

# Response to the Consultation on Local Highways Maintenance Block Funding 2015/16 onwards

December 2014

The information or guidance in this document (including third party information, products and services), is provided by DfT on an 'as is' basis, without any representation or endorsement made and without warranty of any kind whether express or implied.

The Department for Transport has actively considered the needs of blind and partially sighted people in accessing this document. The text will be made available in full on the Department's website in accordance with the W3C's Web Content Accessibility Guidelines. The text may be freely downloaded and translated by individuals or organisations for conversion into other accessible formats. If you have other needs in this regard please contact the Department.

Department for Transport Great Minster House 33 Horseferry Road London SW1P 4DR Telephone 0300 330 3000 Website <u>www.dft.gov.uk</u>

© Crown copyright 2014

Copyright in the typographical arrangement rests with the Crown.

You may re-use this information (not including logos or third-party material) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <u>www.nationalarchives.gov.uk/doc/open-government-licence/</u> or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or e-mail: <u>psi@nationalarchives.gsi.gov.uk</u>.

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

### Consultation on Local Highways Maintenance Block Funding

### **Summary of Responses**

#### Introduction

- 1. The Department for Transport has held two exercises to seek views from local highway authorities, organisations and members of the public in regards to allocating just under £6 billion for local highways maintenance funding to local highway authorities in England from 2015/16 to 2020/21.
- The first consultation in which the Department published a discussion document – <u>https://www.gov.uk/government/uploads/system/uploads/attachment\_data/</u><u>file/273820/efficient-funding-2015-2021.pdf</u> - was held over eight weeks from 24 January to 21<sup>st</sup> March 2014 and sought views through an online survey in which over 350 valid responses were received.
- 3. In addition seven regional events were also held in January/February across England to allow the Department for Transport to explain the various themes it was proposing and to hear views from those who attended. These events were attended by over 400 people from the public, private and third sectors.
- 4. The consultation document issued on 10 November builds on the earlier discussion document and the views received. The closing date for responses to be received was 21 November.
- 5. The consultation document is available on the Department's website at: <u>https://www.gov.uk/government/uploads/system/uploads/attachment\_data/</u><u>file/374566/consultation-document.pdf</u>
- 6. The Department is grateful for the feedback received in the consultation. The responses have been useful in helping to reach a decision on the future allocation of the funding.
- 7. Following a brief overview, this response is structured according to the following questions which help to determine the funding formula for the needs element of the local highways maintenance block. For each question, a summary of responses is given, followed by a statement setting out the Department's agreed position
- 8. This document contains four annexes. Annex A provides a link to the funding for each individual local highway authority from 2015/16 onwards. Annex B shows the formula that will be used to distribute local highways maintenance funding from April 2015. A flowchart demonstrating the funding mechanism is contained in Annex C. The list of respondents to the consultation along with a more detailed breakdown by respondent is shown at Annex D.

#### Overview

7. A total of 143 responses were received including 95 from local highway authorities in England with the remainder being made up of representative organisations and individuals. The breakdown of responses include:

Response	Total
Metropolitan District	23
County Council	28
Unitary Authority	44
Organisation	37
Other Respondent	11
Grand Total	143

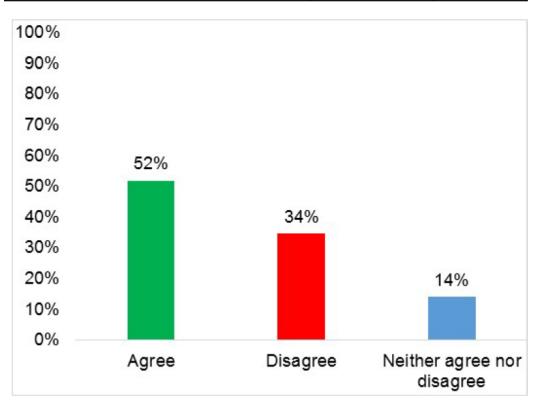
The full list of respondents is at Annex C.

- 8. Key responses:
  - 52% supported the principle of a revised funding model as proposed 76 supported the idea of a self-assessment questionnaire;
  - 73% supported a system of bandings for distributing an efficiency incentive; and
  - 50% agreed to a challenge fund to be for the full six-year funding from 2015/16 to 2020/21.

#### **Funding Model**

1. Do you agree with the funding model?	Count of responses	Per cent
Agree	60	52%
Disagree	40	34%
Neither agree nor disagree	16	14%
Grand Total	116	100%

#### Question 1 – Do you agree with the funding model?



A number of those who responded noted that the 'needs' element of the funding formula was still the majority of the funding a local highway authority would receive and each year from 2015 to 2021 the total pot for needs element was still an increase on the total block funding in 2014/15.

Most of the responses agreed with the principles of the proposed funding model as set out in the consultation and many agreed that the funding should include an element of incentivisation to help encourage local highway authorities to adopt effective and efficient Highway Maintenance practices.

There was, however, a slightly mixed response with respect of the concept of having a Challenge Fund. One respondent suggested that the Fund raised concern that this would mean authorities lose control over an element of the funding they would be receiving from central Government. A number of respondents also highlighted concerns with regards to the time and cost involved in having to undertake a bidding process to submit proposals for the Challenge Fund. However others were supportive of having such a Fund and felt this would enable the advancement of major maintenance schemes of significant regional economic importance that can be sometimes difficult to fund through the normal allocation processes.

#### Department for Transport response

The Department confirms that a funding model split between a needs formula, incentive formula and a Challenge Fund is to be adopted. The funding breakdown is set out in the following table:

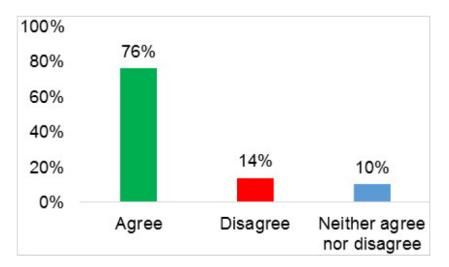
Funding model summary				
Year	Needs formula	Incentive formula	Challenge Fund	Total
2015/16	£901m	£0m	£75m	£976m
%	92.3%	0.0%	7.7%	100.0%
2016/17	£826m	£50m	£100m	£976m
%	84.6%	5.1%	10.2%	100.0%
2017/18	£801m	£75m	£100m	£976m
%	82.1%	7.7%	10.2%	100.0%
2018/19	£725m	£151m	£100m	£976m
%	74.3%	15.5%	10.2%	100.0%
2019/20	£725m	£151m	£100m	£976m
%	74.3%	15.5%	10.2%	100.0%
2020/21	£725m	£151m	£100m	£976m
%	74.3%	15.5%	10.2%	100.0%

#### **Incentive Element**

Question 2 – Do you agree with the idea of a self-assessment questionnaire?

Question 3 – What questions should be included in the self-assessment questionnaire?

2. Do you agree with the idea of a self-assessment questionnaire?	Count of responses	Per cent
Agree	89	76%
Disagree	16	14%
Neither agree nor disagree	12	10%
Grand Total	117	100%



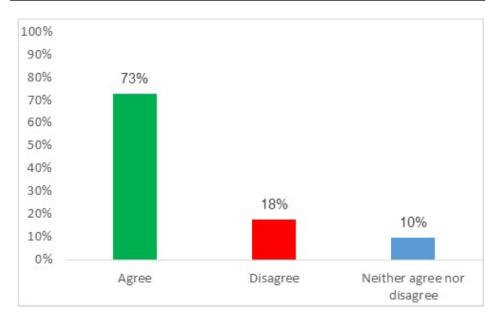
76% of respondents supported the idea of the Department for Transport establishing a self-assessment questionnaire to determine what band a local highway authority would fall into as part of the incentive funding element.

However some of the responses did feel that having an incentive element for funding was considered to be adding an extra layer of bureaucracy to the system.

Others highlighted the importance of the questionnaire having clear measurable criteria to ensure a greater level of clarity and that the assessment tool should also be used as an improvement plan to drive through efficiency and improvements. A number of suggested ideas and questions that could be considered in the questionnaire was provided.

### Question 4 – Do you agree with the system of bandings for distributing the efficiency incentive?

4. Do you agree with the system of bandings for distributing the efficiency incentive?	Count of responses	Per cent
Agree	83	73%
Disagree	20	18%
Neither agree nor disagree	11	10%
Grand Total	114	100%

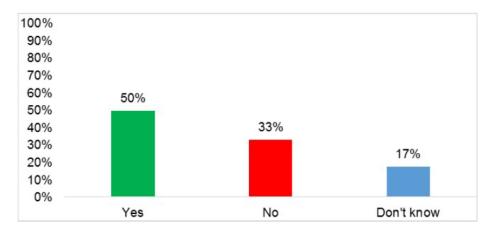


73% agreed for a system of bandings for distributing the efficiency incentive subject to where a local highway authority were placed after completion of a self-assessment questionnaire. A few of those responding suggested that without such a banding system there was no impetus for local authorities to change.

There was some mixed views expressed with respect to the bandings and one respondent suggested that further consideration should be given as to whether the bands needed to increase from the three proposed to possibly five. Others expressed some reservation in respect to the timescales for introducing the incentive element of the funding and felt that by implementing the system in 2016/17 could potentially be challenging to some highway authorities particularly those who may not yet have to fully embrace asset management and efficiency principles.

## **Question 5 – Are the phasing/progression percentages of the bandings appropriate?**

5. Are the phasing/progression percentages of bandings appropriate?	Count of responses	Per cent
Yes	54	50%
No	36	33%
Don't know	19	17%
Grand Total	109	100%



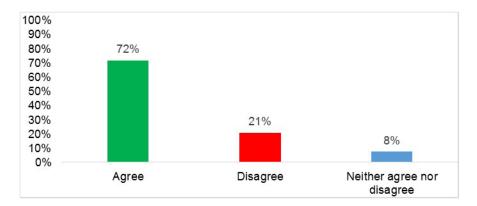
Again there was a mixed response to the phasing and progression of the bandings. Whilst 50% of those responded favourably to the proposal there were a number of views expressed that further clarity as to the banding system and how this will work in practice was required.

A number responded similar to how they had responded for Question 4 in respect to timescales. One of the responses suggested that by proposing the inclusion of incentivisation payments rather than payments for need could lead to the creation of two tiers of highway authorities. Many felt that the criteria and how the bandings will work in practice was important and that the Department should also consider reviewing the system and percentages in 2017/18 as part of any data refresh that is undertaken.

One response suggested that we should switch the banding system around so that those who are doing well would receive less than those who have yet to apply efficiencies or have an up to date asset management strategy.

### Question 6 – Do you agree with our proposed approach to redistributing any unallocated funding?

6. Do you agree with our proposed approach to redistributing any unallocated funding?	Count of responses	Per cent
Agree	86	72%
Disagree	25	21%
Neither agree nor disagree	9	8%
Grand Total	120	100%



The consultation proposed that any excess (unallocated) funding would be redistributed across all highway authorities in proportion to the amount they receive through the funding formula. 86 respondents from 120 who answered the question agreed with this proposition.

A number of responses suggested whether this was appropriate and some suggestions on how to redistribute the surplus funding included retaining this for weather contingency or to allow those authorities who are demonstrating through the banding system that they are/have made substantial progress towards asset management best practice, bid for the unallocated funds to enhance their rate of improvement, so to incentivise the rate of change in lower band authorities.

#### DfT response

The Department for Transport has considered the arguments for and against an incentive formula and establishing a self-assessment questionnaire to determine which category a local highway authority falls into as part of a banding system as highlighted on page 16 of the consultation document.

On balance, the Department for Transport believes that an incentivisation element of the funding should be introduced. This will not only encourage local highway authorities to embrace and adopt good practice in respect to efficiencies and asset management but will also support those who are already adopting such measures.

Highway infrastructure asset management is an established and widely recommended approach both in the UK and internationally. Indeed this approach has been supported by the National Audit Office in its recent report<sup>i</sup> and the All Party Parliamentary Highways Maintenance Group report in respect to managing a vital asset<sup>ii</sup>. It is a business-like approach to road maintenance and encourages efficient use of funding and estimates by the Chartered Institute of Public Finance and Accountancy (CIPFA) suggests that it can provide 5% savings over the long term for full implementation.

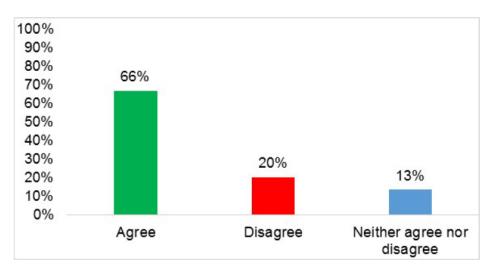
Whilst we note the reservations made in a number of the responses received who suggested more time to be allowed for local highway authorities who are an early stage of adopting asset management and efficiency principles, we believe that authorities have had time to adopt this approach. As the January 2014 discussion document explained the Department for Transport has encouraged authorities to adopt this approach for a number of years and has even previously provided £32 million in 2009 to help authorities do this. We will, however, consider reviewing the system and bandings again as part of any future data refresh exercise in 2017/18.

The Department is now commissioning a self-assessment questionnaire and guidance for this element to be produced by the Highways Maintenance Efficiency Programme. For Question 3 we will also ensure that all suggested questions that could be included in the questionnaire are carefully considered.

#### Resilience Contingency

## Question 7 – Do you agree with the Department's proposal not to set aside any funding for resilience purposes?

7. Do you agree with the Department's proposal not to set aside any funding from here for resilience contingency purposes?	Count of responses	Per cent
Agree	79	<mark>66%</mark>
Disagree	24	20%
Neither agree nor disagree	16	13%
Grand Total	119	100%



66% agreed with the proposal for the Department <u>not</u> to set aside funding from the £976 million for resilience purposes.

A number of responses felt that any additional funding that maybe required in the event of extreme weather which may lead to accelerated and widespread asset deterioration should be provided in addition to the highways maintenance funding allocation. Others felt that the increase in local highways maintenance funding being provided by the Government should ensure that highway authorities can be more resilient.

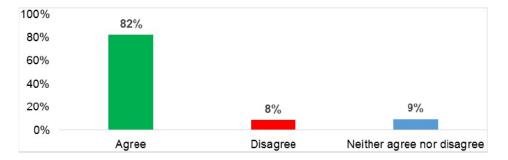
#### **DfT response**

The Department for Transport agrees not to set aside contingency funding to help assist local highway authorities repair damaged local highway infrastructure caused by a significant weather event. However it is unable to guarantee additional funding would be provided in the future to help authorities deal with any such damage that may occur on their network due to severe weather. The Department, therefore, advises local authorities to retain such a contingency from their 'needs' funding.

#### **Funding Formula**

## Question 8 - Do you agree that the detrunked roads element of the formula should be removed?

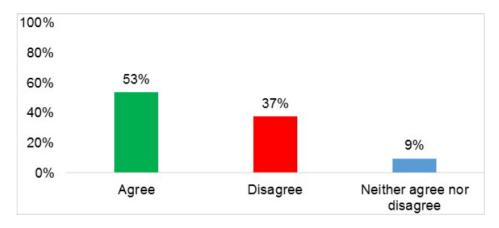
8. Do you agree that the detrunked roads element of the formula should be removed?	Count of responses	Per cent
Agree	97	82%
Disagree	10	8%
Neither agree nor disagree	11	9%
Grand Total	118	100%



There was strong support by respondents to remove the detrunked roads element from the needs formula with over 82% agreeing that that the majority of de-trunking occurred over a decade ago, and that the road length element incorporates the road into the funding formula.

A few authorities did, however, highlight that some of the detrunked roads can have heavier traffic volumes and due to this can be slightly more expensive to maintain. Question 9 - Do you agree with the suggestion to replace the existing bridges element of the funding formula with one that is based solely on the number of bridges?

9. Do you agree with the suggestion to replace the existing bridges element of the funding formula with one that is based solely on the number of bridges?	Count of responses	Per cent
Agree	63	53%
Disagree	44	37%
Neither agree nor disagree	11	9%
Grand Total	118	100%



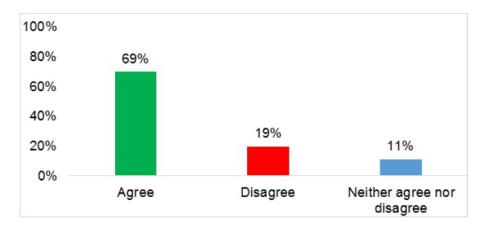
The existing funding formula in respect of bridges per highway authority includes the number of bridges greater than 1.5 metres in length and the number of bridges requiring major maintenance or strengthening. The consultation highlighted that one of the common concerns from the existing formula was perverse incentives such as allocating funding on the basis of asset condition or age. We therefore proposed to remove elements of the current formula relating to 'bridges in need of repair' and 'bridges in need of major maintenance' and to just have one element based on the number of publicly maintainable highways bridges with a span over 1.5 metres that each highway authority is responsible for.

Whilst 53% of respondents agreed in principle to this proposal and agreed it would remove the disincentive to not maintain such structures in order to secure higher funding allocations, though some felt the measure proposed was overly simplistic.

A number of responses highlighted concerns that the proposed formula did not reflect the variety of the asset as there are different types of bridge stock some requiring more maintenance than others which could lead to some authorities receiving similar levels of funding but who have larger structures to maintain.

A number also highlighted concerns that this did not also take into account other structures that authorities are also responsible for including retaining walls and tunnels which may also require additional maintenance than just a regular size bridge. Question 10 - Do you agree that the existing street lighting element of the funding formula should be replaced with one that is based the number of street light columns only?

10. Do you agree that the existing street lighting element of the funding formula should be replaced with one that is based the number of street light columns only?	Count of responses	Per cent
Agree	82	69%
Disagree	23	19%
Neither agree nor disagree	13	11%
Grand Total	118	100%

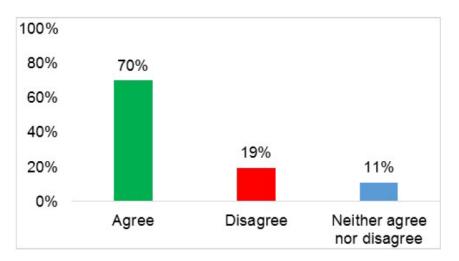


The majority of respondents agreed with the proposal to amend the street lighting element of the formula and replacing the 'the number of street lighting columns over 40 years old' with 'the total number of street lighting columns which falls under each authority's responsibility'.

A number of those responding did agree that this would ensure a more fair distribution of funding and reduces the perverse incentive which currently provides funding for renewing or replacing columns.

Some however did suggest that this should include all electrical assets which are the responsibility of a local highway authority, for example, illuminated traffic signs, traffic signals, electric vehicle charging points, variable message signs etc. Others also suggested rather than number of columns that the formula should be based on the length of roads that are lit instead. Question 11 - Do you agree that those authorities with an operational street lighting PFI do not receive street lighting formula funding as part of their allocation?

11. Do you agree that those authorities with an operational street lighting PFI do not receive street lighting formula funding as part of their allocation?	Count of responses	Per cent
Agree	83	70%
Disagree	23	19%
Neither agree nor disagree	13	11%
Grand Total	119	100%



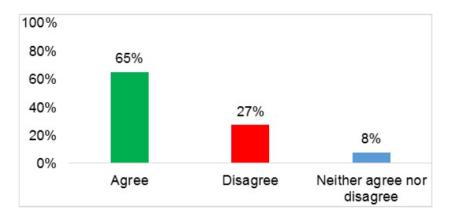
Overall 70% of respondents supported this proposal to stop providing the street lighting element of funding to those authorities with a street lighting PFI from 2015/16 onwards.

A number, but not all of the authorities, who have an operational street lighting PFI project were not supportive of this proposal and felt that a by cutting funding they were now being disadvantaged.

Those who do not have an operational street lighting PFI felt the opposite and agreed that the Department should be consistent with those highway authorities with an operational highways maintenance PFI scheme and who do not receive any highways maintenance block funding.

Question 12 - Do you agree that cycling and walking proposals could be included in any proposed challenge fund?

12. Do you agree that cycling and walking proposals could be included in any proposed challenge fund?	Count of responses	Per cent
Agree	76	65%
Disagree	32	27%
Neither agree nor disagree	9	8%
Grand Total	117	100%

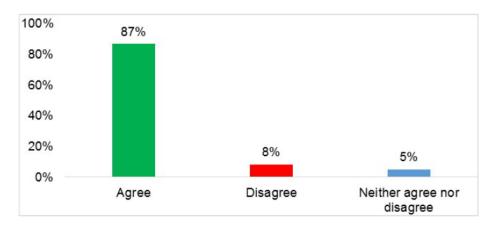


65% of those responding supported the suggestion of including the maintenance and upgrading of cycling and footways within any proposed Challenge Fund.

Whilst many were in favour, a number of respondents suggested footways and cycleways are an element of the local highway network and should, therefore, form an integral part of any Asset Management Plan and as such funded from the 'normal' formulaic funding. Others supported the idea and felt strongly that as cycling and walking are a fundamental part of highway usage then they should be included in any proposed Challenge Fund.

## Question 13 - Do you agree with the inclusion of cycleways and footways as additional elements to the funding formula?

13. Do you agree with the inclusion of cycleways and footways as additional elements to the funding formula?	Count of responses	Per cent
Agree	104	87%
Disagree	10	8%
Neither agree nor disagree	6	5%
Grand Total	120	100%



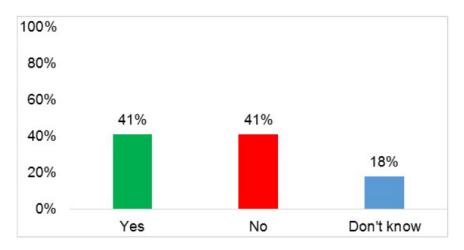
This proposal received a high level of support with 87% agreeing to the inclusion of cycleways and footways to be included as an additional element in the funding formula.

It was also agreed by many respondents that this funding element should not be introduced until 2018/19 to ensure that new data on cycleways and footways is collected nationally on a consistent basis. It was also recommended that clarification is provided as to what constitutes a cycleway and footway for the purposes of this funding.

There was also concern expressed in some of the responses that having this as a new element in the formula in the future could disadvantage a number of shire and predominantly rural authorities who may not have dedicated cycleways as some of the urban authorities may have.

## Question 14 - Is 9% an appropriate weighting for cycling and walking within the funding formula?

14. Is 9% an appropriate weighting for cycling and walking within the funding formula?	Count of responses	Per cent
Yes	48	41%
No	48	41%
Don't know	21	18%
Grand Total	117	100%



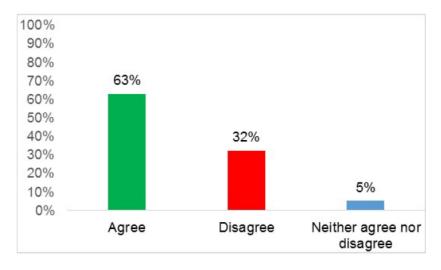
The response was 50/50 in terms of whether 9% is the appropriate weighting for cycling and walking within the funding formula from 2018/19 onwards.

Responses for those in support of the 9% weighting agreed that this percentage was reasonable and consistent with the footways / cycleway element on the Whole of Government Accounts (WGA) Gross Replacement Costs (GRC).

Others who were less supportive felt that 9% was too high as a weighting as the deterioration of cycling and walking infrastructure facilities is much less than carriageways.

## Question 15 - Do you agree that traffic volumes should <u>not</u> be included in the funding formula?

15. Do you agree that traffic volumes should not be included in the funding formula?	Count of responses	Per cent
Agree	74	63%
Disagree	38	32%
Neither agree nor disagree	6	5%
Grand Total	118	100%



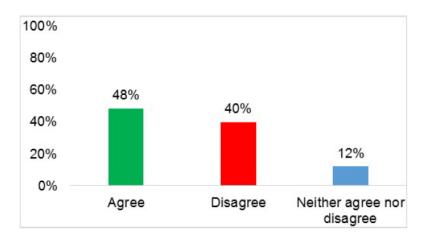
Whilst 63% agreed with traffic volumes <u>not</u> being included in the future funding formula, the comments received were mixed and similar to the ones we received when seeking views within the discussion document.

Whilst responses saw the logic of including traffic volumes within the funding others responses continued to highlight that traffic is just one of a number of factors that influence the rate of deterioration.

Many also felt that including this within the formula would over complicate the elements and could also divert funding away from the proportion of the elements of the highway asset that are in need of more repair.

#### Question 16 - Do you agree with the suggested weightings?

16. Do you agree with the suggested weightings?	Count of responses	Per cent
Agree	56	48%
Disagree	46	40%
Neither agree nor disagree	14	12%
Grand Total	116	100%



The existing formula weightings and proposed weightings within the consultation are set out in the table:

Existing Weightings			Proposed Weightings (in line with Whole Govt Accounts)	
Detrunked Roads	3.3%	Detrunked Roads	0%	
Roads	62.86%	Roads	75%	
Bridges	29.01%	Bridges	14%	
Lighting	4.84%	Lighting	2%	
Cycleway and	0%	Cycleway and	9%	
Footways		Footways		

48% agreed with the revised weightings and also accepted the proposed approach was consistent with Whole Government Accounting weightings.

Other responses suggested a higher percentage for lighting (up to 5%) and less for cycleway and footways (5%). Others were keen that the Department for Transport did not ring-fence these percentages and these were only to be used for the calculation of funding allocations.

One response suggested that we consider including drainage assets within the funding formula.

#### **DfT response**

The Department for Transport notes the broad agreement for the detrunking element of the needs formula to be removed and for these roads to be taken into account within the road length element of the formula. Therefore from 2015/16 onwards this element will not for part of the funding formula.

In regards to the bridge element, whilst we note support for removing the elements of the current formula which relate to 'bridges in need of repair' and 'bridges in need of major maintenance', the responses have highlighted that this element of the formula does not take into account other highway assets, such as retaining walls, culverts, tunnels etc.

Whilst it is not possible to consider further changes to the formula in the time available before individual funding allocations are announced, the Department will revisit this element of the formula at the time of data refresh. As part of this, the Department will also seek input from the UK Bridges Board.

More than half of those responses supported the proposal to replace the existing street lighting element of the funding formula with one that is based the number of street light columns only. The Department will therefore include in the new formula the total number of street light columns only.

Whilst noting the concerns raised in response to the question on whether to continue to include formula funding for street lighting for those who have an operational street lighting PFI we believe that the those authorities already receive government grant to support the PFI and therefore this is double-counting. On this basis we are proceeding to implement this proposal from 2015/16.

The Department for Transport will consider the views further with respect to whether to include the major maintenance or renewal of footways or cycleways within any Challenge Fund. However the Department for Transport notes the overall support for including cycleways and footways as an element within the needs formula. Whilst noting that there was no overall consensus on whether 9% was the appropriate weighting for this element, we recommend that as this percentage is consistent with the footways / cycleway element on the Whole of Government Accounts (WGA) Gross Replacement Costs (GRC) that is what we will apply. This percentage can be reviewed again as part of any future data refresh.

As the consultation implied there are no official statistics on cycleway and footway lengths so we propose collecting this data as part of the data highway inventory data set which is periodically collected to inform the needs formula, and which is part of single data item 129-000. The Department for Transport will issue further guidance in 2015 on this issue, as many of the responses requested, with respect to data collection in order for this element to be introduced into the formula from 2018/19 as part of the data refresh.

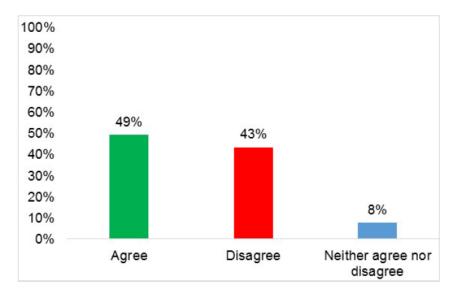
As already noted and to be consistent with Whole Government Accounts, the Department for Transport will now revise the weightings as proposed in the consultation and as outlined in the table in response to Question 16. These revised weightings and elements (except cycleway and footways) will be used to calculate individual local highways maintenance allocations for 2015/16 onwards.

#### **Challenge Fund**

Question 17 - Do you agree for a challenge fund to be for the full six-year period from 2015-16 to 2020-21?

Question 18 - Are there any other schemes that should be eligible for funding? Please list them below.

17. Do you agree for a challenge fund to be for the full six-year period from 2015- 16 to 2020-21?	Count of responses	Per cent
Agree	58	49%
Disagree	51	43%
Neither agree nor disagree	9	8%
Grand Total	118	100%



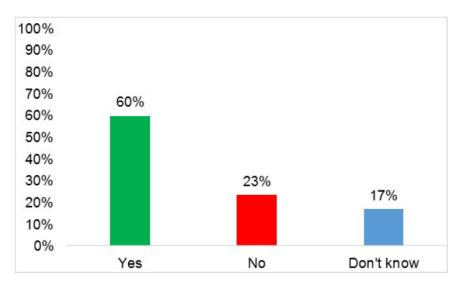
49% of responses agreed for a Challenge Fund with 43% disagreeing and 8% neither agreeing nor disagreeing.

A number of the responses, including a number of local highway authorities and other sector organisations, were not in favour of such a Fund. Reasons given in responses included concerns about the time and resource for such a bidding exercise.

However others felt a Challenge Fund would be beneficial to help maintain larger schemes which they may not be able to fund using their maintenance block funding allocation alone.

#### Question 19 - Are the funding thresholds appropriate?

19. Are the funding thresholds appropriate?	Count of responses	Per cent
Yes	64	60%
No	25	23%
Don't know	18	17%
Grand Total	107	100%



64 out of 107 (60%) who responded agreed that the thresholds were appropriate. However some felt that if we were to continue to have a Fund the funding should be reduced so more funding would be provided as part of the needs element of the funding. A number of respondents also suggested that any bidding criteria should be light touch.

#### DfT response

The question asked within the consultation was whether the Fund should be over six years or three. The Department for Transport has noted many of the concerns expressed within the consultation and has decided to reduce the funding envelope in 2016/17 and 2017/18 from £150m as proposed within the consultation to £100m which will then be incorporated into the needs element.

The overall Challenge Fund will be reduced to £500m over the six year period. The Fund will be split into two phases – the first will cover 2015/16 to 2017/18 and Tranche 2 will be from 2018/19 to 2020/21.

We have noted the comments in respect of what also could be included in such a Fund in addition to what we suggested within the consultation and these will now be considered carefully. The Department for Transport expects to publish formal bidding guidance for the Fund before end 2014.

### Annex A – New formula

The link below shows the funding for each individual local highway authority from 2015/16 onwards:

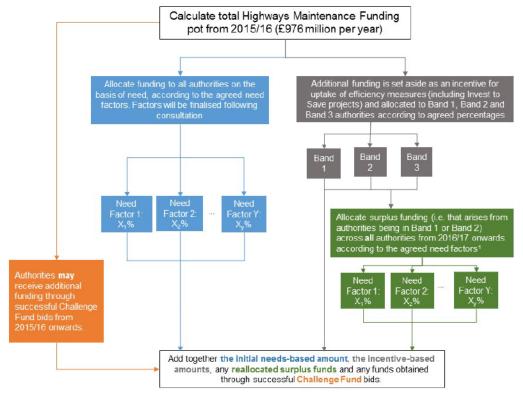
https://www.gov.uk/government/publications/highways-maintenance-fundingallocations-201516-to-202021

### Annex B – New formula

Weightings (in line with Whole Go	vt Accounts)
Roads	75%
Bridges *	14%
Lighting	2%
Cycleways and	9%
Footways **	

\* Subject to Review in 2017/8 \*\* To be incorporated in 2018/19

### Annex C – Funding Flow



1. In year 2015/16, all authorities receive the maximum incentive. Consequently, there will be no surplus funds

### Annex D – List of Respondents

Mineral Products Association Oxfordshire County Council East Riding of Yorkshire Council South Tyneside Council Central Bedfordshire Council Bath & North East Somerset Council Gloucestershire County Council Volker Highways Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Notfolk County Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Brighton & Hove City Council Northumberland County Council Brighton & Hove City Council Surrey County Council Diresex Highways (Essex County Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Biristol City Council Bristol City Council Bristol City Council
East Riding of Yorkshire Council South Tyneside Council Central Bedfordshire Council Bath & North East Somerset Council Gloucestershire County Council Volker Highways Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Norfolk County Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Herefordshire County Council Brighton & Hove City Council Northumberland County Council Surrey County Council Cambridgeshire County Council Difference Surrey County Council Surrey County Council Difference Surrey County Council Surrey County Council Difference Surrey Count
South Tyneside Council Central Bedfordshire Council Bath & North East Somerset Council Gloucestershire County Council Volker Highways Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Notfolk County Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Cambridgeshire County Council Difference County Council Surrey County Council Surrey County Council Difference County Council Surrey County Council Difference County Council Surrey County Council Difference County Council Surrey County Council Difference Council Canbridgeshire Council Surrey County Council Surrey County Council Difference Council Cheshire East Council Difference Council Difference Council Birmingham City Council Yotta Ltd
Central Bedfordshire Council Bath & North East Somerset Council Gloucestershire County Council Volker Highways Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Nofolk County Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Herefordshire County Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Direshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Bath & North East Somerset Council   Gloucestershire County Council   Volker Highways   Cumbria County Council   The Road Surface Treatments Association Ltd   CITY OF BRADFORD MDC   Stoke-on-Trent City Council   Southend-on-Sea Borough Council   Metis Consultants Ltd   Kirklees Council   Staffordshire County Council   Norfolk County Council   Middlesbrough Council   Nottinghamshire County Council   Worcestershire County Council   Worcestershire County Council   Ringway Infrastructure Ltd   Bournemouth Borough Council   Cambridgeshire County Council   Herefordshire Council   Northumberland County Council   Northumberland County Council   Surrey County Council   Essex Highways (Essex County Council)   Cheshire East Council   On behalf of the City of York Council   Portsmouth City Council   Birmingham City Council
Gloucestershire County Council Volker Highways Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Notfolk County Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Herefordshire County Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Cabhrie East Council Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Volker Highways Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire County Council Brighton & Hove City Council Surrey County Council Surrey County Council Cambridgeshire County Council Diret Staffordshire Council Surrey County Council Surrey County Council Diret Staffordshire Council Cambridgeshire County Council Surrey County Council Surrey County Council Surrey County Council Displat of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Cumbria County Council The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
The Road Surface Treatments Association Ltd CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Do behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
CITY OF BRADFORD MDC Stoke-on-Trent City Council Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Birmingham City Council Yotta Ltd
Stoke-on-Trent City CouncilSouthend-on-Sea Borough CouncilMetis Consultants LtdKirklees CouncilStaffordshire County CouncilNorfolk County CouncilMiddlesbrough CouncilLeeds City CouncilNottinghamshire County CouncilWorcestershire County CouncilAtkinsRingway Infrastructure LtdBournemouth Borough CouncilCambridgeshire County CouncilHerefordshire CouncilBirighton & Hove City CouncilNorthumberland County CouncilSurrey County CouncilEssex Highways (Essex County Council)Cheshire East CouncilOn behalf of the City of York CouncilPortsmouth City CouncilBirmingham City CouncilYotta Ltd
Southend-on-Sea Borough Council Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Birmingham City Council Yotta Ltd
Metis Consultants Ltd Kirklees Council Staffordshire County Council Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Brighton & Hove City Council Surrey County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Birmingham City Council Yotta Ltd
Kirklees Council Staffordshire County Council Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Staffordshire County Council Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Norfolk County Council Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Middlesbrough Council Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Leeds City Council Nottinghamshire County Council Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Nottinghamshire County CouncilWorcestershire County CouncilAtkinsRingway Infrastructure LtdBournemouth Borough CouncilCambridgeshire County CouncilHerefordshire CouncilBrighton & Hove City CouncilNorthumberland County CouncilSurrey County CouncilEssex Highways (Essex County Council)Cheshire East CouncilOn behalf of the City of York CouncilPortsmouth City CouncilBirmingham City CouncilYotta Ltd
Worcestershire County Council Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Atkins Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Ringway Infrastructure Ltd Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Bournemouth Borough Council Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Cambridgeshire County Council Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Herefordshire Council Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Brighton & Hove City Council Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Northumberland County Council Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Surrey County Council Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Essex Highways (Essex County Council) Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Cheshire East Council On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
On behalf of the City of York Council Portsmouth City Council Birmingham City Council Yotta Ltd
Portsmouth City Council Birmingham City Council Yotta Ltd
Birmingham City Council Yotta Ltd
Yotta Ltd
Bristol City Council
Coventry City Council
Devon County Council
Swindon Borough Council
Solihull MBC
Wiltshire Council
urban design consultant and CTC (national

eveling cherity) Counciller
cycling charity) Councillor
Peterborough City Council
Newcastle City Council
Shropshire Council
Dudley MBC
Wirral Council
Northamptonshire County Council
Thurrock Council
South Gloucestershire Council
Darlington Borough Council
Hartlepool Borough Council
Bracknell Forest Council
Telford & Wrekin Council
Cornwall Council
Institute of Highway Engineers
Bedford Borough Council
Barnsley Metropolitan Borough Council
ITS University of Leeds and measure2improve
Highways Term Maintenance Association
(HTMA)
Doncaster Council
West Berkshire Council
Capita Property & Infrastructure Limited
Blackpool Council
Unknown
Dudley MBC
Unknown
Bolton Council
Medway Council
Private Individual
Blackburn with Darwen Borough Council
Torbay Council
Unknown
Rotherham Metropolitan Borough Council
Unknown
Hertfordshire Council
Oldham Council
Manchester Authority
Poole Council

Derby Council
East Sussex County Council
Buckinghamshire County Council
Kingston-upon-Hull Council
Redcar and Cleveland Council
Somerset County Council
PTEG
WMITA
Southampton Council
Plymouth Council
Dorset County Council
West Yorkshire Combined Authority
Reading BC
Crest Moore Construction
Warwickshire County Council
-
Kent County Council Local Govt TAG
CIHT
North Lincolnshire Council
Sefton BC
Living Streets
Road Safety Markings Association
Lancashire County Council
IPROW
Individual
Milestone Society
URS
Tameside MBC
Somerset County Council
Chief Engineer, RAC
Stockton Borough Council
Mouchel
North Yorkshire County Council
Hampshire County Council
Leicestershire County Council
Trafford B.C.
Nottingham City Council
The Ramblers
Liverpool City Region
Wakefield Council
RAC Foundation
Sunderland City Council
Derbyshire County Council
Slough Borough Council

CIPFA
North Yorkshire Timber Freight Quality
Partnership
Lincolnshire County Council
North East Lincolnshire Council
CPRE
ADEPT Bridges Group
Suffolk County Council
North Tyneside Council
Durham County Council
ADEPT
APSE
Timber Transport Forum Project Officer
Sustrans
Local Government Association
Leicester City Council

#### CONSULTATION QUESTIONS & RESPONSES BROKEN DOWN BY RESPONDENT

#### 1: Do you agree with the funding model?

	Count				
	Agree	Disagree	Neither agree nor disagree	Total	
Metropolitan District	10	9	3	22	
County Council	13	10	2	25	
Unitary Authority	23	15	5	43	
Other organisation	14	5	2	21	
Other respondent	0	1	4	5	
Grand Total	60	40	16	116	
All LAs	46	34	10	90	
Non-LAs	14	6	6	26	
Total	60	40	16	116	

#### 2: Do you agree with the idea of a self-assessment questionnaire?

	Count				
	Agree	Disagree	Neither agree nor disagre e	Total	
Metropolitan District	18	2	2	22	
County Council	20	3	2	25	
Unitary Authority	36	4	3	43	
Other organisation	14	5	3	22	
Otherrespondent	0	2	2	4	
Grand Total	88	16	12	116	
All LAs	74	9	7	90	
Non-LAs	14	7	5	26	
Total	88	16	12	116	

## 3: What questions should be included in the self-assessment questionnaire?

No analysis as this was an open-ended question.

## 4: Do you agree with the system of bandings for distributing the efficiency incentive?

	Count				
	Agree	Disagree	Neither agree nor disagree	Total	
Metropolitan District	16	2	3	21	
County Council	21	4	2	27	
Unitary Authority	32	8	5	45	
Other organisation	13	5	2	20	
Other respondent	1	1	4	6	
Grand Total	83	20	16	119	
All LAs	69	14	10	93	
Non-LAs	14		6	26	
Total	83	20	16	119	

### 5: Are the phasing/progression percentages of bandings appropriate?

	Count				
	Yes	No	Don't know	Total	
Metropolitan District	9	8	4	21	
County Council	14	9	1	24	
Unitary Authority	20	15	7	42	
Other organisation	11	4	3	18	
Otherrespondent	0	0	4	4	
Grand Total	54	36	19	109	
All LAs	43	32	12	87	
Non-LAs	11	4	7	22	
Total	54	36	19	109	

# 6: Do you agree with our proposed approach to redistributing any unallocated funding?

	Count				
	Agree	Disagree	Neither agree nor disagree	Total	
Metropolitan District	17	4	2	23	
County Council	18	8	0	26	
Unitary Authority	33	9	2	44	
Otherorganisation	17	3	2	22	
Other respondent	1	1	3	5	
Grand Total	86	25	9	120	
All LAs Non-LAs	68 18	21	4	93 27	
Total	86	25		120	

7: Do you agree with the Department's proposal not to set aside any funding from here for resilience contingency purposes?

	Count					
	Agree	Disagree	Neither agree nor disagree	Total		
Metropolitan District	18	3	2	23		
County Council	20	4	2	26		
Unitary Authority	31	10	2	43		
Otherorganisation	10	6	7	23		
Otherrespondent	0	1	3	4		
Grand Total	79	24	16	119		
All LAs	69	17	6	92		
Non-LAs	10	7	10	27		
Total	79	24	16	119		

## 8: Do you agree that the detrunked roads element of the formula should be removed?

	Count				
	Agree	Disagree	Neither agree nor disagree	Total	
Metropolitan District	17	3	2	22	
County Council	23	2	1	26	
Unitary Authority	41	2	1	44	
Otherorganisation	14	3	5	22	
Otherrespondent	2	0	2	4	
Grand Total	97	10	11	118	
All LAs	81	7	4	92	
Non-LAs	16	3	7	26	
Total	97	10	11	118	

9: Do you agree with the suggestion to replace the existing bridges element of the funding formula with one that is based solely on the number of bridges?

	Count			
	Agree	Disagree	Neither agree nor disagree	Total
Metropolitan District	7	14	1	22
County Council	19	6	0	25
Unitary Authority	29	12	2	43
Otherorganisation	7	12	5	24
Otherrespondent	1	0	3	4
Grand Total	63	44	11	118
All LAs	55		3	90
Non-LAs	8	12	8	28
Total	63	44	11	118

10: Do you agree that the existing street lighting element of the funding formula should be replaced with one that is based the number of street light columns only?

	Count			
	Agree	Disagree	Neither agree nor disagree	Total
Metropolitan District	15	5	2	22
County Council	19	6	1	26
Unitary Authority	36	5	3	44
Otherorganisation	10	7	5	22
Otherrespondent	2	0	2	4
Grand Total	82	23	13	118
	70	10		00
All LAs	70	16	6	92
Non-LAs	12	/	/	26
Total	82	23	13	118

11: Do you agree that those authorities with an operational street lighting PFI do not receive street lighting formula funding as part of their allocation?

	Count				
	Agree	Disagree	Neither agree nor disagree	Total	
Metropolitan District	13	9	0	22	
County Council	20	4	2	26	
Unitary Authority	33	6	4	43	
Otherorganisation	14	3	6	23	
Otherrespondent	3	1	1	5	
Grand Total	83	23	13	119	
All LAs	66	19	6	91	
Non-LAs Total	17 83	4 23	7 13	28 119	

#### 12: Do you agree that cycling and walking proposals could be included in any proposed challenge fund?

		Count				
	Agree	Disagree	Neither agree nor disagree	Total		
Metropolitan District	15	7	1	23		
County Council	13	10	2	25		
Unitary Authority	30	9	3	42		
Other organisation	13	6	3	22		
Other respondent	5	0	0	5		
Grand Total	76	32	9	117		

All LAs	58	26	6	90
Non-LAs	18	6	3	27
Total	76	32	9	117

# 13: Do you agree with the inclusion of cycleways and footways as additional elements to the funding formula?

	Count			
	Agree	Disagree	Neither agree nor disagree	Total
Metropolitan District	19	2	2	23
County Council	23	3	0	26
Unitary Authority	39	4	1	44
Other organisation	18	1	3	22
Other respondent	5	0	0	5
Grand Total	104	10	6	120
		-	-	
All LAs	81	9	3	93
Non-LAs	23	1	3	27
Total	104	10	6	120

# 14: Is 9% an appropriate weighting for cycling and walking within the funding formula?

	Count			
	Yes	No	Don't know	Total
Metropolitan District	7	12	4	23
County Council	16	9	1	26
Unitary Authority	17	18	7	42
Otherorganisation	8	4	8	20
Other respondent	0	5	1	6
Grand Total	48	48	21	117
All LAs	40	39	12	91
Non-LAs	40	9	9	26
Total	48	48	21	117

15: Do you agree that traffic volumes should not be included in the funding formula?

	Count			
	Agree	Disagree	Neither agree nor disagree	Total
Metropolitan District	12	9	1	22
County Council	20	5	1	26
Unitary Authority	26	16	1	43
Otherorganisation	13	8	2	23
Otherrespondent	3	0	1	4
Grand Total	74	38	6	118
All LAs	58	30	3	91
Non-LAs	16	8	3	27
Total	74	38	6	118

#### 16: Do you agree with the suggested weightings?

	Count			
	Agree	Disagree	Neither agree nor disagree	Total
Metropolitan District	8	14	1	23
County Council	15	9	1	25
Unitary Authority	26	15	3	44
Otherorganisation	7	4	8	19
Other respondent	0	4	1	5
Grand Total	56	46	14	116
All LAs	49		5	92
Non-LAs Total	7 56	8	9 14	24 116

17: Do you agree for a challenge fund to be for the full six-year period from 2015-16 to 2020-21?

	Count			
	Agree	Disagree	Neither agree nor disagree	Total
Metropolitan District	12	8	2	22
County Council	9	14	3	26
Unitary Authority	25	18	1	44
Otherorganisation	10	10	2	22
Other respondent	2	1	1	4
Grand Total	58	51	9	118
All LAs	46	40	6	92
Non-LAs	12	11	3	26
Total	58	51	9	118

## 18: Are there any other schemes that should be eligible for funding? Please list them below.

No analysis as this was an open-ended question.

### 19: Are the funding thresholds appropriate?

	Count				
	Yes	No	Don't know	Total	
Metropolitan District	15	3	2	20	
County Council	16	5	1	22	
Unitary Authority	23	13	6	42	
Other organisation	9	4	6	19	
Other respondent	1	0	3	4	
Grand Total	64	25	18	107	
All LAs	54	21	9	84	
Non-LAs	10	4	9	23	
Total	64	25	18	107	

<sup>ii</sup> All Party Parliamentary Highways Maintenance Group, October 2013 - <u>http://www.highwaysmaintenance.org/images/library/files/APPG Report -</u> <u>Managing a valuable asset.pdf</u>

<sup>&</sup>lt;sup>i</sup> National Audit Office, June 2014 - <u>http://www.nao.org.uk/wp-content/uploads/2015/06/Maintaining-</u> <u>Strategic-Infrastructure-Roads.pdf</u>