

AtkinsRéalis



Well-managed Highway Infrastructure: A Code of Practice

SCOTS Annual General Meeting

Juliana Aristizabal,
Matthew Miller



AGENDA

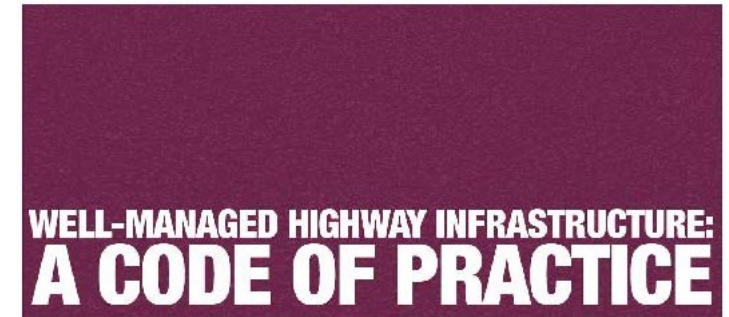
No.	Item	Timing	Lead
1	Introducing the new Code of Practice	10 min	Juliana Aristizabal
2	What is a Risk-based Approach?	10 min	Matt Miller
3	Break out session 1: Pain point identification	20 min	All
4	Deep Dive into the new Code of Practice	15 min	Juliana Aristizabal
5	Break out session 2: Linking pain points to the Code	20 min	All
6	Embedding new Code of Practice in SCOTS RAMP	10 min	Matt Miller
7	Next steps and actions	5 min	Juliana Aristizabal

INTRODUCING THE NEW CODE OF PRACTICE

- Single Code unifying all previous separate Codes for managing roads, bridges, lighting in the UK.
- Sets best practice expectations, and it is essential reference for all roads practitioners.
- Integrated asset management is at its core
- Encourages joined-up thinking across all types of road infrastructure.
- Champions a risk-based approach, empowering road authorities to make decisions that reflect local priorities and challenges.

WHAT IS THE WMHI CODE OF PRACTICE?

UK ROADS LIAISON GROUP



WHAT IS THE WMHI CODE OF PRACTICE?

What kind of user
of the WMHI Code
of Practice are
you?

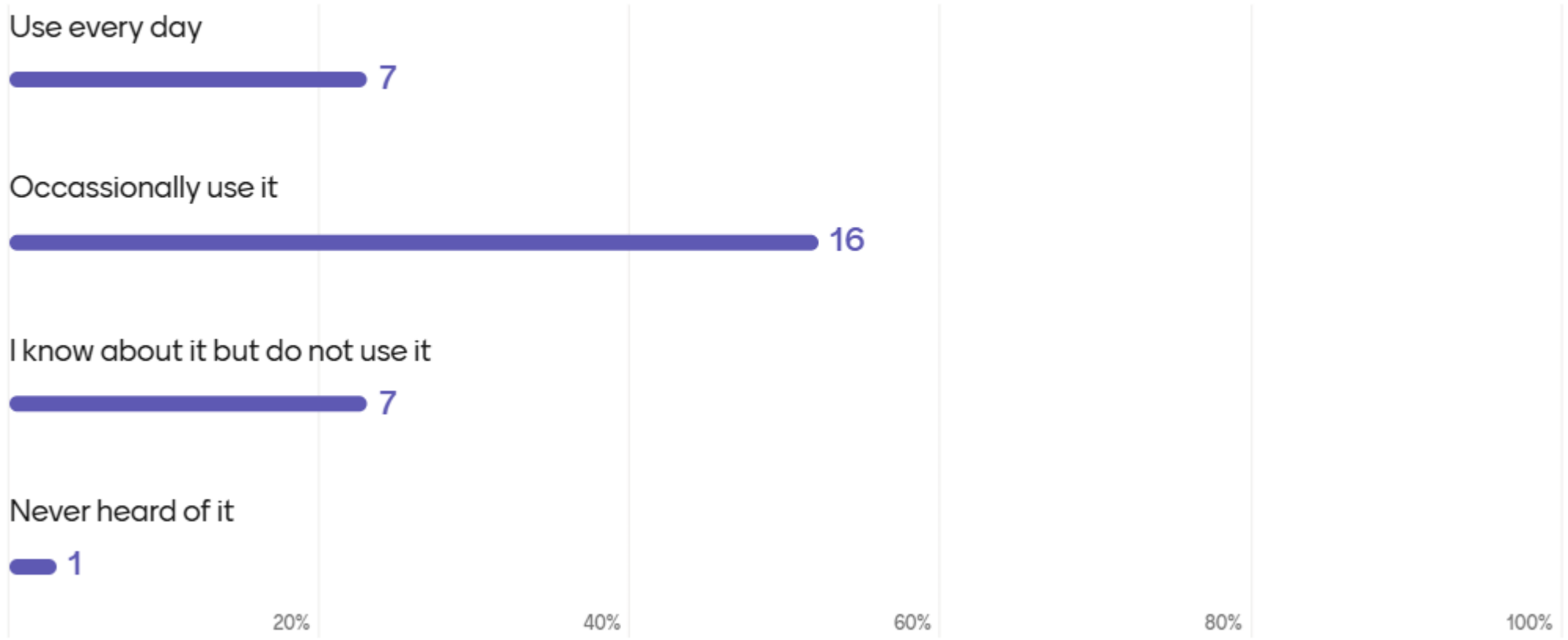


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WHAT IS THE WMHI CODE OF PRACTICE?

What kind of user of WMHI Code of Practice are you?

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UPDATE TO THE CODE OF PRACTICE



A **governance framework** for the Code



Technical updates to the Code and its structure



Inclusion of **new content areas** such as carbon management, artificial intelligence, and climate resilience



Launch of a live, **searchable digital platform**



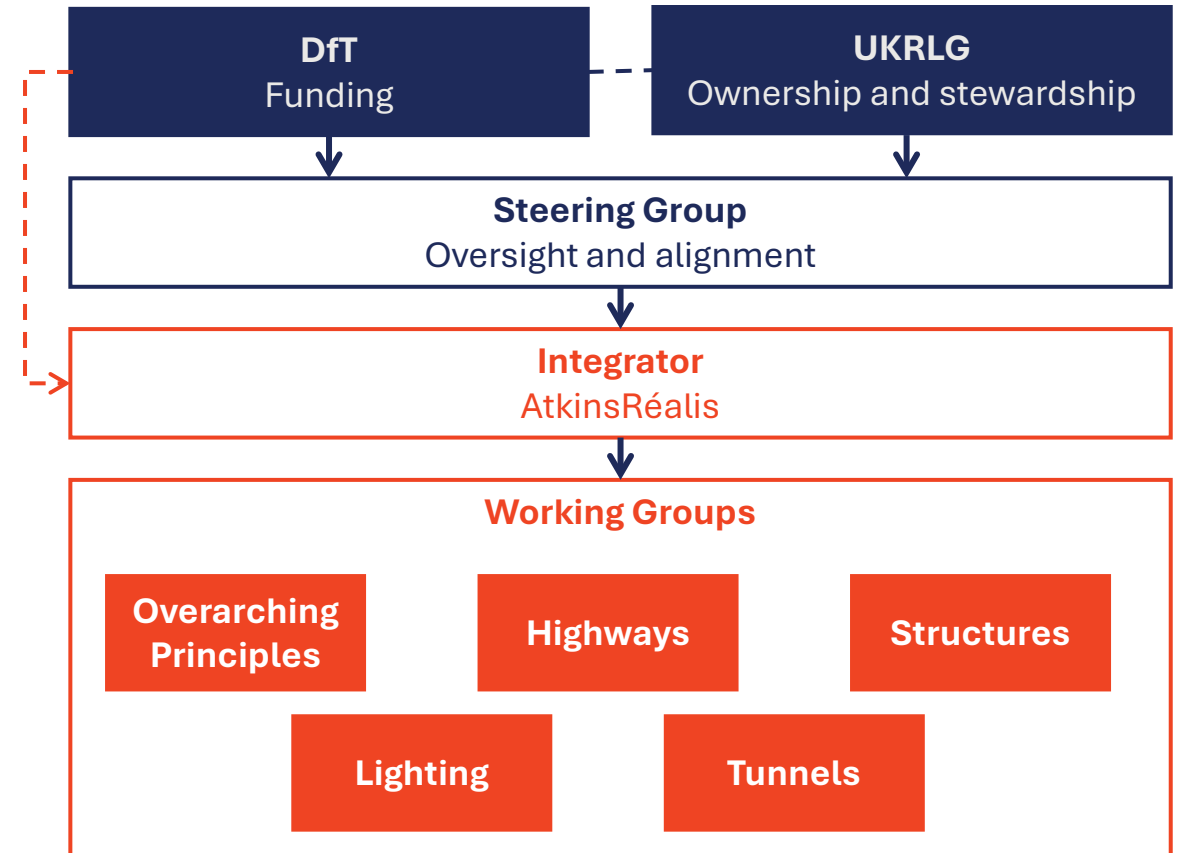
Creation of **comms and training materials**



Development of a **monitoring and evaluation framework**

UPDATE TO THE CODE OF PRACTICE

- Purpose is a review and update of existing content, not a full rewrite.
- Retain the modular structure of the Code:
 - Part A: Overarching Principles
 - Part B: Highways
 - Part C: Structures
 - Part D: Lighting
 - NEW** Part E: Tunnels
- Retain risk-based approach, rather than defining minimum service levels.



WG CONTRIBUTORS FROM SCOTLAND

- The working groups providing technical input to the update and the steering group providing strategic oversight, are comprised of representation from local highway authorities across the UK.
- **Scottish Representatives include:**
 - Amir Manesh** - East Dunbartonshire Council
 - Donald Macpherson** - Railway Paths
 - David Dunn** - Glasgow City Council
 - Stephen Ketterick** - Clackmannanshire Council

WHAT IS A RISK BASED APPROACH?

RISK-BASED APPROACH FOUNDATIONS

What are three words that come to mind when I say “Risk-based Approach”?



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What three words come to mind when I say "Risk-based Approach"?

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Most popular



Also prominent



Other responses



RISK-BASED APPROACH FOUNDATIONS

COMMON MISCONCEPTIONS

RBA is only about inspections

RBA centres around cost-cutting

RBA requires perfect data

RBA is too risky to apply (consequences!)

RBA is a fixed or rigid process

REALITY

It applies across all decisions like planning, investment, and operations not just inspections

It is about optimising outcomes and service performance

It can start with professional judgement and documented assumptions and evolve over time

It provides a defensible, structured through transparency and consistency

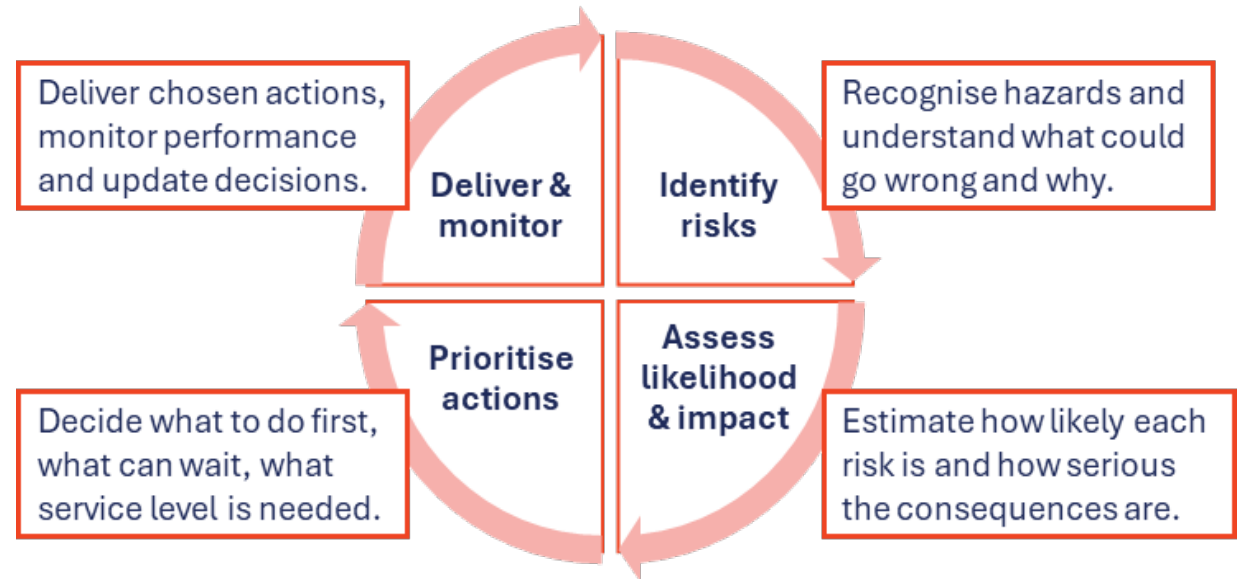
It is context-driven and flexible, adapting decisions based on local conditions and risk

RISK-BASED APPROACH FOUNDATIONS

Systematic approach to evaluate which issues pose the greatest risk to people and the network, rather than treating all arising needs the same.

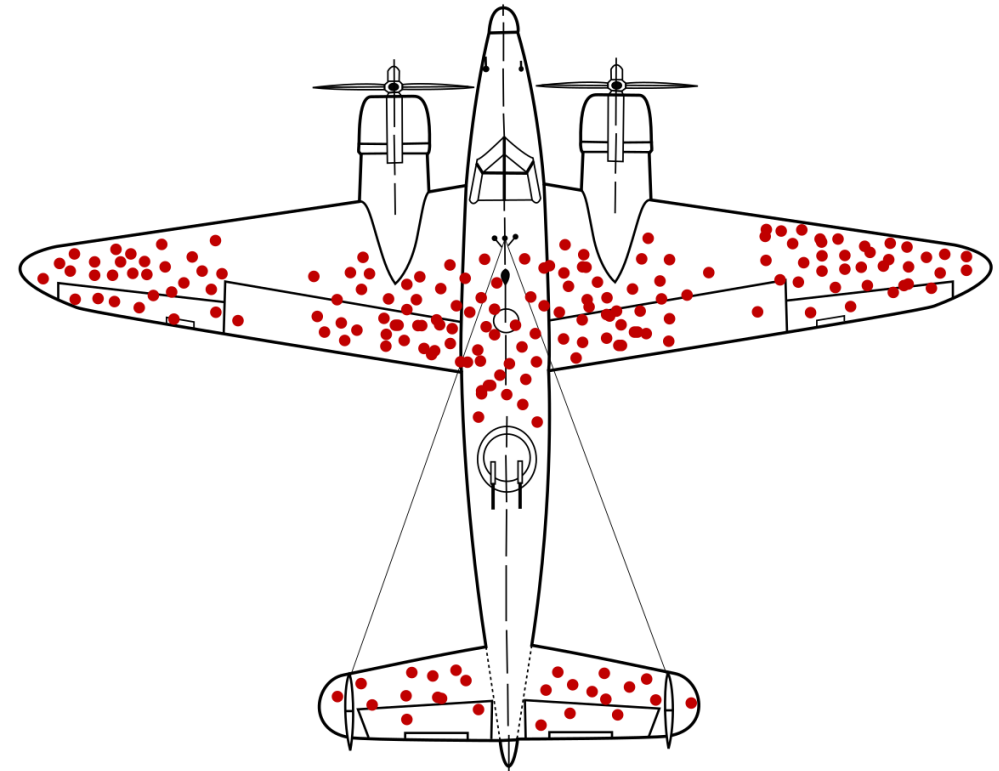
It is a structured way of:

- ✓ Identifying what matters most
- ✓ Understanding the barriers to achieving it
- ✓ Managing risks in the best possible way
- ✓ Comparing risks to determine which ones require attention first.



EVIDENCE, EXPERIENCE AND BIAS

- During World War 2, the RAF was looking at where to reinforce the bombers.
- Data from returning bombers indicated the following bullet hole patterns.
- Based on the evidence, where should the reinforcement be places?



REALITY CHECK ON RISK-BASED APPROACH

What is your
authorities' Road
Service Risk
Management
Maturity?

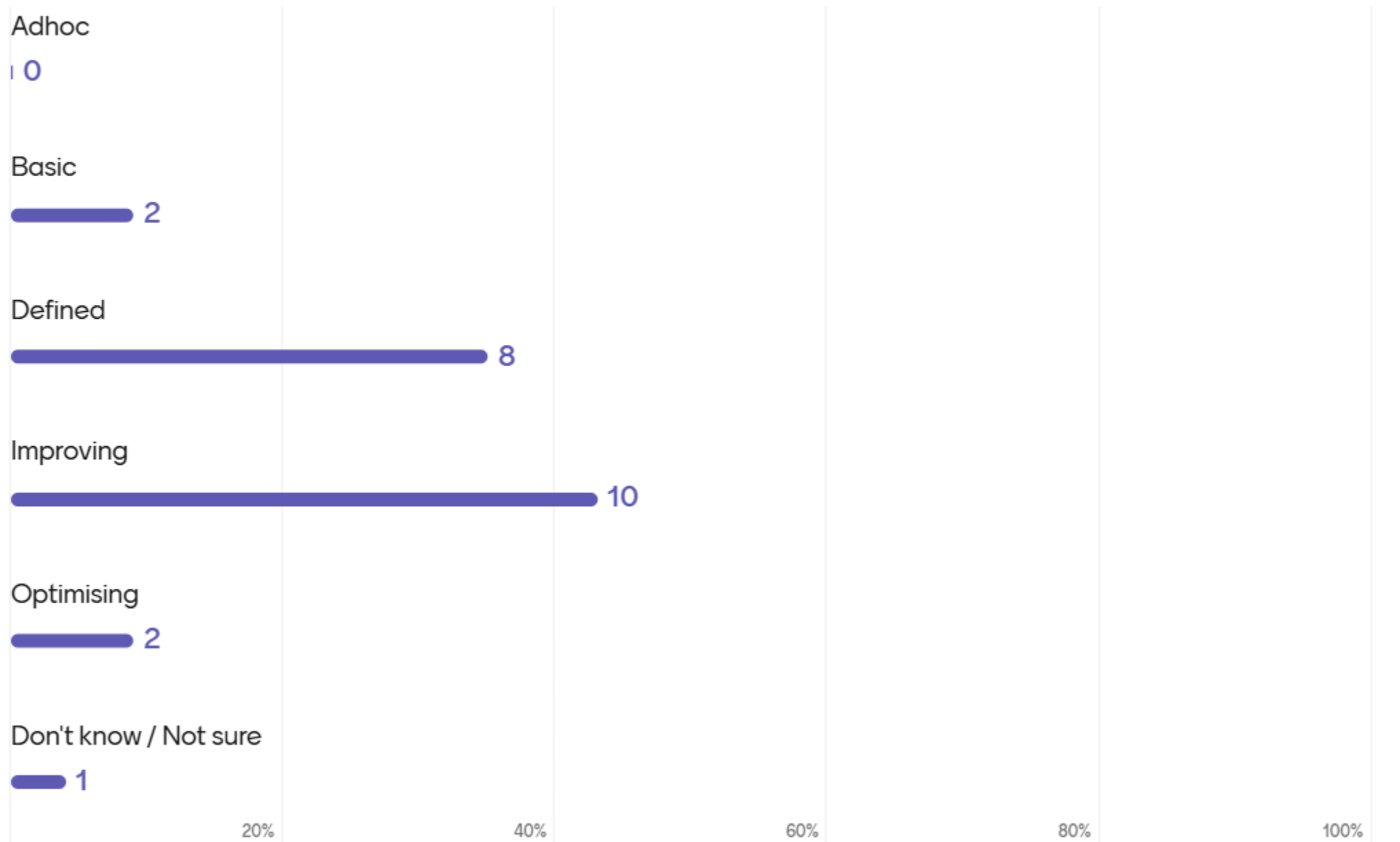


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What is your authorities Road Service Risk Management Maturity?

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REALITY CHECK ON RISK-BASED APPROACH

Where is your
RBA strongest?

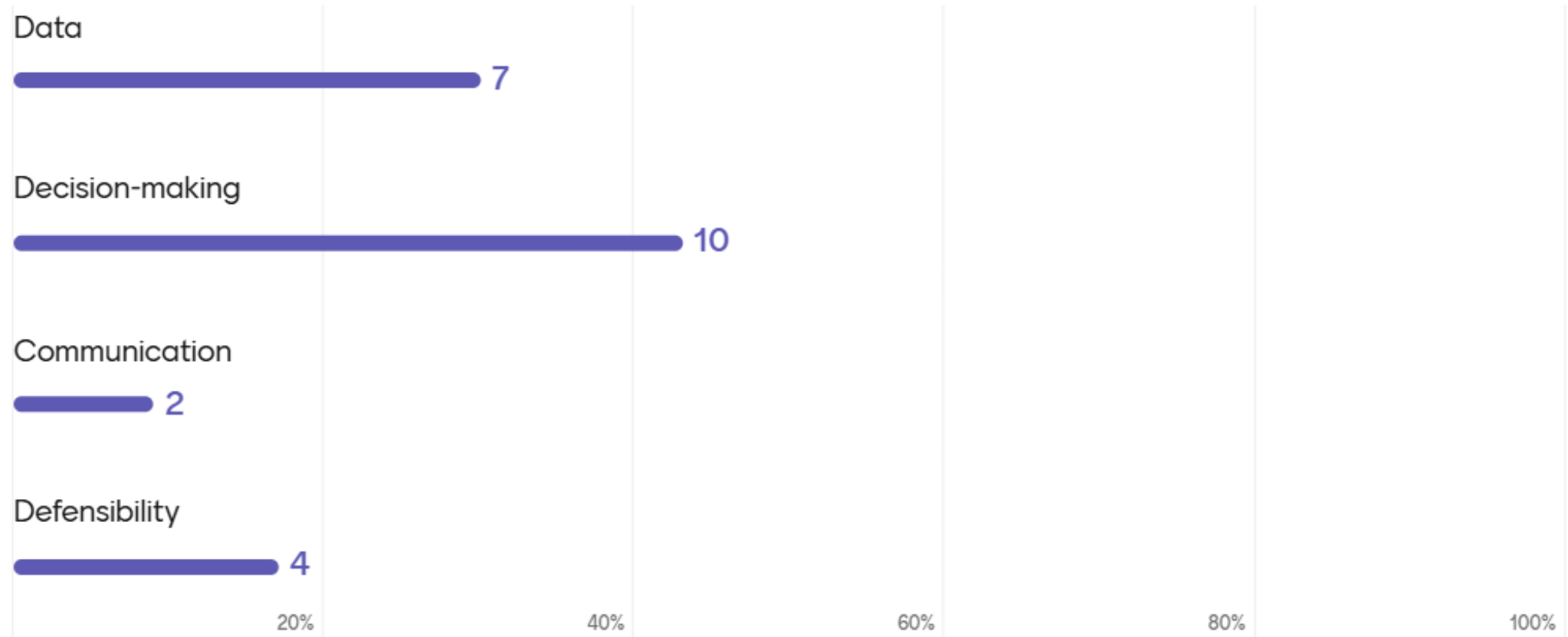


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Where is your RBA strongest?

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REALITY CHECK ON RISK-BASED APPROACH

Where do you feel least confident regarding RBA?

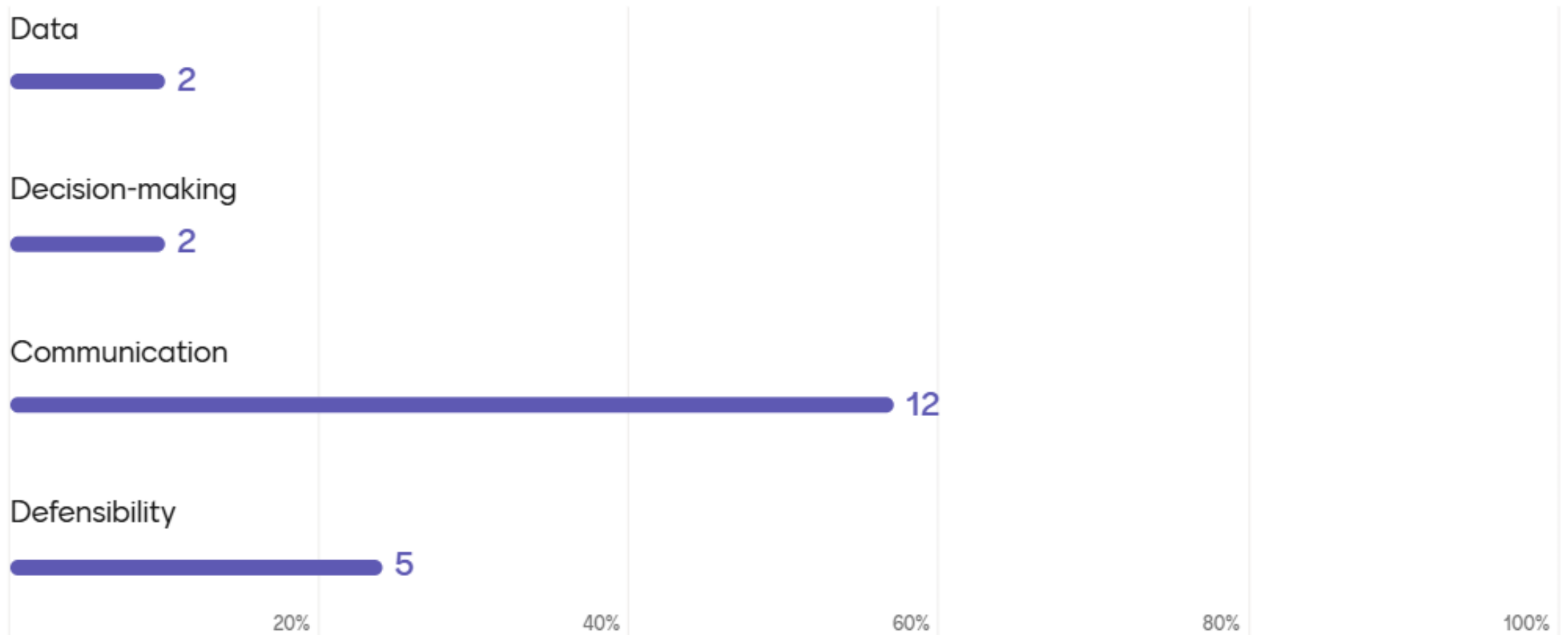


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Where do you feel least confident regarding RBA?

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BREAK OUT SESSION 1: PAIN POINT IDENTIFICATION

WHAT IS YOUR HARDEST CHALLENGE

Each table must define ONE priority challenge:

- What is the issue?
- Why does it matter?
- What goes wrong today?



10 min

Each table will then have 2 min to share their priority challenge with the rest of the room to identify commonalities in the group.

WHAT IS YOUR HARDEST CHALLENGE

Key Challenges highlighted during workshops:

- ***Perception across all stakeholders of RBA***
- ***Consistency across authorities and inspectors***
- ***Integration of new technology, such as AI***

Need for clear, consistent guidance and training to address the above challenges.

DEEP DIVE INTO THE NEW CODE OF PRACTICE

CORE OBJECTIVES OF THE CODE

What the Code covers:

- Focus on four core objectives: safety, service, sustainability, and customer experience.
- Promotes outcomes-based decision making.
- Provides a clear framework to explain decisions to members, stakeholders, and the public.



Safety: complying with statutory obligations and meeting users' needs for safety.



Sustainability: maximising value to the community while minimising social, economic and environmental impacts.



Serviceability: ensuring availability, reliability and resilience whilst managing asset condition.

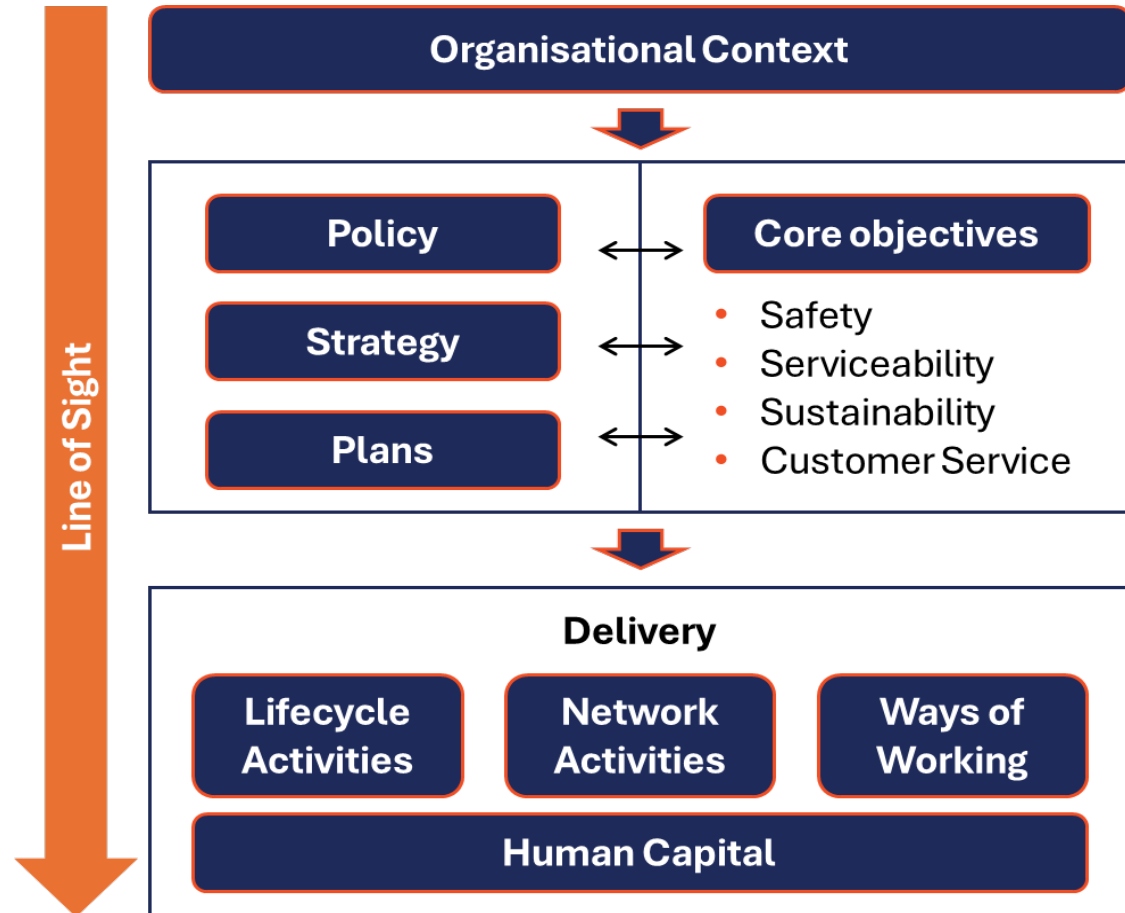


Customer service: providing high levels of user satisfaction and appropriate communication/ information.

NETWORK / ASSET STRATEGY

What the Code covers:

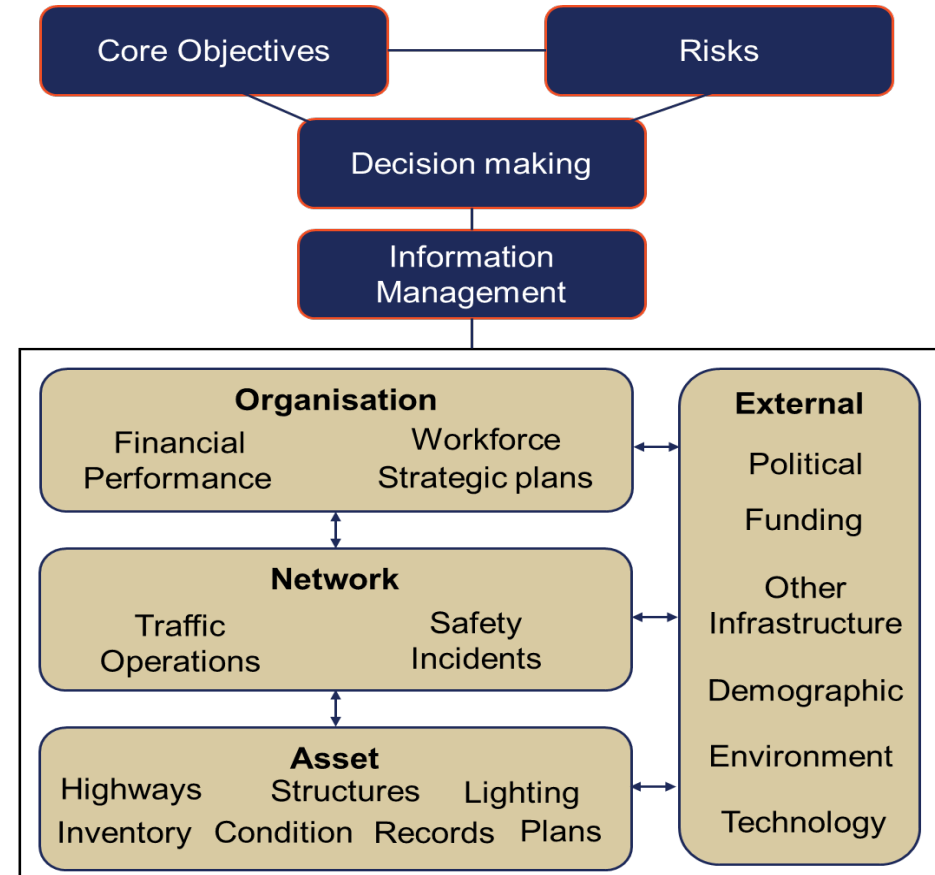
- Long-term asset management and investment planning.
- Alignment between policy, strategy, and delivery.
- Focus on whole-life value.



NETWORK / ASSET KNOWLEDGE

What the Code covers:

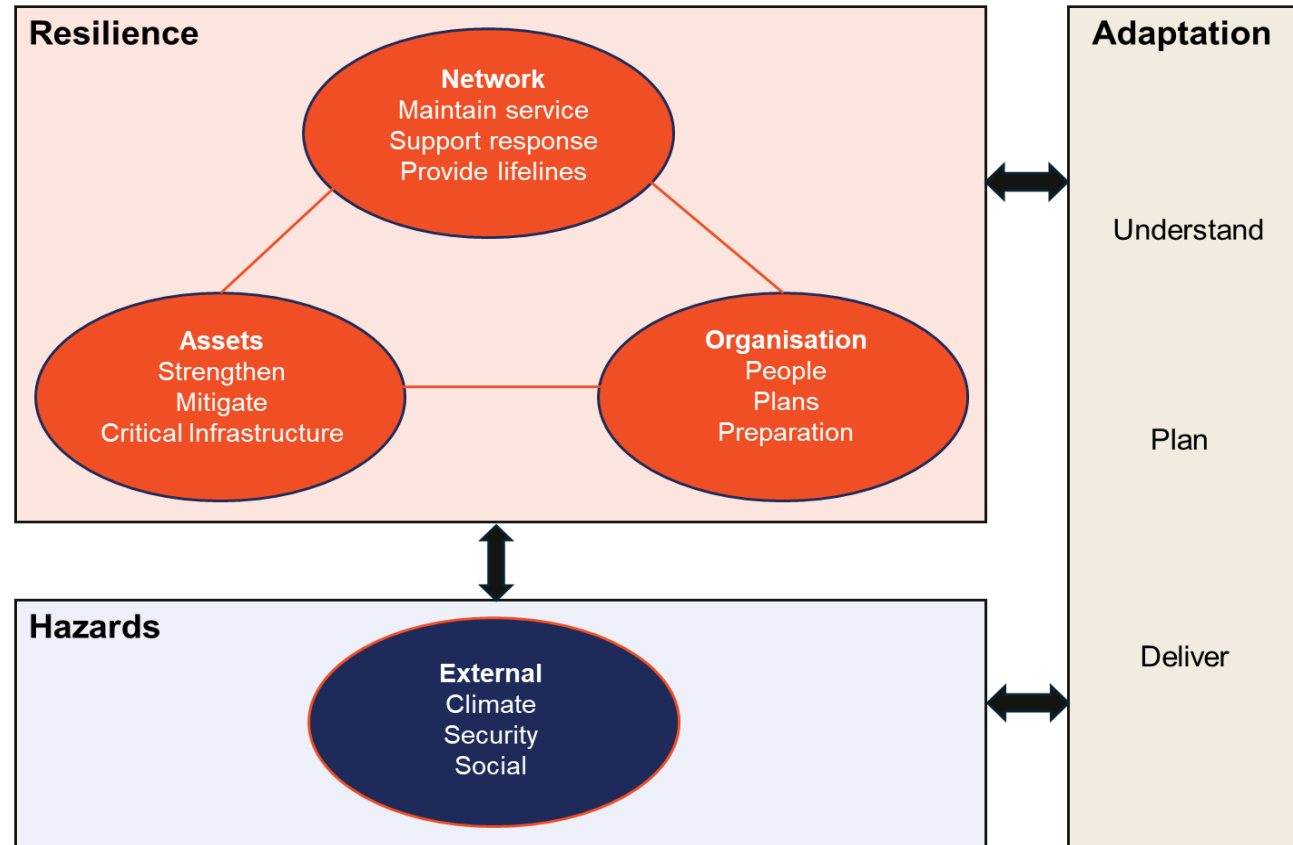
- Importance of accurate, up-to-date asset data.
- Good practice for inspections, inventories, and performance monitoring.
- Learning from incidents and past performance.



RESILIENCE AND ADAPTATION

What the Code covers:

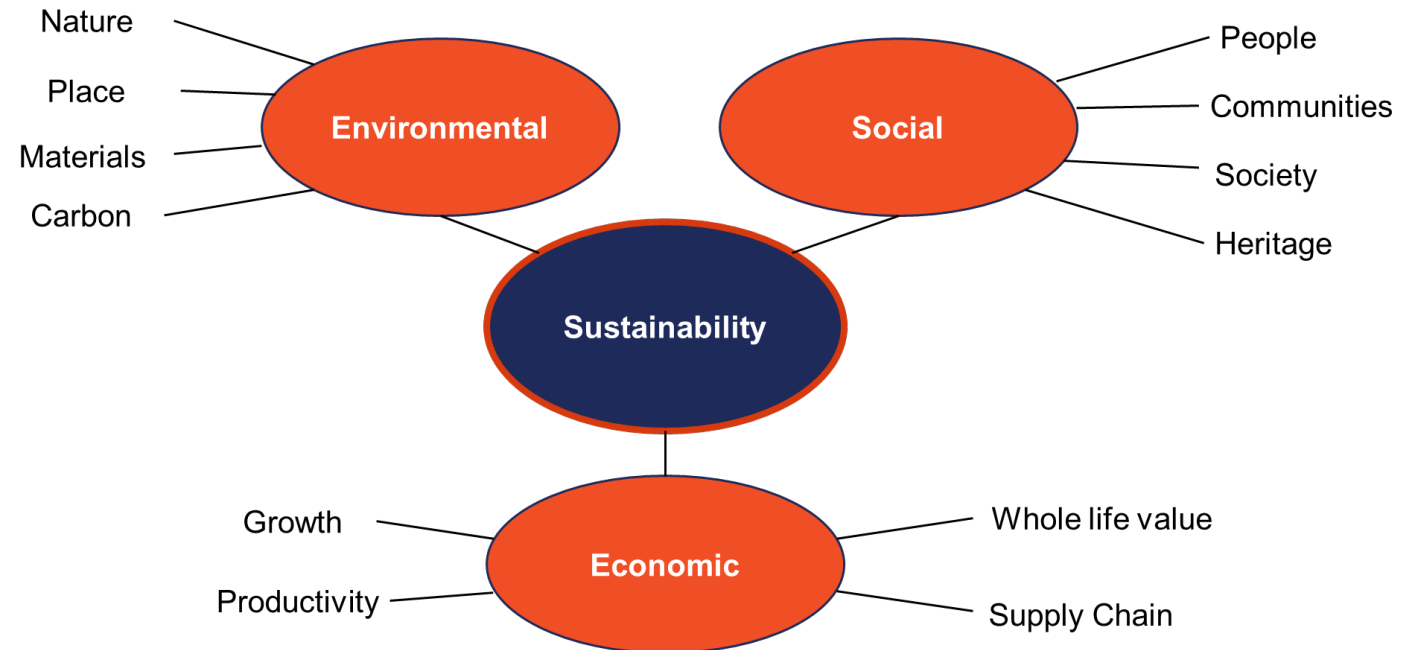
- Planning for extreme weather and network disruptions.
- Identifying and managing a resilient network.
- Embedding climate adaptation into asset management.



SUSTAINABILITY

What the Code covers:

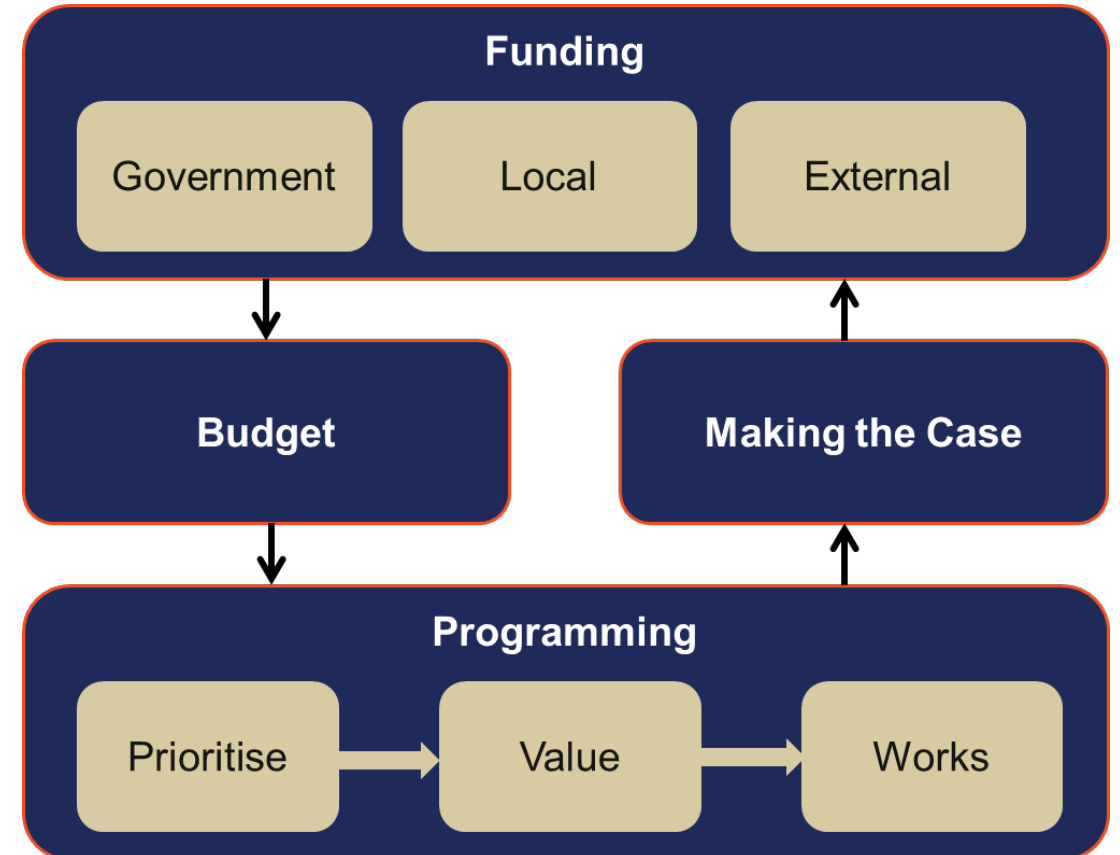
- Integration of environmental, social, and economic sustainability.
- Considering carbon, materials, biodiversity, and communities.
- Embedding sustainability in decision making and delivery.



FINANCE AND INVESTING

What the Code covers:

- Emphasises whole-life costing and lifecycle planning.
- Encourages development of clear, evidence-based business cases.
- Requires understanding of trade-offs: cost vs risk vs service levels.
- Promotes transparent financial reporting and communication.



BREAK OUT SESSION 2: LINK PAIN POINTS TO THE CODE

HOW CAN THE CODE HELP?

In your tables, map your challenge to 3 things:

1. Name your challenge
2. Which part of the Code you think will help?
3. What support would you need from SCOTS to help with embedment (e.g., templates, training/workshops, etc.)



10 min

Each table will then have 2 min to feedback to the rest of the room to identify commonalities in the group.

HOW CAN THE CODE HELP?

1. Case Studies
2. Guidance
3. Training
4. Videos

EMBEDDING NEW CODE OF PRACTICE IN SCOTS

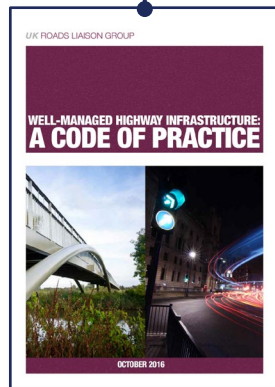
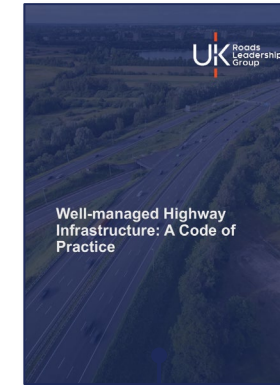
SCOTS WORK SINCE CoP

Coming soon!
New WMHI Code
of Practice

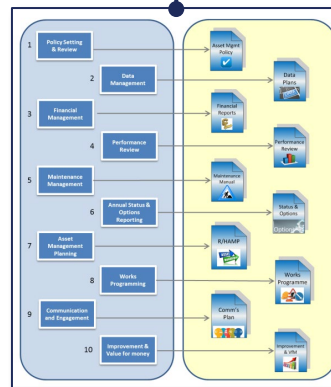
2018
SCOTS RBA to
Safety Inspections
Finalised



2026
SCOTS RBA to
VRS management



2016
WMHI Code
of Practice
Published



2021
Review and update
SCOTS RAM
Recommended
Practices

Ongoing
Works Programming tool
RBA to management of
Street Lighting

BENEFITS OF ADOPTION

Deliver a service based on local needs, local requirements and local priorities.

- Improved safety and performance
- Better prioritisation of resources
- Improved asset condition
- Evidence-based and defensible decision-making
- Consistent and structure decision process
- Enables whole-network and long-term thinking
- Supports network resilience

MOVING FORWARD

Further embedment of the Code

- Training
 - Webinars
 - Workshops
- Expansion and Enhancement of SCOTS RBA guidance and tools
 - SCOTS Community engagement and input
 - Wider-UK good practice
 - PIARC

Showcase

- Highlight the Good Practice developed and implemented by SCOTS Community
 - Code of Practice Case Studies
 - UKRLG
 - PIARC
 - Industry bodies, such as LCRIG, ADEPT, RSTA
 - Professional bodies, such as IHE, CIHT, etc

NEXT STEPS AND ACTIONS

GET INVOLVED!

Contribute:

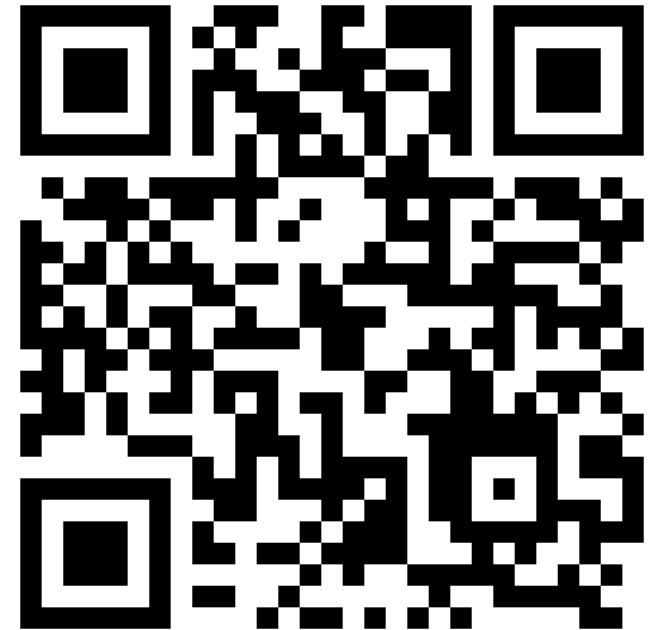
- Share case studies, tools, templates – **call for submissions is open!**
- Consultation period – **LIVE NOW!**
- Launch workshops and webinars – Autumn 2026

Get in touch:

- If you wish contact the project team: ukrlgcodeofpractice@atkinsrealis.com

CONSULTATION

- UKRLG invites stakeholders across the highways sector to participate in the consultation
- This consultation provides an opportunity to review the draft update and provide feedback to inform the final version of the Code.
- Feedback is welcome on as many or as few sections of the draft as you wish.
- The consultation period is now **LIVE** with responses welcome until the 7th June.



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