



Highway Asset Management

Policy Framework and Strategy

2023 – 2026

Version 2.0; Updated September 2025

Highway Operations
Asset Management

www.enfield.gov.uk

Introduction

Enfield's Highway Network:

Enfield Council is the highway authority with responsibility for the maintenance of the public highway within the borough, which is most of the roads and footways. There are exceptions as some roads and footways are within private estates or parks and are not public highway. The M25 is maintained by National Highways and the A406 North Circular Road and A10 are the responsibility of Transport for London.

The borough's public highway network comprises of approximately 68km of principal roads, 51km of non- principal classified roads and 466km of unclassified roads. The extent of highway assets is, however, far wider than the road network and includes: -

- Over 280 bridges and other structures;
- Over 700 km of footways and cycleways;
- Over 52km of footpaths, bridleways and byways;
- 20,000 trees;
- Associated verges, shrub beds and flower beds;
- Highway drainage, including sustainable drainage features;
- 29,169 streetlights and illuminated signs;
- Over 19,400 unlit road signs and street nameplates; and
- Other items of street furniture, such as bollard and guard railing.

Enfield's road network has an indicative gross replacement value of £1.3billion* (not including the land value) making it one of Enfield's most valuable assets. It plays a very important part in Enfield's economic prosperity and the quality of life.

Much of Enfield's highway network has evolved over a long period of time and was not built to the standards that would be expected of a newly constructed highway. It is vital therefore that Enfield's asset management processes meet the specific demands of this network.

In Enfield, there was an estimated total of 969 million motor vehicle miles travelled in 2024**. This was a fall on previous years.

Enfield Council continues to implement an ambitious programme of walking and cycling schemes and other healthy streets and liveable neighbourhood schemes to encourage an increase the modal share of walking and cycling in the borough.

*WGA return 2019

** Based on number of registered vehicles in 2024 and average mileage.

Highway Asset Management Policy

Policy Statement:

Enfield Council considers highway asset management to be a key factor in the management of the public highway and in the delivery of effective and efficient highway maintenance. Highway asset management strategies and practices will support Enfield's wider policies, vision and aims and be continuously reviewed and developed to meet changing demands.

Enfield will use asset management practices to support appropriate maintenance methods and maximise service life for optimum whole life costs. It will support Enfield's Climate Action Plan and ensure that sustainable methods are utilised throughout an asset's lifecycle.

Enfield's highway asset management policy is based on the need to: –

- Support Enfield's Priorities and Actions.

- Support Enfield's transport objectives.

- Support Enfield's declared climate emergency and associated action plans and targets

- Take account of the wider social, economic and environmental impacts

- Meet Enfield's statutory obligations.

- Provide a safe, serviceable and fit for purpose highway

- Provide a maintenance framework related to Enfield's specific road network.

- Take account of the needs of all highway users.

- Set out a clear decision making processes

- Set out and communicate levels of service and performance indicators.

- Establish and manage budgets effectively

Enfield Council's Priorities and Actions:

The Enfield Council Plan 2023 – 2026, Investing in Enfield, sets out the Council's priorities. Effective highway asset management can contribute and supports these priorities in the following ways: -

Priority 1: Clean and green places

Highway maintenance strategies and practices, fully supported by a robust highway asset management framework will help to deliver enhanced biodiversity, streets and public spaces that are clean and welcoming, reduce waste and carbon emissions.

Priority 2: Strong, healthy and safe communities

Enfield's highway asset management plans and practices will drive a structured maintenance regime ensuring that roads, cycleways and pavements are maintained and remain safe and serviceable enabling safe and reliable journeys for the whole community and its needs.

Priority 3: More and better homes

Enfield's highway asset management plans and practices will support a highway network and street scene which is fundamental to developing well connected communities and neighbourhoods and help in delivering Enfield's regeneration plans.

Priority 4 - An economy that works for everyone

The local economy is dependent on a well maintained and serviceable highway network, particularly for the passage of goods, services and people and supporting town centres that are vibrant, healthy and inclusive.

Enfield's Transport Objectives:

Asset management practices will support the provision of effective highway services, contributing to Enfield's transport objectives relating to road travel.

As a London borough, Enfield's transport objectives are aligned to challenges and outcomes sought in the Mayor's Transport Strategy, March 2018, and associated action plans together with the London Plan 2021.

Highway Asset Management Strategy

Introduction:

Asset management processes and practices make a significant contribution to effective and efficient highway maintenance management. This three year strategy is intended to meet the aims and objectives within Enfield's Highway Asset Management Policy. It provides a strategic framework and direction to ensure continual development and improvement of Enfield's highway asset management processes, including enabling the organisation, its technology and its processes to adapt to change.

The strategy sets out the core processes and practices, the strategic objectives associated with them and the focus, or road map, over the short term.

Links to Corporate and Other Strategies:

Enfield Council's strategic asset management planning processes

The highway network is probably the largest and most visible council asset. The complexity and unique nature requires specific asset management policy, strategies and plans to those of the management of its property portfolio and is therefore separate to any of Enfield's Strategic Asset Management Plans.

Enfield Council's Risk Strategy

A risk based approach is an essential element of highway asset management in establishing priorities, levels of service and co-ordination of activities.

In line with national guidance Enfield will adopt a risk-based regime to all its highway asset management and maintenance practices. This aligns with Enfield's corporate risk strategy and Risk Management Manual.

Blue and Green Infrastructure Strategy

Highway asset management practices will support Enfield's Blue and Green Strategy (2021 – 2031), particularly in respect of highway verges, street trees, sustainable urban drainage and linear linkages such as footpaths, greenways, bridleways and cycle paths.

Climate Action Plan

Enfield is committed to becoming a carbon neutral organisation by 2030 and a carbon neutral borough by 2040. Highway maintenance operations and development of a highway infrastructure to support carbon neutrality and adapt to the effects of climate change.

Highway Asset Management Strategic Objectives:

The following framework sets out the strategic objectives for Enfield in relation to highway asset management, 2023 to 2026, and covers the following key asset management themes:-

Asset Management Objective	Page
Management and Organisation	6
Performance Management and Monitoring	6
Levels of Service	7
Communications and Stake Holder Engagement	7
Finance	8
Delivery Programmes	9
Highway Management Systems (HMS)	9
Asset Data	10
Inventory and Condition Surveys	10
Highway Hierarchy and Network Model	10
Highway Inspections	11
Whole Life Costs and Lifecycle Planning	11
Asset Valuation and Reporting of Infrastructure Asset Values	11
Climate Action and Sustainability	12
Resilience and Response for Adverse Weather	12
Future Demand and Adaptability	13
Active Travel	13
Streetscape	13
Biodiversity	14
Skills and Competencies	14
Benchmarking and Cross Borough Working	14
Linking Strategic Objectives to Asset Management Plan Modules	16

Management and Organisation:

The management of the highway network, due to its wide function and public access, involves a number of council services. In addition, other organisations outside the Council have statutory obligations and rights to place and maintain assets on the highway.

Enfield's highway maintenance and asset management planning and delivery processes operate under the influences of national and local authority drivers, corporate policies and within Enfield's governance and decision making processes.

Strategy	Focus	Challenges / Opportunities
Asset management processes will support and drive highway maintenance management and operations and promote and assist effective and efficient service delivery.	Maintain a core asset management team to support the highway maintenance function and continue to develop the asset management capability.	Enfield, as a local authority, faces budgetary challenges, which puts at risk the level of resources required for effective and productive asset management.

Performance Management and Monitoring:

Performance management is at the heart of Enfield's commitment to excellent customer services, embedding an outcome focused and performance driven culture.

Strategy	Focus	Challenges / Opportunities
Performance indicator information will be used to analyse successes and identify areas for improvement. Performance indicators will be monitored and modified in order to continue to be appropriate, consistent, reliable and comparable.	The Performance Management Framework will be reviewed. Local performance monitoring and support to benchmarking exercises will continue. Performance indicator and targets which are extended through to contractor works provision will be reviewed with new contracts, maintaining a performance driven culture through the whole supply chain. Indicators that help manage measures which address climate action and decarbonisation will be introduced.	The target levels of service specified for the highway network will need to be the levels against which actual performance can be measured and are appropriate for effective asset management and can be linked to levels of service.

Levels of Service:

Strategy	Focus	Challenges / Opportunities
Enfield's service standards for its customers will be continually reviewed, adjusted and published.	<p>Specifications and levels of service will be established based on the following: -</p> <ul style="list-style-type: none"> Safety Serviceability Sustainability Accessibility Financial 	Customer expectations for levels of service cannot always be met, but satisfaction will be monitored in order that they may influence asset management policy, tactical and operational decisions in order to meet local requirements.

Communications and Stakeholder Engagement:

Strategy	Focus	Challenges / Opportunities
<p>Engagement will be in accordance with the Council's Consultation Charter and Strategy.</p> <p>Notification and advice to local residents and businesses on maintenance schemes will be continued.</p> <p>The Public Engagement Strategy and Methodology, the information provided on schemes and the methods deployed will be kept under review, improved and updated where appropriate.</p>	<p>Greater use will be made of web access to information and use of social media.</p> <p>Customer Opinion on highway maintenance generally will be sought through Council wide opinion polls when appropriate.</p>	Engagement can help raise public awareness of the challenges and issues that Enfield, as a highway authority, faces and the balances and compromises that must be made and thus helps to manage customer expectations.

Finance:

Enfield Council, as a London borough, with Transport for London (TfL), as a strategic transport authority, does not generally receive funding for highway maintenance from central government direct, except for special purposes. Enfield council therefore funds the majority of its highway maintenance.

A key function of the asset management process is to understand the spending needs of the different asset groups and their components which comprise the highway network. Asset condition is constantly changing. As assets are brought up to standard, others are deteriorating. It is recognised that there will never be a zero maintenance requirement, but a sustained level of funding is required to maintain a steady state condition.

Strategy	Focus	Challenges / Opportunities
Highway asset management processes will include the development of investment models to establish funding needs, support budget setting, allocate funding to appropriate asset groups and help to identify individual schemes for their appropriate treatment and intervention.	Complete carriageway condition surveys. To provide accurate and reliable condition information. Review treatment options and their costs for accurate modelling. Fully assess the condition of the highway infrastructure as part of new schemes and include up grading, as appropriate, within scheme budgets. Review how maintenance budgets can support scheme development for a holistic approach and across asset groups.	The Council continues to face financial pressures and the investment in highway maintenance will continue to be influenced by the available Council budget and priorities.

Delivery Programmes:

Strategy	Focus	Challenges / Opportunities
Capital maintenance delivery programmes will be based on asset management principles and prioritisation and other influencing factors which benefit wider council objectives, cross asset considerations and local improvements.	A three to five year forward programme of planned carriageway and footway schemes to be developed and costed.	

Highway Management Systems (HMS):

Effective storage, retrieval and manipulation of data to provide asset information for decision making and operations at all levels is essential. Because of the complexity of the highway network, its assets and its management, separate highway management systems will continue to be utilized separate to the Council's corporate asset management system.

Strategy	Focus	Challenges / Opportunities
To continuously review the systems in place and their suitability for the storage, manipulation, retrieval of data and support to highway maintenance management activities.	Continue the review of the Council's HMS requirements, including Exor HMS system upgrade, management of ASD data and connectivity with the Council's CRM system. Monitor the benefits / disbenefits of reactive maintenance management via the maintenance contract and its links to wider asset management processes. Continued use will also made of other facilities such as QGIS to manage asset data and geographic information.	The provision of asst management systems to support the diverse assets and processes involved in highway asset management is complex and future HMS strategies have to be carefully considered to ensure that integration is maintained and that the best systems for the core activities are achieved.

Asset Data:

The council is required as part of its overall information governance structure to ensure that appropriate controls are implemented and maintained in relation to the collection, use and retention of personal information pertaining to its customers, clients and staff and that these are in accordance with the requirements of The Data Protection Act 1998 (DPA). The Council has in place a data protection policy and all activities associated with highway asset data will be collected, stored, accessed and used in accordance with that policy.

Strategy	Focus	Challenges / Opportunities
To update asset data as changes occur on the network. Asset information will be maintained at an appropriate level of accuracy.	Key (high risk, high value) assets will be prioritised for the refresh of data.	Inventory and condition data deficiencies exist. Maintaining updates to a high level is resource intensive and should be appropriate to the asset management need.

Inventory and Condition Surveys:

Strategy	Focus	Challenges / Opportunities
Continue to review and improve the quality of data obtained and explore new and alternative methods for surveying, data capture and processing.	Develop further the use of camera and AI technology. Enfield will continue to work with TfL and other boroughs regarding pan London surveys. Enfield will comply with statutory data returns for the Single Data List, as per the Local Government Act 1972.	DVI, CVI and other asset gathering surveys can be expensive and results not always conclusive. Ability to process data by UKPMS is not now available and other data processes need to be ratified.

Highway Hierarchy and Network Model:

Strategy	Focus	Challenges / Opportunities
Maintain an up to date and relevant carriageway and footway hierarchy and network model.	Continue to enhance model with cross sectional information, resolve discrepancies and correct errors. New highway hierarchy (Feb 2022) to be kept under review.	Resource required to maintain a virtual network which is updated, reflecting changes on the network and resolution of land ownership / public adopted highway queries.

Highway Inspections:

Routine highway safety inspections and periodical inspections of structures, street lighting and other assets is essential for maintaining a safe highway network.

Strategy	Focus	Challenges / Opportunities
Ensure safety and periodic inspections of the highway assets are undertaken to the prescribed frequencies.	Implementation of a revised carriageway and footway inspection regime (July 2022) to be monitored.	

Whole Life Costs and Life Cycle Planning:

Life cycle planning is key to understanding the effective service life of specific maintenance treatments, the whole life cost of those treatments and the levels of service provided.

Strategy	Focus	Challenges / Opportunities
Lifecycle plans will be improved to enable predictive and timely intervention of appropriate maintenance methods and support budget setting requirements.	The Useful Economic Life (UEL) of all highway assets will be kept under review for both asset management and as a requirement of the Director of Finance.	Key to this is reliable condition data as a proxy for age and inform knowledge of asset life expectancies.

Asset Valuation and Reporting of Infrastructure Asset Values

Strategy	Focus	Challenges / Opportunities
Support the Director of Finance wrt highway asset reporting in LA accounts and comply and central government accounting requirements.	Following decision by Government to cease with the WGA process for highway assets, a review of local highway valuation methodology will be needed.	Reliable condition data, as a proxy for age, is essential to enable accurate estimates of depreciated asset values.

Climate Action and Sustainability:

The Enfield Climate Action Plan 2020 sets out the actions the Council will take to become carbon neutral by 2030 and how the borough can achieve the same milestone by 2040. Asset management planning will play a key role in continuing to develop sustainable processes in highway improvement projects and maintenance through extending the serviceable life of its assets with appropriate and sustainable treatments.

Strategy	Focus	Challenges / Opportunities
To continue to make design and procurement decisions and work with our supply chain to prioritise carbon reduction, minimise waste and implement sustainable solutions. Support changes in the highway infrastructure to adapted to the needs of sustainable transport and non-fossil fuel vehicles.	Key areas for sustainable construction techniques and management of the assets are: - Introduction of LED lamps and continued trimming and dimming of street lights. Introduction of sustainable drainage systems. Use of recycling techniques to treat the presence of tar within road construction. Continued development with our contractors of sustainable solutions to highway maintenance reducing carbon, energy consumption, waste and use of natural resources.	The challenges for low carbon and waste materials and potential highway infrastructure changes are considerable. Meaningful and achievable targets for carbon reduction from highway maintenance activities need to be determined.

Resilience and Response for Adverse Weather:

Some elements of the network are more vulnerable than others and some routes are of more strategic or of local importance or dependency than others. A risk based approach is an essential element of asset management in establishing priorities, levels of service and co-ordination of activities.

Strategy	Focus	Challenges / Opportunities
Routes and highway assets, their strategic importance and vulnerability will be continually assessed in order that priority routes within the network can be kept open and operating.	Winter Service will be provided in accordance with the Council's winter maintenance plan which will be regularly reviewed. SUDs will be incorporated into schemes for sustainability and to enhance capacity and efficiency of the highway drainage system.	The infrastructure may need to be adapted or retrofitted to higher standards of resilience to meet the effects of climate change and other risks.

Future Demand and Adaptability:

Demands upon the existing highway network will continue to grow as planned growth areas are redeveloped. These are identified in Enfield's Local Development Framework and Area Action Plans.

Enfield's aging highway network will need to adapt and respond to changes due to mode shift, climate change, adverse weather and increased terrorist threats.

Strategy	Focus	Challenges / Opportunities
Respond to changing network needs and ensure appropriate infrastructure is in place for present and predicted future needs.	The unique maintenance needs of mode shift projects, telecommunication upgrades, EV charging and supply infrastructure to be fully identified. Additional anti-terrorist and security measures will be considered where necessary.	Continued investment will be required to reduce maintenance backlog and ensure network is maintained to the required standard.

Active Travel:

Enfield supports the Mayor of London's Transport Strategy and Department for Transport initiatives to promote more healthy travel and lifestyles

Strategy	Focus	Challenges / Opportunities
Asset management will support the infrastructure associated with active travel projects.	The maintenance needs of active travel schemes will be considered and a maintenance plan for each scheme developed.	Active travel schemes place additional assets on the highway. With reduced budgets for maintenance, these need to be carefully considered to ensure low maintenance and durability.

Streetscape:

Strategy	Focus	Challenges / Opportunities
Highway maintenance and projects will be undertaken in accordance with the Council's highway policies and guidance and also take into account the character of the area, heritage assets and minimise clutter.	Active travel and town centre enhancement schemes, which are adding additional variants to the palate of materials, to be given consideration in relation to whole life costs and maintenance obligations.	

Biodiversity:

Strategy	Focus	Challenges / Opportunities
Highway verges, trees and landscaped areas will be managed with regard to highway safety and serviceability, but also with regard to their contribution to nature and biodiversity.	In accordance with Council policy, extensive tree planting will be undertaken.	

Skills and Competencies:

The strategy to deliver the skills required for effective and efficient highway management aligns with the Council's Behaviour and Competency Framework.

Strategy	Focus	Challenges / Opportunities
Develop the work force so that they have the right training, skills and experience to deliver effective highway services based on sound asset management principles.	Highway Services training plan updated annually. Training and development needs identified through PAR process. UKRLG Competence Framework to be completed	Development of key skills necessary to meet organisational changes and future requirements and adaptations to the highway network.

Benchmarking and Cross Borough Working:

Enfield is committed to the development and implementation of good practice. Processes and procedures will be continually reviewed and improved ensuring, as far as possible, that the standards identified in relevant legislation and codes of practice are adopted and that the authority benefits from lessons learnt at national, regional and local levels through contribution to appropriate forums and benchmarking activities.

Recognising road users' reasonable expectations for consistency, Enfield will ensure its highway maintenance practices are also compatible with those of adjoining boroughs / districts.

Strategy	Focus	Challenges / Opportunities
<p>To work with other boroughs and through technical groups to ensure consistency and continuous development.</p>	<p>The key forums with respect to highway asset management and maintenance practices are: -</p> <p>LoTAG London Technical Advisors Group and its subsidiary working groups.</p> <p>North West London Highways Asset Management Consortium</p> <p>ADEPT (Association of Directors of Environment, Planning and Transport)</p> <p>LCRIG (Local Councils Road Innovation Group)</p>	<p>Membership and participation in these various groups encourages collaborative working, benchmarking and the development of common approaches to highway asset management, stay abreast of changes to legislation and guidance, and share best-practice.</p>

Linking Strategic Objectives to Asset Management Plan Modules

Strategy Heading	HAMP Heading
Management and Organisation	Module A – Management and Organisation Module iii - Context
Performance Management and Monitoring	Module I - Performance Management and Monitoring
Levels of Service	Module B - Levels of Service
Communications and Stake Holder Engagement	Module C - Communications and Stakeholder Engagement
Finance	Module D - Finance Module E - Investment Strategies and Lifecycle Planning
Delivery Programmes	Module F - Delivery Programmes
Highway Management Systems (HMS)	Module G - Asset Data and Highway Management Systems (HMS)
Asset Data	Module G - Asset Data and Highway Management Systems (HMS)
Inventory and Condition Surveys	Module H - Condition Surveys and Highway Inspections
Highway Hierarchy and Network Model	Module I - Highway Hierarchy and Network Model
Highway Inspections	Module H - Condition Surveys and Highway Inspections
Whole Life Costs and Lifecycle Planning	Module E - Investment Strategies and Lifecycle Planning
Asset Valuation and Reporting of Infrastructure Asset Values	Module J - Asset Valuation and Reporting of Infrastructure Asset Values
Climate Action and Sustainability	Module K - Climate Action and Sustainability
Resilience and Response for Adverse Weather	Module L - Resilience and Response for Adverse Weather
Future Demand and Adaptability	Module M - Future Demand and Adaptability
Active Travel	Module M - Future Demand and Adaptability Module N - Streetscape and Biodiversity
Streetscape	Module N - Streetscape and Biodiversity
Biodiversity	Module N - Streetscape and Biodiversity
Skills and Competencies	Module O - Skills and Competencies
Benchmarking and Cross Borough Working	Module P - Benchmarking and Cross Borough Working