

NAME: Regeneration, Transport and Culture Scrutiny Panel	DATE 5/12/24	ITEM NO 5
SUBJECT Update on Highways Assets, Including: <ul style="list-style-type: none">- Update on emerging approach to maintenance of Highway Infrastructure Assets; and- Update on Key Highway Structure Assets.	WARD (S) All	
CHIEF OFFICER Director of Regeneration, Enterprise & Skills		
DECISION CLASSIFICATION <i>Scrutiny Report</i>		

SECTION I

I. Recommendations to Decision Maker:

- I.1 To note the contents of this report which updates the Panel on the work the Council is undertaking around a range of highway assets, including establishing a new strategic approach to highway asset management via the Highway Infrastructure Asset Management Plan.
- I.2 To receive an update on the current highway assets, risk management, and the future work programme.
- I.3 To receive updates on highways assets including:
 - Creek Road Bridge

- Pettman Crescent
- The Foot Tunnels

1.4 To receive an update on road and pavement maintenance (focusing on our modal shift away from vehicles) and to receive an update on the future work programme.

2. Links to Our Greenwich Missions

2.1 Highways and public realm play a key role in enabling the Council's agreed strategic objectives, as outlined in the Our Greenwich Corporate Plan:

People

- People's health supports them in living their best life
- Everyone in Greenwich is safer, and feels safer

Place

- It is easier, safer and greener to move around the borough and the rest of London
- Development delivers positive change to an area for existing and new communities
- Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents
- Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030

Economy

- Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people
- Our economy attracts new high value businesses while strengthening its foundations

Communities

- Our Council is better at listening to communities, and communities feel they are heard
- We develop networks with communities, key partners and businesses to meet need and address challenges together
- We design our services around the needs of our residents

Organisation

- Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable
- Our Council works in the most efficient and effective ways possible
- Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver

3. Purpose of Report and Executive Summary

3.1 This report provides an overview of the following:

- i) work that the Royal Borough of Greenwich is undertaking to develop a Highway Infrastructure Asset Management Plan (the HIAMP). It sets out the Council's current approach to managing and maintaining highway assets, and the benefits that are expected through developing the HIAMP; and
- ii) An update on the current status, and recent works, on key Highways Structure assets: specifically Pettman Crescent, Creek Road Bridge, and the Greenwich and Woolwich Foot Tunnels.

SECTION 2

4. Strategic Highway Infrastructure Asset Management

Introduction & Background

Highways play an essential role in enabling the movement of people and goods across the Royal Borough of Greenwich, connecting both residents and visitors to essential services, local businesses and attractions, and the wider transport network.

Under the Highways Act 1980, the Royal Borough of Greenwich (the Local Highway Authority) has a statutory duty to maintain all public highways within the borough (except for TfL Red Routes and housing / private roads). Public highway assets maintained by the Council include carriageways (roads), footways, street lighting and electrical assets, drainage systems, bridges and other highway structures, traffic signs, and street furniture.

Table I below shows the highway asset stock maintained by the Council, valued at an approximately £1 billion gross replacement cost (2021).

Table 1: Highway asset inventory (2021)

Asset	Quantity
Carriageways	483 km
<i>Principal (A)</i>	<i>39 km</i>
<i>Non-Principal (BC)</i>	<i>50 km</i>
<i>Unclassified (U)</i>	<i>384 km</i>
Footways	962 km
Street Lighting	22,000 no.
Electrical Assets	4,000 no.
Drainage Gullies	20,000 no.
Highway Structures	142 no.
<i>Bridges</i>	<i>100 no.</i>
<i>Other Highway Structures</i>	<i>42 no.</i>
Highway Trees	14,000 no.

The Council has also set out several key strategic objectives which it is working to deliver over the coming years. Many of these directly relate to the management of highways as set out in the following strategies:

- **Our Greenwich:** Sets out the Council's corporate vision and priorities which include tackling the climate emergency, supporting active and sustainable travel, and listening to local communities.
- **Transport Strategy:** Sets out various objectives for the transport network across the following five key themes:
 - A Healthier Greenwich
 - A Safer Greenwich
 - A Cleaner, Greener Greenwich
 - Economic Prosperity for All
 - A Great Place to Be

The management of the Royal Borough of Greenwich's highway assets play a key role in enabling these objectives to be delivered. For example:

- Encouraging active and sustainable travel modes will require well-maintained infrastructure for pedestrians and cyclists.
- Reducing transport emissions and improving air quality requires well-provisioned infrastructure for EVs and public transport.
- Supporting the visitor economy and boosting the local economy will require high-quality public realm in town centres and activity areas.

The Council is working to develop a Highway Infrastructure Management Plan (HIAMP) which sets out its strategic approach to managing highway

assets. This HIAMP will underpin the Transport Strategy and translate the Royal Borough of Greenwich's high-level objectives into specific and measurable targets for its infrastructure and the activities undertaken to manage and maintain these assets.

What is Asset Management?

Asset management is a best-practice approach widely employed by highway authorities of all scales to deliver a more efficient and effective approach to managing extensive highway infrastructure.

The Institute of Asset Management (IAM) defines the objective of strategic asset management as using “*physical infrastructure assets effectively to achieve an organisation's mission (vision) defining its strategic goals*”.

This enables highway authorities to adopt long-term, proactive approaches to maintaining assets essential to the economic and social health of local areas, while ensuring that investment is cost-effective and targeted where it provides the most benefit to the wider community.

Recognising that there are finite resources for highway asset management, various industry bodies have published guidance and recommendations for highway authorities to adopt. While not statutory documents, these are held in high regard in a court of law and compliance with this guidance puts authorities in a good position to defend against third-party claims.

The Council employs an asset management approach and has broadly aligned the service with the relevant Code of Practice for Well-Managed Highways (2016, UKRLG). An Asset Management Maturity Assessment was undertaken in May 2024 to review the gaps and areas for improvement in the Council's current approach against this guidance. In developing the new HIAMP and its strategic approach, the Council is working to close the highest priority gaps (this is further discussed in the **HIAMP Overview**).

HIAMP Overview

The Royal Borough of Greenwich's Highway Maintenance Service must cater to the various demands placed on it including but not limited to compliance with statutory duties, mitigating the risk of injuries and claims, delivering corporate objectives and local priorities, managing the needs and concerns of various stakeholders (e.g. residents and businesses), and an increasing rate of asset deterioration due to heavier electric cars and buses as well as significant development / construction across the borough.

The Royal Borough of Greenwich is developing a Highway Infrastructure Asset Management Plan (HIAMP) which will set out the Council's strategic

approach to managing its highway infrastructure in line with local policies and priorities, industry guidance and best practice, and its other demands.

The purpose of this HIAMP is to provide a long-term strategy that ensures the Royal Borough of Greenwich's extensive highway network is managed and maintained to a standard that supports the Council's strategic objectives while enabling decision-makers to understand the resources required to deliver the various service levels and outcomes going forward.

Prior to developing this HIAMP, the Highway Maintenance Service has undertaken an Asset Management Maturity Assessment (AMMA). This AMMA reviewed the Council's current approach to delivering the service and identified various gaps and areas for improvement against best practice and guidance (particularly the Code of Practice for Well-Managed Highways), categorising these findings against four key themes:

- Performance Management
- Asset Knowledge & Data
- Maintenance & Investment
- Communications & Engagement

In developing this HIAMP, the Council is simultaneously undertaking work to close the highest priority gaps identified to ensure a robust service. These improvements will be captured in the HIAMP as set out in the following sections:

Performance Management

The Council's Our Greenwich vision and Transport Strategy set out several strategic transport-related objectives. The Council's approach to managing highway assets is critical to supporting the delivery of these objectives.

There is a need to translate these high-level aims into specific, measurable targets for the highway network – this will be achieved through a robust Performance Management Framework as part of the HIAMP which will be developed by:

- **Recognising High-Level Drivers:** Understanding the corporate aims and transport objectives which are relevant to highway asset management (e.g. increase the proportion of people who walk and cycle, Transport Strategy) and how these relate to the broad range of highway assets the Council maintains.
- **Defining Performance Statements:** Translating high-level drivers into a series of performance statements for both the highway as a whole (e.g. ensuring assets are maintained in a good state of

repair) and each asset (e.g. minimising the risk of surface water flooding for drainage assets). These statements will drive the Royal Borough of Greenwich's highway maintenance activities.

- **Setting Performance Indicators:** Developing a series of measurable, consistent and meaningful indicators for various highway assets and maintenance activities directly related to performance statements (e.g. % of footways in a good state of repair). Each indicator will be evaluated against short- and long-term targets to enable performance to be monitored.

In doing so, the Council will ensure that the strategic approach for managing its public highways at all levels aligns with the Council's overarching vision and ensures success against corporate aims.

Similarly, the HIAMP may also see the Council adopt new strategies and methods for managing and maintaining its highway assets – this could range from the new materials and maintenance treatments (as part of the lifecycle strategies being developed) or optimised schedules for cyclic activities (such as the new risk-based gully cleansing regime). As part of this Performance Management Framework, the Council will also develop tools to measure the performance and success of any interventions against aims.

Asset Knowledge & Data

A significant driver for the new HIAMP will be implementing a data-driven approach to highway management decision-making. Good quality data is fundamental to making robust, informed strategic and operational decisions, forming the basis for effective long-term plans (and understanding past performance). This data may include:

- Understanding the quantity, location and other relevant properties of the Council's maintainable highway infrastructure assets.
- Classifying risk both across and within various asset groups to enable the prioritisation of various activities with a risk-based approach.
- Collecting metrics relevant to an asset's condition and performance (such as test and inspection results) to generate maintenance plans
- Recording maintenance history to enable trends to be monitored and understand the success of maintenance strategies and plans

To employ a data-driven approach, the Royal Borough of Greenwich will first ensure it holds robust and relevant information on its highway assets and the network as a whole. As part of the HIAMP, the Council will develop the fundamental building blocks to a new Data Management Strategy which sets out its approach to collecting, managing and recording data.

Data Management Strategy:

The Data Management Strategy will focus on information which is useful and relevant for making strategic and operational decisions.

Previously, the Council has previously relied upon infrequent, large-scale updates to its Highway Asset Inventory (set out in Table 1). Effective highway asset management depends on data that is complete, current and correct and so the Council seeks to move to an approach where asset data is kept up-to-date as and when changes are made on the network (e.g. will assets are installed or decommissioned). This will prevent the Council having to commission large, costly one-off inventory surveys while maximising the value of the data it holds for maintenance planning.

This exercise will include the Royal Borough of Greenwich reviewing data that can be collected by officers, contractors and other stakeholders to ensure an efficient approach. Similarly, the Council will consider new, innovative tools and technologies (such as artificial intelligence condition data collection) to improve its ways of working. These may streamline the collection, analysis and update of asset data, ensuring the data held by the Council is robust, high-value and can be shared with other service areas.

Performance Management Dashboards:

It is also recognised that while the Council holds (or has available to it) a large amount of asset data, there are gaps in the utilisation of this data.

To tackle this, the Highway Maintenance Service is using new technologies (such as PowerBI) to develop interactive dashboards that support it to monitor the performance of its highway assets and network.

These interactive tools will improve ways of working and save time in responding to frequent FoI requests, mandatory data submissions to government/industry bodies, and other activities which currently rely on manual processes for extracting data from Symology.

The activities described above will support the Royal Borough of Greenwich to ensure that it holds robust, accurate asset data to support subsequent activities around maintenance and investment planning based.

Maintenance & Investment

To deliver its statutory duty to maintain public highways (Section 41 of the Highways Act 1980), the Council undertakes various activities to manage and maintain its asset across three key categories:

- **Routine:** Work undertaken on a cyclic basis to ensure a safe and serviceable network and comply with regulatory requirements. This includes regular highway safety inspections, asset condition surveys, bridge or highway structure inspections, drainage gully cleansing, electrical tests, and structural tests for lighting columns.
- **Reactive:** Responsive works undertaken to keep the network safe and operational typically emerging from emergencies, routine inspections and tests, or public reports and complaints. This includes patching dangerous potholes, repairing potential trips and slips, and ad-hoc cleansing to tackle blocked gullies.
- **Planned:** Proactive maintenance works scheduled in advance to replace, renew or restore assets to an appropriate level of service. This includes both the rehabilitation of assets at the end of their life (e.g. resurfacing) and preventative measures to extend lifecycles.

The work which is being undertaken to develop the HIAMP will cover the broad range of activities the Council undertakes in each of these categories.

Risk-Based Network Hierarchy:

The Network Hierarchy is the assignment of every street in the Royal Borough to a grouping of roads with similar functionalities and usages. By defining a risk-based Network Hierarchy, the Council will understand where risk is highest in the Royal Borough of Greenwich (e.g. around schools, bus routes, town centres and tourist attractions) and allocate resources accordingly. It is a fundamental recommendation of the Code of Practice due to the number of activities reliant upon it under a risk-based approach, from inspections to maintenance prioritisation.

Recognising that its current Network Hierarchy relies upon the previous prescriptive approach based on road link classifications, the Council is updating its Network Hierarchy in line with a fully risk-based approach, as per [LoTAG Guidance on Developing a Highway Management Hierarchy](#).

By understanding what trip attractors exist on every street in the Royal Borough of Greenwich, the Council will be able to employ a risk-based, evidence-backed approach to decision-making, recognising the social and economic benefits of its investment. This will also feed into the Performance Management Framework described previously.

Routine Safety Inspection Regime:

At present, the Council undertakes Highway Safety Inspections of every street in the Royal Borough to ensure the network is safe. Every street is

inspected on a 3 monthly frequency, except pedestrianised areas which are inspected monthly.

The updated Network Hierarchy will be applied to update the Highway Safety Inspection Regime and the frequency on which every street in the Royal Borough of Greenwich is inspected. This will see the Highway Maintenance Service move to an approach with streets inspected every 1 month, 3 months, 6 months and once a year – an approach that aligns with general best-practice following the release of the Code of Practice.

During this exercise, the Highway Maintenance Service will also review what additional data can be collected by its Highway Inspectors on the ground in an efficient, holistic approach (such as information on the condition of assets to inform maintenance programmes). This review will coincide with the move to the new Aurora Asset Management System (and any new data management functionalities that this may introduce).

Routine Gully Cleansing:

At present, every gully maintained by the Royal Borough of Greenwich is cleaned once a year. Similarly to the Network Hierarchy and Safety Inspections, the Council is also undertaking an exercise to redefine its Gully Cleansing Regime in line with a fully risk-based approach.

By considering factors relating to flood risk and drainage asset criticality (such as risk of surface water flooding models, historic reports, as well as the Network Hierarchy), the Council will refine its Gully Cleansing Regime to ensure that the highest risk gullies are cleansed more frequently (and low risk gullies less frequently) to make the best use of limited resources.

Planned Investment:

The Royal Borough of Greenwich currently delivers an annual planned maintenance programme on its carriageways and street lighting assets. A similar planned programme does not exist for the footway network which is maintained via less cost-effective reactive works.

While it strives to meet the demands on the infrastructure it manages, the Highway Maintenance Service has faced significant downward pressure on its maintenance budgets in recent years (from both internal and external streams). High inflation since the COVID-19 pandemic has also resulted in a significant increase in the cost to undertake maintenance works, contributing to the maintenance budget shortfall.

Similarly, there has been a lack of external TfL funding previously relied upon for maintenance of the Royal Borough of Greenwich's Principal Road

Network (PRN) since the COVID-19 pandemic. Only £0.2m has been received since FY21/22 (due to a successful bid by officers in FY24/25) compared to historic levels of closer to £1.0m per year. The absence of this funding stream has meant that the most heavily utilised roads in the Royal Borough are experiencing significant deterioration without additional investment to make up for the large funding shortfall.

Benchmarking undertaken across London shows that the Royal Borough of Greenwich has one of the lowest capital carriageway maintenance budgets at £800k/year, or ~£1,700/km across its 483km carriageway network. This compares to an average of ~£6,400/km across London, while recognising that most London Boroughs are underfunded (as evidenced in the [Annual Local Authority Road Maintenance Survey 2024](#) report).

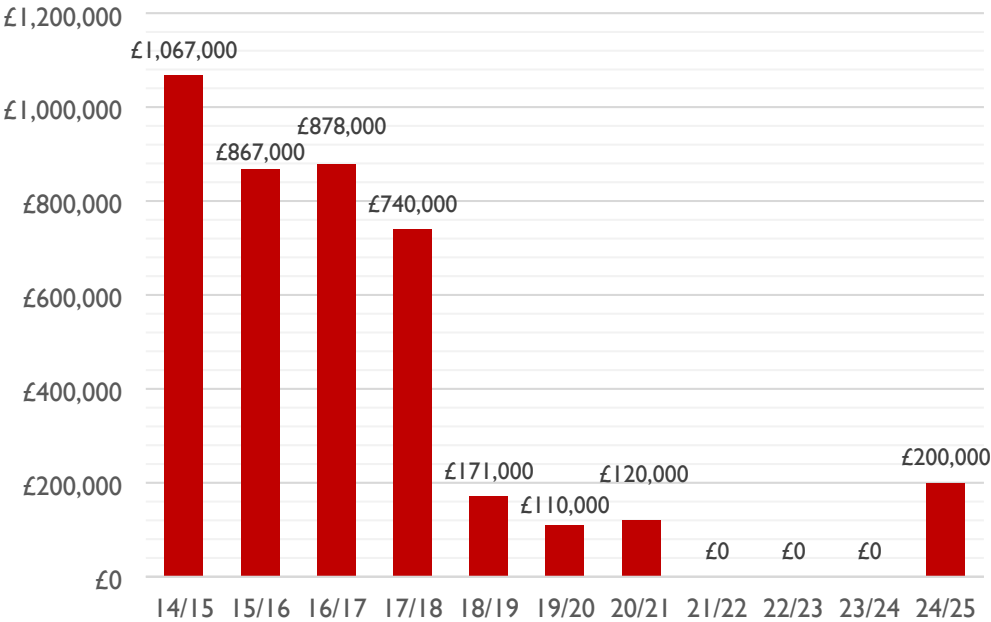


Figure 1: TfL PRN maintenance funding (FY2014/15 to FY24/25)

To deliver appropriate service levels on its highway network, the Council will seek to take a long-term view on planned highway investment. These service levels will be defined in the Performance Management Framework based on various pragmatic funding scenarios investigated and agreed with the relevant Council stakeholders.

To achieve this outcome, the Council is undertaking investment modelling across its carriageway, footway, drainage and lighting assets. This will support the Council to develop a clear understanding of its current maintenance budgets against the level of investment that it will require going forward to achieve different service levels on its assets.

This exercise will assess the impacts of different funding scenarios on asset performance, quantifying any gaps that need to be addressed (such as the lack of budget for planned footway maintenance) and presenting a series of pragmatic options (and the expected outcomes) for senior decision-makers to consider in forward planning activities, ensuring the strategic approach set out in the HIAMP is grounded in reality.

Planned Maintenance Programming (Value Management):

The Council is also working to ensure that the limited resources available for planned maintenance are used as effectively as possible. To do so, the Highway Maintenance Service is developing a data-driven Value Management approach to prioritise investment based on risk and benefit.

Going forward, planned maintenance programmes will be prioritised based on considering not only the condition of assets but also prioritisation factors such as (but not limited to) the Network Hierarchy (i.e. the functionality and usage of a street), any reactive maintenance history, and community requests.

This will give Council officers a long-term view of maintenance need, enabling them to maximise the value of highway investment and coordinate with wider Council activities. The Council will also move towards a strategy focused on planned / preventative maintenance which extends the life of assets, reducing reliance on less cost-effective reactive repairs.

Working with delivery partners (such as the Term Maintenance Contractor), the Council will also develop Lifecycle Strategies for its assets which set out a treatment matrix that enables the most financially efficient maintenance treatments to be adopted (in terms of whole-life costs). This will allow the Council to ensure finite resources are used effectively as it works to deliver targets set in the Performance Management Framework.

Communications & Engagement

The Royal Borough of Greenwich recognise that effective communication and engagement are fundamental to the successful implementation of the strategic approach defined in the new HIAMP. This includes ensuring that the needs of end users, including local residents, businesses and other stakeholders who rely on local highways, are understood and catered to.

While the HIAMP will introduce a data-driven, fully risk-based approach to highway management, it will also ensure to capture input from various stakeholders, both internal (e.g. inspectors, councillors) and external (e.g.

residents, local businesses) to ensure the social and economic benefits of highway investment is recognised and targeted where benefits are largest.

Nominations:

To do so, the Council will develop an approach to considering 'nominations' (i.e. internal and external requests) when developing maintenance plans, while still ensuring that these requests are appropriately balanced with the priority to ensure that the Royal Borough of Greenwich fulfils its statutory duties and maintains the network in a safe, serviceable condition.

Transparency:

The HIAMP will also ensure that the Royal Borough of Greenwich's strategies, objectives and plans for highway asset management are clearly communicated to facilitate a transparent approach.

Internally, this will enable the Highway Maintenance Service to coordinate with wider Council activities in an approach that captures local knowledge across officers, and keeps stakeholders informed.

Externally, the HIAMP enable transparent and proactive communication with the public and other stakeholders. It will explain the strategic approach and justification behind the Council's decision-making (such as highway inspections, safety defect repairs and planned maintenance).

The HIAMP will clearly identify key stakeholders in its highway operations, and how the Council plans to communicate and engage with them about highway decisions.

Programme

The Highway Maintenance Service is progressing with the activities described above, with the aim of completing the HIAMP by March 2025. An overview of the programme and current progress is provided as follows:

Programme	2024							2025		
Task	May	Jun	Jul	Aug	Sep	Nov	Dec	Jan	Feb	Mar
Performance Management										
Performance Framework										
Asset Knowledge										
Network Hierarchy										
Data Strategy										
Maintenance & Investment										
Gully Cleansing Regime										
Interactive Dashboards										
Investment Modelling										
HIAMP										
HIAMP Document										

Today

Key:

	Work
	Milestone
	Review

Key Highway Structures Assets

Work is on-going to maintain Highway Structures assets across the borough, with a full programme of Structures Asset condition surveys being completed in 2023/24. This survey programme forms the basis of our on-going programme of 6-yearly Principal Inspections, and bi-annual General inspections.

With reference to our Key Highway Structures Assets:

Creek Road Bridge

Works were undertaken earlier this year to resurface the footways on the bridge. Whilst these works were successfully completed, a recent issue has emerged where a loud knocking sound occasionally occurs when buses pass over the bridge. This issue is current being investigated by our Repairs & Investment team, and we expect it to be resolved imminently.

Pettman Crescent

The highways team successfully implemented a major deck repair between December 2023 – February 2024. This project, implemented at a cost of £700k, was viewed as a major success. Through extensive consultation and stakeholder engagement, the works were concluded in a manner which minimised disruption to key stakeholders - principally TfL Buses, whose operations in the borough are critically reliant upon the bridge.

Although the major works on the bridge are now complete, routine inspections and monitoring are on-going. This includes on-going work with TfL Signals to protect signal cabling which has recently been subject to vandalism (forcing TfL to rely upon temporary signals whilst the cabling is being replaced).

Greenwich & Woolwich Foot Tunnels

In addition to the routine cleaning which is overseen by Highways, a number of initiatives are underway in the tunnels.

i) *Provision of real-time information for RBG Website*

We are currently working with colleagues to provide regular updates for the RBG Website regarding the status of the lifts in each tunnel. It is anticipated that this should be operational early in the new year.

ii) *Woolwich Tunnel Lift repairs & Fire Alarm Upgrade*

We have completed the design stage for repairs required to fix the broken lift on the Newham side of the tunnel, and have received approval to do so. As with our other routine maintenance of the bridge, costs should be split between LB Newham and RBG on a 50:50 basis (£104,840 each). Whilst we have Newham's in-principle acceptance of this, we are currently finalising legal agreements regarding the exchange of funds.

iii) *Long Term Regeneration*

Officers have been working to understand a range of scenarios for the future of the tunnels – ranging from the costs required to maintain the tunnels in their current state in perpetuity, from undertaking a full upgrade of the tunnels. When this work is complete, we will discuss further with TfL to explore what sort of support they could provide. Preliminary discussions suggest that little funding is likely to be available in the short term, but they may be prepared to provide technical support, based upon their extensive experience of underground structures elsewhere.

5. Consultation

As this report is meant as an update on on-going workstreams, no consultation has been necessary. However, it is anticipated that the outcomes of the HIAMP will enable us to consult annually with Members on proposed maintenance programmes for the year ahead (see Nominations section above).

6. Next Steps

- 6.1 The Chair will set out closing remarks and make recommendations to the relevant decision maker as required at the meeting. The Relevant decision maker will respond to the recommendations, and both will be recorded for the next meeting of the Committee/Panel.

7. Cross-Cutting Issues and Implications

Issue	Implications	Sign-off
Legal including Human Rights Act	<p>Under Section 1(3) of the Highways Act 1980 the Council is the designated Highways Authority for all highways within the borough that are not GLA roads, i.e. TfL Red Routes, or in private ownership or maintained at private expense.</p> <p>S41 of that Act places a duty on the Council to maintain all such highways. S62 grants the Council a general power to improve the same highways, including the carrying out of works and the provision of equipment. S91-94 extend this power to cover bridges.</p> <p>This report does not directly engage the Council's powers in relation to each individual site; Legal Services will assess further as works are approved and carried out on the individual projects themselves.</p>	<p>Lachlan Atcliffe, Assistant Head of Legal Services, Property and Regeneration 26/11/2024</p>

Finance and other resources	<p>This report makes the following recommendation to the Decision Maker:</p> <ul style="list-style-type: none"> To note the contents of this report which updates the Panel on the work the Council is undertaking to set a new strategic approach to highway asset management via the Highway Infrastructure Asset Management Plan (HIAMP). <p>There are no direct financial implications arising from this report. Any future financial implications arising from the implementation of the HIAMP will be considered separately.</p>	<p>Joanne Stark Head of Accounting & Business Change 21st November 2024</p>
Equalities	<p>The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.</p> <p>The outcomes of this report do not specifically relate to either the Council's Equality and Equity Charter, nor the Council's Equality Objectives 2020-2024.</p>	<p>Jon Wallace, Interim Head of Highways & Traffic, 21/11/24</p>
Climate change	<p>The report recommends no new action and so has a remote or low relevance on climate change, or the Carbon Neutral Plan as agreed by Council on 24th November 2021.</p>	<p>Jon Wallace, Interim Head of Highways & Traffic, 21/11/24</p>
Community Engagement	<p>The report presents our emerging strategy for a best-practice approach</p>	<p>Jon Wallace, Interim Head of</p>

	to Highway Management. There has been no reason to undertake any community engagement as this is an internal management matter.	Highways & Traffic, 21/11/24
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8. **Report Appendices**

8.1 None.

9. **Background Papers**

9.1 Code of Practice for Well-Managed Highways (2016, UKRLG):

https://www.ciht.org.uk/media/17087/well-managed_highway_infrastructure_combined_-_28_october_2016_amended_15_march_2017_-3.pdf

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