

How to achieve a 42% reduction in defects in a year!

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Lancashire Highways Service

Lancashire highways are responsible for maintaining 4,600 miles of road and 5,300 miles of footway

The authority is responsible for 12 of Lancashire's 14 districts, spanning an area of over 1,900 sq. miles

Lancashire is made up of a mixture of urban, rural, and coastal communities; with the Pennines in the East of county and the Fylde coast in West

Background

The volume of highway defects in Lancashire more than doubled during the period between 2019/20 and 2024/25

Further growth was projected

In early 2025, a review of highway defect maintenance practices was undertaken.

The Review

The review identified the following key issues:

- Inconsistent local service delivery models
- Overreliance on small, reactive repairs
- Increasing trend of repeat visits

Review Conclusions

Repair strategy
deemed
unsustainable

Need for a
fundamental
change in
approach required

No existing market
solution could
meet our needs

Defining the path forward

The review established critical success factors to guide a new approach:

First-time permanent repairs

01

High performance contractual and
commercial framework

05

Minimising repeat visits

02

Commitment to embedding
innovation into the approach

06

Visible, common-sense interventions

03

Integrated traffic management

07

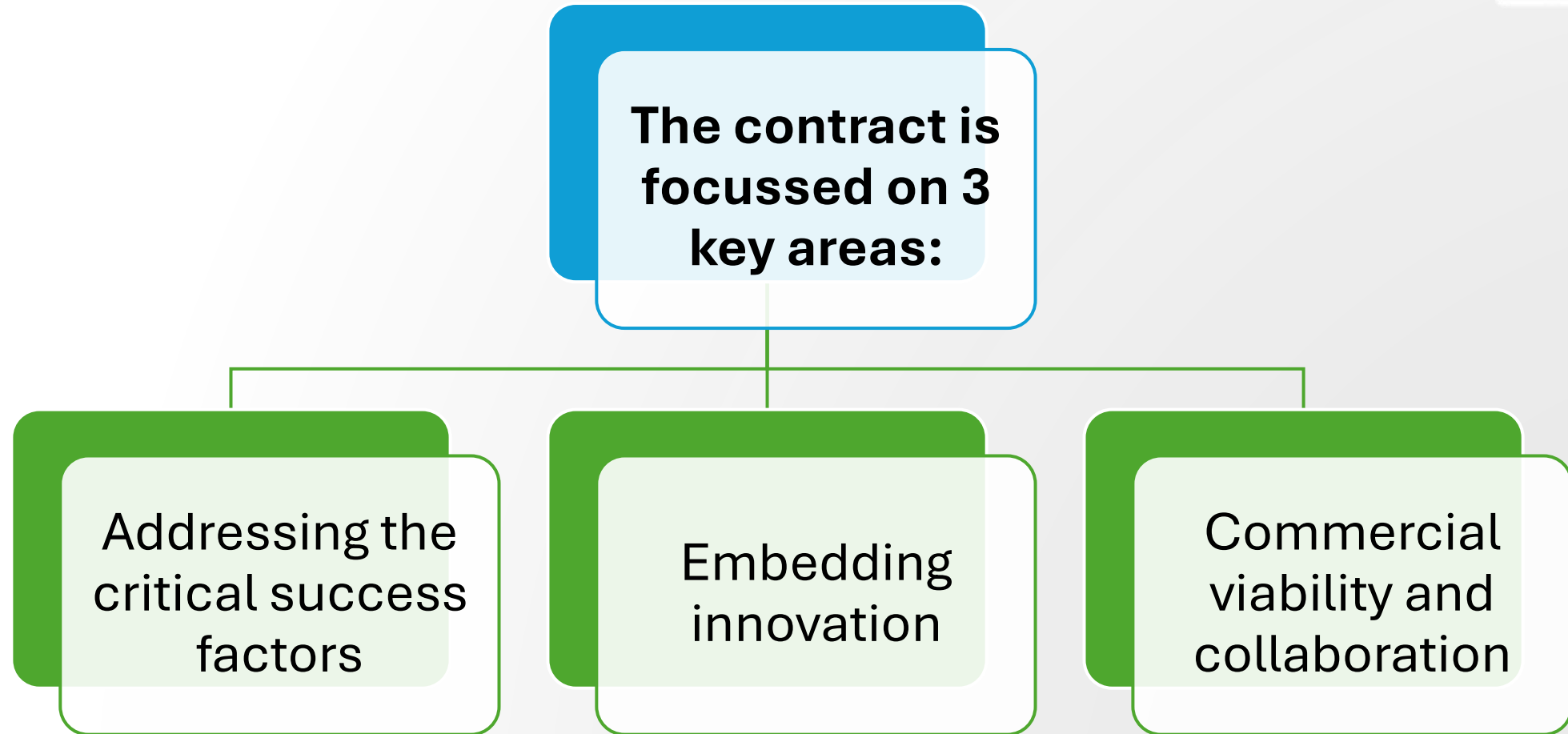
A range of tailored repair techniques

04

Bespoke operating model to align with
specific client requirements

08

Introduction of a Procured Managed Service for Surfacing and Potholes



Addressing the critical success factors

Requirement for first-time permanent repairs

Preventative maintenance embedded

Reducing the need for repeat visits

Consistent delivery model throughout the service

Wider range of repair methods

Embedding Innovation



Supplier required to adopt latest industry techniques through innovation clause



In-situ recycling patch repair trials undertaken



Sustainable methods designed to reduce carbon impact



Busting market myths with innovative contract model

Commercial viability and collaboration



Fixed price model providing cost certainty and value for money



Defined contract and performance management



Workmanship warranty providing quality assurance and supplier accountability



Commitment to continued collaboration to achieve the best possible outcomes

Operational outcomes

Higher quality, longer-lasting repairs

Fewer repeat visits

42% less defects in the first year than previously predicted

More visible, common-sense interventions

Better cost control through fixed-price model

Improved public perception and satisfaction

Greater confidence in highway maintenance

Strategic outcomes

Clear visibility of performance, spend, and quality

Reversing the trend of rising defect numbers

Increased confidence for residents and members

Shift towards preventing defects, not just fixing them

Data-led and innovation-driven interventions

Supports environmental objectives

Enhances community wellbeing and place quality

A modern, forward-looking highway service

Reflections

Reactive, small-scale repairs create long-term inefficiencies

Defect repairs that improve long term asset condition

Unlocking innovation through collaboration

Over 215,000sqm. of permanent first-time repairs completed in first year

42% reduction in defects identified on Lancashire's network in one year

Thank You