

London Borough of Richmond upon Thames

Highway Maintenance Transparency Report

2026/27



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A1 What do we maintain?

The London Borough of Richmond upon Thames (Richmond) is renowned for its open spaces, historic town centres and unique position as the only borough spanning both sides of the River Thames. Richmond's highway and transportation network plays a key role in supporting access to town centres, employment areas and major local attractions such as Twickenham Stadium, Kew Gardens, Richmond Park and Hampton Court Palace.

Under Section 41 of the Highways Act 1980, Richmond has a statutory duty to maintain the 380km public highway network, ensuring it supports the safe movement of people and goods. The network has a gross replacement cost valuation of approximately £1.013 billion (2025), making it one of the Council's most valuable public assets comprised of carriageways, footways, street lighting, drainage, highway structures and other highway assets such as traffic signs, road markings and other street furniture. Maintaining these assets safely and efficiently requires regular inspection, condition monitoring, planned maintenance and targeted investment to ensure the network remains safe, serviceable and resilient for all highway users.

Richmond adopts Highway Asset Management principles, which sets out a strategic approach to maintaining highway assets. This approach focuses on carrying out preventative and planned maintenance before assets deteriorate or fail, helping to extend their service life, reduce long-term repair costs, and deliver the best value for money for the Council. The Council's key highway assets include:



380km
carriageways
(roads)



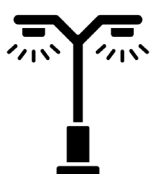
10km*
cycleways
(segregated)



17,828
drainage
gullies



700km
footways
(pavements)



15,220
street lighting
columns



84
bridges

**provisional (estimated) figures*

Key challenges

Richmond's highway network presents a distinct set of maintenance challenges shaped by the borough's riverside setting, historic town centres, high visitor demand and constrained urban streets. The main challenges are:

- **Ageing assets:** Much of Richmond's highway network has developed around historic town centres, residential streets and riverside routes. This creates varied construction types, constrained working areas and a higher risk of localised deterioration, while also meaning much of our infrastructure is reaching its end-of-life.

- **High footfall and visitor pressure:** Richmond Park, Kew Gardens, Twickenham Stadium, Hampton Court Palace and the borough's town centres generate significant pedestrian, cycle, bus and general traffic movements. This places additional pressure on public realm areas, particularly during events, tourist seasons and busy retail periods.
- **River Thames and surface water flood risk:** Richmond's location along both sides of the Thames makes drainage performance and flood resilience especially important. Heavy rainfall, river-related flood risk and surface water ponding can accelerate pothole formation, weaken the highway infrastructure and road foundations and increase the need for targeted intervention, drainage maintenance and resilient materials.
- **Constrained streets and traffic management:** Many streets in Richmond are narrow, heavily parked or sensitive to disruption. Delivering resurfacing, footway renewal, drainage works and utility coordination requires careful phasing, traffic management and stakeholder communication to minimise impacts on residents, businesses and other services.
- **Utility activity and third-party works:** Utility works, development activity and emergency excavations can disrupt planned programmes and affect the long-term performance of reinstated surfaces. Richmond continues to coordinate works, inspect reinstatements and protect recently maintained streets from avoidable repeat excavations.
- **Climate, trees and ground movement:** Hotter summers, intense rainfall and freeze-thaw cycles increase the risk of surface failure, cracking and drainage-related deterioration. As London's greenest borough, Richmond's attractive, tree-lined streets and riverside areas also require careful management of roots, verges, slopes and ground stability so that highway safety, access and environmental quality are balanced.
- **Funding, inflation and backlog risk:** Although recent funding increases support a more proactive maintenance programme, asset deterioration, construction inflation, traffic management costs and competing asset needs continue to place pressure on available budgets. The challenge is to maintain planned and preventative works while still responding effectively to safety defects, claims, public reports and emerging risks.

A2 Road condition

What do the condition bands mean?

Richmond undertakes condition surveys of its carriageways to understand condition, maintenance backlog and support investment decisions. Condition scores should be interpreted as follows:

-  **Green:** These roads are in a good condition. No further investigation or treatment is required.
-  **Amber:** The road may need maintenance soon.
-  **Red:** These roads are in a poor condition and should be considered for maintenance.

The published [official statistics for road condition](#) include more detail about the methodology, timing and coverage of this data. From 2026/27, Richmond will adopt a new AI-based road condition methodology aligned with the new PAS2161 data standard, ensuring consistent and comparable results that enable benchmarking across England. Local highway authorities will be required to use a PAS2161 accredited supplier for surveys – our new supplier meets this standard.

What is the condition of our roads?

Richmond monitors carriageway condition to monitor and assess the state of their condition. The following chart shows the condition of classified (A and BC) and unclassified (U) roads over time.

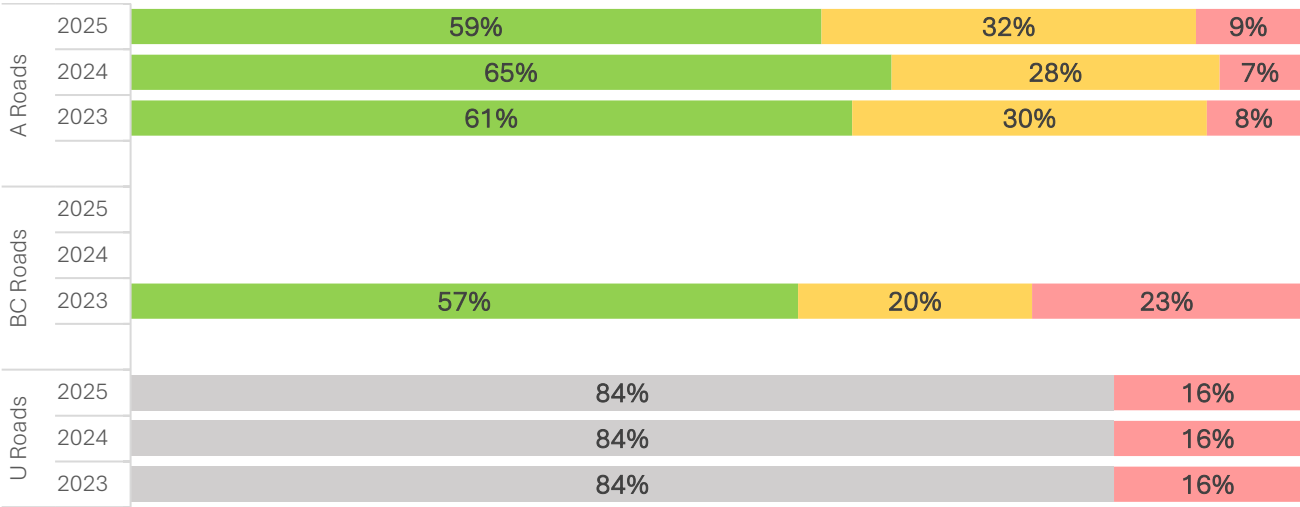


Figure 1: Condition of our roads by classification

The figure(s) provided for previous years have been revised from the figure(s) provided last year due to an unknown issue at the time of publishing. Therefore, the figure(s) may not match the FYE25



DfT published official statistics, however, this revision has been verified by DfT and will be updated in the FYE26 official statistics.

Additional Information on Carriageway Condition

Annual condition surveys for principal (A) roads, Richmond's most utilised strategic routes, are undertaken using the Surface Condition Assessment for the National Network of Roads (SCANNER) survey methodology through a pan-London approach which is coordinated by TfL and the London Highway Engineers Group (LoHEG).

On the remainder of its carriageway network, Richmond carried out a detailed visual inspection (DVI) survey of its non-principal classified (BC) and unclassified (U) roads in 2021/22. While these results are within the four-year reporting period for U roads, they fall outside the DfT's two-year reporting cycle for BC roads. While a more recent AI-based visual survey was undertaken in 2023/24, the results of these were not considered representative of the actual condition of Richmond's carriageway network and deemed to be not fit-for-purpose, and thus not reported.

Richmond are currently undertaking a condition survey in 2026/27 using the Vaisala RoadAI survey system. This complies with the DfT's new PAS2161 data standard that introduces a relatively standardised approach from 2026/27 onwards. These results will be reported in Richmond's Transparency Report in 2027/28, enabling comparable results for national benchmarking.

A3 Potholes and defects

What is a pothole?

Richmond defines a pothole as a depression or void in the road or pavement surface that poses a risk to highway users. They typically form due to water ingress, freeze-thaw cycles and repeated traffic loading, causing failure and loss of surface material. Defects that meet investigatory thresholds are risk assessed to determine the appropriate action and repair priority.

Repairs are scheduled where depressions exceed 25mm on footways or pedestrian crossings, or 40mm on carriageways. Defects below these thresholds may also be considered for repair where the inspection officer judges that they present a safety risk.

Potholes that pose a significant safety risk to highway users will be made safe by installing safety barriers, and where necessary, temporary repairs carried out within 3 hours of notification. Permanent repairs are then undertaken within 5 working days. Remaining potholes will be repaired within 7 or 28 working days, subject to risk posed by the defect, weather conditions and traffic management arrangements.

How are we tackling potholes?

In 2025/26, Richmond estimates that it repaired 3,494 potholes across its public highways through reactive maintenance activities.

Reactive Maintenance:

Richmond takes a risk-based approach to tackling potholes and other highway defects. Our policy is set out in our Highway Safety Inspection and Maintenance Procedures Policy, updated in 2025, aligned with industry guidance and best practice such as the Code of Practice for Well-Managed Highway Infrastructure.

Regular inspections are undertaken to identify defects posing a risk to highway users. Roads are inspected monthly, quarterly, six-monthly and annually. Strategic and high traffic roads are inspected more frequently, prioritising resources in high-risk areas. Defects are also identified through reports from the public, as detailed later in this section.

For defects meeting investigatory thresholds, a risk assessment is conducted to determine the risk posed to highway users. It considers the likelihood and potential impact of an incident. Higher-risk defects are prioritised for earlier response, while lower-risk defects may be addressed later or through planned maintenance.

Permanent repairs are prioritised at the first visit when it is safe and practical, avoiding repeat visits. Temporary repairs are used when resurfacing is already planned or where traffic management, material availability or utility constraints apply.

Planned Maintenance:

Richmond delivers annual planned maintenance programmes to renew or extend carriageway life, reducing long-term repair costs and improving network condition, described in Section A5 Our



plans for this year. Alongside traditional resurfacing schemes, the council plans to trial preventative treatments on roads in fair condition to address early-stage defects and promote a more proactive maintenance approach.

How can the public report potholes / defects?

Members of the public can report potholes and other highway safety defects in Richmond by:

- Submitting an online report via the [Council's website](#)
- Downloading and reporting via our My Richmond app from the [Apple Store](#) or [Google Play](#)
- Calling our emergency out of hours service on 020 8891 7999

What happens after a pothole is reported?

Public reports or enquiries received relating to potholes and other highway defects are logged in our asset management system. Each report is subject to an initial desktop risk assessment to determine whether the defect is on Council-maintained highway, and understand the risk posed to highway users.

We will aim to investigate the defect within the next 3 to 5 working days. An on-site risk assessment will be carried out by one of our highway inspectors to determine if repair is deemed necessary and response times as described beforehand. Defects outside of the Council's remit are referred to the relevant parties.

A4 Spend and funding

How much do we spend on highways maintenance?

Investment in the public highway network is critical to maintaining a safe, efficient and resilient network. With increased DfT funding from 2026/27 onwards, it is essential that available funding is targeted where it delivers the greatest benefit and is supported by cost-effective maintenance approaches that maximise value for money. A breakdown of how this is spent is provided below.

Table 1: Highway maintenance spend by asset class

Asset Class	2024/25	2025/26	2026/27 (projected)
Carriageways	£ 2,230,260	£ 5,575,115	£ 7,572,450
Footways	£ 1,396,840	£ 3,001,985	£ 2,997,550
Structures	£ 2,319,466	£ 3,339,090	£ 842,752
Drainage	£ 276,000	£ 289,000	£ 275,000
Lighting	£ 2,688,219	£ 1,168,300	£ 1,070,395
Other	£ 910,000	£ 910,000	£ 910,000
Total	£ 9,820,785	£ 14,283,490	£ 13,668,147

Where does our funding come from?

Our highway maintenance budgets are funded from various sources, as follows:

Table 2: Funding sources

Funding source	2024/25	2025/26	2026/27 (projected)
DfT / Government	£ 204,000	£ 664,000	£ 1,927,000
Other DfT Structures Fund	£ 0	£ 0	£ 600,000
Other Government/TfL	£ 200,000	£ 200,000	£ 60,000
Council / Third Party	£ 9,416,785	£ 13,419,490	£ 11,081,147
Total	£9,820,785	£ 14,283,490	£13,668,147

The DfT is providing funding in 2 parts: a **Baseline Allocation** and an **Incentive Allocation**. To secure the incentive allocation, the Council must meet several requirements, including submission of this Transparency Report by 10th September 2026 and demonstrating that it continues to follow best practice in maintaining and improving the highway network.

For 2026/27, Richmond's Baseline Allocation is **£1,194,000** with up to **£733,000** available through Incentive Allocation. This funding represents a significant contribution towards the Council's ongoing efforts to maintain, renew and enhance the Borough's highway assets.

A5 Our plans for this year

Highway maintenance plans for 2026/27

Richmond is continuing to deliver its various risk-based highways maintenance programmes in 2026/27, targeting investment where it provides the greatest benefit to the travelling public. We intend to deliver the following planned maintenance activities this year:

- Resurfacing approximately 15km of carriageways, ensuring roads are safe for use.
- Repaving approximately 17km of footways to ensure an appropriate level of service that promotes active travel, particularly walking and wheeling.
- Surface treatment of carriageways in 4 locations.
- Reconstruction of bus stops in 12 locations.
- Bridge inspections, maintenance and repairs of 14 structures.
- Drainage maintenance and repair work throughout the borough.
- Street lighting maintenance and repair works throughout the borough.

Full list of planned works

Richmond is committed to being open and transparent about where and how it invests in the highway network. Roads (carriageways) and pavements (footways) identified for planned maintenance works in 2026/27 can be seen in the following link: [Carriageway and Footway Planned Maintenance](#).

How are decisions made on maintenance plans?

Richmond applies a risk-based approach to developing maintenance plans to ensure funding is used efficiently. Every road in the borough is prioritised for maintenance based on a number of factors including:

- **Condition:** Condition plays a key part in the maintenance assessment process.
- **Use:** Traffic volumes and road functionality are considered to ensure that investment is targeted where it benefits the community.
- **Spend:** Recent reactive maintenance expenditure (e.g. filling potholes) is considered to identify opportunities to minimise less cost-effective reactive patching via planned works.
- **Public and Members Enquiries:** Are considered in the maintenance assessment process.
- **Inspector and Engineer Assessments:** Key to the process to validate and prioritise roads and maintenance programmes.
- **Claims:** Historical claims are considered to help identify roads with recurring issues and improve public safety.
- **Accidents:** Roads with high collision occurrences will be considered to enhance safety of road users.

Annual maintenance programmes are coordinated with works from other council departments, utility companies and private developers to reduce disruption.



Technical Annex

B1 Funding and spending

Further detail on our funding for highway maintenance and how this is spent is set out below.

Capital Funding

Table 3: Capital funding allocation sources by year

Funding sources		2024/25	2025/26	2026/27 (projected)
DfT	Highway maintenance capital allocation	£204,000	£664,000	£1,927,000
	Other capital allocated to highway maintenance (DfT Structure Fund)	£ 0	£ 0	£ 0
Other government capital allocated to highway maintenance		£ 200,000	£ 200,000	£ 60,000
Other capital allocated to highway maintenance		£ 6,548,426	£ 10,372,067	£ 7,927,447
Total capital funding allocated for highway maintenance		£ 6,952,426	£ 11,236,067	£ 10,514,447

Spending

Richmond Council confirms that it understands the answers in this section relate to compliance under the 2026/27 local highway maintenance incentive funding requirements.	Yes
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Table 4: Total capital and revenue highway maintenance spend

Funding stream	2024/25	2025/26	2026/27 (projected)
Total capital spend	£ 6,952,426	£ 11,236,067	£ 10,514,447
Total revenue spend	£ 2,868,359	£ 3,047,423	£ 3,153,700
Total spend	£ 9,820,785	£ 14,283,490	£ 13,668,147

While Richmond benefits from DfT funding, the majority of investment in the highway network is provided by the Council through its own capital and revenue funding. This significant local investment demonstrates the Council's continued commitment to maintaining, renewing and improving highway assets across the borough.

Carriageway maintenance spend

Table 5: Carriageway spend by maintenance type

Maintenance type	2025/26		2026/27 (projected)	
	Capital	Revenue	Capital	Revenue
Preventative	£ 300,000	£	£ 400,000	£
Structural	£ 4,422,500	£	£ 6,277,000	£
Patching	£ 250,000	£ 100,000	£ 250,000	£ 100,000
Total planned maintenance	£ 4,972,500	£ 100,000	£ 6,927,000	£ 100,000
Temporary repairs	£ 0	£ 0	£ 0	£ 0
Permanent repairs	£ 0	£ 602,615	£ 0	£ 545,450
Total reactive maintenance	£ 0	£ 602,615	£ 0	£ 545,450
Other carriageway spend	£ 0	£ 227,500	£ 0	£ 150,000
Total carriageway spend	£4,972,500	£930,115	£6,927,000	£795,450

For Richmond, carriageway spend is broken down based on planned and preventative treatment. Planned treatments have been defined as works programmed in advance through the capital maintenance programme, including preventative surfacing, structural resurfacing or reconstruction and planned patching. Reactive treatments are works carried out in response to safety inspections, public reports or defects recorded through maintenance systems.

The Council prioritises planned and preventative maintenance as the most effective way to manage the highway network.

B2 Maintenance activities

Table 6: Road resurfacing and surface treatment quantities

FY	Planned Maintenance			Reactive Maintenance	
	Preventative	Structural	Patching	Permanent	Temporary
2025/26	1.6km	15.25km	996m ²	3,413	n/a
2026/27*	2.0km	14.88km	1,000m ²	n/a	n/a

Reactive maintenance includes pothole, edge deterioration, fretting and make safe repairs. Further information on pothole numbers and repair types is provided in Section B3.

Does Table 6 reflect all carriageway-related road surface treatments and repair activities? If no, see further information on any other types of treatments delivered and their extent.	Yes
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B3 Pothole repairs

This section sets out how Richmond identifies and repairs potholes and other defects in carriageways, and how this activity fits within the wider maintenance approach.

Intervention criteria

Richmond uses risk-based investigatory levels to determine when to risk assess potholes or other carriageway defects to determine an appropriate response. **Table 7** sets out Richmond's investigatory thresholds for different defect types.

Table 7: Defect categories and investigatory levels

Defect Type	Investigatory Threshold
Pothole/Spalling	40mm depth
Pothole/Spalling - Pedestrian desire line/crossing	25mm depth
Crowning	40mm depth
Depression	40mm depth and 2m ² area
Rutting	40mm depth
Gap/Crack	40mm depth and 20mm wide
Sunken iron work	40mm level difference
Missing/Defective Anti-Skid	N/A

If a pothole or other highway defect meets this investigatory threshold, the safety inspector will undertake a risk assessment using the following risk matrix – this assessment will take into account:

- Risk impact: The extent of damage likely to be caused if the risk occurs.
- Risk probability: The likelihood of the risk occurring.

The matrix in **Table 8** below shows how risk impact and likelihood are assessed to generate a risk score, which is then used to determine the appropriate repair response times as shown in **Table 9**.

Table 8: Risk matrix

Risk Probability	Risk Impact			
	Negligible (1)	Minor (2)	Moderate (3)	Severe (4)
Very Low (1)	1	2	3	4
Low (2)	2	4	6	8
Medium (3)	3	6	9	12
High (4)	4	8	12	16

Table 9: Defect priority response times

Risk Factor	Response Time
16 (Red)	3 hours to attend site and make safe, permanent repair within 5 working days.
9 – 12 (Amber)	7 working days to make safe, permanent repair to be carried out where possible.
6 – 8 (Yellow)	28 working days to make safe, permanent repair to be carried out where possible.

Pothole maintenance

Description	Potholes
Number of potholes filled in 2025/26	3,494
of which, Richmond estimates were resolved using the following approaches:	
Planned repair / patching	No data held
Planned structural	No data held
Temporary reactive repairs	n/a
Permanent reactive repairs	3,494

Richmond does not record pothole repairs completed as part of planned maintenance programmes. These treatments address wider areas of carriageway deterioration, and any pothole repairs undertaken within the works are not recorded separately.

CAUTION FOR READERS: Authorities have different criteria for identifying potholes and different methodologies for counting how many they have filled or resolved. Summing the figures in the above table across authorities will therefore not provide a reliable estimate of the total number of potholes filled across England.

Prices of pothole interventions

Unit cost (permanent pothole repair)	Not provided	Unit cost (temporary pothole repair)	Not provided
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Richmond operates under a lump-sum contract that includes winter-maintenance and reactive maintenance cost, so separate unit costs for pothole repairs are not available.

Defect repair quality

Do you set requirements to those delivering repairs about the longevity of both a) planned repairs/patching, and b) reactive repairs using permanent methods?	Yes
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If yes, do you base your material and process specifications on these longevity requirements?	Yes
Do you regularly monitor the appropriateness of the carriageway interventions chosen by your workforce or contractor and the quality of work delivered?	Yes
If yes, do you systematically record information about expected and delivered longevity of repairs?	Yes

Richmond specifies the material and process requirements for its major highway works term contractor, FM Conway. Longevity and performance are achieved through compliance with these specifications and supported by contractor guarantees. Each defect is logged into Confirm with an attached date of when the repair was completed. Random post-inspection checks are undertaken by inspection and enforcement officers to assess work quality, in accordance with the Highway Safety Inspection and Maintenance Procedures Policy. Planned works are subject to a four-year maintenance period, during which defects are rectified at the contractor's expense. Such defects are used to monitor repair longevity and workmanship quality.

Public reporting system for defects and other issues

Are defect reports from the public routinely used as an input into maintenance planning and inspection regimes?	Yes
Do you inform users about the outcomes from their feedback, including when no action is to be taken?	Yes

Public enquiries and claims are considered during development of annual maintenance programmes to improve public safety on the highway network.

Ad-hoc inspections are undertaken within 3 to 5 working days of an enquiry or complaint, in addition to scheduled walked inspections as set out in our Highway Safety Inspection and Maintenance Procedures Policy.

Richmond provides updates on the outcome of public reported potholes and highway defects, typically within 10 days of receipt, using email and telephone communication where appropriate.

Tools used for reporting

The public can report highway defects through the [council's website](#) or via the My Richmond app from the [Apple Store](#) or [Google Play](#). An urgent report regarding a defect presenting a major safety risk can be made through the council's emergency out of hours service on 020 8891 7999.

B4 Highway structures

Highway structures represent one of the highway assets maintained by Richmond, playing a key role in supporting the connectivity across the River Thames. General and principal inspections are routinely carried out to identify defects and assess asset condition. Safety-critical defects requiring prompt attention are repaired reactively, while remaining defects and asset condition improvements are addressed through planned maintenance programmes.

Description	Answer
Number of highway structures maintained by Richmond	84
Highway structures with interim measures in accordance with CS470	3
General Inspections (GI)	
Number of structures due a GI in 2025/26 in accordance with CS450	11
Number of GIs carried out in 2025/26	11
Principal Inspections (PI)	
Number of structures due a PI in 2025/26 in accordance with CS450	11
Number of PIs carried out in 2025/26	11

B5 Asset management

This section focuses on asset management practices that underpin how the authority plans, prioritises and delivers highways maintenance. It is intended to provide confidence that decisions are evidence led, risk based and aligned to whole life value, in line with the Code of Practice for Well Managed Highways Infrastructure.

Asset management strategy and policy

Richmond Council confirms that it understands the answers in this section relate to compliance under the 2026/27 local highway maintenance incentive funding requirements.	Yes
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Richmond is in the process of updating its Highway Asset Management Plan (HAMP) to set out its strategic framework for how it plans, prioritises and invests in maintenance across its public highway infrastructure. It sets out various aspects ranging from performance objectives and financial strategies to lifecycle plans and sustainability commitments.

A commission is currently in place to update our HAMP and is planned for completion by May 2027 to ensure compliance by 30th September 2027.

Asset data

Richmond maintains asset inventory and condition data across its key highway asset groups to support evidence-led maintenance planning and investment decisions. The table below sets out the current status of inventory and condition data held for each key asset type.

Table 10: Information on quality of highway asset data held

Asset	Asset inventory	Condition data
Carriageways	Full	Full
Footways and cycleways	Full	Full
Highway structures	Full	Full
Drainage assets	Full	Full
Street lighting	Full	Full
Traffic signals	TfL maintain traffic signals across London	

Richmond maintains asset data through Confirm and Causeway Horizons. Carriageway and footway condition data is used to assess overall asset condition. Richmond will adopt a PAS 2161 accredited survey from 2026/27 onwards, improving data coverage and consistency. Drainage condition data includes gully silt levels and inspection records collected during routine cleansing. For highway structures, findings from general and principal inspections are recorded on



BridgeStation. Street lighting condition is assessed through visual, structural and electrical inspections, providing information on column structural condition and electrical performance. Inventory changes arising from works are updated within relevant systems.

Asset data integration and management

Asset inventory and condition data for our key highway assets is primarily managed via:

Discrete spreadsheets or documents held by individual teams	
Multiple digital platforms with limited integration	
Single digital platform or a set of connected platforms used across service	X
Other	

Richmond's highway asset data is primarily managed through Confirm and Causeway Horizons. These systems hold our asset inventory, inspection records, condition data and works orders. Causeway Horizons enables the Council to visualise asset inventory and maintenance activities through interactive maps and dashboards, supporting strategic decision-making. Selected information, including streetworks and planned maintenance, is also available to the public through interactive mapping tools. Highway structures are managed through BridgeStation, as for all London Boroughs under the pan-London approach set out via the London Bridge Engineers Group (LoBEG).

Lifecycle planning and investment decision making

This section sets out how we use lifecycle planning to inform maintenance investment decisions, rather than relying solely on reactive demand or short-term pressures.

Do you use lifecycle plans for carriageways to support investment decisions?	Yes
Do you use lifecycle plans for footways to support investment decisions?	Yes
Do you use lifecycle plans for structures to support investment decisions?	Yes

Richmond uses lifecycle planning to develop strategic maintenance investment plans across asset groups, ensuring the right intervention is delivered at the right time to maximise asset life and value for money. Condition data, safety inspections, maintenance programmes and deterioration modelling inform lifecycle planning.

In August 2024, Richmond commissioned a consultant to carry out a lifecycle planning exercise on carriageways and footways. Findings from the exercise include that vast investment is needed to maintain and improve network condition. The finding also resulted in an increase to budget allocation in 2025/26. Lifecycle planning for structures is undertaken within BridgeStation, enabling future maintenance, renewal and funding requirements to be forecast and prioritised.



Performance and continuous improvement

This section sets out how we monitor the effectiveness of our asset management approach and use performance information to inform ongoing investment and prioritisation decisions.

Do you have a defined set of key performance indicators (KPIs) to monitor the outcomes of your highways asset management approach?	Yes
Are these KPIs reviewed on a regular basis (at least annually)?	Yes
Are KPI trends used to inform maintenance planning, prioritisation or changes to forward programmes or investment decisions?	Yes
Have you conducted a value for money review or peer review of your service in the last 3 years	Yes

Richmond has a set of KPIs for monitoring the performance of its highway service which will be included in the HAMP currently in development. This will cover defect repairs, condition and funding. KPIs are reported and reviewed annually to identify performance trends, inform funding priorities and maintenance programmes. Richmond incorporates value for money assessments into the procurement and renewal of term service contracts to ensure funding is used effectively and services delivered at a high standard. Performance is monitored through local measures and external benchmarking, including Annual Local Authority Road Maintenance (ALARM) Survey, DfT Transparency reporting requirements.

Richmond upon Thames and Richmond Councils operate a Shared Service Arrangement for all Highway Services. The services have been subject to peer review within the last three years. Richmond incorporates value for money assessments into the procurement and renewal of term service contracts to ensure funding is used effectively and services delivered at a high standard.

B6 Footways and cycleways

Richmond maintains an extensive network of footways and cycleways that support active travel across the borough. The authority adopts a risk-based approach, combining reactive repairs with planned maintenance to keep walking and cycling infrastructure safe, accessible and serviceable.

Do you have a defined footway hierarchy (e.g. based on footway function and usage levels) that underpins a risk-based approach to inspection frequencies and maintenance programmes?	Yes
Are priority footways and cycleways included in your winter service (e.g. gritting or snow clearance), and in a routine programme for keeping them clear of overgrown vegetation and debris (e.g. sweeping, cutting back)?	Yes

A summary of Richmond's 2026-27 forward maintenance programmes for cycleways and footways:

Asset	Structural	Preventative
Footways	17km	0km
Cycleways	0km	0km

Richmond's cycle network majoritly consists of non-segregated cycleways. Maintenance is therefore incorporated within wider carriageway and footway programmes.

Richmond uses a risk-based approach to maintaining footways and cycleways through planned and reactive maintenance. Annual programmes are developed using condition, function, defect history, public enquiries and claims records, prioritising assets in poor condition, heavily used, or with recurring defects and claims.

Reactive maintenance is delivered through repairs identified during inspections. Strategic and high-traffic footways and cycleways are inspected more frequently, ensuring defects on higher-risk routes are addressed promptly. Public reports also inform repair works.

Strategic footways and cycleways remain resilient during extreme weather through the [Winter Service Plan](#).

Evidence summary

Richmond has a footway hierarchy that considers traffic volumes, traffic generators, essential services and bus routes. This is set out in the Highway Safety Inspection and Maintenance Procedures Policy. This hierarchy informs inspection frequencies and planned maintenance, prioritising strategic routes.

Priority footways and cycleways defined in the [Winter Service Plan](#) are treated reactively during snow events, including heavily used routes serving town centres and high streets.

Routine street sweeping, vegetation and weed cutbacks are undertaken by the council, with grass verges maintained by the Parks Team. Public reports on street cleaning issues and overgrown vegetation are addressed alongside routine programmes.

B7 Drainage

Due to Richmond’s extensive frontage on the River Thames, effective drainage maintenance is essential to mitigating the risk of flooding, ensuring that the public highway network is resilient and durable, and properties are safe from damage.

Table 11: Drainage maintenance expenditure by approach

Planned, 70%	Reactive, 30%
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Richmond continue to manage its highway drainage network via planned cyclical cleansing with reactive intervention. However, it has recently put in a new IT system in place to gather more asset data and maintenance records to help inform working towards a risk-based approach to managing its highway drainage network. Once implemented, this will ensure the Council can target resources where they are most needed.

Does your authority utilise a digital drainage management platform, covering asset inventory, inspection history, sensor data, and risk scoring?	Yes
Do you maintain a record of locations where drainage issues are known to cause or contribute to carriageway deterioration or surface water ponding?	Yes
Do you utilise smart sensors or other remote monitoring technologies to monitor performance of your drainage assets?	Yes

Richmond manages its drainage assets using Confirm, which provides a centralised repository for asset inventory, inspection records, defect information and maintenance history. To support a data-driven approach to drainage maintenance, Richmond uses smart sensors to monitor silt accumulation and performance within key gullies. The insights gained help identify drainage issues and targeted cleansing activities to optimise maintenance throughout the network.



B8 Skills and training

This section outlines Richmond's approach to ensuring that those managing highway assets and delivering maintenance activities have the appropriate expertise, supporting the consistent delivery of high-quality and effective services.

Do you have an up-to-date training and development plan for those responsible for highways asset management in your authority?	Yes
Do you or your main highways contractors support professional development through a recognised professional training scheme?	Yes
Does your authority contribute towards the cost of professional membership or professional development required for relevant highways roles?	Yes
Do you employ a professionally qualified engineer (e.g. Chartered Engineer or equivalent competence) responsible for the management of highway structures?	Yes
Does your authority define competence requirements for key highways asset management roles and take steps to address any identified gaps?	Yes
Do you or your main contractors support early career development in your local area (e.g. apprentice schemes, traineeships or pre-apprenticeship programmes, sponsored qualifications (e.g. HNC/HND, degree, MSc), graduate schemes etc	Yes

Richmond conducts annual appraisals for staff responsible for managing the highway network, assessing performance against role-specific competency requirements and identifying actions to address any gaps.

Professional development is supported for staff to achieve professional qualifications, coordinated by the business development team and training delivered by external providers, including colleges. The Council also supports the costs associated with professional training and development.

Chartered Engineers are employed by the Council for the management of Engineering Group 1,3 and Engineering Group 2 including highways structures. Special highway structures capability is also available through use of specialist external consultants. The Council supports early career development through apprenticeships and graduate programmes, as set out on the [Council's website](#) and by FM Conway, Richmond's term contractor.

B9 Resilience and adaptation

Adapting roads to withstand climate pressures

Climate and environmental factors, such as heavy rainfall, prolonged heat, and freeze-thaw cycles, are integral to effective highways asset management, as they influence asset performance, deterioration rates and long-term resilience. Understanding both the impacts of a changing climate and the carbon implications of maintenance activities supports better decision-making, helping us to optimise durability, manage risk and deliver best whole life value from their assets.

Have you updated your asset management policy and strategy to reflect the increased probability of extreme-weather and/or geohazards now and in the future?	No
Have you identified your resilient network and agreed this with senior decision-makers?	Yes
If yes, when was this last updated?	June 2010
Have you identified locations that are repeatedly affected by extreme weather (e.g. flooding, heat damage, storms)?	Yes
Have you measured and benchmarked the greenhouse gas emissions from your highways maintenance service using a recognised industry standard? Or do you have arrangements in place to do so (e.g. ADEPT Carbon Leadership Programme)?	Yes
Have you formally engaged with the ADEPT Live Labs 2 Programme to understand what lessons your authority can utilise to increase the efficiency of your operations and support decarbonisation efforts?	No
Climate-adaptation measures currently implemented on Richmond's network	
Targeted drainage upgrades or maintenance	Yes
Natural flood management / SuDS	Yes
Targeted slope / ground stability / landslip mitigation	Yes
Heat resilient materials or surface treatments	Yes
Tree planting / shading for heat management	Yes
Other	No
None of the above	No

A resilient network is defined to remain operational during extreme weather, including snowfall ([link](#)).

The [Local Flood Risk Management Strategy \(LFRMS\)](#) outlines the recording of flood incidents to inform targeted mitigation measures, including SuDS schemes such as Marlow Crescent and drainage upgrades.

Landslip issues are assessed on a site-specific, risk-based basis, with specialist investigations undertaken where necessary.

Carbon benchmarking of FM Conway's highway maintenance activities has been undertaken to identify opportunities for reducing emissions, while FM Conway's heat-resilient surface treatments are used in maintenance works.

The [Adaptation and Resilience Strategy](#) promotes tree planting as a nature-based solutions for urban cooling.

B10 Innovation

Richmond is committed to continuous improvement in the way its highways maintenance service is planned and delivered, embracing innovative materials, techniques, technologies and processes where these can improve network performance, reduce costs, lower carbon emissions or minimise disruption to road users.

Do your procurement and contracting approaches encourage and reward innovative practice?	Yes
Can you demonstrate that innovative materials and practices are regularly reviewed and, where appropriate, integrated into business-as-usual operations?	Yes
If you have conducted innovation trials, have you shared the findings of these publicly or with professional networks?	No

Innovation represents one of the agenda items discussed during regular contractual meetings with Richmond's major term contractor, FM Conway. Emerging materials, treatment techniques and delivery methods are regularly reviewed. Where appropriate, they are trialled and evaluated, with successful innovations adopted into routine operations where they demonstrate clear value and performance benefits.

Plans to publicly share innovation trials in collaboration with FM Conway is currently in progress and will be delivered the next financial year.

Examples of innovation adopted

Richmond has adopted several innovations within the highway maintenance service:

- **Materials:** Highway material works are sustainably sourced or recycled, reducing carbon emissions, including warm-mix asphalt.
- **Repair Methods:** Thermal road repairs are used to address planned and reactive maintenance for localised failures such as crack repairs and ponding within the highway while reducing virgin material use.
- **Streetworks management:** Street works are coordinated through a centralised Network Management system, with real-time monitoring and public updates provided via Causeway Horizons. This enhances coordination between works promoters, improves visibility of activities and helps minimise network disruption.
- **Electric vehicle fleet:** FM Conway, Richmond's term contractor, utilises electric vehicles within its fleet to help reduce carbon emissions associated with highway maintenance activities.
- **AI surveys:** Carriageway condition data is collected using AI-based survey technology, enabling consistent, network-wide assessments and improving the efficiency and objectivity of condition monitoring.

B11 Utility companies

Utility companies and highway authorities carry out a significant volume of works on the public highway each year, with a direct impact on network availability, surface condition and the experience of road users. Richmond works to minimise the disruption caused by these activities through monitoring, enforcement and coordination with utility companies and other stakeholders.

Work to reduce disruption to road users

Do you routinely monitor and enforce utility works quality as part of your streetworks management?	Yes
Have you undertaken a senior-endorsed assessment of whether a lane rental scheme would be suitable for your area?	Yes
Do you seek input from utility companies when determining your highways maintenance programme to help reduce disruption?	Yes
Have you conducted and published a permit scheme evaluation within the last three years?	Yes
Have you conducted a traffic sensitive review in the last three years?	Yes

Richmond operates a robust permit scheme, updated in 2020, coordinating and approving utility and highway works through a centralised Network Management system to reduce congestion. Regular coordination meetings are held with utility companies and key stakeholders to discuss upcoming works, resolving potential conflicts. Utility works are monitored through real-time systems and inspections with non-compliance to timescales or quality addressed promptly. Traffic-sensitive streets are identified to inform permit decisions and reduce disruption on sensitive routes. Engagement with TfL has been undertaken to adopt the London Lane Rental Scheme on the most traffic-sensitive routes, encouraging efficient practices and minimising disruption.

B12 Highway contracts

Richmond is committed to the effective management of highway contracts, ensuring carriageway maintenance activities, including structural maintenance, planned repairs and patching works, are delivered efficiently, cost-effectively and to a high standard of quality.

Managing contracts effectively

Does your authority retain in-house technical capability to independently assess maintenance interventions proposed by contractors?	Yes
Do you routinely analyse actual unit costs (for example £/m ² of road surface treatments, or £/pothole repair) for core highways maintenance activities delivered under contract and compare them against benchmarks or historic performance?	Yes
Do you have defined KPIs for your highways maintenance contract(s), and are they actively monitored by your authority to manage performance?	Yes
If reactive pothole repairs are delivered by a contractor, do your contracting arrangements incentivise single-visit permanent repairs where it is safe and appropriate to do so?	Yes

Further context

Carriageway maintenance activities are mainly carried out by Richmond's term contractor, FM Conway, supplemented by the council's in-house Direct Labour Organisation (DLO) maintenance workforce. The DLO workforce carries out reactive repairs while FM Conway carries out more intensive permanent reactive repairs and planned maintenance. Maintenance interventions to be used by FM Conway are set out by Richmond through contractual arrangements. However, in instances where FM Conway proposes innovative or new interventions using their expertise and experience, Richmond reviews and assesses the suitability of adopting proposed interventions.

Evidence summary

Unit costs are reviewed during tendering and contract extensions to ensure value for money while maintaining quality standards. Competitive procurement, supported by comparisons with previous contract rates and market conditions, provides assurance that costs remain reasonable. Contractual KPIs are used to monitor FM Conway's performance, with regular noted meetings identifying trends and addressing underperformance where necessary. Permanent repairs are prioritised where safe and practical to minimise repeat visits as set out in the Highway Safety Inspection and Maintenance Procedures Policy. Temporary repairs are used where resurfacing is planned or where traffic management, material availability or utility constraints prevent immediate permanent repair.