Appendix 1

Medway Council

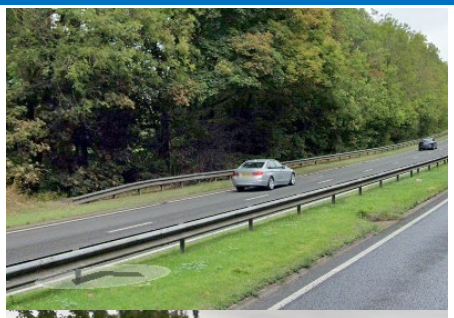
Highway Infrastructure Contract

Annual Service Review

2021 to 2022

Our Assets

- 827km of Adopted Highway
- 41,538m of Crash Barriers
- 35,534 Gullies
- 6,283 Highway Signs
- 25,933m of Pedestrian Guard Railing
- 230 Bridges
- 175 Retaining Walls
- 6,907 Street Nameplates
- 603 Traffic Calming Measures
- 489 items of Street Furniture
- 164 Roadside Ditches
- 291 Soakaways
- 495 Salt Bins
- 574 Traffic Islands
- 1,890 Illuminated Signs
- 26,868 Street Lights
- 9,113 Bollards
- 113 Belisha Beacons
- 1,350 Illuminated Bollards



Contents

Executive Summary

This Annual Performance Review shares the work undertaken during Contract Year 5 (August 2021 – July 2022) 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 ensure we continue to deliver a level of service that ensures road users feel safe and have a reasonable level of confidence that they will encounter minimal disruption from roadworks on their journey. We will continue to deliver a highway network that is accessible for all, connecting isolated communities and the vulnerable to align with Medway's wider strategic aims and maximising regeneration and economic growth.

We're working on a new Highways Asset Management Strategy which sets out how we will monitor the performance of a wide range of assets by adopting and proactively implementing an asset management based approach, enabling us to maximise value for money through informed decision making. We'll continue to monitor our performance in line with international standards (ISO55000) and participate in the annual National Highways and Transportation (NHT) survey, which measures public perception of the Medway Highway Service we provide.

It is vital that the key focus of our partnership continues into 2023 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 fifth year of the partnership has continued to compete for investment. 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 – ensuring the highway network is accessible for all residents, visitors, and business and connects local communities.
People – All children achieving their potential in school	Social Value – Members of Medway Education Business Partnership supporting Medway students to raise levels of achievement and support tomorrow's workforce.
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 £1.3m.
Growth – Residents with jobs and skills	Social Value –Work experience placements are provided to young people, including those with disabilities.
Growth – Getting around Medway	A total of 11,194 works orders completed, including 8,042 carriageway potholes. In addition, 13,394 gullies cleaned, 2,956 Highway Inspections completed, 21,505 Streetworks Permits approved and 806 Emergency Call Outs actioned

Effective management of budgets

The partnership works closely to successfully deliver the service whilst continuing to mitigate the impact of oversubscribed budgets.

This has been achieved in several ways:

- There was a total of £7,271,914.03 contract spend in 2021/22.
- We're in the process of reviewing the Well-Maintained Highways Code of Practice which promotes risk-based asset management to support our evidence base for Department for Transport (DfT) Self-Assessment Incentive Funding.
- Our targeted cleaning of the resilient network and flood areas continues to help reduce reactive cleansing needs, saving costs and reducing our CO_2 emissions.
- We continue to work to a joint payment timetable to ensure 99% of requests for payment are made on time. This enables us to undertake accurate budget monitoring and reporting.
- 3,059 variation orders were raised to ensure correct final measures/costs on all jobs.
- Used the DfT Highway Maintenance Block Funding of £1,412m to undertaken carriageway resurfacing works at 14 sites and patching works to 28 sites.
- Continued to programme works on the Medway Tunnel and Road Infrastructure Scheme where Challenge Funding was secured from the DfT of £4.9m.

Effective governance

We have continued to improve 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 ISO44001 accreditation for collaborative working continues to be monitored under a joint governance structure.

The Strategic Board was established with Senior Management from both organisations that continue to meet on a quarterly cycle.

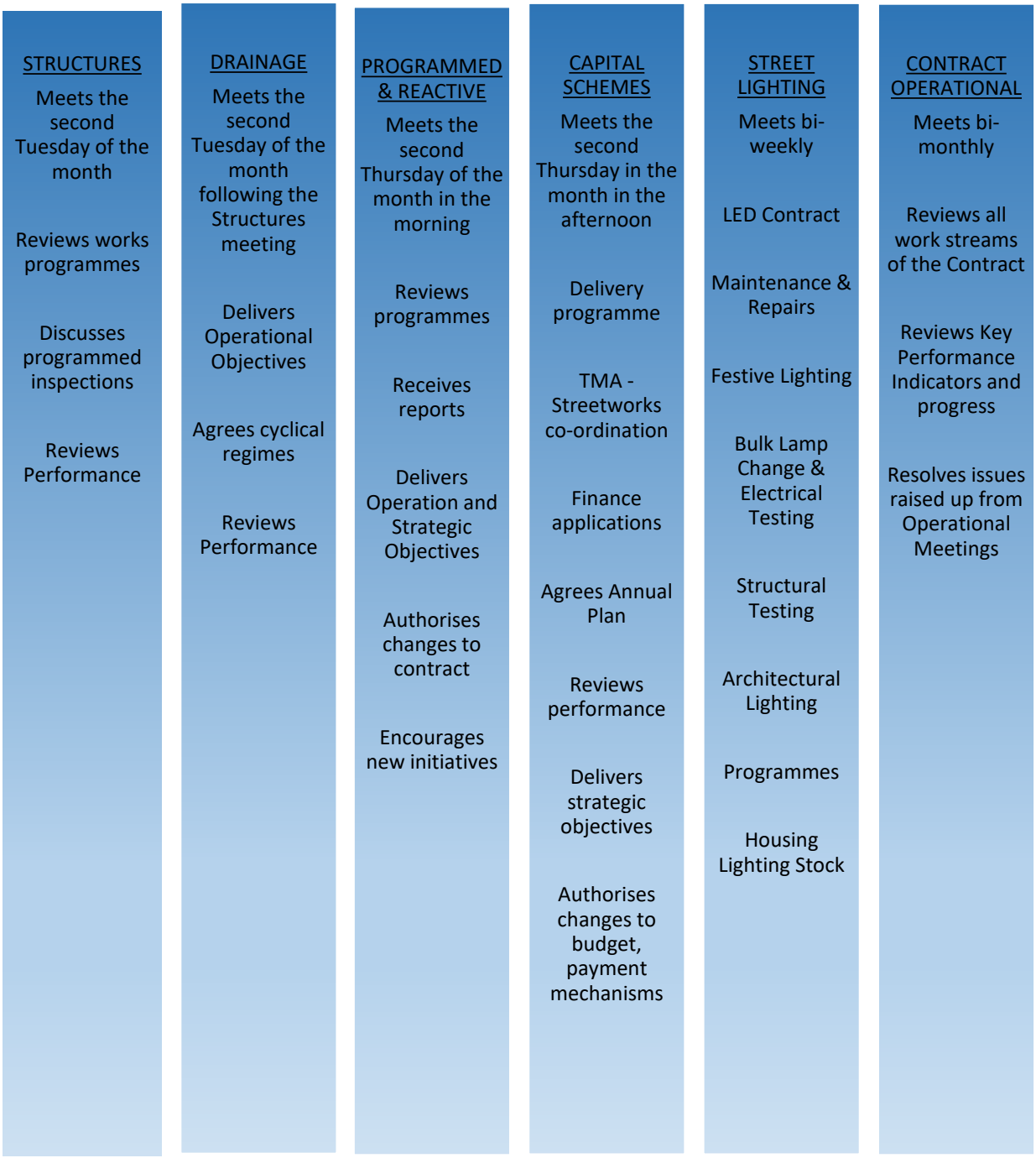
The Strategic Board's primary focus is the strategic overview of the contract, focusing on contract deliveries and outcomes.

Other items for discussion include a corporate business overview from both organisations, maintenance of our collaborative working accreditation and exploring funding opportunities.

Innovation and linking in with academic institutions and other external organisations to explore research and development opportunities is a new item being taken forwards. This will enable both parties to proactively facilitate trials of new materials and application processes that will contribute to a reduction in the amount of CO_2 emissions produced through the HIC contract.

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:

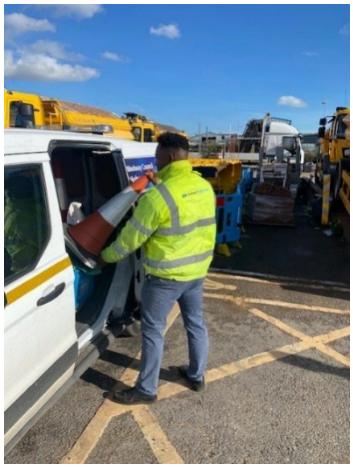


Contract Headlines

8,343 requests for service received

8,042 carriageway potholes filled

13,394 gullies cleaned



2,956 Highway Inspections carried out

11,194 works orders completed

Over £7.2 million invested

21,505 Streetworks permits approved

99% of all Works Orders completed on time

806 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 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 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.

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 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 5 of the HIC contract was 765 points, meaning an additional year was awarded and the contract duration date moved to 31 July 2025.

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

Our statutory duty as the Highway Authority is to maintain the public highway, which can be challenging with such an extensive network. 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 2021/2022

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 focused on Priority 1 sites as these are in the worst condition and in greatest need of resurfacing.

During the contract period August 2021 to July 2022 Medway Council completed 19 carriageway resurfacing schemes totalling £1,665,802.64 that equated to 5,620 linear meters and a total of 44,323 square meters of the network.

Brindle Way, Lordswood (before and after)

Maidstone Road, Rochester (before and after)

Of the 19 sites completed, 12 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	£386,530.54	792	7,320
B Class	£239,048.93	477	4,000
C Class	£340,222.75	1,206	8,542
Unclassified	£700,000.42	3,145	24,461
Total	**£1,665,802.64**	**5,620**	**44,323**

Warm Mix Asphalt (WMA)

After two years of trials with warm mix asphalt, in October 2021 the Highways Department; with Portfolio Holder approval, adopted the use of warm mix asphalt (WMA). This switch to lower carbon asphalt helps support the Council's Climate Change Action Plan in tackling the high level of emission reduction pathways.

The four main key findings from the trials, which led to the eventual adoption were:

Environmental

WMA is produced at a lower temperature using less energy in its manufacture, generating fewer emissions. As well as reducing the CO_2 associated with manufacture, WMA achieves trafficking temperature sooner, leading to earlier re-opening to traffic. This reduces vehicle emissions arising from lower vehicle speeds or stationary traffic at roadworks and improves fuel efficiency. WMA, like its hot equivalents, is also 100% recyclable back into asphalts in the future, giving further embodied CO_2 reduction benefits, preventing waste going to landfill and conserving natural resources due to quarrying less aggregate.

Safety

The lower mixing and paving temperatures of WMA can cut fume generation by around 50% for

approximately each 10ºC reduction in temperatures, improving air quality at production plants as well as visibility for the workforce and passing traffic on laying sites. The reduced temperature also provides a more comfortable working environment for contractors, particularly in the summer months.

Efficiency

Hot mix asphalt needs to cool down and harden before it is open to traffic, to prevent damage to the newly laid materials. WMA needs less time to cool because it is applied at a lower temperature, thereby allowing roads to be re-opened quicker, reducing disruption to road users, as well as the costs associated with traffic management to protect the workforce. Productivity increases are obtained using WMA by re-opening roads earlier than scheduled on a shift-by-shift basis, or by laying more material per shift, resulting in earlier project completion. Less time spent in roadworks and keeping traffic moving will always be a benefit welcomed by the public.

Performance

WMA complies with all current UK asphalt composition and performance criteria, with the exception that it is compacted at lower temperatures. National Highways have been trialling WMA since 2015 on the Strategic Road Network and adopted the specification for highway works in August 2021, allowing WMA to be routinely laid on all National Highway sites.

Footway Resurfacing 2021/202

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 2021 to July 2022 Medway Council completed 16 footway resurfacing or patching schemes costing a total of £522,742.44 that equated to 5,674 linear meters and a total of 12,073 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	£45,672.94	380	659
B Class	£18,059.91	184	522
C Class	£0	0	0
Unclassified	£459,009.59	5,110	10,892
Total	**£522,742.44**	**5,674**	**12,073**

Some of the footway schemes carried out during this contract year include:

- Edinburgh Road, Isle of Grain – 342m^2 of footway resurfacing works

Edinburgh Road, Isle of Grain (Before)

Edinburgh Road, Isle of Grain (After)

- Thames Avenue, Rainham – 1,554m^2 of footway resurfacing works

Thames Avenue, Rainham (Before)

Thames Avenue, Rainham (After)

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

Project Centre are the preferred supplier for Volker Highways and the HIC to provide professional services and consultancy support.

The services provided by Project Centre include, but are not limited to:

- Highways design including feasibility studies, outline designs, value engineering and detailed design for schemes
- Traffic engineering
- Bridge maintenance and design
- Road safety engineering
- Asset management and ecology
- Structural Inspections and design
- Environmental services

Transport and Parking

During contract Year 5, Project Centre undertook site visits and carried out assessments which resulted in the installation of 221 disabled bays along with the removal of those that were no longer required.

They also assisted with a review of several parking schemes ranging from review of parking layouts and enforcement resulting in 65 new parking schemes being installed across Medway, with 25 Traffic Orders being processed to allow for the schemes to be installed.

During 2021/22, the Capital projects team designed and delivered 11 highway improvements schemes, via the HIC. The total value of these schemes is £331,936 and included:

Luton Road (1a), Chatham

Value: £112,435

Dates: August/October 2021

Source: Capital Funding

An upgraded signalised crossing with an extended raised table has been constructed outside Luton Primary school providing parents/carers, children and the local residents a safe way to cross the busy road and access the Primary School.

Other works which were carried out between Upper Luton Road and Connaught Road consisted of upgrading street lighting, carriageway resurfacing with high friction surfacing either side of the raised table at the school, replacement of a traffic island with a pedestrian island and replacement of pedestrian guardrail by the school.

Bollards, road markings and traffic signs works were also undertaken, along with a planted area being constructed opposite the school.

Grain Road, Rochester

Value: £141,321

Dates: October 2021

Source: Natural England/Capital Funding

The National Coastal Path is a nationwide scheme to create a single footpath encompassing all of the British Isles.

Construction of a new footpath along the A228 created a link, continuing The National Coastal Path and allowing Medway residents to walk along Grain Road.

Along with the new footpath, gabions, guard rails and metal steps over a flood defence wall were installed, ensuring the safety of pedestrians and local wildlife.

Eastcourt Lane/ Beechings Way, Gillingham

Value: £6,700

Dates: February 2022

Source: Capital Funding

Improvements to the Eastcourt Lane and Beechings way corner were required for public transport and other large vehicles to get around Medway safely.

This was achieved by turning a section of the existing grass verge into an overrun area, with a new kerb line and block paved carriageway.

As part of the scheme works, a lighting column and traffic signposts were adjusted to suit the amended kerb line.

Knight Road, Strood

Value: £1,680

Dates: February 2022

Source: Capital Funding

Enabling visitors and workers to get around Medway easily is one of Medway Council's strategies for 2022-2023.

RR12 is a popular short cut for workers and residents accessing the industrial estate and Strood Town Centre. The pathway had become deteriorated with some sections being affected by vegetation roots.

Medway Council improved the pedestrian accessibility between A228 Cuxton Road/Temple Gardens and Knight Road, cutting back the vegetation and resurfacing the pathway.

Kestrel Road, Lordswood

Value: £18,000

Dates: April 2022

Source: Capital Funding

Keeping Medway moving and tackling congestion using public transport is a priority of Medway Council.

Improvements to the bus terminus on Kestrel Road provides more space for buses to manoeuvre and helps stop damage to kerbs and footways.

Timber knee rail around the central island has also been installed to protect the green space from vehicle incursion.

Works included widening the carriageway in three locations, relocation of the bus stop and shelter with raised kerbs (allowing easier access for everyone using the buses), road marking changes, traffic sign works and footway surfacing.

Medway Tunnel and Structures

As the Council's largest asset with over 50,000 vehicle movements daily, our contractor Volker Highways continued to carry out programmed maintenance on the tunnel throughout the year to help keep Medway moving; including our quarterly closures. Repairs were carried out to the generator to ensure that it was operational in the event of full power loss. Two visibility and carbon monoxide monitors were replaced in the tunnel which monitor levels within it and activate the ventilation system if required.

A plug joint was installed at the location where regular carriageway cracking occurs due to movement and differential settlement below the surface. This joint allows for movement without the surfacing cracking.

Other works included repairing damaged lighting that had been struck, carrying out cleansing to the footways, channels and sump covers.

The A289 Medway Tunnel project continued to progress well as pre-tender specifications were drafted for the various systems to be replaced and will be subject to a technical review/check. The detailed design for the replacement parapet to the retaining wall on Pier Road was completed.

The design involved the replacement of two section of parapet with a new reinforced concrete parapet.

The second section of removable crash barrier was installed at the western end of the Medway Tunnel to close up old gaps in the barrier which presented a hazard.

The removal barrier assists the movement of site traffic during maintenance closures and also can be used in the event of an emergency.

Our Highway Structures Inspection Programme was carried out which included approximately 10 Principal Inspections and 116 General Inspections.

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

The contract with Volker Highways commenced on 1 July 2020 and advance site surveys were carried out prior to works commencing, to assess each column for site specific problems such as those that may require traffic management. Surveys prior to the commencement of works enabled us to reduce the risk of any delays to the works.

The first lanterns allocated to individual streetlights on specific roads were replaced during February 2021. As no lighting design was required for these types of lanterns, this reduced the lead in time for their installation.

The contract included the provision of a central management system (CMS) which enables remote monitoring of streetlights. Potential sites were surveyed to ensure the base stations could be placed at suitable locations and this involved assessing land contours to calculate the projected number of lights that could be controlled from each base station. In total, 17 base stations have been installed across Medway to control all the lights.

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 road type and usage.

The asset management system was also adapted to send and receive data from the CMS system so that when lanterns were installed, they could be checked to ensure the CMS was receiving the relevant control information, reducing further delays.

The CMS system allows for remote monitoring of streetlights, including fault reporting, energy consumption and controlling the adaptive lighting regimes applicable to each light.

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Structural Testing

A total of 1,245 structural tests were carried out on streetlights and signposts during 2021/22. This identified several signposts and lighting columns in poor condition, which were made safe and subsequently replaced.

Bollard Replacement

Traffic bollard sites were surveyed to identify those in poor condition, enabling us to prepare for their replacement with either new lit bollards or unlit reflective bollards.

As a result of this survey 209 bollards were replaced and further bollard works will continue to be carried out over the next two years.

Signpost Replacement

Structural surveys are important to ascertain signposts that are at the end of their design life. A total of 143 signposts were replaced because of these surveys.

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 will continue to take place over the next two years.

Column Replacement

In addition to the columns replaced on the LED contract, 228 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

As part of the maintenance of the street lighting assets, the team works with Volker Highways to ensure the safety of our residents and network users, ensuring delivery of repairs and routine testing via the Highway Infrastructure Contract (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 2021/22 the Contractor has:

- Electrically Tested 429
- Column cleaning and servicing 1,658
- Lantern replacements 39

Volker Highways continue to maintain in excess of 99% of lights in illumination at any one-time during Year 5, exceeding the KPI level required under the contract and contributing towards keep roads safer.

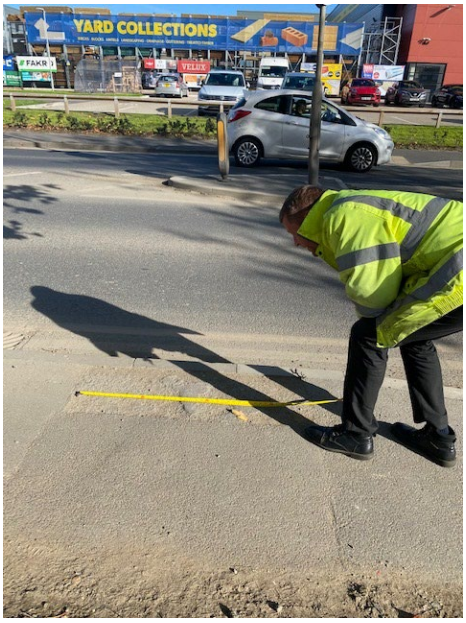
Network Safety

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 5: -

- Every road, designated public highway, was subject to a safety inspection at least once in the

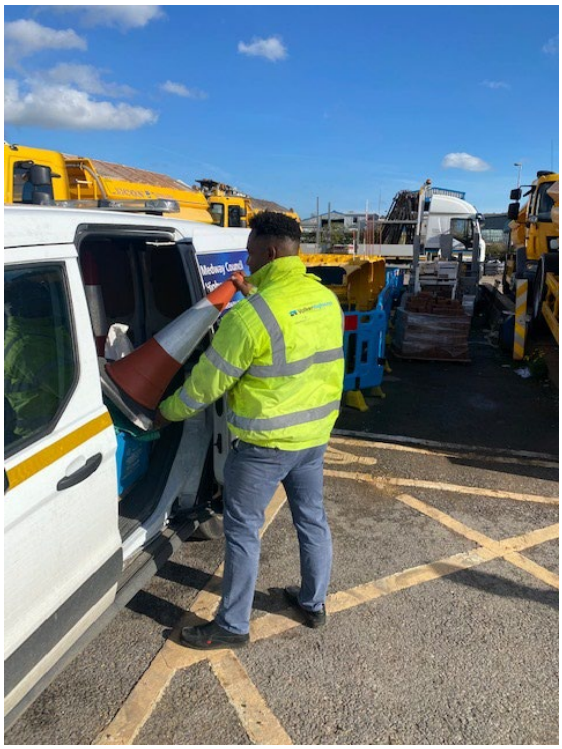
year, or up to a maximum of 52 times, for those roads designated so high profile they are inspected weekly. There are also monthly and quarterly inspection frequencies too.

- 3,361 requests for service were received by the team, regarding issues where a repair might be needed, including 1,060 regarding carriageway potholes.

- In response to all inspections and requests, 4,446 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 806 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.

Missing Gully Cover reported as emergency

Composite cover fitted as result of emergency

- The Highway Inspectorate complemented the service provided by Volker Highways by repairing 1,487 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's 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 2021/22 ran between the 23 October 2021 and 23 April 2022. During this winter season we undertook 60 gritting runs with 8 gritting Lorries and used a total of 1,742 tonnes of salt, which equated to a total spend of £258,378.

Medway also had 71 snow wardens (a reduction of 14 from the previous year) who volunteered through a snow clearance scheme provided by Medway Council to assist with footway clearance in local areas.

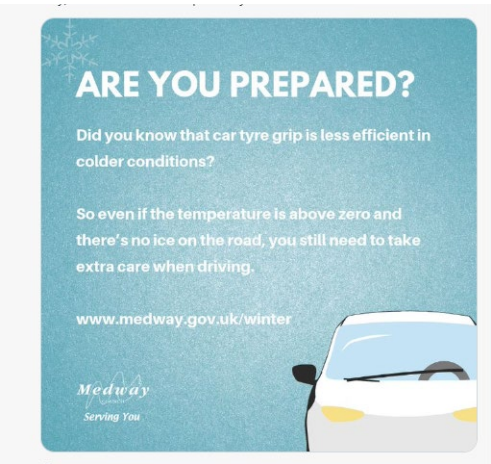
Keeping Medway Residents informed

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

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 2021/22 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

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

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 13,394 gullies were cleansed in 2021/22. The most common reason for a cleanse not being undertaken is parked vehicles obstructing the asset. We make 2 additional attempts to cleanse before incurring additional costs.

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 5 drainage cleansing, general maintenance and CCTV surveys were also undertaken. Typical drainage schemes completed this contract year include:

Berengrave Lane, Rainham

Value: £10,000

Dates: June 2022

Source: Capital Funding

A shallow dip in the footpath was resulting in large puddles. The surrounding land meant the puddles became muddy and slippery and any pedestrians were forced to walk through it due to the cycle inhibitor.

Our works have moved the cycle inhibitor to the side of the footpath and a gentle reprofile will allow water to puddle away from where pedestrians will be walking.

Keeping people safe

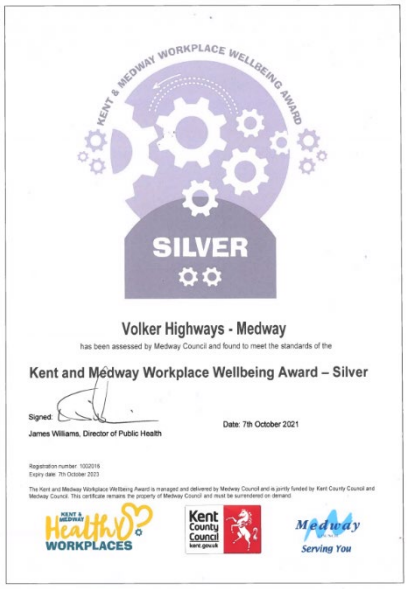
Leading the way to Zero Harm every day

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 Silver award.



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.

A further 30no. new pledges have been made to target the Gold Award in Contract Year 6, including:

- Education and training opportunities for development within the company available to staff at all levels for good mental health
- Managers and key members of staff have received mental health awareness training
- The workplace promotes awareness of hidden disabilities (whether physical or non-visual) through training, awareness days and signage
- Information given to staff regarding the importance of sleep and wellbeing and its impact on mental health
- Social activities and volunteering activities are encouraged and supported by the organisation
- Health checks offered to staff with access to an Occupational Health service
- Ensure healthy choices are available in any staff canteen or café and at team meetings and

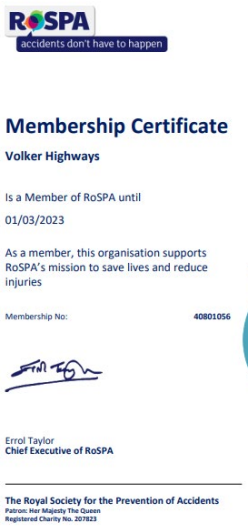
training and in any on-site vending machines
- NHS ‘One You’/self-checking campaigns are promoted in the workplace
- Provide female staff with the opportunity to attend cervical screening appointments during the working day and have signed up to Jo’s Cancer Trust to Test Pledge
- Staff are given information regarding stop smoking services and are signposted to local quit smoking services

Driver Safety

Volker Highways continue to retain a Bronze accreditation from the ‘Fleet Operators Recognition Scheme’ (FORS) audit which was undertaken on the vehicles servicing the HIC Contract.

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 Highways are a member of ROSPA and share their mission to save lives and reduce injuries.



Volker are pleased to report that we have had a Nil return with no RIDDOR reportable incidents during Year 5 of the Contract.

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

Volker have also been actively promoting close call reporting and during Year 5 of the Contract, a total of 92 close calls were reported, leading to a continual review of practices to ensure they maintain their excellent safety record.

Putting the customer at the heart of everything we do

Ensuring our residents are kept informed

Social Media

Twitter

3,396 followers (a 512 increase since last year)

4+ tweets sent out daily

Average 25.5k Tweet Impressions throughout the year

2,636 Profile Visits

Keeping followers informed of Contractors daily whereabouts & Traffic Alerts

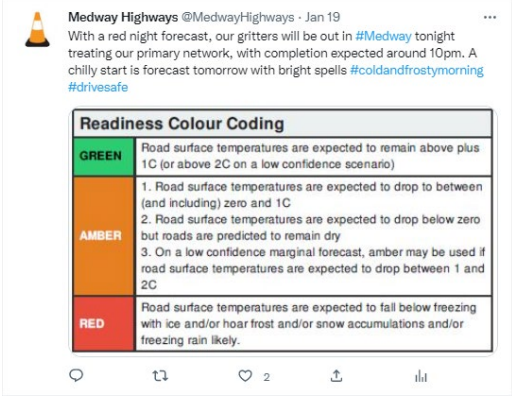
Advance notification of Schemes and road closures

Providing daily winter gritting weather information during the Winter Maintenance Period

Promotion of works in progress and completion

Provision of Customer Satisfaction Link for our Highways term maintenance Contractor #VolkerHighways

Retweets and participation in National events



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, 84% of service requests are received by telephone, with 10% through online eforms and the remainder through other channels.

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	Year 5
Carriageway	3930	3510	3762	2773	2221
Street Lighting	2163	2247	1851	1892	1386
Footways	1925	1919	1727	1545	1743
Vehicle Crossovers	697	677	626	681	637
Gullies	694	608	445	462	664
Road Adoption	918	581	605	925	816
Street Furniture	516	480	497	477	431
Signs	144	308	223	190	258
Highway Boundaries	3	172	0	0	3
Road Markings	38	135	59	42	32
Winter Maintenance	436	131	22	633	30
Highway Miscellaneous	178	121	140	77	3
Highway Obstructions	11	28	2	3	4
Structures	10	23	20	21	27
Highway Emergencies	167	14	75	81	32
Festive Illuminations	1	3	4	2	1
Insurance Claims	2	3	38	31	20
Car Parks	1	2	0	0	2

17 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 2021/22, a total of 8,343 requests for service were received for Highway Services.

20% of Works Orders raised during 2021/22 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 2017-2022

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.

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.

Donation of a Scooter Pod to Cedars Children's Academy

To encourage active travel, Volker Highways worked with Medway Council's Environmental Services where schools were challenged to walk the distance of 416 miles to Glasgow, to virtually arrive at the start of COP26. Schools taking part were entered into a prize draw to win a scooter pod purchased and donated by Volker Highways.

Events held by Volker Highways to raise money for charities included a Bake-Off at Easter time raising funds for the British Heart Foundation.

Collaborative Working

Volker Highways & Medway Highways continue to maintain their ISO44001 accreditation for Collaborative Business Relationship Management. This achievement is testament to the partnership ethos between Medway Council & Volker Highways.

bsi ISO 44001 Collaborative Business Relationships CERTIFIED

Local Council Road Innovation Group

Volker Highways joined the Local Council Road Innovation Group (LCRIG) as Members last year and continue to participate in webinars and share innovative ideas.

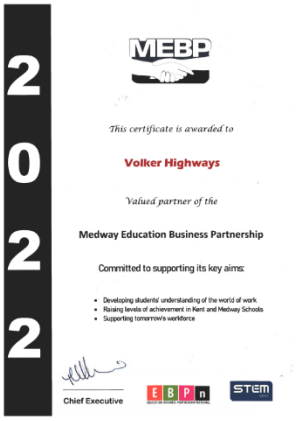
LCRIG supports the 'highways community' by organising and

coordinating a suite of activities designed to facilitate collaboration and innovation throughout the sector

Engagement with the next generation

Volker Highways are a member of the Medway Education Business Partnership (MEBP) during the contract and is a valued partner committed to supporting its keys aims, which include:

- Developing students understanding of the world of work
- Raising levels of achievement in Medway schools
- Supporting tomorrow's workforce future.



Delivering Social Value

Social Value delivered through the Highway Infrastructure Contract currently stands at £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.

Considerate Constructors Scheme

With an industry average of 37.67, Volker Highways have gone above this to achieve a score of 44, with full marks being awarded for respect for community, care for the environment and 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.

95% waste recycling was achieved between August 2021 to July 2022, avoiding landfill.

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.

They've also 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.

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 Years 4 and 5, 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 continuing to measure 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.

LED Rollout

Volker Highways have been busy converting Medway's existing lighting to LEDs to reduce energy consumption and ongoing maintenance and improve reliability, saving Medway Council potentially thousands of pounds each year.

This work is expected to save Medway Council nearly £689,000 in energy costs in 2022/23. The works, which began in August 2020, will see 24,000 streetlights replaced with energy saving LEDs. Once completed, the new lighting will be approximately 50 per cent more energy efficient, reduce light pollution, produce less glare and will not require as much maintenance.

Decarbonising our roads

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.

Working with Medway Highways as part of the Government's 'Working for better roads' initiative, a trial of Warm Mix Asphalt (WMA) was undertaken and was subsequently adopted to permanently use in October 2021. WMA helps support Medway Council's Climate Change Action Plan in tackling the high level of emission reduction pathways.

To further support a move to monitor carbon emissions on the highway infrastructure contract, Volker Highways engaged with Tarmac to create a carbon calculator for all asphalt materials used within Medway.

The data captured through the carbon calculator will enable both parties to track carbon reductions through informed material selection.

Looking to the future

Each year of the contract brings the same sense of pride as the previous year and highlights the commitment and dedication from the entire team involved in the Medway/Volker Highways Partnership who have 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

Our 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

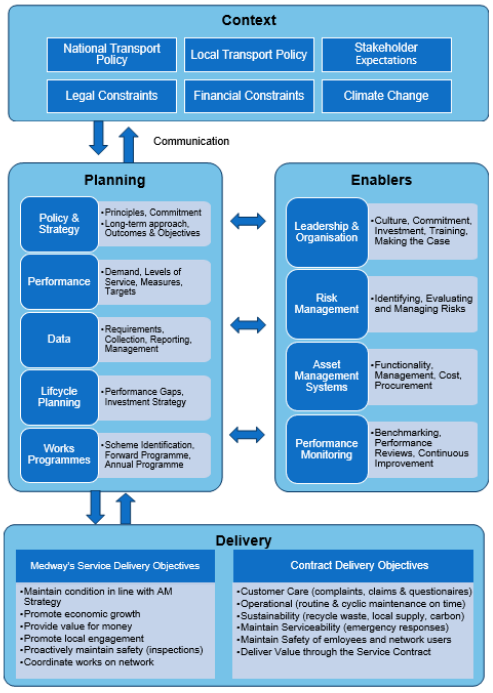
The highway network is one of the most valuable publicly owned assets in Medway, with a replacement value of over £2 billion. Whether you live, work, or pass-through Medway either on foot, cycling, using personal or public transport, you will inevitably use one of the largest and most important assets maintained by Medway Council, the highway network. 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 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.

Our new Highway Asset Management Strategy and Policy replaces the previous Highway Asset Management Policy (HAMP) and Transport Asset Management Plan (TAMP). It sets out how our highway service is delivered and how it supports Medway Council's wider policies and priorities. We aim to make best use of our available resources through best practice for asset management as set out by the Codes of Practice endorsed by Central Government.

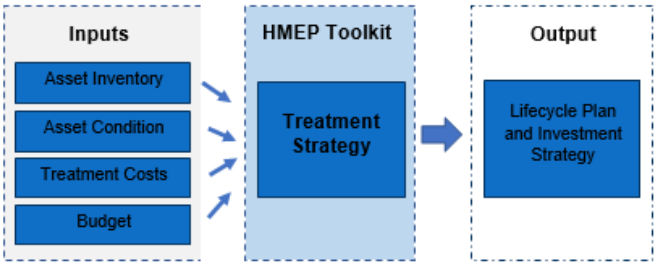
Our Highway Asset Management Framework outlines the activities and processes that are necessary for us to develop, document, implement and continually improve asset management.



Lifecycle Planning

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

The new Highway Asset Management 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 Highway 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.

Levels of Service Delivery Objectives

- To ensure that our road users feel safe and are confident about their personal safety when using the highway.
- To provide our road users with a reasonable level of confidence that their journeys on the highway will be predictable and timely (minimising disruption from roadworks as far as reasonable practicable).
- To ensure the highway network is accessible as far as possible (by providing access to isolated

communities and the vulnerable).

- To ensure that the highway network aligns with Medway Council's wider strategic aims, such as supporting economic growth.
- To progressively reduce the environmental impact of the highway asset for the benefit of all of our road users.
- Serviceability – ensuring condition of assets are suitable for use and contribute to meeting stakeholder expectations.
- To ensure that we deliver value for money over the lifespan of our assets.
-

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