

HIGHWAY ASSET MANAGEMENT STRATEGY



Blackpool Council

BUILDING A BETTER COMMUNITY FOR ALL



Foreword

[FOREWORD BY CLLR NEIL BROOKS to be inserted]

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What is Highway Asset Management?

Highway Asset Management can be considered as a way of managing and maintaining the highway network to make best use of the funding available by optimising the timing and nature of maintenance and repairs. It helps us, as the highway authority, to understand the value of the highway assets and the costs associated with maintaining that asset to avoid further deterioration in its condition. Applying the principles of asset management helps us achieve a more structured long-term approach to maintaining the network and to resist expensive, short-term actions.

A key aspect of asset management is customer focus, and an effective asset management programme should focus on the service provided by the asset (compared against customer expectations) rather than simply on its technical condition. Technical condition can often be measured and evaluated in a straightforward manner by standardised scoring, but it may not necessarily reflect how the public actually view or interact with the asset.

The principles of asset management can be summarised as follows:

- Complying with statutory obligations
- Meeting users' needs in terms of accessibility, usability, comfort and safety
- Ensuring availability, especially during severe weather
- Maintaining reliability due to day-to-day wear
- Enhancing condition
- Minimising cost over time
- Reducing the impact on the environment

The potential benefits of adopting asset management practices include:

- Recording what assets we have and what condition they are in
- Understanding the risks associated with our aged infrastructure
- Providing an audit trail
- Allowing informed financial decisions to be made
- Assisting with managing public expectations
- Formalising document standards, leading to consistency of practices

Asset Management and the Management Hierarchy

An important focal point for delivering improved asset management is the organisational management levels. The management processes in large organisations such as the Council's Highway and Transportation Service can be broadly categorised into three levels: strategic, tactical and operational. An idealised hierarchy of these management levels is presented below:



Asset management should align with integrated planning and decision-making at the strategic, tactical and operational levels. The broad scope of asset management functions in the three levels can be summarised:

- **Strategic - Where is the Highway and Transportation Service going and Why?** At the strategic level the Borough promotes its overall long-term direction for highways and transportation, e.g. policy, goals and objectives, and targets. These are agreed in consultation with Council Members and the Executive and other partners and take into account any necessary internal/external requirements and/or constraints. The Asset Management Policy & Strategy are key outputs at this level.
- **Tactical - What is worth doing and When?** At the tactical level the organisation's highway asset managers translate the strategic goals and objectives into specific plans and performance targets for individual asset types. The development and deployment of the Highways Asset Management Plan (HAMP) is a tactical activity.
- **Operational - How to do the right things?** At the operational level, Highway Services' asset managers, engineers, technicians and operatives develop and implement detailed work plans and schedules that have a short-term outlook but take account of the work volumes and phasing arising from the asset management strategy. Engineering processes include inspection, routine maintenance, scheme design, work scheduling and implementation. The focus is on choosing the right techniques, the right materials and carrying out the work in the most efficient way. Forward Works Programme Delivery activities are key outputs from this process.

Highways Asset Management in Blackpool

The need for a long term approach to managing highway assets

Highway infrastructure assets typically have or long lifespans service lives. However, those service lives do come to an end and whilst it is possible to continue for some time to manage them with short term treatments, all assets will eventually require some form of major maintenance involving either preventative measures or partial or full replacement. This can lead to variable levels of funding over time and, of equal importance, opportunities to undertake preventative actions that will substantially reduce long term costs should also be planned.. This is a very different view of maintenance to the traditional focus on reactive repairs.

Continued reductions in Central Government funding

Like many other local Councils, Blackpool Council faces a formidable challenge with continued reductions in Central Government funding and growing pressures from across all portfolios. In this context the RAMS is needed more than ever to provide the Council with a long term view that will clearly define the expectations from our transport infrastructure and quantify the corresponding levels of capital investment in different maintenance activities that will ensure medium and long term costs are minimised.

Blackpool Council now follows Road Asset Management principles, i.e. to sustain the same road condition as achieved under Project 30, using preventative treatments. To revert back to a 'worst first' approach will cost Blackpool Council £100M over the next 25 years. This 'spend to spend less' initiative means that funding can be used to support other important services.

Addressing long term threats to the sustainability of our infrastructure

With Project 30, Blackpool Council laid the foundations for a highway network that can support Blackpool's long term economic and social aspirations. However, without a long term strategy, underlying risks and threats to the sustainability of our highway network will reach a critical level in the next 10-20 year period and will have significant and measurable impacts on economic growth prospects and in particular the tourism industry in Blackpool. Key amongst these are:

the cumulative effects of underinvestment in routine and preventative maintenance on many parts of the infrastructure, the likely continued trend of higher construction price inflation and instability, the effects of climate change and its growing uncertainty over the vulnerability of our network with key coastal transport infrastructure.

Introduction of competitive bidding for maintenance capital

The Department for Transport allocated a total of 10% of available highway maintenance capital budgets for the period 2015-2021 to a competitive Challenge Fund bidding process. Blackpool Council has already been successful in securing £5.565M from this process to reconstruct 10 bridges across the Borough.

This clearly demonstrates the benefits of our asset management approach in securing additional funding, in particular for larger schemes that are not easily managed within annual budgets. We also wish to undertake preparatory work through our asset management strategy to enable us to secure further funding in the next round of bids in to invest in the highway network.

Opportunities for cheaper finance for infrastructure investments

There are growing opportunities for funding through lower cost financing mechanisms, in particular through the new Municipal Bonds Agency (Local Capital Finance Company) which may provide an alternative route for prudential borrowing to the traditional Public Works Loan Board. A robust asset management strategy is a vital prerequisite to accessing these mechanisms.

Demonstrating the economic benefits of infrastructure maintenance

Investments in capital maintenance very often yield much higher value for money than investments in new transport infrastructure. It is important that the RAMS can provide the evidence base for prioritisation of investments through engagement with regional partners such as through the Lancashire Local Enterprise Partnership (LEP). The link between maintenance and economic growth has already been recognised by the LEP as Blackpool has also been successful in securing Growth Deal funding of £3.8M alongside the Challenge Fund money towards the above mentioned bridge reconstruction programme.

Future Demands on Our Network

The number of people nationally who are aged over 65 is expected to increase as a percentage of the total population from 17% in 2011 to 22% by 2033. In Blackpool these figures are significantly higher at 25% in 2014 rising to 33% in 2033.

This trend will result in growing demand for older people's services at a higher rate in Blackpool than in many comparable Councils and place greater pressure on budgets for other service areas including road maintenance. However, road maintenance provides a fundamental contribution to enabling older people, in particular people with restricted mobility, to live independent lives for longer. As the age profile of the population changes so there will also be a significant change in perceptions of safety on the roads and footways and the ease with which people are able to physically access services.

Key Drivers for an Asset Management Approach

Political Commitment

Blackpool Council, as a corporate body, and individual elected members will set high level targets and work standards. To realise these aims in an effective and efficient manner, a structured approach such as that provided by best practice Asset Management is needed.

Legislation

There are a number of legislative requirements that have a direct and mandatory impact on the way highway operations are undertaken, governed by various Acts of Parliament. The main Acts are as follows:

- The **Highways Act 1980**: This Act sets out the main powers and duties of the highway authority. In particular Section 41 imposes a duty to maintain all highways maintainable at public expense, and almost all liability claims relating to highway functions arise from the alleged breach of this Section. Under the HA 1980 Section 97, the Highway Authority may provide street lighting but it does not have a legal duty to do so. . However, once street lights are installed on adopted highways the local authorities are responsible for maintenance
- The **Road Traffic Act 1988** provides powers for the highway authority to promote road safety
- The **Road Traffic Regulation Act 1984** specifies the requirements for traffic regulation orders and the use of approved signs
- The **Traffic Signs (Application) Regulations 2003** sets out that the Borough is subject to the UK Traffic Signs Regulations 2002, with modifications..
- The **Road Traffic Regulation Act 1985** allows the highway authority to make orders regarding speed limits and other matters.
- **Health & Safety: The Construction (Design & Management) Regulations 2003 (CDM2003)** aims to integrate health and safety with project management.
- **Local Government Act 1999**: The Council has a duty to deliver best value in its services and to consult with users of those services on the approach to delivering best value.
- **Civil Contingencies Act 2004**: The Council has a duty as Category 1 responder to assess major risks and plan for emergencies including those

associated with transport infrastructure. This may include preventative actions to reduce or mitigate those risks.

- **Traffic Management Act 2004:** The Council has a duty to take all reasonable action to reduce **disruption to traffic on the network in particular as a result of road works.**
- **Flood and Water Management Act 2010:** The Council has a duty as Lead Local Flood Authority to investigate the causes of flooding and to undertake measures to reduce flood risk.

Technical Standards

The UK department for Transport (DfT) first recommended in 2004 that Highway Asset Management Plans be produced by highway authorities and continues to promote asset management practices through the Highway Maintenance Efficiency Programme (HMEP).

Financial: Budget constraints, efficiencies & investment prioritisation

Asset management efficiencies, based on LEAN principles, have become more essential to ensure that highways maintenance is achieved with the reductions in highway maintenance budgets, and the requirement to make sure that any diminishing funds are invested effectively on a prioritised, risk-based approach.

Blackpool must balance its budget, and Highway Services must provide Value for Money to ensure that the maximum value is achieved from Highway Network in the Borough.

National Standards and Codes of Practice

Blackpool will adopt the UK Department for Transport's (DfT) published National Code of Practice 'Well-Managed Highway Infrastructure' to replace 'Well-Maintained Highways'. The Code is designed to emphasise the adoption of risk-based approaches tailored to local levels of service.

We will seek to develop levels of service "in accordance with local needs, priorities and affordability", which is entirely consistent with the recommendations in this new code of practice. Our aim is to ensure network safety and provide a serviceable level of "state of good repair" for all highway assets, including carriageways, footways, traffic signals, structures and highway drains.

Linking our Strategy to our Corporate Priorities



This year's Blackpool Town Prospectus set the City's clear strategy for a way ahead, to form the foundation for the improvement and integrated approach - *Its purpose is to articulate a collective vision and agenda for Blackpool, leveraging the full force of our resources to develop the town's many strengths and address its complex pattern of deprivation in a strategic and cohesive way.*

OUR HEADLINE OUTCOMES BY 2030

Create and safeguard at least 10,000 jobs and grow the economy by £1bn through turbocharging tourism, building on our other existing and emerging economic strengths and innovating

Tackle the concentration of deprivation in the inner area (the worst in England), raising it out of the bottom decile and creating 3,000 new quality homes

Achieve top quartile employment rates for our 16-24 year olds compared to Lancashire authorities through a particular focus on health and wellbeing and work readiness

Improve national perception of Blackpool as a 'can do' place with a buzz, attracting graduates, families and business visitors, recognised as an established and credible business investment location, with increased local pride

In addition to our Blackpool Town Prospectus setting the direction of travel for our city, Blackpool Council are committed to continuing delivery against objectives set out in the Blackpool Council Plan (2019-2024) and in particular the two key priorities from the Plan as set out below:

Priority One - The economy: Maximising growth and opportunity across Blackpool

Visitor experience: Tourism and culture

- *A new conference centre at the Winter Gardens and increase the number of conferences coming to Blackpool*
- *Create a new model of funding to help keep the illuminations and events going*
- *Finalise design and funding, and then deliver, the new Blackpool Museum*
- *£300 million investment into Blackpool Central, to include great visitor attractions including the UK's first flying theatre*

Enterprise, skills and economic inclusion

- *Help to get hundreds of people back into work*
- *Work with schools to help young people reach their goals*

Infrastructure and regeneration

- *Complete the tram extension and the new 4* hotel at Blackpool North station*
- *Make the most of what Blackpool has to offer by helping to grow the energy, aviation and food sectors*
- *Put more money into improving our roads and pavements*
- *Deliver extensions to the Central Business District at Talbot Gateway*

Improving housing

- *Build more affordable homes, including more homes at Grange Park and Foxhall Village*
- *Enable My Blackpool Home to deliver at least an extra 455 new quality affordable homes for rent*
- *Give greater help to housing developers to allow them to build more affordable houses in our area*

Priority two - Communities: Creating stronger communities and increasing resilience

Health and social care

- *A new approach to delivering stop smoking services in the town*
- *Plant more trees and make more green, open spaces where we can*

- *Continue to help people to access drug and alcohol services as soon as possible to help bring about more positive outcomes*

Safeguarding

- *Reduce the numbers of children in foster care by improving the social care system*
- *Work with lots of different services across Blackpool to help keep children and adults safe by giving more support to families that need it*

Young people

- *Continue to run the Better Start services which improve the life chances for 0-3 year olds.*
- *Improve the experiences of young people in our services by working more closely with other services such as the NHS and schools*
- *Have family hubs in the local neighbourhoods to help people come together, make new friends and support each other*
- *Help schools to bring about changes that will lead to better GCSE results*

Increasing resilience

- *Continue to support the HeadStart Resilience Revolution which is helping to improve young people's mental health*
- *Improving the coordination of volunteers across the town*
- *More work with private landlords to make sure that rented homes are of a good quality*
- *Bring together charities and local services such as the NHS, police and council to help build better community services in people's local area*

Blackpool's Road Asset Management Framework





Blackpool Council

BLACKPOOL COUNCIL PLAN (2019-2024)



Asset Management Enablers

- Governance
- Skills & Competencies
- Roles & Responsibilities
- Training

- Asset Information Strategy & Plan
- AM Systems & Data Modelling

- Stakeholder Feedback
- Information & Publishing
- Surveys & Review

- Budget Control
- Asset Valuation
- Investment Strategies

- Collaborative working
- Service Level Agreements
- Procurements & Contracts

- Management Information
- Highway Service Policies
- Procedures & Processes

Road Strategic Asset Management Planning

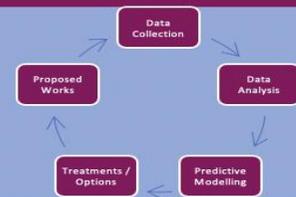
Road Asset Management Policy
Road Asset Management Strategy & Objectives

Tactical Asset Management Planning

HIGHWAY ASSET MANAGEMENT PLAN

- Prioritisation Framework
- Forward Works Planning
- Tactical Risk Management

LIFECYCLE MODELLING



Implementation & Works Delivery

Routine & Cyclic Maintenance

Planned Maintenance Delivery

Project Amber Delivery

Monitoring & Evaluation

Performance Management Framework KPIs

FUTURE OF BLACKPOOLS ROADS
Annual Performance Report

Highways Act (1980) and other relevant legislation

ISO55000:2014
ISO44001:2017

DfT Local Highway Funding Allocations

Financial Reporting Requirements (UK Accounting Code)

Highways Code of Practices

CDM Regulations / Design Manual for Roads & Bridges

UK & International AM Guidance

National Policy & Guidance

Key Components of the Asset Management Framework

The Asset Management Framework sets out the overall structured approach adopted by the Service in the ongoing long-term management of the highways asset. This Framework also demonstrates the alignment of our highways service with the objectives and approach set out in the Council's Plan.

The purpose of this framework is to provide a structured, hierarchical approach to ensure all of the key ingredients are developed and implemented to deliver a professional highways asset management service. To anchor our improvement of Asset Management practices, we have developed process and guidance documentation that gives a consistent approach to the key elements of our management processes



Blackpool Council Strategy & Planning

In terms of developing a strategic approach to managing Blackpool's road network, it is vital that the wider organisational objectives and priorities are considered and form part of the decision-making process for scheme selection, maintenance treatments and service levels for different parts of the network. A highly effective transport service aligns their asset management strategies and plans to support Council goals and priorities, and these are considered further in the ***Linking our Strategy to our Corporate Priorities*** section earlier in the document.



National Guidance & Organisational Context

This establishes the context for highways asset management in Blackpool. The context links the service’s vision and priorities with the asset management mission and objectives.

Road Strategic Asset Management Planning

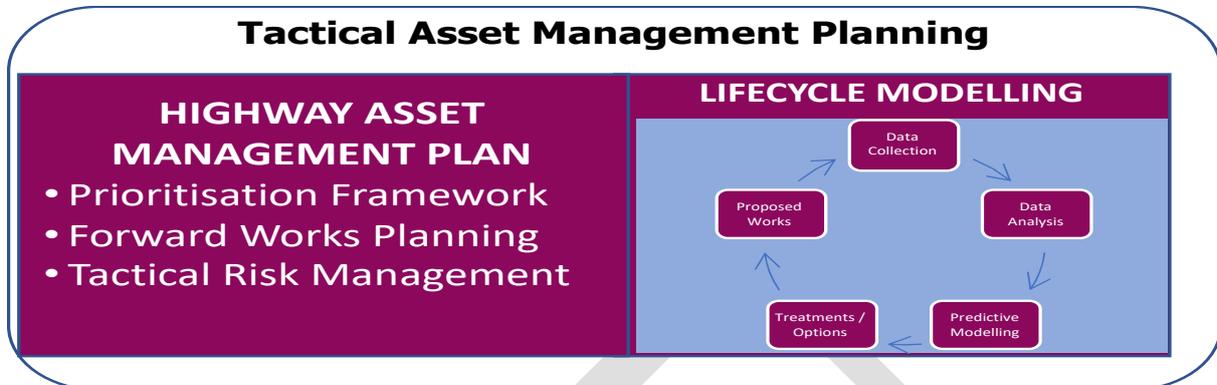
Road Asset Management Policy
Road Asset Management Strategy & Objectives

Asset Management Strategy and Planning

The Highway Asset Management Policy & Strategy is a high-level document that describes the approach to Highway Asset Management and demonstrates how an Asset Management approach aligns with the corporate vision and aims and government objectives. The Policy establishes sound rules and principles against which the highways will be managed. The Asset Management Strategy translates these principles and high-level commitments into strategic objectives and sets a long-term direction of travel for the service to adopt.

Our Asset Management Strategy will define Levels of Service related to achievement of our stated objectives. These Levels of Service are the threshold values below which the

performance of activities or condition of assets is considered to be unacceptable and need interventions. Levels of Service have therefore been incorporated within this Highway Asset Management Plan and associated documents.



Blackpool Asset Management Planning

The planning of highway infrastructure assets links the “Policy and Strategy” to “Delivery and Operations” by identifying the tactical processes and procedures necessary for implementation. This aspect of the Framework utilises the asset data requirements to better understand and predict the behaviour of our various asset groups over their respective lifecycles. This whole-of-life approach to asset management enables plans to be better informed by accurate and current asset performance and condition data.



Implementation & Works Delivery

Operational service delivery is where work is done, this stage sees the implementation of the strategic and tactical planning processes, producing tangible and measurable outputs for the network and users of the highways network. This is manifest in aspects such as Capital Programmes, routine and cyclical maintenance activities, safety and serviceability inspections and surveys, DfT funded programmes of work, reactive maintenance and emergency response works.

Monitoring & Evaluation

Performance Management
Framework
KPIs



Monitoring & Evaluation

This aspect of the Framework addresses the measurement, analysis and reporting of performance of our Highways service. It will deal with a wide range of performance metrics related to the strategic objectives and sets out how we generate corrective actions to non-conforming or satisfactory performance and drives continuous improvement as a culture.

A key platform for Blackpool Council's ongoing performance evaluation and reporting to Council and Key Stakeholders is the publishing of the Annual Performance Report entitled Future of Blackpool's Roads. This report will identify previous performance of the highways network, existing condition and performance, and importantly focus on key challenges and potential solutions to improving levels of service for Borough residents and road users.

Asset Management Enablers

- Governance
- Skills & Competencies
- Roles & Responsibilities
- Training

- Asset Information Strategy & Plan
- AM Systems & Data Modelling

- Stakeholder Feedback
- Information & Publishing
- Surveys & Review

- Budget Control
- Asset Valuation
- Investment Strategies

- Collaborative working
- Service Level Agreements
- Procurements & Contracts

- Management Information
- Highway Service Policies
- Procedures & Processes

Asset Management Enablers:

These are the supporting functions and processes undertaken by our highways service that 'enable' the key functions of planning and delivery to occur to achieve the strategic objectives. Activities within this element of the Framework would typically include areas such as resource management, training and competence, budget/cost/financial management, performance management, data and information management, customer and stakeholder engagement, and management of the system controls that govern the overall asset management approach (e.g. Risk Management, non-conformances). Within our Highway Asset Management Framework, the tactical enablers have been incorporated within this Highway Asset Management Plan.

Highways Asset Management Policy

Effective asset management will be at the heart of the Council's approach to managing Blackpool's road infrastructure and ensuring that it meets the needs and aspirations of present and future generations. Blackpool Council wishes to be recognised as a Council that listens and reacts accordingly to the views of its residents and businesses and this principle will also drive the way that we manage our roads. Our approach will also focus on supporting the priorities within the Council Plan.

The economy: Maximising growth and opportunity across Blackpool

- By improving and maintaining the reliability and resilience of the highway network
- By underpinning efforts to improve and regenerate key attractions with a high quality of public realm
- Supporting the Enterprise Zone at Blackpool Airport
- Use of local contractors.

Communities: Creating stronger communities and increasing resilience

- By maintaining a safe and accessible network that encourages people of all ages and abilities to get out and about and live independent lives,
- Improving access to community activities,
- We recognise the central role that maintenance and renewal of the public realm plays in regenerating areas where people live and reducing fear of crime and anti-social behaviour,
- We believe Highways services can live within its means through good asset management practises and will not leave a financial legacy for the next generation

We will adopt a Road Asset Management Framework to achieve these aims and we will remain committed to continually improving our asset management processes. This will enable us to learn from our past performance to guide our decisions. As we do this we will also continue to fulfil our obligations contained in relevant legislation and other requirements relating to the management of our road infrastructure.

Principles

Below are the principles that will guide our strategy for Road Asset Management.

- Our first priority will be to minimise risks to the safety of people living, working or travelling in Blackpool. We will keep our operational maintenance policies under

regular review to ensure that they reflect evidence from local data and best practice in risk assessment and management.

- We will prioritise maintenance options that minimise disruption to traffic, residents and businesses over the whole life of our highway infrastructure.
- We will prioritise maintenance options that improve the overall resilience and reliability of the network, particularly in the context of climate change and the growing frequency of extreme weather events.
- We will prepare and review 5 year rolling programmes of work every year (RAMP) covering all our Highway Assets. We will maintain accountability in developing our programmes by regularly reviewing and publishing the criteria for approving scheme proposals. We will also ensure that critical infrastructure risks to safety, the economy, the environment and local communities are prioritised and addressed through our programmes.
- We will adopt the principle that our decisions on short and medium term budgets should not result in unaffordable costs being deferred to future generations.
- We will prepare and continually review budget forecasts for our infrastructure assets of at least 30 years to enable us to assess and manage long term risks and guide us towards minimising costs over the life cycle of our infrastructure. Investment options will be considered where they are very likely to achieve high value for money or where there is evidence of significant social benefits. However, we will also monitor and publish forecast shortfalls in future budgets as this is the only way to develop strategies to address them and to build the business cases needed to access external funding.
- We will identify optimum levels of service using appropriate methods to assess the changing needs of our local population and businesses and balance these with the need to minimise costs over the life of our assets.
- We will continue to develop relations with partners and service providers to draw on their expertise and research and development in identifying new solutions that will reduce whole life costs and help us to meet growing demands across all portfolios. We will seek to disseminate our own innovation and best practice in asset management through the Local Council's Road Investment Group also proactively participate in other Local Authority alliances to draw on and share best practice
- We will establish appropriate targets to reduce levels of waste, use of raw materials and emissions of carbon incurred by our infrastructure maintenance operations.
- We will establish all necessary protocols to ensure that our asset information and systems are fit for the purposes of supporting the principles listed above and in doing so have regard to current and emerging standards for asset information management. We will also ensure that our suppliers and contractors provide all appropriate information to support our asset management system

Highways Asset Management Strategy

Our Assets

The highway network on Blackpool is the largest and most visible community asset for which the Council is responsible. It is used daily by residents, businesses and visitors to the Borough and it makes an important contribution to the Council's wider priorities.

The highway network is made up of many different types of asset including roads, footways, public rights of way, cycle routes, bridges, culverts, drains, signs and traffic signals. Each of these asset types has different needs for management and maintenance to ensure that they provide the quality of service that our customers expect.

Highways in Blackpool can be broadly categorised as follows:

Principal Road (A Roads)	55km
Classified B Road	21km
Classified C road	15km
Residential / Unclassified	386km
Back Alleyways	65km

Total Length **515km**

Strategic Footway	123km
Residential Road footway	768km

Total Length **891km**

The A, B and C roads make up the classified network which carry the majority of journeys. This accounts for 20% of the entire network, is considered as one network.

The remaining roads are classified as residential in nature, carrying relatively little traffic.

Each length of highway contains a wide range of 'individual' assets, for example road and footway construction, road signs and markings, bus stops, signs, mini roundabouts, zebra crossings etc.

Highway Assets

- 8585 Road Traffic Signs
- 186 major junctions with all the associated road markings
- 25km drainage channels
- 39 mini roundabouts (including all the associated road markings)

- 58 zebra crossings
- 2933 sqm Anti skid surfacing
- 5.32km safety barrier
- 1.1km pedestrian guard rail
- 26,000 gulleys with 5.2km of associated highway sewer
- 483 bus stops with 258 bus shelters
- additional grit bins, safety bollards, benches, signs etc
- 21km of Public Rights of Way Network.
- 33 bridges & structures

Blackpool Council's Highways department report the valuation of the Highways network annually in the Whole of Government Accounts (WGA). This process takes account of every asset in the town and gives a value year-on-year. The main figures are as follows.

Gross Replacement Cost

The **Gross Replacement Cost (GRC)** for the entire Highway network is **£906,000,000** excluding land value. This is the cost to re-build the entire network from scratch. This figure is used by Central Government to assess replacement value and levels of deterioration nationally and may be used by the Government to assess future funding levels. This figure includes the Council's roads, footways, lighting, signals and street furniture. It also includes bridges and structures assets which are currently being reviewed as part of the Bridge Asset Management Strategy (BAMS).

The Council is only spending 0.06% of this GRC value on planned maintenance and renewal.

Depreciated Replacement Cost

The **Depreciated Replacement Cost (DRC)** is what the Highways network is currently worth. Blackpool's network is valued at **£793,000,000**.

Accumulated Depreciation

This is the difference between the GRC and DRC and the amount of money required to renew all assets to an 'As New' condition. Blackpool's network has a current accumulated depreciation of **£113,000,000**.

This document sets out the Borough's highway asset management strategy and reinforces our commitment to good asset management and best value by balancing cost, quality of service and risk to users of the asset. It defines our objectives for the management of our highway network and identifies how this is supportive of the wider government aims.

In addition to the Organisational Context established in the Asset Management Framework, the following Strategic Objectives have been determined following consideration of:

- Customer and key stakeholder expectations
- Current asset performance and condition
- Existing and potential future funding and investment profile required for the Council's highway infrastructure
- Emerging technology and recognised best practice asset management

DRAFT

OBJECTIVE 1:

- **To manage and operate a Safe, Accessible & Efficient Highways Network**

By employing good highways management practices that include the planning, coordinating and operational delivery of our Highway Services, we can provide our road users with a safe, efficient and effective highway network that connects our communities and contribute to improving our residents' lives.

We will address the needs for a safe and accessible network across a range of our maintenance and operational activities, including but not limited to:

- Establishing and maintaining a clearly defined Resilient Network
- Ensuring we undertake safety repairs promptly and 'fixing it first time' where practicable
- Promote safety on the network amongst the travelling public, our workers and supply chain partners



OBJECTIVE 2:

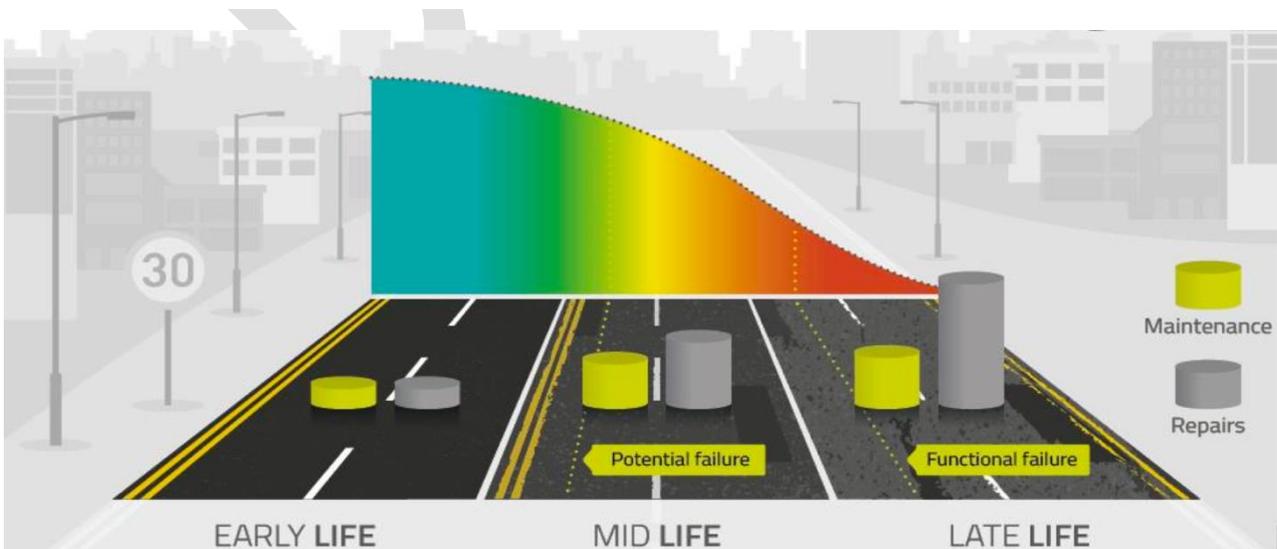
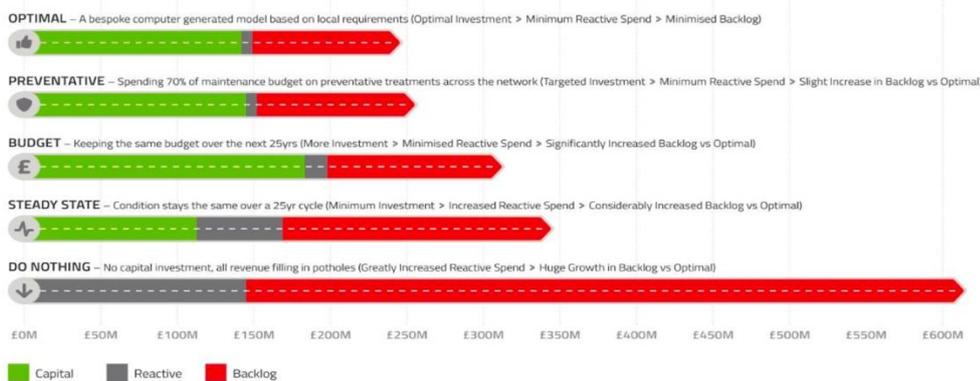
- **To optimise investment and funding outcomes for our Highways Network to arrest deterioration**

In order to optimise our investment funding for highways management, we are committed to improving, or minimising the deterioration, of the condition of our highways asset.

Building on the significant investment and improvement that Blackpool have made in our highways in the previous decade to maintain an improved condition of our highways network, our Highway Services team will further expand our level of preventive maintenance works where appropriate, in order to ensure we extend the life of our critical assets. This preventive approach will be delivered hand-in-hand with ongoing renewal and improvement works to our highways asset.

Subject to funding limitations, our Highways team will ensure that we maximise value for money so that our highways condition is 'fit for purpose' and is optimised.

Life Cycle & Budget



OBJECTIVE 3:

- **To continue to drive down claims and deprivation issues**

We recognise that in order to achieve our strategic objectives and deliver an improving long-term asset management service for our stakeholders, we must consistently strengthen our overall asset management capability within our highways service. This capability will be strengthened across a number of different facets, including our own people, processes and systems, and those of our supply chain and partners. Training and competence are a strong aspect of developing our own people and we will strive to ensure we provide our team with the required level of training, guidance and support.



OBJECTIVE 4:

- **To ensure our highways provide key links to optimise Blackpool's social networks and communities**

Our objective is to ensure to the maximum extent practicable that our roads can link and support Blackpool's social networks and communities. By identifying and prioritising key parts of the network that provide greater value to social networks and communities, we can ensure that these aspects are factored in when making decisions about undertaking maintenance treatments, priority for funding upgrades and improvements. It is also a key part of the 'value' that is created by a highway network that strengthens community values and ensures greater levels of connectivity across the Borough



Managing Risk on our Highways Network

Introduction

Risk management supports the approach adopted for making decisions through the asset management planning process. Risk management is a discipline in itself and covered by ISO 31000 Risk Management.

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. 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.

Key Aspects of Blackpool Highways Risk Management

Good asset management is only possible with good risk management. Investment decisions are not effective or sustainable unless the Council knows what risks it's exposed to.

To ensure Blackpool Council suitably address the requirements of effective risk management and align with corporate policy, are:

- Ensure key or critical highway-related risks are recorded and managed / mitigated as needed
- Establish clear roles and responsibilities for risk management within the respective highways areas
- Take risk management considerations into account during the asset management decision making processes

- Reinforce the importance of effective management of risk through training and provision of opportunities for shared learning
- Monitor our risk management arrangements on a regular basis

In terms of actions and outcomes, for Blackpool, this means:

- Defining clear ownership (recording/maintaining and reviewing) of risk registers;
- Monitoring and managing risk within fully populated Risk Registers;
- Specifying escalation criteria;
- Identifying and reviewing a representative Resilient Network; and
- Undertaking Operational reviews and service improvements related to maintenance practices like pothole repairs and drainage reviews.



Leadership & Governance

One of the key aspects of improving the Council's highways asset management practices is to ensure political buy-in and the right level of leadership, sponsorship and governance of improvement activities. In order to provide this senior and strategic governance and gain a consistent approach to highway management and support our strategic objectives described above, we have utilised the Blackpool Corporate Leadership team to review and assess effectiveness of our asset management deployment. This Group will continue to operate in accordance with a defined Terms of Reference and will sponsor and oversee the effective implementation of this Highways Asset Management Framework, Strategy and Plan.

