



# Cabinet Member Report

<b>Decision Maker:</b>	Cabinet Member for Environment and City Management
<b>Date:</b>	6 March 2019
<b>Classification:</b>	For General Release
<b>Title:</b>	Planned Preventative Maintenance (PPM) programme for 2019/20 in respect of Highways, Public Lighting & Bridges and Structures
<b>Wards Affected:</b>	All Wards
<b>Key Decision</b>	Yes
<b>Policy Context:</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>Financial Summary:</b>	<p>The overall gross expenditure in respect of the proposed PPM work contained in this report is £11,081,000 for which financial approval is sought.</p> <p>The net expenditure is £10,608,000 and is fully contained within the council's approved capital programme for 2019/20.</p> <p>Income totalling £473,000 is made up from:</p> <ol style="list-style-type: none"><li>1) Contributions from Statutory Undertakers in respect of work on the pipe subway network (£190,000); and</li><li>3) a 50% contribution from the London Borough of Lambeth for work to the Golden Jubilee Footbridges (£283,000)</li></ol>
<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 2019/20 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 2020/21 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 2019/20 at an estimated gross cost of **£5,790,000** as detailed in Section 5.1 and Appendices A to C, be approved.
- 2.2 That the detailed proposals for the **Bridges and Structures PPM** programme for 2019/20 at an estimated gross cost of **£1,233,000**, as detailed in Section 5.2 be approved.
- 2.3 That the detailed proposals for **Public Lighting PPM** programme for 2019/20 at an estimated gross cost of **£4,058,000**, as detailed in Section 5.3 and Appendix E, be approved.
- 2.4 That the gross capital expenditure of **£11,081,000 (net capital expenditure of £10,608,000)** for 2019/20, 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 City Management 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 2020/21.
- 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 infrastructure assets.
- 4.2 To ensure that the City Council's highway network is efficiently maintained it is applying asset management principles and techniques and has adopted the standards set out in the National Codes of Practice for Highways, Public Lighting & Bridges and Structures that 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 that takes account of a

range of criteria including engineering condition, maintenance history, visual appearance, accessibility and customer engagement.

- 5.1.2 The 2019/20 programmes have been developed with the application of the VM process, together with the results of the extensive consultation undertaken with Ward Members, Amenity Societies, highway inspectors and key stakeholders through the annual 'Highway Nominations' process.
- 5.1.3 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.
- 5.1.4 In previous years', the PPM programme has been developed by collecting condition data on Westminster's footways and carriageways between April and August annually. Officers and colleagues from our Service Provider then validate the condition information whilst taking account of the nominations mentioned in 5.1.3 above and applying the VM scoring criteria to develop the following years prioritised PPM programme. These programmes are submitted to the Cabinet Member by December every year. This relatively short constrained time period between April and December to produce the annual programme created a number of issues including:-
- Pressurised timetable to validate the Annual Condition Survey (ACS) data.
  - High reliance on the accuracy of the condition data.
  - Limited possibilities to plan effectively and value engineer and coordinate schemes to obtain maximum efficiencies.
  - Process took little account of Highways Inspectors knowledge of the network.
- 5.1.5 The 19/20 programmes and the provisional 20/21 programmes contained in this report are extracts from a 3 year programme developed from the Highway Inspectors detailed knowledge of the condition of the footways in their area and the application of other criteria in the VM scoring process to produce the prioritised schemes list. The development of the three year PPM programme for footways and carriageways represents a departure from the previous programmes which only gave visibility one year in advance as outlined in 5.1.4 above. Whilst the ACS data is still collected annually, the results will be used to validate the Highway Inspectors assessment of condition thus placing greater reliance on our Inspectors asset condition and less reliance on the ACS results.
- 5.1.6 Further work is required in 2019/20 to improve and refine the way network condition data is collected by the Highway Inspectors and scored so that it can be easily compared to the ACS results. These improvements will provide a rolling 3 year PPM programme which will allow more effective planning and time to undertake further investigations where necessary.
- 5.1.7 The VM process mentioned in 5.1.1 has been used to prioritise the programme of schemes in 19/20 and 20/21 (Provisional) programmes. The VM scoring

criteria is being reviewed in 2019, any updates to the VM priority scoring process will be applied to the 2020/21 provisional programme therefore this programme is subject to change if a change to the VM scoring criteria is adopted in 2019.

- 5.1.8 A new programme line in this year's Cabinet Member Report is the introduction of a Minor Works Programme. 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 line. Earlier intervention of some targeted 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.
- 5.1.9 A Minor Works budget of £700,000 has been allocated from the discontinued Stone Mastic Asphalt (SMA) replacement budget which has been discontinued this year. Half of the budget is allocated to specific schemes which are listed in Appendix C, the remaining half of the budget will be allocated using a prioritising scoring system which will be developed in 2019.
- 5.1.10 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 2018. The purpose of the HRP is for officers to communicate to the Members and the lay members the process officers apply to develop the programme of PPM schemes. It also provides an opportunity to present any proposed changes and improvements in the PPM processes. The primary remit of the lay members of the panel is to scrutinise these processes, in particular the Value Management scoring prioritisation and provide feedback.
- 5.1.11 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 2019.
- 5.1.12 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 to avoid any potential conflicts; in particular major known schemes such as Oxford Street, Bond Street and Baker Street have been taken into account when preparing the programmes submitted in this report. 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.
- 5.1.13 In the 2017/18 PPM report a commitment was given to develop a better understanding of 16,000 gullies the council is responsible for across the city in terms of condition, surface water problem areas and improving the gully service generally. These improvements were to take place over a 3 year period. Over the last 2 years the following service improvements have taken place:

- Development of a more accurate and meaningful asset inventory
- CCTV surveys of the connections between the gullies and main sewer to gather information on these assets including an understanding of condition
- Developing a more coherent drainage strategy
- Targeted gully cleaning operations in and around Oxford Street
- Linking drainage operations more closely with the flood risk modelling carried out as part the City Council's obligations as a Lead Local Flood Authority
- Development of a Rainfall Event Plan

5.1.14 The 2019/20 financial year marks the third and final year of the proposed 3 year improvement plan. In 2019/20 the drainage service will investigate the the possibility of rolling out cyclical road closures in the Soho area in order to carry out routine gully cleaning operations and create a prioritisation system for dealing with sites with known standing water problems. Any cyclical closures of Soho streets will also provide an opportunity to carry out any footway, carriageway and lighting works under the same closure.

5.1.15 The following table sets out the proposed PPM expenditure for Highways for 2019/20. Appendix A provides the detailed list of schemes in the 2019/20 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.

5.1.16 Applying good asset management practices greatly assists with developing forward plans in the capital programme. A great deal of work has been undertaken over the last year or two to improve the PPM process, not least moving from the previous annualised programmes to a 3 year programme. In order to bring about these changes and improvements, an investment is required to create and embed new procedures and practices. Financial approval of **£65,000** is sought in 2019/20 to continue the improvements that have already been made. This includes embedding the new VM scoring procedure, updating various guidance documents including the Highways Inspection Manual and PPM procedures document to capture the recent changes and record the new procedures. These initiatives will help to deliver a more efficient programme of capital improvement work, and continue the drive towards a planned rather than reactive approach to maintenance.

5.1.17 The proposed PPM expenditure for Highways, including the 2019/20 and initial designs for the 2020/21 programme is summarised in the table below.

<b>Highways</b>	
<b>Description</b>	<b>Estimated</b>
<b>Carriageway Improvements</b>	
Core carriageway schemes (including cycle friendly gullies)	£2,012,000
Capitalisation of CAT 2 repairs	£190,000
Client fees (Inc. Compliance and Audit)	£160,000
Fees for Annual Condition Survey (ACS) to inform 2020/21	£100,000
Detailed design of 19/20 Programme (incl. TTO's, Topo Surveys,	£251,000
Initial Design & Detailed Design (45%) of 20/21 programme	£87,000
<b>SUB-TOTAL</b>	<b>£2,800,000</b>
<b>Minor Works Programme</b>	
Carriageway & Footway works	£560,000
Client fees (Inc. Compliance and Audit)	£20,000
Design (Including technical analysis of ACS)	£120,000
<b>SUB-TOTAL</b>	<b>£700,000</b>
<b>Skid Resistance Surfacing Programme</b>	
Skid resistance surfacing schemes	£135,000
SCRIM survey	£6,700
Client fees (Inc. Compliance and Audit)	£9,900
Design (Inc. Technical Analysis)	£13,400
<b>SUB-TOTAL</b>	<b>£165,000</b>
<b>Footway Improvements</b>	
Footway Improvement Programme (includes footway strengthening	£1,060,500
Annual Condition Survey (DVI survey)	£58,000
Capitalisation of CAT 1 repairs	£142,000
Value Management for 2018/19 programme development	£18,000
Client fees (Inc. Compliance and Audit)	£95,400
Design (including trial holes, topographic surveys etc.)	£160,000
Detail Design 20/21 programme (incl. Topographic, Cellar Surveys	£56,100
<b>SUB-TOTAL</b>	<b>£1,590,000</b>
<b>Surface Water Management Programme</b>	
Drainage Improvement Sites	£316,000
Standing Water Re-profiling	£50,000
Strategy and Drainage Inventory	£10,000
Client Fees (Inc. Compliance and Audit)	£24,000
<b>SUB-TOTAL</b>	<b>£400,000</b>
<b>Street Nameplates Programme</b>	
Street nameplates	£66,000
Client Fees (Inc. Compliance and Audit)	£4,000
<b>SUB-TOTAL</b>	<b>£70,000</b>

<b>Highways (Continued)</b>	
<b>Description</b>	<b>Estimated</b>
<b>Asset Management</b>	
Asset Management (Continuous improvements to prioritising forward plans for Capital programme)	£65,000
<b>SUB-TOTAL</b>	<b>£65,000</b>
<b>Highways Total</b>	<b>£5,790,000</b>

5.1.18 The total cost of the Highways PPM programmes in the table above is estimated at **£5,790,000** for which financial approval is sought. This is fully provided for within the approved capital programme.

### **Surface Water Management Programme**

5.1.19 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 **£400,000** (inclusive of all fees) is approved to undertake the improvement work identified above in 19/20.

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

5.1.12 The estimates given in **Appendices A to C** 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 2019/20 for which financial approval is sought is as follows:

<b>Bridges and Structures PPM 2019/20</b>	
<b>Description</b>	<b>Estimated Cost</b>
<b>Structural</b>	
Golden Jubilee Footbridges – Stair Refurbishment	£360,000
Pipe Subway Network - Brickwork/Electrical Repairs/Access Improvements	£160,000
Harrow Road Retaining Wall - Re-build Wall	£35,000
Strand Underpass – Cladding investigations	£10,000
Canal Bridge Pigeon Deterrent	£40,000
Cockspur Street – Resin Injection to prevent water ingress	£50,000
<b>Non-Structural</b>	
Strand Underpass - Fire Alarm Upgrade	£45,000
Wedlake (Ha'penny Steps) Footbridge Lighting Improvements	£20,000
Strand Underpass-Overheight Vehicle Detection Systems upgrades	£25,000
Golden Jubilee Footbridges - Parapet Lighting	£100,000
Assets of Unknown Origin	£100,000
<b>Other costs (split between lines as detailed below)</b>	
Client Costs (including Compliance & Audit costs)	£75,000
Design & Management Costs	£90,000
Risk & Contingency	£93,000
Asset Management – Improvements to BridgeStation	£30,000
<b>Bridges and structures Total</b>	
	<b>£1,233,000</b>

- 5.2.5 The total (gross) costs for the above proposed programmes of work is estimated at **£1,233,000** for which financial approval is sought.
- 5.2.6 The cost 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 2019/20 is estimated to be **£283,000** (including all fees and risk & contingency).
- 5.2.7 The costs associated with the Pipe Subway Network i.e. the repairs to the brickwork and electrical repairs generally in the Pipe Subway Network, is 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 total income from the utilities' companies will be up to **£190,000** (including all fees and risk & contingency).

- 5.2.8 The total income in 2019/20 is expected to be **£473,000**, the overall net cost to the city council is therefore **£760,000** for which provision of **£760,000** 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.

### **Golden Jubilee Footbridges – Programme of stair refurbishment**

- 5.2.10 Approval is sought for **£446,00** (inclusive of all fees, risk & contingency etc.) in 2019/20 to continue and complete the programme of stair refurbishment to all the stairs to the footbridges, the programme of stair refurbishment commenced in 2015/16. The final staircase to be refurbished is the one immediately adjacent to the entrance of the Embankment Tube Station off the Victoria Embankment, it is also the most complex because of the close proximity of the tube station and interfaces with London Underground's emergency exits. The London Borough of Lambeth through a maintenance agreement is responsible for 50% of the costs associated with the refurbishment of the staircases i.e. **£ 223,000**.

### **Golden Jubilee Footbridges – Parapet Lighting**

- 5.2.11 The Golden Jubilee Footbridges were opened approximately 16 years ago in 2002/03. The footbridges are greatly utilised by pedestrians both day and night. In recent months there have been a number of failures to the parapet lighting which illuminates the walkways at deck level. Funding is sought to replace the bespoke LED tubes in the parapets of both footbridges. Financial approval of **£120,000** (including all fees and risk & contingency) in 2019/20 is sought to replace and maintain the parapet lighting, 50% of the costs are rechargeable to the London Borough of Lambeth, i.e. **£ 60,000**

### **Harrow Road Retaining Wall - Re-build Wall**

- 5.2.12 A section of brick retaining wall close to Lord Hills Bridge near the Royal Oak Tube Station in Paddington has collapsed. Although the collapsed wall does not present a risk to the public, it forms a boundary wall with the new Elizabeth Line (Crossrail) and therefore should be repaired. The wall is the Council's responsibility.
- 5.2.13 Financial approval of **£ 49,000** (inclusive of all fees, risk & contingency etc.) is sought in 19/20 to undertake the retaining wall reconstruction.

### **Pipe Subway Network**

- 5.2.14 Financial approval of a total of **£ 191,000** (inclusive of all fees, risk & contingency etc.) is sought to implement the brick repairs, lighting improvements, brackets supporting the utility equipment in the subway and improvements to some of the access ladders across the pipe subway network.

5.2.15 These costs are fully rechargeable to the utility companies with equipment in the affected pipe subways.

### **Canal Bridge Pigeon Deterrent**

5.2.15 The existing pigeon netting under the Westbourne Terrace Road Bridge near Little Venice and Carlton Bridge which carries Great Western Road, is in poor condition and needs replacing, both bridges span the Grand Union Canal. It is proposed to replace the netting with a more robust metal meshing. Financial approval for expenditure of **£56,000** (including all fees and risk & contingency) is sought in 19/20 to undertake the work on these two bridges.

### **Cockspur St - Resin Injections to Water Ingress**

5.2.16 Cockspur Street subway near Trafalgar Square is part of the Charing Cross subway network. The section of the subway in question enters below ground near Cockspur Street and leads to the Charing Cross Tube Station concourse.

5.2.17 There have been a number of water ingress problems along the length of the subway, approval for expenditure **£68,000** of sought in 2019/20 (Inclusive of all fees and risk & contingency) to undertake resin injection in joints in the concrete structure to seal the structure and stem the water ingress problems.

### **Strand Road Underpass**

5.2.18 The Strand Underpass takes traffic under the Strand/Aldwych from the north side of Waterloo Bridge on to the Kingsway. The road underpass has various systems which are essential for the safe operation of the underpass including, lighting, ventilation, drainage, fire alarm etc. along with an Over-height Vehicle Detection (OVD) system. The following work is required to maintain the tunnel in a safe operation:-

- Upgrade of the Fire Alarm System associated with the tunnel - £63,000
- Investigations of the fixings of the cladding panels on the approach and exit ramps for the tunnel - £12,000
- Upgrade to one of the beams of the OVD system which is regularly failing - £35,000

5.2.19 Financial approval is sought in 19/20 for **£ 110,000** (Including all fees and risk & contingency) to undertake the works in the Strand Road Underpass identified above.

### **Wedlake Street (Ha’Penny Steps) Footbridge Lighting Improvements**

5.2.20 Wedlake Street Footbridge (also referred to as Ha’penny Steps footbridge) is in Queens Park Ward, it spans over the Grand Union Canal. The lights on the footbridge are in poor condition and in need of upgrading/replacement.

- 5.2.21 Financial approval of **£ 28,000** (including all fees and risk & contingency) in 19/20 is sought to improve the lighting on the footbridge and the ramps either side of the main bridge.

### **Asset Management**

- 5.2.22 Financial approval of **£ 30,000** (including all fees and risk & contingency) is sought in 2019/20 to make improvements and implement initiatives that help with planning capital investment programmes. 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**

- 5.2.23 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 on them 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.
- 5.2.24 Typical examples of such assets recently have been the brick arch in Headfort Place and the stone walls in Princes Gate. 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.
- 5.2.25 Financial approval of **£100,000** is sought in 2019/20 to gather information on 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 D**, 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 2019/20 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>
Core Lighting Improvements	£724,000
Localised Schemes Programme (incl. Lighting Against Crime)	£66,000
Asset Management	£60,000
Future Design (Stages A & B)	£50,000
Future Design (Stages C, D, E & G)	£200,000
Pre-Installation Lighting Improvements	£150,000
Capitalisation of CAT 2 repairs	£150,000
Client Costs (Inc. Compliance and Audit)	£201,000
Age Expired Equipment	£243,000
Cherished Column Replacement	£80,000
Gas Safety Connection Programme	£300,000
Load Testing	£71,000
Structurally critical columns	£207,000
Regulatory sign replacement and signage improvements	£76,000
Protective paint coating to lighting columns	£130,000
Isolated Pitches	£500,000
Market Electrics	£600,000
Parks & Gardens Lighting	£250,000
<b>Lighting Total</b>	<b>£ 4,058,000</b>

5.3.4 The total cost for the above proposed programmes of work is estimated at **£4,058,000** (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 2019/20.

### **Gas Safety Connection Programme**

5.3.5 Westminster City Council are custodians of an historic catalogue of Cherished and Listed lighting furniture with some 300 assets dating back to 1807. Whilst these assets are of historical value, they are largely connected with the same original infrastructure where the steel barrel or column is connected directly onto mains gas. This gas supply configuration is potentially fragile given the age of these assets with a resulting risk of gas leaks and the potential for prolonged periods of disconnection following an incident.

- 5.3.6 It is recommended that the robustness of the gas connection is improved by installing disconnection/safety valves within an adjacent pit thereby providing local disconnection for emergencies and maintenance requirements. It is recommended a phased approach to the installation of the disconnection/safety valves is undertaken over 5 years beginning in 2018/19. The safety upgrade will ensure that the City Council are adopting a responsible approach to the long-term management of their Gas Lighting assets into the future. In 2018/19 the gas mains supplying the columns were surveyed to understand their location along with the safety valves, 90% of which were found to be in the carriageway. The next phase commencing in 2019/20 will be to start planning and installing the disconnection/safety valves.
- 5.3.7 It is anticipated that 2019/20 installation costs for these safety upgrades is **£300,000**.

### **Pre-Installation Lighting Improvements**

- 5.3.8 In order to ensure the seamless delivery of the majority of the Lighting Capital Works within the first two quarters of the financial year, it is proposed that the pre-installation works to the Core Improvement Programme is carried out in 2019/20. In completing the excavation works and installation of the column retention sockets in February and March 19/20, materials can be procured over March and April enabling the quick and effective installation of lighting columns from April to September 2020/21.

### **Future Electric Vehicle Charging Requirements**

- 5.3.9 Electric Vehicles (EV) are becoming commonplace on the road network, however, Westminster's urban environment means that many residents do not have access to off street parking which potentially affects their choice of vehicle purchase. The growth in Electric Vehicles has also grown the choices in charging options one of which can be included within the Unmetered Supply Electrical Street Furniture therefore, all streetlights have the potential to house an EV "Trickle" charge solution.
- 5.3.10 The City Highways services have undertaken a number of residential EV charging trials and have contributed to a pan-London framework for the introduction of these technologies.

### **Parks and Gardens**

- 5.3.11 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 TR22, 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.

## Isolated Pitches & Market Electrics

- 5.3.12 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.
- 5.3.13 Financial Approval of **£1,100,000** is sought in 2019/20 to undertake city wide condition surveys, designs and undertake installations of upgraded power supplies to market traders and isolated pitches where deemed necessary

## 6. Financial Implications

- 6.1 The total gross expenditure in 2019/20 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 **£11,081,000** 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 undertakers the overall net cost to the City Council in 2019/20 will be **£10,608,000**.
- 6.3 Budget provision of **£10,608,000** 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	£2,800,000	£2,800,000
Minor Works Programme	£700,000	£700,000
Skid Resistance Surfacing Programme	£165,000	£165,000
Footway Improvements	£1,590,000	£1,590,000
Surface Water Management programme	£400,000	£400,000
Street Nameplate Replacement programme	£70,000	£70,000
Asset Management	£65,000	£65,000
<b>Sub-total highways</b>	<b>£5,790,000</b>	<b>£5,790,000</b>
<b>Bridges &amp; Structures</b>		



Golden Jubilee Footbridges – Continuation of the Stair Refurbishment Programme	£446,000	£223,000
Grand Union Canal Bridges – Pigeon deterrent	£56,000	£56,000
Golden Jubilee Footbridges – Parapet lighting	£119,000	£59,000
Wedlake Street Footbridge – Lighting Improvements	£28,000	£28,000
Strand Underpass – Fire Alarm upgrade, OVD Upgrade & Cladding Investigations	£110,000	£110,000
Harrow Road Retaining Wall – Rebuild partially collapsed wall	£49,000	£49,000
Cockspur Street Subway – Resin injection work to arrest water Ingress	£68,000	£68,000
Pipe Subway Network – Various Improvements	£190,000	£0
Assets of Unknown Origin	£100,000	£100,000
Asset Management – Improvements to BridgeStation	£35,000	£35,000
Management Fees	£32,000	£32,000
<b>Sub-total Bridges &amp; Structures</b>	<b>£1,233,000</b>	<b>760,000</b>
<b>Description</b>	<b>Estimated Cost (Gross)</b>	<b>Estimated Cost (Net)</b>
<b>Public Lighting</b>		
Core Lighting Improvements	£724,000	£724,000
Localised Schemes Programme (incl. Lighting Against Crime)	£66,000	£66,000
Asset Management	£60,000	£60,000
Future Design (Stages A & B)	£50,000	£50,000
Future Design (Stages C, D, E & G)	£200,000	£200,000
Pre-Installation Lighting Improvements	£150,000	£150,000
Capitalisation of CAT 2 repairs	£150,000	£150,000
Client Costs (Inc. Compliance and Audit)	£201,000	£201,000
Age Expired Equipment	£243,000	£243,000
Cherished Column Replacement	£80,000	£80,000

<b>Description</b>	<b>Estimated Cost (Gross)</b>	<b>Estimated Cost (Net)</b>
Gas Safety Connection Programme	£300,000	£300,000
Load Testing	£71,000	£71,000
Structurally critical columns	£207,000	£207,000
Regulatory sign replacement and signage improvements	£76,000	£76,000
Protective paint coating to lighting columns	£130,000	£130,000
Isolated Pitches	£500,000	£500,000
Market Electrics	£600,000	£600,000
Parks & Gardens Lighting	£250,000	£250,000
<b>Sub-total Lighting</b>	<b>£4,058,000</b>	<b>£4,058,000</b>
<b>Total Expenditure</b>	<b>£11,081,000</b>	<b>£10,608,000</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. The 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 City Highways is consulted on any changes.

## **11. Consultation**

- 11.1 The 2019/20 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.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact: Andy Foster on 020 7641 2541 or email [afoster1@westminster.gov.uk](mailto:afoster1@westminster.gov.uk).

## **BACKGROUND PAPERS**

None

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

Signed:

Date:

NAME:

**Councillor Tim Mitchell, Cabinet Member for Environment & City Management**

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 2019/20 in respect of Highways, Public Lighting & Bridges and Structures** and reject any alternative options which are referred to but not recommended.

Signed .....

**Councillor Tim Mitchell, Cabinet Member for Environment & City Management**

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** – Carriageway Improvements Programme.
- **Appendix A2** - Skid Resistance Surfacing Programme
- **Appendix A3** – Provisional Carriageway Improvement Programme 20/21  
(Reserve List for Carriageways Improvements in 19/20)

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

- **Appendix B1** – Footway Improvements Programme
- **Appendix B2** – Provisional Footway Improvement Programme 20/21  
(Reserve List for Carriageways Improvements in 19/20)

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

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

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



## Appendix A1 – Core Carriageway Improvements Programme (Including Key Junctions)

The proposed annual programme of PPM for Core Carriageway Improvements Programme for 2019/20 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	Hertford Street	Shepherd Street to property No. 23	West End	92.52	101.82	75.00	Nomination	£76,500
Core Carriageway	Duke Street	Wigmore Street to Manchester Square	Marylebone High Street	73.06	72.83	72.75	Value Management	£25,000
Core Carriageway	Kilburn Lane	Harrow Rd to Chamberlayne Rd / Banister Rd to Fifth Av	Queens Park	43.09	95.00	71.25	Nomination	£188,000
Core Carriageway	Queen Annes Gate	Petty France to Dartmouth Street	St James's	82.23	103.17	63.00	Value Management	£61,500
Core Carriageway	Kilburn Park Road	South of junction with KPR & Carlton Vale, Opp. No 57	Maida Vale	27.41	104.53	61.50	Nomination	£16,000
Core Carriageway	St John's Wood High St	St Johns Wood Terrace to Barrow Hill Road & Greenberry Street to Prince Albert Rd	Regent's Park	33.55	57.63	19.50	Nomination	£64,500
Core Carriageway	Portnall Road	Shirland Road – Kilburn Lane	Queens Park	45.96	92.65	61.50	Nomination	£196,000
Core Carriageway	Sutherland Avenue	Harrow Road – Shirland Road	Westbourne/Little Venice	49.24	98.79	61.50	Nomination	£219,000
Core Carriageway	Queensway	Northern end	Bayswater	53.43	81.62	54.00	Nomination	£33,000
Core Carriageway	Bishop's Bridge Road	Eastbourne Terrace to Queensway	Bayswater/Lancaster Gate/Hyde Park	45.64	85.19	51.00	Nomination	£265,500
Core Carriageway	Warwick Avenue	Clifton Gardens to Harrow Road	Little Venice	42.69	77.25	47.25	Nomination	£185,000
Core Carriageway	Saltram Crescent	Fernhead Road to Shirland Road	Harrow Road	63.38	105.00	42.75	Value Management	£157,000
Core Carriageway	Great Western Road	Harrow Road to Woodfield Road	Westbourne/Harrow	28.06	84.70	40.50	Nomination	£63,500
Core Carriageway	South Wharf Road	Between Praed St And London Street ('Norfolk Place')	Hyde Park	10.58	16.70	30.00	Nomination	£141,000

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source	CMR Value
Core Carriageway	Sussex Place	Sussex Gardens to Strathearn Place	Hyde Park	15.65	29.03	26.00	Nomination	£60,500
Core Carriageway	Cleveland Terrace*	Eastbourne Terrace to Cleveland Gardens	Lancaster Gate/Hyde Park	27.36	30.68	22.50	Nomination	£81,000
Core Carriageway	Wimpole Street	Weymouth Street to Henrietta Place	Marylebone High Street	0.00	0.00	22.50	Nomination	£158,500
Core Carriageway	Leinster Place	Porchester Terrace to Leinster Gardens	Lancaster Gate	37.80	37.88	15.00	Nomination	£21,000
<b>Total</b>								<b>£2,012,000</b>

\* Cleveland Terrace extents are subject to review pending CROSSRAIL funding confirmation.

## Appendix A2 – Skid Resistance Surfacing Programme

The 'Skid Resistance Surfacing Programme' is based on 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	Westbourne Park Road	Zebra crossing at junction with Great Western Road	Westbourne	n/a	n/a	n/a	Nomination	£33,000
Skid Resistance	Porchester Road	o/s Property No. 66 Sbnd approach to the zebra crossing	Bayswater	n/a	n/a	n/a	Nomination	£20,000
Skid Resistance	Eaton Square	j/w Hobart place	Knightsbridge & Belgravia	n/a	n/a	n/a	Nomination	£24,000
Skid Resistance	Ebury Bridge Road	j/w Buckingham Palace Rd	Churchill	n/a	n/a	n/a	Nomination	£20,000
Skid Resistance	Belgrave Place	Zebra crossing at junction with Belgrave Square	Knightsbridge & Belgravia	n/a	n/a	n/a	Nomination	£38,000
<b>Total</b>								<b>£135,000</b>

### Appendix A3 – Provisional Carriageway Improvement Programme 20/21 (Reserve List for Carriageways Improvements in 19/20)

The below reserve list of schemes is the provisional programme for 20/21. It will be subject to re-evaluation and re-assessment during the 2019/20 period. Note also that approximately 45% of the 20/21 programme will be designed in 19/20 (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
Core Carriageway	Park Crescent Mews West	Marylebone Road to Harley Street	Marylebone High Street	83.91	93.02	75.00	Value Management
Core Carriageway	Portland Place	Langham Street to Park Crescent (Nbd)	Marylebone High Street / West End	61.15	103.6	72.75	Nomination
Core Carriageway	Dorset Street	Baker Street to Chiltern Street	Marylebone High Street	72.17	72.99	57.75	Value Management
Core Carriageway	Westbourne Park Road	Ledbury Road to Westbourne Park Villas	Bayswater / Westbourne	60.81	94.5	57.75	Nomination
Core Carriageway	Great Titchfield Street	Margaret Street to Foley Street	West End	58.54	70.25	46.50	Nomination
Core Carriageway	Manchester Square	Manchester Street to Manchester Street	Marylebone High Street	61.08	69.82	46.50	Value Management
Core Carriageway	Palace Court	Moscow Road to Bayswater Road	Lancaster Gate	58.44	70.14	46.50	Nomination
Core Carriageway	Prince's Square	Southern Section Between No's 1 & 22	Bayswater	67.17	65.4	46.50	Nomination
Core Carriageway	Carey Street	Portugal Street to Chancery Lane	St Jamess	31.1	65.5	43.50	Value Management
Core Carriageway	Yarmouth Place/Brick St	Whole Length	West End	52.49	52.49	43.50	Nomination
Core Carriageway	Tavistock Road	Between St Luke's Road - Tavistock Cres.	Westbourne	76.15	84	42.75	Nomination
Core Carriageway	Chippenham Road	O/S 1 - J/W Goldney Road	Harrow Road	17.98	72.81	42.00	Nomination
Core Carriageway	Shirland Road	Chippenham Road to Sutherland Avenue	Harrow Rd/Westbourne/Little Venice/Maida Vale	48.12	60.08	21.00	Nomination
Core Carriageway	Ashmill Street	Lisson Street to Lisson Grove	Church Street	32.2	41.54	19.50	Nomination
Core Carriageway	Circus Road	Wellington Road to Grove End Road	Abbey Road / Regents Park	41.19	57.78	19.50	Value Management
Core Carriageway	Lanark Road	Elgin Avenue to Sutherland Avenue	Maida Vale	28	53.93	19.50	Nomination

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source
Core Carriageway	Porchester Terrace North	Porchester Square to Bishop's Bridge Rd	Bayswater	31.21	50.96	19.50	Nomination
Core Carriageway	Bradiston Road	Fernhead Road to Saltram Crescent	Harrow Road	24.81	27.92	15.00	Nomination
Core Carriageway	Hyde Park Street	Hyde Park Crescent to Bayswater Road	Hyde Park	22.15	20	15.00	Nomination
Core Carriageway	Sale Place	Sussex Gardens to Praed Street	Hyde Park	4.75	8.55	15.00	Nomination
Core Carriageway	St Michaels Street	Norfolk Place to Edgware Road	Hyde Park	4.81	4.93	15.00	Nomination
Core Carriageway	Strathearn Place	Gloucester Square to Hyde Park Square	Hyde Park	30	36	15.00	Nomination
Core Carriageway	Queensborough Terrace	Bayswater Road to Porchester Gardens	Lancaster Gate	21.73	41.78	0.00	Nomination
Core Carriageway	Carburton Street	Great Titchfield Street to Great Portland Street	Marylebone High Street	80.61	80.95	72.75	Value Management

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

## Appendix B1 – Footway Improvement Programme

The proposed annual programme for footway improvements for 2019/20 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	Old Compton Street	Wardour Street to Charing Cross Road	West End	11.00	12.24	40.00	Value Management	£55,000
Footway Improvements	Soho Square	Between Frith Street and Greek Street	West End	31.34	41.32	33.00	Nomination	£32,000
Footway Improvements	Allitsen Road	North eastern footway of Charlbert Street to o/s No 85	Regents Park	0.25	1.00	21.50	Nomination	£40,000
Footway Improvements	Westbourne Park Villas	Porchester Road to Westbourne Park Road (South Side)	Bayswater	29.29	42.43	19.00	Nomination	£129,000
Footway Improvements	Ebury Street	Lower Belgrave Street to Eccelston Street	Knightsbridge & Belgravia/Warwick	24.11	25.57	18.00	Nomination	£155,000
Footway Improvements	Randolph Avenue	Sutherland Avenue to Clifton Road (East Side)	Little Venice	27.62	35.89	18.00	Nomination	£181,000
Footway Improvements	St Michaels Street	Norfolk Place to Edgware Road	Hyde Park	11.91	11.94	18.00	Nomination	£99,500
Footway Improvements	Avenue Road	Allitsen Road to Prince Albert Road	Regents Park	12.95	22.95	15.00	Value Management	£76,500
Footway Improvements	Cambridge Street	Gloucester St to Warwick Sq. - church f/w excluded	Warwick	31.21	31.21	15.00	Nomination	£45,000
Footway Improvements	Craven Hill Gardens	Junction with Leinster Gdns to Craven Hill Gdns - North side	Lancaster Gate	11.73	27.07	15.00	Nomination	£31,000
Footway Improvements	Cunningham Place	St Johns Wood Road to Aberdeen Place (Victoria Passage)	Regents Park	22.33	26.27	15.00	Nomination	£113,500
Footway Improvements	Grafton Street	Abermarle Street to Hay Hill	West End	26.00	34.67	15.00	Nomination	£43,500
Footway Improvements	Norfolk Place	Praed Street to Sussex Gardens	Hyde Park	16.69	21.49	15.00	Nomination	£59,500
<b>Total</b>								<b>£1,060,500</b>

**Appendix B2 – Provisional Footway Improvement Programme 20/21  
(Reserve List for Footway Improvements in 19/20)**

The below reserve list of schemes is the provisional programme for 20/21. It will be subject to re-evaluation and re-assessment during the 2019/20 period. Note also that approximately 45% of the 20/21 programme will be designed in 19/20 (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
Footway Improvements	Inverness Terrace	West Side Between Porchester Gardens & 143 (Riven Court)	Lancaster Gate	4.96	8.23	34.50	Nomination
Footway Improvements	Ashmore Road	O/S 223-177	Queens Park	9.48	62.78	28.50	Nomination
Footway Improvements	Great Western Road	Tavistock Road to Westbourne Park Road (West Side)	Harrow Road/Westbourne	4.52	12.30	24.75	Nomination
Footway Improvements	Broadwick Street	East Of Lexington Street.	West End	2.16	7.37	19.50	Nomination
Footway Improvements	Broadwick Street	Between 41 And 51	West End	2.16	7.37	19.50	Nomination
Footway Improvements	Chiltern Street	Paddington Street to Dorset Street (East Footway)	Marylebone High Street	3.42	11.34	19.50	Nomination
Footway Improvements	Ebury Bridge Road	East Side Opp. St Barnabas Road Junction & Ebury Bridge Junction	Churchill	7.37	15.91	19.50	Nomination
Footway Improvements	George Street	Edgware Rd to Gloucester Pl, North Side East of Junction with Forset St	Bryanston	14.77	23.27	19.50	Nomination
Footway Improvements	Hanway Street	Oxford Street to Tottenham Court Road	West End	26.73	36.08	19.50	Nomination
Footway Improvements	Ingestre Place	Ingestre Place And At Junction Of Hopkins Street And Ingestre Place	West End	15.01	13.52	19.50	Nomination
Footway Improvements	Maida Avenue	O/S 11 – Church	Little Venice	12.47	19.75	19.50	Nomination
Footway Improvements	Norfolk Square	London Street to Norfolk Place	Hyde Park	19.64	20.46	15.00	Nomination
Footway Improvements	Porchester Gardens	Queensway to Queen's Mews	Lancaster Gate	6.53	7.79	15.00	Nomination
Footway Improvements	Star Street	Norfolk Place to Edgware Road	Hyde Park	3.80	6.90	15.00	Nomination

Programme	Road Name	Location / Extents	Ward	20m Average CI Value	100m Maximum CI Value	VM Score	Source
Footway Improvements	Sussex Place	Strathearn Place to Hyde Park Gardens Mews	Hyde Park	12.72	19.21	15.00	Nomination
Footway Improvements	Sutherland Place	Talbot Road to Artesian Road	Bayswater	13.88	16.03	15.00	Nomination
Footway Improvements	Townshend Road	Prince Albert Road to Allitsen Road	Regents Park	13.66	16.23	15.00	Nomination
Footway Improvements	Bathurst Street	Sussex Square to End	Hyde Park	15.88	16.09	15.00	Nomination



## Appendix C – Minor Works Programme

The Minor Works Programme is a new programme line for 2019/20. 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.

Programme	Road Name	Location / Extents	Ward	Type of Works	CMR Value
Minor Works	Hatton Row	Hatton Street to End	Church Street	Footway & Carriageway	£17,000
Minor Works	Castle Lane	Palace Street to Buckingham Gate	St James's	Footway	£20,000
Minor Works	Kensington Road	Wbnd on Kensington Rd approaching junction with Ennismore Gardens	Knightsbridge & Belgravia	Carriageway	£25,000
Minor Works	Walterton Road	Northwest footway between Barnsdale road and Errington Road	Harrow Road	Footway	£28,000
Minor Works	Westbourne Grove	Chepstow Road to Hereford Road	Bayswater	Carriageway	£31,000
Minor Works	Curzon Street	junction with Queens Street/Road	West End	Carriageway	£16,000
Minor Works	Storeys Gate	junction with Victoria road and Tothill Street	St James's	Carriageway	£12,000
Minor Works	Clifton Hill	Abbey Road to Greville Road (North footway)	Abbey Road	Footway	£29,000
Minor Works	Dartmouth Street	Tothill Street to Queen Anne's	St James's	Footway & Carriageway	£30,000
<b>Total</b>					<b>£208,000</b>

Note: The budget of £700,000 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	BLENHEIM ROAD	St John's Wood	1	Full Gully Replacement
2	BROADLEY STREET	Church Street	1	Full Gully Replacement
3	Brooks's Mews	West End	1	Full Gully Replacement
4	BUCKINGHAM GATE	St James's	1	Full Gully Replacement
5	CATHERINE PLACE	Central	1	Full Gully Replacement
6	CAVENDISH SQUARE	West End	1	Full Gully Replacement
7	CHAPEL STREET	Central	1	Full Gully Replacement
8	CHARING CROSS ROAD	St James's	1	Full Gully Replacement
9	CLEVELAND ROW	St James's	1	Full Gully Replacement
10	EATON PLACE	Knightsbridge & Belgravia	1	Full Gully Replacement
11	GLOUCESTER PLACE	Marylebone (TfL)	1	Full Gully Replacement
12	GREAT PORTLAND STREET	West End	1	Full Gully Replacement
13	HAMILTON TERRACE	Abbey Road	1	Full Gully Replacement
14	HANWAY STREET	Central	1	Full Gully Replacement

Item	Road Name	Ward	No. of Locations	Works Required
15	HARROW ROAD	Bayswater	1	Full Gully Replacement
16	Horseferry Road	St James's	1	Full Gully Replacement
17	LISSON STREET	Church Street	1	Full Gully Replacement
18	LUPUS STREET	Warwick	1	Full Gully Replacement
19	MADDOX STREET	West End	1	Full Gully Replacement
20	MANCHESTER SQUARE	Marylebone	1	Full Gully Replacement
21	PRAED STREET	Hyde Park	1	Full Gully Replacement
22	RAMPAYNE STREET	South	1	Full Gully Replacement
23	RANDOLPH AVENUE	Maida Vale	1	Full Gully Replacement
24	REGENT STREET	West End	1	Full Gully Replacement
25	SAVOY PLACE	St James's	2	Full Gully Replacement
26	SPRINGFIELD ROAD	St John's Wood	1	Full Gully Replacement
27	SUTHERLAND AVENUE	Maida Vale	1	Full Gully Replacement
28	VICTORIA STREET	St James's	4	Full Gully Replacement
29	WELLS RISE	Regent's Park	1	Full Gully Replacement
30	WESTBOURNE GROVE	Bayswater	1	Full Gully Replacement
31	WILTON CRESCENT	Knightsbridge & Belgravia	1	Full Gully Replacement

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

## **Appendix E1 - Lighting Improvement Programme 2019/20**

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.

<b>Street</b>	<b>Ward</b>	<b>Existing Assets</b>	<b>Source</b>	<b>Proposed Improvements</b>	<b>Estimated Cost</b>
KNIGHTSBRIDGE	Knightsbridge & Belgravia	19	18/19 Age Expired	Upgrade existing units to LED and unification of streetscape	£45,000
PADDINGTON STREET	Marylebone High Street	12	18/19 Age Expired	Upgrade existing units to LED and replace existing non-standard spec columns	£74,000
HARLEY STREET	Marylebone High Street	22	18/19 Age Expired	Upgrade existing units to LED and unification of streetscape	£106,000
BUCKINGHAM PALACE ROAD	Warwick	29	VM Score	Upgrade existing units to LED and replace existing age expired columns	£162,000
LUMLEY STREET	West End	4	VM Score	Replacement of existing age expired columns and removal of Woodhouse column	£17,000
HIDE PLACE	Vincent Square	6	VM Score	Upgrade existing units to LED and replace existing age expired columns	£22,000
HARCOURT STREET	Bryanston & Dorset Square	4	VM Score	Replacement of existing age expired equipment with new LED standard units	£29,000

Street	Ward	Existing Assets	Source	Proposed Improvements	Estimated Cost
BLOOMBURG STREET	Vincent Square	3	VM Score	Replacement of existing age expired equipment with new LED small grey wornum units	£13,000
LITTLE TITCHFIELD STREET	West End	4	VM Score	Replacement of existing age expired equipment with new LED small grey wornum units	£17,000
WARWICK AVENUE P1	Little Venice	43	VM Score	Replacement of existing age expired non-standard spec columns	£55,000
BOSTON PLACE	Bryanston & Dorset Square	12	VM Score & Nomination	Replacement of existing age expired equipment with new LED small grey wornum units	£56,000
ST MARY'S TERRACE	Little Venice	5	VM Score & Nomination	Replacement of existing age expired equipment with new LED standard units	£13,000
WYTHBURN PLACE	Bryanston & Dorset Square	2	VM Score & Nomination	Upgrade existing equipment with LED conversions and an additional installation of wall mounted units	£20,000
TOTHILL STREET	St James's	8	VM Score	Replacement of age expired equipment with new LED large grey wornum units	£51,000
RATHBONE STREET	West End	9	VM Score	Replacement of existing age expired equipment with new LED small grey wornum units	£44,000
<b>Total</b>					<b>£714,000</b>

**Appendix E2 – Provisional Lighting Improvement Programme 20/21  
(Reserve List for Footway Improvements in 19/20)**

The Lighting Improvement Reserve schemes in the list below will be used should it not be possible to deliver schemes in the main programme. The costs outlined below encompass pre-installation works and full design costs.

Street	Category	Ward	Source	Proposed Improvements (Reserved)
Bennett's Yard	Lighting Improvement	St James's	VM Process	Column & Lantern Replacement
Sutherland Street	Lighting Improvement	Warwick	VM Process	Column & Lantern Replacement
Eaton Square	Lighting Improvement	Knightsbridge & Belgravia	VM Process	Column & Lantern Replacement
Park Place Villas	Lighting Improvement	Little Venice	Nomination	Column & Lantern Replacement
Inverness Terrace	Lighting Improvement	Lancaster Gate	VM Process	Column & Lantern Replacement
Dawson Place	Lighting Improvement	Lancaster Gate	VM Process	Column & Lantern Replacement
Bessborough Place	Lighting Improvement	Tachbrook	VM Process	Column & Lantern Replacement
Rathbone Street	Lighting Improvement	West End	VM Process	Column & Lantern Replacement
Great College Street	Lighting Improvement	St James's	VM Process	Column & Lantern Replacement
Storey's Gate	Lighting Improvement	St James's	VM Process	Column & Lantern Replacement
Tachbrook Street	Age Expired	Tachbrook	VM Process	Lantern Replacement
Great Peter Street	Age Expired	St James's	VM Process	Lantern Replacement
Curzon Street	Age Expired	West End	VM Process	Lantern Replacement
Devonshire	Age Expired	Marylebone High Street	VM Process	Lantern Replacement
John Islip Street	Age Expired	Vincent Square	VM Process	Lantern Replacement
Weymouth Street	Age Expired	Marylebone High Street	VM Process	Lantern Replacement
Gloucester Street	Age Expired	Warwick	VM Process	Lantern Replacement
Davies Street	Age Expired	West End	VM Process	Lantern Replacement
Lancaster Place	Age Expired	St James's	VM Process	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 and to manage Category 2 defects such as faults on component parts and failures or faults on private cabling systems. This enables the City Council to react to problems that occur throughout the year. This programme also deals with 'Lighting against crime'. A public concern is street crime and fear/perception of crime. Good lighting has been shown to reduce this.

<b>STREET</b>	<b>WARD</b>	<b>Existing Assets</b>	<b>Source</b>	<b>Proposed Improvement</b>	<b>Estimated Cost</b>
PENFOLD PLACE	Church Street	6	VM Score & Nomination	Installation of additional LED units to bring the street enhance existing lighting levels	£20,000
WINSLAND MEWS	Hyde Park	2	VM Score & Nomination	Installation of additional LED units to bring the street enhance existing lighting levels	£16,000
WOOD'S MEWS	West End	2	VM Score & Nomination	Installation of additional LED units to bring the street enhance existing lighting levels	£14,000
PORTMAN CLOSE	Marylebone High Street	6	VM Score & Nomination	Installation of additional LED units to bring the street enhance existing lighting levels	£11,000
<b>Total</b>					<b>£66,000</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 and that of other electrical components is 10 years. It is therefore essential to replace equipment that has become 'age expired' or beyond economical repair at the appropriate time. The proposed works programme presented in the table below comprises mainly of individual lantern replacements together with re-wiring and electrical component replacement.

<b>STREET</b>	<b>WARD</b>	<b>Existing Assets</b>	<b>Source</b>	<b>Proposed Improvement</b>	<b>Estimated Cost</b>
ST GEORGE'S DRIVE	Warwick	29	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£59,000
ECCLESTON STREET	Bryanston & Dorset Square	27	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£49,000
PRINCE CONSORT ROAD	Knightsbridge & Belgravia	27	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£49,000
GEORGE STREET	Bryanston & Dorset Square	24	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£43,000
WIGMORE STREET	Marylebone High Street	24	VM Score	Conversion of existing functional lanterns to heritage large grey wornum LEDs	£43,000
<b>Total</b>					<b>£243,000</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.

<b>Road</b>	<b>Ward</b>	<b>Existing Assets</b>	<b>Source</b>	<b>Proposed Improvements</b>	<b>Estimated Cost</b>
WARWICK AVENUE P2	Little Venice	43	VM Score	Upgrade of existing cherished lanterns to LED	£24,000
CHURTON PLACE	Warwick	1	Nomination	Installation of additional LED units to supplement gas lighting	£14,000
ROYAL ALBERT HALL STEPS	Knightsbridge & Belgravia	18	Nomination	Upgrade of existing cherished lanterns to LED	£42,000
<b>Total</b>					<b>£90,000</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

For completion by the **Cabinet Members for Environment and City Management.**

**Declaration of Interest**

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

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
**Councillor Tim Mitchell, Cabinet Member for Environment and City Management**

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 2019/20 in respect of Highways, Public Lighting & Bridges and Structures**

Signed .....

**Councillor Tim Mitchell, Cabinet Member for Environment and City Management**

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.