



## Cabinet

<b>Title</b>	Improving Barnet's Roads and Pavements Programme
<b>Date of meeting</b>	12 March 2024
<b>Report of</b>	Cabinet Member for Environment and Climate Change - Councillor Alan Schneiderman
<b>Wards</b>	All
<b>Status</b>	Public
<b>Key</b>	Key Decision
<b>Urgent</b>	No
<b>Appendices</b>	Appendix A – Highways Investment Strategy Carriageway and Footway Scenarios Appendix B – Proposed 2024/25 Improving Barnet's Roads and Pavements Programme Appendix C – Highway Investment Strategy
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<b>Summary</b>	
Our Plan for Barnet 2023-2026 included a commitment to develop a new Highway Investment Strategy to improve the quality of our highways roads and footways and to support more sustainable forms of travel. This report overviews the outcome of the Highways Investment Strategy and proposed underpinning sustainable funding stream, subject to Council approval, to move the highway	

network to a position of reversing the deterioration that has accelerated over the last few years and move to an appropriate level of service (to meet target condition) before maintaining this condition going forward.

The service has seen a dramatic increase in reactive maintenance pothole reports, indicative of the underlying condition of the network, in particular carriageways. This situation being exacerbated by extreme weather conditions i.e. temperature extremes and sustained periods of heavy rainfall aligned to changes in climatic conditions. The Highways Investment Strategy has recognised that failure to address funding shortfalls would lead to further severe deterioration of the highway network counteracting key transport objectives and potentially significant increases to reactive maintenance expenditure and third-party claims.

This report seeks Cabinet approval for the delivery of the 2024/25 Improving Barnet's Roads and Pavements Programme, this is the first year of a 5-year commitment, which subject to Cabinet approval, will see the Council investing £97m in planned maintenance over a 5-year period from 2024/25. This funding being sourced from CIL contributions.

At the Cabinet meeting of 6 February 2024, the CIL budget allocation was approved subject to full Council.

The proposed funding from CIL in 2024/25 is the first tranche of the £97m, i.e. £19.4m to deliver planned maintenance works across six workstreams.

This is the largest sustained investment the Council has ever made in relation to its highway's network. To place this into context the programme approved at the 13 January 2022 Environment Committee was for £13.106m and the programme approved at the 25 January 2023 Environment Committee was for £11.785m under the previous NRP and CIL funded arrangements. The January 23 sum being subsequently augmented through the 18 July 2023 Cabinet by an additional investment of £8m over two years recognising the urgent need to invest in carriageways, the area of greatest need.

The total amount of funding for the 23/24 programme was £16.705m which is inclusive of the £4m additional investment, a £0.250m 'our plan for Barnet' and a further 'bring forward' amount of £0.670m.

As Cabinet is aware this is not just about maintaining the network, critically this is about promoting active travel through a well-maintained footway network to facilitate walking and good carriageways for cyclists to travel through safely. Coupled with this maintenance strategies have been carefully selected to reduce carbon from highway maintenance and support a move towards net zero carbon.

For 24/25 in addition to the above £19.4m CIL funding, the Council:

1. Already recognised the need to invest further in the highway network and as a result committed £0.250m per annum for four years commencing in 2022/23 financial year as part of 'our plan for Barnet'. This funding will continue in 2024/25.
2. Will be in receipt of an additional £0.368m, in 2024/25 financial year, from DfT through the Government's local highways maintenance: additional funding from 2023 to 2033.

For 2024/2025 this amounts to an additional £0.618m.

These funding streams will be allocated later in the year, enabling the Council to retain a fund to address urgent maintenance needs on the network. It is proposed that authority will be delegated to

the Cabinet Member for Environment and Climate Change, in consultation with the Director of Highways and Transportation to allocate an additional programme of schemes against the £0.618m during 2024/25.

For 2024/25 the total proposed funding therefore from CIL, the ‘our plan for Barnet’ amount and the DfT funding, is therefore £20.018m to deliver planned maintenance works across six workstreams:

No	Planned Maintenance	Budget £000
1	Carriageways	*10,218
2	Footways	4,300
3	Carriageway Reconstruction	3,000
4	Drainage Maintenance	1,000
5	Highways Structures	1,000
6	Other Highways Assets	500
	<b>Total</b>	<b>20,018</b>

Table 1: Proposed 2024/25 CIL Allocation to Highways Maintenance  
\*inclusive of the additional £618k

As reported to Cabinet at the meeting of 18 July 2023 the Councils highways network is subject to an independent condition assessment, which works on an AI based approach augmented by visual condition assessment survey and deterioration modelling. The proposed schemes have been identified and prioritised using an asset management approach across the borough, using whole life costing and good asset management principles to ensure that investment is targeted where it is most needed.

The proposed schemes (£9.4m for carriageways and £4.3m for footways) have been subject to engagement with Ward Councillors prior to implementation and associated communication with residents and business.

Additionally, as this is an area identified by the Overview and Scrutiny Committee for scrutiny input, the committee is undertaking a review aimed at supporting the Highway Investment Strategy and support improvements in the Highway Network.

## Recommendations

1. That Cabinet notes the outcome of the Highways Investment Strategy aligned to the commitment set out in Our Plan for Barnet (2023 to 2026).
2. That Cabinet approves, subject to full Council agreeing the final 2024/25 capital programme, the capital expenditure of £19.4 million for the delivery of the 2024/25 Work programme as set out in Appendix B consisting of carriageway resurfacing, carriageway patching, footway

resurfacing, footway patching, carriageway reconstruction, structures, drainage, and other highway assets (including heritage assets).

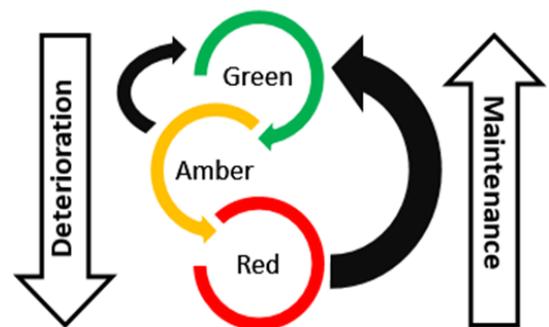
3. That authority be delegated to the Cabinet Member for Environment and Climate Change, in consultation with the Director of Highways and Transportation, to sign off the additional programme of schemes utilising the funding of £0.618m as set out in Section 1.15 of this report.
4. That authority be delegated to the Director of Highways and Transportation, in consultation with the Cabinet Member for Environment and Climate Change, to alter the programme as necessary to ensure the efficient delivery of schemes across the network.
5. To note that the Overview and Scrutiny Committee are currently undertaking a review to support the improvement to the Highway Network.

## 1. Reasons for the Recommendations

- 1.1 Barnet's highway network is our largest, most valuable, and most visible community asset and is probably the most used of all our services, by nearly all residents daily. It is vital to the economic, social, and environmental well-being of our community.
- 1.2 Barnet's highway network has recently been reassessed in relation to asset valuation, length and utilisation as follows:
  - i. Asset valuation at £1.9 Billion ~ from previous valuation of £1.6 Billion.
  - ii. Carriageway length at 723 km ~ increase by 4% from the previous assessment making it one of the largest networks in London. Made up of 96 km Principal Roads and 627 km Unclassified (primarily residential roads).
  - iii. Footway length of 1,290 km.
  - iv. Barnet's principal roads carry the highest traffic volumes in all London at 50,000 average daily vehicle movements.
  - v. Barnet's principal roads carry the highest volume of HGVs in all London at 1,000 average daily vehicle movements.
- 1.3 The Highways Act 1980 ("HA 1980") sets out the main duties of highway authorities in England and Wales. Highway maintenance policy is set within a legal framework. Section 41 of the HA 1980 imposes a duty to maintain highways which are maintainable at public expense. The HA 1980 sits within a much broader legislative framework specifying powers, duties, and standards for highway maintenance.
- 1.4 The Council has a duty to ensure that the statutory functions and responsibilities in relation to those highways for which the local authority is responsible are discharged. The Council also has a duty to ensure a safe passage for the highway user through the effective implementation of the legislation available to it, principally the HA 1980, with reference to Section 41, of the HA 1980.
- 1.5 The Council adopted a new Highways Infrastructure Asset Management Plan in 2022, setting out the Council's strategic approach to managing its Highway network. As well as this document, Barnet also has a Long-Term Transport Strategy (2020 to 2041) (currently under review). These documents set out a series of highway-related objectives and commitments to Barnet's

residents including creating a better place to live, work and encouraging active travel. Similarly, the Councils declared climate emergency in 2022, and BarNET ZERO campaign enable maintenance strategies to be selected to reduce carbon from highway maintenance and support a move towards net zero carbon.

- 1.6 Within Our Plan for Barnet (2023 to 2026) the commitment was 'In 2023/24, we will develop a new highway investment strategy to improve the quality of our highways and footways and support more sustainable forms of travel'. This report summarises the strategy and proposed funding approach.
- 1.7 Today, the Council faces a challenge in terms of the level of sustainable funding required in coming years, the Council is not alone with the last Annual Local Authority Road Maintenance (ALARM) Survey report showing a worsening position nationally in the overall condition of the highway network linked to inflationary pressures resulting in a reduced number of schemes delivered coupled with challenges of extreme weather, increased traffic volumes and an aging network.
- 1.8 The Council undertakes an annual AI condition survey, augmented by visual condition assessment survey and deterioration modelling, via a third-party to inform its maintenance works programme and monitor asset performance. The Highways Investment Strategy modelling exercise used this condition data to forecast the trends that Barnet can expect given its current context and the pressures faced. The exercise found that a failure to address funding shortfalls would lead to further severe deterioration of the highway network, counteracting key transport objectives and potentially significant increases to reactive maintenance expenditure and third-party claims, both of which pose significant financial and reputational risks to the Council.
- 1.9 To support the development of the Highways Investment Strategy the Council utilised a third-party dynamic investment model to assess how Barnet's network is expected to change under differing funding scenarios over time using the Councils existing asset condition data. The model forecasting the condition under different funding scenarios over a 10-year period assessing deterioration of the network against achievable maintenance delivery as illustrated in schematic 1:



Schematic 1: Condition forecasting model concept

- 1.10 Deterioration takes place sequentially, going from 'green' to 'amber' to 'red':

- **Red** indicates assets in poor condition.
- **Amber** indicates assets in deteriorating condition.
- **Green** indicates assets in good condition.

The rate of this deterioration will depend on the carriageway and footway level of usage and estimated useful life. It is important to note that while this investment model enables the Council to explore general trends in network condition, it is impossible to predict the exact condition of any one specific road using this method thus the need to continue with annual asset condition surveys to ensure maintenance interventions are prioritised aligned to asset management principles.

## Carriageways

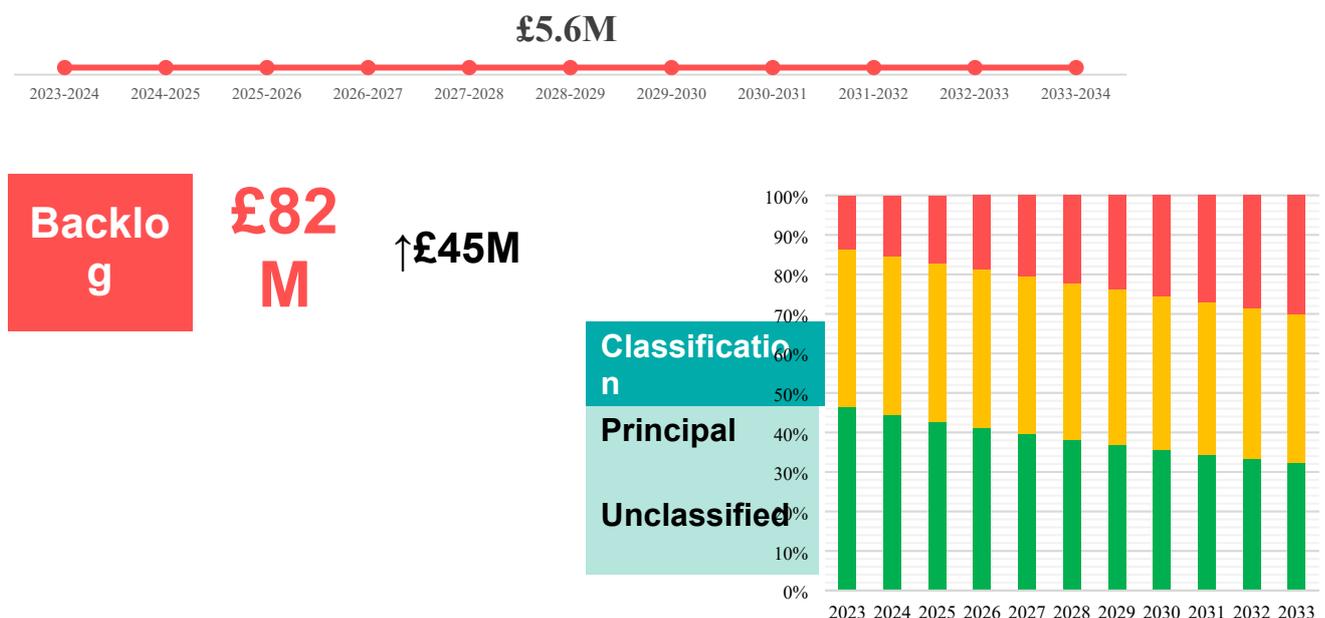
1.11 In the development of the Highways Investment Strategy four scenarios were modelled for carriageways, table 2:

Carriageways		
Scenario	Description	Funding Strategy
Scenario: 0 Current (Jan 23) Funding	Original committed budget approved at Environment and Climate Change Committee Jan 2023 i.e. without the additional £4m allocated through Cabinet	£5.6m as per the original Jan 2023 allocation
Scenario: 1 Return to Original Jan 23 funding	Combined original budget with the additional £4m per annum for 2 years returning to the original budget at the end of the two years	£9.6m for two years returning to £5.6m in year 3
<b>Scenario: 2 Sustained Increase</b>	<b>Increased and sustained funding to maintain the carriageways in a steady state condition, continuing with the £9.6m for the life of the strategy</b>	<b>£9.6m through the life of the strategy</b>
Scenario: 3 Steady State Plus	This funding would move the network condition beyond steady state enabling the Council to further reverse network deterioration.	£11.0m through the life of the strategy

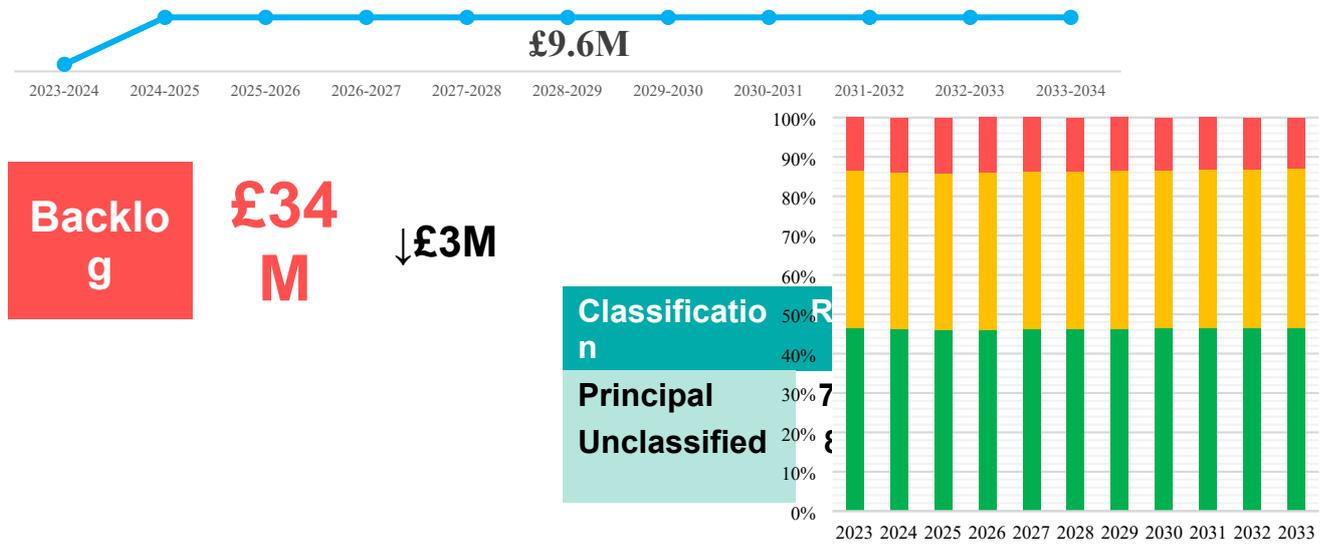
Table 2: Barnet's Carriageway network modelled change under differing funding scenarios over time using the asset condition data

1.12 These scenarios, produce differing deterioration models for the network as set out in Appendix A of this report. The schematics below illustrates the position if the baseline Scenario: 0 current (Jan 23) funding versus the proposed funding Scenario: 2 sustained increase:

### Scenario 0: Current (Jan 23) Funding



### Scenario 2: Sustained Increase



Schematic 3: Carriageway Scenario 2: Sustained Increase

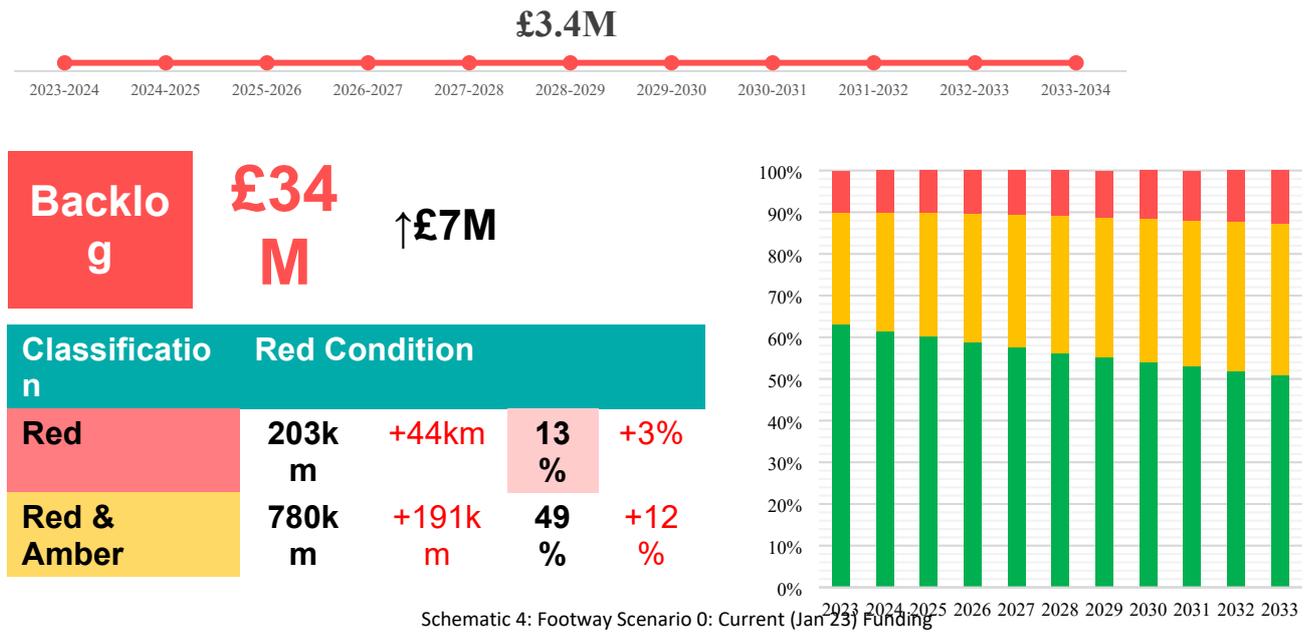
### Footways

1.13 In the development of the Highways Investment Strategy three scenarios were modelled for footways, as illustrated in Table 3:

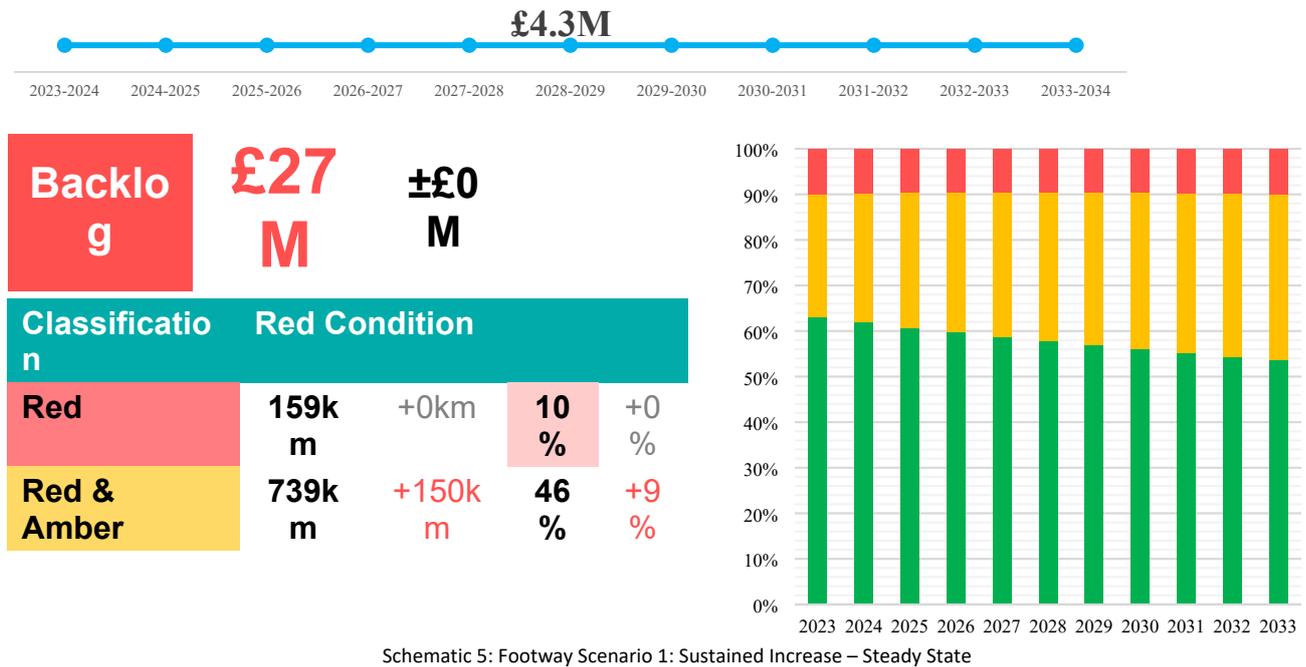
Footways		
Scenario	Description	Funding Strategy
Scenario: 0 Current (Jan 23) Funding	Original committed budget approved at Environment and Climate Change Committee Jan 2023.	£3.4m as per the original Jan 2023 allocation
<b>Scenario: 1 Sustained Increase</b>	<b>Sustained increase to maintain the footways in a steady state condition.</b>	<b>£4.3m through the life of the strategy</b>
Scenario: 2 Steady State Plus	This funding would move the network condition beyond steady state enabling the Council to further reverse network deterioration.	£5.9m through the life of the strategy

Table 3: Barnet's Footway network modelled change under differing funding scenarios over time using the asset condition data

### Scenario 0: Current (Jan 23) Funding

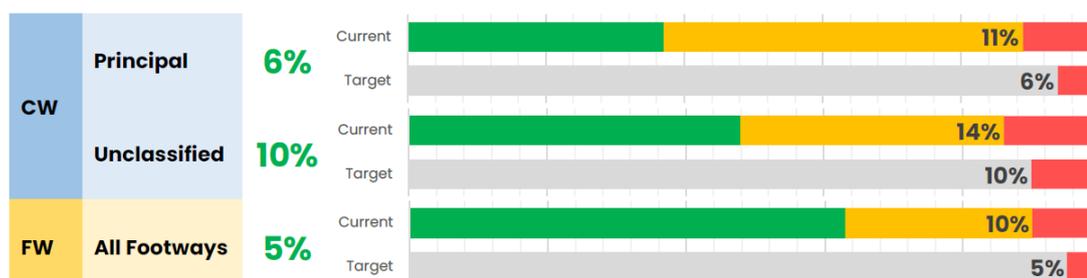


### Scenario 1: Sustained Increase



1.14 In conclusion the modelling has determined an urgent need to investment in the highway network to ensure that the declining condition is addressed. Out of the scenarios modelled the

view of officers in this current economic climate that the most sustainable solution for the Council is to invest in Scenario 1: Sustained Increase this will address further deterioration in the highway network and move the network over time to a position of a stabilised network where roads are maintained in a good condition with the following 'red' condition targets aimed to be achieved over the life of the strategy:



Schematic 6: Target reduction in 'red' condition highway assets over the life of the strategy

The achievement of these targets will place the highway network in the upper quartile of Councils in London.

1.15 In addition to the above funding the Council:

- Recognised the need to invest further in the highway network in 2022/23 and as a result committed £0.250m per annum for four years commencing in 2022/23 financial year as part of 'our plan for Barnet'. This funding will continue in 2024/25.
- Will be in receipt of an additional £0.368m from DfT through the Government's local highways maintenance: additional funding from 2023 to 2033, as a follow up to the £0.368mk allocated in 2023/24.

For 2024/25 this amounts to an additional £618k. These funding streams will be allocated later in the year, enabling the Council to retain a fund to address urgent maintenance needs on the network. It is proposed that authority will be delegated to the Cabinet Member for Environment and Climate Change, in consultation with the Director of Highways and Transportation to allocate an additional programme of schemes against the £0.618m during 2024/25.

1.16 The proposed schemes (£9.4m for carriageways and £4.3m for footways) set out in Appendix B have been subject to engagement with Ward Councillors prior to implementation and associated communication with residents and business.

1.17 Additionally, as this is an area identified by the Overview and Scrutiny Committee for scrutiny input, the committee is undertaking a review aimed at supporting the Highway Investment Strategy and support improvements in the Highway Network.

## 2. Alternative Options Considered and Not Recommended

- 2.1 The report as drafted sets out a range of options derived from the developed Highways Investment Strategy the options considered and rejected relate to maintaining or returning to the current budgets or moving to a steady state plus scenario.
- Maintaining or returning to current budgets would lead to further severe deterioration of the highway network counteracting key transport objectives and potentially significant increases to reactive maintenance expenditure and third-party claims.
  - Moving to a Steady State Plus scenario would see a further improvement in the condition of the highway network, however this needs to be balanced against the backdrop of the current economic climate and the need for the Council to balance the Councils overall budget.
- 2.2 The recommendations set out in this report are aligned to the Councils adopted asset management approach moving the focus to more planned maintenance versus reactive (pothole) maintenance in order to deliver longer term sustainable maintenance activities on the highway network. This approach aligns to the Councils adopted Highways Infrastructure Asset Management Plan (HIAMP) and 'Well-Managed Highway Infrastructure' code of practice.

### **3. Post Decision Implementation**

- 3.1 Subject to Cabinet approval of the recommendations, officers will plan and implement the approved planned maintenance schemes for 2024/25.
- 3.2 Officers will raise orders, once the proposed budget is approved at full Council, with the Council's term maintenance contractor and highways works framework contractors.
- 3.3 This finalised programme will be taken forward to implementation, and if an instance arises where the community objects to a scheme being implemented, the Director of Highways and Transportation, in consultation with the Cabinet Member for Environment and Climate Change, can take a decision to alter the programme under delegated powers.
- 3.4 A further independent condition assessment will be commissioned to support future scheme selection aligned to the Councils adopted asset management approach.

### **4. Corporate Priorities, Performance and Other Considerations**

#### **Corporate Plan**

- 4.1 The proposed work programme will also support the Council's Sustainability Strategy in relation to supply chain operations and material selection including use of low carbon and recycled materials.
- 4.2 The proposed programme will also contribute to the Council's Health and Wellbeing Strategy by making Barnet a great place to live and enable the residents to keep well and independent.
- 4.3 The Highway network is the Council's most valuable asset and is vital to the economic, social and environmental wellbeing of the Borough as well as the general image perception. The Highways provide access for business and communities, as well as contribute to the area's local character and the resident's quality of life. Highways really do matter to people and often public opinion surveys continually highlight dissatisfaction with the condition of local roads and the

way they are managed. Public pressure can often result in short term fixes such as potholes for example, rather than properly planned and implemented longer term solutions. The proposed additional programme aims to minimise short term repairs that provide poor value for money and often undermine the structural integrity of the asset.

#### **Corporate Performance / Outcome Measures**

- 4.4 Delivery of this programme aligns with Our plan for Barnet 2023-2026 developed Highways Investment Strategy. In addition, supports outcome measures in relation to reactive defect repairs on the network.

#### **Sustainability**

- 4.5 Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact aligned to the Council's Sustainability Strategy in relation to supply chain operations and material selection including use of low carbon and recycled materials.

#### **Corporate Parenting**

- 4.6 In line with Children and Social Work Act 2017, the Council has a duty to consider Corporate Parenting Principles in decision-making across the Council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the Council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the Council does.
- 4.7 The proposals set out on this report have no direct or indirect impacts on looked after children or care leavers identified beyond those applicable to the population as a whole.

#### **Risk Management**

- 4.8 Effective management of risk is an integral part of asset management and the Council's Risk Management Framework has established strategic and departmental risk registers.
- 4.9 The Code of Practice 'Well-managed highway infrastructure' (2016) advocates the adoption of a risk-based approach to the management of highway infrastructure assets, and the proposed Work Programme has been developed in accordance with this.

#### **Insight**

- 4.10 Not applicable to this report, however the revised delivery plan will be informed by strategic insight data provided by TfL and other sources in due course. In addition, the work conducted on the Highways Investment Strategy will be utilised to develop future programmes of work.

#### **Social Value**

- 4.11 Aligned to the Councils updated Social Value Policy and the respective commitments of the Term Maintenance Contract and Highways Works Framework Contract a range of Social Value commitments will be delivered including:
- Creating new jobs and skills to tackle economic inequality in the borough.
  - Improving local supplier capacity and resilience.
  - Supporting resident involvement and development in schemes.
  - Engaging with local schools and community groups to deliver focused awareness and training programmes.

## 5. Resource Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

5.1 At the Cabinet meeting of 6 February 2024, the CIL budget allocation was approved subject to full Council approval.

5.2 The proposed funding from CIL in 2024/25 is the first tranche of the £97m, i.e. £19.4m to deliver planned maintenance works across the following workstreams:

No	Planned Maintenance	Budget				Total £000
		£000	£000	£000	£000	
1	Carriageways	Principal Road Resurfacing	Principal Road Patching	Unclassified Road Resurfacing	Unclassified Road Patching	
		6,095	290	2,930	285	<b>9,600</b>
2	Footways	Resurfacing	Patching			
		3235	1065			<b>4,300</b>
3	Carriageway Reconstruction	Hampden Way Reconstruction				
		3,000				<b>3,000</b>
4	Drainage Maintenance	Flood Risk Gully enhanced cleansing and maintenance	Water course management infrastructure and refurbishment	Drainage Infrastructure Policy, Survey and Mapping	Flood Schemes support, CDA, FCERM and Sustainable drainage programmes	
		400	200	50	350	<b>1,000</b>
5	Highways Structures	Sanders Lane East	Sanders Lane West	Inspection Maintenance		
		200	600	200		<b>1,000</b>
6	Other Highways Assets	Additional Rubber Crumb Programme	Signs and Lines	Heritage and Other Assets		
		200	200	100		<b>500</b>
						<b>19,400</b>

Table 4: Proposed 2024/25 CIL Allocation to Highways Maintenance Programme Summary

5.3 The carriageway and footway estimates given in Appendix B are provisional and may be subject to change on completion of the individual scheme designs. The carriageway and footway estimates given in Appendix B are based on the contract rates of the London Highways Maintenance and Projects Framework (HMPF) and Highways Works Framework Contract.

5.4 Some of the proposed schemes may not be delivered due to future utility or development works. Updates of any changes or variations to the highway schemes scheduled in Appendix B

will be reported to the Director of Highways and Transportation for his authorisation to alter the programme of carriageway and footway renewal works, as and when required.

5.5 There are no staffing, ICT or property implications.

## **6. Legal Implications and Constitution References**

6.1 In line with the constitution, the Capital additions set out in this report have been reviewed by the Director of Finance prior to being recommended for approval to Cabinet.

6.2 In accordance with the Council Constitution, Part 2D, Section 1 the terms of reference of the Cabinet state that “The Executive will exercise all of the local authority functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution.” It also includes the following responsibility:

- Approving policies that are not part of the policy framework;
- All key decisions, including: -
  - an executive decision which is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough;
  - a decision that is significant for the reason that if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure

6.3 Regulation 59 of the Community Infrastructure Levy Regulations 2010 (as amended) (“CIL Regulations”) requires that CIL levy be spent on funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of a local authority’s area. The range of infrastructure that can be funded through CIL levy is wide and includes highway maintenance, flooding and drainage. The proposed works set out in the Highway Work Programme to be funded from the CIL allocation accords with Regulation 59 of the CIL Regulations.

6.4 Section 41 of the Highways Act 1980 imposes a duty of maintenance on highway authorities in respect of those highways that are maintainable at the public expense. A breach of this duty could potentially make the highway authority liable in damages to a road user who suffers injury as a result of an actionable defect in the highway.

6.5 The Traffic Management Act 2004 also places obligations on authorities to ensure the expeditious movement of traffic on their road network. Authorities are required to make arrangements as they consider appropriate for planning and carrying out the action to be taken in performing the duty.

6.6 The improvement to the highway asset proposed in this report will assist the Council in discharging its duties under the Highways and Traffic Management legislation.

## 7. Consultation

- 7.1 Engagement has been undertaken with local ward councillors in order to brief on the proposed programme of carriageway schemes. Further engagement will be undertaken to ensure local ward councillors are aware of the programme and scheme implementation within their wards.
- 7.2 Residents will receive notification in advance of works informing them of the start date and useful information prior to work commencing on site.

## 8. Equalities and Diversity

- 8.1 The Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need:
- to eliminate discrimination, harassment and victimisation and any other conduct prohibited by the 2010 Act; and
  - advance equality of opportunity and to foster good relations, between those who share a protected characteristic and those who do not.
- 8.2 The relevant protected characteristics are:
- age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.
- 8.3 The cumulative impact on groups with protected characteristics will not be significant with many people benefitting or no impact due to the additional programme of works recommended in this report. Young, elderly and disabled could benefit largely from this approach through improvement to the highways asset.

## 9. Background Papers

- 9.1 Caring for people, our places and the planet: Our plan for Barnet 2023-2026
- 9.2 Environment and Climate Change Committee – September 2022 - Highways Infrastructure Asset Management Plan  
[https://barnet.moderngov.co.uk/documents/s73860/ECC%20Committee%20Report-%20HIAMP%2006%20September%202022\\_Cleared%2020822.pdf](https://barnet.moderngov.co.uk/documents/s73860/ECC%20Committee%20Report-%20HIAMP%2006%20September%202022_Cleared%2020822.pdf)
- 9.3 Environment and Climate Change Committee – September 2022 – Investing in Barnet’s roads and pavements 2023/24  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MIId=11103&Ver=4>
- 9.4 Environment and Climate Change Committee – January 2023 - Investing in Barnet’s Roads and Pavements Programme 2023/24  
<https://barnet.moderngov.co.uk/documents/s76001/Environment%20Committee%20Report%20Investing%20in%20Barnets%20Roads%20and%20Pavements%20Programme%202023-24%20Final.pdf>
- 9.5 Cabinet – July 2023 - Improving Barnet’s Roads additional investment and action plan

[https://barnet.moderngov.co.uk/documents/s79042/Cabinet Report Improving Barnets Roads additional investment.pdf](https://barnet.moderngov.co.uk/documents/s79042/Cabinet%20Report%20Improving%20Barnets%20Roads%20additional%20investment.pdf)

9.6 Annual Local Authority Road Maintenance (ALARM) Survey report

<https://www.asphaltuk.org/alarm-survey-page/>