Medway Council
Serving You

Medway Council

Highway Infrastructure Contract

Annual Service Review

2020 to 2021

VolkerHighways

Our Assets

- 827km of Adopted Highway
- 39,551m of Crash Barriers
- 35,482 Gullies
- 5,965 Highway Signs
- 32,153m of Pedestrian Guard Railing
- 230 Bridges
- 175 Retaining Walls
- 6,907 Street Nameplates
- 601 Traffic Calming Measures
- 494 items of Street Furniture
- 164 Roadside Ditches
- 291 Soakaways
- 490 Salt Bins
- 572 Traffic Islands
- 1,911 Illuminated Signs
- 26,810 Street Lights
- 8,981 Bollards
- 107 Belisha Beacons
- 1,331 Illuminated Bollards

Contents

Executive Summary

This Annual Performance Review shares the work undertaken during Contract Year 4 (August 202 – July 2021) 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, both to the network and on behalf of our stakeholders and in recognition of that, the Partnership achieved ISO44001 accreditation, the nationally recognised standard for collaborative working relationships.

It is vital that the key focus of our partnership continues into 2022 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 fourth year of the partnership has continued to compete for investment. Naturally deteriorating assets and funding with year-on-year pressures increases 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 – Built a DDA compliant ramp for an elderly gentleman for him to access his property with his mobility scooter.
People – All children achieving their potential in school	Social Value – Held careers talk for Medway students on 28 May 2021 discussing Medway Highways & the Construction Industry in general
Place – Put Medway on the map	Regeneration projects progressed under the Highway Infrastructure Contract as well as LED replacement for all street lighting.
Growth – Maximising regeneration and economic growth	Social Value – Local employment to the value of £1.5m
Growth – Residents with jobs and skills	Social Value – Long term work experience placement was provided to a young person with special educational needs.
Growth – Getting around Medway	A total of 13,438 works orders completed, including 5,552 carriageway potholes. In addition, 18,779 gullies cleaned, 2,901 Highway Inspections completed, 12,583 Streetworks Permits approved and 674 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 £11,717,502.13 contract spend in 2020/21.
- Dashboards continue to be used from data held within Medway's Asset Management System, Confirm. Extracting data into a graphical interface enables critical contract information to be easily viewed. The data updates every 10 minutes so that the status of any can be easily identified, as well as budget monitoring in terms of works committed and works completed and paid. This graphical interface allows for easy investigation into areas of concern where more in-depth reports can be issued.
- As part of the phased adoption of the new Code of Practice (CoP) for Well Maintained Highways (October 2018), which promotes risk based management principles, a drainage review was undertaken which helped form a key evidence base for securing Department for Transport (DfT) Self-Assessment Incentive Funding.
- The new drainage service standard has helped generate cashable efficiencies which have been re-invested into areas of drainage maintenance; specifically, linear drainage, soakaways and culverts.
- Our targeted cleaning to the resilient network and flood areas continues to help reduce reactive cleansing needs.
- Our White Lining Programme is now delivered on a five-year cycle down from a ten-year cycle at no additional cost to Medway Council.
- Adhering to our payment timetable continues to ensure that 99% of requests for payment are made on time.
- 1,788 variation orders were raised to ensure correct final measures/costs on all jobs.
- Works continued on the Medway Tunnel and Road Infrastructure Scheme, which is being funded through the Department for Transport Challenge Fund, where Highways were successful in securing £4.9million funding.

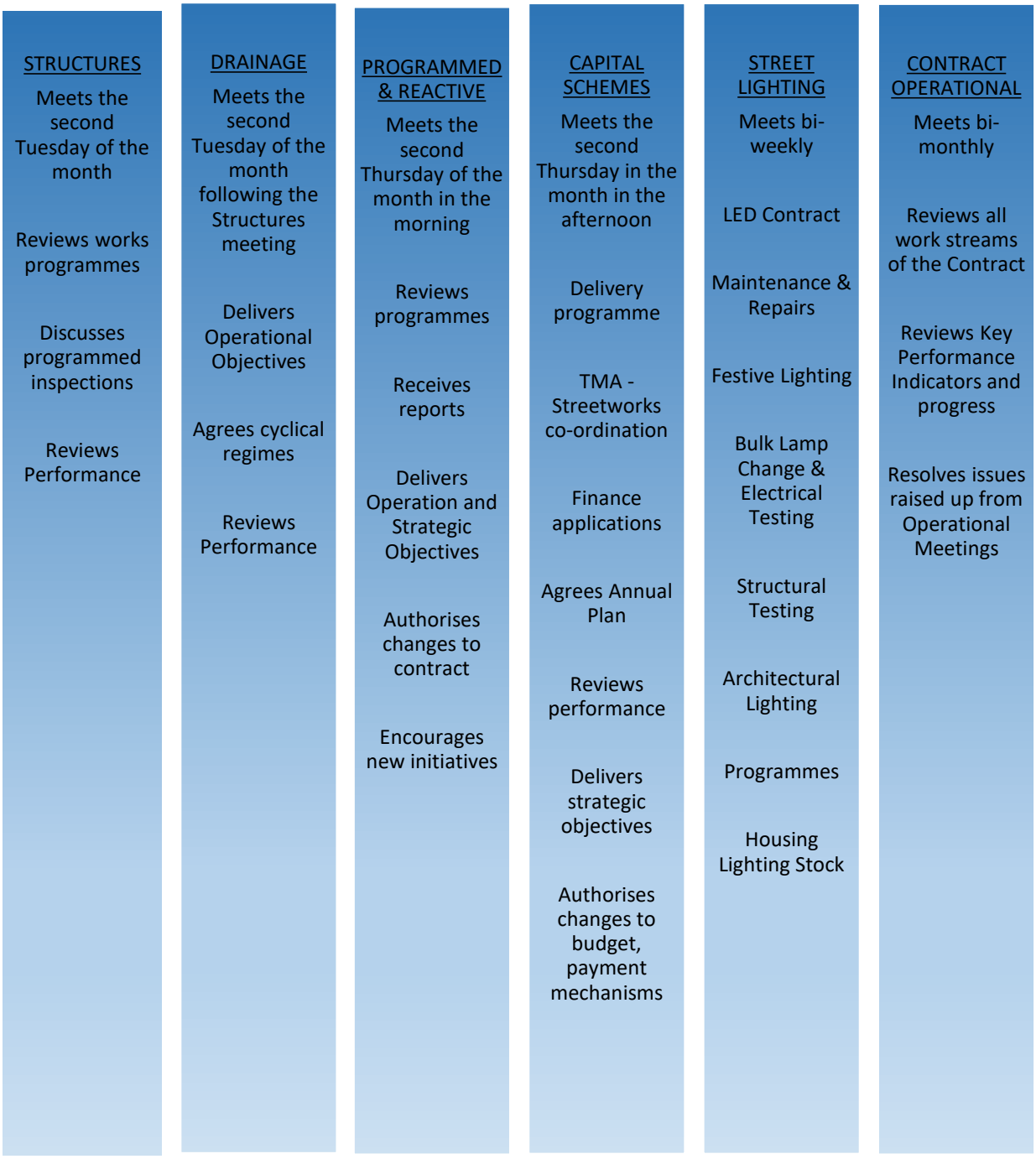
Effective governance

As identified in the previous annual service review, we improved our contract governance in agreement with Volker Highways resulting in more streamlined meetings so that the relevant staff from both organisations are working more collaboratively together.

The new Strategic Board was also established with Senior Management from both organisations that continue to meet on a quarterly cycle. The Strategic Board's focus is the strategic overview of the contract, focusing on contract deliveries and outcomes.

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. This collaborative business working was recognised in April 2021 where Medway Council and Volker Highways gained formal ISO44001 accreditation for working collaboratively together. The programme of meetings is identified below:



Contract Headlines

10,627 requests for service received

13,438 works orders completed

5,552 carriageway potholes filled

Over £11.7 million invested

12,583 Streetworks permits approved

12,841 gullies cleaned

99% of all Works Orders completed on time

2,901 Highway Inspections carried out

674 emergency callouts 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 potential further five years until July 2027.

Performance management continues to be vital to ensure the effective management of the contract, so that clear and demonstrable evidence of the success of the highways service can be identified.

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:

- Tracking works orders through to payment processing and job closure from our Confirm Asset Management System. This includes works planning, programming and estimating, ensuring each job reflects the most up to date information, which can be viewed 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 and evaluated monthly.

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 audited and reviewed quarterly.

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

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 below.

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 4 of the HIC contract was 770 points, meaning an additional year was awarded and the contract duration date moved to 31 July 2024.

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

As the Highway Authority, we have a statutory duty to maintain the public highway and with such an extensive network, this can be challenging. Our adopted scheme selection process 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.

Prior to consideration 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 are 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 – 100-280 points
Priority 2 – 77-99 points
Priority 3 – 45-76 points
Priority 4 – 0-44 points

Carriageway Resurfacing 2020/2021

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

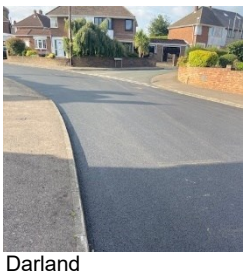
Carriageway Assessment Matrix		
Assessment Group	**Description**	**Maximum Achievable Score**
Condition	Highway scanner results	60
Safety	Existing site difficulties, schools, hospitals or retirement homes	35
Environmental	Forming part of the resilient network or containing bus routes or level crossings	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 2020 to July 2021 Medway Council completed 34 carriageway resurfacing schemes totalling £1,926,367.65 that equated to 9,254 linear meters and a total of 61,647 square meters of the network.



Barnsole Road, Gillingham



Leyton Avenue, Darland

Of the 34 sites completed, 23 were on the unclassified network which the Council have been targeting to improve National Indicator scores on this category of roads.

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	£177,357.85	401	3,974
B Class	£9,694.52	34	223
C Class	£237,015.06	2,076	13,227
Unclassified	£1,502,300.22	6,743	44,221
Total	**£1,926,367.65**	**9,254**	**61,647**

Warm Mix Asphalt Trial (WMA)

As part of the carriageway resurfacing works this year, we trialled the use of warm mix asphalt (WMA) on two sites; Snodhurst Avenue, Chatham and Commissioners Road, Strood.

WMA can be produced at temperatures up to 40°C lower than traditional Hot Mix Asphalt (HMA) and requires limited modification of existing plant and can also be laid using existing equipment.

WMA now accounts for significant volumes worldwide, almost 40% of production in the USA and over 15% in France, but remains under-utilised in the UK, where it represents less than 4% of asphalt production.

There is a significant lost opportunity of not switching to WMA. Not only does it save time and provide a safer working environment for road contractors, but the carbon emissions associated with the production of WMA are less than those for HMA.

WMA is produced at lower temperatures, so less energy is used in its manufacture and therefore fewer emissions are generated. As well as reducing the CO2 associated with manufacture, warm mix asphalt will arrive at trafficking temperature sooner, leading to earlier re-opening to traffic. This then reduces vehicle emissions arising from lower vehicle speeds or stationary traffic at

roadworks and improves fuel efficiency.

WMA, like its hot equivalents, is also still 100% recyclable back into asphalts in the future, giving further embodied CO2 reduction benefits and helping to prevent waste going to landfill and conserve natural resources as less aggregate needs to be quarried.

In April 2019, Medway Council declared a climate change emergency. As part of this declaration the Council stated that they are committed to developing proposals to address the climate emergency and reduce greenhouse gas emissions. The proposals will inform the development of a five-year action plan for Medway. The declaration also fits into our Council Plan priority of making Medway a place to be proud of, the main outcome being a 'clean and green environment'.

By including WMA as part of the surfacing specifications, the highways department can make a significant contribution towards the Council achieving these aspirations.

Snodhurst Avenue, Chatham

Commissioners Road, Strood

Footway Resurfacing 2020/2021

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

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**

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

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

During the contract period August 2020 to July 2021 Medway Council completed 9 footway resurfacing or patching schemes costing a total of £383,921.66 that equated to 4,007 linear meters and a total of 7,595 square meters of the network.

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

Road Class	Total Spend	Length	Area
A Class	£68,448.94	570	964
B Class	£0	0	0
C Class	£17,584.49	81	162
Unclassified	£297,888.23	3,356	469
Total	**£383,921.66**	**4,007**	**17,595**

Other footway schemes carried out during this contract year include:

- A2 London Road, Rainham (The southern side from Maidstone Road to opposite Bloors Lane) - total of 1,180m^2;

- Warren Wood Road, Rochester (Both sides from Emerald Close to number 122) – total of 1,346m^2;

- Childscroft Road, Rainham (Southern side from Station Road to Berengrave Lane) – total of 1,374m^2;

- Old Castle Walk, Rochester (From numbers 1-69 and from numbers 2–30) – total of 1,347m^2 of resurfacing

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 2020/21 a total of 14 major highway improvements schemes were delivered via the HIC, by our Capital Projects Team in Medway. These schemes were valued at a total of £337,533 and included:

Ambley Road, Gillingham

Value: £2,500

Dates: February 2021

Source: Capital Funding

In line with Medway's priority to provide safe ways of getting around, improvements were made to an existing uncontrolled pedestrian crossing point to allow easier and safer access for pedestrians. The construction involved a kerbed buildout with dropped kerbs and tactile paving.

Magpie Hall Road and Palmerston Road, Chatham

Value: £17,300

Dates: July 2020

Source: Capital Funding

New crossing points and dropped kerbs have been constructed to improve accessibility to the green in the area, making it safer for pedestrians to access the green which is popular with local dog walkers. Visibility improvements were also completed at the junction with Walderslade Road through the construction of a kerb buildout to slow vehicles turning left and provide a safe crossing point.

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Dock Road, Chatham

Value: £42,000

Dates: August 2020

Source: Capital Funding

The on-road cycle facilities on the shared footway/cycleway are just one of the many projects to encourage a greener Medway and reduce congestion. This project involved improving the transitions were the cyclists join or leave the footway through improved dropped kerb arrangements, road markings and

signs. Installing cycle separators in the marked cycle lanes on the road helps create a barrier for cyclists, protecting them from passing traffic.

A228 Frindsbury Road, Strood

Value: £26,000

Dates: September 2020

Source: Capital Funding

Accessibility improvement works resulted in the creation of a new pedestrian refuge on this busy road.

The crossing point has helped reduce traffic speeds and enables children and their parents to cross the road safely to get to the nearby local Primary School.

Borstal Street, Borstal

Value: £32,800

Dates: October 2020

Source: Capital Funding

New crossing facilities to serve the local community were constructed to encourage people to get around independently, providing safe improved access to local shops.

The new illuminated zebra crossing with kerb build outs and dropped kerbs also include tactile paving to aid visually impaired pedestrians.

Strood Bridge Works

Value: £248,600

Dates: November 2020

Source: SELEP Growth Fund

Bridge refurbishment works were carried out to 3 bridges within the Town Centre. Works included cleaning and repainting the bridges and installing new lighting to further compliment the works carried out during last year.

Station Road, Strood

North Street, Strood

Our bus stop improvement works involve raising kerbs to provide bus boarders to help those travelling on buses gain easier access, as well as adding clearway markings.

A2 High Street

Bus Stop Improvement Works

Value:	£17,500
Dates:	January 2021
Source:	Capital Funding

Medway Council strive to promote alternative transport for everyone to be able to get around independently and with ease.

Medway Tunnel and Structures

As the Council's largest asset with over 50,000 vehicle movements daily, our contractor Volker Highways continue to carry out programmed maintenance on the Tunnel throughout the year to help keep Medway moving.

During 2020/21 we entered the final phase of works to improve the passage of pedestrians from one tunnel bore to the other in the event of an emergency.

The replacement of the cross-passage doors commenced in 2019/20 and this year saw us enter the final phase with the installation of the final set of doors.

Vital repairs to one of our air conditioning units within our communications server room was carried out this year. These units are critical to ensuring that vital equipment that supports the daily running of the tunnel stays cool and not overheat.

The Medway Tunnel Emergency Plan was reviewed throughout the year and updated following a re-evaluation of processes. It is vital that this plan remains under constant review to ensure we fulfil our duty to assess, plan and advise on risk and comply with the Civil Contingencies Act 2004 and other Emergency Planning Legislation.

Each year several inspections are undertaken on our structures. These are either a Principal Inspection or a General Inspection, dependant on the date the last inspection was undertaken and what type of structural asset is being assessed. During this contract year, a total of 23 Principal Inspections were undertaken and a total of 136 General Inspections.

The A289 Medway Tunnel Project progressed well in 2020/21. Through this project several areas of improvement works have been identified and through funding, will result in various works being carried out, including:

- Major Tunnel Systems Upgrade relating to Ventilation, CCTV, SCADA, VAID, Pumps and Sumps, Gas Sampling and VMS. Condition surveys have been completed and their results fed in the requirements to be included in the outline design/ performance specifications.

- The detailed design for the new parapet sections of the retaining wall at Pier Road was completed and monitoring continues. The aim is now for the construction phase to start in summer 2022.

Two of the contraflow gaps have now been completed; one with a fixed crash barrier and one with a removable one enabling the crossing of the dual carriageway for maintenance or in an emergency.

Our Large-Scale Manhole Replacement Programme will result in all standard manholes being replaced with a new manhole and surround with a system that allows for more movement, which increases durability with the high HGV movements.

Each new manhole and surround come with a 5 year guarantee.

Other works carried out during this contract year included:

Green Street Footbridge

Value: £929,515.93

Dates: April 2020

Source: Capital Funding

Preparation works to remove and replace a life expired pedestrian footbridge over the London Victoria to Ramsgate railway cutting at Gillingham began in early 2020.

Working alongside our term contractor Volker Highways, Volker Fitzpatrick and additional bridge specialists, the work involved the planning, design, and fabrication of the bridge as well as surveys, bridge inspections and the installation of electrical feeder pillars and duct work.

The original footbridge, which was 31.1m long, 1.9m wide and weighed 23tonnes, was located on the west side of Gillingham Train Station, spanning the 8m deep railway cutting between Chatham and Gillingham Train Stations.

Works to remove the footbridge started in early April, with VolkerFitzpatrick constructing the new in-situ reinforced concrete foundations, which were located at the rear of the existing bridge foundation supports and constructed during normal daytime working, outside of the Network Rail boundary.

To ensure the safety of the team and members of the public, footways were closed, pedestrian diversions implemented, and local road closures put in place.

Due to restricted road widths and the area being densely residential, the bridge had to be fabricated and transported to site in two halves.

Once delivered, a 200tonne crane was used to offload the bridge sections and splice them together on site.

Over the May Bank Holiday, under a single 25-hour possession and using a Liebherr 450t mobile crane, the old bridge was removed and a new 35tonne steel truss bridge, 33m long and 3m wide was installed.

The new bridge is supported on the new reinforced concrete foundations. Once the new bridge was installed, footway paving, street lighting columns and street furniture was reinstated and opened to the public.

Thanks to the efforts of all involved, the project was completed a week ahead of the original programme, with significant cost savings and minimal disruption to the local residents and businesses.

Street Lighting

Medway Council has nearly 27,000 columns with lanterns on the highway network, all of which provide an essential contribution to both drivers and pedestrians travelling on the highway network.

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

The contract with Volker Highways commenced on 1st July 2020 and advance site surveys were carried out to assess each column for site specific problems, such as traffic management. These surveys were essential to reduce the risk of delays to the works programme.

The first lanterns were replaced during February 2021. These lanterns had been allocated to individual streetlights using a set of typical roads within Medway and the contractor providing a suitable lantern for each scenario. This reduced the lead in time for the deployment of lanterns as there was no lighting designs needed for them.

The contract also included the deployment of a central management system (CMS) which involved potential sites being surveyed to ensure the base stations were placed at the most suitable locations. This included an assessment of the land contours and the projected number of lights to be controlled from each base station. In total ,17 base stations were installed to control all the lights in Medway.

The asset management system was adapted to send and receive data from the CMS system so that there was no delay in the lanterns being installed and the CMS receiving the relevant control information.

Working with a lighting design consultant the Street Lighting Team developed an adaptive lighting guidance document. This guidance allows for each road to be allocated a regime of dimming levels throughout the night, dependent on the road type and its use during the night.

The CMS system was activated and tested on a small number of lights in February 2021. The system facilitates the remote monitoring of the streetlights including fault reporting, energy consumption and controlling the adaptive lighting regimes applicable to each light.

By end of July 6419 new lanterns were installed and 2805 columns upgraded.

Structural Testing

A total of 7,500 structural tests were carried out on streetlights and signposts during 2020/21. The tests identified several signposts and lighting columns in poor condition. Any

urgent units found were made safe and then replaced.

Bollard Replacement

A survey was carried out on 1,200 traffic bollard locations to identify bollards in poor condition, in order to prepare for their replacement with either new lit bollards or unlit reflective bollards. As a result of this survey 40 bollards were replaced and further bollard works will be carried out over the next two years.

Signpost Replacement

Many signposts in Medway are at the end of their design life. A structural survey was carried out and as a result 53 signposts were replaced.
The survey also identified several locations where either the signs are no longer needed or where the sign plates could be moved to an adjacent streetlight, reducing street clutter. This work is planned to take place over the next two years.

Column Replacement

In addition to the columns replaced on the LED contract, 201 columns were replaced on the maintenance contract. These included those that were damaged and found during the structural survey as requiring replacement.

Street Lighting Maintenance

Maintaining our street lighting assets is split between 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 2020/21 the Contractor has:

- Bulk lamp changed and serviced 1,561 units;
- Electrically Tested 1,601;
- Structurally Tested 7,500.

As part of the maintenance of the street lighting assets, the Street Lighting Team work with Volker Highways to ensure the safety of our residents and network users, delivering repairs and routine testing via the Highway Infrastructure Contract.

Volker Highways continue to maintain in excess of 99% of lights in illumination at any one time during Year 4, exceeding the KPI level required under the contract and contributing towards keep roads safer.

Network Safety

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

Under Section 41 of the Highways Act (1980), Medway Council have a statutory duty to maintain the highway network in a safe condition for its users. To achieve this, we proactively inspect our assets and respond to customer enquiries, working with Volker Highways to keep the network safe, for our users.

Highway Safety Inspections

A continuous rolling programme of safety inspections are undertaken by the Highway Inspectorate who respond to customer enquiries regarding the network. All identified safety defects are recorded in our asset management system, which then generates a minor works order for repair. Volker Highways undertake a continuous programme of these repairs across the network, where we work together to ensure that issues of safety are addressed.

In Year 4: -

- 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.
- 3,658 requests for service were received by the team, regarding issues where a repair might be needed, including 1,965 regarding carriageway defects.
- In response to all inspections and requests, 3,037 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 674 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 1,448 defects on the network themselves using Viafix (a permanent flexible bitumen material).

Winter Maintenance

Resilience in winter keeps the network open and safe

Medway Council recognises that its Winter Service provision during inclement weather is essential in aiding the safe movement of highway users. By maintaining communications, we aim to reduce delays on the network, endeavoring to ensure everyday life can continue where possible.

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 2020/21 ran between the 23 October 2020 and 23 April 2021. During this winter season we undertook 110 gritting runs with 8 gritting Lorries and used a total of 3,049 tonnes of salt, which equated to a total spend of £286,796.

Medway also had 85 snow wardens (a reduction of 3 from the previous year) who volunteered through a snow clearance scheme provided by Medway Council to assist with footway clearance in local areas.

Keeping Medway Residents informed

Our Twitter social media platform enables us to keep residents informed of our winter maintenance activity throughout the winter period.

Daily updates are posted to advise residents what routes are being gritted or what the standby colour for the evening is.

Readiness Colour Coding	
GREEN	Road surface temperatures are expected to remain above plus 1C (or above 2C on a low confidence scenario)
AMBER	1. Road surface temperatures are expected to drop to between (and including) zero and 1C 2. Road surface temperatures are expected to drop below zero but roads are predicted to remain dry 3. On a low confidence marginal forecast, amber may be used if road surface temperatures are expected to drop between 1 and 2C
RED	Road surface temperatures are expected to fall below freezing with ice and/or hoar frost and/or snow accumulations and/or freezing rain likely.

We also promote tips for staying safe during winter and driving in icy weather.

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 immediately. The advantages of using Masternaut for winter maintenance are:

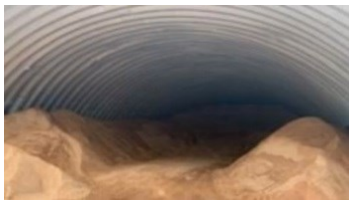
- Interactive live map
- Vehicle Speeds
- Gritting spread rate of each vehicle
- Historical journeys & reports

Winter Parade

A Winter parade is undertaken annually in October.

The purpose of the parade is so that the contractor can 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 sources of additional salt have been identified in the event of stockpile shortages



- That all vehicles are fitted with trackers and telemetry 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. Following this, an annual review report of the Winter Service is taken to DMT and reported to Senior Management and Members.

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

Winter Service Audit

An internal audit was carried out during the 2020/21 financial year, with the audit identifying only three recommendations, all of which have since been actioned. The findings of the audit were also shared within the Annual Review report to DMT.

Safeguarding against flooding

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

Highway drainage are critical assets that control the removal of water from the carriageway, allowing customers to use it safely. Failure to adequately maintain drainage assets can have a significant impact on other highway assets, the wider transport infrastructure and private property.

With a high number of drainage assets across the network, such as gullies, soakaways, flap valves and highway ditches, it's essential we carry out maintenance and improvements to achieve service delivery standards in respect of safety, serviceability and sustainability.

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

Service Standards

Our service standards are based on routine and cyclical maintenance which enables us to proactively maintain our assets. This includes cleansing the asset groups in various cycles to suit the need of the individual asset which is targeted for maximum output.

Optimising gully cleansing for best value

Volker Highways capture gully data when undertaking cleansing which has helped them develop a cleansing regime that is based on levels of risk, determined by assessment of need. Information from Kaarbontech is input at the point of cleanse and uploaded whenever there is a Wi-Fi connection or at the end of the day.

The data capture helps build an inventory of our drainage assets along with condition information and with the system being accessible by both the Contractor and Council Officers, it has assisted in applying a strategic approach. An example is that it has allowed for changes in frequency to be applied which has resulted in identifying high-risk areas and carrying out a higher level of cleansing in them.

A total of 12,841 gullies were cleansed in 2020/21, out of 15,920 attended, meaning 81% 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 contract year 4, 20 individual capital and revenue drainage jobs were completed which included:

Grain Road, Isle of Grain

Value: £59,097.47

Dates: September 2020

Source: Capital Funding

New drainage has been installed at this location because of local flooding issues. The works will make a positive contribution to reduce flooding in the area.

Winchelsea Road, Princes Park

Value: £10,405.44

Dates: August 2020

Source: Capital Funding

A pinch point on Winchelsea Road meant an existing soakaway was overwhelmed resulting in property flooding.

A new larger soakaway was installed as well as redirecting some existing

pipework away from the property at risk.

Wouldham Road, Borstal

Value: £6,991.62

Dates: October 2020

Source: Capital Funding

The carriageway has flooded here for years due to heavy rain. There are large storage units in the verge on the north side which should go to a ditch that runs parallel with the private road to the east of site.

Vegetation clearance and desilting works on the ditch that runs alongside the track were cleared to help resolve this issue.

Binland Grove, Horsted

Value: £5,826.59

Dates: November 2020

Source: Capital Funding

Large puddles frequently formed to the front of the school entrance and a lack of gullies meant the water would not drain.

The installation of 2 new gullies captures the water and drains it from the road.

Ratcliffe Highway, St Mary Hoo

Value: £3,169.68

Dates: December 2020

Source: Capital Funding

Routine ditch clearance and culvert cleaning where silt levels have built up and vegetation has become overgrown.

Horsted Way, Horsted

Value: £4,195.74

Dates: March 2021

Source: Capital Funding

A low point on Horsted Way meant rain would build up and overflow onto a property's driveway putting it at risk.

Two gullies were found to not be connected to anything, so a new soakaway was installed and the existing gullies connected to it, improving the drainage at this location.

Keeping people safe

Leading the way to Zero Harm every day

International Safety Awards

Volker Highways are celebrating after receiving its fifth International Safety Award with Merit from the British Safety Council.

BRITISH SAFETY COUNCIL
International Safety Awards 2021 Merit

Now in their 63rd year, the International Safety Awards recognise and celebrate organisations which have demonstrated their commitment to preventing workplace injuries and work-related ill health during the previous calendar year. The awards also recognise organisations that have shown commitment to wellbeing and mental health at work.

The award reflects the businesses' commitment to health, safety and wellbeing during 2020, a year like no other.

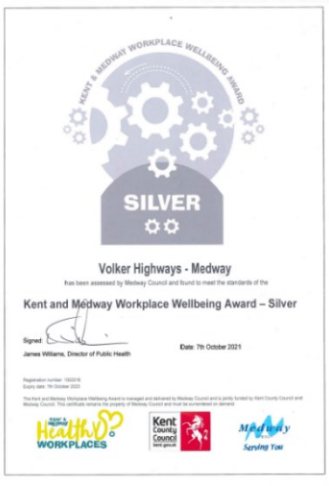
Workforce Health

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.

Mental Wellbeing

Volker Highways Joined the Kent & Medway Healthy Workplace Programme gaining a bronze award. A further 30no. new pledges have been made to target the Gold Award in Contract Year 5.

Mental wellbeing is an important subject and one both Medway and Volker highways are committed to championing. Volker Highways have a number of Wellbeing Programmes in place for staff, operatives and sub-contractors.



Driver Safety

Volker Highways maintained Bronze accreditation from the 'Fleet Operators Recognition Scheme' (FORS) audit which was undertaken on the vehicles servicing the HIC Contract.
The Auditor commented: "That was the best audit I've ever undertaken. The quality of evidence, policies and procedures and also the team were very impressive."

FORS Bronze

VolkerWessels UK

has been assessed and has met the bronze level requirements of the Fleet Operator Recognition Scheme (FORS).

Multi Operating Centre Accreditation is limited to locations listed on subsequent pages of this certificate.

This certificate is valid from 27/02/2021 to 26/02/2022 and remains valid as long as FORS requirements continue to be maintained.

John Hix
on behalf of the Fleet Operator Recognition Scheme

FORS ID : 000439

Page 1 of 2

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 4 of the Contract.

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

Vibratory Equipment

Hand arm vibration can be a significant health risk where powered hand tools are used for significant lengths of time. Volker Highways Medway have created a new bespoke app to record Hand Arm Vibration (HAVs) data to protect operatives' health against excess use of vibratory equipment.

Putting the customer at the heart of everything we do

Ensuring our residents are kept informed

Social Media

Twitter

2,884 followers (a 290 increase since last year)

4+ tweets sent out daily

Average 55.4k Tweet Impressions throughout the year

5,345 Profile Visits

Keeping followers informed of Contractors daily whereabouts & Traffic Alerts

Advance notification of Schemes and road closures

Posts events affecting movement in and around Medway as they happen

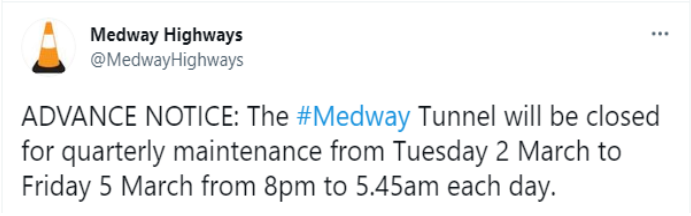
Providing daily winter gritting weather information during the Winter Maintenance Period

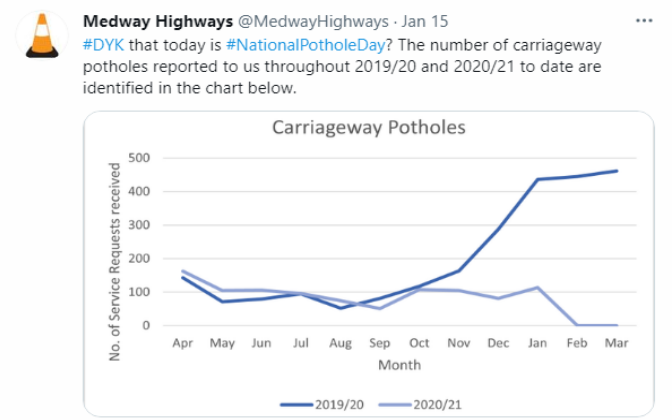
Promotion of works in progress and completion

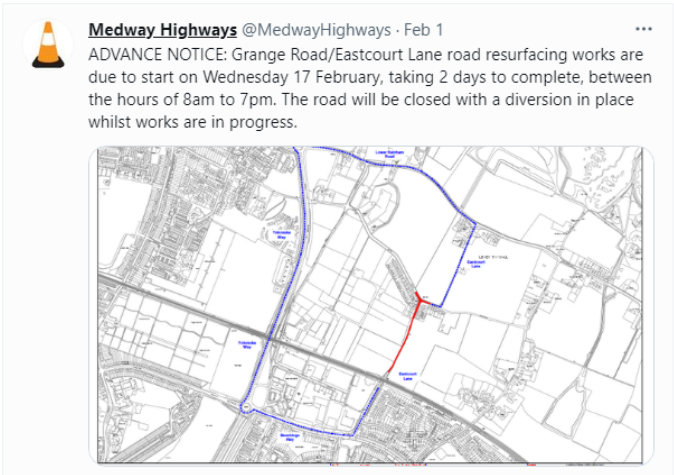
Updates on enquiries raised via Twitter

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, 83% of service requests are received by telephone, with 11% through online eforms.

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	Year 4
Carriageway	3930	3510	3762	2773
Street Lighting	2163	2247	1851	1892
Footways	1925	1919	1727	1545
Vehicle Crossovers	697	677	626	681
Gullies	694	608	445	462
Road Adoption	918	581	605	925
Street Furniture	516	480	497	477
Signs	144	308	223	190
Highway Boundaries	3	172	0	0
Road Markings	38	135	59	42
Winter Maintenance	436	131	22	633
Highway Miscellaneous	178	121	140	77
Bus Shelters	67	61	58	38
Highway Obstructions	11	28	2	3
Structures	10	23	20	21
Highway Emergencies	167	14	75	81
Festive illuminations	1	3	4	2
Insurance Claims	2	3	38	31
Car Parks	1	2	0	0

16 day average from report of defect from customer to job completion for highway works

Responding to Customers

Our Highways Asset Management System has the functionality to integrate any highway requests for service that are reported online through the Council's website, direct to the officer within the Service that deals with that specific matter.

This dynamic process avoids delays in responding to customers requests and ensures information is passed to the right officer and monitored to ensure responses are sent within the defined timeframe.

During 2020/21, a total of 10,627 requests for service were received for Highway Services.

35% of Works Orders raised during 2020/21 for carriageway potholes were raised direct from service requests from customers

Valuing public opinion

Through the use of QR codes, Volker Highways continues to survey residents to gauge public satisfaction on the highway maintenance service they provide in Medway.

Volker's Customer Satisfaction survey link continues to be promoted on the @Medway Highway Services Twitter feed with the aim to continue to promote engagement with the public by making it easier to provide feedback.

Improving lives 2017-2020

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

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

Community Engagement & Investment Initiatives

Volker Highways have continued their long-standing partnership with the KM Charity Team as key sponsors for the walk to school initiative.

In this academic year, 16no. Medway schools took part in the scheme and in Medway 60,660 green journeys were made and 12,040 cars were off the road.

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 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.

Improved access at St James C of E School, Isle of Grain

When Volker Highways were made aware that a young child with walking difficulties was struggling to get into school, they stepped into action and created an access that all pupils could easily utilise.

Headteacher Fay Cordingly said “When I think of the issues that surround us today especially when we find that our liberty has been curtailed by lockdown, I take comfort in my favourite saying which is ‘So shines a good deed in a weary world’. It goes without saying that I am constantly

heartened by the acts of kindness that people and companies like Volker readily deal out to those who ask for assistance and so, when I look at the work that you carried out at our school, my belief in humanity is strengthened. A small act of kindness but what a difference this ramp has made to the young girl at the school who struggles to walk and to parents who strain to manoeuvre pushchairs into the nursery area.

So, a great big thank you from us at St. James' School for your work – it's a permanent feature that will ensure an ease of entry for everyone".

Clean Air Day

This contract year saw Volker Highways donate a £200 cycle voucher as part of a competition to highlight Clean Air Day, which took place on Thursday 17 June.

The initiative brings together communities, businesses, schools and the health sector to improve public understanding of air pollution and how it affects yours health.

The competition was open to Medway residents who carry out an activity that shows a commitment to improving air quality. The aims of the activity was to:

- Improve public understanding of air pollution;
- Build awareness of how air pollution affects our health;
- Explain the easy actions we can all do to tackle air pollution;
- Helping to protect the environment and our health

The winning entry was from Lorraine Marley who is committed to doing the school run bybike every day, in all weathers, as opposed to taking the car. Lorraine and her children also raise awareness of climate issues at their local school and encourage other parents to walk or cycle instead of driving. They also celebrate climate awareness events by making clay discs to hang in local parks as well as requesting a bike rack to be installed at her children's school.

Helping Older People Live Independently in their homes

When Volker Highways learnt of an elderly gentleman having difficulty getting out an about from his property in his mobility scooter, they stepped in to help. The former steps to the property were removed and a DDA compliant ramp from the footway leading to his property was constructed free of charge, giving the resident the freedom to come and go as he pleases.

Collaborative Working

In April 2021 Volker Highways & Medway Highways gained ISO44001 accreditation for Collaborative Business Relationship Management. This achievement is testament to the partnership ethos between Medway Council & Volker Highways.

Local Council Road Innovation Group

This year saw Volker Highways join Local Council Road Innovation Group (LCRIG) as Members.

LCRIG supports the 'highways community' by organising and coordinating a suite of activities designed to facilitate collaboration and innovation throughout the sector

Engagement with the next generation

Volker Highways joined Build UK for the 'Open Doors' event to showcase construction to students through partnering.

Currently partnered with the Strood Academy, the Medway team welcomed six students from Strood Academy, who had all expressed an interest in following a career in the construction industry.

The day began with a 'careers in construction' presentation, a highways quiz and a safety briefing. The team then took the students to visit a site along the A228 Grain Road, where Volker Highways is constructing a new bridleway. At the site, they were given the opportunity to ask questions and find out more about the project.

Whilst on site, the students commented that they could imagine themselves becoming involved with this type of work in the future.

A long-term work experience placement was provided to a young person with special educational needs from 8 March 2021 to 28 June 2021. The supported placement was provided by 'Forward 2 Employment'.

Alex learned some valuable skills & administration experience which will hopefully help him gain paid employment. Alex wrote his own blog about the benefits of his time with Volker Highways.

My internship with VolkerHighways

Wednesday, 19 May, 2021

Meet Alex Baldwin...

My name is Alex Baldwin and I have just started my internship with VolkerHighways at their Medway office.

So far, I am very much enjoying myself here as everyone is extremely nice and welcoming, and I'm always treated like a member of the team – I was even treated to a McDonalds by the team on my first day! I enjoy my work and I get to use a company laptop, which has been very useful. Day to day, I am set tasks such as collating callout information obtained and adding it to a spreadsheet, as well as coding and organising photos which is an important task as it enables the team to request payment from the client. I am also responsible for organising the folders in the office and all other general administration such as updating the notice boards. These tasks can take me anywhere from five minutes to an hour to complete and I like that they are really varied. Before leaving work each day, I write down all completed tasks in my diary so I can feedback to the team the next morning.

I've already learnt so much from my internship. Before I joined, I never realised how important VolkerHighways is to Medway Council and it's interesting getting to know the different activities which the business undertakes. My organisational skills have greatly improved since joining VolkerHighways as I've now found new ways which help me to stay on top of my workload. In addition, the team has taught me how to use Excel. Despite previously using it at school, I am now much more confident when filling out spreadsheets.

Reflecting on my internship so far, I'm really glad I had the opportunity to work with VolkerHighways and learn more about the industry. I never expected to be in a working environment as enjoyable as it is here. I've learnt this is one of many offices around the country, and that construction is a very big industry with lots of varied roles, so now that I have had an insight into the world of construction, I would certainly consider a career in the industry.

Delivering Social Value

Social Value delivered through the Highway Infrastructure Contract currently stands at a rolling total of £1,898,228.18.

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 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:

- 92% of workforce employed locally
- £62,619 spent on training opportunities, including apprenticeships.
- £1.5m spent towards local employment
- 32 hrs volunteering in local community projects
- £1,253 worth of charitable donations made
- £5,147 towards EDI training for staff and supply chain
- 17 weeks of meaningful work placements

Considerate Constructors Scheme

A score of 43 points maintained from the Considerate Constructors Scheme. The industry average is 37.67. Volker Highways scored full marks on following sections - respecting the community, protecting the environment & valuing the workforce. A certificate of excellence for exemplary conduct across all five sections of the schemes code of considerate practice has been issued.

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.

95% waste recycling achieved with a total 9,353 tonnes of waste produced between August 2020 to July 2021. All of this therefore avoiding landfill.

Waste streams include:

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

The Medway Team are continuing to collect and deliver 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 December 2020, Volker Highways Medway Team were selected as finalists within the VolkerWessels group of companies annual internal 'Platinum' awards as finalist for category of 'Sustainable, Environmental & Social Value Champions'.

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 in Year 3 have serviced the contract in Year 4, equating to 10% of the total Medway Fleet. Carbon savings of approximately 190,000kg of CO_2e were achieved over the last year.

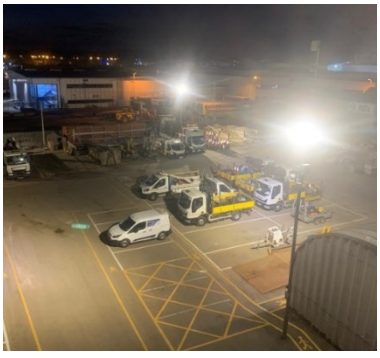
Volker Highways are now measuring their Carbon footprint across their Highways contracts. The Medway Highway Infrastructure Contract is within the lowest two emitters across their business with approximately 81.85tC02 per £m spend.

Warm Mix Asphalt

Carbon reduction lies at the heart of the Government's Construction Strategy as it works to achieve its emissions reduction targets and move the UK to a low-carbon economy. The Government have therefore produced a paper through The All-Party Parliamentary Group on Highways, 'Working for better roads Warm Mix Asphalt'. The paper identifies the simple principle behind WMA technologies is to manufacture and lay the asphalt at lower temperatures, thereby using less energy and delivering meaningful carbon savings, without compromising performance.

Volker Highways Medway Team engaged with Tarmac to create a carbon calculator for all asphalt materials used within Medway. Tarmac selected Medway as their first trial site. With a full set of data for 2020 we will compare this against materials used in 2021 to track carbon reductions through informed material selection.

Depot External flood Lights changed from energy consuming 400w metal halide lamps that were on all night to now motion-detected LED lights. Over the 2-acre site that should yield large reduction in energy consumption.



COVID19

Response to Global Pandemic in Delivering the Highway Service

Response to COVID19

Volker Highways commenced on-site Lateral Flow Testing (LFD) in early February for critical activity workers, i.e. Winter Service Drivers and Emergency Call-out operatives, who were tested twice weekly. There were no positive test results from this testing regime.

LFD testing stopped in May 2021. Since it was introduced in January across the VolkerWessels group only 2 positive cases were reported.

Three directly employed operatives did test positive between January and March 2021 with one requiring hospital admission on 22 January. The operative was able to start a phased return to work from 22 February and since then no new cases have been presented or self-isolation required.

Extensive Lateral Flow Testing (LFD) was conducted during the March 2021 routine maintenance tunnel closure. A total of 67 tests were conducted with zero positive results. All those entering the works were registered with the NHS track & trace system.
Medway Highway Services direction and guiding principles have not changed during the Coronavirus pandemic. They have remained focused on safely always maintaining our critical services and minimising the impact on our staff and our customers.

Contractual Changes

We adjusted some of our 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. Staff have slowly started coming back into the office and with a Hybrid Work Policy due to be implemented soon, the flexibility of staff to work from home and in the office will continue.

Planned and Reactive Works

Planned and reactive works continued as planned, with ongoing monitoring and any updates applied accordingly.

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

Safety Measures

Additional measures taken to ensure the safety of the Volker Highways workforce during the Covid-19 pandemic, included:

- 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 Leader-ship Councils Site Operating Procedures
- Weekly Partnership Progress Meetings
- Clients Press Releases to promote the importance of highway maintenance works.

During contract Year 4, Medway Highway Services completed 7,336 works orders relating to Street Lighting work, which included:

- 1,561 Bulk Lamp Changes
- 1,601 Electrical Tests
- 339 emergency callouts
- 201 new columns installed
- 7,500 columns structurally tested
- 53 illuminated signs replaced

In addition, a total of 4,944 highway works orders were completed in this period, including:

- 5,004 carriageway defects repaired
- 3,761 footway defects repaired
- 98 metres of pedestrian guard railing replaced
- 232 street nameplates renewed
- 129 bollards replaced
- 153 vehicle crossings installed

Throughout lockdown periods we ensured that our website and social media platforms were updated to keep residents and those travelling through Medway up to date.

In partnership with Volker Highways, we showed appreciation for the work of our local NHS.

Looking to the future

This year brings the same sense of pride as last year as a result of the Medway/Volker Highways Partnership and 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

A strong working relationship between the teams continues to contribute 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.

Our delivery of schemes, projects and programmes this year are a result of us constantly undergoing change as we seek to improve what we do and how we do it.

We continue to acknowledge our social, economic and environmental responsibilities and we will continue to make a commitment to embed this in our culture. 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.

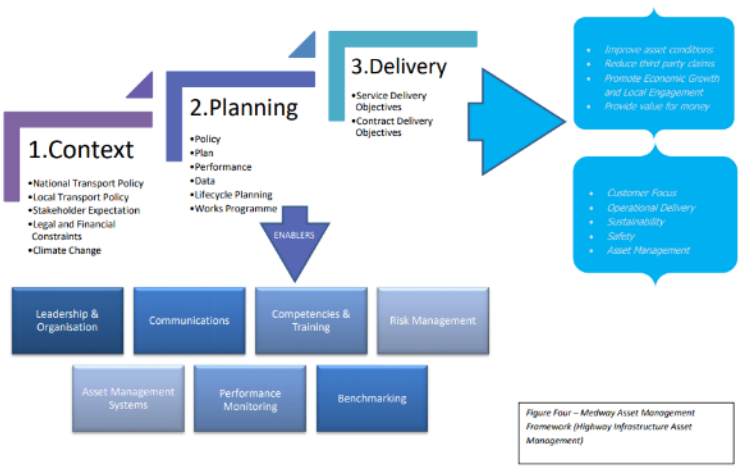


Figure Four – Medway Asset Management Framework (Highway Infrastructure Asset Management)

Lifecycle Planning

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

NHT Public Satisfaction Performance Indicators and description	National Average (2021)	Medway's Performance Scores		
		Previous (2020)	Current (2021)	Service level achievement 2021*
KBI 01 - Overall (local) - weighted	52%	53%	51%	Fair
KBI 03 - Ease of Access	75%	75%	74%	Fair
KBI 11 - Pavements & footways	52%	57%	56%	Good
KBI 17 - Traffic Levels & congestion	42%	43%	39%	Fair
KBI 18 - Management of roadworks	47%	50%	45%	Fair
KBI 20 - Road safety locally	54%	57%	53%	Fair
KBI 23 - Condition of highways	32%	35%	31%	Fair
KBI 24 - Highway maintenance	42%	52%	42%	Good
KBI 25 - Street lighting	62%	67%	65%	Good
KBI 26 - Highway enforcement/obstructions	43%	49%	44%	Good
*Targets are to achieve scores at or above the national average. The level of service is assessed as Good = at or above average, Fair = up to 3% below average, Poor = 4 or more % below average				

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.

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.

Medway Council
Serving You

Reducing our Carbon Footprint
including
95% Waste Recycled

CO_2 REDUCTION

VolkerHighways