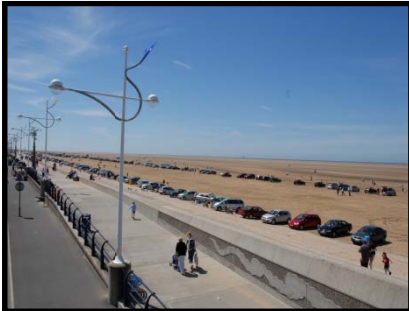


Transportation & Highways Infrastructure Asset Management Policy & Strategy



2019-2021



Quality Management

Job No	N/A	Doc No.	Version 1
Title	Transportation and Highway Infrastructure Asset Management Policy and Strategy 2019-2021		
Location	Transportation and Highway Infrastructure, Magdalen House, Bootle		
Document Ref	Vol 1_AM PS_Feb 2019_vers 05 AS		
File reference			
Date	January 2019		
Prepared by	Andrew Sawyer	Signature (for file)	
Checked by	Jerry McConkey	Signature (for file)	
Authorised by	Cllr John Fairclough	Signature (for file)	

Revision Status / History

Rev	Date	Issue / Purpose/ Comment	Prepared	Checked	Authorised

Sefton Council
Transportation and Highway Infrastructure
Magdalen House
Bootle
Liverpool
L20 3NJ
0151 934 4222

About this document

This is Volume 1 of Sefton Council's Transportation and Highway Infrastructure Management Plan which introduces our Policy for the management of the transportation and highway infrastructure assets and services within our control and influence.

A key element of this and associated documents is to achieve the current best practice for management of highway assets as set out in the 'Well-Managed Highway Infrastructure – A Code of Practice' (2016 UK Roads Liaison Group). This guidance includes a number of recommendations which are intended to deliver maximum returns on investment and to deliver effective and efficient services; all of these recommendations are addressed in these documents.

This volume is designed to provide readers with an easy to understand overarching description of our assets and services, our Policy and our strategic approach to managing the asset and services. Volume 2, the Service Plan, considers the assets and services in detail and Volume 3 addresses lifecycle planning and financial issues. The Service Plan will be reviewed on an annual basis and include an annual report that presents high level performance indicators with supporting documents considering more detail around the condition and performance of the asset and financial considerations.

This document is designed to evolve with the changing needs of our asset, available budgets and the changes in demand on our infrastructure. Therefore this document and the associated suite of documents will be regularly reviewed and updated as required.

The Council's Core Purpose

- **Protect the most vulnerable:**

i.e. those people who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable and where we need to we will intervene to help improve lives

- **Facilitate confident and resilient communities:**

The Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant on public sector support and which have well developed and effective social support

- **Commission, broker and provide core services:**

The Council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible. We will deliver services which can't be duplicated elsewhere or where we add value.

- **Place-leadership and influencer:**

Making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the Borough. This includes strong leadership and influencing partner organisations to work towards common goals and building pride in the Borough

- **Drivers of change and reform:**

The Council will play a key role in leading change and reform to improve outcomes for Sefton residents and continuously improve the Borough

- **Facilitate sustainable economic prosperity:**

That is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; and having enough money to invest in infrastructure.

- **Generate income for social reinvestment:**

The Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose.

Forward

As the Cabinet Member for Locality Services, my portfolio includes Transportation and Highway Infrastructure. I work very closely with officers and other elected Councillors to do everything we can within our limited resources to make the Borough attractive and safe for communities, businesses and visitors. As the Council faces great difficulty in funding everything we need to, it is vital that we set out clearly what people can expect of us and how we will maximise the use of our resources. This includes not only funding for works, but also how we utilise our professional staff in the most effective way. I fully endorse this plan as it sets out our goals and both myself and officers will continue to work to achieve the outcomes we all want and need.

Councillor John Fairclough – Cabinet Member, Localities/Highways & Deputy Leader of Sefton Council

We need to plan for the future. Our communities want Sefton to be a well-connected place with excellent internal and external linkages. As the Borough grows through business and residential developments, we need to be ready and prepared to complement that growth by developing our highway asset to create greater opportunity and by working with partners to develop excellent transport systems and services. The Sefton Council Transport Asset Management Strategy sets out both our vision and our processes for maintaining, managing and planning for the future of our highway network. I am personally totally committed to making sure we do everything we can to achieve these outcomes for our communities and users of the highway.

Peter Moore – Head of Service for Highways & Public Protection

The Highway Network within Sefton is the Council's most valuable asset. Like anything of high value, it needs to be cared for to make sure it is kept in as good condition as possible. As the Service Manager for Transportation & Highway Infrastructure it is my role to make sure we, as a team, do everything we can to make sure we achieve this. The highway network is the lifeblood of the Borough. All Council services are affected by the ease of how our communities access them. Businesses, residents and visitors rely on the highway to travel to, from and within the Borough, moving goods and taking advantage of the plethora of attractions and services the Borough has to offer. The Highway network needs to be looked after as efficiently and effectively as possible and regardless of the implications of austerity, it is vital that all available resources are targeted in the most appropriate way. In order to achieve this, the Council has set out its Asset management Plan in this document. This plan considers our three key aims: Plan, Manage and Maintain

We need to maintain the asset as effectively as possible, targeting our resources in the most appropriate way. £1 spent in the right way can save the need for £5 in the future. We need to manage how people access and use the highway by managing behaviours through safety and traffic control initiatives and creating greater opportunities for multi modal use.

Jerry McConkey - Service Manager for Transportation & Highway Infrastructure

Contents

1.0 OUR POLICY	5
1.1 PURPOSE OF THE POLICY	5
1.2 SCOPE OF THIS POLICY:	5
1.3 POLICY CONTEXT	5
1.4 OUR POLICY STATEMENT:	6
<u>2.0 THE HIGHWAY ASSET IN SEFTON</u>	<u>7</u>
3.0 HOW TRANSPORTATION AND THE HIGHWAY IS MANAGED IN SEFTON	9
3.1 OVERVIEW OF TRANSPORTATION AND HIGHWAY MANAGEMENT IN SEFTON	9
4.0 ROLES AND RESPONSIBILITIES	13
5.0 SERVICE STANDARDS FOR OUR COMMUNITIES	14
6.0 WIDER CONTEXT	16
6.1 HOW HAVE THE WIDER IMPLICATIONS OF OUR ACTIONS TO MANAGE OUR HIGHWAY NETWORK ASSET BEEN CONSIDERED?	16
6.2 SEFTON HIGHWAYS WORKING AS PART OF THE LIVERPOOL CITY REGION COMBINED AUTHORITY	16
7.0 FUNDING	18
7.1 HOW ARE THE COUNCIL FUNDING HIGHWAY NETWORK ASSET MANAGEMENT?	18
7.2 USING LIFECYCLE PLANNING TO SUPPORT OUR FUNDING REQUIREMENTS.	18
7.3 RECENT COUNCIL INVESTMENT TO KEY HIGHWAY INFRASTRUCTURE UPGRADE AND MAINTENANCE:-	19
7.4 THE PLANNED INVESTMENT FOR 2018/19 IS AS FOLLOWS:-	20
8.0 COMMUNICATION	21
8.1 INTRODUCTION	21
8.2 OUR COMMUNICATION GOALS	22
8.3 OUR KEY STAKEHOLDERS	22
8.3.1 INTERNAL STAKEHOLDERS:	22
8.3.2 EXTERNAL STAKEHOLDERS:	23
8.4 WHY DO WE NEED TO COMMUNICATE?	23
8.5 WHY DO WE NEED A COMMUNICATION PLAN	24
8.6 HOW WILL THI COMMUNICATE IN THE FUTURE	24
9.0 MONITORING AND REVIEW	26
9.1 HOW IS THE COUNCIL MONITORING AND REVIEWING THE DELIVERY OF HIGHWAY NETWORK ASSET MANAGEMENT IN SEFTON?	26

1.0 Our Policy

1.1 Purpose of the Policy

This Policy explains Sefton Council's approach to supporting the delivery of the Vision 2030 for Sefton through the maintenance, management and development of our transportation and highway infrastructure.

1.2 Scope of this Policy:

This Policy applies to all highway infrastructure and highway assets which are managed and maintained by Sefton Council and any that are required to support new development along with the services that we deliver to support the safe and reliable movement of all people and goods.

1.3 Policy Context

Sefton Council has the following vision:

Together a stronger community
In 2030, Sefton residents look out for each other. We focus on our similarities and diversities but never on our differences, working together to live a fruitful life. We are supportive communities, aided by a vibrant voluntary sector, where everyone has the opportunity to live an independent and proactive life. We know our neighbours and we help each other out in any way we can, from sporing a drop of milk to lending a caring ear. Our communities are strong, knowledgeable and informed.

A borough for everyone
In 2030, Sefton is a borough that has everything we need to live, learn and age well. From the moment we are born we are part of the community, with parent and baby groups & outstanding nurseries and schools. Quality apprenticeships, vocational training and university access mean we can follow our dream career path. We live happy, healthy lives in Sefton. The borough is accessible for everyone and positive approaches are in place for those living with mental health issues and disabilities. When it comes to enjoying our free time and living socially, there are clubs and groups for everyone.

A clean, green and beautiful borough
In 2030, Sefton is internationally recognised for its outstanding natural beauty and commitment to sustainability. We are a borough celebrated for its fantastic coast line and respected green spaces. Together, we work hard to preserve our assets, such as the marina, woodlands, parks and canals and ensure that all future generations can enjoy them. Through eco-friendly and green solutions, we have set the bar in sustainability. Everybody works together to keep Sefton clean and green, with a commitment to recycling, low pollution and better air quality.

Living, working and having fun
In 2030, Sefton is the perfect place to enjoy your life. With a variety of jobs and professions, Sefton has fantastic opportunities for everyone, from full time workers to part time workers. While a range of housing, including affordable and luxury, has made the borough one of the most desirable places to live in the country. Our children and young people enjoy access to some fantastic schools, colleges and universities, meaning they can go on to fulfil their dreams and follow their chosen career paths. We enjoy shopping on Sefton's vibrant high streets and being social at one of the many bars and restaurants, plus a wide variety of sports facilities, clubs and events help inspire residents to keep active and enjoy sport. We are borough that offers it all with many people moving to the area and students returning to lay down their roots following graduation.

On the move
In 2030, Sefton is easy to move around and well linked with the wider CAV region and beyond. Night buses, better train links and affordability mean that public transport is safe and available to everyone. We can also enjoy the use of the many bicycle and walking friendly routes, meaning we can keep active. Investment into the borough's public transport system and road networks have helped reduce congestion and have made it even easier for residents and visitors to reach homes, businesses and attractions.

Visit, explore and enjoy
In 2030, Sefton has something to offer residents and visitors of all ages. We enjoy activities on our beaches and local green spaces, while the rush of adrenaline at Southport Air Show brings visitors from far and wide. Sefton is home to a number of great events and festivals, while international sporting events return year after year. Known for its cultural scene, Sefton has something for everyone.

Ready for the future
In 2030, Sefton is at the forefront of technology and research. Investment in technology means that the borough is covered by comprehensive free Wi-Fi and strong, fast connection speeds. By embracing change, we are ready to seize any opportunity and Sefton is now known across the world as a centre for advancement and research. We are well connected to the rest of the world and we are always looking to the future. Sefton is a borough connected by people, supported by technology.

Open for business
In 2030, Sefton is home to businesses of all sizes. From international organisations and small start-ups to social enterprises and community organisations. We are a borough with a global outlook, exporting many of our services and goods via the port. Sefton is also a leading coastal tourist destination, with businesses flourishing thanks to our strong visitor economy. While strong support for SMEs and Start-ups, coupled with the creative use of commercial space, has resulted in vibrant high streets. With strong public sector partnerships, an entrepreneurial culture and a strong work force, Sefton is the perfect home for any business and we are flourishing.

Sefton 2030
A confident and connected borough

Sefton Council

Hugh Baird
South Sefton
Central Commissioning Group

Sefton CVS
Southport and Formby
Central Commissioning Group

Sefton Hospital
Sefton Community Hospital
Central Commissioning Group

Police
Sovini

Further information on the 2030 Vision can be found on the Councils website and via the following link. <https://www.sefton.gov.uk/your-council/imagine-sefton-2030.aspx>

1.4 Our Policy Statement:

“We will seek to support the safe and reliable movement of all people and goods to allow our communities and businesses to prosper.”

To do this we will ensure that:

- Future needs are planned for
- The network is managed for use in the most efficient way
- Our assets are maintained and where possible improved
- We will maintain and use good quality information

As we deliver this we will adhere to the following principles:

- We will make use of relevant guidance and best practice
- We will communicate relevant information to our stakeholders and listen to their feedback
- Our approach will be endorsed by our Cabinet Member
- We will focus our resources on achieving the delivery of our Policy
- We will adopt a risk based approach to the management of the highway
- Our risk based approach will be evidence based
- We will have a clear approach for the management of our information
- We will have a hierarchy for the highway network
- We will make best use of resources by undertaking whole life planning and designing for maintenance
- We will have appropriately trained staff
- We will set out clear processes for how we deliver our key activities
- We will consider climate change in the design of schemes both in the context of resilience and carbon footprint
- We will regularly review our approach and learn from experience
- We will monitor our performance and report the results
- We will plan over the long term
- We will take into account the character of the area where the highway is

2.0 The Highway Asset in Sefton

Roads:

<i>Total</i>	954,395km
<i>'A' Roads</i>	110,195km
<i>'B' Roads</i>	40,221km
<i>'C' Roads</i>	62,670km
<i>'U' Roads</i>	741,307km

Electrical Street Furniture:

<i>Street Lights</i>	32,172
<i>Signs & Bollards</i>	4,550

Traffic Signals and Intelligent Transport Systems:

<i>Signal Installations</i>	239
<i>CCTV Cameras</i>	36
<i>Electronic Signs</i>	77

Highway Drainage

Road Gullies
circa 50,000

Structures

<i>Bridges</i>	107
<i>Culverts</i>	8

Rights of Way

<i>Footpaths</i>	70km
<i>Byways</i>	5km
<i>Bridleways</i>	3km



2.1 What is the Highway Network asset?

- **The Highway** is the structure that is used to travel on either using vehicles or on foot; it includes the road, pavement and verges.
- **Structures** are bridges, underpasses and embankments that support the highway or the area surrounding it.
- **Street Lighting** is used to illuminate the highway to make it safer for users.
- **Highway drainage** takes water away from the highway to make it safe for use and to control flooding.
- **Traffic signs, lines and signals** are used to control and advise road users so as to use the highway in the most efficient way.
- **Reliable movement** of people and goods means that it should be predictable. It is not possible to always have free flowing traffic everywhere but users of the highway should be able to expect consistent conditions. For example between the hours of 8 and 9am it will be busy at certain points and you have to allow more time for your journey.
- **Buses and trains** are an important means of transport in our area. The council does not operate these but does work in partnership with the operators to ensure that they contribute to the safe and reliable movement of people in our communities.
- **People** rely on transportation and the highway to access work, education, health services and to undertake social activities. Where they choose to walk or cycle it can also contribute to their health.
- **Safety** is a key issue. This can be supported through the design of the highway, the rules, such as speed limits, that are applied and the education of highway users.
- **Goods** being transported and businesses using the highway to deliver services are important for the economic prosperity of the Borough.
- **Permits** are used to control access to the highway for roadworks and items such as skips and scaffolding.

3.0 How Transportation and the Highway is managed in Sefton

3.1 Overview of transportation and highway management in Sefton

Transportation and highways management is broadly split into three main activities, Plan, Manage and Maintain and underpinned by the use of good quality information. This is reflected in the 'Plan on a Page' shown below which illustrates what we aim to do, the outcomes we are seeking and the key elements to delivering these outcomes. The activities we undertake are set out in the second diagram.

We will deliver these activities in accordance with the principles set out in section 1. We have also set out detail of how we will communicate, manage our information and manage our processes in the following documents:

- **Communications Plan**
- **Information Strategy**
- **Business Support Plan** – Which includes staff development, leadership, partnership working, forward planning, performance management and service review.

Details of our assets and how we manage them along with an annual update will be set out in: **Transportation and Highway Infrastructure Service Plan**

Details of our funding arrangements and approach to assessment such as lifecycle planning are set out in: **Transportation and Highway Infrastructure Investment Plan**

Details of our Policy and plan for cold weather are set out in our: **Winter Service Policy and Operational Plan**

Identification of potential emergencies on the highway are identified in the: ***Community Risk Register***

And are addressed in our Council:
Emergency Plan

Transportation and Highway Infrastructure – “Plan on a Page”

We facilitate the safe and reliable movement of all people and goods to allow our communities and businesses to prosper. *Mission or Purpose*

Future needs are planned for
Core Activities

The network is managed for use in the most efficient way

Assets are maintained and where possible improved

Customer Focused
Outcomes

Improve health and wellbeing for our customers

Maintain reliability of the highway asset

Improve efficiency of the highway network

Maintain an acceptable level of customer service

Improve access for all

Deliver value for money

The way we work
Core competencies

We should be able to monitor and understand the effect of our actions on our outcomes

We should be able to plan effectively

We should have the ability to deliver betterment through effective partnerships

We should have the ability to deliver continuous improvement

Staff focused
Critical Enablers

Staff are skilled and engaged and understand how they contribute to our outcomes

We have information and technology systems that are fit for purpose

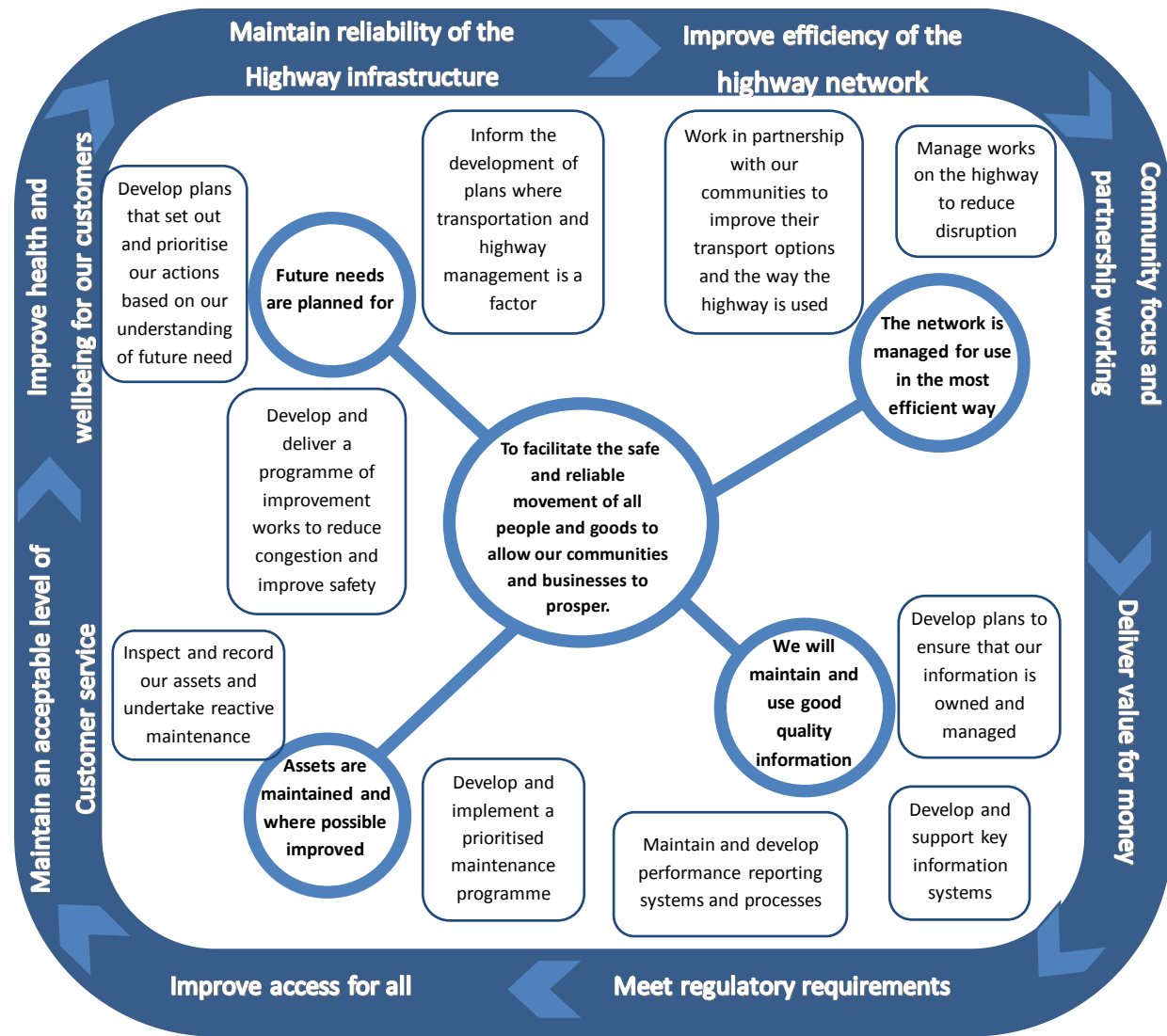
We have the right organisational structure and leadership in place

Resources
Critical Resources

Funding

The Highway

Business Intelligence about our asset, customers and future needs



4.0 Roles and Responsibilities

The main Authorities responsible for transportation and highway management are the Council, Merseytravel, Network Rail and Highways England and the Liverpool City Region Combined Authority (LCRCA). The Council will work in partnership with these key partners and other partners such as the Canals and Rivers Trust to achieve outcomes, multiple benefits and where possible reduce costs. This will require us to work across political boundaries and co-ordinate with partners plans such as the Liverpool City Region Growth Plan.

Multiple benefits as mentioned above will include contributing to environmental, economic and social outcomes where possible.

The Highways Act 1980 sets out the main duties of the Local Highway Authority in respect of highways maintenance. In particular, section 41 imposes a duty to maintain the **Adopted Highway** at the public expense. The Highways Act does not specify the level of maintenance although national codes of practice offer guidance on this.

Private Streets are the responsibility of the land owner.

5.0 Service Standards for our Communities

5.1 This section sets out the standards that our communities can expect in relation to this service area:

We aim to:

- Respond to all routine enquires within 10 working days
- Respond to requests for vehicle crossings within 60 calendar days.
- Conduct emergency safety inspections within 2 hours and routine inspections within 10 working days on flooding, road traffic collisions and general highway related issues
- Provide out of hours response to highway incidents delivered through Sefton Arc
- Inspect utility works and defects in accordance with national legislation
- Provide information on winter gritting through the Council's Twitter account when the weather is particularly severe
- Inspect all footways and carriageways for defects 4 times per year
- Priority areas of footway inspected for defects 12 times per year
- Conduct 'driven' safety inspection of strategic highway (A, B and C roads) 12 times per year
- Repair defects within a 2 hour, 24 hour or 28 day response by the contractor (depending on the severity)
- Clean highway gullies and inspect them once per year with identified 'hotspots' twice per year, plus further ad hoc works as required
- Cut highway grass verges 8 times per year
- Cut highway grass embankments twice a year
- Cut highway hedges at least once per year (dependent on location)
- Carry out highway weed sprays 4 times per year, plus further ad hoc work as required
- Carry out general bridge inspections every 2 years and principal inspections of bridges every 6 years
- Repair routine street light failures within 5 working days of identification of fault
- Carry out electrical testing of street lights on a rolling six year cycle

- Clean street lights on a rolling six year cycle
- Conduct structural testing of steel street light columns based on age profile
- Inspect traffic signals on site once a year
- Remotely monitor traffic signals every working weekday

6.0 Wider Context

6.1 How have the wider implications of our actions to manage our Highway Network asset been considered?

We are committed to seeking opportunities to contribute to economic and social prosperity as we implement this Plan. We will take into account other Council and Partner objectives and where possible support their outcomes whilst achieving those set out in this Plan. In particular we will support the delivery of the Council's vision and the Local Plan.

6.2 Sefton Highways working as part of the Liverpool City Region Combined Authority

Sefton has joined with neighbouring Merseyside authorities including Merseytravel, to form a Combined Authority (CA). The six authorities, Knowsley, Halton, Liverpool, St Helens, Sefton and Wirral have combined to deal with strategic policy areas such as economic growth, transport, tourism, culture, housing, and physical infrastructure.

On 1st April 2015, a new integrated plan for the Combined Authority was produced, titled the Transport Plan for Growth (TPfG) which extends until 2024 (2026 for Halton Council). This sets out a Joint Strategic Transport Framework for the LCR CA, together with a 6-year Investment Plan. This document emphasises how important transport is to our region and is a key growth enabler and plays a key role in achieving economic growth across the Combined Authority.

Although the highway network discussed in Section 2 is the current position, it is possible there may be changes in responsibility for the management and maintenance of certain parts of this network. These could result from the devolution of highway, traffic and street authority powers to the Mayoral Combined Authority (MCA) and the associated designation of a Key Route Network (KRN). The responsibility for asset management and Whole of Government Accounts (WGA) for these changes is still in the process of being finalised and will be reported on when completed and revised accordingly.

The creation of the Combined Authority in April 2014 brought strategic transport powers within the remit of a single body. This was intended to better co-ordinate transport across the city region, by bringing together the separate transport planning regimes covering Merseyside and Sefton. The KRN is a network of strategically important highway routes within the City Region, for which the Combined Authority would have a range of defined highway and traffic powers and responsibilities as Highway Authority' These powers are to be devolved back to the respective Councils in the immediate term whilst the CA evolves and develops.

Our highways asset management approach will also make a direct contribution towards helping achieve the national shared priorities for transport identified in the Local Transport Plan (LTP). In particular, the Plan will help the Council achieve delivery of accessibility, tackling congestion, providing safer roads and contributing towards improvements in air quality.

During the implementation of this Plan we will, at the appropriate time, consider the impact of any specific actions and seek opportunities to create economic and social benefit especially relating to:

- Supporting businesses and industry
- Supporting our most deprived communities
- Supporting development

We will also take into account:

- The character of the area
- Any heritage assets
- Potential environmental impact
- Minimising street clutter

Key elements of highway infrastructure considered critical to supporting housing and business growth in the Borough has been identified within the Council's Local Plan.

7.0 Funding

7.1 How are the Council funding Highway Network asset management?

The Council funds work to the asset through its own revenue and capital funding and external funding from central Government and through the Combined Authority. The detail of this is set out in the Investment Strategy. In informing the setting of budgets we will model the following scenarios:

- Existing budget
- Projected budget
- Steady state condition of the asset
- Eliminate the transport asset backlog over one year and then maintain at a steady state condition
- Eliminate the transport asset backlog over thirty years and then maintain at a steady state condition

Other scenarios can be modelled as required.

7.2 Using Lifecycle Planning to support our funding requirements.

By using recognised good practice of highways asset management, Sefton Council is developing lifecycle plans for all of its key asset groups within the highways service, namely: Carriageways, Footways, Bridges & Structures, Street Lighting, and Traffic Signals as a minimum.

As the priority asset group, by value and risk, our carriageway lifecycle plan provides modelling options that determine funding requirements over a long period (in this case, 20 years). From this analysis, we can develop a strategy for how we plan to fund and deliver against our required levels of service, and in line with our customer's expectations. Details of our lifecycle planning analysis will be contained within the specific documents, but a summary for carriageways shows that our maintenance backlog continues to grow as our levels of maintenance funding currently falls below that required to maintain 'Steady State'. To mitigate reduced levels of service and arrest deterioration on our key roads, we are applying a dual maintenance strategy as defined below:

Dual Strategy

a) Conventional Replacement/Resurfacing Schemes

Due to limited funding over the years, asset management has generally resulted in a more reactive approach that focused on assets approaching or already at the end of their life. This involved carrying out more costly resurfacing schemes which is generally unsustainable. As significant investment is required to catch up with the deteriorating asset, structural maintenance resurfacing schemes will still be necessary and form part of the overall strategy.

b) Preventative Approach

A preventative approach will be adopted where possible. This means investing a greater proportion of the available budget to treat roads in the early stages of deterioration. A preventative approach targets assets that are not currently in need of full structural renewal and proposes to extend the asset's whole life by arresting/delaying deterioration.

It is recognised that the transition to a preventative Strategy may lead to a short-term position in which the perceived network condition is worse. For this reason, resurfacing schemes will still be undertaken where these are deemed to be necessary.

7.3 Recent Council Investment to key Highway infrastructure upgrade and maintenance:-

	2015/16		2016/17		2017/18	
	Revenue	Capital	Revenue	Capital	Revenue	Capital
Carriageways & Footways	£3,723,800.00	£3,200,000.00	£3,723,800.00	£2,155,000.00	£3,723,800.00	£2,422,480.00
Street Lighting	£445,250.00	£720,000.00	£445,250.00	£720,000.00	£445,250.00	£257,000.00
Traffic Signals	£268,000.00	£132,000.00	£268,000.00	£151,000.00	£268,000.00	£150,000.00
Totals	£4,437,050.00	£4,052,000.00	£4,437,050.00	£3,026,000.00	£4,437,050.00	£2,829,480.00

(Fig 7.1)

7.4 The planned investment for 2018/19 is as follows:-

	2018/19	
	Revenue	Capital
Carriageways & Footways	£3,723,800.00	£3,200,000.00
Street Lighting	£445,250.00	£720,000.00
Traffic Signals	£268,000.00	£132,000.00
Totals	£4,437,050.00	£4,052,000.00

(Fig 7.2)

7.4.1 Due to continual pressures and changes to the available Council budgets the future levels of investment cannot be determined at this time. However, regardless to future budget allocation the Council will continue to allocate the funds in the most efficient and effective manner to maximise the benefit to the highway network and maintain the asset in a safe condition in line with the Council's statutory duty.

8.0 Communication

8.1 Introduction

As Transportation & Highway Infrastructure (THI) develops as a department and actively supports and contributes to the “One Council” approach it is essential for everyone to be aware of and understand the changes taking place.

“One Council” is how we combine culture, behaviour and leadership into our core purpose as a council. It aims to make sure we’re focussed on our priorities under a single team approach with joined up thinking, actions and making sure we deliver what we promise. One Council allows us all to work together for the benefit of the community, create better internal relationships, become more flexible and create innovative problem solving methods to tackle all challenges we may face.

Effective communication within any organisation is always vital. This is never more evident than in times of transformation and reshaping, when uncertainty and insecurity can arise simply from not being kept informed about proposals and progress.

In order to determine future levels of service and to enable informed decision-making based around priorities it is essential that robust customer engagement be undertaken. It is also critical that our highways service ensures it delivers a clear and concise message regarding the ongoing management of Sefton’s highways network. This will be addressed in several ways, through several means; the below outline Communication Strategy sets out the WHY, WHO, WHAT and HOW of our highways service message.

8.2 Our Communication Goals

In terms of communicating the work we do, and how we plan for work in the future, we've outlined a number of key objectives to be achieved through effective communication of our service:

- To provide clear and plain English information that informs people of what we do, how we do it, and what our plans for managing the highways service are in the future
- To give people information on how decisions to spend money are made, and how we'll use this funding to get the best outcomes for the wider Council
- To ensure we provide a timely, clear and consistent message to all stakeholders about our highways strategy, plans and programmes
- To actively listen to our stakeholders to understand their needs, and use this feedback and input to inform future service decisions
- To gain support, sponsorship and commitment from our leaders, including Council Elected Members and senior officers, so that we can deliver a high quality highway asset management service

8.3 Our Key Stakeholders

We believe in regular and informative communication with our stakeholders to ensure we receive feedback and input, as well as share useful information regarding the delivery of our service, both for now as well as for the future. To that end, we have developed a number of stakeholder groups, both internal and external, that allows us to better tailor our message and understand the nature of any customer or stakeholder engagement. This list of key stakeholders is shown below:

8.3.1 Internal Stakeholders:

- Sefton Council staff;
- Council Elected Members;
- Service Provider staff; subcontractors and supply chain partners.

8.3.2 External Stakeholders:

- Local road users;
- Residents;
- Local communities;
- Local Sefton businesses;
- Liverpool City Region Combined Authority
- Other LCRCA highways authorities
- Emergency services (Police, Fire, Ambulance);
- Utility Companies;
- Special Interest groups such as freight associations, pedestrian groups, cycling and motoring groups;
- Disability and mobility groups;
- Other Council services – e.g. Housing, Education, Health, Treasury, etc;
- Schools;
- Town and parish councils;
- Neighbouring highway authorities (other than LCRCA authorities)
- Travelling public, business and leisure.

8.4 Why do we need to communicate?

It is important for all staff to be well informed and up to date on what is happening within THI, the wider Council, partner agencies and government legislation that may impact on the THI division and the services we provide to our community. Effective communication is a fundamental part of doing business because it provides an essential link between the people who make up and engage with the organisation.

Good communication also prevents misunderstandings. When we are able to converse efficiently with each other, misunderstandings will be resolved in an amicable manner and friction is avoided. For all of us to achieve and to start to communicate effectively, a consistent and transparent approach across THI will be a key enabler and this plan sets out how we will start to achieve this.

8.5 Why do we need a Communication Plan

Our current methods for communicating with both our colleagues and our customers are at times limited and limiting and we believe require improvement; and, as a result, this document forms the basis to create an action plan to begin to address these issues. The communication plan will support the developing service plans and performance management framework, both of which will determine the direction of travel for the division and become central to staff's Performance Development Reviews (PDRs).

- A plan will make it possible to target our communication accurately. It gives us a structure to determine whom you need to reach and how.
- A plan can be long-term, helping us map out how to raise our profile and refine our image in the Council and community over time.
- A plan ensures that everyone is working towards the same goals.
- A plan will make our communication efforts more efficient, effective, and lasting.

If we spend some time planning at the beginning of an effort, we can save a great deal of time later on, because we know exactly what we should be doing at any point in the process.

8.6 How will Transportation & Highway Infrastructure communicate in the future

There are a number of internal communication methods already established, which form an active part of an effective Message -> Send -> Interpret -> Feedback communication cycle (see diagram).

Business communication involves a constant flow of information and feedback is an integral part of business communication. To ensure that T&HI is effective in delivery of its Mission and Purpose, there is a need to tighten up protocols and introduce and develop procedures in order to demonstrate effective communication. Therefore, the action plan has been developed with an initial list

of proposals and suggestions to build on, but this should not be considered prescriptive or exhaustive.

There will already be many examples of regular good communication practices throughout THI, and we hope we can begin to share this good practice for the benefit of all. The frequency suggested is a guide, although there is an expectation that everyone will achieve the minimum at least. Managers/teams are encouraged to undertake any of these exercises on a more frequent basis where it would be helpful, if there is capacity and resource availability to accommodate this. Effective communication will help us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, and caring can flourish.



9.0 Monitoring and Review

9.1 How is the Council monitoring and reviewing the delivery of Highway Network asset management in Sefton?

The monitoring of the delivery of this service area is set out in the Service Plan for Asset Management and our Business Support Plan. These Plans will be reviewed after three years and will be reported on annually. The annual report and review will be presented to the Cabinet Member for approval and will also be made publically available.

The Key Performance Questions to be answered at a strategic level for our Highway Network Asset are:

- How safe is the network?
- What is the condition of our asset?
- Are we meeting our service levels?
- What is the whole life cost?
- What are the future issues?
- How much is this service costing?
- What is our customer satisfaction?
- How do we compare with other Authorities?



10.0 Managing Risk

10.1 Management of highway infrastructure should be undertaken against a clear and comprehensive understanding and assessment of the risks and consequences involved. It also needs to measure those risks against local needs. The Council will endeavour to adopt those principals set out in “Well Managed Highway Infrastructure” code of practice. The Code is intended to apply throughout the United Kingdom. It is designed to promote the adoption of an integrated asset management approach to highway infrastructure based on the establishment of local levels of service through risk-based assessment. Some of the key factors to be adopted are:-

- An understanding of and alignment with the Authority’s corporate objectives, legislative requirements, and corporate approach to risk and management of risk
- An understanding of risk in a highways service and its application to all areas of operations, including people, infrastructure, data, finance and suppliers
- An understanding of the potential risks and their likely significance to users, stakeholders, the authority and to the data and information held;
- an understanding of the inventory, function, criticality, sensitivity, characteristics and use of the various assets comprising the highway network
- The establishment of hierarchies and levels of service with appropriate funding
- The implementation of the agreed levels of service
- The competency required in development and implementation of the risk-based approach
- Regular evidence based reviews.

10.2 The Council has in place a number of Risk Registers from Corporate to Operational level which acknowledge key risks associated to transportation and highway infrastructure.

