



Midlands Highway Alliance Plus

Highways & Transport: The Future

Wednesday 23 September 2026

Workshop 6: Highway Asset Management: A Transparent Future?





MHA+ Annual Event Workshop, Highways Asset Management – A Transparent Future?

**An Asset Management Perspective &
Incentive fund & Continuous Professional Learning, what
matters in Asset Management learning?**

Paul Binks
Highways Asset Manager,
Lancashire County Council





- **An Asset Management perspective**
 - A reminder of what was asked
 - Has it added value? A personal perspective
- **Incentive fund & Continuous Professional Learning, what matters in Asset Management learning?**
 - A reminder of what was asked
 - How can the MHAPlus support this
 - Other providers

An Asset Management perspective

Letter 13th April'26: Highways maintenance incentive funding requirements for 2026/27

The 2026/27 incentive fund requirements include:

- Publication of a highway maintenance transparency report for 2026/27, reinforcing a culture of transparency and accountability, so that residents can see how funding is being spent and what outcomes are being achieved: 50%
- Spending at least the value of DfT's highways maintenance funding on highways maintenance, ensuring this is the case in all, not just most, local highway authorities: 25%
- Publication of an updated highways asset management policy and strategy, ensuring maintenance plans consider whole-life cost and long-term outcomes rather than focusing on reactive approaches: 12.5%
- Demonstration of continued professional learning by 30th Novemeber'26: 12.5%



	Percentage	Value
Incentive Total	100%	£12,843,936
Transparency Report	50%	£6,421,968
Spend all DfT Grant on highways	25%	£3,210,984
Publish HAMP	12.50%	£1,605,492
Demonstrate CPD	12.50%	£1,605,492

An Asset Management perspective: Has it added value?

- Publication of a highway maintenance transparency report for 2026/27,
- Publication of an updated highways asset management policy and strategy,
- **Wanted Attention:**
 - Interest from Senior Officers and Elected Members
 - Focus on getting the Q4 payment from DfT
 - Relationship to RAG rating
 - Preventative Maintenance(?)
 - Innovation, Asset Management Approach
- **Renewed Focus:**
 - Skills & Training
 - Adaptation



Incentive fund & Continuous Professional Learning, what matters in Asset Management learning?

- Letter 13th April'26: Highways maintenance incentive funding requirements for 2026/27
 - “Demonstration of continued professional learning, including in relation to preventative maintenance in the 38 authorities where no preventative road surface treatments were planned to be delivered in 2025/26....that your highways maintenance team has undertaken learning or professional development related to highways maintenance within the 12 months” by 30th Nov'26,

Evidence submitted must show:

- the learning activity undertaken
- the job titles of at least two highway team members who undertook this training
- how this learning is being applied or will be applied within your authority (within a written statement of ~100 words).

- For the 38 authorities that did not do preventative maintenance .. relates specifically to preventative maintenance or approaches that support preventative practice
- is intended to ensure that all highways teams without exception can access and benefit from the high quality training and development opportunities provided by industry bodies, sector experts and professional networks.
- should nominate the individuals for whom the learning would have the greatest impact.
- Learning activities may include:
 - in-house training, **professional training courses, conferences, technical training seminars, webinars**, seminars, innovation events, **participation in sector networks or working groups, supplier briefings, trials undertaken**, adoption of new or innovative services or products, peer learning or benchmarking, subscriptions to sector news sources, memberships of professional associations or other recognised development activities.



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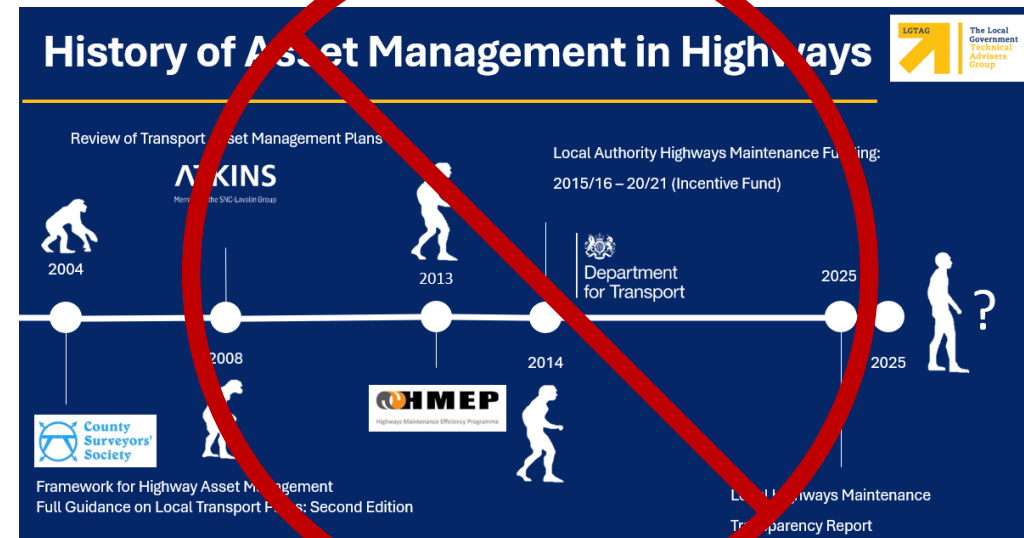
MHA+ Annual Event Workshop, Highways Asset Management – A Transparent Future?

Emily See
Highways Market Director, Amey
Immediate Past President, LGTAG



Transparency gives us structure.
Asset management gives it purpose.

This did not start with the
transparency report



Transparency is the latest chapter, not the beginning of the story.





A welcome return to a common structure

The reports connect public accountability, evidence and incentive funding.

1

PUBLIC VIEW

What we maintain, condition, defects, spend and plans.

2

TECHNICAL EVIDENCE

A deeper view across funding, activities, assets, data, resilience, skills and delivery.

3

FUNDING LINK

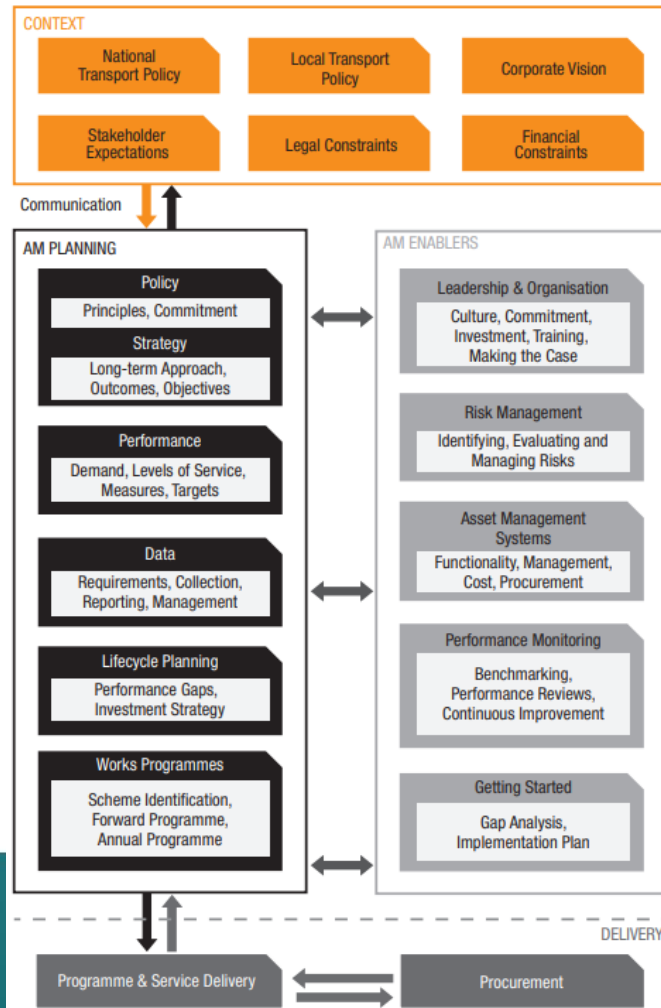
DfT uses the information to assess maintenance and determine incentive-funding eligibility.



Use the structure, but do not confuse reporting with managing.



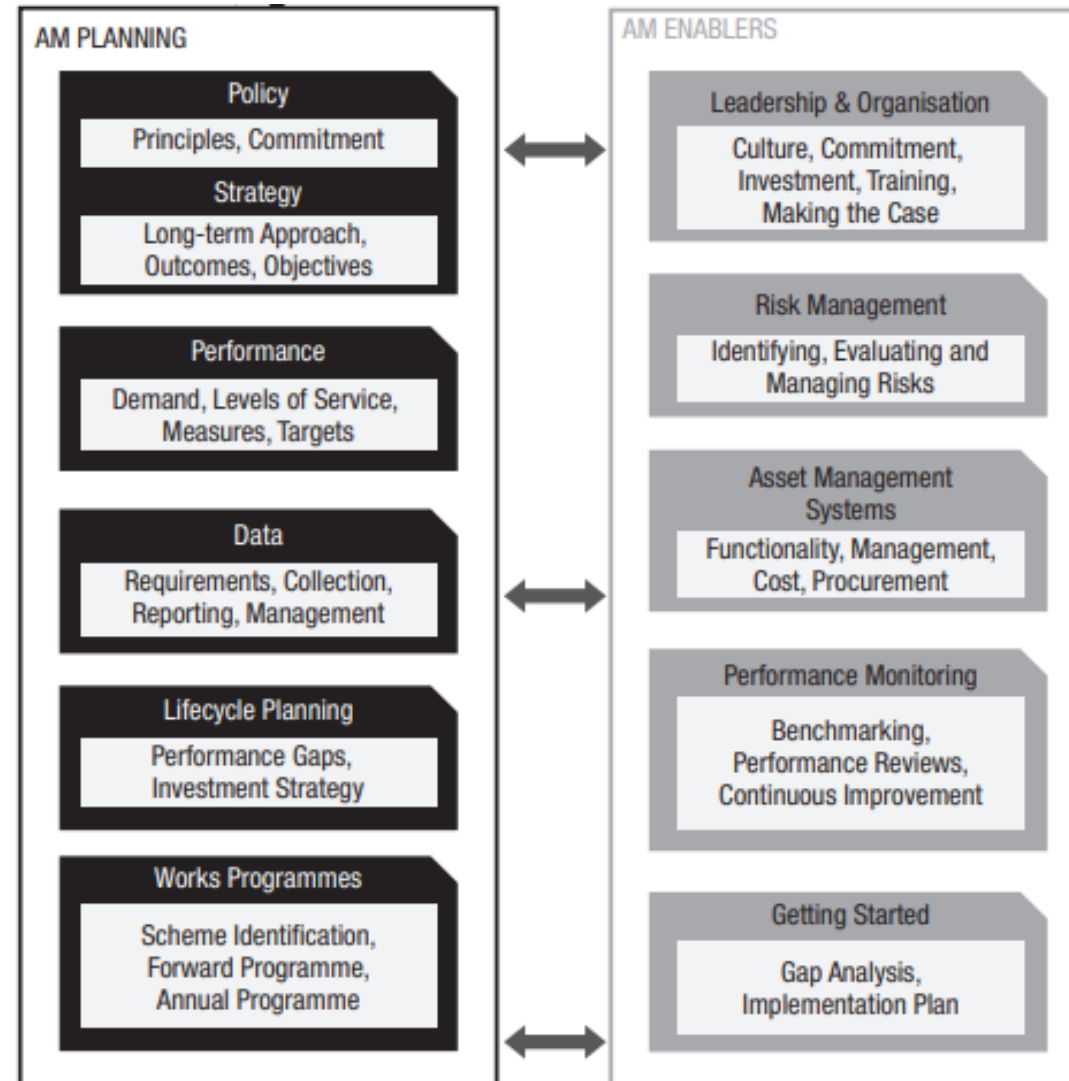
Don't let transparency reporting distract from good asset management.



- Don't view transparency reporting as a standalone exercise.
- Many questions are rooted in core asset management principles.
- They test how well you understand, manage and communicate asset performance.
- Good asset management creates the evidence behind strong reporting.



Asset Management Framework



A welcome return to a common structure

The reports connect public accountability, evidence and incentive funding.

AM PLANNING

Policy

Principles, Commitment

Strategy

Long-term Approach,
Outcomes, Objectives

Performance

Demand, Levels of Service,
Measures, Targets

Data

Requirements, Collection,
Reporting, Management

Lifecycle Planning

Performance Gaps,
Investment Strategy

Works Programmes

Scheme Identification,
Forward Programme,
Annual Programme

Policy

B5.1 Policy and Strategy

Strategy

B5.1 Policy and Strategy

Performance

A2 Road Condition

B5.5 KPIs and Performance Monitoring

B3 Pothole Performance

B12 Contract KPIs

Data

A1 Network Inventory

B5.2 Asset Data

B4 Structures

B7 Drainage

Lifecycle Planning

A5.3 How Decisions Are Made
B2 Highway Maintenance Activity

B3 Pothole Repairs

B5.4 Lifecycle Planning

Works Programme

A5.1 Maintenance Plans

A5.2 Planned Works List

B2 Highway Maintenance Activity

B6 Footway/Cycleway Programmes



AM ENABLERS

Leadership & Organisation

Culture, Commitment,
Investment, Training,
Making the Case

Risk Management

Identifying, Evaluating and
Managing Risks

**Asset Management
Systems**

Functionality, Management,
Cost, Procurement

Performance Monitoring

Benchmarking,
Performance Reviews,
Continuous Improvement

Getting Started

Gap Analysis,
Implementation Plan

Leadership & Organisation

B5.1 Policy and Strategy
B8 Skills and Training

Risk Management

B3 Pothole Repairs
B7 Drainage
B9 Adapting Roads to Withstand
Climate Pressures

Asset Management Systems

B5.3 Asset Data Integration
B7 Drainage
B10 Innovation

Performance Monitoring

A2 Condition trends
B3.4 Repair Quality
B5.5 KPI Reviews
B12 Contract Performance

Getting Started



How do we continue to move forward?





FROM OUTDATED ROUTES
TO A **SMARTER, RESILIENT** FUTURE



ADAPT TO
CHANGE



MAKE DATA
DRIVEN DECISIONS



DELIVER SUSTAINABLE
OUTCOMES



MEET CUSTOMER
EXPECTATIONS

Questions?

