

# Peterborough Highway Services

## Highway Asset Management Policy and Strategy



June 2016

Prepared by Peterborough Highway Services

## Introduction and context

This document presents Peterborough's Highway Asset Management Policy and Strategy which sets out how, alongside complimentary policies such as the Local Transport Plan, we will continue to develop and improve local transport. Peterborough is one of the UK's fastest growing cities (Centre for Cities, Cities Outlook Report 2014) and has a commitment in place to create the UK's Environment Capital, it is therefore vital that we have a transport system that supports the city today and in the future.

Peterborough's Core Strategy, adopted in 2011, sets a target to build 25,500 new homes and 20,000 new jobs by 2026. The Council is committed to growing the right way and becoming an exemplar of sustainable growth. The Council is in the process of developing a new Local Plan for the period 2015-2036, the new Local Plan will set out the aspiration to build 23,907 homes and 22,024 jobs. Good access attracts investment and growth, and so it is essential that the highway network is maintained effectively to ensure that good access to and within the city can continue to nurture economic growth whilst supporting the city to achieve its other strategic aims.

Peterborough recognises that it has the potential to be a truly sustainable city. A city which has a thriving local economy, strong communities and a sustainable way of life. A city where our residents are healthy, happy and prosperous. A city regarded as the UK's Environment Capital. This is why in 2008 the city adopted the target of 'Creating the UK's Environment Capital', building on the city's long standing status as one of four UK Environment Cities.



Peterborough's transport links are a key strength for the city. Peterborough is 78 miles from London via the A1 (M), and less than 20 miles from the A14, which links the east coast ports of Felixstowe and Harwich with the Midlands.

Peterborough is on the East Coast Main Line (ECML) railway which links London with Leeds, York, the North-East and Scotland. The east-west railway links Peterborough with Norwich, Great Yarmouth, Leicester, Birmingham, Nottingham, Sheffield, Manchester and Liverpool. In addition to the rail links, express coach services link Peterborough to other major cities and buses connect

Peterborough to towns and villages in neighbouring areas.

Peterborough has an excellent Principal Road Network, a key element of this being the Parkway Network around the city. Built during the New Town phase of development this network represents an excellent asset to the area as it removes many trips that would otherwise involve travelling through the central area of the city and as a consequence reduces journey times around Peterborough.

The New Town development also introduced a comprehensive network of segregated cycleways and footways serving the new townships of Ravensthorpe, Bretton, The Ortons, Paston, Gunthorpe and Werrington. The Ortons and Werrington also have segregated bus routes along key sections of the route into and out of the City Centre.



## Background

The highway network is vital to a prospering and growing Peterborough. Highway assets include a huge array of components ranging from road markings and 'cats eyes' to traffic signals, street lighting and bridges. For the purpose of this document, the following main asset groups are discussed and all of the individual asset components sit within these main asset groups:

- Carriageways, 83 km of 'A' roads, 56 km of 'B' roads, 158 km of 'C' roads and 608 km of unclassified roads;
- Footways & cycleways, 1,157 km of footways and 450 km of cycleways;
- Structures, 366 including bridges, culverts and retaining walls;
- Approximately 24,000 street lights;
- Traffic Signals, 114 sets;



The gross replacement cost (GRC) of the highway asset has been calculated to be £5.6 bn (2015). We recognise that it is essential that the highway asset is carefully managed to ensure that Peterborough can continue to prosper and grow.

## Strategic Aims

The purpose of the Highway Asset Management Policy and Strategy is to provide a clear position on how the Council will maintain the highway network to ensure that it is adequate to support the growth of the city and specifically to meet the Council's Strategic Priorities, which are:

- **Drive growth, regeneration and economic development:** Effective asset management is crucial to ensure that Peterborough's highway network is in a condition that is capable of supporting the city's growth agenda.
- **Improve educational attainment and skills:** A well maintained highway network preserves good access to educational facilities, ensuring that all residents have the opportunity to reach these services.
- **Safeguard vulnerable children and adults:** A well maintained highway network ensures that vulnerable children and adults remain reachable by support services, and have access to opportunities across the city.
- **Implement the Environment Capital agenda:** Effective asset management will enable the Council to make the network sustainable for future generations through well informed lifecycle planning decisions, carefully managed and spent maintenance budgets, and the use of durable and carefully sourced materials.
- **Support Peterborough's culture and leisure trust Vivacity:** A well maintained highway network ensures that residents can access and continue to enjoy Peterborough's cultural and leisure venues operated by Vivacity, helping them to grow and remain viable for the future.
- **Keep all our communities safe, cohesive and healthy:** Accessibility by and to emergency services will be maintained as a result of a carefully managed highway network that promotes resilience. Good transport links throughout the city will sustain a cohesive Peterborough, ensuring that all residents have good access to the same opportunities.
- **Achieve the best health and wellbeing for the city:** A well maintained network of footways, cycleways and bus routes will also ensure that residents continue to have access to safe and healthy travel choices, and will promote the use of sustainable travel, which in turn will improve residents quality of life, reduce strain on the existing road network and nurture a culture of sustainable living.

# Purpose of Asset Management

**POLICY OBJECTIVE:** The Council will embrace the principles of asset management to give a strategic and forward thinking approach to managing the highway network and provide confidence to decision makers to enable current and future planned maintenance decisions to be made.

Managing our highway network is a critical challenge that requires careful consideration of the need to balance the management of an ageing network and high public expectations with less available funding and an increased pressure on local government services. However, we recognise that highway asset management helps Peterborough make the best use of limited resources now and in the future by:

- Focusing on outcomes that help to prioritise future funding decisions;
- Replacing inefficient and expensive short-term repairs, which allow more defects to develop, with longer term and less costly repairs (research show that reactive repairs are four times more costly than preventative treatments);
- Helping to make the best use of public money, and;
- Providing a clear evidence base to justify the need for future or new investment in highways management, such as through prudential borrowing.

The highway network is one of Peterborough's most valuable assets. It is vital to the economic, social and environmental well-being of the area, and asset management provides an established and coherent approach to managing the Council's asset over the long term. It allows asset managers to make the case for highway investment and in doing so supports decision-makers in reconciling short-term pressures and long-term priorities.

This document is constructed around the key principles of asset management, each of which is discussed in the following pages.



# Data Collection and Asset Inventory

**POLICY OBJECTIVE:** The Council will invest in a robust data collection programme for each asset to fill existing gaps in data which will provide sufficient information in future years to enable lifecycle planning to be undertaken for each of the main asset groups, allowing levels of service to be set with confidence.

An up to date and thorough understanding of the condition of the network is essential to making informed decisions. A programme of robust data collection and analysis ensures that a carefully managed risk based approach can be applied to the maintenance of the highway network, allowing the resources available to be put to the best use.



Peterborough has a comprehensive data collection and asset survey regime for each of its individual assets. These are specifically designed to carefully monitor the condition of the highway network, and to ensure that fully informed asset management decisions can be made. Details on the primary data collection methods and techniques for each of the main asset groups are summarised in the tables on the following pages. This table also documents the type of Asset Inventory Register used.

Highways assets are stored and managed within the Pitney Bowes Confirm system. Inspectors work remotely using hand held devices to record the condition of the highway assets and report defects. They are able to send work orders directly into the management systems which enables the asset condition to be regularly updated and for defects to be reported and repaired efficiently. Other systems are used to manage other assets and the Council has a number of other data collection systems. There are known gaps in the highway asset data on the high speed road network. A project is currently underway to capture the missing information using a LIDAR survey. The street lighting data is being updated as part of a LED replacement programme.

Additional surveys are also being undertaken to ensure that there is sufficient data to implement effective lifecycle planning across all of the main asset groups, beginning with carriageway assets.

The data collection procedures and frequencies will be reviewed on a regular basis to ensure that they make the best use of available survey equipment and technology, and are providing all of the information that is required in the most efficient way.





Data Collection and Asset Inventory

Asset Group	Asset Type	Survey Type	Description	Frequency	Framework / Guidance	Purpose	Inventory Type
Carriageways	Principal Road Network	SCANNER Condition Survey	Detailed scanner survey of road profile from a moving vehicle	Annually	UKPMS	DfT reporting / long term programme development	UKPMS
		SCRIM Survey	Provides data on skid resistance values	Annually	HD 28/15	DfT reporting / identify safety schemes	UKPMS
	Non-Principal Road Network (B & C Roads)	SCANNER Condition Survey	Detailed scanner survey of road profile from a moving vehicle	Annually	UKPMS	DfT reporting / long term programme development	UKPMS
	Non-Principal Road Network (Unc Roads)	CVI Condition Survey	Visual Inspection	25% of unclassified network annually	UKPMS	DfT reporting / long term programme development	UKPMS
	Local Street Gazetteer (LSG)	Maintenance of gazetteer	Updating gazetteer with new streets and updated attributes	Monthly	BS7666, DTF7.1 and DTF8.1 (by Oct 2016)	Maintain Street Gazetteer for recording of other assets / condition and use by utility companies for street works	Confirm
	All Types	Highway Safety Inspections	Visual Inspection	Monthly / Quarterly / Annually	Well Maintained Highways Code of Practice	Carriageway Safety Surveys plus limited condition data	Confirm
	Gullies, Traffic Signs, Bollards, Anti-Skid, Speed Humps, Safety Fencing	Asset Data Capture	Detailed data capture of asset data including accurate location and photo	Ongoing data capture	HMEP Highways Infrastructure Asset Management Guidance	Asset management / Whole government accounts	Confirm / Mapinfo
	Highway Adoption Records	Data Capture	Detailed data capture of Highway Adoption records as polygons. This provides us with area m2 measurements.	Ongoing data capture	Legal Highway Adoptions	Electronic record of adopted highway	Mapinfo (viewable in Mapinfo Proviewer and Confirm)

# Peterborough Highway Services

Asset Group	Asset Type	Survey Type	Description	Frequency	Framework / Guidance	Purpose	Inventory Type
Footway	All Types	Footway Safety Inspections	Visual Inspection	Monthly / Quarterly / Annually	Well Maintained Highways Code of Practice	Footway Safety Surveys	Confirm
	All Types	Footway Network Inspections (FNS)	Visual Inspection	25% of footway network annually	UKPMS	Footway Condition Surveys	UKPMS
	Street Nameplates, Bollards, Gullies, Traffic Signs, Pedestrian Guardrail, Street Furniture, Traffic Calming, Grit bins, Anti-Skid	Asset Data Capture	Detailed data capture of asset data including accurate location and photo	Ongoing data capture	HMEP Highways Infrastructure Asset Management Guidance	Asset Management / Whole government accounts	Confirm / Mapinfo
	Highway Adoption Records	Data Capture	Detailed data capture of Highway Adoption records as polygons. This provides us with area m2 measurements.	Ongoing data capture	Legal Highway Adoptions	Electronic record of Adopted Highway	Mapinfo (viewable in Mapinfo Proviewer and Confirm)
Cycleway	All Types	Cycleway Safety Inspections	Visual Inspection	Monthly / Quarterly / Annually	Well Maintained Highways Code of Practice	Cycleway Safety Surveys	Confirm
	Street Nameplates, Bollards, Gullies, Traffic Signs, Pedestrian Guardrail, Street Furniture, Traffic Calming, Grit bins, Anti-Skid	Asset Data Capture	Detailed data capture of asset data including accurate location and photo	Ongoing data capture	HMEP Highways Infrastructure Asset Management Guidance	Asset Management / Whole government accounts	Confirm / Mapinfo
	Highway Adoption Records	Data Capture	Detailed data capture of Highway Adoption records as polygons. This provides us with area m2 measurements.	Ongoing data capture	Legal Highway Adoptions	Electronic record of Adopted Highway	Mapinfo (viewable in Mapinfo Proviewer and Confirm)

# Peterborough Highway Services

Asset Group	Asset Type	Survey Type	Description	Frequency	Framework / Guidance	Purpose	Inventory Type
Street Lighting	Electrical	ELI OHMS Testing	Resistance and High value readings	6 Years	TR22	Identify risk associated with electric shock and compliance	Spreadsheet / Mayrise
	Structural	Dip Stick Testing	Hot Swag Loss and deterioration	3-6 Years	TR22	Identify defects, track deterioration and inform scheme selection and compliance	Spreadsheet / Mayrise
Structures	Highway Structures	Principal Inspections	Detailed, Hands-on, Inspection	Every 6 - 12 years dependant on risk profile of bridge.	BD 63. Management of Highway Structures Code of Practice.	Identify defects, track deterioration and inform scheme selection.	Spreadsheet
		General Inspections	Visual Inspection	Every 2 years	BD 63. Management of Highway Structures Code of Practice.	Identify defects, track deterioration and inform scheme selection.	Spreadsheet
		Structural Assessments	Analysis of capacity of structure	Following major changes to loading, condition or nature of structure.	Design Manual for Roads and Bridge (BD21, BA16, BD 44, BD 101, BD 86, BD 61, BD 44, BD 56, BD 48, BA 39, BA 55, etc.)	To determine structural capacity of bridge and safe working loads	Spreadsheet
Traffic Signals	Traffic Signals and associated equipment	Periodic Inspections	Detailed data capture of asset including, visual inspection & fully equipment inventory	Yearly	Design Manual for Roads and Bridges Vol 8 Part 2 TD24/97	Identify defects, track deterioration and inform scheme selection.	Asset Management System Imtrac

## Levels of Service

**POLICY OBJECTIVE:** The Council will define and set Levels of Service for each of the main asset groups. These Levels of Service will determine how each of the asset groups will be maintained and to what condition. Levels of Service will be agreed through the relevant governance procedures and reviewed on an annual basis.

Levels of Service are a series of statements that define the standard to which the asset will be maintained against the level of funding that is available, and provide a clear statement detailing the council's maintenance aspirations against which they can be measured.

Once a Level of Service has been set for an asset, lifecycle planning is used to determine the resources that will be required to maintain the asset in the condition stated within the Level of Service, and to identify the optimum times for repair and replacement within the assets lifecycle.

The following Levels of Service are used within highway asset management in Peterborough:

- **Statutory (Minimum)** – Meeting the minimum statutory and legislative requirements;
- **Existing** – A continuation based on current funding levels;
- **Steady State** – To maintain the current condition, performance and value of the asset and prevent any deterioration;
- **Requested Service** – Based on consumer expectations and / or stakeholder aspirations;
- **Optimum Service** – Is the economically optimal level of service determined in the life cycle planning, and;
- **Attainable Service** – Re-interprets the optimum service based on available resources and funding.

The selected Level of Service will vary by asset, and each of the asset groups will have its own asset specific definition for each Level of Service. Levels of Service are critical for managing customer expectation, particularly where funding is restricted, and provide a direct link between the objectives of the Policy and Strategy and the results of scheme delivery.



## Lifecycle Planning

**POLICY OBJECTIVE:** The Council will establish lifecycle planning for each of the main asset groups to provide a robust understanding of how existing condition, deterioration rates and future funding levels will impact on the long term condition of the assets. The lifecycle planning process will provide a solid foundation and evidence base for smart based decision making and Levels of Service to be set with confidence.

Lifecycle planning is the process used to relate the Levels of Service, current condition and future maintenance and budget requirements for an asset or group of assets. A detailed lifecycle maintenance plan will chart an assets life from creation to expiration, setting out the best options for maintaining it over the course of its life.

When considered alongside defined outcomes (Levels of Service), lifecycle planning enables funding requirements to be clearly identified and maintenance works to be properly planned for in the most effective period of the assets life. Where funding is constrained, or unavailable, lifecycle planning enables the resulting degradation of the asset to be quantified and the impact on its lifespan to be understood.

Effective lifecycle planning has also been seen to assist authorities in moving away from the traditional 'worst first' approach, instead targeting investment at assets which represent the greatest risk or where treatment would deliver the optimum benefit against the Council's Strategic Objectives.

Detailed lifecycle plans are currently being developed for each of Peterborough's highway assets.

## Scheme Selection

**POLICY OBJECTIVE:** The Council will make planned maintenance decisions based on the data collection process: Lifecycle planning of the assets and the agreed Levels of Service.

The process for identifying planned maintenance works varies for each of the main asset groups, but is always based on information gathered as part of the data collection process, lifecycle planning of the asset and the set Levels of Service.

Once schemes have been prioritised and selected, they are added to the Council's forward works programme and scheduled in for a designated financial year when funding can be allocated for the work. The forward works programmes are carefully designed to minimise disruption and maximise efficiency by consolidating maintenance works for multiple asset types into the same package of works where appropriate.

The forward works programme for each of the main asset groups is published on the Council's website - [www.peterborough.gov.uk](http://www.peterborough.gov.uk)

## Materials

**POLICY OBJECTIVE:** A key component of asset management is sustainability. To ensure that our schemes are truly sustainable, the Council will work from a core pallet of trusted materials.

Materials will be selected on the merit of their durability, ease of sourcing, whole life costs and supplier location. This will not only assist with optimising the asset lifespan, but it will also create a consistent and neat appearance across our network.

The material pallet will be reviewed regularly to ensure that wholesale costs and supplier availability remain competitive, and to review and consider new materials and technologies as they become available.

## Performance Monitoring

**POLICY OBJECTIVE:** A suite of key performance indicators will be developed to assess how successfully asset management is being applied to local highway maintenance.

The performance indicators will be devised to assess four key areas, these are:

- Sustainability;
- Serviceability;
- Safety, and;
- Stakeholder Satisfaction.

The key performance indicators will be discussed as an agenda item in the council's regular Strategic Board meetings, attended by the Council's Director responsible for highways, the Council's portfolio holder for highways and senior managers from the organisations responsible for various highway asset management activities. The meeting will review performance and use the results to amend the Policy and Strategy and develop action plans as required. Results from the performance monitoring will also be included in an annual report documenting the Council's highway asset management performance, making them publicly available.

In addition to the key performance indicators, the Council's asset management practitioners meet regularly with other local authorities through structured frameworks such as the Midlands Highway Alliance (MHA) to benchmark performance and discuss best practice.

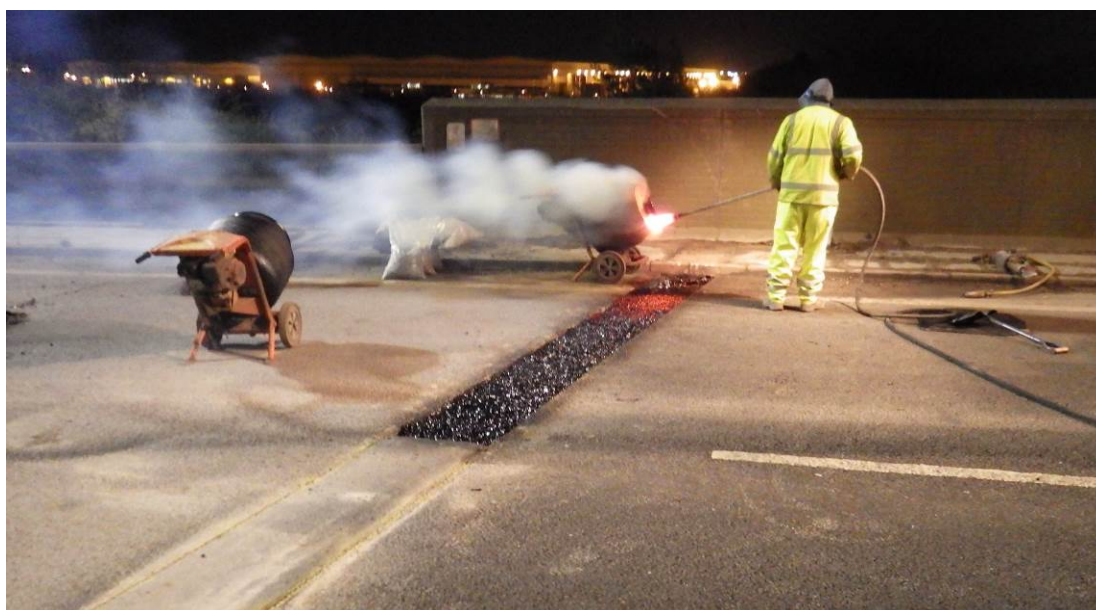
# Emergency Works and Network Resilience

**POLICY OBJECTIVE:** The Council will further develop a resilient network to plan for a range of highly disruptive events. The resilient network will be maintained to the required Level of Service to maintain access to the essential areas of the city should such an event occur.

## *Resilient Network*

The Council is currently in the process of formalising a strategic resilient network capable of operating in the event of major disruption from events such as flooding or terrorism. The resilient network will take consideration of established networks such as road hierarchy and the winter maintenance network and will comprise the core routes that provide access to services such as emergency healthcare, food and water supplies and essential utilities.

The resilient network will be factored into, and prioritised, in maintenance decisions to ensure that it remains in a condition to serve its function in the event of major disruption. The Council will liaise with key stakeholders when developing the network to ensure that all of the critical functions are included.



## Winter Maintenance

**POLICY OBJECTIVE:** The Council will ensure so far as is reasonable practicable, that safe passage along the key highway network will not be endangered by snow or ice.

As the highway authority for the Peterborough area, the Council has a duty under Section 41 of the Highways Act to “ensure so far as is reasonable practicable, that safe passage along a highway is not endangered by snow or ice”. There is also an additional duty under Section 150 of the act to remove obstructions, including snow from the highway.



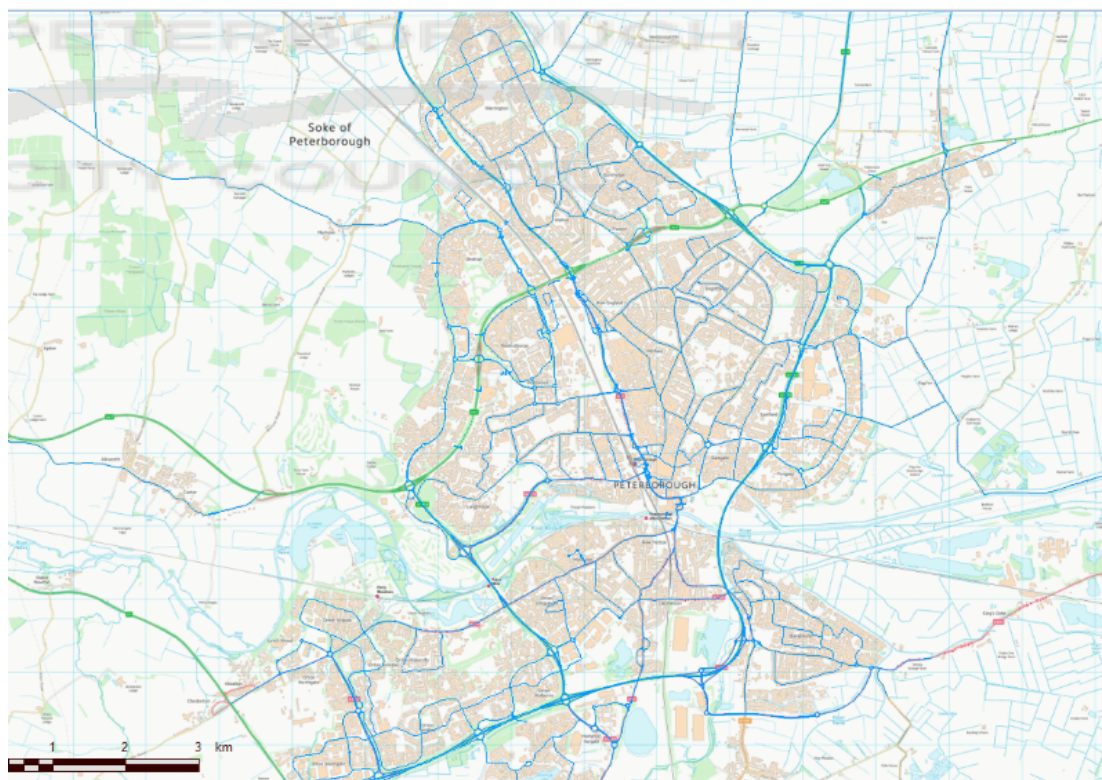
Winter Service may be divided into two main types:

- **Precautionary** - This describes action taken by the Council to prevent the formation of a hazard such as frost or ice, and;
- **Reactive** - This describes action taken to remove a hazard that has already formed such as accumulations of snow or ice that have formed on the network.

The Council is responsible for over 904km of highway, as a result it is not practicable to treat the whole network. Therefore the Council has adopted a reasoned policy to determine what streets will be treated as part of the precautionary winter service programme.



## Winter Gritting Routes (2015)



The selection criteria for determining what sections of the network receive precautionary treatment are as follows:

- Principal roads ( A roads that are not Trunk Roads);
- Roads carrying the heaviest commuter traffic;
- Roads linking centres of population;
- “B” and “C” class roads;
- Roads that link to treated routes within adjacent authorities;
- Heavily trafficked city centre pedestrian areas and footways;
- Pedestrian/Cycle routes passing over/under bridges/subways with steep inclines, and;
- Bus routes with a service interval 10 minutes or less.

Full details of the Winter Service provided by the Council can be found in the Winter Service Operational Plan, which is held by the Council and reviewed annually. The gritting routes are also available to view on the Council’s interactive mapping tool – ‘Hawkeye’, which is hosted on the Peterborough City Council website.

## Strategy Review

**POLICY OBJECTIVE:** The Council will review the Asset Management Policy and Strategy and all component elements on an annual basis. This review will include consultation with key stakeholders.

This document will be reviewed annually and refreshed when necessary to reflect changes in best practice and opportunities for improvement. Part of the review process will include an Asset Management Review Group comprising of asset management representatives that will meet on a monthly basis to review all areas of asset management. Smaller sub groups will also be formed to review the different aspects of asset management in more detail.

These sub groups will feed into the Review Group and the results of these findings will be presented to the Strategic Board on an annual basis for consideration. All groups will consider the work undertaken in Peterborough, a review of all the relevant data, a review of national legislation and best practice. If a change in the document is required then the relevant consultation and governance procedures will be followed.

## Consultation and Engagement

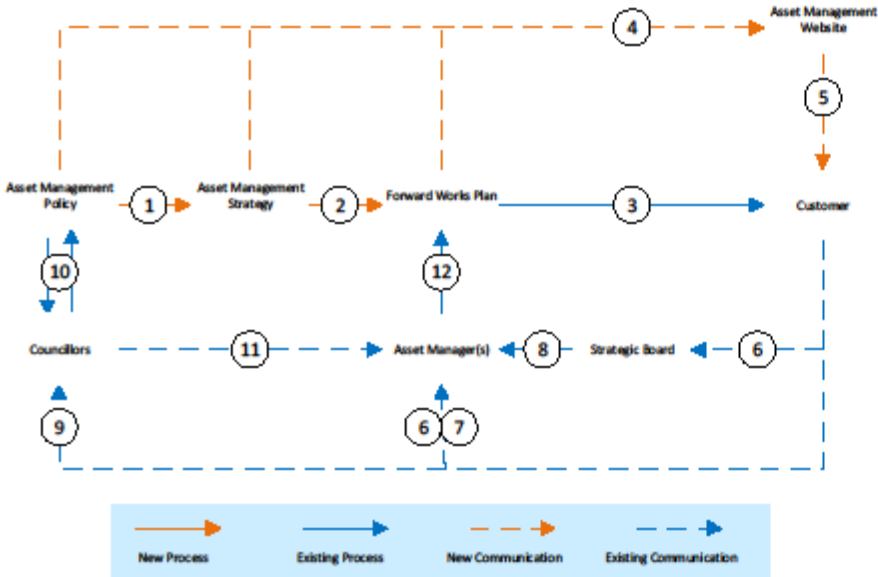
**POLICY OBJECTIVE:** The Council will ensure that key stakeholders and members of the public have easily accessible and direct channels of communication to report issues and provide input into the management of the highway asset, and to be kept informed about highway maintenance works and key decisions.

The maintenance of the highway network is ultimately for the benefit of the customer – the residents and local businesses that use it. Making informed decisions to ensure that the network is appropriately maintained for the customer is central to asset management practice, and has been considered throughout the development of the Highway Asset Management Policy and Strategy. Successful asset management is dependent on ongoing communication and feedback between asset managers, key stakeholders and the customer. This process is illustrated by the highways asset management communication Strategy, which is shown in the figure beneath.



# PHS Asset Management Communications Strategy

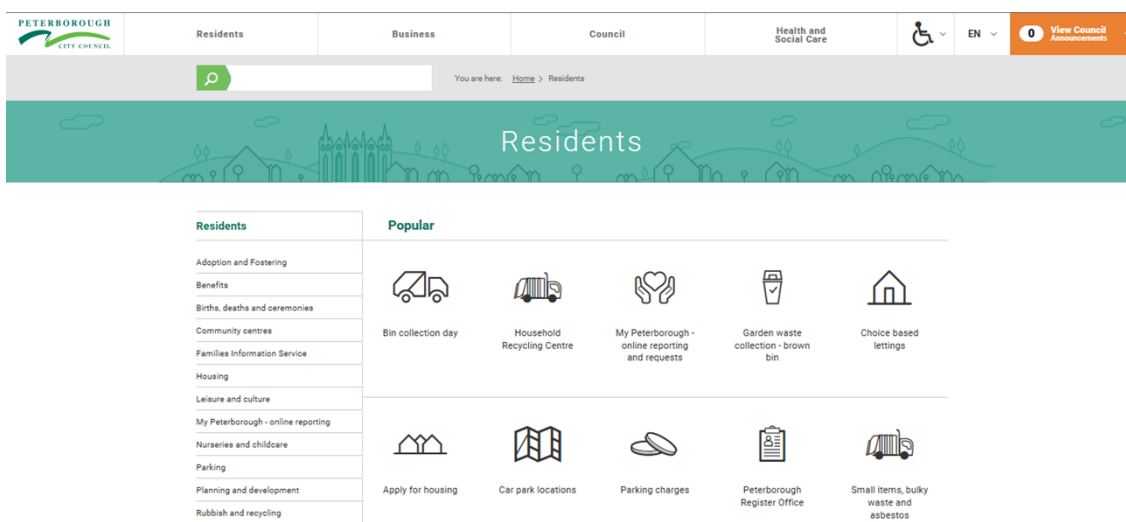
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1	The Highway Asset Management Policy sets the Objectives for the Asset Management Strategy
2	The Highway Asset Management Strategy details the councils approach to highway asset management, including setting Levels of Service and Lifecycle Planning which determines the Forward Works Plan
3	The Forward Works Plan is the schedule of maintenance works identified for the coming year/s, and documents what schemes Peterborough City Council will deliver
4	The Highway Asset Management Policy, Strategy and Forward Works Plan will be available on the Council's website, and in an accessible format to all customers
5	Information from the Forward Works Plan, as well as the Highway Asset Management Policy and Strategy will be proactively communicated through social media, different platforms will each serve a unique purpose, these are: Website: to be used as a repository for information Twitter: to broadcast information Facebook: as a Q&A forum
6	Customer satisfaction is measured annually through National Highway and Transport (NHT) surveys, the results from these are analysed and used by both the Strategic Board and Asset Manager/s to inform decision making
7	Customers are also able to feed back to the Asset Manager/s through Scheme Feedback cards and through Peterborough Direct via telephone, email or in person at consultations
8	The Strategic Board use the results from the NHT surveys, as well as other forms of customer feedback, to provide direction to the Asset Manager/s
9	Members of the Public can also provide feedback through their local Councillors
10	The Highways Asset Management Policy (and Strategy) are reviewed and approved through the councils democratic processes
11	Councillors provide feedback directly to the Asset Manager/s, either in person or through established council channels
12	The Asset Manager/s uses customer feedback, alongside the approved scheme selection and prioritisation processes to inform decision making about future maintenance schemes

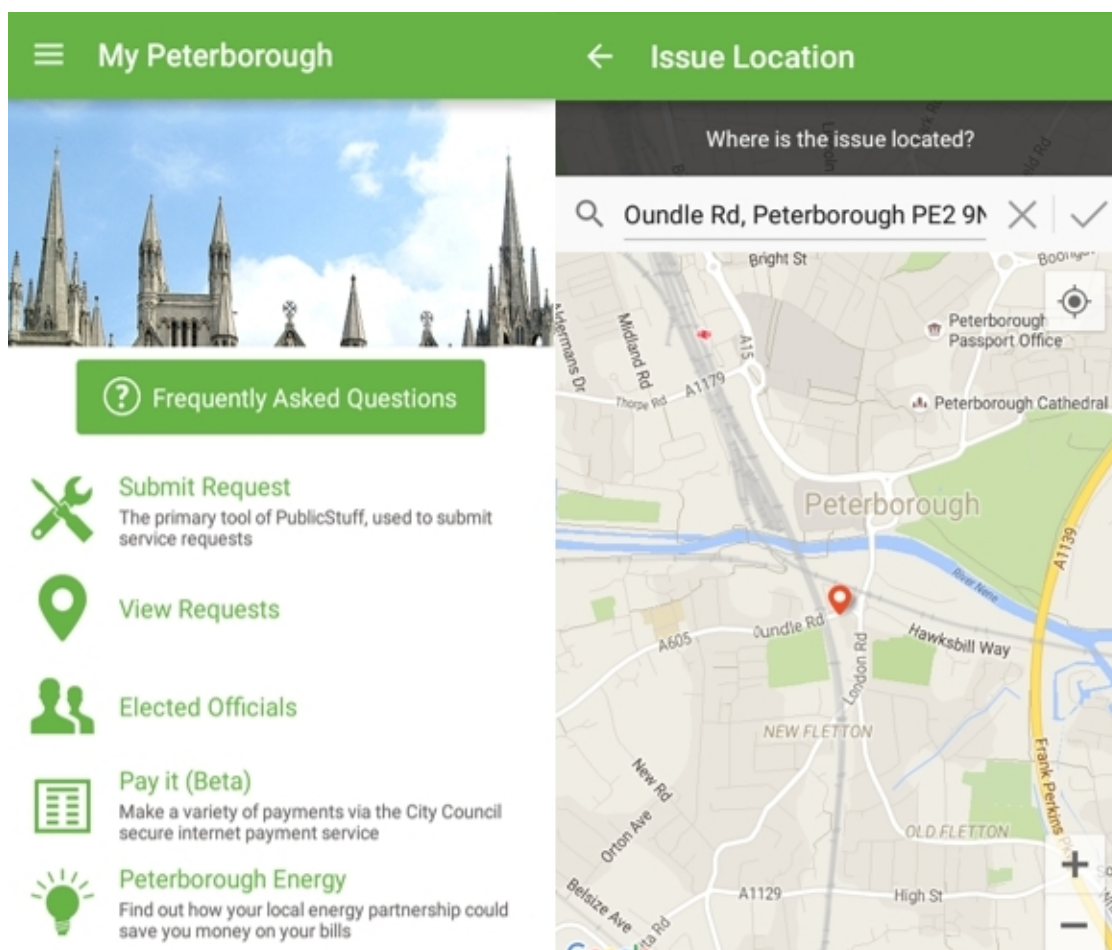
The Policy and Strategy will incorporate feedback from the National Highways and Transportation (NHT) surveys and other forms of customer feedback. Results from the NHT surveys are also monitored as a key performance measure to ensure that the management of the highway continues to serve user needs.

The Highway Asset Management Policy and Strategy are publicly available on the Council's website ([www.peterborough.gov.uk](http://www.peterborough.gov.uk)), as well as performance monitoring results, identified programmes of work and contact details to enable customers to engage with the Council about the maintenance of the highway network.



The website will also feature several short and informative videos about some of the Council's key highway maintenance activities, such as winter gritting and pothole repair. These videos will explain how the Council make maintenance decisions and how the works are undertaken. The purpose of these videos will be to proactively engage with members of the public with information to better convey the issues that the Council faces, and how it addresses these.

Highway users can report faults using the 'MyPeterborough' App which can be downloaded onto smartphones and tablets, and enables faults and defects with the highway network to be reported directly through to the asset management team along with key information such as the location of the fault and photographs of the issue.



In addition to 'MyPeterborough', feedback on the condition of the highway network and the quality of the work undertaken, can be provided through the Council's website or via telephone by calling Peterborough Direct (01733 747474).

As well as customers contacting the Council, the Council will proactively update users on the progress of works to maintain the network. Forward works plans will be available on the Council's website and social media platforms will be used to notify businesses and residents of upcoming roadworks and disruption, so that they can plan their journeys accordingly.

If a change in the Policy and Strategy is required, key stakeholders will be given the opportunity to review, provide feedback and comment as part of the review process. A summary of all the responses will be created and published online. The relevant governance procedures will be followed when amending this document, which will include sign-off from the Strategic Board and potential call-in for a Scrutiny Committee, before eventual adoption through a Cabinet Member Decision Notice.

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