



Medway Council

Highway Infrastructure Contract

Annual Service Review

Year 7 - 2023 to 2024



Our Assets

- 827km of Adopted Highway
- 40591m of Crash Barriers
- 35,535 Gullies
- 6,887 Highway Signs
- 32267m of Pedestrian Guard Railing
- 229 Bridges
- 177 Retaining Walls
- 6,917 Street Nameplates
- 603 Traffic Calming Measures
- 494 items of Street Furniture
- 164 Roadside Ditches
- 297 Soakaways
- 504 Salt Bins
- 576 Traffic Islands
- 1,894 Illuminated Signs
- 27,007 Street Lights
- 9,246 Bollards
- 115 Belisha Beacons
- 1,365 Illuminated Bollards



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Executive Summary

This Annual Performance Review shares the work undertaken during Contract Year 7 (August 2023 – July 2024) to maintain and improve the highway network and the journeys of all our stakeholders.

Medway Council's Highway Network remains 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 2025 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 seventh 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 9763 works orders completed, including filling 11,863 carriageway potholes. In addition, 18,031 gullies cleaned, 3,061 Highway Inspections completed, 14,092 Streetworks Permits approved and 696 Emergency Call Outs actioned.

Effective management of budgets

The partnership continues to work closely to successfully deliver the service whilst continuing to mitigate the impact of oversubscribed budgets now more than ever.

This has been achieved in several ways during contract year 7:

- Total contract spend of £7,762,135.66 in 2023/2024.
- Adoption of the Well Managed Highway Infrastructure Code of Practice which promotes risk-based asset management to support our evidence base for Department for Transport (DfT) Self-Assessment Incentive Funding.
- Continued targeted cleaning of the resilient network and flood areas helps to reduce reactive cleansing needs, saving costs and reducing our CO₂ emissions.
- During 2023/2024 we have continued to work to a joint payment timetable to ensure 97% of requests for payment are made on time.
- 1,071 variation orders were raised to ensure correct final measures/costs on all jobs. This is 54% less than last year showing improved accuracy when ordering works.
- Used the DfT Highway Maintenance Block Funding of £1,412m to undertake carriageway resurfacing works at 12 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

The ISO44001 accreditation for collaborative working continues to be retained and is monitored under a joint governance structure.

Strategic Board meetings continue at a quarterly basis and includes Senior Management from both Highways and Volker Highways with the primary focus being 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.

We continue to seek development opportunities by linking in with external organisations, which enables both parties to facilitate trials of new materials and application processes, with a continued focus on reducing the amount of CO₂ 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:

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

Contract Headlines



10,599 requests for service received



Over £7.7 million invested



11,863 carriageway potholes filled



97% of all works Orders completed on time



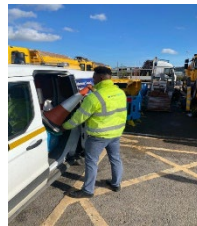
14,092 Streetworks permits approved



3,061 Highway Inspections carried out



18,031 gullies cleaned



696 emergency call outs actioned



9,763 works orders completed

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:

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

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

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

Table 1.1 – Contract key Performance Indicators

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

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

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

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

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 7 of the HIC contract was 765 points.

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. Our current scheme selection process helps justify why it is important for there to be a sustainable assessment process in place, and, to ensure that funding is spent responsibly by prioritising 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:

Carriageway

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

Footway

- Priority 1 – 100-280 points
- Priority 2 – 77-99 points
- Priority 3 – 45-76 points
- Priority 4 – 0-44 points

Carriageway Resurfacing 2023/2024

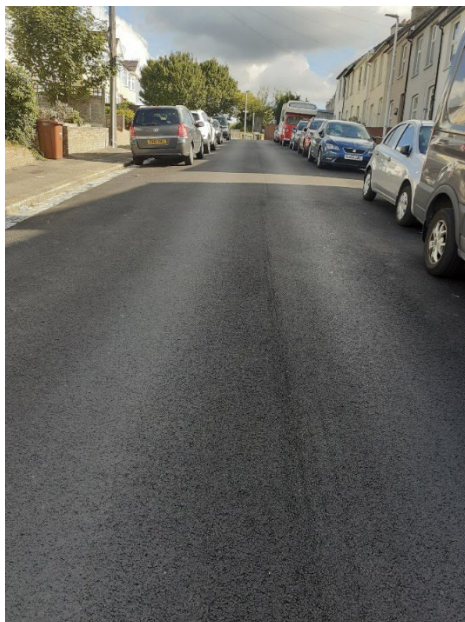
The table below shows the maximum achievable scores for each carriageway assessment category

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.



Cookham Hill, Rochester – Before



Cookham Hill, Rochester – After

During the contract period August 2023 to July 2024 Medway Council completed 12 carriageway resurfacing schemes totalling £1,386,885 that equated to 5585 linear meters and a total of 41,041 square meters of the network.

Several road classifications were captured within the programme of works this contract year, 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	£674,384	1,750	14,618
B Class	£0	0	0
Mixed Class	£54,537	627	2,352
Unclassified	£657,964	3208	24,071
Total	£1,386.885	5585	41,041



Ashley Road, Rainham – Before



Ashley Road, Rainham – After

Warm Mix Asphalt (WMA)

During contract year 7 we continued our use of Warm Mix Asphalt (WMA) which was first introduced in October 2021 helping to support the Councils Climate Change Action Plan. The use of WMA has a positive impact on the environment, safety measures, efficiency and overall performance.



Environment - WMA is produced at a lower temperature using less energy therefore generating fewer CO₂ emissions. WMA is also 100% recyclable back into asphalts in the future, giving further embodied CO₂ reduction benefits, preventing waste going to landfill and conserving natural resources due to quarrying less aggregate.

Safety - Air quality and visibility are improved at production plants, and for both the workforce and passing traffic on site by approximately 50% for each 10°C reduction in temperature.

Efficiency

WMA requires less time to cool once it is laid which allows roads to be re-

opened quicker, reducing disruption to road users, as well as the costs associated with traffic management to protect the workforce. 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.



Footway Resurfacing 2023/2024

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

Footway areas scoring closest to 280 are most likely to be included in future resurfacing schemes with the current

footway resurfacing budget focussing on Priority 1 areas.



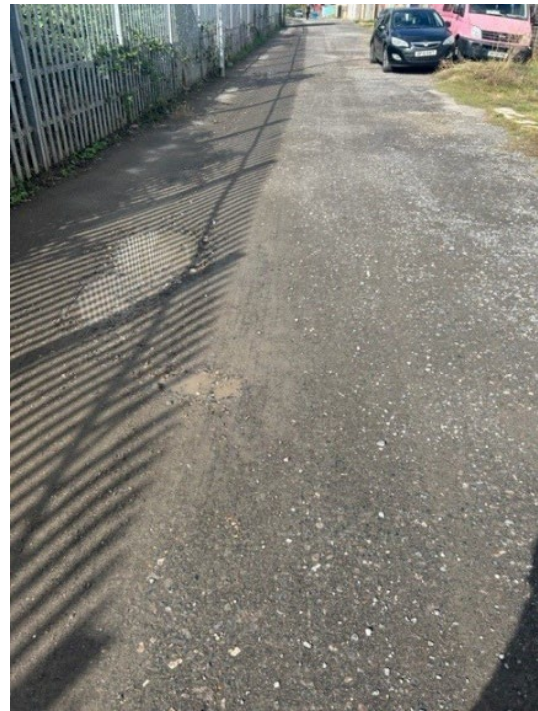
Baden Road, Gillingham (Before)



Baden Road, Gillingham (After)

During this contract year, Medway Council completed 5 footway resurfacing or patching schemes costing a total of £198,867. This equated to 2058 linear meters and a total of 4069 square meters of the network.

This year's footway schemes included Baden Road, Gillingham - 592m² of footway resurfacing works and Granville Road, Gillingham - 283m² of footway resurfacing works.



Granville Road, Gillingham (rear) - Before



Granville Road, Gillingham (rear) - 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, the preferred supplier for Volker Highways and the HIC 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 7, Project Centre undertook site visits and carried out assessments which resulted in the installation of over 330 disabled bays

along with the removal of around 161 that were no longer required.



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

Safer, Healthier Streets

During 2023 and 2024 Project Centre along with our professional partner Marston Holdings Ltd continued to support the implementation of the Safer, Healthier Street Programme, which involved 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 supports our delivery of the following strategies and plans:

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

As part of this programme, the Moving Traffic Enforcement Initiative was implemented in 8 locations:

- High Street, Gillingham
- High street, Rochester
- Rock Avenue - junction with A2, Chatham
- A2 Watling Street, Gillingham – at the junctions with Ash Tree Lane and Canterbury Street
- High Street, Rainham

- Gibraltar Hill – junction with A230 Maidstone Road
- High Street, Strood – junction with Gun Lane
- Whittaker Street – High Street, Chatham

Moving traffic offences help to ensure key locations across Medway are not

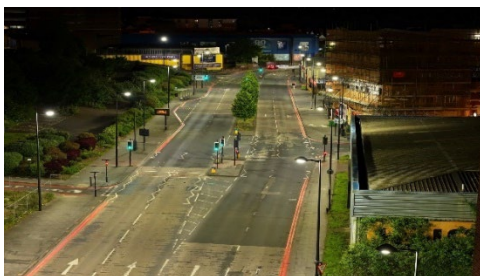


impacted by irresponsible drivers, whose actions cause congestion and disruption to other network

users and by investing in our network we aim to keep Medway traffic moving safely.

This contract year, we also introduced selected red routes at the following locations to help ease congestion and improve travel time for road users:

- Corporation Street, Rochester – between The Esplanade and Star Hill
- Star Hill – between Corporation Street and New Road
- Best Street, Chatham – between Union Street and Railway Street
- The Brook, Chatham – between The Brook Theatre, Wiffen's Avenue and junction of New Road
- A2 High Street, Rainham – between Maidstone Road and High Dewar Road



As part of the governments Active Travel Fund, the school streets scheme has enabled us to make the streets outside our schools safer and healthier for our children by introducing temporary vehicle restrictions at drop off and pick up times during the school term. During these times the road becomes pedestrian and cycle only.

7 locations are currently taking part in the school streets scheme including:

- Burnt Oak Primary School, Gillingham
- Greenvale Primary school, Chatham
- Miers Court Primary School, Rainham
- Phoenix Primary School, Chatham
- St Mary's Catholic Primary School, Gillingham
- St Peters Infant School, Rochester
- St Thomas More Catholic Primary School, Walderslade

Additional locations are being considered as part of the scheme for Tranche 2.

Highways Improvements

During 2023/24, the Capital Projects team designed and delivered 26 highway improvements schemes, via the HIC. The total value of these schemes was £350,600 and included:

Bus Stop Improvements at Various Locations

Value: £24,400

Dates: Oct 2023 to Jan 2024

Source: Capital Funding

Making bus stops more accessible allows all Medway residents to be able to move around Medway with ease. Keeping communities connected is a priority and providing a more accessible means to get on and off the bus will allow those with disabilities, the elderly and people with pushchairs to get around Medway safely.

Works included installing raised kerbs at the bus stops and relocating some to allow for better access.



Walderslade Village Bypass

Value: £26,400

Dates: November 2023

Source: Capital Funding

Safety is a priority of Medway Council's. This scheme has been designed to help reduce speeds at Walderslade Village Bypass and allow better visibility through installing road markings, a new Vehicle Activated Sign (VAS), new road signs, verge marker bollards and vegetation clearing.





Four Elms Cycle Lane

Value: £93,700
Dates: Aug 2023 - Sep 2023
Source: Active Travel Fund

Encouraging people of Medway to be more active, improving their health and wellbeing is one of Medway Council’s priorities.

Improving the existing shared pedestrian/cycle footway has provided a safe and attractive cohesive shared route to encourage people to cycle or walk on journeys they might currently make by public transport or car. This will also help improve air quality and reduce congestion on Medway’s Road network.

The works carried out included resurfacing and widening the footway, replacing cycle route directional signage and installing a raised table at the junction with Beacon Hill Lane.



Four Elms Layby Closure

Value: £67,800
Dates: Dec 2023 – Feb 2024
Source: Active Travel Fund

Due to anti-social behaviour within the layby, Medway Council have put in restrictions to enable access for a resident whose property is directly off the layby, and emergency services/maintenance vehicles only to help keep Medway clean and safe.

This included narrowing the layby entrance and exit, introducing a No motor vehicles restriction and signage.

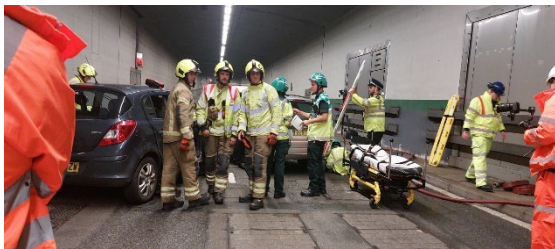
A new footpath was also constructed to link existing footways on each end of the layby.



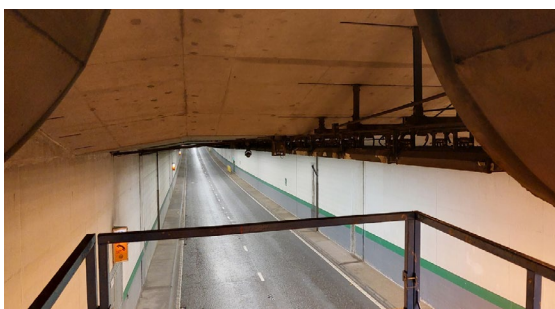
Medway Tunnel and Structures

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 are updating our tunnel operating system from outdated and unsupported Windows 7 to new MS Server 2023. We are also updating the displayed information to cater for new technology such as the Air Quality sensors.



The live emergency exercise took place in September 2023. The exercise was a great success, with Blue light services, the Environment Agency and Rochester Bridge Trust all in attendance.



The A289 Medway Tunnel project continues to progress well. The

specifications for asset replacements CCTV systems, video automatic incident detection (VAID) and variable message signs (VMS) have been sent out to companies to quote. Our plan is to award this work soon to enable work starting in April 2025.

As part of the A289 Medway Tunnel Project, we also have looked at upgrading the lighting



equipment from fluorescent tubes, that are no longer produced, to LED fittings. This will be a 2-part programme to reduce initial outlay. By reducing the number of fittings and LED's being more efficient in light production, we will reduce our running costs. With the savings, we will re-invest the money to finance the 2nd phase of the lighting upgrade, this will be the replacement of the SON's (yellow Sodium lighting) and a whole new control system.

Outside of the tunnel, but within the tunnel project, carriageway resurfacing works were also completed at Yokosuka Way and Pier Road.

The structures team completed works on the Pier Road retaining wall and parapet replacement. Work here included the demolition of several garages owned by a private company due to the damage caused by extensive tree roots. These garages have been rebuilt and are now in use much to the delight of the tenants.



Working with the Culture Team and Zest Theatre, we were pleased to give 23 meters of the main wall face to mount artwork and slogans from local school pupils.



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 7 we carried out 12 PI's and 82 GI's on bridges and culverts and 16 PI's and 46 GI's on retaining walls.

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

Work is now complete to fully convert of Medway's existing lighting to LEDs (with the exception of a small number of heritage columns) to reduce energy consumption and ongoing maintenance and improve reliability, saving Medway Council potentially thousands of pounds each year.

The new lighting is on track to be 50 per cent more energy efficient, reducing light pollution, producing less glare and will not require as much maintenance. So far, 17 base stations have been installed across Medway to control all the lighting columns within a system known as Planet.



Structural Testing



Structural Testing is carried out periodically in order to assess the condition of

our lamp columns. The latest round of testing was ordered in June 2024 and 4,815 columns will be included.

Bollard Replacement

Traffic bollard sites are also periodically surveyed to identify those in poor condition with the next survey being due in 2025. Outside of this, bollards are replaced as and when reported as damaged, or when picked up as being in poor condition by night scout or the street lighting team.



Signpost Replacement

Structural surveys are important to ascertain signposts that are at the end of their design life. During contract year 7, work continued to remove unnecessary



signs to reduce street clutter.

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 2023/24 the Contractor has:

- Electrically Tested 390
- Cleaned 832 Weebol bollards
- Lantern replacements 43

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 rolling programme of safety inspections are undertaken by the Highway Inspectorate team 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.



In Year 7: -

- Every 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 high profile where they are inspected weekly. There are monthly and quarterly inspection frequencies too. In total 3,061 highway inspections were

carried out by the Inspectorate during the reporting period.

- 6,397 requests for service were received by the team, regarding issues where a repair might be needed, including 3,522 relating to carriageway potholes.
- In response to all inspections and requests, 9,763 minor works orders were raised.

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 and Loose or noisy manhole covers
- Overgrown vegetation



The Contractor responded to 696 emergency requests from the Highways service, to make safe highway issues, day

and night, via 24 hour 7 days a week callout service.

The Highways out of hours service is manned by 3 Duty Engineers that cover a 1 in 3 weekly rota Tuesday to Tuesday, which operates from 5pm to 9am Monday to Thursday and from 5pm Friday through to 9am Monday.



They assist 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 this reporting period a total of 680 direct repairs were carried out by the Highway Inspectors, an increase of 73% on the previous year, 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, delivered in partnership with Volker Highways, is essential in aiding the safe movement of highway users. We aim to reduce delays on the network by maintaining communications, aiming to ensure everyday life can continue where possible.

To deliver this service, Medway Council has both a Winter Service Policy and Winter Service Plan which is updated annually. 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.

The Winter Period for 2023/24 ran between the 20th October 2023 and 20th April 2024. During this winter season we undertook 36 primary, and 8 secondary gritting runs with 8 gritting Lorries and used a total of 1,313 tonnes of salt, which equated to a total spend of £131,780.



Medway also had 22 new snow wardens in 2023/24, bringing the total continuing number to 106, who volunteered through a snow clearance scheme provided by Medway Council to assist with footway clearance in local areas.



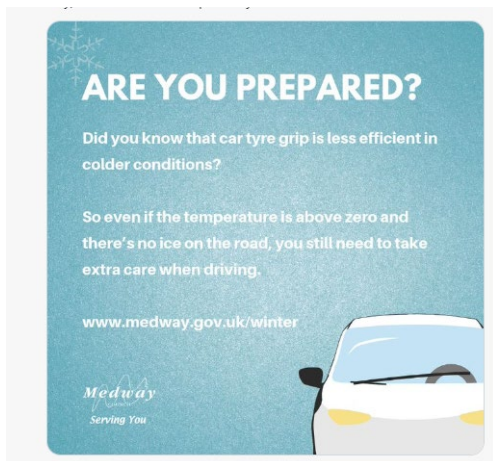
Keeping Medway Residents informed

We keep residents informed of our winter maintenance activities throughout the winter period via our X social media platform. 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	<ol style="list-style-type: none"> 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.

Official (unmarked)

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 (436km)

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 (178km)

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 speed rates
- Historical journeys & reports

Road Temperature Sensors

During Winter 2023, 34 new road temperature sensors were added to the list of 10 locations originally installed in winter 2022. The lowest road surface temperatures are recorded daily across the 44 locations throughout Medway.



These sensors are currently being trialled over 2-3 years, with the aim to be able to carry out route-based forecasts which would enable us to instruct the gritting team to treat specific areas that are forecast at zero or below, rather than treating the entire network, therefore drastically reducing costs on both salt use and labour.

Winter Parade



Every October, Winter parade takes place. 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

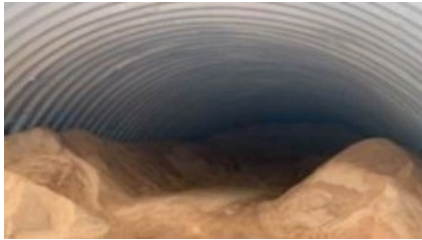
use and located at the appropriate depot

- 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 is then amended to reflect any changes and improve service delivery in the next winter period.

Safeguarding against flooding

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

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 18,031 gullies were cleansed in 2023/24. 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. These routine cyclic gully inspections and cleansing operate on a 2-year, annual

and 6 monthly inspection and cleaning programme.

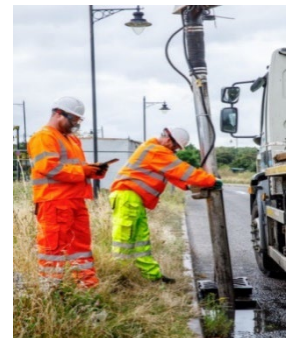
Our aim is to use that data and incoming public enquiries, to deliver

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 7 the drainage team also carried out inspections of the many soakaways around Medway to check silt levels and investigate how effectively systems were performing. As a result of these investigations, several covers had to be replaced by lowering an engineer into the soakaway itself.

Due to periods of exceptionally heavy rainfall through the 2023 winter period, a large amount of reactive works took place to clear flood sites.

November 2023 saw exceptionally heavy rainfall causing the drainage system to overload with the high amount of water received within a very short space of time. The drainage team work closely with the Flood defence team at Gun Wharf, attending sites, resident meetings and distributing property level protection information.



Keeping people safe

Leading the way to Zero Harm every day

Workforce Health & Mental Wellbeing

Both Medway and Volker Highways remain committed to championing the importance of mental wellbeing for staff, operatives and sub-contractors. This contract year Volker Highways were assessed by Medway Council and achieved gold status for the Kent & Medway Healthy Workplace Programme.

To maintain the Gold Award in Contract Year 8, the following pledges will remain in place:

- Education and training opportunities within the company available to staff at all levels
- Managers and key members of staff continue to receive mental health awareness training
- Promote awareness of hidden disabilities (whether physical or non-visual) through training days and signage.
- Staff educated on the importance of sleep and wellbeing and its impact on mental health
- Support staff to engage in social activities and volunteering opportunities
- Access to an Occupational Health service and offering health checks
- Availability of healthy choices 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
- Information regarding stop smoking services within the local area made available to all staff



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.



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: 40801256

Errol Taylor
Chief Executive of RoSPA

The Royal Society for the Prevention of Accidents
Patron: Her Majesty The Queen
Registered Charity No. 201922



Official (unmarked)

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

Medway Highways @MedwayHighways

You'll spot our contractor #VolkerHighways out in #Chatham today repairing a variety of defects at Dock Road, Scotteswood Avenue, Sturla Road, Quickthorn Crescent, Wayfield Road, Boundary Road, Southill Road, Maidstone Road & Watson Avenue

11:39 AM · Jun 14, 2023 · 287 Views

Medway Highways @MedwayHighways · Jun 13, 2023

Traffic Alerts:
#Medway Events - Armed Forces Day #Gillingham (Brompton Road area) 24 June
#Hoo, #Grain, #HighHalstow & #Allhallows
Ratcliffe Highways 2-Way signals 15-16 June
Peninsula Way lane closures 19-24 June
Grain Road multiway signals 14 May-22 Dec

1 reply · 1 retweet · 1 like · 616 views

Show more replies

Medway Highways @MedwayHighways · Jun 13, 2023

#Rainham & #Wigmore
Berengrave Lane closed 5-25 June (from Lower Rainham Road to Chalky Bank Road) for @CityFibre works
Mierscourt Road multiway signals 13 June and then 19-23 June for @bt_uk works
Deanwood Drive multiway signals 5-16 June for @SGNGas works

1 reply · 1 retweet · 372 views

Medway Highways @MedwayHighways · Jun 13, 2023

Lower Rainham Road (from Berengrave Lane to Motney Hill Road) closed 26 June-9 July for @CityFibre works
Bredhurst Road closed at j/w Fairview Avenue 12 June-3 July for @SGNGas works

Medway Highways @MedwayHighways

ADVANCE NOTICE: Shenwood Avenue #Walderslade footway resurfacing works are due to start on Tuesday 30 May taking 6 weeks to complete between the hours of 7am-7pm.

10:42 AM · May 15, 2023 · 792 Views

Customer Service

Our customer service approach enables residents and those passing through Medway to report issues on the network by telephone, online or via 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 we can 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 contract year 7, a total of 10,599 requests for service were received for Highway Services.

19% of Works Orders raised during contract year 7 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.

This contract year Volker Highways were presented an International CSR Excellence Award from the Green Organisation. This award recognises their outstanding contribution to the local community. It reflects our commitment

to improving the area we work by fostering positive change and supporting local initiatives.

Community Engagement & Investment Initiatives

This year Volker Highways have supported the charity Demelza Kent. The charity aims to give children with serious or life-limiting conditions and their families access to personalised, expert care across Kent, Southeast London and East Sussex. The team organised several fundraising events, including a charity walk fundraiser and clothing donation drive.

World Wildlife Day was celebrated by Volker Highways who held a screening of the short film WWF Our Planet: Our Business and invited both Volker Highways and Medway staff to attend.



Funds have also been raised for the Heart of Kent Hospice from a Cake bake sale and Macmillan Coffee Morning.

Collaborative Working

Since 2021 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.



Official (unmarked)

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.

In March 2024 Volker Highways were invited to attend careers week at the City of Rochester school with the aim to provide information on the roles available within the construction industry and apprenticeships.



In May Volker Highways also hosted a workplace visit pilot project in collaboration with The Education



People Skills and employability service, providing short, focused experiences for pre-16-year-old students.

In July, the contract also hosted several students for a week of work experience from both Brompton Academy and Fort Pitt Grammar School for Girls.

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.

Local school, Hilltop Primary, were in desperate need of their playground resurfacing and the surfacing contract kindly agreed to collaborate on this project as a good will gesture, enabling the pupils to once again enjoy time outside on their 'bouncy' new playground.



Hilltop Primary School

Official (unmarked)

Considerate Constructors Scheme



Volker Highways remain a member of the Considerate Constructors Scheme, consistently scoring above the industry average 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.

The Medway Team continue to collect and deliver all damaged illuminated bollard shells, road traffic cones and salt bins to a local recycling facility.

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. As part of the Medway fleet, Volker Highways have three fully electric vans which equate to 10% of



Official (unmarked)

the total fleet with carbon savings of approximately 190,000kg of CO₂e each year.

Decarbonising our roads

Carbon reduction remains 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.



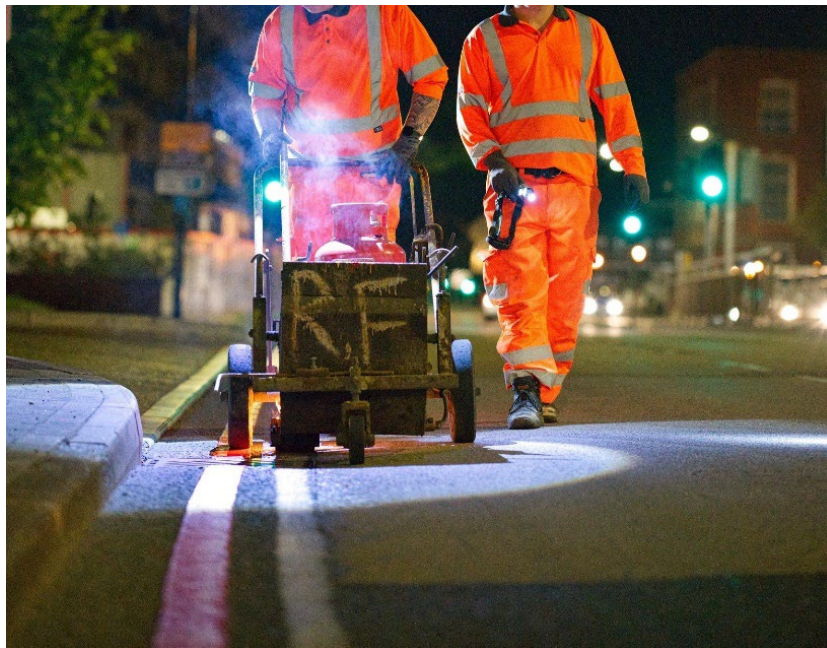
Following the successful trial of Warm Mix Asphalt (WMA) undertaken during the previous contract year, WMA has subsequently been adopted and will be permanently used. WMA helps support Medway Council's Climate Change Action Plan in tackling the high level of emission reduction pathways.

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

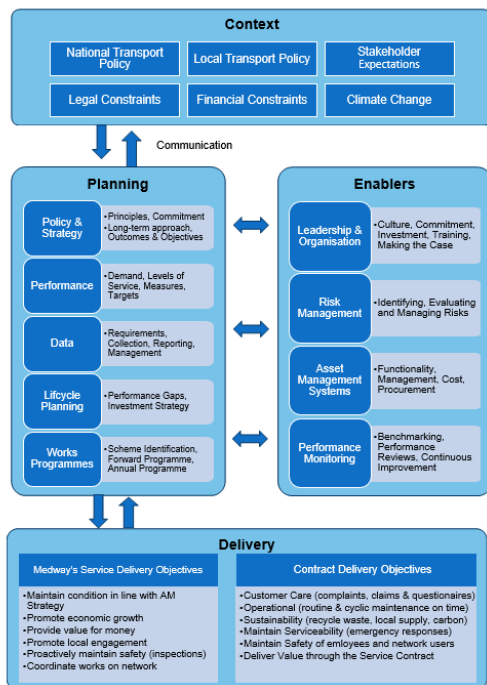
infrastructure to meet the needs of current and future users of the network.

This is achieved by applying whole lifecycle principals towards highway assets, from long term strategic planning, design and creation, operations, maintenance and disposal.

Our 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.

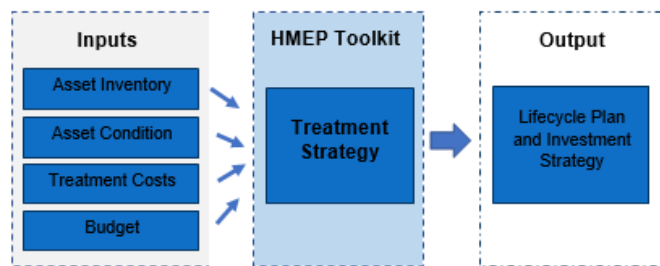


Lifecycle Planning

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

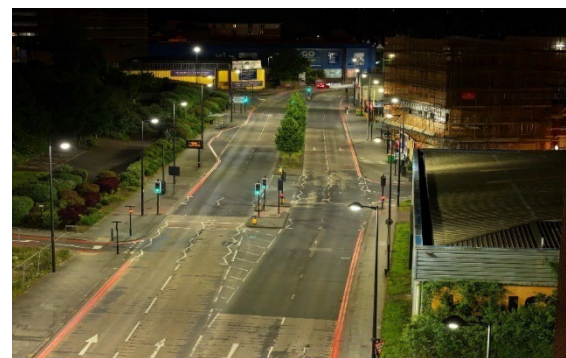
inventory such as condition and performance data.

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 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.

Innovation

Throughout contract Year 7 we trialled two new maintenance techniques for pothole repairs, including Velocity Jet Patching and Thermal Road Repairs.



Both options enable us to address a range of carriageway defects that include those outside of our intervention criteria, that do not pose a safety risk, but aesthetically look unpleasing.

Both maintenance options support our commitment to Climate Change by reducing our carbon footprint and offer additional benefits such as enabling us to carry out repairs efficiently with minimal disruption to the network.

Thermal Road Repair reheats the existing carriageway surface so that it can be re-rolled and only requires a minimal amount of new aggregate adding to ensure the surface is level and safe for driving. Not only does this method of repair generate zero waste, but it also supports the workforce by reducing the impact of hand-arm vibration syndrome.

Improving pothole maintenance

In 2010, an instant repair using a product known as Viafix was introduced and adopted as a means of plugging defects quickly, to eliminate the risk to the travelling public. Over time these types of repairs became commonplace across the whole network, with traditional patching becoming less frequent.



The use of Viafix was initially intended to be a temporary repair to be followed up with a permanent patch, but as it enabled Highway Inspectors to repair defects themselves, where safe to do so, it offered financial savings.

Over time these defects have become unsightly and public perception as to how the repairs are carried out has been scrutinised as to whether it offered value for money.

To ensure we work to improve the network, we are adopting a fix it right first-time approach, carrying out patching instead of Viafix repairs. Where Viafix must be used due to the risk a defect presents and where it is located, it will be followed up with a permanent patch within an allocated timeframe. Over time, this will help improve the visual appearance of the network, raise public perception as to how defects are repaired and offer better value for money.



Reducing our Carbon Footprint
including
100% Waste Recycled

