Annual Local Highway Maintenance Transparency Report
Slough Borough Council

For: Slough Borough Council

Date: June 2025

Introduction

This document has been produced by Slough Borough Council to support our annual submission to the Department for Transport (DfT) as part of the Local Highway Maintenance Funding 2025/26 incentive funding requirements. The purpose of this report is to provide a transparent, structured account of our current asset management processes, maintenance investment, performance monitoring, and forward planning.

The information presented reflects our local priorities, approach to risk-based efficient delivery of our highway maintenance, and our alignment with national codes of practice, including Well-Managed Highway Infrastructure (WMHI).

The content includes summary data on network condition, maintenance expenditure, public engagement, innovation, and climate resilience. Where relevant, we have also included additional information beyond the DfT's minimum requirements to demonstrate added value and our commitment to continuous improvement.

This report has been prepared by the highway maintenance service in consultation with senior officers and relevant portfolio holders. As well as meeting DfT reporting requirements, it also serves to improve transparency for our stakeholders, elected members, and residents. By clearly setting out how we manage, maintain, and invest in our network, we aim to provide a consistent and evidence-based account of our activities and priorities, supporting ongoing accountability and engagement.

Annex A – Public-Facing Transparency Report

This section provides a summary of our highway maintenance approach, investment, and performance for transparency and public accountability. It is intended to meet the Department for Transport's Annex A requirements and demonstrates how we manage and maintain our network in line with national guidance and local priorities.

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1. Our Highway Network

This table shows the current lengths of highway, footways, PROW and cycleways maintained by the authority.

Lengths of highway, footways, PROW and cycleways (km)

A Road	B and C roads	U roads	Total Roads	Footways	Other Public Rights of Way	Cycleways
34.8 km	8.6 km	268.8 km	312.2 km	647 km	27km	70km

Our wider Highway Network asset inventory

This table gives a summary of the non-carriageway assets we currently maintain, based on our latest inventory data.

Asset Type	Unit	Quantity	Notes
Structures (e.g. bridges)	count	56	Included Footbridges, Culverts and Railway bridges
Street lighting columns	count	11369	Includes Lanterns and Columns
Illuminated Bollards	count	1850	
Traffic Signals	count	130	Junctions, Pedestrian crossings
Drainage Gullies	count	17,366	Regularly inspected and maintained (on a risk-based approach)
Grit Bins	count	15	Located across the network for Winter Service Provision

Wider Assets and Structures

Slough Borough Council recognises the importance of developing a clearer understanding of the assets we manage. We are in the early stages of enhancing our inventory and condition data for key asset groups and will continue to build this over time. This will support a more consistent and data-led approach to planning and prioritising future maintenance activity. Our focus is on gradually improving the quality and coverage of asset data to better inform decision-making and develop a more strategic, long-term view of maintenance needs. However, this approach must be balanced against current financial constraints and applied on a risk-based basis to ensure that already defective assets can be treated as a priority. With limited funding available, further asset groups will be picked up as and when appropriate.

The Council's Highways Asset Management Strategy 2020-2025 (being reviewed) sets a preventative rather than reactive approach to maintenance and uses the risk-based approach to managing the highway network.

2. Maintenance Spending

2.1 – Highway Maintenance Spending Figures

The table below sets out our capital and revenue spending on highway maintenance over recent years (2020/21 – 2025/26), including the split between preventative and reactive activities.

Year	Capital allocated by DfT (£000s)	Capital spend (£000s)	Revenue spend (£000s)	Estimate of % spent on preventative maintenance	Estimate of % spent on reactive maintenance
2025/26 (projected)	£1,888,000	£1,023,507	£864,493	65%	35%
2024/25	£1,129,000	£261,000	£868,000	60%	40%
2023/24	£1,129,000	£261,000	£868,000	60%	40%
2022/23	£1,129,000	£261,000	£868,000	60%	40%
2021/22	£979,000	£479,000	£500,000	60%	40%
2020/21	£878,000	£378,000	£500,000	60%	40%

The percentage split for preventative vs reactive has remained the same since 2017 when a policy decision was taken to focus on large scale patching and other repairs to reduce impacts on the network and reduce the future revenue burden.

2.2 – Additional Information on Spending

In the 2025/26 financial year, Slough Borough Council have allocated approximately £1,023k of its capital and revenue maintenance funding to a mix of **preventative** and **reactive** maintenance, with a strategic focus on increasing the proportion allocated to planned, cost-effective works.

Preventative maintenance accounted for approximately 60% of total spend in 24/25. This included Resurfacing, Machine Lay Carriageway Patching, Signing/Lining Improvement Programmes associated to the carriageway, further capital works are delivered on Traffic, Structure and Drainage assets across the A, B, C and U road networks. In 24/25 a total of **2,048 m2** of carriageway received preventative maintenance in the form of structural patching. In 25/26

Slough Borough Council are proposing to deliver **2,439 m2** of carriageway patching and a further 5-10km of carriageway resurfacing subject to costs and technical survey outcomes.

Reactive maintenance accounted for 40% of total spend in 24/25. This spend primarily covered pothole repairs, urgent carriageway and footway defect response, safety-related street lining, signing lighting repairs, and ad hoc gully cleansing. Over the past five years, the estimated number of potholes repaired has varied from 377 (2020/21) to 1393 (2024/25), highlighted in table 2.3 below, with an average of approximately 958 per year. Approximately 18% of reactive spend in 2024/25 was directly attributed to pothole intervention works.

The balance between preventative and reactive maintenance is determined using a combination of condition data (e.g. SCANNER, visual survey, routine scheduled highway safety inspections), annual performance reviews, and local member and resident feedback. An ongoing priority is to transition the profile of spend towards **planned preventative work**, supported by life-cycle planning outputs in the Highways Asset Management Plan (HAMP), as a preventative maintenance strategy prolongs the life of pavement surface course layers and protects the original capital investment on these assets.

In 2025/26, we aim to increase preventative works by a further 5%, delivering more preventative maintenance compared to reactive maintenance on both classified and unclassified networks, while reducing demand-led reactive maintenance.

2.3 – Estimated number of potholes filled over the last 5 years

Year	Estimate of number of potholes filled
2024/25	1393
2023/24	1461
2022/23	1151
2021/22	*408
2020/21	**377

S114 issued in July 21 – revenue and capital spend restricted to emergencies only

***** Impacts of Entire Council restructure affecting staff and financial resource together with impacts of Covid 19***

3. Condition of the Network

Five-year trend by road category.

3.1 A Roads condition

Year	Percentage of A roads in each condition category		
	Red	Amber	Green
2020	3 %	21 %	76 %
2021	2 %	23 %	75 %
2022 *	N/A %	N/A %	N/A %
2023	7 %	28 %	65 %
2024	7 %	28 %	65 %

Collection Frequency for A roads:

Slough Borough Council Survey 100% of all A roads on an Annual Basis using SCANNER technology.

S114 issued in July 21 – revenue and capital spend restricted to emergencies only, new framework contract being tendered

3.2 B & C Roads condition

Year	Percentage of B and C roads in each condition category		
	Red	Amber	Green
2020	3 %	22 %	75 %
2021	5 %	21 %	73 %
2022*	N/A %	N/A %	N/A %
2023	8 %	43 %	49 %
2024	8 %	26 %	66 %

Collection Frequency for B & C roads:

Slough Borough Council Survey 100% of all A roads on an Annual Basis using SCANNER technology. ***S114 issued in July 21 – revenue and capital spend restricted to emergencies only, new framework contract being tendered***

3.3 Unclassified Road Condition

Year	Percentage of U Roads in the Red category
2020	16 %
2021	12 %
2022	N/A %
2023	25 %
2024	22 %

Context for U road survey parameters:

Slough Borough Council undertake annual surveys of 25% of its U roads (in Line with DfT reporting standards) using CVI survey methodology. SCANNER is not suited to low-speed roads.

S114 issued in July 21 – revenue and capital spend restricted to emergencies only, new framework contract being tendered

23.5 Section 3 Commentary

Slough Borough Council have surveyed the unclassified network (U Roads) using CVI survey since 2018 which is a UKMPS accredited survey method. CVI is a network-level visual condition survey carried out by trained inspectors from a slow-moving vehicle. The inspection records the presence and extent of surface defects such as cracking, potholes, fretting, rutting, and edge deterioration, across each road section.

While CVI does not provide the same level of machine-measured precision as SCANNER, it enables a practical, manual means of condition assessment—particularly suited to unclassified and rural road networks.
The condition data gathered is used to calculate the Road Condition Indicator (RCI) for each surveyed section, categorised into three bands consistent with national reporting:

- Green – No further investigation or treatment required
- Amber – Maintenance may be required soon
- Red – Should be considered for maintenance

CVI outputs support decision-making for prioritising maintenance activities and can be used to feed into asset management systems. The data collected helps councils track network deterioration and identify where further investigation or works may be necessary and is a valuable tool in developing a risk-based and needs-led maintenance on the unclassified network.

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4. Plans

4.1 – Overall Strategy

We are committed to maintaining and improving the highway network with the funding available for highway maintenance generally in ways that are visible, preventative, and aligned to our long-term asset strategy. Below is a summary of our asset management approach, how we deliver best practice and innovation and highlight key planned activities for the coming financial year.

Our approach to highway asset management in Slough is founded on the following principles that form the basis for our asset management strategy:

1. The Council will develop and operate a formalised, information driven asset management approach to ensure the optimal use of the Council's resources in maintaining the highway infrastructure and assets for the benefit of current and future users.
2. The Council will adopt a whole life cost approach to maintaining the highway infrastructure that, as far as practicable within available budgets, reflects both the structural need of the assets, the strategic importance of the route and the local priorities.
3. The Council will prioritise available resources for maintenance interventions and treatment choices using a risk-based approach, taking account of the safety and needs of different groups of users, network hierarchy and levels of use, network condition, customer expectations, environmental impact, and the implications of approved and anticipated developments.

In addition, Slough will:

1. Ensure our asset management activities are aligned with and support the values and priority outcomes set out in the Council's, including the Council's Climate Change Strategy and Action Plan
2. Optimise the use of resources over the whole life of the asset, and take a risk-based and intelligence-led approach to decision-making
3. Encourage and adopt innovation to enable better asset management
4. Maintain effective communication with residents, businesses and other

stakeholders and consider the needs and priorities of all stakeholders when making decisions

Best practice and delivering innovation and efficiency

Slough continues to be a member of APSE to measure and benchmark against similar highway authorities. The Council having brought in-house the highway maintenance contract is now in the process of tendering this service and is including low carbon materials such warm asphalt, low-cost materials such as surface dressing and opportunities for contractors to use innovative materials as they emerge, to support the local authority in its drive to reach zero carbon and financial stability.

The Council has for the past 5 years invested in IoT projects such as Small Cell technology and sensors to maximise use of our assets but also using sensors on streetlighting infrastructure to reduce lighting levels and drainage gullies to measure where best to manage flooding problems.

4.2 – Specific Plans for 2025/26

Activity	2025/26	Notes
Carriageway resurfaced (km)	5-10	Subject to road condition survey
Carriageway preserved (km)	10	Primarily on roads such as the by-pass to limit the impact on traffic.
Patching (m2)	2439	
No. of Potholes filled (estimate)	1200	This is an estimate based on previous years but may be significantly less as a result of major schemes being implemented.
Footways improved (m2)	3-5	Subject to CVI survey results
Streetlights upgraded (LEDs)	0	All complete
Traffic signals refurbished	13	This is a continuation of the signal upgrade programme that Slough is

		rolling out. Most of the upgrades will be included in major projects.
Drainage / gullies treated	5 areas	Five locations identified for repairs and maintenance to alleviate flooding. This is in addition to the gulley cleaning schedule.
Lining refreshed or replaced (Lm)	10,000	Refreshing of worn road markings

4.3 Major schemes planned 2025/26 including any carbon-saving initiatives, or innovation pilots potentially delivered

Scheme Name	Scope / Benefit	Estimated Completion
Scheme 1: A4 Cycleway (off road)	New dedicated cycleway includes traffic signal upgrades, resurfacing, removal or replacement of guard-rail, landscaping - Preventative Maintenance/Active Travel	Q4
Scheme 2: A4 Safer Roads	New countdown facilities at pedestrian crossings, resurfacing at accident hot spots, average speed cameras, removal of street clutter and reduction of speed limit from 40 to 30mph – Preventative Maintenance/Road Safety Scheme	Q4
Scheme 3 – Destination Farnham Road	New public realm near shops, reduction of speed limit from 30 to 20mph (high footfall areas), landscaping incorporating sustainable drainage, new streetlighting in public realm, new parking layout, widened/ extended footways, new dedicated cycleway and signal upgrades – Public Realm/Active	Q3 (2026)

	Travel/Sustainable drainage and Preventative maintenance Scheme	
Scheme 4 – Carriageway Resurfacing programme	Surface treatment programme / Resurfacing programme	Q4
Scheme 5 – Project Sponge	Sustainable drainage and flood alleviation	Q4 (2027)

4.4 Public-Facing Information – Planned Works

We keep the public informed about planned schemed through:

- One.Network
- Major Highway Projects
- Destination Farnham Road
- A4 Cycleway

5. Streetworks & Coordination

We recognise that streetworks, whether undertaken by the council or third parties, can be disruptive to residents, businesses, and road users. Our approach focuses on **minimising disruption, improving coordination, and enforcing compliance** through strong planning and regulations. The Council's Traffic Manager attends the Southeast Traffic Managers Meeting every quarter to share information and benchmarks against good authorities. Slough is part of the Southeast Permit scheme and co-ordinates works with our neighbouring authorities who are part of the same scheme.

5.1 Our Approach to Streetworks Management

Aspect	**What We Do**
Coordination & Permitting	Operate full permit scheme; require advance notice
Planning & Collaboration	Regular utility liaison meetings; joint works
Disruption minimisation	Embargo periods; narrow trenching; advanced notice. Early engagement with utility contractors.
Real-time monitoring	Mobile inspections; One.Network public mapping tools

Aspect	What We Do
Enforcement & Compliance	FPNs, network inspections. Section 74 inspections
Inspection / Testing	10% of openings inspected / failed / penalty notices served / remedials

Streetworks

Examples of good practice and information sharing has been the rollout of the Ultrafast broadband. Slough being very urban was the first in Berkshire to have City Fibre infrastructure installed. The information gathered was shared with our neighbours to minimise traffic disruption. Additional resource for inspections increased to manage the highway more effectively ensuring less disruption on the network.

5. 2 Public-Facing Information – Streetworks
We keep the public informed about planned and live roadworks through:

- One.Network
- Work sites for live updates

6. Climate & Resilience
Decarbonisation and adaptation actions.

6.1 Decarbonising our Maintenance Operations
We are committed to reducing the carbon footprint of our highway maintenance activities. This section outlines the actions we are currently taking across materials, fleet, energy use, and our supply chain to support our decarbonisation objectives.

Authorities Decarbonisation Strategy

Slough has focussed since 2021/22 on carbon savings linked to revenue savings. As the authority comes through the financial constraints a focus will be to reduce the borough's carbon footprint while still realising revenue efficiencies in our public highway.

Area of Decarbonisation	Current Activity or Plan	Carbon Benefit / Progress
Materials (e.g. warm mix asphalt, surface dressing)	Included in new tender	Tender Notice published
Fleet & site emissions	All vehicles replaced with Euro VI or Electric	Monitoring underway on carbon saving
Energy use (e.g. depots, lighting)	Transfer Shed include solar panels, being reviewed for replacement. LED lighting and Adaptive Streetlighting policy	100 tons of Carbon saving

6.2. Understanding and Managing Climate Risk for our Network

We recognise the growing impact of climate change on our highway network. This section explains how we assess climate-related risks and the steps we are taking to build resilience into our assets and maintenance planning.

Climate Change and Network Resilience

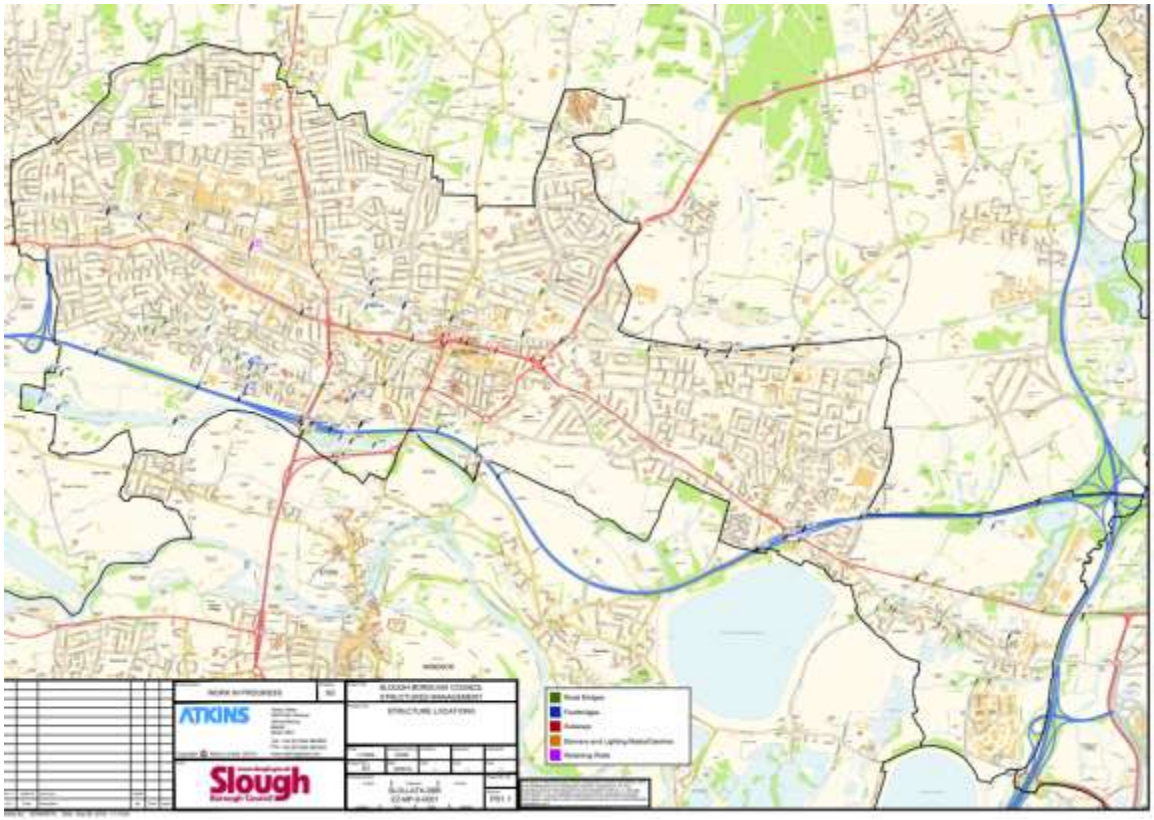
The Council has adopted a Flood Plan and is reviewing this document and map. The winter maintenance plan is reviewed annually with the service networking with our neighbouring authorities to ensure services and the network remain safe and useable. The council is implementing a flood alleviation project called “Project Sponge”. Working with the community and the Wildfowl and Wetland Trust and National Flood Forum to improve corridors where flooding exists.

Risk Area / Impact	How Risk is Assessed	Resilience Measures in Place
Flooding / drainage overload	Risk mapping, flood hot spot register	Gully prioritisation, bunding, mapping of undergound drainage assets, moved to risk-based approach.
Winter service & weather extremes	Annual Review of Winter Maintenance Plan	Grit stock planning, route review

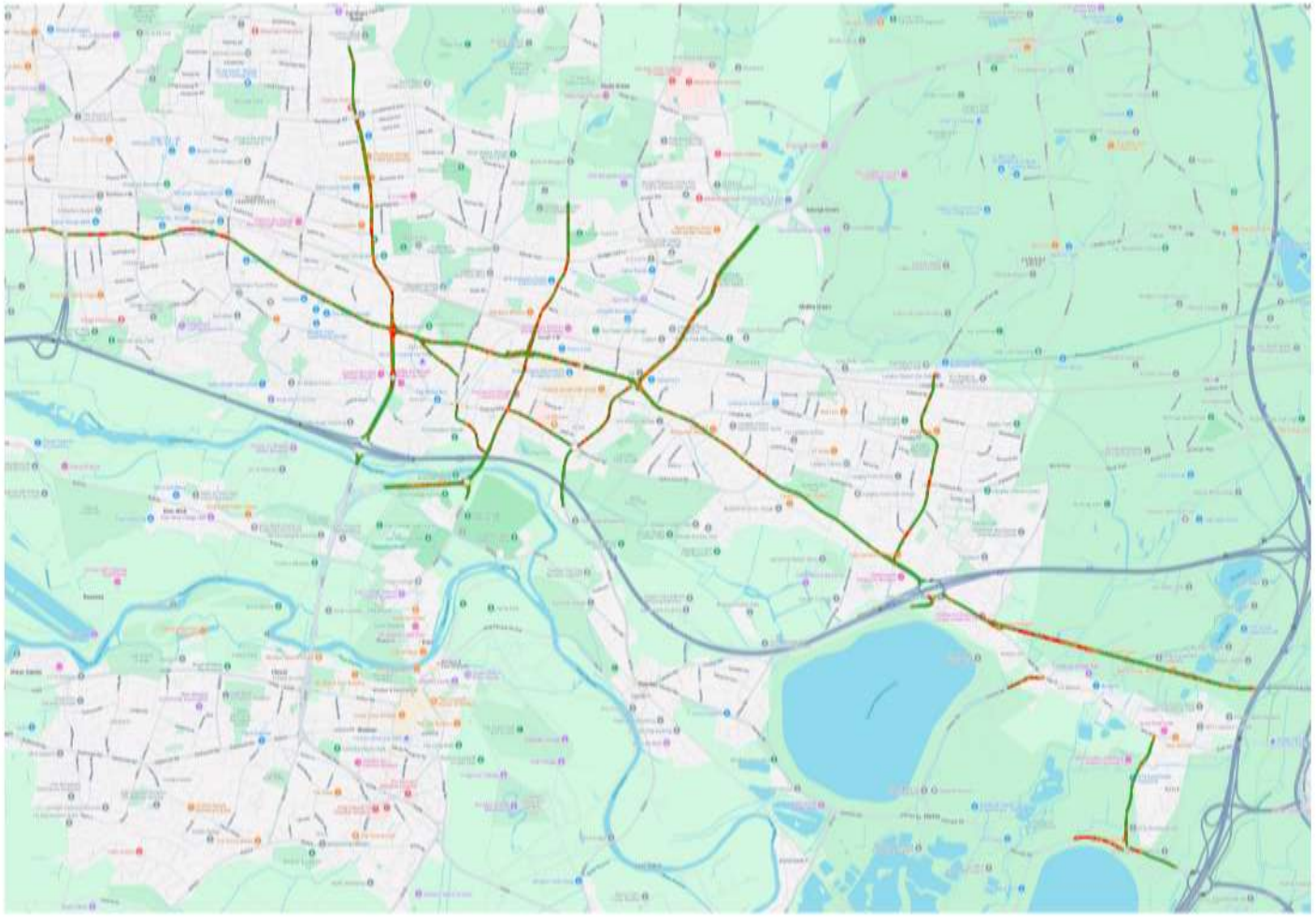
7. Technical Survey Plans/Bridge Condition Surveys

Additional Information on Plans:

Below is a map of bridges in Slough, funds for bridges are being increased using the highway maintenance block funding to help extend the life of a number of structures across the highway network.



“A” and “B” Roads



Unclassified Roads