



# Medway Council

## Highway Infrastructure Contract

Annual Service Review

Year 8 – August 2024 to July 2025



## Our Assets

- 845km of Adopted Highway
- 40,591m of Crash Barriers
- 35,535 Gullies
- 6,887 Highway Signs
- 32,267m of Pedestrian Guard Railing
- 232 Bridges
- 178 Retaining Walls
- 6,917 Street Nameplates
- 603 Traffic Calming Measures
- 494 items of Street Furniture
- 164 Roadside Ditches
- 297 Soakaways
- 506 Salt Bins
- 576 Traffic Islands
- 1,907 Illuminated Signs
- 27,035 Street Lights
- 9,246 Bollards
- 117 Belisha Beacons
- 1,377 Illuminated Bollards



# Contents

Executive Summary	3
Overview	4
Performance	7
Planned Highway Resurfacing	10
Improving the places where people live	13
Network Safety	19
Winter Maintenance	21
Social Value	32
The Future	34

# Executive Summary

This Annual Performance Review highlights the work undertaken during Contract Year 8 (August 2024 – July 2025) to maintain and enhance Medway’s highway network, ensuring safe, reliable, and accessible journeys for all stakeholders.

Medway Council’s Highway Network, valued at £2 billion, remains a vital asset connecting communities and supporting economic growth. Throughout the year, we continued to prioritise safety and accessibility across the network, reinforcing our commitment to deliver journeys with minimal disruption.

From April 2025, a significant programme of new work commenced, underpinned by a change in methodology for highway repairs. This new approach ensures that repairs are completed “right first time,” improving efficiency, reducing repeat interventions, and strengthening public confidence in the service. The benefits of this methodology will continue into Contract Year 9, with full reporting on outcomes to be shared in next year’s review.

## **Key highlights of Contract Year 8 and priorities moving forward include:**

- Continued focus on safety and service quality for all road users
- Strategic efforts to connect vulnerable and isolated communities, aligning with Medway’s regeneration goals
- Adoption of asset management principles guided by ISO55000 standards for informed, value-driven decisions
- Ongoing performance monitoring through the National Highways and Transportation (NHT) survey to capture public perception
- Introduction of a new repair methodology from April 2025 to ensure “right first time” delivery, with outcomes to be fully reported in Contract Year 9
- Strengthening resilience and accessibility of the network to support Medway Council’s *One Medway Plan* and future growth

**Looking ahead**, our partnership remains committed to sustaining these high standards as we enter Contract Year 9 and beyond. The new repair methodology will be embedded across the programme, with its impact fully measured and reported in the next Annual Performance Review. Together, we will continue to support Medway Council’s *One Medway Plan*, ensuring that Medway is a place people are proud to live, work, and travel.

## Overview

### Medway Highway Services strive to deliver excellent services

#### Delivering key objectives

The eighth 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 8,431 works orders completed, including filling 5,300 carriageway potholes. In addition, 15,510 gullies cleaned, 2,988 Highway Inspections completed, 15,278 Streetworks Permits approved and 643 Emergency Call Outs actioned.

## Effective management of budgets

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

We achieved this in several ways during contract year 8:

- Total contract spend of £10,655,689.77 in 2024/2025.
- Continued review of the Highways Code of Practice to strengthen risk-based asset management and support DfT Self-Assessment Incentive Funding.
- Continued targeted cleaning of the resilient network and flood prone areas to reduce reactive cleansing, cutting costs and lowering our CO<sub>2</sub> emissions.
- 1,039 variation orders were raised to ensure correct final measures/costs on all jobs. This is 36% less than last year showing improved accuracy when ordering works.
- Utilised DfT Highway Maintenance Block Funding of £1,412m to undertake carriageway resurfacing works at 11 sites.
- Utilised a proportion of the additional DfT funding of £1,289m to carry out larger patching works to improve visual appearance of network (April to July)
- Progressed works on the Medway Tunnel and Road Infrastructure Scheme where Challenge Funding was secured from the DfT of £4.9m.

## Effective governance

- **ISO44001 Accreditation** – Successfully retained and monitored under joint governance, reinforcing collaborative working standards.
- **Strategic Oversight** – Quarterly strategic board meetings with senior management from Highways and VolkerHighways ensure alignment on contract delivery and outcomes.
- **Corporate Collaboration** – Regular discussions include business updates from both organisations, accreditation management and discussion of funding opportunities.
- **Innovation & Sustainability** – Ongoing engagement with external partners to trial new materials and applications processes, supporting innovation and reducing CO<sub>2</sub> emissions under 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 &amp; 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



10,270  
enquiries  
received



Over 8,431 works  
orders completed



More than  
5,300  
carriageway  
potholes  
filled



Over £10 million  
invested



15,110 gullies  
Inspected and  
cleaned



Over 15,000  
Streetworks  
permits  
approved



2,988  
Highway  
Inspections  
carried out



92% of all Works  
Orders  
completed on  
time



Over 600  
emergency  
call-outs  
actioned

# Performance

The Highway Infrastructure Contract (HIC) commenced in August 2017 as a five-year agreement, with annual extensions available subject to the achievement of defined Key Performance Indicators (KPIs). This performance-linked model provides the opportunity to extend the contract until July 2027, ensuring long-term stability while maintaining a strong focus on continuous improvement. Effective performance management is central to demonstrating the value and success of the highways service.

The contract is monitored through a comprehensive suite of KPIs, carefully designed to align with Medway Council's strategic objectives and to drive ongoing improvement in both service delivery and business performance. Ambitious targets are set each year to raise standards, enhance efficiency, and deliver measurable benefits to the community.

## How Performance is Tracked

Performance is monitored through a range of systems and processes that provide transparency, accountability, and assurance:

- **Confirm Asset Management System** – Provides end-to-end management of work orders, from planning and estimation through to completion and payment. Real-time tracking ensures visibility of progress, accurate financial reconciliation, and timely closure of jobs.
- **Health & Safety Compliance** – Comprehensive reporting of incidents and proactive benchmarking across the Volker Highways portfolio ensures that safety remains paramount, with lessons learned embedded into future practice.
- **Financial Governance** – Corporate payment systems monitor invoice timeliness and enable monthly comparisons, ensuring strong financial discipline and accountability.
- **Quality Assurance** – Joint inspections during and after completion verify compliance with specifications. Any non-conformances are addressed immediately, reinforcing a culture of “right first time” delivery.

## KPI Framework

Performance under the HIC is measured against **30 KPIs**, grouped under six overarching themes:

1. **Quality** – Ensuring works meet required standards and specifications.
2. **Service Provision** – Delivering reliable, accessible services that meet stakeholder needs.
3. **Finance & Programme Adherence** – Maintaining budgetary control and delivering works on schedule.
4. **Customer Care** – Responding effectively to public feedback and maintaining high satisfaction levels.

5. **Added Value** – Driving innovation, sustainability, and efficiency across the contract.
6. **Health & Safety** – Embedding safe working practices and achieving industry-leading compliance.

Monthly reviews of KPI performance provide a structured mechanism for continuous improvement. These reviews not only inform operational adjustments but also determine eligibility for contract extensions, ensuring that high standards are consistently maintained and incentivised.

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 8 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.

### Executive Summary

Overall, the Highway Infrastructure Contract continues to demonstrate strong performance and alignment with Medway Council's strategic priorities. The combination of rigorous KPI monitoring, robust governance processes, and a culture of continuous improvement has ensured that the contract delivers tangible benefits for residents, businesses, and visitors. With the introduction of new methodologies such as "right first time" repairs, the contract is evolving to meet future challenges while maintaining its focus on safety, quality, and value for money. All five annual extensions have been successfully achieved, and the contract is now confirmed to run its full term, expiring on **31 July 2027**.

As the HIC enters its final phase, it remains a cornerstone of Medway's infrastructure strategy, underpinning economic growth and community connectivity. Looking beyond 2027, preparations will focus on ensuring a smooth transition, embedding lessons learned, and securing a sustainable legacy for Medway's highway network.

# Planned Highway Resurfacing

**Every year, Medway Council invests in improving carriageways and footways to keep the network safe and in good condition.**

As Highway Authority, we have a statutory duty to maintain the public highway. Our current scheme selection process ensures that funding is allocated responsibly by prioritising areas of the network that are in the greatest need of repair and allows justification of investment decisions.

Before a scheme is considered, it is evaluated using an assessment matrix. This matrix accounts for multiple site-specific factors; each assigned an individual score. The combined score determines the scheme's priority rating, enabling fair comparison across Medway's highway network. Schemes with the highest scores are most likely to be included in the resurfacing programme for the upcoming financial year, ensuring that the most deteriorated sections receive attention first.

Both carriageway and footway assessments use matrices comprising of six major categories, each with several subcategories. A highways engineer conducts an on-site inspection to assess and score these factors. Based on the total points score (up to 280), a final priority rating between 1 and 4 is assigned, with 1 representing the highest priority 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

This table shows the maximum achievable scores for each carriageway assessment category. Those carriageway areas scoring closest to 280 are most likely to be included in future resurfacing schemes.

During the contract period August 2024 to July 2025 Medway Council completed 11 carriageway resurfacing schemes totalling a spend of £644,188 and equated to 2143 linear meters and a total of 17,013 square meters.

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
		<b>Total</b>
		<b>280</b>



Cornwallis Avenue crossroads, Gillingham – before



Cornwallis Avenue - after

As always, different road classifications were captured within the programme of works this contract year.

Road Class	Total Spend	Length	Area
A Class	£300,648	848m	7642m <sup>2</sup>
B Class	£0	0m	0m <sup>2</sup>
Mixed Class	£0	0m	0m <sup>2</sup>
Unclassified	£343,540	1,295m	9,371m <sup>2</sup>
<b>Total</b>	<b>£644,188</b>	<b>2,143m</b>	<b>17,013m<sup>2</sup></b>

## Warm Mix Asphalt (WMA)

During contract year 8 we continued our use of Warm Mix Asphalt (WMA) which was first introduced in October 2021. Using WMA helps to support the Councils Climate Change Action Plan and includes the following benefits;

- Producing WMA at a lower temperature results in fewer CO<sub>2</sub> emissions.
- 100% recyclable back into asphalts in the future, further reducing CO<sub>2</sub> emissions and landfill.
- Improved air quality and visibility at production plants by approximately 50%
- Requires less time to cool once it is laid allowing roads to be re-opened quicker which in turn, reduces disruption to road users, as well as costs.



Hempstead Valley Drive, Gillingham – before



Hempstead Valley Drive – after

## Thermal Road repair

Thermal Road Repair was first trialled throughout September and October 2024 across 19 locations. This innovative technique involves reheating the existing surface material, rolling it flat, and applying only a minimal amount of new asphalt.

By maximising the reuse of existing materials, the process reduces waste, lowers carbon impact, and delivers a more sustainable approach to highway maintenance.

The trial reflects our wider commitment to exploring new techniques and methods of repair within the industry, ensuring that Medway remains at the forefront of innovation. Importantly, this approach provides significant value for money by extending the life of assets, reducing the need for repeat interventions, and improving efficiency across the network.

The success of these trials will inform future programmes, supporting our drive to deliver modern, cost-effective, and environmentally responsible solutions for the community..

Benefits of thermal road repair include:

- 100% reduction in material ending up in landfill with no additional waste produced
- Faster and quieter repairs without the need for cutting or sawing leading to less disruption and noise for residents
- Joint-free surface finish preventing water ingress and repetitive issues in the future in the same locations.



Following the successful trial, a full thermal program was implemented for completion in stages over the course of this contract year and is ideal for use on areas of up to 40m<sup>2</sup> per day.



Durham Road, Rainham – before



Durham Road, Rainham – after

## Footway Resurfacing

Whilst this year's funding resulted in no planned footway resurfacing schemes, the Highway Operations team remained committed to assessing and scoring Medway's footways for potential resurfacing schemes in the future.

This table shows the maximum achievable scores for each footway assessment category. Just like carriageways, footway areas scoring closest to 280 points are most likely to be included in future resurfacing schemes.

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

# Improving the places where people live

## Delivering a variety of projects across the Authority

### 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:

- 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 8, Project Centre undertook site visits and carried out assessments which resulted in the installation or renewal of around 335 disabled bays along with the removal of around 177 that were no longer required. They also continue to assist with reviewing parking schemes relating to layout and enforcement.



### Safer, Healthier Streets

Following the introduction of moving traffic offences in February 2024, Project Centre added a further 17 locations to the list of 8 already in place as part of the Safer, Healthier Street Programme during contract year 8.

Moving traffic offences helps us meet objectives in both our One Medway Council plan and Local transport plan by helping to make Medway's roads safer and easing traffic congestion. PCN's can be issued via ANPR cameras for;

- driving through a 'no entry' sign
- illegal turns
- entering a yellow box junction before the exit road or lane is clear.

Locations added to the initiative during this contract year include;

- A2 Corporation Street – junctions with Bardell Terrace, Gas House Road and Esplanade.
- High Street, Strood – junctions with Station Road and Esplanade
- A2, Strood – junctions with Castle View Road and Gravesend Road
- Chatham High Street – access points from Clover Street and Batchelor Street and junction with The Brook
- Chatham Hill – junction with Luton Road
- Station Road, Strood – junction with Friary Place

## School Streets Scheme

In addition, 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.

The aim of this scheme is to make Medway a cleaner, greener and safer environment for all residents and visitors by reducing congestion and parking problems for residents, improving air quality and creating a safer environment for children and parents to travel to school.

During this contract year, the following locations were added to the original 7 locations already taking part in the school streets scheme including:

- Cliffe Woods Primary School, Pre-School and City of Rochester School, Cliffe Woods
- Fairview Primary School, Rainham
- Hilltop Primary School, Frindsbury
- St Margaret's Church of England infants and junior schools, Rainham



## Highways Improvements

During 2024/25, the Capital Projects team designed and delivered 34 highway improvements schemes, via the Highway Infrastructure Contract (HIC).

Using capital funding, the total value of these schemes was £326,600 and included:

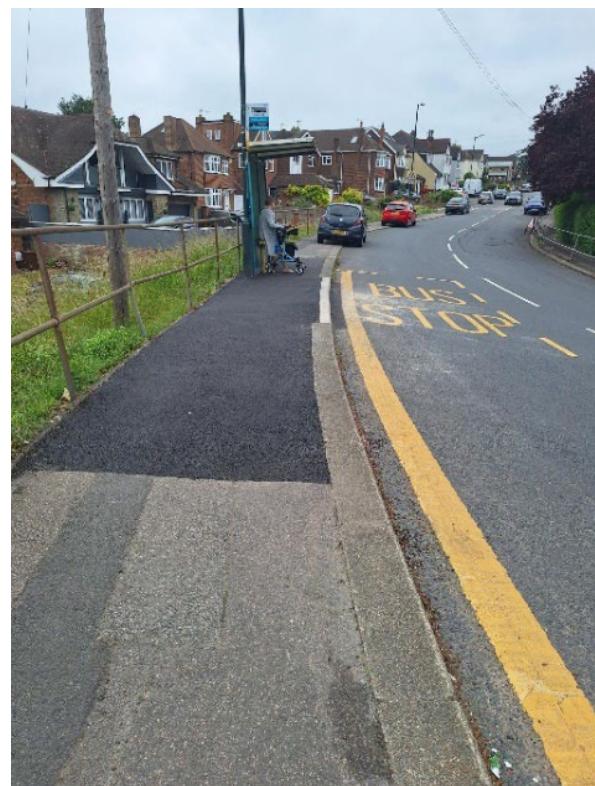
## Horsted Way Uncontrolled Pedestrian Crossing – September 2024



The safety of Medway's residents and visitors remains a key priority for Medway Council. One way this is being addressed is through the provision of safe pedestrian crossing points.

The recently installed uncontrolled crossing on Horsted Way now enables individuals, particularly those with limited mobility, to pause safely on the new refuge island before continuing their journey.

The crossing also contributes to traffic calming by encouraging lower vehicle speeds, making it a safer and more accessible route for all road users.



## Pattens Lane Bus Stops - July 2025

Making bus stops easier to use helps everyone in Medway get around more safely and comfortably.

Recent work included adding raised kerbs at bus stops. These changes make it easier for people with disabilities, older residents, and those with pushchairs to get on and off the bus.

As part of this scheme, more pedestrian crossing points were added to make it easier for people to get to the bus stops on Pattens Lane. This helps residents move around Medway more safely and with better access to public transport.

## High Halstow Accessibility – October 2024

Pedestrian accessibility is vital for helping people move around safely and with ease. Whether walking to school, catching a bus, or visiting local services, having safe places to cross the road makes a big difference, especially for older residents, people with disabilities, and families with young children. Medway Council is committed to making walking safer and more convenient for everyone. In High Halstow, where many people walk, particularly near the Primary School, new crossing points have been created to give pedestrians a safer route through the area.



## Watts Meadow Public Right of Way (RRX15) – November 2024



Public Right of Way RRX15 runs between Lillymonte Drive and Ethelbert Road, offering a quieter walking route away from the busy Maidstone Road. It also provides access to the nearby allotments and open green space.

By improving the surface of the path, the route is now safer, more comfortable, and easier for everyone to use. Medway Council

is committed to improving access to green spaces, and this scheme is a great example of that pledge in action.

## Memorial benches

Implemented during contract year 8, is our offering to have a memorial bench installed on the highway.

Previously this service was only available in country parks and some designated green spaces within Medway, however, residents can now apply for a bench to be placed on a footway on highways land.



## Medway Tunnel and Structures

With over 50,000 vehicle movements daily, our term contractor continued to carry out programmed maintenance on the tunnel throughout the year to help keep the network running smoothly. Annual tunnel maintenance includes closures carried out every quarter.



The A289 Medway Tunnel project continued to progress well throughout this contact year and included the replacement of the CCTV system, video automatic incident detection (VAID) and variable message signs (VMS). As part of this project, upgrading of the lighting equipment will also take place. LED fittings will replace any equipment using fluorescent tubes which will reduce running costs. Phase 2 of this project

will include the replacement of the SON's (yellow Sodium lighting) and a whole new control system.

The structures team are working on several projects to improve the condition of our assets. 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 8 we carried out 13 PI's and 88 GI's on bridges and culverts and 11 PI's and 40 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

During 2024/25 work has continued on the conversion of Medway's existing lighting to LEDs. This work will not only reduce energy consumption and ongoing maintenance but also improve reliability, therefore saving Medway Council money now and going forward.

These conversion works included the abandoned HIF route, areas with Conservation Style lights, and any illuminated signposts that still used the recently banned compact fluorescent lamps.



The LED roll out has now achieved an Energy Consumption reduction of 70% and an Annual Carbon reduction of 75% (when comparing figures from 2019/20 (pre roll out) and 2024/25).

### Gillingham High Street

This year, all the lamp columns in Gillingham High Street were replaced. The new lanterns are LED, and half of the column replacements have been designed to take fixed banners for future advertising revenue.

### Bollard Replacement

Traffic bollard sites are periodically surveyed to identify those in poor condition with the next survey being due in late 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.

### Cleaning

All Weebols (non-illuminated keep left bollards) were cleaned throughout this contract year to maintain their reflectivity and aid community road safety within Medway.



### Signpost Replacement

During contract year 8, work continued to remove any unnecessary signs where possible to reduce street clutter. Signposts that are at the end of their lifecycle are identified during regular structural surveys.

### Safer Streets Work

Within the previous 2 contract years, the Street Lighting team has been involved in the Safer Streets work by providing the camera poles and illuminated signposts for the schemes completed within the School Streets, School Clearance, Part 6 Moving Traffic, and Red Route Works.

### Street Lighting Maintenance

Street Lighting maintenance is split into Reactive and Proactive works. Reactive works are usually instigated via reports from members of the public, damaged lamp columns following RTC's or other incidents and out of hours emergencies. Proactive works are normally routine work streams, undertaken on a cyclical basis.

Overall, during the contract year 2024/25 the Contractor has:

- Electrically Tested 1043 units
- Cleaned 832 Weebols
- Replaced 415 Led Lanterns
- Converted 480 illuminated signs from Compact Fluorescent to LED
- Attended 158 Emergency Call Outs involving Street Lighting assets
- Replaced 88 lamp columns

# Network Safety

Keeping the network safe and delivering our statutory duty through 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 8, every designated public highway was subject to a safety inspection at least once within the year, with designated high-profile roads inspected weekly. There are also monthly and quarterly inspection frequencies too.

- 2,998 highway inspections were carried out by the Inspectorate during the reporting period.
- 708 requests for service were received by the team
- 3,193 works orders were raised following all inspections and requests.



Repairs undertaken by our inspectors include:

- 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 643 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 operates between 5pm and 9am Monday to Thursday and from 5pm Friday throughout the weekend until 9am Monday.

We now have 5 duty engineers that work on a 1 in 5 weekly rota assisting Police with debris clearance and road closures for investigating after road traffic accidents. In the event of a major emergency our duty engineers will also act as Incident Liaison Officers (ILO's) whilst supporting support the Council's Emergency Planning team.

## Pothole management

Using additional DfT Capital pothole funding, an asset management approach was implemented to change the way that potholes have been managed and remedied during this contract year.



- Moving away from the historical 'quick fix' Viafix on-the-spot solution unless in an emergency
- Smaller patch orders raised for our term contractor to complete usually within 7 to 28 days
- Longevity with less chance of repetitive safety defects appearing and prevention of larger issues forming later

Using this funding, the highways inspectorate identified locations throughout Medway which were suitable for smaller resurfacing schemes.

This approach is ideal for those locations that have been assessed for resurfacing but do not score highly enough to be included in the annual resurfacing programme or for those that are of a smaller surface area.

Throughout July 2025, 42 locations were completed as part of the Capital funding scheme and works are continuing into the next contract year.

# Winter Maintenance

## Keeping the network open and safe in winter

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.

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 2024/25 ran between the 18 October 2024 to 18 April 2025. During this winter season we carried out a total of 73 gritting runs. This consisted of 52 primary and 21 secondary runs with 8 gritting lorries, primarily throughout January 2025. We used a total of 1,858 tonnes of salt, which equated to a total spend of £244,889.

Within this contract year, Volker Highways took delivery of a new fleet of gritting lorries that can use both dry and pre-wetted salt which were in use by the end of November.

Pre wetted salt is a mixture of dry rock salt and a liquid brine solution which helps it cling to the road surface and melt snow and ice more effectively when compared to dry salt alone.

The use of pre wetted salt is expected to cut salt use by around 20%.





## Snow Warden Volunteers

The Highway Operations team runs our Snow Warden Volunteer scheme providing Medway residents with a bag of salt and other equipment to aid with clearing snow from footways. With a mild winter season, Medway had 9 new snow wardens in 2024/25, bringing the total continuing number of volunteers to 76.

## Keeping Medway Residents informed

Throughout the winter period, we continue to keep Medway residents informed of our winter maintenance activities via our X social media

platform. Daily updates are posted to advise residents what routes are being gritted, promoting tips in staying safe and driving in winter weather or what the standby colour for the evening is.

Readiness Colour Coding	
<b>GREEN</b>	Road surface temperatures are expected to remain above plus 1C (or above 2C on a low confidence scenario)
<b>AMBER</b>	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
<b>RED</b>	Road surface temperatures are expected to fall below freezing with ice and/or hoar frost and/or snow accumulations and/or freezing rain likely.

## Precautionary Salting Routes

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

<b>Primary Routes (436km)</b> - Roads or sections of road which require precautionary salting on a routine basis because of current policy standards.	Consisting of the busiest roads, usually "A" and "B" class roads, bus routes and roads which carry over 440 vehicles in the morning, during peak hours. The main High Streets of Chatham, Gillingham and Rochester are also included.
<b>Secondary Routes (178km)</b> - Those that lie beyond the primary routes, that, under severe weather conditions, will also require precautionary salting.	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.
<b>Third Tier Routes (120km)</b> – Routes that lie beyond those included in the Primary or Secondary routes that will require precautionary salting under extreme weather conditions; usually a snow or ice emergency, as and when resources permit.	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. Quietest roads such as cul-de-sacs would not generally be included.

## Masternaut Vehicle Tracking

Masternaut provides live and historical data, enabling managers to monitor and optimize fleet activity in real time. This includes detailed insights into vehicle speeds, gritting rates, route efficiency, and driver behaviour.

By combining immediate visibility with long-term performance trends, Masternaut helps organizations improve safety, reduce fuel consumption, ensure compliance, and deliver more reliable services.

The platform's analytics also support proactive maintenance scheduling and environmental reporting, making fleet operations more cost-effective and sustainable..



## Winter Parade

Every October, Winter parade takes place 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 and the weighbridge is working correctly	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
The required quantities of salt are stockpiled, and storage arrangements are satisfactory	Adequate fuel reserves are in place to serve the fleet during an adverse weather event.
Sources of additional plant have been identified for possible use in a snow emergency should they be required	Sources of additional salt have been identified in the event of stockpile shortages or an emergency
All supervisors and drivers have mobile phones	All vehicles are fitted with trackers and telemetry as required
All precautionary salting routes have been run with the assigned salting vehicle and assigned driver, without salt, to ensure suitability of the vehicle and that response times and treatment times can be met.	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.

## Road Temperature Sensors



Since Winter 2022, 44 road temperature sensors have been gradually installed across Medway, providing comprehensive coverage of local conditions.

Each day, the lowest road surface temperature is recorded at every location, creating a detailed dataset that supports our ongoing route-based forecasting trial. This approach enables the gritting team to target only those areas forecast to reach zero degrees or below, rather than treating the entire network.

By focusing resources where they are most needed, the trial has the potential to significantly reduce costs through lower salt usage and reduced labour requirements, while maintaining road safety and service efficiency.

## Annual Winter 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 “lessons 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

## Service Standards & best value

Our service standards are based on regular, planned maintenance. Each asset is inspected and cleaned on a schedule that fits its needs, ensuring everything works as efficiently as possible.

Volker Highways collects gully data during inspections which is then used to shape a risk-based cleansing schedule. Data from Kaarbontech is entered on-site and uploaded once wi-fi is available, or, at the end of the day.

The data gathered on site helps to build a clear inventory of drainage assets and their current condition. Both highways and our term contractor can access the system, making it easier to plan strategically, for example, adjusting cleaning frequencies that focus on high-risk areas.

In 2024/25 we cleaned 15,110 gullies. Although parked vehicles that are blocking access can often mean a clean is missed, the contractor will revisit up to twice more before an extra cost is added.



Because the service is a lump sum, these improvements give better value and extra benefits:

- Less surface water flooding
- Faster response to customer reports and better customer engagement
- Slower road deterioration
- Lower carbon footprint by avoiding any unnecessary cleans

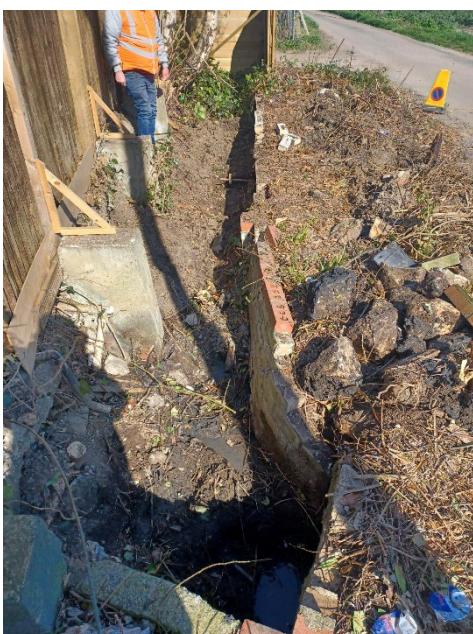
## Drainage Schemes

Medway Council looks after thousands of drainage assets that keep our roads safe and free from flooding. To make sure everything works as it should, the drainage team follow a regular maintenance schedule – some gullies are cleaned every 6 months, others annually, and some, every 2 years. This helps prevent blockages and keeps water flowing where it should.

Aside from inspections, reports and enquiries from Medway residents helps us to decide on which areas need attention first. Work is prioritised depending on how severe the issue is, the location and the potential future impact.

The drainage team also continued 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 soakaways were cleaned by lowering an engineer into the soakaway itself. This was labour heavy due to the confined work environment, but full H&S equipment was used, ensuring the safety of all engineers.

The drainage team work closely with the Flood Defence team at Gun Wharf, attending sites, resident meetings and sharing property level protection information.



Newlands Farm Road – before



Newlands Farm Road - after

In June 2025, drainage works were completed in Newlands Farm Road, St Mary Hoo, Rochester. Following the collapse of a retaining brick wall which was holding up the side of a drainage ditch, a new, 8M long concrete filled hessian bag wall was installed to reduce flooding issues at the junction with Ratcliffe Highway.

Newlands Farm Road - before

# Keeping people safe

## Leading the way to Zero Harm



### 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:

4080196

 Errol Taylor  
Chief Executive of RoSPA

 VolkerHighways  
VolkerHighways



Well done to our Medway team who have been reaccredited, for the second year running, a Gold Award on the Kent and Medway Workplace Wellbeing Programme! 🎉 🎉

The team has completed a minimum of 30 pledges in key themes of the programme, including support for mental wellbeing and stress, healthy eating, physical activity and alcohol and substance misuse.

Great work team Medway! 🌟



Health and Safety  
Executive

## Health & Safety and 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.

The reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) requires the reporting of any serious workplace accidents and incidents, including any near misses. VolkerHighways as a member of ROSPA, actively supports initiatives to prevent injuries and promote safety.

# Putting the customer at the heart of everything we do

Ensuring our residents are kept informed

## Social Media



3,610 followers

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

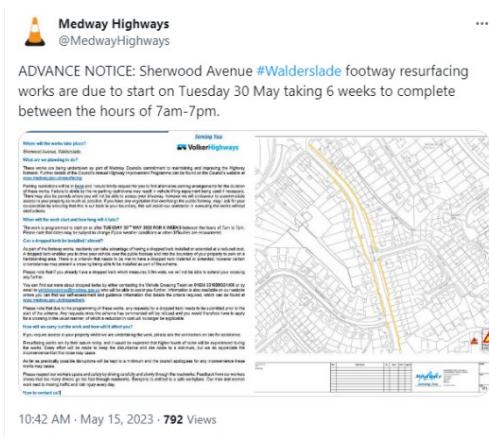
Providing daily winter gritting weather information during the Winter Maintenance Period

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 · 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 1 1 616  

[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 1 1 372  

 **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

## 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, 81% of service requests are received by telephone, with 12% through online eforms and the remainder through other channels.

Regular period analysis reports are generated to monitor categories of requests to identify year on year trends, such as those shown in the table 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

## 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 10,749 requests for service were received for Highway Services.

**60% of Works Orders raised during 2024/25 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 with the highway maintenance service provided in Medway.

This simple, accessible method ensures that residents can share their views quickly and conveniently, whether they are at home or out on the network.

The Customer Satisfaction survey link is also regularly promoted via the @Medway Highway Services Twitter feed, helping to raise awareness and encourage participation.

By making feedback easier to provide, Volker Highways aims to strengthen with the public and build greater transparency around service delivery.

Responses are reviewed to identify trends, highlight areas for improvement, and celebrate successes. This ongoing dialogue allows Volker Highways to adapt its approach to meet community expectations, ensuring that maintenance activities not only keep roads safe and reliable but also reflect the priorities of local residents.

Ultimately, valuing public opinion helps foster trust, accountability, and a stronger partnership between the service provider and the community.



# Improving lives 2017-2027

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

Creating social value is a core part of the HIC. Medway Council and VolkerHighways focus on sustainability and community benefits in everything that we do. This contract year, Volker Highways earned an international CSR Excellence Award from the Green Organisation recognising their efforts to support local communities and drive positive change.

## Community Engagement & Investment Initiatives

This year Volker Highways continued to support several charities. In September 2024,



Hazelton, who recently overcome his cancer diagnosis, raising £200.

Throughout this contract year, VolkerHighways also organised a beach cleaning day and volunteering team to help in a local nature reserve. Funds have also been raised for Demelza Kent and local LGBTQ+ charity the BeYou Charity.



the Medway team participated in a 5km sunrise walk starting off at 6am at Riverside Country Park raising £1200 in aid of the Samaritans for Suicide Prevention Day.

Also in September, the team hosted a Macmillan Coffee Morning to raise funds for Macmillan Cancer Support, in admiration of team member Dave

## 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.

## Local Council Road Innovation Group

Volker Highways continue their membership of the Local Council Road Innovation Group (LCRIG) participating in webinars and sharing innovative ideas.

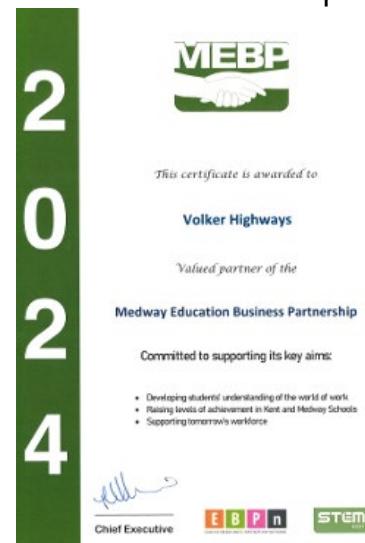
LCRIG supports the 'highways community' by organising and coordinating a suite of activities designed to facilitate collaboration and innovation throughout the highways sector.

## 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 key aims, which include:

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

In May 2025 Volker Highways were invited back to attend careers week at the City of Rochester school with the aim of providing information on the roles available within the construction industry and apprenticeships. The school offers bespoke curriculum built around their pupils who have a diagnosis of Autistic Spectrum Condition (ASC).



In July, the contract also hosted several students for a week of work experience from both The Hundred of Hoo Academy and Waterfront UTC.



**The Hundred of Hoo Academy**

**Waterfront UTC**

## 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 Repo

During this contract year, VolkerHighways supplied cones for Medway Councils annual 'Picnic on the Banks' event in collaboration with Cllr Chrissy Stamp and in May, to celebrate the 80<sup>th</sup> anniversary of VE Day, Volker installed two commemorative benches in White Road and Admiralty Terrace, Chatham in conjunction with Cllr Maple.



## 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 the total fleet with carbon savings of approximately 190,000kg of CO<sub>2</sub>e 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.

Medway continued to use Warm Mix Asphalt (WMA) which helps support Medway Council's Climate Change Action Plan in tackling the high level of emission reduction pathways.

During this contract year, following a successful demonstration, VolkerHighways and Medway have now commissioned the use of Fuel Spill Digester which significantly reduces the ability of volatile fuels to ignite. Diluted with water, and sprayed around the periphery of the



fuel spill, the enzymes and bacteria work together to digest the liquid hydrocarbon fuels, of whatever type, and render it non-flammable in just 90 seconds. Going forward, this product will be used on fuel spills and will be a lot more time effective when used in emergency call out responses.

## Innovation

Both Medway and Volker Highways are always on the lookout for any innovation that can save time, costs, resources or carbon and in April 2025,

Volker Highways received delivery of a one-of-a-kind lorry that combines 3 separate lorries into one chassis with 3 interchangeable bodies for Winter, Street lighting and Civil works.



The Medway HIC contract is very diverse in its activities and requires specialist equipment. A gritting vehicle is needed for winter service, a tipper grab is needed for civils activities and a pole carrier lorry with extended body is needed for carrying streetlight columns. All 3 vehicles are rarely being utilised at the same time and by combining the gritter and grab lorries using a quick body change (or QBC) the supplier was able to design and build a lorry that combines all 3 of these needs.

The new one-of-a-kind lorry also has the benefit of direct vision equipment along with other new HGV safety systems making it safer and more environmentally friendly, as well as reducing costs.

## The Future

Every year of the HIC reflects the same pride and passion that drives the Medway-Volker Highways partnership. Our shared commitment isn't just about maintaining roads – it is about creating a better place and improving lives for Medway residents.

This year's achievements showcase how collaboration delivers results:

- Budgets met and payment timetables streamlined
- Real-time dashboards for clear contact oversight
- KPI's tracked and report with precision
- H&S culture embedded across all teams
- Faster decision-making and improved meeting structures
- Strong communication and co-location across 2 depots
- Prompt payments and efficient handling of any variations.

Our strong partnership continues to drive productivity and a positive working environment. We aim to continue to work as one team, with integrity and respect for colleagues and the communities that we serve within Medway. This contract years projects and programmes reflect our commitment to continuous improvement – whilst always looking for better ways to deliver our services.

We remain focussed on our social, economic and environmental responsibilities. Looking ahead to 2025-2026 we are taking a long-term strategic approach to maintain vital assets and delivering excellent highway services, with Volker Highways as a key partner in shaping Medway's future.

## Highways Asset Management

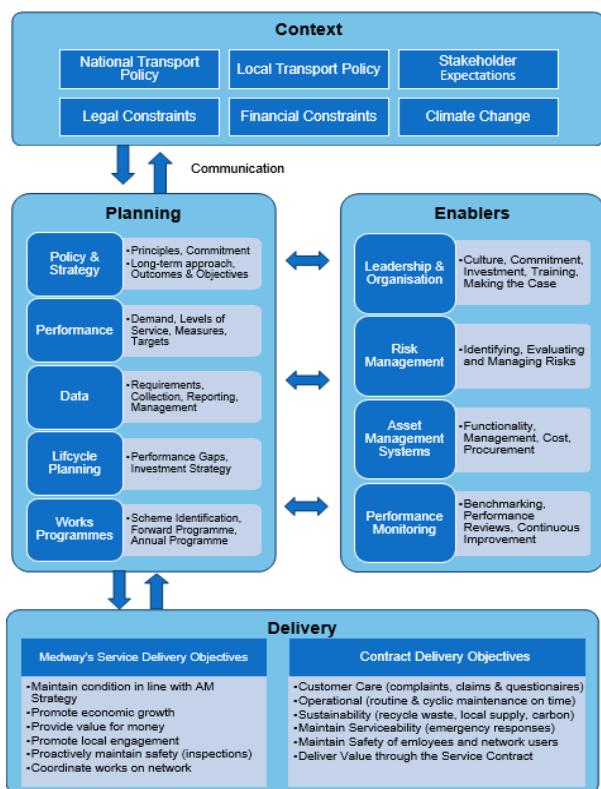
Medway's highway network is one of the most valuable publicly owned assets in Medway, worth over £2 billion. Whether you walk, cycle, drive or use public transport, you rely on Medway's network, every day. With limited funding, it's vital that every pound spent on highway maintenance delivers maximum value.



To achieve this, Medway Council uses an asset management approach – planning for the long term and making smart decisions about how roads are managed and maintained.

Our Highway Asset Management Strategy and Policy sets out how our highway service is delivered and how it supports Medway Council's wider policies and priorities. It follows national best practice and government-endorsed codes to ensure resources are used wisely and all improvements that are made are

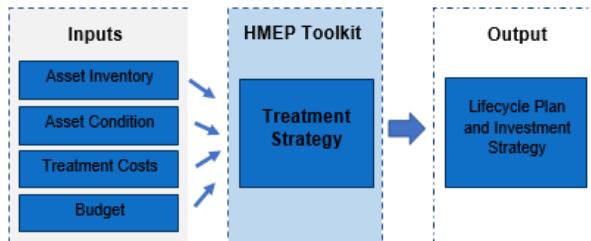
able. Our Highway Asset Management Framework outlines the activities and processes that are necessary for us to develop, document, implement and continually improve asset management.



record all journeys around Medway and identify potential defects before they even become a hazard to road users.

Route reporting software then enables us to watch any journey to view up to date images of any defects or issues found. The aim is for this technology to include carriageways, footways, signs, lining and street furniture and automatically raise orders for defects which can then be confirmed by the team.

Although this is still relatively new for highways, not only will this technology enable early intervention and identify potential hazards, but it will also reduce our carbon footprint and fuel costs with a reduction in vehicle journeys.



## Levels of Service Delivery Objectives

- To ensure that our road users feel safe and are confident when using our network.
- Make journeys predictable, with as little disruption as possible.
- Ensure everyone can access our network, including isolated communities and vulnerable users.

- Support Medway's wider plans for growth and regeneration.
- Reduce the environmental impact of our highways.
- Keep assets in good condition and meet user expectations.
- Delivery real value for money over the life cycle of every asset.

## Contract Delivery Objectives

- **Safety** - ensure a safe highway network which is well-maintained and reduce risks wherever possible.
- **Sustainability** – use resources wisely, protecting the environment, and supporting the local economy. We are committed to using innovative maintenance practices and sustainable materials to reduce our carbon footprint.
- **Customer** – keep people involved and informed, listen to feedback, and work hard to minimise disruption for road users.
- **Operational Delivery** – Ensure the right people, processes and systems are in place to keep the contact compliant and deliver services on time.
- **Asset** – Provide timely information to support decisions, maintain asset integrity and keep the network running – even during severe weather.

These long-term service and contract objectives help us improve how we manage highways and build a strong asset management culture across the entire service, encouraging everyone within highways to understand why asset management matters and take shared responsibility for the performance and condition of the assets they manage.

