Walsall Council

HIGHWAY ASSET MANAGEMENT STRATEGY.

HAMS Module 1 - Foreword.

Councillor Kerry Murphy
Portfolio Holder, Street Pride.

Walsall's Highway Asset Management Strategy (HAMS) is a key driver for the delivery of efficient and sustainable highway services, it supports a smarter and more flexible working approach that acknowledges the financial constraints impacting upon local government resources. It is a long-term plan which optimises council resources for the management of Walsall's highways and the Combined Authority's strategic transport infrastructure objectives for the region's roads.

As Portfolio Holder for Street Pride, I give my full support to the Highway Asset Management Strategy, which will allow highways and other supporting services to be sufficiently informed when making the complicated decisions required to maintain some of the council's highest valued assets, comprising the highway infrastructure.

We all use the highway network in our daily lives, whether it is for travelling to work, school, commercial activities or for leisure, by means of bus, car, cycling or walking.

The purpose of this Highway Asset Management Strategy is to provide a live document that will deliver relevant information about Walsall's highway assets.

A copy of this Highway Asset Management Strategy can be found on the council's website.

Portfolio Holder, Street Pride.

Councillor Kerry Murphy.

Director Place & Environment

Kathryn Moreton.

HAMS Module 1 – Executive Summary.

Overview - Walsall manages and maintains the highway assets falling within its approximate 845 km network. With responsibility to ensure that highway assets are fit for purpose and can fulfil their functions in an efficient and sustainable manner. Walsall aims to enable greater opportunities for people, communities & businesses; encourage active, fulfilling & independent lives for residents; focus on effective, efficient & equitable services; provide safe, happy, healthy learning for children; empower communities to feel a connection and belonging with Walsall to build a strong sense of community.

The highway assets contribution to these aims focuses on what matters most to the people of Walsall when managing the highway asset by recognising the community's greatest needs. Walsall has adopted asset management to ensure the greatest benefit for the whole community through long-term investments to make best use of limited resources and ensure focussed interventions are implemented at the most effective time to ensure a safe and serviceable highway network.

Overall Performance - Walsall manages network performance through a performance framework, which was structured to align with the visions first set out in the Transport Strategy, Transport in Walsall 2017-2022 and the strategic aims of the West Midlands Combined Authority. Moreover, performance management demonstrates the effective use of the council's budgets.

Investment - In 2024/25 Walsall invested just under £10 million in maintaining its carriageway & footway related infrastructure assets, from which around £7.5million was spent on surface treating roads and footways and £1.8million was spent on reactive repairs including street furniture.

Through lifecycle planning, engineers determined that carriageway and footway assets carry a historical backlog exceeding £50million. Walsall aims to manage the highway network in a steady state by continuing to invest in the right treatments at the right time for the right cost. An average investment of approximately £6million per annum is optimal for achieving this strategy. If the levels of investment are not sustained the asset may decline, increasing the amount of backlog, and in turn more investment may be required for the future to maintain the asset.

Walsall's historical asset tracking identifies values for the Gross Replacement Cost (GRC) of highway assets average around £1.6billion, and the Depreciated Replacement Cost (DRC) for highway assets in their current state averages around £1.3billion, with typical depreciation levels sitting at around £283million.

Engagement - Walsall engages with various key stakeholders to inform its decision processes. This ensures the social and economic benefits in the use of the road network are recognised. Consultation helps to establish and prioritise annual works programmes based on community's needs by taking into account the stakeholder's most important considerations, as well as the engineering parameters for condition and serviceability.

Progress - Walsall is committed to continuous improvement in its practices and has developed a framework to enhance its asset management processes, systems and data, and to support effective delivery of its desired asset management outcomes.

HAMS Module 2 – Contents and References.

Unit	Contents	Review/Update
Module A	*Policy & Objectives:* Setting the scene for delivering the right outcomes.	*V1.3.5 April 2025*
Module B	*Context:* Setting out the parties, documents and reporting processes involved in managing Walsall's Highway Assets.	*V1.3.5 April 2025*
Module C	*Asset Data:* Collecting, storing and managing data.	*V1.3.5 April 2025*
Module D	*Performance Management:* Establishing goals for asset management performance that can be delivered.	*V1.3.5 April 2025*
Module E	*Funding & Expenditure:* Funding sources and historical expenditure.	*V1.3.5 April 2025*
Module F	*Investment Strategies:* Understanding the impact of different levels of investment.	*V1.3.5 April 2025*
Module G	*Maintenance Strategies:* Determining the most effective strategies for maintenance intervention on a whole life cost basis.	*V1.3.5 April 2025*
Module H	*Forward Works' Planning:* Developing the programmes of works that will be delivered.	*V1.3.5 April 2025*
Module I	*Communication and Engagement:* Opening communication channels to ensure asset management meets the needs of Walsall's people.	*V1.3.5 April 2025*
Module J	*Benchmarking:* Comparing how Walsall's performing.	*V1.3.5 April 2025*
Module K	*Financial Management and Valuation:* Valuation of highway assets compliant with Whole of Government Accounts and CIPFA Code of Practice principles.	*V1.3.5 April 2025*
Module L	*Improvement Action Plan:* Plan for implementing asset management and maximising benefits.	*V1.3.5 April 2025*

Abbreviations - Common abbreviations used in the Asset Management Plan may include:

- IAM Institute of Asset Management
- CIPFA Chartered Institute of Public Finance and Accountancy
- DCLG Department of Communities and Local Government
- DfT Department for Transport
- GRC Gross Replacement Cost
- DRC Depreciated Replacement Cost
- HAMS Highway Asset Management Strategy
- HIAMG Highway Infrastructure Asset Management Guidance
- HMEP Highway Maintenance Efficiency Programme
- IFRS International Financial Reporting Standards
- NHTS National Highways and Transport Survey
- Section 106 Section 106 of Town & Country Planning Act (1990)
- Section 278 Section 278 of Highway Act (1980)
- UKPMS United Kingdom Pavement Management System
- UKRLG United Kingdom Roads Liaison Group
- Walsall Walsall Council
- WMHIMG West Midlands Highway Infrastructure Managers Group
- WGA Whole of Government Accounts
- TfWM Transport for the West Midlands
- CRSTS City Region Sustainable Transport Settlement

Reference Documents… A list of key reference documents and information supporting the Highway Asset Management Strategy may be cited in the 'Further Information' sections.

Document	Author
Walsall Council Plan 2022 – 2025	Walsall Council
We Are Walsall 2040 – Our Future, Our Borough	Walsall Council
Transport in Walsall, Walsall's Transport Strategy 2017-2022	Walsall Council
HMEP/UKRLG – Maintaining a Vital Asset	HMEP
ISO55000 – Asset Management	ISO
UKRLG – Highways Infrastructure Asset Management Guidance Document and C.O.P	UKRLG
UK Pavement Management Systems (UKPMS)	UKRLG
Combined Authority – West Midlands City Regional Transport Strategy	TfWM
Combined Authority – WM2041	TfWM
The Community Infrastructure Levy and Business Rates	DCLG
Walsall's Asset Investment Modelling and Maintenance Strategies	Walsall Council
National Highways and Transportation website: www.nhtsurvey.org	NHT
Equalities Act 2010, Public Sector Equality Duty	Legislation
National Performance Indicators, Single List	DCLG
Code of Practice on Highways Network Assets	CIPFA
Whole of Government Accounts Guidance	HM Treasury
Well - Managed Highway Infrastructure: A Code of Practice	ADEPT
PAS 2161	DfT

HAMS Module A – Policy and Objectives.

What… Walsall Council is committed to manage and maintain its highway assets to ensure they are fit for purpose and able to fulfil their functions efficiently and sustainably. Walsall reviews its policies regularly to ensure they are appropriate and reflect its statutory duties, best practice, and stakeholder requirements.

Why… Walsall's aims, as stated in the Council Plan strive to ensure that inequalities are reduced and all potential is maximised by being committed to developing a healthier, cleaner and safer borough and creating an environment that provides opportunities for all residents, communities and businesses to fulfil their potential and thrive. Key areas of focus include:

- Economic – Enable greater local opportunities for all people, communities & businesses.
- People – Encourage our residents to lead more active, fulfilling, and independent lives to maintain or improve their health and wellbeing.
- Internal focus – Council services are customer focussed effective, efficient and equitable.
- Children – Have the best possible start and are safe from harm, healthy, and learning well.
- Communities – Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.

Engaged with the Community – Create a culture of open and engaged communication with our customers. Walsall sets objectives and performance measures to ensure highways contribute to these corporate aims whilst maintaining a prudent long-term management plan.

Who… Responsibilities for the Policy and Objectives module lie with:

Sign off policy	Portfolio Holder, Street Pride.
Establish objectives	Highways Group Manager
Updating & reporting module	Engineers

How… For managing its assets Walsall aims to:

- Maintain its assets in a state of good repair & ensure its green estate is looked after.
- Ensure the assets are safe for the public & maintain an inclusive road network.
- Engage with the public and respond effectively to their needs.
- Utilise asset management, life cycle planning and whole life costs to minimise asset ownership costs.
- Take a proactive approach to maintenance, favouring 'effective' preventative treatments.
- Utilise quality asset inventory and condition data to inform decisions and seek access to external funding.

Reporting… Reporting of the delivery of the policy and objectives is done through performance reports and updates to the Highway Asset Management Strategy.

Success Measures… The Adoption of stated aims, through council 'buy-in' for other local documents will define success. Moreover, improvement in performance outcomes shall also demonstrate success.

Further Information:
Walsall Council Plan 2022-2025
Transport in Walsall, Walsall's Transport Strategy 2017-2022
HAMS - Cabinet Reports
TfWM - CRSTS

HAMS Module B – Context.

What… Asset management is a best practice approach endorsed by the Government. Maintaining valuable assets essential for the economic and social health of Walsall Council requires pragmatic and focused investment to ensure the greatest benefit for the whole community is achieved.

Long-term investment is required to make best use of resources and ensure the right interventions are implemented at the most effective times, through capital investment or reactive maintenance to ensure a safe highway, a statutory requirement.

Why… Spending public money must demonstrate best value and be aligned to the needs of businesses and residential communities. Ensuring the right facilities have the right level of accessibility and are maintained to safe standards to meet the duties of the Highways Act (1980), will serve to make Walsall a safe and accessible space open for business and a good place to live.

With a long-term investment programme, Walsall can plan maintenance works better and seek economies of scale, maximising the life of treatments by reducing their whole life costs. The approach supports the Combined Authority's regional transport visions and investment programmes as set out in the West Midlands 'City Regional Sustainable Transport Settlement' and WM2041 stated actions to meet the climate crisis with inclusivity, prosperity and fairness'.

Carriageways: Over the asset lifecycle a typical 1m^2 pothole historically costs around £70 to repair, while in comparison it typically costs around £45/m^2 to resurface a road for between 10 to 25 years.

Footways: Over the asset lifecycle a typical 1m^2 pothole historically costs between £50 - £100/m^2 to repair, while in comparison it costs between £40 - £80/m^2 to resurface a footway for up to 80 years.

In addition, drainage, street lighting, Urban Traffic Control and structures infrastructure are also essential assets within the highway and are maintained according to need.

Therefore, the move to capital investment is essential to manage risk, reduce the cost of reactive maintenance, and minimise disruptions to road users.

Who… Responsibilities for the 'Context' module lie with:

Statutory Duty	Head of Service
Overall Reporting	Highways Group Manager
Updating & Reporting module	Engineers

How… Walsall works with neighbouring local authorities through the West Midlands Highways Infrastructure Management Group (WMHIMG). Through this group Walsall collaborates to develop a regional understanding and approach to asset management, which can be refined to meet the specific needs of the council.

The group reviews guidance and tools developed by the Department for Transport's Highway Maintenance Efficiency Programme, United Kingdom Roads Liaison Group, Institute of Asset Management, as well as ISO 55000 principles, a global standard for asset management.

From the guidance and tools available, the group assesses how best to implement asset management, and then Walsall decides how it will introduce, develop, and maintain the best aspects of asset management to meet its needs.

Reporting… To ensure investment and outcomes remain effective, the modular based Highway Asset Management Strategy provides a suite of measures to explore and demonstrate success or otherwise. From this, improvement actions can be considered and discussed with peers at West Midlands Highway Infrastructure Management Group and Transport for the West Midlands.

An annual performance report is produced to draw together progress, performance and investment impact. The report reflects the latest asset value and asset performance as per Module D – Performance Management and Module K – Valuation.

Table B1 shows ownership and reporting across the HAMS modules to support long-term implementation, improvement and realisation of the benefits asset management brings.

Success Measures… An asset management approach to managing the highway assets of Walsall shows progress in maintaining the council's highway network efficiently. This approach is aligned with prudent investment strategies delivering demonstrable benefits to the community through performance improvement targets and maximising the benefit of capital investment and revenue expenditure.

To deliver success, the following activities are desirable for the efficacy and demonstrable benefit of asset management:

- Periodic asset management maturity assessments/reviews and associated reporting to ensure progress towards the stated objectives.
- Asset valuation to promote effective monitoring of asset values.
- Updating expenditure figures to assess the expenditure against investment strategies.
- Updating the performance measures and assessing progress against targets.

This review process strives to ensure the stated aims remain current and in-line with corporate visions. Should the objectives change, this Highway Asset Management Strategy should adapt to reflect the new aims/targets for performance and outcomes.

Further Information:
HMEP/UKRLG – Maintaining a Vital Asset
ISO 55000 - Asset Management
UKRLG – Highways Infrastructure Asset Management Guidance Documents
TfWM - CRSTS

Table B1: Ownership and Reporting Modules.

Ownership and reporting across the Highway Asset Management Strategy modules to support long-term implementation, improvement and realisation of the benefits asset management brings, is managed as follows:

Module	Responsible	Next Version	Next Review	How	Target
A – Policy & Objectives	Highways Group Manager	1.3.6	2026	HAMS Module Updates.	April
B - Context	Highways Group Manager	1.3.6	2026	Module D _ Performance Management. Module K – Valuation.	April
C – Asset Knowledge	Highways Group Manager	1.3.6	2026	Module D – Performance Management. Module I – Stakeholder Engagement. Module K – Valuation.	April
D – Performance Management	Highways Group Manager	1.3.6	2026	Performance Dashboard.	April
E – Funding & Expenditure	Highways Group Manager	1.3.6	2026	Historical Expenditure per Asset.	April
F – Investment Strategies	Highways Group Manager	1.3.6	2026	Investment Strategies Report.	April
G – Maintenance Strategies	Highways Group Manager	1.3.6	2026	Investment Strategies & Maintenance Strategies Assessed.	April
H – Works Programmes	Highways Group Manager	1.3.6	2026	Forward Works' Programme.	April
I – Communication & Engagement	Highways Group Manager	1.3.6	2026	NHT Survey Results Module D – Performance Management.	April
J - Benchmarking	Highways Group Manager	1.3.6	2026	HAMS Modules Updates Module D – Performance Management.	April
K - Valuation	Highways Group Manager	1.3.6	2026	WGA Valuation Report.	April
L – Improvement Action Plan	Highways Group Manager	1.3.6	2026	Improvement Action Plan.	April

HAMS Module C – Asset Knowledge.

What… Asset knowledge comprises inventory, safety and serviceability data for the infrastructure assets Walsall is responsible for. Collection and maintenance of asset data is required to assist managers in assessment, analysis and reporting of performance, progress, and future needs.

Why… Asset data is required to enable Walsall to undertake the following processes:

- Monitor and report on the condition of the highway network.
- Assess the expected lives of individual assets or asset components.
- Evaluate performance indicators and report financial values.
- Model future maintenance options.
- Identify future investment strategies.
- Analyse and manage risk.
- Develop short/long-term forward works programmes.

These processes enable Walsall to make informed and cost-effective decisions.

Who… The responsibilities for the 'Asset Knowledge' module lie with:

Data Collection	Highways Group Manager
Data Management	Highways Group Manager
Updating & Reporting module	Engineers

How… Data is an expensive commodity to collect, store and keep up to date. It is essential to ensure data collected and held can be trusted and remains current to support performance reporting and decision - making.

Walsall adopts a pragmatic approach to the collection of data to ensure the same data can be used for multiple tasks and that the level of sophistication meets the needs required. Tables C1 and C2 Provide an overview of the data collected and the resources involved.

Reporting… Walsall uses the asset inventory shown in Table C2 to quantify the extent of its highway assets. This data is then used to feed into other HAMS modules to report on asset performance, including:

Module D – Performance Management

Module I – Stakeholder Engagement

Module K – Valuation

Success Measures… Apart from feeding into other Highway Asset Management Strategy modules, asset knowledge will help Walsall to support statutory requirements. Moreover, this will greatly help in making effective and informed decisions.

Further Information:
Highway Infrastructure Asset Management Guidance document, HMEP – UKRLG, 2013
UK Pavement Management Systems (UKPMS)
UK Roads Liaison Group – Codes of Practice
TfWM - CRSTS

Table C1: Walsall Asset Inventory Summary:

Asset Group	Asset Type	Length/No.	Area	Asset Group	Asset Type	Quantity
Carriageways	A Roads	98km	847,000m^2	St Lighting	Columns	26,053
Carriageways	B Roads	41km	325,000m^2	St Lighting	High Mast Columns	4
Carriageways	C Roads	11km	92,000m^2	St Lighting	Wall Mounted Units	124
Carriageways	U roads	697km	4,357,000m^2	St Lighting	Feeder Pillars & Beacon Poles	343
TOTAL:	All Roads	847km	5,620,000m^2	St Lighting	Illuminated Bollards	733
Footways	High Amenity	229km	596,000m^2	St Lighting	Externally Illuminated Signs	2,628
Footways	Low Amenity	1,083km	2,282,000m^2	St Lighting	Other	454
TOTAL:	All Footways	1,312km	2,878,000m^2	TOTAL:	All Lighting	30,339
Structures	Concrete Bridges Single Span	27	3,564m^2	Urban Traffic Control	Puffin Crossings	108
Structures	Brick Arch Bridges Single Span	8	1,092m^2	Urban Traffic Control	Pelican Crossings	9
Structures	Steel Deck Bridges Sigle Span	25	3,750m^2	Urban Traffic Control	Toucan Crossings	20
Structures	Pedestrian/Cycle Bridges Single Span	36	1,440m^2	Urban Traffic Control	Wig Wags	3
Structures	Culvert – Single Cell	58	464m^2	Urban Traffic Control	VMS	15
Structures	Concrete Bridges Medium	16	4,896m^2	Urban Traffic Control	CCTV	20
Structures	Concrete Bridges Large	3	2,325m^2	Urban Traffic Control	Traffic Signals with Pedestrian Facilities	60
Structures	Concrete Bridges Extra Large	2	1,920m^2	Urban Traffic Control	Traffic Signals without Pedestrian Facilities	27
TOTAL:	All Structures	175	19,451m^2	TOTAL:	All UTC	262

**Historical data retained where fresh inventory is unavailable.*

RAG (Tables C1/C2)	Description
Data	High Confidence
Data	Medium Confidence
Data	Low Confidence

Table C2: Walsall's Safety and Serviceability Data.

Asset Group	Asset Type	Survey Type	Network Coverage	Frequency	Service Provider	Storage System
Carriageways	A Roads	SCANNER Condition Surveys	50%	Annually	Yotta	UKPMS
Carriageways	A Roads	Grip Tester Surveys	100%	Annually	Aecom	UKPMS
Carriageways	B Roads	SCANNER Condition Surveys	50%	Annually	Yotta	UKPMS
Carriageways	C Roads	SCANNER Condition Surveys	100%	Annually	Yotta	UKPMS
Carriageways	U Roads	Coarse Visual Inspection Surveys	25%	Annually	Aecom	UKPMS
Footways	High Amenity	Detailed Visual Inspection Surveys	50%	Annually	Aecom	UKPMS
Footways	Low Amenity	Footway Network Surveys	25%	Annually	Aecom	UKPMS
Structures	All Structures	Principal Inspections	100%	3 Yearly	Jacobs	Asset Management eXpert
Structures	All Structures	General Inspections	100%	6 Yearly	Jacobs	Asset Management eXpert
Structures	All Structures	Special Inspections	Varies	Ad-Hoc	Various	Asset Management eXpert
Structures	Principal Road Network	Load Assessments	Varies	Ad-Hoc	Various	Asset Management eXpert
Drainage	Gullies	Cyclical Gully Cleansing	100%	Annually	Tarmac Ltd	Kaarbontech
Street Lighting	Lighting Columns	Structural Inspections	PFI	PFI	Amey Lighting	Mayrise
Street Lighting	Lighting Columns	Electrical Inspections	PFI	PFI	Amey Lighting	Mayrsie
Street Furniture	All St Furniture	Routine Safety Inspections	100%	Annually (as part of safety inspections)	Walsall	Alloy
Urban Traffic Control	All Urban Traffic Control Systems	Electrical Inspections	20%	Annually	Wolverhampton CC (shared arrangements)	Database

HAMS Module D – Performance Management.

What… Performance management is the process by which Walsall communicates its objectives for the highway assets and monitors performance.

Why… Walsall has adopted this approach to ensure highway asset management functions on the ground are aligned with and contribute to achieving the council's visions.

Who… The responsibilities for the 'Performance Management' module lie with:

Approving Targets	Highways Group Manager
Monitoring Performance	Highways Group Manager
Updating and Reporting module	Engineers

How… Walsall has adopted performance management supporting ISO 55000 principles and those outlined in the Highway Maintenance Efficiency Programme – United Kingdom Roads Liaison Group Highway Infrastructure Asset Management Guidance document (2013).

Relevant high-level drivers are derived from Walsall's Council Plan. These have been integrated within highways performance target framework, which drive many of Walsall's highway maintenance activities, Figure D1.

Asset specific performance target statements have also been developed to identify the key objectives for each of the main highway asset groups. The performance target statements are tracked by a suite of performance indicators, which have been selected to enable monitoring and target setting against the objectives in Table D2, which are in turn supported by a broader internal Performance Management Framework designed to inform the councils service planning activities.

In addition, these performance objectives are benchmarked through National Highways & Transportation surveys and assessed against service criteria and industry best practice to group performance into service levels, Good, Fair and Poor. This enables target setting and prioritisation based on sound analysis as detailed in Table D2.

Reporting… Walsall uses robust performance dashboards to illustrate the performance management system adopted, Table D2. They consider significant assets under the council's remit, outlining for each, performance measures, current condition, and their short- and long-term targets mapped to level of service categories.

This process ensures Walsall focuses its effort and investment into the areas that positively impact the high-level drivers and represent the highest levels of risk to the council. The cost of attaining target Performance Indicators is discussed in Highway Asset Management Strategy Module F – Investment Strategies.

Further Information
Highway Infrastructure Asset Management Guidance Document, HMEP – UKRLG. 2013.
ISO 55000 – Asset Management
TfWM - CRSTS

Figure D1: Asset Performance Indicators Setting.

Wherever possible Walsall MBC's Performance Management Framework will strive to employ national accredited forms of monitoring, assessment and reporting. This promotes consistency of data recording, including defect identification, interpretation and ranking by using compliant processing software, enabling trend tracking across time and benchmarking for agreed critical performance criteria to support asset management planning and key decision-making activities, along with forward works' prioritisation processes and infrastructure investment planning procedures.

Table D2: Walsall's Performance Dashboard – Technical

Performance on Previous Year: ↑= Better, → = Same, ↓ = Worse.

Service Level	Ref	Description	Low Risk	Medium Risk	High Risk	Trend	Current	Target
Ensure Resilience on Network	1.1	% of A roads [RCI 130-01] carriageways not in poor condition	>95%	≥80%	<80%	↓	98%	95%
Ensure Resilience on Network	1.2	% of B/C roads [RCI 130-02] carriageways not in poor condition	>95%	≥80%	<80%	→	99%	95%
Ensure Resilience on Network	1.3	% of U roads [BVPI 224b] carriageways not in poor condition	>95%	≥80%	<80%	↑	80%	95%
Ensure Resilience on Network	1.4	% of high amenity footways [BVPI 187] not in poor condition	>95%	≥80%	<80%	→	60%	95%
Ensure Resilience on Network	1.5	% of low amenity footways [FNS HI] not in poor condition	>95%	≥80%	<80%	↓	76%	95%
Ensure Resilience on Network	1.6	% of gullies operational post cleanse	>85%	≥80%	<80%	↑	90%	85%

Service Level	Ref	Description	Low Risk	Medium Risk	High Risk	Trend	Current	Target
Vibrant & Healthy Public Realm	2.1	% of carriageway surfaces treated through planned maintenance	≥3%	≥2%	<2%	↑	3%	2%
Vibrant & Healthy Public Realm	2.2	% of footway surfaces treated through planned maintenance	≥3%	≥2%	<2%	↓	1%	2%
Vibrant & Healthy Public Realm	2.3	Customer satisfaction with condition of highways [KBI 23]	>50%	≥30%	<30%	→	33%	50%

Service Level	Ref	Description	Low Risk	Medium Risk	High Risk	Trend	Current	Target
Sustainable, Safe & Serviceable Network	3.1	% of highways public liability claims repudiation	>95%	≥80%	<80%	→	81%	90%
Sustainable, Safe & Serviceable Network	3.2a	% of 1hr defects completed within response time	>95%	≥90%	<90%	→	100%	95%
Sustainable, Safe & Serviceable Network	3.2b	% of 24hr defects completed within response time	>95%	≥90%	<90%	→	100%	95%

Sustainable, Safe & Serviceable Network	3.2c	% of 5-day defects completed within response time	>95%	≥90%	<90%	➲	100%	95%
Sustainable, Safe & serviceable Network	3.2d	% of 28-day defects completed within response time	>95%	≥90%	<90%	➲	100%	95%
Sustainable, Safe & Serviceable Network	3.2e	% of 6-month defects completed within response time	>95%	≥90%	<90%	➚	99%	95%
Sustainable, Safe & Serviceable Network	3.3	% of safety inspections completed on-time	>95%	≥90%	<90%	➲	99%	95%
Sustainable, Safe & Serviceable Network	3.4	% of carriageway condition surveys completed on-time	>95%	≥90%	<90%	➲	99%	95%
Sustainable. Safe & Serviceable Network	3.5	% of footway condition surveys completed on-time	>95%	≥90%	<90%	➚	100%	95%
Sustainable, Safe & Serviceable Network	3.6	Satisfaction with local road safety schemes [KBI 20]	>50%	≥30%	<30%	➚	53%	50%

Service Level	Ref	Description	Low Risk	Medium Risk	High Risk	Trend	Current	Target
Network Accessibility, Stakeholder Engagement	4.1	Planned roadworks notification letters delivered on time	>95%	≥90%	<90%	➲	100%	90%
Network Accessibility, Stakeholder Engagement	4.2	Satisfaction with ease of network access (all) [KBI 03]	>50%	≥30%	<30%	➚	75%	50%
Network Accessibility, Stakeholder Engagement	4.3	Satisfaction with ease of network access (disability) [KBI 04]	>50%	≥30%	<30%	➘	64%	50%
Network Accessibility, Stakeholder Engagement	4.4	Satisfaction with ease of networks access (no car) [KBI 05]	>50%	≥30%	<30%	➚	73%	50%
Network Accessibility, Stakeholder Engagement	4.5	Satisfaction with traffic levels & congestion [KBI 17]	>50%	≥30%	<30%	➚	45%	50%
Network Accessibility, Stakeholder Engagement	4.6	Satisfaction with the management of roadworks [NHT KBI 18]	>50%	≥30%	<30%	➚	47%	50%
Network Accessibility, Stakeholder Engagement	4.7	Satisfaction with street lighting [KBI 25]	>50%	≥30%	<30%	➚	65%	50%
Network Accessibility, Stakeholder Engagement	4.8	Satisfaction with highway maintenance services [KBI 24]	>50%	≥30%	<30%	➘	44%	50%

**Where updated performance data Is not yet available - Previous trends may remain.*

HAMS Module E – Funding and Expenditure.

What… Funding is the financial support Walsall uses to maintain its highway assets. This module looks at historical expenditure and forecasts long-term financial requirements. Walsall's policy is to ensure that the asset base is preserved or improved without imposing any undue financial legacy on future generations.

Why… Walsall needs to stay abreast of developments in funding and revenue opportunities, along with changes in government finance, to be able to maximise revenue locally. The highways team needs to ensure the best case is put forward for funding from finance streams available through Community Infrastructure Levy, Section 278, Section 106 and business rates as these provide income to the authority.

Who… The responsibilities for the 'Funding & Expenditure' module lie with:

Defining budget needs	Highways Group Manager
Developing income opportunities	Highways Group Manager
Monitoring expenditure	Team Leaders
Updating and Reporting module	Engineers

How… The following funding streams have been harnessed by Walsall over recent years:

- Capital allocations from the Local Transport Plan and the West Midlands City Region Sustainable Transport Settlement.
- Revenue allocations from local council tax, business rates, central government revenue support, community infrastructure levy and other grants.
- Department for Transport Winter Damage Fund and Pothole Fund
- Department for Transport Highways Maintenance Challenge Fund.
- Local Sustainable Transport Fund.
- Walsall is partnered with Amey through a Private Finance Initiative to upgrade and maintain street lighting assets (over a 26-year period, which started in 2002).
- Funding from Prudential Borrowing.

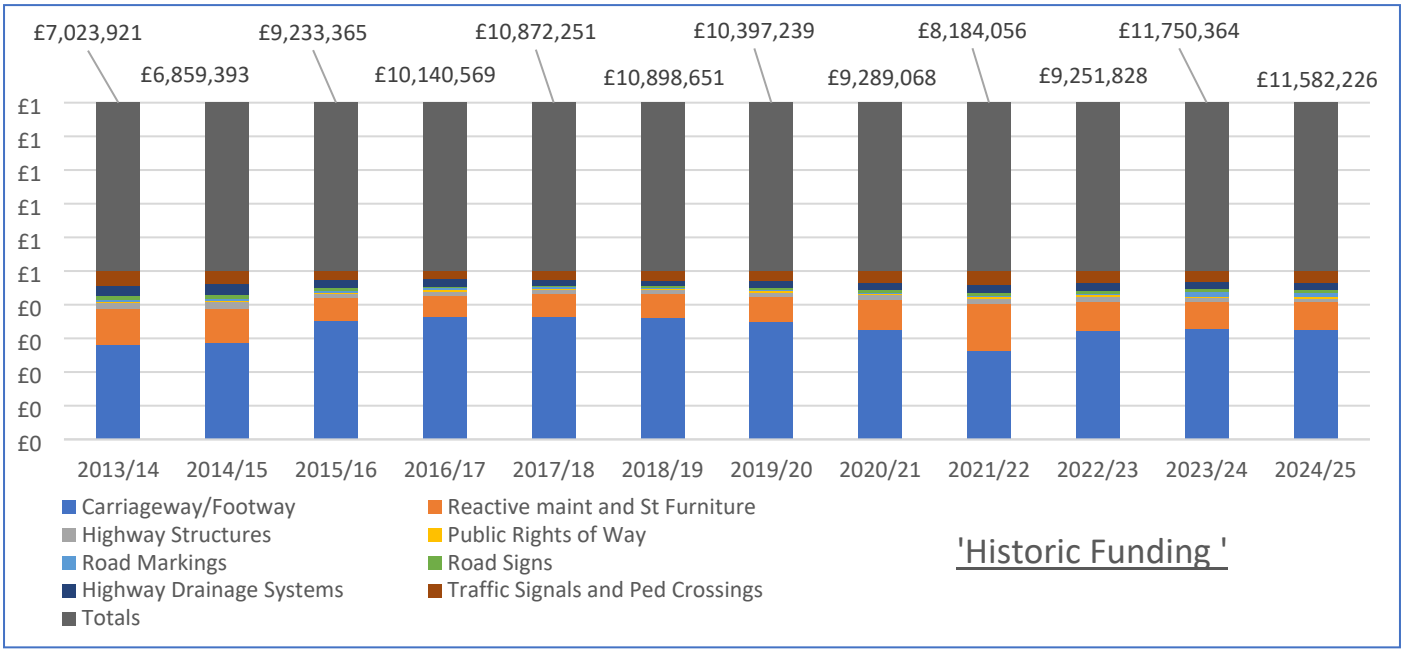
Lifecycle planning is used as a tool to determine funding needs and to anticipate the impact of funding levels on lifecycles, asset condition and service level provision.

Reporting… Expenditure is monitored on an annual basis. This provides an overview of the total budget available to Walsall over time, along with how the budget is allocated between asset groups.
Engineers can estimate Walsall's current funding requirements, these estimates are calculated using whole life costing methods to identify the average funding required annually to maintain the asset in a steady state.

Success Measures… Maximising income from third parties will be essential for the long-term improvement and steady state maintenance of highway assets. Hence, Walsall's aim to maximise external funding to complement its capital works by continuously securing the income from third parties to fund its investments. The lifecycle planning methods outlined in Highway Asset Management Strategy Module G – Investment Strategies, are imperative to building a good business case for ascertaining additional funding.

Further Information
The Community Infrastructure levy
Historical budget allocations across asset groups
Business rates
TfWM - CRSTS

Historical budget allocations demonstrate how investments have been targeted annually to meet in-year service delivery needs or asset renewal initiatives in accordance with the following schematic:



Estimated funding requirements for key asset groupings have been analysed within Walsall's asset management planning processes, typically averaging out in accordance with the summary below:

Estimated 'asset renewal' steady state capital funding requirement.	*£/year*
Carriageways	£5,000,000
Footways	£850,000
UTC with Civils	£345,000

Annual asset renewal capital investment required to maintain steady state.	*£/year*
All Key Asset Groups	£6,195,000

HAMS Module F – Investment Strategies.

What… Investment in the highway assets is essential to improve the condition, maintain steady-state or even just to control rates of deterioration.

To determine the optimum level of investment to drive long-term capital savings and meet the desired outcomes, a series of strategies can be explored to understand the effect of different budget scenarios, including the impact of investing in different parts of the network.

Lifecycle planning is the process used to determine backlog and steady-state funding requirements. It provides analysis of differing possible budget scenarios to suggest what the short- and long-term impacts may be. Figure F1 presents an overview of the lifecycle planning method used by Walsall.

Why… Understanding how the asset condition will be affected by differing budget scenarios helps determine the level of investment required to meet desired levels of performance. Robust understanding of the impact of different levels of investment supports decision making and can help set appropriate budget levels.

Who… The responsibilities for the 'Investment Strategies' module lie with:

Determining strategies	Highways Group Manager
Evaluating strategies	Highways Group Manager
Updating & reporting module	Engineers

How… Walsall reviews the investment needs of assets using condition data and performance measures (Module D – Performance Management).

This information informs lifecycle planning models to determine backlogs and the impact of investment scenarios, ensuring the investment is driving capital savings, striving towards the stated performance outcomes and is providing a network fit for purpose.

Reporting… Lifecycle planning reporting is delivered through update reports as and when investment scenarios are undertaken.

For the purposes of the Highway Asset Management Strategy the investment strategy will evolve in line with the determined budgets, amended to reflect budget fluctuations.

Success Measures… To deliver the performance targets as stated in Module D - Performance Management.

Summary information estimated from 10yr lifecycle planning work identifies:

Key Asset Grouping	Backlog (£ millions)	Steady State Funding Need (£ millions)
Carriageways	£25m	£5m
Footways	£27.4m	£0.85m
Street Lighting	PFI	PFI
UTC	£3.2m	£0.345m
Totals:	£55.6m	£6.195 million

Further Information
Walsall's asset investment models & maintenance strategies
TfWM - CRSTS

Fig F1 - Lifecycle Planning Method – Modelling Asset deterioration and maintenance.

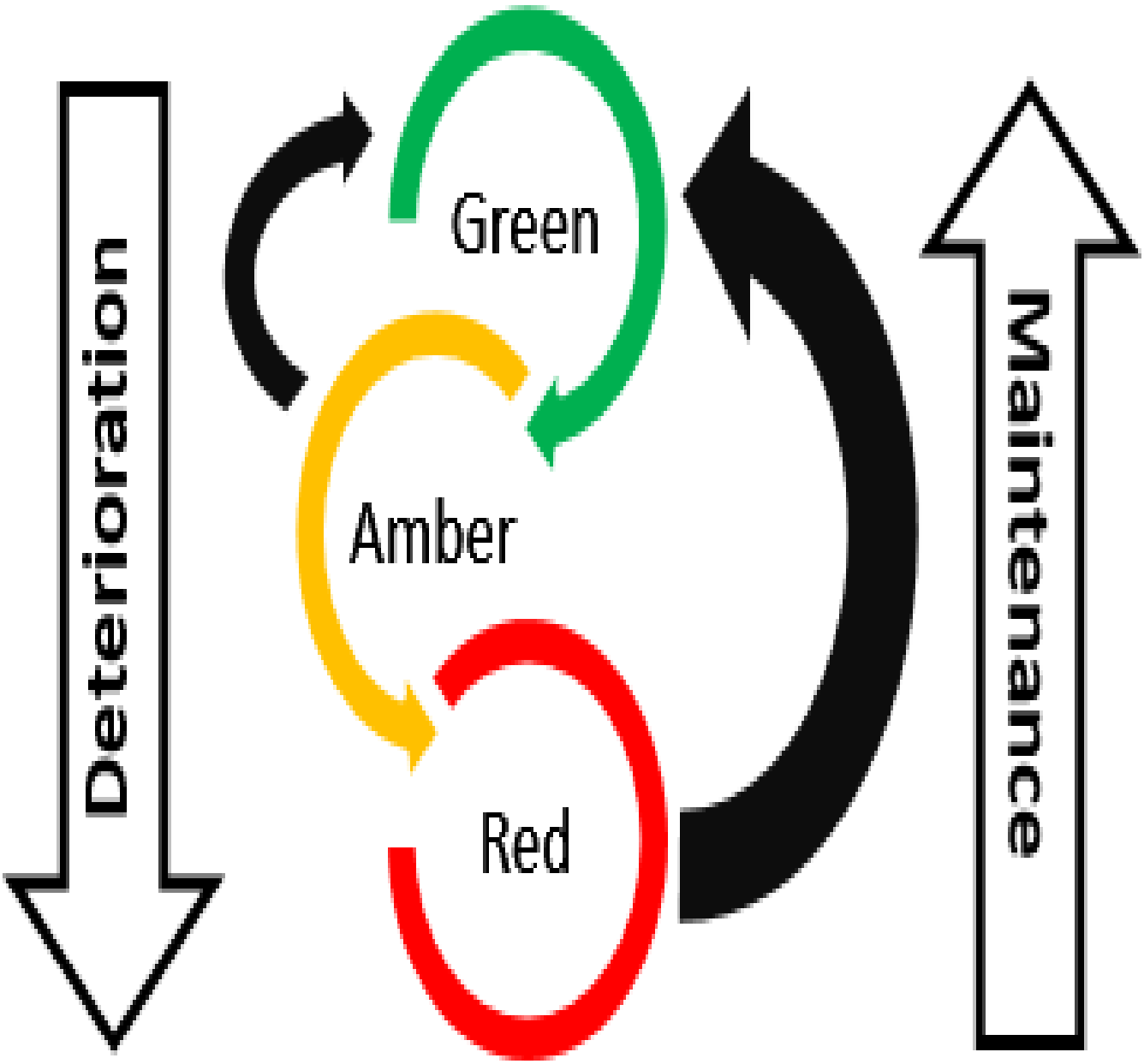


Figure F1 provides an overview of the principles upon which Walsall's lifecycle planning model is based. Each unit of the asset is classified using a traffic light system, according to its condition. How it is classified is dependent upon the particular asset in question. For carriageways, for example, the asset is classified according to the results of road condition surveys, which are regularly conducted.

An asset will deteriorate from green → amber → red over time, whilst maintenance works will improve the condition of a road from either red → green or amber → green, depending on the treatment undertaken.

Carriageway Information: Calculated through 10-year investment modelling.

Financial Backlog:

Road Class	*Backlog (£ millions)*
A Roads	£0.4 million
B/C Roads	£0.3 million
U Roads	£25 million
Total Backlog:	£25.7 million

Physical Backlog:

Road Class	*Backlog (km)*
A Roads	7km
B/C Roads	2km
U Roads	277km
Total Backlog:	286km

Steady State Funding Need:

Road Class	*Backlog (£'m/yr)*
A Roads	£0.6 million/year
B/C Roads	£0.3 million/year
U Roads	£4.5 million/year
Total Steady State Funding Needs	£5.4 million

Footway Information: Calculated through 10-year investment modelling.

Financial Backlog:

Footway Grouping	*Backlog (£)*
High Amenity Footways	£3.5 million
Low Amenity Footways	£25 million
Total Backlog	£28.5 million

Physical Backlog:

Footway Grouping	*Backlog (km)*
High Amenity Footways	64km
Low Amenity Footways	661km
Total Backlog	725km

Steady State Funding Need:

Footway Grouping	*Backlog (£'m/yr)*
High Amenity Footways	£0.2 million
Low Amenity Footways	£0.8 million
Total Steady State Funding Needs	£1.0 million

**Note: 10-year lifecycle modelling was carried out by asset management consultants.*

HAMS Module G – Maintenance Strategies.

What… Walsall must decide how funds available for highways maintenance are best spent. This involves allocating budget across many different asset types and selecting the most appropriate maintenance activities and treatments for those asset groupings. These vary depending upon the assets in question, the materials they're made from, current condition and miscellaneous factors. A maintenance strategy is an approach to managing homogenous asset groups with consistent treatments. The treatments are decided upon by identifying the most efficient means of meeting the required performance targets, based on whole life cost analysis and lifecycle planning.

Why… To create a suite of treatment options to facilitate decision making for efficient use of available funds. Benefits include:

- Time saved in going through the treatment selection process for individual assets.
- A consistent aesthetic and performance across the Borough.
- Ease of comparing new treatment options on the market.
- A better understanding of how treatments behave over time.

Who… The responsibilities for the 'Maintenance Strategies' module lie with:

Determining strategies	Highways Group Manager
Whole life costing	Highways Group Manager
Updating & Reporting module	Engineers

How… Walsall uses lifecycle planning methods to inform maintenance strategies. A range of maintenance strategy options are modelled and the potential impact on asset condition is assessed. Following this, maintenance strategies are developed that aim to make the best use of available funds and optimise asset condition over the short, medium, and long term.

This approach lends itself to ensuring different strategies for different asset types provide a 'right for asset' approach to long-term maintenance. As an example, Walsall use an array of treatments on carriageways to deliver best whole life costs including but not limited to micro-asphalt, chip-lock, surface dressing and a variety of bituminous inlays. On the other hand, it is not viable for Walsall to use cheaper strengthening methods like bituminous overlays due to the urban nature of the highway network and tied threshold levels which prevail.

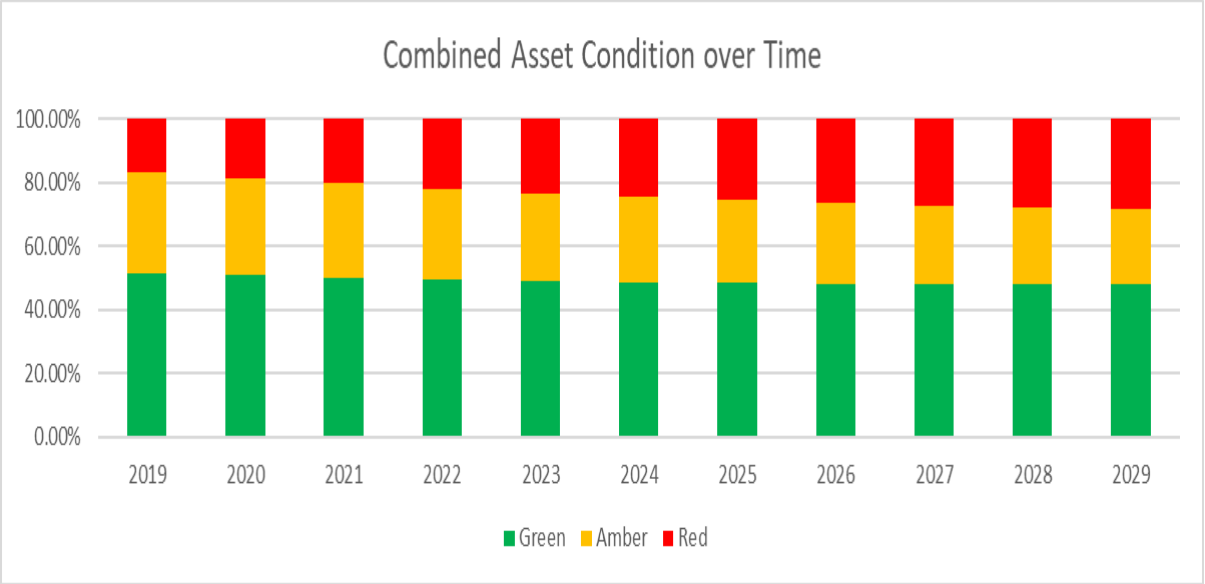
For its footway assets Walsall adopts the use of micro asphalts to extend the serviceable life of the asset, and Urban Traffic Control assets are routinely future proofed by introducing ducting wherever practical.

Reporting… Maintenance strategies are reviewed periodically, or when significant new treatment options come onto the market. They are reported through lifecycle planning and business cases as an integral element of Module G - Investment Strategies.

Success Measures… To be able to demonstrate an on-going reduction in the whole life cost of asset maintenance, using the most efficient maintenance strategy for the particular asset group.

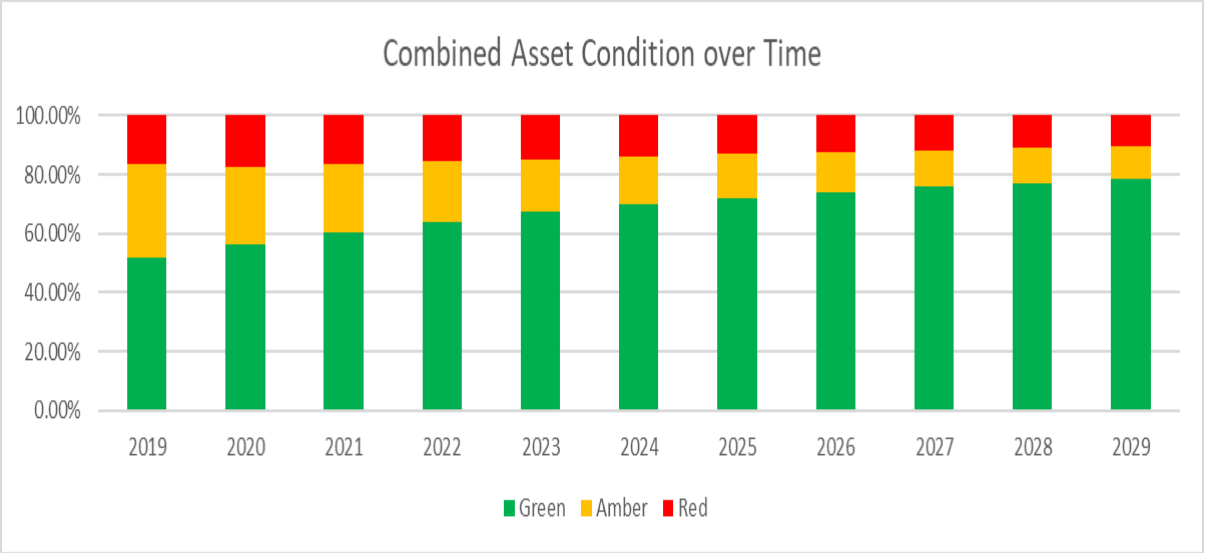
Further Information
Walsall's asset investment models & maintenance strategies

Figure G1 - Examples of maintenance strategy testing during lifecycle planning, include:



Total budget of £3.8m annually allocated as follows:

- *A Roads: £0.29m on 150mm deep resurfacing.*
- *B/C Roads: £0.11m on 150mm deep resurfacing.*
- *U Roads: £3.4m on 100mm deep resurfacing.*



Total budget of £3.8m annually allocated as follows:

- *A Roads: £0.18m on 150mm deep resurfacing and £0.08m on shallow treatment.*
- *B/C Roads: £0.08m on 150mm deep resurfacing and £0.4m on shallow treatment.*
- *U Roads: £1.7m on 100mm deep resurfacing and £1.7m on micro asphalt or similar shallow treatment.*

**Note on Green/Amber/Red condition classification: Green roads are defined as those that currently require no treatment, amber roads are those that would benefit from 'thin' (preventative) treatments, and red roads are those which would benefit from deeper (structural treatments).*

HAMS Module H – Forward Works Programme.

What… The works programme is one of the key outputs of asset management. It sets out the plan for future maintenance activities, after prioritisation of all candidate schemes and optimisation to maximise outcomes. The works programme should reflect Walsall's asset management strategy and be designed to ensure performance targets are met.

Why… Developing a programme of works gives greater transparency to the schemes being delivered. For residents and businesses, there is an understanding of the volume and location of works proposed, and when their streets could be invested in. For works delivery teams, it provides greater certainty of future orders to better plan, resource, and deliver works efficiently.

Furthermore, looking at a longer-term investment in highway assets ensures the focus is kept on long-term benefits derived from the investment, and facilitates a better understanding of what can be done with the investment provided.

Who… The responsibilities for the 'Works Programme' module lie with:

Approving individual works programmes	Group Managers
Updating & reporting module	Engineers

How… Walsall annually reviews, and updates investment priorities based on engineering needs, condition and social benefits. To achieve this, asset condition data is collected and analysed to provide a prioritised list of work required within an asset group. Individual asset managers determine the forward works programme for their asset group based on lifecycle needs. Managers select schemes according to the strategy that was found to give the best economic return on investment and then develop a bid for funding according to short-term needs. Cross-asset prioritisation occurs formally and informally, and senior decision makers allocate funding across asset groups according to the strength of the funding bids they have received. Walsall has refined its forward works programming, employing more rigorous cross-asset optimisation processes to reflect developing needs.

For further information on Walsall's investment and maintenance strategy see Module F - Investment Strategies and Module G - Maintenance Strategies. The processes for developing the programmes for the above-mentioned highway assets are shown in Figure's H1 & H2.

Reporting… Walsall produces a prioritised schedule of works through condition related service measures. Carriageways and footways needing planned treatments are assigned a score which determines their priority ranking. This ranking underlies the schedule of works up to the available budget and the highways maintenance forward works programme developed is published on the council's website annually.

Success Measures… The delivery of Walsall's works programme is the tangible outcome of the entire asset management planning process. The programming and delivery of works align with the asset management objectives discussed in Highway Asset Management Strategy Module A – Policy & Objectives and deliver the performance targets set out in Module D – Performance Management.

Further Information
Highway infrastructure asset management guidance documents
ISO 55000 asset management principles
TfWM – CRSTS settlement

Figure H1: The works programme development process for carriageways:

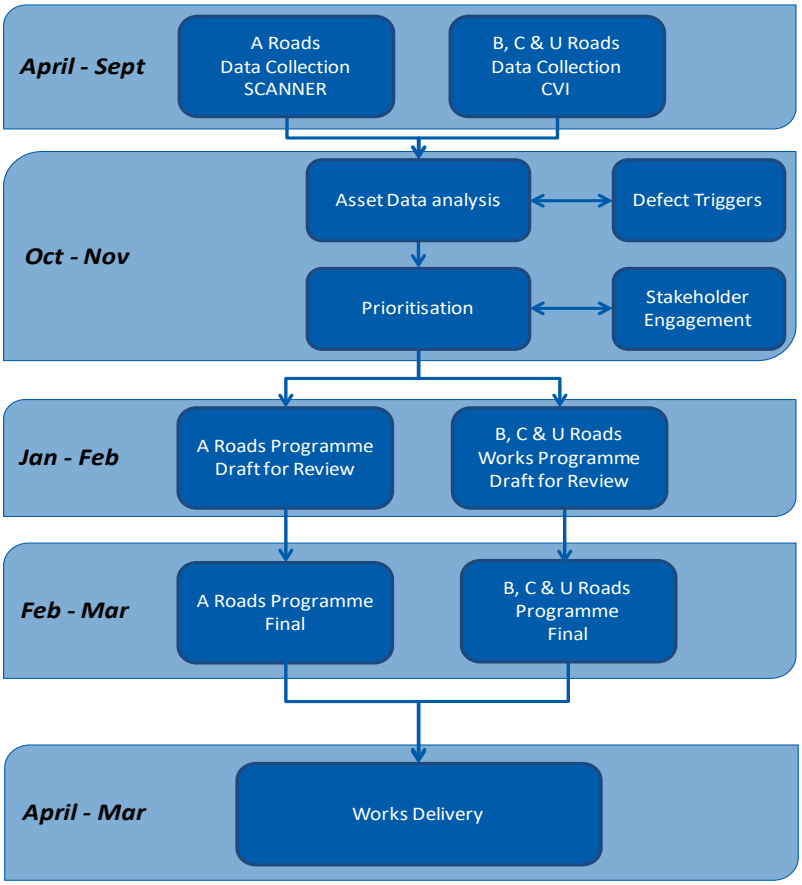
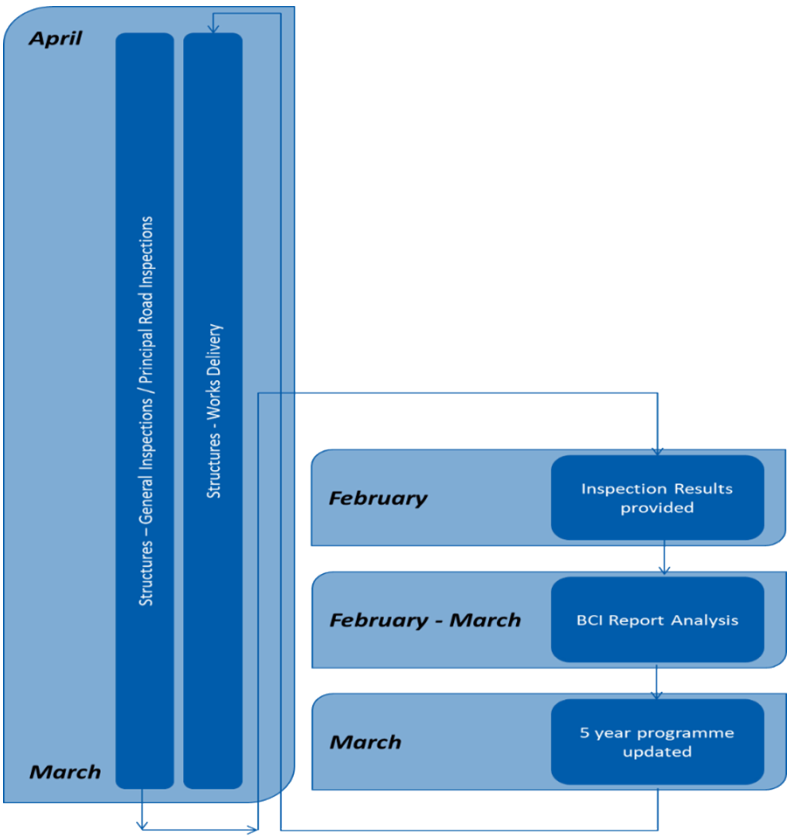


Figure H2: The works programme development process for highway structures:



HAMS Module I – Communication and Engagement.

What… Stakeholder engagement is the process of involving those with an interest in how highway assets are maintained in management decision-making processes or pro-actively targeting their needs.

Stakeholders include both those who have an ability to influence management decisions and those who are affected by the decisions taken. Walsall's stakeholders include highway users (pedestrians, cyclists and drivers) and those dependent upon highway users (for example local businesses, who may be reliant upon the highway to receive goods or to ensure staff and customers can reach their premises, and vulnerable groups, who may be reliant on support services reaching them via the highway network). While stakeholders can and should influence asset management decision-making processes, 'safety concerns' remain Walsall's highest priority. It is vital that the asset is maintained in a manner which provides a safe network, to fulfil the authority's statutory duties.

Why… Engaging with stakeholders is beneficial to ensure that end-user needs are well understood, and a wide range of stakeholders can inform asset management decision-making processes. It is necessary to ensure the costs and benefits of highway asset management are shared equitably and investment activity can be focused where it is needed most. Local community empowerment through choice in service delivery is not easily achieved, but in accordance with the spirit that was expressed within the local government white paper, 'Strong and Prosperous Communities', increased emphasis on local decision-making is acknowledged. This is particularly true in the light of funding cuts and austerity measures which have historically been needed over recent years.

Who… The responsibilities for the 'Stakeholder Engagement' module lie with:

Leading Stakeholder Engagement	Highways Group Manager
Updating & Reporting module	Engineers

Community groups formally engaged have included mobility & disability forums, resident & residents' groups, cycling groups and business forums.

How… Walsall embraced a citizen-centric approach to service delivery through its 'Putting the Citizen First' project. The project adopted both Call Centre Association and Community Portal Principles. The council provides online interfaces for customer and stakeholder enquiries and offers a direct forum through which comments, compliments, and complaints can be made regarding staff or performance in the delivery and management of its services.

The 'Putting the Citizen First' project strengthened Call Centre Association and Community Portal Principles across the Council, by providing online interfaces for customer enquiries and delivering a direct platform through which stakeholders can influence in the delivery and management of service provision overall.

Information is also provided to stakeholders through a variety of channels including the internet, press releases, media articles, service leaflets, strategy statements, and policy documents. These are made available online and occasionally in print at public buildings, or via letters delivered to households and business affected by various programmes of works. Walsall's annual works programmes and key policy documents are published online each year, and stakeholders are given the opportunity to make comments on all versions.

Communities are pro-actively engaged via the council's website, which aims to provide the latest information across a dynamic range of highway services. In addition, Walsall participates in the National Highways and Transport (NHT) public satisfaction survey. The survey examines a range of issues that cover different aspects of road and transport services across the Borough, results are available on-line.

Reporting… The results published on the National Highways & Transportation website provide a framework through which Walsall monitors changes to its public satisfaction levels and investment needs, key measures are subsequently built into the performance dashboard of the Highway Asset Management Strategy, Module D.

Success Measures… A few of Walsall's performance measures evaluate success levels in achieving Walsall's objective of 'Open engagement and communication channels', these include:

- % of advanced roadworks notification letter drops completed ahead of site works on-time
- Level of customer satisfaction with condition of roads & footways
- Ease of network accessibility, including non-car driver and disabilities mobility related issues.

Yorks Bridge Customer Engagement – Historical & Noteworthy Case-Study Example.

Walsall Council consulted on detailed proposals for the upgrade of York's Bridge which spans across the canal at Norton Rd (Pelsall) using a combination of web portal, social media, postal communications and community roadshows. Options ranged from strengthening the existing weak bridge through to new construction, whilst trying to preserve historical character & minimising land take.

The consultation embraced: scheme layouts, sectional & photomontage proposals; common-land impact & deregistration measures; parking, wildlife, & ecological impact assessments and mitigation measures. The consultation was a critical platform to balance opposing community aspirations & objections surrounding: the needs for upgrading the structure; the consequences for the old structure; towpath access rights; costs; traffic impacts; construction methods & project timescales.

Consultation responses were subjected to in-depth analysis prior to formal planning applications being submitted.

Town Centre Transport Package - Historical Communication Case Study Example.

The large capital Town Centre Transport Package project involved a highly coordinated approach to customer engagement at key stages during its delivery. Prior to works commencing extensive public meetings were held, backed up with advertising campaigns that included local newspapers, information boards and comprehensive web portal scheme related data provision.

During construction, several stakeholder forums and focus groups were harnessed to disseminate information to both the public and commercial businesses. This was additionally supported with letter drops, leaflets and advertising campaigns, with important traffic management bulletins being aired on local radio and disseminated through various social media communication forums.

Further Information
National Highways & Transportation Surveys
Equalities Act 2010 – Public Duties
TfWM – CRSTS Settlement

HAMS Module J – Benchmarking.

What… Benchmarking is the process of systematically assessing how Walsall is performing in comparison to other similar authorities. It aims to identify best practice in asset management, so that the council can improve its own performance through knowledge sharing with others.

For the purposes of this Highway Asset Management Strategy, Walsall determines its own performance targets, and establishes strategies and investment needs to achieve the appropriate asset performance. Walsall's approach ensures it delivers what is best for its community.

Why… Benchmarking identifies good practice and enables Walsall to challenge the way it operates and delivers services. The council uses benchmarking to test its approach to managing highway assets. It looks at high performing authorities and routinely engages with neighbouring authorities to see how they operate differently.

Where other authorities are outperforming Walsall, it is sometimes possible to analyse why they are doing better and to use this understanding to improve the councils' own processes. Benchmarking provides checks and balances to judge whether levels of investment are delivering the desired and expected outcomes.

Who… The responsibilities for the 'Benchmarking' module lie with:

Updating & Reporting module	Engineers

How… Walsall uses a variety of benchmarking documents and forums, including:

- United Kingdom Roads Liaison Group Codes of Practice.
- National Performance Indicators & Valuations.
- National Highways & Transportation Public Satisfaction Survey.
- West Midlands Regional Meetings.
- APSE and ALARM national surveys.

Reporting… The delivery of the various elements of benchmarking are ongoing throughout the year. As such it is not intended to provide detailed reporting. Instead, they promote better ways of working which can be reflected in annual Highway Asset Management Strategy module updates.

To this end, such observations or major changes in performance compared to others will be noted in Walsall's Performance Management Framework in module D.

Success Measures… Success will be measured by ensuring Walsall continues to deliver highway assets that meet the needs of the community in a cost-effective and efficient manner, subject to any varying contractual arrangements set in place and constraints against the financial resources available.

Further Information
National Performance Indicators, Single Data List
UKRLG – Codes of Practice
NHT - Public Satisfaction Survey

HAMS Module K – Financial Management and Valuation.

What… Asset valuation quantifies the monetary value of all the highway assets that Walsall owns. The value of Walsall's highway assets is around £3.1 Billion including £1.3 Billion land value, making this the most valuable asset owned in the council's management portfolio.

Why… Walsall conducted asset valuations initially for Whole of Government Accounts (WGA) purposes, as the information was used for national financial reporting to HM Treasury, being compiled in accordance with national accounting rules, principles, and controls. It provided a reliable source of high-quality data that was also useful for asset management, the valuation process is now primarily used locally and for internal reporting purposes around the following:

- To provide an indication of trends in the condition of assets in financial terms.
- To calculate the annual depreciation of assets, which represents the annual consumption of service benefits and provides a measure of what on average needs to be spent year-on-year to maintain the assets in a steady-state condition.
- To produce transparent information for stakeholders, on the authority's management of its highway assets.

Who… The responsibilities for the 'Asset Valuation' module lie with:

Statutory Duty	Head of Highways & Transportation
Overall Reporting	Highways Group Manager
Updating & Reporting module	Engineers

How… Walsall's adopted asset valuation methods are in line with the Chartered Institute of Public Finance and Accountancy's, 'Code of Practice on Highways Network Assets' (the Code, 2016) and associated guidance notes. The methods used follow recognised accounting principles for reliability, comparability and reflect good engineering practice to support the best investment choices for maintenance and renewal.

The value of Walsall's highway asset is traditionally calculated on a Depreciated Replacement Cost basis in line with prevailing Codes. This effectively represents the current cost of replacing an asset with its modern equivalent, by considering the Gross Replacement Cost less any deductions for all physical deterioration and impairment. The difference between the Gross Replacement Cost and Depreciated Replacement Cost represents the cost of restoring the asset from its present condition to 'as new'.

It should be noted that the availability and reliability of data for each asset category determines the accuracy of the valuation process. See module C, 'Asset Knowledge' for further information on data management.

Reporting… Walsall reviews the valuation process, the calculations, and assumptions periodically in accordance with valuation reporting standards provided by HM Treasury.

Success Measures… Beyond Whole of Government Accounts requirements, Walsall utilises valuation to track the condition of highway assets. Knowing the change in value year-on-year helps the council to better understand how effective the planned maintenance regimes are. With this knowledge, Walsall are better placed to present cost estimates for different levels of service, and more fully understand the impact of those service levels on the end user. This, in turn, helps build a robust business case to access funding to ensure the highway network is fit for purpose and maintained as efficiently as possible.

Walsall's local asset valuation reporting identifies:

Table K1: Walsall's Asset Valuations:

Asset Group	GRC (£'000s)	DRC (£'000s)	Depreciation (£'000s)
Carriageways	£1,178,801	£993,991	£184,810
Footways	£308,858	£281,844	£27,014
Structures	£182,045	£140,257	£41,788
Lighting	£65,115	£23,783	41,332
UTC	£28,753	£13,698	£15,055
Street Furniture	£31,517	£19,916	£11,601

**In Response to Relaxed HAMFIG reporting requirements, Inflationary adjustments have been applied.*

Further Information
Code of Practice on Highway Network Assets
WGA Guidance, HM Treasury

HAMS Module L – Improvement Action Plan.

What… Walsall's improvement plan documents significant gaps identified between current and desired asset management processes. It highlights desirable actions to fill significant gaps along with resources required and the anticipated outcome and benefits to be realised. The improvement plan supports Walsall's continuous improvement programme. It seeks to enhance performance in pursuit of the Borough's desired asset management outcomes.

Why… Improvement leads to the provision of a better service, reduction of risk exposure and/or increased efficiency and financial savings. The need to implement improvements is particularly great in the historic context of austerity measures and local authority budget constraints.

Who… The responsibilities for the 'Implementation & Improvement Plan' module lie with:

Implement Asset Management	Highways Group Manager
Maturity Assessment	Highways Group Manager
Identify & Deliver Improvement Actions	Highways Group Manager
Updating & Reporting	Highways Group Manager

How… Walsall undertakes continuous improvement around ISO 55000 principles and those outlined in the Highway Maintenance Efficiency Partnership – United Kingdom Roads Liaison Group Highway Infrastructure Asset Management Guidance (HIAMG) document (2013).

Gap analyses are carried out periodically, using asset management maturity assessments or reviews. These identify strengths and/or areas where the council needs to develop improvement actions for both the short and long-terms.

All relevant staff are encouraged to identify potential process improvements on a continuous basis through formal efficiency monitoring processes. Ideas are logged and prioritised according to their potential impact on risk, cost and quality of service provision.

Reporting… Walsall favours the guidance published by the Institute of Asset Management in July 2015; "The self-assessment methodology" and will consider improvement measures against sections of this Highway Asset Management Strategy with specific improvement actions.

Success Measures… At the time an innovation is proposed, a metric to measure its success following implementation is identified along with assessments for realisation. A follow up review may follow assess the effectiveness and impact of the innovations.

Further Information
Highway Infrastructure Asset Management guidance documents
ISO 55000 – Asset Management Principles

Walsall Council Highway Asset Management Improvement Actions include:

Table L1: Improvement Action Plan

Module	Improvement Issue	Improvement Action	Responsibility	Target
Modules A to L	Asset management is essential for developing grant funding bids, continued investment to maintain key asset inventories and secure skills & expertise remains a priority.	Walsall has a small asset management team, continued use of consultant's services & collaboration with regional partners and TfWM is essential to maximise funding opportunities.	Highways Group Manager.	2026
Module C	Strengthen links with TfWM in support of CRSTS grant funding & KRN network condition monitoring.	Regional action in support of the development of a central data repository and access to KRN monitoring processes. Shared trials across the West Midlands region increasingly plays a key role for regional network planning aims.	Highways Group Manager	2026
Module G	Cross Boundary/Regional collaboration.	Collaboration with TfWM for the development of benchmarking, performance monitoring, carbon costs are being further strengthened.	Highways Group Manager	2026