

Highway Asset Management Policy and Strategy 2026 – 2030

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Executive Summary

Luton Council has a policy and strategy for managing its highway assets. The Department for Transport (DfT) have prescribed that all highway authorities should have a policy and strategy approved by their executive.

The policy details the vision for the council's highway service which is as follows:

- To manage the highway asset to help deliver the council's corporate priorities.
- To promote sustainable modes of transport with suitable highway infrastructure.
- Create safer streets through the latest street lighting technology, traffic safety measures and a reduced number of potholes and footway defects.
- Deliver a vibrant street scene using sustainable materials where possible.
- Adopting low-carbon materials, reducing emissions from operations, and promoting sustainable travel infrastructure.
- Enhancing climate resilience by adapting the highway network to withstand extreme weather through improved drainage and durable materials.
- To drive innovation and efficiency through data-led asset management, modern technologies, and cost-effective maintenance techniques.

The Asset Management Strategy includes:

- An aim to understand the needs of the highway users in Luton and raise the profile of the service through a robust communication plan.
- Utilise a data led approach to make investment decisions and bid for internal and external sources to maximise available sources of funding for highway maintenance.
- Use lifecycle planning principles for maintaining carriageway, structures, traffic signals, and streetlights. This involves examining the lifecycle of the highway asset and intervening at the right time using cost efficient materials to optimise the life of that asset.
- Using a risk-based approach: Targeting resources to areas of the highway where there is higher usage, and therefore more likely consequence of highway asset failure.

1.0 Introduction

Luton Council is the highway authority with the responsibility of maintenance of management of the public highway within the borough of Luton. The Asset Policy and Strategy prescribes our approach to highway maintenance from 2023 to 2028.

1.1 Profile of Luton

Luton is a vibrant, modern and diverse town in the East of England. The town is home to 225,300 people and has many valuable assets, including a publicly owned airport, a university, excellent education facilities, a university hospital, outstanding greenspaces, dynamic businesses and a strong community with a rich variety of cultures and heritage.

Luton benefits from its excellent strategic location at the centre of London, Oxford and Cambridge, with outstanding links to the capital and Europe by road, rail and air. Luton is situated beside the M1 motorway and is just ten miles from the M25. The town has three railway stations, all providing access to Central London within 30 minutes, as well as direct journeys to the Midlands and the South Coast of England. Luton is also home to the UK's fifth largest airport, providing flights to more than 150 destinations across Europe, the Middle East and North Africa for up to 18 million passengers per year.

1.2 Profile of Luton's Assets

Luton's highway assets have a critical role in ensuring that the town functions effectively. Luton has:

- 58 km of Classified Roads (A,B,C)
- 401 km of Unclassified Roads
- 780km of footway
- 18,500 street lighting columns
- 183 structures of bridges and subways
- 22,000 rain gullies
- 95 number of traffic light installations
- 70km of cycle network

Luton's highway network is an urban environment and whilst there are a wide number of transport modes in use, there is a high reliance on the motor vehicle.

The Highway Infrastructure Asset Management Guidance (HIAMG) defines asset management as:

“A systematic approach to meeting the strategic need for the management and maintenance of highway infrastructure assets through long term planning and optimal allocation of resources in order to manage risk and meet the performance requirements of the authority in the most efficient and sustainable manner.”

This document sets out our asset management policy and strategy to confirm our commitment to highway infrastructure asset management.

These principles will enable long term management of highway assets through a set of aims and objectives that are achievable from available budgets. This approach will help the service achieve our corporate aims and objectives for the population of Luton.

2.0 Asset Management Framework

This document forms part of the asset management framework that interlinks the council's plans and policies and the users' expectations to form our approach to maintaining its highway network.

Figure 1 illustrates the components that form the framework that enable the assets to be maintained in a systematic way.

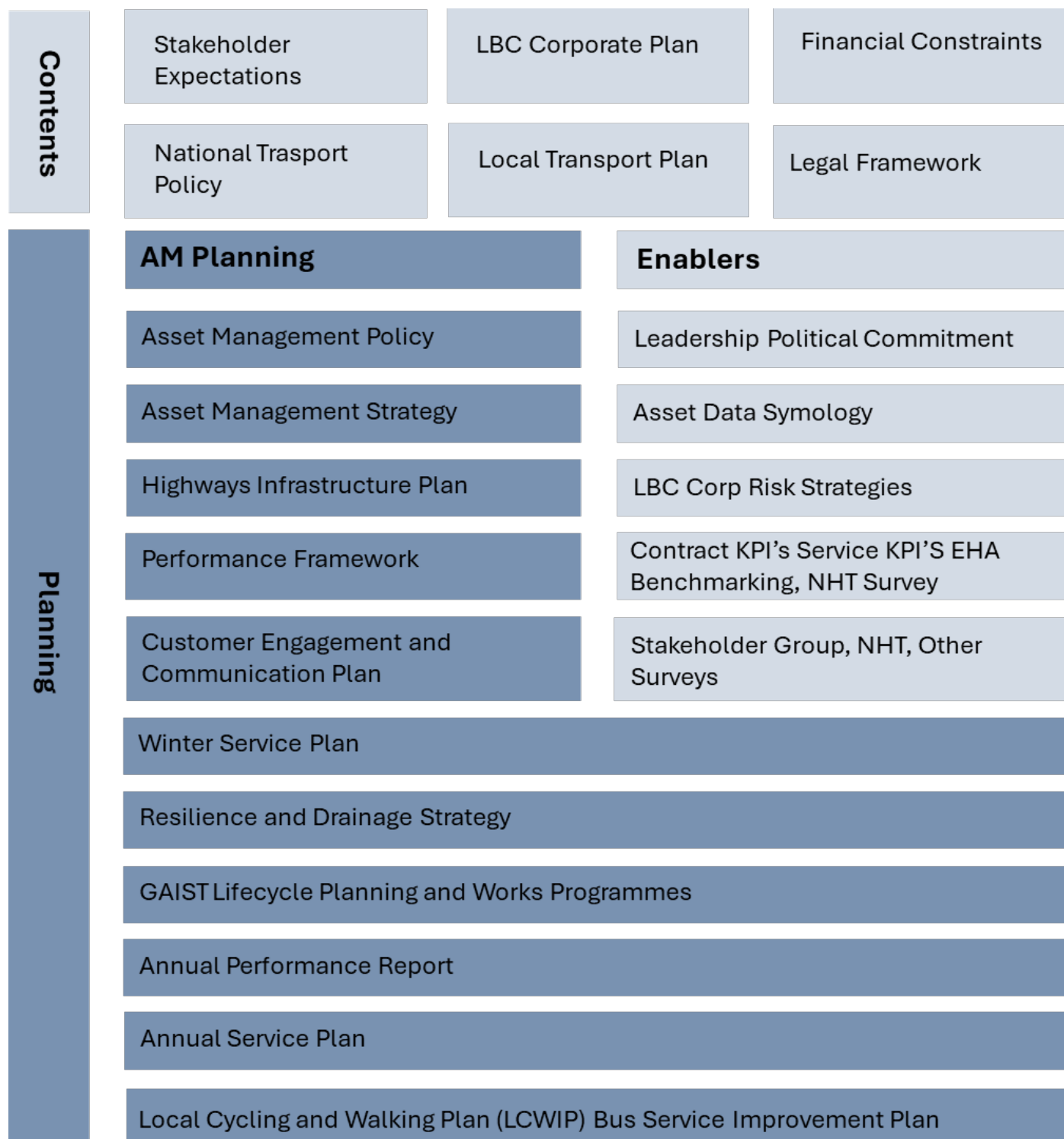


Figure 1: Asset Management Framework

3.0 Asset Policy

Our vision is to ensure that the highway is an accessible, safe, vibrant environment that promotes sustainable transport, and the economic growth of Luton.

This vision supports our mission of enabling Luton to be proud, vibrant, ambitious, and innovative.

We have a vision for Luton – **Luton 2040**. We will deliver high quality services to improve the life opportunities for its people, work with its partners to ensure Luton is dynamic, prosperous, and safe and a healthy environment. Luton celebrates its diversity and vibrancy and will come together to build sustainable communities and provide strong leadership and a voice for the town.

Our Asset Policy is to support this mission by maintaining the highway by using recognised asset management principles and a risk-based approach.

This approach will target resources on the highway where there is higher usage.

It is also the policy:

- To promote sustainable modes of transport with suitable highway infrastructure.
- Create safer streets through the latest street lighting technology, traffic safety measures and reduced potholes and footway defects.
- Deliver a vibrant street scene using sustainable materials where possible.
- Manage the highway assets to help deliver the Council's corporate objectives.
- Continue to improve walking and cycling routes across the town.
- Increase connectivity between walking, cycling and public transport, including with the introduction of a new cycle hub in the town centre.
- Promote walking and cycling among council staff, with initiatives such as cycle to work scheme.
- Work with businesses and employers to develop plans for active and sustainable travel among their workforces.
- Continue to invest in sustainable infrastructure, such as the Luton DART to enable and encourage more low-carbon journeys to and from the airport.
- Continue to maintain excellent parks and greenspaces, including our six Green Flag parks.
- Create new pocket parks in the town centre and open up the River Lea, increasing biodiversity in the river corridor.
- Work with key partners in these locations to identify measures to reduce congestion and poor air quality.

- Work with partners and central government to identify innovative approaches to improving air quality, including pedestrianised streets, strategic bus lanes and enforcement to prevent engine idling.

4.0 Asset Strategy

Luton Council has a corporate plan from 2023 to 2028.

Luton's Mission: To work with everyone to deliver on our shared vision for 2040, a healthy, fair and sustainable town, where everyone can thrive and no-one has to live in poverty.

As part of the plan there is a corporate framework. Figure 2 sets out that framework.

Our Asset Management Strategy is to enable the service to contribute to the council's corporate plan framework priorities.

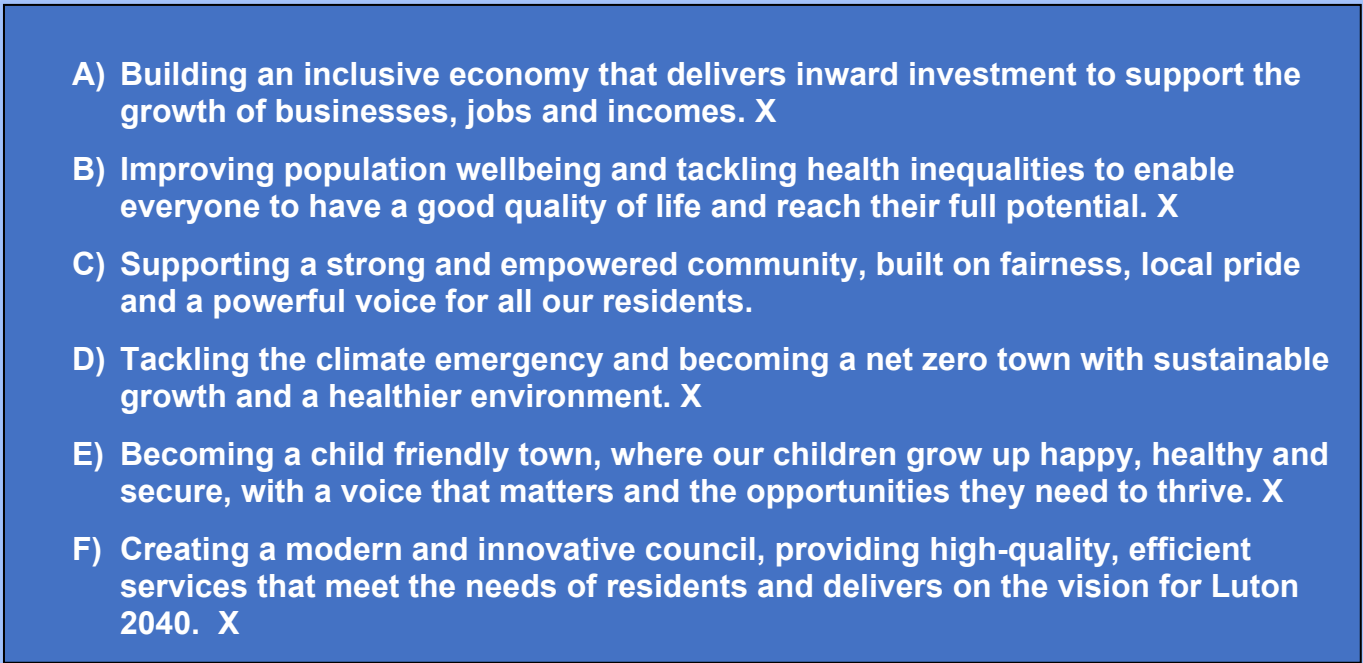
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- A) Building an inclusive economy that delivers inward investment to support the growth of businesses, jobs and incomes. X
 - B) Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential. X
 - C) Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.
 - D) Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment. X
 - E) Becoming a child friendly town, where our children grow up happy, healthy and secure, with a voice that matters and the opportunities they need to thrive. X
 - F) Creating a modern and innovative council, providing high-quality, efficient services that meet the needs of residents and delivers on the vision for Luton 2040. X

Figure 2 Luton Council's Corporate Plan Strategic Priorities 2023-2028

4.1 Meeting the Corporate Priorities

To ensure the council's strategic priorities are met, the Highway Asset Management Strategy has a set of aspirations.

A well-managed highway is an integral component in delivering these strategic priorities.

- A) Our aim is to have a functioning, well connected highway, which is a vital component to building an inclusive economy that delivers inward investment to support the growth of business, jobs, and income. We also aim to deliver an attractive public realm which will drive inward investment in the town centre, and local retail areas.
- B) The Highways Service is delivering the Local Cycling and Walking Improvement Plan (LCWIP) over the next ten years, with the aim of encouraging modal shift from the car to sustainable modes of transport such as cycling and walking.

The council is also delivering £19 million investment into Local Bus Service Improvements Project (BSIP) over the next two years, with the aim offering a genuine alternative to car travel.

A modal shift to sustainable transport will improve population wellbeing and tackle health inequalities with the aim of everyone having a good quality of life and to reach their full potential.

- C) Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents. Ensuring we are engaged with all stakeholders at every level.

A town built on fairness with equitable outcomes - Prioritise investment in areas with poorest infrastructure conditions. Ensure consistent maintenance standards across wards. Using data to address infrastructure inequality (e.g., footways, accessibility).

A more resilient community - Design roads to be climate resilient (flooding, heat, wear) Maintain safe infrastructure for vulnerable groups such as:

- Pedestrians
- Disabled users
- Cyclists

A thriving voluntary and community sector – we will look to Engage communities in reporting defects and creating local improvement initiatives, whilst partnering with community groups to enhance the public realm and increase activity in neighbourhood-level schemes.

A welcoming and compassionate town - To support this ambition, it is essential that we maintain clean and safe highways and footways, ensuring they are accessible and fit for all users. Our streets should be visually appealing, supported by well-designed green infrastructure that enhances the local environment.

Place-making and fostering civic pride are central to this approach. By improving the quality, appearance and usability of our public spaces, we can create a stronger sense of ownership and pride among residents. This is particularly important given past perceptions of the town, including negative rankings in national surveys. Through targeted improvements, we aim to reshape these perceptions and promote Luton as a place where people are proud to live, work and visit.

- D) The highways service is committed to delivering the shift to electric vehicles by supporting the delivery of the council's EV strategy as part of the government's commitments for all new car sales to be EV by 2030. As stated, the highways service is delivering the council's LCWIP and BSIP with the aim of modal shift away from carbon emitting vehicles which will tackle the climate emergency with the aim of becoming a net zero town with sustainable growth and a healthier environment.

The council, working with the Chargepoint Operator (CPO) Believ will install a total of 12 chargepoints at 6 key council house locations meeting Policy 6. The first five of these locations are planned for installation in the next couple of months. This will include 1 chargepoint (2 sockets) at each of the following locations:

- Cross Ways
- The Green
- Vardis Close
- The Moaks

With Bailey Street having two chargepoints installed (4 sockets).

Using the LEVI funding, the council will appoint a CPO to work in partnership with to install over 600 sockets in on-street residential areas to support residents without off-road parking. This will deliver on Policies 1, 2 and potentially 4. The CPO is expected to be appointed in Autumn with the first of the charge points installed late spring/early summer 2027. The project has a 5-year installation plan, subject to the final contract with the successful CPO.

The council is also planning on trialling cross-pavement channels to enable residents to charge from home while using on-street parking. While this is not included in the Electric Vehicle Chargepoint Strategy 2022-2025, cross-pavement charging will be included in the new version. The trial is expected to start in the next couple of months, subject to contract agreements.

The council is also working with Active Luton to support them in developing destination charging hubs at some of their facilities. This is supported by Policy 15. Per Policy 3, the council has an online form to suggest an EV chargepoint location hosted on the EV chargepoint webpage.

The highways service will look to embed sustainability principles into its specifications, with the aim of providing locally sourced materials where feasible and look to use the most sustainable materials in delivery over the whole life of the highway asset. This might mean using the most durable material as opposed to what might seem the most carbon friendly at the initial stage to ensure the whole life carbon cost is as little as possible.

99.5% of the council's street lighting asset has been converted into LED which has contributed to savings of 27 Tonnes of carbon compared with SOX SON lighting.

The Highways Service is committed to ensuring its contractors operations are net zero by 2040. The council is working with its contractor to develop a carbon management plan from 2024 – 2027. Post 2027 any commitments will be contractualised.

The Highways Service is collaborating with our partners in the Parks Service to develop biodiversity corridors along key strategic routes within Luton. Various corridors have been identified, and the aim is to deliver one scheme in 2025 along Bramingham Road/Icknield Way to showcase, with the aim of gaining inward investment from capital sources and contractors working with the council who will be looking to commit to rewilding as part of contractual commitments. This will not only help deliver net zero but also improve population wellbeing, deliver inward investment, and help promote Luton's ambition of becoming a child friendly town by enabling children to play and learn in biodiverse rich environments.

- E) As discussed, promoting biodiverse corridors can aid Luton becoming a child friendly town, where our children grow up happy, healthy and secure, with a voice that matters

and the opportunities they need to thrive. The council is also piloting Traffic Exclusion Zones in three areas, with an aim to rolling out additional localities in Luton. This will reduce traffic outside schools, improve air quality and help Luton become a child friendly town.

The Highways Service delivers an annual programme of engineering projects to calm traffic, promoting safer streets which will help children feel healthy and secure. Annually the Highways Service will work with partners in the Social Justice Unit and Sustainable Transport Service to look at the feasibility of working with local communities to close some streets at predetermined days a year to promote play in streets.

We are promoting innovative lighting as an attribute that helps create a vibrant environment where business can thrive. We are using energy efficient and smart technology in street lighting design, to protect and enhance the infrastructure - encouraging the children to feel safe at night; empowering people to travel, work, and play during the evening which supports safe, cohesive communities.

- F) The last corporate priority is to support a strong and empowered community built on fairness, local pride and powerful voice for all our residents.

To support this priority the Highways Service is going to refresh its communication and engagement strategy for publication by April 2028. Working with our contractor and other partners we are going to engage with the public through community events, the National Highways and Transport Survey (NHT), a series of campaigns around highway delivery, and by promoting contacting our service through accessible channels and an online reporting tool.

The council's approach to highway asset management is formed through understanding members of the public's needs and managing their expectations through a clear communication strategy. The aim is to raise the profile of the service with both members of the public and councillors so that the importance of well-maintained highway infrastructure is understood.

The Asset Management strategy prescribes a risk-based approach that targets resources and shorter response times to areas of the network where there is higher usage. Lifecycle planning will inform preventative maintenance strategies for carriageways and street lighting, to ensure the optimum levels of maintenance are achieved within the budget settlements.

4.2 Strategic Aims

We have a set of aims to realise the corporate priorities of Luton Council. These are as follows:

- Refresh the communication strategy by 2029 that raises the profile of the service, understand the needs of highway user and increases public satisfaction by engaging stakeholders to enable the highway service to understand their priorities.
- Continue with lifecycle principles that will enable Luton's highway service to adopt preventative strategies and optimise maintenance budgets, working with Gaist to produce modelling for carriageways and footways in 2026-30 and a bid for more investment.
- Revisit the bid strategy to utilise condition data to substantiate additional funding needs from sources such as the Department for Transport (DfT) and the council's capital funding.

- Promote highway infrastructure that enhances the built environment, promotes safer streets, and offers a quality of life through greater access for walking and cycling.
- Develop a carbon reduction plan with contractors 2026-2029.
- Continue with a risk-based approach to managing highway assets.
- Collaborate with our partners to ensure mutual objectives are delivered.
- Work with partners from the Town Centre Regeneration Team to develop a public realm strategy and delivery plan as part of the Town Centre Master Plan.
- Produce a performance framework for the highway service that enables continual improvement, underpinning the approach to highway asset management.
- Utilise the NHT Performance Framework annually.

4.3 Tactical Objectives

We have a set of tactical and operational objectives measured in the highway performance framework to deliver the corporate priorities.

These are as follows:

- Reduce carbon on the contract delivery by 5% per annum.
- Recycle 95% of all highway materials per year.
- 30% of all materials used sourced from recycled materials by December 2028.
- 75% of supply chain within a 30 mile radius by December 2028.
- To achieve higher than average NHT Survey satisfaction on key performance indicators per annum by 2030.
- Reduce the average age of street lighting stock to 20 years by 2035.
- Maintain the percentage of roads requiring structural maintenance on the principle road network at 2%.
- Reduce the percentage of roads requiring structural maintenance on unclassified road network to 10% by 2030.
- Reduce the level of amber roads on the main road network to 10% by 2030.
- Reduce the level of amber roads on the unclassified road network to 30% by 2030.
- NHT Satisfaction levels 55% of all highway maintenance related questions by 2030.

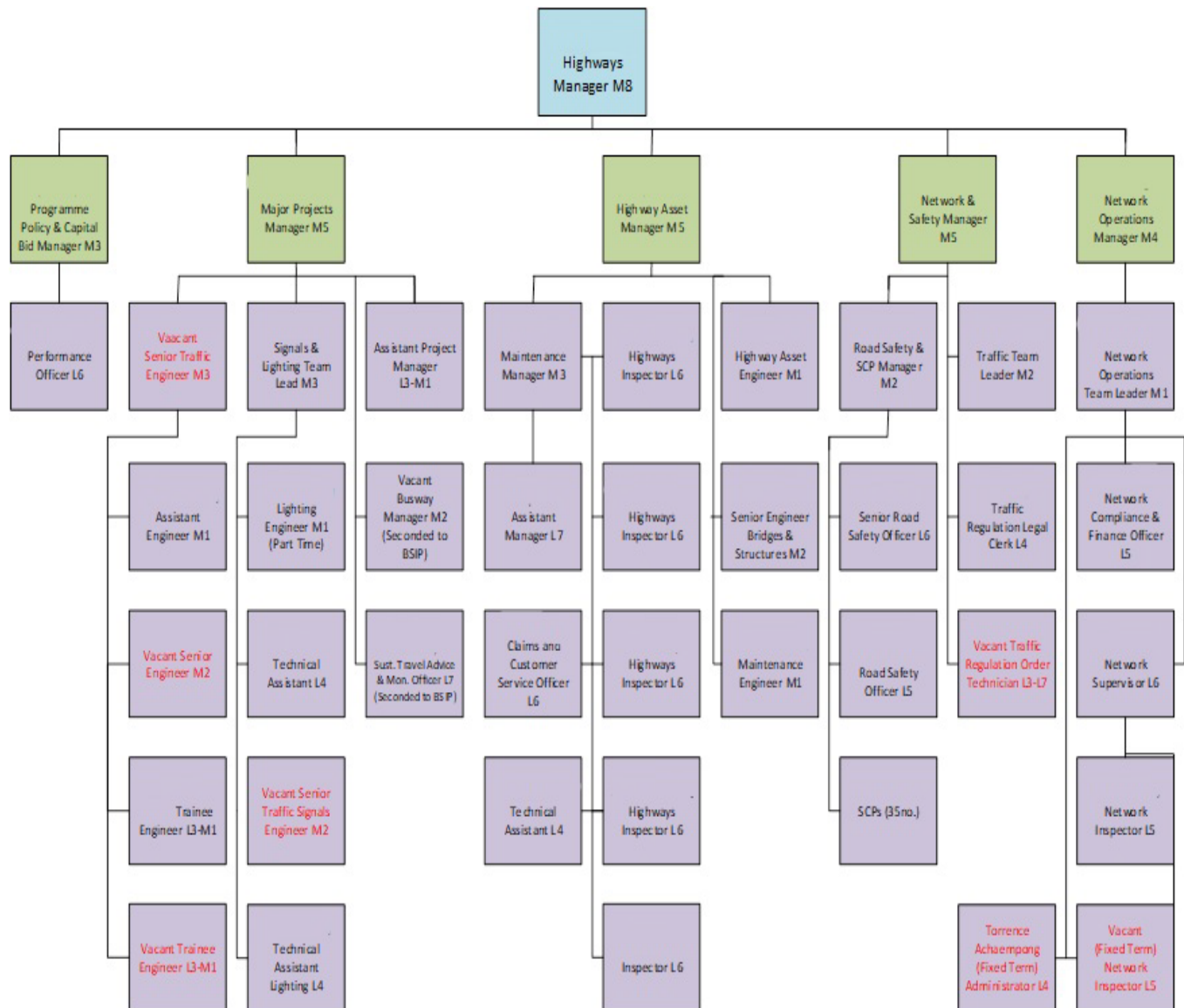
4.4 Operational Objectives

- Reduce the number of potholes year on year by 5%.
- Respond to carriageway and footway defects within two working days.
- Repudiate 85% of insurance claims.
- Repair 90% of reported defective streetlights within 5 working days.
- Reduce the number of reported flooding incidents on the resilient network by 30% in 2030 from 2020 levels.

- 300 Gullies to be cleaned per month.

4.5 Asset Management Structure

Figure 1 the structure for managing Luton council's assets.



4.6 Asset Inventory

Highway assets have been identified and divided into key asset groups and components, as described in Figure 3.

Asset hierarchy	Asset type	Asset groups	Asset record database
Critical	Carriageway Surfaces	Concrete Flexible Composite Anti-skid	Symology
Critical	Footway	ASP paving Modular Asphalt	Symology
Critical	Drainage	Pipes Chambers Interceptors Bore holes Catch pits Inspection covers	As built, network limited
Critical	Gullies	Kerb side	Map 16
Critical	Structures	Bridges Culverts Retaining walls Subways Tunnels	AMX
Critical	Integrated traffic systems	UTC traffic signals Variable message signs	Imtrac
Critical	Street lighting	Lamp columns Illuminated bollards Illuminated signs	Symology
Critical	Road restraint systems	Boxed Tensioned Untensioned	Symology
Functional	Traffic measures	Roundabouts Speed tables Road humps Speed cushion Pedestrian crossings Non-illuminated signs Traffic island Safety cameras	Symology
Functional	Road markings and furniture	Traffic signs and regulations and general directions 2016 Bollards Bench	Symology

		Planter Bus shelter Bus stops Pedestrian guard rails Street name plates	
Functional	Carriageway condition data	Structure SCRIM	Gaist Symology
Functional	Footway condition data	Structural	Gaist
Functional	Winter maintenance	Routes Weather forecast	Safecoat
Functional	Dynamic condition of assets on A B C roads	Dynamic conditions of carriageways road markings and signs	Road AI

Figure 3 Details of the key asset groups and components

4.7 Asset Data Management

We have adopted a data-led approach to managing our assets, with critical assets defined according to the following:

- Ownership
- Condition
- Material
- Service Life
- Gross Replacement Costs
- Direct Replacement Costs
- Customer Satisfaction Data

Luton Council's highway contractors Volker Highways have collected the major assets including their condition and ownership.

The contractor logs the data into Symology's database which is updated on a monthly basis using their Insight mobile system. The data is held in the Oracle database, which is backed up by Civica, (Luton Council's IM service providers). Licences are granted for viewing the data, with associated passwords.

Volker Highways asset team has permissions to update the asset attributes and condition.

The data is displayed in Luton Council's corporate GIS system Cad Corp and managed by the asset management engineer.

This data will enable the asset team to make informed decisions based.

4.71 Gaist High-Definition Photography Carriageway and Footway Surveys

Gaist undertake a 360-degree high-definition visual condition survey of its carriageway and footway network. These surveys detail a condition scoring based on five levels of intervention but also assigning red, amber, and green status. They also provide high-definition imagery of the defective footway and carriageway allowing works programme to be created based on condition. These surveys replace the UKPMS surveys.

Road condition categories

The condition categories use a scale of 1 to 5 to indicate the maintenance treatment that an engineer considers necessary to restore a section of road to a 'good' condition. A 'good' condition is a condition not requiring any further maintenance.

Category	Description	Potential Maintenance Treatment Option
1	No deterioration	Pavement is not considered for maintenance.
2	Minor (and/or aesthetic) deterioration	Light maintenance – for example, minor patching.
3	Moderate deterioration	Localised intervention or mid-life preventative maintenance – for example, surface dressing, patching, crack sealing.
4	Moderate to severe deterioration	Rehabilitative maintenance, perhaps full carriageway – for example, resurfacing with thin overlay/surface dressing and multiple patching, edge haunching.
5	Severe deterioration	Structural maintenance – for example, full carriageway resurfacing or reconstruction.

Gaist will produce lifecycle plans for both the carriageway and footway assets based on different treatment strategies and funding scenarios. They will produce a report detailing the cost benefit analysis for more investment into the carriageway and footway network.

4.711 Road Al Visala

In 2023 the council has adopted on a trial basis Road Al Visala to complement our driving inspections to identify carriageway defects and signage and road marking condition.

The above has now been adopted.

4.72 Street Lighting

The street lighting team utilises Symology to record various elements of the lamp column:

- Structural Condition
- Age
- Type
- Height
- Predicted Lifespan

The team organises structural tests of columns that are over 20 years old as well as columns that have had their guarantee period expire. This results in approximately 1500 columns being tested per year.

The street lighting team will use this data to generate schemes which are based on lifecycle plans. The processes have been developed using the advice from the Lighting Professionals Technical Report 22.

4.73 Structures

The highway structures are maintained using AMX an asset management database for highway structures which records condition, produces lifecycle plans and prioritise schemes for the Integrated Transport Works Programme.

The structures team uses AMX to determine:

- Condition
- Location
- Age
- Type
- Maintenance Regime

4.8 Performance Framework

We have an embedded performance framework to measure its asset strategy objectives, contract performance and Local Transport Plan (LTP) objectives.

The performance framework is designed to facilitate continuous improvement; with a dashboard of performance indicators. The indicators report the asset condition, service provision.

The indicator data will be collected and presented to the highway's senior management team on a quarterly basis.

If there is a performance issue, then the team manager will produce a plan for corrective and preventative action.

An annual service performance report will be published and sent to all highway stakeholders and the council's executive, together with the Integrated Transport Works Programme.

The report will detail condition of the assets, and benchmark service provision indicators against the NHT survey indicators. This is to assess the performance of the service against perception from members of the public. Recommendations for improvement will be made following the findings, and this will inform the Asset and the Customer and Communication Plan for the coming year.

The performance team will manage the indicators and present the report.

The asset manager will be responsible for managing improvement. The Improvement Plan will include reviewing the measures and targets in the Performance Management Framework as well as revising the Asset Management Policy and Strategy.

KPIs include:

KPI 2.3 Claim Inspections

LA's Claimed in	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total
LA's Claimed and Inspection Passed	47	50	55	31	3	123	30	80	0	14	18	121	572

LA's Claimed and Inspected	50	51	55	32	3	126	31	83	1	14	18	122	586
% Passed	94.0 %	98.0 %	100.0 %	96.9 %	100.0 %	97.6 %	96.8 %	96.4 %	0.0 %	100.0 %	100.0 %	99.2 %	97.6 %
Red < 75%,Amber 75% - 90%,Green >=90%	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	RED	GRE EN	GRE EN	GRE EN	GRE EN
A : LA's Claimed for Incomplete Works	0	0	0	0	0	2	0	1	0	0	0	1	4
B : LA's Claimed and Defects Recorded	0	0	0	1	0	1	1	1	1	0	0	0	5
C : LA's Incorrectly Claimed	3	1	0	1	0	0	0	1	0	0	0	0	6

KPI 2.4 Number of Gullies Cleaned per Week

	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Avg.
NEW KPI Target Per week (Calculated on previous averages per road network)	230	180	180	180	180	180	230	230	230	230	230	230	209
Average no. of gullies cleaned per week	269	245	196	330	370	253	307	302	169	207	202	159	251
Assessment	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	GRE EN	RED	RED	RED	RED	GRE EN

4.9 Stakeholders and Communication

One of the principal objectives of this strategy is to adopt a communication plan that raises the profile of the service and enable the highway service to understand the priorities of the public. The objective of the plan is to increase the level of public satisfaction for highway maintenance to 55%.

4.9.1 Stakeholders

All the documents and strategies within the asset management framework have been formulated in consultation with the highway stakeholders; see below for a definitive list of stakeholders:

Highways Services – Luton Borough Council

Emergency Services

- Bedfordshire Fire and Rescue
- East of England Ambulance Service
- Bedfordshire Police
- Bedfordshire Prepared
- Luton Civil Protection

Transport & Infrastructure

- Network Rail
- National Highways
- London Luton Airport
- PSV Operators (Public Service Vehicle operators)
- Utilities

Contractors

- Term Maintenance Contractors
- Highway Service Contractors

Community & Local Area

- Community Groups
- Neighbouring Authorities
- Elected Members

Business & Economy

- Luton BID
- Local Businesses

4.9.2 Communications Plan

The defined response times and tolerances for repair of highway defects is communicated to the public via Luton Council's website, social media, and its electronic newsletter. A copy of the Annual Service Performance Report and the Integrated Transport Works Programme will be published and sent to all stakeholders, including the Luton's Highway Service's portfolio holder, and the council's executive.

This will raise the profile of the service; highlight the challenges the authority faces and obtain member support for improvement of highway infrastructure.

Members of the public are consulted on proposals on all major schemes using a designed leaflet.

Luton's term maintenance contractor notifies major schemes which include resurfacing works to all affected residents, businesses and transport operators in the form of a leaflet. A feedback section is included to ascertain satisfaction with the delivery of the works.

From the September 2026 members will receive a quarterly highways update, detailing upcoming schemes, relevant news stories and key performance indicators. This will help raise the profile of the service and promote member engagement.

4.9.3 Feedback and Surveys

The NHT survey is a questionnaire sent to a representative sample of the public in Luton. The survey measures perceived performance, service provision, and the public's priorities.

An annual survey is undertaken with members of the public who contact the council with a highway query or request. The purpose of the survey is to ascertain the level and satisfaction for response including the time frame and level of feedback.

Luton Council and its contractor have a dedicated customer service team who deal with phone calls, e-mails and web-based enquiries, that are logged onto the APP database with predefined time frames for responses and feedback.

4.9.4 Campaigns

We have a series of campaigns to raise the profile of the service. The campaigns are designed to inform members of the public of what the authority is doing in terms of repairing potholes and its preventative approach to carriageway maintenance. In addition, campaigns will focus on the role of the highway inspectors, Luton's street lighting plans, and the authority's Winter Service Plan.

4.9.5 E-news and Social Media

We will contribute to the council's electronic news bulletin sent to signatories in Luton. The contributions will highlight highway related issues. The bulletin will also include an article on areas of service provision, information that promotes response times and repair. The bulletin will advertise upcoming road works and provide contact information for Luton's highway service.

4.9.6 Contractor Branding and Engagement

The term maintenance contractor will support the communications strategy by branding their vehicles in the Luton logo. They will also help raise the profile of the service by supporting community-based projects. In addition, the contractor will attend area forums and council exhibitions.

4.10 Strategy for Individual Assets

Luton's highway assets have been divided into asset groups, broken down into asset components and activities. The spending needs of each asset group can be assessed in terms of meeting the council's asset objectives. These are measured by the performance Key Performance Indicators.

These spending needs can be compared to current budgetary settlements, and customer satisfaction and priorities.

Where there is a shortfall in budgetary allocation. The service will adopt an investment strategy to help meet the objectives. This will involve placing capital bids to the council's executive and make the case for funding streams from the DfT such as the Challenge Fund.

If additional resources are not available, objectives will need to be modified, and customer expectation managed through a robust communications strategy that ensures the public understand the funding challenges faced by Luton Council.

4.11 Luton's Highway Infrastructure Asset Management Plan (HIAMP)

Luton's HIAMP will detail how the strategy for Luton's assets is implemented. The plan uses asset management principles and risk-based approach. The plan will realise the highway policy aims and

the asset management objectives. The plan will detail policy for each asset type and the strategy for maintaining the individual asset.

4.13 Lifecycle Planning

Our service approach to lifecycle planning this will include a reduction in the amount of carbon that the Council uses in its engineering and deliver as well as maintenance. Luton Council has procured systems which uses current condition data of the network, to prescribe different deterioration matrices according to various strategies and funding scenarios; optimising the best available strategy to meet the asset objective, within the budgetary settlement. The strategy will also indicate the budgetary implications for meeting prescribed targets.

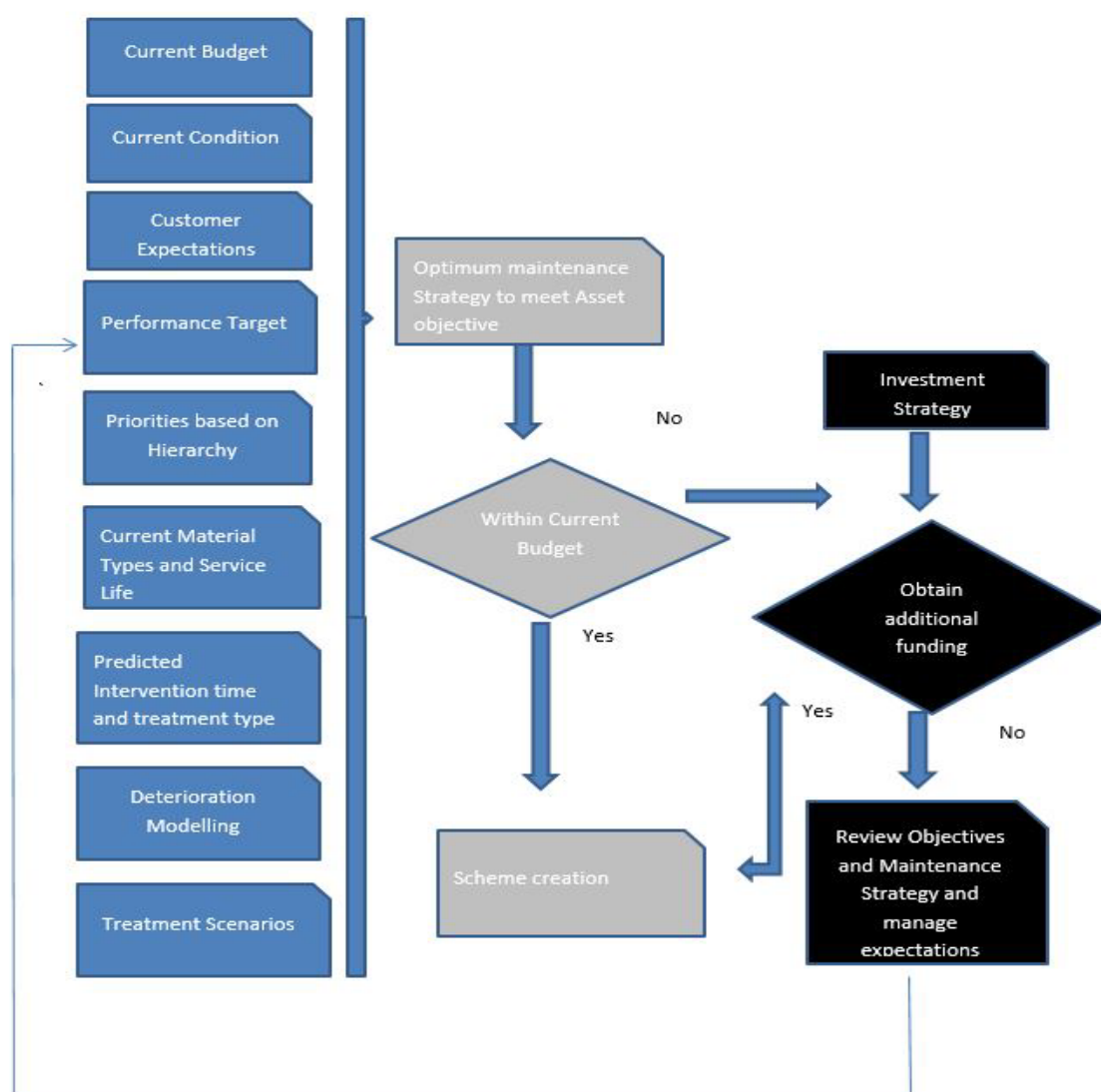


Figure 5 Lifecycle Flow Chart

The systems logs the treatment used, predicts the service life of the treatment, and predicts when intervention is required, using the best available treatment to prolong the life of the asset.

The system will generate schemes for engineering assessment to form the five-year Integrated Transport Works Programme. The unclassified network schemes will undergo a further prioritisation

through the Scheme Priority Matrix (SPM) which weights according to condition, hierarchy, usage, number of reported potholes, and accident data.

4.14 Levels of Service

We use our levels of service to maintain our highway assets. They are as follows:

- Customer Service
- Network Safety
- Network Serviceability
- Network Sustainability

4.14.1 Customer Service

We have a dedicated customer service centre that deals with telephone, online, and e-mail enquiries related to the highway network. The enquiries are logged onto a database with a prescribed set of action times. The highway inspector will then respond to the query and provides feedback to the member of public.

We will respond to emergencies within 2 hours of receipt of report. We will respond to all other highway faults within a set of prescribed time responses based on a working day which is Monday to Friday from 09:00 hrs to 17:00 hrs. The inspector will utilise the risk matrices identified in the Highway Maintenance Optional Manual

4.14.2 Network Safety

The safety of the network is ensured through regular highway inspections by our team of five highway inspectors. They use a defined risk-based approach designed to establish the level of risk on site with the appropriate response to mitigate the risk.

4.14.3 Network Serviceability

The service inspection will include identifying safety defects. In addition, combinations of highway service inspections, New Roads and Street Works Act 1991 (NRSWA) inspections and Pavement Condition Surveys ensure the highway is available, and reliable for the users. This data informs the Asset Manager who will compile planned works programmes to manage highway condition, achieve resilience, and ensure that the highway functions as an integrated network.

4.14.4 Network Sustainability

Survey Condition data will be utilised to inform lifecycle planning which optimises resources and minimises cost over time. Network sustainability will also be achieved through the LTP priorities and the Integrated Transport Works Programme.

4.15 Type of Works

We have adopted the following types of work for maintaining the highway:

4.15.1 Reactive

Reactive works include all category one, two and three defect priorities, and these are designed to remedy safety defects defined according to the risk defect matrices detailed in the HIAMP.

4.15.2 Routine

Routine works are usually generated from safety and service inspections, dependant on the defect tolerance/location and will be right first-time permanent repairs. They will be usually either category 4 or 5 response times or planned works. They may include planned patching programmes and include the annual street maintenance programme. Other examples of routine works include painting of street furniture programmes, cyclical road marking and sign replacements.

4.15.3 Programmed

Programmed works are designed to improve the asset condition, provide for a sustainable highway, and are a major contributor to the Asset Management Strategy in meeting the corporate objectives. For the major assets the programme is driven by lifecycle principles. The majority of the budget is allocated to program works with capital carriageway preventative maintenance.

4.16 Critical Assets

The highway assets on the resilient network have been designated as critical highway assets and are geographically displayed on the GIS Cad Corp system. This has been defined in line with the service's Resilience Strategy. We have set of critical structural assets and drainage assets that have been deemed vital for the continued economic activity of Luton.

4.17 Financial Planning

Funding for the highway assets is funded through four streams:

- DfT Capital Allocation
- Luton Council Revenue Allocation
- DfT Bids
- Luton Council Capital Bids

The structural and preventative maintenance programmes are funded through capital allocations, reactive, and routine maintenance funded through revenue streams.

Relevant condition data of the assets is helping the service to establish our performance requirements. The data will provide evidence to support the need for additional funding streams from the DfT and from Luton Council.

4.18 Gross Replacement and Depreciation Costs

Whole of Government Accounts (WGA) has a set of requirements for the way the value of the highway asset is reported to HM Treasury in the authority's audited accounts. The current information has not been audited. For this to be achieved there is a clear need for accurate and detailed inventory information and performance data, which will inform the understanding of network deterioration, and the adoption of preventative maintenance strategies.

The figures for the major assets are as follows:

Asset	Gross Replacement Costs	Depreciated Replacement Cost
Carriageway	£615,000,000	£590,000,000
Footways	£147,000,000	£52,284,650
Structures	£128,173,000	£76,506,000
Street Lighting	£24,201,800	£13,958,680

Figure 6 Gross Replacement and Depreciated Replacement Costs

4.19 Sustainability

We will deliver more sustainable highway infrastructure as part of its corporate commitment to enhance the natural and built environment.

Luton Council in conjunction with its highway contractor has a target to adopt an Environmental Management System by 2029.

Our activities should also contribute to sustainable consumption and production, contribute towards energy efficiency and help in the global objective to limit the effects of climate change.

The performance management framework states that the contractor has a Carbon Management Plan in place by 2029 with a stated aim of reducing carbon by 5% by December 2029. Materials will be utilised that enhance the built and natural environment with the use of more expensive and natural materials reserved for the prestige walking routes and conservation areas to enhance the public realm.

The plan should enable a road map to net zero for highway delivery by 2040 with the best outcomes in whole life carbon for materials and operations.

The council has also adopted a trial of Asphalt IQT which is a tag deployed on site, and an app that baselines carbon emissions from asphalt on all surfacing and patching schemes.

4.20 Future Maintenance

When designing a scheme, the life cycle of the assets within the scheme should be considered. the principles of future maintenance when designing a scheme. Once the scheme has been delivered all the as-built drawings need to be sent to the asset management engineer to enable the records to be embedded in the asset management system, and displayed in Cad Corp.

Our strategy for managing its highways' assets is based on the principles of risk-based approach that target available resources using a hierarchical approach. This is determined by the strategic importance to Luton Council and its level of usage. The strategic and main distributor carriageways form the resilience network and have the highest priority for maintenance and the prestige and primary walking routes similarly for footway maintenance.

Our HIAMP assesses and mitigates risks for individual assets. We have a risk register for risks associated with the highway service and the associated plans for mitigation. The risk register uses the corporate JCAD system for assessing probability against impact. Our risks feed into the corporate risks. A review of the register and the mitigations are held quarterly with a view of updating the risk register. Risks include:

- Severe Weather
- Industrial Action
- Terrorism
- Air Disruption
- Major Transport Accident
- Information Management Failure
- Industrial Accident
- Asset Failure

Risk assessments have been undertaken to assess the impact and likelihood. Mitigation measures have been put in place.

4.21 Best Practice

We are committed to best practice in asset management and is a member of the Eastern Highways Alliance best practice and benchmarking groups, to benchmark standards and data and share best practice. The authority also attends the Chartered Institute of Public Finance and Accountancy (CIPFA) asset management seminars to keep up to date with the latest information and share best practice with other local authorities. The council are also members of ADEPT, the Future Highways Research Group (FHRG) and the Local Council Roads Innovation Group (LCRIG). This enables the council to keep up to date with the latest innovations and best practice in the highways industry.

Figure 8 Future Schemes Maintenance Checklist

Issue	Check	Action
Scope and Scale		
Intended life of scheme	Is the scheme long life or temporary and likely to be affected by future redevelopment?	Choose materials relevant to the life of the scheme
Nature of scheme	Is the scheme a prestige or routine project?	Choose materials relevant to the life of the scheme
Scope of scheme	Has the scheme been valued managed?	All significant schemes should be valued managed
Use of scheme	Is the scheme subject to heavy duty traffic use?	Select durable materials to mitigate against these affects
Cost of scheme	Have the costs of future maintenance been calculated in future budgets?	Identify any extraordinary maintenance costs and report these alongside construction costs.
Design Aspects		
Pedestrians and Cyclists	Do footways and cycle routes fit the actual paths used?	Redesign to reflect actual paths to avoid erosion and later replacement.
Heavy goods vehicles	Is footway paving likely to be overridden by HGV or other parked vehicles?	Use heavy duty paving or convert to asphalt to avoid frequent replacement
Grassed and planted areas	Are they a size and position to be effectively maintained?	Redesign or remove to avoid future poor appearance

Trees	Have trees been selected and positioned to avoid future problems with roots obstruction or leaf fall?	Reselect or reposition
Traffic sign	Can traffic signs be reflectorised as opposed to illuminated	Maximise use of reflective signs to reduce energy costs
Maintenance Operations		
Specialist materials	Materials standard or specialist?	Ensure available stock of specialist materials in the future
Durability of materials	Does the durability of the materials provide substandard oblique, sufficient or excessive life?	Select materials relevant for the life of the scheme.
Failure mechanism	How will material approach the failure condition- slowly/quickly	Programme safety and service inspections on basis of risk assessment
Life extension	Processes available to extend service life?	Investigate cost benefit of using life extension products
Replacement practicability	Difficulties in replacing failed sections?	Undertake risk assessment and plan for likely difficulties
Replacement cost	Is the cost of replacement likely to be disproportionately high?	Consider alternative materials
Reuse and Recycling		
Reuse and recycle	For a short life scheme. Scope for reusing/recycle materials?	Choose reusable materials where possible

References

Well Managed Highway Infrastructure – UKRLG
HMEP/UKRLG Highway Infrastructure Asset Management Guidance
Luton Highway Infrastructure Asset Management Plan
Luton Communications Plan
Luton Resilience Plan
Luton Winter Service Plan

Review Process

The asset management strategy is reviewed annually in following recommendations from the annual service performance report.

Version	Date	Amended by	Change	Next Review
1.1	16 August 2018	Mark Aaronson	Approved by Executive	July 2022
2.0	12 August 2020	Mark Aaronson	No major changes	July 2022
3.0	6 July 2021	Mark Aaronson	Amber condition roads target set	July 2022
4.0	6 July 2021	Mark Aaronson	Corporate Priorities Updated	July 2022
5.0	11 th July 2022	Mark Aaronson	Strategic Objectives include Carbon Neutral Services	July 2023

Version	Date	Amended by	Change	Next Review
6.0	31 st July 2023	Mark Aaronson	New Corporate Priorities, detailing how we meet them	July 2025
7.0	August 2024	Mark Aaronson	Latest Highways Structure added	August 2025
8.0	July 2026	Mark Barnett	Review and update of KPI's accessibility changes and updated Highways Structure	June 2028