

HIGHWAY INFRASTRUCTURE ASSET MANAGEMENT POLICY 2026

Contents

Context.....	3
Our Vision for Nottinghamshire's Highways.....	3
1. Purpose.....	4
2. Scope of this HIAM Policy.....	4
3. Leadership Commitment.....	5
4. Strategic Alignment (Council Plan 2025 - 2029)	5
Stronger Families, Caring Connections	5
Thriving Communities, Rooted Together	5
A Connected County, Creating Opportunity.....	6
5. Principles and Commitments	6
6. HIAM Policy Statement.....	6
7. Implementation	8
HIAM Strategy:.....	8
HIAM Plan:.....	8
Lifecycle Plans:	8
Performance Framework:	8
8. Assurance and Management Review	8
9. Governance.....	9
Governance Forums	9
10. Roles and Responsibilities	10
11. Approval Process	10
12. Review	10
13. Related Documents	10
14. HIAM Policy Review Log	11

Context

Highway infrastructure is one of Nottinghamshire County Council's most valuable public assets. It enables everyday life - connecting people to family, education, employment, services, and leisure - while underpinning the local economy and our county's attractiveness as a place to live, work and visit.

This revised Highway Infrastructure Asset Management Policy (HIAM Policy) aligns the Council's asset management approach to Our Council Plan 2025 - 2029 and reflects the changing strategic landscape, including the formation of the East Midlands Combined County Authority (EMCCA) and upcoming Local Government Reorganisation (LGR). It strengthens our focus on prevention, resilience to climate impacts, inclusive growth, and meaningful community participation. This includes recognising the increasing frequency and severity of extreme weather events such as flooding, heatwaves, freeze-thaw cycles and associated geotechnical risks (e.g. subsidence and landslips), and the need to adapt the network accordingly.

We will continue to implement a risk-based, evidence-led lifecycle approach in line with the updated Well-Managed Highway Infrastructure – A Code of Practice (WMHI) and recognised sector guidance, alongside the principles of ISO 55000 Asset Management standards, ensuring the network is safe, serviceable, sustainable and resilient.

Our Vision for Nottinghamshire's Highways

Nottinghamshire's Vision: A Connected, Inclusive, Resilient and Sustainable Highway Network for Nottinghamshire

A Connected County, Creating Opportunity

This includes delivering a network that is safe, dependable, accessible and integrated with wider transport systems, supporting seamless journeys across all modes.

We aim to create a highway network that works for every person and every place. Our approach will deliver tailored strategies for different road types - urban, rural, and residential - reflecting local context and community needs. The network will be accessible and equitable for all users, enabling seamless multimodal connectivity and prioritising improvements for underserved communities. This vision ensures that every road contributes to a safer, greener, and more inclusive Nottinghamshire.

This Policy aligns with the Department for Transport's Better Connected: A Strategy for Integrated Transport (2026), which sets a national expectation for safe, reliable, accessible and integrated transport networks. The Council will embed these principles in its highway asset management approach, ensuring that maintenance investment supports user outcomes, whole-network performance and wider economic, environmental and social objectives.

1. Purpose

This HIAM Policy sets the framework for how we manage and invest in Nottinghamshire's highway infrastructure to:

- Keep people safe and moving reliably through tailored strategies for urban, rural, and residential roads that reflect local context and community needs.
- Deliver safe, dependable and accessible journeys by maintaining infrastructure to support reliable travel, minimise disruption and improve user experience across all modes.
- Support stronger families and thriving communities with accessible, inclusive streets and paths, ensuring the network is equitable for all users and prioritises improvements for underserved communities.
- Enable a connected county that attracts investment, creates opportunities, and protects our environment by delivering seamless multimodal connectivity across the network.
- Maximise public value through prevention-first, whole-life and carbon-aware decision-making supporting resilience and sustainability, including adapting to increasing climate and extreme weather risks.
- Work transparently with residents, partners and suppliers to deliver outcomes that matter locally and create a network for every person.

Together, these objectives ensure a clear line of sight between organisational priorities, asset management decisions, and outcomes for residents.

2. Scope of this HIAM Policy

This Policy is applicable to all who represent Nottinghamshire County Council in any capacity including Members, Officers, Consultants, and Contractors all of whom will be informed of their duties and responsibilities with respect to this policy.

Adherence with this HIAM Policy is required of the Authority, Consultants, Contractors, small & medium enterprises (SME's), and Undertakers working on the Highway infrastructure asset or using its assets.

This Policy is applicable to all public highway infrastructure assets managed and maintained by the Authority.

3. Leadership Commitment

Nottinghamshire County Council's senior leadership team, Cabinet Members and service leaders are committed to promoting the principles of effective asset management throughout the organisation.

The Council will:

- Provide appropriate financial, technical and organisational resources to support the delivery of this Policy.
- Integrate asset management into corporate planning, financial planning and decision-making processes.
- Promote the application of recognised asset management best practice and continuous improvement.
- Maintain reliable asset information, data quality and supporting digital systems through appropriate information governance arrangements.
- Develop staff capability, professional competence and awareness of asset management principles.
- Review asset management performance regularly to ensure objectives remain aligned with organisational priorities and stakeholder needs.
- Foster a culture in which evidence-based decision-making and whole-life value considerations are embedded across highway services.

4. Strategic Alignment (Council Plan 2025 - 2029)

Our asset management approach directly supports the Council Plan's three core outcomes:

Stronger Families, Caring Connections

Through an asset-led approach, we will ensure highway and transport assets are safe, reliable, and accessible for all users, with a particular focus on vulnerable groups. By prioritising maintenance and targeted improvements around schools, care settings, and key community facilities, we will enable better access to education, health, and support services. This supports the Council's ambition to help people live independently, stay safe, and maintain strong connections within their communities.

Thriving Communities, Rooted Together

We will support thriving and resilient communities by maintaining and enhancing the local infrastructure that underpins daily life, including footways, Public Rights of Way, and community access routes. Through a robust asset management approach, prioritising investment based on condition, risk, and community need, we will improve local connectivity, reduce isolation, and enable access to services and opportunities close to home. This aligns with the Council's ambition to strengthen community networks and ensure people feel connected, safe, and supported.

A Connected County, Creating Opportunity

Our asset-led approach will contribute to a well-connected county by ensuring the highway network is efficient, resilient, and fit for future demand. By adopting a lifecycle-based approach to investment and working collaboratively with partners, we will improve network condition, support sustainable economic growth, and enhance access to employment, education, and key services. This directly supports the Council's ambition to improve connectivity, strengthen the local economy, and create opportunities for residents and businesses.

We will also work closely with EMCCA to align regional transport priorities and investment with local needs, ensuring Nottinghamshire's standards and requirements are reflected in planning and delivery. Throughout LGR, we will maintain clear roles, strong governance, and continuity of service for residents.

5. Principles and Commitments

We will apply the principles of ISO 55000 asset management, embedding a structured, whole-life, and value-based approach across our highway infrastructure activities. This will ensure clear alignment between organisational objectives, asset strategies, and delivery outcomes, with decisions consistently risk-based, with particular regard to long-term risks associated with climate change, including extreme weather, environmental pressures, and geohazards, evidence-led, and focused on long-term public value. Our approach reflects recognised asset management good practice and is consistent with the Institute of Asset Management's (IAM) conceptual model for asset management capabilities.

We will progressively develop and assure our asset management system in line with ISO 55001 requirements, adopting proportionate governance, performance management, and continuous improvement processes appropriate to the scale and complexity of our service. As our maturity develops, we will pursue formal certification where it adds value, ensuring this is undertaken at the right level, timing, and scope for Nottinghamshire.

6. HIAM Policy Statement

The Council will embed highway infrastructure asset management across strategy, planning and delivery to provide a safe, serviceable, resilient and sustainable network for current and future generations, capable of withstanding and adapting to increasing risks from climate change, including more frequent extreme weather events and associated geohazards. Our approach will reflect recognised asset management good practice and the principles of ISO 55000 and IAM, ensuring a consistent, value-focused, and risk-based approach to decision-making.

We will align our programmes and standards with the Council Plan outcomes, focusing investment where it delivers the greatest public value and long-term benefit. Through this approach, highway infrastructure asset management will act as a core enabler of safe, integrated and resilient transport, supporting Nottinghamshire's economic growth, public health and environmental ambitions in line with national transport priorities.

The Council will maintain, review and periodically update the Highway Infrastructure Asset Management Strategy (HIAM Strategy) and Highway Infrastructure Asset Management Plan

(HIAM Plan) to ensure they continue to operationalise this Policy and reflect changes in service needs, risks, investment priorities and organisational objectives.

In delivering the HIAM Strategy and HIAM Plan, we will;

- Communicate with customers and service users, ensuring their voices inform decisions in line with the Council Plan's "Your Voice Counts" principle.
 - Adhere to statutory requirements while applying a proportionate, risk-based approach to decision-making.
 - Continually improve our asset management capability through investment in people, processes, systems and digital technologies aligned to recognised best practice.
 - Develop and maintain the competence, knowledge and professional capability of employees, consultants and contractors involved in highway asset management activities.
 - Promote a culture where asset management principles, evidence-based decision-making, innovation and continuous improvement are understood and applied across the organisation.
 - Maintain accurate, reliable and secure asset data and information to support evidence-based decision-making, investment planning and performance reporting.
 - Apply appropriate information governance, data quality and data management practices to ensure confidence in asset information throughout its lifecycle.
 - Develop robust long-term strategic and financial planning, ensuring investment programmes support Council Plan outcomes and long-term asset sustainability.
 - Understand and manage network demand, including the impact of growth and new development on lifecycle costs and performance.
 - Deliver modern, efficient and value-for-money services, supporting the Council Plan commitment to making the most of available resources.
 - Optimise the performance and value of the asset base, including the rationalisation or removal of redundant assets where appropriate.
 - Promote environmental sustainability, supporting the Council Plan's ambitions for climate resilience and environmental protection.
 - Strengthen network resilience by identifying and mitigating increasing risks from extreme weather events (such as flooding, heat damage and freeze-thaw deterioration) and wider geotechnical and environmental pressures.
 - Embed continuous improvement through maturity assessments, benchmarking and application of the Well-Managed Highway Infrastructure Code of Practice to evolve our asset management approach.
 - Deliver a safe, serviceable, sustainable and resilient network as a core enabler of the Council's wider social, economic and environmental objectives.
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7. Implementation

This HIAM Policy will be delivered through a structured suite of asset management documents that together form the Council's highway asset management system, aligned to the principles of ISO 55000:

HIAM Strategy: sets the long-term direction for highway asset management, including levels of service, risk framework, and investment priorities aligned to Council Plan outcomes.

HIAM Plan: defines the medium-term programmes and interventions required to deliver the Strategy, based on condition, risk, and available funding.

Lifecycle Plans: establish whole-life approaches for each asset group, optimising maintenance, renewal, and resilience interventions. Lifecycle plans and investment programmes will explicitly consider climate resilience and adaptation to future environmental conditions.

Performance Framework: monitors outcomes, service levels, and value for money, ensuring transparency, accountability, and continuous improvement.

Together, these documents establish a coherent and assured approach to asset management, ensuring clear alignment between organisational priorities, asset decisions, and delivery. They embed a whole-life, risk-based and value-focused framework, supported by proportionate governance, performance management, and continuous improvement.

8. Assurance and Management Review

The Council will maintain arrangements to assure the effectiveness of its highway asset management system and support continual improvement.

This will include:

- Regular monitoring of asset management objectives, performance measures and levels of service.
- Periodic management reviews of asset management performance and strategic alignment.
- Compliance monitoring against approved policies, procedures and standards.
- Internal audit and independent assurance activity where appropriate, to provide confidence that asset management arrangements remain effective and proportionate.
- Monitoring and management of asset management risks.
- Benchmarking and asset management maturity assessments against recognised good practice.
- Development, monitoring and closure of corrective and improvement actions arising from reviews, audits and assurance activities.

Findings from assurance activities will inform updates to the HIAM Strategy, HIAM Plan, lifecycle plans and investment priorities.

9. Governance

The Council will maintain clear governance arrangements to support effective highway infrastructure asset management and ensure alignment with corporate objectives, statutory duties and financial accountability requirements.

Decisions relating to highway asset management will be made in accordance with the Council Constitution, Scheme of Delegation and Financial Regulations.

Strategic asset management decisions will be supported through defined governance forums, clear responsibilities and appropriate approval mechanisms.

Cabinet: Provides policy direction, approved the initial Policy and major investment strategies, and determines significant funding decisions.

Cabinet Member / Portfolio Holder: Provides political leadership and oversight of highway infrastructure asset management priorities and outcomes and approves any updates to the policy.

Executive Director: Provides corporate accountability for ensuring effective implementation of the highway asset management system and alignment with Council priorities.

Service Director: Responsible for delivery of highway asset management objectives, performance monitoring and implementation of approved strategies and plans.

Asset Management Team: Develop, maintain and monitor asset management strategies, lifecycle plans, investment planning processes and performance reporting arrangements.

Governance Forums

Significant asset management risks, performance issues and investment decisions will be escalated through the appropriate management and governance forums in accordance with the Council's governance and delegation arrangements.

Asset Management Board: Oversees operational and tactical asset management decision-making, monitors performance, reviews risks, oversees delivery of asset management objectives and recommends strategic actions for approval through the appropriate governance routes.

Highways Delivery Board: Provides strategic oversight of highway service delivery, monitors programme and capital investment performance, reviews significant delivery risks and issues, considers investment priorities and funding allocations, and ensures that asset management strategies and programmes are aligned with corporate objectives and approved budgets. Recommends major investment decisions and matters of strategic significance for escalation through the appropriate governance routes.

Senior Leadership / Corporate Management Forums: Ensure asset management is integrated within wider corporate planning, financial planning and organisational priorities.

Cabinet & Cabinet Members: Provide strategic policy approval and investment decision-making where required.

10. Roles and Responsibilities

In order for Highway Infrastructure Asset Management principles and methodologies to succeed, key decision makers, such as elected members and those using the service / highway network, need to be committed to supporting the long-term benefits and savings that will result from an asset led approach.

All those involved with highway asset management have an individual responsibility to familiarise themselves with and adhere to this HIAM Policy and any associated documents and procedures. For asset management to work day-to-day there should be a collective culture of responsibility.

11. Approval Process

The original HIAM Policy was agreed by Cabinet on 15 December 2022. The Cabinet Member – Transport and Environment has authority to approve updates to the Policy (with any significant revisions requiring Cabinet approval)

12. Review

This Policy will be formally reviewed at least every two years or sooner where significant legislative, organisational, financial or strategic changes occur.

In addition, asset management performance, objectives, risks and improvement actions will be reviewed periodically through the Council's asset management governance and assurance arrangements to ensure continued relevance, effectiveness and alignment with organisational objectives.

13. Related Documents

This Policy is supported by a suite of related documents that provide further detail on specific aspects of delivery and governance.

- Nottinghamshire County Council Our Council Plan 2025 - 2029
 - Well-Managed Highway Infrastructure - A Code of Practice (as updated)
 - ISO 55000: Asset Management
 - The Institute of Asset Management – Asset Management – an anatomy (July 2024)
 - Better Connected: A Strategy for Integrated Transport (April 2026)
 - Highway Infrastructure Asset Management Strategy (HIAM Strategy)
 - Highway Infrastructure Asset Management Plan (HIAM Plan)
 - Highways Inspection and Risk Manual 2018
 - Winter Service Plan
 - Flood Risk Management policies
 - Highway Network Management Plan
 - Procurement, Social Value and Carbon Reduction Policies
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14. HIAM Policy Review Log

Version	Date	Summary of Change	Author	Approved by
1.0	2022	Original HIAM Policy (2022 - 2027)	Highways	Cabinet
2.0	2026	Alignment to Our Council Plan 2025–2029; strengthening prevention, resilience and community engagement, and introducing alignment to ISO 55000 and IAM principles with a more structured, asset-led lifecycle approach and enhanced partnership working	Highways	Cabinet Member – Transport and Environment
