



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

V1.03

Highway Infrastructure Asset Management Policy 2026 - 2028

September 2026

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Foreword

This overarching policy statement is aimed at Council Members and key service stakeholders. It outlines the principles adopted in defining a Highway Infrastructure Asset Management Strategy and its effectiveness in supporting the Authority's Vision and Corporate Priorities. Additionally it upholds the authority's duties and obligations under the Highways Act 1980, aligning with the risk-based guidance provided in the Highways Code of Practice 'Well-Managed Highway Infrastructure' October 2016.

This Asset Management Policy demonstrates how asset management supports the Authority's corporate plans, vision and other relevant service policies and it outlines the benefits of adopting an asset management approach to service delivery.



Strategy for Growth Council Plan Local Plan

Telford & Wrekin have four key Corporate documents that demonstrate the principal goals, visions and priorities they have adopted for the delivery of their services and in support of their communities, businesses and commerce:

Invest Telford - Strategy for Growth (2024-2034)

The Invest Telford Strategy for Growth is the Council's long-term economic roadmap, approved in 2024. It sets out how Telford & Wrekin will deliver fair, inclusive and sustainable growth across the borough over the next decade. The strategy is built around seven strategic pillars, which focus on promoting Telford as a destination, developing skills and talent pipelines, attracting and retaining investment, supporting business diversification, enhancing infrastructure, encouraging innovation, and ensuring growth benefits all communities.

It is closely aligned with the Council's Vision 2032 and places strong emphasis on collaboration with residents, businesses, educational providers and strategic partners. The aim is to build a resilient and prosperous local economy that supports thriving communities, underpins environmental sustainability, and strengthens the borough's role within the wider region.

Council Plan



The Council Plan details the priorities that will be delivered for the people of Telford & Wrekin reflective of the vision that the council has adopted to “protect, care and invest to create a better borough” via the following five key priorities that supports the 10 year plan ‘Vision 2032’

- Every child, young person and adult lives well in their community
- Everyone benefits from a thriving economy
- All neighbourhoods are a great place to live
- The natural environment is protected, and the Council is taking a leading role in tackling the climate emergency
- A community focussed, innovative council providing efficient, effective and quality services

Local Plan

The Telford & Wrekin Local Plan 2020-2040 is currently being reviewed. It sets out this Council’s policies, vision, strategy and proposals for the planning of the borough up to 2040 to meet the Council’s needs for housing, employment, growth and other development.



This plan led approach helps the Council to manage and deliver sustainable development that will benefit existing neighbourhoods and help build thriving new communities

It is recognised that new communities can’t grow, and existing communities can’t flourish in the absence of good quality infrastructure.

In developing and delivering the plan the Council are therefore working with highway asset infrastructure partners, and utility companies to identify projects that will be needed, and it

provides a clear view on growth up to 2040, by which they may effectively plan for their services.

The borough vision is underpinned by the following six strategic priorities which together have shaped the Local Plan spatial strategy, strategic policies and development management policies. The priorities are aligned with the Council Plan to Protect, Care and Invest to Create a Better Borough.

- **PRIORITY 1:** Tackling climate change and achieving carbon neutrality
- **PRIORITY 2:** Protection and enhancement of the green, natural and historic environment
- **PRIORITY 3:** Maximising inward investment and employment opportunities
- **PRIORITY 4:** Securing better homes for all
- **PRIORITY 5:** Delivering regeneration, renewal and stronger communities
- **PRIORITY 6:** Improving health, wellbeing and tackling health inequalities

In conjunction with the Government's National Planning Policy Framework (NPPF), Telford & Wrekin's Local Plan along with their Development Plan and Local Neighbourhood Plans aim to deliver positive and sustainable economic, social and environmental development.

Local Transport Plan

The Transport Act 2000 requires all Highway Authorities to produce a Local Transport Plan (LTP) which sets out a strategy and action plan for improving local transport.



The existing plan (LTP3) sets out how the Council manages, maintains and develops the borough's transport network over the period 2011 to 2026. This covers all forms of travel including car and motorcycle based travel, public transport, walking and cycling.

A new Telford & Wrekin Transport Plan (TWTP) is being developed to guide transport investment and improvements across the borough from 2027 to 2041. It sets out the Council's vision, priorities and delivery programme for a reliable, accessible and sustainable transport network.



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Telford & Wrekin Transport Plan

**Transport Vision & Strategy
2027 to 2041**

Draft for consultation

The draft LTP outlines how, by 2041, the Council will seek to realise a vision of: “A reliable, accessible transport network delivering genuine options and supporting a healthy, thriving and growing Telford & Wrekin.”

To deliver this vision, the council has developed a set of four guiding principles for consultation:

- Transforming travel choices: providing a genuine range of attractive and reliable travel options to increase use of public transport, walking, wheeling and cycling, supported by greater awareness, confidence and choice.
- Improving accessibility: designing a safe, accessible, people centred transport system, so everyone feels safe to travel and has equal access.
- Unlocking potential: maintaining prosperity while maximising the potential of the borough, enabling growth to be unlocked in a sustainable and inclusive way.
- Fit for the future: Keeping Telford & Wrekin moving, now and for the future by embracing innovation, resilience and decarbonisation.



Commitment to Highway Infrastructure Asset Management

Telford & Wrekin Council's Highway Infrastructure Asset Management Policy, Strategy and associated Framework documents underpin the delivery of the Council's vision and priorities by providing highways infrastructure assets that are safe, serviceable and sustainable, reflective of a risk-based priority approach to their service delivery and in consideration of lifecycle planning initiatives to optimise asset life and durability within allocated annual funding provisions and affordability.

It is supportive of the above Corporate documents and are aimed at improving the quality of life for people living and working in Telford & Wrekin and those visiting and investing in the borough.

The asset management process provides the platform from which local authority infrastructure services may be developed, integrated and prioritised in consideration of the existing and future needs of its residents and stakeholders. An asset management approach to service delivery will help optimise resource allocation within the limitations of funding provisions and resource availability, and it will target those operations where and when they are most needed in a strategic and effective manner by adopting a priority risk-based approach to service delivery and taking account of condition and socio-economic value management criteria.

Telford & Wrekin will base their service delivery activities on the 'Well-Managed Highways Infrastructure' – A Code of Practice 2016, to support and structure the asset management process. The Code of Practice is designed to promote the adoption of an integrated asset management approach to highway infrastructure maintenance, based on the establishment of local levels of service through risk-based assessments and lifecycle planning considerations.

Delivery of a safe and well-maintained highway network relies on good evidence and sound engineering judgement. This policy supports this approach and the adoption of the following well-founded and established asset management principles in support of developing and achieving the Authority's corporate and strategic objectives and priorities.

- Adopt a long-term strategic approach to highways maintenance management.
- Consideration of stakeholder expectations needs and aspirations.
- Applying a systematic approach to maintenance management activities
- Optimal allocation of resources
- Management of investment over the asset lifecycle
- Efficient asset performance management

The current and future risks associated with all highways infrastructure assets will be reviewed at a strategic, tactical, reputational, financial, and operational level, using a robust and systematic approach to risk identification and understanding their significance to highway users, stakeholders and to the authority.

The adoption of a risk-based approach to service delivery combined with a consideration of whole-life value appraisals will promote a sustainable and customer-focused infrastructure maintenance service which is socially inclusive and supports an integrated approach with connectivity to all infrastructure services areas.

Levels of Service and Maintenance Priorities

Service delivery standards shall be set in consideration of the Council Plan, Local Plan and Local Transport Plan encompassing its vision, objectives and priorities and in taking account of stakeholder experience, needs and expectations for service delivery.

Levels of service shall be performance monitored and measured against objective service level targets, e.g. for asset condition, service delivery operations and financial reporting.

The strategy and priorities adopted for asset maintenance management are influenced by levels of service which will contribute to considerations relating to where the asset maintenance is required, what type of maintenance will be selected and when it will be undertaken.

Telford & Wrekin will work with local residents to make their residential roads and neighbourhoods' quieter, safer and cleaner. People-friendly schemes will be introduced to improve the streets and to manage parking in order to promote healthy school environments and people friendly streets with low traffic neighbourhoods.

The Council have set up the 'Telford & Wrekin Climate Change Partnership', working with businesses, community groups, Parish and Town Councils, and others, to respond to the effect of climate change and to drive climate action across the borough with the aim to achieve carbon neutrality by 2030.

Telford & Wrekin is part of the 'Safer Roads Partnership', which collaborates with West Mercia Police, Shropshire Fire & Rescue Service, and other agencies to reduce road casualties.

These considerations all come under the auspices of an integrated asset management approach to service delivery which is promoted by this Policy and its accompanying Strategy.



Council Engagement & Stakeholder Consultation

This policy statement is aimed at Council Members and key service stakeholders. It is important that their understanding and buy-in to this policy and its associated strategy is sought and attained. Managing stakeholder expectations and addressing their needs is a key aspect of asset management.

Engagement with the Council and its stakeholders shall be undertaken in respect of the highways infrastructure asset management process, the challenges faced by the service, the determination of service levels and works prioritisation modelling and programming.

This will be achieved through:

- Cross-Boundary coordination with neighbouring Highway Authorities
- External cross-organisational coordination and operational agreement with the utility companies, other highway works and stakeholder organisations via Street works Coordination Workshops
- In-house Authority cross-service partnerships and coordination, via regular “Partnerships Meetings” with the various Council highways service departments
- Other key stakeholder inclusion through external partnership consultation with the Emergency Services, Canals and Rivers Trust, Network Rail, bus and transport companies and other similar organisations
- Public inclusion through Ward Member representations and by engaging with the annual NHT customer satisfaction survey.
- Implementation of a Highways Infrastructure Communication Strategy



Commitment to Continuous Improvement

The Authority is committed to seeking continuous improvement in its asset management practices by incorporating a holistic and coordinated approach to service delivery through:

- Adopting a strategic, affordable, and sustainable approach to highways infrastructure asset maintenance
- The monitoring of annual condition trends through asset performance indicators, thereby driving forward targeted asset improvement measures within affordable funding limits

The skills and competencies of staff in asset management roles will be continually assessed and development action plans shall be updated accordingly. The vocational, educational and professional training needs identified in the development action plans will be appropriately supported and implemented. Managers will work with their staff to align their existing personal development objectives to the priorities of the Council Plan and the Local Plan.