

Oldham Council Highways maintenance transparency report

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Transparency report – Core report

How we maintain local roads, pavements, and the wider highway network in Oldham

A1 – What we are responsible for maintaining

Oldham Council maintains a diverse highway network serving urban centres, wards, rural communities and strategic transport corridors across the borough. Approximately half of the network is located within the Pennine Fringe and rural areas, reflecting Oldham's unique geography and the varied transport needs of its residents, businesses and visitors. The network supports access to employment, education, healthcare, public transport and economic activity across the borough. The Council manages a wide range of highway assets, including:

- **Carriageways** – total length 846km
- **Footways** – total length 1099km
- **Bridges** – total Number 164
- **Retaining Walls** – total length 31km
- **Road Gullies** – total Number 47,784

Maintaining this network presents several challenges. Much of the infrastructure is ageing and requires ongoing investment at a time when funding must be carefully prioritised across competing demands. Increasing traffic levels and customer expectations place further pressure on available resources.

Weather-related deterioration also has a significant impact on the network. More frequent periods of heavy rainfall, flooding and freeze-thaw conditions accelerate carriageway deterioration, contribute to pothole formation and place additional pressure on drainage assets. The council therefore adopts a risk-based asset management approach, targeting investment where it can deliver the greatest benefit.

During 2025/26, Oldham invested £3.067 million in capital maintenance and £2.091million in revenue maintenance. Approximately 59% of expenditure was directed towards preventative maintenance and 41% towards reactive maintenance, supporting a balanced approach to network safety, resilience and long-term asset preservation.

A2 – Road conditions in Oldham

A2.1. A roads

Year	Percentage of road in red category	Percentage of road in amber category	Percentage of road in green category
2023	3%	26%	71%
2024	1%	28%	71%
2025	4%	43%	53%

A2.2. B and C roads

Year	Percentage of road in red category	Percentage of road in amber category	Percentage of road in green category
2023	2%	17%	81%
2024	6%	22%	72%
2025	6%	27%	67%

A2.3. U roads

Year	Percentage of road in red category
2023	11%
2024	9%
2025	14%

Councils use road condition surveys to assess the state of their roads. The results are grouped into three categories:

- **Green** – the road is in good condition and no further investigation or treatment is required
- **Amber** – the road may need maintenance soon
- **Red** – the road is in poor condition and should be considered for maintenance

The published [official statistics for road condition](#) include more detail about the methodology, timing and coverage of this data

A3 – What we are doing about potholes and other road defects

A3.1. – What is a pothole?

Oldham Council defines a pothole as a defect in the highway where the surface has broken away or deteriorated to leave a hole in the surface with a depth of at least 40mm in a carriageway, or 25mm in locations where pedestrians are expected to walk such as footways and at designated pedestrian crossing points in carriageways.

Any potholes identified on planned inspections or reports that meet the investigatory levels are risk-assessed and a response allocated appropriate to the risk of danger to the public. Response times range from a repair within 2 or 24 hours for the most urgent defects, to a repair within 28 days. On some occasions the risk to the public might be negligible and these defects will be reviewed at the next inspection.

A3.2. – What we are doing to tackle potholes

Oldham Council manages potholes and carriageway defects through a risk based approach in accordance with its Highway Safety Inspection Policy and the principles contained within the *Code of Practice: Well Managed Highway Infrastructure*. The council undertakes routine safety inspections across the highway network, supported by reports from residents, councillors and other stakeholders. Defects are assessed using defined investigatory levels and risk criteria, taking account of factors such as road hierarchy, location, traffic levels and user safety.

The council prioritises permanent repairs wherever it is safe and practical to do so, reducing the need for repeat visits and improving long term asset performance. However, where immediate safety risks exist, temporary repairs may be undertaken to make the defect safe pending a permanent repair or wider maintenance scheme.

Preventative maintenance forms a key part of Oldham's strategy for tackling potholes. Planned resurfacing, surface dressing, preservation treatments and structural maintenance programmes address deterioration before potholes develop, extending asset life and reducing future maintenance costs. This planned investment helps remove large numbers of potential potholes before they require reactive intervention.

Recognising the relationship between water ingress and carriageway deterioration, the council also maintains highway drainage assets, including gullies, swales, verges and drainage systems, to minimise standing and running water on the carriageway and reduce the risk of pothole formation.

During 2025/26, Oldham Council estimates that it repaired approximately 857 potholes across the highway network through a combination of reactive repairs, patching programmes and planned maintenance interventions.

A3.3. How members of public can report potholes and other highway defects

Residents can report defects by phone, e-mail or online using Oldham Council's webforms.

The website has been designed to be user-friendly, it has an easy-to-remember URL: www.oldham.gov.uk/roads so residents can easily find the site and the most popular activities are prominent on the webpage so that users can quickly do what they came to do. It includes a dedicated button for reporting potholes and a separate button for other highway defects which includes link to the various webforms.

The webforms ask for the street name, location, description, allows users to pinpoint the location on a map and upload photographs.

A3.4. What happens after a pothole is reported

When a pothole or highway defect is reported, the details are recorded and checked to confirm the location is part of the adopted highway network. The defect is then inspected and risk-assessed in line with the council's Highway Safety Inspection Policy, taking account its size, location and risk to road users.

Where the defect meets the council's investigatory levels, repairs are programmed according to its priority and response time. Defects presenting an immediate safety risk are prioritised for urgent action. Residents can monitor progress via the online tracker using the reference number provided when the report was submitted.

A4 – What we spend to maintain the highway network and where the funding is coming from

A4.1. – Spending on highways maintenance

	2024-25	2025-26	2026-27 (projected)
Total spend on highways maintenance	<u>£4,552,000</u>	£7,521,000	<u>£7,392,000</u>
Of which spent on:			
Carriageways	<u>£2,370,000</u>	<u>£2,209,000</u>	<u>£4,890,000</u>
Footways	<u>£200,000</u>	<u>£400,000</u>	<u>£400,000</u>
Structures (for example bridges or tunnels)	<u>£1,165,000</u>	<u>£3,905,000</u>	<u>£1,245,000</u>
Drainage	<u>£110,000</u>	<u>£100,000</u>	<u>£150,000</u>
Street lighting	<u>£0</u>	<u>£0</u>	<u>£0</u>
Other assets	<u>£707,000</u>	<u>£907,000</u>	<u>£707,000</u>

A4.2 – Where our funding for highways maintenance comes from

Funding sources for highways maintenance	2024-25	2025-26	2026-27 (projected)
Funding received through the Department for Transport / UK Government	<u>£4,552,000</u>	<u>£7,521,000</u>	<u>£5,392,000</u>
[if applicable]: Additional highways maintenance funding provided by the Council or third parties	<u>£0</u>	<u>£0</u>	<u>£2,000,000</u>
<u>Total</u>	<u>£4,552,000</u>	<u>£7,521,000</u>	<u>£7,392,000</u>

A5 – Our maintenance plans for this year

A5.1 – Our plans for highways maintenance for 2026-27

Alongside the DfT Grand Funding, Oldham has been able to invest an additional £2m of council funding of which £1.8m will go towards the delivery of highway maintenance schemes within the borough. This additional funding will help deliver the below

- Increased delivery on A Road network, leading to significant condition improvement on Oldham's Gateway Corridor
- Enhanced Machine Laid Patching Programme of over £1m, ensuring a proactive approach in maintaining the road network
- Approx. 5.5km (44,000m²) of road receiving preventative maintenance works in the form of surface dressing or micro-asphalt
- Approx. 6.3km (40,000m²) of road being resurfaced
- Approx. 18,000m² of road being machine laid patching, extending the life of those roads and delaying future preventative maintenance works.

A5.2 - Full list of planned carriageway and footway works

https://www.oldham.gov.uk/downloads/download/2529/combined_capital_surfacing_programme_202627

A5.3 – How decisions are made on our maintenance plans

Oldham's Highway Maintenance programmes are created using all available data sets the Council holds and collects. Condition Data is reviewed alongside information received from SCRIM surveys, reported defects, utility programmes, life cycle projection modelling data and accident data.

Oldham has recently renewed its external frameworks for the delivery of highway maintenance programmes, and in doing so has ensured there is an efficient delivery mechanism in place. The framework for resurfacing allows for up to 3 contractors to deliver any given scheme, ensuring value for money and incentivises contractors to find efficiencies in each individual scheme without compromising quality.

Oldham also has a dedicated preventative maintenance framework that allows for early contractor engagement to ensure the best possible preventative maintenance solutions are

sought and available, and that schemes can be delivered as required during the short seasonal delivery windows each year.

Transparency report – Technical Annex template

This section of the transparency report is to provide a more detailed view of your service. It will also need to be published on your website and provided to DfT alongside the core report but does not need to have the same level of prominence on your website as the core report.

B1 - Highways maintenance funding and spending figures

B1.1 – Capital funding allocation sources

Financial year	2024-25	2025-26	2026-27 (projected)
Highways maintenance capital funding allocated through DfT	£4,552,000	£7,521,000	£5,392,000
Other DfT capital funding utilised by local authority for highways maintenance	£0	£0	£0
Other Government capital funding allocated by local authority to Highways Maintenance	£0	£0	£2,000,000
Other capital funding allocated to highways maintenance	£0	£0	£0
Total Capital funding allocated to highways maintenance	£4,552,000	£7,521,000	£7,392,000

B1.2 - Spending

B1.2.1 – Total spending

The questions in this section (B1.2.1) relate to the spending condition set out in the 2026–27 [local highways maintenance incentive funding requirements](#). Completion of this section forms part of the evidence required to meet this incentive funding condition.

Please confirm that you understand the answers provided in this section (B1.2.1) relate to your compliance under the 2026-27 local highways maintenance incentive funding requirements, as set out to your authority via letter to your chief executive in April and as published online .	Yes
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Financial year	2024-25	2025-26	2026-27 (projected)
Total highways maintenance capital spend	£4,552,000	£7,521,000	£7,392,000
Total highways maintenance revenue spend	£2,507,960	£2,091,099	£2,156,890

Total spend	£7,059,960	£9,612,099	£9,548,890
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B1.2.2 - Additional information on total spending figures

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B1.2.3 Spending on carriageways by type of spend in financial year 2025-26 and 2026-27 (projected)

Carriageway spend related maintenance type	Capital 2025-26	Revenue 2025-26	Capital 2026-27 (projected)	Revenue 2026-27 (projected)
Planned maintenance				
Preventative carriageway maintenance	£0	£0	£662,472	£0
Structural carriageway maintenance	£2,370,000	£0	£2,705,374	£0
Planned carriageway repair / patching programmes	£0	£0	£841,154	£0
Reactive carriageway maintenance				
Reactive carriageway repairs / patching (temporary repairs)	£0	£N/A	£0	£N/A
Reactive carriageway repairs / patching (permanent repairs)	£0	£N/A	£0	£N/A
Reactive carriageway repairs / patching (total)	£0	£431,702	£0	£410,936
Other carriageway-related spend	£0	£0	£0	£0
Total	£2,370,000	£431,702	£4,209,000	£410,936

B1.2.4 - Additional information on spending on carriageways by type of spend

All of Oldham Council's reactive repairs / patching are undertaken as permanent repairs wherever possible. Wherever a permanent repair is not possible for urgent works, the area is made safe and is followed up with a permanent repair. Defects that are temporarily made safe with tarmac are not separately recorded so it is not possible to split the figures for reactive / patching repairs into permanent and temporary categories.

The costs provided represent material costs only and any payments to third party contracts. Other costs, such as labour, plant and fuel are recorded separately and it is not possible to identify which portion of these costs were spent on carriageway repairs.

B2 – Highway Maintenance Activity (Surface Treatments and Repairs)

B2.1 – Road resurfacing and surface treatments

Financial year	Road receiving preventative road surface treatments (length, km)	Road receiving planned structural maintenance (length, km)	Area receiving planned repair / patching programmes	Area receiving reactive repair / patching (permanent methods)	Area receiving reactive repairs/ patching (temporary methods)
2025-26	5.5km	6.3km	0m ²	8,003m ²	n/a – see B2.1.2
2026-27 projected	6.4km	3.1km	18,000m ²	15,000m	n/a – see B2.1.2

B2.1.1 – additional information on surface treatments and repairs

Does table B2.1 reflect all your carriageway-related road surface treatments & repair activities (for example, including pothole repairs)? If no , please add further information on any other types of treatments (planned to be) delivered and their extent in the table below.	Yes
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B2.1.2 – Further information and context

All of Oldham Council's reactive repairs / patching are undertaken as permanent repairs wherever possible. Wherever a permanent repair is not possible for urgent works, the area is made safe and is followed up with a permanent repair. Defects that are temporarily made safe with tarmac are not separately recorded so it is not possible to split the figures for reactive / patching repairs into permanent and temporary categories.	Yes
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B3 – Pothole repairs

This section sets out how authorities identify and repair potholes and other defects in carriageways, and how this activity fits within their wider maintenance approach. The Department is clear that prevention is better than cure: planned, preventative maintenance should be the foundation of a well-managed network, reducing the need for repeated reactive interventions

B3.1 – Pothole/Defect intervention criteria

Building on section A3.1, please set out in the table below how your local authority defines potholes and other carriageway defects, and the intervention criteria that apply.

Pothole/Defect category name (as used by your authority)	Minimum investigatory or definitional threshold (e.g. depth, area, width – include units)	Additional risk or contextual factors considered (e.g. road hierarchy, traffic levels, location in carriageway)	Target response time – make safe	Target response time – permanent repair
Priority 1	40mm depth	25mm if at designated pedestrian crossing point	2 hours	28 days if permanent repair not possible on first visit
Priority 2	40mm depth	25mm if at designated pedestrian crossing point	24 hours	28 days if permanent repair not possible on first visit
Priority 3	40mm depth	25mm if at designated pedestrian crossing point	14 days	
Priority 4	40mm depth	25mm if at designated pedestrian crossing point	28 days	
Priority 5	40mm depth	25mm if at designated pedestrian crossing point	Review At Next Inspection – or consider for planned maintenance	Review At Next Inspection – or consider for planned maintenance

B3.2 – Number of potholes filled

B3.2.1 - Number of potholes filled in 2025-26 (estimate)	857
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B3.2.2 - Of these how many do you estimate were resolved using each of the following approaches?

Planned repair / patching programmes	Planned structural maintenance programmes	Reactive repair using temporary repair methods	Reactive repair using permanent repair methods
no data held	no data held	no data held	857

B3.2.3 - Additional information on numbers of potholes resolved, by treatment type

All 857 potholes were filled as part of reactive repairs. All reactive repairs are undertaken as permanent repairs wherever possible. Wherever a permanent repair is not possible for urgent works, the area is made safe and is followed up with a permanent repair. Defects that are temporarily made safe with tarmac are not separately recorded so it is not possible to split the figures for reactive / patching repairs into permanent and temporary categories.

When planned carriageway works are undertaken, outstanding jobs to repair defects on the affected stretch of highway that are repaired as part of the surfacing works are cancelled on the system so are not flagged as having been completed and therefore are not returned as “completed repairs” when reporting.

CAUTION FOR READERS – Authorities have different criteria for identifying potholes and different methodologies for counting how many they have filled or resolved. Summing the figures in the above table across authorities will therefore not provide a reliable estimate of the total number of potholes filled across England.

B3.3 - Prices of pothole interventions

Unit/average cost of a permanent pothole repair on your network (reactive)	£42.34/m ²	Unit/average cost of a temporary pothole repair on your network (reactive)	£N/A
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B3.3.1 - Additional information on pothole prices (optional)

The pothole repair cost is based on a m² price of £39.22 calculated in July 2023 with an inflation applied as per the Bank of England inflation calculator.

All of Oldham Council's reactive repairs / patching are undertaken as permanent repairs wherever possible. Wherever a permanent repair is not possible for urgent works, the area is made safe and is followed up with a permanent repair. Defects that are temporarily made safe with tarmac are not separately recorded so it is not possible to split the costs for reactive / patching repairs into permanent and temporary categories.

B3.4 - Defect repair quality

ID	Question	Yes/no
3.4.1	Do you set requirements to those delivering repairs about the longevity of both a) planned repairs/patching and b) reactive repairs using permanent methods?	Yes
3.4.2	If yes, do you base your material and process specifications on these longevity requirements?	Yes
3.4.3	Do you regularly monitor the appropriateness of the carriageway interventions chosen by your workforce or contractor and the quality of work delivered?	Yes
3.4.4	If yes, do you systematically record information about expected and delivered longevity of repairs?	No

B3.4.5 - Evidence Summary

We set longevity requirements for both planned and reactive carriageway repairs through the selection of appropriate materials, repair methods and intervention types. Repair specifications are tailored to site-specific conditions, including carriageway hierarchy, traffic volumes, turning movements, drainage performance, and environmental factors such as overhanging trees and root ingress. Permanent repair methods are used wherever appropriate to maximise service life and minimise repeat interventions. The quality and suitability of repairs are regularly monitored through inspections, defect reviews and contractor performance management. This ensures that interventions remain proportionate to the defect, achieve the required durability, and deliver best value over the life of the asset.

B3.4.6 - Additional information

Material selection is a key consideration in achieving long-term repair performance and value for money. For planned maintenance schemes, we specify materials and processes appropriate to the location, traffic loading and site conditions. Where suitable, HAPAS-approved products with manufacturer-backed guarantees of up to five years are utilised to provide confidence in durability and performance. Specialist surfacing solutions, such as Ultigrip, are used at locations with higher demand, such as tight bends, to maximise both skid resistance and surface longevity.

For reactive repairs, a range of treatment options is available, including traditional hot-lay patching from the in-house hot box, jet patching, Revitamac and Elastomac. The principle adopted is to use the right material, at the right time, in the right location. Reactive repairs are subject to random quality inspections, while planned maintenance schemes benefit from dedicated full-time site supervision to ensure high standards of workmanship, quality and long-term asset performance

B3.5 - Public reporting system for defects and other issues

ID	Question	Answer
3.5.1	Are defect reports from the public routinely used as an input into maintenance planning and inspection regimes?	Yes
3.5.2	Do you inform users about the outcomes from their feedback, including when no action is to be taken?	Yes

B3.5.3 - Evidence Summary

Yes. Publicly reported defects are routinely used to inform maintenance planning and inspection regimes. All reports and complaints are inspected and risk assessed, with

targeted inspections undertaken where required alongside the Council's planned highway safety inspection programme. Residents are informed of the outcome of their report, including where no action is necessary because the defect does not meet the Council's investigatory criteria. This risk-based approach helps ensure highway safety, transparency, and the effective prioritisation of maintenance resources

3.5.4 - Tools used for reporting

Oldham Council uses Confirm to manage resident reports. The Council has developed webforms which link seamlessly into Confirm via APIs. On reporting a defect residents receive a reference number and e-mail updates at key stages as their report progresses, which include a link to an online tracker to monitor progress.

B4 – Maintenance of highway structures

Please set out information about other highway structures and assets

B4.1 Highway Structures

ID	Question	Answer
4.1.1	Number of highway structures on your highway network	1303
4.1.2	Number of highway structures with interim measures in accordance with CS470 applied?	0
4.1.3	Number of structures due a General Inspection in 2025-26 in accordance with CS450	482
4.1.4	Number of General Inspections carried out in 2025-26	54
4.1.5	Number of structures due a Principal Inspection in 2025-26 in accordance with CS450	Included in 4.1.3
4.1.6	Number of Principal Inspections carried out in 2025-26	4

B5 – Asset Management

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

B5.1 - Asset Management Strategy and Policy

The questions in this section (B5.1) relate to the asset management condition set out in the 2026–27 [local highways maintenance incentive funding requirements](#). Completion of this section forms part of the evidence required to meet this incentive funding condition.

5.1.1	Please confirm that you understand the answers provided in this section (B5.1) relate to your compliance under the 2026-27 local highways maintenance incentive funding requirements, as set out to your authority via letter to your chief executive in April and as published online.	Yes
5.1.2	Please provide a link to your authority's published highways asset management policy and strategy. Link https://www.oldham.gov.uk/downloads/download/2572/highway_asset_management_policy_framework_and_strategy	
5.1.3	Please provide the date it was last reviewed or updated	Date 29/07/2026
5.1.4	Please provide proof of the review or update. The Highways Asset Management Policy and Strategy was reviewed and updated by the Senior Highways Engineer, independently reviewed and refined by Treadstone Ltd, and subsequently reviewed by the Director of Highways. This was an update to the existing documents to ensure they remain current, robust, and aligned with best practice.	
5.1.5	If your asset management policy or strategy has not been reviewed or updated since 1 August 2024, please confirm that it will be reviewed or updated by 30 September 2027 and provide a brief timetable for doing so. N/A	

Key aspects of highways asset management approach

To get a sense of how each local highway authority is implementing best practice for asset management, we ask that you provide the following information across a sample of key areas.

B5.2 - Asset data This section seeks to establish whether asset management decisions are supported by appropriate and up-to-date condition data.

Please complete the table below for your key highway assets.

Asset type	Asset inventory held? (None / partial / full)	Condition data held? (None / Partial / Full)
Carriageways	full	Full
Footways and cycleways	full	Partial
Structures	full	Full

Drainage assets	partial	Partial
Street lighting	full	Full
Traffic signals	N/A (TfGM)	N/A (TfGM)

5.2.1 - Further context (optional)

Street Lighting is replaced and maintained under our 25-year Street Lighting PFI. All lighting asset data is managed on Geoworks including all non-destructive structural testing and electrical testing data carried out in accordance with national relevant standards. We replaced over 25,000 life expired assets during the initial Core Investment Period (2011-2016) and now using data to ascertain when to place the final 5,000 assets as and when they become life-expired during our Annual Investment Programme. Any columns that fail testing are replaced within performance standard targets. This has help us manage one of the youngest lighting assets across the country with all assets no more than fifteen (15) years old.

Traffic signals in Oldham are owned and managed by Transport for Greater Manchester (TfGM). As the asset owner the inventory and condition data will be held by TfGM.

B5.3 – Asset data integration and management

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

B5.3.1 – Asset data integration

How is asset inventory and condition data for your key highway assets primarily managed? (please indicate one option with an X)

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

B5.3.2 - Further context (optional)

Oldham Council uses a range of digital asset management systems to support inspection, maintenance and renewal of highway assets. Its primary system, Confirm, provides a central platform for inspections, defects, asset inventories, customer reports, works management and performance monitoring, supported by mobile technology for real-time data collection. Condition, inspection and customer data are used to prioritise maintenance, manage risk and inform investment decisions. Specialist systems, including Pontis for structures, support lifecycle planning and compliance. The council is improving integration of asset, financial and performance data to enable evidence-led, risk-based decision making, efficient resource allocation and long-term network resilience.

B5.4 – Lifecycle planning and investment decision-making

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

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

B5.4.4 - Evidence Summary

Oldham's highways maintenance programmes are guided by an asset management approach that combines condition data, inspections, risk assessments, customer feedback and engineering judgement. Using information from systems including Confirm and Pontis, the council applies lifecycle planning principles to prioritise the right treatment at the right time. Preventative maintenance is favoured where it provides the greatest long-term value, helping to extend asset life, reduce costly repairs and minimise disruption. Investment decisions consider asset condition, risk, network hierarchy, resilience, usage and whole-life costs, enabling funding to be targeted effectively and supporting a shift towards planned, sustainable maintenance.

We are working with our Street Lighting PFI Service Provider to replace 5,000 assets that were compliant (less than 10years old) at service commencement. We are using data from structural and electrical testing regimes in accordance with national relevant standards, alongside age, road type (traffic/residential etc), lamp type (SOX, SON etc.) and column material.

B5.5 – Performance monitoring and continuous improvement

This section focuses on whether the authority monitors the effectiveness of its asset management approach and uses performance information to inform ongoing investment and prioritisation decisions.

ID	Question	Answer
5.5.1	Do you have a defined set of key performance indicators (KPIs) to monitor the outcomes of your highways asset management approach?	Yes
5.5.2	Are these KPIs reviewed on a regular basis (at least annually)?	Yes
5.5.3	Are KPI trends used to inform maintenance planning, prioritisation or changes to forward programmes or investment decisions?	No
5.5.4	Have you conducted a value for money review or peer review of your service in the last 3 years	Yes

B5.5.5 - Evidence Summary

Performance monitoring is central to Oldham's highway asset management approach, supporting service improvement and investment decisions. The council uses measures including network condition, defect response times, inspection compliance, programme delivery, customer satisfaction and budget performance. Data from Confirm, inspections, customer systems and condition surveys is combined with feedback from the National Highways and Transport (NHT) Public Satisfaction Survey to assess outcomes and identify improvements. Performance information helps refine maintenance strategies, target investment, improve efficiency and demonstrate value for money. Benchmarking and collaboration with regional partners support continuous improvement, helping deliver a resilient, customer-focused and cost-effective highway service. We have completed and evaluated 3 major frameworks to ensure value for money when delivering services. Our Street Lighting PFI has a number of KPIs covered by performance standards leading to possible financial adjustments for non-compliance.

B6 - Maintaining footways and cycleways

ID	Question	Answer
6.1.1	Do you have a defined footway hierarchy (e.g. based on footway function and usage levels) that underpins a risk-based approach to inspection frequencies and maintenance programmes?	Yes
6.1.2	For 2026-27, please provide the length of footways that you have earmarked for structural maintenance / reconstruction / renewal	3.7km
6.1.3	For 2026-27, please provide the length of footways that you have earmarked for preventative maintenance treatments	0km
6.1.4	Are priority footways and cycleways included in your winter service (e.g. gritting or snow clearance), and in a routine programme for keeping them clear of overgrown vegetation and debris (e.g. sweeping, cutting back)?	Yes
6.1.5	For 2026-27, are you planning to deliver structural or preventative maintenance to cycleways which is not yet covered as part of your carriageway maintenance programmes or footway maintenance programmes (e.g. segregated cycleways that are not shared with pedestrians or motorists). If yes, please set out the length of such cycleways that you have earmarked for:	No
	a. Structural maintenance / reconstruction (in km)	0 km
	b. Preventative maintenance treatments (in km)	0 km

B6.1.6 - Please provide any brief additional information you consider helpful in explaining your approach to maintaining footways and cycleways

Oldham maintains footways and cycleways through a risk-based inspection and maintenance regime aligned to its Highway Safety Inspection Policy. All adopted footways receive routine walked safety inspections based on network hierarchy and risk, with shared cycleways and off-carriageway cycle routes inspected as part of this process. Defects meeting investigatory levels are assessed using a risk matrix and prioritised for repair accordingly. In addition, Oldham undertakes Footway Network Surveys (FNS) to gain a

comprehensive understanding of asset condition and identify locations requiring planned maintenance investment. Inspection records, condition data and customer reports are used collectively to prioritise repairs and longer-term improvement programmes.

B6.1.7 - Evidence Summary

Oldham adopts an asset management approach that combines routine inspections, condition surveys and risk-based maintenance planning to manage footways and cycleways effectively. FNS condition data helps inform planned maintenance programmes and supports investment decisions across the network. Highway inspectors actively undertake walked inspections of adopted footways and cycleways, identifying safety defects and emerging deterioration trends. Repairs are prioritised according to risk, ensuring resources are targeted towards locations where they will deliver the greatest benefit. This approach supports network accessibility, safety and resilience while helping to balance reactive maintenance needs with longer-term preventative investment.

B7 – Drainage

ID	Question	Answer
7.1.1	Please provide an estimate of your drainage maintenance expenditure split (in percentages) between:	
	a) Reactive (incident- or failure-driven) maintenance	10% for A
	b) Planned maintenance (routine/cyclical and/or risk-based)	90% for B
7.1.2	Does your authority utilise a digital drainage management platform, covering asset inventory, inspection history, sensor data, and risk scoring?	Yes
7.1.3	Do you maintain a record of locations where drainage issues are known to cause or contribute to carriageway deterioration or surface water ponding?	Yes
7.1.4	Do you utilise smart sensors or other remote monitoring technologies to monitor performance of your drainage assets. If yes please provide some high level information in bullet points below	No

B7.1.5 - Evidence Summary

Oldham adopts a risk-based approach to drainage asset management, recognising the critical link between drainage performance, flooding, highway safety and carriageway deterioration. Drainage inspections, cleansing and maintenance activities are targeted towards known flooding hotspots, locations vulnerable to surface water accumulation and areas where drainage defects contribute to asset deterioration. Drainage information is combined with highway condition data, inspection records, flood investigation findings and local intelligence to inform maintenance priorities, investment decisions and wider flood risk management objectives. Planned programmes are supported by reactive responses to emerging issues, helping to improve resilience, reduce disruption and minimise long-term maintenance liabilities.

B7.1.6 – Further context on approach to drainage asset management

Oldham continues to strengthen its drainage asset management approach through the integration of drainage performance data, highway inspections, flood risk information and operational intelligence. Information from routine maintenance, severe weather events and customer reports is used to identify recurring issues and prioritise targeted interventions. Asset management decisions consider drainage performance alongside network resilience, asset condition and whole-life costs to maximise the value of available funding. The council works closely with the Lead Local Flood Authority, United Utilities, TfGM and other partners to coordinate investment, improve understanding of local flood risks and enhance network resilience, helping the highway network adapt to the impacts of climate change and extreme weather.

B8 – Skills and training

ID	Question	Answer
8.1.1	Do you have an up-to-date training and development plan for those responsible for highways asset management in your authority?	Yes
8.1.2	Do you or your main highways contractors support professional development through a recognised professional training scheme (e.g. Institution of Civil Engineers (ICE) or Institution of Highway Engineers (IHE))?	Yes
8.1.3	Does your authority contribute towards the cost of professional membership or professional development required for relevant highways roles?	Yes
8.1.4	Do you employ a professionally qualified engineer (e.g. Chartered Engineer (CEng) or equivalent competence) with responsibility for the management of highway structures (either in house or through a contracted arrangement)?	Yes
8.1.5	Does your authority define competence requirements for key highways asset management roles and take steps to address any identified gaps (either directly or through contractual arrangements)?	Yes
8.1.6	Do you or your main contractors support early career development in your local area, for example through apprentice schemes, traineeships or pre-apprenticeship programmes, sponsored qualifications (e.g. HNC/HND, degree, MSc), graduate schemes etc	Yes

B8.1.7 - Evidence Summary

Oldham recognises that a skilled and resilient workforce is essential to delivering an effective highways service. The council invests in training, continuing professional development (CPD), professional memberships and technical accreditation to maintain high standards of competence. Experienced engineering, technical and operational staff, including specialist professionals in structures, drainage and asset management, support service delivery and compliance with industry standards. Workforce resilience is strengthened through succession planning, structured development programmes and support for apprentices and early-career professionals. By investing in skills and professional capability, Oldham ensures it can effectively manage its highway assets, maintain service resilience and drive continuous improvement.

B8.1.8 – Further context on skills/training (optional)

Oldham Highways actively supports early careers development through apprenticeships, graduate placements and structured learning programmes across engineering, asset management and operational services. Apprentices combine practical on-the-job experience with recognised qualifications and receive mentoring from experienced engineers, technicians and operational professionals. This approach helps develop technical competence, professional confidence and a strong understanding of highway asset management.

The council promotes continuous professional development through technical training, formal qualifications, industry events, regional working groups and engagement with professional institutions. Staff are encouraged to achieve and maintain professional standards and progress their careers within the organisation.

Early careers investment forms a key part of workforce planning and succession management, helping address sector-wide skills shortages, create opportunities for local people and ensure the long-term sustainability of critical engineering functions. By developing future talent, Oldham strengthens organisational resilience and maintains the expertise needed to manage its highway assets effectively.

B9 – Adapting roads to withstand climate pressures

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

ID	Question	Yes/no
9.1.1	Have you updated your asset management policy and strategy to reflect the increased probability of extreme-weather and/or geohazards now and in the future?	No
9.1.2	Have you identified your resilient network and agree this with senior decision-makers	Yes
9.1.3	If yes when did you last update this.	Mm/yyyy
9.1.4	Have you identified locations that are repeatedly affected by extreme weather (e.g. flooding, heat damage, storms)?	Yes – formally recorded
9.1.5	Which climate-adaptation measures are currently implemented on your network?	
	- Targeted drainage upgrades or maintenance	Yes
	- Natural flood management / SuDS	Yes

	- targeted slope / ground stability / landslip mitigation	Yes
	- Heat-resilient materials or surface treatments	Yes
	- Tree planting / shading for heat management	Yes
	- Rain Gardens	Yes
	- None of the above	No
9.1.6	Have you measured and benchmarked the greenhouse gas emissions from your highways maintenance service using a recognised industry standard? Or do you have arrangements in place to do this, such as by signing up to the DfT funded ADEPT Carbon Leadership Programme.	No
9.1.7	Have you formally engaged with the DfT funded ADEPT live labs 2 Programme, to understand what lessons your authority can utilise to increase the efficiency of your operations and support decarbonisation efforts?	No

B9.1.8 - Evidence Summary

Climate resilience is embedded within Oldham's asset management approach, with maintenance and investment decisions considering climate risk alongside asset condition, network criticality and whole-life costs. The council uses inspection data, condition surveys, drainage records and operational intelligence to identify assets vulnerable to flooding, surface water, freeze-thaw damage and other weather-related deterioration. Investment is targeted towards drainage improvements, flood mitigation measures, preventative maintenance and locations with recurring resilience issues. This risk-based approach supports network reliability, reduces long-term maintenance liabilities and helps ensure critical transport routes remain safe and operational during periods of adverse weather.

B9.1.9 - Further context on your adaptation / resilience activities

Oldham continues to strengthen the resilience of its highway network through proactive asset management, targeted investment and partnership working. The council recognises that heavy rainfall, flooding and more frequent extreme weather events are placing increasing pressure on highway infrastructure and drainage systems. As a result, resilience considerations are increasingly incorporated into maintenance planning, scheme selection and capital investment decisions.

The council adopts a preventative approach by prioritising interventions that extend asset life, improve drainage performance and reduce the likelihood of weather-related deterioration. Asset condition data, flood records, inspection findings, customer reports and local intelligence are used to identify recurring issues and target investment towards areas of greatest risk and need.

Drainage management forms a key component of the council's resilience strategy, with targeted cleansing, inspection and improvement programmes focused on known flooding hotspots and locations susceptible to surface water accumulation. Oldham also works closely with the Lead Local Flood Authority, United Utilities, Transport for Greater

Manchester and other partners to coordinate investment, improve understanding of climate risks and support wider flood risk management objectives.

Through resilience-based planning, preventative maintenance and collaborative working, Oldham is helping to create a more robust, adaptable and sustainable highway network capable of meeting future environmental challenges.

B10 – Innovation

ID	Question	Yes / No
10.1.1	Do your procurement and contracting approaches encourage and reward innovative practice?	Yes
10.1.2	Can you demonstrate that innovative materials and practices are regularly reviewed and, where appropriate, integrated into business as usual operations?	Yes
10.1.3	If you have conducted innovation trials, have you shared the findings of these publicly or with professional networks?	No

10.1.4 - Evidence Summary

Oldham actively explores innovative materials, technologies and delivery methods to improve highway maintenance, reduce disruption and support sustainability objectives. Innovation is considered within asset management, service delivery and investment planning, with new techniques evaluated for their ability to improve durability, enhance performance, reduce carbon emissions and provide better value for money. The council has trialled and adopted innovative surfacing and repair materials where benefits have been demonstrated. Collaborative working with contractors, suppliers, Transport for Greater Manchester and other local authorities supports the evaluation of new products and sharing of best practice. Innovations that deliver measurable improvements in safety, efficiency, resilience, sustainability and customer experience are incorporated into future maintenance programmes.

Street Lighting PFI contract incentivises the Service Provider to reduce energy consumption and innovate. The service is currently implementing a new central management system (CMS) to monitor and control its lighting assets including dimming and trimming strategies. The CMS has the capability to facilitate Smart Cities technologies such as gully and grit bin sensors to help maintain our highways.

B10.1.5 - Further context on your innovation activities

Oldham actively adopts innovative materials, technologies and maintenance techniques to improve network performance, safety and sustainability. This includes the use of Elastomac and Reviatmac preservation treatments, thin surfacing systems, warm mix asphalt to reduce carbon emissions and energy consumption, and high recycled-content materials where practical. The council has also implemented enhanced road marking

specifications and high-friction surfacing at higher-risk locations to improve skid resistance and road safety. Working with contractors, suppliers and Greater Manchester partners, Oldham continues to trial low-carbon, asset-preservation and recycling technologies that extend asset life, reduce whole-life costs, minimise disruption and support the council's net zero and resilience objectives.

10.2 – Examples of innovations that have been adopted

Guidance - please provide examples of innovations that have moved beyond trial into operational use in your authority. For each example outline: What was implemented, what impacts it has had (e.g. cost, performance, safety), and the scale of adoption.

Oldham has successfully embedded several innovations into its highway maintenance programmes. Preventative treatments such as Elastomac and Reviatmac are routinely used to preserve carriageways, extending asset life and delaying more costly structural repairs. Thin surfacing systems are widely adopted to reduce material use, construction time and disruption while improving ride quality and skid resistance. Warm Mix Asphalt (WMA) has been introduced on suitable schemes, lowering production temperatures, reducing energy consumption and carbon emissions, and improving operational flexibility.

The council has also implemented enhanced BS EN 1436-compliant road markings and high-friction surfacing at higher-risk locations to improve visibility and safety. In addition, recycled rubber traffic calming cushions have been installed at selected sites, offering reduced carbon impact, rapid installation, lower noise and vibration, and improved compatibility with buses and emergency vehicles. Together, these innovations support improved safety, sustainability, asset performance and whole-life value across the highway network.

B11 – Working with utility companies to reduce disruption to road users

ID	Question	Yes / No
11.1.1	Do you routinely monitor and enforce utility works quality as part of your streetworks management?	Yes
11.1.2	Have you undertaken a senior-endorsed assessment of whether a lane rental scheme would be suitable for your area?	Yes
11.1.3	Do you seek input from utility companies when determining your highways maintenance programme to help reduce disruption?	Yes
11.1.4	Have you conducted and published a permit scheme evaluation within the last three years?	Yes
11.1.5	Have you conducted a traffic sensitive review in the last three years?	Yes

11.1.6 - Evidence Summary

Oldham works closely with utility companies through the Greater Manchester Road Activity Permit Scheme (GMRAPS) to coordinate works, minimise disruption and improve network management. Utility promoters are required to obtain permits, submit traffic management proposals and identify opportunities for collaboration, including trench sharing and coordinated works. Oldham's Section 50 application requires applicants to declare collaboration opportunities and secure approval for traffic management, road closures and temporary signals, while Oldham's temporary TRN, TRO application form requires diversion routes and traffic management plans before approval. Oldham routinely monitors compliance, undertakes inspections and uses permit conditions, fixed penalty notices and Section 74 overrun charges to ensure works are completed safely, efficiently and with minimal impact on road users

B11.1.7 - Further context

For additional context, Oldham is an active participant in the Greater Manchester Road Activity Permit Scheme (GMRAPS), which provides a coordinated approach to managing street and utility works across all ten Greater Manchester authorities. The scheme promotes early engagement between highway authorities and utility companies, enabling works to be planned, coordinated and, where possible, undertaken collaboratively to minimise disruption to road users.

Oldham also maintains a robust inspection regime and currently inspects 100% of utility works carried out on the highway, significantly exceeding statutory sample inspection requirements. This proactive approach supports the monitoring of workmanship, compliance with permit conditions and reinstatement quality, helping to reduce repeat excavations, improve network performance and protect the long-term condition of the highway asset. Through permit coordination, collaboration and targeted inspections, the council continues to drive improvements in utility works management and minimise the impact of roadworks on residents, businesses and the travelling public

B12 – Managing highways maintenance contracts effectively

Only answer this sections if you utilise a contractor to deliver any of your **carriageway** maintenance operations, including: structural maintenance, planned repairs / patching, or reactive repairs / patching

ID	Question	Yes / No
12.1.1	Does your authority retain in-house technical capability to independently assess maintenance interventions proposed by contractors?	Yes
12.1.2	Do you routinely analyse actual unit costs (for example £/m ² of road surface treatments, or £/pothole repair) for core highways maintenance activities delivered under contract and compare them against benchmarks or historic performance?	Yes

12.1.3	Do you have defined KPIs for your highways maintenance contract(s), and are they actively monitored by your authority to manage performance?	Yes
12.1.4	If reactive pothole repairs are delivered by a contractor, do your contracting arrangements incentivise single-visit permanent repairs where it is safe and appropriate to do so?	N/A

12.1.5 - Evidence Summary

Yes. Oldham Council retains a skilled in-house workforce capable of independently assessing and delivering a full range of highway maintenance interventions, including pothole repairs and jet patching. Unit costs for key maintenance activities, such as pothole repairs and surface treatments, are routinely benchmarked across the ten Greater Manchester authorities to ensure value for money and informed decision-making. Defined KPIs are in place for contracted highway works and are actively monitored to manage performance. Reactive pothole repairs are delivered directly by the Council rather than through a term maintenance contractor

B12.1.6 - Further context

The Council maintains strong technical capability through its in-house highways team, enabling independent assessment of maintenance needs, contractor proposals and repair options. Cost benchmarking is undertaken collaboratively across the Greater Manchester Combined Authority area, allowing comparison of unit rates, performance and delivery efficiency between the ten local authorities. Contract performance is managed through a structured KPI framework covering health and safety, time, cost, quality, customer complaints, social value, local supply chain engagement and local employment. Performance data is reviewed regularly, with improvement actions required where standards fall short. This approach supports effective contract management, continuous improvement and value for money across the highway service.

Sign-off Confirmation



Nasir Dad
Director of Environment

Date: 7th September 2026



Lee Walsh
Section 151 Officer

Date: 7th September 2026