Medway Council

Highway Infrastructure Contract

Annual Service Review

2022 to 2023

VolkerHighways

Our Assets

- 827km of Adopted Highway
- 40157m of Crash Barriers
- 35,529 Gullies
- 6,572 Highway Signs
- 32267m of Pedestrian Guard Railing
- 230 Bridges
- 177 Retaining Walls
- 6,913 Street Nameplates
- 603 Traffic Calming Measures
- 491 items of Street Furniture
- 164 Roadside Ditches
- 297 Soakaways
- 501 Salt Bins
- 576 Traffic Islands
- 1,885 Illuminated Signs
- 26,933 Street Lights
- 9,219 Bollards
- 115 Belisha Beacons
- 1,364 Illuminated Bollards

Contents

Executive Summary

This Annual Performance Review shares the work undertaken during Contract Year 6 (August 2022 – July 2023) to maintain and improve the highway network and the journeys of all our stakeholders.

Medway Council's Highway Network is one of the largest and most valuable council managed assets, with a current replacement value of £2billion. It is an essential communication link that serves everyone every day, connecting communities and businesses and encouraging economic growth by being accessible for all modes of transport. Our 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 whilst continuing to maximise regeneration and economic growth.

Our Highways Asset Management Strategy 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 along with transportation.

It is vital that the key focus of our partnership continues into 2024 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 sixth 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 £1.8m.
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 13,486 works orders completed, including filling 8,042 carriageway potholes. In addition, 11,353 gullies cleaned, 3,060 Highway Inspections completed, 12,420 Streetworks Permits approved and 1,202 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 £13,553,583.66 contract spend in 2022/23.
- 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.
- 2,306 variation orders were raised to ensure correct final measures/costs on all jobs. This is 25% less than last year showing improved accuracy when ordering works.
- Used the DfT Highway Maintenance Block Funding of £1,412m to undertaken carriageway resurfacing works at 20 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 retain and is 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.

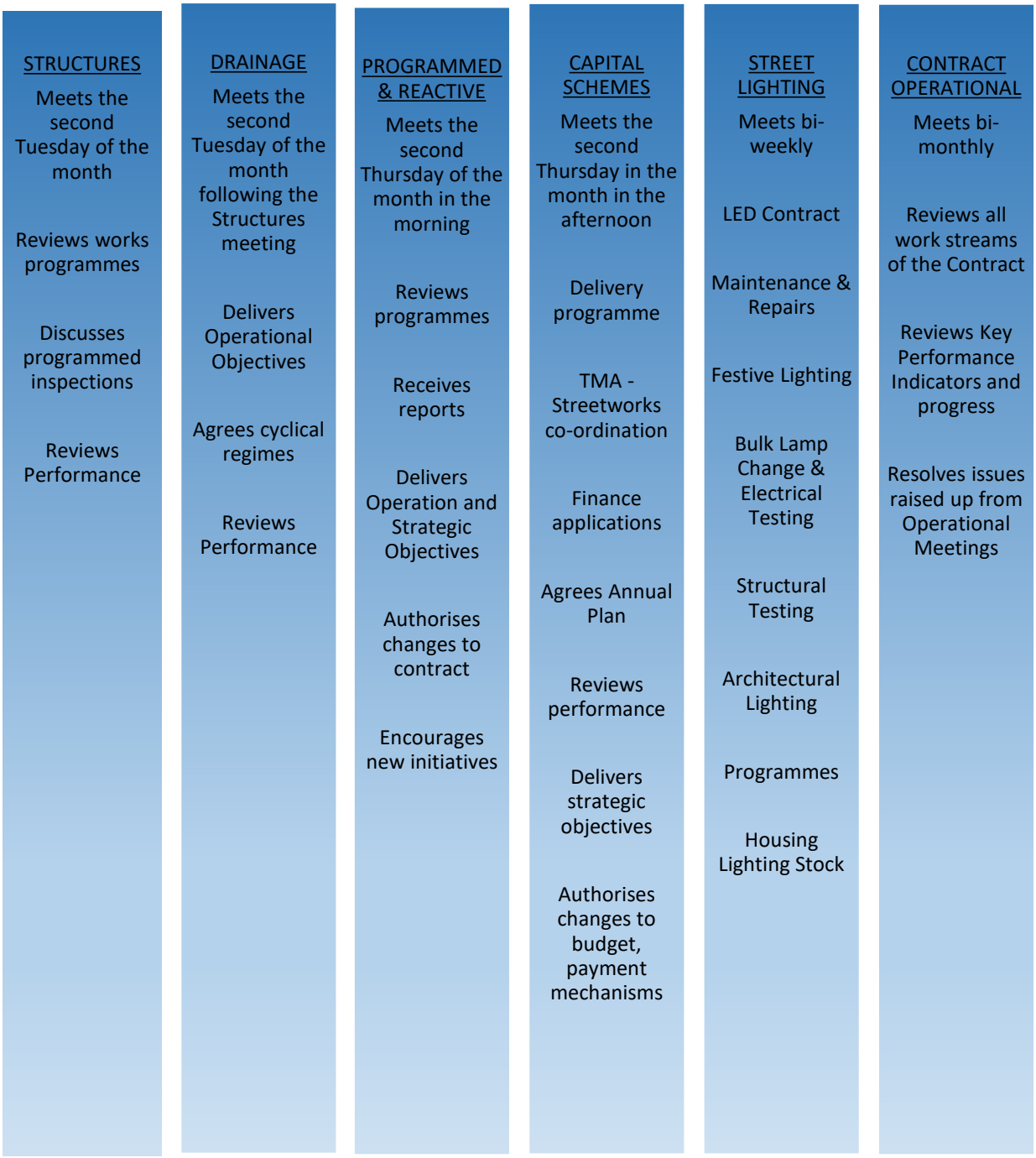
The Strategic Board's primary focus is the strategic overview of the contract, focusing on contract deliveries and outcomes.

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 enable us to explore research and development opportunities, enabling 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

12,829 requests for service received

11,194 works orders completed

8,042 carriageway potholes filled

Over £13.5 million invested

12,420 Streetworks permits approved

13,394 gullies cleaned

99% of all Works Orders completed on time

3,060 Highway Inspections carried out

1,202 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 6 of the HIC contract was 765 points, meaning an additional year was awarded and the contract duration date moved to 31 July 2026.

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 2022/2023

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 2022 to July 2023 Medway Council completed 20 carriageway resurfacing schemes totalling £1,692,976.65 that equated to 7,559 linear meters and a total of 49,349 square meters of the network.

Maidstone Road, Chatham (before)

Maidstone Road, Chatham (after)

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.

Watling Street, Gillingham (before)

Watling Street, Gillingham (after)

Road Class	Total Spend	Length	Area
A Class	£394,724.74	1,914	9,791
B Class	£287,003.96	844	7,666
C Class	£149,118.61	345	3,519
Unclassified	£862,139.33	4,456	30,287
Total	**£1,692,976.65**	**7,559**	**49,349**

Warm Mix Asphalt (WMA)

Since October 2021 we 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 10°C 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 2022/2023

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 2022 to July 2023 Medway Council completed 11 footway resurfacing or patching schemes costing a total of £383,549 that equated to 4,222 linear meters and a total of 7,925 square meters of the network.

Two 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	£91,042	679	1500
B Class	£0	0	0
C Class	£0	0	0
Unclassified	£292,507	3,543	6,425
Total	**£383,549**	**4,222**	**7,925**

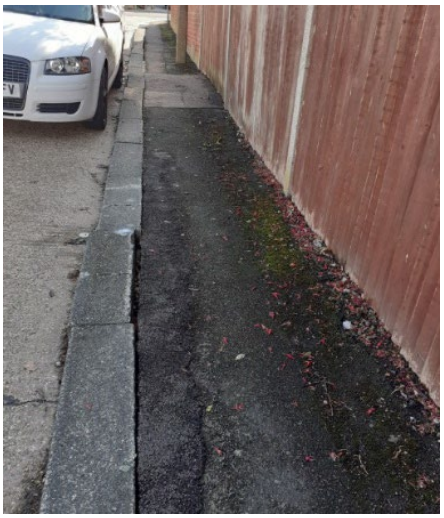
Some of the footway schemes carried out during this contract year include:

- Chesham Drive – 498m^2 of footway resurfacing works

Chesham Drive, Rainham (Before)

Chesham Drive, Rainham (After)

- Lynors Avenue – 491m^2 of footway resurfacing works



Lynors Avenue, Strood (Before)

Lynors Avenue, Strood (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 6, Project Centre undertook site visits and carried out assessments which resulted in the installation of over 400 disabled bays along with the removal of around 165 that were no longer required.

They also continue to assist with reviewing parking schemes relating to layout and enforcement.

Safer, Healthier Streets

Project Centre have been our professional partner along with Marston Holdings Ltd. for the introduction of the Safer, Healthier Street Programme, which involves the introduction of moving traffic offences, school streets and red routes in Medway.

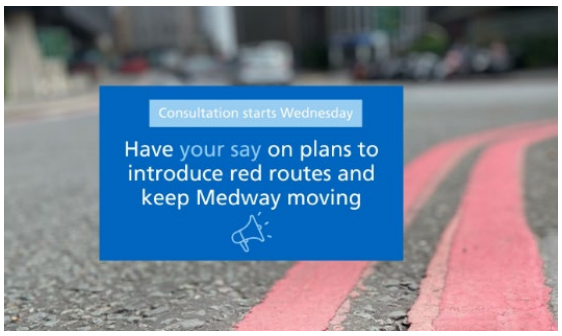
The aim of the project is to keep Medway moving and make it a cleaner, greener, safer environment for all residents and visitors and most importantly for children. This initiative will help us delivery the following strategies and plans:

- Environment Strategy
- Sustainable Transport Strategy
- Air Quality Action Plan
- Local Transport Plan.

Moving traffic offences will ensure key locations across Medway are not impacted by irresponsible drivers, whose actions cause congestion and disruption to other network users.

People rely on our roads to get to work, school and deliver goods and services, so we're investing in our network to keep traffic moving safely by introducing red routes.

Red routes are planned to be installed on our busy routes to help ease congestion and improve travel time for road users.



The school streets will enable us to protect our most vulnerable residents, by making their journey to school more enjoyable by encouraging active travel such as walking or cycling to school. Air quality monitoring equipment will also be installed as part of this programme so that we can continue to monitor the benefits of this initiative.

During Contract Year 6, the Highways Term Maintenance Contractor, Volker Highways have assisted with renewing road markings, installing columns to facilitate ANPR cameras and air quality monitoring equipment and installed new traffic signage.

More information on this project will be reported as it progresses to implementation in February/March 2024.

During 2022/23, the Capital projects team designed and delivered 18 highway improvements schemes, via the HIC. The total value of these schemes is £320,700 and included:

Orchard Car Park, Drow Hill

Value: £35,600

Dates: June 2023

Source: Section 106 Funding

The Orchard car park at the top of Drow Hill at Capstone was badly damaged with multiple defects. The round road through the car park has been resurfaced with the intention of improving the parking areas at a later stage. This car park is visited often and maintaining it is a priority of Medway Councils.

Hempstead Road, Gillingham Controlled Crossing

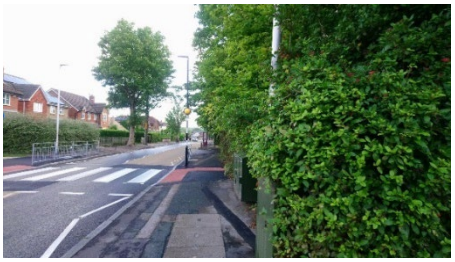
Value: £84,800

Dates: August 2022

Source: Capital Funding

Providing safer ways to get around Medway is one of Medway Council's

priorities. Installing a new controlled Zebra crossing outside Hempstead Primary school provides parents/carers, children, and the local residents a safe way to cross the busy road and access the Primary School. Works included high friction surfacing, installation of flashing beacons, SLOW markings and zebra crossing stripes.



Capstone Park Access Ramp

Value: £4,600

Dates: September 2022

Source: Green Space Funding

A new ramp has been designed and constructed to provide access for everyone within the community to get around Capstone Country Park with ease. Medway Council encourage healthy and active communities which our country parks play a key role. The new access ramp will allow for people with disabilities, the elderly and pushchairs to be able to make their way around the park and make use of the Lakeside Café facilities.

Works included removal of vegetation and fencing and installation of soft edgings and surfacing.

Shorts Way Rochester Junction with Borstal Street

Value: £20,050

Dates: September/October 2022

Source: Capital Funding

Designed to provide better visibility at the junction by constructing a build out and installing bollards, this brings the give way lines forward and discourages parking in front of the shops, making it easier for Medway residents and visitors to get around safely, and helps to tackle congestion.

Sussex Drive, Chatham

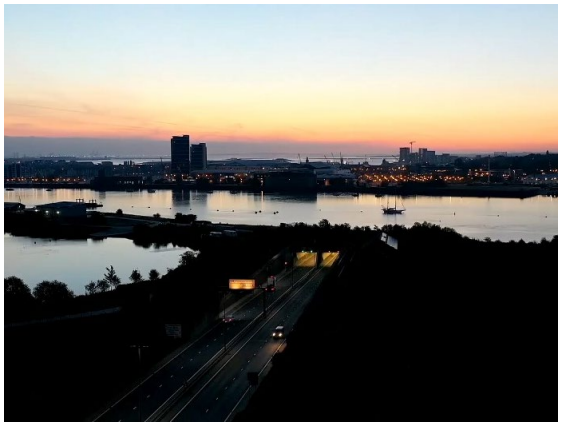
Value: £6,650

Dates: September 2022

Source: Capital Funding

Protecting green spaces from vehicular access allows pedestrians to enjoy the area safely and keeps Medway a place to be proud of. New timber knee rail has been installed around the green space on Sussex Drive, allowing local residents to safely access their homes without the risk of vehicles driving on the footways and green space.

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.

During these planned maintenance closures and in addition to the general maintenance within the tunnel, we also completed the Structural Principal Inspection as well as the Mechanical and Electrical General Inspection in December 2022. Works to replace the west outfall flap valve and air quality management sensor were also completed.

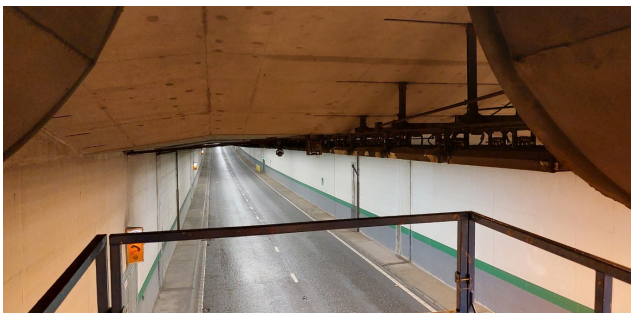
Outside of the planned closures we completed a feasibility study into potential contraflow systems in the tunnel as well as the preparation and planning for an emergency live exercise within it.

The live emergency exercise took place in September 2023 just outside this reporting cycle and will therefore be reported in contract year 7.

The A289 Medway Tunnel project continues to progress well. The specification for asset replacements such as ventilation, pumps and sumps, CCTV systems, video automatic incident detection (VAID) and planning monitoring and control system (PMCS) were completed during this contract year and have been through a technical review process.

As part of the A289 Medway Tunnel Project, we also completed the replacement of the tunnel sump gas sampling system. The concentration of pollutant gases emitted by traffic in a tunnel environment can effect the quality of the air within it, contributing to structural deterioration if not regularly checked.

It's important therefore that the ventilation fans positioned in the ceiling of the tunnel are fully functioning.



Work commenced on upgrading the tunnel communications system, which includes replacing network switches and the fibreoptic cables that run through the tunnel.

Outside of the tunnel, but within the tunnel project, we completed the carriageway resurfacing works at Watling Street and progressed with extensive work to replace the retaining wall at Pier Road, Gillingham.

Each year we have a Highway Structures Inspection Programme which identifies our structural assets cyclical inspection frequency. Current standards state that General Inspections (GI's) are carried out every 2 years and Principal Inspections (PI's) every 6 years.

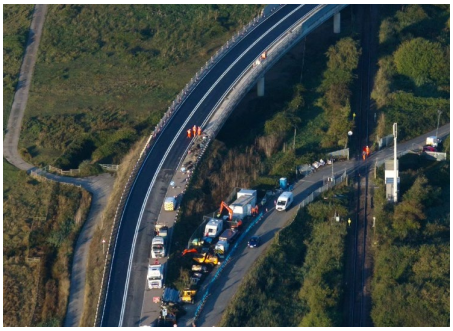
During Contract Year 6 we carried out 14 PI's and 77 GI's on bridges and culverts and 15 PI's and 43 GI's on retaining walls.

Stoke Bridge

Stoke Bridge at Grain had significantly deteriorated over recent years, caused by issues during the original design and construction over a decade ago.

The whole bridge required the waterproofing membrane replacing and building back up to surface course, which included replacing bridge joints.

Situated on the A228 and being the only route in and out of Grain, it is a very strategic route, therefore maintaining access at all times was critical. To facilitate this, a new access road utilising the old level crossing that had previously been removed, was required, which meant liaison with Network Rail to obtain permission to use their land.



Due to the strategic importance of this road, timing was very important on this project to ensure deadlines were met and that access was maintained at all times for the thousands of people that use this route daily.

Works commenced on 24 July 2023 and were completed mid-October the same year.

Street Lighting

Medway Council has almost 27,000 columns with LED 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

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, saw around 26,000 streetlights replaced with energy saving LEDs.

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.

The contract included the provision of a central management system (CMS) which enables remote monitoring of streetlights, including fault reporting, energy consumption and controlling the adaptive lighting regimes applicable to each light.

In total 17 base stations have been installed across Medway to control all the lighting columns within a system known as Planet.

Alongside this replacement programme, the Street Lighting Team developed an adaptive lighting guidance document which allows for each road to be allocated a regime of dimming levels throughout the night, dependent on road type and usage.

Structural Testing

Structural Testing is carried out periodically in order that we can assess the condition of our columns. No Structural Testing was required during the contract year due to a number of columns being replaced as part of the LED programme.

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 176 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 97 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.

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 2022/23 the Contractor has:

- Electrically Tested 192
- Cleaned 1,369 bollards
- Lantern replacements 74

Volker Highways continue to maintain in excess of 99% of lights in illumination at any one-time during Year 6, 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 6: -

- 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. In total 3,060 highway inspections were carried out by the Inspectorate during the reporting period.

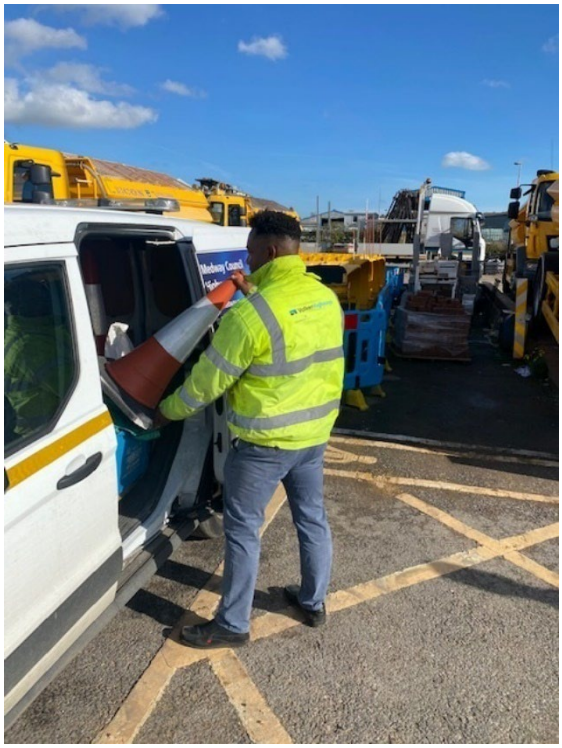
- 6,107 requests for service were received by the team, regarding issues where a repair might be needed, including 3,537 regarding carriageway potholes.

- In response to all inspections and requests, 5,756 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
- Replacing damaged highway signs
- Blocked gullies
- Missing utility covers
- Loose or noisy manhole covers
- Overgrown vegetation



- The Contractor responded to 1,202 emergency requests from the Highways service, to make safe highway issues, day and night, via a 24 hour 7 days a week callout service.

The Highways out of hours service is manned by 4 Duty Engineers (2 of which are also Highway Inspectors) that cover a 1 in 4 weekly rota Tuesday to Tuesday, which operates from 5pm to 9am Monday to Thursday and from 5pm Friday through to 9am Monday.

They provide assistance to the Police when they deal with road traffic accidents that require debris clearing off the highway, or the road closed whilst they carry out vital investigations or there is a risk to the public.

They also act as Incident Liaison Officers (ILO's) that may be called upon in the event of a major emergency or as requested by the Council's Emergency Planning Manager.

To further compliment the work of the Highways term maintenance Contractor, Volker Highways, the Inspectors proactively carry out their own repairs (where safe to do so) with an easy to use tarmac product to eliminate any risks to the travelling public.

In the reporting period a total of 393 direct repairs were carried out by the Highway Inspectors, which contributes to a cost saving when not using the contractor's workforce.

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.

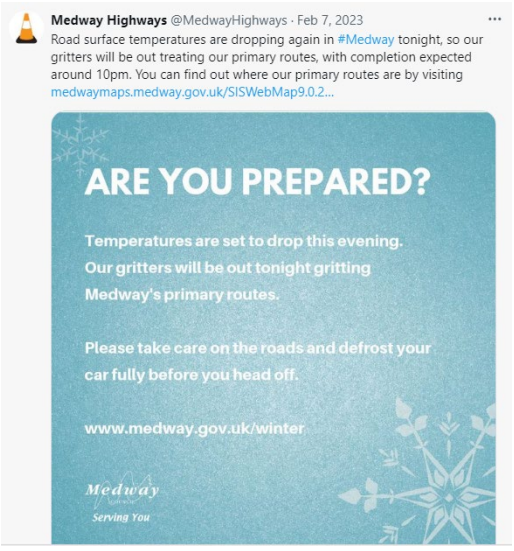
This service is provided in partnership with Volker Highways

The Winter Period for 2022/23 ran between the 21 October 2022 and 21 April 2023. During this winter season we undertook 57 primary and 26 secondary gritting runs with 8 gritting Lorries and used a total of 2,686 tonnes of salt, which equated to a total spend of £262,117.

Medway also had 39 snow wardens, bringing the total number to 99, 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.



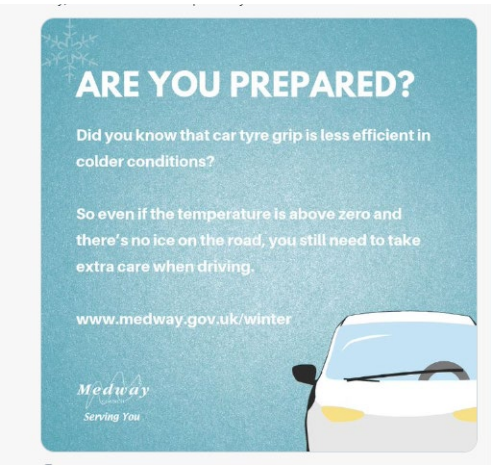
Daily updates are posted to advise residents what routes are being gritted or what the standby colour for the evening is.

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 2022/23 financial year, with the audit identifying only four 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 11,353 gullies were cleansed in 2022/23. 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 6 drainage cleansing, general maintenance and CCTV surveys were also undertaken. Typical drainage schemes completed this contract year include:

Wouldham Road, Borstal

Value: £10,000

Dates: March 2023

Source: Capital Funding

This location was reported frequently for flooding.

Initial works involved jetting the existing system and maintaining the ditch. Unfortunately, problems persisted so the decision was made to install an entirely new system.

A total of 5 new gullies were installed with a new main line stretching around 100m. This connected into the section of old system which was still operational. There have been no further reports of flooding at this location.

Other drainage schemes totalling just under £37,000 have been undertaken in the contract year to alleviate flooding and keep the drainage network clear and running efficiently.

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Keeping people safe

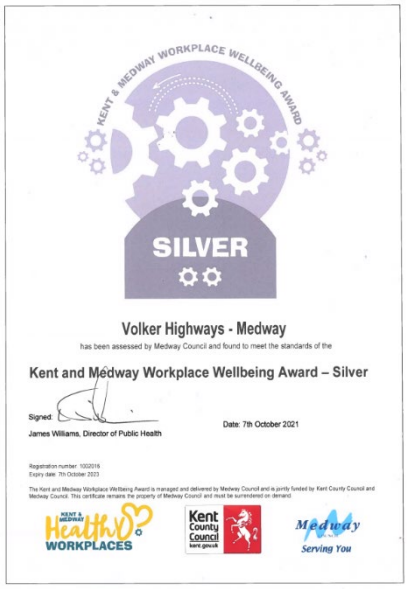
Leading the way to Zero Harm every day

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 Southeast Coast Ambulance Service for local emergency use.

Mental Wellbeing

Volker Highways Joined the Kent & Medway Healthy Workplace Programme gaining a Gold Award.



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


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.

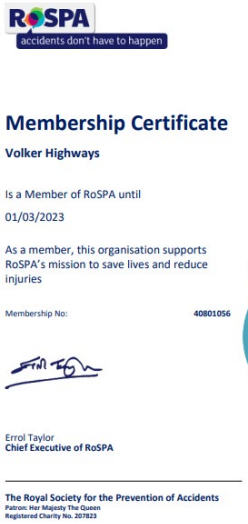
John Hix
on behalf of the Fleet Operator Recognition Scheme

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


ROSPA
accidents don't have to happen

Membership Certificate

Volker Highways

Is a Member of RoSPA until

01/03/2023

As a member, this organisation supports RoSPA's mission to save lives and reduce injuries

Membership No: 40801056

Errol Taylor
Chief Executive of RoSPA

The Royal Society for the Prevention of Accidents
Patron: Her Majesty The Queen
Registered Charity No. 207823

Volker are pleased to report that we have had a Nil return with no RIDDOR reportable incidents during Year 6 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 6 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

(formerly Twitter)

3,581 followers (a 185 increase since last year)

4+ tweets sent out daily

Keeping followers informed of Contractors daily whereabouts

Traffic Alerts posted as soon as identified, including emergency works and road closures

Advance notification of Schemes and planned works by both Highways and Utility Companies

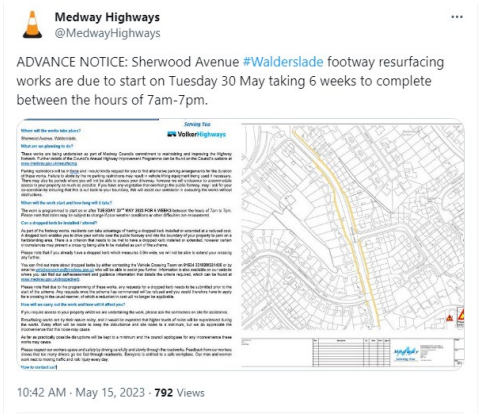
Providing daily winter gritting weather information during the Winter Maintenance Period

Promotion of works in progress and completion

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

Providing links to Council website to enable quick reporting of defects

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, 77% of service requests are received by telephone, with 17% 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	Year 6
Carriageway	3930	3510	3762	2773	2221	5543
Street Lighting	2163	2247	1851	1892	1386	1012
Footways	1925	1919	1727	1545	1743	1813
Vehicle Crossovers	697	677	626	681	637	624
Gullies	694	608	445	462	664	689
Road Adoption	918	581	605	925	816	958
Street Furniture	516	480	497	477	431	473
Signs	144	308	223	190	258	250
Highway Boundaries	3	172	0	0	3	4
Road Markings	38	135	59	42	32	65
Winter Maintenance	436	131	22	633	30	1289
Highway Miscellaneous	178	121	140	77	3	96
Highway Obstructions	11	28	2	3	4	4
Structures	10	23	20	21	27	35
Highway Emergencies	167	14	75	81	32	41
Festive Illuminations	1	3	4	2	1	2
Insurance Claims	2	3	38	31	20	40
Car Parks	1	2	0	0	2	0

13 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 2022/23, a total of 6,107 requests for service were received for Highway Services.

25% of Works Orders raised during 2022/23 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 2017-2027

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 are supporting the Dandelion Time Charity in Kent. The nature-based charity gives early support to children who've suffered traumatic experiences such as domestic abuse and neglect.

The team organised several fundraising events, including a Christmas quiz 'guess the Christmas song intro.'

Neurodiversity Celebration Week was celebrated by Volker Highways who raised awareness by holding a bake sale and completing a quiz by testing people's knowledge of neurodiversity in the workplace.

Funds have also been raised for Wisteria Cat Rescue, a local cat rescue centre as part of Animal Day.

An easter bake off raising funds for National Autistic Society and a Valentines bake off for the British Heart Foundation were also events held by the Volker Highways staff working on the Medway Contract.

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.

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.

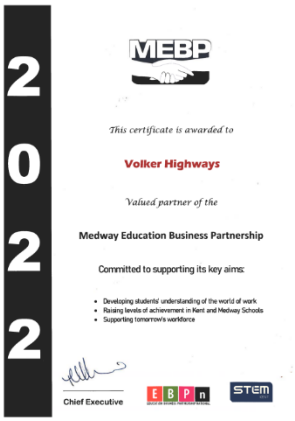
LCRIG supports the 'highways community' by organising and coordinating a suite of activities

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 £5.09m.

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.

100% waste recycling was achieved between August 2022 to July 2023, 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,

5 and 6, 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.

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 be permanently used. 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.

Innovation

During the contract year we trialled jet patching through the provider Velocity. Jet patching is much cheaper in comparison to conventional patching, is quicker as requires no road closures and means more repairs can be carried out in a short period of time, at a fraction of the cost, as no excavation is required. It also offers a significant reduction in carbon emissions.

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

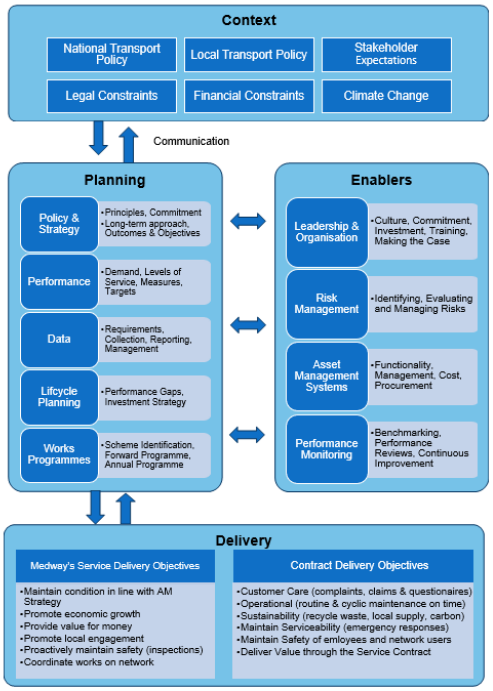
The highway network is one of the most valuable publicly owned assets in Medway, with a replacement value of over £2 billion. Whether you live, work, or pass-through Medway either on foot, cycling, using personal or public transport, you will inevitably use one of the largest and most important assets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

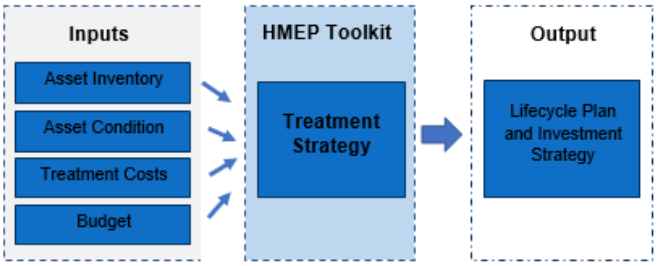


Lifecycle Planning

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