



Medway Council

Highway Infrastructure Contract

Annual Service Review

2019 to 2020



Our Assets

- 827km of Adopted Highway
- 46,198m of Crash Barriers
- 35,439 Gullies
- 5,833 Highway Signs
- 25,870m of Pedestrian Guard Railing
- 262 Bridges
- 174 Retaining Walls
- 6,904 Street Nameplates
- 601 Traffic Calming Measures
- 474 items of Street Furniture
- 164 Roadside Ditches
- 288 Soakaways
- 484 Salt Bins
- 571 Traffic Islands
- 1,917 Illuminated Signs
- 26,844 Street Lights
- 8,901 Bollards
- 98 Belisha Beacons
- 1,296 Illuminated Bollards





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Executive Summary

The Highway Infrastructure Contract (HIC) commenced on the 1st of August 2017 and is a 5-year contract with the option of annual extensions (from Year 3 of the Contract) for a further five years to 31st July 2027 subject to contract performance. The HIC was procured via a Restricted Official Journal of the European Union (OJEU) process. This involved a Stage 2 process, encompassing a Pre-Qualification stage, followed by a Tender stage, which composed of pre-selected contractors from the Pre-Qualification Stage. The contract was awarded to Volker Highways. The scope of the HIC covers all Highway functions including the provision for Highway Construction Projects and Professional Services.

This Annual Performance Review shares the work undertaken during this period to maintain and improve the highway network and the journeys of all our stakeholders.

Medway Council's Front Line Services (Highways) key focus is to deliver essential maintenance to connect people, maximise resources and aid the delivery of growth and prosperity, while putting our customers at the heart of everything we do.

During this past year we have been working closely together to deliver significant improvements towards the highways service. The [Highways Asset Management Plan](#) sets out how the Highway Service will be delivered and supports Medway Council's Corporate Priorities and Highway Policies. This encourages the implementation of good practice, which will create an environment for effective and efficient delivery and enable capital funding to maximise its return.

Management of the network, innovation and collaborative planning has been the key aspect to our drive for continuous improvement, as shown in the recent independent National Highways and Transport Network (NHT) Survey results.

It is vital that the key focus of our partnership continues into 2021 and beyond to deliver these services to a standard that meets the high expectations of all Medway residents in going about their daily business and complement the driving force in the heart of Medway Council's Strategy in relation to People, Place and Growth.

Overview

Medway Highway Services continue to strive to deliver excellent services

Delivering key objectives

The third year of the partnership has, like many other Highway Authorities, had to deal with competing demands for investment. With asset conditions naturally deteriorating and national funding levels historically not set to maintain and improve the network, year on year pressures increase the need to provide effective and efficient services. In respect of Medway Council's core objectives, the team has successfully delivered against:

Core Objective	What has been delivered
People – Older and disabled people living independently in their homes	Social Value – Investing in support of vulnerable people to the value of £22,272
People – All children achieving their potential in school	Social Value – Contribution to education via curriculum engagements and 31 weeks of work placement and training opportunities
Place – Put Medway on the map	Large regeneration projects carried out under the Highway Infrastructure Contract such as Strood Regeneration and Rochester Riverside
Growth – A strong and diversified economy	Social Value – Local employment to the value of £1,776,431
Growth – Residents with jobs and skills	Social Value – Local employment value of £1,776,431 plus 31 weeks of work placement and training opportunities
Growth – Getting around Medway	Almost 20,000 works orders completed, including 3,966 carriageway potholes. In addition, 18,779 gullies cleaned, 1,804 Highway Inspections completed, 7,400 Streetworks Permits approved and 1,081 Emergency Call-Outs actioned

Effective management of budgets

The partnership has worked closely to successfully deliver the service whilst mitigating the impact of oversubscribed budgets.

This has been achieved in several ways:

- There was a total of £11,928,443.83 contract spend in 2019/20.
- Using Medway's Asset Management System, Confirm, which delivers all aspects of work ordering, via the HIC and is also used by Volker Highways, a series of dashboards were created which enables a range of information to be seen at a glance, including contract spend, live job status' and performance targets. This graphical interface allows for easy investigation into areas of concern where more in-depth reports can be issued.
- A drainage review was undertaken as part of the phased adoption of the new Code of Practice (CoP) for Well Maintained Highways (October 2018). This new CoP promotes a shift to "Risk Based Management Principles" and whilst the CoP is not mandatory, it does form a key evidence base for securing Department for Transport (DfT) Self-Assessment Incentive Funding.
- The new drainage service standard generated cashable efficiencies which were re-invested into areas of drainage maintenance; specifically, linear drainage, soakaways and culverts.
- We also increased targeted cleaning to the resilient network and flood areas to help reduce reactive cleansing needs.
- Delivered to programme and budget the Street Lighting Column Replacement Programme that resulted in 1914 columns being replaced representing a £2.72m investment into the Street Lighting Network.
- Renegotiation of the White Lining Programme so that it is now delivered on a five-year cycle down from a ten-year cycle at no additional cost to Medway Council.
- A new payment timetable was established, which saw 98% of requests for payment made on time.
- 4,299 variation orders were raised to ensure correct final measures/costs on all jobs.
- Secured through collaborative working Department for Transport Challenge 2B Funding of £4.9 million for Medway Tunnel and Road Infrastructure Works.

Effective governance

In agreement with Volker Highways' Management Team, we have improved our contract governance by streamlining meetings so that the relevant staff from both organisations are working more collaboratively together. In addition to these changes, a new Strategic Board has been established with Senior Management from both organisations that meets on a quarterly cycle. The Strategic Board's focus is the strategic overview of the contract, focusing on contract deliveries and outcomes.

New Governance Structure

Operational meetings are held on all five major work streams to discuss current works, programming, new up and coming works, current financial position and any issues raised in the review period. There is also a Contract Operational Management Board that meets bi-monthly. The programme of meetings is identified below:

<u>STRUCTURES</u>	<u>DRAINAGE</u>	<u>PROGRAMMED & REACTIVE</u>	<u>CAPITAL SCHEMES</u>	<u>STREET LIGHTING</u>	<u>CONTRACT OPERATIONAL</u>
Meets the second Tuesday of the month	Meets the second Tuesday of the month following the Structures meeting	Meets the second Thursday of the month in the morning	Meets the second Thursday in the month in the afternoon	Meets bi-weekly	Meets bi-monthly
Reviews works programmes	Delivers Operational Objectives	Reviews programmes	Delivery programme	LED Contract	Reviews all work streams of the Contract
Discusses programmed inspections	Agrees cyclical regimes	Receives reports	TMA - Streetworks co-ordination	Maintenance & Repairs	Reviews Key Performance Indicators and progress
Reviews Performance	Reviews Performance	Delivers Operation and Strategic Objectives	Finance applications	Festive Lighting	Resolves issues raised up from Operational Meetings
		Authorises changes to contract	Agrees Annual Plan	Bulk Lamp Change & Electrical Testing	
		Encourages new initiatives	Reviews performance	Structural Testing	
			Delivers strategic objectives	Architectural Lighting Programmes	
			Authorises changes to budget, payment mechanisms	Housing Lighting Stock	

Contract Headlines



Over 9,900 enquiries received



Over 19,250 works orders completed



More than 3,966 carriageway potholes filled



Over £11 million invested



18,779 gullies cleaned



Over 7,400 Streetworks permits approved



1,804 Highway Inspections carried out



98% of all Works Orders completed on time



Over 1,000 emergency call-outs actioned

Performance

The Highway Infrastructure Contract (HIC) commenced in August 2017 and is a 5-year contract with provision for annual extensions, subject to Key Performance Indicator (KPI's) Targets being met for a further five years until July 2027.

Performance management is vital to ensure the effective management of the contract and provide clear and demonstrable evidence of the success of the highways service in meeting the annual performance level requirements.

The contract is measured via a suite of KPI's which have been developed and are reviewed, to ensure we are positively contributing to the council's outcomes. The model consists of a range of both Service and Business Performance Indicators, with challenging targets to drive improvements to the service.

Performance is measured through:

- The Confirm Asset Management System tracking works ordering through to payment processing and job closure. This includes works planning, programming and estimating which ensures each job reflects the most up to date information, at any point during the delivery process.
- Volker Highways Health and Safety system which records all data that feeds accident and injury statistics, providing data on the Medway Contract but also data from across the entire Volker Highways business to contextualise this.
- Volker Highways corporate payment system which records all invoices paid to third parties in the supply chain and their timeliness, providing data on the Medway Contract but also the entire Volker Highways business to allow a monthly comparator, denoting contracts within acceptability.
- Medway Council and Volker Highways both undertake quality assurance checks, of works, undertaken, via the HIC, both whilst ongoing, via site visits or after completion for quality and completion compliance. Non-compliance is reported back to Volker Highways for agreed resolution.

Monitoring and measuring outputs enables us to use data to calculate percentage achievements across the KPIs laid down in the contract.

The KPI's for the HIC are split between Service and Business indicators and are structured around 6 Contract Themes of Quality, Service Provision, Finance & Adherence to Programme, Customer Care and Added Value as detailed in Table 1.1 below. All are measured on a monthly basis.

Table 1.1 – Contract key Performance Indicators

KPI Main Theme	Total KPI's	Generic Description
Operation of the Contractor's Quality Management System	7	This includes KPI's associated with reportable incidents, accidents or minor injuries. Details into monthly performance targets met and any non-compliance with internal audits.
Adherence to Programme	8	Outlines the percentages of activities or works completed within the specified time period. This can also include items associated with fixed penalty notices or winter service targets.
Financial	5	Includes financial performance targets such as numbers of works completed within a defined reporting period, or payment request issue deadlines. Any monetary value saved through discount tables within the HIC is also monitored.
Service Provision	3	This includes the delivery of agreed commitments made at tender stage and covers street lighting performance targets.
Customer Care	3	Covers complaints or claims made against the contractor with defined reporting periods. Customer questionnaires are also included within the KPI theme.
Added value	4	This consists of the effective management of site waste and the use of local suppliers either in Medway or Kent. This also covers supporting a graduate or apprentice scheme.

Of the total 30 KPI's, there are 13 Service Performance Indicators and 17 Business Performance Indicators as shown in Appendix 1.

- Business Performance Indicator: To be reported on a quarterly basis to the Service Manager.
- Service Performance Indicator: To be reported at the bi-monthly contract meeting.
- All KPI evidence reviewed quarterly.

Those that fall within the service performance category affect any extension or reduction of the contract term. A maximum monthly score of 65 points are available, meaning the annual maximum score is 780.

In order to secure an extension to the contract, Volker Highways need to score a total of 764 points or above throughout the contractual calendar year, as detailed in Table 1.2.

Table 1.2 – Contract Extensions or Reductions

Contract Performance	Annual Score
Loss of Years - Maximum one-year contract loss triggered by performance of less than 95% (down to a minimum period of five years)	Scoring 740 points or below annually
Restoration of Years - Maximum one-year restoration per contract year based on two consecutive years 96%+ performance	Scoring between 741 to 763 points annually
Contract Extension - Maximum one-year extension if no reduction in previous years and 98%+ performance (up to a maximum ten years)	Scoring 764 points or above annually

The score achieved for year 3 of the HIC contract was 770 points, meaning an additional year was awarded.

The value of the Highway Infrastructure Contract Extension:

- Provides an opportunity (subject to extension provision tests being met) for a long-term contract partnership to be built for Highways Contract Delivery;
- It reduces the one-off cost cycles for procuring and mobilisation for new contracts;
- Long-term Contracts tend to generate greater economies of scale and contract efficiency opportunities.

Planned Highway Resurfacing

Medway Council's annual carriageway and footway programme delivers targeted investment into the Road Network

Medway Council as a Highway Authority, has a statutory duty to maintain the public highway, but fulfilling that duty with such an extensive network can be challenging. The process involved during scheme selection helps justify why it is important for there to be a sustainable assessment and prioritising process in place, to ensure that funding is spent responsibly by concentrating on the most deteriorated areas of the Highway Network.

Before considering a part of the highway for resurfacing, the potential scheme is scored using an assessment pro-forma matrix system. This matrix takes several influencing site factors into consideration with each providing individual scores. These scores are totalled together to provide an assessment priority rating for the scheme. This priority rating helps to identify the overall condition of the scheme when comparing it with the other areas of the highway assessed across Medway. Those schemes that have scored highest are automatically selected when putting together a programme of resurfacing schemes for the coming financial year. This system ensures that those parts of the highway in most need of maintenance are selected for resurfacing.

Both the carriageway and footway matrix is composed of six major assessment categories, with each of these having several minor assessment categories within it.

A Highways Engineer will always carry out an onsite inspection of the area to

assess each of the categories (both major and minor). A final rating, between 1 and 4, with 1 being the highest, is established, based on the points scored (maximum 280), as detailed below:

- Priority 1 – 135-280 points
- Priority 2 – 90-134 points
- Priority 3 – 45-89 points
- Priority 4 – 0-44 points

Carriageway Resurfacing 2019/2020

The table below shows the maximum achievable scores for each carriageway assessment category

Carriageway Assessment Matrix		
Assessment Group	Description	Maximum Achievable Score
Condition	Highway scanner results	60
Safety	Existing site difficulties, schools, hospitals or retirement homes	35
Environmental	Forming part of the resilient network or containing bus routes or level crossings	40
Accessibility	Noise impacts	5
Third Party Involvement	Highways Inspectors or other Highway departmental involvement	15
Visual Inspection	Visual assessment undertaken by Highways Engineer	125
Total		280

Those carriageway areas scoring closest to 280 are most likely to be included in future resurfacing schemes.

The current budget for the carriageway resurfacing programme is focussed on Priority 1 sites as these are in the worst condition and in greatest need of resurfacing.

During the contract period August 2019 to July 2020 Medway Council completed 21 carriageway resurfacing schemes totalling £1,262,189.06 that equated to 6,986 linear meters and a total of 42,253 square meters of the network.



Wilson Avenue, Rochester

All road classifications were captured within the programme of works, as detailed in the table below and several different materials and processes were used based on the existing materials and its suitability.

Road Class	Total Spend	Length	Area
A Class	£165,975.69	530	5,566
B Class	£37,836.08	94	6,666
C Class	£180,897.67	1,571	9,727
Unclassified	£877,479.62	4,791	26,294
Total	£1,262,189.06	6,986	42,253

Footway Resurfacing 2019/2020

The table below shows the maximum achievable scores for each carriageway assessment category

Those footway areas scoring closest to 280 are most likely to be included in future resurfacing schemes.

Footway Assessment Matrix		
Assessment Group	Description	Maximum Achievable Score
Condition	Highway scanner results	60
Safety	Existing site difficulties, schools, hospitals or retirement homes	30
Accessibility	Forming part of the resilient network or containing bus routes or level crossings	40
Civil Rights	Pedestrian Environment	10
Third Party Involvement	Highways Inspectors or other Highway departmental involvement	15
Visual Inspection	Visual assessment undertaken by Highways Engineer	125
Total		280

As with the carriageway, the current footway budget for resurfacing is focussed on Priority 1 areas.

During the contract period August 2019 to July 2020 Medway Council completed 13 footway resurfacing or patching schemes costing a total of £520,400.14 that equated to just over 5,000 linear meters and a total of 10,641 square meters of the network.

Three of the four road classifications were captured within the programme of works as detailed in the table below.

Road Class	Total Spend	Length	Area
A Class	£7,880.74	119	214
B Class	£0	0	0
C Class	£128,055.65	1164	2168
Unclassified	£384,463.75	4,026	8,259
Total	£520,400.14	5,309	10,641

Improving the places where people live

Successfully delivered a variety of projects across the Authority ranging from footway and carriageway improvements, drainage and structures, to Street Lighting

Improvement Projects

In 2019/20 a total of 7 major highway improvements schemes were delivered via the HIC, by our Capital Projects Team in Medway, with 6 completed and Strood Town Centre still ongoing. These schemes were valued at a total of £15,970,000 and included:

Strood Town Centre

Value: £4.9 million

Dates: ongoing

Source: Local Growth Fund

Regeneration of an area promotes economic growth providing residents and visitors with a fresh and safer way to utilise the facilities and local businesses.



Strood Town Centre is in the heart of Medway which is why improving the reliability of journey times and enhancing the look and feel, was a priority of Medway Council's.

Resurfacing of footways and carriageway, upgrading signalised pedestrian crossings, altering junctions to accommodate new road layouts and one-way systems, improving traffic islands and street lighting are just some of the works involved with this large, complex scheme.



The works were funded from the Government's Local Growth Fund through the South East Local Enterprise Partnership and carried out by Volker Highways who worked alongside Medway Council's Highway Design Team.

The support from Medway residents and local businesses has played a large role in the success of the work completed in this scheme to date.

Strood Flood Defence

Value: £11.45 million

Dates: May 2019 – November 2019

Source: Local Growth Fund

This scheme provides two undeveloped areas within Strood with the opportunity to build and redevelop with no risk of flooding from the River Medway.

Construction of new flood defences along the river frontages and raising the ground levels within the old Civic Centre site and Strood Riverside provides protection for plans of redevelopment in the future.

A review of history, geology, mining, hydrogeology and environmental information at each site was key when designing the scheme, to ensure environmental conservation contamination related risks are averted.



The growth of the Strood area will benefit the local town centre and accommodate a growing population with new homes, complementing the Council's vision and priorities for Medway.



North Dane Way

Value: £57,600

Dates: August 2019 – November 2019

Source: Local Transport Plan 3

Leisure centres promote healthy and active communities and supports the local residents in keeping with a healthy lifestyle.

This scheme contributes to Medway Council's values by prioritising people as it provides safe access to the local leisure centre in Lordswood.



The new refuge island, which is located near the entrance of the Leisure Centre is practical for both pedestrians and cyclists as a new pathway has been created providing a smooth surface and easier access.

Medway Council listened to the local residents when voicing their concerns about the subway underneath North Dane Way being mistreated.

The new islands and a reduction of the speed limit has given the residents a safe and convenient route.

Medway Tunnel and Structures



The Medway Tunnel is the largest individual asset that is owned by Medway Council and is the main strategic arterial link between Strood and Gillingham. Traffic has increased to approximately 50,000 vehicle movements per day. The maintenance schedules are carried out by Volker Highways throughout the year at the four quarterly closures and outside of closures where access to the tunnel was not required.

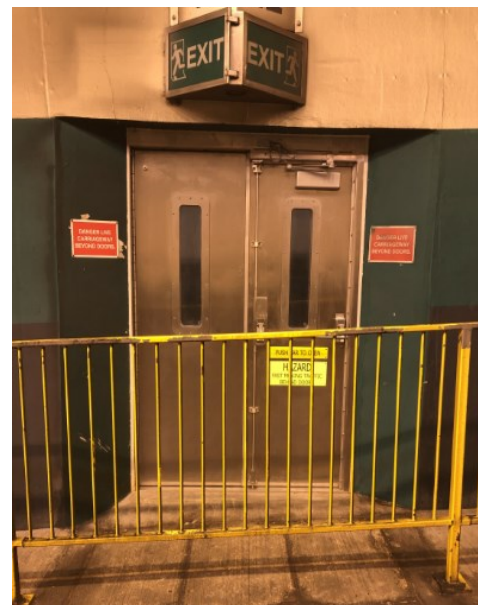
During 2019 various works have been completed in the Tunnel, including:

- An upgrade of the UPS (Uninterruptible Power Supply) system was carried out which has improved efficiency. This meant that there was a reduction in UPS units from 3 to 2. This is a key system as in the event of a power outage, it enables the Tunnel to still run on a battery power supply whilst the generator starts up and takes over control. It is an extremely important element as this ensures there will never be any loss of power during the transition from main power supply to the generator power supply.

A major replacement and upgrade of the cross-passage doors within the Tunnel started in 2019 and was 50% completed in 2019/20.



The 8 cross passage doors are essential for access and egress between the tunnel bores in the event of an emergency and the old doors had nearly become unusable due to recent push tests highlighting the extreme force required to open them.



Each door has been individually fabricated to specific site measurements and 4 of the 8 have now been installed with the further 4 programmed to be completed in September 2020.

In addition, Medway Council have secured a £4.972 million ring-fenced capital grant from the Department for Transport (DfT) Challenge Fund, Tranche 2b in February 2020.

This award was due to a successful bid submitted by Medway and is for essential capital infrastructure works required for the Medway Tunnel, as well as funding for highway resurfacing and rebuilding of the retaining wall along Pier Road.



All works need to be completed by the end of financial year 2023- 2024 and will be delivered through the Highways Infrastructure Contract in programme phases.

Key programme stages delivered during the contract period focussed around the programme mobilisation stage and are:

- Outline Delivery & Spend Profile for the Medway Tunnel Improvement Programme produced.
- Technical Briefs produced and issued to Consultants for pricing the work phases as set out in the Outline Delivery Programme.

Main Road, Cooling Stabilisation Scheme

Value: £270,856

Dates: December 2019

Source: Local Transport Plan 3

The embankment adjacent to the road had been eroding the carriageway for several years. The embankment was part of an old moat around Cooling Castle.

A ground reinforcement and new road layout scheme was designed that consisted of geotechnical ground reinforcement grids installed in the embankment that will prevent future erosion.

A vehicle restraint barrier was installed



to prevent a vehicle from leaving the carriageway and dropping down into the old moat.

In addition to this, due to the new carriageway widths, a priority system was introduced which will help prevent vehicles speeding around the bend.

The scheme was completed in December 2019.

Street Lighting

Medway Council has over 26,000 columns with lanterns on the highway network, providing an essential contribution to both vehicles and pedestrians travelling on the network.

Light Emitting Diode (LED) Lantern and Concrete Column Replacement Scheme

We have been working with Volker Highways to mobilise a contract to replace 22,000 lanterns with LED lanterns and to remove Medway's ageing concrete column stock. This has involved substantial background work.



To get the full potential benefits of this scheme, we have prioritised that the public highway should receive 'the right light, at the right place, at the right time' but at the same time it must also achieve and deliver the maximum saving in energy.

We identified what lighting level each road should have using British Standards and reduced the amount of

'Design Work' that Volker Highways will need to do, by applying our own 'Design Template' to almost all of the residential roads. The Contractor will undertake design options on the remaining network, by working collaboratively throughout the process.

The scheme will also involve the installation of a Central Management System, which will achieve maximum energy saving by allowing us to 'Dim' the lighting during the night, when the roads are quieter.

Column Replacement Scheme

Volker Highways completed the final year of a 2-year scheme to replace a number of street lighting columns, beyond their design life across the network.

Over 2 years this has resulted in the replacement of around 1,914 columns, that had been identified as either structurally unsound through the Structural Testing programme undertaken by the Contractor or were at risk of becoming unmaintainable.

The new columns were all erected with LED lanterns to reduce our energy and costs and increased the number of LED lanterns on our network to just over 6,000.



Network Safety

Delivering safety across the network and discharging our statutory duty via a series of inspections and reactive works

Medway Council has a statutory duty, under Section 41 of the Highways Act (1980) to maintain the network in a safe condition for network users. By proactively inspecting our assets and responding to customer enquiries, we work with Volker Highways to keep the network safe, for our users.

Highway Safety Inspections

Our Highway Inspectorate undertakes safety inspections on a continuous rolling programme and responds to customer enquiries regarding the network. Any safety defects found are recorded and minor works orders raised for repair, via the HIC. Volker Highways then undertake a



continuous programme of these repairs, across the entire network, ensuring we work together to ensure that issue of safety are addressed.

In Year 3: -

- Every road, designated public highway, was subject to a safety inspection at least once in the year, or up to a maximum of 52 times, for those roads designated so high profile they are inspected weekly. There are also monthly and quarterly inspection frequencies too.

- 4,992 requests for service were received by the team, regarding issues where a repair might be needed, including 2,455 regarding carriageway defects.
- In response to those inspections and requests, 3,704 minor works orders were raised, with the contractor, to repair minor defects.

Repairs included:

- Patching of defects on both the footway and carriageway
 - Replacing damaged bollards and guardrail
 - Renewing street nameplates
 - Repairing seats and benches
- The Contractor responded to 790 emergency requests, to make safe highway issues, during both the day and night, via a 24 hour a day 7 days a week callout service.
 - The Highway Inspectorate complemented the service provided by Volker Highways by repairing 863 defects on the network themselves using Viafix (a permanent flexible bitumen material).

Street Lighting Maintenance

As part of the maintenance of the street lighting assets, the team work with Volker Highways to ensure the safety of our residents and network users, ensuring delivery of repairs and routine testing via the HIC. These can be split into Reactive and Proactive works.

Reactive works are usually instigated via reports from members of the public, ranging from lights not working to arranging quotes to have lamp columns moved for vehicle crossings or building works. The Contractor responds to:

- Reports of faults
- Columns damaged or knocked down
- Out of hours emergencies

Proactive works are normally routine work streams, which are undertaken on a cyclic basis. During Year 3 of the contract the Contractor has:

- Bulk lamp changed and serviced 3,733 units.
- 4,538 units completed as part of our Electrical Testing Programme.
- 3,131 units completed as part of our Structural Testing Programme

Volker Highways maintained in excess of 99% of lights in illumination at any one time during Year 3, exceeding the KPI level required under the contract and contributing towards keep roads safer.

Winter Maintenance

Resilience in winter keeps the network open and safe

Medway Council recognises that its Winter Service provision is essential in aiding the safe movement of highway users, maintaining communications, reducing delays and enabling everyday life to continue, where possible, during inclement weather.

In order to deliver this service, Medway Council has both a Winter Service Policy and Winter Service Plan. Our Policy sets down, in detail, the adopted standards for each Winter service activity and the operational details of those activities are detailed in the Plan.



This service is provided in partnership with Volker Highways

The Winter Period for 2019/20 ran between the 28 October 2019 and 26 April 2020. During this winter season we undertook 63 gritting runs with 8 gritting Lorries and used a total of 1,410 tonnes of salt, which equated to a total spend of £164,388.

Medway also had 88 snow wardens who volunteered through a snow clearance scheme provided by Medway Council to assist with footway clearance in local areas.

Precautionary Salting Routes

There are three main categories of precautionary salting routes, which will be salted during the operational Winter Service period. These are as follows: -

a) Primary Routes (362km)

Routes devised from roads or sections of road which require precautionary salting on a routine basis because of current policy standards. These include the busiest roads, which consist of “A” and “B” class roads, those which lie on a bus route and other roads which carry over 440 vehicles in the morning, peak hours. Also included are the main High Streets of Chatham, Gillingham and Rochester.

b) Secondary Routes (113km)

Routes devised from roads or sections of road which lie beyond those included into primary routes that will require precautionary salting under severe weather conditions. These include roads that carry medium amounts of traffic which lead into or cut through large housing and industrial estates and reduce the distance vehicles must travel before reaching a Primary salting route.

c) Third Tier Routes (120km)

Routes devised from roads or sections of road, which lie beyond those included in the Primary or Secondary routes that will require precautionary salting under extreme weather conditions; usually snow or ice emergency, as and when resources permit. These include quieter roads which are mainly located within housing estates to further reduce the distance vehicles must travel before reaching a Primary or Secondary salting route. Quieter roads such as cul-de-sacs would not generally be included.

Masternaut Vehicle Tracking

Masternaut provides live and historical data allowing management of fleet activity at a glance. The advantages of using Masternaut for winter maintenance are:

- Interactive live map
- Vehicle Speeds
- Gritting spread rate of each vehicle
- Historical journeys & reports

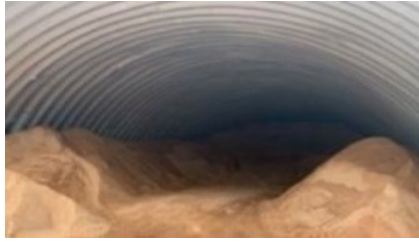
Winter Parade

A Winter parade is undertaken annually in October. During the parade, the contractor shall demonstrate that the following requirements have been met:



- The necessary salting and snow clearance plant is available, fit for use and located at the appropriate depot
- All operators of spreading equipment have been trained and assessed and are in possession of the “Winter Maintenance Operators Qualification” awarded by the City and Guilds institute
- They are available and familiar with the area in which they operate
- The required quantities of salt are stockpiled, and storage arrangements are satisfactory

- That the weighbridge is working correctly
- The sources of additional plant have been identified for possible use in a snow emergency
- The identified sources of additional salt have been in the event of stockpile shortages
- That all vehicles are fitted with trackers and as required
- All supervisors and driver have mobile phones
- That all precautionary salting routes have been run with the assigned salting vehicle and assigned driver, but without loading salt, to ensure suitability of the vehicle and that response times and treatment times can be met.
- Ensure suitable arrangements are in place with the agricultural snow plough operators and establish if any repairs are required to the Council's snow ploughs and fittings.
- There are adequate fuel reserves in place to serve the fleet during an adverse weather event.



Annual Service Review

Each year, after the end of the winter service period, a review of the Winter Service Policy and Plan are undertaken, with Volker Highways.

This allows us to account for any changes in national guidance and to reflect on the period which has just been delivered and take forward any “less learned” out of that service delivery.

The Policy and Plan can then be amended to reflect any changes and improve service delivery in the next winter period.

Safeguarding against flooding

We have developed the drainage service by adopting a best practice approach to ensure value for money and improved service delivery

The highway drainage asset is critical to ensuring the controlled removal of water from the carriageway to allow customers to use it safely. The impact that failure of the drainage asset can have on other highway assets, wider transport infrastructure and private property is significant.

Medway Council has a high number of drainage assets across the network, including gullies, soakaways, flap valve and highway ditches and carries out maintenance and improvements to achieve our service delivery standards in respect of safety, serviceability and sustainability.

There are other drainage assets within the network, or that can affect the network, largely owned by Southern Water. Whilst Medway Council cannot impact upon those assets or their effect, we endeavour to work with Southern Water in respect of drainage issues.

Service Standards

Our Focus has shifted to a proactive approach to service delivery and as such our service standards are based on a routine cyclical approach in order to maintain the assets. This includes cleansing the asset groups, in various cycles, to suit the need of the individual asset and targeted for maximum output

Optimising gully cleansing for best value

Gully cleansing data has been enhanced and developed to provide a programme of cleansing that is based on levels of risk determined by assessment of need. To support this

the Contractor uses a system, to capture data, when cleansing gullies, called Kaarbontech. Information is input at the point of cleanse and uploads whenever there is a Wi-Fi connection or at least by the end of the day.

This data builds an inventory of our drainage assets along with condition information. The system is accessible by both the Contractor and Council Officers and has assisted in creating a strategic approach that has allowed for changes in frequency to be applied, resulting in a higher level of cleansing in high risk areas.

A total of 18,779 gullies were cleansed in 2019/20, out of 25,258 attended, meaning 74% cleansing was achieved. The most common reason for a

cleanse not being undertaken, is parked vehicles obstructing the asset.

As the service is a lump sum arrangement, the improvements are providing value for money, together with the additional benefits of:

- Reducing surface water flooding
- Improved engagement with customers
- Prompt response to direct reports from customers
- Reduction in deterioration levels in the carriageway
- A reduction in the carbon footprint by removing the need to cleanse gullies that are no more than 25% full.

Drainage Schemes

Medway Council has a high number of drainage assets across the network, which are currently on a cyclical programme of maintenance. Our aim is to use that data and incoming public enquiries, to deliver safety, serviceability and sustainability. When prioritising schemes, we consider the impact, severity and location to determine those which will be undertaken each year. Some works will be minor repairs and others more major schemes. In this year 68 individual drainage jobs were completed and included:

Grasmere Grove, Strood

Value: £25,687

Dates: August 2019

Source: Capital Funding

Installation of a new soakaway, 6 new gullies, associated leads and main carrier.

This increased storage capacity underground and has resolved a long-term highway flooding issue which occurred during heavy and prolonged rainfall events.



Dargets Road, Walderslade

Value: £2,884

Dates: April 2020

Source: Capital Funding

A damaged section of main carrier drainage pipe was replaced as part of this scheme. Localised flooding and heaving of the carriageway in a section of road was rectified as a result of these works.



Shirley Avenue Roundabout, Horsted

Value: £3,713

Dates: May 2020

Source: Capital Funding

The main carrier drain at this location had collapsed, so this scheme saw the installation of a new main carrier and connection to an existing soakaway.

Malmaynes Hall Road, Stoke

Value: £3,400

Dates: March 2020

Source: Capital Funding

This scheme required 1.5km of ditch clearing, together with the excavation of a small section to repair a collapsed culvert. These works were required to prevent carriageway flooding during heavy rainfall and to increase the capacity of roadside ditches.



Keeping people safe

Leading the way to Zero Harm every day

Celebrating success at the International Safety Awards

Now in their 61st year, the International Safety Awards recognise and celebrate organisations from around the world, which have demonstrated, to the satisfaction of the scheme's independent judges, their commitment to preventing workplace injuries and work-related ill health during the previous calendar year.

In March 2019, Volker Highways Medway Highway Infrastructure Contract were awarded an International Safety Award with Merit.



Medway Highways and Volker



Highways Jointly installed 2no. Defibrillators at both co-located highway depot and office which were also registered with British Heart Foundation and

South East Coast Ambulance Service for local emergency use.

Workforce Health

Medway Highways and Volker Highways supported World Mental Health Day by going with the theme of "don't hide behind the mask". A variety of masks were placed around the offices, to go with that theme as well as masks and felt-tip pens, in some of our kitchens so people could "colour in" a mask, whilst waiting for the kettle to boil.



Volker Highways presented a well-received campaign to their colleagues at Medway Highways on Mental Health awareness highlighting the plight of illnesses such as:

- Depression.
- Anxiety disorders.

- Schizophrenia.
- Eating disorders.
- Addictive behaviours

Mental wellbeing is an important subject and one both Medway and Volker highways are committed to championing.

Driver Safety

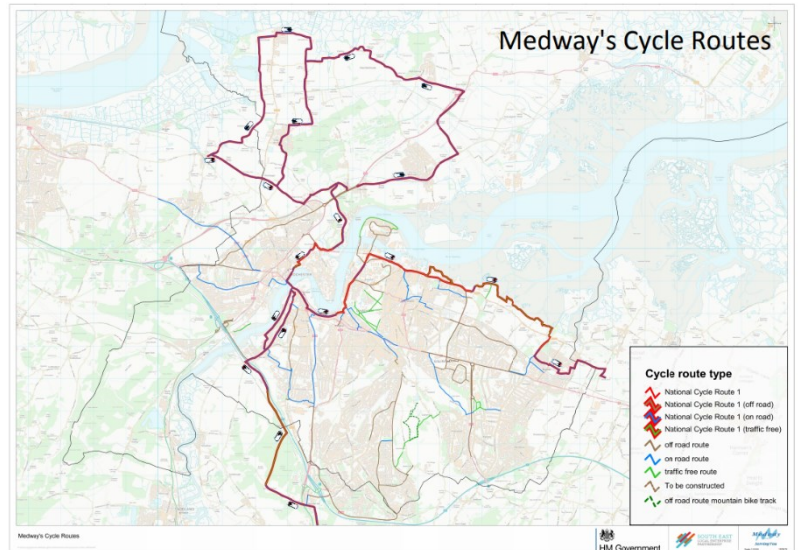
Safe driving on company business is a vital element of our daily activities. This is particularly vital within the urban environment where vulnerable road users are at greater risk.

To address these issues, Volker Wessels UK is working with the Fleet Operators Recognition Scheme (FORS) to help ensure that our employees drive safely.

We therefore ensure that our drivers have undertaken FORS Commercial Driver Training.



The Medway Team have recently completed the Cycle Safety module enabling drivers to recognise the causes of accidents and how to minimise the risk to vulnerable road users, such as pedestrians or cyclists. This involved a lengthy cycle ride in the local town centre for all drivers to experience first-hand.



Health & Safety

The reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) imposes a legal requirement on us to report certain serious workplace accidents, diseases and specified dangerous occurrences (near misses).



Volker are pleased to report that we have had a Nil return with no RIDDOR reportable incidents during Year 3 of the Contract (August 2019 – July 2020)

In addition there have been zero incidents or accidents, resulting in an Accident Frequency Rate (AFR) or 0.00.

**Total local Economic/ Social Value
In the Workplace
£1,819,774**

Putting the customer at the heart of everything we do

Ensuring our residents are kept informed

Social Media



@MedwayHighways

Twitter

2,635 followers

4+ tweets sent out daily

Average of 86,367 Tweet Impressions throughout the year

1,259 average number of Profile Visits each Month

Keeping followers informed of Contractors daily whereabouts

Advance notification of Schemes and road closures

Posts events affecting movement in and around Medway as they happen

Providing daily winter gritting weather information

Promotion of works in progress and completion

Updates on enquiries raised via Twitter

Retweets and participation in National events

#FactFriday to report on Service statistics

Customer Service

Our customer service approach enables residents and travellers through Medway to report issues on the network by telephone, online or social media. For Highway services, 86% of service requests are received by telephone.

Regular period analysis reports are generated to monitor categories of requests so identify year on year trends, such as those below:

Highway Category	Year 1	Year 2	Year 3
Carriageway	3930	3510	3762
Street Lighting	2163	2247	1851
Footways	1925	1919	1727
Vehicle Crossovers	697	677	626
Gullies	694	608	445
Road Adoption	918	581	605
Street Furniture	516	480	497
Signs	144	308	223
Highway Boundaries	3	172	0
Road Markings	38	135	59
Winter Maintenance	436	131	22
Highway Miscellaneous	178	121	140
Bus Shelters	67	61	58
Highway Obstructions	11	28	2
Structures	10	23	20
Highway Emergencies	167	14	75
Festive Illuminations	1	3	4
Insurance Claims	2	3	38
Car Parks	1	2	0

11 day average from report of defect to job completion for responsive highway works

Service requests reported online integrate with the Highways Service Asset Management System which means that enquiries are sent direct to individuals within the service to deal with, ensuring information is passed to the right officer and monitored to ensure responses are sent within the defined timeframe.

During 2019/20, a total of 9,902 requests for service were received for Highway Services.

25% of Works Orders raised during 2019/20 for carriageway potholes were raised direct from service requests from customers

Valuing public opinion

The team at Volker Highways Medway decided to create some banners and stickers that include the information usually given to the public through banners such as company name and contact number but also includes a QR Code (Quick Response) that allows members of the public to take a satisfaction survey related to the works.

The aim is to increase



engagement with the public by making it easier to provide feedback.

When the QR code is scanned by a smartphone, it takes the member of

the public to a satisfaction survey that includes questions such as the quality of the works, attitude of the workforce and tidiness of the site.



The survey also provides contact details and an additional comments box.

In addition to this, when works are promoted as completed on the @MedwayHighways Twitter account, the link to Volker Highways Customer Satisfaction Survey is also included.

Any compliments from stakeholders



Compliments / Comments / Complaints Log						QMF-05				
VF-B	VF-C	VF-R	VH	VR	VS	VB	VGE	VL	VI	Shared Services
✓	✓	✓	✓	n/a	✓	✓	✓	Use QMF-05-VL	✓	n/a
Business Unit:		VolkerHighways		Contract Name:		Medway Highways Infrastructure Contract				
This Customer / Stakeholder Correspondence record must be made available to the Considerate Constructors Scheme Monitor for inspection as requested. It should be reviewed at the regular project team meetings.										
Ref.	Date	Name of Contact	Contact Details (Name, Address, Tel.)	Compliment / Complaint / Comment	Details					
19	04-Feb-19			Compliment	I would like to praise the Highways Department for the great work they have done over the past week keeping the roads open. Thank you for your hard work and long hours it is really appreciated. I do think that more could be done to keep pavements clearer.					
22	21-Feb-19			Compliment	I live at the top of Romney Road in Walderslade. Today you have resurfaced the road, I just wanted to say it was done very quickly with minimal disruption and what a fantastic job!					
23	07-Feb-19			Compliment	They have been excellent, working in all weathers and despite in the initial stages with the roads being closed and many vehicles and cranes, they have moved them without delay when we needed to get off our drive.					
26	09-Jul-19			Compliment	Thank you for your help with the cones, we had a fantastic day and are in the process of counting the funds raised when we arrive at that figure the money will be distributed between rainbow trust and McMillan support. Once again thank you for helping us out.					
27	08-Jun-19			Compliment	Road Resurfacing - Gillingham Road, Gillingham The contractor - Volker Highways - were excellent. They finished the work ahead of schedule in spite of wet weather overnight. Everything was well organised from diversion notices, barrier erection and clearance, creating a well laid smooth surface, and white and yellow line marking done soon after completion. A job very well done so please congratulate Volker Highways on a well rehearsed, team effort and a beautifully smooth surface road.					
29	24-Mar-19			Compliment	Twitter = Top job resurfacing Otway Terrace, its been a long time coming but all good now. Thanks.					

are also shared with all those involved.

Improving lives 2017-2020

Embedding sustainability to deliver positive social impact as part of the service

Embedding sustainability to deliver a positive social impact is an integral part of the Highways Infrastructure Contract. Medway Council and Volker Highways have a confirmed philosophy to promote this as a principle and the detail shown in this section is shown as a historic record of commitment, year on year, from the commencement of the contract.

Corporate Social Responsibility

Volker Highways were a proud sponsor of Medway's "Make a Difference 2019 Awards" to recognise and say thanks to Medway Council employees for their hard work and achievements throughout the year.



Community Engagement & Investment Initiatives

For more than 10 years, Volker Highways continue their partnership with the Kent and Medway Charity Team as key sponsors for the Walk to



Improving lives promotes our sustainability contributions to achieve our objectives, which are monitored and measurable.

Details of how we support our core service objectives and contribute to the social, economic and environmental factors of sustainability; supporting the local economy and communities are detailed in this section.

School initiative. Children taking part in the green-travel scheme "Active WoW" achieved a stunning 640,000 car-free journeys in the last academic year, taking 304,000 vehicles off the road.

The donation of a Walking Bus Stop route helped Medway fund the scheme and contributed towards:

- Installation of walking bus stops.
- Road safety training for every walking bus volunteer.
- High visibility tabards for walking bus users.
- Arrangement of employers' and public liability insurance for volunteers.
- Administration costs



A "Walking Bus Stop" sponsored by VolkerHighways.

School communities in Medway are finding that they can benefit from the

positive effects the walking bus brings in enhancing road safety awareness skills among children, as well as health and environmental benefits.

Volker Highways invites pupils to name Gritter Fleet

Back in July, Volker Highways Medway teamed up with KM Charity Team to run a competition with schools, to think up fun names for eight new gritters. This is the second year that Volker Highways has run this competition.



Primary school pupils suggested names for the gritters, which will service Medway's roads this winter. There were 1,086 entries and the winning names are being proudly displayed on the front of each vehicle.



The winning children were also

presented with Volker Highways goody bags.

“The competition has provided young children with a great opportunity to use their imaginations and practise their literacy skills.”

Planting trees with pupils at The Academy of Woodlands

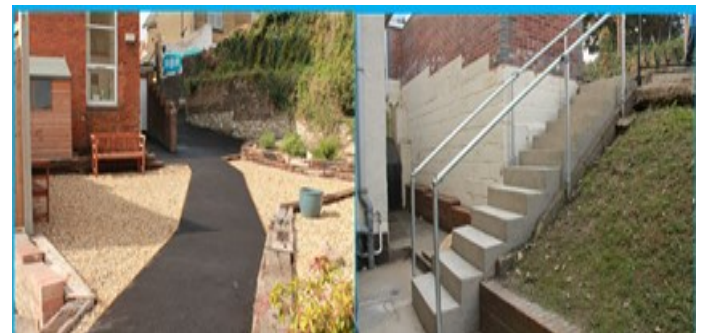
Members of the Volker Highways Medway Team visit children at The Academy of Woodlands to talk about the environment and help them plant some new trees.



Children from “Otters” class had fun learning about the important role trees play in our environment. They were then kitted out with shovels and PPE clothing so they could help plant 2 new trees donated by Volker Highways.

Supporting the Homeless

Volker Highways improved the facilities at a local homeless charity by donating material, plant, and labour to Caring Hands in the Community to improve access routes to the building and their gardens. This enables the charity to make better use of the facilities.



Community Sport

Since February 2017, Volker Highways Medway Project has sponsored the Under 10s “Omega 92 FC” Team and has now purchased their new team strip for the 2019/20 football season. Coached by an ex-professional football player with Gillingham, Millwall and Barnet, the Youth Tea, plays within the Medway League. A couple of the team members have already been showing great promise and have been selected for the Crystal Palace and Arsenal Academies.



Volker Highways proudly sponsored Frindsbury Cricket Club for the 2019 season, with their sponsorship helping with running costs at the longstanding and well-known club. The Colts section has seen numbers increase significantly in recent years.

Fundraising

A fund-raising event for Fredreichs Ataxia Awareness raised £169 for Henry Sykes who was recently diagnosed with this rare disease that causes severe problems with balance and the ability to walk.

Henry relies on his wheelchair which needs adapting to help him get up hills and manoeuvre on rough ground, which this donation will help to pay for these improvements.

Engagement with the next generation

Joined Build UK for the ‘Open Doors’ event to showcase construction to students through partnering. Currently partnered with the Strood Academy.

CSR Excellence Award Winners

Volker Highways Medway Team Wins International CSR Excellence Award



Congratulations to Volker Highways Medway team who, after competing against more than 100 other nominations, have been awarded an International CSR Excellence Award, by The Green Organisation, for their great work within the local community.

Health and safety manager Chris Jarry, said: “A huge congratulations to the team, on this fantastic achievement. This really is a true reflection of the great work you do with the Medway community and you should all be very proud.”

Finalist for the Planet Mark Awards in 2 categories: Community Engagement & Sustainable Transparency.



Delivering Social Value

Social Value delivered through the Highway Infrastructure Contract currently stands at a rolling total of £1,845,820.

This figure will continue to accumulate throughout the life of the contract and will be updated to show its current value in the Annual Report.

The Social Value Reports are shown in Appendix 2 and detail the social and local economic values; both financial and non-financial that has been generated through Volker Highways bespoke measurement framework.

The Volker Highways Medway Framework is built around 3 key themes, supported by 18 outcomes and 26 specific measures. Their matrix enables them to identify and measure the benefits of the contract.

Some of the highlights from the Social Value Report include:

- 88% of workforce employed locally.
- 91 hrs volunteering in the local community.
- £22,272 supporting vulnerable members of the community.
- £2,195 worth of charitable donations and fundraising.
- 13 weeks of meaningful work placements.
- Score of 43 points from Considerate Constructors Scheme with Industry average at 37.67, Scoring full marks on following sections, Respecting the community, Protecting the Environment & Valuing the workforce.



Environmental

The Site Waste Management Plan (SWMP) is a framework for delivering materials resource efficiency. It is a working, living document from project inception to completion. It provides a structured approach to waste

minimisation and waste management during the construction and demolition of buildings, structures and infrastructure.

According to the SWMP 3,557 tonnes of resurfacing waste has been produced during this period of the Medway contract.

100% waste recycling achieved with a total 7,407 tonnes of



100% of Waste Recycled

waste produced between August 2019 to July 2020. All of this therefore avoiding landfill.

Waste streams include:

- Metal,
- Wood,
- Excavated spoil,
- Concrete,
- Waste Asphalt,
- Cardboard,
- General Waste,
- Electrical.

To add to our existing waste streams, the Medway Team are now collecting and delivering all damaged illuminated bollard shells, road traffic cones and salt bins to a local recycling facility.

The Medway Team have resourced a compact baling press that enables cardboard waste accumulated from material deliveries to be converted to manageable waste bales for onward travel to recycling facilities.

In November 2019, Volker Highways Medway Team were selected as finalist for employee recognition awards across the Volker Wessels group of companies in the



category of 'Sustainability, Environmental and Social Value Champion.

It is a requirement for all vehicles working on the Highway infrastructure Contract, either directly operated, sub-contracted or within the supply chain to fully comply with Euro 6 emission standards.

The three fully electric vans that were exchanged for diesel vans have produced 70% less tCO₂e than their diesel counterpart. A reduction of approximately 190,000 Kg of carbon emission over the last year.



COVID19

Response to Global Pandemic in Delivering the Highway Service



Response to COVID19

Medway Highway Services direction and guiding principles did not change during the Coronavirus pandemic; they were to remain focused on safely maintaining our critical services at all times and minimising the impact on our staff and our customers.

Highways Term Maintenance continued to operate in a business as usual approach to maintain a continuous supply of work, not only to our term contractor but to all tiers of their supply chain. Our aim was to come out of Covid-19 with a supply chain that has been both supported and protected and is fit for purpose.

In additional, the following actions were also adopted:

Key Worker Status

All highways staff as employees of a Local Authority are considered key workers under the Civil Contingencies Act 2004. The act places a legal obligation on employers to assess the risk of, plan and to exercise for emergencies. This means that every

individual in highways has a role to play. Key worker identification letters were provided to all highways staff to enable travel to and from their place of work.

Contractual Changes

We adjusted some commercial terms to help manage Covid-19 challenges. These included relaxing the place of work requirements allowing people to work from home, when approved by their line manager, and where it meets the needs of the service.

Planned Covid-19 Delays or Cancellations

Medway Highway Services agreed in principal with Volker Highways the following changes:

- To delay the cyclic drainage programme due to the increased number of vehicles parked in residential roads during lockdown, therefore preventing access to the highway gullies.
- Amendments to the cyclic road marking programme to exclude residential roads due to the number of parked vehicles.

Planned and Reactive Works

All other planned and reactive works to continue as planned, however the situation was monitored and updated accordingly.

Highway Inspections continued as normal, however routes were driven, for a period, to meet social distancing rules.



Brought Forward Work

The reduced traffic volumes during lockdown provided the opportunity to bring forward some planned and reactive highway maintenance, in line with Government Guidance. This supported our approach of keeping the supply changes in operation and as close to business as usual as possible in these challenging times.

Additional measures taken to ensure the safety of the Volker Highways workforce included:

- Bolstered morale to assure safety and importance of their activities as Key Workers;
- Stopped non-essential works;
- Hand Sanitiser and Face Masks issued to all;
- Sanitation points established in common areas of office and mess room;

- Key Worker Vests distributed to operatives and Highway Inspectorate;
- Magnetic Signs displayed on vehicles for essential services;
- Separate Vehicles provided for travel to sites;
- Staggered start and finish times to avoid congregation;
- PPE Disposable dust bin;
- FAQs regularly updated with each release printed for workforce;
- Daily feeds from Senior Managers and Weekly; messages from Chief Executive
- Followed Construction Leadership Councils Site Operating Procedures;
- Weekly Partnership Progress Meetings during the 1st lockdown period;
- Clients Press Releases to promote the importance of highway maintenance works.



Throughout the period of lockdown from 23 March to 19 May 2,623 Street Works permits were processed giving a wide range of contractors and Utility Companies access to road space to carry out essential works.

We positively promoted the necessity to continue with essential works and ensured that the measures we took helped to allay any concerns from



Medway Highways @MedwayHighways · 7 Apr

We're continuing to work with our contractor @VolkerHighways to deliver services to maintain network safety and ensure transport links are maintained, in accordance with our statutory duty.

those in the vicinity of them.

Medway Highway Services completed 671 works orders relating to Street Lighting work, which included:

- 61 Bulk Lamp Changes
- 28 Electrical Tests
- 127 new lanterns fitted
- 20 new columns installed
- 435 defects from day burners, lights out, doors off which includes illuminated signs and bollards

In addition, a total of 732 highway works orders were completed in this period, included:

- 12 damaged salt bins replaced
- 19 metres of crash barrier replaced
- 1,602 carriageway defects repaired
- 492 footway defects repaired
- 10,668 metres of road lining renewed
- 17 metres of pedestrian guard railing replaced
- 30 street nameplates renewed
- 12 manhole covers and frames replaced or repaired
- 42 reactive gully defects attended to including replacing covers and frames and unblocking
- 4 new disabled bays installed on the highway, 6 having markings renewed and a further 4 removed from the highway due to no longer being required
- 6 new posts and 14 highway signs erected
- 22 bollards replaced

Throughout this period we ensured that our website and social media platforms were updated to keep

residents and those travelling through Medway up to date.



Essential works to keep the highway network safe and open in #Medway continue to be undertaken by our contractor @VolkerHighways. A depression in the carriageway at Chatham Hill and drainage works at Dargets Road are just 2 examples #TransportHeroes #COVID19



In partnership with Volker Highways, we showed appreciation for the work of our local NHS on the entrance to Medway Maritime Hospital



We also showed our support and thanks to all Key Workers by marking another thank you on Dock Road, Chatham, outside Medway Council's Gun Wharf Headquarters.



Looking to the future

There is a real sense of pride in the achievements of the last year from the Medway/Volker Highways Partnership, by the commitment and dedication of the entire team. This extends across both parties who deliver the service, the genuine desire to create a better place and to meet the needs of residents.

Our Achievements range from: -

- Achieving budgets
- Establishment of payment timetable
- Routine monitoring reports issued
- Variations and Compensation Events addressed in a time manner
- Dashboards created for Contract overview
- Annual CPF adjustments agreed
- KPIs regularly reported
- Staffing structure established
- Service Levels maintained
- Health & Safety Culture embedded
- Meeting frequencies improved
- Good communication between teams
- Successful co-location across 2 depots
- Prompt payments achieved

There exists a strong working relationship between the teams contributing to a high level of productivity and a positive working environment. We act as a team with integrity and respect for our colleagues and for those in the community which we work and many of us live.

This is reflected in results of the scheme, projects and programmes completed this year. We are constantly undergoing change as we seek to improve what we do and how we do it.

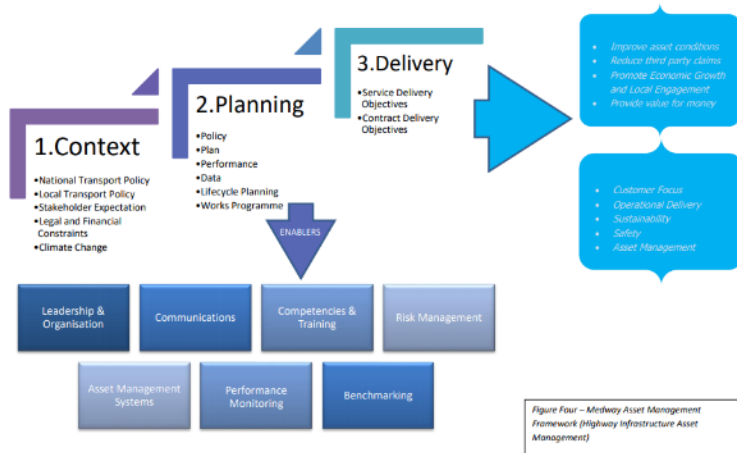
Continue to recognise the social, economic and environmental responsibilities that we have and are committed to. The HIC provides lasting employment and on-going development opportunities for the workforce, maintains and develops a sustainable localised supply chain thereby supporting our communities.

Looking to the future we are taking a longer term, more strategic view of how we work in our communities and maintain the assets vital to delivering an excellent highway service, with the support of our partner Volker Highways who are an integral part in building the future of Medway with regards to Highway Services.

Highways Asset Management

Whether you live, work, or pass through Medway either on foot, cycling, using personal or public transport, you will inevitably use one of the largest and most important assets maintained by Medway Council, the highway network. The highway network is one of the most valuable publicly owned assets in Medway, with a replacement value of over £2 billion. Due to the extents of Medway’s highway network, and with finite levels of capital funding available, it is critical that any funding received towards future maintenance is spent in a cost-effective way, therefore achieving the maximum benefit to cost ratio.

Medway Council has therefore invested in the way in which highways can benefit from an asset management approach, which seeks to optimise the allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future users of the network.



This is achieved by applying whole lifecycle principals towards highway

assets, from long term strategic planning, design and creation, operations, maintenance and disposal.

Medway’s Highway Asset Management Plan (HAMP) describes how we are delivering asset management functions across the highway service with clear organisational responsibilities being identified for delivery of different functions across the asset lifecycle.

Lifecycle Planning

Medway’s HAMP provides a framework of goals and objectives to be achieved through the adoption of good asset management practices.

One key procedure that the framework refers to is the importance of using Lifecycle Planning, which involves drawing up medium to long-term financial plans for managing an asset at the required levels of service at the lowest possible whole life cost.

NHT Public Satisfaction Performance Indicators and description	National Average (2020)	Medway's Performance Scores			
		Previous (2019)	Current (2020)	Target (2021)	Target (2022)
KBI 01 - Overall (local) - weighted	53%	52%	53%	53%	53%
KBI 03 - Ease of Access	77%	74%	75%	76%	77%
KBI 11 - Pavements & footways	55%	56%	57%	57%	57%
KBI 17 - Traffic Levels & congestion	46%	39%	43%	44%	46%
KBI 18 - Management of roadworks	50%	51%	50%	51%	51%
KBI 20 - Road safety locally	57%	55%	57%	57%	57%
KBI 23 - Condition of highways	36%	34%	35%	36%	36%
KBI 24 - Highway maintenance	50%	*	52%	52%	52%
KBI 25 - Street lighting	64%	66%	67%	67%	67%
KBI 26 - Highway enforcement/obstructions	45%	*	49%	49%	49%

Summary of NHT Key Performance Results from 2020

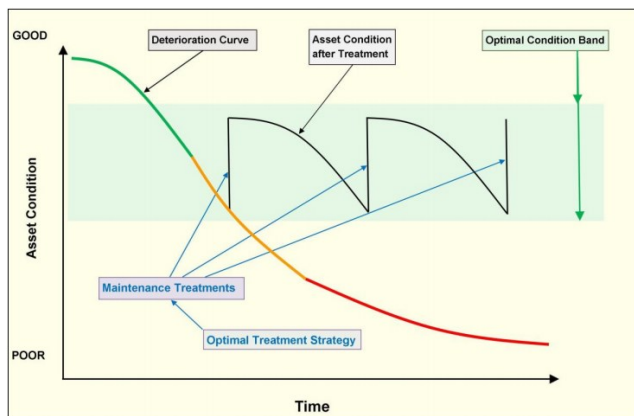
Lifecycle planning is a highways asset management tool that enables Medway Council to monitor and anticipate the future condition of highway assets, including estimating when the asset requires maintenance or replacement. This is achieved through an extensive process of collating information within each asset inventory such as condition and performance data.

By utilising methods of data collection, analysis and evaluation, the most efficient maintenance regime can be followed in order to achieve best value for money. This also actively channels investment towards highway assets that are in most need of maintenance, therefore achieving improvements towards condition performance targets.

Lifecycle planning identifies both the short-term routine maintenance needs and long-term capital investment to enable annual expenditure profiles for highway asset groups. Lifecycle plans also collates information on the costs for different treatment options, the effect that this expenditure can have on performance, and the improvements it can have year on year.

Long Term Objectives

Longer term highway asset management targets will be identified



within the formalisation of a highway's asset management strategy. This strategy will serve as an overarching document that will identify detailed short, medium and long terms targets against key highway asset areas, including carriageways, footways, structures, drainage and street lighting.

The asset management strategy and resultant long-term delivery plans will allow a more co-ordinated approach to the provision of capital improvement and highway maintenance schemes. This will ensure that maximum value is achieved from various capital and revenue investments through the lifecycle of new and existing assets. The below service and contract delivery objectives provide a broader overview of the long-term highway asset management service targets.

Service Delivery Objectives

- **Asset Condition:** Improve Medway's highway performance indicators to bring these in line with the National Average conditions. To improve major asset performance levels, whilst also developing suitable maintenance and inspection regimes.
- **Asset Data:** To achieve better asset management inventory and condition data collation, through the implementation of specialist asset management systems where applicable.
- **Customer Satisfaction:** To continue in the participation of the annual NHT surveys, and monitor performance levels of customer enquiries and/or complaints received against the highway service.
- **Value for Money:** Utilise alternative highway maintenance practices, processes, or material selection in order to develop a preventative maintenance programme. Secure continuous

investment into future asset maintenance/replacement within rolling programmes of work.

Contract Delivery Objectives

- **Safety:** To ensure a safe highway network is provided, adequately maintained, and for any potential safety incidents on the network to be reduced.
- **Sustainability:** To ensure resources are used efficiently with due consideration to the environment, and the local economy is promoted and utilised as appropriate. Increase the use of innovative maintenance practices or utilise sustainable materials to decrease the overall carbon footprint.
- **Customer:** To ensure stakeholders are engaged and allowed to participate or provide feedback where possible. Ensure disruption to road users is minimised and stakeholders are satisfied.
- **Operational Delivery:** To ensure the correct people, business processes, and systems are in place, the contract is compliant, managed effectively, and the service/schemes are delivered to plan.
- **Asset:** To ensure information is available in a timely manner to support effective decision making, the long-term integrity of the asset is maintained, and the appropriate levels of the

network are available for use during severe weather events.



The above long-term service and contract objectives encourage continuous development towards asset management functions and imbeds a strong asset management culture across the Highway service.

All of those that work within the highway service understand the importance of asset management and have a collective responsibility for the condition and performance of any highways assets that fall under their control.





Reducing our Carbon Footprint
including
100% Waste Recycled

