

Royal Borough of
Greenwich

Highway Maintenance Transparency Report

2026/27



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AI What we are responsible for maintaining?

Royal Borough of Greenwich Council (Greenwich) is responsible for maintaining 520km of public highways, making it one of the Council's most valuable public assets.

Under Section 41 of the Highways Act 1980, Greenwich has a statutory duty to maintain this public highway network, supporting residents, businesses, public transport operators, active travel and access to key services across the borough. The public highway network is not limited to carriageways (roads) alone but also includes additional asset types such as footways, street lighting, drainage and highway structures.



520km
carriageways
(roads)



16,155
street trees



20,746
drainage
gullies



962km
footways
(pavements)



22,000
street lighting
columns



70
highway
structures

Key Challenges

Maintaining the network presents Greenwich with a number of ongoing challenges, including:

- **Scale and asset age** – a large and varied network, much of which was constructed several decades ago and requires increasing levels of intervention to remain safe and serviceable.
- **Usage** – sustained, intensive use by buses, goods vehicles and other traffic accelerates deterioration on Council-maintained local roads that feed the A102 approaches to the Blackwall and Silvertown tunnels and connect with the A2, A20, A205 South Circular and A206.
- **Weather and climate** – freeze-thaw cycles, high rainfall and increasingly frequent extreme weather events accelerate deterioration and drive reactive repair demand.
- **Funding pressures** – available maintenance budgets have not kept pace with the rising cost of materials and construction, requiring careful prioritisation to target investment where it delivers the greatest benefit to network safety and long-term resilience.
- **Significant urban development and construction** – increased highway asset damage due to more heavy goods and construction vehicles using our network.

These factors and funding availability for maintenance in past years has contributed to increasing pressure on Greenwich's infrastructure which require carefully considered, proactive management and investment. Keeping these assets safe and serviceable is essential to supporting economic activity, ensuring public safety and improving quality of life across the borough.

A2 Road Conditions in Greenwich

What do condition bands mean?

Greenwich now undertakes annual condition surveys of its carriageway network using an Artificial Intelligence condition survey supplier (currently Vaisala RoadAI) to understand asset condition, maintenance backlog and support investment decisions. Condition scores should be interpreted as follows:



Green: These roads are in a good condition. No treatment is required but early-life preventative treatments (e.g. rejuvenation) can extend useful life.



Amber: These roads are in a fair condition. Preventative treatments can help tackle early-stage defects (e.g. cracking, fretting) and restore surface life.



Red: These roads are in a poor condition and have reached the end of their useful life. They are prioritised for structural maintenance (e.g. resurfacing, reconstruction).

The published [official statistics for road condition](#) include more detail about the methodology, timing and coverage of this data. From 2026/27 onwards, Greenwich will comply with the new PAS 2161 data standard for condition surveys, ensuring comparable results that enable benchmarking across England. An AI condition survey has already been commissioned for 2026/27 to further improve asset condition information.

What is the condition of our roads?

Based on these annual condition surveys, Greenwich monitors the condition of its carriageways over time to understand trends and determine the success of its investment. The following charts demonstrate the condition of classified (A and BC) and unclassified (U) roads over time.

Figure 1 – Network Road Condition

A Roads	2025	8.0%	25.0%	68%
	2024	6.0%	23.0%	72%
	2023	6.0%	19.0%	75%
BC Roads	2025 - No Data			
	2024 - No Data			
	2023 - No Data			
U Roads	2025 - No Data			
	2024 - No Data			
	2023 - No Data			

Road condition can be influenced by factors such as traffic loading, weather conditions, ageing infrastructure, utility works and the timing of maintenance interventions. The commitment to annual condition surveys, of all borough maintained roads regardless of classification, moving forward will help to further inform Greenwich's risk-based maintenance strategy, with investment primarily

focused on roads in Red and Amber condition, where interventions will deliver the greatest benefit to network safety and long-term asset life.

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

What is a pothole?

Greenwich defines a pothole as a depression or void in the road surface that poses a risk to road users. They typically form due to water ingress, freeze-thaw cycles and repeated traffic loading which cause failures and loss of material in the road surface. Potholes which meet our investigatory thresholds are risk assessed to determine appropriate actions and repairs may be scheduled as set out in our risk-based Highway Safety Inspection Policy (Carriageways: Depth $\geq$ 40mm, Footways $\geq$ 20mm).

How are we tackling potholes?

In 2025/26, Greenwich estimates that it repaired ~2991 potholes across its public highways through reactive maintenance activities (as shown in Figure 2). This represents a record number of repairs in recent years.

Reactive Maintenance:

Greenwich takes a proactive, risk-based approach to managing potholes, combining reactive repairs with a growing focus on preventative maintenance to reduce the rate of potholes forming.

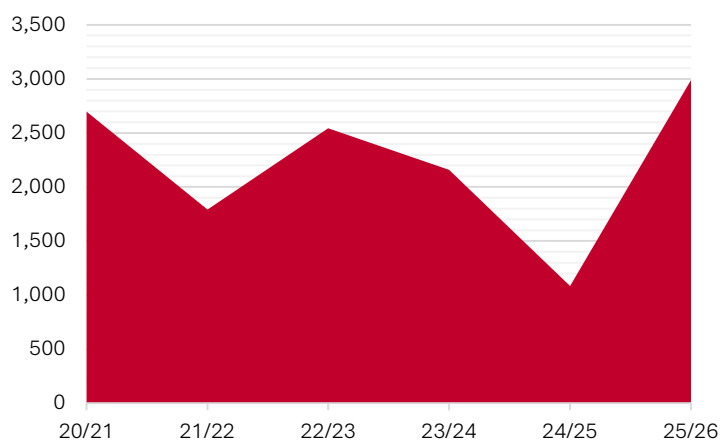


Figure 2 – Number of potholes filled over time

Every year, we undertake regular inspections of all public highways to identify defects posing a risk to highway users. Roads are inspected on a monthly and quarterly basis, with frequencies based on the risk-based Network Hierarchy that sets out the functionality and usage, and thus the relative risk, of every street in Greenwich.

Where a defect meets our investigatory thresholds (as set out in the Technical Annex), a risk assessment is undertaken to determine the level of risk posed to highway users based on two factors: the likelihood of an incident occurring and the potential impact of the incident. The resulting risk factor identifies the seriousness of the defect and its respective response time. Defects posing a low risk to highway users may not be actioned through reactive repairs and are instead considered for works through planned (capital) maintenance.

Where it is safe and practical to do so, Greenwich prioritises permanent repairs at the first visit to deliver a more durable outcome and minimise disruption to road users. However, temporary repairs may be necessary in some cases to ensure the highway is kept safe for users – this is usually required where a permanent repair cannot be delivered immediately due to factors such as:

- Traffic management difficulties
- Inclement weather conditions
- Materials availability

- Utility constraints
- Coordination with wider Council plans

Planned Maintenance:

In recent years, the Council has shifted an increasing share of its highways maintenance budget towards its capital planned programme rather than reactive maintenance, reflecting a commitment to long-term, cost-effective asset management in line with industry best practice. This programme is described in Section A5.

How can members of the public report potholes and other highway defects?

Members of the public can report potholes and other highway safety defects by:

- Submitting an online report through our Council website on the Report Issues platform
- Calling our customer contact centre at 020 8854 8888
- Report issues through [FixMyStreet](#)

Greenwich will continue to build on its collaborative approach by transparently publishing key information on highways (e.g. condition, potholes filled, and maintenance spend), via this Local Highways Maintenance Transparency Report, future DfT submissions, and Freedom of Information (FOI) requests.

What happens after a pothole is reported?

Public reports or enquiries received relating to potholes and other highway defects are logged in our asset management system. Each report is subject to an initial desktop risk assessment to determine whether the defect is on Council-maintained highway, and understand the risk posed to highway users – this determines the response time for an investigation:

Urgent	Investigated within 2 hours and repaired / made safe.
Non-Urgent	Investigated and risk assessed within 24 hours.

A highway inspector will visit the highway defect if it is determined to be on Council-maintained public highway and undertake an on-site risk assessment in line with the approach described above. Defects outside of the Council's remit are referred to the relevant parties.

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

How much do we spend on highways maintenance?

Greenwich's highways maintenance budget covers a broad range of planned, reactive and routine maintenance activities across all key highway asset groups; including, but not limited to, carriageways, footways and cycleways, highway structures, drainage, and street lighting. This investment is essential to keeping the network safe, serviceable and resilient for all users.

Table 1 - Highway maintenance spend by asset type

Asset Type	2024/25	2025/26	2026/27 (Projected)
Total Spend	£8,838,000	£12,887,000	£14,633,000
Carriageways	£2,172,000	£5,406,000	£6,040,000
Footways	£1,848,000	£1,783,000	£1,923,000
Structures	£1,450,000	£2,227,000	£2,020,000
Drainage	£422,000	£1,030,000	£1,030,000
Street Lighting	£2,496,000	£1,970,000	£1,937,000
Other Assets	£450,000	£471,000	£1,683,000

Where does our funding come from?

Greenwich's highways maintenance activities are funded through a combination of central government grants and locally allocated council funding. The primary source of funding is internally allocated to the Highways Service. This is supplemented by the Department for Transport's highways maintenance block grant, allocated directly to local highway authorities. From 2025/26 the Council has substantially increased its investment in highway maintenance, reaching record levels for the borough. This ensures that investment delivers long-term value by continuing to shift the balance of spend progressively towards planned maintenance, reducing the reliance on reactive repairs and extending the life of highway assets over time.

From 2026/27, the DfT funding has increased significantly as part of the Government's commitment to record levels of highways maintenance investment, with allocations confirmed through to 2029/30. Greenwich will receive up to £10.4m over the next 4 years, £6.5m confirmed and an additional £3.9m, subject to meeting certain criteria.

Table 2 – Sources of funding for highway maintenance

Funding Source	2024/25	2025/26	2026/27 (Projected)
Total Funding	£8,838,000	£12,887,000	£14,633,000
DfT Funding	£250,000	£813,000	£2,286,000

Council/Third Party	£8,588,000	£12,074,000	£12,347,000
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A5 Our maintenance plans for this year

Our plans for highways maintenance for 2026-27

Greenwich will continue to deliver a risk-based highways maintenance programme in 2026/27, targeting investment where it will provide the greatest benefit to network condition, safety and long-term asset performance. Planned maintenance activities include:

- **Carriageway resurfacing:** Approximately 8km of carriageway resurfacing across the network. Preventative treatments are also being researched and trialled before further integration into the planned capital maintenance programme.
- **Footway renewal:** Approximately 1 km of footway reconstruction or renewal to ensure an appropriate level of service that promotes active travel, particularly walking and wheeling.
- **Structures:** Major maintenance works for Woolwich foot tunnels and Creek Road bridge, as well as investigatory works in Ancient Drive and Pettman Crescent.

Full list of planned carriageway and footway works

Greenwich is committed to being open and transparent about where and how it invests in the highway network. Roads and footways earmarked for planned maintenance works in 2026/27 are set out below, with the majority of the programme having been already delivered at the time of publishing this report:

Table 3 – Planned maintenance schedule for carriageways and footways (2026/27)

Asset Type	Road Name	Extent
Carriageway Works	Reconstruction	
	Kingsground	From Middle Park Avenue to The Vista
	Middle Park Avenue	From Eltham Palace Road to Kingsground
	Plumstead High Street	From Wickham Lane to Howarth Road
	Resurfacing	
	Alwold Crescent	Full length
	Barden Street	Full length
	Bland Street	Full length
	Cobbett Road	Full length
	Cuff Crescent	Full length
	Dahlia Road	Full length
	De Lucy Street	Full length
	Gilbourne Road	Full length
	Goldsmid Street	Full length
	Grasdene Road	Full length
	Hathern Gardens	Full length
	Hever Croft	Full length
	Milverton Way	Full length

	Nesbit Road	Full length
	Newhaven Gardens	Full length
	Old Dover Road	From Langton Way to Dornberg Close
	Plum Lane	From Eglinton Hill to Brinklow Crescent (North)
	Plum Lane	From Genesta Road to Vambery Road
	Plumstead High Street	From Barth Road to Quilter Street
	Rutherglen Road	Full length
	Scotsdale Road	Full length
	Sibthorpe Road	From Alnwick Road to Horsa Road
	Sladedale Road	Full length
	The Knole	Full length
	Tunnel Avenue	From Denham Road to Fingal Street
	Vicarage Park	Full length
	Welland Street	Full length
	Welling Way	From Rochester Way to Borough Boundary
	Whinyates Road	From Rochester Way to Dickson Road
Footway Works	Winn Common Road	Kings Highway to Grosmount Road
	Welling Way	Localised areas
	Hathern Gardens	Localised areas
	Charlton Park Road	Southern footpath adjacent to Charlton Park
	Colomb Street	Rear of Iceland Supermarket
	Holbourne Road	Outside no. 207 to no. 273
	Old Dover Road	Outside no. 131 to no. 153

How decisions are made on our maintenance plans?

Greenwich prioritises highway maintenance through a pragmatic, risk-based and data-led approach, directing available funding to schemes that deliver the greatest community benefit. Planned programmes consider:

- **Condition:** Asset condition is the primary factor, focusing investment on keeping streets safe and serviceable.
- **Network importance:** Street function and usage are assessed through the Network Hierarchy to target routes with the greatest community value.
- **Reactive maintenance:** Previous repair activity and expenditure, including pothole works, help identify locations where planned treatment could reduce repeated, less cost-effective patching.
- **Works coordination:** Schemes are coordinated with wider Council programmes, including road safety and public realm improvements, and with utility companies and developers.

This coordinated approach supports efficient delivery and enables maintenance schemes to contribute to wider objectives, including accessibility, road safety, active travel, drainage, street trees and green

infrastructure. It also helps minimise disruption, make best use of limited budgets and improve the long-term performance and resilience of the highway network.

Technical Annex

BI Highways maintenance funding and spending figures

Further detail on our funding for highway maintenance and how this is spent is set out below.

Capital Funding

Table 4 – Capital funding allocation sources by financial year

Funding Sources		2024/25	2025/26	2026/27 (Projected)
DfT	Highways maintenance capital funding allocated through DfT	£250,000	£813,000	£2,286,000
	Other capital funding utilised by local authority for highways maintenance	£0	£0	£0
Other Government capital funding allocated to highways maintenance		£200,000	£200,000	£324,000
Other capital funding allocated to highways maintenance		£2,034,000	£4,386,000	£3,947,000
Total capital funding allocated to highways maintenance		£2,484,000	£5,399,000	£6,557,000

In the last 3 years, Greenwich also received over **£200k** principal road maintenance funding through TfL bid applications. This funding stream has significantly reduced since 2015, placing additional pressure on the authority's maintenance budget and making the DfT's block grant uplift particularly significant. Hence, the Council has significantly increased its locally raised funding to supplement capital funding, ensuring that the total highways maintenance programme reflects the needs of the network and the priorities of residents.

Spending

Table 5 – Total highways maintenance spending by financial year

Funding Stream	2024/25	2025/26	2026/27 (Projected)
Total highways maintenance capital spend	£2,484,000	£5,399,000	£6,557,000
Total highways maintenance revenue spend	£6,354,000	£7,488,000	£8,076,000
Total Spend	£8,838,000	£12,887,000	£14,633,000

Greenwich Council confirms that it understands the answers in this section relate to compliance under the 2026/27 local highway maintenance incentive funding requirements.	Yes
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Table 6 – Carriageway spend by maintenance type

Maintenance Type	2025/26		2026/27 (Projected)	
	Capital	Revenue	Capital	Revenue
Planned maintenance	£3,287,000	£0	£3,897,000	£0
Preventative maintenance	£0	£0	£0	£0
Structural maintenance	£3,287,000	£0	£3,897,000	£0
Repair / Patching programmes	£0	£0	£0	£0
Reactive maintenance	£0	£1,711,000	£0	£1,830,000
Temporary repairs	£0	£86,000	£0	£92,000
Permanent repairs	£0	£1,625,000	£0	£1,738,000
Other carriageway-related spend	£0	£408,000	£0	£313,000
Total carriageway spend	£3,287,000	£2,119,000	£3,897,000	£2,143,000

B2 Highways maintenance activity (surface treatments and repairs)

Table 7 – Road resurfacing and surface treatments

Financial Year	Planned Maintenance			Reactive Maintenance	
	Preventative	Structural	Patching	Permanent	Temporary
2025/26	0 km	6.54 km	0 m ²	451 m ²	2440 m ²
2026/27 (Projected)	0 km	7.74 km	0 m ²		

In 2025/26, Greenwich did not complete any forms of preventative maintenance and have not planned to undertake any preventative maintenance currently this year. Due to a history of repeated surface overlays Greenwich have invested most of its capital maintenance budget to structural maintenance (e.g. resurfacing, reconstruction) to set a better foundation for the borough's carriageway assets.

Greenwich is undertaking the DfT's peer review and benchmarking exercises with the London Borough of Newham and Marlborough Highways Ltd to identify the benefits of preventative treatments and determine which options are most appropriate for its network. Historically, preventative treatments have been used more extensively by County Councils and have generally been less favoured by London authorities due to a range of factors, including traffic management requirements, aesthetic considerations, the disruptive and often untidy nature of the treatments, and questions around cost effectiveness. However, we recognise the benefits of a more proactive approach and will be trialling preventative treatments during 2027/28 using the improved condition data from the commissioned survey to be carried out from October 2026.

Does table 7 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.

No

Greenwich Council is currently tracking an underspend in carriageway capital maintenance; further resurfacing schemes, and other highway maintenance interventions, have been pre-planned and will supplement the capital planned programme once final budgets have been confirmed. These programme amendments will reflect overall maintenance needs across all asset groups in line with Greenwich's corporate aims, as a whole.

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.

Pothole/Defect intervention criteria

Table 8 sets out investigatory levels for Greenwich's risk-based approach to assess potholes or other carriageway defects to determine an appropriate response.

Table 8 – Defect investigatory levels

Defect Category	Additional context	Target Response Time	
		Make Safe	Permanent Repair
Pothole		Depth $\geq$ 40mm – 2 to 24hrs	$\geq$ 24hrs
Gap/Crack		Width $\geq$ 40mm – 2 to 24hrs	$\geq$ 24hrs
Fretting		-	$\geq$ 24hrs
Rutting		-	$\geq$ 24hrs
Kerb Issues	Missing/Dislodged Kerb	2 to 24hrs	$\geq$ 24hrs
	Damaged/Sunken	-	$\geq$ 24hrs
Cover Issues	Sunken/Protruding/Rocking	Depth $\geq$ 40mm – 2 to 24hrs	$\geq$ 24hrs
	Missing Cover	Depth $\geq$ 40mm – 2 to 24hrs	$\geq$ 24hrs
	Broken Cover	$\geq$ 24hrs	$\geq$ 24hrs
	Substandard Cover	-	$\geq$ 24hrs
Anti-skid surfacing	Defective	30% of Area – 2 to 24hrs	$\geq$ 24hrs

If a pothole or other highway defect meets this investigatory threshold, the safety inspector will undertake a risk assessment using the following risk matrix (Table 9) – this assessment will take into account the size, location and level of usage of the area to determine a risk score which will result in an appropriate defect response time (Table 10).

Table 9 – Risk matrix

Impact		Probability / Likelihood			
		Unlikely	Possible	Probable	Very Likely
		1	2	3	4
Low	1	1	2	3	4
Medium	2	2	4	6	8
High	3	3	6	9	12
Very High	4	4	8	12	16
Risk		Low Risk	Medium Risk	High Risk	Very High

Table 10 – Defect priority response times

Priority Category	Defect Description	Response Time
Priority 1	Imminent safety hazard	Make safe or repair in 2 hours
Priority 2	Urgent defects	Make safe or repair in 24 hours
Priority 3	Non-urgent safety defects	Repair within 28 days
Priority 4	Non-urgent serviceability repairs	Repair within 28 days
Priority 5	Low Risk – No action / Report to Planned Maintenance	

Number of potholes filled

Description	Potholes
Number of potholes filled in 2025/26 (Estimate)	2991
of which, Greenwich estimates were resolved using the following approaches:	
Planned repair / patching	[No data held]
Planned structural	[No data held]
Temporary reactive repairs	451
Permanent reactive repairs	2440

As described in Table 10, Greenwich completes a make safe or repair for Priority 1 & Priority 2 defects raised on the public highway. For consistency in the reporting process this is what the Council defines as a temporary repair. Response times greater than 24 hours are considered permanent repairs.

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.

Prices of pothole interventions

Unit cost (permanent pothole repair)	£135	Unit cost (temporary pothole repair)	£275
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For pothole repairs up to 1m², Greenwich's unit costs comprise a call-out charge and repair cost, with a 24-hour response costing **£125** (£50 call-out plus £75 repair) and a 2-hour response costing **£269** (£194 call-out plus £75 repair). Additional uplifts are also included in these costs for additional labour and time per call out.

Defect repair quality

Do you set requirements to those delivering repairs about the longevity of both:	a) planned repairs/patching	Yes
	b) reactive repairs using permanent methods?	Yes
If yes, do you base your material and process specifications on these longevity requirements?		Yes
Do you regularly monitor the appropriateness of the carriageway interventions chosen by your workforce or contractor and the quality of work delivered?		Yes
If yes, do you systematically record information about expected and delivered longevity of repairs?		Yes

Greenwich sets clear quality and longevity requirements for planned repairs, patching and permanent reactive repairs, with completed works expected to remain serviceable for at least 12 months. Repair quality and suitability of the chosen intervention are monitored through post-work site visits by highway inspectors. Where defects reoccur or repairs fail within the expected longevity period, these failures are recorded and reported to support contractor performance monitoring and continuous improvement.

Public reporting system for defects and other issues

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

Greenwich incorporates public enquiries and Cabinet Member nominations into the prioritisation methodology for the planned capital maintenance programme. External requests are given a modest weighting so that prioritisation remains primarily driven by asset condition and risk, ensuring investment is data driven and targeted where it will deliver the greatest community benefit.

Reports submitted through Greenwich's online Report Issues platform or customer contact centre are logged in the asset management system. However, there is currently no automated closed-loop feedback to the author of the report, but this system is currently being reviewed and updated.

B4 Maintenance of Highway Structures

Greenwich is responsible for the maintenance and management of a range of publicly maintained highway structures across the borough, including bridges, footbridges, retaining walls, culverts and tunnels. BridgeStation is used as the central platform for hosting and managing the Council's highway structures asset data, including inventory records, inspection information, condition data and maintenance history.

Description	Structures
Highway structures maintained by Greenwich	70
Highway structures with interim measures in accordance with CS470	0
General Inspections (GI)	
Number of structures due a GI in 2025/26 in accordance with CS450	70
Number of GIs carried out in 2025/26	70
Principal Inspections (PI)	
Number of structures due a PI in 2025/26 in accordance with CS450	0
Number of PIs carried out in 2025/26	0

Structures are inspected in accordance with a structured inspection regime designed to monitor condition, identify defects, assess risk and inform maintenance planning. General Inspections are carried out at regular intervals, typically every 2 years, and involve a routine visual examination of each structure. Principal Inspections are carried out every 6 years and provide a more comprehensive condition assessment, including elements that cannot be examined during general inspections. Both types of inspections monitor the progression of known defects, identify new deterioration and update condition records and maintenance recommendations.

Findings from inspections are recorded and used to prioritise maintenance funding, manage structural risk and ensure the continued safety and serviceability of highway structures. Greenwich's inspection programme is delivered in accordance with CS450, with interim measures applied to structures where required.

B5 Asset Management

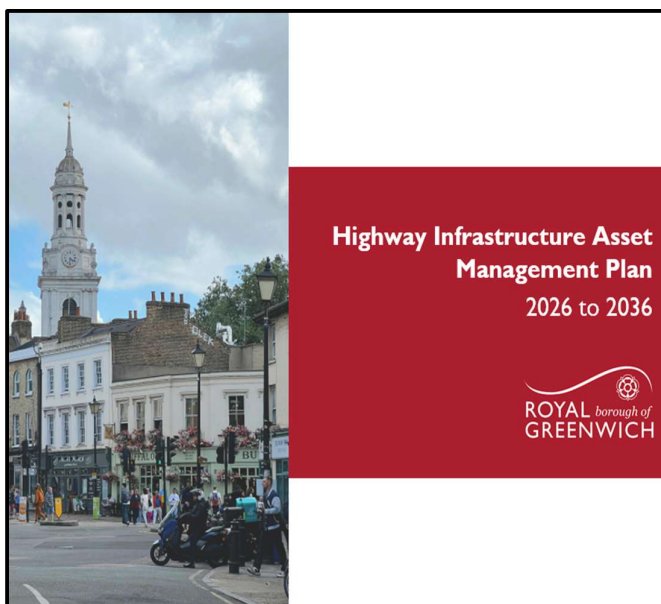
This section focuses on asset management practices that underpin how the authority plans, prioritises and delivers highways maintenance. It is intended to provide confidence that decisions are evidence led, risk based and aligned to whole life value, in line with the Code of Practice for Well Managed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

Asset Management Strategy and Policy

Greenwich Council confirms that it understands the answers in this section relate to compliance under the 2026/27 local highway maintenance incentive funding requirements.

Yes

The Council updated in 2026, and is in the process of adopting, its Highway Infrastructure Asset Management Plan (HIAMP) to embed a long-term, best-practice approach to managing highway assets and to ensure investment decisions deliver value for money, community benefit and whole-life performance. The HIAMP is in the process of being added to the Council's Forward Plan for adoption in November 2026. The principles of the HIAMP have already been adopted by the Council's asset managers delivering the highways service.



The updated HIAMP provides a modular strategic framework for key asset management activities, aligning maintenance planning with the Council's wider corporate aims, and the Council's climate emergency pledge to Carbon Net Zero. It also sets clear asset management objectives so that resources are targeted using evidence-led, risk-based decision-making.

Asset Data

Greenwich maintains asset inventory and condition data across all key highway asset groups to support evidence-led maintenance planning and investment decisions. The table below sets out the current status of inventory and condition data held for each asset type.

Table 11 – Highways asset information

Asset Type	Asset Inventory	Condition Data
Carriageways	Full	Full
Footways and Cycleways	Partial	Partial
Structures	Full	Full
Drainage Assets	Partial	Partial

Street Lighting	Partial	Partial
Traffic Signals	TfL maintain traffic signals across London	

From 2026, carriageways will be surveyed annually by PAS 2161-accredited suppliers, providing robust condition data for maintenance planning. The Council is also introducing footway condition assessments through routine safety inspections, creating network-wide evidence to support a greater shift from reactive to planned maintenance. The drainage team has begun recording gully silt levels through its new cleansing regime, establishing a baseline to target maintenance more effectively. In parallel, the street lighting team is completing a year-long inventory update to strengthen asset knowledge and align records with the [Guidance Note 22/19 Asset Management Toolkit: Minor Structures](#). Together, these improvements support better prioritisation and lifecycle planning.

Asset data integration and management

Robust asset management relies on data that is complete, current and correct across the highways service. This section sets out how Greenwich manages its asset inventory and condition data to support planning and investment decisions.

Asset inventory and condition data is primarily managed through:	
Discrete spreadsheets or documents held by individual teams	
Multiple digital platforms with limited integration	
Single digital platform or a set of connected platforms used across highways service	X

Greenwich manages asset data through connected platforms. Symology, currently migrating to Aurora, is the core asset management system, holding inventory and maintenance records across asset groups. Highway structures are managed through BridgeStation under the pan-London approach coordinated by the London Bridge Engineers Group, while specialist systems, including KaarbonTech for drainage, hold detailed asset information. Systems are linked through a shared unique Asset ID to maintain consistency.

A carriageway and footway dashboard combines borough-wide data to support risk-based prioritisation of planned maintenance. Greenwich intends to extend performance dashboards across all asset groups, providing a consistent view of progress against KPIs and corporate objectives.

Lifecycle planning and investment decision making

This section sets out how we use lifecycle planning to inform maintenance investment decisions, rather than relying solely on reactive demand or short-term pressures.

Do you use lifecycle plans for carriageways to support investment decisions?	Yes
Do you use lifecycle plans for footways to support investment decisions?	Yes
Do you use lifecycle plans for structures to support investment decisions?	Yes

Greenwich uses lifecycle modelling for carriageways and footways to assess maintenance backlogs, test investment scenarios, including steady state, improvement and managed decline, and identify funding required to meet performance targets. Models will be strengthened by the restructured highway network, aligned with PAS 2161, and improved footway condition data, including material type, collected through routine safety inspections.

For highway structures, defect data is reviewed through scheduled inspections and analysed using an asset deterioration model. Findings inform a 5-year Infrastructure Delivery Plan, which is regularly reviewed to prioritise maintenance, manage risk and support bids for additional capital funding.

Performance monitoring and continuous improvement

This section sets out how we monitor the effectiveness of our asset management approach and use performance information to inform ongoing investment and prioritisation decisions.

Do you have a defined set of key performance indicators (KPIs) to monitor the outcomes of your highways asset management approach?	Yes
Are these KPIs reviewed on a regular basis (at least annually)?	Yes
Are KPI trends used to inform maintenance planning, prioritisation or changes to forward programmes or investment decisions?	Yes
Have you conducted a value for money review or peer review of your service in the last 3 years?	Yes

Greenwich maintains a defined KPI framework within its HIAMP, covering carriageways, footways, structures, lighting, drainage and green infrastructure, with targets for 2026, 2031 and 2036. Asset Managers review and report performance annually through the yearly Scrutiny Report. KPI trends inform maintenance priorities, resource allocation, forward programmes and investment decisions.

A quality and pricing review was completed as a part of the tendering process for the procurement of the Highways Term Maintenance Contract in 2024, resulting in the appointment of Marlborough Highways Ltd. Greenwich also supports continuous improvement through peer review and benchmarking with the London Highways Engineers Group, London Highway Asset Management Consortiums, LCRIG and UKRLG.

B6 Maintaining footways and cycleways

Greenwich maintains an extensive network of footways and cycleways that support everyday travel, accessibility and active travel across the borough. The authority adopts a risk-based approach, combining reactive repairs with planned maintenance – keeping walking and cycling infrastructure safe, accessible and serviceable.

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
Are priority footways and cycleways included in your:	a) your winter service (e.g. gritting or snow clearance)	Yes
	b) a routine programme for keeping them clear of overgrown vegetation and debris (e.g. sweeping, cutting back)	Yes
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).		No

Greenwich's footway and cycleway maintenance programme is informed by a defined network hierarchy, categorising streets by function, usage and relative priority. Greenwich's Parks & Open Spaces team manages a yearly routine maintenance programme for street sweeping and overgrown vegetation. This routine covers areas where pedestrian footfall is greatest and where sightlines, access and safety are most likely to be affected by vegetation growth or accumulated debris.

A similar risk-based approach has also been applied to the winter service. The Council has defined a resilience route and three priority levels for both carriageways and footways, giving priority to footways with high levels of pedestrian activity (e.g. shopping areas, transport hubs and hospitals). This year, the Council is also in the process of updating its winter gritting network to reflect the large changes in network over the last few years.

Table 12 – Maintenance methods of footways and cycleways in 2026/27

Asset	Structural Maintenance	Preventative Treatments
Footways	1.23 km	0 km
Independent Cycleways	0 km	0 km

Greenwich prioritises planned footway maintenance using reactive maintenance history, network importance and local knowledge of asset condition. As previously mentioned, the Council is deploying a new approach to footway condition assessments through routine safety inspections, providing improved asset data to support a more informed and detailed planned footway programme. Where cycleways form part of the main carriageway, the condition is picked up during our annual carriageway surveys. Segregated cycleways are assessed through our cyclical inspection regime - identifying where

reactive repairs or potential resurfacing is required. Reports of defects on TfL maintained roads and cycleways are reported to TfL to action, as the highway authority.

B7 Drainage

Effective drainage maintenance is essential to mitigating the risk of flooding, ensuring that the public highway network is resilient and durable, and properties are safe from damage. Currently, drainage maintenance expenditure is **100%** reactive, this is due to expenditure not being reported as routine and reactive maintenance separately. The Council is actively working to differentiate maintenance expenditure by maintenance type for drainage assets with its Finance Team.

Greenwich manages its highway drainage network through a risk-based approach that combines planned cyclical cleansing with reactive intervention, using asset data and maintenance records to target resources where they are most needed.

Does your authority utilise a digital drainage management platform, covering asset inventory, inspection history, sensor data, and risk scoring?	Yes
Do you maintain a record of locations where drainage issues are known to cause or contribute to carriageway deterioration or surface water ponding?	Yes
Do you utilise smart sensors or other remote monitoring technologies to monitor performance of your drainage assets?	No

Greenwich uses KaarbonTech as its digital drainage management platform to record drainage asset information, inspection activity and maintenance data, including gully silt levels captured through the street cleansing regime. The Council continues to maintain a list of locations where drainage issues contribute to surface water ponding, supported by flood history data to help target drainage improvements. Smart sensors are not currently used, as recorded flood incidents are relatively low, and the borough has a limited number of watercourses. The Council has also invested in a new gully cleansing vehicle fleet, to improve resilience and consistency – reducing vehicle breakdowns.

B8 Skills & Training

Do you have an up-to-date training and development plan for those responsible for highways asset management in your authority?	Yes
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
Does your authority contribute towards the cost of professional membership or professional development required for relevant highways roles?	Yes
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
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
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

Professional development is supported through recognised training schemes, with the authority contributing towards the cost of professional membership and accreditation for relevant highways roles. Apprentices are supported, both internally and externally (Marlborough Highways), through apprenticeship schemes and are required to become members of the Institution of Civil Engineers, with free enrolment available through the Chartered Institution of Highways and Transportation.

Planners, engineers and technicians working towards professional accreditation, including through ICE, IHE, CIHT or the Institution of Structural Engineers, are assigned a mentor to support them through the process, ensuring competence, including for those responsible for highway structures, is developed and maintained across the service.

Greenwich is also active in ensuring development & training is delivered in-house, which includes but is not limited to; Health and Safety briefings, Lunch & Learn sessions, Construction Design Management training as well as encouraging and supporting officers in attending external CPD events. Greenwich is an active member of the London Technical Advisory groups and regularly attends events such as the IHE London Conferences, Asphalt Industry Alliance Best Practice and LoTAG events.

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 us to optimise durability, manage risk and deliver best whole life value from their assets.

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?	Yes
Have you identified your resilient network and agreed this with senior decision-makers?	Yes
If yes, when was this last updated?	October 2022
Have you identified locations that are repeatedly affected by extreme weather (e.g. flooding, heat damage, storms)?	Informally
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.	Yes
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

The HIAMP has a module called 'Risk, Resilience & Emergencies' focusing on the Council's approach to managing a resilient, robust network dealing with the impacts of snow, ice, flooding, sinkholes and other emergencies. Greenwich's drainage management team maintains active operational knowledge of locations repeatedly affected by extreme weather; however, a formal documented register is currently being developed, but not yet in-use. The Council has also maintained an up-to-date resilient network, approved by Head of Highways & Traffic, which was last reviewed in 2022. The resilient network will be subject to future review, in line with developments across the borough.

To benchmark Greenwich's environmental performance, Marlborough Highways measures and benchmarks greenhouse gas emissions across all Scope 1, 2 and relevant Scope 3 sources using an in-built carbon calculator, with independent consultancy support from Carbon Footprint Ltd. Emissions are reported in tCO₂e in accordance with recognised industry standards, enabling all relevant greenhouse gases to be measured consistently. Marlborough Highways maintain a Carbon Reduction Plan, monitor performance annually, and have achieved carbon neutrality through certified carbon offsetting schemes.

Climate-adaptation measures implemented on our network:	
Targeted drainage upgrades or maintenance	No
Natural flood management / SuDS	Yes
Targeted slope / ground stability / landslip mitigation	Yes
Heat-resilient materials or surface treatments	No
Tree planting / shading for heat management	Yes
Other	
None of the above	

Cycleway 4 provides an implemented example of SuDS adoption in practice on Greenwich's network to help mitigate surface water flood risk. In addition, a SuDS opportunity mapping exercise is expected to commence in September to identify further scope for SuDS adoption across the borough. A Natural Flood Management Project is underway at Oxleas and Bostall Woods, although this sits primarily within Parks & Open Spaces rather than Highways. The Borough's updated Flood Risk Management Plan also outlines opportunities for further SuDS and other work to manage water courses and flow in the borough.

Greenwich has also had to respond to a series of sinkhole events in Dunvegan Road, Mariam Road and Conduit Road, prompting targeted ground stability mitigation where these issues have emerged. Greenwich is also committed to planting over 300 trees every year to help mitigate urban heat and improve shading and amenity across the borough. The Council planted over 5,000 trees from 2022-26, and will be developing a tree maintenance strategy.

B10 Innovation

Greenwich is committed to continuous improvement in the way its highways maintenance service is planned and delivered, embracing innovative materials, techniques, technologies and processes where these can improve network performance, reduce costs, lower carbon emissions or minimise disruption to road users.

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

Greenwich encourages innovative practices through quality assessment criteria during the tender process of the Term Maintenance Contract to promote innovation. Greenwich also works with its contractors and supply chain to explore and implement innovative maintenance techniques and materials, seeking to improve asset performance and value for money while reducing the carbon impact of maintenance activities. Greenwich attends regular innovation events held by Marlborough to discuss 'hot' topics with industry suppliers, innovation trial case studies and how there can political sensitivities with their implementation.

Greenwich engaged Velocity UK Ltd to trial spray injection patching on the unclassified road network. Unfortunately, during the surveying phase a series of identified sites were found to be incompatible with the treatment type. Following this, Greenwich determined to invest the remaining planned maintenance budget into resurfacing and reconstruction. The Council also continues to monitor and assess developments in the industry, including JCB pothole repair machines which have been in the public limelight recently.

Examples of innovations that have been adopted

Innovation	What was implemented?	What were the impacts?	Scale of adoption
Asset Board	A governing board to deliver schemes in a combined approach across different asset groups.	Winn Common Road – A success story of a combined approach making upgrades to street lighting, footway renewals, drainage issues, tree pruning and carriageway works (to be completed next year).	Borough-Wide
Drainage Management System (KaarbonTech)	Using a specialist drainage asset management system to report drainage issues, condition and silt levels during routine maintenance.	Reduced demand on reactive maintenance, and expected to reduce future routine maintenance costs by decreasing the frequency of gully cleanses to reflect the network demand in line with silt level readings.	Borough-Wide
AI Condition Survey	Using an AI condition survey provider to report condition of Greenwich's carriageways.	On pathway to a consistent pan-london condition survey approach, reliable condition data to inform a detailed works programme.	Borough-Wide
Footway Condition Assessments	While currently updating the borough's safety inspection regime and policy, we are implementing condition assessments to be conducted during routine safety inspections.	Aim is to improve asset knowledge to inform a detailed, data-led footway planned programme – reducing the demand on reactive maintenance.	Trial
Handheld Devices	Greenwich officers are in the trial phase of adopting handheld devices to be used during highway safety inspections to collect robust highway defect and condition data.	Reduce admin-based tasks in documenting activities and actions on the highway relating to maintenance.	Trial
Central Management System (CMS) & LED Replacement	A large proportion of the borough has been upgraded to LED street lights and a CMS installed on a proportion of the network from capital maintenance allocations to street lighting.	Since 2020, 75% reduction in energy consumption and 80% reduction in carbon emissions. A Business Case is being made to increase the proportion of the street lighting network controlled by CMS for further Council carbon and energy savings.	Partial Adoption

BII Working with utility companies to reduce disruption to road users

Utility companies and highway authorities carry out a significant volume of works on the public highway each year, with a direct impact on network availability, surface condition and the experience of road users. Greenwich works to minimise the disruption caused by these activities through monitoring, enforcement and coordination with utility companies and other stakeholders.

Do you routinely monitor and enforce utility works quality as part of your streetworks management?	Yes
Have you undertaken a senior-endorsed assessment of whether a lane rental scheme would be suitable for your area?	Yes
Do you seek input from utility companies when determining your highways maintenance programme to help reduce disruption?	Yes
Have you conducted and published a permit scheme evaluation within the last three years?	Yes
Have you conducted a traffic sensitive review in the last three years?	Yes

Greenwich actively monitors and enforces utility works quality through Category A sample inspections, a Fixed Penalty Notice regime covering both NRSWA and TMA offences, and quarterly performance meetings addressing site safety, reinstatement standards and improvement plans with works promoters. This is reflected in a permit scheme evaluation completed in 2024 – setting out KPIs, objective measures, fee structure and conclusions on scheme performance. Utility companies are consulted in shaping how streetworks and highways activities are planned, through regular co-ordination and performance meetings, and ongoing discussions to determine reasonable road closure durations aimed at reducing disruption and maximising collaboration.

In parallel, Greenwich engaged with Transport for London on the suitability of a lane rental scheme for its most traffic-sensitive roads, targeting a Tranche 3 implementation with a potential April 2027 go-live date, supported by a formal statutory consultation process completed in January 2026. Using this scheme, Greenwich will direct half the revenue generated towards highway maintenance, network resilience and street works improvement activities. Greenwich regularly reviews its traffic sensitive road network ensuring designations remain current and reflective of the borough context (last updated in 2025).

B12 Managing highways maintenance contracts effectively

Does your authority retain in-house technical capability to independently assess maintenance interventions proposed by contractors?	Yes
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
Do you have defined KPIs for your highways maintenance contract(s), and are they actively monitored by your authority to manage performance?	Yes
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?	Yes

Greenwich retains in-house technical capability to review, challenge and approve maintenance interventions proposed by contractors, with NRP also consulted externally to provide additional technical assurance. Senior managers and technical officers draw on historic network knowledge and detailed condition data to inform appropriate treatment interventions – delivering value for money and supporting long-term asset performance.

Unit costs for core maintenance activities, including pothole repair and resurfacing rates, are reviewed annually through the London Highways Engineers Group (LoHEG), benchmarking Greenwich's performance against Lewisham and other neighbouring authorities to ensure value for money is being achieved.

The Term Maintenance Contract has 17 defined KPIs (e.g. repairs completed within target timescales, reported accidents), which are actively monitored on a monthly basis. Reactive pothole repairs are contractually expected to be completed in a single visit, with repeat visits not incentivised, reinforcing a focus on permanent, right-first-time repairs wherever it is safe and appropriate to do so.