

## Wiltshire Council

### Environment Select Committee

25 October 2016

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**Subject:** Highways Annual Review of Service

**Cabinet Member:** Councillor Philip Whitehead – Highways and Transport

**Key Decision:** No

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#### Executive Summary

The local highway network is vital to providing connectivity for businesses and communities, and effective maintenance to ensure its availability is essential to the economic development of the county. Wiltshire Council recognises the importance of maintaining and managing its highway network effectively.

The 'Local Highways Investment Fund 2014 – 2020' is addressing the long standing under investment in highways maintenance, which has been a problem nationally for many years. The significant investment of £21 million annually for six years by Wiltshire Council has already seen a substantial improvement in the condition of the county's road network, with a 30% reduction in the carriageway maintenance backlog in the first two years of the investment. Information has been prepared for each Area Board (see **Appendix 1**) and an indicative list of priority sites for treatment has been developed for 2017/18 (see **Appendix 2**).

The new highway contract with Ringway Infrastructure Services started in April 2016. The transition from the old contract went smoothly and the new contractor's performance for the first six months has been good. An Annual Review of Service has been prepared (see **Appendix 3**). A number of sub-contracts were transferred to the Council following the early end of the previous highway contract, and the performance of these contractors has also been good, and will continue to be monitored.

The Highways Consultancy contract was awarded to Atkins in December 2012, and is for five years with a possible extension of up to two years, subject to performance. Atkins provides a wide range of services and support with regard to mainly highways services, including design and supervision of highway, transport and drainage works. Following a review of its performance to date (see **Appendices 4 and 5**) it is proposed to award an extension of 18 months in accordance with the terms of the contract.

The government funded Highways Maintenance Efficiency Programme (HMEP) publishes guidance on implementing highways asset management. The Department for Transport (DfT) is keen that authorities adopt an asset management approach, and is encouraging this by including an incentive in the allocation of maintenance funding. In order to achieve the highest band 3 it is important to have a performance management framework (see **Appendices 6 and 7**). This will help monitor performance and facilitate benchmarking with other highway authorities. The Performance Management Framework has been developed in accordance with the guidance, and will be used as the basis for future reports to this Committee.

## **Proposals**

It is recommended that the contents of this report and the following are noted:

- (i) Good progress has been made on implementing the 'Local Highways Investment Fund 2014 – 2020', and there has been a substantial improvement in road conditions in Wiltshire.
- (ii) The performance of all of the contractors currently delivering the highways service is good, and the transition to the new highways contract with Ringway Infrastructure Services has gone smoothly.
- (iii) The new Parish Steward Scheme has been launched. The operation of the scheme will be monitored and reported to this Committee next year.
- (iv) The Highways Consultancy contract was awarded to Atkins in December 2012. Performance has been good and they are being awarded an 18 month extension in accordance with the provisions of the contract. Performance will continue to be monitored and will be reviewed again next year regarding a further six month extension of the contract.
- (v) A Performance Management Framework has been developed to help monitor future performance of the highways service and support good asset management.
- (vi) An annual review of the highway service will be undertaken and reported to this Committee next year, which will include reporting on progress on implementing the 'Local Highways Investment Fund 2014 – 2020', and on the introduction of the Parish Steward Scheme.

## **Reason for Proposals**

The highway network forms the Council's largest asset, and it is important that it is maintained in the most cost-effective way in order to show value for money. This includes the use of asset management and whole life costing approaches to inform investment decisions.

Asset management principles have been applied for many years in Wiltshire to ensure appropriate investment with longer term planning. The use of the proposed performance management framework will help to monitor performance.

The performance of the Council's contractors and their supply chains are important in maintaining the condition of the highway assets and ensuring an efficient and effective highways service and their performance is continuously monitored.

**Dr. Carlton Brand**  
**Corporate Director**

**Wiltshire Council**

**Environment Select Committee**

**25 October 2016**

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**Subject: Highways Annual Review of Service**

**Cabinet Member: Councillor Philip Whitehead – Highways and Transport**

**Key Decision: Yes**

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**Purpose of Report**

1. To provide a review of the performance of the highways service and an update on progress on the 'Local Highways Investment Fund 2014 – 2020'.

**Relevance to the Council's Business Plan**

2. The highways service supports three priorities of the Council's Business Plan:
  - Outcome 2 – People in Wiltshire work together to solve problems locally and participate in decisions that affect them
  - Outcome 3 – People in Wiltshire have a high quality environment
  - Outcome 6 – People are as protected from harm as possible and feel safe

**Background**

3. The local highway network is vital in providing connectivity for businesses and communities; effective maintenance to ensure its availability is essential to the economic development of the county. Wiltshire Council recognises the importance of maintaining and managing its highway network effectively.
4. The highway network in Wiltshire comprises 4,400 kilometres of road, 3.9 million square metres of footway, 981 bridges and over 50,000 street lights and illuminated signs. The replacement value of the assets is over £5 billion, and it would cost over £330 million to resurface all of the roads.
5. The condition of the county's roads is important to the public. This is demonstrated by the results of the Council's People's Voice and the National Highways and Transportation (NHT) surveys, which indicate low levels of public satisfaction with road conditions nationally.
6. In October 2013 Cabinet agreed to increase highway maintenance funding to £21 million for six years. This was subsequently included in the Council's future budget, and forms the basis of the 'Local Highways Investment Fund 2014 – 2020'. The increased investment in highways maintenance has enabled a large number of schemes to be progressed to improve the condition of the network and its infrastructure.

7. The Council has applied the principles of asset management to the maintenance of the highway network, which involves taking into account the lifecycle of the assets and monitoring performance of the intervention and investment strategies. The Highways Asset Management Policy and Strategy were reviewed by the Environment Select Committee in October 2015 and subsequently adopted by Cabinet.
8. The previous Highways and Streetscene Contract was with Balfour Beatty Living Places (BBLP) and started in June 2013. In July 2015 Cabinet agreed to the early termination of the contract following a review of the potential benefits for the Council. The transfer of services was carefully managed so that the potentially significant financial, legal, reputational and operational risks to the Council were avoided. The progress on terminating the previous contract and the procurement of the new contract was regularly reported to this Committee and monitored through the Contract Task Group.
9. Arrangements were made for the Council to take over some of the existing sub-contracts between BBLP and specialist suppliers in key service areas, including grass cutting, litter picking and major road resurfacing. A procurement exercise was undertaken for a new Wiltshire Highways Contract for the other services, which was awarded to Ringway Infrastructure Services earlier this year and started in April 2016.

## **Main Considerations for the Council**

### Local Highways Investment Fund 2014 – 2020

10. The 'Local Highways Investment Fund 2014 – 2020' is addressing the long standing under investment in highways maintenance and consequent backlog, which has been a problem nationally for many years. The significant investment of £21 million annually for six years by this Council is delivering substantial improvements in the condition of the highway network in Wiltshire.
11. A range of investment options was considered, which ranged from spending the minimum necessary to keep road conditions unchanged to treating the whole of the network. It was intended that the investment should be used to improve approximately 664 kilometres of the network (about 15%), and that annually up to 238 Kilometres of road could be surfaced, depending on the treatment required and the deterioration of the network.
12. In the first two years of the investment there have been a number of sites which needed substantial reconstruction work and, as expected, the lengths of road treated were consequently less than the indicative target. In 2016/17 a substantial programme of surface dressing has been undertaken and the total length of road resurfaced has increased considerably.

<b>Year</b>	<b>Length treated (km)</b>
2014/15	148
2015/16	182
2016/17	250

13. A total of 580 kilometres of road has been resurfaced to date, and the Council is currently on target to achieve the anticipated improvement by 2020, subject to funding continuing at current levels. There have also been a significant number of smaller sites treated with hand patching, which has addressed localised areas in poor condition.
14. The detailed calculation of the backlog carried out by the Council's specialist consultants WDM indicates that there has been a significant reduction in the backlog in the first two years of the investment:

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Calculated backlog</b>	£69.4 million	£63.3 million	£48.2 million

15. The backlog has decreased by 30% since the 'Local Highways Investment Fund 2014 – 2020' started. Good progress has been made in reducing the backlog, but a further investment, as originally planned, would be required to remove the remaining backlog.
16. A summary of road conditions and other highway information has been prepared for each of the Area Boards (see **Appendix 1**). This information will form the basis of data to be made available on the Council's website, including regularly updated information on potholes and other reports through the My Wiltshire app, the website and by telephone. The website will also be developed to explain the Council's highway maintenance policies and strategies in greater detail.
17. The Council's highways maintenance investment strategy was developed using the Department for Transport funded Highways Maintenance Efficiency Programme (HMEP) toolkit, which also identified that timely investment in surface dressing of the minor rural roads would be cost-effective given the current condition of the local road network.
18. The individual sites for treatment were identified from the technical surveys of the road conditions, and were assessed and confirmed by the highway engineers. The lists of proposed sites for treatment have been reviewed by the Area Boards where representatives of the town and parish councils have been given the opportunity to consider local priorities.
19. Surface dressing work was carried out on a number of minor roads across the county this summer. This work sometimes known as 'tar and chippings' is preventative maintenance to seal the road construction and restore skid resistance. Not carrying out any maintenance on these minor roads may initially appear attractive in order to save money, but in the longer term that would be a false economy as the repairs would be substantially more expensive if the roads were allowed to deteriorate, and there would be an increasing risk of claims as a result of accidents. The cost of injury compensation claims can be significantly higher than the repair costs, and the cost of doing repairs once a road is in bad condition would be much higher.

20. The overall condition of the road network in Wiltshire is now broadly similar to other authorities in the south west. However, based on the 2015 survey results, which are the latest available nationally, the condition of Wiltshire A roads is the same as the national average, but is below the south-west average. The B and C road conditions in Wiltshire are better than both the national and south west averages, but still not as good as in some of the other authorities in the south west.
21. The condition of the unclassified roads is more difficult to compare as the assessment methods are not necessarily consistent across authorities. In general terms the condition of the more important unclassified roads in Wiltshire compares well with similar authorities, but further assessment will be required to get a better understanding of conditions across the south west.
22. The National Highways and Transportation (NHT) surveys indicate that public satisfaction with road conditions in Wiltshire is below the national average, and for some years has been consistently lower than for similar authorities in the south west. It is anticipated that the effects of the current investment strategy will now start to be reflected in future public satisfaction surveys.

#### Proposed Surfacing Programme 2017/18

23. Road safety is the top priority, and it is important to treat those sites identified as having reduced skid resistance in accordance with the Council's Skid Resistance Policy. It is necessary to have adequate skid resistance in order to reduce accidents and avoid claims against the Council. Where possible, the sites are retextured by increasing the roughness of the surface. This is cost-effective and avoids the substantially more expensive resurfacing which would otherwise be required. However, some sites where the road has deteriorated do require resurfacing to repair the road and restore adequate skid resistance.
24. There are a number of sites which were identified for treatment in previous years which for various reasons it has not yet been possible to complete yet. These have been included in the proposed programme for 2017/18, and will generally be programmed for the start of the programme.
25. There was an extensive programme of surface dressing of rural roads across the county this year. Within the villages and the more built up areas this treatment can be less robust, especially where there are significant vehicle turning movements, and other surfacing materials can be more effective in these locations. It is intended to carry out surfacing in many of the built up areas adjacent to these recently surface dressed roads.
26. It has been some years since there has been surface dressing on many of the county's minor roads and this is a process which should ideally be repeated every six or seven years. It is proposed to continue the programme of surface dressing in 2017/18, with a large number of sites in the south of the county identified for treatment.

27. The condition of many of the footways in residential areas has been a concern for some years. It has been possible to treat some of these in conjunction with adjacent carriageways when they are resurfaced, but there are many footways which would benefit from treatment even though the road is in reasonable condition. A survey of the condition of the county's footways is approaching completion and is being used to develop a list of sites for treatment. In view of the amount of footway in need of treatment it is proposed to prioritise the renewal or resurfacing of those areas identified as being in worst condition.
28. A provisional list of priority sites for carriageway resurfacing work has been identified for 2017/18 (see **Appendix 2**). The schemes on the list will be reviewed and developed in more detail, and the list of proposed sites will be considered by the relevant Area Boards shortly. Subject to funding it is hoped to include some additional surface dressing sites to address a number of rural minor roads which would benefit from treatment.

#### New Highways Contract

29. The new highways contract was awarded to Ringway Infrastructure Services in January 2016 following a two stage procurement process. The four submitted tenders were assessed in terms of price and quality to determine the preferred bidder. The outcome was reported to this Committee at its meeting on 12 January 2016.
30. There was a short lead in time for the new contract which had to be operational by 1 April 2016 so that Ringway could take over from the previous contractor. The termination of the BBLP contract and the transfer to Ringway went very smoothly. Performance overall by Ringway has been good, although in some cases it did take time to get all staff and operatives in place because of the time required for recruitment. Ringway has already set up a new depot at Melksham and is considering another in the north of the county.
31. The new highways contract currently provides a range of highway services, including dealing with potholes, gully emptying, minor road and footway repairs, Parish Stewards, bridge works, street lighting maintenance, integrated transport and Community Area Transport Group (CATG) schemes. Ringway is working in partnership with the Council to deliver these services.
32. The outcome of the HMEP Peer Review was reported to this Committee in April 2016. The review acknowledged that the contract termination and challenging procurement and transition was managed effectively.

#### Parish Stewards

33. The Parish Steward Scheme was originally introduced when the highways works contract was awarded to Ringway in 2005. The scheme provided a steward for each area board to respond to requests for minor highway works from town and parish councils. It proved very successful, and was very popular with local communities.
34. The introduction of Community Teams with the previous Highways and Streetscene contract proved more of a challenge, and was not as successful as had been hoped. The procurement of a new contract has provided the opportunity to reintroduce the Parish Steward Scheme in the current highways contract.



35. In order to ensure the successful launch of the scheme it was agreed with Ringway that the start of the Parish Steward Scheme should be in October as this would provide time to recruit suitable staff and procure the vehicles and equipment required. A comprehensive training programme was undertaken following a careful recruitment process to select the stewards.
36. Arrangements are being made with the town and parish councils to introduce them to their Stewards and establish communications channels. The progress of the scheme and its performance will be monitored and reported in the Annual Review of Service to this Committee next year.

Contractor's performance

37. Following the termination of the BBLP contract a number of sub-contracts were transferred to the Council. This provided continuity of service in a number of key areas, and preserved the cost savings obtained through the original tender process. These included contracts to provide urban grass cutting, major resurfacing, tree maintenance and specialist road surfacing.
38. The new arrangements with The Landscape Group (TLG), Tarmac, Eurovia and other contractors have proved to be successful and good working relationships have been established. The Council monitors performance of the contractors and service delivery through a series of satisfaction surveys which are jointly scored by all parties. The scores are based on a range of 0 to 10, with a score of 10 being excellent. A score of 7 to 8 represents good performance that meets all expectations with a good degree of confidence in the contractor.
39. The scores for the services three months after the start of the new Ringway contract were:

Service (Contractor)	Score Jun 2016
Drainage (RIS)	8.3
Structures (RIS)	8.1
Winter and Emergency (RIS)	7.0
Integrated Transport Delivery (RIS)	7.1
Local highways (RIS)	7.2
Parish Steward (RIS)	7.6
Street Lighting (RIS)	8.5
Streetscene (TLG)	7.9
Fly Tipping (TLG)	7.8
Surface Treatments (Eurovia)	8.5
Surfacing (Tarmac)	8.2
Integrated Transport Planning (Atkins)	8.6

40. The average scores for the services provided by each of the main service suppliers for June were:

Contractor	Score Jun 2016
Ringway (RIS)	7.7
The Landscape Group (TLG)	7.9
Eurovia	8.5
Tarmac	8.2
Atkins	8.6

41. The average scores for all of the contractors are good, and compare favourably with those recorded for the old contract, where Local Highways and Streetscene services were scoring as low as 2.7 and the winter service 5.2. The latest scores indicate a substantial improvement in these key areas.
42. The Annual Review of Service is included as **Appendix 3** of this report.

#### Highways Consultancy Contract

43. The Highways Consultancy contract was awarded to Atkins in December 2012. It is for five years with a possible extension of up to two years subject to performance. Atkins provides a range of services and support with regard to mainly highways services, including design and supervision of highway, transportation and drainage schemes.
44. The support in connection with preparing bids, particularly for major schemes, has proved especially helpful, including those for the A350 Chippenham Pinch Point scheme and the LEP schemes. The expertise that a major consultancy can bring to the Council has benefited the Council in a number of areas, including asset management, street lighting and other specialist services. The assistance provided by Atkins at short notice to assist with the procurement of the new highways contract was greatly appreciated.
45. Atkins has developed the staff who TUPE transferred at the start of the contract, and has run a successful apprenticeship scheme for local young people, offered summer placements to graduates and supported a range of activities in local schools and skills development. It has also provided secondment opportunities to enable Council staff to broaden their experience.
46. A summary of the performance by Atkins to date is included as **Appendices 4 and 5**. The performance has been very good and the contract has been successful. It is proposed to award Atkins an eighteen month extension based on performance to date as provided for in the contract. Performance will be reviewed again next year to determine the potential entitlement to a further six months extension.

#### Staffing Reorganisation

47. The ending of the Highways and Streetscene contract and the need to review the Council's staffing costs has provided the opportunity to reorganise the staff structure within the Council's highway service. The new structure conforms to the Council's preferred structure in terms of number of managers and direct reports, and introduces updated role descriptions.
48. The highway and streetscene functions have been divided to reflect the findings of a review of arrangements in similar authorities, and support the aim to reduce direct customer contact by the increased use of digital and web solutions. It provides highway and streetscene engineers and technicians to cover particular areas and reflects the current contractual arrangements.

49. The opportunity has also been taken to create technical officer roles to provide specialist advice in a number of areas, including structures, traffic engineering, drainage, and highway maintenance. These specialists will work with the managers and their teams to provide greater flexibility in the use of the limited staff resources available. It will also provide the opportunity for staff to have a greater range of experience to support career development, including through the apprentice scheme.

### Performance Management

50. In order to encourage the adoption of good asset management practice the Department for Transport has introduced Incentive Funding for part of the highways maintenance block funding. The Council had to complete a DfT self assessment form in connection to its performance with regard to highways asset management earlier this year.
51. Funding will be withheld if specific standards are not met. The Council achieved band 2 out of 3 bands, which entitled the Council to full funding in 2016/17. However, in order to receive full funding in 2017/18 it will be necessary to move to the top band 3, and consequently a number of improvements are being implemented as described in a separate report on the agenda.
52. Future funding from the DfT for highways maintenance will become increasingly dependent on meeting the incentive funding requirements. The difference for Wiltshire Council between being assessed as band 1 and band 3 would be £2,782,000 annually by 2020/21. It is therefore important that the asset management guidance is followed.
53. The Highways Asset Management Guidance published by HMEP recommends that a performance management framework should be developed that is clear and accessible to stakeholders as appropriate and supports the asset management strategy. The development of the Performance Management Framework was a question which achieved a low score in the initial self assessment, and having one in place will be important in achieving band 3.
54. At its meeting on 15 June 2016 the Contract Task Group discussed performance indicators and the information that would be helpful for members to have access to. Those discussions have helped inform the development of the Performance Management Framework, and will assist in the development of the website and other communications to members and the public.
55. The Performance Management Framework contains a suite of performance measures based on the themes of:
- Network Safety Condition and Resilience
  - Planned Maintenance
  - Maintenance for Sustainable Transport
  - Infrastructure to Support Economic Growth
  - Environmental Sustainability
  - Customer

56. Each theme is measured at high level as: poor – does not meet minimum standards, fair – meets minimum standards, good – exceeds minimum standards and refines service delivery to suit the need of the customer. Long term performance aims are being developed for each theme. A red, amber and green colour coding is used to aid understanding.
57. The Performance Management Framework Summary is included as **Appendices 6 and 7**. The Framework will enable performance to be tracked on a year by year basis. Benchmarking will be carried out against other local authorities, including through the South West Highways Alliance and the Direct Management Group, which is a group of highway authorities that the Council has recently joined to jointly monitor and compare performance.
58. The measures in the framework include a number which were National Indicators or previous Best Value Performance Indicators. It also includes performance indicators based on the National Highways and Transportation public satisfaction results. Six key indicators have been identified for each theme. An additional series of secondary indicators will be developed in due course to provide further information.
59. The Council has good data on its highways assets and conditions and this information is used to inform investment decisions and manage risks. Asset condition data is included in the framework and will be used to monitor future performance and the condition of the network.
60. The indicators are a mixture of outcome, output and input measures designed to provide an overall view of performance without being too complex or difficult to collect. The indicators will be reviewed on an annual basis with the targets and aims reviewed at the same time. It is proposed that performance should be reviewed by the Environment Select Committee annually.

### **Safeguarding Implications**

61. None.

### **Public Health Implications**

62. The condition of roads and related infrastructure can have serious safety implications, especially with regard to skid resistance and condition of highways and the contribution they can make to reducing accidents. Roads, bridges, highway structures, signs and street lighting need to be kept in good condition in order to protect the public and those maintaining the assets.
63. The investment through the 'Local Highways Investment Fund 2014 – 2020' will improve the condition of the highway network and improve safety. The strategy to maintain and improve the highway assets should help reduce traffic accidents and vehicle collisions.

### **Corporate Procurement Implications**

64. There are no procurement implications at this stage.

## **Equalities Impact of the Proposal**

65. The improved maintenance of the highway network, its management using sound asset management principles, and good performance by the highways contractors, should benefit all road users, including public transport, and vulnerable road users such as cyclists and pedestrians.

## **Environmental and Climate Change Considerations**

66. The effects of climate change could be significant for the highway network as was seen in the flooding of 2014, and the consequent damage to the roads, footways and drainage systems. Having robust maintenance strategies to improve the condition of the network will help build resilience into the infrastructure.
67. Where possible, suitable materials arising from road resurfacing schemes are recycled. Large quantities of road planings are used on rights of way to repair damage and on county farms, or provided to community groups. The presence of tar bound materials in older carriageways has caused problems on some sites as it has to be disposed of as contaminated waste, with consequent cost implications. Options for in-situ and other recycling processes are being examined in order to increase the recycling of highway materials.

## **Risk Assessment**

68. The application of good asset management principles, the planned maintenance of the highway infrastructure, and the establishment of formalised asset management policies, helps reduce the risk of incidents and claims. The award of the new highways contract, and the arrangements made with previous sub-contractors is providing resources to ensure the delivery of the highways service.
69. There is a risk that the current increase in construction activity in both the public and private sectors will result in insufficient resources being available to deliver the extensive road surfacing and asset management strategies currently proposed. This could delay delivery or reduce the volume of work it will be feasible to deliver. Processes are currently in place to deliver the maintenance programme and the situation will continue to be monitored.

## **Risks that may arise if the proposed decision and related work is not taken**

70. No specific decision is required at this time, but it should be noted that there is a risk of increased accidents, claims and public dissatisfaction if the programme of highway maintenance and services are not delivered or delayed. The principles of asset management have been followed by this Council for many years, and there is a need to demonstrate best practise.
71. Future DfT funding will be dependent on demonstrating the application of good practise and asset management principles. Failure to do so will result in reduced funding in future years.

## **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

72. No decision is required. However, it should be noted that it is important to ensure that highways asset management and service delivery are implemented effectively. Processes are currently in place with Service Delivery Teams covering the various aspects of the highway services, and these are the appropriate groups to continue to manage the process. They include representatives from the Council, consultants and contractors involved in delivering the services, and report to the Contract Management Meeting comprising senior managers from those organisations.

## **Financial Implications**

73. The highway network and related infrastructure forms the Council's largest asset, and has a replacement value of over £5 billion. It is important that they are maintained in the most cost-effective way in order to show value for money. This includes the use of a whole life costing approach to inform investment decisions.
74. The increasing drive for asset management from DfT will mean that failure to demonstrate the application of this approach will result in reduced funding from central government. An increasing proportion of available funding will be potentially withheld as an incentive. By 2020/21 Wiltshire could lose out on £2,782,000 of DfT funding if good asset management is not followed. It is therefore important to meet the requirements of the incentive funding self assessment.

## **Legal Implications**

75. The Council has a duty under the Highways Act to maintain the county's roads. The highway inspection procedures, policies and improvement plans ensure that this duty is fulfilled. The increased investment and improved road conditions is helping the Council meet its responsibilities with regard to road maintenance.

## **Options Considered**

76. There is a need to continue to apply asset management principles to the highway network and to ensure the performance of the contractors involved in delivering the service is good in order to keep the network in good condition and to ensure value for money. Not having a performance management framework would result in reduced funding from DfT in future years.

## **Conclusions**

77. The highway network forms the Council's largest asset, and it is important that it is maintained in the most cost-effective way in order to show value for money. This includes the use of whole life costing approaches to inform investment decisions.

78. The 'Local Highways Investment Fund 2014 – 2020' provides the opportunity to address the long standing under investment in highways maintenance, which has been a problem nationally for many years. The significant investment of £21 million annually for six years by Wiltshire Council is seeing a substantial improvement in the condition of the highways network.
79. Good progress has been made in delivering the programme of highway maintenance and has included the involvement of the Area Boards to help set local priorities. It is intended that this process should continue in future years, and that improvements should be made to the information provided to the Area Boards, members and the public.
80. The use of asset management principles has been applied for many years in Wiltshire to ensure appropriate investment with longer term planning. The adoption of a performance management framework will help formalise that process.
81. The performance of the contractors delivering the highway service is currently good and the transition to the new contract with Ringway Infrastructure Services has been successful. The reintroduction of the Parish Steward scheme forms an important part of the new contract.

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**Associate Director Highways and Transport**

Report Author:

**Peter Binley**

Head of Highways Asset Management and Commissioning

October 2016

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**The following unpublished documents have been relied on in the preparation of this report:**

None

## **Appendices**

Appendix 1 – Local Highways Information

Appendix 2 – Proposed priority surfacing sites for 2017/18

Appendix 3 – Annual Review of Highways Service

Appendix 4 – Highways Consultancy Contract Performance Year 3

Appendix 5 – Highways Consultancy Contract Summary Years 1 to 4

Appendix 6 – Highways Performance Management Framework Summary

Appendix 7 – Highways Performance Management Framework Indicators