

Annex B: Incentive Element Questions

1. What is your local authority’s assessment of the Gross Replacement Cost / Asset Value of your total highway assets (including bridges, cycleways, footways, drainage, trees etc but excluding land), using the HAMFIG/CIPFA methodology and the last available rates?

The indicative Gross Replacement Cost for end of year 2024/25 for the entire highway network in Croydon is **£2,159 bn**.

Highway Asset	Indicative GRC (£'000)
Carriageways	£ 1,180,103
Footways + Cycleways	£ 254,586
Structures	£ 132,923
Lighting	£ 50,929
Traffic management	£ -
Street furniture	£ 17,828
Total	£ 2,159,113

2. What percentage of your current asset value has been spent on maintenance in each of the last 5 years?

Highway Maintenance Spending vs Asset Value	
Year	Estimate % of current asset value spent on maintenance
2024/25	0.58%
2023/24	0.46%
2022/23	0.60%
2021/22	0.46%
2020/21	0.30%

3. Does your local authority use a Customer Service / Satisfaction Survey such as the NHT network? If so, who do you use and how does this get factored into maintenance operations?

London Borough of Croydon currently conducts their own resident’s satisfaction survey
A central element of our highway asset management strategy is proactively understanding and managing the expectations of all users of Croydon’s roads. We engage systematically with residents, elected councilors, and key stakeholders to collect feedback, communicate the challenges associated with network management, and collaboratively establish priorities. This engagement directly informs our scheme selection and investment decisions, ensuring that available funding is allocated to areas of greatest need and where interventions will provide the most sustainable, long-term benefit. Feedback from our

community is formally incorporated into our prioritisation framework, supporting transparent and evidence-based decision-making in line with best practice asset management principles

4. Does your authority carry out benchmarking of its performance with other authorities, and can you provide evidence of that?

Benchmarking is undertaken yearly via the Annual Local Authority Road Maintenance survey (ALARM survey) and also at the Highways Maintenance meetings and Asset Management sub-group meetings such as the South London Highway Asset Management Consortium (SLHAMC) made up of boroughs such as Bromley, Kingston, Sutton, Merton and Lewisham. Performance comparisons allow us to identify areas of improvement, e.g. pothole response times, CO2 reductions in materials,

5. Do you have a highways asset management performance management framework against which you are regularly tracking performance?

The Council has a Highways Asset Management Strategy which is regularly reviewed and tracked for performance. The last version was updated in 2024 and approved by our Cabinet Members and Mayor.

https://democracy.croydon.gov.uk/documents/s58524/Appendix%20A%20HAMS24_May%2024%20V4.pdf

6. What are your KPIs for maintenance?

Croydon New generation highways contract contains nine (9) Key Performance Indicators (KPIs) with clear definitions and methods for measuring performance against the KPIs. All KPIs have Performance Indicators, each of which has a Target Level which the Contractor is required to achieve, and Performance Points awarded depending on the Contractor's performance. Those related to maintenance include:

KPI 1 - Operation of the Contractor's management systems

- Up to date and accurate plans, information and reports
- Incidents of materials used that do not comply with the specification.

KPI 4 - Attendance to emergency callouts

- Percentage of emergency team call-outs achieved within the response time defined in the contract

KPI 5 - Winter service

- The percentage of all spreading routes treated within the response time.
- The percentage of snow clearance operations responded to in accordance with the winter maintenance plan.
- The percentage of salt bins maintained in accordance with the requirements of the Specification.

We conduct annual monitoring of our road network, using performance indicators to identify priority areas and guide evidence-based maintenance decisions. This approach ensures that improvements are delivered efficiently, sustainably, and in line with available funding. Road Condition Indicators (RCIs), collected through structured condition surveys, are reported annually to the Department for Transport, providing transparency and supporting accountability in how we manage and maintain our highway assets.

7. Does your authority have, and can you provide a weblink to a:

- i. Highways Asset Management Plan (HAMP)
<https://democracy.croydon.gov.uk/ieDecisionDetails.aspx?ID=2278>
- ii. Resilient Network plan
<https://www.croydon.gov.uk/sites/default/files/2024-10/winter-service-plan-2024-25-final.pdf>
<https://www.croydon.gov.uk/streets-roads-and-transport/street-maintenance-repairs-and-improvements/road-gritting-and-salting>
<https://www.croydon.gov.uk/sites/default/files/2024-02/croydon-local-flood-risk-management-strategy-2023-2028.pdf>
<https://www.croydon.gov.uk/sites/default/files/2022-01/sfra-level-1-maps-of-fluvial-flooding-north-and-south.pdf>

8. Can you confirm that your Local Authority has provided, or will provide, DfT with all of the data required under the annual Single Data List requirements in 2025, namely:

London Borough of Croydon have provided the DfT with all of the data required under the annual Single Data List. Dates below:

- i. *130-01: Principal roads where maintenance should be considered.* – Sent 16th May 2025.
- ii. *130-02: Non-principal classified roads where maintenance should be considered.* - Sent 16th May 2025.
- iii. *130-03: Skidding resistance data* – Sent 16th May 2025.
- iv. *130-04: Carriageway work done from April 2024 to March 2025* – Sent 16th May 2025.
- v. *251-01: Winter salt stock holdings for winter 2025* – Will be submitted when required in Autumn 2025.

9. In addition to the data required for the Single Data List what other data does your authority collect on the condition of its highway assets, including footways, cycleways, structures, and lighting columns? To what standard do you collect this data and with what frequency?

Highway Asset Inspections – Summary

Highway Asset	Inspection Method	Standard / Data format	Frequency
Footways*	Driven Video Survey - AI	5 condition grades. Complies with PAS2161 from 2026/27	Every 3 years
Cycleways*	Walked Survey	5 condition grades. Complies with PAS2161 from 2026/27	Ad hoc, (last survey 2024) Annual (ad hoc)
Public Rights of Way*	Walked Survey	5 condition grades. Complies with PAS2161 from 2026/27	Ad hoc, (last survey 2024)
Structures & Bridges	General Inspections	CS450 Inspection of Highway Structures	Every 2 years
	Principal inspections	CS450 Inspection of Highway Structures	Every 6 years
	Safety Inspections, Superficial inspections	CS450 Inspection of Highway Structures	Ad hoc/ Annually
Lighting Columns	Structural testing	PFI (Skanska)	As per PFI programme
	Electrical testing	PFI (Skanska)	As per PFI programme
	Visual inspection	PFI (Skanska)	As per PFI programme
Traffic signs and bollards*/ Street furniture	Driven- AI	5 condition grades. Complies with PAS2161 from 2026/27	(ad hoc) every year Every 3 years (AI)
	Walked Survey *		Annual (ad hoc)
Drainage	Flooding investigations	Section 19 of the Flood and Water Management Act 2010	Post-flood events
Trees	Routine Inspections	Safety Inspections	Every 3 years (North borough) / Every 4 years (South borough)

Note: *Included in Highway Safety Inspections as detailed in London Borough of Croydon's Inspection regime policy