

Highways Maintenance Transparency Report

2026–27

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Transparency report – Core report

How we maintain local roads, pavements and the wider highway network in Brent

A1 – What we are responsible for maintaining

- Carriageways – 459 km in total (50.0 km A roads; 15 km B roads; 394 km C and unclassified roads).
- Footways – approximately 847 km.
- Highway structures – 90 structures, including around 60 bridges.
- Road gullies – approximately 20,700.
- Street lighting – approximately 22,848 streetlights and illuminated street furniture.
- Street trees – approximately 10,000.
- Other assets include cycleways, public rights of way, drainage, signs, markings and traffic-management assets.

Brent's network is large, heavily used and subject to continual deterioration from traffic, utility activity, weather and ageing infrastructure. The principal challenge is to maintain a very extensive network within constrained resources while prioritising safety, structural condition, resilience and value for money. The Council therefore combines condition surveys, risk-based inspection, asset-management software, planned maintenance and preventative treatments with reactive repairs.

A2 – Road conditions in Brent

A2.1. A roads

Year	Percentage of road in red category	Percentage of road in amber category	Percentage of road in green category
2023	12%	36%	52%
2024	11%	35%	54%
2025	14%	37%	49%

A2.2. B and C roads

Year	Percentage of road in red category	Percentage of road in amber category	Percentage of road in green category
2023	7%	3%	90%
2024	7%	3%	90%
2025	11%	5%	84%

A2.3. U roads

Year	Percentage of road in red category
2023	8%
2024	8%
2025	12%

Councils use road condition surveys to assess the state of their roads. The results are grouped into three categories:

- **Green** – the road is in good condition and no further investigation or treatment is required
- **Amber** – the road may need maintenance soon
- **Red** – the road is in poor condition and should be considered for maintenance

The published official statistics for road condition include more detail about the methodology, timing and coverage of this data

Condition data shows a slight deterioration in Brent's road network, with the proportion of roads in the red category increasing across A, B/C and unclassified roads between 2023 and 2025. The deterioration is most pronounced on unclassified roads, where the red category increased from 7% to 11% and the green category fell from 90% to 84%. The Council is responding through targeted structural maintenance, preventative treatments and improved asset-management analysis to maximise the impact of available funding.

A3 – What we are doing about potholes and other road defects

A3.1 – What is a pothole?

For Brent operational purposes, carriageway defects are assessed through the Council's risk-based highway inspection regime. The principal investigatory thresholds used for potholes are approximately 20 mm depth where the defect is within 1.5 m of the kerb or a cycle lane, and 30 mm elsewhere. Risk is not determined by depth alone: road hierarchy, traffic levels, location, defect characteristics and the likely consequences of failure are considered.

A3.2 – What we are doing to tackle potholes

Brent uses a combination of reactive repairs, planned patching, structural maintenance and preventative treatments. The objective is to deal with defects safely and, where appropriate and more often than not, provide a permanent repair rather than repeatedly treating the same location. Preventative maintenance is particularly important because sealing the surface and addressing deterioration before structural failure can extend asset life and reduce longer-term costs.

The Council also uses borough-wide AI-enabled video condition surveys to obtain comprehensive and up-to-date carriageway information. The survey can identify potholes and other defects, support condition assessment and help target repair programmes. This enables the Council to move rapidly from survey to analysis and, where appropriate, to injection patching.

Around 8300 potholes were repaired during 2025–26 through the combination of day-to-day reactive 'make-safe' repairs and the annual injection patching programme. The programme was also affected by a particularly wet January and the resulting increase in potholes and reactive demand.

A3.3 – How members of the public can report potholes and other highway defects

Residents and Members can report potholes and other highway defects through Brent's online reporting service, Fix My Street/service requests. Reports are logged and assessed alongside information from scheduled inspections, contractor reports and condition surveys.

A3.4 – What happens after a pothole is reported

A reported defect is assessed against the Council's highway safety inspection and risk-assessment procedures. Where intervention is required, the appropriate repair priority is allocated and the defect is made safe or repaired in accordance with the applicable response arrangements. Public reports also contribute to the Council's wider understanding of recurring defects and emerging maintenance needs.

A4 – What we spend to maintain the highway network and where the funding is coming from

A4.1. – Spending on highways maintenance

	2024–25	2025-26	2026-27
Total highways maintenance	£13,380,320	£15,887,191	£7,635,434
Carriageways	£3,195,355	£10,009,187	£4,082,574
Footways	£7,336,189	£4,242,127	£826,556
Structures	£623,082	£497,975	£530,934
Drainage	Incl in Structures	Incl in Structures	Incl in Structures
Street lighting	0	0	£250,000
Other assets (Street Furniture)	£281,254	0	£222,903
Revenue	£1,944,440	£1,137,903	£1,722,468

A4.2 – Where our funding for highways maintenance comes from

Funding sources for highways maintenance (spending)	2024-25	2025-26	2026-27 (projected)
Additional highways maintenance funding provided by the Council or third parties	£13,146,319	£15,057,142	£5,801,434
Funding received through the Department for Transport / UK Government	£234,001	£830,049	£1,834,000
<u>Total</u>	£13,380,320	£15,887,191	£7,635,434

A5 – Our Maintenance Plans for This Year

A5.1 – Our plans for highways maintenance for 2026–27

- Deliver a prioritised capital maintenance programme based on the latest condition surveys, engineering assessment and asset-management analysis.
- Use the increased DfT funding to increase the scale of structural and preventative maintenance and reduce reliance on short-term reactive repairs.
- Use preventative treatments, including injection patching and other appropriate surface treatments, targeted at roads where intervention can slow deterioration.
- Implement the footway reconstruction programme, with the 2026–27 programme length 2 km
- Implement the carriageway resurfacing and treatment programme, with the 2026–27 programme length 68 km
- Continue highway structures, drainage, road-marking and public-realm maintenance programmes.
- Continue borough-wide condition surveying and use of digital/AI condition data to improve targeting and programme efficiency.

A5.2 – Full List of Planned Carriageway and Footway Works

The final 2026–27 scheme list is being confirmed following engineering evaluation of condition-survey outputs and Member nominations. The lists are not yet available, however, based on the budget we expect to be able to resurface (or treat) 19 carriageways with a total length of 10 km, and reconstruct approximately four footways with a total length of 2 km.

A5.3 – How decisions are made on our maintenance plans

Brent uses an evidence-led, risk-based asset-management approach. Condition data is the main factor, but it is combined with engineering assessment and wider network factors. The Council's asset-management software assesses deterioration, candidate treatments and treatment benefit, including Benefit Cost Ratios, while a separate prioritisation assessment considers factors such as road hierarchy, traffic use, safety, reactive defect history, accident claims, and Councillor nominations. Officers then apply engineering judgement, programme constraints, coordination requirements and available funding to produce the annual programme. This approach seeks to maximise whole-life value rather than simply treating the roads with the most visible defects.

Transparency report – Technical Annex

B1 – Highways maintenance funding and spending figures

B1.1 – Capital funding allocation sources

Financial Year	2024–25	2025–26	2026–27 projected
Highways maintenance capital funding allocated through DfT	£232,988	£759,000	£1,684,000
Other DfT capital funding used for highways maintenance	0	0	0
Other Government capital funding	0	0	£248,000
Other capital funding allocated to highways maintenance	£9,924,535	£15,315,031	£3,895,966
Total capital funding allocated	£10,157,533	£16,074,031	£5,827,966

B1.1.2 - Additional information on funding figures

The 2026–27 DfT allocation comprises £1.039m baseline funding and £0.645m incentive funding. DfT states that London boroughs become eligible for baseline funding for the first time in 2026–27.

B1.2 – Spending

B1.2.1 – Total Spending

Please confirm that you understand the answers provided in this section (B1.2.1) relate to your compliance under the 2026-27 local highways maintenance incentive funding requirements, as set out to your authority via letter to your chief executive in April and as published online .	Yes
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Financial Year	2024–25	2025–26	2026–27 projected
Total highways maintenance capital spend	£11,201,879	£14,749,208	£5,827,966
Total highways maintenance revenue spend	£1,944,440	£1,137,903	£1,722,468
Total highways maintenance spend	£13,380,320	£15,887,191	£7,550,434

B1.2.2 - Additional information on total spending figures

The 2026–27 forecast must demonstrate that Brent will spend at least 99% of its DfT highways maintenance allocation on eligible highways maintenance expenditure, unless any permitted pre-spend or post-spend is clearly explained. The forecast must be signed off by the Section 151 Officer.

B1.2.3 – Spending on carriageways by type of spend

Carriageway spend related maintenance type	Capital 2025-26	Revenue 2025-26	Capital 2026-27 (projected)	Revenue 2026-27 (projected)
Planned maintenance				
Preventative carriageway maintenance	£329,000	£0	£375,000	£0
Structural carriageway maintenance	£9,820,976	£0	£3,614,574	£0
Planned carriageway repair / patching programmes	£0	£0	£0	£0
Reactive carriageway maintenance				
Reactive carriageway repairs / patching (temporary repairs)	£0	£20,720	£0	£23,680
Reactive carriageway repairs / patching (permanent repairs)	£0	£368,366	£0	£250,000
Reactive carriageway repairs / patching (total)				
Other carriageway-related spend (road markings)	£248,211	£57,117	£0	£57,000
Total	£10,398,187	£ 446,203	£3,989,574	£ 330,680

B1.2.4 - Additional information on spending on carriageways by type of spend

Spending has been augmented in 25/26 by £8,600,000 of Community Infrastructure Levy (CIL) spent on Carriageway and Footway maintenance, and in 26/27 there is a CIL budget of £903,000 . Roughly half of the CIL money will be spent on Carriageways.

B2 – Highway Maintenance Activity (Surface Treatments and Repairs)

Financial year	Road receiving preventative road surface treatments (length, km)	Road receiving planned structural maintenance (length, km)	Area receiving planned repair / patching programmes	Area receiving reactive repair / patching (permanent methods)	Area receiving reactive repairs/ patching (temporary methods)
2025-26	65.9km	21.4 km	0 m ²	8799 m ²	75m ²
2026-27 projected	68.3km	5.9km	0 m ²	n/a	n/a

B2.1.1 – additional information on surface treatments and repairs

Does table B2.1 reflect all your carriageway-related road surface treatments & repair activities (for example, including pothole repairs)? If no , please add further information on any other types of treatments (planned to be) delivered and their extent in the table below.	No
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B2.1.2 – Further information and context

The table does not fully reflect all of Brent's carriageway repair activity, particularly its injection patching programme. Brent undertakes targeted injection patching as a permanent repair technique for suitable carriageway defects, providing an efficient means of treating multiple defects and extending pavement life. Planned structural maintenance is prioritised using condition data, network hierarchy, risk and engineering judgement. Reactive repairs arise from safety inspections, public reports and other network intelligence, with permanent repairs undertaken where practicable and temporary repairs used where necessary to manage immediate risks. The balance of treatments reflects available funding, asset condition, network priorities and whole-life value.	No
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B3 – Pothole repairs

B3.1 – Pothole/defect intervention criteria

Pothole/Defect category name (as used by your authority)	Minimum investigatory or definitional threshold (e.g. depth, area, width – include units)	Additional risk or contextual factors considered (e.g. road hierarchy, traffic levels, location in carriageway)	Target response time – make safe	Target response time – permanent repair
Carriageway defect - Pothole	20mm or deeper over 100sqcm or more within 1.5m of the kerb or within a formally marked cycle lane	Hierarchy, traffic, location, defect severity and safety risk	In accordance with inspection category / risk	In accordance with inspection category / programme

Carriageway defect - Pothole	A pothole 30mm or deeper over 100sqcm or more elsewhere	Hierarchy, traffic, location, defect severity and safety risk	In accordance with inspection category / risk	In accordance with inspection category / programme
Carriageway defect Crowning	Crowning of 40mm or more over a 3m length	Hierarchy, traffic, location, defect severity and safety risk	In accordance with inspection category / risk	In accordance with inspection category / programme
Carriageway defect - depression	A depression of 40mm or more within a 1m length or 25mm or more within a 300mm length	Hierarchy, traffic, location, defect severity and safety risk	In accordance with inspection category / risk	In accordance with inspection category / programme
Carriageway defect - rutting	Rutting of 40mm or more	Hierarchy, traffic, location, defect severity and safety risk	In accordance with inspection category / risk	In accordance with inspection category / programme
Carriageway defect crack	A gap or crack 20mm or wider, 40mm or deeper and 500mm or longer	Hierarchy, traffic, location, defect severity and safety risk	In accordance with inspection category / risk	In accordance with inspection category / programme

B3.2 – Number of potholes filled

B3.2.1 - Number of potholes filled in 2025-26 (estimate)	8383
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B3.2.2 - Of these how many do you estimate were resolved using each of the following approaches?

Planned repair / patching programmes	Planned structural maintenance programmes	Reactive repair using temporary repair methods	Reactive repair using permanent repair methods
6808	no data held	74	1501

B3.2.3 - Additional information on numbers of potholes resolved, by treatment type

Of the 6,808 planned repair/patching interventions, 5,558 were delivered using injection patching, providing an efficient method of treating defects across the network. A further 1,197 repairs were undertaken through the “Find and Fix” programme, which was introduced during the height of the winter deterioration to target and address defects proactively. The remaining 53 interventions comprised other patching works undertaken during the year. In addition, 1,501 defects were addressed through reactive permanent repairs, while 74 were resolved using temporary repair methods. No reliable data is held to separately identify defects resolved through planned structural maintenance programmes.

CAUTION FOR READERS – Authorities have different criteria for identifying potholes and different methodologies for counting how many they have filled or resolved. Summing the figures in the above table across authorities will therefore not provide a reliable estimate of the total number of potholes filled across England.

B3.3 – Prices of pothole interventions

Unit/average cost of a permanent pothole repair on your network (reactive)	£65.27	Unit/average cost of a temporary pothole repair on your network (reactive)	£321.34
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B3.4 – Defect repair quality

ID	Question	Yes/no
3.4.1	Do you set requirements to those delivering repairs about the longevity of both a) planned repairs/patching and b) reactive repairs using permanent methods?	Yes
3.4.2	If yes, do you base your material and process specifications on these longevity requirements?	No
3.4.3	Do you regularly monitor the appropriateness of the carriageway interventions chosen by your workforce or contractor and the quality of work delivered?	Yes
3.4.4	If yes, do you systematically record information about expected and delivered longevity of repairs?	No

B3.4.5 - Evidence Summary

Brent's highways term maintenance contracts include requirements for the quality and performance of repairs, including a standard 12-month contractual defects period. This applies to planned repair/patching and reactive permanent repairs. The Council does not set a separate predicted longevity or service-life requirement for each individual repair. Intervention selection is based on the nature, extent and location of the defect and relevant contractual and technical requirements. Appropriateness and quality are monitored by the Principal Contract Maintenance Engineer through inspections and audits, including checks undertaken as part of the payment process, alongside established contract management and performance monitoring arrangements.

B3.4.6 - Additional information

The Council considers the appropriateness and durability of repairs through its contract management and quality assurance processes rather than assigning a specific expected lifespan to every individual intervention. The standard 12-month contractual defects period provides a clear mechanism for addressing defective workmanship. The Council does not systematically record expected and delivered longevity for individual repairs, as this would require follow-up inspections of all repairs after 12 months and would not be proportionate to available resources. Longer-term performance is instead assessed through routine inspections, repeat defects, contractor performance information and wider network condition data. Recurring failures can inform future treatment selection and contract management.

B3.5 – Public reporting system

ID	Question	Answer
3.5.1	Are defect reports from the public routinely used as an input into maintenance planning and inspection regimes?	Yes
3.5.2	Do you inform users about the outcomes from their feedback, including when no action is to be taken?	Yes

B3.5.3 - Evidence Summary

Public reports are logged in Symology Insight through Brent's customer reporting channels and provide intelligence for highway maintenance and inspection activity. Reports are assessed alongside scheduled safety inspections, previous defect history, asset condition surveys and other information to identify recurring or emerging issues and inform maintenance priorities. Fix My Street and associated service-request information provide additional intelligence on defects reported by residents, businesses and highway users. Reports are investigated and appropriate action determined through Brent's risk-based procedures. Where contact details are provided, users receive automatic email updates on outcomes, including where no further action is required. Tools used include Brent's online Fix My Street reporting and highways works-management systems.

B4 – Maintenance of highway structures

ID	Question	Answer
4.1.1	Number of highway structures on your highway network	90
4.1.2	Number of highway structures with interim measures in accordance with CS470 applied?	5
4.1.3	Number of structures due a General Inspection in 2025-26 in accordance with CS450	15
4.1.4	Number of General Inspections carried out in 2025-26	11
4.1.5	Number of structures due a Principal Inspection in 2025-26 in accordance with CS450	17
4.1.6	Number of Principal Inspections carried out in 2025-26	15

Brent manages its highway structures through a risk-based asset management approach. The service maintains a structures asset database through Bridgestation and delivers regular inspections, structural assessments and principal inspections to monitor condition and safety. Findings are used to develop planned maintenance, strengthening and remediation programmes, prioritising investment where risks are greatest. The council follows national standards and guidance, including the Design Manual for Roads and Bridges (DMRB), and uses technical approvals, structural reviews and Approval in Principle processes for major works. External specialist engineering consultants support inspections, design and assessments, while Brent oversees programme delivery, budget management and long-term asset performance..

B5 – Asset Management

B5.1 – Asset Management Strategy and Policy

5.1.1	Please confirm that you understand the answers provided in this section (B5.1) relate to your compliance under the 2026-27 local highways maintenance incentive funding requirements, as set out to your authority via letter to your chief executive in April and as published online.	Yes
5.1.2	Please provide a link to your authority's published highways asset management policy and strategy. Link	
	Highway Asset Management Plan:	
5.1.3	Please provide the date it was last reviewed or updated	Date 2014
5.1.4	Please provide proof of the review or update.	
	The Council has already commissioned consultants Causeway to draft the updated Plan and work is proceeding. The Council will develop a new Highway Asset Management Plan (HAMP) during 2026/27, aligned with the updated Well-managed Highway Infrastructure Code of Practice (CoP), which is currently expected to be published in autumn 2026	
5.1.5	If your asset management policy or strategy has not been reviewed or updated since 1 August 2024, please confirm that it will be reviewed or updated by 30 September 2027 and provide a brief timetable for doing so.	
	Delivery will be managed through defined stages: (1) review of the final CoP and assessment of the implications for Brent's existing asset management arrangements within one month of publication (assumed by end October 2026); (2) finalisation of a first full draft HAMP within two months of publication of the CoP; (3) completion of technical review, stakeholder engagement and revisions within one month of completion of the first draft & completion of the final HAMP (5) completion of the internal approvals and submission to Cabinet for formal adoption by the end of the 2026/27 financial year. Progress against these stages will be monitored by the Council through its established highways governance arrangements	

B5.2 - Asset data

Asset type	Asset inventory held? (None / partial / full)	Condition data held? (None / Partial / Full)
Carriageways	Full	Full
Footways and cycleways	Full	Full
Structures	Full	Full
Drainage assets	Full on gullies, partial on pipework	Partial
Street lighting	Full	Full
Traffic signals	N/A – TfL are the asset owners of Traffic Signals in London	N/A

5.2.1 - Further context

Carriageway structural condition is supported by borough-wide AI/video survey data and asset-management analysis. Footway condition is assessed through independent trained surveyors using UKPMS-type condition information. Cycleway structural condition is captured where the cycleway forms part of the footway or carriageway rather than as a separate network. Condition information of highway drainage pipework is gathered during cyclical and reactive cleanses

B5.3 – Asset data integration and management

B5.3.1 – Asset data integration

Discrete spreadsheets or documents held by individual teams	
Multiple digital platforms with limited integration	Yes
A single digital platform or a set of connected platforms used across the highways service	
Other (<i>please set out in further context</i>)	

B5.3.2 - Further context

Brent uses two digital platforms across its highways service for operational and strategic asset management.

Symology “Insight”, migrating to “Aurora” by end 2026, supports Brent’s operational asset management, including highway asset inventories, inspections, reactive and planned maintenance, geospatial mapping, workflows and performance reporting.

CausewayOne “Asset Strategy” provides Brent’s strategic asset management, using highway condition and inventory data to model deterioration, assess investment scenarios, prioritise maintenance treatments and support evidence-based budget decisions. Together, the systems provide an integrated approach, linking day-to-day operational management with longer-term asset planning, investment prioritisation and effective use of available highways maintenance resources.

B5.4 – Lifecycle planning and investment decision-making

ID	Question	Yes / No
5.4.1	Do you use lifecycle plans for carriageways to support maintenance investment decisions?	No
5.4.2	Do you use lifecycle plans for footways to support maintenance investment decisions?	No
5.4.3	Do you use lifecycle plans for structures to support investment decisions?	No

B5.4.4 - Evidence Summary

Brent does not currently operate formal lifecycle plans for carriageways, footways or structures. However, lifecycle-planning principles are embedded within its asset-management approach. CausewayOne Asset Strategy uses condition data, deterioration modelling, treatment options and Benefit Cost Ratios (BCRs) to assess the likely benefits and value of alternative maintenance interventions and inform annual investment programmes. Carriageway and footway condition surveys, asset inventory data and historical maintenance information are considered alongside network hierarchy, traffic use, safety, risk and engineering judgement. This approach supports decisions on treatment timing, prioritisation and investment, with the aim of maximising network condition and whole-life value within available funding.

B5.5 – Performance monitoring and continuous improvement

This section focuses on whether the authority monitors the effectiveness of its asset management approach and uses performance information to inform ongoing investment and prioritisation decisions.

ID	Question	Answer
5.5.1	Do you have a defined set of key performance indicators (KPIs) to monitor the outcomes of your highways asset management approach?	Yes
5.5.2	Are these KPIs reviewed on a regular basis (at least annually)?	Yes
5.5.3	Are KPI trends used to inform maintenance planning, prioritisation or changes to forward programmes or investment decisions?	Yes
5.5.4	Have you conducted a value for money review or peer review of your service in the last 3 years	Yes

B5.5.5 - Evidence Summary

Highways term maintenance contracts are monitored through a set of defined performance indicators and monthly contractor performance information. Key measures include defect response/repair performance, gully cleansing, environmental measures and completion of planned tasks, reported on a monthly basis. Performance is reviewed by officers and senior management on a monthly basis and is used alongside condition and programme information. Currently Brent Council Resources and Public Realm Scrutiny Committee is carrying out a comprehensive review of Brent Council's highways maintenance service, including its performance, effectiveness and value for money.

B6 – Maintaining footways and cycleways

ID	Question	Answer
6.1.1	Do you have a defined footway hierarchy (e.g. based on footway function and usage levels) that underpins a risk-based approach to inspection frequencies and maintenance programmes?	Yes
6.1.2	For 2026-27, please provide the length of footways that you have earmarked for structural maintenance / reconstruction / renewal	2 km
6.1.3	For 2026-27, please provide the length of footways that you have earmarked for preventative maintenance treatments	0.5 km
6.1.4	Are priority footways and cycleways included in your winter service (e.g. gritting or snow clearance), and in a routine programme for keeping them clear of overgrown vegetation and debris (e.g. sweeping, cutting back)?	Yes (see below)
6.1.5	For 2026-27, are you planning to deliver structural or preventative maintenance to cycleways which is not yet covered as part of your carriageway maintenance programmes or footway maintenance programmes (e.g. segregated cycleways that are not shared with pedestrians or motorists). If yes, please set out the length of such cycleways that you have earmarked for:	No
	a. Structural maintenance / reconstruction (in km)	N/A
	b. Preventative maintenance treatments (in km)	N/A

B6.1.6 – Additional information

Brent manages its approximately 847 km of footways through a risk-based approach, using condition information, engineering assessment, footway function, usage and local knowledge to identify priorities for structural maintenance, reconstruction and shorter-section treatments. Brent has previously delivered significant multi-year footway investment programmes, including £20m in 2018–20 and £11m in 2023–26.

Cycleways are included within planned maintenance where they form part of, or are shared with, the carriageway or footway and are maintained as part of the relevant programme. Routine maintenance arrangements also address defects, debris and overgrown vegetation. Priority footways and cycleways are included within winter service arrangements, with treatment and snow clearance prioritised according to route importance and usage.

B6.1.7 – Evidence Summary

Evidence includes Brent's Highways Asset Management Plan (HAMP), highway inspection and maintenance arrangements, footway condition surveys and annual maintenance programmes. These support a risk- and condition-based approach to prioritising footway maintenance and reconstruction.

Brent's previous investment programmes demonstrate its approach to addressing footway condition through planned structural renewal, supported by engineering assessment and condition information. Cycleways are generally maintained through the planned carriageway or footway programmes of which they form part, rather than through a separate cycleway-only maintenance programme. Routine cleansing, vegetation management and winter service arrangements provide additional support for the safety, accessibility and usability of priority footways and cycleways.

B7 – Drainage

ID	Question	Answer
7.1.1	Please provide an estimate of your drainage maintenance expenditure split (in percentages) between:	
	a) Reactive (incident- or failure-driven) maintenance	3%
	b) Planned maintenance (routine/cyclical and/or risk-based)	97%
7.1.2	Does your authority utilise a digital drainage management platform, covering asset inventory, inspection history, sensor data, and risk scoring?	Yes
7.1.3	Do you maintain a record of locations where drainage issues are known to cause or contribute to carriageway deterioration or surface water ponding?	No
7.1.4	Do you utilise smart sensors or other remote monitoring technologies to monitor performance of your drainage assets. If yes please provide some high level information in bullet points below	No

B7.1.5 Evidence Summary

Brent manages approximately 20,700 highway drainage assets, with maintenance primarily delivered through planned cyclical cleansing, supported by reactive intervention. High-priority gullies are generally cleaned every six months, with other assets covered on 12–18 month rolling cycles. Repeat cleansing is undertaken where blockages or obstructions persist. Drainage investment is also considered alongside wider highway and flood-risk objectives, including carriageway resilience, climate adaptation and flood alleviation. Brent's approach is supported by specialist flood and drainage

expertise and partnership working, particularly with Thames Water, to coordinate responses where drainage networks and responsibilities overlap..

B7.1.6 – Further context on approach to drainage asset management

Brent manages approximately 20,700 highway drainage assets, with maintenance primarily delivered through planned cyclical cleansing supported by reactive intervention. High-priority gullies are generally cleaned every six months, with other assets covered on rolling 12–18 month cycles. Brent has investigated the use of smart sensors and remote monitoring to provide continuous information on gully condition. However, the cost of installing and maintaining sensors was considered prohibitive, even if limited to vulnerable gullies requiring six-month monitoring. Given the relatively low level of reactive drainage expenditure, Brent's preferred approach is to develop a more data-driven, risk-based maintenance regime. This will use several years of historical silt-level measurements to optimise cleansing frequencies, targeting resources where evidence indicates the greatest likelihood of blockage or reduced drainage performance. This approach aims to maintain service levels while improving efficiency and ensuring maintenance frequencies reflect actual asset performance and risk.

B8 – Skills and training

ID	Question	Answer
8.1.1	Do you have an up-to-date training and development plan for those responsible for highways asset management in your authority?	No
8.1.2	Do you or your main highways contractors support professional development through a recognised professional training scheme (e.g. Institution of Civil Engineers (ICE) or Institution of Highway Engineers (IHE))?	Yes
8.1.3	Does your authority contribute towards the cost of professional membership or professional development required for relevant highways roles?	No
8.1.4	Do you employ a professionally qualified engineer (e.g. Chartered Engineer (CEng) or equivalent competence) with responsibility for the management of highway structures (either in house or through a contracted arrangement)?	Yes
8.1.5	Does your authority define competence requirements for key highways asset management roles and take steps to address any identified gaps (either directly or through contractual arrangements)?	Yes (see below)
8.1.6	Do you or your main contractors support early career development in your local area, for example through apprentice schemes, traineeships or pre-apprenticeship programmes, sponsored qualifications (e.g. HNC/HND, degree, MSc), graduate schemes etc	Yes

B8.1.7 - Evidence Summary

Brent has defined competency requirements for key highways asset management and delivery roles and is taking forward a formal highways competency framework. The framework covers key roles including highways inspectors, highway engineers, maintenance engineers, principal engineers and highways contract and delivery management. It sets out the technical, professional, contractual, asset management, risk and leadership competencies expected at each level of responsibility.

The framework will provide a consistent basis for assessing existing capability, identifying competency and training gaps, and establishing appropriate development and CPD requirements. Competence will be assessed through existing recruitment, appraisal, technical review and professional development processes, supplemented by targeted training, mentoring and supervised development where gaps are identified.

Professional competence is also supported through the Council's use of appropriately qualified staff (Chartered Engineer (CEng)) and specialist external consultants and contractors where required

.B8.1.8 – Further context on skills/training (optional)

Brent is developing a formal competency framework for its highways service to strengthen the identification and management of skills, knowledge and experience across key asset management and delivery roles. The framework will be taken forward as part of the Council's wider approach to workforce development and will inform future training and development planning.

The Council also supports skills development through its highways term maintenance contracts. The procurement of the current highways term maintenance arrangements included social-value commitments relating to apprenticeships, workforce development and the development of early-career staff. These contractual commitments provide opportunities to develop local skills and strengthen the future highways workforce.

The Council also makes use of specialist professional expertise where appropriate, including external engineering and consultancy support, to supplement in-house capability and provide access to specialist skills and knowledge..

B9 – Adapting roads to withstand climate pressures

ID	Question	Yes/no
9.1.1	Have you updated your asset management policy and strategy to reflect the increased probability of extreme-weather and/or geohazards now and in the future?	No (see below)
9.1.2	Have you identified your resilient network and agree this with senior decision-makers	No
9.1.3	If yes when did you last update this.	N/a
9.1.4	Have you identified locations that are repeatedly affected by extreme weather (e.g. flooding, heat damage, storms)?	Yes – known informally
9.1.5	Which climate-adaptation measures are currently implemented on your network?	
	- Targeted drainage upgrades or maintenance	Yes
	- Natural flood management / SuDS	Yes
	- targeted slope / ground stability / landslip mitigation	No
	- Heat-resilient materials or surface treatments	No
	- Tree planting / shading for heat management	Yes
	- Other (please specify)	No
	- None of the above	No
9.1.6	Have you measured and benchmarked the greenhouse gas emissions from your highways maintenance service using a recognised industry standard? Or do you have arrangements in place to do this, such as by signing up to the DfT funded ADEPT Carbon Leadership Programme.	No
9.1.7	Have you formally engaged with the DfT funded ADEPT live labs 2 Programme, to understand what lessons your authority can utilise to increase the efficiency of your operations and support decarbonisation efforts?	No

B9.1.8 - Evidence Summary

Brent has an established corporate framework for climate adaptation and resilience. The Council approved its updated Climate Adaptation and Resilience Framework in December 2025, identifying flooding from intense rainfall, extreme heat, drought and water scarcity as key climate hazards. The Council also approved its Local Flood Risk Management Strategy in March 2025. These frameworks inform the management of climate-related risks to infrastructure and services, including the highway network. Brent identifies locations affected by flooding through its flood-risk management, drainage and highway maintenance activities and implements targeted drainage maintenance and improvements, sustainable drainage measures and tree planting/shading. A formal highways-specific update to the asset management policy and strategy is planned.

B9.1.9 - Further context on your adaptation / resilience activities

Brent's approach to climate adaptation is supported by the Council's Climate Adaptation and Resilience Framework, which provides a corporate framework for understanding and responding to current and future climate hazards. The Framework includes actions to improve resilience of Council services and identifies opportunities for nature-based Sustainable Drainage Systems (SuDS) to reduce flood risk. Brent is also the Lead Local Flood Authority and has an approved Local Flood Risk Management Strategy, with objectives including improving understanding of flood risk, reducing flood risk to people and businesses, and ensuring effective emergency response.

For the highway network, Brent undertakes targeted drainage maintenance and improvements, responds to flooding incidents and maintains its highway drainage assets. Brent has 27 critical drainage areas, with surface-water flood risk often affecting locations within the highway. The Council is also progressing nature-based SuDS opportunities and wider green infrastructure measures.

The Council recognises that the highway asset management policy and strategy should increasingly reflect future climate risks. This will be addressed through the development of the updated Highway Asset Management Plan, ensuring that climate adaptation, network resilience, drainage, asset vulnerability and extreme-weather risks are more explicitly incorporated into highway investment and maintenance decisions.

B10 – Innovation

ID	Question	Yes / No
10.1.1	Do your procurement and contracting approaches encourage and reward innovative practice?	Yes
10.1.2	Can you demonstrate that innovative materials and practices are regularly reviewed and, where appropriate, integrated into business as usual operations?	No
10.1.3	If you have conducted innovation trials, have you shared the findings of these publicly or with professional networks?	Yes

10.1.4 - Evidence Summary

Brent's procurement and contracting approach encourages innovation by including innovation within the quality evaluation of tender submissions, with tenderers assessed on their ability to identify and deliver innovative approaches.

Brent has also demonstrated successful adoption of innovative highways maintenance practices. In 2019, the Council's partnership with Velocity was shortlisted for the Highways Awards in the Highways Maintenance Efficiency category for its innovative use of asset data, AI-enabled condition information and spray-injection patching to target maintenance. Brent subsequently developed its use of AI-enabled video surveys, enabling rapid borough-wide condition assessment and faster development of targeted repair programmes.

Innovation and new approaches are also shared through published Council reports

B10.1.5 - Further context on your innovation activities

Brent has demonstrated a practical approach to adopting innovative technology and maintenance techniques where these provide a clear operational or asset-management benefit.

The Council uses AI-enabled video surveys to obtain rapid borough-wide carriageway condition and defect data. A whole-borough survey can be completed in a couple of weeks, with AI software analysing the imagery to identify and categorise defects and other highway information. Officers can also interrogate the imagery to understand the condition of individual road sections. This enables the Council to move rapidly from condition surveying and analysis to targeted maintenance programming; published Brent reports have identified a timescale of as little as three weeks from survey to commencement of a pothole repair programme.

Brent has also used innovation in its approach to preventative maintenance. The Council worked with Velocity to develop and expand the use of spray-injection patching, using asset and condition data to identify locations with concentrations of defects and target maintenance efficiently. This partnership was shortlisted for the 2019 Highways Awards in the Highways Maintenance Efficiency category. The approach has subsequently been incorporated into Brent's routine highways maintenance programmes, demonstrating how an innovative approach can move from development and trial into business-as-usual delivery.

The Council has continued to procure specialist injection patching services, including a four-year contract awarded to Velocity in 2024.

Brent also uses Causeway/Yotta asset-management software to support treatment selection and prioritisation, including complex Benefit Cost Ratio calculations. These assessments consider factors such as asset condition, deterioration, treatment options, costs and benefits across relevant asset sections and form part of the wider maintenance prioritisation process.

Innovation is also embedded within Brent's procurement approach. The quality evaluation for relevant highway procurements includes a specific assessment of innovation, allowing tenderers to demonstrate how they would introduce improved methods, technology, processes or efficiencies. This provides a mechanism for innovation to be considered alongside technical quality, delivery capability and value for money when selecting contractors.

While Brent has successfully introduced individual innovations into business-as-usual operations, the Council does not currently operate a single formalised innovation-management process that systematically reviews all trials and innovations against defined criteria before determining whether they should be adopted.

B11 – Working with utility companies to reduce disruption to road users

ID	Question	Yes / No
11.1.1	Do you routinely monitor and enforce utility works quality as part of your streetworks management?	Yes
11.1.2	Have you undertaken a senior-endorsed assessment of whether a lane rental scheme would be suitable for your area?	Yes
11.1.3	Do you seek input from utility companies when determining your highways maintenance programme to help reduce disruption?	Yes
11.1.4	Have you conducted and published a permit scheme evaluation within the last three years?	In progress
11.1.5	Have you conducted a traffic sensitive review in the last three years?	In progress

11.1.6 - Evidence Summary

Brent routinely monitors and enforces the quality and compliance of utility works through its street works management and permit arrangements. The Council also engages with utility companies to coordinate works and minimise disruption to the highway network.

Brent has undertaken a senior-endorsed assessment of the suitability of a Lane Rental Scheme and is progressing its proposed scheme, including the identification of traffic-sensitive locations, charging arrangements and supporting evidence. Brent Cabinet has considered the proposed Lane Rental Scheme as part of the Council's highways management arrangements. The Council is also progressing the associated Traffic Sensitive Street Review and permit scheme evaluation.

Progress towards implementation has been affected by changes to the national approval arrangements. Following the Government's 2026 devolution changes, responsibility for approving Lane Rental Schemes in Mayoral Strategic Authority areas is being transferred from the Secretary of State to the relevant Mayor. This has required the London approval process and timetable to be aligned with the new arrangements, with TfL and London Councils supporting development of a consistent London borough approach.

B11.1.7 - Further context

Brent's Street Works service uses permit controls, a centralised street works register, coordination processes and compliance monitoring to manage the timing, location and duration of utility and highway works. Conditions can be applied to reduce disruption and avoid clashes between works. The Council also seeks to coordinate its own highway maintenance programme with utility works wherever practicable.

Brent is progressing the development of a Lane Rental Scheme to provide an additional mechanism for managing works on the most traffic-sensitive parts of the network and to encourage works promoters to minimise occupation of the highway during periods of greatest disruption. The proposed approach builds on the existing permit scheme and is intended to complement, rather than replace, existing street works controls. Brent's Cabinet has previously considered the proposal, including its potential to reduce disruption and improve the management of works on the busiest routes.

The implementation timetable has been affected by changes to the national regulatory and approval framework. DfT has introduced arrangements to devolve Lane Rental approval powers to Mayors of Mayoral Strategic Authorities. In London, this requires the borough application process to align with the

emerging Mayoral approval arrangements, with TfL and London Councils supporting a coordinated approach for London boroughs. DfT's latest guidance confirms that, once the new powers are exercisable, the Mayor will be the statutory approval authority for Lane Rental applications from London boroughs.

Brent is continuing to progress the technical and preparatory work in the meantime, including the Traffic Sensitive Street Review, consultation and development of the scheme documentation required for approval. The Council therefore remains committed to implementing Lane Rental but the final implementation date is dependent on completion of the revised approval process and associated statutory requirements.

B12 – Managing highways maintenance contracts effectively

ID	Question	Yes / No
12.1.1	Does your authority retain in-house technical capability to independently assess maintenance interventions proposed by contractors?	Yes
12.1.2	Do you routinely analyse actual unit costs (for example £/m ² of road surface treatments, or £/pothole repair) for core highways maintenance activities delivered under contract and compare them against benchmarks or historic performance?	No
12.1.3	Do you have defined KPIs for your highways maintenance contract(s), and are they actively monitored by your authority to manage performance?	Yes
12.1.4	If reactive pothole repairs are delivered by a contractor, do your contracting arrangements incentivise single-visit permanent repairs where it is safe and appropriate to do so?	Yes (see below)

12.1.5 - Evidence Summary

Brent retains in-house technical capability via Highways management staff, to independently assess maintenance interventions proposed by its contractors. The Council's highways term maintenance contracts were competitively procured through a rigorous tender evaluation process, including assessment of the contractors' proposed costs against a model of a representative year's anticipated highways maintenance activity.

Contract delivery is subsequently managed through defined contractual requirements, KPIs/PPIs, monthly performance reporting, technical review, programme monitoring and financial controls. Officers review the appropriateness, quality and delivery of maintenance interventions and use contract and operational information to manage performance and inform future programmes.

Brent does not routinely benchmark individual contracted unit rates against external benchmarks, as the procurement evaluation assessed overall value for money using a comprehensive annual activity model rather than isolated rates.

B12.1.6 - Further context

Brent's highways maintenance service is delivered through long-term term maintenance arrangements. The contracts were subject to a rigorous competitive procurement process, with tender submissions evaluated against the Council's requirements and a model representing a full year's anticipated maintenance activity. This approach enabled the Council to assess the overall cost and value of the proposed service across the range and volume of activities expected to be delivered, rather than relying on comparisons of a small number of individual unit rates.

During contract delivery, expenditure and activity are monitored through contract management arrangements, monthly reporting, KPIs/PPIs, programme controls and technical scrutiny. Actual expenditure is reviewed against budgets, planned activity and contractual arrangements, and significant variations or emerging cost pressures can be investigated by officers.

Brent therefore considers overall contract performance, expenditure, outputs, quality and value for money to provide a more meaningful assessment than routinely benchmarking individual unit costs. External or historic cost information may nevertheless be considered where appropriate, particularly when assessing new treatments, changes in market conditions or significant variations from expected costs.

Publication and sign-off

The DfT's June 2026 requirements state that the 2026–27 report must be published by 10 September 2026 and a link submitted to DfT. The technical annex should also be provided to DfT in Word format. The technical annex should also be provided to DfT in Word format. The DfT's 2026–27 incentive requirements require the transparency report to demonstrate that the authority is spending its DfT highways maintenance allocation on highways maintenance and that its highways asset-management policy and strategy has been updated/reviewed and published.

Required sign-off	Status
Leader of the Council or Cabinet Member with responsibility for highways	Yes
Section 151 Officer – spending requirement	Yes

Verification note: The figures and statements incorporated in this version are limited to information supported by Brent documents retrieved for this review and current DfT guidance. No unsupported expenditure or outturn figures have been inserted.

Key items requiring completion before publication

- Insert the final 2025 DfT RDC01 condition figures and confirm how Brent wishes to present the new PAS 2161 five-category results.
- Confirm 2024–25 and 2025–26 actual capital/revenue expenditure and the asset-category breakdown; do not use programme allocations as outturn spend.
- Insert the approved 2026–27 final carriageway and footway programme, including resurfacing/structural-maintenance km and preventative-treatment km.
- Insert 2025–26 published estimated pothole numbers and treatment-type split.
- Complete structures inspection figures for 2025–26.
- Complete and publish the HAMP/policy review, or insert the DfT-compliant commitment and timetable for review by August 2027 if it has not yet been completed.
- Complete the B5–B12 yes/no answers against current Brent evidence and retain supporting evidence for DfT.
- Obtain the required political and Section 151 sign-offs.