



Date: Thursday, 28 April 2022

Time: 2.00 pm

Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

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## PLACE OVERVIEW COMMITTEE TO FOLLOW REPORT (S)

### **7 WSP Contracting Arrangements (Pages 1 - 126)**

To scrutinise the plan to review the expiring contractual arrangements with WSP. (Report to Follow)

Contact: Mark Barrow (Tel: 01743 258676).

### **8 Kier Performance Report (Pages 127 - 140)**

To scrutinise the performance reporting framework that underpins the contractual arrangements with Kier, to identify any areas of concern with current performance and evaluate the effectiveness of the current balance of planned resurfacing and reactive repairs. (Report to Follow).

Contact: Mark Barrow (Tel: 01743 258676).

### **9 Place Overview Committee Work Programme (Pages 141 - 158)**

To consider the future work programme of the Committee. (Report to Follow).

Contact: Danial Webb (Tel: 01743 258509).

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11,



<u>Committee and Date</u>
<b>Place Overview Committee</b>
28 <sup>th</sup> April 2022

<u>Item</u>
<b>7</b>
Public

## WSP CONTRACTING ARRANGEMENTS

**Responsible Officer** Professor Mark Barrow; Executive Director of Place  
e-mail: Mark.Barrow@Shropshire.gov.uk Tel: 01743 258676

### 1. Summary

- 1.1. This report summarises the annual performance of the Highways and Transport Engineering Consultancy Term Service Contract currently delivered by WSP contract for 2020/2021 financial year. This builds upon the previous reports presented to this Committee and provides an overview of this contract and its outcomes that support the Council and its wider ambitions for the period in question.
- 1.2. The report sets out some of the examples of added value that the council has derived from a term provider. A full annual report for the period 2020/21 and an interim report for 2021/22 are provided in Appendix A and B.
- 1.3. The report also summarises arrangements and plans for tendering the next iteration of this contract.

### 2. Decisions

**The Committee is asked to;**

- 2.1. Consider the annual performance of WSP for the financial year;
- 2.2. Consider proposals for the future iteration of the contract and advise of any areas of concern.

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

- 3.1. The end of the current contracting arrangement provides an opportunity to do things differently and ensure that future arrangements, both internally and within contracted services, better meet the needs of the council over the coming years. Modern contract mechanisms can also be applied to better incentivise value for money and success in securing external funding to enhance benefits to the county and its taxpayers.
- 3.2. The contract has been extended as much as is possible under contract regulations and any delays to the tendering programme could lead to the council entering into a period of time without professional services support which could have a significant impact on service delivery.
- 3.3. There is considerably uncertainty in the level of funding that will be made available year on year during the term of the next contract as the funding model for such works has become a lot more reliant on bidding for funds from government and other third parties.
- 3.4. The work undertaken by WSP in partnership with Shropshire Council is inherently subject to commercial and statutory risks, for example, professional advice, design/ construction, risk/liability, all carry inherent risk which needs to be managed, removed or mitigated. The ability of Shropshire Council through its partners to deal with issues from practical and technical issues in our communities to supporting on significant feasibility studies and businesses cases that attract significant funding and infrastructure improvement in Shropshire must be considered.
- 3.5. Management of the quality of work received its cost and value are all considerations across such a wide range of activities and outcomes. It is appropriate to say the current arrangements has not been managed effectively and that there is equal importance in having a strong client function as it is having a quality provider to ensure that value is truly being derived from the arrangements.
- 3.6. It should be noted that having external support, that can be more flexible in increasing and decreasing its support to the authority and to bring in specialist resource as and when needed compared to a more static internal resource, has enabled significant sums of external funding to be attracted into this authority. The ability to identify, draft and deliver acceptable businesses cases to external funders, often at short notice has paid significant dividends over the term of the WSP contract with schemes such as SITP, Active Travel Funding, NWRR, Salix LED replacement, DfT Challenge Fund for Market Towns, developer funding and additional maintenance funding only being possible through this ability to increase resource to reflect contemporary needs.



## 4. Financial Implications

4.1. Highways and Transport paid a total of total of £11,009,906 for work and services during the 2020 / 2021 financial year. These payments derive from:

- Highways & Transport existing revenue and capital budget
- External funding (government grants, awards) both received and competitive bids awarded.
- The wider Council, e.g. Economic Growth commission work or colleagues in Planning.

4.2 This spend was spread across the various areas as set out in the table below;

Area of Spend	Capital	Revenue	Grand Total
Asset Management	4,000	67,938	71,938
Bridges and Highway Structures	359,173	408,957	768,130
Business and Enterprise Service	578,947	272	579,219
Contract Administration		136,195	136,195
Divisional Highway Maintenance	9,168	121,748	130,916
Flood and Water Management	209,568	242,477	452,044
Highway Schemes - Major Projects - Traffic Schemes	671,813	2,157,627	2,829,441
Highways Development Control	6,218	554,234	560,453
Street Lighting and Traffic Signals	81,662	304,993	386,655
Sustainable Travel		57,853	57,853
Transport Planning - Public Transport - Traffic	318,561	4,718,501	5,037,062
<b>Grand Total</b>	<b>2,239,111</b>	<b>8,770,795</b>	<b>11,009,906</b>

4.3 It should also be recognised the significant social value that WSP have contributed within the County. This is a requirement of the contract and for 2021/22 was valued at £2.5m as validated through the National Social Value TOMs (Themes, Outcomes and Measures) Framework. Equating to 26% of the contracts value and an excellent return on the “Shropshire Pound”.

- 4.4 This social value is derived from various initiatives such as training of local people and children, through WSP's graduate scheme, work experience and engagement with schools and colleges to develop STEM learning. It also includes the utilisation of local supply chain and working with SME's in the county to deliver contract, economic and carbon reduction outcomes and a variety of volunteer and charity initiatives.

## 5. Climate Change Appraisal

- 5.1. There are no direct climate change implications as a result of this report.
- 5.2. It should be recognised however, that WSP have played a significant role in supporting climate change initiatives in the County including the development of a business plan to convert street lights to LED, value engineering of large projects, including the North West Relief Road, to reduce the carbon impact of construction and ongoing use that they incur, leading the project to deliver the first carbon net zero highway maintenance programme in the County and sponsoring and speaking at the Councils TechSevern event in the run up to COP26.

## 6. WSP

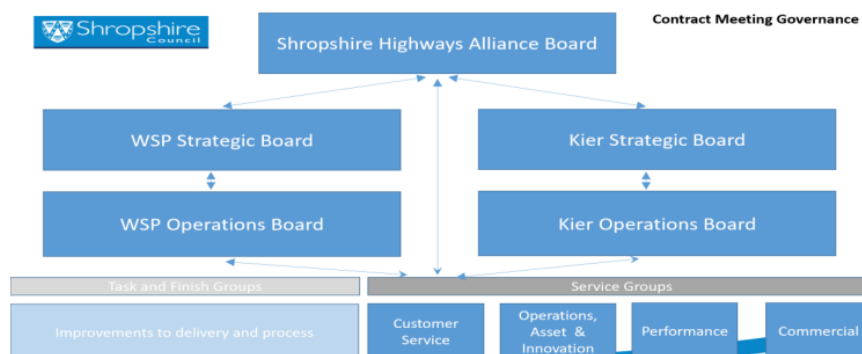
### Background

- 6.1. In 2015, Shropshire Council awarded the Highways and Transport Engineering Consultancy Contract to WSP. The contract period is 7 years (2015-2022). Last year Cabinet approved a proposal to award WSP an additional year to enable the Council to develop a new iteration of the contract for tendering in 2022, due to delays arising from the impact of the Covid pandemic.
- 6.2. It was agreed that as part of that one-year award services for Highway Development Control and Flood Water Management would be brought back in house. This was undertaken at the beginning of April 2022.
- 6.3. The WSP contract is wide ranging and supports the entire Council over several work areas, typically as listed below for information:
- Highways Development Control
  - Highways maintenance contract
  - Flood and water management
  - Street lighting, signals and illuminated signs.
  - Business and enterprise
  - Traffic studies and planning
  - Major projects:
    - North West Relief Road
    - A529
    - Mile End Roundabout
    - Shrewsbury Integrated Transport Scheme
    - Shifnal
  - Asset management

- Feasibility Studies, and Investigation Reports.
- Local Transport Planning
- Active Travel

## Governance

- 6.4. Audit reports in recent years have recognised failures in effective management of the contract with WSP. To address these issues the service has introduced a professional contract manager for the contract to ensure that the contract is operated properly and ensures that value is being derived from the contract.
- 6.5. A new structure of Governance meetings has also been introduced to ensure that issues are dealt with promptly, performance can be monitored and that there is common understanding of needs and ambitions from both parties. To this end a series of contract boards have been established to ensure that issues are dealt with at the appropriate level within each organisation and in a timely manner.
- 6.6. The schematic of this new governance structure is demonstrated below. This allows staff at all levels of the organisation to have a clear line of site from operational issues through to the Senior Management level to ensure issues, concerns or improvements are sighted, considered and actioned.



- 6.7. The relationship between WSP and Kier is equally as important as that between WSP and the Council to ensure that projects are delivered effectively and therefore a joint Alliance Board oversees both governance groups to ensure that they work together effectively and joint service groups to ensure that issues between the triumvirate of parties are resolved together and enable all parties to maximise the effectiveness that they can bring to new initiatives. This has borne significant value in resolving disputes between the 3 parties early on and has played a significant role in the service being able to publish a programme of highway works to take place in 2022/23 ahead of the new financial year for the first time in many years.

## Performance

- 6.8. The performance data and its mechanisms are detailed in Appendix A. The verification of KPI's has been undertaken by Shropshire Council's contract team. Below are the key performance outcomes for consideration by committee.

Ref	KPI's	Target Score or %	Actual Score or %	Overall Weighting
KPI1	Contract KPI - Time	95%	100%	25%
KPI2	Contract KPI - Cost	95%	100%	25%
KPI3	Contract KPI - Quality (Invoices)	95%	99.92%	20%
KPI4	Project KPI	Min Av. 7 (70%)	92.35%	15%
KPI5	Service Area KPI	Min Av. 7 (70%)	82.55%	15%

- 6.9. The Average Annual Overall Performance Score for 2020/21 is 96.22% with all KPI's being exceeded indicating an Excellent performance. The evidence supporting the above is also contained within Appendix A.
- 6.10. The Senior Management team within Shropshire Councils Place Directorate fully appreciates the benefits and added value provided by WSP through the commissioning model being operated.

## 7. Future Arrangements

- 7.1. The service has consulted widely with industry bodies and working groups to best identify current best practice and optimum delivery models for the future and to help inform the council's next steps and develop tender documentation to ensure that the council is best positioned to derive value from future arrangements.
- 7.2. In December 2021 a report was taken to Cabinet setting out a model for procuring the next iteration of commissioning professional services to support the Place Directorate.
- 7.3. Cabinet agreed

- The principle set out in the outline business case (Appendix C) to develop a new delivery model for procuring a Built Environment Consultancy Contract to provide built environment, placemaking, highways and transport consultancy services.
  - To the new arrangements to operate from April 2023 on a 5-year contract with a possible two 2-year extensions based upon performance.
  - To award a 12-month contract to WSP to allow the new delivery model to be developed whilst maintaining continuity of current consultancy services and current capital projects, excluding the currently outsourced service elements of the Council's Highway Development Control and Land Drainage functions from the 12-month contract award to WSP and any procurement exercise in order to bring the services back 'in-house' with effect from 1 April 2022.
  - To delegate authority to the Executive Director of Place in consultation with the Portfolio Holder for Physical Infrastructure to let a revised contract to WSP for a period of 12 months and agree to the model, balance between in-house and outsourced services, and the tender documentation.
- 7.4. The nature of services within Built Environment Consultancy is a lot less stable than other services the council delivers with funding being linked to success in bidding for non-council budgets and the nature of activity typically reflective of policy initiatives that the government and/or council wish to prioritise at any given time.
- 7.5. It, therefore, is more difficult to retain a large core of in-house staffing to deliver these services and requires flexibility to grow and contract resource to reflect contemporary needs, particularly with the specialist nature of the variety of projects that may fall within the scope of these services. Similarly, some areas have such little turnover (i.e. Bridges, Road Safety instruction, specialist services on major projects etc) that they justify only one or two staff per annum. In house provision of these services means that the council would be exposed to significant risk to service delivery were staff to leave, whereas the private sector is able to better spread this risk across various contracts and provide replacement resources in a timely manner.
- 7.6. There is a need to draw on the private sector who can retain a large and specialist staffing contingent which is able to be spread across several contracts and able to be increased and decreased as each contract requires, whilst still retaining good knowledge of the authority areas they support and their specific needs. This is reflective of the national trend as many authorities struggle to cope with reducing revenue budgets and uncertainty in future project funding.
- 7.7. The Service has begun undertaking market testing to better understand what is attractive to the consultancy industry and how value can be best leveraged

within a contract within the current environment. This will help inform the final terms of the future contract and ensure that the council can tender a contract that will be competitively considered by the market and enable the council to receive bids that are priced competitively.

7.8. The current scope of work to be included within the contract is set out below;

1. Built environment advice and industry best practice; *{broaden service scope}*
2. Identification and bid development of funding opportunities at regional and national bodies for the betterment of Shropshire and the advancement of development strategy and carbon reduction; *{broaden service scope}*
3. Placemaking and growth development advice; *{new service}*
4. Flood and water management advice and design, including innovation within green wastewater management; *{existing service}*
5. Street lighting and traffic signal advice, design and best practice; *{existing service}*
6. Major projects including traffic schemes, highways and master plan development; *{existing service}*
7. Transport services including traffic planning and public transport; *{existing service}*
8. Bridges and highway structures advice, design and project development; *{existing service}*
9. Highway maintenance strategy and advice reflecting industry best practice and innovation; *{existing service}*
10. Asset inspection, monitoring, and audit services; *{existing service}*
11. Asset Management include strategy development and insights from the sector; *{existing service}*
12. Natural environment advice, design and best practice including Rights of Way and natural assets; *{existing service}*
13. Business and enterprise services including data management, PMO operations, governance, secretariat and customer services functions *{new service}*; and,
14. Road safety education *{existing service}*.

7.9. Having analysed the scope of services, it is not considered that there is benefit from bringing any more services back in-house for the reasons set out earlier relating to the significant variation on funding and priorities year on year and to do so could expose the council to considerable risk of service delivery.

7.10. It is important, however, to recognise that a contract operates best when both parties are effective. To this end, it is acknowledged that whilst contract management has improved from where it was 18 months ago, the under-resourcing of staff across many areas of Highways, Transport, Planning and Economic Development has often meant there is insufficient capacity to provide effective instruction and challenge to WSP to ensure that the council derives optimum value for money from the contract arrangement and achieves the outcomes and deadlines it sets out to deliver. The services, therefore,

intend to strengthen these areas where possible with additional investment into staffing through increased revenue budgets and recharging staff time to projects to ensure that client resource can be increased and decreased to reflect programme needs.

7.11. Turning to the Contract Reprocurement Project, the key milestones for the contract project are:

## New Built Environment Consultancy Contract Roadmap



1 - Milestones as of March 30 2022

7.12. The Contract Reprocurement Project is being led by Andy Wilde with collaboration from Steve Smith and Tracy Darke. Each of the service area leads is actively involved in designing the specification and informing the contract. This is imperative to ensure the contract is balanced and achieves the support necessary across our teams. A Project Board is in place and meets regularly, compiled of key officers to ensure that the new contract arrangements best meet the requirements of the authority. The final contract form will be approved by the Executive Director of Place in consultation with the Portfolio Holder for Physical Infrastructure. Via the Portfolio Holder and the Executive Director, the project will regularly consult and brief council leadership as to progress as aligned to the milestone plan.

7.13. Further detail to the business case and referencing the milestones set out in 7.12, the contract strategy is under development and not yet approved. The contract strategy is likely to be approved by the end of April 2022 in conjunction with a legal services appointment for due diligence. However, the working decisions taken are:

- Tender Process – Competitive Procedure with negotiation to allow for collaboration and full understanding of client’s needs.
- Form of Contract – We will use the NEC4 Professional Services contract with appropriate modification of the terms and conditions.

- Length of Contract – As previously mentioned, the contract will be offered as described in the Business Case on a 5-year term with two 2-year extensions possible for a maximum contract term of nine years.
- Pricing – The pricing strategy and supporting performance regime are in development. There will be 14 services encompassing strategic and operational requirements. It is expected that the performance regime will enable the use of a negotiated fixed price by task order to share the risk with the Consultant and give ample control to Council Officers.

7.14. To share how the contract needs have changed since 2015 when the existing consultancy contract was let, we have seen a significant shift in how we gain access to funding from Government requiring the submission of project bids as mentioned 7.4. We now expect a closer, more strategic relationship with our consultant. This is in order to be proactive to the Government agenda and to extend Shropshire's development strategy, the contract will support our strategic needs in placemaking, economic development and major project identification and delivery. These services require long-term thinking and a significant level of collaboration. Services supporting highways and transport continue with improved definition of critical engineering outputs and technical best practice. For example, we expect greater integration of asset planning activities with our Term Maintenance provider, currently Kier, to maintain the required level of asset quality.

## 8. Conclusions

- 8.1. The contract arrangements have continued to provide benefits to the council both directly and through added social value and has enabled the authority to secure significant additional funding to be invested into highway maintenance and transport and place shaping initiatives.
- 8.2. WSP's performance against the contract key performance indicators has been excellent since performance was previously reported to the Scrutiny Committee.
- 8.3. WSP have been awarded a further year until April 2023, albeit some services were brought back in-house on 1<sup>st</sup> April 2022.
- 8.4. Work is continuing on developing the next form of contract with a view to going out to tender in May 2022.

<p><b>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</b></p>
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None
<b>Cabinet Member (Portfolio Holder) - Cllr Dean Carroll</b>
<b>Local Member - All</b>
<b>Appendices</b> Appendix A - KPI Annual Report 20-21 Appendix B - Interim Annual Performance Report 21-22 Appendix C – New Contract Model – Business Case

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Shropshire Council  
Highways & Transport  
Engineering Consultancy  
Term Service Contract 2015

Annual Performance Report  
2020/21

**August 2021**

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# Document Control Sheet

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*This Report is presented to Shropshire Council in respect of the Shropshire Council's Highways & Transport Engineering Consultancy Term Service Contract 2015 and may not be used or relied on by any other person or by the client in relation to any other matters not covered specifically by the scope of this Report.*

*Notwithstanding anything to the contrary contained in the Report, WSP is obliged to exercise reasonable skill, care and diligence in the performance of the services required by Shropshire Council and WSP shall not be liable except to the extent that it has failed to exercise reasonable skill, care and diligence, and this report shall be read and construed accordingly.*

*This Report has been prepared by WSP. No individual is personally liable in connection with the preparation of this Report. By receiving this Report and acting on it, the client or any other person accepts that no individual is personally liable whether in contract, tort, for breach of statutory duty or otherwise.*

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# Executive Summary

Shropshire Council (SC) awarded the Highways & Transport Engineering Consultancy Term Service Contract to Mouchel Ltd in April 2015. Mouchel Ltd were taken over by WSP in November 2016 and from 1 July 2017 were fully integrated with the WSP wider business and started trading as WSP UK Limited (hereafter referred to as WSP). Any reference to Mouchel or WSP in this report shall mean the same.

Our first year's Annual Performance Report for the period 1 April 2015 to 31 March 2016 was submitted to the Council's Scrutiny Panel on 26 September 2016. Our subsequent reports covered the period 1 April 2016 to 31 March 2017, 1 April 2017 to 31 March 2018, 1 April 2018 to 31 March 2019 and 1 April 2019 to 31 March 2020 respectively. This report covers the period between 1 April 2020 and 31 March 2021 and progress and performance through the period was monitored and reported through the Joint Leadership Team, comprising senior managers from both the Council and WSP. This report summarises the achievements of our performance during this 12-month period.

The section on supporting evidence records the progress made on strategic projects in all the key service areas. The technical delivery teams have delivered the following key projects during the financial year ending 2020/21:

- Initial design commenced on 14 schemes, to elevate carriageway and/or property flooding, supervised the construction of a further 10 sites and delivered a further 8 non matrix sites as a result of interfacing with other disciplines.
- Supported Shropshire Council as LLFA dealing with 210 land drainage enquiries, 25 ordinary watercourse assessments (consent or application), 3 investigations into unconsented work within ordinary watercourses, 4 enquiries regarding flooding, and 121 general enquiries.
- Delivered 3 major street lighting schemes and finalised a further 3.
- As part of the continued input into innovation and keeping in line with the latest technology the Shropshire Street Lighting Design Guide was updated to allow for the selection and use of the latest products and standards for reduction in the Carbon footprint and energy consumption leading to savings associated with energy usage, ongoing maintenance and Environmental concerns.
- During the course of the period between April 2020 and March 2021 the Street Lighting team received 2,187 customer enquiries, issued 2,785 fault and 1,200 ad hoc maintenance orders to Shropshire's Term Service Contractor with additional



responses to 321 emergencies. Staff also had to provide detailed responses to two Freedom of Information requests and draft responses to a further 3 escalated complaints.

- WSP have, over this period, completed the designs and overseen the construction of the 2020/2021 Capital Highways Programme. This has consisted of 64 separate schemes with a construction value of £3.0m.
- WSP have also completed and issued to the HETSC 59 Surface Dressing designs, with a construction value of £5.5m along with an additional 39 Prep work Designs for Surface Dressing. This programme begins on site in April 2021 which is in 2 phases, WSP will monitor both Prep and Surface Dressing.
- WSP have submitted the planning application for the North West Relief Road and have continued with detailed design
- Commenced construction of package 2 (Town Centre public Realm works) of the Shrewsbury Integrated Transport Package and commenced design for the variable message signs to be installed around the town.
- Planning approval was obtained for a Pedestrian/cyclist bridge over the proposed northern arm of the Mile end junction improvements currently under construction.
- Continued with delivery of the A529 DfT Road Safety fund scheme. This included over 4km of overlay carriageway resurfacing works on the A529 Adderley Road from the junction at Spoonley through to the Chavington in Adderley.
- Completed the detailed design of Shifnal Town Centre Integrated Transport Scheme and commenced production of tender documents.
- Completed construction of 13 ITP schemes (Formerly known as LTP) and progressed detailed design of a further 6 schemes.
- Worked closely with the Client to identify measures related to COVID-19 pandemic. A total of 25 social distancing schemes were identified, designed and implemented.
- Commenced design and development of 10 CIL schemes in towns and villages throughout the county.
- During this period 2 schemes were successfully tendered and delivered. With a further 4 schemes procured and delivered on site through the term maintenance contractor.
- Scoped, designed and supervised approximately 115 minor bridge maintenance works across the county.
- WSP annually procure four surveys as part of the Asset Management programme for Shropshire Council, namely: SCRIM (Sideway-force Coefficient Routine Investigation Machine), SCANNER (Surface Condition Assessment for the National Network of Roads), Carriageway CVI (Coarse Visual Inspection) and Footway CVI. This year the

SC client chose to change the carriageway survey methodology from SCANNER and Carriageway CVI to a visual survey provided by Gaist and to adopt a survey strategy based on road hierarchy rather than road class, as well as the SCRIM surveys. The respective lengths surveyed this year were:

SCRIM – 2046km, Visual Survey, including Carriageway, Footway, Remote Footway (1.6km) – 5,032km

- Due to COVID-19 Lockdown restrictions and school closures, the Road Safety Officers were limited and the amount of face to face work that they could undertake. Despite this WSP still provided presentations to 804 pupils/students at 32 secondary school / F.E colleges. 11 remote road safety sessions were delivered 150 primary school children via Zoom and Teams. Stepping Out Pedestrian training was received by 1209 Primary school children.

Our project and financial management performance have been monitored against set contract KPIs (see Section 3) and the total number of task orders raised in the financial year.

During the financial year we invoiced a total value of **£10,729,832.36**. The total number of jobs (task orders) with a target completion date in the year was 179.

We achieved a score of **100%** against KPI 1 for jobs completed 'On Time' after mitigation i.e. all jobs completed on time. We achieved a score of **100%** for KPI 2 for our 'Cost' (fee) controls with all projects coming in on the agreed budget / fee quotations. For KPI 3, 'Quality' we achieved a score of **99.92%** of all payment requests approved first time without payments being withheld or queried, representing one request put on hold out of 1276 submitted.

The analysis of our performance against a selection of individual projects shows that WSP continues to provide an overall service that exceeds the minimum target score of 7 (70%) set at the beginning of 2017. The 2020/21 annual average project score (KPI 4) is **92.35%**, with COVID-19 Scheme receiving 92.10% and the Oswestry HIF Mile End and Oswestry Bridge schemes receiving 100%.

In addition, our contract performance is reinforced by client perception feedback scores for the individual service areas. The scoring is against agreed standard pro-forma with set criteria (see Appendix C1).

The performance monitoring of the client feedback by commissioners was introduced at the end of the first year (financial year ending 2015/16). This exercise has been repeated on a six-monthly basis since 2016/17 and the latest results show that WSP continue to perform at a consistently high level, building on good working relationships and a mutual understanding of the service requirements. The 2020/21 annual average perception score (KPI 5) of **82.55%** is above the target score of 7 (70%).

The actual results are summarised in the table below against the agreed target scores:

Ref	KPI's	Target Score or %	Actual Score or %	Overall Weighting
KPI1	Contract KPI - Time	95%	100%	25%
KPI2	Contract KPI - Cost	95%	100%	25%
KPI3	Contract KPI - Quality (Invoices)	95%	99.92%	20%
KPI4	Project KPI	Min Av. 7 (70%)	92.35%	15%
KPI5	Service Area KPI	Min Av. 7 (70%)	82.55%	15%

The Average Annual Overall Performance score for 2020/21 is **96.22%** indicating an **Excellent Performance**.

The supporting evidence (refer to Section 2 – Service Area Updates) and performance monitoring (refer to Appendices) shows that the commission continues to grow from strength to strength and the senior management team at Shropshire Council fully appreciates the benefits and added value provided by WSP through the commissioner and service provider operating model.

# 1 Introduction

In April 2015 Shropshire Council awarded the Highways & Transport Engineering Consultancy Term Service Contract to Mouchel Ltd (now WSP UK Limited). The contract period is for seven years.

This report covers the Performance Report for the period from 1 April 2020 to 31 March 2021. The information provided demonstrates our commitment to working collaboratively and in close partnership with the Council and its Term Maintenance Contractor to deliver a quality service to the people of Shropshire.

The assessment of our performance is described below along with supporting evidence to assist client officers to come to a conclusion that can be presented to the senior management board at Shropshire Council.

## 2 Service Area Updates

### 2.1 Contract Administration and Commercial Advice

WSP supported Shropshire Council with the administration of the Term Service Contract with Kier during 2020-21, providing guidance / information on contractual issues, service information interpretation and processes.

WSP work closely with Shropshire Council, Kier and their supply chain partners to deliver a programme of planned revenue maintenance and capital schemes within the required timescale and budgets.

### 2.2 Highways Development Control (HDC)

Despite going into “Lockdown” (Covid 19) at the start of Q1, HDC has continued to work closely with the client to ensure that all priorities are being met, as well as maintaining the agreed performance targets. Specific weekly meetings are being undertaken, via Microsoft Teams, between appropriate Client Officers and WSP staff, with the purpose of monitoring and dealing with any issues with on-going planning and technical/inspection issues promptly. In addition, further improvements and changes to processes have been introduced to adapt to changing circumstances, legislation, as well as the client’s specific requirements.

With the client moved from the “highway authority” into the “planning authority”, changes were made to the client’s management hierarchies. However, this didn’t impact on WSP’s delivery of services, as the work instructions and processes remained unchanged

Although the number of major planning application consultation dropped slightly, the demand on the service was greater, with several significant and/or contentious development proposals being considered in 2020/21. These included:

- Mile End Roundabout improvements and cycle/foot bridge
- North West Relief Road
- Ironbridge Power Station
- Oswestry Innovation Park
- Bridgnorth Sustainable Urban Extension
- Flaxmill

The HDC team has adapted very well to the changes, brought about by the Covid 19 Lockdown directives. Particularly, in the way work has been delivered and presented to the client. There has also be an ongoing dialogue with the client, as well as the Council's Planning Team (from September 2020) to understand further the changing needs of the Council and their customers. Indeed, several improvements have been initiated to ensure appropriate HDC work delivery. The effect of these improvements will not be fully realised until June 2021 onwards of the next financial year (2021/22). Following the Council's adoption and publication of its new planning application validation requirements and developer guidance documents, regarding Highways Adoptions Flood & Water Management and Flood Risk

The following table A. shows the number of projects, jobs and service tasks undertaken by the HDC team in 2020/21, together with the days undertaken to deliver these works, compared to the previous year 2019/20. In general, the amount of work (number of tasks) undertaken over the last twelve months has significantly increased. Yet the time taken in delivering the work has slightly reduced. Indicating the efficiencies, the HDC team are implementing and improving upon, are providing overall savings to the client.

Table B. shows the planning application consultations undertaken as part of the HDC service Area, specific to the Lead Local Flood Authority. Again, there was an uplift in consultations undertaken last year. In addition, with the implementation of new policies and developer guidance in Q2. The team has been working alongside the client in Q1 to facilitate new processes and procedures to improve the service to the Council and their customers.

Ref.	Highways Development Control (HDC) Service Area	No. Tasks & Enquiries 2020/21	Difference +/- from 2019/20	Working days 2020/21	Difference +/- from 2019-20
2.1	HDC Pre-Planning Enquiries – All categories (A, B, C & D)	266	+106	351	-105
	HDC Minor Planning Application Consultations (Cat. C & D)	1198	-50		
2.2	HDC Major Planning Application Consultations (Cat. A & B)	223	-43	207	7

2.3	<b>S38/278 - Technical Assessments</b> (No. of reviews undertaken)	77	-2	206	-44
2.4	<b>S38/278 - Site Inspections</b> (No. of site visits undertaken)	362	-30	408	16
2.5	<b>Highway Design Services for SC</b>	0	0	0	0
2.6	<b>Local Land Charge Search Enquiries (Con.29)</b> (Includes Highway Extent & Land Registry requests)	7262	+2056	178	-72
2.7	<b>HDC Administration Services</b> (hours)	N/A	N/A	280	114
2.8	<b>HDC Area Manager Support</b> (hours)	N/A	N/A	108	48
	<b>Totals</b>	<b>9388</b>	<b>2037</b>	<b>1738</b>	<b>-36</b>
<b>Ref.</b>	<b>Lead Local Flood Authority Planning Consultee</b> <b>(HDC) Service Area</b>	<b>No. tasks</b>	<b>+/-</b> <b>2019/20</b>	<b>N/A</b>	
2.1	<b>LLFA Pre-Planning Enquiries</b> All categories (A, B, C & D)	268	-72		
	<b>LLFA Minor Planning Application Consultations</b> (Cat. C & D)	841	+237		
2.2	<b>LLFA "Sifted" Planning Applications</b> (Generic response generated)	984	N/A		



	<b>LLFA Major Planning Application Consultations (Cat. A &amp; B)</b>	<b>254</b>	<b>-102</b>	
	<b>TOTALS</b>	<b>2347</b>	<b>63</b>	

### 2.3 Flood & Water Management

Highway drainage scheme delivery continued under Service Area 3.3 together with the management of the prioritised matrix with the identification of 14 schemes for design during 2020/21, an increase of 9 more than the previous financial year. Initial design commenced on the following schemes to alleviate carriageway and / or property flooding:

- **Oakhurst Road, Oswestry** – Further clarification of existing assets, resulting in revelation of additional assets for Divisional management, design assessment and confirmation of no necessity for new construction, creating a cost saving for the Client;
- **The Grove, Wistanstow** – Further clarification of existing assets, resulting in revelation of additional assets interfacing with Network Rail and sub-dividing maintenance activities between NR and Divisional management, design assessment and confirmation of no necessity for new construction, creating a cost saving for the Client;
- **Station Road, Bromfield** – Further clarification of existing assets, resulting in revelation of additional assets interfacing with the adjacent quarry and sub-dividing maintenance activities between landowners and Divisional management, design assessment and confirmation of no necessity for new construction, creating a cost saving for the Client;
- **Astbury Lane, Chelmarsh** – Flood alleviation of several properties on Astbury Lane and downhill at Tinswell, via assessment of the existing system and designing an upgraded system introducing attenuation to slow the flow and utilising of existing under-dredged ponds and ditches, using check dams on steep terrain;
- **Broome Close, Broome** – Flood alleviation of several properties on Broome Close, via assessment of the existing system and designing an upgraded system utilising attenuation and re-introduction/expansion of an historic pond to slow the flow and future proof the network;

- **Ifton Meadow** – Analysis of the existing drainage system, upgrading and expansion of the network to alleviate flooding locally to the highway and adjacent properties near an area of conservation, nature reserve.
- **Little Soudley** – Analysis of the existing drainage system, upgrading and restoration of original ditches and outfall pipework to alleviate highway flooding preventing access to farm properties.
- **Lizard Lane, Shifnal** – Flood alleviation of the highway at the junction with the A5, via assessment of the existing system, installing new grips and re-introduction of an historic pond to lower the local groundwater table and permit positive flows;
- **Lynmore, Livesey Avenue, Ludlow** – Analysis of the existing drainage system and its interfacing with Severn Trent Water’s sewerage network to determine ownership and liability in order to avoid unnecessary positive drainage design, with associated costs, in a housing estate.
- **Ludlow Road East, Bridgnorth** – Flood alleviation of existing drainage assets which succumb to regular surcharging under low level rainfall events, via assessment of the network and proposed design alterations to slow the flow and attenuate / infiltrate the peak flows.
- **Oakley Lane, Norton in Hales** – Examination of the current flooding problem and assessment of the existing drainage, which resulted in collating evidence detailing BT severing council drainage assets. WSP were informed by the Client’s inhouse jetting crew that they decided not to enforce BT to rectify and rather proceeded to install their own design suggested by a local landowner. WSP advised that a S100 agreement and Environmental Permit from the EA would be required to discharge to the River Tern. Confirmation of both items is pending.
- **Pear Tree Lane, Whitchurch** – Examination of the current flooding problem and assessment of the existing drainage, if present. Design of a new drainage system in the absence of highway drainage assets.
- **Station Road, Pant** – Determining the complete extent of the existing catchment and analysis of the present highway and utility company’s drainage systems to prevent flooding at the low point on Station Road adjacent to the canal.

- **Wern Bus Stop, The Wern** – Analysis of the existing drainage system and adjacent ordinary watercourse to prevent flooding at the layby used by local buses, both public and school. Restoration of existing drainage assets and slowing the flow via attenuation will be required to ascertain the permissible flow through the existing highway culvert and outfall pipework from the Brambles.

Landowner liaison and site monitoring was carried out prior to and during construction of new highway outfalls for works at **Bucknell**. An EA permit, and subsequent extension, was granted due to the design proposal to incorporate the creation of a crayfish habitat into the outfall structure, and it being considered a flagship opportunity for future monitoring by the EA.

Construction monitoring was provided at three Bucknell drainage sites, during the year and at the following completed schemes:

- **Bedstone Road, Bucknell** – an auxiliary drainage system to augment the existing and alleviate highway flooding outside local residential properties.
- **Cooks Cross, Alvanley** – re-profiling of the existing carriageway and a new drainage system to augment the existing and alleviate highway flooding outside local residential properties.
- **Lyneal Lane** – longitudinal soakaway and carriageway re-profiling to rectify temporary scheme construction in 2017.
- **Old Bedstone Bends, Bedstone** – new wet swale drainage system to alleviate highway flooding in a dangerous bend to convey flows to a nearby ditch/watercourse.
- **RAF Cosford, Newport Road, Albrighton** – The root cutting and relining of an existing drain from Newport Road, straddling the toe of Network Rail's railway embankment and the adjacent RAF Cosford playing fields to permit original flows to be conveyed to the outfall and prevent backing up of surface water flooding the highway under a railway bridge.
- **The Wern Village, Wern** – an auxiliary drainage system to augment the existing and alleviate highway flooding outside local residential properties and businesses.
- **Wootton House Farm, Wootton** – upgrade to highway drainage system, ditch clearance, grips, catch-pit and culvert.

In addition, several non-Matrix design schemes under Service Area 3.11 were also delivered:

- **Ironbridge Road, Broseley** – design in conjunction with geotechnical engineering to remediate a landslip and define the failure mechanism via existing drainage, sewerage and preferential pathways.

- **Much Wenlock Flood Alleviation Scheme** – continued post contract support to Estates team regarding transfer of the quarry ownership and highways divisional office Estates team for amendments to the Maintenance Manual and remaining land issues and final land agreements. Continued liaison with main contractor as the site vegetation maintenance remains their responsibility until the end of July 2022;
- **Severn Tributaries Natural Flood Management (NFM) Project** – completion of the project management of the scheme which secured the £195k in year funding from the Environment Agency and Defra. WSP have worked closely with delivery partners; Shropshire Wildlife Trust, Cardiff University, OTT Hydrometry and the National Flood Forum as well as collaborating with Telford and Wrekin Council, the sister organisation managing the Coalbrookdale element of the project.
- **The Brambles, Whitchurch** – Client approval to proceed received for design phase in March 2020 and now underway.

Other non-Matrix drainage design schemes through interfacing with other disciplines (see section 2.5 below) involved urgent investigative works across the county and subsequent design.

- **A417 to Kinlet Bank, Baveney Wood** – drainage rehabilitation scheme
- **A529 Adderley Road, Market Drayton** – Assisting Traffic department with drainage on a CIL project.
- **Badger Sites at various ecological locations affecting highways** – Drainage assessments and structural recommendations
- **Boreton** – new drainage system upstream of the existing assets to capture surface water in order to alleviate flooding downstream.
- **Broomhill Lane, Pulverbatch** – new drainage system upstream of the existing assets, in the rural setting, to capture surface water flows, attenuate and reduce velocities of drained water in the existing lower system at the village.
- **Claremont Street, Mardol** – a precinct pavement drainage scheme
- **Nethercott Street, Neen Savage** – a drainage survey and design recommendations for interfacing with highway works.
- **Stottesdon** – new drainage system upstream of the existing assets to capture surface water flows and reduce their velocities entering critical points of the existing network.

Also, as part of the management of the highway drainage Matrix, a review took place of the existing schemes which were unlikely to be progressed through the highway drainage funding stream. A number of minor schemes were removed from the matrix and assessed for

construction from the previously allocated divisional offices drainage fund. The Flood and Water Management team identified the solutions, the works required and scoped the works with Kier. Collaboration with Division has resulted in earlier identification of routine maintenance schemes being prevented from forming investigative and design analysis.

Under Service Area 3.4, flood modelling continued accompanied by production of a Technical Note analysing available data to make a case for a comprehensive integrated study of East Church Stretton Flood Alleviation Scheme – currently on hold. The Shifnal Flood Alleviation Scheme, project management of Arcadis to deliver changes to Shifnal hydraulic model and production of Outline Business Case (OBC) document - all modelling work complete and draft OBC shared with stakeholders for comment.

Multiple property level flood guidance visits were made across the county in support of Service Area 3.5. During the visits, sources of flooding are identified, and advice is given regarding property protection which is followed up by a report summarising the outcomes and measures that can be taken to improve flood resilience and resistance.

Under Service Area 3.6, The Oswestry Integrated Drainage Management Strategy recalibration of the hydraulic model from Surface Water Management Plan (SWMP) and Severn Trent Water (STW) data, generation of risk scenarios and estimation of flood damages, preparation of long list and short list of flood management options, assessment of short list of options and preparation of OIDMS report. After a delay of several months facilitating data sharing legal agreements between SC, WSP and STW the project was completed in 2020.

31 no. Divisional Support schemes were reviewed in total, 11 no. requiring maintenance only, 6 no. had construction works completed or PCI uploaded in preparation for site construction.

A further 64 no. sites were investigated, with 75% requiring routine maintenance and the balance producing a forward programme for design and construction, for prioritising with cost estimates to prepared for the Client.

For the whole year, WSP assisted the Flood Risk Manager (FRM), with duties involving:

- Stakeholder interaction to maintain Defra funded project
- Completing the OIDMS
- Addition of a Hotspot investigation package of 18 no. sites into the Capital Delivery Investigation work brief
- Work Briefs consultation, financial monitoring and Confirm access/reporting
- Delivery of outline business cases for EA funding

WSP's Land Drainage team have supported Shropshire Council acting as LLFA in support of Service Area 3.8 dealing with:

- 210 Land drainage enquires enforcing the Land Drainage Act 1991 by primarily communicating riparian responsibilities to landowners, but also liaising with Flood Action groups, divisional highway offices.
- 25 Ordinary Watercourse Consent assessments and 22 application assessments resulting in non-validation due to inadequate information provided or not required under the Land Drainage Act 1991.
- 3 investigations into unconsented work within Ordinary Watercourses in accordance with the Land Drainage Act 1991.
- 4 enquiries regarding flood modelling and property flooding in accordance with the Flood and Water Management Act 2010.
- 122 general enquiries such as flood mapping requested, information to support flood risk assessments, flooding from new development and highways councillor requests and historical information.

Drainage-related comments were made on 2,347 planning applications in support of Service Areas 2.1 and 2.2, i.e. 5 no. Cat A, 251 no. Cat B, 465 no. Cat C and 376 no. Cat D. This total includes the Pre-application enquiries also, i.e. 1 no. Cat A, 36 no. Cat B, 111 no. Cat C, 120 no. Cat D. and 984 no. Planning Sifting.

Following the two devastating floods during Storm Ciara and Storm Dennis, the team were involved in visiting many additional properties, lower on the priority list, and reports were undertaken, resulting in reactive maintenance as well as predicted future flood damage claims. All of which required further assessment and review in 2020/21 to determine the priority sites culminating in a flood damage scheme list of 55 no. sites. The outbreak of Covid-19's lockdowns disrupted some of the proposed visits and subsequent reporting. Many sites were identified as locations that qualified for area investigations under Section 19 of the Flood Water Management Act and were progressed together with assisting in the enquiries regarding the Government's Flood Grant.

This year also saw the winning of the £3m DfT fund which the team prepared the brief for working on its first phase in the new financial year, to alleviate flooding in four critical areas in the county, Albrighton, Clun, Much Wenlock and Shifnal.

## 2.4 Street Lighting and Traffic Signals

The Street Lighting and Traffic Signals team have continued to deliver Street Lighting and Traffic Signal Engineering expertise to the commission in both the Capital, routine works and other parts of the commission together with a considerable amount of ongoing work with other service areas including Highways Maintenance, Traffic and HDC teams.

The Team continues to support colleagues in the Highways Development Control team throughout the year with technical reviews on a number of Section 38 and 278 applications from private developers whose schemes access and/or add to the Highway. The team review and provide guidance to all applications to ensure proposals conform to national and local guidance, regulations and Shropshire Council Policy and Design guides.

The Street Lighting team delivered 3 major schemes; Hanwood PH1, Albrighton and Bayston Hill and finalised a further 3 major schemes; Hanwood PH2, Market Drayton and Bridgenorth PH1 for the capital works for delivery by Kier in the period April 2021 – March 2022.

There was preliminary design options work for upgrading the lighting and cabling infrastructure for the main Bridges in Shropshire namely English Bridge, Welsh Bridge and Atcham Bridge and the Iconic Quantum Leap Structure based in the Town Centre next to the River Severn and opposite the Theatre Severn.



There was also the ongoing minor works program which involved the identification and replacement of columns which are deemed to be structurally unsound and the replacement of damaged signs/bollards beyond economic repair across the county.

As part of the continued input into innovation and keeping in line with the latest technology the Shropshire Street Lighting Design Guide was updated to allow for the selection and use of the latest products and standards for reduction in the Carbon footprint and energy consumption

leading to savings associated with energy usage, ongoing maintenance and Environmental concerns.



During the course of the period between April 2020 and March 2021 the Street Lighting team received 2,187 customer enquiries, issued 2,785 fault and 1,200 ad hoc maintenance orders to Shropshire's Term Service Contractor with additional responses to 321 emergencies. Staff also had to provide detailed responses to two Freedom of Information requests and draft responses to a further 3 escalated complaints.

We assisted Shropshire Council, who manage the energy billing for the 42 Parish Councils, with the Energy submissions totalling 2969 lights for billing and monitoring purposes.

There were 1722 Inventory updates undertaken to keep the inventory up to date and as accurate as possible for maintenance and billing purposes.

The team also undertook 31 HDC technical reviews for Street Lighting submissions for checking against technical compliance in line with the Shropshire Council Policy and standards for adoption purposes.

The traffic signals team have been involved in the following schemes over the last 12 months:

- Implementation of COVID social distancing measures (timing changes and innovative non-contact demand equipment) in Shrewsbury town centre
- A5/B4379 Crackley Bank Signals construction
- Installations of new VAS across the County
- Repairs to existing VAS across the County
- B4373 Ironbridge Road, Broseley Temporary Signals design and construction
- B4176 Broad Bridge, Stableford Shuttle Signals completion
- A5112 Whitchurch Road / Morrisons, Shrewsbury RTIGA design and construction
- B4380 Oteley Road / New Meadow Stadium, Shrewsbury MOVA Upgrade design
- B4361 Overton Road, Ludlow VAS Junction design



- B5062 Haughton Crossroads VAS Junction design and construction
- A488 Hanwood (South) Bridge VAS design and construction
- A525 Whitchurch Bypass Cattle Crossing design and construction
- A458 Castle Street, Shrewsbury Puffin Upgrade design
- A458 St Mary's, Shrewsbury Puffin Upgrade design
- B4580 Castle Street, Oswestry Puffin Upgrade design
- NWRR – A458 Shelton Road, Shrewsbury Signals Additional Works design
- B4368 Clun Temporary Shuttle Signals design
- B4380 Oteley Road / New Meadow Stadium, Shrewsbury Upgrade design
- Upper Brook Street / Church Street, Oswestry Detection design and construction
- A53 Drayton Road, Shawbury Puffin Improvements
- Chester Street / Coton Hill, Shrewsbury Signals Review design
- A4117 Ludlow Road / Catherton Road, Cleobury Mortimer Junction Resurfacing
- A4169 Sheinton Street, Much Wenlock Signals Resurfacing
- Sedgford, Whitchurch Puffin Upgrade design and construction
- A49 Dorrington VAS Replacement design
- Updating the UMS inventories (elixon coding)
- Updating the electronic equipment inventories
- Replacement of faulty CPUs across the County (CPU A-B error)
- Bulk Lamp Change and/or Clean for all traffic control sites in the County
- Updating Shropshire Council Traffic Signals Design and Installation Guide
- S278 checks for Hanwood, Ironbridge Power Station and Shawbury Pedestrian Crossing and the commissioning of A488 Hanwood Bank Puffin Crossing
- Responding to RTCs at 6no traffic signal installations
- Collection of configurations and MOVA data for all critical signal installations
- Quarterly speed data collection at Pipegate, Woore and Lower Hordley
- Ellesmere, New Wharf Road rising bollards arrange maintenance checks
- Contributions to the MSIG and TMS User Groups on behalf of Shropshire Council



During 2020/2021 the Traffic Signals team have issued 809 works orders to the Traffic Signals Term Service Contractor, including 347 for routine maintenance (annual inspections and bulk lamp changes and cleans), 6 for accident damage, 367 for general faults, 8 for Programmed Works, and 81 for SOSOs. They have also investigated and responded to 270 enquiries from members of the public.

## 2.5 Highways and Divisional Maintenance Works

Service Area 5 is procured through the Term Service Contractor, Kier.

WSP have, over this period, completed the designs and overseen the construction of the 2020/2021 Capital Highways Programme. This has consisted of 64 separate schemes with a construction value of £3.0m.

WSP have also completed and issued to the HETSC 59 Surface Dressing designs, with a construction value of £5.5m along with an additional 39 Prep work Designs for Surface Dressing. This programme begins on site in April 2021 which is in 2 phases, WSP will monitor both Prep and Surface Dressing.

In 2020 WSP was commissioned to carry out Safe Start for immediate design and delivery to site as a priority. The majority of these designs were Surface dressing sites which has now been completed and consisted of 89 individual schemes with a construction value of £5.8m. Within the Safe Start programme were 9 Carbon Neutral sites, this separate programme was the first Carbon Neutral highways programme in the UK.

WSP are currently in the process of designing Capital Highway Programme works with an estimated value of £5.5m. £1.8m is to be delivered on site in FY 2021/2022.

WSP have also designed and issued to the HETSC approx. 36 footway slurry sealing sites that are due to begin on site in September 2021 which WSP will monitor, with a construction value of approx. £0.6m.

This all equates to the design of 287 sites, with an estimated construction value of £14.9m of construction within the financial year 2020/21.

All this was achieved during extremely difficult working conditions of the COVID-19 Pandemic.

## 2.6 Major Projects and Business & Enterprise

### Shrewsbury North West Relief Road

The public consultation was underway when the COVID-19 lockdown struck. This foreshortened the ability to have the public consultation open to the general public, but the facility remained open to received comments and feedback. The proposed planning application included for a significant embankment in the flood plain, and at the time we were in discussion with the River Severn Partnership (comprising Shropshire Council, the Environment Agency, and other councils downstream of Shrewsbury) for its approval.

During the lead up to the proposed planning application in July 2020, the River Severn Partnership was granted funding of £36m for flood alleviation schemes for the River Severn. As a result, Shropshire Council chose to defer the planning application submission with a view to working with the River Severn Partnership to consider a combined scheme between the NWRR and flood alleviation measures. By October 2020, the RSP had not progressed their optioneering for flood alleviation sufficiently – as such Shropshire Council made the decision to separate the two schemes and just continue with the NWRR as otherwise funding from DfT could have been put in jeopardy due to programme delays.



WSP then set about preparing for a planning application submission with the removal of the embankment in the flood plain. In the interim, following updated flood modelling by the EA, an extended viaduct was necessitated, leading to the need for an updated preliminary design. The planning application was successfully submitted at the end of February 2021. This allowed detailed design to progress in parallel with the planning determination period. The timescale for application submission was tight and did not allow for a full evaluation of the viaduct design and options for reducing the cost of construction, but Shropshire Council indicated that this be considered once the planning application submission had been made.



Whilst the intended determination period was due to be 16 weeks, as a result of COVID-19 and other factors, the planning authority had indicated that it would be more likely to be 26 weeks. Therefore, a determination period around August 2021 was expected.

### **Shrewsbury Integrated Transport Package**

Construction works for the Town Centre Package 2 (TCP2) commenced on 17<sup>th</sup> February 2020. Activities were limited for the first two weeks because of severe flooding of the River Severn, affecting access to the town centre and Mardol directly.





*Flooding at the North end of Mardol (Shrewsbury Hotel on left), February 2020*

Existing kerbs and footways were excavated in selected areas along Mardol allowing drainage works to be completed, whilst maintaining access to business premises. New paving works started at the North end on 23<sup>rd</sup> February and progressed well until the site was closed, following advice from the client, because of the coronavirus outbreak.

The site closure was enforced on 24<sup>th</sup> March 2020 and following further advice reopened, with reduced resources, on 27<sup>th</sup> April 2020. During the temporary closure contractors were asked to produce and implement method statements to ensure working procedures were compliant with new government guidelines. Written authority was then received from Shropshire Council, allowing compliant works to resume.

Working in accordance with government guidelines, new kerb and footway construction continued along Mardol and incorporated a new build out at the Roushill junction, which was populated with street furniture. New asphalt surfacing and road markings were laid up to the corner of Claremont Street, allowing this section to be fully opened to all users.



*North end of Mardol looking towards Roushill (Shrewsbury Hotel on right), showing new carriageway and footway surfaces, August 2020*

Excavation of existing kerbs and footways started next along Claremont Street, with reinstatement utilising high quality natural stone materials and incorporating a pedestrian friendly build out at the Market Hall entrance. Following completion of these footways, construction activities moved back to the corner section of carriageway between Mardol and Claremont Street. Here, a carriageway feature was constructed using natural stone setts arranged flush to the surrounding footway, creating an enhanced pedestrian thoroughfare. The enhancement, developed in conjunction with Shrewsbury Business Improvement District (BID), created an improved route for pedestrians walking from Pride Hill via Shoplatch, towards Mardol and Claremont Street. The footway through this area exhibits an attractive mix of Yorkstone slabs, granite block feature paving and natural stone setts.



*Mardol – Claremont Street corner, showing carriageway construction using stone setts*



Existing footway excavation and new footway preparation moved next to Barker Street and Bellstone, where new build outs were incorporated at junction areas. Loading bays were redefined along Bellstone, parallel to the traffic direction, and these were reconstructed using high quality stone setts. New footway and carriageway materials were subsequently laid in these areas. New carriageway surfacing also extended back into Claremont Street and Shoplatch and consisted of black asphalt and buff coloured grouted macadam at the raised table junction areas. Pedestrian crossing points were defined within the raised table areas using tactile paving, affording step free passage across the roads for all footway users.



*Bellstone, before construction works, February 2020, view North West towards Barker Street*



*Bellstone, April 2021, awaiting installation of street furniture*

Surface water drainage modifications were completed in all areas to accommodate changes to kerb lines and to improve drainage capacity. The improvements included sub surface drainage components and surface channels to provide suitable capacity and maintainability. Improvements to street lighting units and cabling was carried out in the Shoplatch area.

Throughout the project items of street furniture were installed as construction zones were released back to the public realm; the new seating proved to be well received and immediately utilised. The project team were also asked to install Wayfinder sub surface base units alongside street furniture, to allow fitting of the new Shrewsbury Town Centre Wayfinding map and information boards. With the base units in place, fitting of the surface mounted components becomes a straightforward installation process rather than a construction activity.

Following completion of the initial programme, the project moved to start additional works along The Tannery towards Claremont Bank and the footway loop around St Austin's Street Car Park. This includes changes to kerb line, increased footway area and new surfacing with high quality natural stone, as used in other sections of the scheme.

The TCP 2 programme and additional works have been well received by the public, business owners and BID and are scheduled for completion in August 2021. The project team have demonstrated a high level of adaptability and competence to successfully deliver the works under exceptionally challenging conditions caused by the coronavirus pandemic.

### **Mile End Junction Improvements**

WSP has supported Shropshire Council in their successful £9.3m bid to Homes England for improvements to Mile End Roundabout, Oswestry, and £5m bid to Local Enterprise Partnership (LEP) Growth Deal fund. The project is part of the Council's aspirations for a wider growth agenda for Oswestry and will be part of a step-change in development around Mile End and subsequently improve the gateway into Oswestry.

The scheme is intended to bring forward housing and elements of the Oswestry Innovation Park which would generate economic growth through developing employment opportunities in Oswestry. The scheme is being delivered against a very demanding programme with a construction and completion deadline of March 2022 to accommodate the Homes England Housing Infrastructure Funding requirements.

The Growth Deal funds provided a timely opportunity to undertake complementary utility diversions and connections which are being incorporated within the HIF contract works to kick-start the development of the Oswestry Innovation Park (OIP) site for employment use.



The proposed package of improvements included works to support the delivery of the road improvements and undertake works which would support the development of the employment land at the OIP site, including the provision of a pedestrian overbridge into the proposed Innovation Park.

WSP's inter-disciplinary teams have completed the detailed design and are awaiting technical approvals from Highways England for the junction scheme. WSP are currently working through the detailed design stage for the associated pedestrian/cyclist bridge over the proposed A5 northern arm, having successfully received full planning permission in February 2021. A hybrid planning application was submitted for the Innovation Park in March 2021 consisting of a detailed application for the spine road and outline for the remaining sites containing provision for approximately 18Ha of employment opportunities.

Enabling works and the implementation of ecological measures commenced on the junction improvements in late 2020 and included Great Crested Newt (GCN) fencing and trapping, ecological mitigation areas, archaeological excavations, gas main protections works and the initial site establishment.

During the archaeological excavations, asbestos containing materials (ACM's) were found within the soils. Further testing was undertaken of the ACM's found which confirmed the material to be Chrysotile. In line with the planning condition 14, WSP commenced the remediation strategy to deal with the asbestos content. WSP's site team managed the various disciplines to collate data and produce the necessary reports and documents that were required to comply with the planning condition, the relevant legislation and with codes of practice for dealing with asbestos in soils, plus how these were to be remediated and managed on-site.

The WSP site team have closely managed the impact on the construction programme for both the ACM's on-site and approval delays from Highways England, working closely with Balfour Beatty (BB) to manage the impact on the programme and associated delay costs.

To enable the commencement of the main works contract for the junction, agreements were made between Shropshire Council and Highways England to undertake works that would not be impacted by the Road Safety Audit Stage 2. These works are due to commence in April 2021 and will include the installation of drainage (including pond), earthworks including the reinstatement of the archaeological excavations and associated asbestos remediation works. Further planned works will include general earthworks including excavation for the proposed road formation and associated fill.

The related discussions and planning have also taken place to divert the overhead electrical lines which cross the site and BT ducting impacted by the proposed junction works.



WSP's site team have been working closely with the design delivery team and BB (and their sub-contractors) to plan and programme the proposed pedestrian overbridge and OIP works.

### **Community Infrastructure Levy**

The Shropshire CIL team is a new team created for the sole purpose of assisting Shropshire Council with the requests for CIL funded schemes from both Local Parishes/Town Councils as well as Shropshire Client Officers. The team has drawn on experience from within the existing commission but have also expanded bringing in team members from other business units to assist with the delivery of schemes. To date the team has been working on twenty-one schemes over a variety of disciplines including Traffic Signal upgrades, area transport assessments, road safety improvement feasibility studies and design. Currently over £120,000 of construction works has been issued and are due to be constructed within the 2021/2022 financial year.

### **SITP - Variable Message Sign (VMS) Deployment Scheme**

VMS are being deployed at number of key locations in and around Shrewsbury to provide information to drivers on the approaches to the town, and to direct them to appropriate car parking facilities in and around the town. In support of this, car park occupancy counting equipment is being deployed at the Park & Rides and the town centre car parks.

Over the last year, we have successfully completed the design, manufacture and factory acceptance test (FAT) of the car park counting equipment. Preparatory civils work on site has included loop cutting. Deployment of the equipment, final connection and commissioning will take place early in the next financial year. Having completed the final design, manufacturing and FAT of the VMS to be located on Shropshire Council controlled highways, these are also to be installed imminently.

We also have number of VMS which are due to be located on Highways England (HE) strategic roads network (SRN) on the outskirts of the town. We have been heavily engaged with HE's projects team to allow us to proceed with this work, but progress has been slow due to the stringent requirements of HE with regards to design approval. Our main practical issue is the provision of power for the new VMS as they are located in rural locations where mains power is not provisioned or it would be uneconomic to do so. We continue working with HE to try and mitigate these issues and progress the design and deployment.

## **2.7 Traffic**

The Traffic team have continued to deliver Traffic and Road Safety engineering expertise to the commission across several work programmes, these include:

- Integrated Transport Plan (ITP) formerly known as LTP;
- Local Improvement Schemes;
- Section 106 schemes;
- Community Infrastructure Levy (CIL) schemes;
- COVID Social Distancing schemes;
- Shrewsbury Town centre regeneration;
- A529 Safer Roads Fund;
- Active travel and low traffic neighbourhood schemes.

### **Integrated Transport Package**

A total of 13 ITP schemes (ITP packages 1 and 2) have been completed on site this year with the total value of works approximately £1.5M. The next package for another 6 schemes (ITP 3) is being progressed through detailed design by the traffic team.

*“The exceptional support during the COVID pandemic whilst maintaining normal service delivery levels is appreciated. Many thanks to the team”.* Kevin Aitken (Shropshire Council Traffic Client) May 2021.

### **COVID Social Distancing Schemes**

Throughout the COVID 19 pandemic the Traffic team have been working closely with the client assisting them to identify the requirement for social distancing schemes throughout the market towns in the county, through on-site meetings with client, contractor, stakeholders and Councillors.

A total of 25 social distancing schemes were identified, designed and implemented, several of which have been adapted to suit during the year, reacting to the ever-changing needs as various phases of lockdowns were introduced. We engaged into a call off contract with a traffic management Contractor (Traffix) to ensure quick and smooth delivery of measures required at very short notice. We produced Traffic Regulation Order schedules and supporting drawings and undertook consultation with key stakeholders, we also provided additional support to identify cycle parking improvements and provided regular finance reporting to the client. The current value of work undertaken is approx. £0.5M.

*“Traffic team have gone the extra mile. Huge reactive project for WSP & SC”.* Kevin Aitken (Shropshire Council Traffic Client) February 2021.

### **A529 DfT Road Safety fund**

The team continue to manage the delivery of this £3.88 million route safety scheme. The scheme has been split into 12 packages throughout the 20km long route. The success of the Mount Pleasant Crossroads junction completed in 2019 has continued with no reported collisions.

A significant length of improvement to the A529 between the Gingerbread Man A53/A529 Roundabout and St Peter’s Church, Adderley was undertaken by Kier during the first period of Covid lockdown to implement safety countermeasures as highlighted by the Safer Roads Fund process and to maintain the carriageway and drainage which were in poor condition. The proposed improvements consisted of over 4km of overlay carriageway resurfacing works on the A529 Adderley Road from the junction at Spoonley extending to the Shavington Junction, Adderley along with tie-in surfacing to various depths. Other improvements included were approximately 1km of kerbing at the southern extents of the scheme and at accesses, adjusting and replacing existing ironwork, installing new gullies including some kerbed

concrete aprons, removing existing and erecting new signs and posts and carriageway markings. Following the required consultation, a reduction from national speed limit to 50mph speed limit was included in the signing works. In addition, the signals term contractor, Dynniq, installed a solar powered vehicle activated sign on the approach to the Shavington bend. There was significant liaison undertaken with stakeholders to ensure continued support and appropriate measures at property accesses. These combined works were delivered at a combined cost of £882k.

Coordination was also required with the contractors developing a supermarket adjacent to the Gingerbread Man roundabout and Shropshire's HDC team to ensure that the proposal for a 40mph speed limit at the location along with pedestrian measures could proceed.

Other completed works include additional drainage features to alleviate carriageway flooding (£14,000) and the improvement of footways to the south of Market Drayton (£16,000).

We have been working closely with our Client officers, plus key stakeholders on this project including Local Members, West Mercia Police, Parish and Town Councils. Additionally, we are liaising with neighbouring Cheshire East Council Highways team providing cross border benefits and continuity of measures

As an addition to the proposed schemes brought forward through the safety fund a damage only incident involving a lorry leaving the carriageway to the north of Adderley has generated significant design and liaison work involving the landowner and Shropshire's Estates and Legal teams. Ground investigation and designs for both temporary and permanent solutions to tie in with SRF countermeasures have been proposed in order that a way forward can be agreed.

Investigation and design work have been progressing at different sections along the route. Every effort has been made to coordinate and include areas of highway work not necessarily included in the SRF countermeasures but significant in maintaining and futureproofing the network whilst reducing the inconvenience to the public. This has included drainage, street lighting, carriageway maintenance and CIL funded projects. This liaison across different disciplines, stakeholders and organisations has been recognised as good practice by the DfT

*"I just wanted to drop you a line after the very positive and encouraging meeting we had this afternoon with DfT on the Safer Roads Project. I was very proud to hear that they intend to use the Mount Pleasant cross roads as a focus of their report to Ministers the aim being to really promote the benefit of the fund and the huge impact it has on safety but also, the sense of achievement that results from doing the job so well. Many thanks to you and the*

*team for all your hard work and please pass on my thanks to the wider team also". Andy Moreton (Shropshire Council Strategic Infrastructure Works Manager).*

### **Community Infrastructure Levy (CIL) schemes;**

The Traffic team are currently engaged in 10 CIL schemes in towns and villages throughout the county. Schemes under design and development include a new school transport park for Mary Webb School, village traffic calming study in Ruyton XI towns and junction improvement at St Martins.

### **Accident Cluster sites**

The Traffic team assists Shropshire Council with its statutory duty to conduct studies into accidents on roads and take appropriate measures to prevent accidents by preparing an annual accident cluster site report; a cluster site is where three or more accidents occur within a 50m radius over the past three-year period.

The 2017-20 report resulted in 15 locations throughout the County which required investigation. The report provided an analysis of each location and summarised any trends in the accident clusters, highlighting the influence of the highway environment in these accidents.

Recommendations for intervention measures to address the identified problems were provided and these will be used to help formulate the ITP programme for 2021 and 2022.

### **Active travel and low traffic neighbourhood schemes (LTN's)**

The traffic team are working closely with Shropshire Council's new Active Travel manager to identify several schemes for future development. Two active travel schemes are currently under development for New Street and Crowmeole Lane which involve either part closure or full closure of existing roads to create better walking and cycling routes. Low traffic neighbourhoods are proposed for residential areas of Shrewsbury which is likely to result in significant investment in the coming year.

## **2.8 Transport Planning and Travel**

During 2020/21, the Transport Planning and Travel team provided services including transport monitoring, transport assessments and transport management, including the following:

## **Highways & Transport Advice on Planning Applications**

Policy and technical comments and advice has been provided on the transport and travel aspects of major new development applications through examination of their transport assessment and travel plan documents.

## **ATC's and data collection**

Site specific traffic data collection has been arranged and reported for 35 sites across Shropshire. The majority of these sites involved automatic traffic counters (ATCs) which provided volumetric and speed data with speed being the primary focus at most locations. Other sites involved video surveys to monitor vehicle categories at Preston Street, Shrewsbury and in Bridgnorth video surveys were used to collect detailed junction turning counts and queue lengths.

## **Annual Monitoring**

Annual traffic surveys were undertaken in Shrewsbury across a series of sites and data summarised into a report showing actual flows and comparisons with previous years providing a long-term picture of the changing nature of traffic in Shrewsbury. Bus punctuality surveys were also undertaken in order to meet reporting requirements to the Department of Transport; contributing to national statistics on the proportion of bus services running on time.

## **Local Plan Review**

Further work was undertaken in support of the Local Plan Review. This included a transport assessment of a site in Church Stretton and a transport assessment which reviewed and compared two potential strategic sites in Bridgnorth from a highways and transport perspective with a particular focus on the sustainable travel potential for each site.

## **Bikeability Contract**

In addition to the day to day management of the Bikeability Contract WSP had to manage special procedures introduced for funding and grant claim during the Covid-19 pandemic. Advice and support was also provided on the procurement and award of a new Bikeability delivery contract.

## **Concessionary Fares Administration**

Through a sub-consultant WSP provides administration of Shropshire Council's concessionary fares scheme and negotiations with bus operators as and when required.

## 2.9 Bridges

Service Area 7 (Bridges) is delivered through a combination of tendered individual capital schemes, and routine maintenance works which are largely delivered through the Council's Term Service Contractor.

The following schemes were successfully tendered and delivered in the period:

- Deans Culvert Refurbishment
- Winterburn Bridge

The following schemes were successfully procured through the Term Maintenance Contractor and delivered on site.

- Maesbury
- Westcott No2
- Cardington Fb
- Duddlestone Road Railway Bridge.

We have produced contract documents to go out to tender this coming September for works to 2 railway bridges to be undertaken in 2022.

The scoping, design and supervision of circa 150 minor bridge maintenance works across the County were undertaken in partnership with the Term Service Contractor as part of the annual routine maintenance programme.





### Duddlestone Road Railway Bridge – Extensive brickwork repairs

The bridges team continues to design and prepare contract documents for a number of bridge schemes so that the client has circa 15 schemes in a work bank that will feed into the client's forward programme over the next 3/4 years.

## 2.10 Inspections

WSP had three Inspectors working in Shropshire Council Divisional Offices. Their responsibilities involve carrying out monthly, quarterly and annual driven and walked safety inspections, supervising Term Service Contractor works and undertaking *ad-hoc* duties as required by the Council.

## 2.11 Asset Management

In June 2015, the Department for Transport launched a scheme of Incentivised Funding with a self-assessment questionnaire. The assessment entails over 22 questions covering Asset Management, Resilience, Customers, Benchmarking & Efficiency, and Operation Service Delivery. The outcome of the assessment secures a proportion of the local highways maintenance grant set aside as the incentivised funding element. In December 2016, Shropshire Council undertook this self-assessment and, despite an original plan to attain Level 2, ascertained that the criteria for Level 3 had been met one year early; this ensured that they retained 100% of the incentivised funding element for 2017/18 and Level 3 was also maintained for 2018/19, 2019/20 and 2020/21. Further development of the service is required

to continue to meet and maintain the Level 3 criteria going forward, and this is the key objective of the Asset Management Steering Group (AMSG). However, it is currently unclear whether the self-assessment for incentivised funding will continue this year, and we are awaiting confirmation of what the initiative could be going forwards. This will be regularly discussed at the Asset Management Steering Group meetings which Matthew Lugg will continue to attend in FY 2021/22.

In addition, the Council must demonstrate that they have implemented the 36 recommendations given in the new Well-Managed Highway Infrastructure (WMHI) Code of Practice (COP), and this therefore also falls within the remit of the AMSG. The steering group continued to monitor and progress against the 36 recommendations in 20/21 and will do so into 2021/22.

The AMSG works on action plans that set out the actions and responsibilities for progress towards maintaining the Level 3 criteria for the incentivised funding as well as meeting the recommendations in the new WMHI COP. Throughout the year, where there are any risks to achieving these targets, they are reviewed and monitored, with mitigating actions put in place.

WSP annually procure four surveys as part of the Asset Management programme for Shropshire Council, namely: SCRIM (Sideway-force Coefficient Routine Investigation Machine), SCANNER (Surface Condition Assessment for the National Network of Roads), Carriageway CVI (Coarse Visual Inspection) and Footway CVI. This year the SC client chose to change the carriageway survey methodology from SCANNER and Carriageway CVI to a visual survey provided by Gaist and to adopt a survey strategy based on road hierarchy rather than road class, as well as the SCRIM surveys.

The respective lengths surveyed this year were:

- SCRIM – 2046km
- Visual Survey, including Carriageway, Footway, Remote Footway (1.6km) – 5,032km

## **2.12 Fleet Management**

WSP currently do not provide any services to the Council in this service area.

## **2.13 Road Safety**

During 2020/21, WSP's two Road Safety Officers worked flexibly and creatively in response to the challenges of Covid-19.

## **Road Safety Officer Furlough**

Due to Covid-19 lockdown restrictions and school closures the road safety officers were unable to undertake face to face work during the summer term. However, as restrictions eased, schools did start to allow visitors again but under strict Department for Education guidelines. Health and Safety protocols were devised and implemented including a specific Risk Assessment for carrying out school and college visits.

Both officers were initially furloughed - Malcolm from 1<sup>st</sup> May 2020 through to September and Ray from 1<sup>st</sup> May but returned on 22<sup>nd</sup> June to support the wider work of the Road Safety and Traffic Team during the summer months.

With access to secondary schools and colleges still problematic, Malcolm was furloughed again between 3<sup>rd</sup> February 2021 and 4<sup>th</sup> March and then 3 days per week furlough through to March 2021.

Despite these many challenges, achievements and highlights included:

### **Road Safety/Sustainable Travel Education**

WSP provided 32 secondary school/F.E. College presentations to 804 pupils/students and staff at the following secondary schools: St Martins School, Corbet School, Ludlow C. of E. School, Lacon Childe School and Mary Webb School.

In the spring term, 11 remote road safety sessions via Zoom and Teams were delivered to 150 primary school children at 6 schools on the theme of 'Have you a question for Road Safety Ray?'

*Holly Class really enjoyed it – I think a visitor 'virtually' was a nice change in the midst of the new normal of online lessons. So it had a definite 'boost' factor alongside the helpfulness of thinking about road safety. They also came up with some really great questions.*

- Christ Church CE Primary

School Travel Plan reviews took place virtually with Headteachers at St John The Baptist, Bomere Heath and Mereside primary schools.

Liaison with West Mercia Police/Safer Roads Partnership and distribution of 'Green Light' video to Ludlow College, Walford and North Shropshire College and Shrewsbury College Group.

Promotion/Distribution of Hi-Vis material and lights for cyclists at Shrewsbury College.

## **‘Stepping Out’ Pedestrian Training**

Between October and December, 599 year 3 and 4 children received a streamlined version of the Stepping Out pedestrian training scheme at 13 schools. In March, a further 610 children received training at 12 schools.

*‘The children always really look forward to this training and get so much out of it. So thank you for once again delivering high quality training in such difficult circumstances as we were presented with this year, due to Covid. The children reported increased levels of confidence now they have had your training’.*

John Wilkinson Primary School, Broseley. 6 November 2020

## **Social Distancing Site Visits and Reports**

Following reports of social distancing challenges for pedestrians outside school entrances, investigations were undertaken at Mary Webb School (see photo), Shrewsbury College Group - English Bridge and London Road Campuses, William Brookes School, Innage Lane, Bridgnorth and Coleham Primary School.



## **School Street Feasibility**

WSP provided assistance to Coleham Primary and SC with feasibility of Shropshire’s first ‘School Street’ – temporary road closure at school times launched with school and community help September 2020.





## **Bikeability Cycle Training**

WSP manages Shropshire Council's Bikeability cycle training programme which is delivered by Learn Cycling. Bikeability was also affected by Covid 19 and school closures with many courses having to be cancelled. Training was possible however in June and July and again between September and December. Level 1 training was delivered to 125 children, combined Level 1&2 to 507 children, Level 2 to 149 children and level 3 to 168 children.

*'The staff were amazing, and we were very impressed with how they dealt with current restrictions but still managed to deliver high quality training. They went above and beyond to help meet the needs of all of our children. St Mary's CE Primary School, Shawbury.*

Support was provided resulting in a successful SEND Innovation Fund bid to provide more resources for one to one training with children with special needs and disabilities.

Key workers wanting to cycle more confidently to local hospitals benefited from cycle training.

### **Other activities in 2020/21:**

- Shropshire Cycle Parking Plan. Prepared for the client including cycle parking proposals developed in partnership with town councils for the key market towns in response to the Government's emergency Active Travel measures to encourage more walking and cycling.
- North West Relief Road Route Studies. Including 'haul route' viability and parking bay assessments, traffic calming and cycling facility proposals.
- Termly monitoring and annual Risk Assessment of School Crossing Patrols. Operational intervention at Whitchurch with Mrs Parkes (SCP) advised to stand down from duties due to her health issues.
- Accident Cluster Site and cycle infrastructure improvements. Including Mytton Oak Road and Roman Road/Longden Road Roundabout
- 20 mph outside schools data collection for feasibility study
- Town Walls Diversion Route Safety Assessment
- Copthorne Road Pedestrian Crossing Survey
- Travel Plan quality checks for HDC.
- Shropshire Council Road Safety web pages updated.
- Site investigation for feasibility study for new coach park at Mary Webb School.

## 2.14 Joint Training

Attendance at joint training continues through lunch-time presentations given by various industry representatives. The following training events were provided by external course providers and WSP:

Date	Organisation	Topic
09/07/2020	CIRIA	SuDS delivery and the Design and Construction Guidance
10/07/2020	Infrastructure Intelligence	Delivering the public sector pipeline after Covid
30/07/2020	Tarmac	Resurfacing Silverstone – key learnings and reflections one year on
26/08/2020	Tarmac	Streets ahead: managing local road in the coronavirus era
11/09/2020	Tarmac	Supporting recovery: putting infrastructure on the right road to productivity confirmation
05/10/2020	Terra Solutions	Trenchless Installations and Rehabilitation
02/11/2020	CIHT	The Road to Professional Qualifications
11/03/2021	CIHT	Meet CIHT President Event
13/04/2021	PGN	Achieving our Future Ready and Net Zero Aims
04/06/2021	FIS	Construction Chemicals
24/06/2021	EJ	Access Solutions
24/06/2021	WSP	Health and Safety Quiz 3
16/07/2021	Charcon	Cycle Infrastructure

## 2.15 Collaborative Working

WSP continued to provide critical commissioner support to the client through long-term secondment type arrangements. These include the following key positions:

- **Bridges and Structures**
  - Steve Holdaway (Senior Engineer Support to Shropshire Council) - 60% FTE
  
- **Highway Inspections**
  - Glen Lovelock (Highway Inspector in South West – Central Division) – c100% FTE (to Feb 2021)
  - Keith Sylvester (Highways Inspector operating countrywide) – c100% FTE
  - Mark Holmes (Highways Inspector operating countrywide) – c60% FTE

WSP are also assisting with the following critical projects that bring in additional resource and expertise from the wider company:

- Oswestry HIF
- North West Relief Road (NWRR)
- Shifnal Town Centre Improvement Scheme

## 2.16 Social Value

### I'm an Engineer, Get me out of here, March 2020

I'm an Engineer is an online, student-led, STEM engagement activity where schools and colleges connect with working engineers and scientists. Kiri Hatton took part in a month long event along with 24 other engineers working across a broad range of fields in a series of live chats.

Kiri answered students' questions about highways, traffic and road safety engineering and was amazed by how keen children were to learn about civil engineering. The

group that Kiri was part of reached 24 schools across the country with a total of 804 students being involved. Kiri was voted 'engineer of the week' and was very pleased that several students stated they were now interested in traffic and road safety engineering.



### Technician, Apprentice and Graduate (TAG) Learning & Development Programme

The Shrewsbury office created its own TAG Learning and Development team to support and develop technicians, apprentices and graduates. The office currently employs a total of thirteen trainee apprentices, technicians and graduates, all from diverse backgrounds and with a focus on encouraging women and under-represented groups into engineering. During this period, we have employed two graduates with a further four undergraduates due to start in September 2021.

Undergraduates sign up to formal Training agreements with the Institution of Civil Engineers (ICE) to become professionally qualified.

The TAG Learning and Development programme allows staff the chance to rotate between disciplines in order to broaden their skillset and knowledge base. WSP provides clearly defined career paths as well as on-the-job learning opportunities, networking opportunities and external training allowing staff to progress their careers.



## 2.17 Awards and Qualifications

### Regional WSP Awards:

The Shropshire School Running Track project was entered in to the Annual Project Management Awards in November 2020 and the Annual Social Value Awards, Feb 2021. The scheme received Highly Commended in both awards and has helped to show case an example of excellence within Shropshire, on a National scale.



### Professional Qualifications

The following staff in the Shrewsbury office have recently gained academic qualifications, and / or sat their professional reviews and obtained qualifications from their respective professional institutions:

- Annette Polak and Nick Jones – Achieved Incorporated Engineer status with the Chartered Institution of Highways & Transportation, and the Institution of Civil Engineers respectively, in June 2020.
- Emma Walmsley – Achieved the AMP Project Fundamentals Qualification in July 2020
- Mark Holmes – Passed the Lantra Highway Inspector training in November 2020
- Malcom Farrar – Awarded The British Empire Medal for his Road Safety work in the 2021 New Years Honours list
- Emma Wilde – Achieved the Chartered Project Professional standard in March 2021

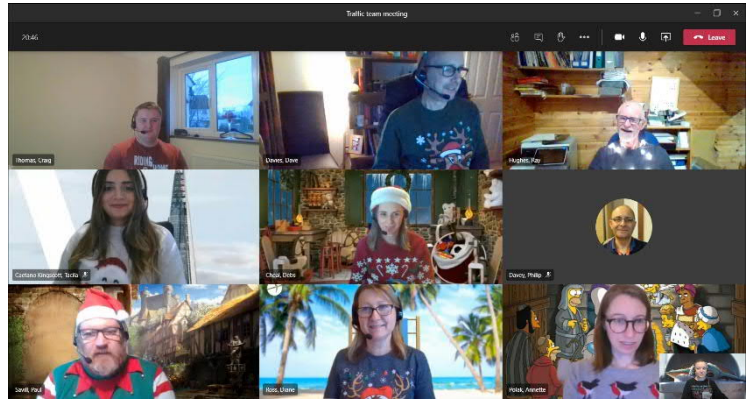
## 2.18 Supporting Local Communities and Charities

Staff in the Shrewsbury office support several local, national and overseas charities, as well as local communities.

## Charity events

Fundraising efforts were more challenging during this period due to the coronavirus pandemic however the WSP Foundation Shrewsbury fundraising team held several virtual events during this period, in conjunction with wider WSP team members who nominated particular charities or events.

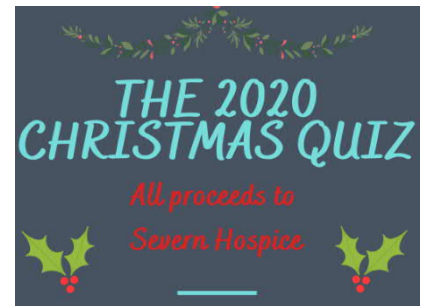
All WSP staff members are able to nominate a charity or event. Staff are also encouraged to complete their own fundraising activities and request match funding from WSP. In total the WSP Shrewsbury office raised £1,913.08 during this period.



*Christmas jumper day 2020*

The following events took place between April 2020 and March 2021:

- Ludlow virtual cycle/Ray Hughes five counties bike ride – 25<sup>th</sup> September 2020
  - Raising £350.00
- Cuan Wildlife Trust donation – November 2020
  - £200
- Shrewsbury Food Bank donation – November 2020
  - £200
- Lingen Davies donation – November 2020
  - £200
- Save the Children Christmas jumper day – 10th December 2020
  - Raising £151
- Severn Hospice Christmas Quiz – December 2020
  - Raising £812.08



The office supported Shrewsbury Food Hub by donating non-perishable food items to their food bank.

## **Supporting local communities**

WSP is committed to providing jobs and opportunities within Shropshire and is a major employer of local people. Within the two WSP offices in Shropshire, 81% of employees live within the county, this provides a boost to the local economy. Of those employees there are a number of Early Career Professionals; 5 apprentices and 1 graduate retained, and a further 2 graduates started in January 2021. WSP also recognises the importance of supporting SMEs, small companies within Shropshire particularly. In 2020-21, WSP spent £68,252.88 within SME businesses locally.

WSP recognises that it has a civic responsibility to allow employees to take on volunteering duties on behalf of registered charities and organised volunteering events. In addition, the individual skill development that arises from these wider activities is fully acknowledged and supported. For these reasons, WSP is committed to allowing employees two days additional paid leave per year to be involved in supporting their communities.

### **WSP Social Bike Rides**

With easing of lockdown, socially distanced WSP social bike rides resumed on the 16<sup>th</sup> September 2020 and provided an opportunity for some staff to reconnect with others after a long while out of the office, sharing lockdown challenges, ups and downs.

*'Yesterday gave me a real boost of energy, not just physically (which I'm desperate for) but mostly the mental stimulation of talking to real people in the flesh!'*

We met at the Obelisk near the Quarry and rode along the largely traffic free cycle route (National Route 81) to the Corbett Arms at Uffington.

We rode the same route again on the 29<sup>th</sup> September and 14<sup>th</sup> October (with our lights on now given the shorter days) but this time continuing to Upton Magna before returning. On the last ride we had an after-ride drink outside the Hop and Friars.



*Group picture - riders back together again on the 30<sup>th</sup> March 2021.*

### **Ludlow Virtual Cycling Festival – Ray’s 5 Counties Ride for Macmillan**

With the cancellation of Ludlow Cycling Festival in September, Ray did his own sponsored cycling challenge by riding 130 miles from his home in Shropshire to Warwick and back travelling through South Staffs, Worcestershire, Warwickshire and Herefordshire. £209 was raised and the WSP Foundation very kindly match funded the ride in aid of Macmillan Cancer Support.

*‘I set off at 5am and was back home for 8.15pm, just as the heavens opened - great timing! A super strong tail wind meant I reached Warwick via Kidderminster, Bromsgrove and Redditch by 10.20am. But I then turned into a snail as I battled the head winds all the way home. But it was dry, and the sun was shining so I enjoyed lots of the nice views and interesting things to see along the way. Returning through Ludlow with the sun starting to go down, I realised how we live in the most beautiful of the counties’.*

*Outside the Lord Leycester Hospital. Thankfully Ray didn't need it!*



### **Cycling4All, Shropshire**

Although activities had to be suspended due to Covid, Ray continued to meet with his cycling volunteers at Cycling4All, Shropshire via Zoom to plan for when Covid guidelines made it possible to restart events. A new website was developed, and they were successful in a Health

Inequalities grant application to Sport England enabling them to purchase publicity materials and equipment including a gazebo and banners.

### **Much Wenlock Primary School – Forest School Clearance**

Ray spent a week of his Furlough in June 2020 clearing up the overgrown Forest School area at Much Wenlock Primary School where his youngest daughter Beth had benefited from a good education at this caring community school. It was very much appreciated by staff and children.

## 3 Performance Measures

### 3.1 Purpose

To determine Contract Performance as defined in a set of Key Performance Indicators (KPIs) and summed up through a balanced score card.

### 3.2 Scope

This framework will be applicable for the duration of the contract.

### 3.3 Performance Measurement

Shropshire Council's 'Highways and Transport Engineering Consultancy Term Service Contract 2015' document, Section 5 'Performance Measurement' states that:

#### 3.3.1 Performance Management

3.3.2 The core principle of ***Shared focus on delivery of agreed performance outcomes*** underpins the operation the Performance Framework of the Highways and Transport Engineering Consultancy Contract.

3.3.3 In addition, the following general principles apply:

- The purpose of the Performance Framework is to use an objective performance monitoring system as a tool for identifying the need and scope for service improvements in order to promote compliance and Kaizen;
- Performance Indicators (PIs) will focus on Quality, Cost and Time for all Task Orders;
- Order and scheme specific Key Outcomes and PIs, beyond Quality, Cost and Time, will be set by the Commissioners with the Task Orders.
- The Performance Framework is not linked to granting extensions of the contract term or to penalties;
- All processes to develop and monitor PIs will be simple;
- Input information for monitoring PIs will be derived only from the Commissioners' personnel and systems, and reports will be generated by Commissioners from data held within Confirm on Demand.

- 3.3.4 The Service Manager will monitor PIs on a monthly basis. PI data will be used to ensure that contract outcomes and outputs are on track, and, if they are not, to highlight where improvement action needs to be taken. This information will feed back into partnership working arrangements and will enable the parties to focus immediate action on defining and implementing service improvement projects where improvement is needed.
- 3.3.5 The performance management regime and the associated performance indicators have been developed to enable performance across **all jobs** in **all service areas** to be measured and monitored, and therefore to be managed.
- 3.3.6 It is the intention of the Employer that further strategic PIs, beyond those held within Confirm, are agreed within the first year of the contract and used alongside those identified below from April 2016.

Outline of performance data collection process

- 3.3.7 Orders for **all jobs** to be undertaken by the HTEC Service Provider will be issued via Confirm on Demand.
- 3.3.8 Confirm on Demand job records include **cost** data (target cost or budget and actual outturn cost) and **time** data (target date and actual date) from which cost and time results can be derived. In addition, a **quality** indicator will be assigned to each job, which will be scored at pre-agreed stages and at completion by the officer who commissioned the job.
- 3.3.9 Jobs that are undertaken for a fixed fee, (including annual fixed fee, tendered fixed fee per item or negotiated fixed fee for a particular job) will not be scored for cost, since the outturn cost to the commissioner will equal the agreed job budget. However, they will be retrospectively assessed as set out in the Low Services Damages 5.23.

3.3.10 The following table illustrates how quality, time and cost measures relate to the job payment mechanism:

	Fixed fee (Tendered or negotiated)	Target Cost	Time charge
Quality	✓	✓	✓
Time	✓	✓	✓
Cost	Not measured	✓	✓

#### Quality assessment process

3.3.11 Quality performance scores will be recorded by the commissioning officer on Confirm on Demand as a mandatory component of approving a Request for Payment, in line with the following rules:

Type of Job	Payment frequency	Performance assessment
Small job	Single payment on completion	Quality score is recorded at job completion when <i>Request for Payment</i> is approved
Annual, medium-sized and large jobs	On completion of pre-agreed stages or pre-agreed time periods	Quality scores recorded at stage completion or pre-agreed time periods when <i>Requests for Partial Payment</i> are authorised

**Note:** For long-running jobs, *Partial Payment Requests* are made; the job remains open on the system until the *Final Payment* is made.

3.3.12 When the Service Provider submits work as being complete, a quality score will be assigned from the range of 1 to 5 using the following definitions:

Quality Assessment	Score
<b>Excellent</b> (delivers high added value beyond requirements of the order)	5



<b>Good</b> (delivers useful added value beyond requirements of the order)	4
<b>Acceptable</b> (meets requirements of the order)	3
<b>Minor reworking</b> (ie failure to meet requirements of order on first submission)	2
<b>Significant reworking</b> (ie serious failure to meet requirements of order on first submission)	1

Time and cost assessment processes

3.3.13 Time assessments will be derived from data held in the Task orders within Confirm on Demand, time assessment scores will be either 5 or 1, using the following definitions:

Time Assessment	Score
Delivered on or before the target date	5
Delivered later than the target date	1

Note: An assessment for on-time delivery will be recorded only when the quality of the work has been assessed as Acceptable, Good or Excellent; submission of unsatisfactory work by the due date will not result in a positive on-time assessment.

3.3.14 Cost assessments will be derived from data held in the Task orders within Confirm on Demand, cost assessment scores will be 5, 3 or 1, using the following definitions:

Cost Assessment	Score
Under Budget	5
On Budget	3
Over Budget	1

3.3.15 Performance results will be derived from the following job data that is held within Confirm on Demand:

<b>Confirm on Demand terminology</b>	<b>Definition</b>	<b>Relevance to Performance Management process</b>
Committed Value	The Task order job budget or agreed lump sum recorded when job was committed.	<b><u>Cost</u></b>  Under / On / Over Budget is derived from:  [Actual cost - Committed Value]
Actual Cost	The outturn cost of the job, as approved for payment by the Commissioner	
Target [date]	Target date for completion of detailed design recorded on Task Order.	<b><u>Time</u></b>  Delivered on or before the target date and  Delivered later than the target date is derived from:  [Completion date – Target date]
Completion [date]	Actual date of completion as initially stated by Service Provider and eventually (or not) approved by Commissioner and recorded in Confirm on Demand	
Request for Payment	Service Provider makes <i>Request for Payment</i> ; Commissioner assesses and approves payment (or otherwise)	<b><u>Quality</u></b>  Submission of <i>Request for Payment</i> triggers assessment of job and prompts Commissioner to record Quality score

Presentation of performance management results

3.3.16 Performance will be measured at job or stage level on all jobs; results will be aggregated to provide scores at hierarchical levels held within Confirm on Demand:

<b>Data Aggregation Level</b>	<b>CONFIRM terminology</b>	<b>Example</b>
Contract	Contract	The HTEC contact as a whole
Service	Order type	eg Flood and Water Management
Sub-service	Job type	eg Flood investigation studies
Job	(Parent) Job	eg Order for Flood investigation study for xxx market town
Stage	(Child) Job	eg Stage 1, Preliminary investigation

3.3.17 The tables below illustrate how Performance Management results could be presented for each period.

Contract Performance Management results for [Period]						
Ref	Service		Quality score	Time score	Cost score	No. Job records
1.0	Contract admin & commercial advice					
2.0	Highways Development Control					
3.0	Flood and Water Management					
4.0	Street lighting and traffic signals					
5.0	Highway & Traffic schemes, major projects					
6.0	Transport planning, public transport, concessionary travel and traffic					
7.0	Bridges and highway structures					
8.0	Divisional Highway maintenance works					
9.0	Inspection, monitoring & audit services					
10.0	Asset Management					
11.0	Business and Enterprise Service					
12.0	Vehicle maintenance					
13.0	Data management					
Summary for Contract for [Period]						
Example of Flood and Water Management detail for [Period]						
Ref	Sub-service	Payment mechanism	Quality score	Time score	Cost score	No. Job records
3.01	SW Management plans	Negotiated				
3.02	Review planning consultation	Fixed				
3.03	Evaluate SuDS applications	Fixed				
3.04	Staffordshire work	Negotiated				
3.05	Drainage schemes	Fixed				
3.06	Hydraulic modelling	Negotiated				
3.07	Property flood protection	Fixed				
3.08	Flood investigation studies	Negotiated				
3.09	Flood alleviation schemes	Negotiated				
3.10	Prepare funding bids	Negotiated				
3.11	LDA functions	Fixed				
3.12	Ordinary watercourse consents	Fixed				
3.13	Special commissions	Time				
Summary for Flood & Water for [Period]						

3.3.18 The review period will normally be a calendar month and will take the form of an automated report of results of assessments made during that month.

3.3.19 Alternative means of presentation will be explored by the Service Manager in consultation with the Service Provider to determine the most appropriate format and content of these reports. The monthly report could show, for example, *Percentage Failures* (eg percentage of assessments where score is <3) together with the actual number of failures for the service or sub-service for the period. Drill down with filters will enable interrogation of exceptions at Job level.

### Performance review process

- 3.3.20 Assessment of the Service Provider's performance will be made by the Service Manager on the basis of Quality, Cost and Time of the Service Provider's outputs in response to committed orders.
- 3.3.21 Monthly performance reviews will be undertaken at contract level, when results will be reviewed by the Service Manager and Service Provider; drill down will enable poorly performing jobs to be selected for interrogation, review, lessons to be learnt and allocation of remedial action. Service area Commissioners will undertake reviews within their areas of interest and address any performance issues with the Service Provider's personnel.
- 3.3.21 Monthly performance reviews will consider whether action or inaction by Commissioners has contributed to poor performance. Following review, an action plan will be agreed to address all areas that require improvement, including commissioning processes or performance.
- 3.3.22 The Service Manager will review all the Task Orders that had any score of 1 and decide which ones will be audited. Audits of the Service Provider's information will be carried out by the Service Manager. The outcome of these audits will be form part of the following period's review so that lessons can be learnt and there be an agreed allocation of improvement actions.
- 3.3.23 The Service Manager will review all the Task Orders that had have an outturn works or programme value that varies greater than +/- 10% from the estimated works or programme value cost provided by the Service Provider to determine their commission fees and decide which ones will be audited. Audits of the Service Provider's information will be carried out by the Service Manager. The outcome of these audits will be form part of the following period's review so that lessons can be learnt and there be an agreed allocation of responsibility, any improvement actions and recovery of under or overpaid commission fees.
- 3.3.24 It is possible that defects in the Service Provider's outputs may be discovered at a later date (for example, errors or inadequate detail in construction data discovered during the construction phase). In these circumstances, the job score will not be adjusted retrospectively; however, joint reviews by the Service Manager, Service Provider and Term Maintenance Service Provider will be held to determine what actions need to be taken to improve processes and thereby improve overall performance.

### 3.4 Recommended Process and Timescales

The contract commenced in April 2015. KPI Targets for the five KPI's (see table in Section 3.5 below) were agreed during February 2017 based on the first year's performance. However, no parameters were set up at the time to identify overall service performance and how the scores would be drawn into a balanced score with defined weightings.

### 3.5 Recommended Governance

We therefore suggest that as a result of these mechanisms not being established after the first year, and that the targets were the only measures agreed on, an average overall score of **70% (Satisfactory Performance)**, based on the weightings given below, should be the minimum target score for the whole of the service.

Ref	KPI's	Target Score or %	Comments	Overall Weighting
<b>KPI1</b>	Contract KPI - Time	<b>95%</b>	Monitor on a 6-monthly / annual basis. Actual Completion Date against Target (Agreed) Completion Date. Need to check whether any Variations Orders (VO) were issued changing the Task(s) and whether any time adjustments were made accordingly.	<b>25%</b>
<b>KPI2</b>	Contract KPI - Cost	<b>95%</b>	Monitor on a 6-monthly / annual basis. Ensure that 95% of the Costs (Fees) come in on agreed budget allowing for any VO's due to changes in brief.	<b>25%</b>
<b>KPI3</b>	Contract KPI - Quality (Invoices)	<b>95%</b>	Monitor on a 6-monthly / annual basis. Target is 95% of all requests for payment i.e. invoices, from Service Provider are paid 1 <sup>st</sup> time without payment being withheld or queried.	<b>20%</b>
<b>KPI4</b>	Project KPI	<b>Min Av 7 (70%)</b>	Monitor on a 6-monthly / annual basis.  At least one job per Service Area <b>OR</b>  5% i.e. 1 in 20 of the total number of Task Orders issued per Service Area. Any scores less than 5 are to be included on an	<b>15%</b>

Ref	KPI's	Target Score or %	Comments	Overall Weighting
			Action Plan for Service Area Improvements.	
<b>KPI5</b>	Service Area KPI	<b>Min Av 7 (70%)</b>	This is measuring the overall Commission delivery by scoring individual Service Areas/Commissioners. Monitor on a 6-monthly basis. Any scores less than 5 are to be included on an Action Plan for Service Area Improvements.	<b>15%</b>
<b>Total Weighting =</b>				<b>100%</b>

Based on the above regime we therefore suggest the following scoring table:

Average Annual Overall Score	Overall Performance Rating
Less than 70%	<b>Unsatisfactory</b>
70% or greater but less than 80%	<b>Satisfactory</b>
80% or greater but less than 90%	<b>Good</b>
90% or greater	<b>Excellent</b>

### 3.6 Process for Under-Performance

Where the **Annual Average Overall Performance** score is less than **70%**, this would suggest that an **Unsatisfactory Performance** has been delivered.

Where levels of performance over the review period are judged to be less than the criteria stated above then the client reserves the right to suspend or terminate the contract early. However in recognition of the nature of the service and of the variability and vulnerability of some of the scores, there may be times where the client will have to use some discretion. In such cases the recommendation will be subject to further evaluation which may typically include assessment of the following:

- KPI score trends over the period preceding the end of the review period in question;
- Evidence of improvements which have been made in response to low scores and which are likely to improve performance in the next review period;
- Work level performance and acceptability of scores over the review period.

Performance monitoring should be submitted on a six-monthly basis to determine the value of the service being delivered.

This is required to ensure that WSP continues to deliver a consistently high service, whilst ensuring we maintain good working relationships as part of the Shropshire Highways Alliance. In addition, this will give sufficient warning of under-performance, so that **Improvement Plans** can be put in place.



## Appendix A1 – KPI 1 Time Results Table

### KPI 1 – Contract KPI (Time):

Jobs with Target Completion date in Year 6	179
Jobs showing as late	68
Jobs where mitigation provided	68
Jobs remaining as late after mitigation	0
% showing as late after mitigation	0%
% on-time	100%

Mitigation Reasons	Count	% of Total Late Jobs	% of Total Completed Jobs
Job complete, CONFIRM admin not done	21	30.88%	11.73%
Job ongoing by agreement with Client, CONFIRM admin not done	45	66.18%	25.14%
Job not started, brief never agreed	2	2.94%	1.12%
<b>Grand Total</b>	<b>68</b>	<b>100%</b>	<b>38%</b>

## Appendix A2 – KPI 3 Quality (Invoices) Results Table

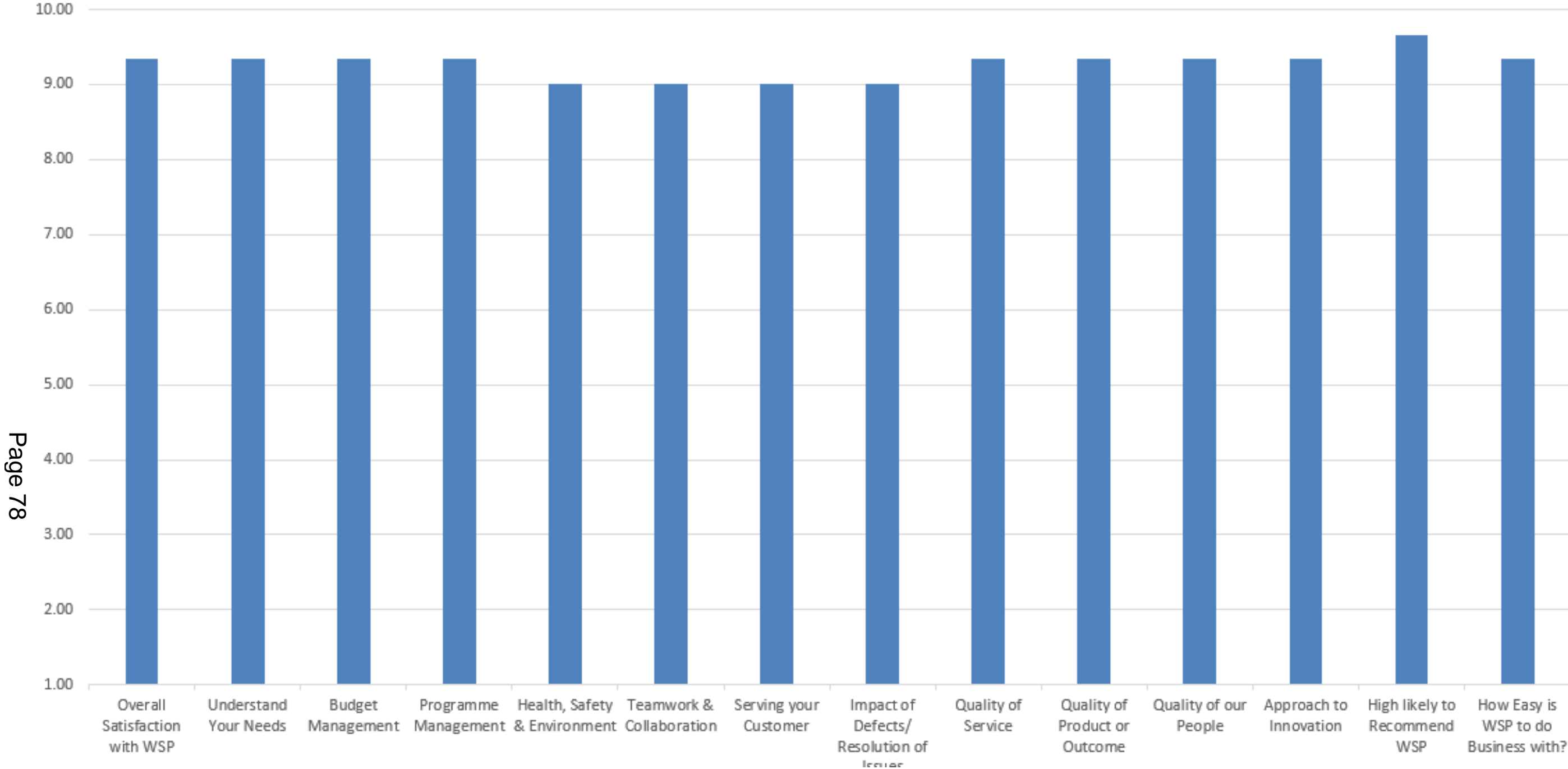
### KPI 3 – Contract KPI Quality (Invoices):

<b>April 2020- March 2021</b>	<b>No of payment requests</b>	<b>Payment requests put on hold</b>	<b>% Approved First Time</b>
April to June	271	0	100.00%
July to Sept	316	1	99.68%
Oct to Dec	349	0	100.00%
Jan to Mar	340	0	100.00%
<b>TOTAL</b>	<b>1276</b>	<b>1</b>	<b>99.92%</b>

## Appendix B1 – KPI 4 Project Feedback Analysis

Project Feedback Interviews Scores (PrFI)		Scoring for: April 2020 - March 2021															
Ref.	Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Comparison with Competitors	Average Score
		Overall Satisfaction with WSP	Understand Your Needs	Budget Management	Programme Management	Health, Safety & Environment	Teamwork & Collaboration	Serving your Customer	Impact of Defects/ Resolution of Issues	Quality of Service	Quality of Product or Outcome	Quality of our People	Approach to Innovation	High likely to Recommend WSP	How Easy is WSP to do Business		
<b>Shropshire Council</b>																	
	Project Name																
1	Oswestry HIF - Mile End Junction Improvement - Andy Moreton	10	10	10	10	10	10	10	10	10	10	10	10	10	10	Better	10.00
2	Shrewsbury North West relief Road- Matt Johnson	9	10	9	9	8	9	9	9	9	9	10	9	10	9	N/A	9.14
3	Deans Culvert	9	8	9	9	9	8	8	8	9	9	8	9	9	9	Better	8.64
	Number of PrFI	3															
	<b>Total Average</b>	9.33	9.33	9.33	9.33	9.00	9.00	9.00	9.00	9.33	9.33	9.33	9.33	9.67	9.33		<b>9.26</b>
	<b>Highest Score</b>	10	10	10	10	10	10	10	10	10	10	10	10	10	10		
	<b>Lowest Score</b>	9	8	9	9	8	8	8	8	9	9	8	9	9	9		
	<b>Difference</b>	1	2	1	1	2	2	2	2	1	1	2	1	1	1		

# Project Feedback Trend Analysis For Period April 2020 to September 2020

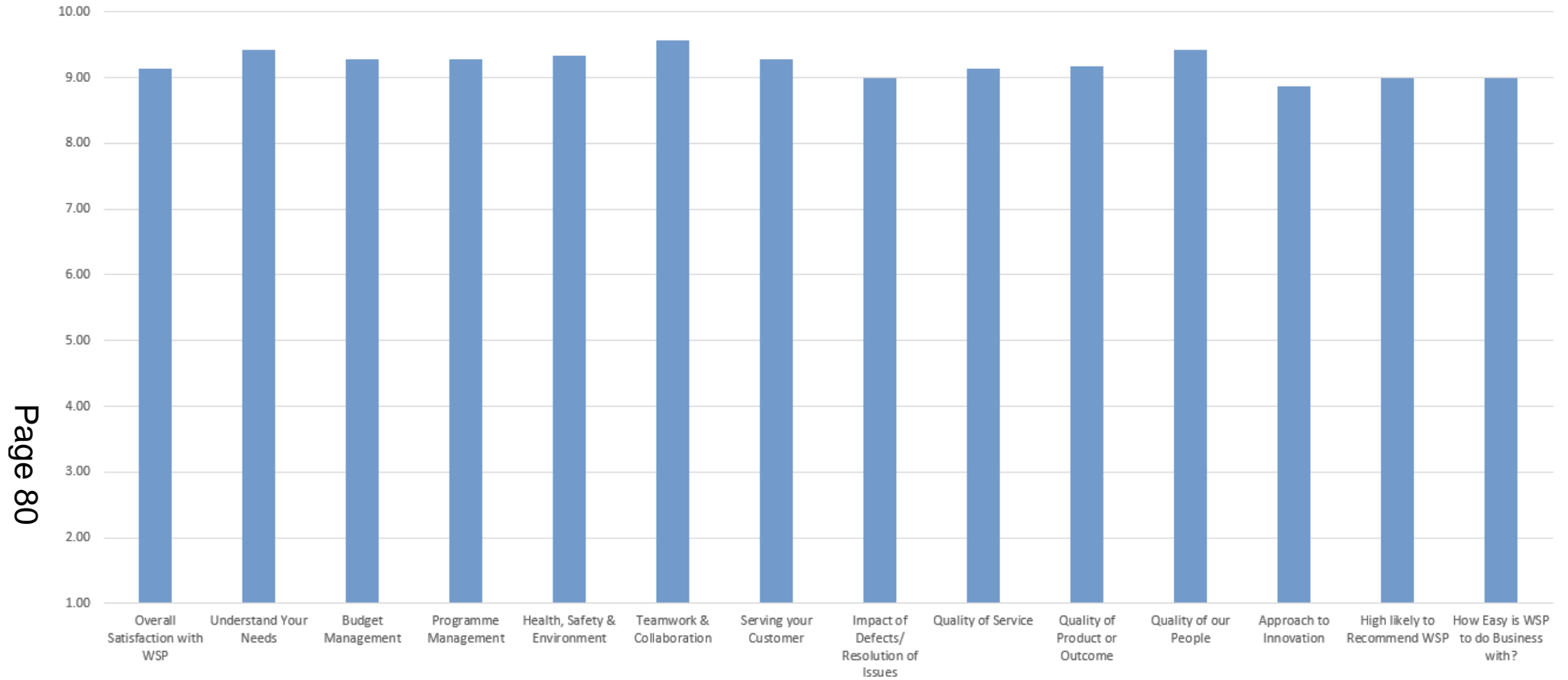


Project Feedback Interviews Scores (PrFI)

Scoring for: October 2020-March 2021

Ref.	Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Comparison with Competitors	Average Score
		Overall Satisfaction with WSP	Understand Your Needs	Budget Management	Programme Management	Health, Safety & Environment	Teamwork & Collaboration	Serving your Customer	Impact of Defects/Resolution of Issues	Quality of Service	Quality of Product or Outcome	Quality of our People	Approach to Innovation	High likely to Recommend WSP	How Easy is WSP to do Business		
Shropshire Council																	
	Project Name																
1	COVID-19 Scheme - Kevin Aitken & Ffion Horton	9	9	10	9	9	10	9	9	9	9	10	9	8	10	N/A	9.21
2	Shrewsbury North West relief Road- Matt Johnson	9	10	9	10	10	9	9	8	9	9	10	9	10	8	N/A	9.21
3	Shifnal Town Centre Enhancement - Gemma Lawley	9	9	9	9	9	9	9	9	9	9	9	8	9	9	Same	8.93
4	Glen Lovelock Secondment - Andrew Keyland	9	10	10	9	9	10	10	9	9	9	9	9	8	8	Same	9.14
5	Project X - Andy Wilde	9	9	8	10	N/A	10	9	9	9	N/A	9	9	9	9	N/A	9.08
6	TS Signals Admin - Jason Hughes	9	9	9	8	9	9	9	9	9	9	9	8	9	9	Same	8.86
7	Oswestry bridge - Joe Bubb	10	10	10	10	10	10	10	10	10	10	10	10	10	10	N/A	10.00
	Number of PrFI	7															
	Total Average	9.14	9.43	9.29	9.29	9.33	9.57	9.29	9.00	9.14	9.17	9.43	8.86	9.00	9.00	Total Average	9.21
	Highest Score	10	10	10	10	10	10	10	10	10	10	10	10	10	10		
	Lowest Score	9	9	8	8	9	9	9	8	9	9	9	8	8	8		
	Difference	1	1	2	2	1	1	1	2	1	1	1	2	2	2		

## Project Feedback Trend Analysis For Period April 2020 to September 2020



# Appendix C1 – Blank Client Feedback Form



## Listen, Act, Measure – Client satisfaction - Detailed

Contract name: Shropshire Council Highways & Transport Engineering Consultancy		General comments on performance & experience to date Service Area 3 Flood and Water Management. Tims Sneddon; Operations Manager on behalf of Shropshire Council. Mike Pugh is WSP Service Lead.  Period 1st October 2017 to 30th April 2018.  Overall Performance of Drainage Service Area is	
Contract number:	Contract value: (€)£300k per annum		
Framework: Term Service Contract 2015 (Professional Services)			
Sector: Local Authority			
Client organisation name: Shropshire Council			
Type: <input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal			
Client contact name: Tim Sneddon			
Client job title: Environmental Maintenance Operations Manager			
Date of interview: 23rd April 2018	Business stream: WSP		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Business unit:			
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion			

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
1. Overall satisfaction with WSP										
Comments										
2. Understanding your needs										
Comments										
3. Budget management										
Comments										
4. Programme management										
Comments										
5. Health, safety & environment										
Comments										
6. Team work & collaboration										
Comments										
7. Serving your customers										
Comments										
8. Impact of defects/resolution of issues										
Comments										



SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9. Quality of service										
<b>Comments</b>										
10. Quality of product or outcome										
<b>Comments</b>										
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)										
<b>Comments</b>										
12. Approach to innovation										
<b>Comments</b>										

LOYALTY	Extremely Unlikely						Extremely Likely			
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
13. How likely to recommend WSP										
<b>Comments</b>										

EFFORT	Extremely Difficult						Extremely Easy			
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
14. How easy is WSP to do business with?										
<b>Comments</b>										

MARKET PERCEPTION			
15. Comparison with competitor?	<input type="checkbox"/> Better	<input type="checkbox"/> Same	<input type="checkbox"/> Worse

Overall comments / Key issues to prioritise

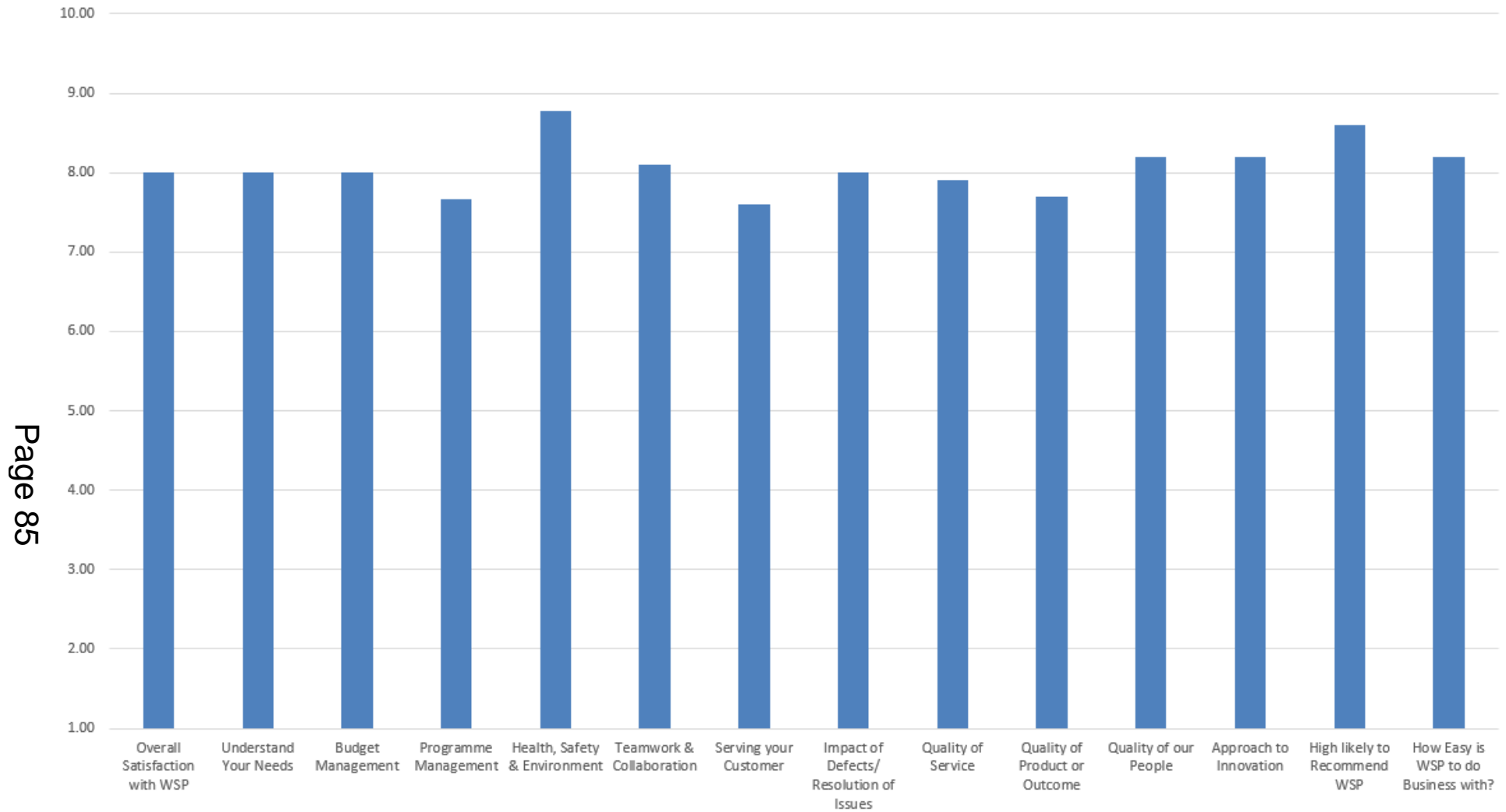
Would you be happy to provide WSP with a reference?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Interviewer name:
Date of next review:			Interviewer role:
Client name: PRINT			
Client signature:			



## Appendix C2 – KPI 5 Client Feedback Analysis



## Client Feedback Summary For Period April 2020 to September 2020

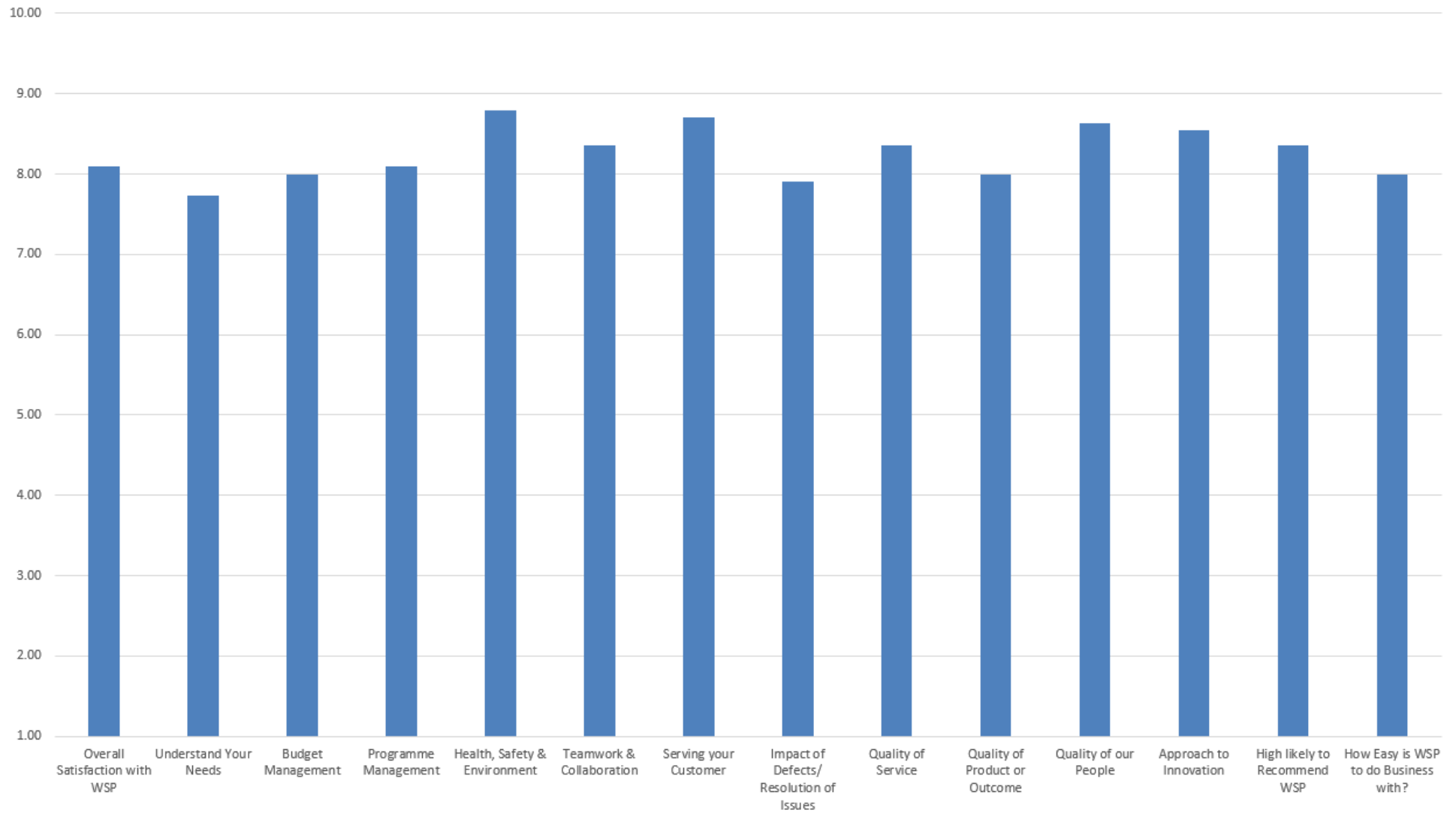


Client Feedback Interviews Scores (CFI)

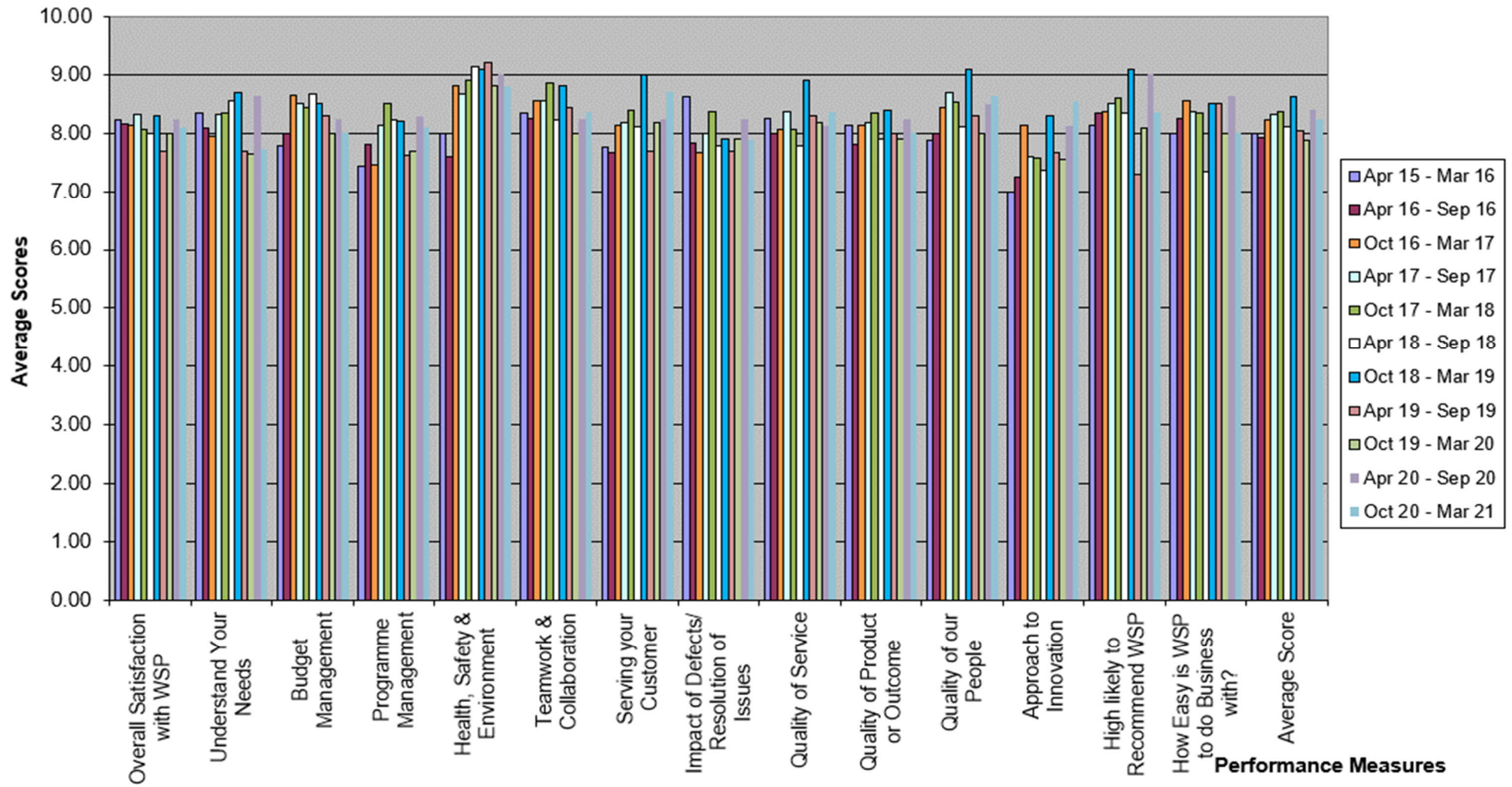
Scoring for: October 2020-March 2021

Ref.	Name	1 Overall Satisfaction with WSP	2 Understand Your Needs	3 Budget Management	4 Programme Management	5 Health, Safety & Environment	6 Teamwork & Collaboration	7 Serving your Customer	8 Impact of Defects/Resolution of	9 Quality of Service	10 Quality of Product or Outcome	11 Quality of our People	12 Approach to Innovation	13 High likely to Recommend WSP	14 How Easy is WSP to do Business	Comparison with Competitors	Average Score
<b>Shropshire Council</b>																	
	Service Area/ Name																
1	SA1-Contracts (John Beddall)																
2	SA2-HDC (Gemma Lawley/ Mark Wootton)	7	7	8	7	8	7	7	7	7	7	7	7	8	8	Same	7.29
3	SA3-Flood Water Man (John Bellis)	9	8	8	8	9	9	9	9	9	9	10	9	7	7	Better	8.57
4	SA4-Street Lighting (Jason Hughes)	7	7	7	8	8	8	8	8	8	8	8	7	8	8	Same	7.71
5	SA4-Traffic Signals (Jason Hughes)	9	9	9	9	9	8	8	9	9	9	9	9	9	9	Same	8.86
6	SA5-Highways (Andy Wilde)	9	9	8	10	9	9	9	9	9	9	9	9	9	9	Better	9.00
7	SA5-Major Projects (Joe Bubb)	10	10	10	10	10	10	10	10	10	10	10	10	10	10	N/A	10.00
8	SA5-Traffic (Kevin Aitken)	8	9	7	8	9	9	9	7	8	7	9	9	9	9	Same	8.36
9	SA6-Transport Planning (Victoria Merrill)	7	3	8	5	N/A	7	N/A	7	7	4	8	9	7	6	N/A	6.50
10	SA7-Bridges (Gurnek Singh)	7	7	9	7	9	9	8	8	8	8	8	8	9	8	Better	8.07
11	SA8-Divisional Highway Maintenance																
12	SA9-Inspections (Victoria Doran) - Mark Holmes secondment																
13	SA10-Asset Management (Andy Wilde)	9	9	N/A	N/A	9	9	10	N/A	9	9	9	9	9	9	Better	9.09
14	SA 11-Business & Enterprise (Chris Hill)																
15	SA 14-Road Safety (Kevin Aitkin)	7	7	6	9	8	7	9	5	8	8	8	8	7	5	Same	7.29
	Number of CFI	11															
																<b>Total Average</b>	<b>8.25</b>
	<b>Total Average</b>	<b>8.09</b>	<b>7.73</b>	<b>8.00</b>	<b>8.10</b>	<b>8.80</b>	<b>8.36</b>	<b>8.70</b>	<b>7.90</b>	<b>8.36</b>	<b>8.00</b>	<b>8.64</b>	<b>8.55</b>	<b>8.36</b>	<b>8.00</b>		
	<b>Highest Score</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>		
	<b>Lowest Score</b>	<b>7</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>7</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5</b>		
	<b>Difference</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>		

## Client Feedback Summary For Period October 2020 to March 2021



## Client Feedback Trend Analysis For Period April 2015 to March 2020



## Appendix C3 – KPI 5 Client Feedback Forms

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Shropshire Council  
Highways & Transport  
Engineering Consultancy  
Term Service Contract 2015

Interim Annual Performance  
Report 2021/22

**April 2022**

*Produced for:*

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## Document Control Sheet

<b>Project Title</b>	Shropshire Council Highways & Transport Engineering Consultancy Term Service Contract 2015
<b>Report Title</b>	Interim Annual Performance Report 21/22
<b>Revision</b>	1
<b>Status</b>	Draft
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### Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
0.1	Draft	G. Dymond	08/04	F.Beech	26/3	F.Beech	26/03

### Distribution

Organisation	Contact	Copies
Shropshire Council	Andy Wilde & Steve Smith	Electronic

*This Report is presented to Shropshire Council in respect of the Shropshire Council's Highways & Transport Engineering Consultancy Term Service Contract 2015 and may not be used or relied on by any other person or by the client in relation to any other matters not covered specifically by the scope of this Report.*

*Notwithstanding anything to the contrary contained in the Report, WSP is obliged to exercise reasonable skill, care and diligence in the performance of the services required by Shropshire Council and WSP shall not be liable except to the extent that it has failed to exercise reasonable skill, care and diligence, and this report shall be read and construed accordingly.*

*This Report has been prepared by WSP. No individual is personally liable in connection with the preparation of this Report. By receiving this Report and acting on it, the client or any other person accepts that no individual is personally liable whether in contract, tort, for breach of statutory duty or otherwise.*

## Purpose of the Addendum

WSP prepared an annual Performance Report for the Highways & Transport Engineering Consultancy Term Services Contract covering the period from 1 April 2020 to 31 March 2021. The Performance Report is typically considered by Shropshire Council's Overview and Scrutiny committee in the months following the reporting period. The impact of the COVID-19 pandemic meant that consideration of the report by the committee was delayed. The annual Performance Report is prepared using data collected after the end of the financial year and is typically submitted for consideration by the Council in the Summer. This interim report provides a summary update of the work of WSP, as Shropshire Council's term consultant, since the last full Performance Report.

This Addendum does not replace the annual Performance Report to cover the period from 1 April 2021 to 31 March 2022. This report will be prepared separately and submitted to Shropshire Council in line with the normal reporting timescales. The interim report is only intended to provide an update summary of WSP's work with Shropshire Council owing to the time that has lapsed since the last full Performance Report.

## 1 Summary of Achievements since March 2021

Working alongside Shropshire Council, WSP has reached a number of noteworthy milestones and achieve significant successes since March 2021. Despite the impact of the COVID-19 pandemic, major projects such as the North West Relief Road and Oswestry Innovation Park have taken significant steps forward.

Work to improve efficacy in flood management and decarbonising the highway maintenance programmes have started to bear fruit with benefits for current and future generations. In supporting Shropshire Council's response to COVID-19, WSP have demonstrated our commitment to working collaboratively and in close partnership with the Council and its Term Maintenance Contractor for the benefit of local communities.

In response to climate change we have been engaged with and helped sponsor the TechSevern event in the run up to COP26 and our expert , David Symons, in Stainability and Climate Change, presented at the event. We have also been helping the Council work towards its Net Zero challenge by reducing the carbon impact in our designs on a number of major and maintenance projects.

WSP has been focused on providing Social Value to Shropshire Council and the community which it serves, contributing nearly £2.5million in 2021. WSP has measured the Social & Economic Value of the contract in 2021 which has been validated through the National TOMs (Themes, Outcomes and Measures) framework, a framework for delivering excellence in measuring and reporting social value to set a benchmark of the achievements. This equates to 26% of the Total Contract Value, demonstrating fantastic returns on the Shropshire Pound.

We have also worked closely with the Council to strengthen their in-house delivery by transferring some of the service functions and staff in Highways Development Control and Flood Water Management back in house.

## 1 North West Relief Road

Having supported Shropshire Council with the original funding bid, WSP completed the vast number of surveys, assessments, reports and design necessary for a planning application and submitted the scheme to the Local Planning Authority in February 2021. The core management and coordination team has been based in Shropshire throughout the project, on hand to support Shropshire Council in dealing with the day-to-day complexities of a project of this size. However, to effectively manage some of the technical challenges of the scheme, including crossing the UK's longest river with one of the UK's longest spanning structures, requires the strength and depth of resource in the wider WSP business.

- Structural Engineers
- Geotechnical Engineers
- Geomorphological specialists
- Hydrogeologists
  - Designing through a source protection zone and major river
- Dispersivity modellers
- Bank protection specialists
- Flood modellers
- Various environmental specialists
  - Air quality
  - Noise
  - Ecology
  - Aquatic
  - Arboricultural
- Highway and drainage engineers
- Planning and advisory services
- Transport modellers
- Carbon modellers
- Quantity surveyors



WSP also supported Shropshire Council and the Environment Agency in exploring the possibility of combining the NWRR with a flood management scheme. Drawing on specialists from WSP's Water Risk Management and Engineering team, the design for the NWRR was initially adapted to allow a future "bolt on" of the flood management measures, this was presented to the public through the WSP managed consultation in Spring 2020. WSP continued to advise the Council when development of the NWRR was paused to fully consider the programme and costs of delivering the flood management element. Ultimately, the programme and engineering challenges of the flood management project meant the NWRR reverted back to the stand-alone scheme. The final road proposal was then rapidly updated and reassessed with the support of further additional resources (WSP's resource level peaked at 177 people working on this project immediately prior to the submission) and the planning application was submitted to the Local Planning Authority, in February 2021, meeting a key milestone in the overall delivery programme.

Working with Shropshire Council, WSP reviewed the original scheme proposals with a view to manage scheme costs and reduce the carbon impact. The outcome was an addendum to the Planning Application, submitted in August 2021, which incorporated a simplified viaduct. This brought savings in the embedded carbon, through a reduction in the use of concrete and steel and utilising more of the site won materials, along with reduction in construction costs estimated at £7m.

## TOTAL POTENTIAL CARBON SAVING

**22,200 TONNES CO<sub>2</sub>e**

Looking ahead to the build phase of the project, WSP are supporting Shropshire Council and working alongside Balfour Beatty, through the Scape framework, to reduce risks and realise additional social and environmental benefits. In parallel, WSP have commenced preparation of the Full Business Case. Led by WSP's Economics team, the Full Business Case will provide an updated picture of the scheme cost and benefits prior to construction. WSP will be drawing on experience working with the Department for Transport to align the Business Case to the national agendas of "levelling up", sustainable transport, carbon reduction and bio-diversity.

### 1.1 COVID-19 Social Distancing Measures

The COVID-19 pandemic created a unique requirement for all local authorities to provide 'social distancing measures', in areas such as High Streets, commercial areas and parks, to maintain social distancing requirements and minimise the transmission risk. Under uncertain and dynamic



circumstances, WSP worked closely with Shropshire Council's lead officer to deliver suitable measures in very short timeframes. As local authorities throughout the UK were dealing with the same issues, the Shropshire based WSP team were able to draw on both lessons learnt nationally and local knowledge to deliver the most effective and appropriate measures. Shropshire Council's lead Officer noted that WSP were “*exceptionally responsive to the situation during the pandemic*”.

WSP identified, coordinated and delivered 24 social distancing schemes throughout the county's market towns during Summer and Autumn 2020. The WSP team consisted of a project manager and technical lead supported by a flexible team of design technicians which could be utilised as required. The team identified the appropriate sites, designed interventions, produced the temporary and experimental traffic regulation orders and scheme designs, whilst retaining tight financial control throughout the project to enable Shropshire Council to manage their budget allocation.

The team engaged with Shropshire Council Officers, Councillors, Town and Parish Councils, Business Improvement Districts, Chambers of Commerce and members of the public to establish the most appropriate schemes. Interventions were implemented to make space for social, economic and environmental functions during the lockdown periods and beyond. Where appropriate, the designs incorporated sensitive features such as planters and seating. To assist with speed of delivery on the ground, WSP engaged with a local traffic management company. This enabled the team to react at speed and adapt the measures to the changing requirements on site resulting from changes in COVID restrictions. Shropshire Council's lead officer recognised WSP efforts and provided very positive client feedback, noting “*Excellent Team working*” and that “*WSP have gone the extra mile*”.



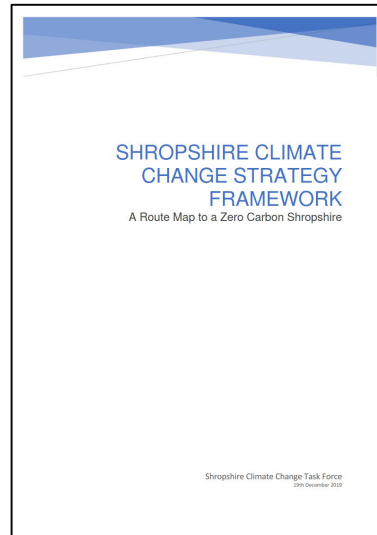
As a result of the project's success, the approach and measures implemented by Shropshire Council are being promoted by WSP as an exemplar for our work with other authorities. WSP are also working to convert one of the social distancing projects into a permanent and much larger



scheme to permanently reallocate road space and to create a safer environment for pedestrians and cyclists.

## 1.2 Carbon Neutral Maintenance Programme

In May 2019, Shropshire Council, along with many local authorities, declared a Climate Emergency and the Council's Climate Change Strategy Framework establishes the overall goal of making Shropshire Council net carbon neutral by 2030. Led by its Climate Change Task Force, the Council identified highways as a forerunner in their climate strategy; a bold initiative considering highways is a difficult discipline in which to achieve successful carbon reduction. The Shropshire Alliance, a collaboration of Shropshire Council, Kier, WSP and Miles Macadam, was formed to deliver the first carbon neutral road surfacing programme by any UK local authority.



The programme aimed to identify roads in need of immediate maintenance with the objective of specifying durable, robust products to deliver enhanced performance. Working as a partnership and empowering its supply chain realised added value and benefits to the client and community at no added cost. It delivered its net zero surfacing objective by specifying a low carbon, warm mix Grouted Macadam installed by a carbon neutral company, Miles Macadam. The programme achieved carbon footprint savings of up to 40% by selecting this over conventional surfacing materials. Emissions were offset through an approved scheme and a Community Tree Scheme encouraged planting of British woodland trees to sequester the equivalent total embodied carbon. The Carbon Neutral Maintenance Programme was rewarded with the Sustainability Award from Local Council Roads Innovation Group, LCRIG.

*“Whilst there’s a lot more to be done, this is a positive step forward, especially for an industry that’s heavily reliant on the use of natural resources. By working with highways specialists, Shropshire Council’s Highways team and partners will have delivered the first carbon neutral, routine highways maintenance programme in the UK, setting an example for the rest to follow.”*

**Steve Davenport, Shropshire Council Cabinet member for Highways and Transport**

Building on this success, WSP have undertaken initial baseline modelling of the entire surfacing maintenance programme and have ambitious targets to half the carbon footprint in our designs and advice by 2030. Our proposals to adopt an alternative “warm mix” asphalt material for all the 2022/23 surface maintenance schemes will take a significant step towards this with an estimate 7.8% reduction in embedded carbon. Through discussions with our Highway Alliance partners this reduction is being achieved with zero additional cost.

### **1.3 Oswestry Innovation Park and Mile End Improvements**

Having helped to secure a combined £14.3m of external funding from Homes England and the Marches LEP, WSP have worked flexibly and utilised resources from a wide range of technical specialisms to meet a very challenging programme and the Council’s spending commitments. The scheme proposals have latterly been adapted to meet the Council’s changing priorities, accelerated by COVID-19, to promote sustainable development by introducing off-road cycle access to the innovation park and enhancing bio-diversity within the innovation park itself. The overall scheme supports the Council’s Economic Strategy for Growth and specifically the Oswestry Growth Corridor by facilitating sustainable housing and employment in Oswestry and the surrounding area.

The combined WSP and Shropshire Council delivery team have worked collaboratively with stakeholders, especially National Highways, to deliver the scheme objectives within the available budgets. As the first phase of the work has progressed to site, WSP has utilised specialist resource to manage site risks on behalf of the Council including great crested newts, archaeological investigation and land contamination.



Each funding award for the scheme came with strict deadlines which were not achievable under traditional methods of procurement. Supported by WSP, Shropshire Council sought to deliver the project via the Scape framework, thereby avoiding an extended tender process. The Scape model required WSP to adapt the planned design approach to carry out activities in parallel and then proactively manage the resulting risks on behalf of the Council. This method required a great deal of additional communication and flexibility to ensure that the multiple strands of the project continued to work together. As the Mile End Junction Improvement was the first project to be delivered via the Scape framework, WSP worked closely alongside the Council's lead officer and procurement team to ensure the added benefits of the framework would be realised, particularly the enhance social value from using SMEs and the local supply chain.

On behalf of the Council, WSP managed with the contract and supervised the construction phase. WSP took a very active and collaborative approach to working with Balfour Beatty to ensure quality was kept to the highest possible standard and the specification and National Highways standards were adhered to.

WSP were able to administer the contract and work to ensure that delays were mitigated throughout the contract period, whilst managing and responding to multiple Contractor Technical Queries. As a result, the project was delivered to budget and on time.

WSP's on-site technical and engineering staff worked to ensure where feasible that further initiatives were realised and carbon savings were made, switching to warm mix asphalt added to the carbon saving. Developing sustainable approaches to future designs by instigating asphalt

**TOTAL POTENTIAL CARBON SAVING**

**51.3 TONNES CO<sub>2</sub>e**



recycling created opportunities to minimise future waste and excess materials to landfill, reducing carbon emissions and making best use of available resources.

Most recently WSP have been instrumental in assisting the Council in seeking out opportunities to bring forward the Innovation Park. Most recently, supporting Shropshire Council in their collaboration with National Highways, WSP have been developing a pedestrian/cyclist bridge over the A5. Taken together, the junction improvement, innovation park and pedestrian/cyclist bridge mark a significant first step towards the Council's ambitions in Oswestry.

**Mile End junction improvement officially opened** on the 11<sup>th</sup> of March 2022



#### 1.4 Flood & Water Management

The COVID-19 pandemic has not prevented the ongoing drive for continuous improvement on the Shropshire Commission, with WSP's recent focus being the Flood and Water Management team. The review considered lessons from past performance, effectiveness of communications and collaboration, forward programming and possible deployment of new techniques to improve the service. WSP took an open and collaborative approach across the Highway Alliance to identify and address any barriers to effective delivery of the service. The outcome has been to realign the team and enhance early Alliance involvement and then coupled with more regular interfacing with Divisions, other disciplines and public bodies. The result has been to minimise previous administrative difficulties, improve collaboration and ensure focus on the key outcomes of flood alleviation, development resilience measures and protection from future flooding.

Acknowledging the critical function of a robust forward programme, the Flood and Water Management team are now utilising new digital techniques to develop a new vision and targets for the service. Essentially the new approach will help to address public frustration when recently surfaced roads are re-visited, possibly within a couple of years, to dig a trench as part of a drainage

scheme. This approach unavoidably leaves a “scar” on the road surface and introduces a potential weak spot that can ultimately lead to potholing. Creation of a robust, current, and accessible forward programme for drainage schemes is essential to improving long term efficiency and allow effective interfacing with other maintenance teams. Utilising Open Source QGIS (Quantum Geographic Information System) to support the programming of drainage schemes has been essential and helped improve key outputs

The ongoing work is to use digital mapping to develop forward work programmes for all maintenance and capital investment works. By overlaying the individual map-based programmes, an integrated programme can be developed that offers the potential to reduce costs against a standalone approach and simultaneously improve longevity of the asset.

## **1.5 A529 Safer Roads Fund project**

WSP produced the bid which secured £3.88 million of external funding from the DfT’s Safer Roads Fund project for the A529 route in North Shropshire. This route had been identified as one of the worst A-roads for collisions in the country with 69 casualties including 4 fatal and 12 serious collisions in the previous 5 years.

The 3-year programme of safety improvements split into 14 work packages includes approximately 10 kilometres of improved carriageways with 8 junction improvements, upgraded and consistent route signing and road markings, including vehicle activated signs and speed limit changes throughout.

Along with the safety improvements, collaboration has been a key feature of the scheme. We have sought to promote and utilise effective collaboration with multidisciplinary teams to achieve value for money and best practice. Collaboration with developers on s106 schemes, Community Infrastructure Levy (CIL) projects and Shropshire Schools 20mph zone projects has brought additional funding of around £65,000 into the scheme.

We have also taken the opportunity to address long standing maintenance issues by carrying out carriageway and footway maintenance along with drainage improvements in each package.

*“The Department is delighted to let you know that the Safer Roads Fund has won a prestigious Prince Michael International Road Safety Award. We wanted you to share in and celebrate this success as a reflection of your hard work in developing and implementing the schemes themselves. The dedication and effort you have shown means you should rightly share in this*

award alongside the Road Safety Foundation, the RAC Foundation and the Department for Transport. “

**Malky Stoddart Strategy & Safer Roads Support, Road Safety Division, Department for Transport**

*“I was very proud to hear that they intend to use the Mount Pleasant crossroads as a focus of their report to Ministers and the points noted above will also be factored in – the aim being to really promote the benefit of the fund and the huge impact it has on safety but also, the sense of achievement that results from doing the job so well. I was heartened to hear that there is likely to be future rounds of funding to come forward that we can bid for and for my part, I shall be very keen to see if we can progress studies, so we are well prepared.*

*In the meantime, many thanks to you and the team for all your hard work and please pass on my thanks to the wider team also.”*

**Andy Moreton - Strategic Infrastructure Works Manager, Shropshire Council**



### **Safer Roads Fund receives Royal assent**

A529 - £3.9m safety improvement scheme

Paul Savill and Andy Moreton attended the award and met with Prince Michael on 7 March

## **1.6 Social Value**

The work WSP delivers on a day-to-day basis has an impact on the public and the communities it serves. It is vitally important to WSP that we maximise the Social Value benefits and impact within the projects we deliver and through the people we employ.

The Shrewsbury Team at WSP have adopted and utilised WSP’s corporate initiatives, these include but are not limited to:

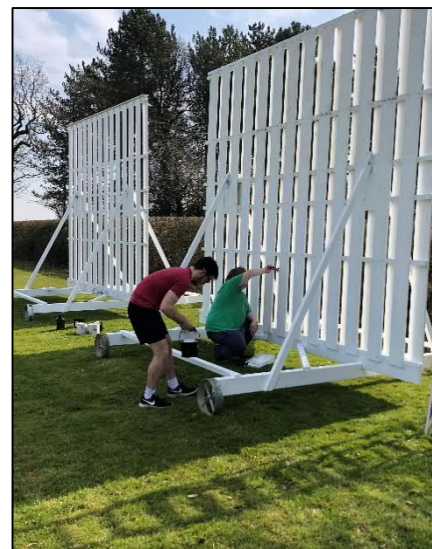
- Net Zero & Climate Champions
- Future Ready
- STEM@WSP
- WSP Foundation Rep
- Apprenticeship & Graduate Programme
- Wellbeing & Mental Health First Aiders



- Volunteering Programme
- Social Value Champions

WSP seeks to employ local people who have a keen interest in supporting their local communities as well as contributing to the local economy. With this, we are eager to support Early Career Professionals (ECPs), help them develop and progress within the industry whilst remaining within Shropshire and strengthening the county's Professional Network and attract Business and Economic Growth. We have provided 10 ECPs with the opportunity to 'earn and learn' through WSP's Award Winning Graduate and Apprenticeship Programme, something that as a company we take great pride in.

The COVID pandemic limited the direct engagement with pupils within schools which hindered the amount of STEM activities delivered, despite this, we were able to provide Virtual Work Experience opportunities, learning support and classroom Civil Engineering exercise material to schools and develop a comprehensive STEM and Careers programme with school leaders and Shropshire Council for 2022. We were also able to successfully promote Road Safety Campaigns in 23 schools, delivering 138 sessions and engaging with 4650 students since Sept 2021.



As well as the direct employment through the Shropshire Contract, the Shrewsbury Office supports and works with local SMEs (Small and medium-sized enterprises) and VCSEs (voluntary, community, and social enterprises), utilising expertise within the Shropshire Supply Chain as well as supporting communities with the WSP Foundation Legacy Grant, office wide fundraising and donations of IT equipment, totalling around ~£50k in 2021.



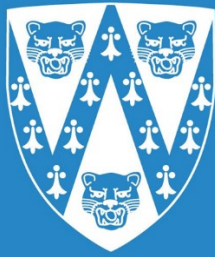
WSP's Volunteering Programme during the commission has enabled employees to support local charities and clubs such as the Harry Johnson Trust, Shropshire Borders Scouts, Shrewsbury P3, Prees Heath Conservation Warden, A4U, Montgomery Canal & Restoration Trust, Hope House Hospice, Ludlow Cycle Festival and many more. Following a challenging 18months of COVID restrictions the team has reinvigorated the volunteering initiative in 2021-22 which has seen the creation of a full volunteering programme with STEM activities, Tree Planting, Countryside Restoration and support to local community groups featured.

The Shrewsbury Team has developed its own approach to advance the Shropshire Commission to support Shropshire Council, providing value for money for the customer and client, maximising returns on the Shropshire Pound.

The Key Achievements are:

- Supporting Shropshire Council and other stakeholders with design to improve infrastructure within Shropshire
- Employment of local people, provision of local apprenticeships and career progression opportunities for school leavers
- Support of local charities and businesses
- Incorporation of biodiversity enhancements within projects through collaboration
- Understanding of Shropshire Council's Declaration regarding the Climate Crisis, implementation of reducing CO2 emissions within our schemes with the aspirations of becoming Net Zero by 2030.





Shropshire  
Council

# Built Environment Consultancy Contract supporting the Built Environment, Placemaking, Highways and Transport

## Outline Business Case

November 2021

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## Executive Summary

It is necessary to procure flexible consultancy services to support the built environment, placemaking, highways and transport resulting from the existing Highways and Transport Engineering Contract coming to an end in April 2022.

The funding environment to support the County's growth and development has changed dramatically in the past few years. Seizing the opportunity to take advantage of reviewing the services are optimum for Shropshire and to maintain consistency with existing projects, it is proposed to offer a 12-month contract from April 2022 to April 2023 to the existing supplier. The advantage of this 12-month contract is providing continuity of strategic projects and to better engage with the consultancy market to procure the next contract.

This outline business case explains the options and opportunities to achieve the needed support for the built environment, placemaking, highways and transport within Shropshire Council. The outcomes include:

- the Council taking in-house operational responsibility for the delivery of the statutory functions of Highways Development Control and Land Drainage per Members' request and improve service outcomes;
- maintaining service continuity as the current contract expires and consistency of consultancy support for the capital projects underway by letting a 12-month contract to WSP; and,
- evaluating and procuring a new built environment consultancy contract with the appropriate breadth to meet the Council's needs.

Various approaches were considered in the development of this business case ranging from insourcing all services to using different commercial arrangements to procure the support required. The business case discusses the options explaining the requirements, risks and opportunities taken into consideration.

Approval of this business case would give authority to the Executive Director to undertake insourcing of the Highways Development Control and Land Drainage teams, to let a 12-month contract to the current consultant and undertake the procurement of the new built environment consultancy contract. These responsibilities will be delivered in line with agreed budget with no changes to revenue or capital spend. The Project Board has undertaken due diligence on the options and have agreed the most timely and pragmatic approach is the one offered.

The business case establishes an indicative delivery plan, including the management approach for the project. The commercial governance arrangements are explained and how the contract will interact with the others which are required to deliver the built environment, highways and transport outcomes.

## Strategic Case – What is Needed?

The Highways and Transport Engineering Consultancy Contract, referred to as 'The Contract', was let in 2015 to support the Council's highways teams and provide key functions, and is now coming to an end in April 2022. The Council requires a new contract to support overseeing the development of the highway asset for the benefit of Shropshire County as well as undertake placemaking, master planning, carbon management, and economic advisory.

### Preferred Option

A revised built environment and consultancy contract will allow Shropshire Council to proceed with the development of an outline business case that will:

- i. Let a one (1) year contract to WSP for 12-months for the period of April 2022 to April 2023;
- ii. Move into the Council's management the direction and liaison elements of Highways Development Control and Land Drainage Policy functions; and,
- iii. Procure a new built environment consultancy services contract to support the continued improvement and value of the highways provision, engage in placemaking and support the growth agenda coupled with the carbon reduction effort.

This outline business case provides the project details, benefits, and opportunities.

### Case for Change

The Council requires a trusted built environment consultancy partner to support its highways asset valued at more than £4.5 billion. It is a service that reaches every Shropshire County resident and visitor. However, since 2015, the Council has seen a significant change in how Government funds and local economic development schemes have joined together to require master planning and economic growth advisory and insight into meeting Net Zero targets via carbon reduction. If Shropshire wishes to be agile and reactive to bidding opportunities and continue its leadership in Net Zero reductions, proactive consultancy support is required, not only to develop its infrastructure but also to maintain as cost effectively as possible its existing infrastructure.

The preferred option within this business case delivers the required benefits with the least amount of risk. An essential requirement for a built environment consultancy partner is to have a close and trusted relationship to provide the infrastructure required by the residents of Shropshire. The Council cannot directly employ the breadth of skills necessary to maintain the highways asset in-house, nor does it have on staff the needed technology and environment skills. The private sector is best placed to provide these skills. Over the life of the Contract, capital schemes and asset management activities have been successfully delivered, achieving value for money, engaging placemaking and winning Government funds to improve the network and the Council's growth targets.

### Do Nothing Option

There is not a do-nothing option available to the Council as the services in scope of the Contract must be delivered. This business case does describe the various options considered

in addition to the preferred option recognising that work must be undertaken to keep service continuity as well as seize opportunities of improved service scope.

## **Preferred Option Benefits**

The preferred option provides near-term flexibility with a trusted partner, allowing time to evaluate possible improvements effectively for the new Contract to be let in 2023. In preparation for the new Contract, the support for insourcing the two identified functions, Highways Development Control and Land Drainage, stems from the Council Members expressing the wish to engage with Officers, not consultants in these policy areas. Both areas are important to liaise with the Public and have management of the decisions required.

### **Need for a Built Environment Consultancy Contract**

The Council has a lean team of officers responsible for making complex decisions to ensure the highways network remains safe, easily serviceable with high integrity and availability. The breadth of skills required to undertake the capital and asset management planning and development requires a capability greater than the Council team possesses especially when considering advice required for place making, carbon reduction and technology implementation. The Council team are focused on policy, assurance, and performance monitoring which is the role of being a clear and informed client. The detailed design and built environment consultancy services are best placed to be delivered by consultants who provide full lifecycle engineering services and undertake innovation development. It is desired that the Consultant will help Shropshire deploy best practice and deliver insights through projects delivered with other local authorities and highways operators to support a continuous improvement culture.

It is important to make clear that there is an existing contract in place. This contract is vital to delivering the totality of the highways service and has supported built environment needs. The proposed award of a 12 month contract to WSP and the procurement of a new consultancy contract intends to continue the success of the existing contract and integrates improved services as described later in this business case.

### **Changing Government Processes**

The Contract is vital to enable the Council to develop highways and transport capital investment bids quickly. The Government and the Department for Transport have changed their bidding processes requiring multi-million Pound proposals on short time scales. In 2015, when the current Contract was let, the scope of services was narrower and the process of bidding for funds slower and more prescriptive. The Council is now bidding to other bodies besides Government, including regional bodies. The trend for creating bids on short notice is unlikely to change and the Contract will preserve Shropshire's flexibility to respond quickly.

A new Contract awarded in 2023 would allow for the rapid development of projects such as those awarded to the Council to support growth and changing needs such as the North West Relief Road where it is required to bid for funds. To purchase these services from a regional or national framework or via a neighbouring council would add delays, increase cost, and diminish the quality of bids submitted. The Council wishes to advance its Highways Asset

Management Strategy and capital investment initiatives with the support of funds from Government and regional bodies. Thus, it requires a consultancy partner to react quickly to develop the details of each proposal, have the skills to consider the growth agenda whilst keeping a weather eye on supporting carbon reduction.

### Alignment to Shropshire Highway Strategy

The preferred option supports the Council's Highway Asset Management Strategy (2015) by ensuring the objectives to maintain the optimum asset quality for the County to support transport and economic advancement.

## Details of Change

Three elements will change from the existing situation as of September 2021. Although the preferred option in this business case presents them together, each element has been considered on its own merits. Therefore, the preferred choice is presented in this business case as a single decision for approval.

### 12-Month Contract Award to WSP

The existing Contract, awarded to WSP in 2015, cannot be extended further. The COVID19 Pandemic impacted the contract replacement project by delaying going to market due to the situation's variability and necessity of ensuring our highway network continuity. WSP could be offered a 12-month contract with a similar scope to the current Contract with exception of the management of Highways Development Control and Land Drainage functions which will transfer to the Council.

### Options Considered

Various options were considered before selecting the preferred option of letting a 12-month non-competitive contract. The risk of not maintaining a close working relationship with the consultancy partner and losing critical knowledge due to hasty contract closedown ruled out the other options which are outline below. The were to:

- i. Accelerate the new Contract procurement going to market in Autumn 2021;
- ii. Use neighbouring councils' built environment consultancy services contracts exclusively instead of procuring a new Contract for Shropshire; and,
- iii. Use various national and regional frameworks exclusively to buy services as close to those currently specified.

Each of these options has disbenefits with the loss of local knowledge and contract provision that does not best meet the contemporary and future needs of the council. The options would likely lead to significantly higher costs as a result of either additional fee's for contract access or a new contract not being developed to best offer the council value for money based on market intelligence.

The Council will continue to use regional and national frameworks and maintain best value routes to market outside of this Contract. The 12-month Contract does not limit options and adds benefits as previously outlined. In practice, the Team considers each element when engaging the Consultant and, at times, has leveraged alternative arrangements to deliver

elements of work or secure advice where it is considered greater value for money or improved outcomes can be delivered.

### Risk and Opportunity

The strategic risks have been considered and the opportunities presented by the 12-month Contract outweigh the risks. There is not sufficient time to undertake procurement for a new consultant to deliver service from April 2022. At a high level, the effort required to ensure service continuity is likely not achievable without the 12-month Contract. Additionally, the Pandemic created a bubble of procurements from other Authorities and the Council benefits by having more market interest if it allows this wave of competitions to conclude. It is then likely that the market will take greater interest in bidding for the new Contract to go live in 2023.

The opportunity presented by offering a 12-month contract to WSP and modifying the scope of services is:

- i. **In-sourcing Key Knowledge** –The 12-month period allows for additional time for the Council to better design and understand what other functions are best to be delivered by Council Officers which may include further opportunity take under management additional policy functions. The changes are part of the larger procurement discussed below as the right client functions will be appropriately defined and developed within the Council before engaging a new built environment consultancy partner.
- ii. **Accelerate Capital Scheme Development** – In preparation for the new built environment consultancy contract procurement and to ensure no delays to asset scheme delivery, WSP will work with the Highways Team to have 24+ months of schemes and plans designed and costed, ready for implementation.
- iii. **Prevent Knowledge Flight** – WSP has key staff involved in capital schemes necessary for the successful completion of these schemes. The 12-month Contract will ensure those staff remain available and engaged in ongoing projects.
- iv. **Effective Handover and Project Continuity** – Should WSP not win the next engineering contract commencing in April 2023, the 12-month Contract will allow for an effective handover and knowledge sharing with the new Consultant. During the 12-month Contract the Council will define the appropriate involvement of WSP within each existing or newly created project. For example, in schemes where WSP has provided project management or quality control, these roles will be planned for effectively both commercially and in terms of team dynamics. This will ensure that all projects deliver to the agreed time, budget and scope as the Council is responsible of reporting successes to the funding bodies including the Department for Transport and other ministries.

### In-sourcing Highways Development Control and Land Drainage Functions

WSP currently provides strategic delivery of the Highways Development Control the Land Drainage functions. In 2015, as a result of an 18-month project to change the Highways Team, these functions were outsourced in line with policy. However, these functions are statutory and are best delivered by a Council Officer. It is therefore proposed that any new 12 month



contract with WSP would not include these services so that the functions would instead be delivered 'in-house' by the Council.

#### **TUPE of Functions**

The functions are delivered by approximately eight (8) people in WSP's employ. The cost envelop for the Highways Development Control for Land Drainage is approximately £250k for the affected staff. TUPE, Transfer of Undertakings (Protection of Employment), will apply to those WSP staff currently delivering these functions and as these functions will not change and will be delivered by the Council instead.

With effect from the date of transfer to in-house delivery, the Highways Development Control team members will report to Tracy Darke, Assistant Director for Economy and Place. The Land Drainage team members will report to John Bellis, Drainage and Flood Risk manager. The project will ensure that each team member has all of the required role information and appropriate consultation.

The functions are currently revenue costs within the Contract and there is no projected change to the budget for these functions.

#### **Risk and Opportunity**

There is a risk that the staff involved with the functions choose not to transfer. If the staff do not transfer, the contingency plan will require the hiring of new officers to support the function. As these are statutory functions, there are no savings expected as a result of the change. The opportunity is that there is greater control and engagement with Members and the Public in regards to these strategic areas.

#### **Procure Built Environment Consultancy Contract**

The current Contract scope has been effective. The new Contract will provide an opportunity to ensure the right mix of services support the Council's future placemaking, built environment, highways, and transport needs. The scope of the existing Contract will be reviewed. Officers are content with the proposed breadth of services for highways and are looking for innovations in carbon reduction and technology. Also, advice and support to champion the Council's placemaking strategy and growth aspirations is clear.

#### **Procurement Approach**

The Council requires a capable partner that can provide the breadth of services needed. The procurement will be designed to ensure that small and medium-sized built environment consultancies can provide a competitive tender.

#### **Delegated Authority for Procurement Approvals and Team Changes**

Were delegated authority to be given to the Executive Director of Place, and his team to deliver the outcomes described there are no impacts on capital or revenue budgets as the contracts are not funded directly within the budget. For the insourcing of the Land Drainage and Highways Development Control teams, the cost will be approximately the same. Council Leadership will be sighted and updated on a regular basis as to the learnings and ongoing delivery of the project.

## Built Environment Consultancy Services Required

The expected services required from the future Contract will support the following:

1. Built environment advice and industry best practice; *{broaden service scope}*
2. Identification and bid development of funding opportunities at regional and national bodies for the betterment of Shropshire and the advancement of development strategy and carbon reduction; *{broaden service scope}*
3. Placemaking and growth development advice; *{new service}*
4. Flood and water management advice and design, including innovation within green wastewater management; *{existing service}*
5. Street lighting and traffic signal advice, design and best practice; *{existing service}*
6. Major projects including traffic schemes, highways and master plan development; *{existing service}*
7. Transport services including traffic planning and public transport; *{existing service}*
8. Bridges and highway structures advice, design and project development; *{existing service}*
9. Highway maintenance strategy and advice reflecting industry best practice and innovation; *{existing service}*
10. Asset inspection, monitoring, and audit services; *{existing service}*
11. Asset Management include strategy development and insights from the sector; *{existing service}*
12. Natural environment advice, design and best practice including Rights of Way and natural assets; *{existing service}*
13. Business and enterprise services including data management, PMO operations, governance, secretariat and customer services functions *{new service}*; and,
14. Road safety education *{existing service}*.

In the next phase of the project, the new services will be defined and the existing services reviewed to ensure they remain fit for purpose. These functions are under the control and responsibility of the Director of Place and will align to the Council’s strategy.

## Capital Schemes

The Consultant's role in supporting the design and delivery of capital schemes is focused early in the lifecycle. The capital scheme project lifecycle is depicted below

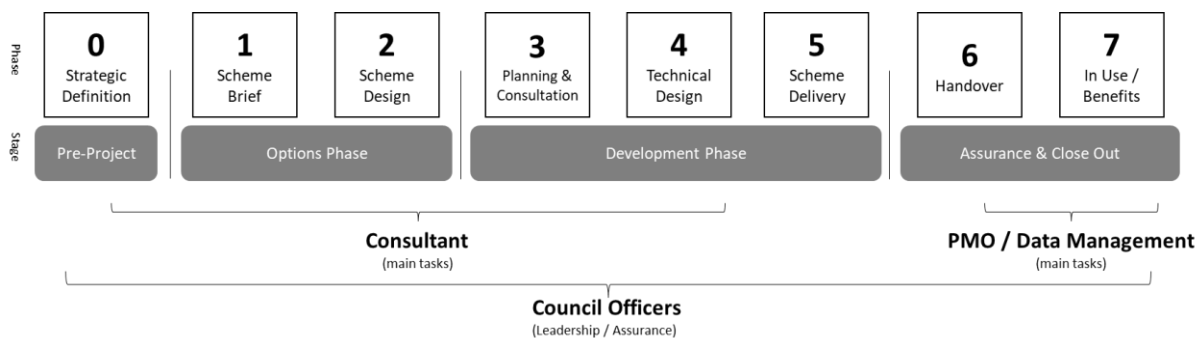


Figure 1 - Capital Delivery Model

The Consultant is critical in defining and designing bids and proposals at stages 1, 2 and 3. It is in the Consultant and the Council's mutual best interest to have an effective partnership to increase the likelihood of winning funds such as the Levelling Up Bids and other capital schemes. Note that the Consultant may have a role through the whole project depending on the projects needs such as project management or quality control.

For Capital Maintenance Schemes, a similar process is followed, placing importance on asset knowledge and data at stages 3 and 4. As mentioned, a benefit of the 12-month Contract award to WSP will be that the new Consultant will inherit 24+ months of schemes ready to implement. The new Consultant will have time to mobilise and develop the required asset knowledge and learn the necessary design and risk tolerances specified by the Highways Team before designing further schemes.

Early in capital projects and within the Council Strategy, the Consultant may have a role to informing the placemaking and bid identification work. This is a key outcome of the Consultant in the identification and delivery of growth schemes for Shropshire.

### Asset Management and Infrastructure Planning

The Asset Management function is a cyclical one designed to respond to the needs of the Highways Network and deliver asset maintenance, ensuring safety and network availability.

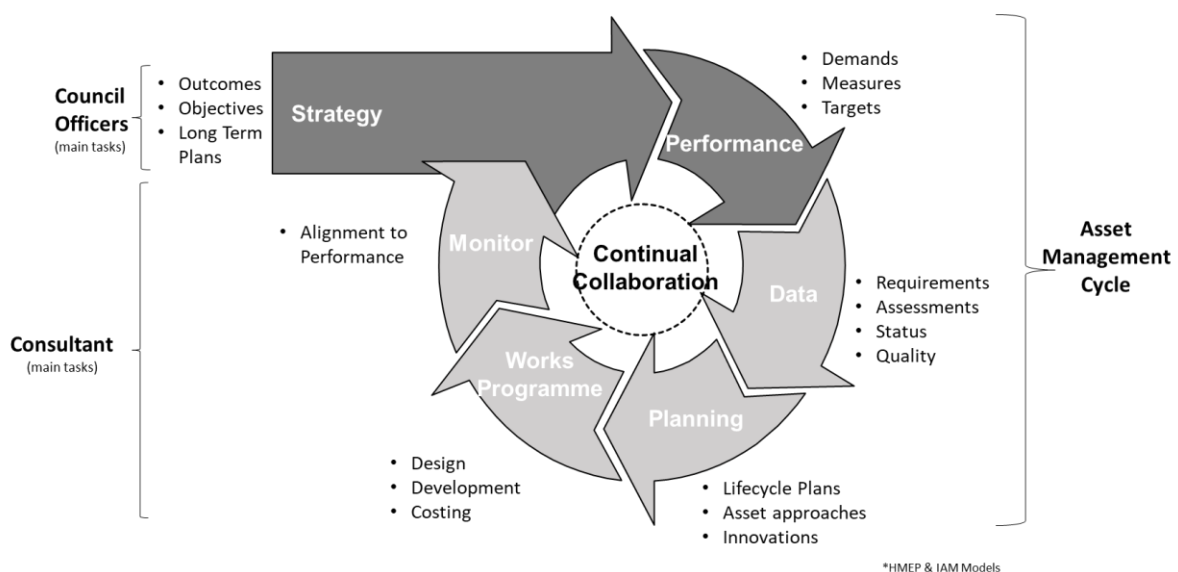


Figure 2 - Asset Management Cycle / Roles and Activities

The relationship with the Consultant is vital in ensuring the policy and performance requirements are achieved. As demonstrated in Figure 2, the Consultant's role is integral to the asset management process.

### Central Data Hub – Opportunity

An opportunity for improvement requires the new Contract to specify a Central Data Hub that will deliver a project management office, data management services, and customer service management function that centralises activities already undertaken continuing to work in

conjunction with Council customer service colleagues. The outcome is a central function to coordinate and provide the right data at the right time across the Highways Team.

The project management office (PMO) will be responsible for tracking and monitoring the status and data associated with each scheme or network activity. This will provide a joined-up picture for the Highways Leadership of the vital information required to ensure the council's strategy is being achieved. In addition to the project management functions, the PMO will serve as the secretariat for the governance groups that govern the Contract and inform asset management policy. The governance model is described in Figure 3.

Data is critical to improving project delivery, the life of the highways asset and ensuring the correct intervention is delivered at the best time to have a safe, cost-effective and highly available highways network. Since 2015, data management has matured, and digital transformation coupled with highways asset management systems provides a rich picture for the Highways Officers to use in their decision making. However, data management is currently done in an ad hoc manner. There is a need to have consistency between asset classes and capture the data when projects conclude. Therefore, the data management function will be central to the PMO to support the Capital Schemes and the Asset Maintenance functions.

The Council has the drive to improve its overall data quality across its services. The PMO function will support this strategic goal and support the range of built environment services effectively. The data becomes ever more complex as structure data via BIM (building information management) platforms are deployed. Geospatial data and asset data are two key data types that are critical to information effect policy decisions by the Council. The Consultant will play a key role in delivering the data management maturity.

Customer service for the Shropshire Highways Network Users is important in responding to inquiries about the asset. Currently, this process is distributed within the team. Having a central function to support the council's customer service policy will improve the customer service experience, consistency, and timeliness of the response at a lesser cost per inquiry.

### Expected Contract Value

The historical split between spend on Capital Schemes and Asset Management has been two-thirds and one-third. The historical spending is in the table below.

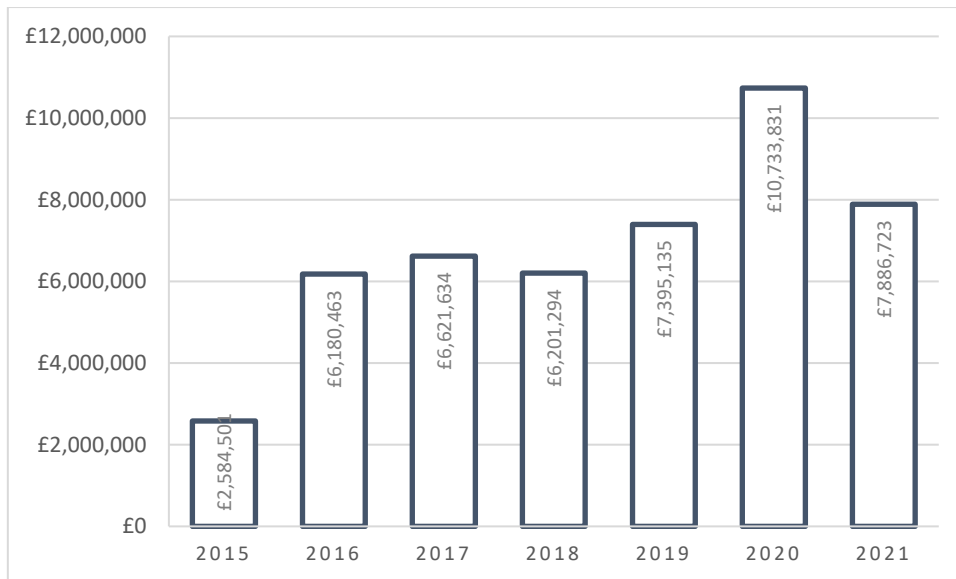


Table 1 - Contract Spend by Calendar Year

The spent profile within the table is not only highways services. It shows that the Council has been successful in attracting capital investment from Government and other funding bodies. The highways asset spend is the smallest component, and the capital inflow indicates the number of services needed to deliver the numerous large scale capital programmes.

The revenue spend within the table focused on cyclical asset management is about one-third of total spend or approximately £13m over the life of the Contract. The rest is spend from capital projects such as the North West Relief Road.

## Economic Case – What is most affordable?

The question of affordability and ensuring that a competitive price is paid for each outcome delivered by the new Contract was considered in detail. Value for money in the context of consultancy services means access to a broad set of built environment and engineering skills that are paid at competitive rates. A service premium will not be paid, but the Contract will have appropriate incentivisation and reward mechanisms to align the Consultant's interest to the Council's expectations.

The Council wishes to incentivise the Consultant in the new Contract to be proactive. The Consultant should identify and bring to the Council's attention opportunities to secure new funding which aligns to the Council's strategy and growth plans.

### Options Considered

A range of options was considered in assessing the best solution for the Council to have access to the skills needed to deliver a safe and effective highways network. The options considered were:

- I. **Multi-supplier framework** – Creating a built environment engineering consultancy framework with numerous consultancies where each work package is offered to the framework participants for bidding.

- II. **Joining existing partner council contracts** – Adopting and using existing contracts from regional councils.
- III. **Insourcing Services** – Bringing into direct employment the full breadth of staff required to supply all of the services required by the highways network.

The most costly and inflexible option is insourcing the highways consultancy functions currently delivered by the Contract. The economic case for insourcing does not offer value for money due to the breadth of skills and engineering knowledge required. In addition, best practice is not presented as a matter of course as the council would have to seek out this knowledge and have the added cost of developing this knowledge within its staff.

A multi-supplier framework was considered, including leveraging existing design frameworks used by neighbouring Councils. Both options were discounted as the administration cost is high and the disbenefit for not having a close partnership, especially when bespoke capital bid development is required. The time required to create the work package, put it out for bid, select a partner and begin work would likely mean that most Government bids would not be achieved due to the aforementioned change in Government process.

### **Cost, Benefit and Risk**

The contract cost will be known after the procurement concludes, and this will be captured in the full business case. The fees paid will be a mix of compensation types depending on the function required and the activity volume. The total target cost is expected to trend in line with the previous yearly spend shown in Table 1 dependant upon the Council winning further capital bids.

In considering the direct and indirect benefits of partnership working, the Highways Team and Built Environment Colleagues require a trusted partner in addressing the challenges presented by the Highways Network and the wider asset pool. The key benefit is stability and consistency of support to inform the Officer's decision making and appropriate informing of the strategy. The Consultant will hold the trust to help early on in major projects where advice on placemaking, economic growth and long term master planning will have a significant impact as well.

Risk will be managed closely on a project by project and function by function basis. Due to the nature of a professional services contract, the risks are comprised of the Consultant failing to deliver the work or providing incorrect advice. Appropriate governance processes and commercial mechanisms will mitigate these risks to ensure the best possible outcomes.

### **Governance**

To deliver the best value possible, a robust governance process ensure the Consultant delivers. The governance process will be implemented with the new, 12-month Contract with WSP and will be matured with the letting of the new Built Environment Consultancy Contract. It is recognised that the Highways Team has changed over the past seven years and that the contract governance functions can be improved and further integrated to support improved decision making.

Per Council guidance, each director operates its own best practice model for contract governance. In line with this practice, governance will be comprised of four groups, each with its Terms of Reference. The membership of each group will involve the Council and the suppliers where each group requires appropriate decision making and oversight. The Council will chair each group and use the bodies to administrate the Contract outcomes. The overview of each committee is as follows:

- i. **Asset Steering Group** – Reviewing strategic needs of the highways asset and recommending best practice to improve value for money.
- ii. **Contract Board** – Manages the strategic relationship with the Consultant to review contract performance and address any escalations or concerns.
- iii. **Contract Ops Board** – Manages the operational relationship with the Consultant to support the Service Manager in the prioritisation and value delivered via the Contract.
- iv. **Highways Alliance** – Integrating the Consultant and the Term Maintenance Contractor to ensure the whole lifecycle is properly managed in line with the Council's Highways Asset Management Plan.

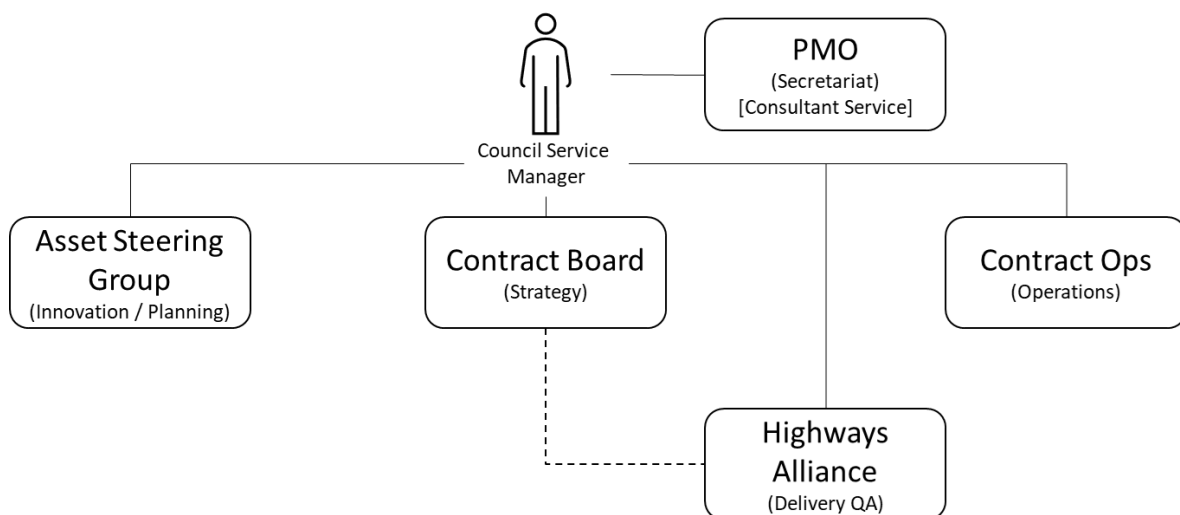


Figure 3 - Governance Model

### Alignment of Asset Management and Built Environment Consultancy

The Highways Alliance, shown above, allows the asset management contracts to manage the network interventions and developments with the strategic and operational advice given by the Consultant. The Council’s client team leverage the benefit of these two organisations each providing their insights to find the optimal mix of revenue and capital interventions within the budget allocated. Each plays a role to inform the Council’s decision making and this is brought together within the Highways Alliance agenda.

### Commercial Case – Can the market deliver?

The market for built environment consultancy is developed and competitive within the UK. Consultancies of varying sizes provide wide breadth of services. Where possible, the Contract

will incentivise Shropshire-based and regional consultancies to participate as this may improve local knowledge improved outcomes.

### **Competition and Capability – Can we get value?**

UK-based built environment consultancies supply a wide breadth of comparable services as engineers are professionals and subscribe to chartered bodies who set the requirements for professional competence. As such, the consultancies will compete on their efficiency and their customer service. The procurement will not be exclusionary and will prize innovative, forward thinking approaches. There is very low risk that the procurement will not receive numerous competitive bids giving both confidence in the services and prices.

### **Form of Contract**

The market is comfortable operating under the NEC (New Engineering Contract) suite and so it is proposed to utilise this form of Professional Services contract with appropriate amendments to suit the Council's needs. As project management is at the heart of the NEC framework, the consultants will embrace engaging with good project management processes.

### **Risks and Opportunity**

In considering the risk, the UK has a long tradition of built environment consultancy excellence. There is minimal risk that the market is unwilling or unable to deliver the breadth of highways services required.

There is an opportunity to encourage innovation and greater sharing of best practice within the new Contract. These lessons and insights could improve the delivery of the Highways Asset Management plan. The Consultant can be incentivised to make a clear and measurable impact, especially in dealing with technology (street lighting, signals, smart furniture, etc) and carbon capture with innovative drainage and design considerations.

### **Financial Case – How to achieve the most affordable option?**

The procurement process will achieve value for money as it will clearly compare the prices across all bidders. The Contract will be awarded to the Consultant, which may be a joint venture or other organisational form, that demonstrates the best value for money in both economic and customer service terms.

### **Setting the Budget and Controlling Cost**

The value of the Contract will be published within a range of £11m to £50m for the life of the Contract being 5-year length with two, 2-year extensions. This will be confirmed during the project as services are considered and specifications developed. Indicatively, to maintain the highways network, the council invests more than £25million on an annual basis and this is proposed to increase. For this Contract, the Council will commission services in line with the highways asset need. For asset management, this is about one-third of the annual built environment consultancy spend. As it is bid-based and mostly granted via the Department of Transport, capital will be in line with the proportion of capital projects secured.



## **Budget Control**

The Contract is a services contract where work packages are called-off from it. The funds that will pay for services are from existing Council budgets and would be spent under the existing Team's delegated authority. There are no special financial delegations as all financial approvals will be via the budget process or capital scheme approval.

## **Realistic Costs**

As mentioned above, there is no realistic way to lower the cost of built environment consultancy services by creating a complex framework. In addition, the high costs of administration will overshadow savings made by bidding each work package bid.

The average billable earnings within the UK engineering sector is approximately £83,500 per staff member (source: IBIS World 2021 Industry Report). Via the open tender process, the variation will come in the Council's specific high-value services, such as carbon capture and technology advice. To ensure a realistic cost, the procurement will test these areas to achieve the best value.

## **Management Case – How to deliver the project?**

Delivering a new highways engineering consultant for April 2023 is achievable. The project plan is in Annex B.

## **Governance**

The project has been established with Steve Smith as the senior sponsor. Andy Wilde has responsibility for overseeing the project. A board consisting of representatives from Procurement, Highways, Finance and Legal meet monthly to review decisions and provide oversight.

The project has participated in the Council's governance processes by seeking support from Cabinet and Directors in September 2021 before progressing with a formal business case to advance the preferred option presented within.

## **Project Delivery**

Andy Wilde is overseeing the project with the support of McKie Consulting and Sprague & Co to undertake the commercial and operating model advice. Andy reviews the project plan regularly and will continue to do so through the delivery of the project. All project professionals involved hold memberships and charterships from UK professional bodies where they use the best practice defined to achieve the desired outcomes.

## **Stakeholder Involvement**

Stakeholders have been consulted and welcomed to contribute to the business case and the overall project objectives. Highways Officers have shared areas with the new Contract that can be improved and offer better results for the people of Shropshire.

Per the project plan, a wide number of stakeholders, internal and external to the Council, are involved to ensure the project and future consultancy arrangements are fit for purpose.

### **Risk Management**

On a regular basis, the project risks are reviewed. Risks are escalated as required. As the business case moves from the Outline phase to the Full business case, the risks will be captured as the procurement process will inform the likelihood of possible risks. Andy Wilde will escalate any risks which are not mitigatable via Steve Smith for appropriate management intervention.

### **Procurement and Commercial Support and Advice**

The core of the project is the design and procurement of a new Highways Engineering Consultancy Contract. The Council's Highways and Procurement Teams are supported by the project team who have decades of experience in complex engineering services procurement and implementation.

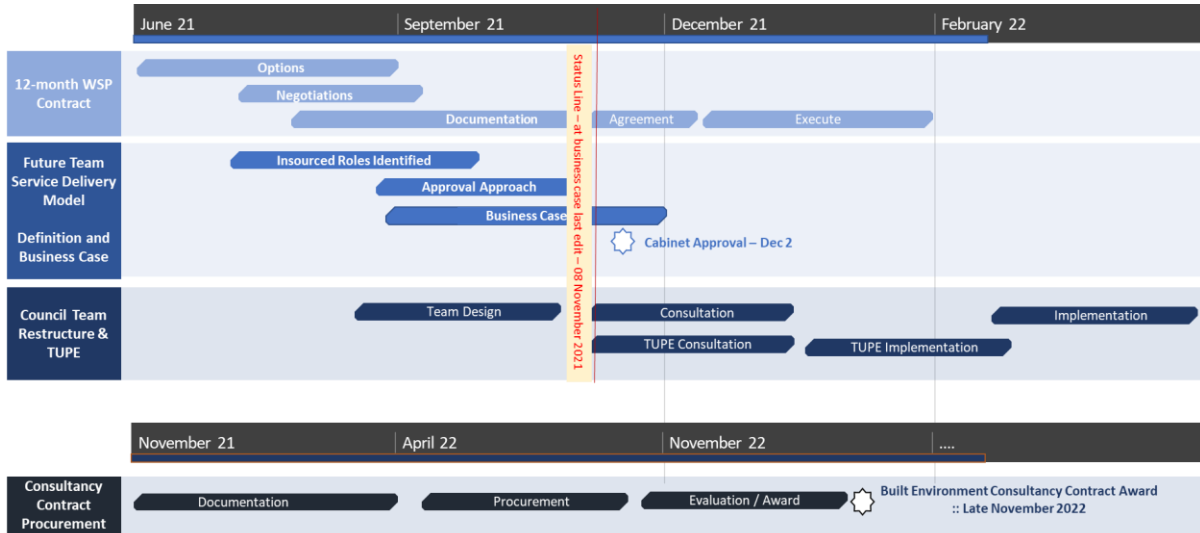
### **TUPE Processes Compliance**

The TUPE process will be undertaken in lockstep with the Council's Human Resource Team. Risk management and legal compliance will be followed per the project plan.

## Appendix A – Programme Plan

The following is the high-level plan as of November 8, 2021.

Activity Status: Green – No delays identified



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<u>Committee and Date</u>
<b>Place Overview Committee</b>
<b>28<sup>th</sup> April 2022</b>

<u>Item</u>
<b>8</b>
Public

## **KIER Performance Report**

**Responsible Officer** Professor Mark Barrow; Executive Director of Place  
e-mail: Mark.Barrow@Shropshire.gov.uk Tel: 01743 258676

### **1. Summary**

- 1.1. On the 1<sup>st</sup> of April 2018, following a competitive tender process, Shropshire Council commenced a seven-year contract with Kier, following a competitive tender process.
- 1.2. There is an option to extend the contract by a further 3 years, in one year increments, at the councils discretion.
- 1.3. Over the last two years the council has worked closely with Kier to revive a failing service, both within Kier and the Council, and the result of this work is now beginning to pay significant dividends on the ability of the highways team to manage the highway network and enable Kier to deliver a much improved service on behalf of the council.
- 1.4. The purpose of this report is to provide information on the performance of Kier in the past year and outline some of the positive changes that have taken place to improve the contract to improve performance and value.
- 1.5. In 2021/22, the Council took a decision to invest further revenue and capital funding back into budgets to redress demand requirements. This will allow the council to further enhance the level of service the council provides to its customers.

### **2. Decisions**

**The Committee is asked to;**

- 2.1. Note the contents of this report;
- 2.2. Identify areas of concern on Kier performance for further review as part of the highways improvement programme over the coming year.

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

- 3.1. The highways service, as with most other local authorities, has seen several years of under investment into highway maintenance from central government which has seen funding for maintenance and staffing reduce significantly over the last decade. This has had a significant impact on the condition of the highway in Shropshire over that time with accelerating decline year on year.
- 3.2. The investment into the service this year and the work over the last couple of years to make delivery more efficient and effective will enable this deterioration to begin to be reversed. Furthermore, the confidence of sustained budget over the medium term allows both the Council and Kier to invest in staffing levels and plant to improve the way in which the council plans its activities and engages with stakeholders.
- 3.3. This improvement won't happen overnight however and it will take a few years for the full benefits of this investment to be realised.
- 3.4. It is important to also ensure that the council achieves good value from this investment and to this end the highways team have been working closely with Kier to reduce unit costs to ensure that the council maximises its return on investment.

### 4. Financial Implications

- 4.1. There are no financial implications as a result of this report.
- 4.2. Any financial implications arising from future improvements or investment plans will be submitted to appropriate decision-making boards with a business case for approval.
- 4.3. The confirmed additional funding will go some way to help stabilise the decline of the highway network, however the current hyper-inflation within the construction industry is a concern and will reduce the impact this additional funding will have. Further lobbying of the government to increase the available funding to Shropshire is however continuing.

### 5. Climate Change Appraisal

- 5.1. There are no climate change implications as a result of this report.
- 5.2. The service recognises the carbon impact its activities have and are actively working with supply chains in looking at ways to reduce the level of this impact over the short to medium term. Indeed, last year the council delivered the first

carbon neutral programme of highway maintenance in the country which was nationally recognised with an award.

## 6. Kier

### Background

- 6.1. In April 2018, Kier started the contact delivering highways and street scene service in Shropshire. Kier has 99 directly employed members of staff, 61 of which are local highways operatives.
- 6.2. Kier has 42 council approved supply-chain partners who can support Kier in undertaking works on behalf of Shropshire Council. These range from large national organisations, such as Tarmac and Ideverde, to a wide range of smaller local contractors who are based in Shropshire.
- 6.3. Kier delivers a wide range of services to Shropshire Council, which include, but are not restricted to the following:
  - Highway maintenance
  - Street Lighting
  - Winter Maintenance
  - Street cleansing
  - Bridge maintenance
  - Ground's maintenance
  - Highway Capital projects
- 6.4. The contract turnover was advertised as approximately £21M per year, with a minimum value of £10M per year. However, the spend through the contract has been circa £30m per year. This increase in spend is predominantly due to the council's success in bidding for additional funds from government and the increase in developer funded schemes to mitigate the impact of housing growth across the county.
- 6.5. In the last financial year, Kier delivered against 7,436 individual task orders, across 12 different workstreams.
- 6.6. The highways service has recognised through feedback from our communities and stakeholders that some service expectations and outcomes are best met, managed and delivered locally and as a result created a small in house service provision that complements the arrangements with Kier and allows the council to react more agilely to some situations.
- 6.7. This has enabled the Kier contract and service approach to be focused on the areas where Kier are strong and offer the greatest value to the Council in terms of cost and performance. It is a little known fact that Kier can buy and lay road surfacing at less cost than the locally available cost of material alone.

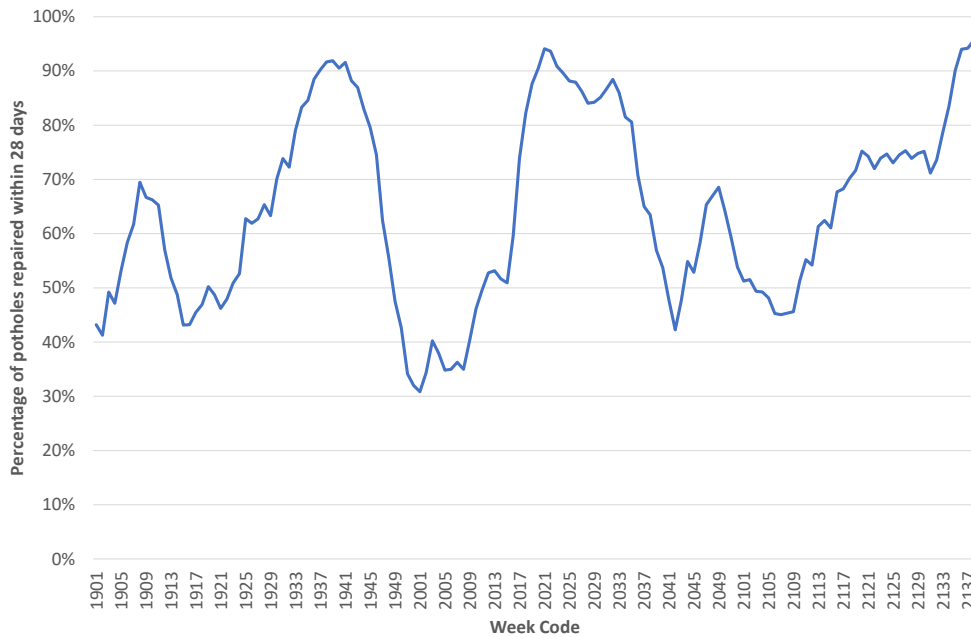
### **New Operating Model**

- 6.8. The first two years of the contract with Kier proved difficult and it has been acknowledged that the contract has not lived up to stakeholders' expectations; or been viewed as successful in the eyes of the public. There were many reasons for this including significant cuts to budget and staffing in the first year which meant that both the highways service and Kier had to cut their cloth to reflect the revised budgets. This reduced the usual investment into mobilising a contract of this size. It also reduced the staffing capacity on both sides to both mobilise the contract and administer ongoing effective contract management. This was exacerbated by the fact that the county experienced one of the worst winters in living memory (the Beast from the East), in the initial weeks of the contract starting.
- 6.9. Over the last 18-months however, both the highways team and Kier have put significant work into streamlining activity and ensuring both better value for money and improved response times to issues and as a result have implemented a new operating model. This period has seen output and performance increase, with revenue cost savings of £1.5m in financial year 2021/22 compared to what the same works would have cost in the previous years in the contract and as such allowed the service to undertake more repairs than it otherwise would have been able to afford to do.
- 6.10. Reactive maintenance is the most visible area of the service and was central to the poor perception of the service.
- 6.11. In order to drive efficiency a new model for reactive maintenance needed to be created and a blend of interventions created to meet the needs of the asset. This mixed economy model, involving direct labour, Kier and supply chain partners now has a greater range and width and has delivered over 26,000 pothole repairs in 2021/22 financial year, which represents an 8% increase in output, compared to the previous financial year.
- 6.12. It must be highlighted that over 90% of these have been permanent, right first time repairs that meet the required industry standards. This represents a significant shift away from temporary repairs, which formerly made up approximately 80% of the repairs carried out on the network. These were a major factor in reputation damage and unnecessary cost due to repeat visits, which has now been addressed.

### **Speed of repair**

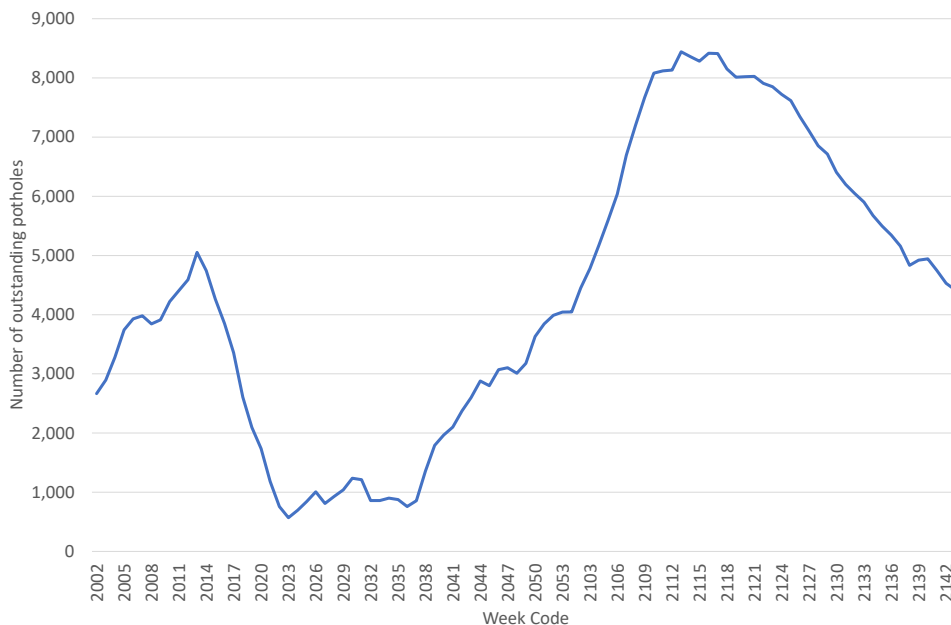
- 6.13. Figure 1 below shows the percentage of repairs completed within 28 days of being recorded. There has been a pattern of 'peaks and troughs' in recent years as the service struggled to cope with the impact of winter months and the rapid deterioration of the network which followed. However, changes to ways of working through 2021/22 has shown a sustained improvement in performance, during the last winter with recent performance at its highest level during the life of the contract.





**Figure 1. Percentage of repairs completed within 28 days of recording over the life of the contract**

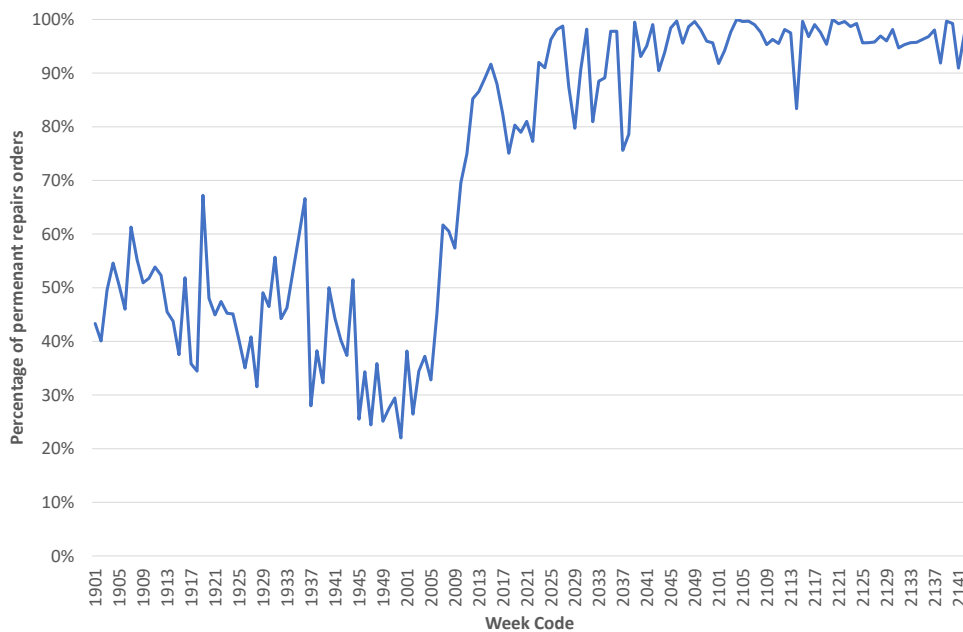
6.14. There does however remain a backlog of repairs from previous months/years as year on year demand has outstripped available resource, as shown in Figure 2. Throughout 2021, this backlog has been driven down significantly and has been reduced by nearly 50% from its peak early in 2021 and this trend is anticipated to continue with an aspiration to remove the whole of the backlog by the end of the year.



**Figure 2. Outstanding pothole repairs**

## Permanent Defect Repairs

6.15. The service is committed to right first-time approach and as a result permanent repairs are chosen wherever possible. Figure 3 gives the percentage of the permanent pothole repairs ordered. In 2018/19 less than half the pothole repairs were specified as permanent repairs. In 2020 and 2021 almost all of pothole repairs are now ordered as permanent repairs. This has been as a result of changing ways of working streamlining the process to ensure that works are ordered in a way that allow the contractor to best deliver a good service on behalf of the council and significantly reducing the cost of each defect repair which has enabled more pot holes to be repaired than ever before within the same budget. There are however some instances where a temporary repair remains the right intervention in certain circumstances.



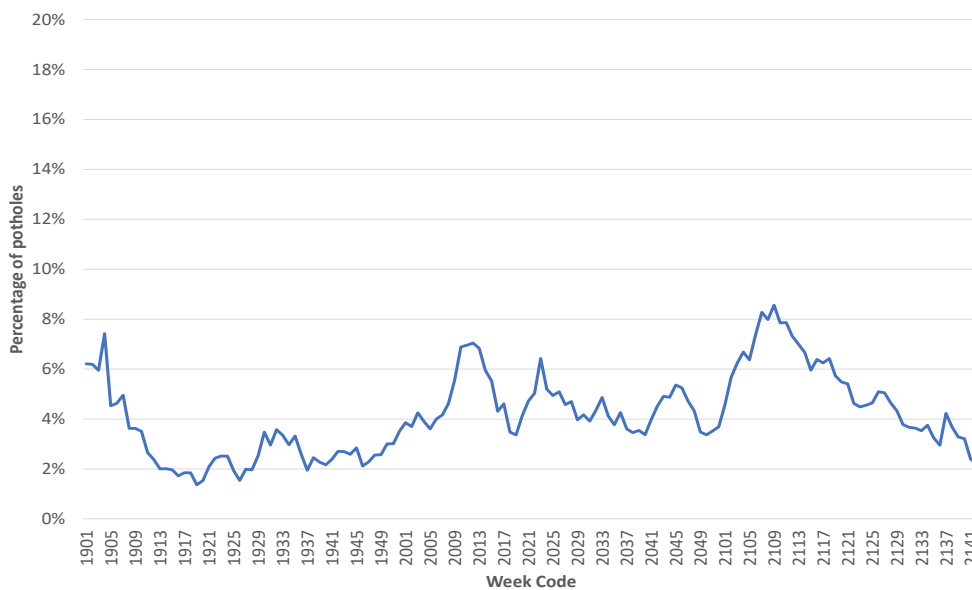
**Figure 3. Percentage of permanent pothole repairs ordered**

6.16. Temporary repair requests to make sites safe quickly, coupled with inconsistent workmanship has been a cause of repair failure and repeat return visits in the past. Ensuring that the council processes now enable the contractor to better plan activity means that we can now provide the best solution to stop further deterioration of the carriageway whilst also better reflecting customer expectations.

6.17. Figure 4 shows the percentage of pothole repairs completed for which a previous repair at the same location had been registered. Throughout 2021 there have been additional resources and the mixed economy model has seen permanent patching works to eradicate areas of weakness. The result of this investment is clearly seen with a sudden and sustained reduction in repeat pothole repairs. Currently levels are significantly lower than throughout 2020 and similar to the earlier stable behaviour of around 4% repeat repairs.

Work is on-going and we may see this trend continuing and repeat repairs reduce still further.

- 6.18. It should be noted that repeat repairs is not necessarily a sign of poor workmanship but also a result of a deteriorating carriageway that has insufficient structure to retain a repair. Through efficiency savings, cost reduction and additional investment, the highways teams are now often specifying larger patches that replaces areas of carriageway surrounding a pothole as well and not just the pothole itself as has been done in the past. This approach and the sustained investment over coming year should see this trend of improvement continue



**Figure 4. Percentage of repeat pothole repairs**

### Strategic Network Maintenance

- 6.19. A change in the approach to tackling defects on the A&B network has also been embraced which has seen a move away from small individual pothole repairs to larger more meaningful asset interventions, using the Multevo Multihog.
- 6.20. Data analysis showed that the majority of the cost associated with repairing potholes on the strategic network was ‘fixed’ in traffic management and labour costs. Therefore, undertaking small repairs represented very poor value for money, as the adjacent part of the carriageway was usually defective or approaching the end of its design life and therefore the next to fail. By undertaking a larger repair, this increased cost slightly but increased daily outputs from an average of 20m<sup>2</sup> per day, to over 100m<sup>2</sup> per day. This provided far greater ‘whole life cost’ and enabled the majority of the investment to be in the road, not the ancillary costs. It also brought the asset up to a standard that allowed the road to be included within the surface

dressing programme for the following year, helping to preserve the asset condition.

[Innovative Highways Alliance Brings Benefits to Roads and Residents - YouTube](#)

### **Planned Capital Delivery**

- 6.21. The reduced cost of reactive maintenance has enabled Shropshire Council to invest significantly greater levels of funding in areas where Kier are highly competitive, such as resurfacing and surface dressing. 80% of our capital budget is invested in these two activities, which also represent some of the lowest rates in the contract and the best value.
- 6.22. Client decision making has created an environment where this strategy can be executed successfully and in essence Shropshire Council has become a 'canny shopper' in the way it maximises value from the contract.

### **2022/23 Programme**

- 6.23. The cycle of 'in year' and significant fluctuations in funding from the Department of Transport placed huge pressures on the service often resulting in short turn-around times between identifying a scheme and construction, with delivery times often beholden to the availability windows in the supply chain which often came up with little notice and therefore impacted on the services ability to engage with stakeholders effectively.
- 6.24. Planned maintenance is usually undertaken on a two-year cycle of identify, survey, consult, design in year one and inform and build in year two. The re-introduction of a four-year funding settlement will enable the service to move back to a two-year design and build process cycle and will improve engagement during the planning of schemes and resultant road closures due to the ability to take a more planned approach.
- 6.25. Our scheme delivery is now back in profile for the first time in several years and will see the majority of our programme completed by the Autumn. Surfacing schemes require the road temperature to be above a certain level and for the surface to be reasonably dry, to ensure new material adheres successfully and therefore such schemes are typically carried out between the beginning of April and end of August each year when the road temperature is generally at the right levels (road temperature is typically more stable than air temperature) and rain less likely.
- 6.26. We recognise that communication around capital schemes has been an area of frustration and required improvement. Shropshire Council appointed an interim Capital Delivery Manager in July 2021 to lead and oversee programme delivery. We have also appointed an interim Reputation and Engagement Officer to support the communication process on capital delivery and the wider highway service to ensure that there is both greater visibility of what

works the council will undertake and when and also engagement to ensure that those works minimise the impact on surrounding communities.

- 6.27. Kier have also appointed a Communication Manager on the Shropshire Contract, who will work closely with our teams and lead on all communications linked to work Kier undertake on our behalf.
- 6.28. Kier have also appointed a new Contract Manager (Ian Mclellan) to replace Peter Woodhead who is retiring. Ian joins Kier from Ringway Jacobs and has been undertaking a very similar role in Cheshire East so brings with him a wealth of knowledge of managing a local authority contact. The appointment was made with full engagement with senior management in the council to ensure that the successful candidate met the needs of the contract more broadly rather than that of just Kier.

## Key Performance Indicators

- 6.29. A new suite of Key Performance Indicators has been implemented, reporting monthly. It has been in place since December 2020.
- 6.30. The list of KPI's and Kier's current performance (December) is shown below;

Shropshire Highways - KPI Model Shropshire Council  
Score Card - December 2021



		Target Performance Level	Final KPI Score
KPI 1a	Reactive & Routine Highway and Environmental Maintenance tasks completed in time. Reactive Highways Works	98.00%	78.0%
KPI 1b	Reactive & Routine Highway and Environmental Maintenance tasks completed in time. Street Lighting	98.00%	36.0%
KPI 1c	Reactive & Routine Highway and Environmental Maintenance tasks completed in time. Emergency Response	98.00%	100.0%
KPI 2	Reactive, Routine Highway and Environmental Maintenance tasks to required quality	98.00%	99.9%
KPI 3	Highway Project and scheme works completed on time and without defects	98.00%	38.0%
KPI 4	Up to date financial management information is provided on time and +/-10% of final cost	98.00%	100.0%
KPI 5	Provision of all forward works plans received on time and to correct quality	98.00%	100.0%
KPI 6	Monthly Performance Figures provided on time without errors	100.00%	0.0%
KPI 7	Applications for payment submitted on time correctly without errors. (5%)	95.00%	99.8%
KPI 8	Customers satisfied with the performance of Kier and its supply chain	80.00%	100.0%
KPI 9	Winter Maintenance - service completed on time	98.00%	100.0%

- 6.31. There are several KPI which fall well short of the performance target.
- 6.32. KPI 1a was set as a very stretching target, given where the performance was at the beginning of the year, to emphasise how important the council saw the need to make the network safe as soon as possible. Whilst Kier have fallen short on this, the current rate of 78% represents a significant improvement on previous years actual performance. It was identified that previous years reports on performance included a significant number of failures removed

from the assessment for performance figures where no formal contractual process to agree such discounting had been undertaken. This made performance seem exceptionally high but was not reflective of perceived performance. This has now been redressed and the current arrangements align far better with the user and technician experience.

- 6.33. The trends identified earlier in the report suggest that Kier are on track to significantly improve on this again in the coming year with performance in recent months almost meeting the target which is particularly significant given previous trends of poor performance over winter months.
- 6.34. KPI 1b is for street lighting and relates to response times on faults. This is low due to difficulty in accruing old stock of SOX's lanterns and other materials, due to these being phased out within the industry and also the impact that early covid lockdowns had on the manufacture of equipment by some of the smaller companies which saw a significant backlog of orders arise across the country. Also, some faults have also been identified in locations that form a part of the LED replacement programme which will be scheduled for replacement rather than repair as part of the programme.
- 6.35. The KPI 3 is for Capital schemes completed on time. This is linked to the reactive way that the work was ordered to meet funding requirements. These have been delivered late in the financial year but dates on the order were not amended on the councils ordering system to reflect the delivery timings actually agreed with Kier. This has been rectified and the outturn position likely to reflect a much healthier position.
- 6.36. KPI 6 is for the timely submission of performance (KPI) figures. The percentage figure will be either 0% or 100% as it is a pass or fail type KPI. In the report above Kier were implementing a staff restructure that meant the report went 2 months without being produced on time, Since the implementation of the restructure is complete it is anticipated the report will be issued on time every month going forward.

### **Contract Management Software System**

- 6.37. Kier have now fully migrated to the Councils "Confirm" software system. This was completed in April 2021 in line with the programme for migration away from their previous system. This is now providing far greater levels of transparency and synchronisation of management systems and provides an agreed single version of the truth to both Kier and the Council which has significantly reduced disputes between the two parties. Before and after photographs are visible on the council side and available for analysis. This has enabled greater ability to scrutinise completed work. Amongst the wider benefits, this will also assist the Council with managing insurance claims.

## Restructure and Redesign

- 6.38. Both Shropshire Council and Kier now have aligned management structures and area operating models, based on North, Central and South areas.
- 6.39. Kier has appointed Area Managers to lead their teams and working relationships are already established with the Shropshire Local Highways Managers in these areas.
- 6.40. Both Shropshire Council and Kier have progressed restructure proposals which continue to be refined as the service evolves.
- 6.41. The 16 zones identified within the three areas now have Technicians appointed and allocated to each zone. This will see technician numbers increase from the current 12 permanent staff members.
- 6.42. Both Shropshire Council and Kier have committed to a culture change programme which will cover all staff at all levels.
- 6.43. The highway team are continuing to review the requirement for depots and are monitoring the impact of Bridgnorth and Hodnet depots being closed due to safety requirements. Performance and activity is being monitored over peak periods (i.e. winter for highway/ winter maintenance and spring for green maintenance) to identify whether there is a business case to invest the significant cost of repairs required to bring them back up to operational standards or whether the current arrangements should be made permanent. A report will be brought back to Cabinet later this year setting out options for the future of those sites.

## 7. Additional Information

- 7.1. **Communication and Engagement** – the service needs to better communicate the highway activity it is undertaking to ensure that residents have visibility of these works and can actively engage with the highways service to mitigate any impact. The service also needs to be more open with the information available to members of the public with regards to the work it undertakes to ensure that it can be appropriately scrutinised and informed on the value for money that is provided.
- 7.2. **Engagement** – It is recognised that to better understand the needs of road users the council needs to engage more successfully with key stakeholders. Since, November, the council has embedded Fix My Street into its back office systems so that all reports on the council website are now processed through that software. The team have ironing out teething issues with a view to a more public launch of Fix My Street and its mobile phone app over the coming weeks. This should allow for greater visibility of what has been reported and improved feedback on when action is likely to be taken, albeit this will be an iterative improvement as the service and contractors continues to invest additional resources into staffing and works.



- 7.3. **Minor works** – a new process has been developed which has led to improvements. It is recognised that minor works (i.e. new signs, fencing repair etc.) can still take too long to complete so the new process will see that improve over the coming year. Part of the challenge has been availability of stock however, with the national availability of stock having become depleted due to covid mitigations.
- 7.4. **Traffic Schemes** – For several years the council has had a very limited budget for road safety, active travel, road improvement schemes with similar minimal resources to develop such activity. This nominal resource and inability to recharge to capital/third party budgets has also presented a challenge in moving developer funded schemes forward as well.
- 7.5. These budgets have increased in the last year however and are expected to increase still further as more government funding is released to support active travel further as well as part of the council investment being diverted to this activity. There will however, likely be a delay in improvements in this area due to the challenge in recruiting staff in a discipline which has seen a huge increase in demand for staff as the government have increased funding in active travel and the mitigation measures for widespread increases in developments across the country.
- 7.6. The service is therefore setting out its plans for future need as part of its Local Transport Plan 4 development and will enable stakeholders to influence proposals and inform future programmes of work. Workflow processes will be reviewed to ensure that the time scale between decisions and implementation can be reduced.
- 7.7. **Drainage** – the majority of the WSP and Kier service elements have now been insourced.
- 7.8. **Streetlighting** – the LED replacement programme has commenced which will see all 15,000 older style lanterns replaced with LED heads to significantly reduce energy costs and increase the longevity of service life. Many older columns will also be replaced as part of this programme of work to ensure that they remain safe. It is anticipated that this work will be substantially completed ahead of the winter 2023/4.
- 7.9. It should be noted that LED lanterns have also been installed as a part of routine maintenance.
- 7.10. **Inflationary Costs** – Highway inflation is increasing at a faster rate than the Retail Price Index as a result of the large quantities of oil, gas, diesel, steel, timber etc. used in the industry, all of which are seeing steep increases in costs across the world. Similarly, the industry is seeing an increase in wages as the recruitment of workforce becomes more competitive as a result of increased spending across the country and a reducing pool of qualified workforce.

## 8. Conclusions

- 8.1. The continuing deterioration of the road network and the resultant increased demand for requests for service continues to stretch existing resources but will hopefully begin to be redressed by the additional investment.
- 8.2. The intense period of change has seen the highways service deliver significant improvements across all areas and there is tangible evidence that there have been significant service delivery improvements over the last financial year 2021/22, these include:
- Responding to defects in a timely fashion has improved
  - The backlog of pothole repairs is reducing
  - The right-first time approach is being followed across the contract
  - The quality of repairs is improving as shown by the reduction in percentage of potholes which are considered as repeat.
  - Cost reduction, efficiency and data are driving the service.

<b>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</b>
None
<b>Cabinet Member (Portfolio Holder) - Cllr Dean Carroll</b>
<b>Local Member - All</b>
<b>Appendices</b>



<b>Committee and Date</b>	<u>Item</u>
<b>Place Overview Committee</b>	<b>9</b>
<b>28 April 2022</b>	Public

## Place Overview Committee Work Programme

### Responsible officer

Danial Webb, scrutiny officer  
[daniel.webb@shropshire.gov.uk](mailto:daniel.webb@shropshire.gov.uk)  
[01743 258509](tel:01743258509)

### 1.0 Summary

1.1 This paper presents the Place Overview Committee's proposed work programme for the 2021-2022 municipal year.

### 2.0 Recommendations

2.1 Committee members to:

- agree the proposed committee work programme attached as **appendix 1**
- suggest changes to the committee work programme and
- recommend other topics to consider.

### 3.0 Background

3.1 The work programme provides the opportunity for the committee to plan its work for the next twelve months. In planning its work, it should aim to produce a programme that features a combination of:

- scrutiny of council priorities, through its corporate plan (The Shropshire Plan)
- forthcoming policy proposals, as listed in the Forward Plan and from discussions with officers and administration members.
- community priorities that the public bring to the attention of elected members.
- priorities for action resulting from the council's financial and capital strategies.
- the work of our partners, for example the Marches Local Enterprise partnership or
- following up on previous recommendations from the committee.

### 3.2 The Shropshire Plan

Shropshire Council's overarching corporate plan, The Shropshire Plan, is currently in draft stage and has yet to be approved by Council. The Plan, when approved, will contain:

- Corporate priorities which the Place directorate will be responsible for delivering;

- Plans and policies which together will deliver the priorities of the corporate plan; and
- A suite of performance management information that will allow elected members to scrutinise both the delivery of plans and policies, but also to determine whether those plans and policies had resulted in the expected change in performance.

3.3 The plan provides a valuable opportunity for the committee to review its work programme, to ensure that it supports the corporate and service priorities and objectives in the plan. To take advantage of this opportunity, officers plan a dedicated committee work programming session on 27 May 2022, which will look at the relevant service plans that underpin the overarching plan.

3.5 Shropshire Council’s Forward Plan of Key Decisions is attached as **appendix 2**. There will be an opportunity for further scrutiny of the Shropshire Plan when it has been approved by Council in May this year.

#### 4.0 Next steps

4.1 Officers will present a refreshed work programme at each committee meeting. In addition the committee will meet informally between committee meetings to discuss which topics they wish to scrutinise at future meetings.

**List of background papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

None

**Cabinet Member (Portfolio Holder)**

All

**Local Member**

All

**Appendices**

Place Overview Committee work programme

Forward Plan of Key Decisions – April 2022

## Appendix 1

### Overview and Scrutiny work programme for municipal year 2021-2022

#### Place Overview Committee

Topic	Objectives	Participants	Information required	Date
Roadworks diversions	<ul style="list-style-type: none"><li>• Scrutinise current practice for implementing diversions for roadworks.</li><li>• Make recommendations to strengthen existing arrangements.</li></ul>	Assistant Director, Infrastructure	<ul style="list-style-type: none"><li>• National guidance</li></ul>	4 August 2021
Post Covid-19 economic renewal	<ul style="list-style-type: none"><li>• Understand Shropshire Council's strategy for economic renewal following the pandemic</li></ul>	Assistant Director Economy and Place	<ul style="list-style-type: none"><li>• Business start-up and closure rates</li><li>• Employment and average wage rates</li><li>• Retail centre occupancy rates</li></ul>	17 Sep 2021
Roadworks Diversions working group terms of reference	<ul style="list-style-type: none"><li>• Agree terms of reference for agreed working group.</li></ul>	Overview and Scrutiny Officer	<ul style="list-style-type: none"><li>• Draft terms of reference</li></ul>	17 Sep 2021

**Place Overview Committee**

<b>Topic</b>	<b>Objectives</b>	<b>Participants</b>	<b>Information required</b>	<b>Date</b>
<b>BRIEFING</b> <i>Planning enforcement</i>	<ul style="list-style-type: none"> <li>Overview of changes to the planning enforcement team.</li> </ul>	Assistant Director for Economy and Place	<ul style="list-style-type: none"> <li>Number of alleged planning breaches reported to Shropshire Council.</li> <li>Time taken to investigate reported breaches.</li> <li>Percentage of reported breaches investigated by Shropshire Council.</li> </ul>	21 Oct 2021
Planning enforcement	<ul style="list-style-type: none"> <li>Scrutinise impact of changes to planning enforcement team.</li> </ul>	Assistant Director for Economy and Place	<ul style="list-style-type: none"> <li>Number of alleged planning breaches reported to Shropshire Council.</li> <li>Time taken to investigate reported breaches.</li> <li>Percentage of reported breaches investigated by Shropshire Council.</li> </ul>	25 Oct 2021
Winter maintenance	<ul style="list-style-type: none"> <li>Understand progress in reviewing the winter maintenance policy</li> <li>Ensure council responds to recommendations of task and finish group's report.</li> </ul>	Head of Highways	<ul style="list-style-type: none"> <li>Winter service protocol</li> <li>Task and finish group report</li> <li>Service review reports</li> </ul>	11 Nov 2021

**Place Overview Committee**

<b>Topic</b>	<b>Objectives</b>	<b>Participants</b>	<b>Information required</b>	<b>Date</b>
Footpath and cyclepath maintenance	<ul style="list-style-type: none"> <li>Examine current maintenance regimes for clearing and maintaining footpaths and cycle paths,</li> </ul>	Head of Highways	<ul style="list-style-type: none"> <li>Expenditure on footpath and cycle path maintenance.</li> <li>Planned schedules of maintenance and cleansing.</li> </ul>	11 Nov 2021
LTP 4	<ul style="list-style-type: none"> <li>Scrutinise findings of thematic consultation on emerging themes underpinning the draft local transport plan.</li> <li>Ensure the plan's priorities align with and support other council corporate priorities.</li> <li>Understand how the plan addresses competing and complementary priorities within the plan.</li> <li>Examine plan priorities and capital investment underpinning the plan.</li> </ul>	Assistant Director, Infrastructure	<ul style="list-style-type: none"> <li>Draft local transport plan</li> <li>Findings from thematic workshops</li> <li>Regional transport strategies</li> </ul>	11 Nov 2021
<b>BRIEFING</b> Shrewsbury Big Town Plan	<ul style="list-style-type: none"> <li>Update from officers on work to develop and implement the Shrewsbury Big Town Plan</li> </ul>	Executive Director of Place		6 Dec 2021
Update on review of winter service plan	<ul style="list-style-type: none"> <li>Scrutinise performance in carrying out the 2021/2022 highways winter service plan.</li> <li>Monitor implementation of recommendations arising from the 2021 Place Overview Committee review of the winter service plan.</li> </ul>	Head of Highways	<ul style="list-style-type: none"> <li>Outcome of recommendations from the committee's 2021 report.</li> </ul>	24 March 2022

**Place Overview Committee**

<b>Topic</b>	<b>Objectives</b>	<b>Participants</b>	<b>Information required</b>	<b>Date</b>
Planning Committee Structures	<ul style="list-style-type: none"> <li>Scrutinise the findings of research commissioned by the committee into the perceived impact of the 2019 decision to restructure Shropshire Council's planning committees</li> </ul>	Assistant Director for Economy and Place	<ul style="list-style-type: none"> <li>Number of decisions made by existing committees, compared with previous committees</li> <li>Focus groups/questionnaires with elected members, town and parish councils</li> </ul>	24 March 2022
Charges for events on the highway	<ul style="list-style-type: none"> <li>Examine proposals for charging for events on the highway that require a Temporary Traffic Restriction Order.</li> </ul>	Network Coordination and Compliance Manager	<ul style="list-style-type: none"> <li>Schedule of proposed charges and exceptions</li> </ul>	24 March 2022
Planning Committee Structures	<ul style="list-style-type: none"> <li>Scrutinise evidence from the planning service</li> </ul>	Assistant Director for Economy and Place	<ul style="list-style-type: none"> <li>Delegation processes</li> <li>Appeals made, split by delegation outcome</li> </ul>	28 April 2022
WSP contracting arrangements	<ul style="list-style-type: none"> <li>Scrutinise the plan to review the expiring contractual arrangements with WSP.</li> </ul>	Executive Director of Place	<ul style="list-style-type: none"> <li>Overview of contract with WSP, to include scope and planned budget for contract</li> <li>Performance monitoring of existing contract.</li> </ul>	28 April 2022



**Place Overview Committee**

<b>Topic</b>	<b>Objectives</b>	<b>Participants</b>	<b>Information required</b>	<b>Date</b>
Kier Performance Report	<ul style="list-style-type: none"> <li>• Scrutinise the performance reporting framework that underpins the contractual arrangements with Kier</li> <li>• Identify any areas of concern with current performance.</li> <li>• Evaluate the effectiveness of the current balance of planned resurfacing and reactive repairs</li> </ul>	Executive Director of Place	<ul style="list-style-type: none"> <li>• Kier performance monitoring report.</li> <li>• Overview of current contract management framework.</li> </ul>	28 April 2022
Workshop Work programme review	<ul style="list-style-type: none"> <li>• Review of 2021-2022 work programme</li> <li>• Update on recommendations made</li> <li>• Priorities for 2022-23 work programme originating from Shropshire Plan</li> </ul>	Overview and scrutiny officer	<ul style="list-style-type: none"> <li>•</li> </ul>	27 May 2022
Clean and healthy rivers	<ul style="list-style-type: none"> <li>• To agree a terms of reference for a group to “better understand the reporting and reasons for both sewage discharges and farm-related discharges and their impact on the bio-diversity of rivers and the health of those who swim in the river.”</li> </ul>	TBA	<ul style="list-style-type: none"> <li>• River network in Shropshire</li> <li>• Pollution levels in the Shropshire river network</li> <li>• Current legislation covering discharges into rivers</li> </ul>	30 June 2022
Communicating highways works and repairs	<ul style="list-style-type: none"> <li>• Understand how the council communicates disruptions to the highway.</li> <li>• Make recommendations on future development of communications.</li> </ul>	Assistant Director, Infrastructure	<ul style="list-style-type: none"> <li>•</li> </ul>	30 June 2022

## Place Overview Committee

Topic	Objectives	Participants	Information required	Date
Further update on signs, banners and barriers task and finish group	<ul style="list-style-type: none"> <li>Receive an update on implementing recommendations from the task and finish group, to cover:               <ul style="list-style-type: none"> <li>Fees for housing development signage</li> <li>Policies for banners, bunting and Christmas decorations.</li> </ul> </li> </ul>	Executive Director of Place	<ul style="list-style-type: none"> <li>Task and finish group report</li> <li>Verbal update from officers</li> </ul>	30 June 2022
Local cycling and walking infrastructure plan	<ul style="list-style-type: none"> <li>Scrutinise draft active travel strategy</li> <li>Examine capital funding underpinning strategy</li> <li>Explore how the strategy will meet the objective of the draft local transport plan</li> <li></li> </ul>	Head of Environment and Transport	<ul style="list-style-type: none"> <li>Draft Local cycling and walking infrastructure plan</li> </ul>	July 2022
Highways capital programme	<ul style="list-style-type: none"> <li>Review the council's capital programme for highways and transport for the period 2021-2025.</li> <li>Ensure Shropshire Council has the staffing and infrastructure in place to plan and deliver programmes of work made possible by increased capital funding.</li> <li>Ensure adequate funding is allocated to programme investments within LTP4.</li> </ul>	Executive Director of Place	<ul style="list-style-type: none"> <li>Financial strategy 2021-2025</li> <li>Capital investment plan</li> </ul>	July 2022
Roadworks Diversions working group	<ul style="list-style-type: none"> <li>Agree terms of reference</li> </ul>	Overview and Scrutiny Officer		TBA

**Place Overview Committee**

<b>Topic</b>	<b>Objectives</b>	<b>Participants</b>	<b>Information required</b>	<b>Date</b>
Waste and recycling	<ul style="list-style-type: none"><li>•</li></ul>			TBA

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## THE CABINET FORWARD PLAN

This Notice, known as the Cabinet Forward Plan, sets out the Decisions, including Key Decisions, which are likely to be taken during the period covered by the Plan by either Cabinet as a whole or by individual members of the Executive. The Plan is updated each month and at least 28 clear days before a key decision is to be taken and is available from Council Offices, libraries and on the Council's Internet site ([www.shropshire.gov.uk](http://www.shropshire.gov.uk)). This edition supersedes all previous editions.

### Further Information

Cabinet is comprised of the following members: Councillors L Picton (Leader); S Charmley (Deputy Leader); G Butler, D Carroll, R Gittins, K Hurst-Knight, C Motley, I Nellins and E Potter

To view more details, please click on the following link :

<http://shropshire.gov.uk/committee-services/mgCommitteeDetails.aspx?ID=130>

A Key Decision is one which is likely to result in income, expenditure or savings of £500,000 or greater, or to have a significant effect, on, two or more Electoral Divisions. In two-Member divisions i.e. Oswestry and Market Drayton, these are to be treated for the purpose of a key decision as two divisions.

Members of the public are welcome to attend Cabinet meetings and ask a question in accordance with the Council's Procedure Rules. If you would like further details please email [amanda.holyoak@shropshire.gov.uk](mailto:amanda.holyoak@shropshire.gov.uk) or telephone 01743 257714

All Executive decisions (except in extreme urgency) are subject to call-in and Scrutiny.

Documents submitted for decision will be a formal report, which if public, will be available on this website at least 5 clear working days before the date the decision can be made. If you would like to request such a document, please email [amanda.holyoak@shropshire.gov.uk](mailto:amanda.holyoak@shropshire.gov.uk) or telephone 01743 257714

Documents shown are listed at Shropshire Council, The Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND.

## CABINET FORWARD PLAN FOR 1 APRIL 2022 ONWARDS

**DECISION MAKER - 6 April 2022**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
6 April 2022	<b>Consultation on a Draft Policy for the Enforcement and Determination of Financial Penalties for Breaches of Relevant Letting Agency Requirements</b>	Yes	Deputy Leader and Portfolio Holder for Economic Growth, Regeneration and Planning		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	23 February 2022
6 April 2022	<b>Application by Tasley Parish Council for Tasley Parish to be considered as a Neighbourhood Area</b>	Yes	Deputy Leader and Portfolio Holder for Economic Growth, Regeneration and Planning		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	17 January 2022
6 April 2022	<b>Land at Shrewsbury Flaxmill (Road Frontage) Compulsory Purchase Order</b>	Yes	Deputy Leader and Portfolio Holder for Economic Growth, Regeneration and Planning		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	10 March 2022
6 April 2022	<b>Chief Officers Pay Award</b>	Yes	Leader and Portfolio Holder for Policy and Strategy, Improvement and Communications	Exempt	James Walton, Executive Director Resources Tel: 01743 258915 james.walton@shropshire.gov.uk	3 March 2022

**DECISION MAKER - 27 April 2022**

Date of	Purpose and Report title	Key	Portfolio Holder	Report	Contact for further	Date
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Meeting		Decision		Exempt / confidential	information re documents / report to be submitted to decision maker	Uploaded onto Plan
27 April 2022	<b>Whitchurch Swimming Centre Feasibility Survey</b>	Yes	Portfolio Holder for Communities, Culture, Leisure & Tourism, Transport		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	10 November 2021
27 April 2022	<b>Draft Housing Allocations Policy for Consultation</b>	Yes	Portfolio Holder for Adult Social Care and Public Health		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	1 March 2022
27 April 2022	<b>ICS Joint Green Plan</b>	Yes	Portfolio Holder for Climate Change, Natural Assets & The Green Economy		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	15 March 2022

**DECISION MAKER - 18 May 2022**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
18 May 2022	<b>Workforce Strategy</b>	Yes	Portfolio Holder for Finance and Corporate Resources		James Walton, Executive Director Resources Tel: 01743 258915 james.walton@shropshire.gov.uk	11 October 2021
18 May 2022	<b>Health Inequalities Plan</b>	Yes	Portfolio Holder for Adult Social Care and Public Health		Rachel Robinson rachel.robinson@shropshire.gov.uk	21 March 2022

18 May 2022	<b>Gypsy &amp; Traveller Transit Site</b>	Yes	Portfolio Holder for Physical Infrastructure		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	18 January 2022
18 May 2022	<b>Copthorne and Porthill 20mph Speed Limit Zone</b>	Yes	Portfolio Holder for Climate Change, Natural Assets & The Green Economy		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	17 January 2022

**DECISION MAKER - 8 June 2022**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
8 June 2022	<b>Recommendation for Broseley Neighbourhood Development Plan to proceed to referendum</b>	Yes	Deputy Leader and Portfolio Holder for Economic Growth, Regeneration and Planning		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	29 March 2022
8 June 2022	<b>Economic Growth Strategy 2022-2027</b>	Yes	Deputy Leader and Portfolio Holder for Economic Growth, Regeneration and Planning		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	13 April 2022
8 June 2022	<b>Children's Services Key Performance Data</b>	Yes	Portfolio Holder for Children and Education		Tanya Miles, Executive Director of People tanya.miles@shropshire.gov.uk	

**DECISION MAKER - 29 June 2022**

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Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
29 June 2022	<b>Proposed Increase in Parking Charges report on comments received following completion of statutory consultation</b>	Yes	Portfolio Holder for Physical Infrastructure		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	29 March 2022
29 June 2022	<b>Financial Outturn 2021/22</b>	Yes	Portfolio Holder for Finance and Corporate Resources		James Walton, Executive Director Resources Tel: 01743 258915 james.walton@shropshire.gov.uk	29 March 2022
29 June 2022	<b>Performance Monitoring Report Quarter 4 2021/22</b>	Yes	Portfolio Holder for Finance and Corporate Resources		James Walton, Executive Director Resources Tel: 01743 258915 james.walton@shropshire.gov.uk	29 March 2022
29 June 2022	<b>Treasury Management Update Quarter 4 2021/22</b>	Yes	Portfolio Holder for Finance and Corporate Resources		James Walton, Executive Director Resources Tel: 01743 258915 james.walton@shropshire.gov.uk	29 March 2022
29 June 2022	<b>Swimming in Shrewsbury</b>	Yes	Portfolio Holder for Communities, Culture, Leisure & Tourism, Transport		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	10 November 2021

29 June 2022	<b>Private Rented Sector Housing Enforcement Policy</b>	Yes	Portfolio Holder for Adult Social Care and Public Health		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	12 April 2022
<b>DECISION MAKER - 20 July 2022</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
20 July 2022	<b>Housing Supervisory Board - CDL Shareholder Update</b>	Yes	Portfolio Holder for Physical Infrastructure		Mark Barrow, Director of Place mark.barrow@shropshire.gov.uk	21 March 2022
<b>DECISION MAKER - 7 September 2022</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
<b>DECISION MAKER - 28 September 2022</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
<b>DECISION MAKER - 19 October 2022</b>						

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 9 November 2022**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 30 November 2022**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 14 December 2022**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 18 January 2023**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to	Date Uploaded onto Plan
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**DECISION MAKER - 15 February 2023**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 8 March 2023**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 22 March 2023**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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**DECISION MAKER - 19 April 2023**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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