

Benchmarking of pothole management

There is no single, consistently defined London-wide dataset covering all aspects of pothole management. Boroughs differ in how they define and record potholes, whether they separately identify pothole expenditure, and whether satisfaction and compensation data are recorded specifically for potholes or as part of wider highway services. Consequently, direct comparisons need to be treated with some caution.

The Council has nevertheless reviewed published information from comparable London authorities, together with wider sector benchmarking.

Repair times

Available published data indicate that Brent's average repair time compares favourably with a number of London authorities.

A 2025 analysis based on council data for 2022–2024 reported the following average pothole repair times:

London borough	Average repair time
Hammersmith & Fulham	55.3 days
Lambeth	31.6 days
Hackney	28.0 days
Hounslow	19.0 days
Haringey	18.9 days
Merton	18.8 days
Westminster	13.0 days
Brent	6.9 days
Ealing	5.8 days
Camden	5.0 days

The repair-time figures came from a Go.Compare FOI exercise, not from a Brent Council publication or a formal London-wide benchmarking dataset.

Go.Compare published the results on 30 January 2026, based on FOI requests to 171 councils asking for pothole repair times covering 1 January 2022 to 31 December 2024. Sixty nine councils provided usable data.

[Pothole potluck: UK road conditions now in the international spotlight, as potholes are cited in concerns over transporting the Bayeux Tapestry | GoCompare News](#)

These figures relate to 2022–2024 and therefore should not be interpreted as current 2026 performance. They nevertheless provide an indication of the range of reported performance across London.

Brent's approach is also based on risk rather than simply repairing every defect meeting a dimensional threshold. Brent's relatively low investigatory levels mean that defects can enter the assessment process at an earlier stage, but this does not mean that every defect identified is automatically repaired.

Repeat Repairs

There is currently no reliable, published London-wide measure of repeat pothole repair rates that can be used to make a like-for-like comparison between Brent and other boroughs.

This is partly a consequence of the way highway defects are recorded. A subsequent defect at the same location does not necessarily represent a failed repair. It may result from utility works, third-party damage, traffic loading, weather, or deterioration of the surrounding highway.

The Council therefore does not maintain a separate register of "repeat defects" by contractor. The history of individual locations can, however, be reviewed through the Council's asset management and Street Works systems, including Symology and Aurora.

The new DfT transparency requirements place greater emphasis on demonstrating how authorities are avoiding repeated visits to the same stretch of road. This should provide a stronger basis for future benchmarking of repeat repairs.

Resident satisfaction

Brent does conduct a borough-wide Resident Attitudes Survey, undertaken approximately every four to five years. The latest survey was conducted in 2026, with the results currently being analysed.

The survey provides useful information on residents' overall views and experiences of Council services. However, it is not a dedicated highways or pothole satisfaction survey and does not currently provide a regularly reported, highways-specific satisfaction measure that can be directly benchmarked against other London boroughs.

Some other London boroughs do publish specific road-maintenance satisfaction measures. For example, Tower Hamlets reported satisfaction with road maintenance of 67% in 2024, while Waltham Forest reported 54% in spring 2025. These figures measure satisfaction with road maintenance generally rather than pothole repairs specifically and use different survey methodologies, so they should be regarded as indicative rather than directly comparable with Brent.

Brent also receives ongoing customer feedback through FixMyStreet, complaints and other highway service requests. This provides useful operational feedback on individual defects and repairs, but it is transactional and self-selecting rather than a representative survey of all Brent residents. It should therefore not be presented as a resident satisfaction measure.

Compensation claims

There is very little published, directly comparable benchmarking of highway liability claims between London boroughs. Most authorities publish information about how residents can make a claim rather than the number, value or success rate of claims. Industry benchmarking schemes such as APSE Performance Networks provide potentially useful comparative indicators, including highway claims repudiation rates, but detailed data are principally available to participating authorities.

Brent's own records provide a more detailed picture of the Council's financial exposure to highway/public liability claims. Between 2013 and 2026, the recorded value of claims was approximately £7.97 million, comprising £5.47 million already paid and £2.50 million in outstanding estimated liabilities.

The data show three broad periods:

- **2013–2015:** relatively low claim values, below £40,000 per year;
- **2016–2022:** substantially higher claim values, averaging approximately £835,000 per year; and
- **2023 onwards:** a lower level of recorded claim value, although a significant proportion of recent claims remains outstanding.

For example, total claim values were approximately £791,000 in 2022, £403,000 in 2023, £652,000 in 2024, £663,000 in 2025 and £334,000 in 2026. The latter figures include substantial outstanding estimates and therefore should not be interpreted as final annual compensation costs.

It is important to stress that these are highway/public liability claims as a whole and are not a measure of pothole claims alone. They should therefore not be used to infer a pothole-specific claim rate.

The recent reduction in claim values is encouraging, but it is too early to conclude that the Council's underlying liability has permanently reduced because recent claims remain open and their estimated values can change as investigations and settlements progress.

The Council's records therefore provide useful evidence of the financial consequences associated with highway claims, but there is currently insufficient consistently recorded information to provide a reliable London-borough comparison of pothole claim volumes, compensation costs or claim success rates.

See also “**Appendix 1 – Insurance Claims**” below from the Previous Committee Meeting’s agenda pack for more analysis of insurance claims

Service delivery models

See “**Appendix 2 – Highways Maintenance Contract Benchmarking**” below from the Previous Committee Meeting’s agenda pack

Expenditure on pothole management

The DfT's Highways Maintenance Transparency Reports are becoming a useful source of comparative information on pothole activity and highway maintenance expenditure. The 2026 reporting requirements specifically require authorities to provide information on how they maintain and invest in their highway networks, including pothole and planned maintenance activity. The DfT has also stated that the strengthened transparency regime is intended to help demonstrate a shift from reactive repairs towards more preventative, long-term maintenance.

However, authorities do not yet report pothole expenditure on a consistently comparable basis. Some authorities identify it separately, while others include pothole repairs within broader reactive or carriageway maintenance expenditure.

A useful London comparator is Redbridge, which publishes a specific annual pothole expenditure figure. In 2025/26 it reported £611,931 spent on pothole repairs and 11,789 potholes repaired, compared with £791,742 and 13,631 repairs respectively in 2024/25. Redbridge also identifies its use of injection patching and a post-winter "Find and Fix" programme.

Brent's position is more difficult to express as a single pothole expenditure figure because its pothole management includes both reactive repairs and planned/preventative interventions. In 2025/26, Brent recorded:

- 6,808 planned repairs, including 5,558 injection-patching repairs;
- 1,197 Find and Fix repairs undertaken during winter deterioration;
- 53 other planned patching repairs;
- 74 reactive temporary repairs; and
- 1,501 reactive permanent repairs.

Consequently, comparing Brent with an authority such as Redbridge solely on a single "pothole expenditure" figure would not capture the full extent of Brent's investment in preventing and addressing carriageway deterioration. In particular, Brent's substantial use of injection patching and Find and Fix means that expenditure which contributes directly to pothole prevention and early intervention may sit within planned maintenance rather than a discrete pothole budget.

The 2026 DfT transparency regime provides an opportunity to improve this benchmarking in future, as the reports provide a more consistent framework for authorities to disclose their expenditure and maintenance activity. The DfT's requirements also explicitly recognise patching undertaken in advance of preventative surface treatments as eligible highway maintenance expenditure.

Overall, therefore, Brent can demonstrate substantial pothole and carriageway-defect treatment activity, but it would be misleading to present a single Brent "pothole budget" or directly compare it with another borough's figure unless the authorities are using the same definition. Redbridge's published £612,000 in 2025/26 provides a useful indicative London comparator, but not a like-for-like benchmark.

Reactive Versus Preventative Maintenance

There is stronger comparative information on the balance between reactive and preventative maintenance.

- Hounslow, for example, reported approximately 65% preventative and 35% reactive maintenance in 2024/25, with a projected 84% preventative and 16% reactive split for 2025/26.
- Waltham Forest reports a broadly similar strategic approach, with approximately 60% of its highways budget spent on preventative maintenance and 40% on reactive maintenance.

These figures illustrate the general sector objective of maximising preventative and planned maintenance, where funding allows, rather than relying on repeated reactive patching.

For Brent, it is important to recognise that the Council has made significant use of planned injection patching and "Find and Fix" activity, which sits between conventional reactive pothole repair and longer-term planned resurfacing. Consequently, simply comparing the percentage

of expenditure labelled "reactive" between authorities may not provide a meaningful comparison of the underlying maintenance strategy.

Appendix 1 - Insurance Claims

Row Labels	Sum Payments	of	Sum Outstanding Estimate	of	Sum Total Claim	of
2013	£4,919		£0		£4,919	
2014	£30,192		£0		£30,192	
2015	£35,051		£0		£35,051	
2016	£908,950		£156,160		£1,065,111	
2017	£533,984		£2,298		£536,283	
2018	£1,019,403		£140,381		£1,159,784	
2019	£849,336		£57,957		£907,293	
2020	£577,097		£19,652		£596,749	
2021	£494,882		£295,976		£790,858	
2022	£529,264		£262,009		£791,273	
2023	£220,996		£181,677		£402,674	
2024	£179,666		£471,957		£651,622	
2025	£81,168		£581,468		£662,635	
2026	£6,096		£328,283		£334,379	
	£5,471,005		£2,497,818		£7,968,823	

This dataset shows the value of public liability / highways claims by year, split between payments already made and outstanding estimated liabilities. The trends would support a discussion around the financial impact of highway claims and the effectiveness of highway maintenance.

Analysis of Trends

Overall Trend

- Total claims amount to £7.97 million between 2013 and 2026.
- Of this:
 - £5.47 million (69%) has already been paid.
 - £2.50 million (31%) remains as outstanding estimated liabilities.

Historic Increase

- Claims were negligible prior to 2016, with annual liabilities below £40,000.
- A very significant increase occurred in 2016, when total claims exceeded £1.06 million.
- Claims remained consistently high between 2016 and 2022, averaging approximately £835,000 per year.

This period likely reflects:

- higher numbers of historic highway claims reaching settlement;
- severe winters and deteriorating network condition;
- increasing compensation values; and/or
- changes in insurance handling practices.

Recent Improvement- From 2023 onwards, the value of new claims has reduced substantially:

Year	Total Claim
2022	£791k
2023	£403k
2024	£652k
2025	£663k*
2026	£334k*

(*includes substantial outstanding estimates.)

This suggests the value of settled claims has fallen significantly; however many recent claims remain open and are awaiting resolution.

Outstanding Liabilities: Outstanding estimates increase markedly in recent years:

Year Outstanding

2022 £262k

2023 £182k

2024 £472k

2025 £581k

2026 £328k

This is expected because:

- newer claims are less likely to have been settled;
- estimates are revised as investigations progress.

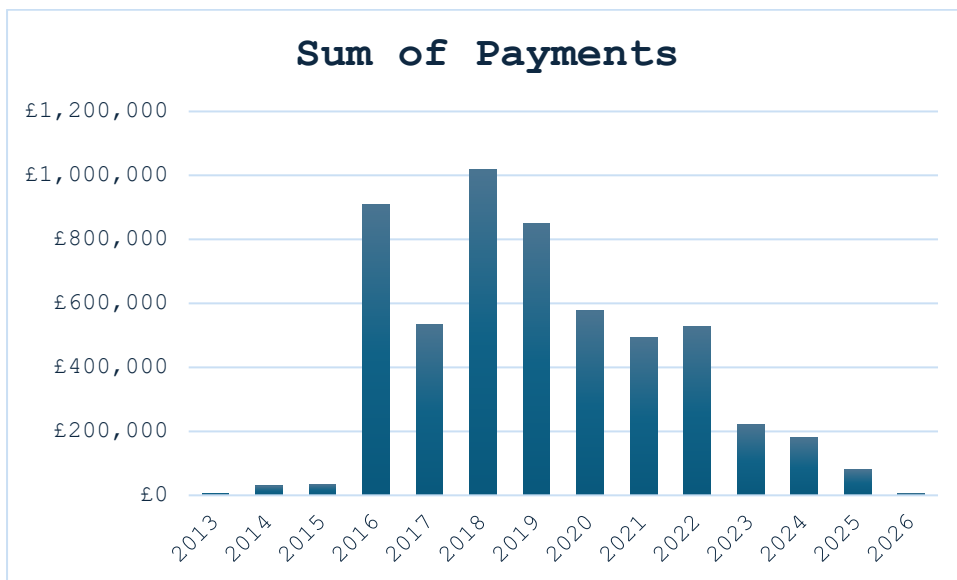
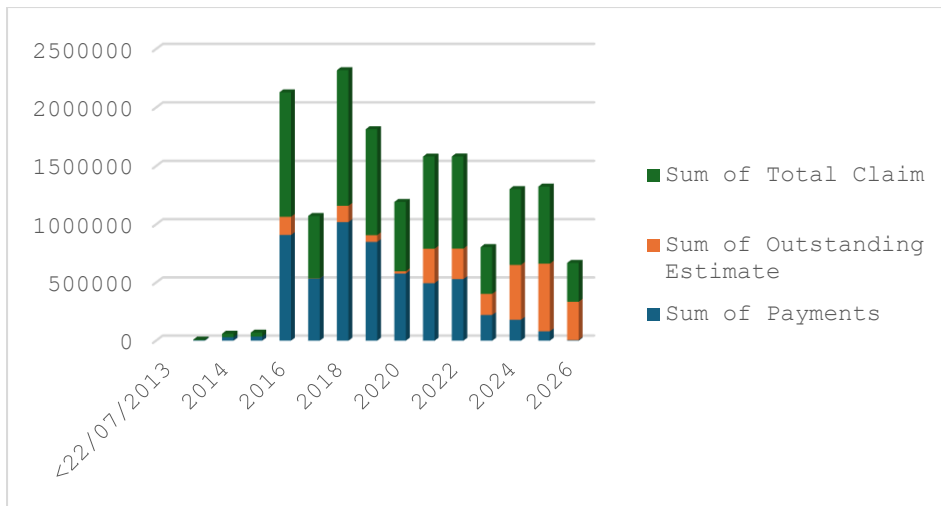
Consequently, the apparent reduction in payments for recent years should not yet be interpreted as a permanent reduction in total liabilities.

Long-Term Position

The data suggests three distinct periods:

- **2013–2015:** Very low claims.
- **2016–2022:** Sustained period of high claims averaging around **£0.8–1.2 million** annually.
- **2023 onwards:** Lower levels of claim costs, although a significant proportion remains outstanding.

If the recent reduction continues once outstanding claims are settled, it may indicate that increased investment in highway maintenance, improved inspection regimes and more proactive repairs are beginning to reduce the Council's financial exposure.



Benchmarking

Very little published benchmarking exists specifically for highway liability claims between London Boroughs. Most boroughs publish how to make a claim rather than the value or number of claims they receive. The most useful benchmarking sources are actually industry datasets rather than individual borough reports. The main sources are:

1. APSE Performance Networks

- APSE operates a national highways benchmarking service covering over 170 authorities.
- It includes indicators such as:
 - highway claims repudiation rates;
 - inspection compliance;
 - carriageway and footway condition;
 - reactive maintenance performance;
 - customer satisfaction; and
 - cost and productivity measures.
- Most of the detailed data is only available to participating councils.

2. ALARM/CIPFA Insurance Benchmarking

- Historically there was a CIPFA Insurance Benchmarking Club which included many London Boroughs.
- However, participation reduced and the exercise largely ceased because too few authorities submitted comparable data. A recent Royal Borough of Kensington & Chelsea report notes efforts to re-establish this benchmarking through ALARM.

3. Individual Transparency Publications

- A handful of councils publish annual highway claims datasets (for example Surrey County Council and Doncaster), but London boroughs generally do not publish comparable statistics.

Key Messages

- Approximately £8 million of highway-related claims have arisen since 2013.
- Around 69% has already been paid, with 31% still outstanding.
- Claim values peaked between 2016 and 2018, exceeding £1 million in some years.
- Payments have reduced significantly since 2023, although many recent claims remain unresolved.
- It is too early to conclude that liabilities have permanently reduced until outstanding claims are settled.
- Continued investment in planned highway maintenance should help reduce future claim frequencies and associated compensation costs over the longer term.

Appendix 2 – Benchmarking of London Borough Highways Term Maintenance Contracts and Reactive Maintenance Arrangements

1. Purpose

This appendix compares Brent's highway maintenance contractual arrangements with those of a representative sample of London boroughs. The objective is to assess whether Brent's approach is consistent with current London practice and to identify examples of good practice that may inform future contract management and procurement.

The benchmarking focuses on:

- Contract procurement model
- Contract duration
- Scope of services
- Reactive maintenance arrangements
- Performance management
- Innovation and continuous improvement

The review has been undertaken using publicly available procurement notices, DfT Local Highways Maintenance Transparency Reports and published council reports. The comparator group comprises authorities operating networks of broadly similar complexity to Brent.

2. Key Findings

The review identifies several consistent themes across London.

2.1 Contract Model

Nearly all comparator authorities now procure integrated highway maintenance term contracts rather than separate contracts for different maintenance activities. NEC4 has become the dominant contractual model, reflecting its emphasis on collaboration, performance management and continuous improvement. Recent procurements by Hillingdon and Westminster illustrate this trend.

2.2 Contract Duration

Longer contract durations are becoming increasingly common.

Most authorities now procure contracts for **7–10 years**, frequently with extension options taking the total duration to 10–12 years. Longer contract periods are intended to encourage investment in technology, workforce development and innovation while providing greater certainty for long-term asset management. Hillingdon's recently awarded contract, for example, has an initial seven-year term with an option to extend for a further five years.

2.3 Scope of Service

London borough contracts increasingly provide a single integrated service comprising:

- Reactive highway maintenance

- Planned carriageway resurfacing
- Footway reconstruction
- Drainage maintenance
- Highway inspections
- Winter maintenance
- Street furniture repairs
- Emergency call-out
- Traffic management
- Minor capital works

This integrated approach reduces contractual interfaces and allows contractors to deploy resources more efficiently. Hillingdon's procurement explicitly combines routine and reactive maintenance, drainage, crossings and capital works within one contract.

2.4 Reactive Maintenance

Across London there has been a noticeable shift from target-driven defect repair towards risk-based maintenance, consistent with the *Well-managed Highway Infrastructure Code of Practice*.

Authorities increasingly prioritise defects according to assessed risk rather than fixed dimensional criteria alone, allowing available resources to be targeted at locations presenting the greatest risk to highway users. This approach is reflected in the DfT transparency reporting guidance.

3. Benchmarking of Contract Arrangements

Borough	Contract Model	Typical Contract Length	Integrated Service	Observations
Brent	NEC4 Term Service Contract	7 years + extension	✓	Asset management-led contract with integrated maintenance
Hillingdon	NEC4 Term Service Contract	7 + 5 years	✓	Comprehensive routine, reactive and capital works contract
Havering	Term Service Contract	6 + 4 years	✓	Includes environmental management obligations and carbon commitments
Newham	Multi-contractor Framework	Multi-year	✓	Framework for reactive maintenance, planned works and street lighting
Westminster	NEC4 integrated highways contract	Long-term	✓	Integrated highways and public realm maintenance

				(recent procurement)
--	--	--	--	----------------------

Commentary

Brent's contractual model aligns closely with current London practice. Like most comparator authorities, Brent has adopted:

- a long-term contractual relationship;
- an integrated service covering both planned and reactive maintenance;
- performance management through KPIs; and
- a risk-based maintenance philosophy.

The benchmarking indicates that Brent's arrangements are consistent with those adopted by authorities procuring new highway maintenance contracts during the past two years.

4.0 Reactive Maintenance Benchmark

Although boroughs publish different operational targets, the service model is remarkably consistent.

Activity	Brent	London Practice
Emergency response	Immediate attendance	Universal
Safety defects	Risk based	Universal
Planned maintenance	Asset management led	Universal
Highway inspections	Risk based frequencies	Universal
Customer reporting	Digital reporting	Increasingly common
Mobile inspections	Yes	Becoming standard

A significant trend is the movement away from measuring success solely through response times. Increasingly, contracts are expected to demonstrate:

- reduction in repeat defects;
- improved asset condition;
- reduced whole-life cost;
- lower carbon emissions;
- improved customer satisfaction.

This reflects the DfT's emphasis on preventative maintenance and transparent reporting of network condition and investment decisions.

4.1 Initial Assessment of Brent

Based on the evidence reviewed to date, Brent compares well with the selected London boroughs.

Benchmark Area	Assessment
Contract structure	☐ Strong
Contract duration	☐ Consistent with London practice
Scope of services	☐ Comprehensive

Benchmark Area	Assessment
Reactive maintenance model	☐ Consistent with best practice
Asset management integration	☐ Strong
Digital working	☐ Above average
Sustainability	☐ Developing
Public performance reporting	☐ Opportunity for enhancement

4.2 Emerging conclusion

The benchmarking suggests that Brent's contractual arrangements are well aligned with contemporary London practice. The Council's use of an integrated NEC4 term contract, supported by risk-based inspections and asset management principles, is consistent with the direction of travel promoted by the Department for Transport. Opportunities for further development are likely to lie less in the core contractual model and more in expanding outcome-based performance measures, public reporting of performance and demonstrating the wider social, environmental and customer benefits delivered through the contract.

5. Contract Performance Benchmarking

5.1 Introduction

A review of published highway maintenance contracts, annual performance reports and DfT Transparency Reports indicates that London boroughs are increasingly adopting “balanced performance frameworks”. These combine traditional operational measures (such as response times and defect completion) with broader indicators covering asset condition, customer satisfaction, sustainability and social value.

Historically, highway maintenance contracts relied heavily on response-time KPIs. More recent contracts place greater emphasis on outcomes, including network resilience, carbon reduction, customer experience and whole-life asset management, reflecting the recommendations of the “Well-managed Highway Infrastructure*” Code of Practice and the Department for Transport's transparency reporting framework.

Brent's existing performance framework is consistent with this direction of travel, combining operational performance indicators with asset management measures and environmental objectives.

5.2 Typical Performance Measures Used Across London

The table below compares the principal performance measures commonly found within London highway maintenance contracts.

Performance Measure	Brent	Typical London Practice	Comment
Emergency response within	✓	✓	Core contractual KPI
Urgent defects completed within target	✓	✓	Common
Routine repairs completed within target	✓	✓	Common
Repeat defect monitoring	●	Increasing	More common in recent procurements
First-time repair	●	Increasing	Focus on reducing repeat visits
Customer complaints	✓	✓	Widely monitored
Emergency call-out attendance			Standard contractual measure
Programme delivery	✓	✓	Planned works delivery
Carbon reduction	✓	Most	Increasing importance
Recycled materials	✓	Most	Sustainability objective
Waste diversion from landfill	✓	Common	Circular economy focus
Social value delivery	✓	Nearly all	Employment and apprenticeships
Health & Safety compliance	✓	Universal	Core contract requirement
Supply chain performance	●	Emerging	Larger contracts
Category 1 safety defects completed within target		✓	Universal
Innovation initiatives	✓	Increasing	Digital delivery and AI

Key

✓ = routinely monitored

● = monitored by some authorities or under development

5.3 Brent's Performance Framework

Brent currently monitors a comprehensive suite of performance indicators through its Highways Term Maintenance Contract. These include:

Operational Performance

- Category 1 defects repaired within target
- Category 2 defects repaired within target
- Emergency call-outs attended within target

- Minor works completed within agreed timescales
- Quotations returned within target

These indicators provide assurance that statutory highway safety obligations are being discharged effectively.

Asset Management

Increasingly, performance is measured not simply by the number of repairs undertaken but by the overall condition and resilience of the highway asset. Brent has strengthened this approach through:

- annual carriageway condition surveys;
- independent footway condition surveys;
- prioritisation based on network condition and risk;
- annual maintenance programme reviews.

This reflects the principles of preventative asset management promoted by the Department for Transport.

Sustainability

Like many London authorities, Brent has incorporated sustainability measures into contract management, including:

- recycled construction materials;
- waste recovery;
- reduction in landfill disposal;
- carbon reporting;
- efficient use of highway materials.

Environmental performance is becoming an increasingly significant element of highway maintenance procurement.

5.4 Emerging Best Practice Across London

The benchmarking identified several themes that are becoming increasingly common.

Moving Beyond Response Times

Authorities are recognising that repairing defects quickly does not necessarily represent the best use of public resources. Increasing emphasis is therefore being placed on:

- preventing defects occurring;
- reducing repeat repairs;
- extending asset life;
- targeting investment through asset management.

Customer Outcomes

Performance frameworks increasingly include measures such as:

- communication during works;
- complaint resolution;
- quality of reinstatement;
- visual appearance of completed repairs.

This reflects the wider expectation that highway maintenance should improve customer experience rather than simply achieve contractual response times.

Innovation

Many recent contracts now include formal requirements for continuous improvement, including:

- artificial intelligence for condition surveys;
- digital inspections;
- mobile working;
- predictive maintenance;
- data-driven programming;
- carbon reduction initiatives.

Brent's adoption of AI-assisted carriageway condition surveys places it among the more digitally advanced London authorities.

5.5 Benchmark Assessment

The table below provides an overall comparison of Brent's current performance management arrangements.

Theme	Brent Position	London Comparison
Operational KPIs	□ Strong	Above average
Emergency response	□ Strong	Comparable
Asset management	□ Strong	Above average
Digital working	□ Strong	Above average
Sustainability	□ Good	Comparable
Customer focus	□ Developing	Comparable
Outcome-based KPIs	□ Developing	Increasingly common
Continuous improvement	□ Strong	Above average

5.6 Conclusions

The review indicates that Brent's performance management framework is broadly aligned with contemporary practice across London. The Council has adopted a balanced suite of operational, asset management and sustainability indicators that reflect the increasing emphasis on preventative maintenance and long-term stewardship of the highway network.

Future opportunities are likely to lie in the further development of outcome-based measures—particularly those relating to customer experience, repeat defect reduction and asset resilience—rather than in expanding traditional response-time targets. This would support continued alignment with emerging sector best practice and the Department for Transport's transparency reporting framework while providing Scrutiny

Members with a clearer understanding of the wider benefits delivered through the Highways Term Maintenance Contract.

6. Innovation, Digital Delivery and Asset Management Maturity

6.1 Introduction

Highway maintenance contracts have evolved significantly over the past decade. Traditionally, contracts focused on delivering reactive repairs against prescribed response times. More recent procurements place greater emphasis on technology, data-driven decision making and continuous improvement to maximise the value obtained from limited maintenance funding.

The DfT's *Well-managed Highway Infrastructure* Code of Practice encourages authorities to adopt a risk-based, asset management approach supported by robust asset information, lifecycle planning and performance monitoring. Consequently, many London boroughs now require contractors to demonstrate innovation throughout the life of the contract rather than simply delivering prescribed maintenance activities.

Brent has adopted a number of these approaches and is well placed to respond to future developments in digital highway management.

6.2 Benchmarking Digital Maturity

The table below provides a qualitative assessment of the maturity of highway maintenance practices across the comparator authorities.

Theme	Emerging Practice	Typical London Position	Brent Position
Risk-based inspections	Established	Standard	Advanced
Asset management planning	Established	Standard	Advanced
Mobile inspection technology	Established	Common	Advanced
Digital works ordering	Established	Common	Advanced
AI carriageway condition surveys	Emerging	Limited adoption	Leading
Independent condition surveys	Common	Increasing	Established
Lifecycle investment modelling	Common	Developing	Advanced
Carbon performance monitoring	Emerging	Developing	Established
Circular economy reporting	Emerging	Developing	Established
Customer self-service reporting	Established	Standard	Established
Data-led programme optimisation	Emerging	Developing	Advanced
Predictive maintenance	Emerging	Limited adoption	Developing

The comparison suggests that while most London authorities have implemented digital inspection systems and mobile working, fewer have fully integrated these technologies into long-term asset management. Brent's use of AI-supported carriageway condition

surveys, independent footway condition surveys and lifecycle planning places it towards the more advanced end of the maturity spectrum.

6.3 Asset Management Maturity Assessment

The table below assesses Brent against recognised characteristics of a mature asset management organisation.

Characteristic	Typical London Practice	Brent Assessment
Risk-based maintenance policy	✓	✓
Published Highway Asset Management Strategy	✓	✓
Annual condition surveys	✓	✓
Independent network condition assessment	Mixed	✓
Prioritisation based on asset condition	Increasing	✓
Performance dashboard	Common	✓
Carbon and environmental reporting	Increasing	✓
Continuous improvement programme	Mixed	✓
AI-assisted condition assessment	Limited	✓

Overall, Brent demonstrates a mature asset management approach, combining condition data, risk assessment and lifecycle planning to inform investment decisions.

6.5 Opportunities for Further Development

Although Brent compares favourably with many authorities, the benchmarking identified several opportunities that are becoming more common across the sector.

Predictive Maintenance

A growing number of authorities are exploring predictive analytics to identify locations at greatest risk of deterioration before safety defects develop.

Potential future applications include:

- deterioration modelling;
- climate resilience analysis;
- proactive drainage maintenance;
- optimised treatment selection.

Customer Experience Measures

Many authorities are expanding performance frameworks beyond engineering outputs to include customer-focused measures such as:

- resident satisfaction;

- communication quality;
- complaint resolution times;
- perception of completed works.

Introducing these measures would provide a broader understanding of contract performance.

Carbon Performance

While Brent already monitors environmental performance, future contracts may include more detailed reporting on:

- embodied carbon in maintenance activities;
- carbon savings achieved through preventative maintenance;
- use of recycled materials;
- fuel consumption and fleet emissions.

6.6 Innovation Scorecard

Area	Brent Position Benchmark
Digital inspections	□ Leading
Mobile working	□ Leading
Asset management	□ Leading
AI technology	□ Leading
Data analytics	□ Strong
Lifecycle planning	□ Strong
Customer analytics	□ Developing
Predictive maintenance	□ Developing
Carbon reporting	□ Strong
Continuous improvement	□ Strong

6.7 Summary

The benchmarking indicates that Brent has adopted many of the characteristics associated with a mature, data-led highway maintenance service. The Council has moved beyond a traditional reactive maintenance model by integrating digital technologies, asset management principles and lifecycle planning into its maintenance strategy.

Whilst opportunities remain to further develop customer-focused performance measures and predictive maintenance techniques, Brent is well positioned to respond to future developments in highway asset management and compares favourably with other London boroughs in several key areas.