

A large, dark grey stylized flower graphic is positioned on the right side of the page. It features a central flower head with several petals and two long, curved, leaf-like shapes extending downwards and outwards from the base of the flower.

Transparency Report - Technical Annex 2026-27

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Transparency Report – Technical Annex

1. Highways maintenance funding and spending figures

1.1. Capital Funding Allocation Sources

Financial year	2024-25	2025-26	2026-27 (projected)
Highways maintenance capital funding allocated through DfT	£43,647,000	£60,442,000	£62,280,834
Other DfT capital funding utilised by local authority for highways maintenance	£628,352	£0	£0
Other Government capital funding allocated by local authority to Highways Maintenance	£0	£0	£0
Other capital funding allocated to highways maintenance	£39,060,987	£13,356,055	£14,506,055
Total Capital funding allocated to highways maintenance	£83,336,339	£73,798,055	£76,786,889

1.1.2. Additional information on funding figures

The majority of Highway Maintenance funding comes from two sources, Lincolnshire County Council and the Department for Transport (DfT). The funding from LCC funds (as Revenue) generally covers the service delivery such as Winter, Grass Cutting, reactive service (potholes) whereas the DfT funds (As Capital) covers the renewal of highway assets such as programmed surfacing schemes and replacement projects.

As we move into 2026/27, additional funding has been allocated to allow us to continue prioritising resilience, including targeted improvements to our drainage assets. Effective drainage remains essential for slowing deterioration rates, reducing pothole formation and

minimising disruption caused by heavy rainfall, with national evidence highlighting this as a growing challenge for local authorities. By directing investment towards the most vulnerable drainage systems, we can better protect the wider network and support efficient, preventative maintenance over the longer term.

1.2. Spending

1.2.1. The questions in this section (1.2.1) relate to the spending condition set out in the 2026-27 [local highways maintenance incentive funding requirements](#).

Please confirm that you understand the answers provided in this section (1.2.1) 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	£83,336,339	£73,798,055	£76,786,889
Total highways maintenance revenue spend	£28,682,823	£29,632,042	£39,715,055
Total spend	£112,019,162	£103,430,097	£116,501,944

1.2.2. Additional information on total spending figures

Based on the future funding position and increased certainty, we are continuing to invest across all highway asset groups to maintain, as far as practicable, a steady state condition, while implementing an accelerated improvement of the unclassified road network.

In addition to this, we will continue to prioritise our resilience, including targeted improvements to our drainage assets whilst investing further in our traffic signals asset to address an ageing asset more proactively and reduce reliance on reactive interventions. Increasing the investment will support a gradual improvement in overall asset condition and drive down the average age of the stock, many of which are now 25 years old at the time of replacement.

1.2.3. Spending on carriageways by type of spend in financial year 2025-26 and 2026-27 (projected)

Planned Maintenance Spend

Carriageway spend related maintenance type	Capital 2025-26	Revenue 2025-26	Capital 2026-27 (projected)	Revenue 2026-27 (projected)
Preventative carriageway maintenance	£13,592,572	£1,120,000	£14,487,883	£1,500,000
Structural carriageway maintenance	£32,919,847	£0	£32,673,480	£0
Planned carriageway repair or patching programmes	£11,484,200	£300,000	£13,396,409	£1,537,700

Reactive Carriageway Maintenance

Carriageway spend related maintenance type	Capital 2025-26	Revenue 2025-26	Capital 2026-27 (projected)	Revenue 2026-27 (projected)
Reactive carriageway repairs or patching (temporary repairs)	£0	£575,931	£0	£694,534
Reactive carriageway repairs or patching (permanent repairs)	£0	£5,847,669	£0	£7,925,899
Reactive carriageway repairs or patching (total)	£0	£ 6,423,599	£0	£8,620,433
Other carriageway-related spend	£0	£568,237	£0	£676,358
Total	£57,996,619	£ 8,411,836	£60,557,772	£ 12,334,491

1.2.4. Additional information on spending on carriageways by type of spend

Lincolnshire's carriageway condition performance varies across road classes, with A, B and C roads performing above the national average in terms of condition. However, the unclassified road network represents the largest proportion of local roads and in

Lincolnshire remains an asset group that is below the national average in terms of condition. This variation in performance provides a clear rationale for prioritising investment where it is most needed. Strengthening our approach here will help improve journey quality, reduce reactive repairs and support wider community connectivity.

2. Highway Maintenance Activity (Surface Treatments and Repairs)

2.1. Road Surfacing and Surface Treatments

Financial year	Road receiving preventative road surface treatments (length, km)	Road receiving planned structural maintenance (length, km)	Area receiving planned repair or patching programmes	Area receiving reactive repair or patching (permanent methods)	Area receiving reactive repairs or patching (temporary methods)
2025-26	330 km	124 km	24,509m ²	93,533m ²	0
2026-27 projected	348 km	115 km	26,657m ²	102,866 m ²	0

2.1.1. Additional information on surface treatments and repairs

Does table 2.1 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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2.1.2. Further information and context

‘Surface Treatments’ includes Carriageway Microsurfacing, Retexturing, Preservation, Encapsulation and Surface Dressing.

‘Road Receiving Structural Maintenance’ includes some patching schemes, as patching is often incorporated within larger surfacing schemes where continuous lengths of carriageway are treated, providing a more efficient and cost-effective approach.

Our surfacing schemes may also address multiple potholes and localised defects within the section being resurfaced; however, these repairs are not recorded separately as pothole or patching work because they form part of the overall surfacing treatment.

3. Pothole Repairs

This section sets out how we identify and repair potholes and other defects in carriageways, and how this activity fits within our wider maintenance approach.

3.1. Pothole and Defect Intervention Criteria

This section sets out how we identify and repair potholes and other defects in carriageways, and how this activity fits within our wider maintenance approach.

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 - Ironwork	Collapsed / missing / broken	Not Applicable	Not Applicable - Permanent Repairs only	End of next calendar day
Carriageway - Ironwork	Raised / sunken greater than 25mm	adjacent to hierarchy 1 and 2 footways	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy
Carriageway - Ironwork	Raised / sunken Greater than 40mm	Not Applicable	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy
Carriageway - Ironwork	Raised / sunken Less than or equal to 25mm	Not Applicable	Not Applicable - Permanent Repairs only	Potential planned programme

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 - Pothole	Greater than 25mm	Adjacent a hierarchy 1 or 2 footway	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy
Carriageway - Pothole	Greater than 40mm	Not Applicable	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy
Carriageway - Pothole	Less than or equal to 40mm	Not Applicable	Not Applicable - Permanent Repairs only	Potential planned programme
Carriageway - Other abrupt level difference	greater than 40mm	Not Applicable	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy
Carriageway - Edge damage	Greater than 40mm	Fully breaking both sides of edge white line	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy

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 - Edge damage	Less than or equal to 40mm	Fully breaking both sides of edge white line	Not Applicable - Permanent Repairs only	Potential Planned Programme
Carriageway - Edge damage	Greater than 40mm	Encroaching more than 100mm into metalled surface (no white line)	Not Applicable - Permanent Repairs only	End of next calendar day up to Potential Planned Programme depending on carriageway hierarchy
Carriageway - Edge damage	Less than or equal to 40mm	Encroaching more than 100mm into metalled surface (no white line)	Not Applicable - Permanent Repairs only	Potential planned programme
Carriageway - Missing / defective studs	Not Applicable	Not Applicable	Not Applicable - Permanent Repairs only	Potential Planned Programme
Carriageway - Severe loss of chippings on carriageway surface	Not Applicable	Not Applicable	Not Applicable - Permanent Repairs only	Potential Planned Programme
Carriageway - Other surface issues (non-winter maintenance)	Not Applicable	Not Applicable	Not Applicable - Permanent Repairs only	Potential Planned Programme

Our defect response times are primarily based on delivering a permanent repair solution. Our Highway Infrastructure Asset Management Plan does not define separate target response times for temporary repairs, as these are only used where it is necessary to make the highway safe or where external factors prevent a permanent repair from being completed at the first visit. Such factors may include the need for specialist materials,

adverse weather conditions, traffic management requirements or emergency situations requiring an immediate response.

Where a temporary repair is installed, it is intended as an interim measure to manage risk to road users until a permanent repair can be completed. Our targeted response times shown above have been established as a permanent repair timescale. Setting alternative timescales for temporary and permanent repairs would drive the wrong behaviour and is not something we want to encourage. This approach supports our objective of prioritising right-first-time repairs, reducing repeat visits, minimising disruption to road users and delivering best value through effective asset management.

3.2. Number of Potholes Filled

3.2.1. Number of potholes filled in 2025-26 (estimate)	63,065
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3.2.2. Of these how many do you estimate were resolved using each of the following approaches?

Planned repair or patching programmes	Planned structural maintenance programmes	Reactive repair using temporary repair methods	Reactive repair using permanent repair methods
no data held	no data held	0	63,065

3.2.3. Additional information on numbers of potholes resolved by treatment type

Planned repair/ patching and planned structural columns are 'No data held' because these are included in our programmed schemes where potholes are not recorded on a 1 to 1 basis.

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.

3.3. Prices of Pothole Interventions

Unit/average cost of a permanent pothole repair on your network (reactive)	£50.57	Unit/average cost of a temporary pothole repair on your network (reactive)	Not Applicable
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3.3.1. Additional information on pothole prices

Pothole repairs have varying costs based on their response time. This calculation uses a weighted average of our responses to generate an average repair cost for Lincolnshire.

3.4. Defect Repair Quality

ID	Question	Yes or no
3.4.1.	Do you set requirements to those delivering repairs about the longevity of both a) planned repairs and 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?	Yes
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?	Yes

3.4.5. Evidence Summary

We specify materials, processes and performance requirements for both planned and reactive highway repairs to support long-term asset performance and value for money. Repair techniques are selected in accordance with established standards and expected service lives. The quality and appropriateness of interventions are monitored through inspections, performance reporting, laboratory testing and contract management arrangements. Information on repair performance, repeat defects and asset condition is reviewed to inform future maintenance decisions and treatment selection. This approach helps ensure repairs are durable, reduces the need for repeat interventions and supports our wider asset management objectives.

3.4.6. Additional Information

We retain in-house technical expertise through our asset management, design and laboratory teams to independently assess repair materials, workmanship and performance. Maintenance activities are monitored through defined quality assurance processes, inspection regimes and performance measures. Where defects reoccur or expected outcomes are not achieved, we work with delivery partners to identify root causes and implement improvements. The use of in-house laboratory testing supports evidence-based decisions on material selection and emerging techniques, helping to ensure that both planned and reactive repairs deliver the required durability, resilience and whole-life value.

3.5. Public Reporting System for Defects and Other Issues

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

3.5.3. Evidence Summary

Public reports form an important part of our highway maintenance process and are used alongside safety inspections, asset condition data and other intelligence sources to identify defects and inform maintenance priorities. Information from FixMyStreet and other customer enquiries is reviewed and, where appropriate, contributes to the development of repair programmes and larger maintenance schemes. We investigate reported defects in accordance with our inspection and maintenance policies and provide feedback to customers on the outcome of their report, including where no action is required. This supports transparency, customer engagement and evidence-based asset management decision making.

3.5.4. Tools used for reporting

FixMyStreet, operated by mySociety, is the tool used to facilitate reports of highway defects from members of the public and provide updates on outcomes. Available as a web service or mobile app, it enables reports to be routed directly into our asset management system for assessment and action.

4. Maintenance of Highway Structures

4.1. Highway Structures

ID	Question	Answer
4.1.1.	Number of highway structures on your highway network	4,525
4.1.2.	Number of highway structures with interim measures in accordance with CS470 applied?	0
4.1.3.	Number of structures due a General Inspection in 2025-26 in accordance with CS450	1,574

ID	Question	Answer
4.1.4.	Number of General Inspections carried out in 2025-26	1,121* (overdue inspections now complete)
4.1.5.	Number of structures due a Principal Inspection in 2025-26 in accordance with CS450	152
4.1.6.	Number of Principal Inspections carried out in 2025-26	108* (overdue inspections now complete)

5. Asset Management

This section focuses on asset management practices that underpin how we plan, prioritise and deliver highways maintenance. It is intended to provide confidence that decisions are evidence led, risk based and aligned to whole life value, in line with the Code of Practice for Well Managed Highways Infrastructure.

5.1. Asset Management Strategy and Policy

The questions in this section (5.1) relate to the asset management condition set out in the 2026–27 [local highways maintenance incentive funding requirements](#).

5.1.1.	Please confirm that you understand the answers provided in this section (5.1) 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.	
	Lincolnshire County Council Highways Infrastructure Asset Management Plan: Highways infrastructure asset management plan 2026 Lincolnshire County Council Highways Infrastructure Asset Management Strategy: Highways infrastructure asset management strategy 2026 to 2029	

5.1.3.	Please provide the date it was last reviewed or updated	Date: 16 th March 2026
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5.1.4.	Please provide proof of the review or update.	
	(Public Pack) Agenda Document for Highways and Transport Scrutiny Committee, 16/03/2026 10:00 Decision Notices: Highways Infrastructure Asset Management Plan: Decision - Highways Infrastructure Asset Management Plan 2026 Highways Infrastructure Asset Management Strategy: Decision - Highways Infrastructure Asset Management Strategy 2026 - 2029	
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.	
	While our Strategy and Plan have been reviewed, our Highways Infrastructure Asset Management Policy will also be reviewed early in 2027 and is on the Forward Plan of Key Decisions for 3 rd May 2027 - 10 th May 2027. Forward Plan: Forward Plans - Executive, 2026	

5.1.6. Further Context

Our Highways Infrastructure Asset Management Plan and Strategy were comprehensively reviewed and updated in March 2026 to reflect current national guidance, local priorities and developing asset management practices. The documents provide a framework for risk-based decision making, lifecycle planning and long-term stewardship of the highway network. The Highways Infrastructure Asset Management Policy is scheduled for review in early 2027 to ensure alignment with the Council's revised corporate values and strategic objectives, reinforcing a consistent approach to service delivery and investment planning.

Key Aspects of Highways Asset Management Approach

5.2. Asset Data

This section seeks to establish whether asset management decisions are supported by appropriate and up-to-date condition data.

Asset type	Asset inventory held? (None, partial or full)	Condition data held? (None, Partial or Full)
Carriageways	Full	Full
Footways and cycleways	Partial - Cycleways Full - Footways	Full
Structures	Full	Full
Drainage assets	Surface Assets - Full Sub-surface assets - Partial	Surface Assets - Full Sub-surface assets - Partial
Street lighting	Full	Full
Traffic signals	Full	Full

5.2.1. Further context

We continue to strengthen our asset management approach through ongoing improvements to asset data quality and coverage. As drainage works are completed, the drainage inventory is updated and expanded, improving understanding of our network assets and associated risks. Enhanced reporting and data collection arrangements are also being developed in support of MAP16 requirements, providing better information to inform investment and performance monitoring. We are also using Road AI technology to improve the quality and completeness of our cycleway inventory, supporting lifecycle planning, risk-based decision making and evidence-led investment across the highway network.

5.3. Asset Data Integration and Management

This section seeks to understand the maturity of how our asset data is managed and integrated to support planning and investment decisions.

5.3.1. Asset Data Integration

How is asset inventory and condition data for your key highway assets primarily managed?

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

5.3.2. Further Context

We use the Confirm asset management system as the central repository for our highways asset information, inspections, defects, maintenance activities and inventory data. Confirm supports a risk-based approach to asset management by providing a single source of reliable asset information, enabling informed decision making, performance monitoring and investment planning. The system facilitates the management of inspections, works orders and asset history across multiple asset groups, whilst supporting mobile data capture in the field. This helps ensure asset records remain accurate and up to date, improving lifecycle planning, network stewardship and the delivery of highway maintenance services.

5.4. Lifecycle Planning and Investment Decision-making

This section focuses on whether the authority uses **lifecycle planning** to inform maintenance investment decisions, rather than relying solely on reactive demand or short-term pressures.

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

5.4.1. Evidence Summary

Lifecycle planning is a key element of our approach to asset management, enabling informed, evidence-based maintenance and investment decisions across one of the country's largest highway networks. Rather than responding solely to reactive demand or short-term pressures, it considers the long-term condition, performance and deterioration of highway assets. Using asset inventory data held within Confirm, condition surveys and deterioration modelling, we identify future investment needs, prioritising interventions and targeting funding where it achieves the greatest benefit. This approach supports sustainable maintenance programmes, maximises whole-life value and helps ensure the network remains safe, resilient and fit for purpose.

5.5. 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

5.5.5. Evidence Summary

Key Performance Indicators (KPIs) are established at service level to measure delivery of the Asset Management Strategy and achievement of its intended outcomes. Supporting performance measures for both the Client and Contractor provide assurance that the strategy is being implemented effectively and that required outputs and outcomes are being achieved.

Performance is monitored regularly, reported through the Scrutiny Committee process and reviewed annually to drive continuous improvement. Additionally, an independent peer-reviewed Value for Money assessment has been undertaken, supported by internal reviews across highway service areas to ensure investment is delivering efficient and effective outcomes for our residents and businesses.

6. 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 and renewal	15.8 km
6.1.3.	For 2026-27, please provide the length of footways that you have earmarked for preventative maintenance treatments	74 km

ID	Question	Answer
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 for winter service, no for routine programme
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)	Not Applicable not recorded
	b. Preventative maintenance treatments (in km)	Not Applicable not recorded

6.1.6. Further Context on our approach to maintaining footways and Cycleways

We have adopted a risk-based approach to managing footways and cycleways, supported by a defined footway hierarchy that reflects usage, function and risk. Inspection frequencies and maintenance priorities are tailored accordingly to ensure resources are targeted where they deliver the greatest benefit. For 2026-27, we have programmed 15.8km of footway reconstruction and renewal works alongside 74km of preventative maintenance treatments, balancing long-term asset condition with value for money. Priority walking and cycling routes are also included within winter service operations. A key investment priority is the replacement of ageing slabbed footways with more durable surfacing solutions.

6.1.7. Evidence Summary

We manage footways and cycleways using a risk-based approach underpinned by a defined footway hierarchy, which determines inspection frequencies and maintenance priorities based on usage, function and risk. Asset condition data, safety inspections and customer reports are used to inform maintenance programmes and investment decisions. For 2026-27, we have programmed 15.8km of footway reconstruction and renewal works and 74km of preventative maintenance treatments. Priority walking and cycling routes are included within winter service operations. A key investment priority is the replacement of ageing

slabbed footways with more durable surfacing solutions to improve long-term performance and reduce maintenance requirements.

7. 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	30%
	b) Planned maintenance (routine, cyclical and/or risk-based)	70%
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?	Yes
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	Yes
	• Drainage Asset Performance Monitoring - Telemetry devices installed across flood-prone communities monitor groundwater and surface water levels in real time, supporting the management of drainage assets and improving understanding of network resilience during severe weather events. Further information is available at Project Groundwater – Lincolnshire County Council • River and Watercourse Monitoring - Environment Agency river level data is used during storm events to understand interactions between watercourses and the highway drainage network, supporting operational decision-making and incident response. • Pumping Station and Subway Asset Monitoring - Real-time monitoring of pump performance, alarms and operational status helps ensure critical drainage infrastructure remains operational during adverse weather events. • Customer Flood Reporting - Integration of customer reports and enquiry data to improve understanding of flooding trends and validate asset performance.	

7.1.5. Evidence Summary

We take a risk-based approach to drainage asset management, with approximately 70% of expenditure directed towards planned maintenance and 30% towards reactive activities. Maintenance, renewal and improvement schemes are prioritised using data held within Confirm, MAP16 reporting and other intelligence sources. Information from customer enquiries, reactive maintenance records, officer inspections and Section 19 flood investigation reports are used to identify and assess drainage issues. Proposed schemes are evaluated against a range of risk and consequence factors to support investment decisions. Cyclical cleansing programmes are also risk-based, taking account of silt levels, blockage history and environmental factors.

7.1.6. Further Context on our approach to drainage asset management

We work collaboratively with partners through the Joint Lincolnshire Flood Risk and Water Management Framework and participation in Local Flood and Drainage Groups, together with associated operational and management boards. These arrangements bring together Risk Management Authorities to share data, coordinate activities and develop solutions to reduce flood risk across the county. Collaboration includes joint funding opportunities, resource sharing and the development of long-term initiatives that improve resilience and asset management. Current examples include the development of retrofit Sustainable Drainage Systems (SuDS) schemes and a shared public-facing information portal for Risk Management Authorities.

8. 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?	Yes
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?	Yes
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

ID	Question	Answer
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
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

We maintain training and development plans for staff involved in highways asset management and support continuous professional development through internal and external training opportunities.

We fund one relevant professional membership per employee and actively support professional qualifications through organisations such as the ICE and IHE, including mentoring and assessor roles.

Professionally qualified engineers are employed across key asset management disciplines, including structures. Competence requirements are defined for relevant roles and reviewed as part of workforce development planning.

Officers also contribute to and participate in national and regional sector groups, research forums, industry conferences and asset management networks.

8.1.7. Further Context on Skills and Training

We operate a dedicated Highways Apprenticeship Scheme, providing rotational placements across the highways service for up to six years, supporting progression from ONC level through to degree-level qualifications. Apprentices are assigned dedicated mentors and gain experience across a wide range of disciplines, including design, asset management, laboratory services, construction delivery, permitting, health and safety, and project delivery.

This approach provides a broad understanding of highways operations and develops the skills required for future professional roles. The programme is affiliated with the Institution of Civil Engineers, enabling apprentices to work towards recognised professional qualifications during their training.

In addition, the Lincolnshire Highways Partnership coordinates social value initiatives with delivery partners, providing careers support, educational engagement, workshops,

construction events and careers fairs for schools and colleges across Lincolnshire, helping to promote careers in highways and civil engineering.

9. Adapting Roads to Withstand Climate Pressures

Climate and environmental factors, such as heavy rainfall, prolonged heat, and freeze-thaw cycles, are integral to effective highways asset management, as they influence asset performance, deterioration rates and long-term resilience. Understanding both the impacts of a changing climate and the carbon implications of maintenance activities supports better decision-making, helping authorities to optimise durability, manage risk and deliver best whole life value from their assets.

ID	Question	Yes or 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?	Yes
9.1.2.	Have you identified your resilient network and agree this with senior decision-makers	Yes
9.1.3.	If yes, when did you last update this.	June 2026
9.1.4.	Have you identified locations that are repeatedly affected by extreme weather (e.g. flooding, heat damage, storms)?	Yes – formally recorded
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	Yes
	- Heat-resilient materials or surface treatments	Yes
	- Tree planting / shading for heat management	No
	- Other (please specify) Drought damage/susceptible areas of network	Yes
	- None of the above	No

ID	Question	Yes or 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.	Yes
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?	Yes

9.1.8. Evidence Summary

We have embedded climate resilience within our asset management policy and strategy, recognising the increasing impacts of flooding, drought, extreme temperatures and severe weather on the highway network. We maintain records of locations repeatedly affected by climate-related events and use this information to inform maintenance and investment decisions. Climate adaptation measures include targeted drainage improvements, Sustainable Drainage Systems (SuDS), slope stability works and interventions on drought-susceptible routes. We are also a pioneer authority within the ADEPT Carbon Leadership Programme and continue to monitor greenhouse gas emissions and identify opportunities to reduce the carbon impact of highway maintenance activities.

9.1.9. Further Context on our Adaptation and Resilience Activities

Our highway network, particularly in the south of the county, is susceptible to ground movement associated with underlying geology, prolonged dry periods and higher summer temperatures. We maintain and continually review records of drought-damaged and drought-susceptible locations to inform asset management decisions and investment priorities. Research undertaken through our materials laboratory is helping to improve our understanding of heat-resilient materials and surface treatments, supporting future adaptation measures. To improve both resilience and sustainability, we have increased the use of recycled and lower-carbon construction techniques, including foam base recycling, retread and deep in-situ recycling, reducing the need for imported materials and minimising transport-related emissions. We also monitor and record impacts from severe weather events through established incident management processes, ensuring lessons learned are captured and used to improve future network resilience and response arrangements.

10. Innovation

ID	Question	
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?	Yes
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

We promote innovation through established Innovation, Materials and Highways Standards Groups, which review emerging materials, technologies and practices for potential adoption. Procurement and contract arrangements include quality commitments and pain/gain mechanisms that encourage innovation, efficiency and whole-life value. Proposed innovations are assessed through a structured process supported by in-house laboratory testing and performance monitoring. Successful trials, including the use of foam base recycling, Retread, mastic asphalt and resin treatments, have been incorporated into operational delivery where they demonstrate benefits in performance, resilience, sustainability or cost. Findings are shared through case studies, professional networks and industry forums.

10.1.5. Further Context on our Innovation Activities

Our maintenance contracts are designed to encourage innovation and the adoption of improved materials and delivery techniques. A formal governance process ensures that innovations are reviewed, tested and evaluated before wider implementation. The Council's in-house laboratory plays a key role in assessing performance and sharing findings through national laboratory networks and industry groups. We have also been actively involved in the development of a wider laboratory collaboration through the Future Highways Research Group, aimed at improving product testing, data sharing and evidence-led decision making. This approach helps ensure innovation is translated into practical operational improvements.

10.2. Examples of Innovations that have been Adopted

A number of recent examples of innovations becoming part of standard operations are available and are not restricted to material options but also include equipment and processes.

The authority has invested heavily in creating a specific depot, with Environment Agency permits, to create a circular approach to the issue of Asphalt Waste Containing Coal Tar (AWCCT). Any of this hazardous waste created from our network operations is brought to a single location where it can be safely managed and processed to be used in a number of products which are returned to our network in encapsulated form such as Foambase or within a Retread process.

Recently a successful formal trial utilising a Pothole Pro machine from JCB has been undertaken, based on learning from previous experiences and taking advantage in wider changes to our operational practices, to understand if the machine can deliver value benefits to the Council. The report was discussed at Scrutiny Committee and widely praised by the Committee ([Committee Report April 2026](#)).

Data plays a key role in highway operations, and we have worked hard to establish a reliable and accurate dataset, which can offer deliverable operational benefits and is easily viewed through PowerBI with key operational parameters, to enable appropriate decisions to be made. When linked to our Operational Control Hub, offers a powerful and incisive view of the operation as a whole.

Further innovations are taken through the Scrutiny process, as appropriate, and can be seen in an upcoming paper in November 2026 ([Committee Work Programme](#)).

11. 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?	Yes
11.1.5.	Have you conducted a traffic sensitive review in the last three years?	Yes

11.1.6. Evidence Summary

We actively monitor and enforce the quality and safety of utility works through a comprehensive inspection regime. During the last financial year, we completed 8,946 live site safety inspections, 11,548 permit condition inspections and 12,221 reinstatement inspections. Forward works programmes are routinely shared with utility companies through HAUC coordination meetings to identify opportunities for collaboration and reduce disruption to road users. We completed and published a permit scheme evaluation in 2023 and are currently preparing its 2026 evaluation. Traffic-sensitive streets are regularly reviewed, with the most recent formal review undertaken in 2023.

11.1.7. Further Context

We have worked collaboratively with utility companies to develop the Street Works Charter; a partnership commitment focused on reducing disruption and improving the coordination of activities on the highway network. The Charter promotes early engagement, improved communication and joint planning between the us and utility companies to minimise the impact of works on road users. It also encourages safer working practices, high-quality first-time reinstatements and the coordination of major schemes to avoid unnecessary traffic management. Through this collaborative approach, partners work together to improve efficiency, customer experience and overall network performance across Lincolnshire.

12. Managing Highways Maintenance Contracts Effectively

ID	Question	Yes or 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?	Yes
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

12.1.5. Evidence Summary

We retain in-house technical expertise through our client, design and laboratory teams to independently assess maintenance interventions and materials proposed by contractors. Contract performance is actively monitored via a defined suite of KPIs, which are reported quarterly to Scrutiny Committee and reviewed annually through established governance arrangements, including a KPI Working Group. Live performance dashboards provide ongoing monitoring of key measures, including response times and repair quality. Unit costs for core maintenance activities are regularly reviewed against historical performance and industry benchmarks. Contract arrangements incentivise permanent first-time repairs, with return visits incurred at the contractor's expense.

12.1.6. Further Context

We operate a performance-driven contract management approach through the Lincolnshire Highways Partnership. Contractor performance is monitored through a combination of KPIs, live operational dashboards, routine performance reviews and independent technical oversight. Our in-house laboratory supports quality assurance by testing materials and assessing performance outcomes, helping to ensure that maintenance treatments provide value for money and achieve expected service lives. Cost and productivity data are regularly analysed to identify trends, opportunities for improvement and areas where efficiencies can be achieved. Contract mechanisms encourage high-quality, right-first-time delivery, aligning contractor performance with our asset management objectives, customer expectations and long-term network outcomes.