

Project:	Wiltshire Highways Consultancy Contract	To:	Peter Binley – Wiltshire Council
Subject:	Annual Review of Service – Summery of Years 1 to 4	From:	Gwillam Lloyd Contract Manager
Date:	9 th September 2016	cc:	Steve Cross – Wiltshire Council Simon Moon – Atkins Richard Stokes- Atkins Kevin Robbins - Atkins

1. Introduction

1.1. Purpose

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

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

The purpose of this Technical Note is to highlight some of the achievements from Years One to Four of the contract. The full details on these are included in the individual annual reviews of service that have been prepared.

Given the purpose of this review is to highlight some of the key elements of information conveyed in the individual annual reports for year1, 2, 3 and in the interim assessment of year 4 then detailed commentary is not provided and key achievements are listed in bullet point format.

1.2. Structure and Content of the Technical Note

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

The contents of the Technical Note are:

Section	Title	Purpose/Overview
2	Overview of services Delivered	To provide an overview of key activities and service areas where support provided and to highlight some of key achievements from years 1,2, 3 & 4
3	Assessment of Performance	To provide an overview of the way contract assesses performance
4	Contract Scoring	To provide an overview of yearly contract scores for years1,2 and 3
5	Contract Undertakings	To provide an overview on the added value delivered by number of undertakings
6	Looking Forward	To provide an overview of some of key issues will look to support on in years 5 and 6

2. Overview of Services Delivered

Contract Scope - Overview

We undertake a range of services including:

- Feasibility – site supervision
- Professional and technical advise
- Carry out studies / reports
- Manage work and certify payments
- Work in best Interest of Council
 - Continuous Improvement
 - Deliver efficiencies
 - Deliver value for money



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The service areas we support include:

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

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



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

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

In addition we have:

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

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The photos included subsequently show some of these activities, from left to right and top to bottom:

- Atkins team outside the Office at County Gate in year 1
- The Council's Office at Ascot Court where we have collocated staff to work with Tarmac & Eurovia staff during year 2
- Some of the apprentices and graduates we have recruited and developed to support the work we are delivering in years 3 and 4
- Atkins staff celebrating Armed Forces day earlier this year.



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

Brief Overview of Some of our Key Achievements from Year 1

Successfully Mobilised whilst and integration of staff from previous incumbent with wider Atkins resource managing the transfer

Successfully set up a Local Office at County Gate in Trowbridge. Managed TUPE Transfer of 36 Staff. Currently 57

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

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

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

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

Provision of NEC3 training to Atkins and Council staff

Expanding core services to include Transport Planning as business as usual

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

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

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



Brief Overview of Some of our Key Achievements from Year 2

Building on the Success of Year 1 by:

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

Co-located staff at Ascot Court

Assisted the Council in making a claim, Bellwin Submission, to the Department for Communities and Local Government to seek funding for additional costs for adverse weather of early 2014. Total settlement £745,588

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

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

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

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

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

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

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

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Brief Overview of Some of our Key Achievements from Year 3

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

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

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

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

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

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

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

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

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

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

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

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

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Brief Overview of Some of our Key Achievements in the first 8 months of Year 4

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

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

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

Recruited additional two apprentices to work on Wiltshire Council projects

Developed Traffic Signals Asset Management priorities to enable better targeted investment to take place. As part of this support new technological solutions have been promoted where beneficial

Promoted and facilitated Collaborative Staff development by undertaking secondments, joint training sessions and developing preliminary training needs plan across Wiltshire Highway Service area

Identified and promoted opportunities with emerging technologies such as Big Data, automated design, automated door technology at discrete badger crossings

Lead role in assisting the council in developing strong and robust bids for funding including the major scheme submission at Melksham

Supported the council by playing a lead role in it's Environmental Management and Health and Safety Forums

Delivered 74% of our undertakings to a satisfactory level in the first eight months of the year. This covered 41 undertakings / measurement mechanisms. In addition Client I surveys undertaken to gain feedback on performance and ensure lessons learned to improve performance.

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3. Assessment of Performance

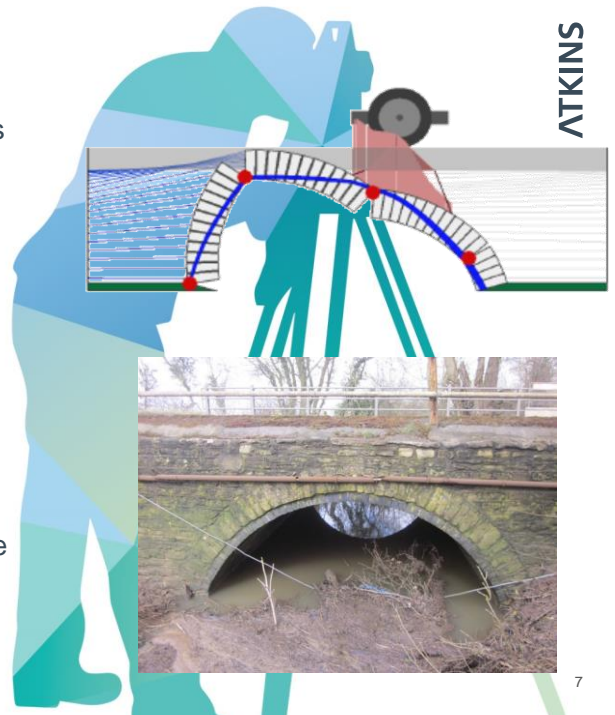
In accordance with the WHCC, our 'Performance' is assessed against ten Performance Objectives:

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

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

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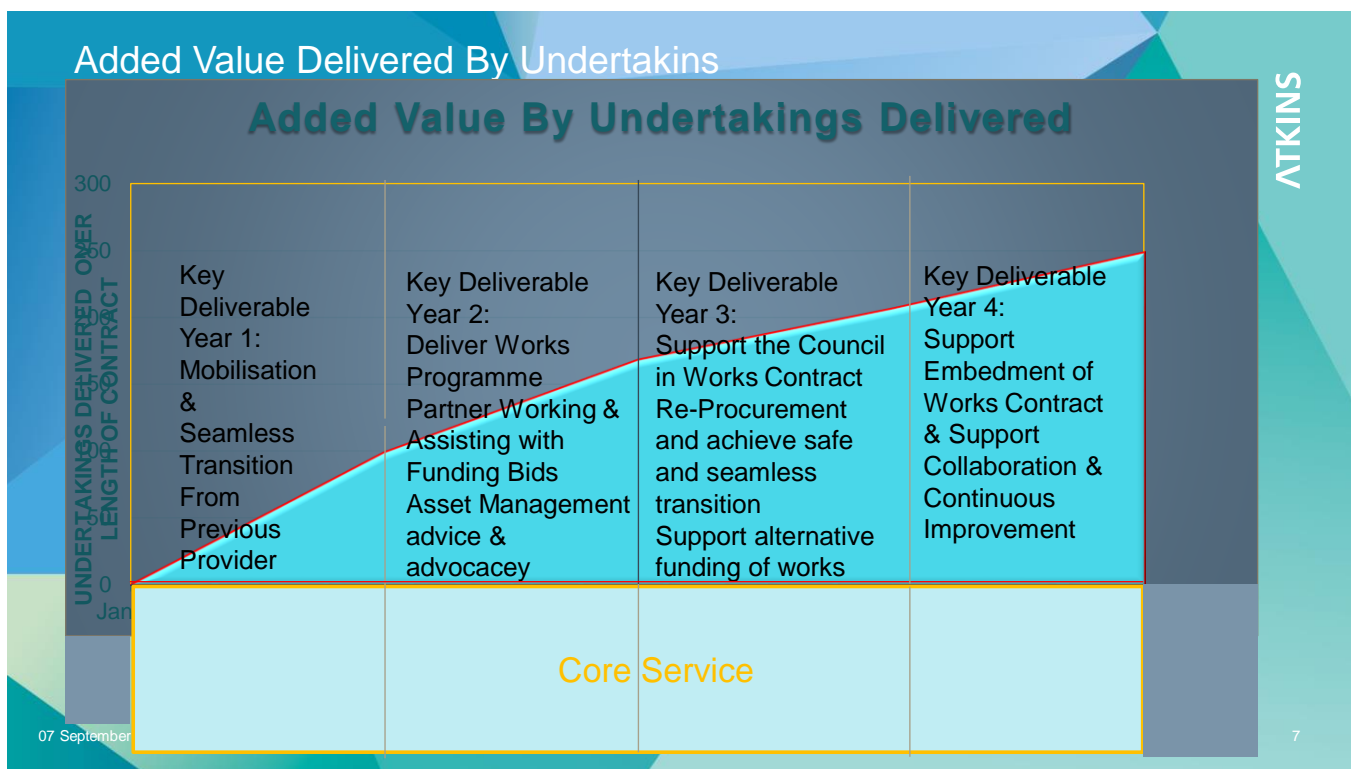
4. Contract Performance Scores

In accordance with the Contract scoring mechanism we have exceeded the minimum score for an extension to be awarded. The graph inserted subsequently shows the score achieved for each of the years of the contract. No score is included for year 4 as it is still to be assessed.



5. Undertakings

The graph included subsequently is a pictorial representation of the cumulative total of the undertakings we've progressed in each of the years of the contract. In addition headline information has been included in it on the key deliverable that the undertakings support in that particular year



6. Looking ahead to Year 5

Looking ahead to year 5 of our contract we will develop undertakings that:

- *Build on the successes from years 1 to 4*
 - *Continue to support Collaborative working across the Wiltshire Highway Service*
 - *Continue to support on Collaborative learning and development opportunities*
 - *Identify potential opportunities for using emerging trends in technology to improve service provision*
 - *We will work with Wiltshire Council to maintain and continuously improve customer focussed delivery*
 - *Support emerging needs and improve service where required*
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