



## Cabinet Member Report

<b>Decision Maker:</b>	<b>Cabinet Member for Environment &amp; Highways</b>
<b>Date:</b>	<b>06 March 2020</b>
<b>Classification:</b>	<b>For General Release</b>
<b>Title:</b>	<b>Planned Preventative Maintenance (PPM) programme for 2020/21 in respect of Highways, Public Lighting &amp; Bridges and Structures</b>
<b>Wards Affected:</b>	<b>City wide</b>
<b>Policy Context:</b>	<b>The planned programmes support the ‘City for All’ vision in delivering a well-managed, high quality streetscape whilst protecting and enhancing Westminster’s unique heritage.</b>
<b>Financial Summary:</b>	<p><b>The overall gross expenditure in respect of the proposed PPM work contained in this report is £11,577,000 for which financial approval is sought.</b></p> <p><b>The net expenditure is £10,632,000 and is fully contained within the council’s approved capital programme for 2020/21.</b></p> <p><b>Income totalling £945,000 is made up from:</b></p> <p><b>1) Contributions from Statutory Undertakers in respect of work on the pipe subway network (£915,000);</b></p> <p><b>and</b></p> <p><b>2) a 50% contribution from the London Borough of Lambeth for work to the Golden Jubilee Footbridges (£30,000)</b></p>
<b>Report of:</b>	<b>Kevin Goad – Director, City Highways</b>
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## 1. Executive Summary

- 1.1 This report seeks approval for the proposed 2020/21 annual programme of Planned Preventative Maintenance (PPM) work in respect of Highways, Public Lighting & Bridges and Structures.
- 1.2 The report also seeks approval to undertake all the initial designs and approximately 50% of the detailed design of the schemes in the 2021/22 programme.
- 1.3 A glossary of terms used in this report can be found at **Appendix F**.

## 2. Recommendations

- 2.1 That the detailed proposals for the **Highways PPM programme** for 2020/21 at an estimated gross cost of **£6,576,000** as detailed in Section 5.1 and Appendix A be approved.
- 2.2 That the detailed proposals for the **Bridges and Structures PPM** programme for 2020/21 at an estimated gross cost of **£1,730,000**, as detailed in Section 5.2 be approved.
- 2.3 That the detailed proposals for **Public Lighting PPM** programme for 2020/21 at an estimated gross cost of **£3,271,000**, as detailed in Section 5.3 and Appendix E, be approved.
- 2.4 That the gross capital expenditure of **£11,577,000 (net capital expenditure of £10,632,000)** for 2020/21, comprising the annual PPM programmes for the City Council's Highways, Public Lighting & Bridges and Structures be approved.
- 2.5 That the Cabinet Member for Environment and Highways delegates to the Executive Director of City Management and Communities the authority to make changes to the programmes agreed in recommendations **2.1 to 2.4**, subject to the proviso that the overall budget is not exceeded and that the Cabinet Member is consulted on any significant changes.

## 3. Reasons for Decision

- 3.1 All assets deteriorate over time and any work aimed at maintaining the durability of the asset is classed as programmed maintenance. Such work prolongs the life of the asset and/or maintains structural capacity and is therefore considered as capital expenditure.
- 3.2 Each year the City Council's regular inspection and testing programmes determine the current condition of the various highway assets (Carriageways, Footways, Lighting and Bridges & Structures) and identifies the forward investment needs that will keep the highway network in a safe and reliable condition.

3.3 Provision has been made in the capital programme for this expenditure to enable these programmes of work to be implemented together with preparation of forward programmes of work for 2021/22.

3.4 The proposed Planned Preventative Maintenance programme set out in this report will ensure that the City Council's highway assets remain safe and effective and support the City for All agenda.

## 4. Background, Including Policy Context

4.1 The transport infrastructure in the City of Westminster is of local and national importance and in order to fulfil its potential, it is crucial that the highway network is adequately maintained. This includes not just carriageways and footways, but also bridges, street lighting, signage and other highway infrastructure assets.

4.2 To ensure that the City Council's highway network is efficiently maintained it is applying asset management principles and techniques adopting the standards set out in the National Codes of Practice – Well Managed Highway Infrastructure – which provide guidance on the efficient, effective and economic delivery of highway maintenance services and include advice on all new and emerging issues and technical developments.

4.3 The work needed to ensure effective maintenance can be split into three general headings:

- **Inspection and Testing** – Information gathering to determine asset condition and performance.
- **Routine and Reactive (ad-hoc) Maintenance** – Routine maintenance comprises of cyclic maintenance activities such as gully cleansing, bulk lamp change and clean etc. Reactive (ad-hoc) maintenance usually arises from the identification of defects from the inspection regime.
- **Programmed Maintenance** – Programmed maintenance is planned preventative maintenance which prolongs the life of an asset or maintains structural capacity and is therefore considered to be capital maintenance.

4.4 The Planned Preventative Maintenance (PPM) programmes identified in this report are classified as programmed maintenance and therefore funded from capital expenditure. The proposed programmes of work for Highways, Public Lighting and Bridges & Structures are set out in Section 5 below.

## 5. Proposed Planned Preventative Maintenance (PPM) Programme

### 5.1 Highways

5.1.1 The City Council's annual prioritised PPM programme for highways is developed using its Value Management (VM) process which assess a scheme

priorities using a number of weighted criteria, engineering condition, maintenance history, visual appearance and network hierarchy.

- 5.1.2 The Value Management (VM) scoring criteria and weightings were reviewed in 2019/20. The review was considered necessary as it was considered that there were important factors which the previous procedure did not take account of, such as the functionality of the street. Furthermore, the existing VM scoring was also heavily bias towards the Annual Condition Survey (ACS) results rather than the Highways Inspectors scoring of network condition. In the 18/19 PPM Cabinet Member Report, it was reported that there would be a fundamental shift away from creating a programmes of work with a heavy reliance on the ACS results to a more Inspector led programme and using the ACS results as a validation tool of the Inspectors scoring.
- 5.1.3 The 2020/21 programmes have been developed with the application of the new VM process described above along with the results of the extensive consultation undertaken with Ward Members, Amenity Societies, highway inspectors and key stakeholders through the annual 'Highway Nominations' process.
- 5.1.4 Where stakeholder engagement has resulted in a scheme being put forward into a programme of work, this has been clearly identified in the schemes listing in appendices at the rear of this report with the designation (Nomination) against each proposed scheme.
- 5.1.5 The Footway and Carriageway programmes contained in this report in Appendix A are the proposed programmes for 2020/21 and the provisional programme for 2021/22. The 2021/22 programme will also be used as the reserve list for the 2020/21 programme.
- 5.1.6 In last year's Cabinet Member Report a new programme line was introduced for Minor Works. The purpose of the Minor Works programme is to allow early intervention to areas of defective carriageway and footway which are in poor condition but over a relatively small area and would therefore not normally qualify for the main PPM programme. Targeting early intervention of some defects should result in a reduction of the number of reactive jobs that are currently being found on the network and produce an overall improvement in network condition. It is proposed to continue with the Minor Works programme line in 2020/21.
- 5.1.7 The Highways Review Panel (HRP) set up in in 2017 comprising of councillors, officers, representatives from the council's Service Provider and a number of 'lay members' from various amenity societies across Westminster continued in 2019. The purpose of the HRP is for officers to communicate to Members and the lay members of the panel the process officers apply to develop the programme of PPM schemes and any changes being proposed. The primary remit of the lay members of the panel is to scrutinise these processes, particularly the Value Management scoring prioritisation and provide feedback.

- 5.1.8 Feedback on the value of holding HRP meetings is generally positive, lay members of the panel in particular appreciate the engagement and the opportunity to understand how the PPM programme is developed and scrutinise the schemes in the programme. It is proposed to continue the HRP meetings into 2020. A statement from the Lay Members can be viewed in Appendix
- 5.1.9 The 19/20 and 20/21 programmes of work have been checked on site for rigour and cross checked with planned utility works and public realm schemes such as the Oxford Street District proposals to avoid any potential conflicts for network space. Early consultation and co-ordination with key stakeholders is in place to ensure that the proposed programmes are deliverable as part of the approval process.
- 5.1.10 The following table sets out the proposed PPM expenditure for Highways for 2020/21. Appendix A provides the detailed list of schemes in the 2020/21 programme and includes the source designation. There are numerous data sources which have been included as part of the programme development such as the value management score and nominations received from stakeholders e.g. Amenity Societies.
- 5.1.11 The proposed PPM expenditure for Highways, including the 2020/21 and initial designs for the 2021/22 programme is summarised in the following table.

<b>Highways</b>	
<b>Description</b>	<b>Estimated Cost</b>
<b>Carriageway Improvements</b>	
Core carriageway schemes (including cycle friendly gullies)	£2,220,000
Capitalisation of CAT 2 repairs	£195,000
Client fees (Inc. Compliance and Audit)	£186,000
Design (incl. TTO's)	£285,000
Topo, Coring, Cellar Surveys for 21/22 programme	£115,000
<b>SUB-TOTAL</b>	<b>£3,001,000</b>
<b>Minor Works Programme</b>	
Carriageway & Footway works	£645,000
Client fees (Inc. Compliance and Audit)	£25,000
Design (incl Technical Analysis of ACS)	£130,000
<b>SUB-TOTAL</b>	<b>£800,000</b>
<b>Skid Resistance Surfacing Programme</b>	
Skid resistance surfacing schemes	£134,600
Client fees (Inc. Compliance and Audit)	£10,400
Design (Inc. Technical Analysis)	£15,000
<b>SUB-TOTAL</b>	<b>£160,000</b>

<b>Highways (Contd.)</b>	
<b>Footway Improvements</b>	
Footway Improvement Programme (includes footway strengthening, mastic asphalt conversion & Damaged Paving)	£1,430,000
Capitalisation of CAT 1 repairs	£145,000
Client fees (Inc. Compliance and Audit)	£122,000
Design	£190,000
Topo, Coring, Cellar Surveys for 21/22 programme	£70,000
<b>SUB-TOTAL</b>	<b>£1,957,000</b>
<b>Surface Water Management Programme</b>	
Drainage Improvement Sites	£327,000
Standing Water Re-profiling	£50,000
Strategy and Drainage Inventory	£10,000
Client Fees (Inc. Compliance and Audit)	£25,000
<b>SUB-TOTAL</b>	<b>£412,000</b>
<b>Street Nameplates Programme</b>	
Street nameplates	£53,500
Client Fees (Inc. Compliance and Audit)	£3,500
<b>SUB-TOTAL</b>	<b>£57,000</b>
<b>Value Management &amp; Surveys</b>	
Value Management for 2021/22 programme development	£24,000
Annual Condition Surveys for 21/22 programme	£75,000
SCRIM survey	£10,000
Network Condition Assessment/Analysis for 21/22 programme	£80,000
<b>SUB-TOTAL</b>	<b>£189,000</b>
<b>Highways Total</b>	<b>£6,576,000</b>

5.1.12 The total (gross) costs of the Highways PPM programmes in the table above is **£6,576,000** for which financial approval is sought. The current Highways budget provision in the approved capital programme is **£6,576,000**.

### **Surface Water Management Programme**

5.1.13 The surface water management programme is made up of the following areas of work:-

- **Drainage Improvement Sites** – A long list of prioritised drainage improvement sites has been provided in Appendix D. This programme

line mainly covers work to reconstruct gullies either because they are damaged and in need of repair or the pipe connections between a gully and the main sewer has collapsed and needs replacing.

- **Standing Water re-profiling** – A number of sites across the city suffer from standing water after heavy rainfall. This can be due to incorrect pavement levels in the carriageway or footway or the need to provide extra gullies.
- **Drainage Strategy & Inventory** – Long term plans and improvements to the drainage service rely on having an accurate inventory and condition data which can be used to inform and validate strategies to improve the service.

5.1.13 It is recommended a total spend of **£412,000** (inclusive of all fees) is approved to undertake the improvement work identified above in 20/21.

### **Changes to the Highway Programmes**

5.1.12 The estimates given in **Appendices A to E** for each street are provisional and will be subject to change following completion of the individual scheme detailed designs. Any significant changes to these estimates will be discussed with the Cabinet Member for City Highways and there may be a need to vary the length or type of treatment within each street to ensure that the overall budget is not exceeded.

5.1.13 Changes to the programmes may also be needed during the year as a result of major statutory undertaker work or building operations. In these circumstances it is recommended that the Executive Director for City Management and Communities have the delegated authority to make changes on the basis that the overall budget will not be exceeded and subject to consultation with the Cabinet Member for City Highways. Reserve schemes have been provided in the appendices which will be brought forward as and when these situations arise.

## **5.2 Bridges & Structures**

5.2.1 The maintenance identified in this section of the report refers to the City Council's stock of highway structures. The work identified has been derived by prioritising the outstanding items of work in the current structures 'Workbank'. The Workbank holds a forward plan of capital schemes for delivery over the next 5 to 10 years through either the annual rolling programme of PPM covered by this report, or through other sources of funding such as the City Council's wider Capital Programme or grant funding from Transport for London.

5.2.2 The Workbank and prioritisation process assimilates information and trends from a number of different sources such as the results from the annual inspection programmes, life cycle planning outputs and the general day to day knowledge and understanding of needs associated with managing the

highway structures stock.

5.2.3 The annual programme of Planned Preventative Maintenance for Bridges & Structures can be divided into two broad headings:

**Structural** - This is essential to ensure the integrity and load carrying capacity of the Bridge/Structure is maintained.

**Non-Structural** - such work includes:

- Renewal of Mechanical and Electrical equipment
- Renewal of Lighting
- Major Repainting / Corrosion Protection
- Renewal / Replacement of drainage systems etc.

5.2.4 The programme of prioritised Programmed Maintenance for Bridges & Structures in 2020/21 for which financial approval is sought is as follows:

<b>Bridges and Structures PPM 2020/21</b>	
<b>Description</b>	<b>Estimated Cost</b>
<b>Structural</b>	
Pipe Subway - Utilities Bracket Improvements - Immediate Works - (Strand, Aldwych & Kingsway)	£60,000
Pipe Subway - Access Improvements	£30,000
Strand Underpass - Cladding Tiles to Access and Egress Ramps	£90,000
Strand Underpass - Parapet Post Repairs	£100,000
Porteus Road Subway - Repaving, lighting repairs and central bore brickwork extension	£30,000
Charing Cross Pipe Subway Cover Replacement	£36,000
Pipe Subway - Brickwork Repairs - Aldwych / Kingsway / Strand	£400,000
Pipe Subway - Piccadilly Pipe Subway - Resin Waterproofing Injections	£40,000
Pipe Subway - Tavistock Street - Steel Soffit Repairs	£55,000
Pipe Subway - Piccadilly - Glasshouse Street Cover Replacement	£22,000
Waterloo Bridge - Replace Under Bridge Netting	£57,500
Pipe Subway - Piccadilly Pipe Subway - Concrete Repairs to P23X	£61,500
<b>Sub-Total</b>	<b>£982,000</b>
<b>Non-Structural</b>	
Pipe Subway - LED Lighting Upgrade - Phase 2 of 3 - Aldwych & VE.	£40,000
Strand Underpass - Fire alarm upgrade and Fire Management Strategy	£65,000
Victoria Embankment - River Wall Feasibility	£55,000
Wedlake Footbridge - Anti skid renewal	£21,500

<b>Bridges and Structures PPM 2020/21 (Contd.)</b>	
Formosa Footbridge - Anti skid renewal	£25,000
Golden Jubilee - Under staircase encapsulations - Feasibility	£22,000
Golden Jubilee Footbridges – Anti slip to Mezzanine Level	£12,000
Strand Underpass - CCTV / OVD Upgrade	£12,500
Golden Jubilee – Drainage Outlets	£16,000
<b>Sub-Total</b>	<b>£269,000</b>
<b>Other costs (split between lines as detailed below)</b>	
Client Costs (including Compliance & Audit costs)	£108,000
Design & Management Costs	£99,000
Risk & Contingency	£135,000
Asset Management – Improvements to BridgeStation	£32,000
Assets of Unknown Origin	£105,000
<b>Sub-Total</b>	<b>£479,000</b>
<b>Bridges and structures Total</b>	<b>1,730,000</b>

- 5.2.5 The total (gross) costs for the above proposed programmes of work is estimated at **£1,730,000** for which financial approval is sought.
- 5.2.6 The costs associated with the proposed works to the Golden Jubilee Footbridges is to be jointly funded with the London Borough of Lambeth under the terms of the legal agreement with the City Council. London Borough of Lambeth's contribution in 2020/21 is estimated to be **£30,000** (including all fees and risk & contingency).
- 5.2.7 The costs associated with the Pipe Subway Network total **£915,000** (including all fees and risk & contingency). All these costs are fully funded by the Utility Companies who house their plant and equipment in the Pipe Subways. The City Council is able to recharge the utilities' companies the costs to maintain the Pipe Subway network under the London County Council General Powers Act 1958. The bulk of the costs identified in 2020/21 on the Pipe Subway Network are on the Strand/Aldwych/Kingsway section of the Pipe Subway Network. It was considered prudent to ensure this section of the subway is in good condition ahead of the major Strand/Aldwych Traffic scheme which is due to commence on the ground in 2021/22.
- 5.2.8 The total income in 2020/21 is expected to be **£945,000**, the overall net cost to the city council is therefore **£785,000** for which provision of **£785,000** exists within the current capital programme.
- 5.2.9 A simple narrative of the requirements of each scheme in the programme of work is provided below.

## **Pipe Subway Works – Various Works**

- 5.2.10 Westminster is responsible for maintaining a 4.5mile network of underground tunnels in the borough which contain various utility services e.g. gas, water, electricity, communications cables etc, as mentioned in 5.2.7 above, the costs to maintain the pipe subway network is fully recoverable from the utility services. In 2020/21 financial approval is sought of **£915,000** (Inclusive of risk and contingency etc.) to undertake the works listed in the table on the previous page. The works mainly involve various concrete, brickwork, lighting and access improvements. The bulk of the work in the programme however is attributed to repairs to the pipe subway in the Strand/Aldwych/Kingsway area, this is to ensure the pipe subway is in good condition before the major Strand/Aldwych Traffic and Public Realm Scheme commences in 2021/22.
- 5.2.11 These costs are fully rechargeable to the utility companies with equipment in the affected pipe subway.

## **Strand Underpass**

- 5.2.10 The Strand Underpass is a road tunnel taking a single lane of traffic from Waterloo Bridge under the Strand/Aldwych onto the Kingsway. The road underpass has various systems which need to be in a good condition to allow the safe operation of the underpass including, lighting, ventilation, drainage, fire alarm etc. along with an Over-height Vehicle Detection (OVD) system. Approval is sought for **£349,500** (inclusive of all fees, risk & contingency etc.) to undertake the following works:-
- Upgrade of the Fire Alarm System associated with the tunnel and ensure there is an adequate fire management strategy in place for the tunnel which meets the requirements for the Regulatory Reform (Fire Safety) Order and the Minimum Operating Requirements for the tunnel.
  - Re-fix loose concrete cladding panels on the approach and exit ramps for the tunnel.
  - Repair of the posts for the railings at the tunnel portal entrance and exit which are in poor condition.
  - Upgrades for the Over-height Vehicle Detection system (OVD)

## **Porteus Pedestrian Subway**

- 5.2.11 Financial approval of **£42,000** (including all fees and risk & contingency) is sought in 2020/21 to replace/re-lay the paving slabs in Porteus subway which are cracked and in poor condition, along with lighting improvements and some brickwork repairs.

## **Waterloo Bridge – Centre Span netting**

- 5.2.12 In the central span of Waterloo Bridge there are two expansion joints in close proximity to each other. The original construction of the bridge included metal parts built into these joints to restrain/control movement in certain directions

as the bridge expands and contracts. Because of their poor condition, these metal parts inside the bridge were superseded with an alternative design in 2010 however because of the inaccessible nature of the original embedded parts it was not possible to remove them. In 2012 steel netting was installed to the underside of the joints to catch any corroded metal parts falling out of the expansion joint. Over the years the netting as been very effective in catching large pieces of metal dropping out of the bridge and minimising the risk of causing serious damage to river craft below, however the netting is now in need of repair/replacing.

- 5.2.13 Financial approval of **£ 68,000** (inclusive of all fees, risk & contingency etc.) is sought in 2020/21 to replace the netting an ensure the safety of river users.

### **Victoria Embankment River Wall**

- 5.2.14 Financial approval of **£64,000** (inclusive of all fees, risk & contingency etc.) is sought in 2020/21 to undertake a detailed survey of the wall from appropriate river craft and develop a prioritised programme of works. The works required to the river wall along the Victoria Embankment will include improvements to the stairs and railings at various locations which lead to the Thames foreshore, repairs to the stonework and the re-pointing of the joints between the stonework blocks.

### **Formosa and Wedlake Footbridges**

- 5.2.15 Financial approval of **£56,000** (inclusive of all fees, risk and contingency etc.) is sought in 2020/21 to replace the anti-slip surfacing on Formosa and Wedlake Footbridges which span over the Grand Union Canal in the Westbourne Ward.

### **Golden Jubilee Footbridges**

- 5.2.16 Financial Approval of **£60,000** (inclusive of all fees, risk and contingency etc.) is sought in 2020/21 to undertake the following work on the footbridges which span over the River Thames either side of the railway bridge out of Charing Cross Station.

- Replacement of the anti-slip surfacing at the Mezzanine level of the lifts which exit on the terrace of the Royal Festival Hall on the south side of the bridge.
- Drainage Outlets – Drainage channels run the length of both footbridges. A number of small outlets discharge any surface water directly into the Thames below. These drainage outlets are too small and become regularly blocked causing water to build up in the drainage channels. It is proposed to replace the smaller outlets with larger ones to improve the drainage on the footbridges.
- Funding is sought to encapsulate two areas under the staircases at the mezzanine level of the southern end of the footbridge that accesses directly onto the terrace level of the Royal Festival Hall and

under the main staircase at the northern end of the footbridge by the entrance to Embankment Tube Station. The encapsulations will make it easier to clean the underside of the footbridges at this location and also provide a useful storage space for storage of signing when the lifts are closed.

### **Asset Management**

- 5.2.20 Financial approval of **£ 38,000** (including all fees and risk & contingency) is sought in 2020/21 to make improvements and implement initiatives that help with planning the capital investment programmes for PPM. These initiatives are essential if the council is to undertake maintenance optimally and achieve value for money. These initiatives typically involve improvements to the Bridge Management System (Bridgestation) and updating Life Cycle Plans etc. the results help inform the forward programme of capital maintenance.

### **Assets of Unknown Origin**

- 5.2.21 Every year the City Council has to deal with assets that are either within the public highway or adjacent to the public highway which have no known ownership. Often these assets have been neglected and require work to repair or make safe. It is usually the City Council that has to step in and deal with these assets as part of its obligation under the Highways Act 1980 to maintain a network which is in safe operating condition.
- 5.2.22 Typical examples of such assets recently have been the brick arch in Headfort Place and the stone walls in Princes Gate, Police Call Box in Piccadilly etc. These assets are often legacy structures which still remain after adjacent buildings have long since been demolished and no clear ownership remains or the time taken to establish ownership is likely to be lengthy and work is required urgently.
- 5.2.23 Financial approval of **£105,000** is sought in 2020/21 to deal with these assets of unknown origin and where necessary make safe and repair if it is deemed appropriate for public safety reasons.

## **5.3 Public Lighting**

- 5.3.1 In developing the annual programme of Planned Preventive Maintenance (PPM) for Public Lighting, recognised and established Asset Management principles and techniques have been applied with a view to prolonging the life of the asset and/or maintaining structural capacity to ensure that public lighting is efficiently managed and that its residents and visitors can enjoy safe and well-lit streets.
- 5.3.2 The programme of proposed schemes, which is presented in more detail in **Appendix E**, has been through a prioritisation process using the City Council's Lighting Value Management Model (LVMM). This process considers a range of factors e.g. structural integrity, lighting efficiency, and road hierarchy.

- 5.3.3 The following table summarises the proposed 2020/21 annual programme of PPM for Public Lighting together with the estimated costs against each budget heading of the overall programme.

<b>Lighting</b>	
<b>Description</b>	<b>Estimated Cost</b>
Lighting Improvements	£1,604,000
Localised Schemes	£45,000
Aged Expired Equipment	£250,000
Cherished Column Replacement	£82,000
Load Testing	£73,000
Structurally Critical Columns	£213,000
Illuminated Sign Replacement	£150,000
Protective Painting	£134,000
Gas Lighting Replacement	£720,000
<b>Lighting Total</b>	<b>£ 3,271,000</b>

- 5.3.4 The total cost for the above proposed programmes of work is estimated at **£3,271,000** (Inclusive of all fees, risk and contingency and design costs), for which financial approval is sought. Provision for this expenditure exists within the approved capital programme for 2020/21.

### **Lighting Improvements**

- 5.3.5 A works programme that comprises of ‘whole street’ improvements to meet the Westminster Lighting Standard requiring replacement of all Columns and/or Lanterns. A ‘Value Management’ prioritisation process is used based on an aggregated score of structural risk, lighting deficiency; and visual condition of the column, lantern and electrics. In addition, the process takes account of other ‘Local’ factors including, accident black-spots, low lighting levels, high crime area, prime site/important streets, area of significant pedestrian use and complaints.

- 5.3.6 The Value Management process has been revised to include the recent visual inspection Guidance Note 22 Asset Management Toolkit: Minor Structures (GN22), providing street and asset level column condition. This aligns with the risk-based approach of Well Managed Highway infrastructure.

### **Age Expired**

- 5.3.7 A key part of the annual PPM programme is ‘Age Expired Equipment’. It is essential to replace equipment that has become ‘age expired’ or beyond economical repair. The current approach is to replace assets in line with asset

life included within 'life cycle' planning. So, as an example: for an asset that has an 'asset life' of say 40 years this would assume a replacement programme of 2.5% of the stock each year. Similarly, for an 'asset life' of say 20 years this would assume a replacement programme of 5% of the stock each year.

- 5.3.8 The 'Lighting Improvement' and 'Age Expired Equipment' programmes are closely aligned to prioritise lighting improvements towards those streets where assets are at or reaching end of life.

### **Cherished Columns**

- 5.3.9 A specific 'Cherished Column' replacement programme, included to deal with 'age expired heritage columns' many of which are protected as 'listed' items of street furniture and therefore protected in law and are of significant historic value.

### **Load Testing**

- 5.3.10 To ensure that the structural risk is understood and managed an annual programme of load testing was introduced following the catastrophic failure of a lamp column in Cavendish Square on 5 January 1998.
- 5.3.11 Non-destructive load testing is a vital asset management tool to understand the structural condition of columns and their life expectancy. Other, more specialised, testing is also undertaken on some cherished equipment, including magnetic crack detection testing and thickness testing.
- 5.3.12 Records from previous testing programmes help build up 'deterioration profiles' of the asset types and life characteristics.
- 5.3.13 The application of GN22 will also include testing and inspections of our flashing beacon and illuminated sign posts, to gauge their condition and incorporate into replacement programmes.

### **Structurally Critical Columns**

- 5.3.14 Any column found to be structurally unsafe or at risk, following analytical assessment (load testing) and specialist investigation during the current financial year, is replaced under the budget for 'Structurally Critical Columns'.
- 5.3.15 Part of this budget is also to be used to further develop the City Council's risk management strategy for lighting columns and to develop improved deterioration modelling to ensure that best value is achieved.

### **Illuminated Signs Replacement**

- 5.3.16 The Council will focus on sign lights to externally illuminate signs rather than the current preference to internally illuminate. We will look to replace internally illuminated signs with retro-reflective signs and LED sign lights to allow expected future changes to illumination requirements to be implemented easier.

- 5.3.17 Clean up other signs by removing power and lights to signs that have had their illumination requirements changed over the last 10 years so they don't actually need to be illuminated, reducing energy usage and carbon.

### **Protective coatings to Lamp Columns**

- 5.3.18 As part of the 2010 Fundamental Service Review (FSR), protective coating to street furniture was deleted from the revenue budget on the basis that this type of work should be funded from Capital.
- 5.3.19 Applying new protective coatings with enhanced solvent free paint extends the life of street furniture as well as the protective coating and it also has anti-graffiti qualities that should reduce cleaning activities.
- 5.3.20 It is therefore proposed to continue a rolling programme of protective coatings to Lamp Columns ensure that both the structural integrity and useful life of lamp columns is maintained.
- 5.3.21 A couple years ago a review on costs and safety resulted in the approval to limit the height at which columns were repainted up to 2m, where the majority of dog soiling, graffiti and fly posting exists. The service provider is also able to undertake this without the use of mobile elevated platforms or ladders, reducing risks from falling and obstructing traffic. Many columns had a number of layers of paint on them as well. However some central areas are showing two distinct black colours due to this process and we intend to review this and likely have two approaches, full height to cherished columns and 2m height for functional columns.

### **Gas Safety Connection Programme**

- 5.3.22 Westminster City Council are the custodians of an historic catalogue of Cherished and Listed lighting furniture with some 300 assets dating back to 1807, our records show that 110 of these are listed. While these assets are of historical value, they are costly to maintain and there is a sole supplier for the equipment related to gas lighting who have been unable to commit to delivery dates leaving some lights out for a lengthy period.
- 5.3.23 This capital bid is for the replacement of gas supply to an electric service in keeping with the rest of the City Council's lighting stock. The City Council acknowledges the historical value of these assets and as such is exploring potential solutions that offer a warmer light to preserve the look of the areas that have these assets. This funding will enable us to continue this work and the rollout itself.
- 5.3.24 The City Council has already had to replace some gas supplied columns with electric due to long lead-ins and in accordance with our duties under the highways act but this funding will enable us to carry out a proactive programme of works.

- 5.3.25 It is anticipated that 2020/21 installation costs for these conversions is **£720,000**

### **Parks and Gardens**

- 5.3.26 The City Council wish to instigate the migration of Parks and Gardens lighting assets into Contract B's asset management system and maintenance regime. Budget provisions of **£250,000** for Parks and Gardens to collect Inventory data, undertake inspections in line with GN22, undertake electrical tests of assets in line with BS7671, ensure private cable networks are mapped and correctly labelled on site and to ensure these assets are bought up to Westminster City Council specification.

- 5.3.27 Financial Approval of **£250,000** was provided in 2019/20 and this work will continue into 2020/21. No further funds are required at this stage.

### **Isolated Pitches & Market Electrics**

- 5.3.28 With the growth, development and changing nature of markets and isolated pitches, the power demands have also increased beyond the design capabilities of the local network. In addition, it has been sometime since these power facilities have been upgraded to modern standards. Too often in recent years these power sources have failed causing problems to traders and the public alike.

- 5.3.29 The budget is for investigation and improvements to the existing infrastructure already in place only, to bring up to current electrical safety standards, and the council's current electrical management infrastructure.

- 5.3.30 Financial Approval of **£1,100,000** was provided in 2019/20 and this work will continue into 2020/21. No further funds are required at this stage.

## 6. Financial Implications

- 6.1 The total gross expenditure in 2020/21 required to implement the annual works programmes for Programmed Maintenance of the City Council's Highways, Bridges & Structures and Public Lighting programmes, as set out paragraphs 2.1 to 2.4 of this report is **£11,577,000** for which financial approval is sought.
- 6.2 Taking into consideration, income from LB Lambeth for work to the Golden Jubilee Footbridges and income from the statutory, the overall net cost to the City Council in 2020/21 will be **£10,632,000**.
- 6.3 Budget provision of **£10,632,000** for PPM across Highways, Lighting and Bridges and Structures is contained within the current approved capital programme.

Description	Estimated Cost (Gross)	Estimated Cost (Net)
<b>Highways</b>		
Carriageway Improvements	£3,001,000	£3,001,000
Minor Works Programme	£800,000	£800,000
Skid Resistance Surfacing Programme	£160,000	£160,000
Footway Improvements	£1,957,000	£1,957,000
Surface Water Management programme	£412,000	£412,000
Street Nameplate Replacement programme	£57,000	£57,000
Asset Management	£189,000	£189,000
<b>Sub-total highways</b>	<b>£6,576,000</b>	<b>£6,576,000</b>
<b>Bridges &amp; Structures</b>		
Strand Underpass - Cladding Tiles to Access and Egress Ramps, Parapet Post Repairs and Fire Alarm upgrades, Fire Management strategy and OVD/CCTV Upgrades	£349,000	£349,000
Waterloo Bridge - Replace Under Bridge Netting	£68,000	£68,000
Porteus Road Subway - Repaving, lighting repairs and central bore brickwork extension	£42,000	£42,000
Victoria Embankment - River Wall Feasibility	£65,000	£65,000

Description	Estimated Cost (Gross)	Estimated Cost (Net)
Wedlake & Formosa Footbridges - Anti slip renewal	£56,000	£56,000
Golden Jubilee - Under staircase encapsulations – Feasibility, Anti slip to Mezzanine Level, Drainage Outlets	£60,000	£30,000
Pipe Subway Works – Various as described in 5.2	£915,000	0
Assets of Unknown Origin	£105,000	£105,000
Asset Management – Improvements to BridgeStation	£38,000	£38,000
Management Fees	£32,000	£32,000
<b>Sub-total Bridges &amp; Structures</b>	<b>£1,730,000</b>	<b>£785,500</b>
<b>Public Lighting</b>		
Lighting Improvements	£1,604,000	£1,604,000
Localised Schemes	£45,000	£45,000
Aged Expired Equipment	£250,000	£250,000
Cherished Column Replacement	£82,000	£82,000
Load Testing	£73,000	£73,000
Structurally Critical Columns	£213,000	£213,000
Illuminated Sign Replacement	£150,000	£150,000
Protective Painting	£134,000	£134,000
Gas Lighting Replacement	£720,000	£720,000
<b>Sub-total Lighting</b>	<b>£3,271,000</b>	<b>£3,271,000</b>
<b>Total Expenditure</b>	<b>£11,577,000</b>	<b>£10,632,000</b>

**Note:** All figures quoted in the table above are inclusive of Works, Design, Client Costs and Risk and Contingency.

### Revenue Implications

- 6.6 The revenue impact of funding the Capital Programme through borrowing will be met from the corporate budget provision for debt charges. However, City Management and Communities will be charged the depreciation cost for these assets, which are dependent on their useful life.
- 6.7 The PPM programmes are considered such that they will have no negative impact regarding revenue maintenance costs in the future.

## **7. Legal Implications**

- 7.1 The City Council, as local highway authority, has a duty under the Highways Act 1980 to ensure the effective maintenance and management of the Council's highway and highway assets (including lighting), and that they remain safe and effective.
- 7.2 The Director of Legal Services has considered this report and is satisfied programmes set out in this report help discharge the City Council's duty in this respect.

## **8. Staffing Implications**

- 8.1 There are no staffing implications arising from this report.

## **9. Business Plan Implications**

- 9.1 The works programmes presented in this report have been developed using recognised good practice and Value Management techniques and Asset Management principles. This approach has been employed on Westminster's Highway Infrastructure assets for more than ten years.

## **10. Outstanding Issues**

- 10.1 Changes to the proposed programmes of work may be needed during the year, due to major statutory undertakers' work or building operations. A recommendation has been included seeking approval to delegate to the Executive Director for City Management & Communities the authority to make changes to the programmes subject to the proviso that the overall budget is not exceeded and that the Cabinet Member for Environment & Highways is consulted on any changes.

## **11. Consultation**

- 11.1 The 2020/21 forward programmes have been developed following consultation with the Highways Review Panel and exercises with Ward Members, Amenity Societies, highway inspectors and key stakeholders.
- 11.2 The results of the consultation have been reviewed and, where justified, included in the list of scheme proposals contained in this report.
- 11.3 In respect of the individual schemes Public Notices will be used to advertise the proposed works in a given location and would give the outline details of works. In addition, a letter-drop to affected households will be made outlining details of the scheme with a plan and contact details of appropriate contractor/client officers.

## **12. Crime and Disorder Act 1998**

- 12.1 It is recognised that good street lighting has a deterrent effect on street crime and burglaries etc. All street lighting improvement schemes within the capital programme, take into account the need for better lighting. The Lighting against

Crime programme is specifically targeted at crime hot-spots identified using information relating to crime and developed in liaison with the police. The change to the use of white light sources is having beneficial effects on the quality of the night-time CCTV and for individuals to be able to recognise friend or foe more easily.

### **13. Health and Safety Issues**

- 13.1 All works undertaken will be closely monitored and carried out to the requirements of the Health & Safety at Work Act 1974 and the Construction (Design and Management) Regulations 2015.

### **14. Impact on Health and Wellbeing**

- 14.1 The proposals identified in this report are considered to have a minimal impact on the health and wellbeing of the community. Whilst some low level negative impacts may be experienced during the construction phase (associated with dust and noise nuisance), overall the works are expected to produce benefits for the community associated with the highway improvements.
- 14.2 If you have any queries about this Report or wish to inspect any of the Background Papers please contact: Andy Foster on 07885 399763 or email [afoster1@westminster.gov.uk](mailto:afoster1@westminster.gov.uk).

### **15.0 EQUALITIES IMPLICATIONS**

- 15.1 Under the Equalities Act 2010 the council has a “public sector equality duty”. This means that in taking decisions and carrying out its functions it must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the 2010 Act;
- to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it; and to
  - foster good relations between persons who share a relevant protected characteristic and those who do not share it.
- 15.2 The City Council is also required to have due regard to the need to take steps to take account of disabled persons’ disabilities even where that involves more favourable treatment; to promote more positive attitudes toward disabled persons; and to encourage participation by disabled persons in public life. The 2010 Act states that “having due regard” to the need to promote equality of opportunity involves in particular having regard to:
- the need to remove or minimise disadvantages suffered by persons sharing a protected characteristic;
  - take steps to meet the needs of persons sharing a protected characteristic that are connected with it;

- take steps to meet the needs of persons who share a protected characteristic that are different from those who do not; and
- encourage persons with a protected characteristic to participate in public life or any other activity in which participation by such persons is disproportionately low.

15.3 The courts have held that “due regard” in this context requires an analysis of the issue under consideration with the specific requirements set out above in mind. It does not require that considerations raised in the analysis should be decisive; it is for the decision-maker to decide what weight should be given to the equalities implications of the decision.

15.4 The equalities impacts of Planned Preventative Maintenance (PPM) programme for 2020/21 in respect of Highways, Public Lighting & Bridges and Structures have been considered and it is concluded that there are none.

## **BACKGROUND PAPERS**

None

For completion by the **Cabinet Member for Environment & Highways**  
I have <no interest to declare / to declare an interest> in respect of this report

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
NAME: **Councillor Andrew Smith, Cabinet Member for Environment & Highways**

State nature of interest if any

.....  
.....

*(N.B: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled **Planned Preventative Maintenance (PPM) programme for 2020/21 in respect of Highways, Public Lighting & Bridges and Structures** and reject any alternative options which are referred to but not recommended.

Signed .....

**Councillor Andrew Smith, Cabinet Member for Environment & Highways**

Date .....

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

.....  
.....  
.....

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, Strategic Director Finance and Performance and, if there are resources implications, the Strategic Director of Resources (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.

## **Appendices**

### **Proposed Annual Programme of Planned Preventative Maintenance (PPM)**

#### **Appendix A - Carriageways Improvement Programme**

- **Appendix A1** – Core Carriageway Improvements Programme
- **Appendix A2** - Skid Resistance Surfacing Programme
- **Appendix A3** – Provisional Carriageway Improvement Programme 20/21  
(Reserve List for Carriageways Improvements in 21/22)

#### **Appendix B – Footways Improvement Programme**

- **Appendix B1** – Footway Improvements Programme
- **Appendix B2** – Provisional Footway Improvement Programme 20/21  
(Reserve List for Carriageways Improvements in 21/22)

#### **Appendix C – Minor Works Programme**

#### **Appendix D – Drainage Improvement Sites**

#### **Appendix E – Public Lighting**

- **Appendix E1** - Lighting Improvement Programme 2019/20
- **Appendix E2** - Provisional Lighting Improvement Programme 20/21  
(Reserve List for Carriageways Improvements in 19/20)
- **Appendix E3** - Localised Lighting Schemes Programme (incl. Lighting Against Crime)
- **Appendix E4** - Age Expired Lantern Replacement Programme 2020/21
- **Appendix E5** - Cherished Column Programme 2020/21

#### **Appendix F – Glossary of Terms**

#### **Appendix G – Statement from the Lay Members of the Highway Review Panel**

## **Appendix A - Carriageways Improvement Programme**

## Appendix A1 – Core Carriageway Improvements Programme

The proposed annual programme of PPM for Core Carriageway Improvements Programme for 2020/21 is presented in the table below in priority order. These programmes of work have been developed with the application of the Value Management (VM) process, together with consultation with Ward Members, Amenity Societies, highway inspectors, key stakeholders.

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source	CMR Value
Core Carriageway	Great Portland Street	Carburton Street to New Cavendish Street	Marylebone High Street	40.33	105.00	82.78	Nomination	£83,000.00
Core Carriageway	South Audley Street	Grosvenor Square to Mount Street	West End	40.81	105.00	82.78	Value Management	£64,000.00
Core Carriageway	Whitehall	Horseguards Avenue to Charing Cross	St James's	89.11	105.00	82.78	Nomination	£189,000.00
Core Carriageway	Greek Street	Full Length	West End	98.76	101.54	81.20	Nomination	£72,000.00
Core Carriageway	Poland Street	Oxford Street to Broadwick Street	West End	77.92	99.77	80.40	Nomination	£60,000.00
Core Carriageway	Fernhead Road	Kennett Road to Shirland Road	Harrow Road	24.29	105.00	79.33	Nomination	£94,000.00
Core Carriageway	Great Titchfield Street	Foley Street to Little Tichfield Street	West End	71.21	105.00	78.18	Nomination	£91,000.00
Core Carriageway	Portland Place	Langham Street to Park Crescent (Northbound)	West End	88.16	105.00	78.18	Nomination	£187,000.00
Core Carriageway	Shaftesbury Avenue	Coventry Street to Greek Street	St James's	66.48	94.56	78.03	Nomination	£184,000.00
Core Carriageway	Seymour Place + Bryanston Place	Marylebone Rd to Upper Berkeley St & Shouldham St to Seymour Pl	Bryanston	91.79	105.00	75.18	Nomination	£230,000.00
Core Carriageway	Carey Street	Portugal Street to Chancery Lane	St James's	59.02	105.00	73.58	Value Management	£57,000.00
Core Carriageway	Circus Road	Wellington Road to Grove End Road	Regents Park	74.46	105.00	73.58	Value Management	£115,000.00
Core Carriageway	Third Avenue	Fifth Avenue to Droop Street	Queens Park	71.20	105.00	73.33	Nomination	£151,000.00
Core Carriageway	Queensborough Terrace	Porchester Gardens to Bayswater Road	Lancaster Gate	17.91	35.00	41.73	Nomination	£126,000.00
Core Carriageway	Westbourne Park Road	Ledbury Road to Westbourne Park Villas	Bayswater / Westbourne	49.69	105.00	72.18	Nomination	£162,000.00
Core Carriageway	Harrow Road	Property No. 525 to Property No. 481	Queen's Park	33.87	105.00	70.58	Nomination	£100,000.00
Core Carriageway	Harrow Road	Alfred Road to Chippenham Road	Harrow Road / Westbourne	42.63	105.00	70.58	Nomination	£152,000.00
Core Carriageway	Yarmouth Place & Brick Street	Whole Length	West End	52.49	52.49	43.50	Nomination	£60,000.00
Core Carriageway	Sale Place	Sussex Gardens to Praed Street	Hyde Park	4.75	8.55	15.00	Nomination	£43,000.00

## Appendix A2 – Skid Resistance Surfacing Programme

The 'Skid Resistance Surfacing Programme' is supported by a skid-resistance survey, known as the SCRIM (Sideway-force Coefficient Routine Investigation Machine). The final proposed Programme for 2019/20 is shown in the table below.

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source	CMR Value
Skid Resistance	Bayswater Road	o/s 129 – j/w Queensway	Lancaster Gate	n/a	n/a	n/a	Nomination	£18,000.00
Skid Resistance	Circus Road	Wellington Road to Grove End Road	Regents Park	n/a	n/a	n/a	Nomination	£9,500.00
Skid Resistance	Harrow Road	Property No. 525 to Property No. 481	Queen's Park	n/a	n/a	n/a	Nomination	£11,500.00
Skid Resistance	Harrow Road	Alfred Road to Chippenham Road	Harrow Road / Westbourne	n/a	n/a	n/a	Nomination	£13,500.00
Skid Resistance	Portland Place	Langham Street to Park Crescent (Northbound)	West End	n/a	n/a	n/a	Nomination	£29,500.00
Skid Resistance	Seymour Place + Bryanston Place	Marylebone RD to Upper Berkeley St & Shouldham St to Seymour Pl	Bryanston	n/a	n/a	n/a	Nomination	£4,000.00
Skid Resistance	South Audley Street	Grosvenor Square to Mount Street	West End	n/a	n/a	n/a	Nomination	£6,000.00
Skid Resistance	Whitehall	Horseguards Avenue to Charing Cross	St Jamess	n/a	n/a	n/a	Nomination	£42,600.00

### Appendix A3 – Reserve List for Carriageways Improvements (21/22 Provisional Programme)

The below reserve list schemes are subject to re-evaluation and re-assessment during the 2020/2021 period. Note also that approximately 45% of the 21/22 programme will be designed in 20/21 (Initial & Detailed Design) to allow time to plan and coordinate works more effectively.

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source	CMR Value
Core Carriageway	George Street & Stourcliffe Street	Forset St to Seymour PI & George St to Edgware Road	Bryanston	77.27	105.00	75.18	Nomination	£67,000.00
Core Carriageway	Shirland Road	Bravington Road to Fernhead Road & Chippenham Road to Sutherland Avenue	Harrow Road / Westbourne / Little Venice / Maida Vale	40.42	100.80	71.41	Nomination	£182,000.00
Core Carriageway	Carlton Vale	Randolph Avenue to Maida Vale	Maida Vale	52.67	98.93	70.56	Nomination	£58,000.00
Core Carriageway	Porchester Terrace	Queensborough Passage to Bayswater Road	Lancaster Gate	39.58	101.27	69.08	Nomination	£79,000.00
Core Carriageway	Greenberry Street	St John's Wood High Street to Barrow Hill Road	Regents Park	87.17	100.80	67.96	Nomination	£55,000.00
Core Carriageway	Chippenham Road	O/S 1 - J/W Goldney Road	Harrow Road	43.22	105.00	67.33	Nomination	£76,000.00
Core Carriageway	Kendal Street	Connaught Street to Edware Road	Hyde Park	67.31	102.85	66.60	Nomination	£91,000.00
Core Carriageway	Spring Street	Sussex Gardens to Praed Street	Hyde Park	37.52	92.63	66.55	Nomination	£41,000.00
Core Carriageway	Lanark Road	Elgin Avenue to Sutherland Avenue	Maida Vale / Little Venice	34.29	89.60	65.87	Nomination	£81,000.00
Core Carriageway	Palace Court	Moscow Road to Bayswater Road	Lancaster Gate	61.00	100.83	65.68	Nomination	£93,000.00
Core Carriageway	Senior Street	Lords Hill Road to Bourne Terrace	Westbourne	104.16	105.00	63.88	Nomination	£49,000.00
Core Carriageway	Sixth Avenue	Ilbert Street to Harrow Road	Queens Park	65.85	105	63.875	Nomination	£48,000.00
Core Carriageway	Tavistock Road	Between St Luke's Road to Tavistock Crescent	Westbourne	101.84	105.00	63.68	Nomination	£62,000.00
Core Carriageway	St Barnabas Street	Pimlico Road to Ebury Bridge Road	Churchill	33.93	94.36	63.43	Nomination	£60,000.00
Core Carriageway	Eamont Street	Allitsen Road to Prince Albert Road	Regents Park	77.90	99.87	62.94	Nomination	£49,000.00
Core Carriageway	Fourth Avenue & Galton St	Ilbert Street to Droop street	Queens Park	69.89	99.84	61.53	Nomination	£77,000.00
Core Carriageway	Caird St / Alperton St / First Av	Full length	Queens Park	83.97	105.00	60.54	Nomination	£112,000.00
Core Carriageway	Prince's Square + Dawson Place	Leinster Square to Dawson PI & No 28 to No 1 Kensington Gardens Square J/W Queen's Mews	Lancaster Gate	34.82	100.80	58.76	Nomination	£123,000.00
Core Carriageway	Lanhill Road	Chippenham Road to Elgin Avenue	Harrow Road	67.20	100.78	58.75	Nomination	£56,000.00
Core Carriageway	Droop Street	Third Avenue to Sixth Avenue	Queens Park	68.88	105	58.125	Nomination	£90,000.00
Core Carriageway	Shrewsbury Road	Westbourne Park Road to Talbot Road	Bayswater	77.75	99.78	55.75	Nomination	£49,000.00
Core Carriageway	Dorset Square	Northside Balcombe Street to Melcombe Street	Bryanston	45.02	71.01	55.31	Nomination	£49,000.00
Core Carriageway	Ilbert Street	Kilburn Lane to Sixth Avenue	Queens Park	99.02	105.00	54.68	Nomination	£62,000.00
Core Carriageway	Welbeck Street	Welbeck Way to New Cavendish Street	Marylebone High Street	27.92	49.75	53.04	Nomination	£67,000.00
Core Carriageway	Eccleston Place	Eccleston Street to Elizabeth Street	Warwick	33.88	49.00	51.30	Nomination	£49,000.00
Core Carriageway	Ebury Bridge Road	Cheylesmore House to Chelsea Bridge Road	Churchill	23.87	49.30	50.98	Nomination	£63,000.00
Core Carriageway	Claverton Street	Grosvenor Road to Lupus Street	Churchill	34.54	56.35	47.74	Nomination	£158,000.00

## **Appendix B – Footways Improvement Programme**

## Appendix B1 – Footway Improvement Programme

The proposed annual programme for footway improvements for 2020/21 presented in the table below has been developed with the application of the VM process together with consultation with Ward Members, Amenity Societies, highway inspectors and key stakeholders, the programme of schemes includes the conversion of mastic asphalt to flagged paving schemes.

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source	CMR Value
Footway Improvements	Temple Place	Milford Lane to Arundel Street -Park Side	St Jamess	19.91	23.59	45.73	Nomination	£41,500.00
Footway Improvements	King Street	Whole Length South Side	St Jamess	23.90	29.27	37.72	Nomination	£46,500.00
Footway Improvements	Bishop's Bridge Road	Gloucester Gardens to Westbourne Terrace	Bayswater / Lancaster Gate / Hyde Park	5.21	38.67	37.39	Nomination	£88,000.00
Footway Improvements	Bravington Road	Harrow Road to Marban Road	Harrow Road	11.01	20.92	35.07	Nomination	£271,000.00
Footway Improvements	Inverness Terrace	West Side Between Porchester Gardens & 143 (Riven Court)	Lancaster Gate	4.96	8.23	34.50	Nomination	£33,500.00
Footway Improvements	Shirland Road	Bravington Rd to Ashmore Rd & Essendine Rd to Sutherland Av	Harrow Road	11.79	31.42	33.85	Nomination	£353,000.00
Footway Improvements	Kilburn Park Road	O/S 2B - Rundolph Road	Harrow Road	15.06	39.65	32.99	Nomination	£85,000.00
Footway Improvements	Bedford Street	Strand to Chandos Place	St Jamess	7.86	12.13	32.92	Nomination	£46,000.00
Footway Improvements	Seymour Place	East Side From York Street to Bryanston Place	Bryanston	13.90	16.88	32.08	Nomination	£32,500.00
Footway Improvements	George Street	Forset St to Seymour Place	Bryanston	14.56	26.99	30.68	Nomination	£44,500.00
Footway Improvements	Upper Berkeley St	From Great Cumberland Place to Edgware Road North F/W	Bryanston	12.44	25.77	30.13	Nomination	£47,000.00
Footway Improvements	Ashmore Road	O/S 223-177	Queens Park	9.48	62.78	28.50	Nomination	£85,500.00
Footway Improvements	Courtnell Street	Talbot Road to Artesian Road Both Sides	Bayswater	12.46	21.96	26.09	Nomination	£79,500.00
Footway Improvements	Great Western Road	Tavistock Road to Westbourne Park Road (West Side)	Harrow Road	4.52	12.30	24.75	Nomination	£55,000.00
Footway Improvements	Porchester Gardens	Queensway to Queen's Mews	Lancaster Gate	2.99	3.17	19.84	Nomination	£33,000.00
Footway Improvements	Ebury Bridge Road	East Side Opposite St Barnabas Road and Ebury Bridge	Churchill	7.37	15.91	19.50	Nomination	£43,500.00
Footway Improvements	Marlborough Hill	From O/S 19 to O/S 1	Abbey Road	9.15	10.16	16.12	Nomination	£45,000.00

## Appendix B2 – Reserve List for Footway Improvements (21/22 Provisional Programme)

The below reserve list schemes are subject to re-evaluation and re-assessment during the 2020/2021 period. Note also that approximately 45% of the 21/22 programme will be designed in 20/21 (Initial & Detailed Design) to allow time to plan and coordinate works more effectively.

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source	CMR Value
Footway Improvements	Lyons Place	Fisherton Street to Aberdeen Place	Regent's Park	21.02	26.25	26.89	Nomination	£33,000.00
Footway Improvements	Northumberland Place	Talbot Road to Artesian Road	Bayswater	23.05	32.00	30.66	Nomination	£104,000.00
Footway Improvements	Circus Road	Wellington Road to Cavendish Avenue – South Side	Regent's Park	6.11	11.77	29.76	Nomination	£39,000.00
Footway Improvements	Queen Anne's Gate	Property No 34 to Queen Anne's Gate	St James's	15.37	24.48	29.54	Nomination	£98,000.00
Footway Improvements	Randolph Avenue	Carlton Vale to Elgin Avenue North Side	Maida Vale	11.28	14.25	29.48	Nomination	£169,000.00
Footway Improvements	Old Queen Street	Dartmouth Street to Storey'S Gate	St James's	15.85	24.29	29.45	Nomination	£72,000.00
Footway Improvements	Broadley Street	Lisson Grove to Edgware Road	Bryanston	10.68	30.88	29.00	Nomination	£176,000.00
Footway Improvements	Buckingham Gate	Buckingham Palace Road to Castle Lane -south side	St James's	7.26	11.44	28.20	Nomination	£72,000.00
Footway Improvements	Catherine Street	Russell Street to Tavistock Street -south side	St James's	14.35	21.03	27.97	Nomination	£36,000.00
Footway Improvements	Sutherland Avenue	Foscote Mews to Shirland Road	Westbourne	11.63	14.52	27.56	Nomination	£286,000.00
Footway Improvements	Eccleston Place	Eccleston Street to Elizabeth Street	Warwick	3.86	5.61	26.95	Nomination	£52,000.00
Footway Improvements	Portnall Road	Coomassie Road to Marban Road	Queens Park	12.25	21.75	26.00	Nomination	£176,000.00
Footway Improvements	Sutherland Place	Talbot Road to Artesian Road	Bayswater	11.45	20.38	25.37	Nomination	£107,500.00
Footway Improvements	Abercorn Place	Abbey Road to Nugent Terrace	Abbey Road	3.76	10.97	25.94	Nomination	£75,000.00

## Appendix C – Minor Works Programme

The proposed programme includes both footway and carriageway schemes for 2020/21 and are presented in the table below. The purpose of the Minor Works programme is to allow intervention on defects which otherwise would not be significant enough to qualify for the main PPM works programme. Early intervention of some defects should result in a reduction of the number of reactive jobs and improve the overall condition of the network. The below list is an indication and subject to change upon further checks.

Programme	Road Name	Location / Extents	Ward	Type of Works	CMR Value
Minor Works	Ingestre Place	Ingestre Place And At Junction Of Hopkins Street And Ingestre Place	West End	Footway	£27,000.00
Minor Works	Maida Avenue	O/S 11 – Church	Little Venice	Footway	£26,000.00
Minor Works	Upper James Street	Beak Street to Golden Square	West End	Footway	£20,000.00
Minor Works	Carteret Street	All Footway No Covered By Public Realm Works Outside New Development	St James's	Footway	£26,000.00
Minor Works	Shelton Street	Endell Street to Upper St Martins Lane	St James's	Footway	£24,000.00
Minor Works	North Row	North Audley to Balderton Street north side	West End	Footway	£15,000.00
Minor Works	Cheval Place	Montpelier Street to Rutland Street (North Side)	Knightsbridge & Belgravia	Footway	£26,000.00
Minor Works	Chapel Street	Edgware Road to Old Marylebone Road	Bryanston	Carriageway	£70,000.00
Minor Works	Culross Street	Property No. 31-33 to Park Lane	West End	Carriageway	£38,000.00
Minor Works	Dorset Street	Baker Street to Chiltern Street	Marylebone High Street	Carriageway	£19,000.00
Minor Works	North Row	Park Lane to Park Street	West End	Carriageway	£30,000.00
Minor Works	York Street	From Baker Street to Upper Montagu Street	Bryanston	Carriageway	£39,000.00

Note: The budget of £800,000 has not been fully allocated to allow a flexible approach to react to footway and carriageway issues that occur throughout the year.

**Appendix D– Surface Water Management**

## Appendix D – Drainage Improvement Sites

Item	Road Name	Ward	No. of Locations	Works Required
1	BUTLER PLACE	St James's	1	Full Gully Replacement
2	CASTLEREAGH STREET	Bryanston & Dorset Square	1	Full Gully Replacement
3	CHESTERFIELD STREET	West End	1	Full Gully Replacement
4	D'ARBLAY STREET	West End	1	Full Gully Replacement
5	ECCLESTON SQUARE	Warwick	1	Full Gully Replacement
6	ESSEX STREET	St James's	1	Full Gully Replacement
7	KILBURN LANE	Queen's Park	1	Full Gully Replacement
8	MORTIMER STREET	West End	1	Full Gully Replacement
9	MILLBANK	St James's	1	Full Gully Replacement
10	MORETON STREET	Tachbrook	1	Full Gully Replacement
11	PARK STREET	West End	1	Full Gully Replacement
12	WELBECK STREET	Marylebone High Street	1	Full Gully Replacement
13	WILLOW PLACE	Vincent Square	1	Full Gully Replacement
14	BRAVINGTON ROAD	Queen's Park	1	Full Gully Replacement
15	CASTLEREAGH STREET	Bryanston & Dorset Square	1	Full Gully Replacement

Item	Road Name	Ward	No. of Locations	Works Required
16	GREAT PORTLAND STREET	West End	1	Full Gully Replacement
17	MARLBOROUGH PLACE	Abbey Road	1	Full Gully Replacement
18	MORETON STREET	Tachbrook	1	Full Gully Replacement
19	PRAED STREET	Hyde Park	1	Full Gully Replacement
20	SHIRLAND ROAD	Harrow Road	1	Full Gully Replacement
21	WARWICK AVENUE	Little Venice	1	Full Gully Replacement
22	Warwick Way	Warwick	2	Full Gully Replacement

## **Appendix E – Lighting Improvements Programme**

## Appendix E1 - Lighting Improvement Programme 2020/21

A 'Value Management' prioritisation process is used to develop the list of schemes presented in the table below. The process is based on an aggregated score of structural risk, energy efficiency, local factors, performance rating, social rating and efficiency management.

Street	Ward	Existing Assets	Source	Proposed Improvements	Estimated Cost
Bennett's Yard	St James's	3	VM Score	Upgrade existing units to LED and replace existing columns	£21,443
Sutherland Street	Warwick	21	VM Score	Upgrade existing units to LED and replace existing columns	£187,738
Eaton Square	Knightsbridge & Belgravia	48	VM Score	Upgrade existing units to LED and replace existing columns	£284,683
Park Place Villas	Little Venice	5	VM Score & Nomination	Upgrade existing units to LED and replace existing columns	£25,443
Inverness Terrace	Lancaster Gate	25	VM Score	Upgrade existing units to LED and replace existing columns	£109,890
Dawson Place	Lancaster Gate	3	VM Score	Upgrade existing units to LED and replace existing columns	£14,909
Bessborough Place	Tachbrook	3	VM Score	Upgrade existing units to LED and replace existing columns	£14,909
Great College Street	St James's	4	VM Score	Upgrade existing units to LED and replace existing columns	£28,194
Storey's Gate	St James's	11	VM Score	Upgrade existing units to LED and replace existing columns	£79,045
All	All			Design, Auditing, Asset Management Costs	£437,746
All	All			Enabling works for 2021/22	£400,000
Localised Schemes				Incl Lighting Against Crime, noted below	£45,000
<b>Total</b>					<b>£1,604,000</b>

**Appendix E2 – Provisional Lighting Improvement Programme 21/22  
(Reserve List for Footway Improvements in 20/21)**

The Lighting Improvement Reserve Schemes in the list below will be used should it not be possible to deliver schemes in the main programme. In addition to the below list the current LVMM process is changing and the below list is subject to change once the new LVMM process has been implemented and the LED roll out has progressed which may also impact the list for locations below.

Street	Category	Ward	Source	Proposed Improvement
BRAVINGTON ROAD	Lighting Improvement	Queen's Park	VM	Column & Lantern Replacement
BROOK'S MEWS	Lighting Improvement	West End	VM	Column & Lantern Replacement
DURWESTON STREET	Lighting Improvement	Bryanston & Dorset Square	VM	Column & Lantern Replacement
FORMOSA STREET	Lighting Improvement	Little Venice	VM	Column & Lantern Replacement
HERTFORD STREET	Lighting Improvement	West End	VM	Column & Lantern Replacement
MACCLESFIELD STREET	Lighting Improvement	St James's	VM	Column & Lantern Replacement
OLD BURLINGTON STREET	Lighting Improvement	West End	VM	Column & Lantern Replacement
ST JOHN'S WOOD TERRACE	Lighting Improvement	Abbey Road	VM	Column & Lantern Replacement
ST MARTIN'S LANE	Lighting Improvement	St James's	VM	Column & Lantern Replacement
AYLESFORD STREET	Age Expired	Tachbrook	VM	Lantern Replacement
BARRETT STREET	Age Expired	Marylebone High Street	VM	Lantern Replacement
CABBELL STREET	Age Expired	Bryanston & Dorset Square	VM	Lantern Replacement
CHAGFORD STREET	Age Expired	Bryanston & Dorset Square	VM	Lantern Replacement
DOWLAND STREET	Age Expired	Queen's Park	VM	Lantern Replacement
FERMOY ROAD	Age Expired	Harrow Road	VM	Lantern Replacement
KENSINGTON GARDENS SQUARE	Age Expired	Lancaster Gate	VM	Lantern Replacement
LANCELOT PLACE	Age Expired	Knightsbridge & Belgravia	VM	Lantern Replacement
LEINSTER GARDENS	Age Expired	Lancaster Gate	VM	Lantern Replacement
OSBERT STREET	Age Expired	Vincent Square	VM	Lantern Replacement
REGENCY STREET	Age Expired	Vincent Square	VM	Lantern Replacement
THE MARLOWES	Age Expired	Abbey Road	VM	Lantern Replacement
VALE CLOSE	Age Expired	Abbey Road	VM	Lantern Replacement
WORONZOW ROAD	Age Expired	Abbey Road	VM	Lantern Replacement

### **Appendix E3 - Localised Lighting Schemes Programme (incl. Lighting Against Crime)**

The schemes in the table below are for small ad-hoc schemes of a localised nature. A public concern is street crime and fear/perception of crime, where lighting has been shown to reduce this. Note that the full budget has not been allocated to allow for ad-hoc interventions that may be required throughout the year based on budget and if new nominations are received in adequate time.

Street	Ward	Existing Assets	Source	Proposed Improvements	Estimated Cost
Manette Street	West End	3	VM Score & Nomination	Installation of LED units to enhance existing lighting levels	£5,829
Soho Square	West End	19	VM Score & Nomination	Installation of LED units to enhance existing lighting levels	£39,171
<b>Total</b>					<b>£45,000</b>

## Appendix E4 - Age Expired Lantern Replacement Programme 2019/20

The various components of street lighting deteriorate at differing rates. Typically, columns have an assumed life of 40 years, whereas the assumed life of lanterns is 20 years. In line with the LED rollout, the age expired programme this year focuses on investing in heritage areas by replacement age expired functional lanterns on heritage columns to unify the streetscape.

Street	Ward	Existing Assets	Source	Proposed Improvements	Estimated Cost
Great Peter Street	St James's	22	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£38,013
Curzon Street	West End	18	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£33,000
Devonshire Street	Marylebone High Street	17	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£31,000
John Islip Street	Vincent Square	28	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£35,637
Weymouth Street	Marylebone High Street	17	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£31,000
Gloucester Street	Warwick	16	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£29,083
Lancaster Place	St James's	5	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£9,503
Tachbrook Street	Tachbrook	32	VM Score	Upgrade of existing cherished lanterns to LED	£42,764
<b>Total</b>					<b>£250,000</b>

## **Appendix E5 - Cherished Column Programme 2019/20**

The Cherished Column Programme deals with unique street furniture that is of significant historic value. Many of these are protected as 'listed' items of street furniture and therefore protected in law. The cherished column status allocated to this equipment helps protect not only the asset but the street scene of which it is an integral part.

Street	Ward	Existing Assets	Source	Proposed Improvements	Estimated Cost
Dartmouth Street	St James's	5	Nomination	Upgrade of existing cherished lanterns to LED	£8,350
Old Queen Street	St James's	7	Nomination	Upgrade of existing cherished lanterns to LED	£10,847
Queens Anne Gate	St James's	11	Nomination	Upgrade of existing cherished lanterns to LED	£16,549
Royal Albert Hall Steps	Knightsbridge & Belgravia	22	Nomination	Upgrade of existing cherished lanterns to LED	£46,254
<b>Total</b>					<b>£82,000</b>

## Appendix F – Glossary of Terms

### Glossary of Terms

The report contains many abbreviations and the following table provides a summary of these together with their full titles:

<b>Abbreviation</b>	<b>Full Title</b>
ACS	Annual Condition Survey
CI	Condition Index
DVI	Detailed Visual Inspection
HRA	Hot Rolled Asphalt
LIP	Local Implementation Plan
LoBEG	London Bridges Engineering Group
PPM	Planned Preventative Maintenance
SCRIM	Sideway-force Coefficient Routine Investigation Machine
SMA	Stone Mastic Asphalt
TfL	Transport for London
VfM	Value for Money
VM	Value Management

## **Appendix G – Statement from Lay Panel Members**

## **Highways Review Panel – Lay Members Statement**

The Lay Members of the Highways Review Panel attended two meetings in the year 2019/20. The lay members represent five of the most active amenity societies in Westminster. Among our number, the lay members have a good mix of technical highways expertise, detailed community involvement of long standing, as well as offering more generalist observations and business skills.

We have provided observations to officers on:

- The terms of reference of the panel.
- Value management scoring.
- The process of preparing the annual highways PPM programme from surveys and nominations.
- Visual inspection by a member or the panel of all listed schemes to provide another layer of assessment as to the condition and prioritisation of each scheme.
- WCC placing more emphasis on Highway Inspector's nominations, and looking at the possibility of other technologies to potentially replace the ACS surveys. which could provide more cost effective, reliable and consistent assessment of carriageway condition to validate the Inspector's assessment of condition.
- WCC's progress in developing the 3 year programme for PPM.

Overall we greatly appreciate the openness and collaborative attitude with which officers have approached engaging with the panel. Officers were willing to share raw and preliminary data through to the proposed final plan.

Whilst not to advocate for works in any particular area, each lay member also fed scheme nominations into the planning process on behalf of their amenity societies. This was helpful in giving insight into how schemes are selected for the annual programme.

Specific observations:

1. The process for collecting data is clear and understandable. – a combination of engineering surveys and nominations from inspectors, officers, Councillors and residents representing their amenity societies. While the Value Management scoring process is clearly explained, the process from the long list of nominations to annual programme is less clear. This led to questioning of the inclusion or omission of certain schemes in the programme. We recommend that the process and criteria by which schemes under consideration are translated into the annual or three year programme should be more clearly documented and circulated going forward.
2. A rolling 3 year programme is now well under way to form the basis of each annual programme. However it is unclear what the final lists of schemes for the second and third years will be. When we questioned certain schemes for year 2021/22 we were advised that the list of schemes would be reviewed in the autumn! Given that road condition rarely rapidly deteriorates in the short term,

more certainty needs to be given to at least the second year in the 3 year programme.

3. To maintain the engagement of the amenity societies in providing nominations, clear and understandable feedback should be provided for each nomination explaining the reasons why nominations were not included in the programme.
4. Review the annual timetable to allow more time for the full process of scrutiny before Cabinet Member approval is sought.

After the process of some challenge, review and adjustment we are now confident that that the final agreed list for 2020/21 is a realistic programme based on needs and priorities.

The Lay Panel thanks the officers for their openness and collaboration. The existence and functioning of the panel reflect extremely well on the Council in terms of willingness to engage with the residents. We look forward to continuing to contribute in the coming year.

For completion by the **Cabinet Members for Environment and Highways.**

**Declaration of Interest**

I have <no interest to declare / to declare an interest> in respect of this report

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
**Councillor Andrew Smith, Cabinet Member for Environment and Highways**

NAME: \_\_\_\_\_

State nature of interest if any  
.....  
.....

*(N.B: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled **Planned Preventative Maintenance (PPM) programme for 2020/21 in respect of Highways, Public Lighting & Bridges and Structures**

Signed .....

**Councillor Andrew Smith, Cabinet Member for Environment and Highways**

Date .....

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:  
.....

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If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, Chief Operating Officer and, if there are resources implications, the Director of Human Resources (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.