Highway Services
Nottingham City Council –
Highways Asset Management
Framework

August 2025

Document Information

Nottingham City Council – Highways Asset Management Framework	
Document Number	AMD030
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Description	This 'Framework' document highlights how the council manages its highway assets through a suite of policy, strategy, and other support documents.

Document History

Version No.	Status	Author	Date	Changes from Previous Version
01	Final	PW	Mar 2012	Final Version
02	Final	PW	Oct 2016	Updated Version
03	Final	PW	Feb 2019	Updated Version
04	Final	PW	Oct 2019	Updated Version
05	Final	MB	Feb 2020	Updated Version
06	Final	MB	Mar 2021	Updated Version
07	Final	MB	Nov 2023	Updated Version
08	Final	MB	Sep 2025	Updated Version

Introduction

This **Highways Asset Management (HAM) Framework** is part of a suite of documents that set out the policies, strategies and key support documents for the management and delivery of the Highway Asset Service for the council.

The Framework suite of documents is underpinned by two principal documents:

- **Highways Asset Management Policy**
- **Highways Asset Management Strategy**

These two high-level documents coordinate a data driven, evidence-based approach to maintaining the Authority's physical highway network and are aligned to and support the Authority's overarching plans, goals and objectives.

Highway assets are defined as any asset located within the highway boundary that is in the stewardship of the Authority and includes carriageways, footways and cycleways, highway structures, drainage, street lighting, traffic signals, road signs and lines, pedestrian and vehicle restraints, trees, and some street furniture.

The Framework is supported by a comprehensive suite of documents relating to the Authority's Highway Asset Management approach as listed in the 'Contents' table below. These asset management practices are each supported, where appropriate, by their own set of policies, strategies and plans reflective of their status and coverage.

These strategic 'Framework' documents outline how the highway assets can be effectively and efficiently managed to protect and preserve them while maintaining optimal service delivery arrangements within the available resources and funding constraints. Each of the documents within the suite is a 'living document' subject to regular review and revision as is deemed applicable or necessary through changing circumstances, guidance, and legislation.

The 'Framework' document also demonstrates those aspects of the service that support and align to national guidance and strategic recommendations relating to the following industry initiatives:

- Highways Code of Practice
- Highway Infrastructure Asset Management Guidance

The supporting links to these industry recommendations/initiatives are shown in Annex 1.0.

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Contents

1. Overview of the Framework Document Suite and Scope of the Documents

1.1 Highways Asset Management Policy (AMD010)

The **Highways Asset Management Policy** endorses Nottingham City Council's approach, requirements, and processes for the effective implementation of Highway Asset Management principles in the management and maintenance of its highway infrastructure assets.

This **Highways Asset Management Policy** aligns with the corporate policies, plans, goals, objectives of the Authority, Local Transport Plan (LTP) and other relevant documents for the council.

1.2 Highways Asset Management Strategy (AMD020)

The **Highways Asset Management Strategy** sets out the way in which the Authority's policy will be implemented to adopt an asset management approach to ensure the highway assets are managed and maintained effectively, economically, and efficiently.

The HAM Strategy covers the following key highway assets groups:

- Drainage
- Highways and Structures
- Parking Services
- Public Rights of Way
- Road Safety and Traffic Management
- Traffic Signals
- Street Lighting
- Traffic Data
- Transport Cycling and Walking
- Arboriculture Services
- Network Management
- Transport Strategy
- Enforcement

The Strategy looks at the highway asset management model that is used in the development of an asset management plan to ensure agreed service levels are achieved, and asset values are maintained at the safe, reliable and accessible levels within the Authority's available operational resources and funding constraints.

1.2.1. Individual Asset Group Strategies (AMD190 – AMD260)

Individual Asset Group Strategies support the **HAM Framework** & **Strategy**. They outline the levels of service, desired outcomes, investment priorities, future demands and the short, medium, long term, strategic objectives to improve the asset management approach for each of the core asset groups.

- Carriageways, Footways, Cycleways & Street Furniture (AMD190)
- Structures (AMD200)
- Street Lighting (AMD210)
- Traffic Signals (AMD220)
- Public Rights of Way (AMD230)
- Arboriculture (AMD240)
- Drainage (AMD250)
- Road Safety and Traffic Management (AMD260)
- Traffic Data (AMD270)

1.3 Highway Communications Strategy (AMD040)

This strategy details the Authority's approach to its communications, providing a well-planned, effective, and consistent approach to liaising with stakeholders over planned works on the highway.

It includes the objectives of such communication, the differing target audiences and the type and scope of information to be communicated. It also considers the methods of communication to create awareness of the work and activities being undertaken.

This Communications Strategy will also aim to create and foster public awareness of the **HAM Plan** and **Strategy** and the asset management approach being taken to maintain highway infrastructure assets across Nottingham City.

1.4 Highway Data Management Strategy (AMD050)

The **Highway Data Management Strategy** sets out the Authority's approach to highway data. In particular the management of data collected on the highway infrastructure assets to enable decisions to be well informed. This allows the risks associated with asset maintenance management to be considered, balanced against competing needs, and actioned to deliver the most appropriate, effective, and affordable solution.

It considers the need for data, its collection and how that data, and data management systems, are registered, managed, administered, stored, shared, disposed of and secured.

The data sets provided may include:
- Network Model
- Maintenance Hierarchy
- Inventory and condition data collected through surveys, inspections and works records
- Works records
- Contract drawings and specifications
- Maintenance design drawings, specifications, and records

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- Analysed data such as (but not limited to):
  - Actual service levels & KPIs
  - Road and other asset condition indicators
  - Life cycle planning data and analyses
  - Condition projection and value management reports
  - Forward works programmes
  - Costs of works and budgetary requirements
  - Customer and stakeholder reports

This list is neither exclusive nor exhaustive and many other user and service-defined data sets and IT system platforms may be added.

The **Highway Data Management Strategy** meets the requirements of the Authority's '**Data Protection Policy**' and related GDPR protocols as well as other national legislation and guidance protocols.

It looks to ensure data and the systems upon which it is held should be available and accessible to relevant staff and supports the creation of a 'single source of truth' in providing information for the Authority stakeholders.

This **Data Management Strategy** is supported by the **Data Management Guidance and Procedures Manual** (AMD051) which provides clarity on the data required to manage the highway assets and network, in particular what assets details and characteristics should be collected and the frequency of inventory and condition updates. It explores:

- the methods for collection
- the specification, frequency, and coverage of the data collection
- the update of data
- how that data is held within asset management systems
- and its associations with national requirements for data to be provided, including the National Street Gazetteer

These procedures include the Authority's approach to maintaining an asset information register of the highway's asset stock, including its currency, completeness, quality and recommended update timescales.

A comprehensive understanding of asset condition is essential to the delivery of cost effective planned and reactive maintenance of all highway assets. The Procedure provides specifications for condition surveys and service inspections, and it ensures accurate, complete, and current data is at the heart of asset management decisions.

1.5 Highway Asset Risk Strategy (AMD060)

This document considers the principal types and levels of risk that are encountered in managing the highway assets, including corporate, operational, strategic, tactical, financial, and reputational, how they are addressed to deliver a safe, serviceable, and resilient highway network for all users. The strategy defines the processes involved in ensuring a sound risk-based approach is at the heart of all decisions made in respect of the maintenance and management of the highway asset

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network and improves the effectiveness of risk management across the council's Infrastructure assets.

The main risks considered are:
- Asset Integrity (Availability, Safety, Serviceability and Sustainability)
- Service Level Delivery
- Efficient Use of Resources
- Asset Value
- User Satisfaction
- Corporate Image

The risks are assessed following the "Risk Based Approach" to asset management recommended in the Well-managed Highway Infrastructure Code of Practice. This approach formalises the methods in considering risks, not just on their severity and probability, but also the likely impact, should the risk event occur.

> *For instance, while there may be a high probability of a severe flooding risk, if it has little impact on asset integrity or service levels (e.g., condition, congestion, property damage, etc) then it would attract a relatively low priority.*

This prompts resources to be targeted at those risks likely to have the most adverse effects on asset integrity, service levels and delivery, thus making the overall asset management process far more focused, efficient, and effective.

The actual risks will be identified, classified, and quantified along with details of appropriate action plans and mitigation measures in the '**Highway Infrastructure Risk Register**'.

1.5.1.   Asset Group Risk Registers (AMD290 – AMD410)

Overarching the individual group risk registers is the **Highway Asset Management Risk Register** (AMD410). This explores, identifies, and registers the risks in accordance with the Authority's **Highway Asset Risk Strategy** (AMD060).

Asset Group Risk Registers consider each asset group, identifying risks significant enough to require intervention, which are then prioritised, and mitigation of high-risk assets identified, along with action plans and the allocation of resources to address and reduce the adverse impact and consequences of those risks.

The individual asset group risk registers that feed into the overarching risk register include:
- Drainage Risk Register (AMD290)
- Highways Risk Register (AMD300)
- Structures Risk Register (AMD310)
- Parking Services Risk Register (AMD320)
- Public Rights of Way Risk Register (AMD330)
- Road Safety and Traffic Management Risk Register (AMD350)
- Traffic Signals Risk Register (AMD360)
- Street Lighting Risk Register (AMD370)
- Traffic Data Risk Register (AMD380)
- Transport Cycling and Walking Risk Register (AMD390)
- Tree Services Risk Register (AMD400)

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1.6 Highways Safety Inspection Manual (AMD070)

The **Highway Safety Inspection Manual** sets out how the local authority carries out safety inspections in line with their duty of maintenance under the Highways Act 1980 Section 41, and the risk-based approach recommended in the **Well-managed Highway Infrastructure Code of Practice**. It outlines how the assessment and management of risks associated with the highway infrastructure network assets supports its statutory obligations and delivers a safe, available, serviceable, and resilient highway network.

The Inspection Manual sets out the protocols for the inspection methodology and inspection frequency reflecting the maintenance hierarchy, (see **Highway Maintenance Hierarchy & Resilient Network Strategy**) along with specifications for the identification of notifiable defects, emergency repairs and action times to ensure the highway remains in a safe and serviceable condition for highway users.

1.7 Network Management Plan (AMD080)

The **Highway Network Management Plan (HNMP)** sets out the Authority's approach to the management of traffic on the public highway, the management of the highway network and related highway services.

The purpose of this document is to draw together and define all the objectives, policies, standards, and procedures associated with the effective availability and management of Nottingham's highway infrastructure network into one document to deliver a safe, available, serviceable, and resilient highway network.

The HNMP applies to all public highways within the city of Nottingham and supports the holistic view of network management advocated by the **Code of Practice for Well-managed Highway Infrastructure - UK Roads Liaison Group**, published in 2016.

The HNMP recognises the need for local policies to meet the needs of the community and network users, consequently it is intended that this HNMP is updated annually and reviewed every two years, and subject to regular controlled updates enabling the HNMP to respond to changes in:
- standards and legislation
- materials, technology, techniques, procedures
- environmental awareness
- the lives of those living, working and visiting Nottingham

All of which instigate the need to amend policies and standards to reflect the latest practices.
It explains:
- The arrangements for managing the network.

It encourages:
- The development, adoption, and regular review of policies for highway maintenance, to meet the wider principles of integrated transport, sustainability, and the environment.
- A focus on the needs of users and the community, and their active involvement in the development and review of policies, priorities, and programmes.
- The harmonisation of highway maintenance practice and standards to meet the growing need to reduce the use of carbon in the maintenance of highway infrastructure assets.

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1.8 Highways Asset Lessons Learned Strategy (AMD090)

Lessons learned come from a variety of sources including experience, observation, project reviews, workshops and taking time for reflective/retrospective thinking.

The purpose of this strategy is to establish an approach where the review of significant operational events, projects, processes, and procedures which have adversely impacted on NCC's ability to deliver a service are identified and reviewed to communicate the risks, determine effective solutions and embody learning from our actions as an integral part of daily work. The aim is to improve efficiency and reduce costs by learning from past mistakes and successes, rather than repeating them. Only by embedding lessons learned and acting on them will there be improvement.

"Lessons Learned" follows a process of process of capture, validation, action and improvement, resulting in meaningful and relevant lessons being pushed to the people who most need to implement them.

1.9 Highway Asset Service Levels & Performance Indicators Strategy (AMD100)

The setting, monitoring and reviewing of appropriate and measurable Service Levels and Key Performance Indicators (KPIs) is critical to:
- The delivery of services
- Meeting user satisfaction
- Demonstrate and ensure consistency, effectiveness, and performance comparability.

The document sets out performance management framework and reporting approach to define levels of services, the performance indicators associated with them and performance reporting that supports the effective management of the highway infrastructure assets and a safe, reliable, available and accessible highway network.

1.10 Highways Asset Lifecycle Planning & Prioritisation Strategy (AMD110)

Lifecycle planning informs and supports the development of long-term strategic plans for the optimal current and future maintenance of the Authority's highway assets. This document explains the most cost-effective strategy for managing assets over their entire life by planning timely and appropriate structural and preventative treatments to extend asset life at the lowest reasonable cost. It also considers how lifecycle planning can be used to appraise and review whole network maintenance funding requirements, consider investment scenarios, support investment planning decisions and substantiate the need for adequate, appropriate and sustainable long-term investment.

Lifecycle planning and condition projection support the identification of maintenance needs and funding levels essential for the programmed delivery of current and future maintenance schemes. This process contributes to developing a risk prioritised approach to:
- the maintenance programme (AMP 1-5 years) based on value management
- a provisional forward works programme and associated budget needs for the following 10 years.

The forward programme of works is considered to be indicative and is subject to annual review based on the results of annual condition assessment surveys which reflect changes in asset

condition and maintenance priority, reflective of rapid deterioration due to seasonal weather effects and trafficking, along with other ancillary considerations of planned statutory undertaker operations, site availability, new residential and industrial developments, cross boundary maintenance influences with other local and strategic highway and transport authorities, economies of scale, political influences, etc.

Lifecycle planning protocols also provides the platform for the process of condition projection modelling which may be taken over a period of 10 to 20 years into the future, to demonstrate how the network condition may respond to varying annual funding provisions and maintenance treatment scenario strategies. This tool is invaluable in demonstrating the need for adequate and sustained investment for infrastructure maintenance management and the likely projected risks, consequences and deterioration of service levels reflective of inadequate future investment provisions.

1.11 Safety Audit Policy (AMD120)

This document sets out the approach to ensuring that highway improvement and maintenance schemes proposed on Nottingham's highway network enhance, rather than compromise, the safe operation of the network and the safety of all road users.

It defines which schemes the council will undertake safety audits for and the process to be followed. It is not a check on the application of good practice and relevant design standards.

It considers all components of a highway improvement scheme, their impact on the network under all anticipated operating conditions, and their road safety implications on all types of road user and seeks to identify any deficiencies before they are built into a scheme, saving time and expense, and improving the awareness of safe design practices in design, construction and maintenance.

This policy must be followed without exception to ensure a consistent approach to undertaking safety audits for improvement and maintenance works affecting the city's highway assets. It should be applied to all internal highway improvement and maintenance schemes, and all development work carried out under agreement with the council where it affects highway infrastructure assets.

1.12 Winter Service Plan (AMD130)

The highway authority has a responsibility to provide winter services in accordance with the Highways Act 1980 - Section 41(1A) which imposes a duty on a highway authority 'to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by ice and snow'. It is recognised that "as far as reasonably practical" effectively limits the highway network for which winter services can be provided, and this is clearly identified in the **Winter Service Plan**, which clarifies both the standard and extent that the winter maintenance service will be applied to the highway network.

The document identifies how the highway network is managed through prioritised primary and secondary treatment routes, and those parts of the network that will not be treated under normal circumstances.

The document also demonstrates how the winter service decision-making process is undertaken based on the latest winter weather forecast information available. It discusses available resources within the Authority and how they are to be deployed, the level of training, resources,

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plant, and equipment required to deliver the winter service, and how it is to be delivered. Finally, it addresses how salt stockpiles are maintained, how the service will be expanded to cope with severe and extended winter weather conditions and how service delivery information is to be communicated to stakeholders.

1.13 High Friction Surfacing Strategy (AMD140)

This **High Friction Surfacing Strategy** aligns with the Authority's **Highways Skid Management Strategy** and sets out the Authority's approach to the assessment of need and the provision of high friction surfacing. Where appropriate and necessary, the provision of high friction surfacing will be driven by a risk-based approach either through road traffic incident records or through the levels of intervention set by the policy itself.

Implementation of this **High Friction Surfacing Strateg**y will be facilitated through the Authority's **annual service plan**.

1.14 Highway Asset Competency and Training Strategy (AMD150)

The strategy sets out the authority's approach to ensuring high quality highway services are delivered and provides a framework and process to ensure that ensure all staff engaged by the council to work in highways associated services are:
- Able, competent and qualified to deliver the work they are engaged upon, and meet the council's competency tests where appropriate
- Provided with opportunities to develop their competencies through relevant training and routes to qualifications
- Provided with a framework for promotion opportunities and succession planning to manage business continuity.

1.15 Highway Skid Management Strategy (AMD160)

This **Highways Skid Management Strategy** relates to the maintenance of adequate skid resistance on the Authority's highway network and the application of procedures to deal with those sites identified for further investigation.

This strategy details the approach to the measurement, monitoring and management of skid resistance on selected parts of the Authority's road network, mainly classified roads, key bus routes and some link roads. It considers the roads to be skid tested, the frequency and cycle for testing, the methodology for data processing and analysis and a consideration of the skid mitigation practices.

The strategy is based on **DMRB CS 228 Skidding Resistance** (formerly HD 28/15 Design Manual for Roads and Bridges) which provides the basis for the monitoring and analysis of skid resistance of trunk roads within the United Kingdom.

1.16 Highway Asset Valuation Strategy (AMD170)

This strategy sets out the Authority's approach to calculating the depreciated value of its highway infrastructure assets in line with International Financial Reporting Standards (IFRS).

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The highway infrastructure is a vital asset that contributes to the economic viability and development of the Authority and the Region and accordingly it's the value of investment should be monitored to ensure its effective financial management.

The principle of the asset valuation is to:

❯ Identify the depreciated value of the highway network and its assets.
❯ Understand how the deterioration of assets is reflected in the loss of value and need for investment.
❯ Identify the annual investment and backlog of works required to deliver a safe, reliable, available and sustainable highway network.

1.17 Highway Maintenance Hierarchy & Resilient Network Strategy (AMD180)

This document describes how the Authority has created its maintenance hierarchy network based on considerations of importance, usage, traffic flows and local socio-economic factors for each road section across the highway network. Maintenance hierarchies determine how the maintenance of the Authority's assets will be prioritised to meet user needs, stakeholder expectations and service levels.

In addition, the policy considers the definition and main maintenance/management requirements of the resilient highway network that provides support to critical infrastructure, business needs, abnormal loads, and an available highway network during extreme weather conditions.

1.18 Highway Environmental, Carbon Reduction and Biodiversity Strategy (AMD280)

The Council faces a complex set of environmental drivers, including the need to reduce carbon, and improving biodiversity in its maintenance of the highway infrastructure assets. Crucially, the Authority recognises that these drivers cannot and should not be viewed in isolation from each other, or from the principal goal of continuously minimising its environmental impact across the highway infrastructure network whilst maximising its contribution to society and the economy.

This strategy sets out the Authority's approach to the ongoing maintenance and management of the highway infrastructure network whilst ensuring carbon reduction measures, sustainable practices, and improvements to biodiversity are promoted.

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2. Timescale for Document Production

Many of the documents described in this document are new and are required to meet the recommendations of the Well-managed Highway Infrastructure Code of Practice. To ensure the Authority can manage the process effectively, the documents have been prioritised as per the following table:

Document No	Title	Status	Proposed Completion Date
AMD010	NCC - Highway Asset Management Policy	Complete	
AMD020	NCC - Highway Asset Management Strategy	Complete	
AMD030	NCC - Highway Asset Management Framework	Complete	
AMD040	Highway Communications Strategy	Complete	
AMD050	Highway Data Management Strategy	Complete	
AMD060	Highway Asset Risk Strategy	Complete	
AMD070	Highways Safety Inspection Manual	Complete	
AMD080	Network Management Plan	Draft	Jun 24
AMD090	Highways Asset Lessons Learned Strategy	Complete	
AMD100	Highway Asset Service Levels & Performance Indicators Strategy	Complete	
AMD110	Highways Asset Lifecycle Planning Strategy	Complete	
AMD120	Safety Audit Policy	Draft	Mar 24
AMD130	Winter Service Plan	Complete	
AMD140	High Friction Surfacing Strategy	Complete	
AMD150	Highway Asset Competency and Training Strategy	Complete	
AMD160	Highway Skid Management Strategy	Complete	
AMD170	Highway Asset Valuation Strategy	Complete	
AMD180	Highway Maintenance Hierarchy & Resilient Network Strategy	Complete	
AMD190	Carriageways, Footways, Cycleways & Street Furniture Strategy	Draft	Dec 25
AMD200	Structures Strategy	Draft	Dec 25
AMD210	Street Lighting Strategy	Draft	July 25
AMD220	Traffic Signals Strategy	Draft	Dec 25
AMD230	Public Rights of Way Strategy	Complete	
AMD240	Arboriculture Strategy	Draft	May 25
AMD250	Drainage Strategy	Draft	Dec 25

Document No	Title	Status	Proposed Completion Date
AMD260	Road Safety and Traffic Management Strategy	Draft	Jun 25
AMD270	Traffic Data Strategy	Draft	Jun 25
AMD280	Highway Environmental, Carbon Reduction and Biodiversity Strategy	Draft	Jun 25
AMD290	Drainage Risk Register	Complete	
AMD300	Highways Risk Register	Complete	
AMD310	Structures Risk Register	Complete	
AMD320	Parking Services Risk Register	Complete	
AMD330	Public Rights of Way Risk Register	Complete	
AMD350	Road Safety and Traffic Management Risk Register	Complete	
AMD360	Traffic Signals Risk Register	Complete	
AMD370	Street Lighting Risk Register	Complete	
AMD380	Traffic Data Risk Register	Complete	
AMD390	Transport, Cycling and Walking Risk Register	Complete	
AMD400	Tree Services Risk Register	Complete	
AMD410	Highways Asset Management Risk Register	Complete	

Appendix 1: Asset Management Document Support to Industry Recommendations

Document No	Title	Industry Recommendations	
		Highways Code of Practice 2016	HI Asset Mgt Guidance 2013
AMD010	NCC - Highway Asset Management Policy	3	3, 8
AMD020	NCC - Highway Asset Management Strategy	3	3, 8
AMD030	NCC - Highway Asset Management Framework	1, 2	1
AMD040	Highway Communications Strategy	4, 24	2, 8, 9
AMD050	Highway Data Management Strategy	5, 8, 9, 10, 11, 16, 17, 31, 34	5, 12, 20
AMD060	Highway Asset Risk Strategy	7, 14	11
AMD070	Highways Safety Inspection Manual	15, 16, 18, 19	
AMD080	Network Management Plan		
AMD090	Highways Asset Lessons Learned Strategy		
AMD100	Highway Asset Service Levels & Performance Indicators Strategy	7, 26, 27	4, 13
AMD110	Highways Asset Lifecycle Planning Strategy	5, 13, 28, 29, 30, 31	5, 6, 7, 20
AMD120	Safety Audit Policy		
AMD130	Winter Service Plan	20, 21, 23, 24, 25	
AMD140	High Friction Surfacing Strategy	31	7
AMD150	Highway Asset Competency and Training Strategy		
AMD160	Highway Skid Management Strategy	31	7, 20
AMD170	Highway Asset Valuation Strategy		
AMD180	Highway Maintenance Hierarchy & Resilient Network Strategy	6, 12, 20	

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Document No	Title	Industry Recommendations	
		Highways Code of Practice 2016	HI Asset Mgt Guidance 2013
AMD190	Carriageways, Footways, Cycleways & Street Furniture Strategy	3	3, 8
AMD200	Structures Strategy		
AMD210	Street Lighting Strategy		
AMD220	Traffic Signals Strategy		
AMD230	Public Rights of Way Strategy		
AMD240	Arboriculture Strategy		
AMD250	Drainage Strategy		
AMD260	Road Safety and Traffic Management Strategy		
AMD270	Traffic Data Strategy		
AMD280	Highway Environmental, Carbon Reduction and Biodiversity Strategy	32	
AMD290	Drainage Risk Register	7, 14	11
AMD300	Highways Risk Register		
AMD310	Structures Risk Register		
AMD320	Parking Services Risk Register		
AMD330	Public Rights of Way Risk Register		
AMD350	Road Safety and Traffic Management Risk Register		
AMD360	Traffic Signals Risk Register		
AMD370	Street Lighting Risk Register		
AMD380	Traffic Data Risk Register		
AMD390	Transport, Cycling and Walking Risk Register		
AMD400	Tree Services Risk Register		
AMD410	Highways Asset Management Risk Register		

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