

Shropshire Council
Highways & Transport
Engineering Consultancy
Term Service Contract 2015

Annual Performance Report
2020/21

August 2021

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

	LLFA Major Planning Application Consultations (Cat. A & B)	254	-102	
	TOTALS	2347	63	

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 (elaxon 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 17th 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 23rd 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 24th March 2020 and following further advice reopened, with reduced resources, on 27th 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
- Duddleston 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 1st May 2020 through to September and Ray from 1st May but returned on 22nd 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 3rd February 2021 and 4th 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:

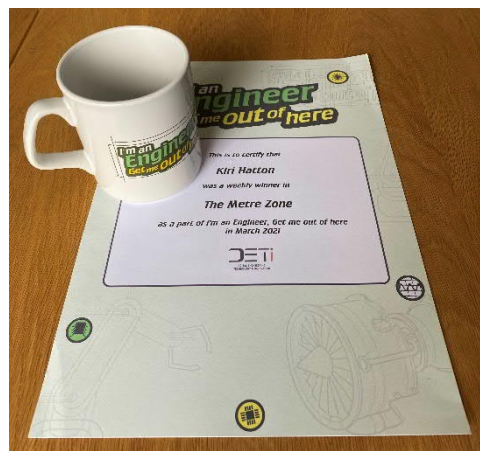
- Oswestry HIF
- North West Relief Road (NWRR)
- Shifnal Town Centre Improvement Scheme

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

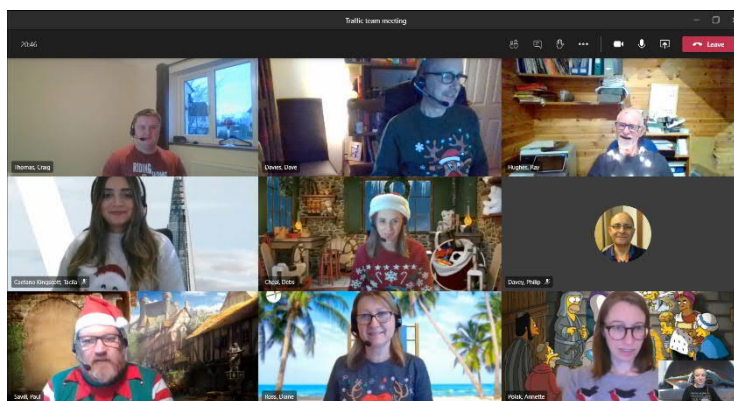
2.18 Supporting Local Communities and Charities

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.

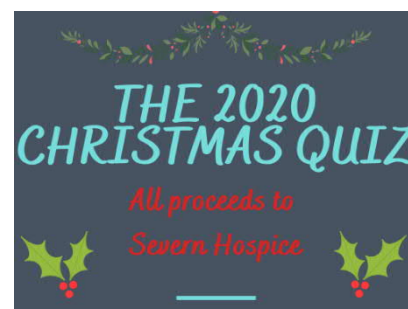
All WSP staff members are able to nominate a charity or event. Staff are also encouraged to complete their own fundraising activities and request match funding from WSP. In total the WSP Shrewsbury office raised £1,913.08 during this period.



Christmas jumper day 2020

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

- Ludlow virtual cycle/Ray Hughes five counties bike ride – 25th 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 16th 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 29th September and 14th 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 30th 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
Excellent (delivers high added value beyond requirements of the order)	5

Good (delivers useful added value beyond requirements of the order)	4
Acceptable (meets requirements of the order)	3
Minor reworking (ie failure to meet requirements of order on first submission)	2
Significant reworking (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:

Confirm on Demand terminology	Definition	Relevance to Performance Management process
Committed Value	The Task order job budget or agreed lump sum recorded when job was committed.	<u>Cost</u> 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.	<u>Time</u> 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)	<u>Quality</u> 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:

Data Aggregation Level	CONFIRM terminology	Example
Contract	Contract	The HTEC contract 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
KPI1	Contract KPI - Time	95%	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.	25%
KPI2	Contract KPI - Cost	95%	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.	25%
KPI3	Contract KPI - Quality (Invoices)	95%	Monitor on a 6-monthly / annual basis. Target is 95% of all requests for payment i.e. invoices, from Service Provider are paid 1 st time without payment being withheld or queried.	20%
KPI4	Project KPI	Min Av 7 (70%)	Monitor on a 6-monthly / annual basis. At least one job per Service Area OR 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	15%

Ref	KPI's	Target Score or %	Comments	Overall Weighting
			Action Plan for Service Area Improvements.	
KPI5	Service Area KPI	Min Av 7 (70%)	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.	15%
Total Weighting =				100%

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

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

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%
Grand Total	68	100%	38%

Appendix A2 – KPI 3 Quality (Invoices) Results Table

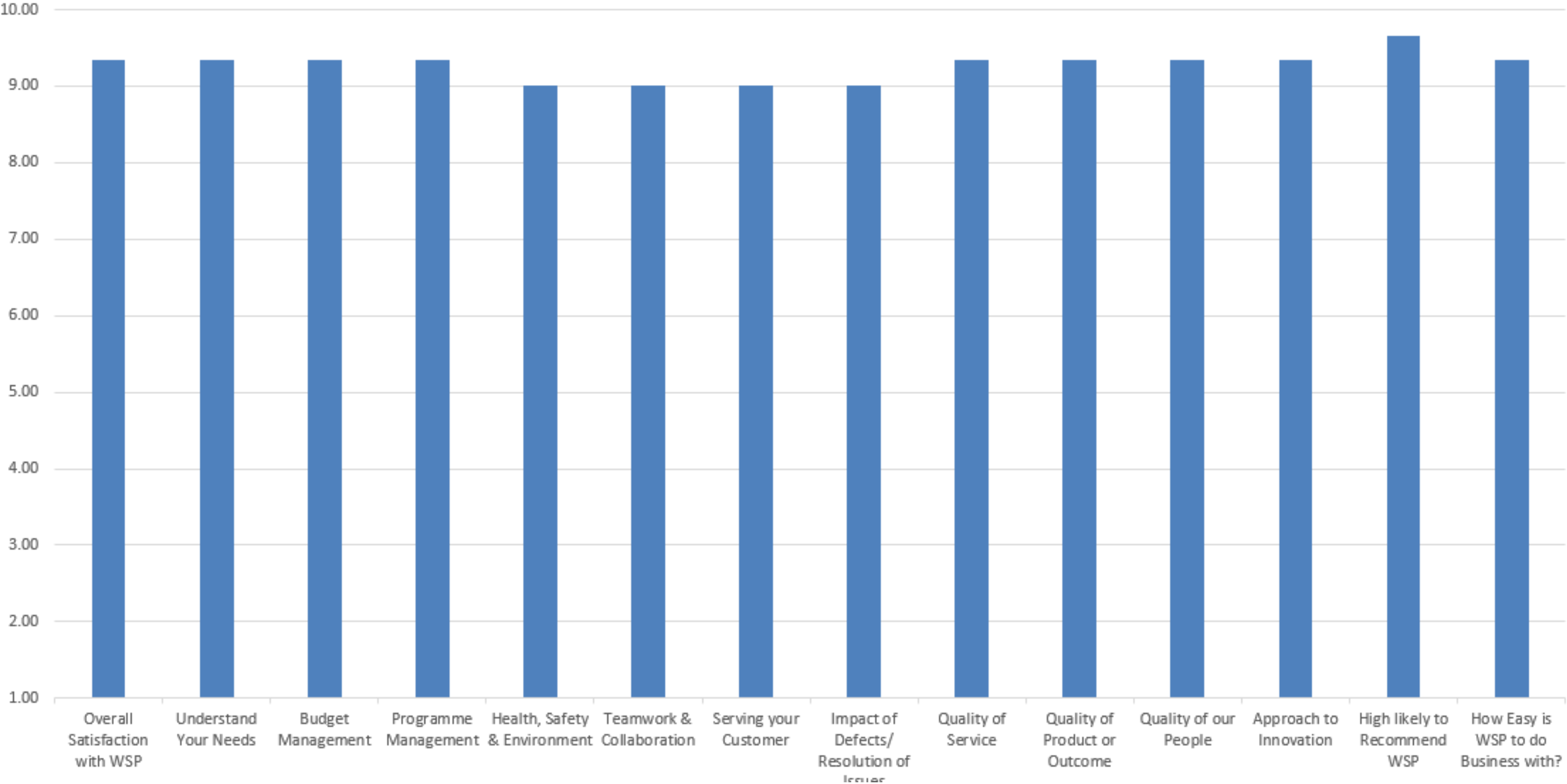
KPI 3 – Contract KPI Quality (Invoices):

April 2020- March 2021	No of payment requests	Payment requests put on hold	% Approved First Time
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%
TOTAL	1276	1	99.92%

Appendix B1 – KPI 4 Project Feedback Analysis

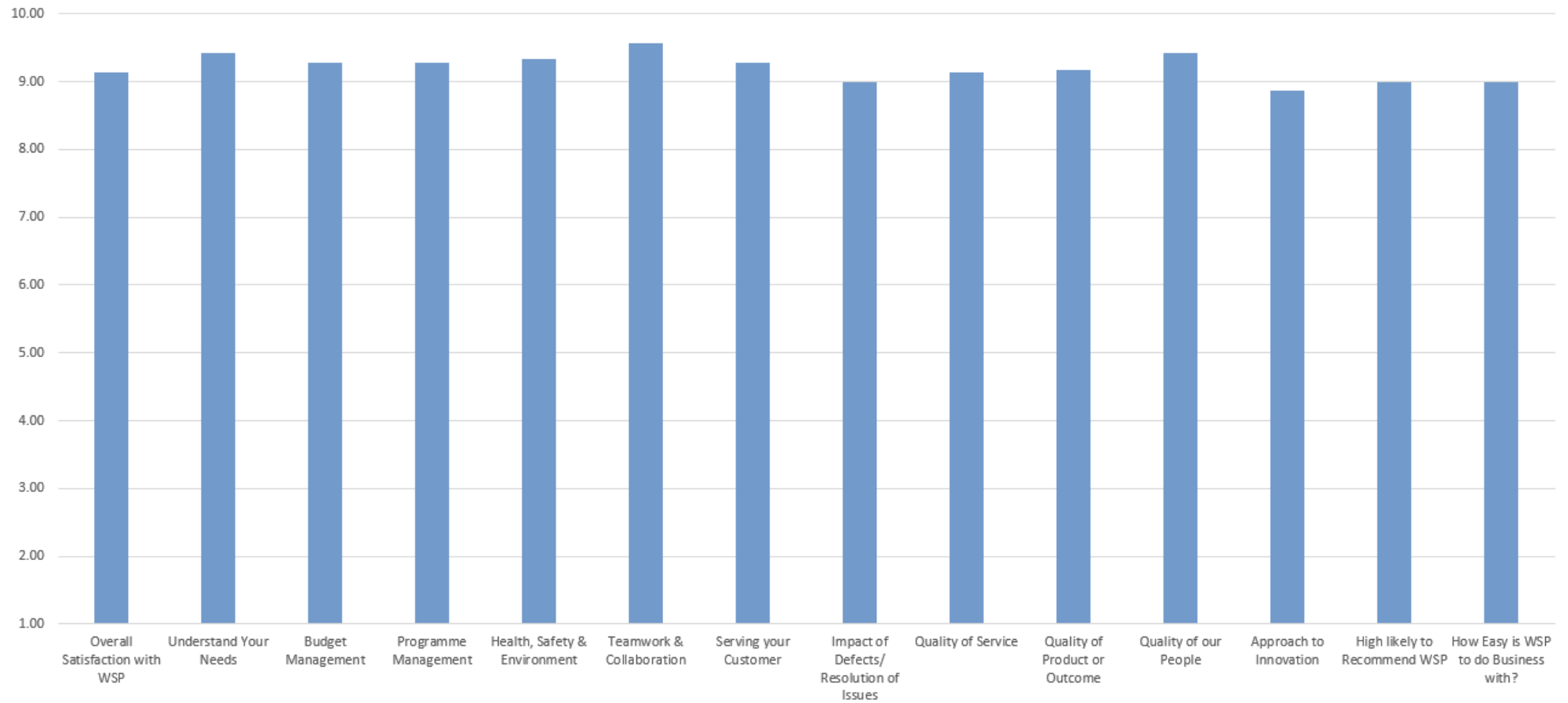
Project Feedback Interviews Scores (PrFI)		Scoring for: April 2020 - March 2021															
Ref.	Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14		
		Overall Satisfaction with WSP	Understand Your Needs	Budget Management	Programme Management	Health, Safety & Environment	Teamwork & Collaboration	Serving your Customer	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	Comparison with Competitors	Average Score
Shropshire Council																	
	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															
	Total Average	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	Total Average	9.26
	Highest Score	10	10	10	10	10	10	10	10	10	10	10	10	10	10		
	Lowest Score	9	8	9	9	8	8	8	8	9	9	8	9	9	9		
	Difference	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			
Contract number:		Contract value: (£300k per annum)		Service Area 3 Flood and Water Management. Tims Sneddon; Operations Manager on behalf of Shropshire Council. Mike Pugh is WSP Service Lead.			
Framework: Term Service Contract 2015 (Professional Services)				Period 1st October 2017 to 30th April 2018.			
Sector: Local Authority				Overall Performance of Drainage Service Area is			
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				<input type="checkbox"/> Strategic <input type="checkbox"/> Operational			
Date of interview: 23rd April 2018		Business stream: WSP		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	
Please tick as appropriate	1	2	3	4	5	6	7	8	9	10
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	
Please tick as appropriate	1	2	3	4	5	6	7	8	9	10
9. Quality of service										
Comments										
10. Quality of product or outcome										
Comments										
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)										
Comments										
12. Approach to innovation										
Comments										

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

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

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:		

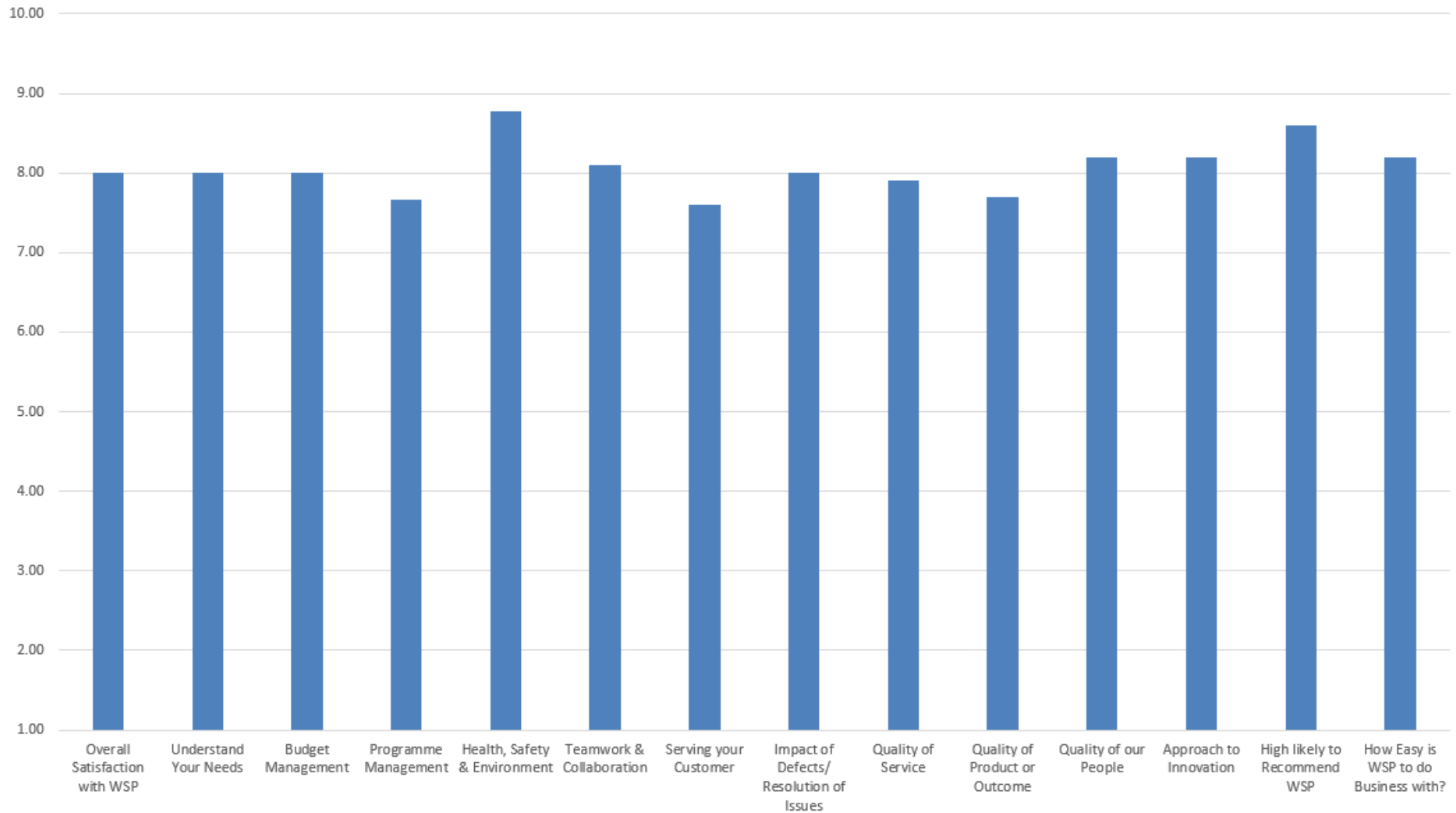
Appendix C2 – KPI 5 Client Feedback Analysis

Client Feedback Interviews Scores (CFI)

Scoring for: April 2020-September 2020

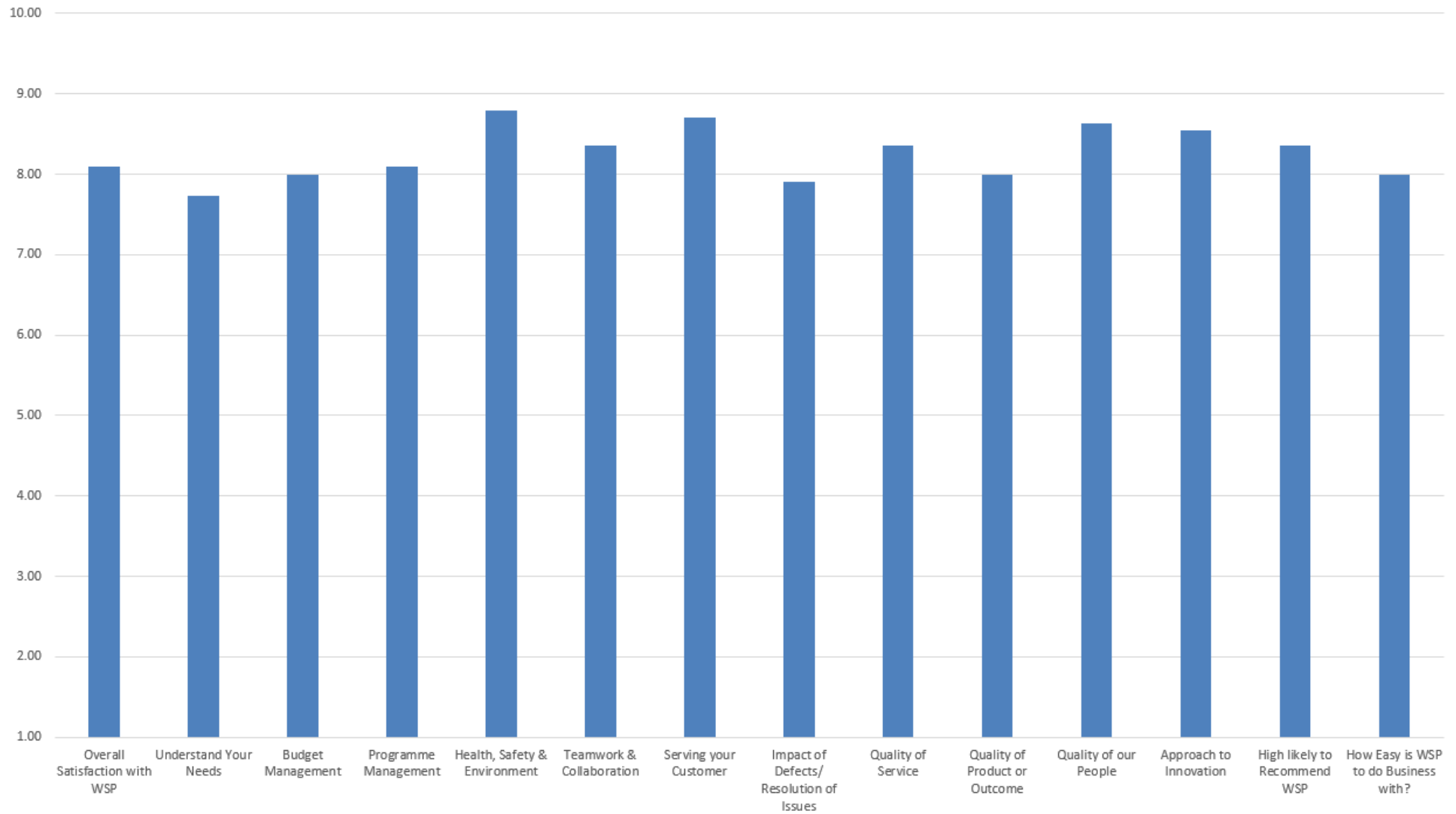
Ref.	Name	1 Overall Satisfacti on with WSP	2 Understan d Your Needs	3 Budget Management	4 Programme Managemen t	5 Health, Safety & Environme nt	6 Teamwork & Collaborati on	7 Serving your Customer	8 Impact of Defects/ Resolutio n of	9 Quality of Service	10 Quality of Product or Outcome	11 Quality of our People	12 Approach to Innovation	13 High likely to Recommen d WSP	14 How Easy is WSP to do Business	Comparison with Competitors	Average Score
Shropshire Council																	
	Service Area/ Name																
1	SA1-Contracts (John Beddall)																
2	SA2-HDC (Gemma Lawley/ Mark Wootton)	7	7	7	N/A	8	8	7	8	7	7	7	7	8	8	Same	7.38
3	SA3-Flood Water Man (John Bellis)	7	7	6	6	7	8	7	7	7	7	8	8	7	7	Better	7.07
4	SA4-Street Lighting (Jason Hughes)	8	8	7	7	10	7	8	8	8	8	8	8	8	8	Same	7.93
5	SA4-Traffic Signals (Jason Hughes)	9	9	9	9	9	8	9	8	9	9	9	8	9	9	Same	8.79
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 (Matt Johnson)	9	10	9	9	8	9	9	9	9	9	10	9	10	9	N/A	9.14
8	SA5-Major Projects (Andy Moreton)	8	10	10	8	10	9	9	9	8	8	10	10	10	10	Better	9.21
9	SA5-Traffic (Kevin Aitken)	8	8	8	8	9	8	7	7	8	8	8	7	9	8	Same	7.93
10	SA6-Transport Planning (Victoria Merrill)																
11	SA7-Bridges (Gurnek Singh)	8	8	8	7	9	8	8	8	7	8	7	7	9	8	N/A	7.86
12	SA8-Divisional Highway Maintenance																
13	SA9-Inspections (Victoria Doran) - Mark Holmes secondment																
14	SA10-Asset Management (Steve Brown)																
15	SA 11-Business & Enterprise (Chris Hill)																
16	SA 14-Road Safety (Kevin Aitkin)																
	Number of CFI	9															
																Total Average	8.26
	Total Average	8.11	8.44	8.00	8.00	8.78	8.22	8.11	8.11	8.00	8.11	8.44	8.11	8.78	8.44		
	Highest Score	9	10	10	10	10	9	9	9	9	9	10	10	10	10		
	Lowest Score	7	7	6	6	7	7	7	7	7	7	7	7	7	7		
	Difference	2	3	4	4	3	2	2	2	2	2	3	3	3	3		

Client Feedback Summary For Period April 2020 to September 2020

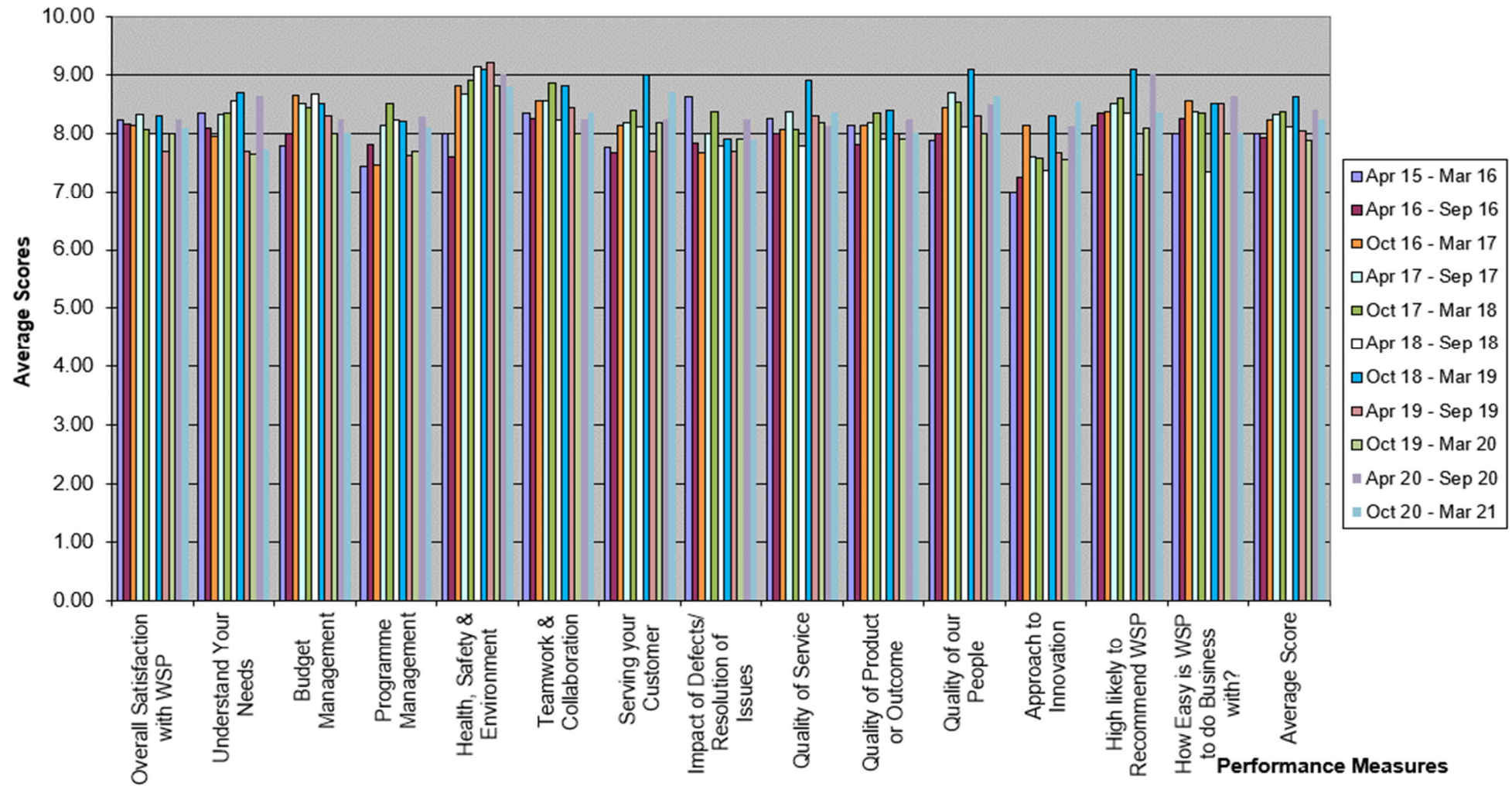


Client Feedback Interviews Scores (CFI)		Scoring for: October 2020-March 2021															
Ref.	Name	1 Overall Satisfacti on with WSP	2 Understan d Your Needs	3 Budget Managemen t	4 Programme Managemen t	5 Health, Safety & Environme nt	6 Teamwork & Collaborati on	7 Serving your Customer	8 Impact of Defects/ Resolutio n of	9 Quality of Service	10 Quality of Product or Outcome	11 Quality of our People	12 Approach to Innovation	13 High likely to Recommen d WSP	14 How Easy is WSP to do Business	Comparison with Competitors	Average Score
Shropshire Council																	
	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															
																Total Average	8.25
	Total Average	8.09	7.73	8.00	8.10	8.80	8.36	8.70	7.90	8.36	8.00	8.64	8.55	8.36	8.00		
	Highest Score	10	10	10	10	10	10	10	10	10	10	10	10	10	10		
	Lowest Score	7	3	6	5	8	7	7	5	7	4	7	7	7	5		
	Difference	3	7	4	5	2	3	3	5	3	6	3	3	3	5		

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