### **Background**

In July 2016, following a competitive dialogue procurement exercise, Blackburn with Darwen Borough Council (the 'Authority') and Capita Symonds (now Capita Property and Infrastructure) (the 'Partner') entered into a long term strategic partnership arrangement to deliver a range of Technical Services.

#### **6.1 Objectives of the Partnership**

Each year an 'Annual Service Plan' (ASP) is produced and agreed by the PLACE Technical Partnership for the forthcoming year's objectives. To contribute to residents priorities, the Partnership will contribute to the following objectives;

- Ensure that Blackburn with Darwen Borough Council is a great place to live, work and visit
- Reduce the borough's carbon footprint
- Respond effectively to emergency situations
- Build community resilience to respond to flooding, including introducing a network of community flood wardens
  
- Specifically we will deliver;
  - Engineering & Highways
  - Highway Asset Management
  - Continually improve the service we provide

The Partnership will achieve this by:

- Looking at all of the resources we currently commit to services, and the intent and effectiveness of the ways in which they are deployed.
- Redesigning our services to meet the needs of our residents and communities.
- Build community resilience to respond to flooding
- Working with businesses and residents to reduce our carbon footprint

The table below illustrates the Operational and Key Performance indicators we report against on a monthly basis.

**Category 2  
KPI's**

KPI ref	Definition	Expected	Min
KPI H3	Routine Highway Safety Inspection	100%	100%
KPI H4	Highways Reactive Safety Inspection	100%	100%
KPI H5	Highways Safety Inspection Defects	100%	100%
KPI H7	Precautionary gritting completed within time scale	Out of season	Out of season
KPI H8	Gully cleaning completed in line with schedule	100%	100%

## Part 7 Risk Management

### 7.0 Risk Management Strategy

#### Introduction

The management of current and future risks associated with our highway assets is embedded within our approach to asset management. Strategic, tactical and operational risks will be included as should appropriate mitigation measures.

Blackburn with Darwen Borough Council as highway authority are required to manage a variety of risks at all levels within the organisation. The likelihood and consequences of these risks can be used to inform and support the approach to asset management and inform key decisions on performance, investment and implementation of works programmes.

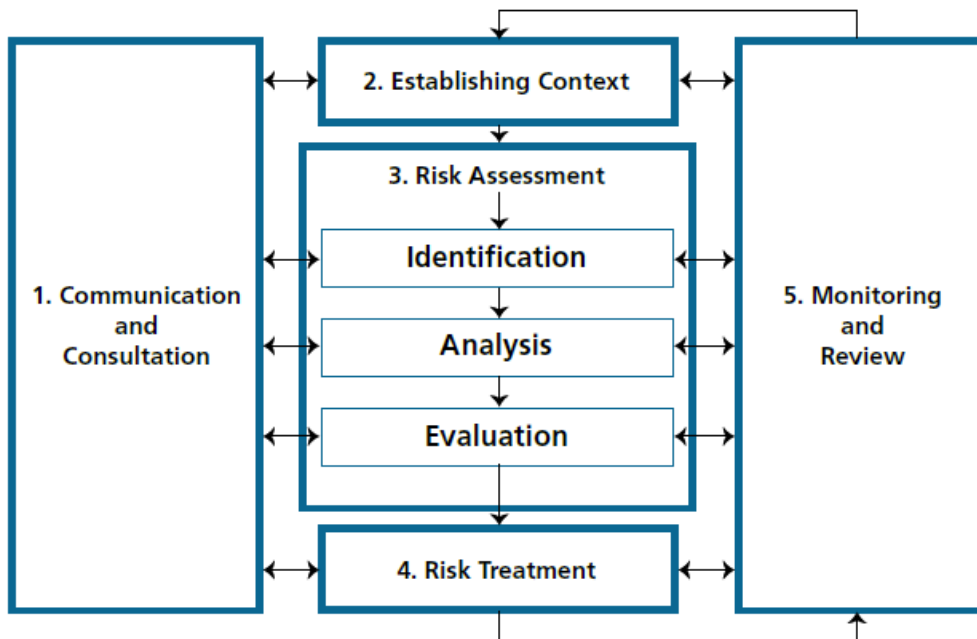
A risk can be defined as an uncertain event, which should it occur will have an effect on the desired performance of an asset or series of assets. It consists of a combination of the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on the objectives where:

- **Threat** is used to describe an uncertain event that could have a negative impact on the levels of service; and
- **Opportunity** is used to describe an uncertain event that could have a favourable impact on the levels of service.

The most commonly understood risks affecting the highway service relate to safety. However, there are a wide range of other risks and their identification and evaluation is a crucial part of the asset management process. Risks may include:

- Safety;
- Reputation;
- Asset loss or damage;
- Service reduction or failure;
- Operational;
- Environmental;
- Financial; and
- Contractual.

Our understanding and management of risk is fundamental to effective asset management and the approach we have adopted for the management of risk is shown in the risk management process below. ISO 31000: 2009 Risk Management Principles and Guidelines sets out the principles of risk management and the organisational framework and process required to develop and implement a risk based approach. The risk based process described within ISO 31000 is illustrated below.



## 7.1 Our approach to risk management

In Blackburn with Darwen we intend to apply the concept of ISO: 31000 to the management of the strategic, tactical and operational risks that impact highway asset management.

Our risk is managed at several levels using a consistent risk framework that enables the comparison of risks across all services. This may include risks seen as:

- **Corporate** – High level risks that effect the whole authority. Such risks include corporate reputation, civil defence, emergencies; business continuity, health and safety, political and legal and financial risk. Risk policy and management of these risks is usually undertaken by the senior decision makers and is beyond the scope of this Guidance;
- **Strategic & Tactical** – Risks affecting the management of the highways infrastructure should be considered throughout at both strategic and tactical levels. This Section focuses on these risks; and
- **Operational** – Risk should also be managed when undertaking operational activities.

We intend to refer to recent published guidelines by the Institute of Highway Engineers (IHE), Well Managed Highway Liability Risk. In October 2016 the UK Road Liaison Group (UKELG) published a Code of Practice on Well-managed Highway Infrastructure, which the recently published guidance is intended to support and be considered as supplementary advice, in particular Section A5, and therefore the two documents will be read in conjunction.

## 7.2 Communications and Consultation

Communication and consultation is vital to establishing a risk based approach with regards to highway liability exposures, therefore it is necessary to engage with a wide variety of stakeholders, each of whom will have an interest or contribution to make.

These include:

- General public;
- Elected members;
- Senior executives of our Council;
- Insurance and risk management colleagues and insurance provider;
- Legal services providers;
- Neighbouring and similar authorities.

It is our intention to consult with the above when developing our risk based approach to managing our infrastructure assets. When consulting with members of the public it is our intention to provide details on our website and invite feedback, which will be analysed and if applicable will be taken into consideration when implementing our risk based approach.

### 7.3 Identifying Critical Assets

The identification of our critical assets is essential for supporting the social and business needs of Blackburn with Darwen Borough Council. Our critical assets will be identified separately and assessed in greater detail as part of the identification of the resilient network.

Criticality can be assessed by applying broad assumptions about the implications of failure. For example the non-availability of a major structure or tunnel would have a significant impact on the local or possibly the national economy or assuming that higher trafficked roads have a larger consequence of failure than lower trafficked roads. By adopting this approach, simple criteria can be defined to assess the loss of service. For example, loss of use of a road will;

- Affect or disconnect specific parts of a community;
- Affect businesses of different sizes and significance; and
- Affect specific numbers of road users/hour.

### 7.4 Evaluating the risks

Our risk assessment involves determining the likelihood and consequence of an event. The risk assessment will allow us to identify the risks to be analysed in a systematic approach to highlight which risks are the most severe and which are unacceptably high. We can then determine our level of exposure to the risk and the actions necessary to minimise that risk.

We describe the overall risk as **Risk = Likelihood x Consequence**

### 7.5 Likelihood

Likelihood is the chance of an event happening, for example, a failure (asset as well as organisational) or service reduction. It can be measured objectively, subjectively, qualitatively or



quantitatively. It can be described using general or mathematical terms such as frequency or probability. Issues to be considered include:

- Changes in policy and funding;
- Current and historic performance (severity and extent) of the asset;
- Severity of the environment, rate of deterioration and/or current age of the asset;
- Asset type, material type, mode of failure, extent of failure, etc;
- Exposure to incidents of all types;
- Human behaviour and workmanship;
- Vulnerability to climate change; and
- Quality of asset management approach and systems.

The likelihood of physical failure of an asset is related to the current condition of the asset, hence the importance of realistic and accurate condition assessment. The likelihood of natural and external events is determined less easily but scientific studies are usually available. The likelihood of other events, such as poor work practices or planning issues can be difficult to ascertain.

## 7.6 Consequence

Consequence is the outcome of an event, such as increased journey times, isolation of local communities or a drop in public perception of the service provided. It can have positive or negative effects and can be expressed qualitatively or quantitatively. The consequences associated with an event leading to failure or service reduction may include:

- **Safety** – including fatalities and personal injuries;
- **Functionality** – impact of a loss or reduction in service at route, asset or component level, such as weight restrictions on a bridge;
- **Cost** – increased costs due to bringing forward or delaying work, repair costs, fines or litigation costs and loss of income or income potential;
- **Sustainability** – any impact on future use of highway infrastructure assets.
- **Environment** – environmental impacts, such as pollution caused through traffic delay or contamination from spillages, the sensitivity of the route/area, etc;
- **Reputation** – public confidence in organisational integrity; and
- **Community costs** – damage to property.

The table below illustrates the qualitative matrix approach which will be considered when evaluating risks in Blackburn with Darwen Borough Council.

LIKELIHOOD OF EVENT OCCURRING	CONSEQUENCE OF EVENT OCCURRING				
	NEGLIGIBLE	LOW	MEDIUM	HIGH	SEVERE
NEGLIGIBLE	1	2	3	4	5
VERY LOW	2	4	6	8	10
LOW	3	6	9	12	15
MEDIUM	4	8	12	16	20
HIGH	5	10	15	20	25
KEY TO RISKS					
LOW		MEDIUM		HIGH	

## 7.7 Managing the risks

The issuing of the revised Code of Practice, Well-managed Highways in October 2016, dictates that all highway authorities should adopt a risk management approach to managing their highway infrastructure assets.

Risks and their management will be documented in the 'Highway Management Plan', currently being developed in line with the Department for Transport's deadline date for delivery of the risk based approach to managing infrastructure assets of September 2018. The 'Highway Management Plan' is currently being developed and will be available via the Authority's website once completed.

## Part 8 Benchmarking

The authority considers benchmarking to be;

*'A systematic process of collecting information and data to enable comparisons with the aim of improving performance, both absolutely and relatively to others. It provides a structure to search for better practice in similar authorities that can then be integrated into an asset management approach'.*

The Council considers benchmarking important to inform our commitment to continuous improvement and achieving best value in the delivery of our successful stewardship of the highway infrastructure assets.

To measure benchmarking the Authority has subscribed to the NHT Survey and the CQC Efficiency Network. One of the most important features of the NHT survey is the potential it provides for the Council to compare our public satisfaction results with other authorities. This comparison enables us to review current levels of service provided to residents and, if necessary, revise and improvement service levels.

The CQC Network collects finance data from members annually, this includes direct and indirect operational and capital expenditure. The expenditure data is combined with quality data, based on road condition statistics gathered from public sources and customer satisfaction data, taken from the NHT Public Satisfaction Survey. The analysis also uses data on the size and composition of each member's road network, the amount of traffic running on its network and the local change in input prices, both materials and wages.

Members receive annual reports showing how their results compare with the rest of the membership on an anonymous basis. Membership is subject to a mutual non-disclosure and confidentiality agreement which protects the interests of all parties and preserves anonymity of the results.

This council has procured the CQC survey for 2017.

## **Part 9 Annual Report**

### **9.1 Introduction**

In order to provide regular information about the highway and infrastructure our HAMP contained a commitment to provide an annual information report to the Executive Member.

Within the annual information report it is intended to provide updates which ensure the HAMP remains a live and current document. It is proposed that these updates will provide a summary of external pressures and changes within the highway sector. The following list is intended as guidance relating to the content and may be subject to change to reflect our current position at the time of preparing the report.

### **9.2 Content of the Report**

- Changes ahead, a Pro-active Approach
- A report on banding awarded following the completion of the annual highway self-assessment questionnaire
- Any funding changes
- Current value of the highway asset
- Investment in the highway infrastructure
- Current maintenance priorities
- Summary of work undertaken during the last 12 months
- Current condition of carriageways, footways and bridges / structures
- Highway maintenance backlog
- Customer engagement activities
- Our performance

## Appendix 1 Service Standards

Service standard	Description of Service Standard		
	Late Life	Mid Life	Early Life
Definition	The minimum level of service to meet most statutory requirements and compliance with minimum requirements detailed in national codes of practice. The risks and consequences associated with providing this service level are summarised below.	A level of service that generally meets statutory needs and the requirements detailed in national codes of practice. The risks and consequences associated with providing this service level are summarised below:	A level of service that is well above statutory needs and the requirements detailed in national codes of practice. Service delivery aimed at maintaining the asset to a high standard. The risks and consequences associated with providing this service level are summarised below:
Legal	<p>The authority complies with the requirements of the relevant codes of practice in all key respects; any derogation is documented and supported by a robust risk assessment;</p> <p>We know what is required and how we deliver the requirements.</p>	<p>The authority complies with the requirements of the relevant codes of practice in all respects and a robust risk assessment exists, except where it chooses not to carry one out. In all such instances any derogation is documented and supported by a robust risk assessment;</p> <p>We know what is required and how we deliver the requirements;</p> <p>The legal exposure of the authority is reasonably controlled and robust systems are in place to provide supporting evidence of compliance with the code of practice.</p>	<p>The authority complies with the requirements of the relevant codes of practice in all respects; any minor local derogations are documented and supported by a robust risk assessment;</p> <p>We know what is required and how we deliver the requirements;</p> <p>We further understand future needs and pressures and have a well-developed strategic plan for the next five years.</p>
Safety	<p>High reliance on Safety Inspection regime to identify defects;</p> <p>It is likely to result in an increase in the risks associated with safety or legal deficits;</p> <p>Safety defects are well defined with performance standards for rectification</p>	<p>Safety defects are well defined with performance standards for rectification of those defects;</p> <p>Systems are in place to ensure proper assessment prioritisation and rectification of defects or temporary arrangements to mitigate risk until a permanent repair is possible;</p>	<p>Significant reduction in claims against LCC for personal injury and third party damage;</p> <p>Safety defects are well defined with performance standards for rectification of those defects;</p> <p>Systems are in place to ensure proper assessment</p>

	<p>of those defects. Systems are in place to ensure proper assessment prioritisation and rectification of defects or temporary arrangements to mitigate risk until a permanent repair is possible;</p> <p>We have relevant information to support our delivery to required performance standards.</p>	<p>We have relevant information to support our delivery to required performance standards. We are proactive in the identification and rectification of those defects;</p> <p>It is likely to result in an increase in the risks associated with safety or legal deficits.</p>	<p>prioritisation and rectification of defects or temporary arrangements to mitigate risk until a permanent repair is possible;</p> <p>We have relevant information to support our delivery to required performance standards;</p> <p>Performance standards are challenging and reviewed regularly.</p>
Availability	<p>The majority of the asset is available for normal reasonable use.</p>	<p>The majority of the asset is available for normal reasonable use;</p> <p>Restrictions of the asset are largely planned maintenance activities rather than emergency repairs with the exception of emergency utility repairs.</p>	<p>The asset is available for normal reasonable use.</p>
Condition	<p>The condition of the asset is deteriorating at an accelerating rate compared with the mid-life stage;</p> <p>It is assumed that the rate of deterioration exceeds 10%.</p>	<p>The condition of the asset is stabilised or with minor deterioration;</p> <p>It is assumed that the rate of deterioration is under 10%.</p>	<p>The condition of the asset is improving strongly with asset value increasing;</p> <p>It is increasingly possible to flexibly assign resources to selected programmes each year as the relative deterioration is marginal year on year.</p>
Asset Value	<p>The asset value is depreciating rapidly as a result of minimum investment.</p>	<p>The asset value is likely to be depreciating as a result of other external factors rather than under investment.</p>	<p>The investment required to bring the asset to an as new condition is reducing;</p> <p>High costs in the short term as intervention measures are used to improve asset condition – results in lowest whole life costs.</p>
Public Perception	<p>Likely to be well aware that the asset is</p>	<p>It is likely that public opinion does not reflect the condition</p>	<p>Generally public perception of the condition</p>

	<p>deteriorating and is becoming less available, safe or fit for purpose;</p> <p>Members in particular will be facing pressure for improvement and will seek to react to local pressures potentially diluting the impact on overall asset condition;</p> <p>Complaints and claims would be expected to be high.</p>	<p>of the asset and the presence of any defects at all would be considered by members of the public to indicate that the asset was in poor condition.</p>	<p>of the strategic and residential road network would be expected to be positive however the response to the few defects remaining will be disproportionate as expectations will steadily increase;</p> <p>The majority of the asset improvements will be less visible and the general public and members would not be expected to notice improved drainage, improving lighting column condition or improving bridge condition.</p>
Service Delivery	<p>The principle focus is likely to be reactive maintenance rather than preventative works undertaken at the optimal time;</p> <p>It will not be possible to address all issues rapidly and a prioritisation of service demands will be required;</p> <p>An increasing backlog of maintenance needs will exacerbate the service problems and lead to a further chain reaction of deterioration;</p> <p>Depreciation in the asset value would be expected to exceed the investment required to achieve a mid-life standard;</p>	<p>A mixture of preventative maintenance undertaken at the optimal time and reactive maintenance will be delivered although it is possible that outside pressure focuses some investment in areas which do not serve to improve the condition of the asset;</p> <p>The backlog of maintenance needs will probably be growing but at a reduced rate, due to any severe weather events and the reduction of our ability to focus on technically driven programmes.</p>	<p>The principle service delivery is focused on preventative maintenance at the optimal time in an assets life cycle which will effectively reduce the average cost per scheme, particularly in respect of roads, and in turn fuel more rapidly improving condition;</p> <p>Operating at a sustainable level using sustainable methods.</p>



## Appendix 2 NHT Informal Briefing Paper



### EXECUTIVE MEMBER INFORMAL BRIEFING PAPER

**REPORT OF:** Executive Member for Regeneration

**LEAD OFFICER:** Director of Growth and Development

**DATE:** 7<sup>th</sup> June 2017

**PORTFOLIO/S  
AFFECTED:** Regeneration

**WARD/S AFFECTED:** All

**SUBJECT: National Highways and Transport (NHT) 2017 Network Public Satisfaction Survey**

#### 1. PURPOSE

To inform the Executive Member of the upcoming NHT Network Public Satisfaction Survey. To brief the Executive Member of Regeneration on the results of the 2015 survey undertaken when highways were the responsibility of the Executive Member for the Environment.

#### 2.

#### RECOMMENDATIONS

The Executive Member NOTES the following:

That an Expression of Interest has been submitted by the council to take part in the NHT 2017 Network Public Satisfaction Survey.

The results of and actions taken following the 2015 survey

#### 3. BACKGROUND

Prior to 2015 the council relied on Best Value Performance Indicators (BVPI's) and ad hoc customer surveys of public opinion to inform it's Highway Maintenance function. In 2015 the decision was made to participate in the NHT Network Public Satisfaction Survey. As explained on their website:

*The NHT Public Satisfaction Survey collects public perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas.*

*It is a unique, standardised, collaboration between Highway Authorities across the UK enabling comparison, knowledge sharing, and the potential to improve efficiencies by the sharing of good practice. The NHT Survey is also referenced in the DfT's Incentive Fund Self-assessment process.*

*It gives participating Authorities:*

- A better understanding of how they are performing in the eyes of their public
- A consistent datum for setting service levels and a means of measuring the impact of service improvements
- Access to the best performers and the opportunity to learn from the good practice of others
- Full transparency of data for benchmarking purposes

The summary results for Blackburn with Darwen of the 2015 survey were as follows:

Satisfaction	National Results (%age)			BwD Result
	Low	Average	High	
Overall	50	55	60	52
By Theme:				
Accessibility	65	74	79	65
Public Transport	48	60	73	55
Walking/Cycling	51	56	62	53
Tackling Congestion	44	51	58	44
Road Safety	52	56	62	54
Highway Maintenance	44	52	60	49

There were 545 respondents to the survey questionnaire of which 219 were 'Wholly retired from work'. Guidance issued with the DfT Self Assessment suggests gathering a minimum of 800 to 1000

These results show a serious level of dissatisfaction of the public with the highway network. Particularly poor results were recorded in the Accessibility and Tackling Congestion themes. In this respect it should be noted during this survey period, the council were in the midst of delivering five major capital projects which impacted on the running of the highway network; Pennine Reach, Freckleton Street Link Road, Cathedral Quarter, Junction 5 'Pinch Point' scheme and Network Recovery Resurfacing Programme.

These projects, and associated works, caused major disruption to several of the main traffic corridors in the borough and to public transport provision with an interim 'sub-standard' bus station being provided following the closure of the existing bus station for redevelopment whilst the new bus station was being constructed.

Whilst there were obvious lessons to be learnt when the detailed survey results were analysed, it was felt that, the sheer magnitude of the works on the highway network, which saw the largest capital investment in it for decades, had a great effect on the dissatisfaction rating.

As all of these schemes extended into 2016, the decision was made not to participate in the 2016 survey but to wait until the major network schemes were completed and 'settled in' before re-joining the NHT survey in 2017.

#### **4. KEY ISSUES**

With regard to this year's NHT survey, now that the major schemes have been completed on site it is important that the authority move toward annual surveys to more fully inform policy decisions going forward.

Even though it is believed that much of the 2015 survey results were heavily influenced by the sheer magnitude of works on the network, action has been taken on several of the issues raised.

For example, in response to the question 'For which of the following service areas is it not acceptable to reduce the level of service?' the top three service areas were:

- Management/maintenance of roads
- Gritting roads and pavements/clearance of snow
- Management/maintenance road drainage/gullies/drains

As stated above, one of the major capital projects being delivered was the Network Recovery Resurfacing Programme, set up to arrest the decline in the standard of the road network maintenance. This 4 year programme comes to a finish this year.

The winter maintenance policy and winter maintenance operational plan have been reviewed in order to ensure that the council are prepared to keep the maximum network possible within existing resources accessible during general winter conditions. A resilience strategy has also been developed in order to maintain a resilient network which will keep the borough working during extreme severe weather occurrences.

With regard to the third point relating to the maintenance of the highway drainage network, a gully maintenance policy has been developed in order to move from a reactive cleaning approach towards a planned maintenance approach. This includes a gully cleaning schedule which is set up in a ward to ward basis and has the 'buy-in' of all the local ward councillors, many of whom are active during the cleaning on their wards, helping with resident liaison, keeping gullies clear from parked cars, etc.

These are only a few of the actions taken as a result of the 2015 survey.

#### **5. POLICY IMPLICATIONS**

The survey results will inform any review and updating of existing policies each of which will be taken through the Council's approval procedure.

#### **6. FINANCIAL IMPLICATIONS**

Customer Satisfaction surveys and customer feedback on the highway maintenance service are key elements of the DfT Incentive Funding Self-Assessment and the NHT Network Public Satisfaction Survey is a DfT recognised national standard for collecting much of this information.

Failure to carry out the survey could reduce the council's self-assessment grade which would impact negatively on future DfT Incentive Funding.

The cost of the 2015 survey was £11.67k (inc VAT) and it is anticipated that the 2017 survey will be a similar cost. The actual cost will depend on the different options chosen once the order form is received. This will be funded through the existing highway budgets.

#### 7. LEGAL IMPLICATIONS

None

#### 8. RESOURCE IMPLICATIONS

None

#### 9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

#### 10. CONSULTATIONS

#### 11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

**VERSION:** 1

**CONTACT OFFICER:** George Bell / Matthew Joyce

<b>DATE:</b>	30 <sup>th</sup> January 2017
<b>BACKGROUND PAPER:</b>	NHT Survey Report 2015: <ul style="list-style-type: none"><li>• Summary Report for Blackburn with Darwen</li><li>• Question by Question Results for Blackburn with Darwen</li></ul>



### **Appendix 3. Highways Statutory Legislation.**

Defining Responsibilities, Duties and Powers.

1. The Weeds Act 1959.
2. Highways Act 1980.
3. Wildlife and Countryside Act 1981, mainly PROW.
4. Road Traffic Regulation Act 1984.
5. The Environmental Protection Act 1990.
6. New Roads and Street Works Act 1991.
7. Road Traffic Act 1991.
8. Land Drainage Act 1991.
9. The Local Authorities (Transport Charges) Regulations 1998.
10. The Local Government Act 1999.
11. The Transport Act 2000.
12. Countryside and Rights of Way Act 2000.
13. Traffic Signs Regulations and General Directions 2002.
14. The Railways and Transport Safety Act 2003.
15. Traffic Management Act 2004.
16. Public Health Act 1936.
17. Public Health Act 1961.
18. Town and Country Planning Act 1990.
19. The Landfill (England and Wales) Regulations 2002.
20. The Waste Electrical and Electronic Equipment Regulations 2006 & 2009.
21. The Flood and Water Management Act 2010.
22. Building Regulations 2010.
23. Civil Contingencies Act 2004.
24. Local Government (Miscellaneous Provisions) Act 1976.
25. Town Police Clauses Act 1847.
26. Road Traffic (Special Events) Act 1994.
27. The Health and Safety at Work Act 1974.
28. Management of Health and Safety at Work Regulations 1992.

29. Construction (Design and Management) Regulations 1994.
30. The Equality Act 2010.
31. Data Protection Act 1998.
32. The Management of Health and Safety at Work Regulations 1999.
33. Freedom of Information Act 2000.
34. Control of Substances Hazardous to Health Regulations 2002.
35. The Localism Act 2011
36. Clean neighbourhoods and Environment Act 2005
37. The Human Rights Act 1988.
38. The Criminal Justice and Public Order Act 1994
39. The Health and Social Care Act 2012.



## **Appendix 4. Unadopted Roads.**

Corporation Park Ward.

Albany Road, off Revidge Road.

Beardwood with Lammack Ward.

Beardwood Drive, off Preston New Road.

Carr Lane (part of), off Meins Road.

Fecitt Road, off Revidge Road.

Lowood Place, off Revidge Road.

Merlin Road, off Revidge Road.

Mollington Road, off Revidge Road.

Ravenswing Avenue, off Revidge Road.

Scar Lane, off Preston New Road.

Whinfield Place, off Preston New Road.

White Road, off Beardwood Brow.

Wycollar Drive, off Preston New Road.

Wycollar Road, off Revidge Road.

Wyfordby Avenue, off Preston New Road.

Wensley Fold Ward.

Selborne Street (part of), off Redlam.

Mill Hill Ward.

Bonsall Street, off Shorrock Lane.

Primrose Terrace, off Hawkins Street.

Speke Street, off Mill Hill Bridge Street.

Shadsworth with Whitebirk Ward.

Ronald Street, off Accrington Road.

Livesey with Pleasington Ward.

Bowden Avenue, off Victoria Road.

Old Hall Lane, off Sandy Lane.

Eugene van as Drive, off Livesey Branch Road, west of canal bridge.

Stockclough Lane, off Horden Rake.

Fernhurst Ward.

Bank Hey View, off Heys Lane.

Farmers Row, off Heys Lane.

Green Row, off Heys Lane.

Tottenham Road, off Sandy Lane.

Woodland Place, off Sandy Lane.

North Turton with Tockholes Ward.

Slipper Lowe Brow (Mill Lane), off Tockholes Road.

Little Harwood Ward.

Cornelian Street (part of), off Jasper Street.

Gretna Road, off Whalley New Road.

Opal Street, off Whalley New Road.

North Turton with Tockholes Ward.

Chapel Street, off High Street, Belmont.

South View, off High Street, Belmont.

Ward Street, off High Street, Belmont.

Ryecroft Lane, off High Street, Belmont.

Edgworth Vale, off Bury Road, Edgworth.

Overshores Road, beyond Entwistle Hall Lane.

Batridge Road (part of), off Greens Arms Road.

Embankment Road, off Greens Arms Road.

Chapel Fields off High Street, Chapeltown.  
Station Road, off Chapeltown Road.  
Bank Street, off Station Road.  
Kay Street, off High Street.  
The Sidings, beyond Station Road.  
Horrobin Lane, off Chapeltown Road.  
The Copse, off Horrobin Lane.  
The Spinney, off Horrobin Lane.  
Vale Street, off Wellington Road.  
Birches Road, off Wellington Road.  
Martin Street, off Wellington Street.  
Hill Street, off Martin Street.  
Back Sandy Bank Road, off Bolton Road.  
Howarth Street, off Bolton Road.  
Benson Street, off Bolton Road.  
Mars Street, off Bolton Road.  
May Street, off Bolton Road.  
Edgworth Vale, Bury Road.  
Spring Vale, off Bury Road.

## Appendix 5 Competency Matrix

### Highway Infrastructure Asset Management

Competencies required	Essential	✓
	Preferable	✓✓
	Desirable	✓✓✓

	Position	Director	Head of Service	Asset Manager	Operations Manager	Assistant Highways Manager
Qualifications	Degree	✓	✓		✓✓	
	Management Qualification	✓	✓	✓✓		
	Engineering Degree			✓		
	Second Degree	✓✓	✓✓	✓✓		
	Chartered Engineer			✓		
	Professional qualification	✓	✓	✓	✓✓	
	IOSH accreditation	✓	✓	✓	✓	✓
	HMEP e-learning	✓✓	✓	✓	✓	✓
Experience	Extensive Local Government experience	✓	✓	✓	✓✓	
	Extensive Civil Engineering experience		✓✓	✓	✓	✓
	Partnership working	✓	✓	✓	✓	✓
	Project Management	✓	✓	✓	✓	✓
	Budgetary Management	✓	✓	✓	✓✓	✓
	Performance Management	✓	✓	✓	✓	✓
	Procurement		✓✓	✓	✓	
Knowledge	Risk management	✓	✓	✓	✓	✓
	Highway legislation			✓	✓	✓✓
	DfT strategies	✓	✓	✓		
	Procurement legislation		✓✓	✓✓		

## Appendix 6 Hierarchy Groups

### Carriageway Hierarchy

Category	BwD Ref	Type of Road General Description	Description
Strategic Route	1	Trunk and some Principal 'A' class roads between Primary Destinations	Routes for fast moving long distance traffic with little frontage access or pedestrian traffic. Speed limits are usually in excess of 40 mph and there are few junctions. Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.
Main Distributor	2	Major Urban Network and Inter-Primary Links. Short - medium distance traffic	Routes between Strategic Routes and linking urban centres to the strategic network with limited frontage access. In urban areas speed limits are usually 40 mph or less, parking is restricted at peak times and there are positive measures for pedestrian safety.
Secondary Distributor	3	B and C class roads and some unclassified urban routes carrying bus, HGV and local traffic with frontage access and frequent junctions	In residential and other built up areas these roads have 20 or 30 mph speed limits and very high levels of pedestrian activity with some crossing facilities including zebra crossings. On-street parking is generally unrestricted except for safety reasons. In rural areas these roads link the larger villages, bus routes and HGV generators to the Strategic and Main Distributor Network.
Link Road	4	Roads linking between the Main and Secondary Distributor Network with frontage access and frequent junctions	In urban areas these are residential or industrial interconnecting roads with 20 or 30 mph speed limits, random pedestrian movements and uncontrolled parking. In rural areas these roads link the smaller villages to the distributor roads. They are of varying width and not always capable of carrying two-way traffic.
Local Access Road	5	Roads serving limited numbers of properties carrying only access traffic	In rural areas these roads serve small settlements and provide access to individual properties and land. They are often only single lane width and unsuitable for HGVs. In urban areas they are often residential loop roads or cul-de-sacs.
Minor road	6	Little used roads serving very limited numbers of properties.	Locally defined roads.

## Footway hierarchy

<b>Footways Category</b>	<b>BwD Ref</b>	<b>Description</b>
Prestige Walking Zones	7	Very busy areas of towns and cities with high public space and street-scene contribution.
Primary Walking Routes	8	Busy urban shopping and business areas and main pedestrian routes.
Secondary Walking Routes	9	Medium usage routes through local areas feeding into primary routes, local shopping centres etc.
Link Footways	10	Linking local access footways through urban areas and busy rural footways.
Local Access Footways	11	Footways associated with low usage, short estate roads to the main routes and cul-de-sacs.
Minor Footways	12	Little used rural footways serving very limited numbers of properties

## Appendix 7 External Stakeholder Contact Details

Organisation	Contact details
<b>Utilities</b>	
Gas	
Water	
Electricity	
Telephone	
Cable	
<b>Emergency Services</b>	
Police	Greenbank
Fire	Byrom Street
Ambulance	
<b>Other</b>	
Environment Agency	<a href="mailto:enquiries@environment-agency.gov.uk">enquiries@environment-agency.gov.uk</a>
Highways England	
Residents	
Key Workers	
Commuters	
Hospitals	
Schools	
Housing associations	
Businesses/Employers	
<b>MPs</b>	
Blackburn, Kate Hollern, MP	
Darwen and Rossendale, Jake Berry, MP	
<b>Media</b>	
Lancashire Telegraph	
Radio Lancashire	

## EQUALITY IMPACT ASSESSMENT CHECKLIST

***This checklist is to be used when you are uncertain if your activity requires an EIA or not.***

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

<b>Service area &amp; dept.</b>	Regeneration, Highways	<b>Date the activity will be implemented</b>	01/11/2018
---------------------------------	------------------------	--	------------

<b>Brief description of activity</b>	Highway Asset Management Strategy
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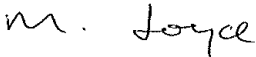
Answers favouring doing an EIA	Checklist question	Answers favouring not doing an EIA
<input checked="" type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy	<input type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input checked="" type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input type="checkbox"/> Yes
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> Not sure	<b>Does this activity:</b> Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
<b>FOR =3</b>	<b>TOTAL</b>	<b>AGAINST =3</b>

**Will you now be completing an EIA?**

Yes

No

The EIA toolkit can be found [here](#)

<b>Assessment Lead Signature</b>	
<b>Checked by departmental E&amp;D Lead</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Date</b>	<a href="#">Click here to enter a date.</a>