

<b>Project:</b>	Wiltshire Highways Consultancy Contract	<b>To:</b>	Peter Binley – Wiltshire Council
<b>Subject:</b>	Annual Review of Service – Summary of Years 1 to 4	<b>From:</b>	Gwillam Lloyd Contract Manager
<b>Date:</b>	26 <sup>th</sup> October 2017	<b>cc:</b>	Steve Cross – Wiltshire Council Simon Moon – Atkins Richard Stokes- Atkins Kevin Robbins - Atkins

## 1. Introduction

### 1.1. Purpose

On 1<sup>st</sup> December 2012 Atkins commenced the Wiltshire Highways Consultancy Contract (WHCC) with Wiltshire Council, a 5 year core term commission to provide design and advice to the Council in relation to highways related services.

Extensions of up to a maximum of 2 years are available to the Consultant based on ‘Performance’. The Council reviews ‘Performance’ on an annual basis and this determines whether an extension, and its length, should be awarded. The rules for the award of extensions are defined within the Tender Documents and are replicated within the individual Technical Notes produced for each of the annual review reports.

The purpose of this Technical Note is to highlight some of the achievements from Years One to Four of the contract. The full details on these achievements are included in the individual annual reviews of service that have been prepared. Given the purpose of this report is to provide an overview of some of the key achievements conveyed in the individual annual reports for year1, 2, 3 and year 4 then detailed commentary is not provided and key achievements have been listed in a ‘bullet point’ format.

### 1.2. Structure and Content of the Technical Note

This Technical Note is structured to bring together, in a user-friendly overview format, relevant information required to fulfil the purpose outlined in 1.1.

The contents of the Technical Note are:

Section	Title	Purpose/Overview
2	Overview of services Delivered	To provide an overview of key activities and service areas where support provided and to highlight some of key achievements from years 1,2, 3 & 4
3	Assessment of Performance	To provide an overview of the way contract assesses performance
4	Contract Performance Scores	To provide an overview of yearly contract scores for years1,2, 3 and 4
5	Contract Undertakings	To provide an overview on the added value delivered by number of undertakings
6	Year 5 Undertakings Underlying Themes	To provide an overview of some of key themes being supported in year 5 of the contract

## 2. Overview of Services Delivered

### Contract Scope - Overview

We undertake a range of services including:

- Feasibility – site supervision
- Professional and technical advise
- Carry out studies / reports
- Manage work and certify payments

Work in best Interest of Council and support

- Continuous Improvement
- Delivering efficiencies
- Delivering value for money



ATKINS

24 October 2017

2

As part of this commission Atkins design and supervise road and bridge schemes for the Council, and manage the street lighting and traffic signals. We also provide technical information and advice on a wide range of highway and transport matters. The service areas we support include:

- Highways Major Maintenance
- Bridge Maintenance
- Highways and surface water drainage support
- Traffic Signals and Streetlighting Maintenance
- Traffic and Integrated Transport
- Transport Planning advise
- Checking of developers designs
- Various Other Services - such as highway improvement projects like the A350 Dualling in Chippenham

Over the four years of the contract the scope of service provided has flexed to meet demand as and when it arises; and has been scaled back where this has been in the best interest of the Council



ATKINS

24 October 2017

4

Whilst doing this we have invested in the next generation of Engineers in Wiltshire by:

- Supporting a broad cross section of STEM activities in Schools
- Offering apprenticeships to talented local young people. In August 2016 we employed 7 apprentices, 2 graduates and 1 degree student in our Trowbridge Office
- Offering summer placements to degree students
- Offering secondment opportunities to Wiltshire Council Officers looking to gain experience of the activities Atkins undertake
- Supporting local skills development initiatives like Wiltshire Skills4Success & Enterprise Advantage in schools
- Supporting the Constructing Excellence South West – Swindon & Wiltshire
- Opening a local office at County Gate in Trowbridge & co-locating staff at the Councils Ascot Court Office

In addition we have:

- Received recognition for our work with the armed forces as part of the Gold Defence Employer Recognition Scheme awarded by the Ministry of Defence
- Successfully introduced a operating system that is accredited by LRQA to ISO9001 (Quality), ISO 14001 (Environment) & OHSAS 1001 (H&S).
- Led on Environmental Management on projects across the Wiltshire Highway Service
- Supported Continuous Improvement and Innovation across the Wiltshire Highway Service

24 October 2017



The photos included subsequently show some of the activities referred to above. From left to right and top to bottom the photos show:

- Atkins team outside the Atkins Office at County Gate in year 1
- The Council's Office at Ascot Court where we have co-located staff to work with Tarmac & Eurovia staff. Co-location started in year 2 of our contract
- Some of the apprentices and graduates we have recruited and developed to support the work we have delivered.
- Atkins staff outside County Gate celebrating Armed Forces day in year 4.



ATKINS



Details of some of our key achievements from each of the years of the contract are listed subsequently. For more information on these issues and more details on what has been delivered then refer to the relevant annual review of service report.

## Brief Overview of Some of our Key Achievements from Year 1

Successfully Mobilised and integrated staff from previous incumbent with wider Atkins resource. At same time as:  
**Successfully set up a Local Office at County Gate in Trowbridge and managed TUPE Transfer of 36 Staff.**

Developed processes and procedures to deliver work required under the Highway works Consultancy contract. This included establishment and resourcing of Project Support Office. Exor / inform interface, application of Enterprise Advantage project management suite on all projects delivered under the Wiltshire Highways Consultancy Contract

Liaised with residents of Castle Woods, Redlynch on landslip affecting access to the residential estate

Development of the Business Case and application for DfT's Local Pinch Point funding securing £1.907million Government funding for A350 North of Chippenham

Development and implementation of a bespoke Environmental Management System and Environmental Management Plan tailored to needs of Wiltshire Highways Service.

Provision of NEC3 training to Atkins and Council staff

Expanding core services to include Transport Planning as *business as usual*

*Delivered 100% of our undertakings to a satisfactory level. This covered 99 undertakings / measurement mechanisms*

*Performance indicators developed and Client I surveys carried out to gain feedback on Atkins performance and ensure lessons learned to improve perform*

*Achieved an adjusted combined performance score of 9 out of 10 for KPI and Undertakings Performance*

## Brief Overview of Some of our Key Achievements from Year 2

ATKINS

Building on the Success of Year 1 by:

Development of Assessment management tools to assist with continued elevation and justification for highway maintenance investment funding and **delivery**

**Co-located staff at Ascot Court**

Assisted the Council in making a claim, Bellwin Submission, to the Department for Communities and Local Government to seek funding for additional costs for adverse weather of early 2014. Total settlement £745,586

Provision of skills and capability to assist the Housing Revenue account Department in delivery of their works programme

Lead role in assisting the council in developing strong and robust bids for funding to Swindon and Wiltshire LEP and Environment Agency for :

- A350 at Chippenham Phase 2 Dualling
- Great Bedwyn Flood Alleviation scheme (£265,000)
- Forest Road Melksham Drainage Improvements ( £30,000)

*Collaborative and integrated working with Stakeholders such as the World Heritage Site Steering Committee and English Heritage to develop the Avebury World Heritage Site transport strategy*

*Providing insight into current and emerging technology including: Traffic Counter technology, Big Data, Intelligent Mobility*

*Delivered 98.6% of our undertakings to a satisfactory level. This covered 69 undertakings / measurement mechanisms*

Achieved a combined performance score of 8.4 out of 10 for KPI and Undertakings Performance. In addition Client I surveys undertaken to gain feedback on performance and ensure lessons learned to improve perform

26 October 2017

7

## Brief Overview of Some of our Key Achievements from Year 3

ATKINS

Supported the changes to Wiltshire Highways Works Contract during the transition from the then existing model to new model and ensuring a soft landing.

Further developed our local Asset Management team as a channel to the wider National expertise in Asset Management

Further developed Trialling new technology in Highway Maintenance Service area delivering efficiencies and savings. Work delivered under this initiative included Grouted Asphalt, Warm Mix Asphalt and Hydro retexturing programmes

Lead role in assisting the council in developing strong and robust bids for funding to Swindon and Wiltshire LEP and Environment Agency. As a result EA funding levels increased from £300,000 in year 2 to approx. £1,000,000 in Year 3

Lead role taken in the self assessment for the Department of Transport Local Highway Maintenance Incentive Fund.

*Lead role in role out of part time night lighting across the County to deliver approximate annual cost saving of £125k (includes Climate Change Levy and Feed in Tariff savings)*

Participation at the Wiltshire Council Apprentice Launch Event and the Wiltshire Council apprentice Growth Sub Group

Councils geographical information system utilised as digital platform for records relating to maintenance works on the highway network. This has resulted in increasing efficiency in asset management and more resilient data capture and access

*Introduced wireless technology for new traffic signal installations elimination need for excavation works; and resulting in cost and time savings*

*Promoted, where beneficial, use of Ground Penetrating Radar, to survey underground services and reduce risk of clashes and improve site safety*

*Delivered 100% of our undertakings to a satisfactory level. This covered 38 undertakings / measurement mechanisms*

Achieved an adjusted combined performance score 9 of out of 10 for KPI and Undertakings Performance. In addition Client I surveys undertaken to gain feedback on performance and ensure lessons learned to improve performance

25 October 2017

7

## Brief Overview of Some of our Key Achievements in Year 4

Supported the Council by taking a lead role in the promotion of collaborative working across Highway Works Service and set up a Continuous Improvement and Innovation Forum. Issues reviewed at this Forum include highway information on the Council's Web Site, Collaborative working and Training, Opportunities arising from targeted use of specific new materials.

Supported the Council, where required, in reviewing and commenting on final account submissions for the Highways and Streetscene Contract.

Successful third party accreditation, LRQA, of our application of Atkins Business Management System to ISO 9001 & 14001 and OHSAS 18001

Recruited two additional apprentices to work on Wiltshire Council projects

Assisted the Council in the HMEP Peer review process

Provided support to local schools through participating at various STEM event, such as attending Career Fairs and Mock Interview, at local schools

Finalised design of the third phase of A350 Chippenham improvements and the improvements to M4 junction 17

Support development of various business cases to help bids for funding including Melksham Bypass, J17 and A350 Phase 3 and Forest Road Flood Alleviation works.

Developed traffic signals asset management priorities to enable better targeted investment to take place. As part of this support new technological solutions have been promoted where beneficial

Contributed to the development of a performance management framework to support the Council's asset management strategy

Promoted and facilitated collaborative staff development by facilitating secondments and arranging joint technical training sessions.

Identified and promoted opportunities with emerging technologies such as using 'Big Data' data sources such as Traffic Master speed data and TomTom Journey data to reduce need for discrete traffic surveys.

16 October 2017

7

In addition, in Year 4 we:

Supported the council by playing a lead role in its' Environmental Management and Continuous Improvement and Innovation Forums

Delivered over 90% of our year 4 undertakings to a satisfactory level. This covered 41 undertakings / measurement mechanisms. In addition, Client I surveys were undertaken to gain feedback on performance and ensure lessons learned to improve performance.

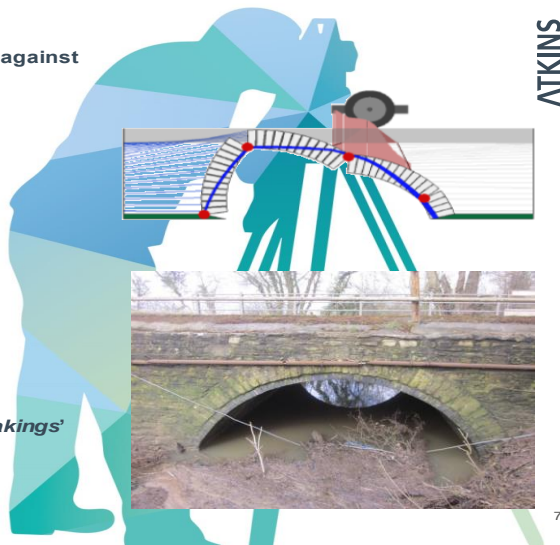
Presented to Highways England on the VISSIM modelling work undertaken at Exeter street and Harnham Gyratory in Salisbury.

### 3. Assessment of Performance

In accordance with the WHCC, our 'Performance' is assessed against ten Performance Objectives:

- A. General Management
- B. Financial Management
- C. Customer Service and Quality
- D. Health and Safety
- E. Staffing Matters
- F. Service Development and Innovation
- G. Information Technology
- H. Environmental Management
- I. Technical Performance – Quality
- J. Technical Performance – Programme and Cost

In addition our performance is assessed against the 'Undertakings' we have given to the Council in our tender submission



ATKINS

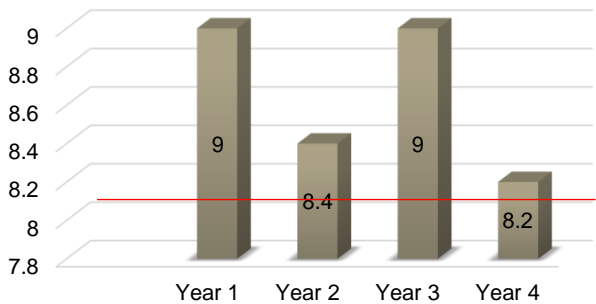
25 October 2017

7

### 4. Contract Performance Scores

In accordance with the Contract scoring mechanism we have exceeded the minimum score for an extension to be awarded. The graph inserted subsequently shows the score achieved for each of the years of the contract.

Contract Performance Scores by Year Of Contract



6 month extension  
For Scores 8 and over



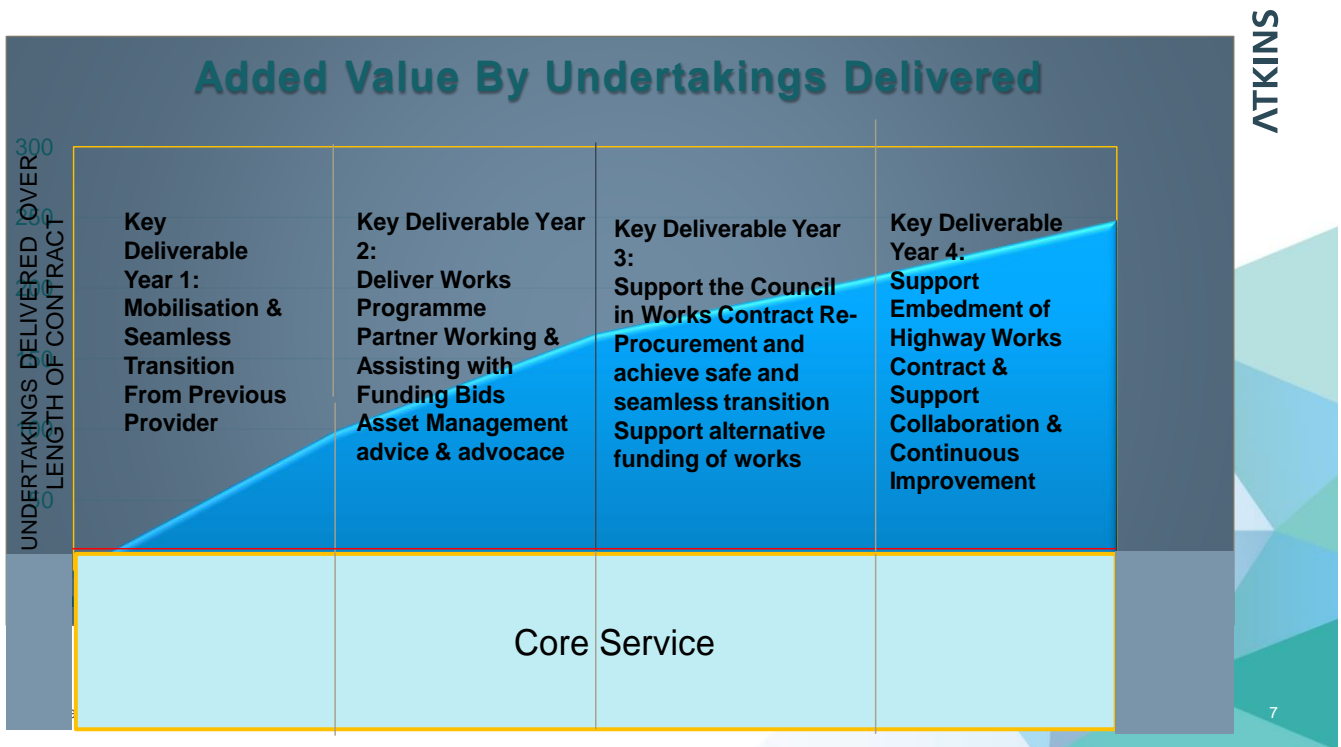
ATKINS

26 October 2017

7

## 5. Contract Undertakings

The graph included subsequently is a pictorial representation of the cumulative total of the undertakings we've progressed in each of the years of the contract. The graph also includes Headline commentary on the key deliverable theme that the undertakings support for the contract year being shown. Additional Information on the specific undertakings delivered can be found in the relevant Annual Review of Service report.



For year 5 of our contract we have developed undertakings that:

- **Build on the successes from years 1 to 4**
- **Continue to support Collaborative working across the Wiltshire Highway Service**
- **Continue to support on Collaborative learning and development opportunities**
- **Continue to support promotion of a joint safety first culture in the Wiltshire Highways Service**
- **Identify potential opportunities for using emerging trends in technology to improve service provision**
- **Work with Wiltshire Council to support the promotion of a joint approach to sustainability across the Wiltshire Highways Service**
- **Support emerging needs and improve service where required**