Annex B: Incentive Element Questions

What is your local authority's assessment of the Gross Replacement Cost / Asset Value of your total highway assets (including bridges, cycleways, footways, drainage, trees etc but excluding land), using the HAMFIG/CIPFA methodology and the last available rates?

Asset	Value
Carriageway	£1,133,470,000
Footway	£273,910,000
Street Furniture	£44,856,000
Structures	£234,111,000
Street Lighting	£50,773,000
Traffic Management (Traffic Signals)	£19,031,895
	£1,756,151,895

What percentage of your current asset value has been spent on maintenance in each of the last 5 years?

Year	Total Capital spend	Revenue spend	Total spend	Asset Valuation	Percentage of spend against asset value
2025/26 (projected)	£7,263,708	£3,098,000	£10,361,708.00	£1,756,151,895	0.59%
2024/25	£4,484,509	£3,215,000	£7,699,509.00		0.44%
2023/24	£8,722,000	£2,765,000	£11,487,000.00		0.65%
2022/23	£5,176,000	£2,765,000	£7,941,000.00		0.45%
2021/22	£2,587,250	£3,415,000	£6,002,250.00		0.34%
2020/21	£3,473,573	£2,882,000	£6,355,573.00		0.36%

Does your local authority use a Customer Service / Satisfaction Survey such as the NHT network? If so, who do you use and how does this get factored into maintenance operations?

Knowsley Council has actively participated in the National Highways and Transport (NHT) Survey since 2012. The Council's Highway and Transport department are keen to seek the views of the public on highway related issues across the borough. Their views are important to us so that we can ensure that our Highway Asset Management Policies and Strategies are fully aligned to the local needs and concerns of our residents to make sure we continue to meet their expectations.

The data from the NHT survey is considered with other performance and benchmarking data to build an overall picture of service delivery, to not only review what has happened, but to also to assist planning for the future.

The NHT reports can be found here.

https://www.knowsley.gov.uk/streets-roads-and-transport/roads/maintaining-our-highways

Does your authority carry out benchmarking of its performance with other authorities, and can you provide evidence of that?

In addition to monitoring local performance indicators, the Council actively tracks a range of national and regional key performance metrics. To ensure alignment between measured performance and customer feedback, the Council engages in several benchmarking and continuous improvement initiatives, including:

- National Highways and Transport (NHT) Network Annual Survey – applying the Customer Quality Cost (CQC) methodology to benchmark service efficiency and customer satisfaction.

- Department for Transport Condition Data Submissions – providing comparative performance insights across local authorities.

- Asphalt Industry Alliance's ALARM Survey – offering an independent assessment of network condition and investment needs.

- The Liverpool City Region Combined Authority – Knowsley Council is one of six local authorities that form the Liverpool City Region Combined Authority (LCRCA), alongside Halton, Liverpool, Sefton, St Helens, and Wirral Councils. In collaboration with Merseytravel, the LCRCA has established a Highways Maintenance and Asset Management Sub-Group. This sub-group adopts a coordinated and collaborative approach to the management and delivery of highway services across the City Region.

  A central component of this collaborative framework is the sharing of performance data, the adoption of best practice, the alignment of service standards and specifications, and the exploration of joint procurement opportunities where feasible. The latest benchmarking exercise took place in 2025.

Through active participation in these forums, the Council is able to benchmark its performance against peers, identify best practices, and inform service improvements.

Do you have a highways asset management performance management framework against which you are regularly tracking performance?

Knowsley Council have developed a Performance Management Framework that supports the Highway Asset Management Strategy and is used to measure its performance and continuous improvement in general, the framework provides the link between the corporate vision, asset management strategy, levels of service and maintenance operations.

Further information on Knowsley Councils approach to performance management can be found here.

https://www.knowsley.gov.uk//sites/default/files/2023-11/Highway-Asset-Management-Performance-Management-Framework-2021.pdf

What are your KPIs for maintenance?

In February 2025, the Council entered into a 7-year Highways Term Maintenance Contract with 'Tarmac Trading Ltd'. Through this contract, a suite of Key Performance Indicators (KPIs) was established to monitor and assess the performance of the contractor across critical service areas. These KPIs are designed to ensure that the contract delivers against its core objectives and drives continuous improvement.

The performance measures are structured under the following categories:

- **Reactive Maintenance**

Measures the timeliness and quality of response to unplanned or emergency repairs, such as pothole repairs, uneven pavements and other urgent defects. The aim is to ensure swift resolution of issues that could pose safety risks or disrupt traffic flow.

- **Cyclical Maintenance**

Assesses the effectiveness of routine and seasonal maintenance activities, such as gully cleaning, grass cutting, and drainage works. These KPIs focus on maintaining consistent standards and reducing the likelihood of reactive repairs.

- **Planned Schemes**

Evaluates the delivery of larger, scheduled projects, such as resurfacing and structural improvements. KPIs in this area consider adherence to programme timelines, budget control, and quality of workmanship.

- **Customer Services**

Measures how well the contractor engages with the public, including response times to enquiries and complaints, quality of communication, and customer satisfaction levels.

- **Cost Certainty**

Focuses on financial performance, ensuring that works are delivered within agreed budgets and that estimates and final costs are transparent and accurate.

- **Safety**

Monitors compliance with health and safety standards for both the workforce and the public. This includes the number and severity of accidents, incidents, and near misses, as well as proactive safety measures.

- **Sustainability**

Assesses the contractor's contribution to environmental objectives, such as reducing carbon emissions, recycling materials, minimising waste, and supporting social value initiatives within the community.

The full set of KPIs is included as **Appendix A** with this document.

Does your authority have, and can you provide a weblink to:

- **Highways Asset Management Plan (HAMP)**

Yes – Knowsley Council has developed its Highways Infrastructure Asset Management Policy and Strategy, which sets out our overarching approach for managing the highway infrastructure asset for the benefit of all users.

The Policy and Strategy have been produced following the assessment of stakeholder needs, local priorities and asset condition. It also ensures that both short and long-term needs are appropriately considered, whilst delivering a minimum whole life cost approach to our Highway Assets.

Our Policy and Strategy sets out how we will meet the Council's key priorities through a commitment to national best practice, customer needs, asset condition, and the efficient use of resources. It also strengthens our ability to secure future funding by demonstrating value for money and effective service delivery, in line with Government expectations. It is imperative that we consider the whole life of the asset, allowing for advance planning to secure greater efficiency, collaborative working and value for money.

We are dedicated to embedding asset management principles to maintain a safe, reliable, and sustainable highway network. Regular reviews of the Strategy and Policy will ensure they remain responsive to evolving needs, and we will continue to work in partnership with stakeholders, elected Members, and the community to drive continuous improvement.

Further information on Knowsley Councils Highways Infrastructure Asset Management Policy and Strategy, can be found here.

https://www.knowsley.gov.uk//sites/default/files/2023-11/Highway-Asset-Management-Policy-2021.pdf

https://www.knowsley.gov.uk//sites/default/files/2023-11/Highway-Asset-Management-Strategy-2021.pdf

- **Resilient Network plan.**

Yes – Knowsley Council's Resilient Highway Network is defined as the portion of our highway network that is absolutely vital to maintaining economic activity and access to key services during extreme weather emergencies and other major incidents. The purpose of defining this network is to identify the most critical routes and associated highway assets, so that planned whole asset maintenance on that part of the network may be prioritised. In doing so, we can ensure that our defined Resilient Highway Network is less prone to failure and in turn improve the Borough's resilience to extreme weather events, industrial action and major incidents

Further information on Knowsley Councils Resilient Network can be found here.

https://www.knowsley.gov.uk//sites/default/files/2023-11/Highway-Asset-Management-Resilient-Network-2021.pdf

Can you confirm that your Local Authority has provided, or will provide, DfT with all of the data required under the annual Single Data List requirements in 2025, namely:

- **130-01: Principal roads where maintenance should be considered.**

Yes, this year's data for 130-01 was submitted on 28/04/25

- **130-02: Non-principal classified roads where maintenance should be considered.**

Yes, this year's data for 130-02 was submitted on 28/04/25

- **130-03: Skidding resistance data**

Yes, this year's data for 130-03 was submitted on 13/05/25

- **130-04: Carriageway work done from April 2024 to March 2025**

Yes, this year's data for 130-04 was submitted on 28/04/25

- **251-01: Winter salt stock holdings for winter 2025**.

Yes - Current stock level is 1,021 tonnes

In addition to the data required for the Single Data List what other data does your authority collect on the condition of its highway assets, including footways, cycleways, structures, and lighting columns? To what standard do you collect this data and with what frequency?

The condition of other key highway assets is collected and used to develop programmes of work:

Highway Asset	Inspection Type	Data Standard	Collection Frequency
Carriageways	Driven Video Survey -Gaist	5 condition grades. Complies with PAS2161 from 2026/27	Annually
	Highway Safety Inspections (Walked / Driven) – including cycleways	Statutory requirement / identify safety defects / section 58 defence / Well-Managed Highway Infrastructure (WMHI)	Depending on the road classification weekly, monthly, 6-monthly or annually or ad hoc following customer enquiries
Footways	Driven Video Survey -Gaist	5 condition grades. Complies with PAS2161 from 2026/27	Annually
	Highway Safety Inspections (Walked) – including cycleways	Statutory requirement / identify safety defects / section 58 defence / Well-Managed Highway Infrastructure (WMHI)	Depending on the road classification monthly, 3-monthly, 6-monthly or annually or ad hoc following customer enquiries
Public Rights of Way	Walked Inspections	Statutory requirement / identify safety defects / section 58 defence / / Well-Managed Highway Infrastructure (WMHI)	Annually or ad hoc following customer enquiries
Road Markings	Driven Video Survey -Gaist Walked safety inspections	Used to identify annual programme of works - Traffic Signs Manual - Well-Managed Highway Infrastructure (WMHI) - BS EN 1436, BS EN 1824	Road marking optimisation undertaken from the annual carriageway condition survey
Vehicular Restraint Barriers	Walked condition survey and re-tensioning	BS 7669-3:1994 - Vehicle restraint systems - Guide to the installation, inspection and repair of safety fences - DMRB CD 377 - Well-Managed Highway Infrastructure (WMHI)	2 years and post-collision checks as needed
Drainage	Flooding investigations	Section 19 of the Flood and Water Management Act 2010	As required after flood incidents

Highway Asset	Inspection Type	Data Standard	Collection Frequency
	Silt level survey	Risk Based approach to determine the annual drainage cleansing programme / Well-Managed Highway Infrastructure (WMHI) / HMEP Guidance on the Management of Highway Drainage Assets	Annually on Classified roads and biennially on Unclassified roads
Structures & Bridges	General Inspections – On foot visual	CS450 Inspection of Highway Structures (DMRB)	2 years
	Principal inspections	CS450 Inspection of Highway Structures (DMRB)	6 years
	Safety Inspections, Special Inspections, Inspections for Assessment	CS450 Inspection of Highway Structures (DMRB)	Ad hoc
Lighting Columns	Structural testing	BS EN 40 / BS 7671	Every asset that is over 15 years old is visually inspected then 10% of those assets are structurally tested annually which equates to circa 300 tests
	Electrical testing	ILP GN22	Every 6 years
	Visual inspection	BS EN 40 / BS 7671	At every maintenance visit or 3 yrs if not visited sooner
Traffic Signals	Periodic inspections (PI)	ILP Guidance Notes	Annually
	Electrical Testing	BS 7671	Controllers are tested annually, and posts are tested every 5 yrs

Carbon Monitoring Requirement within the New Maintenance Contract

In addition to the condition data collected for the assets listed in the table above, as part of our ongoing commitment to environmental sustainability and carbon reduction, the Council has introduced a new requirement within the recently awarded maintenance contract. Under this contract, the Contractor is required to either develop or utilise an existing, fit-for-purpose carbon calculator tool to support the monitoring and reporting of carbon emissions associated with the delivery of all contracted services.

The first year of the contract will serve as a benchmarking period to establish a baseline for carbon emissions across the full range of service activities. This will form the foundation for future comparisons and continuous improvement in carbon performance.

The Contractor shall monitor and report its carbon usage across all services on a monthly basis. Specifically, the Contractor is required to submit the following:

- Monthly carbon usage for each service type and cumulative year-to-date totals
- Comparative analysis against the corresponding period in the previous year to identify changes or trends
- Key reasons for any significant increases or reductions in carbon emissions
- Proposals and recommendations for reducing carbon usage in future operations

This initiative aligns with our strategic goal to reduce the carbon footprint of highway maintenance operations and to contribute to wider net zero objectives.

The information provided to the Department will need to be signed off by:

- **The leader of the council or the cabinet member with responsibility for highways; and**

- **your Section 151 officer**.

Signed:
Executive Director (Regeneration and Economic Development

Signed:
Executive Director (Resources) Section 151 Officer

Cllr Tony Brennan

Signed:
Cabinet Member for Regeneration and Economic Development

JE Lonergan

Signed:
Cabinet Member for Resources