

## Annual Review of Service 2006/2007



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## **Executive Summary of Annual Review of Service 2006-7**

The services provided to Wiltshire County Council by Mouchel Parkman and Ringway Infrastructure Services under the Wiltshire Highway Consultancy and Works contracts are reviewed annually. The current review covers the first year of the new contracts from 1<sup>st</sup> June 2006 to 31<sup>st</sup> May 2007, and has been prepared as a joint report between the County Council and the service suppliers.

The Wiltshire Highways Consultancy and Works contracts deliver a majority of the County Council's highways maintenance, improvements and related works. The contracts have delivered services with values of about £5.6million and £18.1million in 2006/7 respectively. The contracts are for five years with possible extensions of up to two years subject to performance.

Major changes have been made to the management of the new highway contracts with the establishment of a dedicated monitoring team. Extensions to the contracts depend on performance of the service suppliers, which is assessed annually by means of monitoring delivery of undertakings given in the bid documents and a series of Key Performance Indicators.

A major success with the new contracts has been the introduction of the twenty Parish Stewards in October 2006. Each month they visit some 240 Parishes, with each visit varying in duration according to need. They liaise closely with the Parish and Town Council representatives and provide a responsive service for dealing with minor work. They have been very well received by the communities.

Extensive programmes of highway maintenance have been carried out, with 6 major maintenance schemes, 94 microsurfacing sites and 224 surface dressing sites having been completed, resulting in about 400km of road being treated. The day to day maintenance of the network has continued, including responding to 1,700 emergency incidents. The mild winter resulted in fewer winter salting runs, but there were more calls to deal with flooding and storm damage. During 2006/7 there were 256 new and improved bus stops installed, 17 new cycle schemes, 14 pedestrian schemes, 20 local safety schemes and 43 traffic management schemes. There were 10 bridges strengthened or reconstructed.

During the year there has been better scheme and resource programming, which is leading to greater certainty of delivery. The slow progress on Ringway establishing a highways material recycling centre has been a disappointment, which should be addressed next year, and there are some concerns about Mouchel Parkman resource levels in view of likely future work loads.

The overall performance of both Mouchel Parkman and Ringway has been good during 2006/7, which has been demonstrated by the results of the monitoring of the contract undertakings and performance indicators. Ringway are provisionally recommended to be awarded an extension of 6 months and Mouchel Parkman a 3 month extension to their contracts. Over the five years of the contract both suppliers could obtain extensions of up to 2 years in total, subject to continuing satisfactory performance and value for money.

In order to achieve continuous improvement both of the service suppliers have prepared Development Plans, which have been discussed with the County Council's officers and take into account the County Council's Corporate Goals and service planning processes. The KPI and undertaking monitoring processes appear to be successful at driving improvements, and it is proposed to introduce the process to the County Council's elements of the services during 2007/8. This should provide an indication of the performance of all three organisations when the service is next reviewed in June 2008.

# **Highways Consultancy and Works Contracts Annual Review of Service 2006/7**

## **Introduction**

This document contains a review of the services provided to Wiltshire County Council by Mouchel Parkman and Ringway Infrastructure Services under the Wiltshire Highways Consultancy and Works contracts. It covers the first year of the new contracts from 1<sup>st</sup> June 2006 to 31<sup>st</sup> May 2007, and has been prepared as a joint report between the County Council and the service suppliers.

The Wiltshire Highways Consultancy and Works contracts deliver a majority of the County Council's highways maintenance, improvements and related works. The contracts deliver services annually of about £5.4million and £15million respectively. They are for five years with possible extensions of up to two years subject to performance.

## **Annual Review of Service 2005/6**

The previous highways contracts were awarded to Parkman and Ringway in 1999, and operated as a joint venture known as Ringway Parkman. These contracts involved the transfer of County Council staff under a TUPE arrangement.

Performance of the final year of the Ringway Parkman contract was reported in the Annual Review of Service 2005/6 in November 2006. These contracts were generally successful in their operation, with a number of changes being made throughout the contract period to improve performance. Further changes

and improvements were identified for incorporation in the new contracts.

## **Current Contracts**

Tenders for the Wiltshire Highways Consultancy and Works Contracts 2006-11 were invited in 2005, and the contracts were awarded in December 2005 with a six month lead in period to the start of the contracts on 1<sup>st</sup> June 2006. The tenders were assessed in terms of cost and quality. The Consultancy contract was awarded to Mouchel Parkman, and the Works contract to Ringway Infrastructure Services.

Major changes have been made to the management of the new highway contracts with the establishment of a dedicated monitoring team. Extensions to the contracts depend on performance of the service suppliers, which is assessed annually by means of monitoring delivery of undertakings made in the bid documents and a series of Key Performance Indicators.

The use of the undertakings and performance indicators has been successful and will be extended in 2007/8 to include the County Council's element of the service.

The delivery of the services and the management of schemes and projects are by means of Service Delivery Teams. These teams meet monthly and are headed by a County Council representative, and generally include representatives from the client, consultant and contractor. They are responsible for managing the delivery of services, including project planning, programming and budget control.

## Highway Major Maintenance

The year saw the successful delivery of a very significant highway major maintenance programme with a value of over £10million. The highway maintenance programme is overseen by the County Council staff, but is managed by all three parties, with Mouchel Parkman designing the schemes and supervising Ringway carrying out the works. Throughout the year all parties worked closely together under the aegis of the Service Delivery Team agreeing programmes, budgets, spend profiles and reviewing progress.

High levels of technical expertise have been provided by the Ringway specialist surfacing team and by a specialist road maintenance team from Mouchel Parkman. These additional resources from outside the County are improving the delivery and forward planning of highway maintenance work. The quality problems experienced in some areas of work under the old contracts, such as road markings, have been significantly reduced under the new arrangements.

### **Major Schemes**

There were 6 major highway maintenance schemes across the county carried out on heavily trafficked roads needing partial or, in the case of the B4696, complete reconstruction. All of these schemes had the potential to cause major disruption during construction and careful planning to minimise problems through optimisation of work periods was essential. The measures used ranged from off peak working to complete closure with extended site hours, and in all cases there was interaction with the local community and the provision of information to road users.



At Salisbury the second phase of works on the A3094 Netherhampton Road completed the work started to reconstruct this section of road in 2005/6. On the A3102 at Sandridge Hill, east of Melksham, a major maintenance scheme included improvements to forward visibility to bends on the hill, kerbing of the carriageway and improved drainage.

At Yarnbrook on the important A350 north-south route on the western side of the county a carriageway reconstruction scheme addressed problems associated with poor ground conditions and structural failure of the carriageway.



The second phase of major reconstruction work on the B4696 at Leigh in the very north of the county was completed. This route was suffering heavy rutting caused by quarry lorry traffic and poor ground

conditions. The scheme provided improved surface water drainage and new kerbing at key locations.

In Devizes on the A360 Southbroom Road extensive patching, local kerbing repairs and resurfacing restored life and ride quality to a busy urban commuter route.

### ***Surfacing Works***

An extensive programme of surfacing work was carried out on the network during 2006/7. This comprised 9 sites for plane out, patch and resurface on heavily trafficked roads needing strengthening, 94 sites for microsurfacing ranging from housing estate roads through to A roads, and 224 surface dressing sites on roads of all classes. In all about 400km or nearly 10% of the total network was treated.

Major maintenance schemes are prioritised using an Assessment Matrix methodology, with resurfacing and surface dressing schemes selected based on local knowledge and understanding of the network. More reliable and useful technical information on carriageway condition is becoming available which is allowing improved prioritisation procedures to be introduced especially with regard to skid resistance.

A period of unusually hot weather in the summer of 2006 affected road surfaces in a number of locations, and the surface dressing programme was disrupted with a few sites in West Wiltshire having to be delayed until next year. The opportunity was taken to bring forward other roads for surfacing using different treatments elsewhere in the county

### ***Environmental Issues***

Planings from carriageway milling operations were used to refurbish Public Rights of Way wherever possible. The B4696 schemes generated many thousands of tonnes and these were all reused in the northern part of the county resulting in significant improvements to rights of way. Cleaned and washed back sweepings from the previous years Surface Dressing operations were reused in the programme, and the 2006 seasons sweepings were set aside for recycling next year.

### ***Drainage Investigation, Survey and Repair***

The rolling programme for investigation and repair of the county's drainage system continued. During the year 82 separate sites were visited, which resulted in about 40km of pipework being cleaned and surveyed. The work is managed by Mouchel Parkman's specialist Drainage Team, which in conjunction with WRc Ltd, developed bespoke Highways Drainage Asset Management (HDAM) software for the entry, storage and retrieval of Wiltshire's highway drainage network data.

The investigation team comprises a combined jetting and suction vehicle and crew, which is capable of delivering water at a pressure of 2000psi and a rate of 80 gallons per minute, and a CCTV camera van and crew, equipped with closed circuit television cameras and associated control equipment, television monitors, Video/DVD recorders, and laptop/on board computer.

The team deal with drainage and flooding problems across the County, and liaise with the public and

landowners during what is often a sensitive operation. Close direction of the site operation by Mouchel Parkman also enables the swift determination, assessment and prioritisation of any remedial works.

The survey precisely locates the position of any required remedial works; this has enabled expenditure to be targeted and thereby avoided the wholesale replacement of drainage, thus maximising the efficient use of the repair budget. This year Ringway have provided a dedicated site repair team and it has generally been possible to restore capacity promptly after fault identification.

Many cases of damage caused by third parties, such as by cable TV companies, have been discovered and the surveys have provided the evidence to enable the repair costs to be recovered. Some recent examples have been at Pinkney near Sherston, on the B4040 at Malmesbury, Storridge Road at Westbury and on the A420 at The Shoe.



The site works and the data collected directly as a result of the drainage surveys enable Wiltshire to be at the forefront in the collection of data which will be a key element in the establishment of Asset Management Plans for the Council's underground asset.

### ***Tree and Landscape Work***

There are currently 51 'Verges protected for Wildlife' across the county including 'dry' chalk & limestone as well as damp grasslands and special sites that support glow worms and a range of saproxylic (dependent on dead wood) insects.

Mouchel Parkman manages this specialist aspect of the highway network with advice from the County Council's officers and the Biological Records office. Specialist tree surgeons are used to carry out routine and safety maintenance work that may be prompted by public or divisional office requests for inspection. There is an on going programme of works to address trees and foliage close to carriageway, and low overhanging branches.

### **Highway Routine Maintenance**

The day to day maintenance of the County's highway network is carried out by Wiltshire Highways Service which is a three way partnership of Ringway Infrastructure Services, Mouchel Parkman and Wiltshire County Council.

### ***Parish Stewards***

The major change in routine highway maintenance operations with the new contracts has been the introduction of the Parish Stewards in October 2006. There are twenty Parish Stewards to cover each of the Council's Community Areas. Each month they visit some 240 Parishes, with each visit varying in duration according to need. They liaise closely with the Parish and Town Council representatives and provide a responsive service for dealing with minor work.

The Parish Steward scheme has been a great success and has received many



favourable comments, especially from the Parish Councils. The training, quality of staff, vehicles and equipment provided by Ringway have all proved to be excellent.



### ***Pothole and Defect Repairs***

The winter was milder and wetter than usual, and there has been an increase in the number of potholes in the highway network. It has been possible to deal with the serious safety defects effectively, but the high number of less serious defects and the quantity of verge over-run has proved to be a continuing problem.

In order to address these issues a 'Pothole Repair and Customer Perception Project' is being implemented to carry out a review during 2007/8, and will seek to apply lean management techniques, new technology and equipment to this area of service. It is intended to introduce new procedures for dealing with potholes in 2008/9, and if successful this approach could be rolled out for other aspects of highway maintenance in the future.

### ***Gully Emptying and Drainage***

The new Works contract has seen the introduction of new specialist equipment, including four new Gully Tankers and a Vactor. There were some initial programming problems, but

these have been addressed and the new equipment is performing well and the quality of service far exceeds that achieved under the previous contract.

The on going CCTV surveys and repairs, prompt action by the Parish Stewards and the new gully equipment does seem to be improving the situation. Despite a wet winter and a number of storms the drainage problems have generally not been as great as may have been anticipated. However, the poor condition of much of the drainage system, the large number of poorly maintained watercourses, and the apparent increase in high intensity rainfall remain a concern.

## **Highway Winter and Emergency Service**

### ***Winter Maintenance***

The salting of the County's roads is carried out by Ringway using the County Council's vehicles under the management of Mouchel Parkman with the support of the Council's officers. There was a mild winter in 2006/7, with 40% less frosts than in previous years.

Weather forecasts are provided by the Met Office under a five year contract, and provided 94.4% accuracy, representing a continuous improvement. Recorded mean temperatures were month on month above the long term seasonal averages supporting the fact it was the warmest winter season in recent years. However, there were still 17 Primary Route salt runs, and 7 Extended Route precautionary salt runs.

The County's salt stocks continue to be carefully managed, and 3,385 tonnes was spread on the County's roads in 2006/7, which was the lowest for many years. Over the years the County's

stock of salt held has reduced from 22,000 tonnes to 11,000 tonnes, with this season ending with 3,350 tonnes held. In order to manage the supply and delivery of salt the Council has entered into a five year contract with a salt supplier, which includes the supplier providing a Regional Strategic Stockpile of 3,500 tonnes of salt at Semington.



It is important that the County Council's fleet of gritters is kept in good condition in view of their vital role and the conditions they have to operate under. Following a tendering process the contract for the maintenance of the fleet has been awarded to ABRO, previously the army base repair organisation, which operates out of the vehicle repair depots at Warminster. The quality of maintenance work has been excellent, and the fleet is currently being prepared for the next winter season.

### ***Emergency Service***

Mouchel Parkman provide Duty Engineers and Ringway provide specially equipped teams to deal with emergencies on the network at all hours of the day and night. They attend to road traffic collisions, potholes, flooding, fallen trees, and damage to highway infrastructure. There are an average of 26 incidents per week in summer and 52 incidents per week in winter. Last year they attended over

1,700 incidents, which included 149 in one week of extreme weather.



This is likely to remain an important aspect of the highway service as weather trends seem to be towards more periods of strong winds with heavy and persistent rain. Monitoring information provided by the Met Office and the Environment Agency, and accessing satellite imagery are important aspects of preparing for potential periods of high demand.

### **Integrated Transport**

A range of integrated transport schemes have been designed by the County Council staff and Mouchel Parkman, and constructed by Ringway. Project and risk management for these types of project has significantly improved under the new contracts, with more contractor involvement at the planning stage and the establishment of individual project boards for the larger schemes.

Financial monitoring has become more comprehensive, current and accurate, and this has resulted in more reliable budget control and improved predictability. This improved knowledge has enabled client and consultant resources to be reprogrammed as necessary to deal with changing circumstances and to improve project delivery.

There is still potential for the KPI system to be more effective in this service area, and for greater service innovation and improvement. The integrated transport service area has generally not received the same benefits from specialist consultancy support and resources from outside the county that some other service areas have, and this remains an aspiration for the future development of this area of the service.

### ***Integrated Transport - Development and Delivery***

During 2006/7 there were 256 new and improved bus stops installed, 17 new cycle schemes, 14 pedestrian schemes, 20 local safety schemes and 43 traffic management schemes.

The detailed programme for 2007/8 and the outline programme for 2008/9 were prepared in draft form in autumn 2006, which was considerably earlier than in previous years, and demonstrated better programme management than under the old contracts. The review of actual against predicted expenditure was carried out more regularly than in previous years and provided more accurate monitoring, and better delivery of projects.

A partnership approach has been taken to larger projects with early contractor involvement and project boards for schemes in Warminster and Amesbury town centres, which will be implemented in 2007. Similar schemes are in development for Melksham and Westbury for construction in future years. The project boards consist of representatives from the Council, Mouchel Parkman and Ringway who work together to deliver the schemes, and this has worked well with benefits in terms of project timescale and delivery.

The Project Boards meet frequently, generally once a fortnight, and consider all of the key factors affecting programme and budget. A risk management process is undertaken to identify, review and manage or mitigate issues likely to affect the projects during their development. A key element of the project boards has been the close co-operation of all three partner organisations, with tasks allocated by the project board wherever most effective and efficient, irrespective of organisational boundaries.

At Herd Street, Marlborough and Bath Road, Devizes integrated transport and major maintenance schemes were combined in order to reduce disruption to traffic and residents, and to provide better overall schemes.



A scheme to install a rising bollard to provide a bus only access point was completed at Bumpers Farm, Chippenham. The bollard is controlled by a roadside card reader and allows a new bus service to be provided to this important employment area. This is the first rising bollard using this technology to be installed in the County.

Early recognition of potential environmental issues in connection with badgers allowed incorporation of the required ecological activities into the design stage of a shared use cycleway

project at Pans Lane, Devizes. Other ecological issues associated with trees, nesting birds and invertebrates also had to be taken into account in planning the scheme.

Problems were experienced with late design changes during the construction of three schemes. Some changes on site may be inevitable, but following a review of these schemes amendments are likely to be made to procedures in order to reduce the likelihood of a repetition.

The integrated transport scheme programming problems identified with the old contracts have been reduced substantially, but some issues still remain to be addressed. The client confidence in the consultant to resource and deliver design work in accordance with the programme could be improved. Better financial profiles of expected expenditure could be identified at an earlier stage, with more reliable identification of resources. Delays by third parties, land ownership issues, and delays in Client decisions on potentially contentious schemes can still make accurate project programming difficult.

The introduction of Exor for work ordering and invoicing and the changes in procedure to accommodate it required training and familiarisation and caused some disruption, but in the longer term it will lead to more accurate forward forecasts and more rigorous monitoring of costs and programme.

### **Traffic Signals**

Traffic signals in Wiltshire are managed by Mouchel Parkman, with maintenance work carried out by a specialist maintenance contractor, currently SERCO. This term maintenance contract is currently out to

tender, and it is expected that a contractor will be appointed later this year.



Three new signalised crossing facilities were installed in 2006-2007 in order to assist children walking to school and as part of improvements to a cycle route. The new sites were at Silver Street (Toucan crossing) and Curzon Street in Calne (Puffin crossing) and Bath Road in Marlborough (Puffin crossing).



The junction at Stoney Gutter on the A350 near Trowbridge was altered to allow the right turns from the main road to be signalled separately. This should improve safety at the junction by reducing confusion to drivers waiting to turn right. The design of a new signalised junction at Bradford Leigh incorporating pedestrian facilities has been completed.

In early 2007 several amendments were made to the Salisbury Urban Traffic Control system to help improve traffic flows within Salisbury. Several timing reviews have been completed at other traffic signals within the County in order to improve the operation of the junctions, and records of traffic signal sites are being updated to improve the information held.

The number of Clarence defect reports and queries received from members of the public regarding traffic signals has increased significantly in the recent years, and the team now receives NRSWA enquires from utility companies. This work is unpredictable and can disrupt project related work. The team is completing a protocol for turning signals off and on in connection with work by others as there are an increasing number of instances of utility companies and other contractors not arranging for traffic signals to be switched off as part of their roadworks or switching signals off without notification.

A future issue for the County Council will be providing sufficient funding for the refurbishment of traffic signal sites across the County. There are a number of sites which are reaching the end of their life expectancy and will require refurbishment to ensure that equipment remains safe, maintainable and operational.

The start of the new traffic signal maintenance contract, which is currently out to tender, will require the maintenance contractor to attend faults seven days a week instead of the five days now. This should result in urgent faults being rectified more quickly than at present.

## ***Signs and Lines***

Refurbishment of signs and road markings in preparation for the introduction of decriminalised parking control in Kennet and North Wiltshire was carried out by Ringway and supervised by the County Council's officers. There were 10 local safety schemes implemented and 22 new or extended speed limits delivered. About 90 minor signing or lining schemes were carried out, and 10 weight limits were converted from 17T to 18T to reflect the change in legislation. Generally the works were completed on time, but there are still some issues about arranging connections to electricity supplies for lit signs. The quality of lining work was good, and was a significant improvement on previous years.

## **Structures and Major Projects**

### ***Structures***

The Structures Service Delivery Team managed a budget of £3.29 million during the year. There were 10 bridges strengthened or reconstructed as part of the ongoing bridge strengthening programme during 2006/7. Mouchel Parkman were responsible for design and supervision, with two of the schemes subject to competitive tender, and the remainder being carried out by Ringway.

The most notable bridge strengthened was the 14<sup>th</sup> century Stroud Farm Bridge at Lacock, a scheduled Ancient Monument, where extensive masonry repairs were carried out by a specialist contractor following strengthening work by Ringway. The strengthening involved replacing the loose fill over the arches with concrete and waterproofing.

Ringway were also responsible for the reconstruction of three retaining walls including a section of the river training wall in Bridge Street Bradford on Avon. The other schemes involved sections of wall alongside the A360 at Potterne and at Shrewton.



Mouchel Parkman was responsible for the design and supervision of a contract for extensive stabilisation work to the gravity dam of Braydon Pond, an ornamental lake near Malmesbury. The county road carried by the dam had been closed for an extended period due to a slip in the face of the dam. Work comprised piling, regrading and vegetation control followed by the complete reconstruction of the carriageway.

Previous problems caused by insufficient resources for progressing design work on future schemes have been largely overcome with work being carried out by Mouchel Parkman's Northallerton office. However, the remote design of diversion routes and signing has caused problems, which has required redesign in the Trowbridge office in one instance.

A feasibility study for work at Pill Bridge on a minor road near Crudwell resulted in a design proposal which was considered to have been unnecessarily difficult and possibly expensive to build.

Following discussion the design was changed and a rebate on the design fees was obtained.

Also at Pill Bridge, the adoption of new national design guidance for safety fencing was strongly criticised locally for producing long lengths of motorway-style barriers which were out of place in a rural location. A review of the scheme was carried out which resulted in the length of safety fencing being reduced.



The reconstruction of Littleworth Bridge on the B4553 south of Cricklade was the subject of a separate tender. It required an extended road closure, with the diversion route being maintained by the contractor. Unfortunately this arrangement did not result in the prompt repair of carriageway defects arising from increased levels of traffic. In future it is likely that on schemes where Ringway are not main contractor they will be given a separate brief for the inspection and maintenance of diversion routes rather than leaving that responsibility with the main contractor.

Early contractor involvement and Target Cost Contracts are being trialled on two large bridge schemes at Tannery Bridge at Downton, and Cowbridge at Malmesbury. These schemes will be monitored in order to determine the effectiveness of these arrangements for future similar schemes.

## **Major Projects**

Over the last twelve months good progress has been made on major projects, with the planning application for the Westbury Bypass and design work on the Petersfinger Park and Ride site.

### **Westbury Bypass**

The progress made in the last year, in terms of scheme development, environmental mitigation and raising the profile of the scheme, has significantly increased the prospects of the road being built by 2010. This success has been based on a strong and integrated tripartite Delivery Team of Wiltshire County Council (Client/Promoter), Mouchel Parkman (Consultant) and Geoffrey Osborne (Contractor), allied with a strong supply chain which includes environmental consultants RPS and Nicholas Pearson Associates.



The addition of Geoffrey Osborne to the team in January 2007 followed the decision by the Council to adopt the Early Contractor Involvement (ECI) route to deliver the scheme through the statutory processes to construction. In the short time that the current Delivery Team has been in place, the benefits of the early contractor involvement have already been made clear in producing a more sustainable and buildable scheme

whilst providing greater certainty of costs and value for money.

Environmental issues have been very much to the fore with the Westbury Bypass scheme and the Service Delivery Team has worked closely with the planning authority, statutory bodies and other stakeholders. This consultation has proved very effective in increasing the robustness of the design and ensuring that concerns are allayed early in the process. Issues have included bats, dormice, badgers, landscaping, the groundwater protection zone at Wellhead, and potential contamination at Glenmore. Extensive survey, assessment and design work has been undertaken to support the development of the proposals. The bat mitigation measures integrated into the design have been identified as an example of best practice.

The next step for the scheme is to publish draft Compulsory Purchase Orders (CPO) and Side Roads Orders (SRO) so that the land required to build the scheme can be purchased and the alterations made to roads and accesses. An exhibition was held in June 2007 to present the Orders and the scheme details to the public. Proposals for town centre improvements were also included and West Wiltshire District Council displayed proposals for Market Place and town centre regeneration, highlighting the collaborative working undertaken and ongoing to ensure an integrated approach to the development and regeneration in and around the town.

The exhibition attracted over 900 visitors in three days, and the resulting feedback and comments received will help the continued development of the scheme. Although support for the

bypass is strong it is still anticipated that there will be objections to the Orders and that a Public Inquiry will be held early in 2008. If the outcome is successful and funding is secured, advanced environmental work will commence on site in Autumn 2008 and construction work will start in Spring 2009 with an expected opening to traffic towards the end of 2010.

### **Salisbury Park & Ride**

The Salisbury Transport Package was adopted in 2000, and four Park and Ride sites have been constructed around the urban fringes of the city, which have been generally successful in their operation. The fifth and final Park and Ride facility will be located at Petersfinger, adjacent to the A36 Trunk Road, to the south of the city.

A Planning Application for Petersfinger Park and Ride was submitted to Salisbury District Council in January 2006. Work by Mouchel Parkman since the submission has focussed on ensuring that the District Council has all the necessary information to enable a decision on the application to be made. Issues raised by statutory consultees in response to the application have been resolved through extensive consultation with those concerned, and this has resulted in key bodies including the Highways Agency and the Environment Agency accepting the proposals.



The environmental issues have required a proactive approach to environmental design and

management, which has been successfully provided by the Delivery Team consisting of Wiltshire County Council (Client/Promoter), Mouchel Parkman (Consultant) and Nicholas Pearson Associates (Environmental Sub-Consultants).

Sustainability has been an integral part of the thinking for the proposals for the 550 space car park facility, particularly in the design of the amenity building, landscaping and drainage. The building will have low energy demands both during construction and operation, and will use naturally available and sustainable materials throughout. The planted green roof will be visually appealing, reducing the environmental impact of the building, create habitat for native flora and fauna, and enhance building performance.

A decision on the Planning Application is expected shortly, and following this the detailed design will be completed and it is anticipated that the scheme will be tendered in autumn 2007.

### **Contract Monitoring and Support**

#### **Contract Monitoring**

In order to monitor and improve the performance of ESD and the service suppliers under the Highway Works and Consultancy contracts a dedicated Contract Management Group was set up within the Environmental Services Department. The Group has worked in partnership with both Ringway and Mouchel Parkman to successfully develop and implement a system to audit and drive performance across all areas of the service.

The system is based on 27 key performance indicators, 10 of which are nationally recognised, and undertakings



which were derived from the information submitted in the tender submissions. There were 701 undertakings in the Ringway submission and 385 in the Mouchel Parkman tender. The KPIs and undertakings have been used to determine the scores for each supplier which are used to assess the entitlement to contract extensions in accordance with the contract conditions.

The new contract arrangements and the monitoring process appear to have resulted in appreciably better performance in many areas than was achieved with the previous contracts. New undertakings and targets have been set for the second year of the contract and old undertakings have been removed from the list. A similar assessment will be carried out at the end of subsequent years of the contract. At present KPI scoring is variable in some service areas, and the intention is to achieve 100% compliance in year two, and to improve reporting on scoring, including exception reports, to encourage early intervention when problems are identified.

### ***Other Services***

Both Mouchel Parkman and Ringway provide a number of other services to the County Council, including providing technical advice, environmental testing, road safety services and other support services. Both organisations have shown a willingness to support the County Council in delivering the broad range of services provided in connection with highways and related work.

## **Development of Service**

### ***Assessment of Service***

The submissions from those tendering for the Highway Consultancy and Works contracts were assessed on the basis of ten Key Factors:-

- General Management
- Financial Management
- Customer Service and Quality
- Health and Safety
- Staffing Matters
- Service Development and Innovation
- Information Technology
- Environmental Management
- Technical Performance – Quality
- Technical Performance – Cost and Programme

The same factors will be used to consider and assess the performance of the service suppliers throughout the contract period. A summary of some of the key achievements are shown on the table below.

Factor	Ringway Infrastructure Services	Mouchel Parkman
General Management	Appointed a dedicated Performance Manager and worked with Contract Monitoring team to improve performance.	Introduced management structure proposed in tender and worked with Contract Monitoring team to improve performance.
Financial Management	Established introduction of electronic work ordering and invoicing early in the contract.	Introduced electronic work ordering, and preparing to introduce electronic invoicing in second year.
Customer Service and Delivery	Customer Care training for staff, especially Parish Stewards. Dedicated team to deal with insurance issues or claims.	All staff received Customer Care training. Critical Friend review of service carried out.
Health and Safety	No reportable 3 day RIDDOR incidents during first year of the contract is a major achievement.	Risk assessment training arranged for all staff.
Staffing Matters	Appraisals given to all staff. Revised pay structure introduced for production staff and new Parish Stewards. Low staff turnover.	Local recruitment and training of school leavers. Successful Graduate Development Programme. Staff survey indicates improved staff satisfaction.
Service Development and Innovation	Parish Stewards have been major improvement. Seeking to establish gully and other waste treatment facilities.	Forward planning of work in key areas has improved with new contract.
Information Technology	Introduction of GPS in vehicles. Introduction of new systems to interface with Exor.	All MP staff have full access to MP systems. Link to Exor being developed for electronic invoicing.
Environmental Management	Establishing procedures for recycling waste from road planing and surface dressing chippings in conjunction with road surfacing material manufacturers.	Achieved EMS certification from Lloyds and held joint workshops with County Council and Ringway.
Technical Performance – Quality	Introduction of Parish Steward and specialist maintenance gangs, with training to improve quality.	Development of IMS to improve procedures.
Technical Performance – Cost and Programme	Introduction of Annual Programme of Works has been a major improvement.	Forward planning of projects has improved in key areas, with better budget control.

## Performance in 2006/7

The performance of both service suppliers has been good during 2006/7 and this has been demonstrated by the results of the monitoring of the contract undertakings and performance indicators. This overall view has been confirmed by the County Council staff involved in the delivery of the highway service.

The assessments for 2006/7 indicate that Ringway are provisionally entitled to an extension of 6 months and Mouchel Parkman to a 3 month extension to their contracts. Over the five years of the contract both suppliers could obtain extensions of up to 2 years in total, subject to continuing satisfactory performance and value for money. This provides an incentive for the suppliers to improve their performance throughout the life of the contracts.

The performance by Ringway has been particularly good, with a good corporate approach to financial management, solid delivery, and a strong commitment to training and development. The slow progress on introducing local recycling and training centres has been a disappointment, which needs to be addressed in 2007/8.

The strengths of the Mouchel Parkman performance have included the strong commitment to staff development and training, corporate processes and EMS policy. The weaknesses, particularly in service development and innovations and the slower progress in achieving the undertakings made at the tender stage, provide scope for improvement in 2007/8.

## Development Plans

In order to achieve continuous improvement both of the service suppliers have prepared Development Plans. These have been discussed with the County Council's officers and take into account the County Council's Corporate Goals and service planning processes.

The Mouchel Parkman proposals include:-

- Improvements to management structures and systems in order to improve service delivery and identify efficiencies, including live document sharing.
- Investigation of options for a highway Network Control Centre to improve journey times and provide real time information.
- Regular joint training sessions to spread best practice and build ties and understanding.

The Ringway Infrastructure Services proposals include:-

- Recycling and Training Centre to be established in Wiltshire, with a target to open a facility in March 2008.
- Improved invoice management to ensure timely and accurate invoicing and improved financial information to all parties.
- Improved programme management to build on the Annual Programme of Works introduced this year and improve scheme delivery.

The delivery of these improvements and performance of the service suppliers will be monitored throughout the year, and an annual review of service will be published next year in September.

The KPI and undertaking monitoring processes appear to be successful at driving improvements, and it is proposed to introduce the process to the County Council's elements of the services during 2007/8. This should provide a better representation of all three organisations' performance and their contribution to delivering the highway service.

It is proposed to review the service of all three parties at the end of the second year of the contracts in June 2008. The on going collection of monitoring data will enable comparisons to be made to the previous year's performance and should enable possible trends in performance to be identified.

## Key Facts and Figures

1999-2007	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07
Budget Spend	£14.5m	£14.4m	£15.5m	£17m	£16m	£23m	£22m	£23.7m
CLARENCES responded to	8,456	12,439	10,578	16,228	11,208	10,607	11580	14035
Est. no. of Category 1/P1 safety repairs	-	13,240	18,529	20,564	1,575	1,220	1011	897
No. of individual works orders	-	3,680	4,534	3,014	1,688	1,834	2,139	5795
No. of precautionary salting runs	43	49	40	37	42	43	56	24
Tonnage of salt spread	7,300	9,343	4,000	8,894	8,637	7,756	8,152	3,385
No. of road signs renewed	703	1,138	1,680	798	494	2,853	2,912	
No. of abnormal load movements	6,000	8,384	7,594	6,296	3,796	1972	1,681	1630
Area of surface dressing	-	469,482m <sup>2</sup>	526,624m <sup>2</sup>	670,000m <sup>2</sup>	890,345m <sup>2</sup>	2,599,095m <sup>2</sup>	1,697,379 m <sup>2</sup>	1,719,069 m <sup>2</sup>