



Open Report on behalf of Andy Gutherson – Executive Director for Place

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and I.T.
Date:	13 December 2023 – 21 December 2023
Subject:	Highways Infrastructure Asset Management Policy
Decision Reference:	I029248
Key decision?	Yes

Summary:

This report sets out the proposed amendments to the Highways Infrastructure Asset Management Policy.

The report invites the Executive Councillor for Highways Transport and I.T. to approve the draft Policy.

Recommendation(s):

1. That the Executive Councillor approves the Highways Infrastructure Asset Management Policy in the form of the draft attached at Appendix A of this report.
2. That the new Highways Infrastructure Asset Management Policy is published on www.lincolnshire.gov.uk

Alternatives Considered:

Not to update the Highways Infrastructure Asset Management Policy - continuing to operate on the 2015 version would be a failure of our commitment to good practice.

Reasons for Recommendation:

Approval of the proposed update to the policy evidences our continual review and improvement of the Highways Infrastructure Asset Management Policy in the interest of the service and of achieving maximum funding through the Department for Transport (DFT) self-assessment fund.

1. Background

Lincolnshire County Council is responsible for managing 9000km of carriageway and associated assets with an estimated value of around £11 billion. This is the Council's largest asset in value terms.

Asset Management, with regards to highways can be defined as "a systematic approach to meeting the strategic need for the management and maintenance of highways infrastructure assets through long term planning and optimal allocation of resources in order to manage risk and meet the performance requirements of the authority in the most efficient and suitable manner".

Commitment to this approach through robust Asset Management is instrumental towards aligning ourselves to the requirements set out by Central Government and maintaining our Band 3 status. This status allows us as an Authority to receive maximum funding from the Department of Transport for Highways maintenance.

The banding level achieved by authorities is dependent on a self-assessment questionnaire and supporting evidence which is heavily focused on the implementation of an asset management approach to highways maintenance and the adoption of the national guidance produced by the HMEP (Highways Maintenance Efficiency Programme).

The Highways Infrastructure Asset Management Policy is the first level of a suite of documents that outlines the overarching principles in line with the Council's vision. The second, the Highways Infrastructure Asset Management Strategy, outlines our long-term strategies for maintaining the asset to maximum potential, through optimal lifecycle planning to achieve the principals set out in the Policy. The third, the Highways Infrastructure Asset Management Plan categorises and explains our approach to Highways Asset Management in line with best practice, as outlined by the Department for Transport.

Since approval of the current Asset Management Policy in December 2015, a number of significant changes have occurred that need to be considered:

- The revised Corporate Plan was approved by Council in 2019 and refreshed in May 2023
- A revised Code of Practice 'Well Managed Highway Infrastructure' was issued in 2018. The revised code outlines a risk-based approach for highway infrastructure maintenance.
- The Government Spending Review in 2021 provided a 3-year settlement for 2022-23, 2023-24 and 2024-25. It was a flat settlement with no uplift for future inflation which is challenging, however the Government chose to supply further one-off funding for 2023-24 in their March 2023 budget to maintain and improve local roads and may choose to do similar for 2024-25.
- Government policy has become much more focused on the carbon agenda.
- The highway service has improved engagement with communities to support the identification of local priorities.

- The highway service has continued to develop its highway systems to enable customers to self-serve and report issues on-line.

All of the above have contributed to shaping the highway service and to driving a review and update of highway asset management planning. The Highway Infrastructure Asset Management Policy outlines the links between the statutory duty to maintain the highway network and the opportunity to support the priorities of the Highways Infrastructure Asset Management Strategy which was published in November 2022.

The Highway Infrastructure Asset Management Policy aligns with the aims and objectives of the Corporate Plan by ensuring the vision for Lincolnshire is embedded in the Place Directorates delivery approach.

Implementing the Highway Infrastructure Asset Management Policy will assist with achieving the objectives detailed in the current Corporate Plan, and looks forward to contributing to delivering services within the developing framework of resetting the organisation for a better future by focusing on the following four priorities:

1. Supporting High Aspirations
2. Enable everyone to enjoy life to the full
3. Create thriving environments
4. Provide good-value council services

Highways Infrastructure Asset Management Policy 2023

Our Highways Infrastructure Asset Management Policy is a short and concise document that demonstrates the commitment to adopting the principles of highway infrastructure asset management by senior decision makers and will be visible to all staff involved in related activities.

Our Policy demonstrate to the public and all stakeholders, including senior decision makers and elected members, how it supports the authority's corporate plan and is consistent with the authority's vision, strategic objectives/plans and other relevant policies.

The updated policy demonstrates a commitment to a well-managed integrated network, efficient service delivery with a strong customer focus. A copy of the updated policy is attached as Appendix A.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision-making process.

This review of the Highways Infrastructure Asset Management Policy is considered to have no impact, as the policy is at a high level of generality and is neutral in its impact on people with a protected characteristic when compared with people who do not share that characteristic.

Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The effect of revisions to the Highways Infrastructure Asset Management Policy on the JSNA and JHWS has been considered and deemed to have no direct impact.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The duties under section 17 of the Crime and Disorder Act 1988 have been considered and it is deemed that the proposed changes to the Highways Infrastructure Asset Management Policy will have no direct impact.

3. Conclusion

This Asset Management Policy is part of a programme of work to ensure that the current level of funding for Highways is maintained and the network is maintained in accordance with the principles of good asset management practice.

4. Legal Comments:

The Council has the power to adopt the Policy proposed. The decision is consistent with the Policy Framework and within the remit of the Executive Councillor

5. Resource Comments:

Approval of the Highways Infrastructure Asset Management Policy has no direct resource implications, however it sets out the guiding principles adopted by the Council for its Highways Asset Management, which are implemented through the Highways Infrastructure Asset Management Strategy and Plan.

The programme of works that results from the application of the Plan is budgeted for in the Council's Capital Programme and Revenue Budget which are both reviewed annually as part of the normal budget setting process.

Works of this nature have recently experienced significant inflationary pressures which are being managed within the overall priorities of the programme and by committing additional resource from reserves and underspends as and when they become available.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 8 December 2023 and the comments of the Committee will be reported to the Executive Councillor.

d) Risks and Impact Analysis

Attached as Appendix B

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Highways Infrastructure Asset Management Policy
Appendix B	Highways Infrastructure Asset Management Policy - Equality Impact Analysis

8. Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Document title	Where the document can be viewed
Well Managed Highways Infrastructure a Code of Practice	http://www.ukroadsliaisongroup.org/en/codes/
Highways Infrastructure Asset Management Plan	https://www.lincolnshire.gov.uk/directory-record/61685/highways-infrastructure-asset-management-plan
Highways Infrastructure Asset Management Policy	Highways infrastructure asset management strategy – Lincolnshire County Council

This report was written by Clair Dixon, who can be contacted on clair.dixon@lincolnshire.gov.uk

Highways infrastructure asset management policy

Policy statement

Effective asset management is fundamental to:

- the delivery of our highways service
- the realisation of our long-term vision and purpose

Our asset management principles will:

- enable informed decisions to be made about investment and maintenance funding
- assist in the targeting of resources at the right time in the right place
- assist in the management of risks associated with our statutory duty to manage and maintain public infrastructure

We will ensure that the principles of highway infrastructure asset management are embedded in the delivery of our highway services when maintaining our network.

The highway service remains committed to:

- maintaining and improving the condition of all main asset groups
- being recognised as the highest-achieving highway authority in the country

We recognise the highway network's vital role in connecting people, goods and places. As the economy evolves and the usage and priorities of the highway network change, we will continue to review our asset management and maintenance strategies. This will ensure they continue supporting our local communities and [Corporate plan](#).

To support our vision and help achieve and meet the outcomes, we have developed a:

- [Highway infrastructure asset management strategy](#) and
- [Highways infrastructure asset management plan](#)

The strategy and plan will seek to:

- adhere to the relevant statutory requirements for the service
- maximise the return on our investment and take a long-term approach based upon the whole life cost of maintaining our assets
- prioritise works using data and intelligence from:
 - engineering surveys
 - inspections
 - third-party claims
 - defect reports
- ensure that a preventative maintenance approach is adopted rather than a worst-first approach
- use data and intelligence to:
 - identify areas of the network that are vulnerable to adverse weather events
 - and take mitigation steps where practicable
- working with colleagues, we will identify the pressures that new infrastructure projects and development place on our maintenance budgets
- seek to remove redundant assets from the network.

Our principles

We are committed to providing good services and working towards meeting the wider needs of our communities within Lincolnshire. We are committed to:

Creating thriving environments

Roads and transport infrastructure continue to improve with better maintenance and connectivity to meet the needs of residents and businesses.

We will advocate for investment in our transport and energy infrastructure. To improve local and regional travel and support economic growth, we will champion:

- sustainable travel
- strategic road and rail improvements

A well-managed highway network is essential to encourage inward investment. It will help provide good access to businesses and enable the efficient transport of people and goods.

Providing good-value services

We will seek further efficiencies and decreased costs whilst continuing to provide quality services focused on customer needs by:

- planning the delivery of works
- adopting a collaborative and joint working initiative

To make the best use of the funds and resources at our disposal, we will continue to:

- group projects into work streams for delivery where this will bring benefits
- develop long-term strategies for highway management.

Innovation

We strive to improve our service by continually:

- challenging established working practices
- embracing new methods, ideas and products

We will actively encourage and seek the use of future technologies to improve efficiencies and provide added value.

Our contractors will continue proactively promoting such technologies and demonstrate the efficiencies that can be made.

Promoting customer focus

Engaging with our service users to promote an understanding of the service which will help us to:

- manage our service users' expectations
- work with local communities to determine their needs

By ensuring our councillors are well informed about the service, they can act as local advocate to meet our local community needs.

Ensuring effective use of technology through our communication systems by providing service users with:

- transparent and open information
- an easy-to-access self-service platform about our services and planned works.

Ensuring the health and well-being of the workforce and the public

Implementing our [Local Transport Plan](#) will provide an integrated transport system that:

- maximises cost over time
- adds value to the community and environmental contribution
- keeps people healthy
- supports lower carbon transport choices

We will assess traffic management methods in the planning stage to minimise traffic congestion. This will ensure the appropriate approach safeguards the workforce and the public.

Consider the whole life of the asset

Whole-life cost considerations underpin our decision-making process. We consider:

- providing value for money and long-term affordability of the service that our infrastructure assets provide to our service users
- the potential impact of our works on the environment when delivering the right service to our local communities.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Highways Infrastructure Asset Management Policy	Person / people completing analysis	Clair Dixon
Service Area	Highways Services	Lead Officer	Clair Dixon
Who is the decision maker?	Clr Richard G Davies	How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made	11/12/2023	Version control	V1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	The changes within this review of the Highways Infrastructure Asset Management Policy outline the overarching principles in line with our Corporate Vision and the Policy aligns within our Corporate Plan and Our 2020 Highways Contract. There will be no net positive or negative impact on those with protected characteristics.		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state '*no positive impact*'.

Age	No Positive Impact specific to this protected characteristic.
Disability	No Positive Impact specific to this protected characteristic
Gender reassignment	No positive impact specific to this protected characteristic.
Marriage and civil partnership	No positive impact specific to this protected characteristic.
Pregnancy and maternity	No positive impact specific to this protected characteristic.
Race	No positive impact specific to this protected characteristic.
Religion or belief	No positive impact specific to this protected characteristic.

Sex	No positive impact specific to this protected characteristic..
Sexual orientation	No positive impact specific to this protected characteristic..

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Disability	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Gender reassignment	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Marriage and civil partnership	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Pregnancy and maternity	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.

Race	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Religion or belief	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Sex	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.
Sexual orientation	No perceived adverse impact. The impacts of the decision are therefore neutral between those with this protected characteristic and people who do not share that protected characteristic.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

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Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

No consultation or engagement activity undertaken.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	As detailed above. None identified.
Disability	As detailed above. None identified.
Gender reassignment	As detailed above. None identified.
Marriage and civil partnership	As detailed above. None identified.
Pregnancy and maternity	As detailed above. None identified.
Race	As detailed above. None identified.
Religion or belief	As detailed above. None identified.

Sex	As detailed above. None identified.
Sexual orientation	As detailed above. None identified.
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes.
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	Continual Review of the Highways Infrastructure Asset Management Policy to ensure alignment with our Corporate Plan and Highways Service Contract

Further Details

Are you handling personal data?	No If yes, please give details.
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Review	Clair Dixon	Continual Monitoring and review.
Signed off by		Date	Click here to enter a date.