

# WILTSHIRE HIGHWAYS CONTRACTS

## ANNUAL REVIEW OF SERVICE 2017/18



## Introduction

Wiltshire Council manages over 3000 miles of road and about 1,000 bridges and structures. This infrastructure is vital to local residents and businesses, and it is important that it is kept in safe condition.

Wiltshire Council has contracts with Atkins, Ringway Infrastructure Services and other specialist contractors to provide highways consultancy and works services. This review covers the period April 2017 to March 2018. It has been prepared as a joint report between the Council and the main service suppliers.

## Ringway Infrastructure Services

Ringway, working closely with associated Eurovia companies, manage and maintain the largest portfolio of highway maintenance contracts in the UK, covering more than 56,000km of strategic and local highway network. Ringway are part of Eurovia UK, and the wider group relationship underpins their declared self-delivery focus bringing access to the very best national and international expertise.

As a leading service provider to local authorities, Ringway undertakes the management, maintenance and improvement of the built environment across a national portfolio of term contracts; these include local authorities, Private Finance Initiatives and Highways England strategic roads.

Ringway delivers a range of services for Wiltshire Council from planned and reactive highways maintenance, through to winter precautionary salting, emergency response, gully cleansing, street lighting installation and maintenance, and traffic management and safety schemes.



*Ringway have provided support to local events as part of their commitment to corporate social responsibility.*

Ringway were previously the highways term maintenance contractor in Wiltshire between 1999 and 2013. The current contract started in April 2016, and is for five years, with possible extensions of up to two years subject to performance.

## Atkins

The Wiltshire Highways Consultancy Contract was awarded to Atkins and started in December 2012. In 2017 SNC-Lavalin Group Inc. completed its acquisition of WS Atkins plc, creating one of the world's most respected design, engineering and project management consultancies. Together with SNC-Lavalin, a global fully integrated professional services and project management company, Atkins help clients plan, design and enable major capital projects, and provide expert consultancy that covers the full project lifecycle.

SNC Lavalin's Atkins business design and supervise road and bridge schemes for the Council from a local office at County Gate, Trowbridge. They manage the county's street

lighting and traffic signals; as well providing technical information and advice on a wide range of highway and transport matters.

Staff from Atkins regularly visit local schools in Wiltshire to participate in science, technology, engineering and mathematics activities with a view to helping encourage and inform young people on careers in engineering. In addition, Atkins run a successful apprentice development programme for local young people.

## Other Suppliers

A number of specialist sub-contracts were transferred to the Council following the end of the previous highways and streetscene contract in March 2016. These contractors include Tarmac who delivers road surfacing and repairs, Eurovia who carry out surface dressing and specialist road surfacing, and Idverde who carry out urban grass cutting and landscape maintenance.



*A number of companies carry out surfacing and specialist work.*

Other specialist contractors working for the Council include Wessex Tree Care, Simon Jackson for rural grass cutting, Telent maintaining traffic signals, Texture Blast and Miles Macadam providing specialist road maintenance processes.

## Contract Management

The services provided under the highways contracts are managed by a number of Service Delivery Teams, which report to the Council's monthly Contract Management Meeting. The teams are headed by a Council officer and include representatives from the consultant and contractor. They are responsible for managing the delivery of the service, including project planning, programming and budget control. Sub-groups have been established to ensure effective environmental management and procedures, and to drive innovation and continuous improvement.

Performance of the key service suppliers is assessed by using a series of Key Performance Indicators, satisfaction surveys and by monitoring the delivery of undertakings given at the tender stage. The extension of the contracts depends on continuing satisfactory performance, which is reported annually to the Council's Environment Select Committee.

## Highway Major Maintenance

Wiltshire Council maintains over 3,000 miles of road. The Council is committed to the good management of the highway asset, and has been working on implementing good asset management principles for several years, supported by the Atkins asset management team. Preventative asset management practices have continued to be applied in 2017/18, using carriageway condition survey data to identify potential schemes, leading to more effective management of the network.

The Asset Management Team has developed geographical information systems mapping of all proposed Major Maintenance schemes to assist with collaboration and knowledge sharing with others, and is developing the forward programme of schemes for future years.

A Performance Management Framework has been developed to support the Councils' Asset Management Strategy and includes 6 Asset Management Strategy objectives aligned to the Councils' Local Transport Plan Objectives and 36 Performance Measures. The Council was successful in achieving a Band 3 (the top level) Incentive Funding from the Department for Transport this year.

The Council's 'Local Highways Investment Fund 2014 – 2020' has been making a massive investment to improve the condition of the roads in Wiltshire, and has already reduced the backlog by 30%. The programme of work started in April 2014, and is designed and supervised by Atkins, with most of the surfacing work carried out by Tarmac and Eurovia, with support from Ringway.



*Wiltshire Council is making a major investment in improving the condition of the county's roads.*

Many large road surfacing schemes were undertaken in 2017/18, including the A338 at Collingbourne Kingston and Collingbourne Ducis, and the B4069 at Sutton Benger. These were delivered successfully with a good quality of workmanship and traffic management.

Road class	A	B	C	Un-classified	Total
Length treated 2017/18 Km	30	14	83	55	181

Despite many of the sites being difficult because of the proximity of properties and the potential disturbance and disruption for businesses and residents, much of the recent surfacing work has attracted very positive comments from the public and local residents.



*An extensive programme of surface dressing helps seal and protects the county's rural roads, and improves skid resistance.*

The Council carried out an extensive programme of surface dressing (tar and chippings) on parts of the rural road network during the summer, including the C18 between Broad Hinton and Marlborough. This comparatively inexpensive treatment prolongs the life of the road, improves skid resistance and protects the structure of the road. The work was carried out for the Council by specialist contractors Eurovia, and was to a very high standard.



*Various treatments are used to improve the strength and surfaces of the county's roads.*

The Council has trialled the use of innovative surfacing treatment methods at locations where traditional materials may not have performed as well. At Market Street, Bradford on Avon grouted asphalt was used to resurface the road in the centre of town. Despite the longer curing processes required for this type of treatment, good stakeholder engagement and communication by the team resulted in many compliments about the process and the completed works.



*Grouted Asphalt was used at Bradford on Avon to provide a durable road surface.*

Technical surveys of the condition of the highway network are carried out annually and the information is used to help prioritise schemes. Road safety is the priority, and maintaining adequate skid resistance on the busy high speed roads is vital.

The performance of all of the companies delivering road maintenance in Wiltshire, including Ringway, Tarmac, Miles Macadam, Texture Blast and Eurovia has been good this year.

## **Carriageway Repairs**

The severe winter resulted in substantial damage to the road network. It is important that serious defects are treated promptly to keep the roads safe. Ringway operated four Pothole teams to respond to urgent issues, and Tarmac has been operating a team to carry out larger surfacing repairs.

The programme of pothole repairs, carriageway repairs and other treatments continues throughout the year. However, the best approach is to prevent serious deterioration of the roads by the timely resurfacing of those roads in poor condition. This is what the increased road maintenance expenditure has been delivering. Unfortunately it is not possible to resurface every road and work has to be prioritised, with arrangements also made to deal with defects as they arise.

## Bridges and Structures

Wiltshire Council maintains about 1,000 road bridges and a similar number of Rights of Way bridges. The Council undertakes general inspections and routine maintenance on these structures in accordance with national codes of practice.

Atkins carries out principal bridge inspections and strength assessments to inform future maintenance work on highway bridges and structures. They also provide support to assess planning applications involving structures, and design the more complex new and replacement bridges for the Council.

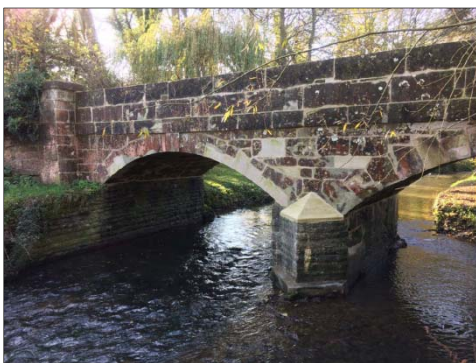
Ringway operate three full time bridge construction/maintenance gangs to carry out works from minor maintenance up to full bridge reconstruction. Additional resources and sub-contractors are on occasions called upon to cater for extra large schemes or more specialist schemes.



*A programme of bridge strengthening and renewal is being undertaken by the Council's contractors*

In 2017/18 Wiltshire Council in partnership with Atkins and Ringway have reconstructed or strengthened bridges at Brick Kiln Baydon, Rowden Lane, Chippenham, Woodbridge, Pewsey and Great Chalfield, as well as significant refurbishments of Harnham Bridge, Salisbury and Quarry Farm Bridge, Chicks Grove.

Ringway also made repairs to a number of bridges, including those damaged by vehicles, such as at Baldham Mill Bridge on the A361 near Seend, and Charlton Bridge, Malmesbury. These repairs can often involve bridges that are listed structures or Scheduled Ancient Monuments, and which require particular care and expertise when being worked on.



*Some of the county's bridges are scheduled ancient monuments or listed structures, which required particular care.*

Many of the rivers and watercourses in Wiltshire have environmental designations; these can often affect the timing of work, permissions required and the methods used.

In addition to managing the county's bridge stock the Council is also working with Network Rail to reduce the risk of incursion onto the railway by road vehicles. In the last year Ringway have carried out risk reduction works at four high risk sites across the county.

## Integrated Transport

2017/18 saw the delivery of a number of integrated transport and safety schemes. The Council's Traffic Engineering team have worked with Atkins and Ringway to plan and deliver a range of projects to the local communities, and continued the good work with the Community Area Transport Groups (CATGs), as well as other schemes funded from the Integrated Transport Block, National Productivity Investment Fund and developer contributions. The schemes have ranged in size and complexity from simple sign installations through to more complex road safety and cycling schemes.

Recent larger schemes include cycle improvements at Wingfield Road Trowbridge, Perham Down to Tidworth, Monkton Park Chippenham and the completion of works at the Amesbury to Bulford scheme. Other schemes include substantial traffic management works at Zeals, Dilton Marsh, Baydon and West Ashton, a signal controlled crossing on Frome Road, Bradford on Avon, and major safety improvements at the B4040/B4696 Leigh Crossroads.



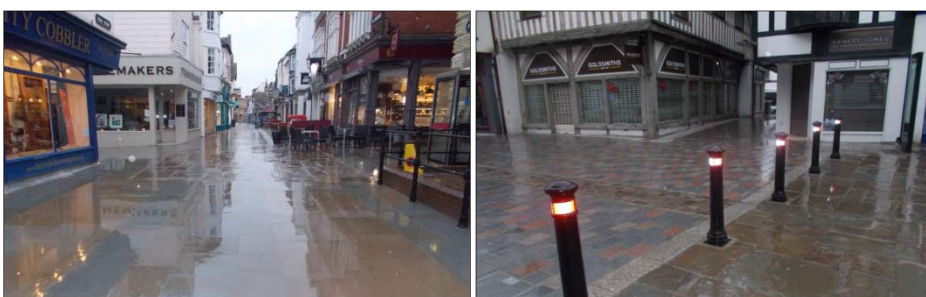
*Cycle improvements undertaken at Monkton Park, Chippenham*

In addition the team has delivered a significant number of smaller scale projects, such as pedestrian crossings, area wide 20mph speed limits, advisory 20mph speed limits outside schools, footway improvements and gateway schemes.



*A number of pedestrian improvements and traffic management schemes have been constructed*

Development work is progressing on a number of Taking Action on School Journeys schemes, 20 mph speed limits and safety schemes for delivery next year. The close working relationship that the team has with the CATGs continues and is helping to identify and deliver local priorities.



*Substantial paving improvements were carried out at Fish Row, Salisbury*

In 2017/18 there were 100 CATG works schemes delivered, including 6 pedestrian improvement schemes and 15 were for the installation of dropped kerbs.

## Drainage Improvements and Flood Alleviation

A programme of drainage investigations, repairs and flood alleviation schemes was undertaken in 2017/18. The work is co-ordinated through the three Operational Flood Working Groups that include the Environment Agency, Wessex Water, other organisations and stakeholders, including the town and parish councils.



*A substantial flood alleviation scheme is being constructed at Tilshead*

Atkins design, supervise and help prepare bids for many of the larger schemes, some of which are funded by the Environment Agency, with construction and survey work being undertaken by Ringway and their sub-contractors.

A specialist Drainage Investigation and CCTV Survey team working for Ringway locate, clean, survey and map the underground drainage network. Survey and asset condition data collected from the drainage investigations and surveys is recorded for future reference.



*The Council has carried out drainage improvement and flood alleviation schemes across the county.*

There were 22 drainage schemes implemented this year, and a number of studies are underway to develop schemes to for future funding bids. These schemes are to improve drainage systems, repair damaged pipes and help to reduce flood risks for communities.

Major schemes were designed for Tilshead and Forest Road, Melksham. Work started on the scheme at Tilshead to retain water during flood events following a successful bid to the Environment Agency for funding. Schemes are being developed by Atkins in conjunction with the Council to enable bids for funding to be submitted as opportunities arise.

## Street Lighting

Wiltshire has over 50,000 street lights and illuminated signs which are managed by Atkins, with Ringway carrying out maintenance and improvement work.

Most of the street lights in the urban area are now computer controlled by a centrally managed street lighting system, which allows for flexibility in energy saving methods, remote monitoring of energy consumption and automatic fault reporting to minimise the time between failure and repair. The introduction of part night lighting in many areas has seen a significant reduction in energy consumption of 23% in the past three years.



Testing of both concrete and steel columns is being undertaken by Ringway to keep the county's street lighting safe. A programme of removing life-expired concrete columns whilst introducing LED equipment with reduced energy consumption and maintenance requirements is continuing as funds permit.

Atkins have been preparing a detailed business case for the potential implementation of LED lighting to replace the Council's older less energy efficient street lighting across the county.

## Traffic Signals

The Council's traffic signal stock, including the Salisbury Urban Traffic Control (UTC) system, is monitored and managed by Atkins on behalf of the Council, with maintenance work undertaken by the Council's signal maintenance contractors Telent.



*The Council's contractors install new signals and upgrade existing installations*

Telent respond to faults and damage following accidents and carry out pre-planned Annual Inspections and lamp changes. They also install new equipment, upgrade and refurbish existing signals sites as instructed and designed by Atkins.

## Trees and Landscaping

Atkins manage the maintenance of highway trees, shrubs and protected verges for Wiltshire Council. Both rural and urban trees are maintained, including the highway trees in Salisbury. Maintenance includes felling and replanting dead, dying or dangerous trees and pruning to maintain trees in a safe condition, for highway visibility and for clearances including street lighting, traffic lights and detectors.



*The environmental benefits of the county's highway trees and verges are appreciated.*



There are 50 protected verges that support mixed grasses, wildflowers, fungi, insects, receive specialist maintenance particularly specialist tree and scrub cutting to control encroachment.

## Local Highways

The Local Highway Service carries out routine highway maintenance, including pot hole filling, gully emptying, grass cutting, litter bin emptying, and dead animal collections.

The majority of the highways maintenance activities are undertaken by Ringway through the highway term contract, which delivers the majority of statutory and safety reactive highway functions for the Council. The Parish Steward Scheme which helps to help address the highway priorities of the local communities is also provided by Ringway. The scheme has been a great success and is a well liked and respected service.



*The Parish Steward Scheme operated by Ringway has continued to be very well received by the local communities*

The urban streetscene and landscaping services are currently being undertaken by Idverde following the transfer of the previous sub-contract to the Council. The contract provides the statutory cleansing functions and the Council's grounds maintenance.

The local highways service is predominantly funded from revenue expenditure, which has been under significant budget pressures in recent years. However, public expectations continue to be high, and meeting this demand will continue to be a challenge in the future.



*My Wiltshire is an innovative reporting and management tool being used by Ringway.*

There are a number of customer contact improvements that have been implemented in recent years, including the My Wiltshire system, which is being developed further so that the operatives and Parish Stewards have direct access to it to report work completed.

## Winter and Emergency Response

The precautionary salting of Wiltshire's roads during the winter is carried out by Ringway using Wiltshire Council's vehicles under the supervision of the Council's staff. Unlike recent years, the winter of 2017/18 was particularly cold, with two separate snow events and substantial rain fall across the County.

Over the winter period the Council treated the primary network 80 times and the secondary routes 27 times. In addition the strategic routes were treated during the snow 8 times and car parks 19 times. The Council used 12,263 tonnes of salt in total, and had to order an additional 2,489 tonnes of salt and 1,920 bags of white salt during the winter to maintain stocks.

The Council's Duty Engineers and contractors faced various challenges on occasions regarding the salting of the network, including the need to keep available crews on standby and carry out back to back salting runs for several hours at a time. The snow events brought about other challenges with the incident room being manned 24 hours a day for several days by duty engineers and other staff. Farmers and contractors across the County assisted with keeping the network moving



*There were significant snow events this year across the county.*

The Council's staff monitored conditions on the ground, and arranged for responses to incidents as they occurred.

The regular out of hours and emergency response worked well during the rest of the year, with the Council's four duty engineers receiving good support from other agencies, organisations, and various contractors during emergencies.

The Council's Duty engineers dealt with 1,620 out of hours calls of which 770 required action. The Ringway teams provided an on site response as required, and were able to increase resources when incidents had to be escalated.

The threat of flooding required the deployment of temporary flood barriers at Bradford on Avon. Council staff and contractors worked closely with the Environment Agency and Dorset and Wiltshire Fire and Rescue to ensure the timely placement of the flood defences. The Council's weather team liaised with local Flood Wardens and Parish Councils regarding the warnings about the threat of ground water flooding issued by the Environment Agency.

The team also assisted with the usual summer and winter solstice operations. There was considerable involvement in the major incident in Salisbury, which required substantial officer time, with staff often called upon at short notice.

## Major Highway Improvement Schemes

The Council started two major highway improvement schemes during 2017/18. At Chippenham the third phase of the A350 Chippenham bypass improvements includes alterations to Chequers Roundabout on the A4, and the dualling of the remainder of the section of the A350 between the A420 and the A350 north of Chippenham. The scheme is programmed for completion in the summer of 2018.



*Work started on Phase 3 of the improvement works on A350 Chippenham Bypass.*

The M4 Junction 17 works involved the signalisation of the roundabout and resurfacing works. The opportunity was taken to carry out additional surfacing on the slip roads for Highways England to avoid future disruption. The junction improvement scheme was funded by Highways England and SWLEP, and implemented by the Council. The scheme has improved safety and capacity at the junction, and reduced journey times on this important route. The signal control has reduced the risk of traffic queuing back onto the motorway and causing a hazard to other traffic.



*Improvements at the M4 junction 17 improved safety and reduced delays.*

The two schemes were tendered together in order to reduce costs and obtain the best prices. Both of the contracts were awarded to Alun Griffiths Ltd., with the works supervised by the Council and Atkins.

The Council was successful in its bid for funding to improve the A350 Farmers Roundabout, Melksham.



*The bid for a scheme to improve traffic flows at the A350 Farmers Roundabout, Melksham has been successful.*

The scheme will alter the layout of the roundabout and provide traffic signals linked to those on the adjacent junctions. The funding through the National Productivity Investment Fund will enable the delivery of the £2,494,000 scheme to improve traffic flows and reduce delays. Design work is being finalised by Atkins to enable tenders to be invited for construction next year.

## **Performance and Future Developments**

This was the second year of the highways contract with Ringway Infrastructure Services, and performance by the contractor has been assessed as good, with an extension of six months awarded as provided for in the contract.

The performance of Atkins in connection with the highways consultancy contract has also been rated as good. The highways consultancy contract will end in December 2019, and a review of future requirements has been undertaken to inform consideration of future procurement options.

The performance of the other specialist contractors who assist in the delivery of the highways service was also good during 2017/18. Most of these contracts will end in May 2020, and consideration is now being given to the procurement of replacement contracts.

The Council achieved Band 3 (the highest level) in the assessment process for the Department of Transport's Incentive Funding. This reflects the good asset management processes being adopted in the highway service.