



Brent

Highways Committee

Thursday 13 February 2014 at 7.00 pm

Board Rooms 7 and 8 - Brent Civic Centre, Engineers Way, Wembley HA9 0FJ

Membership:

Members

Councillors:

J Moher (Chair)
Mashari (Vice-Chair)
A Choudry
Denselow
McLennan

alternates

Councillors:

Butt
Crane
Hirani
R Moher
Pavey

For further information contact: Toby Howes, Senior Democratic Services Officer
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For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item **Page**

1 Declarations of personal and prejudicial interests

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2 Minutes of the previous meeting held on 10 December 2013 1 - 8

The minutes are attached.

3 Matters arising (if any)

4 Deputations (if any)

5 Highways Asset Management Plan for Brent and Draft Maintenance Programme 2014-16 9 - 62

This report describes highway maintenance works carried out during 2013/14 and presents a proposal to adopt a new systematic long term approach to maintaining the borough's highways through Highway Asset Management Planning.

6 Date of next meeting

The next meeting of the Highways Committee is scheduled to take place on Thursday, 20 March 2014 at 7.00 pm.

7 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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LONDON BOROUGH OF BRENT

MINUTES OF THE HIGHWAYS COMMITTEE Tuesday 10 December 2013 at 7.00 pm

PRESENT: Councillor J Moher (Chair), Councillor Mashari (Vice-Chair) and Councillors A Choudry, Denselow and McLennan

Also present: Councillors Brown and Chohan

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Minutes of the previous meeting - 10 October 2013**

RESOLVED:-

that the minutes of the previous meeting held on 10 October 2013 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Deputations**

None.

5. **Petitions**

(i) Ealing Road CPZ Zone E Review

Mrs Linda Parmar, representative of Ealing Road Traders Association addressed the Committee. Mrs Parmar raised concerns about the level of pay & display charges in the Borough along with parking restrictions imposed by the Council in and around the Ealing Road area. She continued that the parking charges and the hours of operation were having a detrimental impact on the businesses in the Ealing Road area. Mrs Parmar therefore requested the Committee to reduce the restriction times to ensure free parking on Saturdays and Sundays and reduced parking charges which in her view would assist with employment generation and business growth in the Ealing Road area.

In response to members' questions, Linda Parmar stated that she had observed a positive correlation between higher parking charges and contraction in business activity, particularly in the Ealing Road area where the amount and volume of

spaces given to residents were impacting on businesses. She noted the changes in the parking tariff but added that this would take some time to make a significant impact on business activities.

Mrs Parmar was thanked for her address.

(ii) Ealing Road Speed Camera

Alina Lopatis, a local resident spoke to a petition on behalf of the Cromwell and Burns Residents Association (CABRA). In her address, Alina Lopatis referred to accidents statistics at the junction of Ealing Road and Burns Road to highlight the safety concerns in the area. She added that that stretch of road was being used by irresponsible motorists as if it was a racetrack without any adherence to the 30mph speed limit. The traffic calming measures including slow down signs, worn out box junction and the pedestrian traffic lights were largely being ignored by motorists in an area which would soon have an additional 400 new dwellings at 243 Ealing Road. Alina Lopatis urged the Committee to liaise with LB Ealing to review accident data along Ealing Road up to the boundary with Brent, determine a joint safety scheme including the installation of a speed camera.

Alina Lopatis was thanked for her address.

6. Ealing Road - CPZ Zone E review

Members had before them a report that advised of the outcomes of a review of the Zone E Controlled Parking Zone (CPZ), covering Ealing Road, Wembley following consideration of a petition that was presented to the Committee on 17 July 2012. The petition raised concerns about the level of pay & display charges in the Borough along with parking restrictions imposed by the Council in and around the Ealing Road area and requested the following: more free parking; reduced parking charges; parking restriction times to be reduced and; parking fees to be reduced

Mrs Linda Parmar, representative of Ealing Road Traders Association addressed the Committee. Mrs Parmar raised concerns about the level of pay & display charges in the Borough along with parking restrictions imposed by the Council in and around the Ealing Road area. She continued that the parking charges and the hours of operation were having a detrimental impact on the businesses in the Ealing Road area. Mrs Parmar therefore requested the Committee to reduce the restriction times to ensure free parking on Saturdays and Sundays and reduced parking charges which in her view would assist with employment generation and business growth in the Ealing Road area.

In response to members' questions, Linda Parmar stated that she had observed a positive correlation between higher parking charges and contraction in business activity, particularly in the Ealing Road area where the amount and volume of spaces given to residents were impacting on businesses. She noted the changes in the parking tariff but added that this would take some time to make a significant impact on business activities.

Mrs Parmar was thanked for her address.

Paul Chandler, Head of Transportation informed the Committee that further to the petition, 1,628 consultation packages were delivered to residents, Ward members, businesses and all local interest groups, including schools, and that a total of 607 questionnaires were returned. In reference to the report, he stated that respondent's requirements varied throughout the zone and no single preferred option was favoured in all areas; therefore the results did not demonstrate a significant majority in favour of one specific option.

It was noted that members approved a two year funding package through the LIP programme to develop a safety scheme to address a poor accident record along Ealing Road (35 personal injury accidents over a three year period). £250k was allocated during 2013/14 to develop and implement this safety scheme and construction was due to start in December 2013. He also drew members' attention to the Council's implementation of a radical change to its parking tariffs and methods of charging which he added had resulted in positive changes to making parking more affordable. For the above reasons, the Head of Transportation proposed no changes to existing hours or days of operation in the CPZ zone E area at the present time.

In welcoming the report, Councillor Mashari expressed a view that Ealing Road area was well connected in terms of parking and public transport accessibility. Other members felt that the impact on Ealing Road traders could also be attributed to on-line retail and trading competition from other local areas such as Kingsbury. On the basis of experience with their own ward town centres, all Members expressed the view that parking charges were just one of many factors affecting trade, the biggest being the recession since 2008. It was also felt that the substantial (25-33%) reduction in charges implemented in Brent since October should assist. Councillor Chohan requested the Committee to consider making available residents parking bays on the side roads which were mostly empty. Members heard from the Head of Transportation that further changes to the loading bays would be made so that restrictions would only apply for part of the day, thereby providing free parking at all other times.

In bringing the discussion to an end, the Chair informed the Committee that the Wembley Protected Parking Scheme restrictions would be reviewed generally to ensure that they continue to meet the Council's transport strategy objectives through a clear, consistent and fair strategy.

RESOLVED:

- (i) that it be noted that the Council had listened to trader's concerns and approved a new tariff structure introduced on 14 October 2013 and now fully operational, to support traders and their customers. As a result, the first 15 minutes parking had been reduced to 20p; pay and display tariffs had been reduced by up to 50% and; customers were now able to pay for parking in smaller time blocks;
- (ii) that it be noted that the outcomes of the consultation carried out in Zone E were not conclusive and, given the recent introduction of the new tariff structure for pay and display parking to support trader's and their customers, that no changes be made to the days or hours of operation of Zone E CPZ;

- (iii) that it be noted that a £250,000 traffic safety scheme has been developed for Ealing Road as part of this year's Local Implementation Plan programme, and that this scheme has been consulted over and would be implemented during the current financial year;
- (iv) that the Wembley Protected Parking Scheme be reviewed generally to ensure that it continues to meet the Council's transport strategy objectives through a clear, consistent and fair strategy.

7. Ealing Road - Speed Camera Petition

Members gave consideration to a report which informed of a petition requesting the installation of speed cameras on Ealing Road between Hanger Lane and Carlyon Road, Alperton. The report also outlined measures that would be taken to improve safety and investigate accidents along this section of Ealing Road in partnership with the London Borough of Ealing.

Alina Lopatis, a local resident spoke to a petition on behalf of the Cromwell and Burns Residents Association (CABRA). In her address, Elena referred to accidents that had occurred at the junction of Ealing Road and Burns Road to highlight their safety concerns in the area. She added that this stretch of road was being used by irresponsible motorists as if it was a racetrack without any adherence to the 30mph speed limit. She went on to note that slow down signs are largely being ignored by motorists and that other traffic measures and signals were not effective in reducing speeds. She went on to note that the area would soon have an additional 400 new dwellings at 243 Ealing Road. Alina Lopatis urged the Committee to liaise with LB Ealing to review accident data along Ealing Road up to the boundary with Brent and consider introducing a joint safety scheme, including the installation of a speed camera.

Paul Chandler Head of Transportation informed the Committee that Transport for London (TfL) rather than Borough Councils were responsible for London's safety camera programme. Their Surface Planning Team liaises with representatives from boroughs on improvements to existing sites, identification of new locations and decommissioning of low priority sites. In determining which sites would have speed cameras, TFL apply stringent prioritisation criteria which include a minimum of 4 killed or seriously injured (KSI) collisions in a three year period, and at least 2 of these must have been identified in accident reports as being a result of speeding.

Members heard that although there had been 15 personal injury accidents recorded along this section of the Ealing Road between September 2010 and June 2013, resulting in 21 casualties (19 slight and 2 serious injuries) and 21 casualties in the last 3 years, none of the related incidents were reported by attending Police officers as being speed related. As the accident data within Brent would not meet the TFL criteria for a speed camera to be installed, the Head of Transportation was of the view that there was no clear justification to apply for a speed camera within Brent. He however noted the safety concerns expressed by the resident group and proposed to take the following actions;

- a) Liaise with LB Ealing to review accident data along Ealing Road up to the boundary with Brent to see if there might be justification for a speed camera within LB Ealing;

- b) Consider whether alternative road safety measures could help to reduce the number of personal injury accidents along this section of Ealing Road within Brent; and
- c) Determine whether a joint safety scheme could be developed in conjunction with LB Ealing.

The Head of Transportation continued that if there was sufficient justification and potential remedial benefits to be gained from delivering a safety scheme, they would be assessed and prioritised during 2014-15 as part of the Local Implementation Plan (LIP) development process. Data on speed and traffic volumes would also be collected to assist in determining whether a viable and effective safety scheme could be delivered.

During questions, Councillor Brown enquired as to whether the Council had made approaches to LB Ealing regarding the joint scheme and with what response. The Head of Transportation confirmed that LB Ealing had already been approached about the scheme and that he was awaiting their response. Members generally welcomed the report's recommendations but suggested that consideration be given to the use of police speed guns and mobile speed cameras until such time as speed cameras could be installed. In this regard it was further suggested that CRBRA should work with Safer Neighbourhood Team and Ward Working Team with a view to getting prioritisation for schemes in their area.

RESOLVED:

- (i) that the contents of the petition and the issues that were raised be noted;
- (ii) that the outcomes of preliminary investigations, which indicate that, on review of TfL's criteria for provision of safety cameras, there would be insufficient justification for a speed camera to be considered within Brent be noted;
- (iii) that discussions be held with Ealing Council to consider whether there could be justification for a speed camera within Ealing, and to investigate whether a local or joint road safety scheme could be prioritised for a possible funding bid during 2014-15.
- (iv) that the main petitioner be informed of the outcome of the Highways Committee decision in regard to this matter.

8. **Crossover Policy - Ombudsman's Report outcomes and policy change**

The report informed the Committee of the findings of a Local Government Ombudsman (LGO) investigation into a complaint about an application for a vehicle crossover. It also outlined the complaint, detailed the findings by the Ombudsman and how the Council had responded to those findings, including the recommendation to adopt a revised vehicle crossover policy.

Paul Chandler, Head of Transportation set out the background to the complaint and the findings of the LGO. He continued that the recommendations made by the LGO, for a review of Domestic Vehicle Footway Crossover Policy; to set aside the decision for refusal and; to provide compensation of £300 to the complainant to recognise the injustice, had been implemented. He went on to note that the

crossover policy had been amended based on the LGO report to clearly state that discretion can and would be used in exceptional circumstances. The specific application would also be reconsidered when it was re-issued.

RESOLVED:

- (i) that the recommendations by the Local Government Ombudsman as a result of an investigation into a complaint against The London Borough of Brent in respect of a vehicle crossover application be noted;
- (ii) that the revised Vehicle Crossover Policy presented in Appendix A, along with the revised Guidance Notes for Footway Crossovers in Appendix B to the report from the Head of Transportation be adopted.

9. **Brent Cycle Vision - Ways to Wembley**

The Committee received a report about Brent's "Ways to Wembley" cycle funding bid, which was submitted to the GLA and TfL at the beginning of July 2013. This was in response to an invitation by the Cycle Commissioner for London boroughs to submit expressions of interest to become "cycle mini-Hollands" and receive funding. The purpose of the "cycle mini-Hollands" was to make cycle improvements that would make a step change in infrastructure development and encourage cycling in the borough.

The Head of Transportation informed members that Brent put forward a sound submission for "cycle mini-Hollands" to justify cycle investment within the borough, setting out some key barriers to cycling formed by numerous underground and overground rail lines, waterways and the North Circular route. He continued that following a review of all funding bids received from Boroughs, Brent's bid was not successful in being shortlisted for mini-Hollands funding. However, GLA had written to Brent to state that they were minded to award substantial amounts of funding anyway to take forward the objectives within Brent's bid.

Whilst welcoming the GLA's promise for funding and reiterating Brent's strong commitment to increasing cycling and making cycling safer, the Head of Transportation outlined officers' concerns on the cycle funding process, which are; its focus on strategic routes into central London rather than more local cycle routes; that selection of routes and local priorities were not collaborative, with priorities being defined by the Mayor's office rather than being discussed and agreed in partnership with Brent and; the imposed use of TfL employed consultants outside of the London Highways Alliance Contract (LoHAC) framework. Members heard that no boroughs had received the published funding and had borne all development costs to date. Furthermore, there is no indication of how and when any funding will be made available, or what the role of Boroughs will be in utilising and receiving this funding.

Member's shared officers' concerns and requested the Head of Transportation to prepare a draft letter setting out the concerns in full and; that a deputation including the Leader of the Council and the Chair be set up to meet the Mayor of London to discuss these issues.

RESOLVED:

- (i) that it be noted that Brent has been very successful in reducing numbers of serious and fatal collisions but was keen to improve cycle safety further by securing investment in infrastructure and training;
- (ii) that the Committee supports the proposed TfL investment in cycle infrastructure and approves Brent's approach and priorities for enhancing cycling infrastructure through our "Ways to Wembley" document;
- (iii) that the initial reservations set out in Section 6.2 (of the report) regarding the method by which cycle infrastructure funding would be allocated, and by which priority routes and infrastructure would be identified and delivered, be noted;
- (iv) that further limited investigative study work into cycle routes and bridge locations, focussing on both strategic and local cycle routes be approved.

10. **Any Other Urgent Business**

None.

11. **Date of Next Meeting**

It was noted that the next meeting would take place on Thursday, 13 February 2014.

The meeting closed at 8.15 pm

J MOHER
Chair

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Highways Committee
13th February 2014

**Report from the Head of
Transportation**

For Information

Wards Affected:
ALL

Highways Asset Management Plan for Brent and Draft Maintenance Programme 2014-16

1.0 SUMMARY

- 1.1 This report describes highway maintenance works carried out during 2013/14 and presents a proposal to adopt a new systematic long term approach to maintaining the borough's highways through Highway Asset Management Planning (HAMP).
- 1.2 It is proposed to get best value from the total spend on highways assets throughout their life by beginning to deliver a programme of preventative maintenance schemes, instead of only treating roads and pavements in the worst condition first.
- 1.3 The HAMP approach will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Our customers will see more miles of road maintained each year and have greater visibility as to the relative status of their roads in the maintenance programme. We will deliver more on the ground and help to meet many of our corporate and strategic transport objectives by doing so.
- 1.4 During 2014/15 it is proposed to allocate £3.55 million of Brent capital to maintain the highway network, subject to approval of the Executive and the Budget and Council Tax report on 17th February 2013 and; full Council approval on 3rd March 2013.
- 1.5 Assuming that this level of highway maintenance investment is approved, during 2014/15 the application of HAMP principles will increase the length of Brent's roads to be resurfaced by over 2 miles, from 8.65 miles during 2013/14 to 11.1 miles in 2014/15.

2.0 RECOMMENDATIONS

- 2.1 That the Highways Committee notes the draft highways asset management strategy for Brent as described in Section 5.0 and appended as background papers to this report.

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- 2.3 That the Highways Committee notes the proposed prioritisation process and criteria for programme development described in Section 5.14
- 2.4 That the Committee notes the proposed 2014-16 highways capital programme, which will be reported to the Executive for approval on 17th February 2014, as detailed in Appendix B and summarised in the table below;

Percentage Allocation of Highways Capital Maintenance Budget	% of Brent capital Budget		
	2013/14	2014/15 to 2016/17 (provisional)	Value (£m)
Footways			
Major footway improvements	44%	44.08%	1,565
Other footway improvements	4%	4.23%	150
Public realm improvements	3%	3.52%	125
Sub-total	51%	51.83%	1,840
Carriageways			
Major resurfacing unclassified roads	38%	27.89%	990
Preventative maintenance works	0	11.83%	420
Major resurfacing of B & C Class roads	4%	4.23%	150
Major resurfacing of short sections	4%	4.23%	150
Sub-total	46%	48.17%	1,710
Contingencies for TfL schemes	3%	0	0
Total	100%	100%	3,550

3.0 Background

- 3.1 Brent's annual transportation investment programme consists of; Brent capital funding, which is used to fund the roads maintenance programme for local roads; capital funding provided by Transport for London, which is used to deliver principal (strategic) road maintenance and; a programme of highway improvement schemes and sustainable transport projects delivered through the LIP (TfL funded Local Implementation Plan programme).
- 3.2 During 2013/14 the Executive approved £3.5 million of Brent capital funding to maintain and improve the local highway network.
- 3.3 Members will recall that Brent entered into a new 8 year contract on 1st April 2013 to provide a range of highway services, including planned and reactive maintenance works. Our new provider was procured through the London Highways Alliance Contract (LoHAC).
- 3.4 As a direct result of the competitive LoHAC rates that we now enjoy, and through close partnership working with our new provider, we have this year delivered our entire carriageway resurfacing scheme programme plus our entire 2013/14 reserve scheme programme. This has meant that we have resurfaced over 1.5 more miles of Borough roads than was envisaged at the beginning of the year.

- 3.5 Appendix A lists all of the carriageway and footway maintenance schemes that have or will be delivered during 2013/14.
- 3.6 This paper describes a proposed new way of undertaking highway maintenance as we move forward. It sets out a strategy for developing a highways asset management programme and provides details of a draft maintenance programme for 2014/15 and beyond.

4.0 Brent's Highway Asset

4.1 The highway infrastructure asset is the most visible, well-used and valuable physical asset owned by the Council. The funding for the management of this asset is under continuous scrutiny, with increasing pressure from government and the public for transparency, accountability and more efficient use of the limited resources available. Brent's highways assets include:

- 504 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 53 bridges and structures;
- 24,500 road gullies;
- 10,000 street trees; and
- 32,000 street lights and other illuminated street furniture.

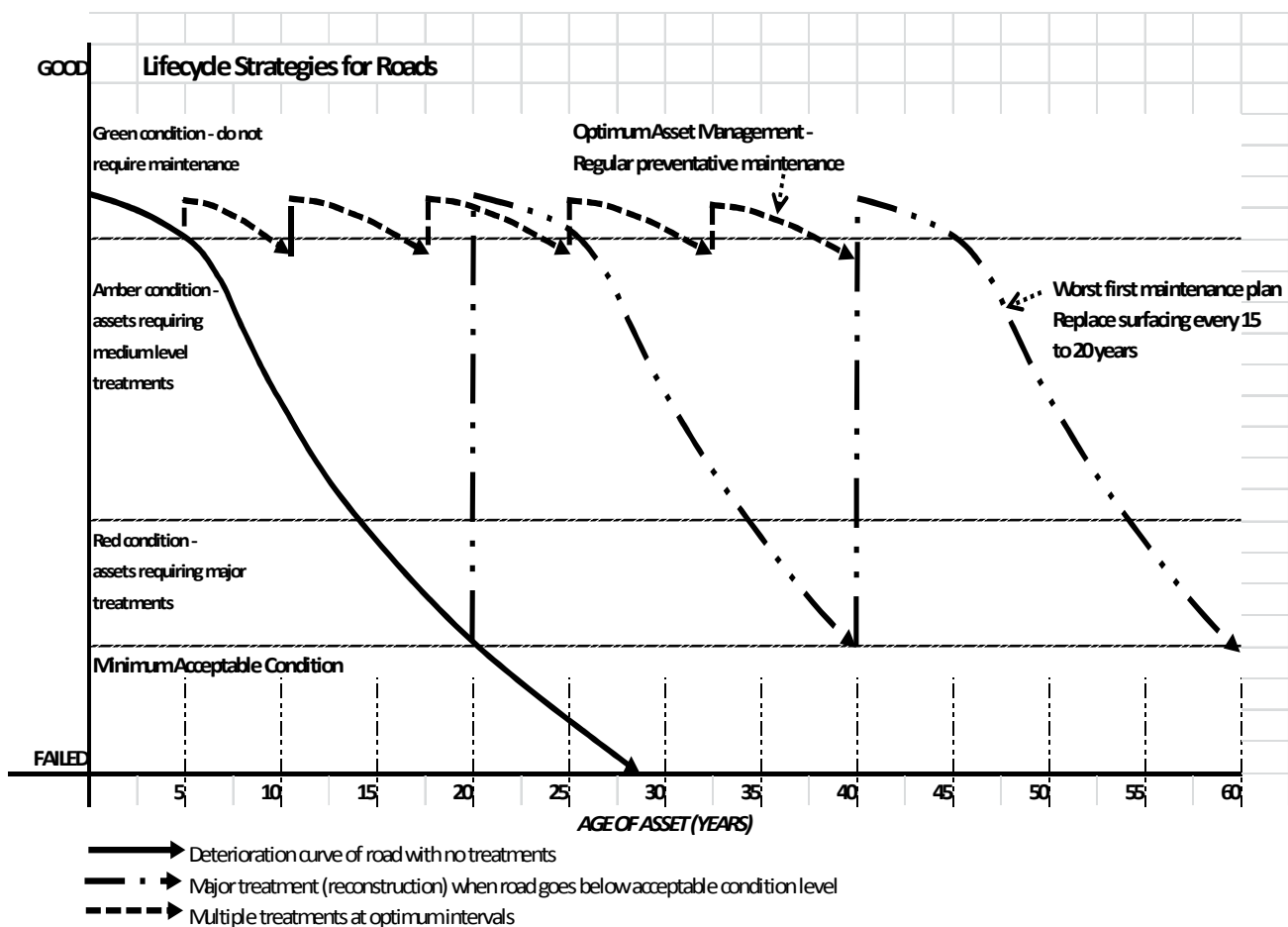
The value of this asset is estimated at just over £1bn.

- 4.2 Current capital funding allows the resurfacing of approximately 8 miles of roads and 6 miles of footways every year; this means on average that we can expect roads to be resurfaced approximately every 38 years and footways every 84 years. Appendix A lists footway and carriageway improvements completed in 2013-14.
- 4.3 With funding for highways maintenance being squeezed over many years, available resources have been insufficient to maintain the highway network to the level we would like.
- 4.4 Currently a fifth of Brent's residential roads and around a sixth of the most used pavements are in need of substantial maintenance. Classified roads are in slightly better condition, but nearly one tenth of them still require structural maintenance.
- 4.5 As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance.
- 4.6 We are unlikely to ever be in the position where we have enough money to maintain every road that needs work in a single year, so we have to make the best use of the resources we have to get the best results for our customers (our road users).

5.0 Highway Asset Management Plan

5.1 How we invest is critical to achieving the best outcome for our customers. Is the highway so poor that it might fail completely, or can it be repaired to extend its life before we have to do a full replacement? A good analogy would be to ask whether you should sand and re-paint window frames regularly, or wait until they rot and replace the whole window.

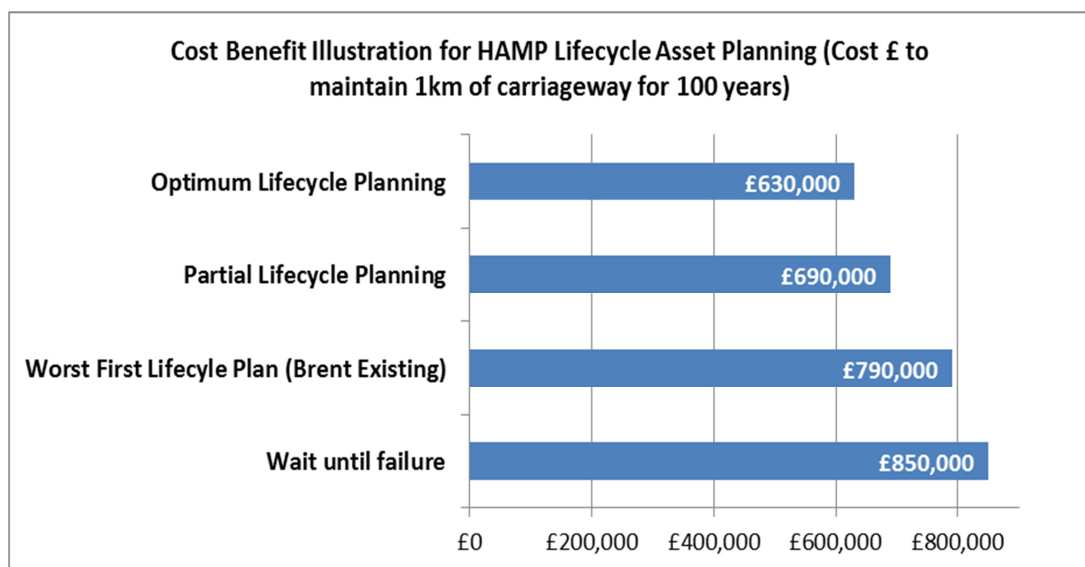
- 5.2 In a climate where budgets and resources are reducing, local authorities are facing significant challenges in deciding how to manage their assets effectively. A systematic process is therefore needed, and this has been set out in a draft Highways Asset Management Plan, as shown in Appendix E. Highway asset management principles deliver a systematic approach by enabling us to make decisions over what service we want to provide and what we can achieve within our budget limits.
- 5.3 Brent currently adopts the “worst-first” approach to asset management. We identify the worst condition roads and develop a one year programme of road resurfacing and reconstruction. This is easily understood by the public and members who see a road in poor condition and will see it as the council’s duty to repair it. However, similar to other authorities, and after many years of funding constraints, Brent now has a £38m backlog of maintenance and it would take a very significant increase in funding to enable us to repair all of our roads.
- 5.4 Our current approach assumes that over 20% of our unclassified network and nearly 10% of our classified network will remain in need of repair; we are effectively trading water to maintain our current position. Our backlog of maintenance will only reduce very gradually, and will increase if funding levels are reduced.
- 5.5 Essentially asset management is ‘looking into the future’ of the life of a particular asset. The following graph illustrates this principle:



- 5.6 The solid line shows how a road deteriorates from when it is constructed. A road’s total life span is around 25 to 30 years;

- It deteriorates to the point where it needs surface reconstruction after around 10 years; and
- It reaches an unacceptable condition and needs full reconstruction after around 20 years.

- 5.7 If you wait and reconstruct a road in full after 20 years or so it returns to its “new” condition and begins to deteriorate again over the next 20 years. This is known as the “worst first” method, where you invest all funding into roads that are in a poor state of repair and need full or partial reconstruction. This full reconstruction costs approximately £170,000 per km.
- 5.8 An optimum asset management strategy involves a combination of major resurfacing works along with regular preventative maintenance work such as thin surface repairs to seal the road and improve its anti-skid properties. Thin surfacing is a third of the cost of major resurfacing works – at £50,000 per km – but can extend the life of a road considerably, meaning that you can treat 3kms for the price of 1km of full reconstruction.
- 5.9 Developing a long-term plan to refresh and maintain an asset on a regular basis is known as lifecycle planning. For roads, this means understanding their current age, condition, usage and function to assess their likely lifespans and hence the frequencies by which you will want to undertake preventative maintenance and/or major resurfacing work.
- 5.10 Significant savings could be realised over time by adopting lifecycle planning over the “worst first” method, as illustrated below:



- 5.11 We propose to increase the life span of our roads and reduce the percentage of roads in need of repair by balancing the “worst first” approach with a parallel programme of preventative maintenance. This will form the basis of our Highways Asset Management Plan. It will mean our annual maintenance programme will be divided between two distinct programmes of work;
1. Major resurfacing schemes; and
 2. Preventative maintenance schemes.

- 5.12 We will develop a 2 to 3 year work programme of both major resurfacing and preventative maintenance from 2014/15 onwards. This will be the first step towards long-term programme development. To maximise the benefits, a 10 year programme period is recommended. This is an aspiration that we will work towards.
- 5.13 The key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake major resurfacing works on.
- 5.14 During 2014/15 we will assess the condition of all of our roads to determine where they are on the asset deterioration curve. We will also take account of a range of factors other than age and road condition. For the 2015/16 programme and beyond it is therefore proposed to adopt a scoring system that will assess the following:
- Outcomes of annual condition surveys and inspection programmes to identify roads suitable for major resurfacing or preventative maintenance;
 - Road hierarchy and traffic usage, including proximity of local schools / colleges;
 - Level of risk in terms of numbers of accident claims, historic pothole repair records and/or collision history; and
 - The cost effectiveness of preserving roads that have not yet fully deteriorated and fixing those that have.
- 5.15 It is proposed to utilise up to £50k of Brent capital funding to undertake additional condition surveys during 2014/5. These surveys will assist in the preparation of a long term asset management programme, and confirm the 2015/16 programme.
- 5.16 We will continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same scores, we will prioritise councillor nominated schemes earlier in our proposed maintenance programme. We may also deviate from priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

6.0 HAMP Investment Plan

- 6.1 We have discussed the optimum level of investment when starting to adopt preventative maintenance with authorities that have implemented HAMP principles, as well as researching relevant technical literature. Investment of approximately 30% of carriageway resurfacing budgets is considered to be optimum when beginning to introduce preventative maintenance programmes.
- 6.2 It is therefore proposed to invest around 30% of the carriageway resurfacing budget in preventative maintenance over the next two to three years. This translates to around £420k per annum. 70% (around £1m) would be spent on major resurfacing works. Estimated investment levels assume that the 2014/15 and 2015/16 budgets are maintained at around £3.5m per year. If there is any reduction or increase in funding over coming years, it is proposed that the 70/30 percentage split be applied to revised budgets.
- 6.3 Assuming that the same level of highway maintenance investment will be approved, during 2014/15 the application of HAMP principles to deliver a parallel programme of preventative maintenance will increase the length of road resurfaced by over 2 miles, from 8.65 miles during 2013/14 to 11.1 miles in 2014/15.

- 6.4 The draft 2015/16 programme will be reviewed and amended at the end of 2015 in light of condition survey data available at that time, and following application of more detailed prioritisation criteria and life cycle planning for individual roads and road sections.
- 6.5 Appendix C shows the extent of the proposed programme for 2014-16 in map form and Appendix D illustrates the location of the classified road network in Brent.

7.0 Summary of Benefits and Next Steps

- 7.1 The HAMP will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Our customers will see more miles of road maintained each year and have greater visibility as to the relative status of their roads. We will deliver more on the ground and help to meet many of our corporate and strategic transport objectives by doing so.
- 7.2 It should be noted that by adopting a preventative maintenance approach to asset management, the public may see roads being resurfaced that are not perceived to be in as poor condition as others that they are aware of. However, in the long term this approach is cost effective, logical and sensible and will provide the best outcomes for Brent's road users. When the approach is explained to residents many see the logic of the approach.
- 7.3 The HAMP is a flexible document, which will change over time, to suit evolving budgets and policies, and to reflect our progress in implementing whole life planning principles across the network. A phased approach towards the development of the HAMP is proposed. Initially it will focus on the core highway assets (road resurfacing) but will subsequently evolve to cover the full range of assets and activities.
- 7.4 During 2014/15 we will further develop our approach to highways asset management by applying detailed assessment criteria and by expanding the scope of the HAMP to consider how all of the Council's assets could be managed using a whole-life planning approach.
- 7.5 We will be asking the Executive to approve these HAMP principles along with the detailed Brent Capital programme at their meeting on 17th February 2014.

8.0 Financial Implications

- 8.1 Brent's annual transportation investment programme consists of; Brent capital funding, which is used to fund the roads maintenance programme for local roads; capital funding provided by Transport for London, which is used to deliver principal (strategic) road maintenance and; a programme of highway improvement schemes and sustainable transport projects.
- 8.2 During 2013/14 the Executive approved £3.5 million of Brent capital funding to maintain and improve the local highway network. This capital budget was allocated through a programme of:
- Major and minor pavement upgrades;
 - Road resurfacing; and

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- Improvements to the public realm.

- 8.3 The proposed Highways Asset Management Plan assumes that a £3.55m Brent capital programme will be approved for 2014/15 and 2015/16, subject to Executive and full Council approval.
- 8.4 It is proposed to utilise up to £10k of carriageway maintenance funding and £40k of footway funding to undertake condition surveys during 2014/15. These surveys will assist preparation of a long term asset management programme and confirm the 2015/16 programme.
- 8.5 The proposed approach to major road resurfacing and preventative maintenance assumes an approximate percentage split of funding of 70% and 30% respectively. Should there be any reduction or increase in the value of the Brent capital programme in future years, it is proposed to apply these approximate percentage splits to revised budgets.
- 8.6 Any costs associated with implementation of the Highways Asset Management Plan will be contained within existing budgets and any cost savings realised will be used to deliver more on the ground.

9.0 Legal Implications

- 9.1 The implementation of a Highways Asset Management plan, and the 2014-2016 Maintenance Programme, will help the Council fulfil its statutory duty under S41 of the Highways Act 1980 to maintain the highway.

10.0 Diversity Implications

- 10.1 An Equalities Assessment has been undertaken and it has been concluded that this policy and programme would not have a negative impact on any of the protected characteristics.

Background Papers

Draft Highways Asset Management Plan V4

Contact Officers

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APPENDIX A

Unclassified Roads Resurfaced during 2013/14

Road Name	Ward	Length Metres
Napier Road	KGN	141
Grove Way	TOK	310
The Grove	FRY	234
Kingsley Road	KIL	163
Scudamore Lane	QBY	124
Shelly Gardens	NPK	198
Longfield Avenue	PRE	150
Bruce Road	STN	243
Lewis Crescent	STN	161
Brook Road (NCR to Crest Road)	DOL	409
Bowrons Avenue	WEM	464
Carlyon Road	ALP	706
Preston Hill	BAR/KEN	745
College Road	BPK	368
Blenheim Gardens	MAP	445
Alderton Close	WHP	157
Charterhouse Avenue	SUD	610
Abercorn Gardens	KEN	150
Chevening Road (Chamberlayne Road to Keslake Road)	QPK	425
Dryburgh Gardens	QBY	320
Avenue Road	KGN	151
Belton Road	WLG	250
Harlesden Gardens (Crownhill Road to Park Parade)	HAR	268
Cairnfield Avenue	DLN	550
Thirlmere Gardens	PRE	554
Reserve schemes completed during 2013/14		
Mount Road	DOL	180
Cranhurst Road	ALP	289
Dorothy Avenue	MAP	315
Bowater Close	FRY	100
Oakleigh Court	QBY	140
Pebworth Road	NPK	387
Kenmere Gardens	ALP	215
Sandhurst Road	QBY	628
Holycroft Avenue	PRE	166
Short sections of carriageway surfacing		
Dollis Hill Lane (Dudden Hill Lane to o/s 9 Dollis Hill Lane)	DLN	70
Dollis Hill Lane (Randall Avenue to o/s 118 Dollis Hill Lane)	DOL	290
Leighton Gardens (All Souls Avenue to College Road)	BPK	225
Coles Green Road (Crest Road to Eyhurst Close)	DOL	120
Kinch Grove (between lamp column no. 1 and house no. 3)	BAR	20
Barnhill Road (The Close to Poplar Grove)	BAR	108
Burton Road (Kilburn High Road to o/s no 4 Burton Road)	KIL	40
Total length of resurfaced roads		11.59km (7.20 Miles)

Non-Principal Classified B&C Roads Resurfaced during 2013/14

Road Name	Ward	Length Metres
Brondesbury Park (High Road to Sidmouth Road)	BPK	280
Chamberlayne Road (sections from All Souls Avenue to Leighton Gardens)	BPK	270
Total length of resurfaced B and C roads		0.55km (0.34 Miles)

Principal A Roads Resurfaced during 2013/14

Road Name	Ward	Length Metres
A404 Harrow Road (Furness Road to Scrubs Lane)	KGN	185
A4006 Kingsbury Road (Valley Drive to Roe Green) – plus 560m of footway	FRY	600
A4006 Kenton Road (Gayton Road to Hawthorn Road) – plus 355m of footway	KEN	420
A4088 East Lane (Peel Road to Pembroke Road)	PRE	270
Total length of resurfaced principal A roads		1475km (0.90 Miles)

Footway Resurfacing completed in 2013/14

Road Name	Ward	Length Metres
Kempe Road	QPK	900
Lea Gardens	TOK	630
Cecil Avenue	WEM	830
Northwick Avenue	NPK	1200
Greenhill Park	HAR	430
Alverstone Road	BAR	510
Chatsworth Road (Mapesbury Road to Christchurch Ave)	BPK	720
Denzil Road	DNL	590
Verney Street	WHP	560
Sherrick Green Road	DNL	840
Beaumont Avenue	SUD	380
Springfield Mount	FRY	800
Total length of resurfaced footways		8.39km (5.21 Miles)

APPENDIX B

Proposed Highways Maintenance Programme 2014 to 2016

Unclassified Borough Roads - Major and preventative maintenance programmes

Major resurfacing programme 2014/15	Length (m)	Estimated Cost (£k)	Ward
Heather Park Drive (Highcroft Avenue to The Grange)	425	58	ALP
Mount Road	170	26	DOL
Links Road	220	28	DOL
Milton Avenue (Windrush to end north west)	253	52	STN
The Circle	345	51	DNL
Brenthurst Road	245	31	DNL
Denzil Road	503	65	DNL
Bolton Road	140	18	HAR
Briar Road (Kenyngton Place to Upton Gardens)	210	21	KEN
Northwick Circle	541	71	KEN
Claremont Avenue	200	14	KEN
Clarence Road	109	15	KIL
Exeter Road (Shootup Hill to Mapesbury Road)	473	60	MAP
Meredith Avenue	90	11	MAP
Byron Road (East Lane to Ada Road)	200	20	NPK
Carlton Avenue East (Preston Road to Windermere Avenue)	757	98	PRE
Logan Road	368	36	PRE
Compton Road	245	31	QPK
Tiverton Road (Roundabout at the junction of Wrentham Avenue)	60	14	QPK
Twybridge Way	382	38	STN
Conduit Way	589	59	STN
Homefield Road	288	30	SUD
St Michaels Avenue (Vivian Avenue to Harrow Road)	240	37	TOK
Chalfont Avenue (Oakington Manor Drive to Vivian Avenue)	260	27	TOK
Clifton Avenue	240	32	WEM
Jesmond Avenue	280	37	WEM
Totals	7.83	980	
	(4.86)		

Preventative Maintenance Programme 2014-15	Length (m)	Estimated Cost (£k)	Ward
Mount Pleasant (Ealing Road to Woodstock Road)	390	35	ALP
Barn Way	625	34	BAR
Alverstone Road	247	24	BPK
Hanover Road (Sidmouth Rd to o/s property numbers 170/172)	53	4	BPK
Randall Avenue (NCR to Tanfield Avenue)	400	36	DOL
Cobbold Road (Franklin Road to Roundwood Road)	252	20	DNL
Crundale Avenue	483	32	FRY

Harlesden Road (Longstone Avenue to Robson Avenue)	480	43	KGN/ WLG
Draycott Avenue (Wellacre Road to Woodcock Dell Avenue)	873	61	KEN
The Ridgeway (Draycott Avenue (west) to end)	45	4	KEN
Cedar Road	180	14	MAP
St.Michaels Road	189	14	MAP
Oldborough Road	465	24	NPK
Melrose Gardens	315	15	QBK
Wyborne Way (NCR to Sunny Crescent)	327	17	STN
Repton Avenue	201	11	SUD
Parkfields Avenue	156	11	WHP
The Rise	217	10	WHP
St.James Gardens (Ealing Road to corner No 7)	75	4	WEM
Glebe Road	128	7	WLG
Totals	6.10	420	
(miles)	(3.79)		

Non-Principal B & C Roads - Major maintenance programme 2014/15

Carriageway Resurfacing B & C Roads	Length (m)	Estimated Cost (£k)	Ward
Sidmouth Road (Mount Pleasant to Chamberlayne Road)	295	50	BPK
Pound Lane (exit from bus depot to Harlesden Road)	328	47	WLG
Wrentham Avenue	366	53	QPK
Totals	0.99	150	
(miles)	(0.61)		

Major resurfacing of short sections 2014/15

Short Sections of Carriageway Resurfacing	Length (m)	Budget (£k)	Ward
Sites to be prioritised during financial year	TBD	150	-

Principal (A Road) Maintenance Programme 2014/15 - funded by TfL

Principal (A Road) Maintenance Programme 2014/15	Length (m)	Estimated Cost (£k)	Ward
A407 High Road Willesden (Dudden Hill Lane to Church Rd)	752	236	WLG/DNL
A4088 Forty Avenue (East Lane to Talisman Way)	296	92	PRE
A404 Craven Park Road (Tunley Road to St.Marys Road)	247	98	HAR
A4089 Ealing Road (Bowrons Avenue to Douglas Avenue)	217	85	WEM/ ALP
A404 Hillside (Sunny Crescent to Brentfield Road) with associated footway upgrade on Hillside of 1.19km (0.73miles)	824	620	STN
Totals	2.33	1,131	
(miles)	(1.45)		
Reserve schemes (if additional TfL funding provided)			

A4003 Willesden Lane (Dyne Road to Kilburn High Road)	698	203	KIL
A404 High Road Wembley (Park Lane to Cecil Avenue)	188	75	WEM

Note: programme identified through the results of a London-wide SCANNER survey and to be funded by TfL. All schemes are subject to co-ordination with internal and external agencies.

Footway Improvements to be funded by Brent Capital Budget in 2014/15

Footway resurfacing 2014/15	Length (m)	Estimated Cost (£k)	Ward
*Garden Way	385	138	STN
*Donnington Road	870	221	KEN
*Chapter Road (Balmoral Road to Deacon Road)	896	241	WLG
*Elmstead Avenue (Preston Road to Princess Avenue)	521	132	PRE
*Odessa Road	300	89	KGN
*Hampton Rise	120	32	KEN
*Cedar Road	338	85	MAP
*Dalmeny Close	300	47	SUD
*Thurlby Road	772	192	WEM
Salisbury Road (Harvist Road to Windermere Avenue)	734	280	QPK
Kinch Grove	378	68	BAR
Totals	5.61km	1525	
	(miles)	(3.49)	

* reserve scheme from 2013/14 programme

All schemes subject to co-ordination with internal and external agencies.

Other footway improvements 2014/15

Footway Short-section Improvements	Length (m)	Budget (£k)	Ward
Sites to be prioritised in-year	TBD	150	-

Public Realm improvements 2014/15

Public Realm Improvements	Length (m)	Budget (£k)	Ward
Sites to be prioritised in-year	TBD	125	-

Provisional Highways Maintenance Programme 2015/16

Unclassified Borough Roads - Major and preventative maintenance programmes

Major resurfacing programme 2015/16	Length (m)	Estimated Cost (£k)	Ward
Colwyn Road	54	10	DOL
Dawpool Road (Heather Road to Brook Road)	231	29	DOL
Hardinge Road	490	64	BPK
Mapesbury Road (Willesden Lane to bridge)	373	55	BPK
Lydford Road	895	128	BPK
Garnet Road	165	22	HAR
Upton Gardens (Briar Road to Northwick Circle)	245	29	KEN
Donnington Road	438	59	KEN
Cranleigh Gardens	330	43	KEN
Victoria Road	700	95	KIL
James Avenue	103	14	MAP
Grosvenor Gardens	180	24	MAP
Shelley Gardens	210	25	NPK
Kingsway	385	51	PRE
Holmstall Avenue	420	57	QBY
Wimborne Drive	223	29	QBY
Limesdale Gardens	345	44	QBY
Girton Avenue	515	67	QBY
Capitol Way	763	107	QBY
Crouch Road	220	28	STN
Totals	7.28	980	
Reserve Schemes 2015/16			
<i>Park Chase</i>	410	42	TOK
<i>Fourth Way</i>	380	53	TOK
<i>Vivian Avenue (Chalfont Avenue to Monks Park)</i>	228	30	TOK
<i>Verney Street</i>	305	39	WHP
<i>Elspeth Road</i>	95	11	WEM
Totals	1.73	215	
Totals (not including reserve schemes)			
(miles)	(4.52)		
Preventative Maintenance Programme 2015-16			
	Length (m)	Estimated Cost (£k)	Ward
Barn Rise	703	42	BAR
Belvedere Way	420	31	BAR
Kingsmere Park	307	17	BAR
Christchurch Avenue (Willesden Lane to Brondesbury Park)	215	20	BRO
Rosecroft Gardens	105	6	DOL
Bush Grove	493	36	FRY

Old Kenton Lane	540	30	FRY
Summit Close	140	8	FRY
Wakemans Hill Avenue	608	58	FRY
Longstone Avenue (Drayton Road to Harlesden Road)	378	35	KGN/WL G
Southwell Road	96	7	KEN
Mapesbury Road (Teignmouth Road to Shoot Up Hill)	196	19	MAP
Montpelier Rise	420	22	PRE
Barretts Green Road (Central Way to Disraeli Road)	215	20	STN
The Croft	260	15	SUD
Village Way	420	25	WHP
Napier Road	227	16	WEM
Chaplin Road (Belton Road [north] to Villiers Road)	171	13	WLG
Totals	5.91	420	
Reserve schemes 2015-16			
<i>Grendon Gardens</i>	375	18	BAR
<i>Kinch Grove</i>	125	9	BAR
<i>Lewgars Avenue</i>	250	19	FRY
Totals	0.75	46	
Totals (not including reserve schemes)			
	5.91km	420	
	(3.67)		

Non-Principal B & C Roads - Major maintenance programme 2015/16

Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Ward
Sites to be prioritised based on survey results in 2014/15	TBD	150	-

Major resurfacing of short sections 2015/16

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Budget (£k)	Ward
Sites to be prioritised during 2015/16	TBD	150	-

Principal (A Road) Maintenance Programme 2015/16 - funded by TfL

2015/16 Schemes will be identified by the results of a London-Wide Scanner Survey and to be funded by TfL. All schemes are subject to co-ordination with internal and external agencies.

Footway Improvements to be funded by Brent Capital Budget in 2015/16

Footway resurfacing 2015/16	Length (m)	Estimated Cost (£k)	Ward
Wembley Hill Road (Wembley Hill Road to Beechcroft Gardens)	610	181	PRE
Roe Green	840	247	FRY
Grasmere Avenue (College Road to Preston Road)	926	252	PRE
Cranleigh Gardens	600	152	KEN
Hardinge Road	966	242	BPK
Harrowdene Road (East Lane to Barley Close)	616	180	SUD
Riffel Road	724	197	DNL
Robson Avenue (West side only)	320	74	WLG
		1525	
Reserve schemes			
<i>Regal Way (Westward Way to Shaftesbury Avenue)</i>	958	264	KEN
<i>Chandos Road</i>	460	126	DNL
		390	
Totals (not including reserve schemes)	5.60km	1525	
	(3.48)		

Other footway improvements 2015/16

Footway Improvements	Length (m)	Estimated Cost (£k)	Ward
Sites to be prioritised during 2014/15	TBD	150	-

Public Realm improvements 2015/16

Public Realm Improvements	Length (m)	Estimated Budget (£k)	Ward
Sites to be prioritised during 2014/15	TBD	150	TBD

WARD ABBREVIATIONS

<u>WARD</u>	<u>ABBREVIATION</u>
- ALPERTON	ALP
- BARNHILL	BAR
- BRONDESBURY PARK	BPK
- DOLLIS HILL	DOL
- DUDDEN HILL	DNL
- FRYENT	FRY
- HARLESDEN	HAR
- KENSAL GREEN	KGN
- KENTON	KEN
- KILBURN	KIL
- MAPESBURY	MAP
- NORTHWICK PARK	NPK
- PRESTON	PRE
- QUEENS PARK	QPK
- QUEENSBURY	QBY
- STONEBRIDGE	STN
- SUDBURY	SUD
- TOKYNGTON	TOK
- WEMBLEY CENTRAL	WEM
- WELSH HARP	WHP
WILLESDEN GREEN	WLG

APPENDIX C

**MAP OF PROPOSED CARRIAGEWAY AND FOOTWAY RESURFACING
PROGRAMME 2014-16**

SEE ATTACHMENT

APPENDIX D

MAP OF PRINCIPAL AND OTHER CLASSIFIED ROAD NETWORK IN BRENT

SEE ATTACHMENT


APPENDIX E

DRAFT HIGHWAYS ASSET MANAGEMENT PLAN


SEE ATTACHMENT

LONDON BOROUGH OF BRENT

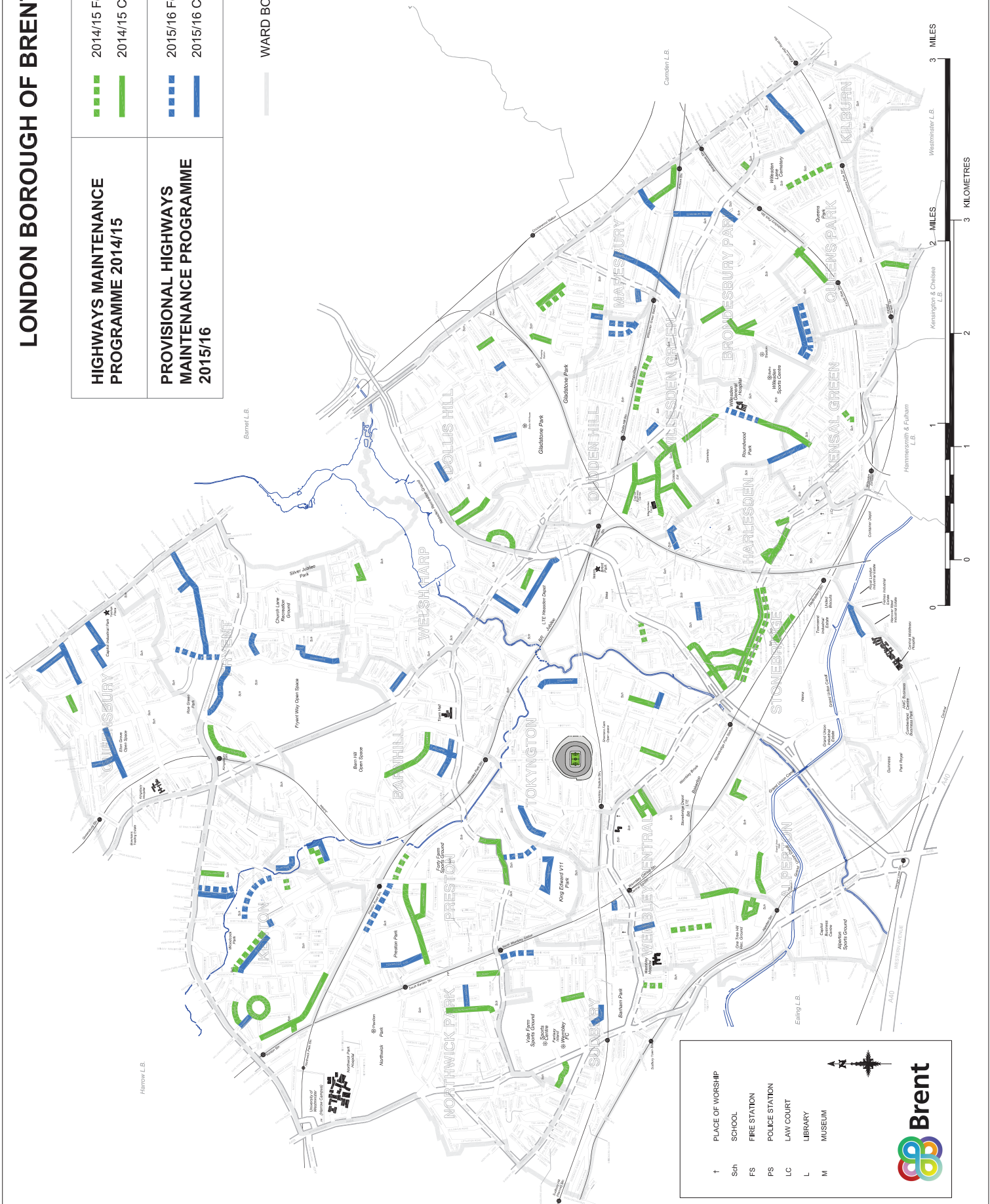
HIGHWAYS MAINTENANCE PROGRAMME 2014/15

-  2014/15 Footway
-  2014/15 Carriageway

PROVISIONAL HIGHWAYS MAINTENANCE PROGRAMME 2015/16

-  2015/16 Footway
-  2015/16 Carriageway





 WARD BOUNDARY



- † PLACE OF WORSHIP
- Sch SCHOOL
 - FS FIRE STATION
 - PS POLICE STATION
 - LC LAW COURT
 - L LIBRARY
 - M MUSEUM



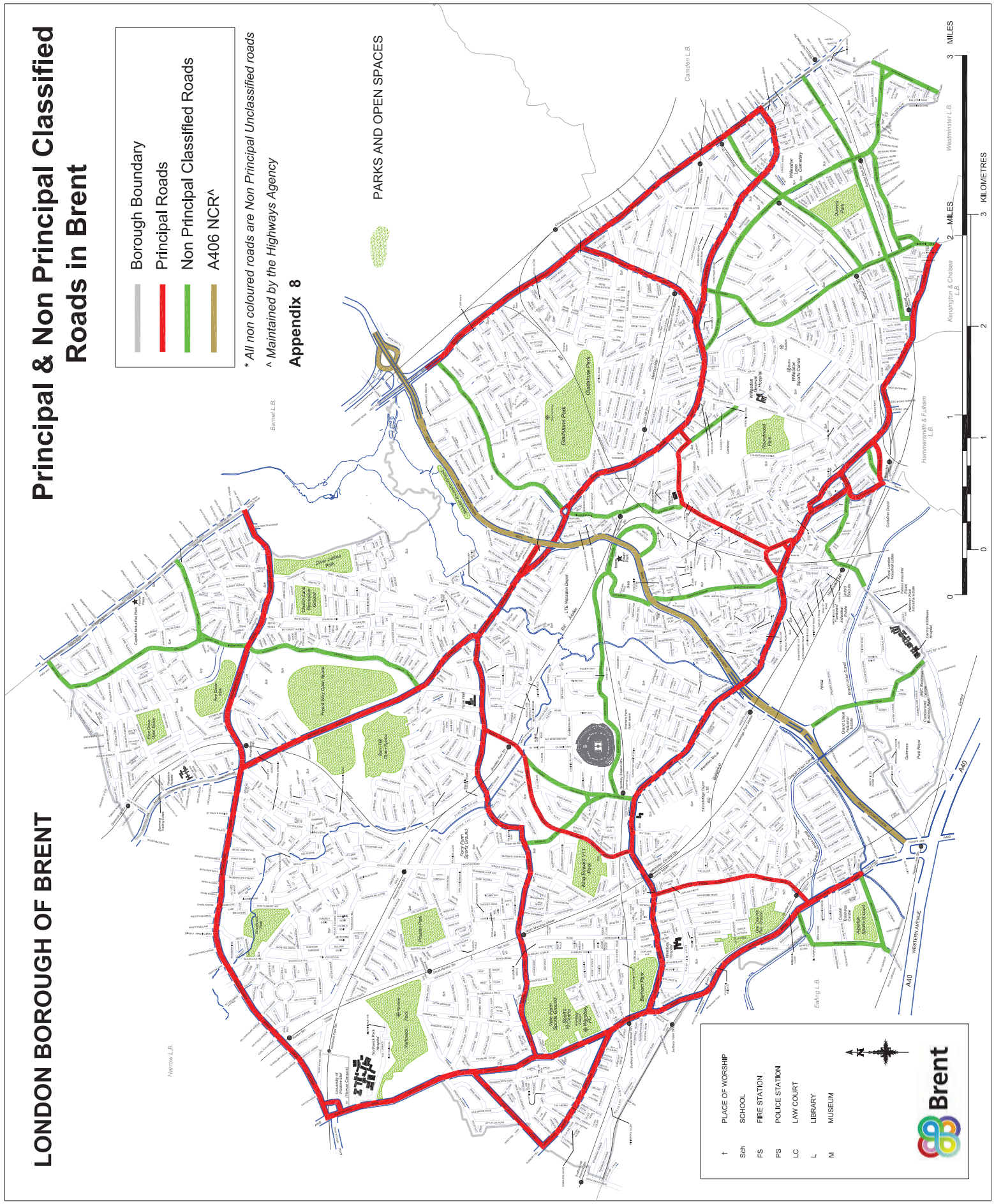
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	Borough Boundary
	Principal Roads
	Non Principal Classified Roads
	A406 NCR [^]


* All non coloured roads are Non Principal Unclassified roads Maintained by the Highways Agency


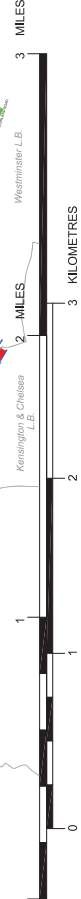
Appendix 8

PARKS AND OPEN SPACES



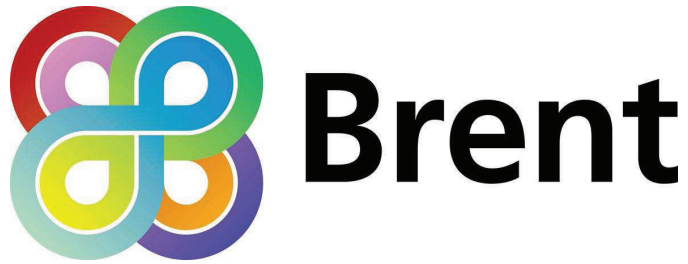
†	PLACE OF WORSHIP
Sch	SCHOOL
FS	FIRE STATION
PS	POLICE STATION
LC	LAW COURT
L	LIBRARY
M	MUSEUM



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DRAFT V4 10 Jan 14 - SUBJECT TO APPROVAL



Highway Asset Management Plan



EXECUTIVE SUMMARY

1.0 Highways Asset Management

- 1.1 What is an Asset?
- 1.2 Why use Asset Management?
- 1.3 Asset Management Principles
- 1.4 Lifecycle Planning for Brent's Assets

2.0 Brent's Highway Asset Management Plan

- 2.1 Supporting Corporate Objectives and Aims
- 2.2 Proposed Approach
- 2.3 Prioritisation of Works Programmes
 - 2.3.1 Prioritising Road Resurfacing / Preventative Maintenance
 - 2.3.2 Prioritising Footway Resurfacing
 - 2.3.3 Prioritising Drainage and Flood Schemes
 - 2.3.4 Prioritising Structural Maintenance
- 2.4 Managing and Monitoring HAMP Performance

3.0 HAMP Financial Plan 2014/15 onwards and Next Steps

- 3.1 2014/15 Budget Split
- 3.2 Next Steps - Future HAMP Development

Appendix A – HAMP Programme Prioritisation

Appendix B – Links to Corporate Strategy and Objectives

Appendix C – Performance Monitoring

EXECUTIVE SUMMARY

Brent's Highway Asset

The highway infrastructure asset is the most visible, well-used and valuable physical asset owned by the Council. The funding for the management of this asset is under continuous scrutiny, with increasing pressure from government and the public for transparency, accountability and more efficient use of the limited resources available.

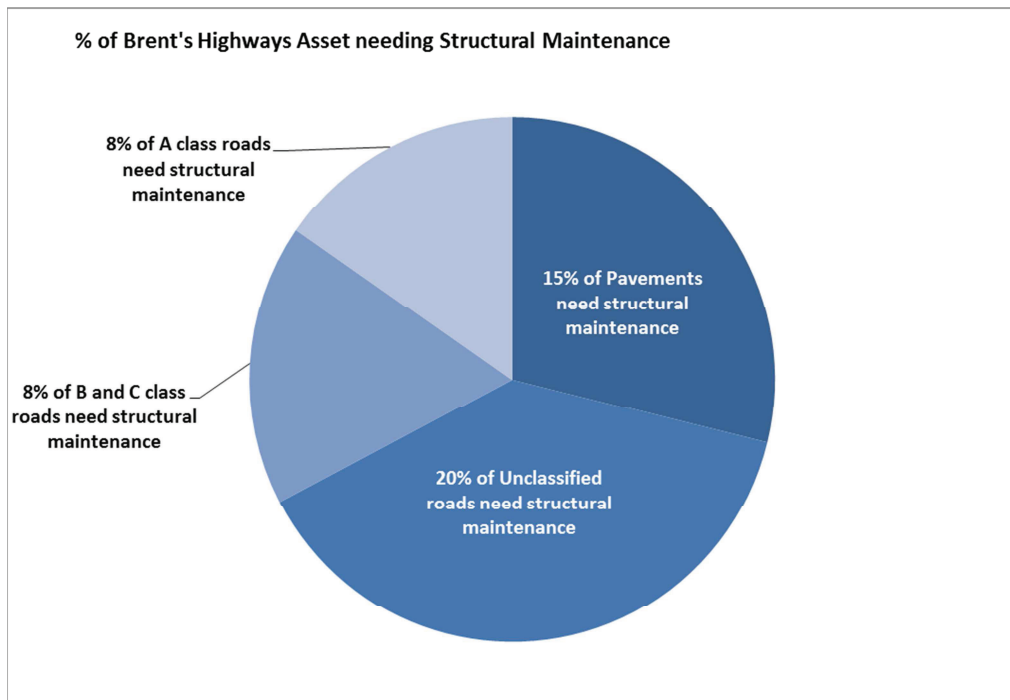
London Borough of Brent is responsible for:

- 🚦 504 km (315 miles) of roads;
- 🚦 847 km (529 miles) of pavements;
- 🚦 49 bridges and structures;
- 🚦 24,500 road gullies;
- 🚦 10,000 street trees; and
- 🚦 32,000 street lights and other illuminated street furniture.

The value of this asset is estimated at just over £1bn.

Current capital funding allows the resurfacing of approximately 8 miles of roads and 6 miles of footways every year; this means on average that we can expect roads to be resurfaced approximately every 38 yrs and footways every 84 yrs

With funding for highways maintenance being squeezed over many years, available resources have been insufficient to maintain the highway network to the level we would like. Currently the structural condition of Brent's roads is:



A fifth of Brent's residential roads and around a sixth of the most used pavements are in need of substantial maintenance.

Classified roads are in slightly better condition, but nearly one tenth of them still require structural maintenance.

As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance.

We are unlikely to ever be in the position where we have enough money to maintain every road that needs work in a single year, so we have to make the best use of the resources we have to get the best results for our customers (our road users).

A New Approach for Brent

How we invest is critical to achieving the best outcome for our customers. Is the highway so poor that it might fail completely, or can it be repaired to extend its life before we have to do a full replacement? A good analogy would be to ask whether you should sand and re-paint window frames regularly, or wait until they rot and replace the whole window?

In a climate where budgets and resources are reducing, local authorities are facing significant challenges in deciding how to manage their assets effectively, including:

- Increasing public expectations for accessibility and availability of the highway network and for reliability of journey times;
- Increasing scrutiny, transparency, accountability and media exposure in delivering legal requirements, meeting stakeholder expectations and maintaining the engineering integrity of the network;
- Managing the impact of traffic growth;
- Severe financial constraints and clear messages of “more for less”, “sweating the asset” and “make the most of what you have” that create a culture for making best use of existing assets; and
- A move away from new highway infrastructure and making better use of an ageing network that may require significant investment to extend its useful life.

A systematic process is therefore needed to manage the highway asset. Asset management principles deliver that systematic approach.

Asset Management is a strategic approach that enables us to make decisions over what service we want to provide and what we can achieve within our budget limits. It enables us to identify the best allocation of resources for the management, operation, preservation and enhancement of highway infrastructure to meet the needs of current

and future customers. Asset management therefore supports business decisions and provides longer term financial benefits.

Brent's Highways Asset Management Plan

Brent currently adopts the “worst-first” approach to asset management. We identify the worst condition roads and develop a one year programme of road resurfacing and reconstruction.

This is easily understood by the public and members who see a road in poor condition and will see it as the council's duty to repair it. However, years of underinvestment and “worst first” strategies have got us to the point where we have an approximately £38m backlog of maintenance.

Our current approach assumes that over 20% of our unclassified network and nearly 10% of our classified network will remain in need of repair; we are effectively treading water to maintain our current position. Our backlog of maintenance will only reduce very gradually, and may even increase if funding levels are reduced.

We propose to increase the life span of our roads and reduce the percentage of roads in need of repair by balancing the “worst first” approach with a parallel programme of preventative maintenance. This will form the basis of our Highways Asset Management Plan. It will mean our annual maintenance programme will be divided between two distinct programmes of work;

1. Major resurfacing schemes; and
2. Preventative maintenance schemes.

We will develop a 2 to 3 year work programme of both major resurfacing and preventative maintenance from 2014/15 onwards. This will be the first step towards long-term programme development. To maximise the benefits a 10 year programme period is recommended. This is an aspiration we will work towards.

During 2014/15 we will introduce and implement an extended multi-year programme, with a view to further extending that programme as we start to develop a more comprehensive and refined picture of our asset condition.

The key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake major resurfacing works on?

We will initially utilise condition surveys to determine which roads will be suitable for preventative maintenance. For the 2015/16 programme and beyond, we will take account of a range of factors other than road condition in our decision making, such as corporate priorities, road safety records, road usage levels, bus routes, proximity to schools & colleges and footfall.

We already use a suite of performance indicators to monitor whether we are meeting required levels of service and we will continue to use these indicators to identify the success of the HAMP process.

HAMP Investment Plan

It is proposed to invest around 30% of the carriageway resurfacing budget in preventative maintenance over the next two to three years. This translates to around £420k per annum. 70% (around £1m) would be spent on major resurfacing works.

This assumes that the 2014/15 and 2015/16 budgets are maintained at £3.5m per year, as in 2013/14. If there is any reduction or increase in funding over coming years, the percentage splits will be applied to revised budgets.

The draft 2015/2016 programme will be reviewed and amended at the end of 2015 in light of condition survey data available at that time, and following application of more detailed prioritisation criteria and life cycle planning for individual road sections.

Summary of Benefits

The HAMP will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Our customers will see more miles of road maintained each year and have greater visibility as to the relative status of their roads. We will deliver more on the ground and help to meet many of our corporate and strategic transport objectives by doing so.

Next Steps

This HAMP is a flexible document, which will change over time, to suit evolving budgets and policies, and to reflect our progress in implementing whole life planning principles. A phased approach towards the development of the HAMP is proposed. Initially it will focus on the core highway assets (road resurfacing) but will subsequently evolve to cover the full range of assets and activities.

During 2014/15 we will further develop our approach to highways asset management by applying detailed assessment criteria agreed by the Executive and by expanding the scope of the HAMP to consider how the above assets could be managed using a whole-life planning approach.

It is proposed to bring a revised HAMP and long term programme to the Executive in early 2015.

1.0 Highways Asset Management

1.1 What is an Asset?

Highway assets include:

- The road surface and underlying structure
- The pavements
- Street trees
- Lighting Columns
- Bollards
- Drainage Gullies
- Street furniture
- Other highway assets include bridges, culverts, and drainage pipes that aren't necessarily visible to the highway user

London Borough of Brent is responsible for highway assets worth over £1bn, including:

- 504 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 49 bridges and structures;
- 24,500 road gullies;
- 10,000 street trees; and
- 32,000 street lights and other illuminated street furniture.

Brent's Highway Infrastructure is one of the boroughs most valuable assets and it's therefore crucial that it's managed efficiently.

1.2 Why use Asset Management?

Like most Highway authorities, Brent are continuing to face significant and increasing challenges of insufficient budgets to "keep up" with the deterioration of our roads. We therefore need to manage our highway assets as efficiently and effectively as possible, i.e. to get the best possible result with the funding we have available.

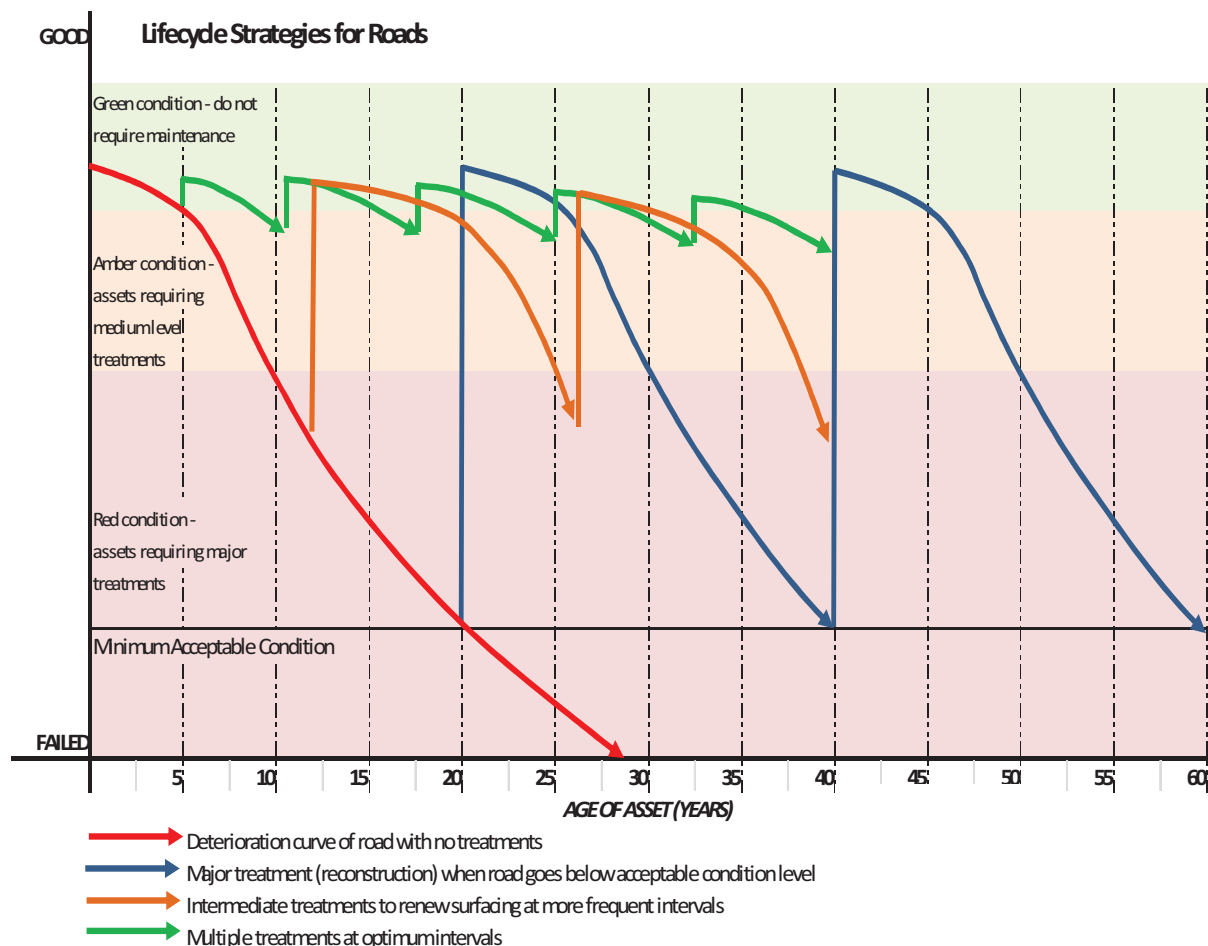
Brent's ageing highway network has an increasing backlog of required maintenance and renewal estimated at £38m. These challenges are exacerbated by increasing public expectations and growing volumes of users.

Asset management provides a structured and objective approach to the management and maintenance of Brent's assets. It is a performance-based approach to setting levels of service that takes account of what is important to customers, such as minimising disruption, improving the street scene and contributing to safety.

As time goes on, central government is increasingly stressing the need for objective asset management planning, and there are likely to be strong links to funding provision for authorities that adopt asset management planning principles.

1.3 Asset Management Principles

Essentially asset management is ‘looking into the future’ of the whole life of a particular asset. The following graph illustrates this principle:



The red line shows how a road deteriorates from when it is constructed.

- A road’s total life span is around 25 to 30 years;
- It deteriorates to the point where it needs surface reconstruction after around 10 years; and
- It reaches an unacceptable condition and needs full reconstruction after around 20 years.

Costs for major resurfacing works range from £170,000 per km for replacement of the top 100mm of the road surface to £90,000 per km for replacement of the surface layer (wearing course). Costs for preventative maintenance range from £50,000 per km for thin surfacing to £35,000 per km for surface dressing.

If you wait and reconstruct the road in full after 20 years it returns to its “new” condition and begins to deteriorate again over the next 20 years – this is the **Blue Line** approach shown on the graph. This is known as the “worst first” method, where you invest all funding into roads that are in a poor state of repair and need full or partial reconstruction.

If you resurface the road at the point where it requires major treatment – the **Orange Line** approach - you would resurface and repair every 10 to 15 years at a lesser cost of around £90k per km.

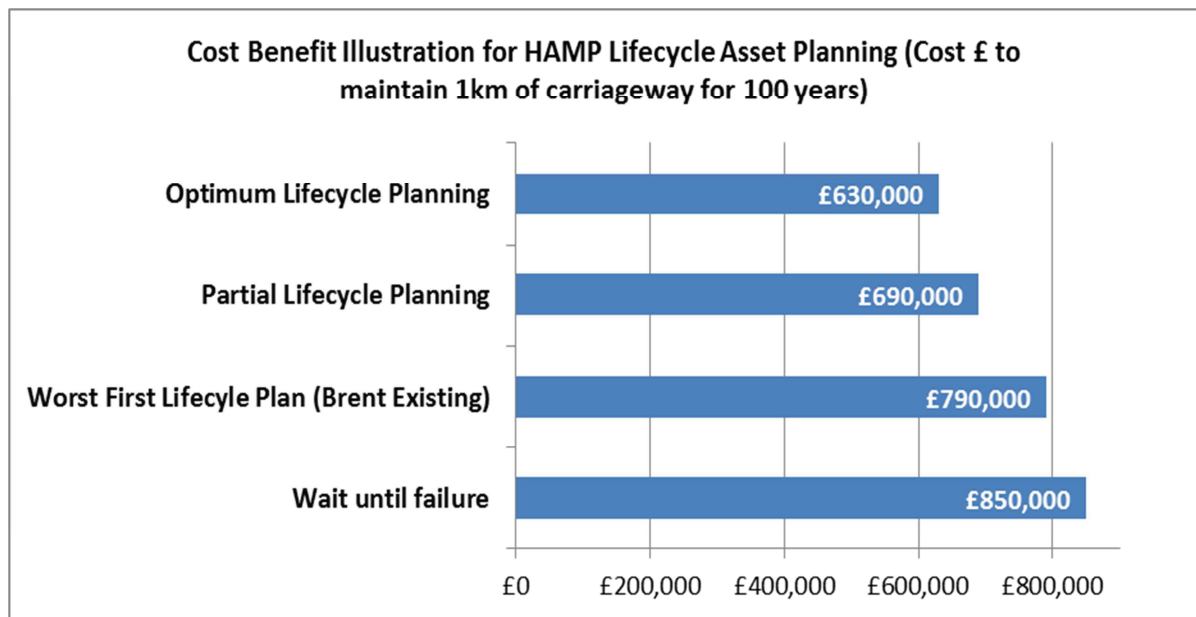
The **Green Line** approach shows how an optimum asset management strategy works. It involves a combination of regular thin surface repairs, which can range from around £35k per km for surface dressing to around £50k per km for thin surfacing.

A suitable analogy would be wooden window frame, which you can either leave to rot and replace after 5 to 10 years, or sand and repaint every 2 years or so, extending the life of the frame considerably.

This approach has cost benefits in terms of the whole life investment costs. The following example shows how the maintenance of a 1km section of road can be planned in different ways.

Lifecycle planning cost model examples		Wait until failure	Worst First Lifecycle Plan (Brent Existing)	Partial Lifecycle Planning	Optimum Lifecycle Planning
AGE OF ASSET (YEARS)	5				£35,000
	10		£90,000	£50,000	£35,000
	15				
	20	£170,000		£50,000	£90,000
	25		£90,000		
	30			£50,000	£35,000
	35				£35,000
	40	£170,000	£170,000	£170,000	
	45				£90,000
	50			£50,000	
	55		£90,000		£35,000
	60	£170,000		£50,000	
	65				£35,000
	70		£90,000		
	75			£170,000	£170,000
	80	£170,000	£170,000		
	85			£50,000	£35,000
	90				
	95		£90,000	£50,000	£35,000
	100	£170,000			
TOTAL COSTS		£850,000	£790,000	£690,000	£630,000

Costs therefore decrease notably when lifecycle planning methods are introduced:



Significant savings could therefore be realised over time by adopting lifecycle planning over the “worst first” method.

1.4 Lifecycle Planning for Brent’s Assets

The lifecycle planning strategies shown in Section 1.2 are not fixed options. They do however illustrate how a variety of maintenance plans can be applied to the management of highway assets.

Before optimum lifecycle strategies can be developed for Brent it will be necessary to determine the baseline condition of all of our highway assets along with the likely deterioration of those assets given their age, usage and sub-structures (i.e. the surface they were built on).

It should be noted that the “worst-first” approach to asset management is easily understood by the public and members, who identify a road in poor condition and will see it as the council’s duty to repair it. They understand that simply fixing individual potholes is not as good a solution both aesthetically and in terms of a cost effective strategy as carrying out a ‘proper’ repair. In the highways sector however, years of underinvestment and “worst first” strategies have got us to the point where we don’t have the money to repair everything.

Roads are constructed in layers, with a sub-base, further asphalt “base” courses (layers) and a top “wearing course” layer, which is relatively thin and is of a higher quality. It is the wearing course that protects against skidding and prevents water getting into the sub-surface road layers and damaging them.

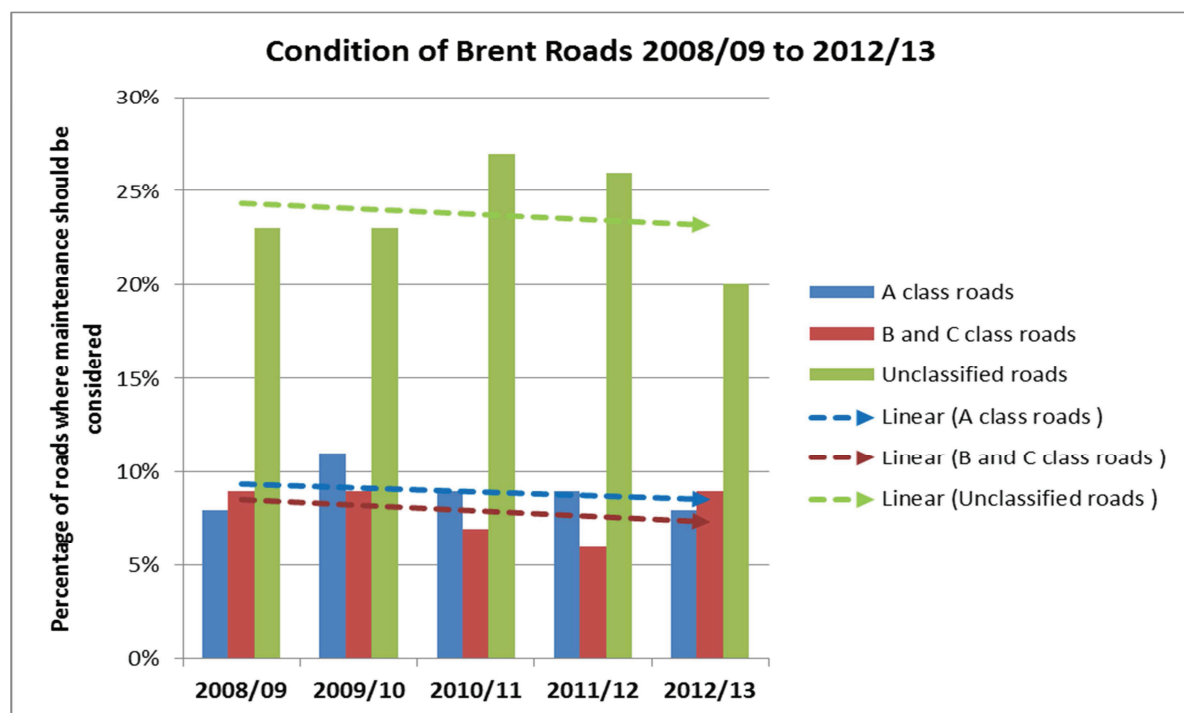
The structure of the road is therefore all of the layers that make up that road, but particularly the lower layers, which must be in good condition to keep the road level and safe. There are therefore two broad categories of road that need repair:

- A. Those that are structurally unsound, i.e. where the sub-surface is collapsing causing major slumps and tell-tale surface cracking – these need major resurfacing works at a cost of around £90 to £170k per km, depending on the level of damage; or
- B. Those where the surface is aging and brittle and needs to be water sealed and/or needs improved skid resistance – these can be given a preventative treatment at a cost of around £35 to £50k per km by using surface dressing or thin surfacing.

In the latter case, the road condition beneath the surface may actually be good, but to the road user’s perspective these are often considered to be the poorest roads.

We currently assess the condition of our roads through annual condition surveys. These surveys indicate where the road is structurally unsound as well as where the surface quality is poor.

Despite the general squeeze on funding in recent years, current funding appears to be sufficient to maintain roads and footways in a relatively steady state, with the trend showing a very gradual improvement in road condition over the past 5 years:



Although we can maintain road condition in a relatively stable state, we are unable to significantly reduce the estimated £38m backlog in asset maintenance. Our current approach therefore assumes that over 20% of our unclassified network and nearly 10% of our classified network will remain in need of repair; a backlog of maintenance that will only reduce very gradually and which may even increase if funding levels are further cut.

We propose to increase the life span of our roads and reduce the percentage of roads in need of repair by moving away from the “worst first’ approach currently adopted and implementing a programme of preventative maintenance. This will form the basis of our Highways Asset Management Plan.

2.0 Brent's Highway Asset Management Plan

2.1 Supporting Corporate Objectives and Aims

This Highway Asset Management Plan (HAMP) takes the strategic aims and objectives from Corporate and Community Strategies, the Local Implementation Plan (LIP) and departmental plans and links them with legal requirements and best practice. **Appendix B** illustrates how the plan will support and assist to deliver those strategic objectives.

2.2 Proposed Approach

We will move away from our historic method of delivering reactive “worst first” highway maintenance programmes so that we can begin to apply whole-life planning principles. This will mean that:

1. We will identify roads that are currently in very poor condition and are in need of structural repair for full resurfacing / reconstruction; and
2. We will identify roads that have poor surface / ride quality but which are structurally sound and which can therefore be treated with lower-cost thin surfacing to extend their working lives.

Initially we propose to implement Partial Lifecycle Planning, involving development of a programme of thin surfacing treatments on roads that are not necessarily in the worst condition, but where investment now will extend their lifecycles and reduce costs in the long-term. There are other advantages in adopting this approach:

- It will enable us to deliver longer term planning for budgetary purposes and for planning of works programmes; and
- It will deliver a more efficient and cost effective highways service with managed and intelligent stewardship of the highways asset.

We will increase the life span of our roads by identifying the point at which we can refresh the road surface to prevent more serious defects developing. On these roads we will replace the thin surface layer and fix areas where the road structure is damaged.

This means that our annual maintenance programme will be divided between two distinct programmes of work;

1. Reconstruction schemes and
2. Preventative maintenance schemes.

The method by which we will select road reconstruction or preventative maintenance schemes is described in Section 2.2, along with our proposed method of dividing our current capital maintenance budget.

We initially propose to develop a 2 to 3 year work programme of both structural and preventative maintenance from 2014/15 onwards. This will be the first step towards long-term programme development, as to maximise the benefits of highways asset management the programme should cover the maximum period possible. At least a 10 year period is recommended; and this is an aspiration we will work towards. Only by projecting forward the anticipated need over a long period of time can the best whole life options be identified.

During 2014/15 we will therefore introduce and implement an extended multi-year programme, with a view to further extending that programme as we start to develop a more comprehensive and refined picture of our asset condition through assessment of each road in terms of its age, condition, usage and hence its “whole-life” cycle.

As thin surface treatments are cheaper than full resurfacing, we estimate that up to 2 more miles of roads can be treated each year. It should therefore be noted that customers will see more miles of road maintained each year as a result of the adoption of whole life planning principles, although many of our worst performing roads may not be maintained whilst we begin to invest in preventative treatments.

Our footway programme (pavement resurfacing) will not be impacted by this approach as Brent’s footway asset is largely constructed in paving slabs. Preventative maintenance for footway repairs is therefore limited to reactive defect repairs until such time as a footway deteriorates so badly, and requires ongoing and continuous repair, that it must be fully replaced. Thin surfacing treatments cannot be used unless we move away from the use of paving slabs to introduce asphalt surfacing.

2.3 Prioritisation of Works Programmes

The key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake full structural repairs on.

We have a backlog of around £38m of highway maintenance works; therefore we need to get the balance right between investment in replacement and investment in preventative works.

At present, using the “worst first” approach, our maintenance budgets are prioritised and allocated based on condition surveys for the following road hierarchies:

- 1) **A-Road (Principal Road)** maintenance is prioritised on the basis of London-wide condition surveys commissioned by TfL (note that Principal Road maintenance is funded by Transport for London. It is not proposed to apply preventative maintenance principles to the principal road network as the programmes need to be developed and agreed with TfL, who do not currently adopt whole life planning principles).

- 2) **B & C Roads** – Roads in need of maintenance are identified and prioritised from the results of an annual independent network condition survey along with a process of engineering inspections and assessments.
- 3) **Unclassified Roads** – Brent undertakes network condition surveys annually for a proportion of the network, with full coverage obtained every 3 to 4 years. This process identifies sections of the unclassified road network requiring improvement.

The annual network condition surveys undertaken for the above road hierarchies generate condition scores for the road surface, structure and edge defects. These scores are combined into an overall structural condition score.

Under the HAMP process, we will initially utilise condition surveys to determine which roads will be suitable for preventative maintenance.

Roads with high structural scores will be prioritised for the major resurfacing scheme programme. We will then list roads with low structural defect scores, i.e. with few underlying structural problems but high levels of surface defects. These roads will form a first draft preventative maintenance programme for “Thin Surfacing” treatments.

For 2014/15 we will therefore develop a draft programme through ranking road condition surveys and application of local knowledge of key corridors, usage levels and road functions.

For the 2015/16 programme and beyond, as part of the HAMP programme development process, we will take account of a range of factors other than road condition in our decision making, such as corporate priorities, road safety records, road usage levels, bus routes, proximity to schools and colleges, footfall etc.

2.3.1 Prioritising Major Resurfacing / Preventative Maintenance

From 2015/16 onwards we will adopt the maintenance programme prioritisation criteria described in **Appendix A**, where priority is determined by allocating scores under various headings. In summary, this process will involve assessment of the following:

- ✓ **Carriageway Condition** – we will allocate the highest scores based on condition survey data obtained historically and part-refreshed annually.
- ✓ **Network Hierarchy** - rather than using classifications we will adopt use of a network hierarchy based on highways maintenance needs; which will give us the opportunity to take account of the actual highway maintenance needs of roads, which can be greater (or less) than their road classification would otherwise indicate.
- ✓ **Risk** – we will prioritise potential risk to public and take account of varying rates of deterioration between safety inspection visits. We will also assess collision history, in particular information regarding numbers of collisions involving loss of control or skids.
- ✓ **Value for Money** - we will aim to split the budget between preventative maintenance schemes and structural based schemes in order to achieve a cost

effective balance of preserving roads that have not yet fully deteriorated and fixing those that have.

We may deviate from the absolute priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

We will also take into account any roads that are nominated for inclusion i by Councillors and/or maintenance engineers.

2.3.2 Prioritising Footway Resurfacing

It has been noted that our footway programme (pavement resurfacing) will not use preventative maintenance techniques as these cannot be applied to slab surfacing, which is predominant within Brent. However, our current practice when we replace footways is to maximise their lifespan by strengthening footway edges to reduce the likelihood of vehicle overrun damage.

We wish to ensure that our footway maintenance programme is developed in a transparent and objective manner therefore prioritisation for 2014/15 will be carried out using the results of condition surveys of the high usage network plus survey results for those footways which have been nominated for inclusion in the survey programme by Councillors and/or maintenance engineers.

From 2015/16 we therefore propose to adopt a prioritisation process for footway schemes as set out in Appendix A and as summarised below:

This process will involve assessment of the following:

- ✓ **Footway Condition** – we will allocate the highest scores based on footway network surveys and engineers visual assessment surveys.
- ✓ **Network Hierarchy** – this will be defined by footfall, location and function and will fall into one of four categories – Cat 1 to Cat 4, with Cat 1 being a very busy town centre area.
- ✓ **Risk** – we will assess risk by taking account of rates of deterioration through numbers of defects recorded and repaired.
- ✓ **Value for Money** - the budget will not be split between preventative maintenance and (structural) needs based schemes as the overwhelming majority of Brent's footways are concrete slabbed and do not deteriorate in the same way as bituminous surfaces do

2.3.3 Prioritising Drainage and Flood Schemes

Brent is developing a detailed Flood Risk Strategy for publication in 2015. This document will set out the key issues and a long term plan for Brent to manage surface drainage and

address flooding / wet-spot issues. In the interim a prioritisation process will be adopted for drainage and flood alleviation schemes as shown in Appendix A.

There are approximately 24,500 road gullies in the borough. These are being cleaned as part of a cyclic maintenance programme procured through the new London Highways Alliance Contract (LoHAC). The cleaning cycle includes:

- 3,300 high-priority (regularly blocking) gullies cleaned every six months;
- 1,300 medium-priority gullies cleaned each year; and
- 14,100 gullies cleaned every eighteen months as part of a rolling programme.

There are occasions where cleaning will not resolve surface water flooding problems and gullies and drainage pipes will require replacement. To determine relative priorities for flood alleviation schemes scores will be allocated based on the hierarchy of the impacted road along with a variety of other factors, including:

- ✓ **Risk** – whether there have been any collisions or injuries as a result of flooding events;
- ✓ **Property Impacts** – whether a property has suffered internal flooding; one off events or recurring.
- ✓ **Social and Economic Impacts** – whether flooding impacts on critical services or infrastructure, including key footways; and
- ✓ **Miscellaneous Factors** – such as foul sewage discharge, emergency services concerns, claims costs, exceptional frequency levels.

2.3.4 Prioritising Structural Maintenance

The Council are responsible for 53 highway structures, including 38 bridges and; 15 culverts. The majority of Brent highway structures are small features spanning brooks.

Prioritisation for maintenance of structures is administered through the London Bridge Engineering Group (LoBEG). Funding for bridge maintenance is allocated by TfL through LoBEG, and they are currently reviewing the pan-London programme prior to confirming funding in early 2014.

Brent will undertake regular inspections of all highway structures and report the outcomes of those surveys to LoBEG for assessment against all other structural assessments within the Region and wider London area.

2.4 Managing and Monitoring HAMP Performance

Performance Measures will be used to monitor whether we are meeting required levels of service through the HAMP process.

Performance Indicators (PI) have already been defined and are reported upon both monthly and quarterly, as shown in **Appendix C**. These PIs comprise a mixture of corporate and national targets.

Previously used national indicators for highway condition allow comparisons with other highway authorities as well as identifying trends. Therefore, even though many of the PI are no longer reported, they form a good measurement tool.

3.0 HAMP Financial Plans 2014/15 onwards and Next Steps

3.1 2014/15 Budget Split

The 2014/15 to 2016/17 capital programme will apply asset management principles by introducing a programme of preventative maintenance alongside a major resurfacing scheme programme.

It is proposed to adopt the following funding split between major resurfacing and preventative maintenance over the next two to three years:

Percentage Allocation of Highways Capital Maintenance Budget	% of Brent capital Budget		
	2013/14	2014/15 to 2016/17 provisional	Value (£m)
Footways			
Major footway improvements	44%	44%	1,525
Other footway improvements	4%	4%	150
Public realm improvements	3%	3%	125
Sub-total	51%	51%	1,800
Carriageways			
Major resurfacing unclassified roads	38%	28% ¹	980
Preventative maintenance works	0	12% ²	420
Major resurfacing of B & C Class roads	4%	4%	150
Major resurfacing of short sections	4%	4%	150
Sub-total	46%	48%	1,700
Contingencies for TfL schemes	3%	0 ³	
Total	100%	100%	3,500

This assumes that the 2014/15 and 2015/16 budgets are maintained at £3.5m pa, as 2013/14. If there is any reduction or increase in funding over coming years, the percentage splits shown will be applied to revised budgets.

¹ Represents c70% of 1.7m carriageway resurfacing budget

² Represents c30% of 1.7m carriageway resurfacing budget

³ Contingencies to be managed within given budgets from 14/15 onwards

The draft 2015/2016 programme will be reviewed and amended at the end of 2015 in light of condition survey data available at that time, and following application of prioritisation criteria described below.

Initially preventative maintenance investment will represent 30% of the total annual budget for carriageway resurfacing, which will be in the region of £400k assuming a £3.5m pa capital maintenance budget. Approximately £1m will be invested in full resurfacing of the worst roads identified by condition surveys.

This 70/30 split has been calculated by assessing the proportion of the roads network requiring preventative maintenance against that proportion requiring major resurfacing works.

It will be adopted for the 2014/15 financial year and is subject to review as the HAMP process is refined and expanded to incorporate prioritisation processes described in Section 2.0 and Appendix A.

3.2 Next Steps - Future HAMP Development

This HAMP is a flexible document, which will change over time, to suit evolving budgets and policies, and to reflect our progress in implementing whole life planning principles.

A phased approach towards the development of the HAMP is proposed. Initially the HAMP will focus on the core highway assets (road resurfacing) but will subsequently evolve to cover the full range of assets and activities, such as car parks, public transport infrastructure, travel awareness & utility. Assets to be incorporated within a comprehensive HAMP will include:

- Roads;
- Carriageways, Edge of carriageway (kerbs, channels etc) Paved central reserves & islands;
- Safety Fences, Road markings/studs, Traffic Calming and Road Humps, Pedestrian Crossings (Zebra), Roundabouts, Crossovers, Anti-skid surface;
- Footways & Cycle Routes;
- Footway Surface, Cycleway Surface;
- Bridges, Culverts >1.5m, Cuttings & Embankments, Footbridges;
- Drainage - Gullies, Culverts, Piped Highway Drainage, Surface boxes & ironwork;
- Public Right of Way;
- Footpaths, PROW Structures, Signs, Gates;
- Street Lighting;
- Lamp Columns, Illuminated signs;
- Grass Verges/Trees;
- Signs & Other Street Furniture;
- Non-illuminated signs & parking signs, Pedestrian guardrails, Bollards & removable bollards; and
- Benches, Street nameplates.

During 2014/15 we will further develop our approach to highways asset management by applying detailed assessment criteria agreed by the Executive and by expanding the scope of the HAMP to consider how the above assets could be managed using a whole-life planning approach.

The following table describes the actions that will be taken to further develop and refine Brent's asset management strategy:

Next Steps	Timescale	Comments
Develop detailed maintenance programme for 14/15 onwards	Feb 14	Report to Executive in February 14
Identify data gaps and agree performance framework	Mar 14	Identify what we need to fully understand our highway asset condition and refine process by which we identify the split between preventative and structural maintenance in the long term.
Identify other asset types that could benefit from whole life planning	Jul 14	Set up working groups with asset owners. Review and extend scope of HAMP as required.
Draw up" Lifecycle Management Plans"	Oct 14	Prepare lifecycle plans for the network to ensure that the asset delivers the requisite level of service over its full expected life at the minimum cost
Develop and apply detailed prioritisation criteria	Oct 14	Develop long list of all roads and road sections in Brent and apply prioritisation matrix and criteria as described in Appendix A.
Update HAMP	Nov 14	Update HAMP document to incorporate analyses undertaken during 2014 along with details of other assets to be included within Plan.
Develop long-term maintenance programme	Nov 14	Prepare long-term HAMP maintenance programme
Annual review	Feb 15	Prepare progress report for Executive and report proposals for long-term programme development.

Appendix A – Maintenance Programme Prioritisation

The following illustrates how we will decide which roads we will prioritise for our long term works programmes:

Carriageway Resurfacing

Highway Maintenance/Improvement Issues

Condition	Score
Road Condition Index (RCI) [A,B,C Network]	Max 200
Coarse Visual Inspection (CVI) [Unclassified Network]	Max 200
Engineers Visual Assessment	Max 278

Network Hierarchy

Hierarchy of road - Highway Maintenance Network	Score
HMN 1	100
HMN2	100
HMN3	50
HMN4a	25
HMN4b	10

Currently road hierarchy is taken into account in capital prioritisation by using the road classification of A, B, C roads (the classified road network) and U roads (the unclassified road network). “Well Maintained Highways” advocates the use of a network hierarchy based on highways maintenance needs; in practice, often the hierarchies mirror each other but the Highway Maintenance Network hierarchy gives us the opportunity to reflect the actual highway maintenance needs of roads which can be greater (or less) than their road classification would otherwise indicate.

Risk

Prioritise potential risk to public and take account of varying rates of deterioration between safety inspection visits

Risk	Score
SCRIM (surface skid resistance surveys)	100
Skid Accidents	40
Claims history	100
Number of reactive gang visits to repair pothole defects	Max 100*

Value for Money

We will aim to split the budget will ideally be split between preventative maintenance schemes and structural based schemes in order to achieve a cost effective balance of preserving roads that have not yet fully deteriorated and fixing those that have.

As is the case now, we will deviate from the absolute priority order where for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the

rest of the road needs doing and it would look odd, or be impractical, not to resurface the whole street.

Footway Resurfacing

Maintenance/Improvement Issues

Condition	Score
Footway Network Survey (FNS)	Max 200
Engineers Visual Assessment	Max 200

Network Hierarchy

Hierarchy of footway- Highway Maintenance Network	Score
Footway Cat 1	100
Footway Cat 2	50
Footway Cat 3	25
Footway Cat 4	10

Risk

Prioritise potential risk to public and take account of varying rates of deterioration between HSI visits

Risk	Score
Claims history	100
Footway construction defects recorded 1-5	10
Footway construction defects recorded 6-20	25
Footway construction defects recorded 21-50	50
Footway construction defects recorded 51-100	100

Value for Money

Budget will not be split between preventative maintenance and (structural) needs based schemes. The overwhelming majority of Brent's footways are concrete slabbed. They do not deteriorate in the same way as bituminous surfaces do

Drainage Scheme Prioritisation

Highways Maintenance/Improvement Issues

N/A for Wetspots – Drainage Assets often unknown

Network Hierarchy (Only applies to Highway wetspots with a status of “Current”)

Hierarchy of Road	Points	Score Type
HMN 1	40	S
HMN 2	20	S
HMN 3	10	S
HMN 4a	5	S
HMN 4b	5	S

S = Single: one time score per Wetspot

C = Cumulative: multiple scores allowed per wetspot

Estimated Max score = 200

Risk (Applies to all wetspots)

Safety	Points	Score Type
Confirmed injury due to/exacerbated by wetspot	150	S
Confirmed accident due to/exacerbated by wetspot	30	S
High Risk of Accident	15	S
Property flood	Points	Score Type
Internal Property Flood	35	C
Recurring Internal Property Flood	50	C
Single External Property Flood	5	S
Multiple External Property Floods	10	S
Involvement of vulnerable person(s) with internal property flood	30	S
Social & Economic impact	Points	Score Type
Affects Access to/Functionality of Critical Services or Infrastructure	50	S
Major Economic or Social Impact (State Reason)	30	S
Causes major congestion and/or restricts access to schools	15	S
Complete flooding of footways	5	S

Miscellaneous	Points	Score Type
Foul Sewage Surcharge	30	S
Report of Safety Issue from Emergency Services	30	S
Flooding persists for a significant time after rainfall has stopped (Y/N)	20/1	S
Claims/Excessive cost on callouts	20	S
Exceptionally Frequent Flooding (To be agreed at annual meetings)	Total score X 1.5	Multiplier

Value for Money

The budget will used prioritised needs based schemes and more minor schemes that could prevent more significant work being required later on.

Appendix B – Links to Corporate Strategy and Objectives

Brent Council's Corporate Strategy 2010-2014 is designed to drive forward service excellence, urban regeneration and community cohesion. Through the priorities detailed below LBB is focused on enhancing the quality of life for everyone who lives or works in Brent.

The council's corporate strategy has been developed in line with the community strategy commitments and is designed to support its values by improving service excellence, urban regeneration and community cohesion. It is focused on enhancing the quality of life for everyone who lives or works in Brent.

Brent's Corporate Priorities have been developed following detailed discussions with local communities, service users and partners in the public, private and voluntary sectors. They reflect the issues that are of most concern to local residents and regularly feature in consultation findings and Area Consultative Forums.

The Corporate Strategy Report, "Brent – Our Future 2010 – 2014". The report details those issues and are summarised the following:

One Borough - Creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality & exclusion

One Community - Providing excellent public services which enable people to achieve their full potential, promote community cohesion and improve our quality of life

One Council - Improving services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources

Brent's Corporate Priorities have been endorsed by the borough-wide partnership – the Brent Local Strategic Partnership. This partnership has adopted the Brent Our Future 2010-2014 as the framework for our collaborative work over the next four years. These three priorities underpin our recently signed Local Area Agreement (LAA). The LAA is an agreement between the council, local partners and the government on the local priorities for joint-working within the borough. The council will play an important role in leading the Brent Local Strategic Partnership, delivering real improvements with our partners for our residents.

Step 2 – Identify Service Objectives

The following step is to identify a set of meaningful service objectives for Brent.

For this HAMP, service objectives were identified during a workshop with the Asset Management Steering Group, Key Stake holders and Members.

Service Objectives identified for Brent are:

- Provide a safe street environment
- Quality of service & Value for Money
- Availability & Accessibility of the Street Network
- Quality of Street Scene
- Sustainability
- Improve Customer Service/Customer Charter

A proposed definition or coverage of these service objectives is presented below:

[Provide a safe street environment](#)

This Level of Service will ensure and improve the safety of all users, reduce the number and risk of accidents and ensure new schemes contribute to crime reduction.

This service level promotes street environment that is safe for all users in terms of both minimising the likelihood of being involved in an accident and personal safety and security.

Quality of service & Value for Money

This Level of Service measures our responsiveness and our overall performance in delivering our services.

This Level of Service will aim to improve the economy and efficiency of service delivery by adopting an Asset Management approach that provides Value for Money.

Availability & Accessibility of the Street Network

This level of service reflects the effectiveness of the street network in as a means of transport for all users, and the effectiveness by which alternative means of transport are promoted.

This Level of Service reflects the commitment to provide fair access for all customers to the services provided by LB Brent (Highway & Transport Delivery and Safer Streets Units for example) through the provision of facilities for disabled people at pedestrian crossings.

This Level of Service will ensure and improve network availability for all users, including the need for servicing and delivery and availability of space for essential users. Ensure and improve accessibility to services for all users.

Quality of Street Scene

This Level of Service will aim to improve the quality of the streetscape and physical environment and maintain in a good state of repair

This service level is a reflection of the overall appearance and quality of the street environment to users and residents and to local businesses.

Sustainability

This Level of Service represents the ability to meet the needs of the present without compromising the ability of future generations to meet their needs by adopting a whole life approach that considers and compares alternative strategies, e.g. recycling materials, energy reduction, proactive maintenance and distribution of goods and services

This Level of Service will promote and encourage more sustainable forms of transport, e. g. walking, cycling and buses, and promote developments that reduce the need to travel.

Improve customer service

This Level of Service will improve customer satisfaction with the service and improve consultations and feedback with customers, respond more effectively to enquiries and complaints and involve customers in decisions where appropriate

This service level recognises that the provision of information to the public is an important part of our role.

Brent is committed to providing quality public services and seeks to ensure that it provides value for money and efficiency in all areas. Brent has implemented a Customer Charter for Brent Planning Service.

Step 3 – The link between corporate priorities and customer expectations with service objectives

The next step is to link the Corporate Priorities and Customer Expectations with the Service Objectives identified.

Link with Corporate Priorities

Corporate priorities were defined following extensive consultation and local needs analysis. Brent is committed to ensuring that the wishes of the people of Brent are delivered. Services and initiatives are delivered ever more in partnership with other public agencies and private and voluntary sector organisations.

Discussions and opinions were challenged by interactive exercises during a workshop seeking Officers views on how strongly service objectives contribute to Corporate Priorities. Key levels of contribution were described as High, Medium, Low or Not Applicable.

Table 5.1: Contribution of Levels of Service to London Borough of Brent Executive Priorities shows the level of contribution that each service objective makes to the Community Strategy Priorities.

Officers focus their priorities in promoting a road environment that is safe for all users in terms of both minimising the likelihood of being involved in an accident, personal safety and security and providing a service based on good condition and structural integrity of the different elements of the highway network infrastructure, showing commitment to provide fair access for all customers to the services provided by LB Brent.

The top three service objectives are:

- Provide a safe street environment
- Quality of Service & Value for Money
- Availability & Accessibility of the Street Network

Link with Customer Expectations

The council has conducted a residents' attitude survey at least once every three years since 1990 and it has been our key mechanism for measuring resident perception of the council and services it provides. Brent residents have given a very public vote of confidence to Brent Council in the 2009 Brent Residents Attitude Survey. In an independent survey conducted by Ipsos MORI, more than 2240 local people were asked for their views about the council and its services. The findings provided Brent with an accurate picture of the priorities and satisfaction of residents to inform our development of the new Corporate Strategy 2010-2014. .

The services that residents said were priorities for improvement, in order of importance, are listed below:

- Providing more activities for teenagers
- Road & Footway Repairs
- Street Cleanliness
- Reducing traffic congestion
- Reducing levels of crime
- Improving Road and pavement repairs

Step 4 – Define desired Levels of Service

Levels of Service are composite indicators that reflect the social, environmental and economic goals of the community and therefore describe the quality of services provided by the highway asset for the benefit of the customers.

Determining desired levels can be seen as determining 'outputs'. It is essential that they accurately reflect the service needs and aspirations of stakeholders rather than only perceived needs or best practice in an engineering sense. It is important to remember that the outputs must reflect the needs and priorities of customers and will not replace engineering judgement, when required.

Levels of Service have been identified to deliver high customer satisfaction, grouped in order of priority for service objectives:

Provide a Safe Street Environment

- Brent will make travel easier and safer for motorists, pedestrians, cyclists and people with disability and will seek to minimise accidents.
- Brent will provide good street lighting for safety, navigation, security and walking, by means of improving street lighting and CCTV. Where it may present a risk, we will repair faulty street lights as a matter of urgency.
- Brent will target for a road network with low crash and injury rates.
- Brent will manage road works safely while minimising disruptions to road users.
- Brent will maintain the network in optimum condition
- Brent will support enforcement and education programmes that target unsafe, unacceptable behaviour

Quality of Service / Value for Money

- Brent will optimise resources with regard to costs by using appropriate materials for asset preservation
- Brent will ensure traffic signs and marking are easy to see and understand.
- Brent will minimise disruption to road users when carrying out work on the highway.
- Brent will determine its investment by optimal decision processes in terms of when and how much money is spent on highway maintenance.

Availability and Accessibility of the Street Network

- Brent will provide a street network that offers choices for travel and is available to the whole community.
- Brent will prioritise the needs of disabled people and those with mobility difficulties.
- Brent will manage disruptions to ensure traffic flows are not affected.
- Brent will ensure that the transport system is reliable and travel times are predictable and that traffic control systems are designed to improve traffic flow.

Quality of Street Scene / Appearance of Street

- Brent will maintain roads, footways, pedestrian crossings and any public space in a good condition.
- Brent will repair, as a matter of urgency, any defect likely to cause personal injury or damage to property.
- Brent will maintain a tidy and safe clean street network by removing litter, graffiti, fly-posts and abandoned vehicles
- Brent will implement an optimum maintenance strategy.
- Brent will improve the urban environment through a selected programme road enhancement and urban aesthetic projects.

Sustainability

- Brent will manage all assets with respect for current and future generations.
- Brent will implement a campaign for school travel plans.
- Brent will maximise the use of recycled aggregates in highway works.
- Brent will make sure highway drains are clean and are operating efficiently.
- Brent is investigating the possibility of introducing a dimming and/or trimming regime for street lighting apparatus.
- Green energy supplies are utilised for powered apparatus

Improve Customer Service

- Brent will keep its customers well informed about its activities.
- Brent will respond promptly to customer queries and complaints.
- Brent will seek to ensure that people are satisfied with the quality of the highway service.
- Brent will carry out a public consultation surveys to define appropriate levels of service. The community will be involved during this process.

Appendix C – Performance Monitoring

The Transportation Service measures its performance against a series of indicators, which are measured either monthly, quarterly or annually. The following extract lists those indicators that would be directly impacted by the adoption of highways asset management principles, and which would be used to measure performance against the Plans objectives.

Transportation Performance Indicators 2013-14

Indicators Reported Monthly

Reactive maintenance	PPI 13	Urgent road defects repaired
Reactive maintenance	PPI 14	Urgent footway repairs completed
Reactive maintenance	SPI 15	Footway repairs completed
Reactive maintenance	SPI 16	Carriageway repairs
Reactive maintenance	SPI 18	Gulleys regularly cleared
Traffic Manager	SPI 24	Personal injury claims received and processed
Traffic Manager	PPI 25	Personal injury claims successfully refuted
Reactive maintenance	SPI 27	Maintenance expenditure

Indicators Reported Quarterly

Planned maintenance	PPI 28	Principal and non-principal classified network resurfaced
Planned maintenance	PPI 29	Unclassified road network resurfaced

Planned maintenance	PPI 30	Footway upgrade programme completed
Planned maintenance	PPI 31	Progress against all programmed road resurfacing

Indicators Reported Annually

Service Level	PPI 36	Road Safety - All Casualties
Service Level	PPI 37	Road Safety - All Killed or Seriously Injured
Service Level	PPI 38	Road safety - Child KSI

Asset Management	SPI 39	Principal classified road network requiring structural maintenance
Asset Management	SPI 40	Non-principal classified road network requiring structural maintenance
Asset Management	SPI 41	Unclassified road network requiring structural maintenance
Asset Management	SPI 42	Footway network where structural maintenance required

Planned maintenance	SPI 43	Cost control of projects
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