

REPORT OF THE CABINET MEMBER FOR TRANSPORT AND ENVIRONMENT

HIGHWAYS REVIEW

Purpose of the Report

1. The purpose of this report is to share the findings of the Highways Review, seek approval for the resulting Highways Asset Management Strategy and Policy and agree the creation of a joint innovation and continuous improvement plan.
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

Executive Summary

3. The activities described in this report have formed a significant change programme across the Council's highways functions, which has been embraced by Council and Via staff. The change programme has been closely steered and monitored by a cross-party Councillor panel and the outputs are closely aligned with the Council Plan and are resident focussed. The work has utilised sector best practice and been guided and challenged by external critical support.
4. The recommendations from the review have been supported by additional investment from the Council in the form of a £15m reserve for Highways and Environmental initiatives created by the Council last year. This is covered in more detail in the report.
5. Key benefits arising from the review are summarised below:
 - A new three-year highways capital programme has been introduced and approved for the first time, marking a move away from annual programmes, and enabling the longer-term and more efficient planning and coordination of repairs.
 - A move to a right repair, right first time, approach that delivers permanent repairs whenever possible. Via have increased the number of structural patching gangs that operate on the highways network from four to eight. This has allowed more work to be done to tackle the areas of the highway most affected by repeat visit pothole repairs, and support the adoption of a right repair, right first-time approach.
 - Via have reviewed its use of plant and labour to maximise efficiency and effectiveness. Output per gang per day has increased from 50m² to 100m² since the start of the highways review. 67,000m² of repairs have been completed this year (up to Sept 2022), with the annual volume of works set to be four times higher than in previous years due to the combination of the additional investment and increased efficiency of the operation. These professional long-term repairs are generally focussed on the unclassified network.

- Via have established an operational Hub bringing together staff from different highways disciplines to coordinate maintenance works. This has improved efficiency and productivity and ensures a whole street approach to highway maintenance is provided
- Significantly, as a result of the above approaches and new investment, the amount of cold lay treatments used for emergency Category 1 defects has reduced substantially. Current figures show a 61% reduction in the use of cold lay bagged materials such as Viafix since the start of the highways review.
- The lengthsman scheme has been relaunched, allowing local community groups (mostly Parish Councils) to be funded to undertake some locally important highway maintenance activities including drainage. This has been taken up by 41 parish/town councils and community groups at present and four training events have taken place this year for the councils/community groups involved. The reintroduction of this scheme has been well received.
- A refreshed communications and engagement plan has been developed, embracing the need for the Council/Via to be pro-active and better inform and engage with residents on our highways activity, for example by increasing the use of video explainers, providing more opportunities for feedback from residents, and improving the quality and accessibility of highways information to a wider audience through traditional, digital and social media.

Information

6. The Transport and Environment Committee of 15th June 2021 agreed to the commencement of a cross-party highway review. A summary of the agreed scope of the review is set out below:
 - To review relative performance against national and council metrics.
 - To review practice, policy and guidance
 - To review the capital maintenance programme including funding allocation methodologies across the county for the annual capital maintenance repair methods, use of technology and innovation.
 - To review the revenue maintenance programme, including the use of Viafix and the use of technology and innovation.
 - To review utility works – including coordination, traffic management and damage to infrastructure.
 - Review work quality and value for money - review processes to ensure good quality work and value for money is delivered.
 - Review performance management arrangements and contract management of Via.
 - Review highways related public communications.
 - Review drainage, tree maintenance and verge maintenance arrangements.
 - Review the functional split between the Council and Via, and leadership arrangements.
7. A cross party highways review panel was established to oversee and direct the review. At its October 2021 meeting, members were able to bring together the knowledge and inputs from the following:
 - 5 cross-party panel meetings.
 - 3 additional “fact finding” panel meetings with highways lead members and officers from Derbyshire, Staffordshire, and Hertfordshire County Councils.

- The outcomes from an LGA Peer Review of highways services, conducted between 21-23 September 2021, and involving members and officers from Kent, Cumbria, Oxfordshire, Warwickshire, and Wiltshire County Councils. The focus of the Peer Review was to consider the progress made and emerging outputs from the highways review work. A significant part of the LGA Review was interviews with stakeholders including Councillors and external partners. In total 40 people were interviewed as part of the LGA review and information was gathered from 33 meetings, with a total of 230 hours spent to determine the Review findings. This work complemented the call for evidence issued to all County Councillors.
 - WSP, an international highways and engineering consultancy, were engaged to provide external sector expertise and input into the review. WSP has many years' experience of working in the highways sector and currently has clients in over 20 highway authorities providing guidance and support on highways reviews and highway asset management and maintenance practice.
 - Knowledge from the Future Highways Research Group
8. At the October 2021 panel meeting, members agreed a summary of the key findings and highways issues facing Nottinghamshire:
- *"Whilst the condition of the County's A and B/C roads is good and stable, with the standard of these roads being in the top quartile of all Counties, the unclassified network condition requires improvement. Here, the overall standard of these roads sits within the third quartile of all Counties.*
 - *Overall national funding levels for highway maintenance have fallen by 40%+ over the last decade. As a result, the long-term deterioration of the condition of roads is an issue for all local authorities. In Nottinghamshire, the backlog of works required to fully address this long-term deterioration would be in the region of £150m.*
 - *Nottinghamshire faces similar issues in terms of funding, road condition and public perception as other county areas. A particular local factor, however, is the use of Viafix and current practice around pothole/patching repairs.*
 - *The Council's highways policy framework is sound overall. However, some aspects of it require updating, including the provision of greater clarity on the funding allocation model in use, and the development of a refreshed approach to asset management that reflects national best practice.*
 - *The current approach to capital/revenue highways programming – based around one-year plans for each - is a barrier to long term planning.*
 - *The establishment and development of Via as the Council's highways service provider and contractor is seen as a positive vehicle for service delivery overall. However, with the Via contract at its midpoint, and with Via now in the ownership of the Council, there are opportunities to improve and refine the arrangement to benefit highways and residents."*
9. This situational analysis informed the detailed recommendations of the panel. At the November 2021 Transport and Environment Committee, councillors approved the improvement outcomes and recommendations from the cross-party highways review panel. The recommendations were summarised as follows and are included in full at Appendix 1:

We will:

- *Move to a right first-time approach to our highway maintenance and reduce the need to use reactive short-term maintenance.*
- *Recognise that prevention is better than cure and that whole street approaches are desirable.*

- *Publish a longer-term programme of capital works to support our ability to plan for the long term and keep residents well informed about this.*
- *Maintain our overall network condition and seek to improve it within financial constraints, whilst prioritising local roads (the unclassified network) alongside our footways wherever possible.*
- *Improve our communications, so that residents are better informed about our work, and understand our approaches.*
- *Improve our major capital programme management*
- *Increase our effectiveness and efficiency, maximising the return on our investment in highways by ensuring that our highways policies and strategy drive our maintenance priorities and treatments/techniques, alongside our increased use of innovation and technology.*

Highways Improvement Plan and Additional Investment

10. In view of the volume, range, and scope of the panel's recommendations, a detailed Highways Improvement Plan was developed to support the successful delivery of the recommendations. The Plan identified responsibility for delivery, sequencing and timelines, and the cost implications for individual actions. In order to develop and implement this significant piece of work, the support of an external partner WSP was procured, and they have provided additional technical expertise and continuing challenge, based on their leading position in the sector. There were approximately 50 recommendations from the Panel.
11. Additional investment was considered as part of the new operating model, utilising the £15m reserve for Highways and Environmental initiatives created by the Council in 2021. This is covered in more detail below.
12. The Highways Improvement Plan was approved at the 9th February 2022 Environment and Transport Committee. Monitoring of the plan has continued through an officer working group with membership from the Council, Via and WSP. The cross-party member panel has continued to meet to monitor the Plan, with Councillors able to steer progress and add direction. The cross-party panel has met on four occasions since February 2022, with a further meeting planned for 16th December.

Current Progress and Outcomes

13. Significant progress has been made against all the original recommendations and actions in the Highways Improvement Plan, with over 85% of the original recommendations completed and 15% in progress. Progress and outcomes are detailed below:

(i) Vision Strategy and Policy

A revised Asset Management Policy and Strategy have been produced and are attached at Appendix 2 and 3 respectively. These documents clearly align the Council's approach to highways to the 2021-31 Council Plan ambitions and reflect the latest national policy as well embedding a "right repair, right first time" approach.

A revised highways asset management plan which contains the detailed plans and processes flowing from the principles set out in the Policy and Strategy is also complete and will be presented to the Cabinet Member for Transport for approval early in the New Year.

Key principles in the new asset management suite of documents are:

- *Communicate with customers and service users and take account of their needs*
- *Innovate by investing in new processes and using digital technologies*
- *Deliver modern, efficient, effective and value-for-money services*
- *Adhere to the relevant statutory requirements for the highway service.*
- *Develop sound long-term strategic and financial support for our highway maintenance programmes.*
- *Identify the pressures that new infrastructure projects and development place on maintenance budgets*
- *Seek to remove redundant assets from the network*
- *Manage, review and apply continual improvement to the risk-based approach used for maintenance activities in accordance with UK Roads Liaison Group (UKRLG) document Well-Managed Highway Infrastructure: A Code of Practice (WMH)*
- *Take account of the environmental impact and sustainability of plans and operations*
- *Identify areas of the network which are vulnerable to adverse weather events and take steps to mitigate this where practicable*
- *Deliver a safe, serviceable and resilient highway network*

This suite of documents has been produced with the support of WSP and in conjunction with Via. An updated set of documents with the contents embedded into operational practice is a requirement for the Council to continue to access capital funding from the Department for Transport.

(ii) *Capital Maintenance Programme*

The Council has now moved from an annual single year programme to a multi-year approach. A draft three year rolling capital maintenance programme was approved at Transport and Environment Committee on 23rd March 2022, with the final programme approved by the Cabinet Member for Transport and Environment on 26th Sept 2022. This new capital programme covering the financial years 2022/23, 23/24 and 24/25 will support the long term efficient planning and coordination of repairs, scheduling and delivery and continues to incorporate the annual member request process, which now takes place as part of Councillors' regular meetings with district managers.

The capital programme now places an increased emphasis on the unclassified local road network, footways, and drainage, taking a 'whole street' approach where it is prudent to do so, as these were priorities identified by the highways review panel. The programme continues to include early intervention/prevention treatments such as surface dressing and microasphalt to extend the sustainable and effective life of the highway

The indicative programme for year 2 (2023/24) currently utilises 75% of anticipated funding, and year 3 (2024/25) utilises 50% of anticipated funding. The remaining anticipated funding is to allow for future member requests and any unforeseen impacts on the network that may emerge. In 2022/23 the highway capital maintenance block accounts for 81% of the discretionary capital transport funding (excluding major schemes) and is used to carry out planned structural maintenance across a range of highways assets throughout Nottinghamshire.

There are 381 individual road, footway and drainage schemes in the programme and an increase in spend on footway improvements and drainage repairs, with a total spend of £55m planned for

22/23. The programme includes the in-situ recycling of materials where this is possible and where it makes environmental and budgetary sense to do so. The programme includes an additional Council allocation of £12m over the next four years for additional structural patching activity.

A formal “cross asset” prioritisation process to improve targeting of investment and maintenance treatments for all highways assets including drainage has been developed and will be implemented for the 23/24 programme onwards. This process will continue to incorporate the prioritisation of footways, the unclassified road network of local roads (with weighting to reflect both highway hierarchy and condition) and drainage. In addition, the capital programme is now better driven by the use of insurance claim data and new video survey techniques.

The final part of the Capital Maintenance Programme improvement strand has been to improve the management oversight and quality assurance of sub-contractors. Via have introduced a refreshed sub-contractor framework embedding quality assurance and moving towards forming longer term partnerships with contractors to provide a higher quality delivery arrangement.

(iii) *Revenue Maintenance Programme*

In order to move to a right repair, right first time, approach that delivers permanent repairs whenever possible, Via have increased the number of structural patching gangs that operate on the highways network from 4 to 8. This has allowed more work to be done to tackle the areas of the highway most affected by repeat visit pothole repairs, whilst also enabling repairs to remain within standard response times for Category 2 and 3 highway defects. For emergency Category 1 highway defects, the use of cold lay treatments to protect the safety of road users has continued, though the additional capacity provided by the patching gangs has enabled follow up permanent repairs to be undertaken more frequently. The new gangs have been funded from the additional £12m investment in highway maintenance (over 4 years) provided by the County Council.

The core specification for highway defect repairs has been reviewed and Via has reviewed plant use to maximise efficiency and effectiveness. Output per gang per day has increased from 50m² to 100m² since the start of the highways review. 67,000m² of repairs have been completed this year (up to Sept 2022), with the annual volume of works set to be 4 times higher than in previous years due to the combination of the additional investment and increased efficiency of the operation. These professional long-term repairs are generally focused on the unclassified network.

In addition to the plane/patch operations, Via continue to operate a spray injection patching machine, which has completed 15,900m² of repairs. These works have continued to be successful and are generally focussed on the more rural network.

Significantly, as a result of the above approaches and new investment, the amount of cold lay treatments used for emergency Category 1 defects continues to reduce. Current figures show a 61% reduction in the use of cold lay bagged materials such as Vifix since the start of the highways review.

(iv) *Operational Improvements – Via*

Via has established an operational Hub bringing together staff from different disciplines to coordinate maintenance works to improve efficiency and productivity and ensure a whole street approach to highway maintenance is provided. System awareness, process development and delivery planning including workshops with staff have been carried out which have ensured the smooth transition to this coordinated approach. The Hub has been operational since the spring

and is proving to be very effective in ensuring resources are deployed to get the best outcomes for the public. All of the plane/patch gangs are coordinated from the Hub. Mobile devices are being deployed to all operational gangs involved in plane/patch activity; this will enable works to be managed more efficiently, and support a move to a paper free system of works management.

Further staff training programmes in Via have been established to strengthen the focus on customer care, work quality and performance. To further improve the professionalism and quality of scheme delivery, leadership and operative training has been carried out across all front-line operational areas.

Via continues to seek out, test and trial new plant and maintenance techniques. For example, Pacopatch (Polymer Modified Mastic Asphalt Reinstatement) is being trialled around ironworks and manhole covers to improve the quality of these repairs.

Via has ordered new vehicles and plant for the delivery of the preventative maintenance activity, further improving the quality and productivity of works and reputationally improving the image of the teams. These vehicles are due for delivery in Spring 2023.

(v) *Drainage*

As a result of the review, funding has been increased for core drainage activity and drainage repairs and this has allowed:-

- Via to commence establishing a register of drainage verge grip and ditch locations and delivering a planned periodic maintenance programme rather than a reactive approach.
- Via to establish a register of sensitive carrier drains and other drainage assets and deliver a programme of planned inspections and cleaning.
- The establishment of a planned priority programme of soakaway rephelacements.
- The updating of the MyNotts app to allow easier drainage issue reporting.

Part of the income generated from utility permit scheme management has been used to employ additional compliance inspectors to undertake enhanced inspections of utility works that take place in the vicinity of drainage assets, strengthening the approach to third party damage recovery and prevention.

(vi) *Neighbourhood (Streetscene) Maintenance*

The Council, working closely with Via, has relaunched the lengthsman scheme. This enables the Council to fund local community groups (mostly Parish Councils) to undertake some locally important highway maintenance activities, including drainage. This has been taken up by 41 parish, town councils and community groups at present and four training events have taken place this year for the councils and community groups involved. The reintroduction of this scheme has been well received with positive feedback from the groups involved.

Regular meetings are now held with District and Borough Councils, focusing on partnership working for areas such as town centre maintenance, weed spraying and litter collection, as well as collaboration over winter maintenance for town centre footways. This is leading to better coordination of these activities.

Weed spraying activities have been reviewed and several alternatives have been trialled and discounted as not being effective. A further trial of alternative approaches will take place next summer. In addition, areas of wildflower verge continue to increase with a process being put in place for local communities to nominate areas of verge to be considered for wildflowers and reduced verge maintenance. This is all being done whilst maintaining safety and visibility at junctions.

Following the activity described above it is intended in 2023 to consider further community partnership opportunities for neighbourhood maintenance.

(vii) *Street works and Utility Permit Schemes*

The approach to street works and the utility permitting scheme introduced in April 2020 continues to be enhanced. In what is thought to be a unique way of delivering the service, Via provide the operational team that processes over 25,000 applications for works annually. The Council has developed several performance indicators on the service to help drive continual improvements. Since the introduction of the scheme, the following measurable improvements have been made:-

- Utility companies are now routinely challenged over their requested duration for works, and co-ordination officers who receive the permit applications have pushed works durations down by 17% in 2021/22. This results in significantly reduced delays across the network for the travelling public.
- In addition, utilising an additional number of dedicated inspectors, the close monitoring of utility works has increased with 850 Fixed Penalty Notices issued in 2021/22 for non-compliant works. Through close inspection and regular meetings with the utility companies the Council plays a stronger role in ensuring quality of signing and guarding of works, adequate preplanning of road closures and utilisation of traffic management as well as quality of reinstatements.

The Council has recently commissioned a feasibility study into the potential future introduction of a lane rental scheme for Nottinghamshire. This will potentially provide a further opportunity to coordinate roadworks, and reduce impacts on the travelling public.

(viii) *Communications*

A refreshed communications and engagement plan has been developed by the Council and Via, recognising the need to be pro-active in informing and engaging with residents on highways activity. This has generated improvements including:

- A campaign-led approach to communications using an 'Inform, Celebrate, educate' model across additional highways activities and areas, including winter maintenance, seasonal maintenance, surfacing and third-party works
- the use of MyNotts app – adding additional reporting functionality
- scheme information letters and signage better promoting the benefits of highway works
- increased use of video explainers with more involvement from Councillors and front-line staff
- Capturing feedback by the use of QR codes on scheme letters and the use of "pop-up" surveys to gather feedback on highway works
- A pro-active media and PR programme with more regular generated PR and a full forward calendar of positive opportunities and releases
- Improving the quality and accessibility of highways information to a wider audience through traditional, digital and social media

- Celebrating the positive impact on communities, people and environment through the delivery of highways services
- Improving the visibility and branding of highways services.

Current work involves further reviewing all standard correspondence and web content to ensure we are effectively communicating with service users.

Communication with Councillors has also been reviewed, with an improved offer of regular District Manager meetings incorporating an enhanced report showing planned activities in each Councillor's area. This allows individual Councillors to use this information when updating their local communities such as Parish Councils.

Additional dedicated staffing resource is now in place in the Council and Via Communications Teams to support the new joint communications work.

(ix) *Performance Management*

A new performance management framework (PMF) for the Council's highway activity including the service contract with Via has been developed. The new framework links clearly to the Council Plan and builds on best practice to incorporate resident focused outcomes. It has been developed with support with WSP and will now be embedded in operational practice. The updated PMF is included at Appendix 4. It is intended that benchmarking against other local authorities continues to take place and that regular performance reports are provided to the Cabinet Member for Transport and Environment.

Now that the new performance management framework has been adopted, Via are currently reviewing how this framework is embedded in sub-contractor and partner frameworks. Training and additional monitoring is planned to ensure that the resident focused outcomes incorporated in the PMF flow through all the organisations delivering the highways service for the council.

The Council's commissioning arrangements continue to be reviewed with greater coordination between commissioners and Via to ensure a consistent approach and improved programme coordination and delivery

(x) *Functional Split and Leadership*

A detailed review of the division of responsibility between the Council and Via in key areas including policy and strategy, core asset management and works/scheme/treatment prioritisation, major capital programme management and the interface with members and residents, including District Managers has been completed. This has led to the strengthening of the Council's client team in these areas. A report setting out the changes was presented to Transport and Environment Committee on 4th May 2022.

Dan Maher was appointed as Managing Director of Via following the retirement of Doug Coutts earlier this year. Dan brings a wealth of experience from his Managing Director role in the Arc partnership. In addition, following a competitive process Matthew Lugg OBE has been appointed as the new Chair of the Via Board. Matthew supported the Highways Review process in his role in WSP and has many years experience of working with Government in the highways arena and leading national sector bodies.

Road Safety

14. Following a motion to full Council on 20th January 2022, the highways review member panel has been exploring the feasibility of implementing a 20MPH speed limit on residential roads and any other new measures that could help improve road safety in all its residential conurbations. The panel has received updates on engineering, education and enforcement measures to improve the safety of the highway network for all road users, as well as specific information on measures to calm traffic speed. This topic will continue to be discussed at its forthcoming meeting on 16th December 2022. Any conclusions arising from this work will be presented to the Cabinet Member of Transport and Environment for consideration

Continuous Innovation and Improvement, and LGA visit

15. Many of the outcomes from the innovation and improvements set out as part of the highways review are now starting to emerge, such as the significant increase in the volume of long term “right first time” professional repairs, the reduction in the use of cold lay treatments such as Via fix, the increase in community involvement and emphasis on local priorities through the take up of the lengthsman scheme and improved engagement with the public through the new approaches to communications.
16. In order to build on the momentum created by the review and to build on the improvement ethos and culture within Via and the Council’s highways team, it is recommended that Cabinet approves that a formal approach to innovation and continuous improvement is embedded in our highways functions with the creation of a joint innovation and continuous improvement plan across the activities of the Council and Via and its supply chain.
17. As part of the Council’s approach to establishing continuous improvement, the original LGA peer review team are returning to revisit the Council later in December 2022. As part of their visit, the team will review our continuous innovation and improvement plans.

Other Options Considered

18. Various options were considered as part of the individual strands of highways improvement plan work, with the solutions being focused on resident outcomes and effective and efficient use of resources

Reason for Recommendations

19. The recommendations agreed at the 17th November 2021 Transport and Environment Committee were developed by a cross-party panel over a series of five meetings, with input from a significant LGA peer review and external input from sector experts WSP, and formed a comprehensive list of activities which were then shaped into a Highways Improvement Plan. From a resident perspective they were designed to improve the Council’s highway maintenance offer and provided an opportunity to
 - Move to a right first-time approach to highway maintenance and reduce the need to use reactive short-term maintenance
 - Publish a longer-term programme of capital works to keep residents informed of future plans
 - Maintain network condition and seek to improve it within financial constraints
 - Prioritise local roads and footways

- Work with communities alongside improving communications, so that residents understand our approaches and are better informed about future plans
- Increase our effectiveness and efficiency, maximising return on investment by ensuring that our highways maintenance and management works are driven by our policies and strategy.

20. These opportunities have been the focus of the review and flow through the outputs presented in the report.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

22. As approved by Full Council as part of the 2022/23 revenue budget, a £15.0m earmarked reserve has been established to fund works emerging from both the environmental strategy and the highways review over the next four years. Improvements highlighted in the report have been funded from a combination of existing highway budgets and the new investment

Public Sector Equality Duty implications

23. There are no public sector equality duty implications arising from the review, although these are also considered on a scheme-by-scheme basis as part of the normal design processes.

Implications for Sustainability and the Environment

24. Effective highway maintenance approaches as described in this report can reduce congestion, its knock-on effects on air quality and its impacts on local communities. The recycling of materials and aggregates is also considered when delivering highways schemes. The revised asset management suite of documents i.e., Policy, Strategy and Plan all align with national guidance on sustainability.

RECOMMENDATIONS

It is recommended that Cabinet:

- 1) endorses the progress and outputs from the highway review which has been taking place following on from the motion agreed at Full Council on 27th May 2021
- 2) approves the Highways Asset Management Strategy and Policy included at Appendices 2 and 3 to the report
- 3) approves that a formal approach to continuous improvement is embedded in our highway's functions with the creation of a joint continuous improvement plan across the activities of

NCC and Via East Midlands Ltd, building on the achievements from the original highways review

Councillor Neil Clarke MBE
Cabinet Member for Transport and Environment

For any enquiries about this report please contact:

Gary Wood – Head of Highways and Transport – 0115 9774270
Derek Highton – Interim Corporate Director of Place - 0115 9773498

Constitutional Comments (SJE – 16/11/2022)

25. This decision falls within the Terms of Reference of the Cabinet to whom responsibility for policy development and approval in relation to matters within the remit of the Cabinet, subject to any necessary approval required by the Full Council, has been delegated.

Financial Comments (KRP 15/11/22)

26. As set out in the report the proposed improvements will be funded from existing budgets and from additional funding approved by Full Council as part of the 2022/23 budget.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Reports to Transport and Environment Committee June 2021 to May 2022 – Highways Review and Highways and Transport Group Staffing Structure
- Full Council papers 27th May 2021
- Full Council papers 20th Jan 2022
- Report to Policy Committee 2nd December 2021

Electoral Division(s) and Member(s) Affected

- All