NORTH LANARKSHIRE COUNCIL
COMHAIRLE SIORRACHD LANNRAIG A TUATH

ROADS ASSET MANAGEMENT POLICY

VERSION 1.1 APRIL 2026

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This Policy aligns our road asset management processes and procedures with our corporate goals and objectives. We recognise the vital role played by the local road network in supporting the Authority's vision and its strategic transport goals.

1. The road infrastructure is a vital element in providing an integrated transport system that helps promote equality of opportunity for all our residents by improving the connectivity and accessibility of our transport system.

2. The road infrastructure is this Council's most valuable asset, a fundamental component of long-term planning is to ensure the asset base is preserved and replenished in a sustainable way without imposing an undue financial burden on future generations.

3. The Council is committed to making the best use of its budgets and will employ an asset management approach for the maintenance of the transport infrastructure and assets, in order to help deliver the vision for local people.

4. The Road Asset Management Plan (RAMP) will set out how this policy will be delivered.

5. The Council's RAMP will seek to deliver a road network that is fit for purpose and supports a transport system that:

• Promotes the growth of a sustainable local economy.
• Improves quality of life for the people of North Lanarkshire.
• Makes the most of our assets.

This strategy also incorporates the vision and objectives of the Local Transport Strategy. As a Roads Authority with almost 1,700 km of carriageway and 2,300km of footways to maintain, North Lanarkshire Council must manage this network under increasing pressures from:

• Growing traffic volumes, particularly heavy goods vehicles, increasing network demands
• Reducing real terms budgets, limited resources, and the need to deliver efficiencies.
• Rising customer expectations, Increasing demands and greater public accountability.
• Environmental and climate change pressures.

North Lanarkshire has adopted a coordinated asset management approach to demonstrate that assets are being managed in a way that stakeholder demands,

expectations, and asset performance are delivered. The asset management approach enables us to make well informed decisions to ensure the best allocation of scarce resources for the management and operation of the road infrastructure.

Over the period of the Council Plan the RAMP will show what pressures are being put on the road infrastructure and how resources are being managed to meet them.

INTRODUCTION

This Policy statement formalises the Council's commitment to the principles of Asset Management and details policy requirements across 9 policy categories. Asset Management practice will be assessed against these policies on an annual basis and where necessary revised.

SCOPE

This Policy statement applies to the creation/ construction, acquisition, operation, maintenance, rehabilitation and disposal of all Council Road Assets.

POLICY OBJECTIVES

This policy guides the management of Council's Assets to ensure that:

- Assets continue to deliver a service to the community at an agreed level of service.
- There is clear direction for staff to make informed decisions.
- Legislative requirements are satisfied.
- Exposure to risk is limited to acceptable levels.
- Asset purchases or construction are only approved after whole of life costs and benefits are assessed.
- Clear allocations of responsibilities for the management of each class of asset are given.

Assets shall be managed to effectively support The Plan for North Lanarkshire, 'a shared ambition for inclusive growth and prosperity for all' where North Lanarkshire is the place to Live, Learn, Work, Invest and Visit.

DEFINITIONS

- **Assets:** Any physical item that Council acquires or constructs which gives benefit or service to the community.
- **Asset Register:** A record of asset information considered worthy of separate identification.
- **Asset Life:** Time from construction or acquisition to disposal.
- **Asset Management:** Activities and practices through which Council optimally manages its physical assets over their lifecycle for the purpose of achieving the organisational strategic plan.
- **Asset Management Plan:** A plan that details financial and technical treatments over the life of the asset to allow the asset to maintain an agreed level of service.
- **Level of Service:** The service standard set for an asset group/type.
- **Whole Life Costs:** Total cost of an asset over its entire life including Capital, Maintenance and Disposal Expenditure.
- **Capital Expenditure:** Any expenditure that is used to procure or construct: a new asset, upgrade the capability of an asset, make improvements to an asset, make additions to an asset or replace an asset.
- **Revenue / Maintenance Expenditure:** Any expenditure that allows an asset to continue providing the agreed level of service until the end of life is reached.
- **SCOTS:** Society of Chief Officers of Transportation in Scotland.
- **RAMP:** Road Asset Management Plan.
- **Road Asset:** Physical item maintained by the Roads Service identified in section 2 of the Road Asset Management Plan.

POLICY DETAILS

1. Asset Planning

- Council will adopt an asset management planning approach for the management of infrastructure assets including the application of life cycle cost analysis as advocated in the SCOTS Asset Management Framework.
- Prior to acceptance, proposed Capital Works projects shall be subjected to technical and life cycle cost evaluation and prioritised using predetermined criteria developed to satisfy the goals of the Council and the RAMP.
- Wherever possible predictive modelling will be used to develop and implement preventative maintenance programs to ensure lowest life cycle costs.

2. Community Expectations

- All road services will align with the Climate Change Commitment set out by North Lanarkshire Council.
- Council will regularly review its asset inventory and identify opportunities for rationalisation in line with community requirements.

3. Risk Assessment and Management

- Council will maintain a programme of regular inspections of assets to minimise risk to the community based on legislative requirements.
- The council will maintain and regularly review a Road Asset Risk Register that will identify the risks associated with the council's Road infrastructure and record the controls in place to manage them.

4. Asset Accounting

- Council will maintain asset registers to the level of detail required to meet the requirements of the NLC RAMP.
- Useful service life shall be determined and given to each asset group / type or component based on past experience and current benchmarked standards.
- Annual Depreciation costs will be reported annually with gross replacement and depreciated replacement cost figures.

5. Budget Allocation

- The council budgets for Roads including the funding for all asset construction, maintenance, rehabilitation and replacement shall be guided by Council's RAMP.
- The capital and revenue programmes will be reviewed as required taking into account the status of each asset and the level of service desired.
- A rolling 5-year programme of proposed capital works will be developed linked to the Road Asset Management Plan and long-term financial plans.

6. Road Asset Management Plan

- Council will further develop the RAMP covering all the councils Road Assets including carriageways, footways, street lighting, structures, traffic signals and street furniture.
- The Asset Management Plan sets out for each asset group/type:
    - Predicted future changes in demand and Levels of service required.
    - The investment required in the maintenance, renewal and replacement of assets required to meet the levels of service.
    - Methods of performance monitoring and appraisal.
    - Financial projections and the risks associated with the plan.

7. Road Maintenance Manual

- The council will develop a manual detailing how Road maintenance is carried out.
- The Road maintenance manual will define how and when we:
    - Inspect, categorise and prioritise reactive repairs.
    - Assess condition, identify and prioritise sites for renewal or replacement.
    - Choose the materials used and prepare works programmes.
    - Procure, manage works, record and report costs.
    - Record and respond to customer contacts.

8. Reporting

- The council will develop condition and option reports as required to support future capital bids.
- A revised asset management plan will be developed to support future capital programmes.
- Annual performance reports on the major asset groups will be submitted to Committee.

9. Roles And Responsibilities

Council

- To act as custodians of community assets.
- To set corporate asset management policy with linkage to The Plan for North Lanarkshire 2021.
- To set agreed Levels of Service and Levels of Acceptable Risk.
- To allocate budgets to achieve the levels set.
- To ensure appropriate resources for Asset Management activities are made available.

Chief Executive Officer / Executive Team

- To provide strategic direction and leadership.
- To ensure there is continuous improvement in asset management.
- To ensure accurate and reliable asset information is presented to Council.

Managers and Staff

- To implement the Asset management policy and plan with agreed resources.
- To develop and implement improvement plans for individual asset groups.
- To develop and implement Maintenance and Capital Works programs in accordance with Asset Management Plan and budgets.
- To deliver levels of service to agreed risk and cost standards.

NORTH LANARKSHIRE COUNCIL
COMHAIRLE SIORRACHD LANNRAIG A TUATH

ROADS ASSET MANAGEMENT PLAN V2.03

NORTH LANARKSHIRE COUNCIL

VERSION 2.03 APRIL 2026

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Foreword

The public road network in North Lanarkshire is the council's largest and most visible community asset, with a gross replacement value of more than £3 billion. It is used every day by our residents and businesses, and it plays a crucial role in supporting The Plan for North Lanarkshire, which guides our collective direction. This includes our partners, stakeholders and most importantly our diverse communities and the people who live, learn, work, invest and visit here.

Given its importance, it is essential that this asset is effectively managed, maintained and enhanced. The Roads Asset Management Plan (RAMP) supports this by providing a strategic framework for how resources are allocated, prioritised and applied to the management of our road infrastructure.

Our aim is to deliver a network that is safe, reliable, and fit for purpose both now and in the long term. Achieving this requires a balance between routine maintenance, targeted renewal, and strategic improvement. It also demands a commitment to continuous improvement, ensuring that our practices evolve in response to climate change, technological advancements, and the changing needs of our communities.

Through this plan, we reaffirm our commitment to responsible asset stewardship, value for money, and delivering a high-quality roads and infrastructure network that supports the well-being and prosperity of all who rely on it. We look forward to working with partners, stakeholders, and our communities as we implement this plan and work towards a more connected, sustainable, and resilient future.

Councillor Helen Loughran
Convenor of Environment & Climate Change

Lyall Rennie
Chief Officer (Community Operations)

Pamela Humphries
Chief Officer (Place)

Document Control & Council Approval

Document Control	
Version Number / Date	**Approved by Council**
V2.03	Approved by Environment & Climate Change Committee April 2026
Next Update Due	Date

Responsibility for the Plan

The responsibility for the delivery of and updating of this plan are shown below:

Council Officer	Responsible for
Scott Walker (Roads & Assets Services), Stewart Barr (Infrastructure Manager)	Informed Decision making and identifying where improvements to the service can be made.
Paul Mahoney (Asset Services Manager)	Ensuring the RAMP is updated and suitable Data management and work programming procedures are implemented.
Mamadou Jalloh (Strategy Team Leader) Elaine Nicol (Roads Maintenance Manager) Gary Wood (Transportation Manager) John Scott (Engineering Manager)	Ensuring the RAMP continues to be aligned to operational requirements.

1. Introduction

1.1 Overview

Our Road Asset Management Policy confirms our commitment to asset management and aligns our approach with the Council's Corporate Asset Strategy and the SCOTS Road Asset Management Framework of Recommended Practices.

This Asset Management Plan links to the Council's Corporate Asset Management Plan and translates the corporate objectives into clear, concise, and aligned road asset management objectives. Additionally, this Plan also provides high-level strategies that direct and support the development of the individual asset-specific maintenance process and procedures.

This Road & Asset Management Plan (RAMP) outlines the council's overall strategy and its intentions for how to manage the local road network to achieve asset management objectives. This plan considers stakeholder expectations, existing and future projected demands on the road assets, anticipated resources, and risks, to deliver service standards which provide the greatest benefit against our objectives and strategic outcomes.

The RAMP sets out North Lanarkshire Council's plans for the Road Assets for the period 2026-2030. The RAMP defines the Council's plans for the maintenance of the "Road Asset" which comprises of carriageways, footways, structures, street lighting, traffic management and street furniture.

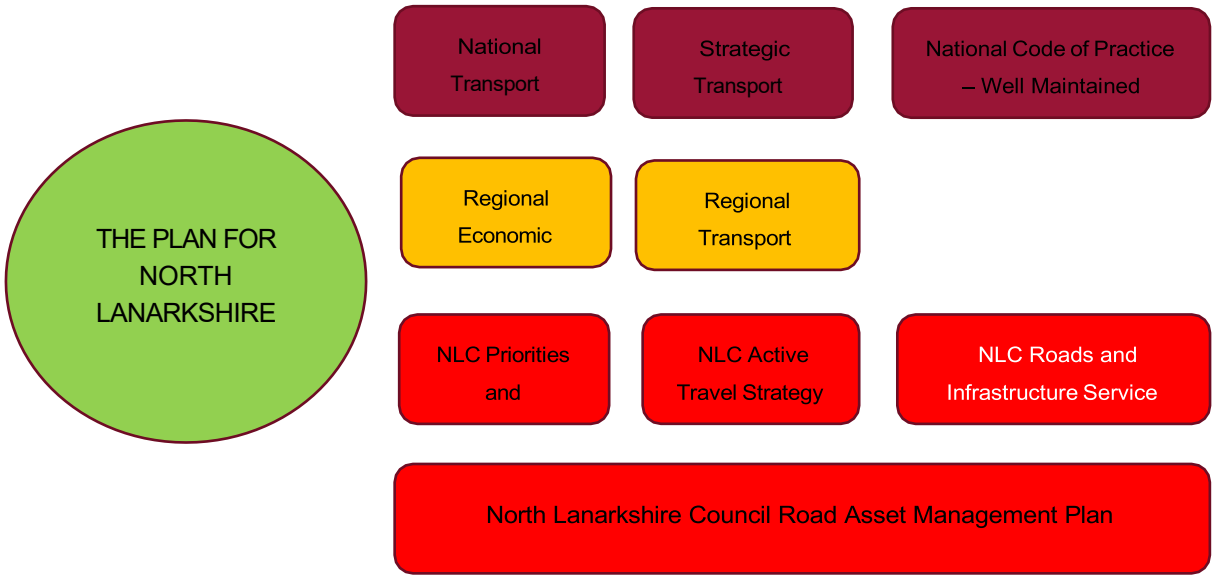
1.2 Purpose

The purpose of RAMP is to:

- Formalise strategies for investment in road asset groups.
- Define service standards.
- Improve how the road asset is managed.
- Enable a better value for money road service to be delivered.

1.3 RAMP and Other Plans

The Road Asset Management Plan relates to other National, Regional and Council plans as illustrated below:



2 Road Assets

2.1 Road Assets covered by the RAMP

Carriageways	1,671 kilometres (9.2 million square metres)
Footways	2,613 kilometres
Footpaths	617km
Structures	541 no.
Street Lighting Columns	64,330 no.
Illuminated Signs	2,772 no.
Illuminated Bollards	658 no.
Traffic Management Systems	65 Controlled Junctions 182 Signalised Pedestrian Crossings
Grit Bins	2,924 no.
Weather Stations	5 no.
The Plan also covers the following assets which are estimated where data is available.	Road Drainage Assets (Drainage systems, Gullies, Ditches, Trash Screens, etc) Non-illuminated Signs (7,205 no.) Non-illuminated Bollards (658 no.) Pedestrian Barriers (10,247 ln m) Safety Fences (circa 84.7km) Street Name Plates (8,242 no.) Verge Marker Posts (168 no.) Bus Shelters (666 no.) Electric Car Charging Points (97 no.)
The RAMP covers the Council assets that are maintained by Roads or Infrastructure Service and are directly linked to the Public Road network. There are many other similar assets that are owned by the Council but are the responsibility of other Council departments and therefore are not covered in this RAMP, e.g. non-public car parks, private bridges, core paths, public rights of way and water related infrastructure that does not form part of the road network.	

2.2 Inventory Data

This plan is based upon currently available inventory data for road assets, i.e. carriageway, structures, street lighting, and traffic signals. Footway and street furniture is based on an estimated inventory. Also, for some minor road assets inventory data is not currently held, however, an attempt has been made to incorporate these assets within this plan using local estimates and sample surveys.

A plan to improve asset data forms part of the council's Road Asset Data Management Plan

3 Customer Expectations

3.1 Introduction

There has been an increasing interest in how local government can improve both its customer focus and customer relations. A key to this is an understanding of what drives customer satisfaction, this would enable the Council to prioritise investment in service improvements based on their likely impact on customer satisfaction. However, this is a difficult task as the improvements the public have experienced in other areas of the private sector has led to rising expectations in the services the Council provides, and therefore there are major challenges in meeting those expectations. Our aim is to provide as much of a positive customer experience as possible.

	Asset Type	Number of Enquiries
Enquiries Received During 2025	Carriageways / Potholes	3219
	Drainage / Flooding	1515
	Footways / Potholes	1117
	Street Furniture	838
	Street Lighting	2003
	Vegetation	191
	Winter	374

The information above details the number of enquiries received by the service throughout 2025. Each enquiry is assessed and inspected by one of our 12 road inspectors or 3 lighting inspectors. Where defects are identified that meet the relevant criteria and associated risk level, instructions are issued to our contractor in line with our Risk Based Approach. This Policy also sets out the Service's safety inspection strategy, ensuring all priority routes are inspected monthly and all residential roads are inspected at least once each year.

Effective asset management relies heavily on managing expectations. To illustrate the scale of the challenge in maintaining the road network, it is worth noting that carriageway widths typically range from around 5.5 m on residential streets to approximately 7.3 m on higher-speed principal routes. Even applying the minimum width of 5.5 m across our 1,670 km of adopted carriageway results in an estimated 9.2 million square metres of road surface that the service is responsible for maintaining.

The cost of reactive maintenance (e.g. responding to an individual pothole) is far greater per square metre than planned activities such as resurfacing a section of road. Reactive repairs deliver poorer long-term value and contribute to a cycle of repeat interventions, hence the

Service is focused on reducing the volume of reactive works and prioritising planned, preventative schemes. Planned resurfacing offers greater efficiency, longer asset life, and better value for money.

Public-facing communications will primarily be delivered through the Council's website. For a number of Roads-related functions, customers will be able to access programme information for specific road activities. However, it is recognised that the current approach to communicating Roads activities can be improved to better meet the needs of our communities and stakeholders.

Improved communication is essential to engaging effectively with all stakeholders and gathering meaningful customer intelligence that can be used to enhance our services. Strengthening how we communicate will also help build stronger relationships with key partners and make it easier for people to understand what we do and how we do it. Clear, accessible information supports the achievement of our organisational objectives and helps demonstrate value for money.

Enhancing communication will also ensure that up-to-date information on Roads activities, such as when and where works are taking place and how long they will last, is readily available. It allows us to explain why road works are necessary and the methods used to carry them out, helping to demonstrate the success and value of the service. Ultimately, better communication will ensure people remain well-informed and will help challenge and change any negative perceptions of the Roads Service.

The Council works hard to ensure that local people, businesses, stakeholders and partners are informed about the detail of any work on their doorstep. A range of communication tools are used to ensure people are kept informed about what is happening and when it is happening.

- Communications / Social media (X (Twitter))
- Advance warning signs for roadworks
- Roads Asset Management Plan
- North Lanarkshire Council Website

3.2 Key Stakeholders

Identification of key stakeholders is essentially for effective asset management communication; it is necessary to identify not just what you are communicating but also with who. Stakeholder lists have been split into internal and external stakeholders.

3.2.1 List of Stakeholders

- Table 3.1 – List of Internal Stakeholders

Internal Stakeholder(s)	**Responsibility / influence**
Council / Elected Members	Ultimate decision making
Council Leader	Decision making
Portfolio Holder	Portfolio responsibility and decision making
Chief Executive / Depute Chief Executive / Chief Officers	Decision making
Managers	Decision making & Connections between Services
Team Leaders	Lead delivery and implementation
Team Members	Delivery of service
Finance / Legal / HR Team	Specialist advice / reporting
Communications Team	Information sharing and promotion

- Table 3.2 – List of External Stakeholders

Transport Scotland	Community Groups / Community Councils
North Lanarkshire residents	Bus Operators
Non-resident road users	Glasgow Bus Partnership
Business community	Network Rail
Neighbouring authorities	Scottish Canals
Strathclyde Passenger Transport (SPT)	Scottish Water
Glasgow City Region Partners	

3.3 Information Publication

The Council publish annual performance reports covering Council services as a whole. As part of this some road indicators are included such as:

- Condition of roads and pavements
- Information of additional funding received
- Customer satisfaction

In addition to this to ensure both ease of update and transparency of figures annual asset performance reports are produced as part of the RAMP. More information can be found in section 6 of this Plan (Service Standards).

3.3.1 Freedom of Information (FOI) requests

Where FOI requests for similar subjects recur, the aim is to produce these are readily available frequently available datasets. This has the advantage of both time saved by The Council and quicker access to data for requestors.

3.3.2 Other recurring queries

Other queries and recurring requests are also considered for information publication or even clarifying of existing data provided. A prime example on this is the process of prioritising planned maintenance (for example resurfacing). The current revision of the RAMP has separated this into its own section with clear, detailed information on how we select works to be undertaken. This is present in section 7 of the RAMP (Forward Works Programme and Prioritisation).

3.4 Communications Channels and Processes

The council recognises the diverse needs across different stakeholder groups and aspires to provide data and information in formats that are relevant to need.

Effective communication and coordination of road works are essential to maintaining a safe, efficient, and reliable road network. As a local authority, we have statutory duties under the New Roads and Street Works Act (NRSWA) to plan, manage, and supervise works on the public road in a way that minimises disruption, protects public safety, and ensures that all undertakers meet required standards. This includes responsibilities for noticing, inspecting, coordinating works between utilities and contractors, and ensuring reinstatements are completed to the correct specification.

The Scottish Road Works Commissioner oversees compliance with these duties, promoting good practice, monitoring performance, and ensuring that all works are properly recorded and managed. The Commissioner's national coordination platform Road Works Scotland provides a single, transparent portal for registering, coordinating, and reviewing road works activity. By

using this system effectively, we support better planning, reduce conflicts and congestion, improve communication with stakeholders, and uphold our legal obligations while delivering a well-managed, accountable road network for our communities.

3.4.1 Online – Council Website

The Council website contains a large variety of information relating to Roads in general within the area. These include (but are not limited to):

- Gritting and Winter Service
- Regulation and Enforcement
- Street lighting and traffic signals
- Road safety.

3.4.2 Reporting of Issues

Stakeholders can report issues online through the website or over the phone. Roads issues are logged in our asset management system and safety inspectors are assigned to investigate and raise works orders where necessary. An emergency out-of-hours service is also available.

3.4.3 Collecting Feedback

The Council collect feedback in a variety of formats, each webpage has a feedback option at the bottom of the page to collect stakeholder feedback and improvements are implemented when necessary.

We are also initiating new ways of connecting with customers after the submission of requests and the completion of roadworks.
This data is processed annually to see how we are performing against national and regional averages, more information on how we use this data is available in section 6 of the HIAMP (Performance Monitoring and Strategic Objectives).

4 Our Road Asset Management Objectives

Our Asset Management Objectives support the alignment with The Plan for North Lanarkshire and provides direction for the implementation of Asset Management Practices across the Roads Service.

The Asset Management Objectives support the Road Service to:

- Measure Performance
- Communicate decision risks and opportunities
- Provide a consistent approach to managing the asset

Environmental

Long-term option and planning analysis to minimise the environmental impacts of maintenance.

Safety

Provide a safe network for all road users through the continuous refinement of the authority's intelligence-led approach.

Healthier

Promote the healthier travel options through the provision of maintenance that priorities pedestrians and cyclists.

Customer Engagement

Engage with customers to understand their needs, priorities, and expectations to support the development of service standards and improve customer satisfaction.

5 Demands

5.1 Asset Growth

The asset grows each year due to the adoption of new Roads and construction of new Road links. Over the last 5 years (excluding Covid period) the following additional assets have been adopted by the council:

- Carriageways 35 km
- Footways 60 km
- Street Lighting 3,500

New assets create the need for maintenance, management and associated funding in future years as these additional assets age. This is particularly relevant to street lighting as energy costs increase immediately exacerbating the effect of rising energy prices.

5.2 Traffic Growth and Composition

Traffic over the last 15 years has increased considerably, placing increasing pressure on the Road network due to a significant increase in the general volume of traffic and in particular, large commercial vehicles. Data from Transport Scotland shows that total vehicle kilometres across all North Lanarkshire Council roads in 2023/24 was comparable to pre-pandemic levels.

SPT's study Freight Strategy for Strathclyde dated January 2017 highlights that 3,205 goods vehicles were registered within North Lanarkshire. This represents 10.92% of all registered goods vehicles in Scotland 29.8% of all registered goods vehicles within the Strathclyde area.

Many of the council's roads were not originally designed to accommodate this volume of traffic or the increased demands posed by heavier electric vehicles. With the level of proposed development over the next 5 years, an increase in traffic is inevitable. This will contribute to the accelerated wear and tear of the road assets and means increased levels of maintenance will be required in future. As a result, there is an escalating need for additional investment.

5.3 Environmental Conditions

Pressure on the road asset continues to escalate due to a range of changing environmental conditions, including:

- Winter weather: Although the effect of climate change has in recent years seen milder winters, it is predicted that we are also likely to experience more severe events. The effects on our road condition can be significant with major damage to road surfaces.

- Flooding: Certain areas are susceptible to flooding, and recent events have resulted in significant impacts on the road network.

- Rainfall intensity: climate change is changing weather patterns resulting in more intense rainfall in localised areas.

- Warmer Summers: recent warmer summers have caused roads to melt, with excess bitumen bleeding to the road surface and increasing the likelihood of deformation defects (such as rutting) occurring, preventing the road surface from draining effectively.

PROS	CONS
Number of freeze-thaw cycles reduce	More frequent severe winter weather events
Icy road accidents to reduce	More water damage
Winter maintenance cost savings	Increased flood risk
	Scour related damage on bridges could increase
	More wind related damage (trees / debris)

These environmental pressures are driving a need to review investment and revise service standards to reflect what is affordable, unless further funding is made available.

Live Labs 2

North Lanarkshire Council is a lead authority in ADEPT's Live Labs 2: Decarbonising Local Roads, a UK-wide £30m programme funded by the Department for Transport. NLC leads the North Campus of the Centre of Excellence for Decarbonising Roads (CEDR).

NLC's leadership role in Live Labs 2 positions the council at the forefront of UK roads decarbonisation. Through innovation trials, cross-sector collaboration, formal evaluation frameworks, and SME engagement, NLC is generating robust evidence to support low-carbon materials and methods across all stages of the road asset lifecycle. This work will directly inform future maintenance strategies, investment planning, lifecycle modelling, and sustainability commitments within the Roads Asset Management Plan.

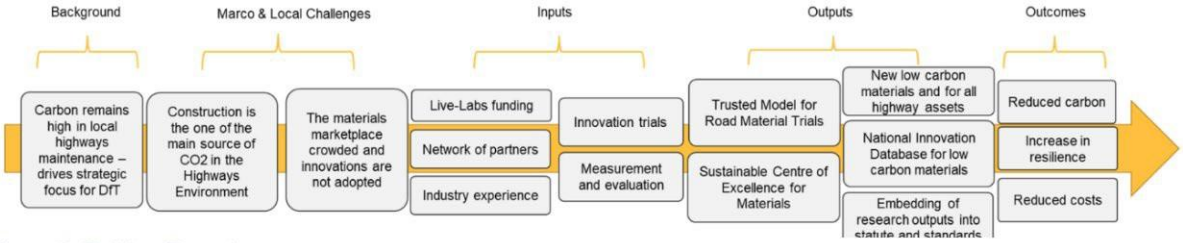


Figure 2: Golden Thread

5.4 People and Competency

The Roads Service continues to operate under significant and ongoing pressure as it responds to changing demands on the road network alongside constrained resources. Our highly trained, experienced, and competent officers work diligently to prioritise, manage, and deliver essential services that support both organisational priorities and the objectives of the RAMP.

However, without sufficient resourcing and effective workforce planning, the service faces increased risk of negative impacts on its ability to:

- contribute effectively to the Corporate Plan and wider strategic aims.
- Deliver the Asset Management Plan and associated objectives.
- Maintain operational resilience.
- Adapt to emerging and future challenges.
- Drive service improvements.
- Support robust succession planning across key roles.

The Service continues to investigate the use of new technologies, such as digital surveys and AI to support our existing resources.

6 Service Standards

This Plan is based upon delivering the service standards indicated below. The standards reflect the funding levels in section 7 and reflect the standards that Service users can expect from the Council's Road assets during the Plan period. Details of how the specific measures shown below are calculated are included in the Road maintenance manual.

6.1 SCOTS CORE PERFORMANCE INDICATORS

North Lanarkshire Council has set Service Standards aligned to the following key performance indicators defined by SCOTS Performance Group and forms part of the annual Performance Management Recommended Practice.

	Carriageways	2023/24	2024/25	Target
Safety	Percentage of Cat 1 defects made safe within response times. (* digital data disrupted during mobilisation)	89%	95%*	100%
	Percentage of Cat 2 defects made safe within response times.	93%	84%*	95%
	Percentage of safety inspections completed against target times	94%	90%	95%
Condition	Percentage of "A" Class road network which has been assessed as 'consider for maintenance treatment'.	23.8%	23.6%	30%
	Percentage of "B" Class road network which has been assessed as 'consider for maintenance treatment'.	31.0%	28.8%	30%
	Percentage of "C" Class road which has been assessed as 'consider for maintenance treatment'.	31.1%	30.4%	30%
	Percentage of unclassified, non-principal Road's network which has been assessed as 'maintenance should be considered'.	34.6%	33.2%	35%
	Length (km) of carriageway treated	1.9%	1.7%	2.5%

	Footways	2023/24	2024/25	Target
Safety	Percentage of Cat 1 defects made safe within response times. (* digital data disrupted during mobilisation)	86%	94%*	100%
	Percentage of Cat 2 defects made safe within response times.	90%	87%*	90%
	Percentage of safety inspections completed against target times	83%	93%	*90%*
Condition	Length (km) of footway to be considered for maintenance treatment	N/A	Trial Underway	
	Length (km) of footway treated	0.2%	0.3%	0.5%

	Street Lighting	2023/24	2024/25	Target
Safety	Percentage of Cat 1 defects made safe within response times. (* digital data disrupted during mobilisation)	94%	95%*	100%
	Percentage of Cat 2 defects made safe within response times.	97%	91%*	95%
Condition	Percentage street lighting columns that are over 40 years old (***Note 2023/24 was measured as over 30 years old*)	13.4%	18.5%	**30%
Environment	Average annual electricity consumption per Streetlight (kWh)	195.3	188.1	200

	Structures	2023/24	2024/25	Target
Safety	Percentage of principal inspections carried out on time	100%	100%	100%
	Percentage of general inspections carried out on time	100%	100%	100%
Condition	Bridge Stock Condition Indicator (BCIav)	85	84.2	90%
	Bridge Stock Condition Index (BCIcrit)	68.5	67.9	80%

	Traffic Signals			
Resilience	Percentage of signalised junctions with LED aspects	100%	100%	100%
	Percentage of signalised crossings with LED aspects	100%	100%	100%
Condition	Percentage of signalised junction controllers within life expectancy (20 years)	98.4%	100%	100%
	Percentage of signalised crossing controllers within life expectancy (20 years)	100%	100%	100%

6.2 Performance Management

In addition to measuring our performance via the SCOTS & APSE process the service also monitors our performance through the Roads & Infrastructure Contract Performance Management regime. This allows us to report regularly on our performance against specific targets within the Performance Handbook for each period and ensure actions are taken as soon as possible to address in concerns.

Most of the asset management performance data is updated annually, while other Roads and Transportation data is updated monthly or quarterly. Information will be available internally and will be reported to Committee through the Roads & Infrastructure Contract cyclic reports.

7 Financial Summary

7.1 Asset Valuation

The Asset Valuation figures provide a financial report of the Road asset. The **Gross Replacement Cost (GRC)** represents how much it would cost to construct the Road Infrastructure from a green field site utilising modern materials, technologies, and techniques (Modern Equivalent Asset – MEA)

The **depreciated replacement cost (DRC)** illustrates the extent to which the asset has been consumed (used up).

The **annualised depreciation cost (ADC)** represents the average annual investment required in planned maintenance (renewal of the asset) required to maintain the asset. Comparing the annual capital investment against this figure provides an indication of whether long term funding needs are being met (or not).

As at 2025 the Road asset is valued as follows:

Asset Value and Depreciation

Asset Type	Gross Replacement Cost (GRC) £'000	Depreciated Replacement Cost (DRC) £'000	Annualised Depreciation Cost (ADC) £'000	Comments
Carriageways	£1,961,120	£1,552,486	£36,788	
Footways & Cycleways	£552,708	£337,657	£9,890	
Structures	£592,145	£581,369	£10,776	
Street Lighting	£293,361	£142,348	£7,382	
Street Furniture	£43,435	£21,820	£2,261	
Traffic Signals	£15,490	£7,745	£1,033	
Traffic Management	£9,721	£6,325	£415	
Land	£1,115,409			
Total	**£4,583,389,000**	**£2,642,005,000**	**£68,545,000**	

7.2 Planned Funding

The service standard targets shown in section 5 are based upon the following funding levels. The funding for years 1 -3 is based upon the approved short-term budget as confirmed by the council.

Funding beyond year 3 shown is indicative to allow the prediction of long-term condition. It has been assumed that a level of funding similar to current funding levels (the average of the last 3 years) will be provided. Any changes to these funding predictions in the future will require an update of this RAMP. Detailed figures will be provided in future reports.

Asset	Works	Funding Allocated £k			Long Term Annual Funding Required £k
		2025-2026	2026-2027	2027-2028	2028 +
Carriageways	Reactive	£3,460	£3,460	£3,460	➡
	Planned	£7,010	£6,370	£6,410	⬆
Footways	Reactive	£1,159	£1,200	£1,200	➡
	Planned	£1,408	£1,250	£1,260	↗
Structures (Note: this does not include allowances for bridge renewals)	Reactive	£47	£55	£55	➡
	Planned	£1,782	£1,755	£1,755	⬆
Street Lighting	Energy Costs	£2,728	£TBC	£TBC	↗
	Reactive	£1,040	£1,040	£1,040	➡
	Planned	£2,661	£2,660	£2,771	⬆⬆
Traffic Signals	Energy Costs	*Included in Street Lighting Energy Costs*			
	Reactive	£149	£150	£150	↗
	Planned	£500	£500	£500	⬆

Asset	Works	Funding Allocated £k			Long Term Annual Funding Required £k
		2025-2026	2026-2027	2027-2028	2028 +
Street Furniture	Reactive	£567			
	Planned	£128			

8 Asset Investment Strategies

The service is actively exploring the use of artificial intelligence and advanced digital solutions to enhance the management of the public road carriageway network. We aim to introduce more accurate, data-driven approaches to condition assessment, defect identification, deterioration modelling, and investment planning. These technologies have the potential to significantly improve the consistency and efficiency of inspections, provide predictive insights to support earlier and more cost-effective interventions, and strengthen the overall evidence base for asset management decisions. This work forms part of our wider commitment to modernising operational practices and ensuring that resources are targeted where they will deliver the greatest benefit to the network and local communities.

The strategies in this section are being developed using predictions of future condition over a 20-year period. The predictions enable strategies to be created to look at the whole life cost of maintaining the asset. Using long term predictions means that decisions about funding levels can be taken with due consideration of the future maintenance funding liabilities that are being created. Investment strategies for the major asset types are summarised below. These strategies are designed to enable the service standards in section 6 to be delivered.

8.1 Investment between Asset Types

While analysis in ongoing, initial indications estimate that in comparison to historical investment, future investment is planned to be:

- Carriageways: level of Capital investment will require to increase to maintain a steady state.
- Footways: level of Capital investment may require to increase slightly.
- Structures: level of Capital investment maintained at similar levels (Assuming that any future bridge replacement is funded separately when the need is identified).
- Street lighting; level of Capital investment is insufficient to maintain the asset. Increased investment required.

- Traffic signals; level of Capital investment may require to increase to maintain a steady state.

It is recognised that the Service is undergoing measures of efficiency savings. Generally, asset types depreciate slowly over a long period and therefore short periods of funding restrictions may not impact significantly on the overall condition of the asset. However, continued reduced investment would be detrimental to the condition of the Asset.

8.2 Carriageways Investment Strategy

Category	Description	Basis of Strategy
Routine and Reactive Repair	Repair of defect to current intervention standards and response times.	The strategy emphasises the importance of delivering works on a planned basis wherever possible, thereby reducing dependence on reactive interventions. This approach is underpinned by the Risk-Based Safety Inspection regime and informed by intelligence gathered through routine inspections and customer reports. In parallel, the Service is working with Hochtief to introduce more innovative and sustainable methods for pothole repair, although it is recognised that temporary repairs will remain necessary in certain circumstances. From Autumn 2026, the Service will implement a programme of planned patching ahead of winter to build resilience within the network. In addition, the availability of hotboxes will be brought forward earlier in the winter season to strengthen reactive repair capacity and improve overall response times.
Preventative Maintenance	A programme of preventative treatment or Roads in the initial stages of deterioration.	The strategy proposes applying low-cost preventative treatments (such as surface dressing or rejuvenation) at an early stage, before roads deteriorate to a point where more extensive and costly repairs are required. While current investment levels are not expected to fully prevent some decline in overall network condition, the targeted use of appropriate preventative treatments will minimise deterioration and help maximise the value and effectiveness of available funding.
Planned Maintenance Corrective	Programme of resurfacing where a preventative treatment cannot be applied	Where road surfaces have deteriorated to a level that only full resurfacing can provide a long-term solution, these locations will be prioritised through the condition assessment process. Sites that cannot be addressed within current funding allocations will continue to be managed safely through interim measures until additional resources become available.

8.3 Footways Investment Strategy

Category	Description	Basis of Strategy
Routine and Reactive Repair	Repair of defect to current intervention standards and response times.	The strategy emphasises the importance of delivering works on a planned basis wherever possible, thereby reducing dependence on reactive interventions. This approach is underpinned by the Risk-Based Safety Inspection regime and informed by intelligence gathered through routine inspections and customer reports. In parallel, the Service is working with Hochtief to introduce more innovative and sustainable methods for pothole repair, although it is recognised that temporary repairs will remain necessary in certain circumstances.
Planned Maintenance Corrective	Programme of resurfacing/renewal of footways.	The current level of investment is not expected to fully prevent some deterioration in footway condition; however, the targeted use of appropriate corrective maintenance treatments will help minimise the extent of decline and ensure resources are directed to where they will have the greatest impact.

8.4 Carriageway and Footway Strategy Overview

The investment level is not sufficient to address all locations in need of resurfacing. As part of the SCOTS Roads Asset Management team a series of cost and condition projection tools have been developed for carriageways. This tool allows authorities to analyse what impact the current level of investment will have on the condition of their carriageway asset over the longer term.

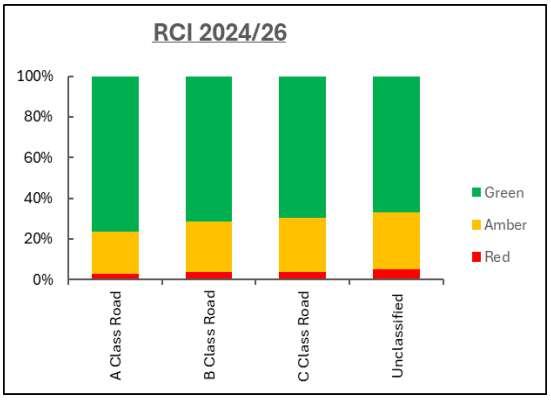
The SCOTS Road Condition Assessments is a collaborative project to aid authorities to evaluate the condition of their carriageway assets. National road condition assessments are undertaken each year using specialist vehicles equipped with lasers and high resolution cameras.

The collected data is assessed, and a Road Condition Indicator (RCI) score assigned to both each

road classification and the overall network. The RCI score indicates the percentage of the road

network in need of maintenance. Unfortunately, this service is not provided for any other assets.

Each Road classification is further broken down into one of three categories;



- Green – where the road is generally in a good condition
- Amber – where the road shows deterioration requiring investigation
- Red – where the road is poor overall and maintenance is required

Our most recent condition assessment results for 2024/26 are shown below :-

Road Classification	Percentage Red	Percentage Amber	Percentage Green	RCI
A Class	2.97	20.64	76.39	23.6
B Class	3.72	25.03	71.25	28.8
C Class	3.58	26.86	69.56	30.4
Unclassified	5.03	28.13	66.84	33.2
Overall Network	4.47	26.85	68.68	31.3

The current RCI of 31.3 is a slight improvement from the 2023/25 RCI - 32.6. The strategy currently aims to maintain the network in a steady-state condition. Work is ongoing to develop a condition indicator for the footpath network with significant trials of digital surveys completed in Cumbernauld.

8.5 Street Lighting Investment Strategy

Category	Description	Basis of Strategy
Routine and Reactive Repair	Repair of defect to current intervention standards and response times.	The completion of the lantern replacement programme with modern LED equivalent should be fully completed in 26/27. The street lighting maintenance regime aims to maximise planned work and reduce reliance on reactive repairs wherever possible. Planned activities will be informed by the programme of routine structural and electrical testing, ensuring that maintenance is scheduled based on asset condition and risk. The Roads Street Lighting team will continue to respond to individual fault reports in line with agreed service timescales. Where inspection findings identify an immediate safety concern, urgent action may be required, including the removal of lighting columns or the temporary disconnection of units. In such cases, there may be unavoidable delays before replacement lighting can be installed, depending on the availability of resources, materials, and funding.
Planned Maintenance Corrective	Programme of structural renewal	Planned column replacements are undertaken annually based on the age, condition and fault levels prioritised by risk. A significant number of street lighting columns are now exceeding their service life. Additional investment is required to maintain this asset group.

The table below identifies the number of lighting columns that have exceeded their anticipated service life, along with an indicative cost for their replacement. Although these columns are beyond their nominal design lifespan, they continue to function effectively although some are now showing signs of deterioration.

Height	No of Columns	Overhead Lines	Replacement Cost Estimate
<=6m	9801	524	£5,390,550
8m	2257	651	£1,410,625
10m	787	63	£550,900
12m	15		£10,500
	12860	**1238**	**£7,362,575**

8.6 Structures Investment Strategy

Category	Description	Basis of Strategy
Routine and Reactive Repair	Repair of defect to current intervention standards and response times.	The strategy requires deploying works contractors, primarily the Council's term service contractor, to carry out emergency repairs as well as non-emergency maintenance. The need for these works will be identified through general and principal bridge inspections, along with notifications and reports of bridge strikes or other structural damage.
Strengthening (council structures)	Strengthening of bridges currently assessed as being weak.	Strengthening of bridges will primarily be driven by regular structural reviews and bridge assessments as the need arises.
Refurbishment	Refurbishment of structures that have deteriorated into a poor or very poor condition.	– The strategy involves intervening to repair the following assets that are in poor condition or make safety critical or accessibility improvements. Road bridges – Footbridges – Culverts – Retaining walls – High Mast Lights – Subways/Underpasses This work will be informed by findings from inspections and assessments. Prioritisation of works will be based

		on several factors, including bridge condition indicators and the strategic importance of the route. –
Parapet works	Strengthening or replacement of weak parapets	This work will be informed by findings from inspections and assessments. Prioritisation of works will be based on several factors, including bridge condition indicators and the strategic importance of the route.
Scour Protection	Scour protection works on structures susceptible to scour	This activity will be driven primarily by Level 1 and Level 2 scour assessments, along with findings from inspections, which identify scour risk and recommended work.

The structures investment strategy allows the council to fulfil its statutory obligations and makes allowance for safety critical repairs and improvements. Any major bridge replacements would require additional funding after the need is identified.

8.7 Traffic Signals

Category	Description	Basis of Strategy
Routine and Reactive Repair	Repair of defect to current intervention standards and response times.	The strategy requires the deployment of works gangs/other agencies on emergency repairs and on other non-emergency repairs.
Refurbishment of signalised junctions	Refurbishment of junctions that have deteriorated or the equipment has become obsolete/unreliable	Prioritise investment on signalised junctions outwith life expectancy period (20 years). Other factors which may also need to be considered include annual fault history, spare part availability, power efficiency, traffic sensitivity, available budgets and funding
Refurbishment of signalised crossings	Refurbishment of crossings that have deteriorated or the equipment has become obsolete/unreliable	Prioritise investment on signalised crossings outwith life expectancy period (20 years). Other factors which may also need to be considered include annual fault history, spare part availability, power efficiency, traffic sensitivity, available budgets and funding

8.8 Street Furniture

Category	Description	Basis of Strategy
Routine and Reactive Repair	Repair of defect to current intervention standards and response times.	Defects are recorded via reports from the Public or identified during other operations. Response times are set dependent on nature of the defect. Works are undertaken by our term maintenance contractor.
Planned Maintenance Corrective	Programme of renewal / replacements	Larger assets shall be targeted for replacement based on available funding, demand and condition. A prioritisation process requires to be developed.

9 Risk Management

9.1 Approach

Any scenarios impacting the delivery of this Road Asset Management Plan and its Asset Management Objectives will be assessed utilising the following outlined approach. All identified scenarios must be assessed to determine their significance, reviewing the likelihood of the scenario occurring and the most probable (not worst possible) consequence to the delivery of the RAM Plan and Objectives should the scenario occur.

9.2 Scenario Likelihood

The scenario likelihood is assessed with regard to how probable a scenario is of occurring, for example, if the Council Roads Service is allocated its budget on an Annual Basis, the likelihood of the risk of receiving lower budgets than levels assumed in when developing the Strategy is Possible, due to the chance of the budget being adjusted annually.

The likelihood of a scenario occurring, within the established context, will be assessed on a scale of Remote to Almost Certain using the following descriptors:

Likelihood / Probability	**Likelihood Description**	
Almost Certain	Will undoubtedly happen	Daily
Likely	Will probably happen, but not persistent	Monthly
Possible	May happen occasionally	Annually
Unlikely	Not expected to happen, but it is possible	10 Years
Remote	Improbable	20 Years

9.3 Risk Consequence

The scenario consequence is assessed by considering the most probable (NOT worst possible) outcome (impact) should the scenario occur and will be determined on a scale of Negligible to Catastrophic as follows:

Table 2 Consequence (Impact/Severity) Score

Consequence (Impact / Severity)	Description			
	Impact on Asset Management / Service Objectives	**Financial Impact**	**Impact on people**	**Impact on Reputation**
Catastrophic	Unable to function / inability to fulfil objectives	Severe financial loss	Death	Highly damaging, sever loss of public confidence
Major	Significant impact on delivery of objectives	Major financial loss	Extensive injury, major permanent harm	Major adverse publicity, major loss of confidence
Moderate	Service objectives partially achievable	Significant financial loss	Medical treatment required, semi-permanent harm up to 1 year	Some adverse publicity, legal implications
Minor	Minor impact on service objectives	Moderate financial loss	First aid treatment, non-permanent harm up to 1 month	Some public embarrassment, no damage to reputation
Negligible	Minimal impact, no service disruption	Minimal financial loss	No obvious harm/injury	No interest to the press, internal only

The scenarios considered within the RIAM Plan are primarily focused on the delivery of the Plan and Objectives, however the scenarios can still have impacts on financials, people, and reputation; all aspects should be considered ensuring that all angles are thought through.

9.4 Risk Evaluation

The risk factor for a particular scenario is determined utilising the likelihood and consequence as shown in the risk matrix, table 3:

Table 3 - Risk Matrix

Consequence / Likelihood	Negligible	Minor	Moderate	Major	Catastrophic
Remote	Very Low	Very Low	Very Low	Very Low	Medium
Unlikely	Very Low	Very Low	Low	Low	Medium
Possible	Very Low	Low	Low	Medium	High
Likely	Very Low	Low	Medium	High	Very High
Almost Certain	Very Low	Medium	High	Very High	Very High

10 Risks

The risks that could prevent achievement of the standards specified in this plan (section 6) are:

Risk Id	Context	Risk				Risk Mitigation				Monitors
		Scenario Description	Likelihood	Consequence	Rating	Treatment	Likelihood	Consequence	Rating	
1	The plan is based upon current and historical asset data trends. Where limited data was available, assumptions have been made by experienced and competent officers.	Levels of Service unattainable due to unforeseen adverse weather, causing accelerated deterioration of the Road assets.	Possible	Major	Medium	Review and update deterioration models, plus revise options analysis to assess impacts and adjust plan accordingly. Roads Business Continuity Plan regularly reviewed.	Possible	Moderate	Low	

Risk Id	Context	Risk				Risk Mitigation				Monitors
		Scenario Description	Likelihood	Consequence	Rating	Treatment	Likelihood	Consequence	Rating	
2	Available budgets have been assumed as shown in section 8.	Actual funding levels differ to assumed levels	Likely	Moderate	Medium	Review and update deterioration models, plus revise options analysis to assess impacts and adjust plan accordingly.	Possible	Moderate	Low	• 5-year budget trends
3	Construction inflation	Inflation significantly above average levels.	Likely	Major	High	Revise options analysis based on new rates, assess impacts, and adjust plan accordingly.	Possible	Major	Medium	• 5-year average Inflation rate • Projected inflation rates (Gulf Conflict)

Risk Id	Context	Risk				Risk Mitigation				Monitors
		Scenario Description	Likelihood	Consequence	Rating	Treatment	Likelihood	Consequence	Rating	
4	Resources are available to support the delivery of the Asset Management Plan.	Pressures on resources mean that staff focused on service delivery and Asset Management becomes a 'nice-to-have'.	Likely	Major	High	Organisation's commitment to provide the resources to support and improve Road Asset Management across the service.	Unlikely	Major	Low	• Number of Full-Time Equivalent Asset Management Positions

Risk Id	Context	Risk				Risk Mitigation				Monitors
		Scenario Description	Likelihood	Consequence	Rating	Treatment	Likelihood	Consequence	Rating	
5	Staff have the skills, experience, and competences to deliver the Road Asset Management Plan.	Lack of succession planning and competence framework, in combination with reorganisation, restructuring and cost saving exercises, plus an aging workforce, meaning the loss of experienced/competent staff.	Likely	Major	High	a. Strategic workforce plan b. Support via supply chain. c. Develop and implement succession plan. d. Report staff competence levels and risks, as part of ASOR.	Unlikely	Major	Low	• Staff competence level quantities • Staff age group demographics

Risk Id	Context	Risk				Risk Mitigation				Monitors
		Scenario Description	Likelihood	Consequence	Rating	Treatment	Likelihood	Consequence	Rating	
6	Delivery of the service is aligned with RAMP.	Service delivery activities are either not documented or of insufficient detail, preventing the consistent delivery of activities, plus the review and alignment of activities with RAMP.	Variable – individually assessed	Variable – individually assessed	Variable – individually assessed	Prioritise documenting activities based on risk, utilising the SCOTS Recommended Practices Task 5 – Maintenance Manual templates.	Possible	Variable – individually assessed	Low or Medium	• % of activities documented that are assessed to be medium risk or higher. • % of documented activities that have been reviewed against current RAM Plan.

Risk Id	Context	Risk				Risk Mitigation				Monitors
		Scenario Description	Likelihood	Consequence	Rating	Treatment	Likelihood	Consequence	Rating	
7		Maintenance Manual process and procedures are not followed when service delivery activities are carried out.	Likely	Moderate	Medium	Undertake routine auditing of process and procedures, based on risk of non-compliance for each process and procedure.	Unlikely	Moderate	Low	• % of audits completed within timescales. • Number of Corrective Actions Requests in the last 12 months.
8	Embedment of Road Asset Management across the service.	Asset Management is perceived as a bolt-on to “normal day job” and/or tick box exercise.	Possible	Moderate	Medium	Regular stakeholder communication and engagement, e.g. forums, meetings, and training.	Unlikely	Moderate	Low	• % of staff achieved SCOTS RAM Fundamentals certificate • Number of RAMP meetings