PLANNED MAINTENANCE STRATEGY

December 2024

Contents

Document Information

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Description	*This document is a strategy document which highlights a structured approach to maintaining infrastructure assets, discusses legal and operational requirements.*

Document History

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Introduction

This Planned Maintenance Strategy details the implementation of the procedures for day-to-day management and delivery of the highway maintenance service. It should be read in conjunction with the Asset management Strategy and the Highway Safety Inspection Manual.

At the direction of central government, the DfT commissioned and worked with the UK Roads Liaison Group (UKRLG) and the highway sector to review three national codes of practice: 'Well-maintained Highways', 'Management of Highway Structures' and 'Well-lit Highways'.

The purpose was to combine these three codes into a single code, this was published in October 2016 as '**Well Managed Highways Infrastructure, A code of Practice**". It assists local highway authorities to move away from the restrictions of prescriptive guidance and implement a risk-based approach to highway maintenance, which considers the risks associated with maintenance as well as the structural condition.

The new Code is not statutory; it provides highway authorities with guidance on highways management. Adoption and implementation of the 36 recommendations is a matter for individual authorities. This strategy takes advantage of the Code and best practice.

A planned highway maintenance strategy is a structured approach to managing and maintaining our infrastructure assets efficiently and effectively. It involves the development and implementation of a comprehensive plan to ensure the safety, functionality, and longevity of highways, roads, bridges, and associated infrastructure.

In this rapidly changing world, where sustainability, safety, and efficiency stand at the forefront of our collective consciousness, the need for a carefully considered and forward-looking approach to highway maintenance has never been more pressing. This strategy is a roadmap to ensure the continued health and longevity of our highway network within Newham.

The purpose of this strategy is to provide a comprehensive and strategic framework for the maintenance of our highway infrastructure. It represents not merely a collection of policies and procedures but a blueprint for responsible stewardship. It is a declaration of our commitment to excellence, efficiency, and environmental responsibility in safeguarding our highways.

Moreover, in a world where innovation is reshaping the way we manage and maintain infrastructure, this strategy embraces technology. It encourages the adoption of state-of-the-art solutions, data-driven decision-making, and digital tools that empower us to optimize our resources and deliver more effective maintenance outcomes.

In an era when climate change poses new challenges, this strategy acknowledges the need for climate resilience. It emphasizes the importance of planning and preparing for a changing climate, ensuring that our highways remain adaptable and dependable under evolving conditions.

1. Well Managed Highway Infrastructure a Code of Practice

The Code of Practice was drafted by the UK Roads Liaison Group in October 2016, they advise that it's thirty-six recommendations are adopted by Highway Authorities. This plan documents the Council's implementation of these recommendations.

The new Code of Practice (CoP) advocates a risk-based approach to asset management in favour of a reliance on specific formulaic guidance. This places a greater onus on individual Highway Authorities. The Code 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. Delivery of a safe and well-maintained highway network relies on good evidence and sound engineering judgement. The intention of this Code is that Authorities will develop their own levels of service and the Code therefore provides guidance for authorities to consider when developing their approach in accordance with local needs, priorities and affordability.

Adoption of the new Code is expected to be tested in the Courts where local highway authorities seek to defend third party liability claims. Implementation of the code is also likely to be of interest to the local media, residents and key stakeholders in understanding the Highway Authority's response and risk management to significant events such as flooding and other causes of traffic disruption on the authorities' network. Legal guidance suggests that Solicitors will be viewing local authorities' processes to determine their ability to defend third party claims. The Highway Authority will also be required to demonstrate to the DfT that it has fully implemented the codes into their working practices. It is widely anticipated that the implementation of the codes will form part of the highway self-assessment process for attaining capital funding from Central Government, if the current process through TfL changes.

The Code is a single document comprising four parts. Part A details overarching matters and deals with general duties and powers of the Code, Part B covers issues and themes regarding highways and associated asset types, Part C contains information on duties and powers specifically related to Highway Structures and Part D covers specific issues and themes regarding street lighting and related assets.

This document sets out the technical procedures for the day-to-day delivery of the highway maintenance service and provides vital supporting evidence to demonstrate the implementation of the recommendations.

2. Scope of the Infrastructure Planned maintenance Strategy

This strategy covers highway infrastructure assets that Newham maintain under its duties as local Highway Authority expressed in the Highways Act, 1980. The infrastructure assets are:

- Carriageways
- Footways
- Cycleways and Other Paved assets
- Structures
- Drainage
- Signs & Lighting
- Street Furniture
- Land

2.1. Implementation of the Code of Practice (36 Recommendations)

This section covers how Newham Highways has embedded the relevant recommendations within the overall Highways Infrastructure Asset Management Framework and its associated documents.

Recommendation 1 - USE OF THE CODE

This document demonstrates that Newham has adopted the code as the backbone to infrastructure maintenance.

Recommendation 2 - ASSET MANAGEMENT FRAMEWORK

Framework document produced and put before cabinet for approval'.

Recommendation 3 - ASSET MANAGEMENT PLAN AND STRATEGY

The Highway Authority has developed an asset management plan and an accompanying strategy, both of these have been approved and endorsed by Cabinet and are periodically revised to ensure that they remain current and appropriate. Although the Code of Practice is not a statutory document the Highway Authority has embraced the guidance it contains.

Recommendation 4 - ENGAGING AND COMMUNICATING WITH STAKEHOLDERS

A Highways Works Stakeholders Communication Plan has been drafted and approved by the Council's Cabinet and is incorporated into the asset management strategy. This defines how the Highway Authority intends to communicate target requirements and performance with stakeholders such as utility companies, Transport for London, elected members and members of the public.

Recommendation 5 - CONSISTENCY WITH OTHER AUTHORITIES

Newham actively works with adjacent and nearby local highway authorities to share knowledge and experience. This allows all parties to benefit, where practical, from shared services, particularly procurement of external contractors. This also permits common service levels to be established across authority boundaries. Regular meetings are held with utility companies to facilitate coordination of works on the highway.

Recommendation 6 - AN INTEGRATED NETWORK

The structure of the asset management strategy encourages an integrated approach to the maintenance of the various facets of the overall asset, particularly in the urban and town centre areas the strategy facilitates increased consideration of the needs of vulnerable users and sectors of society and offers the opportunity to add value to the asset.

Recommendation 7 - RISK BASED APPROACH

Risk is considered as part of the maintenance process, particularly as part of safety defect inspection policy, inspection of structures and consideration of the resilient network.

These documents have been approved by the Cabinet and are published on the Council's website.

Highways has developed its own rick register specific to this service which is being adopted by the stakeholders.

Recommendation 8 - INFORMATION MANAGEMENT

The management of highways data is described in detail within the asset management strategy. Data is held securely on the Councils own servers which are administered by the Council's IT department. A variety of information is made available to the public via the Council's website. Additional information can be requested through an appropriate freedom of information request.

Recommendation 9 - NETWORK INVENTORY

This is covered within Newham's inventory strategy and addendum.

Recommendation 10 - ASSET DATA MANAGEMENT

Recommendation 11 - ASSET MANAGEMENT SYSTEMS

The data management strategy contained within the asset management framework identifies the data to be kept and the frequency with which it should be updated. This describes the nature of individual facets of the whole asset. The asset management systems employed support planning and programming decisions and are available to appropriate staff across the service and its partner organisations.

Recommendation 12 – NETWORK HIERARCHY

Maintenance hierarchies have been adopted for Carriageway and footway and have been endorsed by the Cabinet and included within the asset management plan. Other assets are developing maintenance hierarchies.

Recommendation 13 - WHOLE LIFE / DESIGNING FOR MAINTENANCE

Lifecycle costs are examined as part of the design process and form a major part of the decision-making process in determining appropriate treatment regimes. This is recorded in the asset management strategy.

Recommendation 14 - RISK MANAGEMENT

The authorities' approach to risk is recorded in the risk register and risk management plan.

Recommendation 15 - COMPETENCIES AND TRAINING

A competencies framework has been developed to identify the required skills and attributes needed for individual roles within the highway maintenance staff structure.

Recommendation 16 - INSPECTIONS

Recommendation 17 - CONDITION SURVEYS

The type, nature and frequency of surveys and inspections are described within the data management strategy.

Recommendation 18 - MANAGEMENT SYSTEMS AND CLAIMS

The details of all safety defect inspections, including the inspection date are recorded and kept providing the basis of a legal defence in the event of any claim for accident or injury in accordance with the safety defection inspection procedure, which has been approved by Cabinet and has been brought into the HIAMF.

Recommendation 19 - DEFECT REPAIR

A risk-based defect repair regime has been developed for the authorities' highway infrastructure assets. This has been approved by Cabinet and covers all types of highway asset, highways, structures and street lighting and is included within the Highway Safety Inspection Manual.

Recommendation 20 - RESILIENT NETWORK

A resilient network has been developed by TfL within London and Newham assist with locating the critical assets for this.

Recommendation 21 - CLIMATE CHANGE ADAPTATION

Newham is adjacent to the Thames and very aware of climate change and could suffer from severe flooding and the risk associated with severe, prolonged rainfall. This is acknowledged in the councils flood management policy.

Recommendation 22 - DRAINAGE MAINTENANCE

Cyclic gully cleaning and emptying is being carried out across the Borough.

Recommendation 23 – CIVIL EMERGENCIES AND SEVERE WEATHER

The Council's Civil Emergency Plan has been approved by the Council and is published on the Council's website.

Recommendation 24 - COMMUNICATIONS

A Highways Works Stakeholders Communication Plan has been drafted and approved by the Cabinet and is incorporated into the asset management strategy. This defines how the Highway Authority intends to communicate target requirements and performance with stakeholders such as utility companies, Transport for London and members of the public.

Recommendation 25 - LEARNING FROM EVENTS

A lessons learned document exists within the framework and will be updated annually to ensure any risks/opportunities from the previous year can be mitigated used in the future.

Recommendation 26 - PERFORMANCE MANAGEMENT FRAMEWORK

A performance management framework is incorporated into the asset management strategy which has been discussed and is approved by the Cabinet and is published on the authority's website.

Recommendation 27 - PERFORMANCE MONITORING

Key performance indicators are monitored and reported at department or director level. The performance of the highways asset and the highways service is periodically examined by scrutiny committee as they feel necessary, their findings are published on the Council's website.

Recommendation 29 - LIFECYCLE PLANS

The Councils medium term financial strategy incorporates all aspects of the highways service; it is discussed with the appropriate member, is approved by the Cabinet and is published on the authority's website.

This strategy is supported by financial plans for individual service areas of the highways asset which have been developed and are updated and contained withing the asset management strategy.

These financial plans are supported by lifecycle plans for major asset groups, these are updated annually as required by the asset management strategy, they are discussed with and approved by the Corporate Director for Environment and Sustainable Transport.

Recommendation 30 - CROSS ASSET PRIORITIES

Works programmes are evolved to anticipate the future needs of all asset groups in any given area, this reduces overall costs and minimises delay and disruption to highway users.

The Highway Authority consults regularly with Transport for London and utility companies.

Recommendation 31 - WORKS PROGRAMMING

The service maintains and updates a capital maintenance works programme for major asset groups for up-to two years in advance. An indicative programme of work for a further three years is also maintained.

These programmes are reviewed to take into consideration accelerating deterioration, updated/revised condition data, stakeholder expectations and requirements and available budgets.

These programmes are discussed with and approved by the Corporate Director for Environment and Sustainable Transport.

Recommendation 32 - CARBON

The Highways asset management strategy is committed to reducing the carbon footprint of the whole Borough by effectively managing its highway works.

Recommendation 33 - CONSISTENCY WITH CHARACTER

Recommendation 34 - HERITAGE ASSETS

The Borough has several conservation and heritage areas and sites which are mapped on the corporate GIS platform. The choice of treatment and materials within these areas takes their character into account whilst also considering the robustness of proposed materials and the whole life cost of potential options. The conservation officer is fully involved in the choice of material, programmed works and its implementation in these areas.

Recommendation 35 - ENVIRONMENTAL IMPACT, NATURE CONSERVATION AND BIODIVERSITY

The Highway Authority's asset management strategy recognises the benefits of choosing appropriate materials and techniques to cause least impact to the environment, to be able to cater for increasingly adverse weather conditions as well as minimising whole life costs and improving safety and serviceability.

Recommendation 36 - MINIMISING CLUTTER

The service takes advantage of routine, planned maintenance to reduce any redundant road signs or road-markings to reduce the amount of clutter on the highway.

2.2. Legal Framework

This section contains information on duties and powers specifically related to highways. This strategy document ensure that the Highway Authority will carry out its duties in line with the following.

- London Borough of Newham Council is the Highway Authority for all highways except for motorways (there are no trunk roads in Newham) for which the Secretary of State for Transport is the Highway Authority and the red routes within London for which Transport for London is the Highway Authority.
- Much of highway maintenance activity is based upon statutory powers and duties contained in legislation and precedents developed over time as a result of case law. The Code recommends that it is crucially important that all those involved in highway maintenance, including Councillors, have a clear understanding of their powers and duties, and the implications of these.
- Even in the absence of specific powers and duties, highway authorities have a general duty of care to users and the community to maintain the highway in a condition fit for purpose, as far as is reasonably practicable.

2.2.1. The Highways Act 1980

Sets out the main duties of Highway Authorities in England and Wales.

Section 56 – any person may apply to the Courts for an order requiring the Highway Authority to take remedial action within a reasonable period, specified by the Court.

Section 58 of the Highways Act provides highway authorities a defence against action in respect of damage resulting from a failure to maintain the highway providing that they can prove that they had 'taken such care as in all the circumstances was reasonably required to secure that the part of the highway to which the action relates was not dangerous for traffic.'

2.2.2. Winter Service

The statutory basis for Winter Service in England and Wales is addressed through Section 41 (1A) of the Highways Act on the 31st of October 2003 and by Section 111 of the Railways and Safety Transport Act 2003. The first part of Section 41 reads:

(1) The authority who are for the time being the Highway Authority for a highway maintainable at the public expense are under a duty, subject to subsections (2) and (4) below, to maintain the highway.

(1A) In particular, a Highway Authority are under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

Section 150 of the Highways Act 1980 also imposes a duty upon authorities to remove any obstruction of the highway resulting from 'accumulation of snow or from the falling down of banks on the side of the highway, or from any other cause'.

In addition, the Traffic Management Act 2004 placed a network management duty on all local traffic authorities in England. It requires authorities to do all that is reasonably practicable to manage the network effectively to keep traffic moving. In meeting the duty, authorities should establish contingency plans for dealing promptly and effectively with unplanned events, such as unforeseen weather conditions, as far as is reasonably practicable.

Given the scale of financial and other resources involved in delivering the Winter Service, it is not considered reasonable either to:

- provide the service on all parts of the Network; and
- ensure carriageways, footways and cycle routes are always kept free of ice or snow, even on the treated parts of the network.

2.2.3. The New Road and Street Works Act 1991

Section 53 – highway authorities shall keep a street works register for each street for which they are responsible showing information about current or proposed works.

Section 56 – highway authorities have the power to give directions as to the timing of Undertakers' works that are likely to cause serious disruption to traffic.

Section 59 – highway authorities have a duty to co-ordinate works to minimise inconvenience and disruption, protect the structure of the street and integrity of apparatus and ensure safety for all users.

Section 66 – highway authorities can issue a notice to an undertaker who has failed to complete work within a reasonable period requiring him to take such reasonable steps as specified to mitigate or discontinue an obstruction that is causing unnecessary delay.

Section 74 – as amended by the Transport Act 2000 requires an undertaker executing works in a maintainable highway to pay a charge where the work is unreasonably prolonged.

2.2.4. The Traffic Management Act 2004

Imposes a duty of network management, principally securing the expeditious movement of traffic including avoiding, eliminating or reducing disruption.

- Strengthens the regulatory regime with regards to the work of the utilities.
- Road Traffic Regulations Act 1984
- Provides powers to regulate or restrict traffic in the interest of safety.
- Road Traffic Act 1988

Imposes a duty on highway authorities to promote road safety, including accident studies, and to take such measures to reduce the possibilities of accidents when new roads come into use.

2.2.5. The Transport Act 2000

The UK Transport Act 2000 is a piece of legislation that brought about significant changes and reforms in the transport sector in the United Kingdom. It was introduced to modernize and improve various aspects of transportation, including public transportation, road safety, and the management of transportation infrastructure. It includes LTP, GLA, Road user charging, etc.

2.2.6. Traffic Signs Regulations and General Directions 2016

Prescribes the design and conditions of use for traffic signs placed on, or near, the highway.

2.2.7. Wildlife and Countryside Act 1981

Provides a framework of legislation relating to environmental and countryside issues with which highway maintenance operations must comply.

2.2.8. Countryside and Rights of way Act 2000

Introduced a duty for local authorities to prepare Rights of Way Improvement Plans.

2.2.9. Environmental Protection Act 1990

Provides the statutory basis for other environmental issues affecting all Council land and property with which highway maintenance operations must comply. It also deals with Cleansing Service's responsibilities and duty to keep all highways clean and free from litter and refuse.

2.2.10. Weeds Act 1959

Places a responsibility on highway authorities to take action to inhibit the growth and spread of injurious weeds growing in the highway.

2.2.11. Wildlife and Countryside Act 1981

Provides a framework of legislation relating to environmental and Countryside issues with which highway maintenance operations must comply.

There is also wider legislation, not specifically pertaining to highways, that governs the way in which the Council plans and delivers its service within this strategy. These include:

2.2.12. Health and Safety at Work Act 1974

Imposes duties which employers have towards employees and members of the public, and employees have themselves towards each other. It requires good management practices, safe systems of work and risk analysis / mitigation procedures.

2.2.13. Management of Health and Safety at Work Regulations 1992

Requires employers to carry out risk assessments, plan to implement measures, appoint competent people and provide information and training.

2.2.14. Construction (Design and Management) Regulations 2015

Places duties on all those who can contribute to health, safety and welfare of a construction project by improving overall management and coordination aspects.

2.2.15. Corporate Manslaughter and Corporate Homicide Act 2007

If an organisation's activities are managed in a way that causes a person's death and if this amounts to a breach of a duty of care owed to the deceased, then an offence is committed.

2.2.16. Equality Act 2010

This is the primary piece of legislation that protects against discrimination on the grounds of disability in the UK. It covers various aspects of life, including employment, education, access to goods and services, and public transportation.

2.2.17. Human Rights Act 1998

Section 6(1) of the Act places a legal duty on public authorities, including government departments, local authorities, the police, and other public institutions, to act in a way that is compatible with the

rights outlined in the ECHR. This means they must consider human rights when making decisions and providing services.

2.2.18. Freedom of Information Act 2000

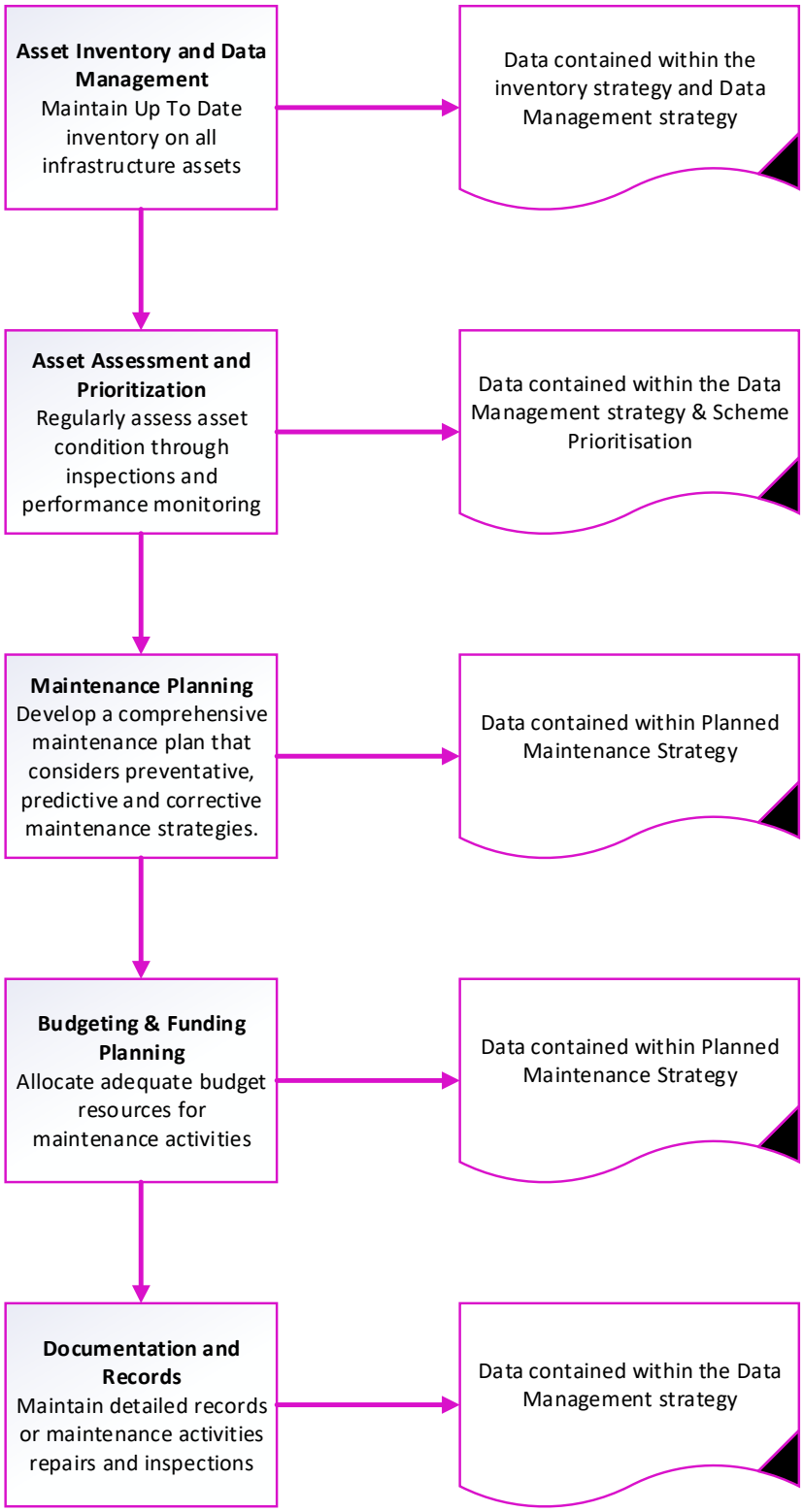
The Freedom of Information Act 2000 (FOIA) is a piece of legislation that provides individuals with the right to access information held by public authorities and government bodies. The main objective of FOIA is to promote transparency, accountability, and openness in government by allowing the public to request and receive information about the workings of public institutions.

2.2.19. Civil Contingencies Act 2004.

The Civil Contingencies Act 2004 is a piece of legislation in the United Kingdom that provides a framework for how the government and public authorities prepare for and respond to emergencies and situations of national significance. The act is designed to ensure that the country is well-equipped to handle a wide range of emergencies, including natural disasters, terrorist attacks, public health crises, and other serious incidents. The act places a duty on various public authorities, including local authorities, emergency services, health bodies, and government departments, to assess and plan for potential emergencies. These organizations are required to cooperate and collaborate in preparing for emergencies. Within Highways and emergency planning we will maintain a resilient network and work with the emergency planning team.

3. The Guidelines

Maintaining infrastructure assets is crucial to ensure their longevity, safety, and efficiency. Effective maintenance guidelines help organizations manage and preserve their infrastructure investments. Below are the key guidelines Newham have considered alongside the regulatory information:



3.1. Asset Condition

An effective regime of inspection, assessment and recording is a crucial component of highway maintenance. Newham use this information to inform planned maintenance of the infrastructure assets. Inspections and assessment surveys can be considered in the following categories:

- Safety Inspections
- Service Inspections
- Structural Condition Surveys

3.1.1. Safety Inspections

These inspections are designed to identify all defects likely to create danger or serious inconvenience to users of the network or the wider community. Such defects include those that will require urgent attention (within 24 hours) as well as those where the locations and sizes are such that longer periods of response would be acceptable.

Additional inspections or variations in the inspection regime may be necessary in response to user community concern, as a result of incidents or extreme weather conditions, or in the light of monitoring information.

Safety inspection process is well defined within the Highways Safety Inspection Manual.

A robust safety inspection regime will support a defence under Section 58 of the Highways Act as referred to in Section 4 of this document. The Highway Authority's Safety Inspections Manual is the guide for all safety inspectors involved in the inspection of Newham's highway network. It covers highway safety inspections and does not attempt to address more detailed inspections and condition surveys.

All information obtained from the inspections and assessments surveys, together with the nature of the response, including nil returns, is recorded consistently to facilitate analysis.

3.1.2. Service Inspections General Requirement

Service inspections are focused on ensuring that the network meets the needs of users. They comprise of more detailed specific inspections of highway elements, and inspections for regulatory purposes, including NRSWA. They also include less frequent inspections for network integrity.

Service inspections are primarily designed to identify deficiencies compromising the reliability, quality, comfort and ease of use of the network, from the users' point of view. Although not intended for identifying defects that could potentially compromise user safety, any such defects observed during service inspections should be recorded and dealt with in the same way as for a safety inspection.

The Council undertake or commission the service inspections to fulfil the regulatory maintenance functions described in Section 4, notably The Highways Act and New Road and Street Works Act.

3.1.3. Structural Condition Surveys

In order to ensure value for money it is essential to have information on the nature and severity of deterioration in order to determine the most appropriate maintenance treatment.

There are several types of condition surveys used within Newham, each providing information about the infrastructure asset, helping to determine if the asset needs replacing or maintaining.

Conditions surveys, are defined in the individual Data Management Strategy as:

- Carriageway
    - UKPMS Visual Surveys
    - UKPMS Machine Surveys, SCANNER
    - Artificial Intelligence Surveys with 360 cameras.
    - SCRIM Surveys
- Footway
    - UKPMS Visual Surveys
    - Artificial Intelligence Surveys with 360 cameras.
- Street Lighting
    - Visual Inspection
    - Structural Testing
    - Electrical Testing
- Structures (Bridges, Retaining walls etc.)
    - General Inspection
    - Principal Inspections
    - Confined space and underwater inspections
- Vehicle Restraint Systems
    - General Inspection
    - A refined RRRAP survey specific to Newham
- Fences & Barriers
    - General Inspection
- Arboricultural
    - Quantified Tree Risk Assessment (QTRA)
- PROW
    - General Inspection

The frequencies of the surveys are varied be individual asset. The amount of network that is to be surveyed also varies based on maintenance hierarchy and risk.

3.2. Maintenance Planning

The process to develop a works programme for asset maintenance comprises the identification, prioritisation, optimisation, programming and delivery of individual schemes. It should meet the annual budgets that have been developed by the authority, ideally with the support of life cycle planning process.

The broad priorities for the respective types of highway maintenance will largely be determined by the outcome of safety and service inspections and condition surveys, assessed against local risks and policies specified by the service in the light of this strategy. In general, it will be important to establish priorities and programmes for each of the following treatment "Bins":

3.2.1. Planned Structural Maintenance

This is a targeted Strategy aimed towards delivering a required target "structural" condition for the asset and minimising the risk of failure. These are usually expensive and intrusive treatments. They are the first major treatment in an assets life cycle.

The following table provides a guide as to when Newham will intervene, subject to budget constraints:

Asset	Condition banding	Typical Treatment
Carriageway	UKPMS CI >70	Reconstructions
Footway	UKPMS CI >60	Reconstruction
Street Lighting	Structurally failed	Replacement column
Structures	Severity & Extent >3C	Major concrete repairs, parapet replacement
Vehicle Restraint Systems	Severity & Extent >3C	Replacement VRS
Fences & Barriers	Severity & Extent >3C	Replacement Fence or Barrier
Arboricultural	Varies by asset	Removal of tree
PROW	Varies on complaints and use	Varies

3.2.2. Planned Preventative Maintenance

Planned Preventative Maintenance (PPM), often referred to as scheduled or routine maintenance, is a proactive approach to maintenance that involves maintenance prior to the asset failing.

The following table defines Condition Banding and typical treatments:

Asset	Condition Banding	Typical Treatment
Carriageway	UKPMS CI >40	Surface treatment i.e., Micro-Asphalt
Footway	UKPMS CI >20	Surface Treatment i.e., slurry seal
Street Lighting	Individual element has failed	Lamp replacement
Structures	Severity & Extent >3C	Painting programme
Vehicle Restraint Systems	Severity & Extent >3C	Partial replacement
Fences & Barriers	Severity & Extent >3C	Painting regime
Arboricultural	Varies by asset	Crown lift
PROW	Varies on complaints and use	Varies

The annual cycle is:

1. **April – September:** Conduct annual asset condition survey
2. **October – November:** Analyse data to determine initial priority of schemes, with proposed treatments and estimates. For each individual treatment "Bin"
3. **December:** ensure all schemes are prioritised in accordance with scheme prioritisation process. Signed off by members for inclusion in the draft Capital Plan for following financial year.

3.1. Budgeting

A budget is a financial plan that outlines an organization's or individual's expected income and expenses over a specific period, typically a month, quarter, or year. It serves as a roadmap for managing and allocating financial resources to achieve specific financial goals and objectives. Each asset owner is allocated a budget for maintain their asset. It is crucial that the asset owner funds the maintenance of the asset without going over budget.

Asset owners are typically required to identify service pressures during July and August for the next three years. Service pressures can include changes in levels of demand, significant price changes, introduction of new legislation and changes in service delivery.

Proposed budgets are typically submitted by Asset managers to the Finance Team by mid-October. These proposed budgets will be developed and take account of the current years approved budget and the full year effect of any price changes, growth and savings within the current budget. The proposed budget will form the basis of comparison with the Service's Target Budget allocated by

Strategic Finance. If there is a growth requirement beyond the Target Budget, then this needs to form part of a 'growth bid'.

The Target Budget plus any growth and savings are taken to Cabinet. The Cabinet put together their proposals for the Council's Budget and after due consultation, report to full Council for approval in February.

Following completion of the budget process, the Finance Team circulates the approved budgets to the asset managers. Asset Managers are responsible for controlling their expenditure and income against these budgets. Financial Management Information is circulated monthly by the Finance Team and together with local records, should be used to manage income and expenditure. It should be used to establish the budgetary position before placing orders.

Regular meetings are held with budget holders to discuss any issues regarding their budget.