



The Highways Asset Management Plan for Lancashire 2026 - 2030

September 2026



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1.0 Executive Summary

The Highway Asset Management Plan for Lancashire sets the priorities that will allow the county council to meet the challenges of managing all highway asset types. The focus for 2026-2030 is to maintain the condition of A, B and C road classifications; address potholes through a proactive and sustainable responsive approach, given the significant deterioration of these roads over time; ensure longevity of repair; and continue to use a risk-based approach to maintaining our other assets, such as street lighting.

The improvements driving this change will be:

- Rolling out the Confirm Asset Management System, recently procured, to replace the current system.
- Delivery of improved right-first-time repairs under a new managed service contract.
- Improved fault reporting app to simplify reporting by members of the public.
- Using artificial intelligence-powered inspections to support safety.
- Using technology and data analytics to provide greater insights that feed into decisions, strategies and policies.

This document will set out:

- How the Highway Asset Management Plan for Lancashire delivers the wider Corporate Objectives and ties in with National Requirements.
- The improvements driving change.
- Asset condition across all our major assets.
- The priorities up to 2030.
- Our approach for maintaining each one of our major asset groups.
- Our Performance Management Framework, including our approach to benchmarking and assessing customer satisfaction.

The principal challenges facing us are:

- Ensuring we deliver highway maintenance procedures that match the best in the country.
- Ensuring potholes and other repairs are fixed "right first time".
- How to maintain the progress in the improvement in the ABC road condition since the start of the TAMP, using a 'prevention is better than cure' early intervention approach, prioritising surface dressing where possible.
- How to address the backlog in the unclassified network using the most appropriate and cost-effective method.
- How to utilise AI and other emerging technologies to drive improvements.
- Delivering the new Asset Management System.
- Improvements to the reporting and management of customer requests.
- Understand the backlog for Street Lights, Traffic Signals and Structures and develop an approach for managing these whilst seeking funding sources.

This plan replaces the Transport Asset Management Plan (TAMP) which was approved by the Cabinet Member for Highways and Transport on 10 June 2014 and



identified the key strategic priorities of the county council, as the highway authority for Lancashire, during the period 2015/16 to 2029/30.

The principles behind the Highways Asset Management Plan for Lancashire remain the same as the Transport Asset Management Plan, which are:

- Understand the condition of all our major asset groups.
- Through a risk-based approach, use life cycle modelling, condition assessment and other strategic factors to identify the most appropriate time to intervene, aligning with 'prevention is better than cure' ethos.
- Produce and deliver a capital highway maintenance programme across the range of assets.
- Continue to monitor and report the condition of our assets.

2.0 A new Highway Asset Management Plan for Lancashire: Priorities for Highway Asset Maintenance 2026-2030

In November 2025, Cabinet approved the review of the Highways Asset Management strategy and approved the development of The Highways Asset Management Plan for Lancashire and priorities up to 2030.

Cabinet authorised the Director of Highways and Transport to approve and publish, in consultation with the Cabinet Member for Highways and Transport, The Highways Asset Management Plan for Lancashire.

Managing highways in Lancashire has presented several challenges. These include increased demand in dealing with potholes and ensuring the longevity of repairs, an ageing asset management system with limitations on data analytics, limitations of public fault reporting and reliance on manual inspections. Addressing these issues through a planned change programme is essential to the effective management of all highway assets.

The improvements driving this change will be:

- Rolling out the Confirm Asset Management System, recently procured, to replace the current system.
- Delivery of improved right-first-time repairs under a new managed service contract.
- Improved fault reporting app to simplify reporting by members of the public.
- Using artificial intelligence-powered inspections to support safety.
- Using technology and data analytics to provide greater insights that feed into decisions, strategies and policies.

Supporting this will be the rollout of the new data-led asset management system, which will contribute to improved decision-making by allowing the county council to plan proactively and prioritise, based on real road condition data and risk, delivering better roads for less.

A revised approach to communications will ensure that delivery and decisions are made more transparent and more relevant to local communities. In turn, this will improve the county council's reputation by providing more reasoning behind decisions and improving trust in Lancashire Highways.

It is important that progress is measured in delivering this ambitious agenda through a mix of quantitative and qualitative measures. These will include:

- **Residents:** Increase in trust – e.g. by seeing the photograph of the completed repair.
- **Public opinion on social media:** Monitoring how residents feel and express their opinions about the highways service on various social media platforms and responding accordingly.



- **National Highways Transport annual survey:** Evaluating the results of the Department for Transport's National Highways and Transport annual survey to gauge resident satisfaction and feedback.
- **Corporate Key Performance Indicators:** Highways condition and maintenance of Key Performance Indicators.
- **Public Dashboard:** Opportunity to develop and display metrics on the county council's website.
- **Data:** Monitor public fault-reporting usage through app usage, adoption rates and feedback from the public.
- **Operational excellence:** Process automation will assist in reducing overhead expenditure.

3.0 What are the Principles of Asset Management

3.1 Asset Management Principles

The principles behind the Highways Asset Management Plan for Lancashire remain the same as the Transport Asset Management Plan, which are:

- Understand the condition of all our major asset groups.
- Through a risk-based approach use life cycle modelling, condition assessment and other strategic factors to identify the most appropriate time to intervene using the 'prevention is better than cure' ethos.
- Produce and deliver a capital highway maintenance programme across the range of assets.
- Continue to monitor and report the condition of our assets. Setting condition standards for all of our major asset groups to monitor our performance up to 2030.



4.0 Corporate Priorities

The Council Plan sets out the vision for Lancashire 'where everyone can live their best life through stronger communities, a growing economy and high-quality public services.' This Highway Asset Management Plan for Lancashire delivers on these ambitions by setting out our commitment from highway maintenance.

The Local Transport Plan (LTP) has been produced for the Lancashire Combined County Authority and was adopted in April 2026. LTP Policy FN5, 'Embed whole-life approaches to asset management', states: "We will support our Local Highway Authorities to get the most out of our existing and future highway assets by promoting and facilitating a whole-life approach to maintenance and management." This aligns with the Highway Asset Management Plan for Lancashire approach of moving away from the worst-first approach and adopting preventative maintenance based on the condition of the assets and the application of lifecycle planning principles.

In May 2026, Cabinet approved 'Building a better Lancashire: Moving the dial on our priorities in 2026/27'. In it, 'Transforming the highways for a modern Lancashire', under the Corporate priority of Economic Ambition, was identified as one of the six key areas of priority, which will deliver, 'A more modern, resilient and responsive highways network'. The priorities set in this Highway Asset Management Plan for Lancashire will deliver this priority.

In July 2026, it was announced that, subject to Parliamentary approval, four new unitary councils will be created, replacing all 15 existing councils, to come into effect from 1 April 2028. The Highway Asset Management Plan for Lancashire will support the transition of highway asset management to the four new Highway Authorities.



5.0 Department for Transport (DfT) funding

5.1 Funding Highway Maintenance

In December 2026, the government announced £7.3 billion in capital funding for local highway maintenance from 2026 to 2030. This four-year allocation will give local authorities financial stability, allowing them to invest in long-term, preventative maintenance rather than short-term repairs.

A portion of this funding is incentive-based, requiring local authorities to adhere to best practice in highway maintenance. A letter received on 13 April 2026 from DfT confirmed the highway maintenance funding requirements for 2026/27. The incentive element for 2026/27 is £12,843,936.

The funds from the DfT are passed to the Lancashire Combined County Authority before being allocated to the individual Authorities. The anticipated funding for Highway Maintenance for Lancashire County Council is as follows:

DfT 4 year settlement for Lancashire County Council

Funding	2026 to 2027	2027 to 2028	2028 to 2029	2029 to 2030
Baseline	£35,656,120	£39,789,498	£44,221,143	£52,705,863
Incentive	£12,869,827	£16,996,383	£17,083,090	£17,372,409
Total	£48,525,948	£56,785,881	£61,304,233	£70,078,272

5.2 RAG Status

DfT produced “RAG” (red/amber/green) ratings for all Local Highway Authorities, published on 11 January 2026. Lancashire had an overall RAG rating of AMBER. A score of 80 or more will generate an overall GREEN RAG rating. Lancashire had a score of 69.82.

As of the date of publication of this document, the DfT had not confirmed the “RAG” status metrics or scoring for future years.

It is the ambition of Lancashire County Council, through application of good asset management practice, to achieve a GREEN RAG rating as soon as possible. This will be achieved through channelling existing and additional investment through effective preventative treatments, such as surface dressing and other preservative treatments, while ensuring safety defects and potholes receive a permanent fix and doing more structural works where carriageways are starting to fail.



5.3 4-year delivery programme

The priorities for investment up to 2030 will be:

- carriageways and footways pothole repairs through the managed service.
- improving the carriageway condition, primarily the classified ABC road network, through resurfacing to deal with the worst affected areas and surface dressing to ensure the longevity of the carriageway.
- increased percentage cover of surface dressing overall. This is part of the ongoing preventative strategy but will also ensure the investment in permanent pothole repair is preserved. As the approach is driven by risk, schemes will be delivered on a needs basis across the whole county.

As well as funding from the DfT for highway capital maintenance, Lancashire County Council also contributes substantially to the capital maintenance programme. Additional money for highway maintenance is assigned in the February budget setting meeting, and the detailed programme is considered by Cabinet in March each year.

As the DfT funding increases up to 2030, this brings a degree of certainty that will support the medium-term strategy of investment in highway maintenance.



6.0 Maintaining our key assets

It is estimated that the maintenance backlog, the work required to bring the network up to a good standard, is over £1billion.

Asset type	Backlog £
Carriageways	£479,660,340
Footways	£42,000,000
Street lighting	£116,104,000
Bridges	£227,580,559
Retaining Walls	£229,332,626
Total	£1,094,677,524

To best utilise funds to address maintenance priorities, a data-driven, risk-based, preventative rather than 'worst first' approach is used.

Since formal asset management planning was first introduced in 2014, much work has gone into collecting and updating asset condition data and procedures have now been put in place whereby we are able to collect and refresh this data at intervals that are considered appropriate and use this data for scheme selection and prioritisation.

The following pages provide an overview of the condition of each of the asset groups together with a summary of the main points arising out of our analysis of each group and the approach to maintaining them within the current asset management period up to 2030.

Where possible our ongoing asset condition performance is benchmarked to other similar authorities through the APSE Core Highways Group. This data has been used to set the condition targets, or service standards, for the main asset groups.

6.1 Approach to Prioritisation

For each one of the asset groups, we apply the same principles when assessing the need and type of maintenance, which are:

- Understand the condition of the asset.
- Through a risk-based approach use life cycle modelling, condition assessment and other strategic factors such as network hierarchy, resilient route network etc, to identify the most appropriate time to intervene using the 'prevention is better than cure' ethos. This aligns with the Well Managed Highways: Code of Practice risk-based approach.
- This is then used to produce a list of prioritised works. The capital highway maintenance programme is then created from this prioritised list.

Unfortunately, we identify more works than the available funds will allow. But the prioritisation process ensures we undertake work to the most vulnerable high-risk assets and undertake preventative works to ensure best use of resources by intervening at the right point in the lifecycle of the asset. The apportionment of the



funds to the different asset groups, i.e. how much for ABC roads, how much for bridges etc., is based on an understanding of trends in condition data and overall risk which have informed the strategic approach for this phase of the Highways Asset Management Plan.

6.1.1 Adaptation and Resilience

Lancashire is a diverse county with a range of local climate and ground conditions. It is important that any of the works we do are mindful of climate and environmental factors, such as heavy rainfall, prolonged heat, and freeze-thaw cycles, as well as the specific topography and local conditions. These considerations are built into the design of the works, as is the strategic nature of the route or assets being treated. This allows optimisation of durability, management of risk and delivery of best whole-life value for the assets.

6.2 Carriageways, Footways and Cycleways

6.2.1 Capital Programme Prioritisation

The carriageway and footway Capital Programmes are broken down by road class (Classified ABC roads, Residential Urban Unclassified, Rural Unclassified, footways and cycleways, Moss Roads) and treatment type (resurfacing/reconstruction and preventative/preservative treatments, such as surface dressing). The following factors are then used to create a fully costed capital delivery programme.

Condition Data

Video survey of all of Lancashire's highways is used to assess the condition of all A, B and C classified roads, and unclassified roads, both residential and rural.

Once the condition survey is undertaken a scheme identifier toolkit is applied to generate indicative scheme proposals, this also includes schemes proposed from stakeholders such as County Councillors, customer complaints and officers.

Two different scheme types are generated depending on condition.

- Structural\ resurfacing
- preventative i.e. surface dressing

The resurfacing programme focuses on areas of predominantly grade 4 and 5 defects, i.e. structural damage and failure of the carriageway, and weights these grades of condition over all others.

The surface dressing programme focuses on areas of condition grade 3, as generally these are the areas most suitable for, and in the most need of, preventative surface dressing work, to delay deterioration into grade 4 and 5.

Defect Data

Highway Safety defects, general carriageway defects reported by our inspectors and defects and complaints from the public, are applied to the scheme areas to understand where repeated unplanned repairs and defect reports are being made.

Strategic Importance

The importance of a Highway within any proposed scheme is determined by numerous strategic factors and associated perceived risks for the whole or the majority of its extent. These include bus routes, presence of schools or emergency services and the resilient route network.

A, B and C classified Roads

- Higher weighting is applied to network significance and less on factors such as number of properties as the purpose of ABC roads is the movement of vehicles over strategic distances.
- An additional weighting multiplier is added to the class of roads that are deteriorating at the fastest rate from the previous year's SCANNER survey, which directly influences the DfT Road Condition Indicator scoring mechanism for the authority.
- Index of deprivation is not used on ABC roads because classified roads by their nature span multiple areas and their importance goes beyond the immediate extent of the scheme.

Urban Unclassified Roads

- Has a balanced approach applying weighting to number of potholes, carriageway condition reports and applies a double weighting to the number of residential and mixed-use properties, with the aim of focusing on densely populated areas where schemes will have maximum benefit.
- Index of deprivation – helps provide a balance to the prioritisation in areas where the submission of public reported defects is less prevalent.
- Strategic importance of the route is also considered.

Rural Unclassified Roads

- Higher weighting is applied to secondary gritting routes to focus in on where rural settlement hubs are located.
- Higher weighting is applied to number of residential properties to account for lower population density in rural areas.
- Higher weighting applied to bus routes (inc. school bus routes), to ensure resilience of public transport routes between rural settlements and employment and educational areas.

Footways

- Higher weighting is applied to residential areas, retail, leisure, community and health addresses. This includes, but is not limited to, schools, shops, assisted living residences, tourism sites, community centres and police stations. Areas that have the highest footfall and will achieve the maximum benefit.



- Additional weighting is applied to those areas with the highest footfall including bus stops, school bus routes and gritting routes. This is to ensure people in Lancashire can live, work, visit and prosper.
- Index of deprivation – helps provide a balance to the prioritisation in areas where the submission of public reported defects is less prevalent.

Summary

In order to prioritise our works programme we consider:

- Condition survey of ABC classified and unclassified roads.
- 2-year history of defect data assessed against condition data,
- Strategic importance and risk factors of network considered.
- Programme specific weightings to tailor each programme.
- Focuses on large areas to provide best value and impact.
- All schemes are confirmed and validated by local engineers.
- The data driven approach is transparent and accountable and underpins the selection of schemes across the county.

FAQs

Why have you carried out works to a road when there was nothing wrong with it?

The probability is that the road has been given a preventative treatment such as surface dressing. This is to extend the life of the carriageway, like varnishing a wooden window to protect it from the elements.

Why is surface dressing used?

Surface dressing is suitable when a road is still in reasonably good condition. It restores skid resistance, seals the surface against water, and helps prevent further deterioration at a lower cost. See our [video](#) for further information.

You've patched my road and done nothing else.

Patching is often done up to a year before we surface dress roads. This allows the repair to fully embed before we seal the surface.

What happens if the road is already badly damaged?

Areas with significant deterioration require resurfacing, which involves removing the old surface and installing a new one. This provides a longer-lasting fix but comes with higher costs. We carry out an annual assessment of our county-wide network in which roads are prioritised for treatment. In the interim we monitor our roads and repair any investigatory defects (potholes).

Why have you resurfaced a road when there are others worse nearby?

We look at the condition of the road, how many potholes have been repaired over a period of time and the use of that road to determine which roads to resurface. A road

that serves schools, and has a bus route on it, for example, would have priority over one that doesn't, even if the other road might look in worse condition.

Why have you resurfaced a rural road when the main road I use carries more traffic?

Our capital programme looks at the condition of our ABC, Urban Unclassified and Rural Unclassified road networks. Each network is assessed separately.

When will you resurface my road?

We assess all the county's roads and footways on an annual basis. This helps us prepare our capital resurfacing programme for the following year. We use data to inform our decisions on which roads are included in the annual programme.

6.2.2 A, B and C Roads

Most Cost-Effective Strategy: Investment in preventative maintenance using appropriate surface treatments determined through deterioration modelling.

Approach: Maintain the network at the current level through preventive and preservative treatments and structural maintenance prioritised on condition and strategic importance. As described below in **Capital Programme Prioritisation** (section 6.2.1).

Asset Condition

Carriageway condition has been measured using the SCANNER methodology required by the DfT. Over the last six years, the levels varied slightly, though by the end of the period we are largely on target.

		2020	2021	2022	2023	2024	2025	2026	Target
A	RED	2.10%	1.43%	2.20%	2.10%	3.00%	2.90%	3.80%	2.88%
	AMBER	20.47%	16.80%	19.90%	16.40%	22.50%	22.00%	23.60%	25.06%
B	RED	3.09%	2.70%	2.90%	3.30%	3.90%	3.60%	4.79%	3.73%
	AMBER	21.10%	20.55%	21.40%	21.90%	23.60%	22.70%	25.16%	29.13%
C	RED	5.23%	4.15%	4.20%	5.20%	6.30%	5.40%	6.84%	6.02%
	AMBER	28.87%	26.46%	26.30%	26.50%	30%	30%	30.55%	32.78%

The condition assessment in March 2026 indicated that the classified road condition is currently slightly above the targets set. It is therefore a priority up to 2030 to continue to focus on the ABC classified network to improve condition.

The DfT are changing the way they ask Local Highway Authorities to measure highway condition under the new PAS 2161 methodology. For 2027, Lancashire will monitor and report highway condition under the new PAS 2161.



6.2.3 Unclassified Roads

The asset includes approximately 3,440 km of residential roads and 980 km rural. The rural unclassified and urban unclassified road networks are the main focus of our attention in Phase 2 of the TAMP.

New service standards for our Residential Unclassified and Rural Unclassified roads and the footway network were presented to the September 2021 meeting of the council's Cabinet for approval. These are based on Detailed Video Survey, for which no national standards currently exist.

Asset Category	Condition Measure	Base Date April 2020	End of Year 1 2020/21	End of Year 2 2021/22	End of Year 3 2022/23	End of Year 4 2023/24	End of Year 5 2024/25	Target Year5
Residential Unclassified	% RED	N/a	26.74%	26.83%	26.76%	26.32%	27.56%	Not Set
	% AMBER	N/a	20.16%	20.29%	20.40%	20.63%	21.14%	Not Set
Rural Unclassified	% RED	N/a	25.28%	30.30%	32.56%	32.03%	26.21%	Not Set
	% AMBER	N/a	22.33%	20.00%	21.63%	21.88%	20.84%	Not Set

Overall condition has remained relatively static.

Targets for 2030 will be set once the new condition standard PAS 2161 has been released.

6.2.3.1 Urban Unclassified

Most Cost-Effective Strategy: Investment in preventative maintenance which is based on appropriate surface treatment in preference to more costly resurfacing of roads.

Approach: Structural capital schemes, focusing on recycling where possible, for those roads showing 90%-100% structurally impaired and repeat visits to Structural Defects (Potholes), concerns. Strategically important routes showing moderate to high structural impairment will also be prioritised.

6.2.3.2 Rural Unclassified Roads

Most Cost-Effective Strategy: Investment in preventative maintenance which is based on appropriate surface treatment in preference to more costly resurfacing of roads.

Approach: Structural capital schemes, focusing on recycling where possible, for the worst areas and preventative treatments on the most strategic routes where appropriate.

6.2.4 Footways and Cycleways

Total length of footways and cycleways is around 7,000km.

Most Cost-Effective Strategy: Investment in preventative maintenance which is based on appropriate surface treatment in preference to more costly resurfacing of footways.



Approach: With available funds focus on the areas of worst condition with greatest footfall for vulnerable users, such as around schools and hospitals. Consideration to be given to areas of high deprivation. Predominantly use of recycled materials.

Asset Category	Condition Measure	Base Date April 2020	End Year 2020/21 of 1	End Year 2021/22 of 2	End Year 2022/23 of 3	End Year 2023/24 of 4	End Year 2024/25 of 5	Target Year5
Footways & Cycleways	% RED	N/a	11%	12%	13%	14%	15%	Not Set
	% AMBER	N/a	39%	40%	41%	40%	40%	Not Set

6.3 Bridges and Similar Structures

In Lancashire we have 1,844 bridges to maintain.

Most Cost-Effective Strategy: Investment in preventative maintenance which is not based on reconstruction of bridges but on intervention at the appropriate time.

Approach:

- Identify appropriate preventative maintenance to prevent further deterioration.
- Continued investment in understanding high-risk structures such as scour-susceptible, post-tensioned, and half-joint structures, and delivering appropriate interventions before issues arise.
- Identifying high risk bridges producing management plans for each.
- Identifying those assets for replacement or large investment that fall outside of proposed capital allocations.
- Increased lifecycle planning using the Structures Asset Valuation Investment (SAVI) Toolkit to understand the asset condition better and prepare a work bank.

Bridge Condition Scores

The tables below show the breakdown of the Bridge Stock Condition Indicator (Critical) by Maintenance Strategy.

Maintenance Category	% Deck Area	Total No.	Bridge Stock Condition Indicator CRIT							
	Mar-26		2020	2021	2022	2023	2024	2025	2026	Target
Planned Targeted	71%	580	78.89	78.67	78.71	79.22	78.32	77.38	77.72	80≤ - <90
Planned Preventative	20%	661	80.59	80.47	80.7	80.53	79.09	78.06	77.40	72 - 79
Planned Do Minimum	10%	603	83.01	82.19	81.42	81.61	81.37	80.72	80.88	65 - 72
Total	100%	1844	80.76	80.45	80.32	80.47	79.59	78.71	78.63	



Summary

- The condition of the bridge stock has remained relatively steady over the last 7 years.
- The condition of our Planned Targeted and Planned Preventative bridges, which are located on strategic and priority routes and account for 80% of all bridge deck area, is considered to be Fair.
- The data shows that the overall bridge stock is in Fair condition.
- Due to the backlog of works, it is not possible at the moment to implement the preferred maintenance strategy of intervention at the most cost-effective time.
- Implementing management plans for high-risk structures such as scour susceptible, post-tension and half-joint should allow for improved understanding of their deterioration and improve intervention efficiency.

6.4 Retaining Walls

In Lancashire we have 1,406 highway retaining walls, covering 123km.

Most Cost-Effective Strategy: Investment in preventative maintenance which is not based on reconstruction of retaining walls but on intervention at the appropriate time.

Approach:

- Identify appropriate preventative maintenance to prevent further deterioration.
- Identifying high risk structures producing management plans for each.
- Identifying those assets for replacement or large investment that fall outside of proposed capital allocations.

Owner	Lancashire County Council and Unknown								
No. of Walls	1406								
Length of Walls	123km								
Maintenance Category	% No. of Walls	% Length	Average of CRIT						
	2026		2020	2021	2022	2023	2024	2025	2026
Planned Targeted	34%	42%	72.8	73.58	72.91	73.95	69.54	67.3	66.16
Planned Preventative	50%	48%	69.97	69.78	68.3	69.92	64.68	63.54	61.80
Planned Minimum Do	16%	10%	73.32	73.32	73.74	75.19	71.56	71.41	68.89
Total	100%	100%	71.49	71.74	70.76	72.16	67.43	66.08	64.41

Summary

- We have not yet set a formal service standard for this asset type, they are considered to be in a FAIR condition.



- The data shows that the overall condition of the retaining wall stock is deteriorating following a small improvement since 2021 after the additional £4m funding from the DfT Challenge Fund.

6.5 Street Lighting

Most Cost-Effective Strategy: Planned column replacement programme

Approach: Planned column replacement with continued risk-based approach to test the most vulnerable assets and replace or retest as required.

We are responsible for approximately 176,000 streetlights and 23,600 illuminated signs, bollards and similar installations.

The number of Street Lighting columns over 40 years old has shown an improvement on last year due to the increase in investment. At the end of March 2026, we had 23,832 lighting columns that were aged 40 years or older.

The current condition of the stock is considered to be POOR and is expected to deteriorate further year on year. To address this, funding for street lighting column replacement has increased from previous years for column replacement and testing, focusing on the most vulnerable columns.

A review of the data has indicated the columns most at risk, using the Institute of Lighting Professionals Guidance Note 22 approach, are typically aged between 35 and 40 years old.

It is therefore proposed to introduce a supplementary indicator based on Average Risk Score for the riskiest 15,000 columns, with the aim of reducing the average score year on year. No specific target can be set until we have gathered a number of years' worth of data.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Target
No Columns ≥40 years old	13,643	14,544	25,214	26,427	25,434	24,705	23,832	<16,000
Average GN22 Matrix Score (Top 15000)					1,372	1,308	1,225	TBC

6.6 Traffic Signals

Most Cost-Effective Strategy: Investment in preventative maintenance

Approach: Investment in preventative maintenance focuses on replacing obsolete equipment at vulnerable installations, or sites utilising halogen lamps, that are not included within the Highways and Transport Masterplan activities.



There are currently 717 traffic signal installations in Lancashire.

The condition of the traffic signal asset is assessed by identifying the number of vulnerable sites. A traffic signal installation is classified as vulnerable if it meets one or more of the following criteria:

- The installation is under 20-years-old, has a serviceable controller but uses halogen optics.
- The installation is under 20-years-old but contains an obsolete traffic signal controller that is no longer supported by the manufacturer.
- The installation is older than its 20-year design life.

At the start of the 2026 calendar year, 260 of the 717 (36.26%) traffic signal installations are categorised as vulnerable, placing the overall asset condition in the **Poor** service-standard band.

The vulnerability category determines the type of maintenance activity required, ensuring that budget allocations are used in a cost-effective way.

- Halogen obsolescence. To address the halogen-optics obsolescence risk, installations that fall within this category will be included in an LED Retrofit Scheme. Under this approach, only the optics are replaced, allowing a large number of installations to be renewed at relatively low cost.
- Obsolete controller under 20-years-old. To address the risk posed by installations that remain within their design life but are operating with an obsolete controller, a Controller & Equipment Replacement Scheme is required. Under this approach, the controller and above-ground equipment are replaced, while the existing below-ground infrastructure is retained. This enables a greater number of installations to be upgraded within the available budget.
- Installations older than 20year design life. To address the risk posed by installations that have exceeded their 20 year design life, a full refurbishment Scheme is required. This involves replacing all above-ground and below-ground infrastructure to bring the site back to modern standards. Full refurbishment schemes are both costly and time-consuming and therefore need to be carefully prioritised within available budgets.

Performance Indicator: The condition measure will be reviewed based on the percentage of installations that fall into the vulnerable category. The service-standard grading boundaries and current and previous metrics are presented in the tables below.



Service-standard Grading Boundaries

Service-standard Grading Boundaries	Percentage Range	Current Percentage
Excellent	0-5%	
Good	5-10%	
Fair	10-15%	
Acceptable	15-20%	
Poor	20-100%	36.26%

Current Metrics

	Traffic Junction Signal Installations	Stand Alone Pedestrian Crossing Traffic Signal Installations	Total
Halogen Obsolescence	31	33	64 (8.93%)
Obsolete Controller Under 20 Years Old	53	56	109 (15.20%)
Installations Older Than 20 Year Design Life	51	36	87 (12.13%)
Total	135 (18.82%)	125 (17.43%)	260 (36.26%)

Previous Year(s) Metrics

2020/21	2021/22	2022/23	2023/24	2024/25	Target
337	395	346	251	212	<289

6.7 Vehicle Restraint Systems

Most Cost-Effective Strategy: Inspection and testing with timely intervention

Approach: Inspection and testing with timely intervention

Lancashire has 1,444 VRS sites with a total length of 140,438m recorded on the Asset Register. At present, an Asset Valuation is not possible due to insufficient data on many of these sites. Prior to 2021, no inspection or testing was being undertaken on the VRS. All the VRS sites are ranked using a risk-based approach using the importance of the VRS and condition scoring.

Since 2021, £1.75m of inspection, testing and maintenance works have been undertaken on 178 of the Very High and High Risk VRS sites. Inspection and works



have also taken place on other barriers categorised as lower risk alongside these works, due to proximity and efficiency of grouping barriers. It is expected that by the end of 2028/29 all the Very High and High Risk works identified in the original project will have been brought back up to acceptable condition.

During the life of the Highway Asset Management Plan for Lancashire, the focus will be to concentrate on inspection and testing with timely intervention.

Breakdown of VRS assets by Road Class

Road Classification	No. of VRS	Length of VRS (m)	Length of VRS (km)
Motorway	76	21,789	21.8
A	720	88,843	88.8
B	155	8,752	8.8
C	307	11,178	11.2
Unclassified	250	9,608	9.6
X	10	269	0.3
Total	1518	140,438	140.4

Inspection and works to date

VRS Rating	Risk	Total VRS	no.	Inspection or Works		
				Completed 23/24	Programmed for 24/25	Outstanding
Very High		126		103	23	0
High		394		75	50	269

6.8 Drainage Assets

Most Cost-Effective Strategy: Cyclical cleansing with inspection and defect detection leading to capital works

Approach: Cyclical cleansing with inspection and defect detection leading to capital works.

The county council maintains approximately 294,000 highway gully assets. The cyclic gully cleansing service has seen significant changes in recent years starting with the formation of a dedicated Countywide Drainage team in 2022, followed by an overhaul of processes, and the procurement of new performance-based contract in early 2024.

In January 2025, Cabinet considered proposals to revamp the gully cleansing regime moving to a 2 year (2025/2026 and 2026/2027) expanded cyclic programme of all highway gully assets. This programme will see 50% of those assets currently not



cyclically cleansed have a clean in year one and the remaining 50% have a clean in year 2. If any defects are found during the 2 year cyclic cleanse these will be passed to the area teams for further investigation and if required added to a future works programme.

The intensive cleanse will provide the service with an overall picture in terms of asset condition, laying the foundations for the development of a well-informed data led 5 year programme. It is proposed that the developed 5 year programme will be presented to Cabinet for consideration in Autumn 2026.

Records of reported faults are used to identify capital works for drainage asset improvements. Capital works for carriageway maintenance schemes are also preceded with drainage surveys and works where necessary in order to ensure the longevity of the carriageway improvements.

Asset inventory on below ground assets is not as comprehensive as other asset types. However, when works are completed or highway improvements and developments are undertaken, the asset register is updated.

6.9 Cattle Grids

Most Cost-Effective Strategy: Inspection and reconstruction

Approach: Inspection and reconstruction prioritised under risk-based approach.

All cattle grids are now subject to an inspection by the Bridge Inspectors once every 2 years and works are programmed using a risk-based approach using condition scoring. The cost of a replacement cattle grid is approximately £25k with a design life of 25-50 years.

To clear the backlog of works identified and enable roads to be kept fully open an initial 2-year budget of £100k for 25/26 was identified. Following clearance of the backlog a suggested level of funding year on year would be £100k, which would allow up to 2 cattle grid replacements plus some maintenance works. We are now in a position to report on the full cattle grid stock condition.

Cattle Grid Breakdown of condition

Structure Maintenance Strategy	Service Standard					Total
	CRIT <40	CRIT 40-65	CRIT 65-80	CRIT 80-90	CRIT 90-100	
	Very Poor	Poor	Fair	Good	Very Good	
Planned Targeted	1	2	2	1	4	10
Planned Preventative	5	5	11	8	17	46
Planned Do Minimum	6	3	11	3	6	29
Total	12	10	24	12	27	85



7.0 Performance Management Framework

A revised key performance management framework has now been introduced due to the changes to the way we delivery services, particularly fixing potholes through the Managed Service, changes to the gully cleansing regime, and a refocus on improving carriageway condition. The key metrics are described below.

	Performance Indicator	Target	Weighting
Part 1	Percentage of defect repairs completed on time	90%	25%
	Percentage of defect repairs completed as first time fix	90%	25%
	Overall condition factor (% Amber & Green on ABC Roads)	95%	50%

	Performance Indicator	Target	Weighting
Part 2	Percentage of all lamp out faults fixed on time	95%	3%
	Percentage of Highways safety inspections on time	90%	20%
	Percentage of Gully Cleansing Attended vrs Cleansed	90%	75%
	Combined Personal Injury and Vehicle Damage Claims	70%	2%

These indicators are reported to Cabinet in the Cabinet Corporate Performance Report quarterly. Other operational performance indicators are also continually monitored.

We also contribute to a number of benchmarking groups including:

- APSE (Association of Public Service Excellence) Core Highways.
- NHT (National Highway & Transport) Performance Management Framework.
- NHT Public Satisfaction Survey.
- NHT Cost Quality Comparison and Carbon Benchmarking.
- LCRIG (Local Council Roads Innovation Group), including the Northwest regional group.
- MHAPlus (Midlands Highway Alliance Plus) benchmarking Service Improvement Groups.
- FHRG (Future Highway Research Group).

Involvement with these groups allows broader quantitative benchmarking through a range of standardised indicators, sharing of best practice and value for money and other reviews. The results of which are used to shape strategic and operational approach.



8.0 Customer Feedback

Since 2015, Lancashire County Council has taken part in the annual National Highways & Transport Network (NHT) survey which collects the public's views on different aspects of highway and transport assets / services in local authority areas.

This year the survey was sent to 4,800 households across the Lancashire County Council authority area and 920 responses (1,043 2024) were received, which represents an overall response rate of 19.2%. There is a trend in reduced participation as 2024 the response was 21.7%, and in 2023 24.5%. The results of the survey are summarised below.

Summary of Key Benchmarking Indicators (KBI) NHT Satisfaction Indicators

There are 4 'parent indicators' called Key Benchmarking Indicators used to assess the health of the overall service.

There has been an improvement in overall satisfaction for Lancashire compared with last year the overall survey results across all Authorities have also shown an improvement; our relative position compared with other Authorities remains more or less static but a slightly improved.

Ref KBI	Key Benchmarking Indicator	2025		2024		2023		2022		Trend
		LCC	NHT Av	LCC	NHT Av	LCC	NHT Av	LCC	NHT Av	
23	Condition of Highways	21%	27%	14%	24%	20%	27%	28%	34%	Improved, gap from mean reducing
25	Street Lighting	61%	60%	58%	60%	60%	61%	62%	62%	Improving, better than mean
24	Highway Maintenance	41%	43%	38%	41%	39%	43%	44%	46%	Slight improvement compared with Mean
26	Highway enforcement\ Obstructions	39%	40%	36%	38%	38%	40%	41%	42%	Slight improvement compared with Mean

Base Performance Indicators

The individual indicators are tracked annually. The highest and lowest scoring indicators have remained consistent for a number of years. Below are the highest and lowest scoring indicators.



Highest scores

Ref HM	Indicator	LCC 2025	NHT Av	LCC 2024	NHT Av	LCC 2023	NHT Av	LCC 2022	NHT Av
QI13	Provision of Streetlights	79%	78%	74%	78%	77%	78%	79%	78%
B106	Speed of repair to streetlights	56%	57%	50%	52%	52%	53%	53%	54%
B128	Undertakes cold weather gritting	55%	57%	50%	56%	49%	56%	57%	58%
B126	Condition of Road Signs	50%	51%	48%	50%	48%	52%	54%	55%
B127	Cleanliness of road signs	47%	48%	44%	48%	45%	50%	52%	52%
B112	Keeping drains clear and working	38%	39%	34%	37%	36%	40%	41%	44%

- Provision of and speed of repair of streetlights remains our highest scorers and their relative position to the mean has improved.
- Satisfaction with winter gritting also remains high relative position to the mean has improved.
- Condition of road signs has improved slightly but remains relatively static against the mean.
- Cleanliness of road signs has risen and improved against the mean.
- Keeping drains clear and working has improved and improved against the mean.

Lowest Scores

Ref HM	Indicator	LCC 2025	NHT Av	LCC 2024	NHT Av	LCC 2023	NHT Av	LCC 2022	NHT Av
BI30	Speed of repair to damaged roads	18%	22%	12%	20%	18%	22%	24%	28%
BI01	Condition of road surfaces	17%	26%	13%	22%	19%	25%	26%	32%
BI13	Deals with potholes\ damaged roads	21%	27%	15%	23%	20%	26%	26%	32%
BI31	Quality of repair to damaged roads	22%	28%	16%	26%	22%	28%	27%	34%
QI11	Number of potholes reduced	14%	19%	7%	13%	11%	14%	16%	22%

For our lower scoring indicators there has been a general improvement in absolute and relative overall satisfaction for Lancashire compared with last year, which is encouraging.



Conclusions

The areas the public are least satisfied with and would like more money to be spent on remain highway condition and safer roads. There has been an improvement in overall satisfaction for Lancashire compared with last year. The overall survey results across all Authorities have shown improvement, but our relative position compared with other Authorities seems to be improving.

You Said, We Did

As a result of the feedback received, the county council works hard to provide enhancements and improvements to our processes e.g. the way we fix potholes, and strive to introduce improvements, to the way we communicate with our residents around planned carriageway and footway repairs to address some of the concerns raised. This includes designated webpages explaining various aspects of our approach to carriageway and footway maintenance, which can be found [here](#).

As part of the satisfaction survey feedback, we have also introduced a 'You Said, We Did' initiative to provide updates on what action we're taking to tackle some of the issues highlighted by the feedback.

[Highways satisfaction survey - Lancashire County Council](#)



9.0 Conclusion

The Highway Asset Management Plan for Lancashire sets the priorities that will allow the county council to meet the challenges of managing all highway asset types. The focus for 2026 - 2030 is to maintain the condition of A, B and C road classifications, address the potholes through a proactive and a sustainable responsive approach given the significant deterioration of these roads over time, ensuring longevity of repair, whilst continuing to use a risk-based approach to maintaining our other assets, such as street lighting.

The improvements driving this change will be:

- Rolling out the Confirm Asset Management System, recently procured, to replace the current system.
- Delivery of an improved right first-time repairs under a new managed service contract.
- Improved fault reporting app to simplify reporting by members of the public.
- Using artificial intelligence powered inspections to support safety.
- Using technology and data analytics to provide greater insights that feed into decisions, strategies and policies.

This plan replaces the Transport Asset Management Plan (TAMP) and identified the key strategic priorities of the county council, as the highway authority for Lancashire, during the period 2015/16 to 2029/30.

The principles behind the Highways Asset Management Plan for Lancashire remain the same as the Transport Asset Management Plan, which are:

- Understand the condition of all our major asset groups
- Through a risk-based approach use life cycle modelling, condition assessment and other strategic factors to identify the most appropriate time to intervene using the 'prevention is better than cure' ethos.
- Produce and deliver a capital highway maintenance programme across the range of assets
- Continue to monitor and report the condition of our assets.

Asset condition across all of our major assets is measures, and along with lifecycle planning is used to set the risk based, data driven capital programme delivering improvements to the highway network in Lancashire.