



Date: Thursday, 8 April 2021

Time: 2.00 pm

Venue: THIS IS A VIRTUAL MEETING - PLEASE USE THE LINK ON THE AGENDA TO LISTEN TO THE MEETING

Contact: Sarah Townsend, Committee Officer
Tel: 01743 257721
Email: sarah.townsend@shropshire.gov.uk

PLACE OVERVIEW COMMITTEE TO FOLLOW REPORT (S)

8 **WSP Professional Services Annual Report (Pages 1 - 84)**

To receive regular monitoring of the performance of Shropshire Council and WSP in providing highways and other infrastructure planning and professional support. (Attached).

Contact: Mark Barrow (Tel: 01743 258919)

This page is intentionally left blank



Place Overview Committee

8th April 2021

Item

Public

Highways and Transport (Performance Report)

WSP Annual Report: 2019/2020 Financial Year

Responsible Officer Steve Smith Assistant Director - Infrastructure

e-mail: Steve.Smith@shropshire.gov.uk

1. Summary

- 1.1. This report summarises the annual performance report for the WSP contract for 2019/2020 financial year. This builds upon the previous reports presented to this Committee and provides an overview of this contract and its outcomes that support the Council and its wider ambitions for the period in question.
- 1.2. The WSP contract supports Highways and Transport staff and wider colleagues in the council (e.g. Economic Growth and supporting other major projects) across several agendas, issues, and outcomes. In the preparation of this report a wide range of colleagues have been consulted.
- 1.3. 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. The current contract ends on March 31, 2022, and the approach and procurement strategy for how the councils utilises professional services from April 1, 2022 will be shared and internally consulted on in due course and covered in future reports to this Committee.
- 1.4. The summary outcomes and achievements for 2019/2020 financial year are:
 - Developed initial design for 4 carriageway / property flood alleviation schemes, supervised the construction of a further 5, and delivered 9 non-matrix design schemes.
 - During the financial year the contract total value was £ 8,668,138.44

- Supported Shropshire Council as lead local flood authority, dealing with 191 land drainage enquiries, 48 ordinary watercourse assessments (consent or application), 4 investigations into unconsented work within ordinary watercourses, 3 enquiries regarding flooding and 101 general enquiries.
- Delivered 4 major street lighting schemes and finalised a further 3.
- Worked with Shropshire Council to secure Salix funding for the countywide LED replacement scheme.
- Delivered traffic signal schemes equating to 329 work orders.
- Assisted Shropshire Council in procuring 2 electric vehicle charge points in 2 car parks within the county.
- Scoping, design and construction of over 300 highway maintenance schemes delivered through the Term Service Contractor, Kier. Total value £17.28million.
- Secured funding for the North West Relief Road delivering the preliminary design and taking the scheme through public consultation.
- Delivered Package 1 of the Shrewsbury Integrated Transport Package and produced detailed design for Package 2 which is now in construction.
- Supported Shropshire Council with their successful bid for £9.3 million of Homes England funding for improvements to Mile End roundabout, Oswestry.
- Successfully delivered the first stages of the A529 Department for Transport Road Safety fund scheme including improvement of the Mount Pleasant Crossroads junction, siding out works to reclaim 'lost' gullies and 800m of carriageway, and design of 3km of carriageway surfacing north of Market Drayton due to start May 2020.
- Worked with Shropshire Council and Shifnal Town Council to further develop and progress the Shifnal Town Centre Integrated Transport Scheme.
- Delivered the Shropshire Local Development Plan 2 involving the design of 8 new schemes ranging from junction realignment to an 8km long route improvement.
- Scoping, design and construction of around 150 minor bridge maintenance works across the county.
- Procured 2046km of SCRIM, 1805km of SCANNER, 549.17km carriageway Coarse Visual Inspections (CVIs) and 343.16km of footway CVIs as part of the Asset Management programme.
- Delivered Road Safety Education to over 13,800 school children throughout Shropshire through assemblies, class talks, presentations and individual journey planners.

- 1.5 The Average Annual Overall Performance score for 2019/20 is **94.40%**
Members are asked to refer to Appendix A for further detail and information.

2. Recommendations:

- 2.1. **That the Annual Performance Report for WSP for the 2019/2020 financial year is considered by this Committee.**
- 2.2. **That Scrutiny comment upon the detail contained within this report as appropriate.**
- 2.3. **Scrutiny continue to receive an annual performance report on the WSP contract.**
- 2.4. **Scrutiny review proposed arrangements regarding the future procurement strategy for professional services in due course.**

3. Risk Assessment and Opportunities Appraisal

- 3.1. The work undertaken by WSP in partnership with Shropshire Council is inherently subject to commercial and statutory risks, for example, professional advice, design/ construction, risk/liability, all carry inherent risk which needs to be managed, removed or mitigated. The ability of Shropshire Council through its partners to deal with issues from practical and technical issues in our communities to supporting on significant feasibility studies and businesses cases that attract significant funding and infrastructure improvement in Shropshire must be considered.
- 3.2. Management of the quality of work received, its cost and value are all considerations across such a wide range of activities and outcomes. It is appropriate to say the Commissioning Model (the current arrangement) has led to some uneasiness in respect of the strength of the Client side, and costs incurred and whether the model provides the outcomes the Council requires. Over the life of the contract the environment has changed and how we attract funding in more of a short-term bidding culture and report to external bodies and government agencies has also changed. Additionally, the blend of what work is provided to WSP and remains “in house” or is tendered direct to the market and the best use of those contractual options and this will inform our thinking going forward.

- 3.3. It should also be noted that significant sums of external funding have been attracted into this authority. The ability to identify, draft and deliver acceptable businesses cases to external funders, to release funding into Shropshire, and examples such as SITP, NWRR, Salix also provide a value of this contract against cost, also, to a degree, there is a value to the Council in a “flex “approach to increased resources to focus upon opportunistic external funding opportunities at short notice (e.g. DFT Challenge Fund for Market Towns) to support externally awarded funded bids or opportunities and to remove additional resources as required when those resources are no longer needed.
- 3.4. Committee will note the WSP Audit report earlier this year that was presented and the work that has been undertaken to achieve those required outcomes, which are referred to in this report, and core to future procurement requirements.

4. Financial Implications

- 4.1. Highways and Transport paid a total of total of £8,668,138.44 for work and services during the 2019 / 2020 financial year. These payments derive from:
- Highways & Transport existing revenue and capital budget
 - External funding (government grants, awards) both received and competitive bids awarded.
 - The wider Council, e.g. Economic Growth commission work or colleagues in Planning, and note of the support the contract provides to the wider council should not be lost on this committee.
- 4.2. A clear example of this is funding relating to:
- NWWR project
 - Oxon Link Road
 - SITIP project
 - Feasibility studies, such as Oswestry Mile End project.
 - Big Town Plan initial scoping works etc.
- 4.3. A summary financial breakdown for the year spend is demonstrated detailing amounts paid against key work or service areas. This demonstrates the breadth of activity and how funding has been allocated or utilised against the contract, in respect of revenue and capital allocation:

Paid Value Job Type	Budget Type		Grand Total
	Capital	Revenue	
Asset Management	£990,614.00	£144,642.43	£1,135,256.43
Bridges and Highway Structures	£173,253.38	£347,134.53	£520,387.91
Business and Enterprise Service	£1,383.00	£56,999.11	£58,382.11
Contract Administration		£199,499.29	£199,499.29
Divisional Highway Maintenance	£11,789.57	£54,774.62	£66,564.19
Divisional Inspection and Monitoring		£0.00	£0.00
Flood and Water Management	£104,763.91	£287,202.23	£391,966.14
Highway Schemes - Major Projects - Traffic Schemes	£884,255.35	£116,616.77	£1,000,872.12
Highways Development Control	£2,662.53	£467,474.87	£470,137.40
Street Lighting and Traffic Signals	£92,271.27	£309,622.30	£401,893.57
Sustainable Travel		£140,918.05	£140,918.05
Transport Planning - Public Transport - Traffic	£295,501.46	£3,986,759.77	£4,282,261.23
Grand Total	£2,556,494.47	£6,111,643.97	£8,668,138.44

- 4.4 It is useful for the Committee to understand the detail of how work is ordered, the type of work, its complexity/level of urgency are all determining factors in the most appropriate route for the work/service to be received and paid for.

Paid Value Job Type	Work Type				Grand Total
	Negotiated Fixed Fee	Target Cost	Tendered / Fixed Fee	Time Charge	
Asset Management	£760,614.00		£374,642.43		£1,135,256.43
Bridges and Highway Structures	£513,979.79		£6,408.12		£520,387.91
Business and Enterprise Service	£58,382.11				£58,382.11
Contract Administration	£138,548.84		£60,950.45		£199,499.29
Divisional Highway Maintenance	£66,564.19			£0.00	£66,564.19
Divisional Inspection and Monitoring	£0.00				£0.00
Flood and Water Management	£300,332.36		£91,633.78		£391,966.14
Highway Schemes - Major Projects - Traffic Schemes	£999,904.34		£967.78		£1,000,872.12
Highways Development Control	£75,459.25	£11,388.01	£146,513.95	£236,776.19	£470,137.40
Street Lighting and Traffic Signals	£88,654.65	£19,857.27	£186,888.86	£106,492.79	£401,893.57
Sustainable Travel	£140,918.05				£140,918.05
Transport Planning - Public Transport - Traffic	£4,213,477.54		£68,783.69		£4,282,261.23
Grand Total	£7,356,835.12	£31,245.28	£936,789.06	£343,268.98	£8,668,138.44

5. Background

- 5.1. In 2015, Shropshire Council awarded the Highways and Transport Engineering Consultancy Contract to WSP. The contract period is 7 years (2015-2022). No available extensions can be provided, the contract has reached its full Contractual Period. Therefore, a full re-procurement exercise begins this winter following internal discussion and Member engagement. This will be subject to formal reports as appropriate. This report refers to the need to return to this Committee to update on progress with re-procurement.

5.2. The WSP contract is wide ranging and supports the entire Council over several work areas, typically as listed below for information:

- Highways Development Control
- Highways maintenance contract
- Flood and water management
- Street lighting, signals and illuminated signs.
- Business and enterprise
- Traffic studies and planning
- Major projects:
 - North West Relief Road
 - A529
 - Shrewsbury Integrated Transport Scheme
- Asset management
- Feasibility Studies, and Investigation Reports.

5.3 Members of the Committee should note that there is a positive relationship with WSP, across all levels, this is key to current arrangements and outcomes. The restructure of Highways and restructure for Transport and Environment will further strengthen the Client-side arrangements and look at how future arrangements can be best supported in the new procurement process.

6.0 REPORT

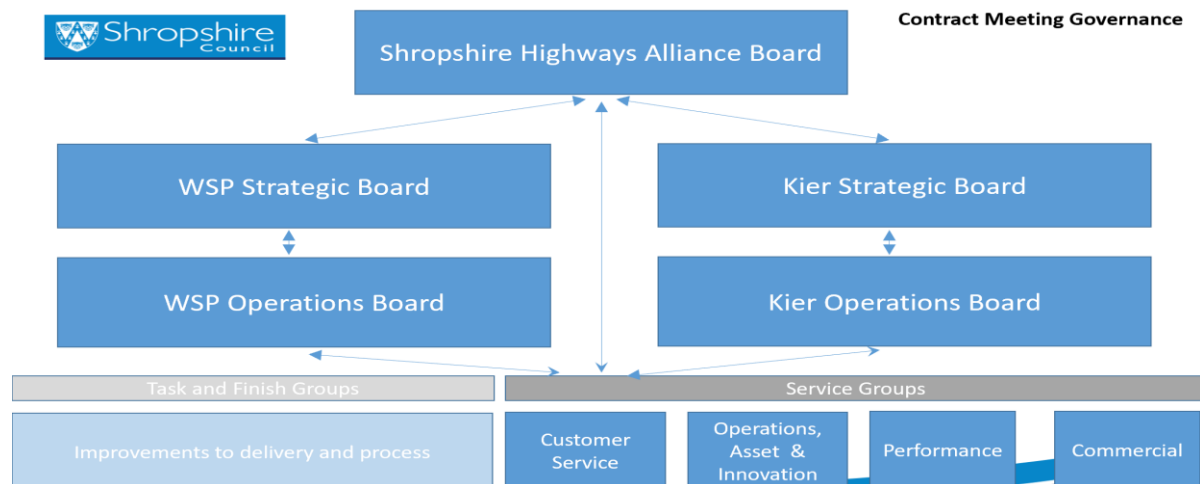
6.1 This report covers the period 1 April 2019 to 31 March 2020, it summarises WSP's performance during this 12month period. The section on supporting evidence records progress made on strategic projects in all key service areas.

6.2 The depth and breadth of services is self-explanatory, therefore for Senior Managers to consider strategic issues, operational issues and review performance is key. As previously mentioned in 3.1, to address the issues in the Audit report, focussed Project Boards are in place to deal with matters at appropriate levels. The Project Boards feed into the Highways Alliance Board where performance and strategic issues are dealt with by Senior Managers from SC, Kier and WSP and includes the Portfolio Holder for Highways and Transport to ensure there is oversight and governance. Issues discussed at this meeting would typically be:

- Performance
- Finances
- Improving efficiency

- New Initiatives
- Improving working practices and culture

6.3 The schematic of this new governance structure is demonstrated below. This allows staff at all levels of the organisation to have a clear line of sight from operational issues through to the Senior Management level to ensure issues, concerns or improvements are sighted, considered and actioned.



6.4 The Task and Finish Groups and Service groups are key, they are the engine room of staff from all organisations working on collective improvements, processes, identifying technology to improve the outcomes required. There is a significant to drive and mandate improvement from the “bottom up”.

7.0 Performance

7.1 The performance data and its mechanisms are detailed in Appendix A. The verification of KPI's has been undertaken by Shropshire Council's contract team. Below are the key performance outcomes for consideration by committee, the detail in Appendix A should be referred to.

7.2 WSP's project general performance has been monitored against set contract KPIs and the total number of task orders raised in the financial year. WSP achieved a score of **100%** against KPI 1 for jobs completed 'On Time' after mitigation i.e. all jobs completed on time.

KPI 1 – Contract KPI (Time):

Jobs Completed in Year 5	132
Jobs showing as late	38
Jobs where mitigation accepted	38
Jobs remaining as late after mitigation	0
% showing as late after mitigation	0%
% on-time	100%

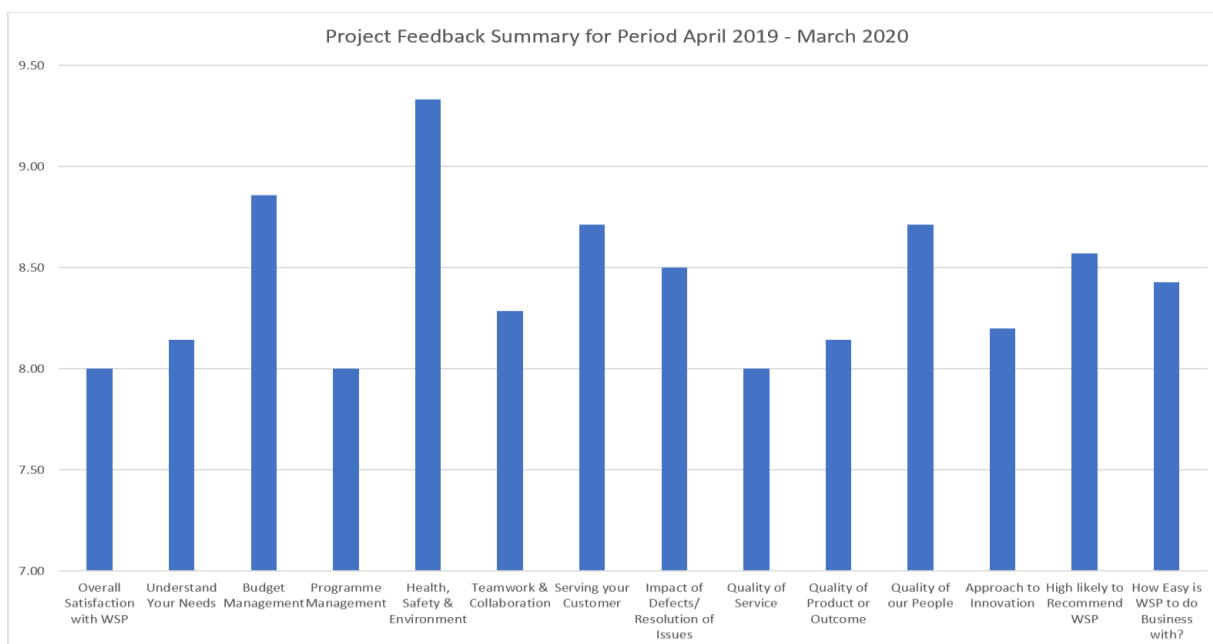
Mitigation Reasons	Count	% of Total Late Jobs	% of Total Completed Jobs
Extended Due to COVID-19- Target completion date not amended on CONFIRM	8	21.05%	6.06%
Delay due to WSP - Client agreed to change target completion date on CONFIRM	3	7.89%	2.27%
Contractor Overrun - Target completion date not amended; client agreed to change date	3	7.89%	2.27%
Job varied - Target date not amended on CONFIRM	24	63.16%	18.18%
Grand Total	38		

- 7.3 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' a score of **99.64%** of all payment requests approved first time without payments being withheld or queried, representing four requests put on hold out of 1117 submitted.

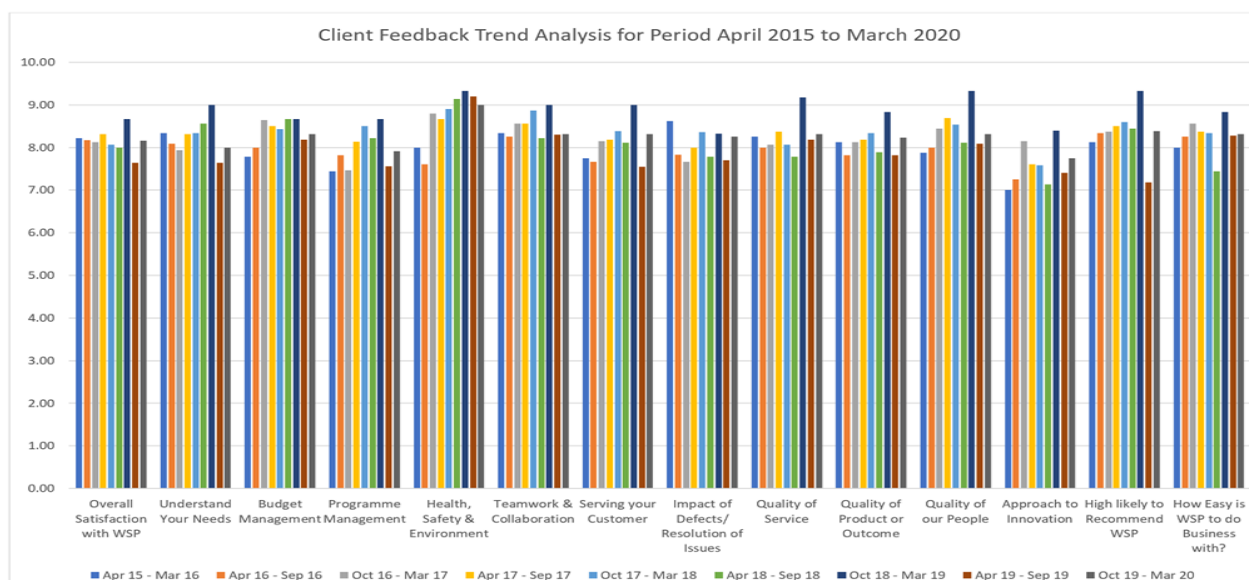
KPI 3 – Contract KPI Quality (Invoices):

April 2019- March 2020	No of payment requests	Payment requests put on hold	% Approved First Time
April to June	227	0	100.00%
July to Sept	260	4	98.46%
Oct to Dec	318	0	100.00%
Jan to Mar	312	0	100.00%
TOTAL	1117	4	99.64%

- 7.4 The analysis of 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 2019/20 annual average project score (KPI 4) is **82.40%**, with Shrewsbury Integrated Transport Package / A529 Safer Roads Funds receiving **93.80%**, and the Oswestry HIF Mile End scheme receiving 100%. It should be noted that Shropshire Council lead officers provide the KPI feedback. Overall project feedback is shown below and demonstrates a high level of satisfaction.



7.5 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. The latest results show that WSP continue to perform at a high level, building on good working relationships and a mutual understanding of the service requirements.



7.6 The 2019/20 annual average perception score (KPI 5) of **80.75%** is above the target score of 7 (70%). The actual results are summarised in the table below against the agreed target scores are demonstrated below:

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%	99.64%	20%
KPI4	Project KPI	Min Av. 7 (70%)	82.40%	15%
KPI5	Service Area KPI	Min Av. 7 (70%)	80.75%	15%

The Average Annual Overall Performance score for 2019/20 is **94.40%** .

8.0 Summary

- 8.1 The performance of WSP for the 2019 / 2020 financial year with this report and its Appendix demonstrate that depth and breadth of the work that has been achieved. Relationships are positive with WSP, and improvements to Governance will yield results.
- 8.2 The WSP contract is concluding by March 2021, future arrangements will be presented to this Committee for consideration in due course, however the current relationships are strong, and ongoing improvements via the revised governance arrangements are in place.

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

Previous reports –
26 September 2016
1st February 2019
7th November 2019
6th March 2020

Cabinet Member (Portfolio Holder)

Councillor Steve Davenport, Portfolio Holder for Highways and Transport

Local Members – All local members affected

Appendices –

Appendix A Annual Performance Report

This page is intentionally left blank

Shropshire Council
Highways & Transport
Engineering Consultancy
Term Service Contract 2015

Annual Performance Report
2019/20

May 2020

Produced for:

Shropshire Council
Shirehall
Abbey Foregate
Shrewsbury
Shropshire
SY2 6ND

Prepared by:

WSP UK Ltd
2nd Floor
Shirehall
Abbey Foregate
Shrewsbury
Shropshire
SY2 6ND

T +44 (0)1743 501060

Document Control Sheet

Project Title Shropshire Council Highways & Transport Engineering
Consultancy Term Service Contract 2015

Report Title Annual Performance Report 2019/20

Revision 1

Status Draft

Control Date May 2020

Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
0.1	Draft	P.Timson	19/5	K.Clare	19/5	F.Beech	31/07

Distribution

Organisation	Contact	Copies
Shropshire Council	Tom Blakburne-Maze	Electronic

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

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

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

Contents

Document Control Sheet.....	3
Contents.....	4
Executive Summary.....	6
1 Introduction.....	10
2 Service Area Updates	11
2.1 Contract Administration and Commercial Advice	11
2.2 Highways Development Control (HDC)	11
2.3 Flood & Water Management	13
2.4 Street Lighting and Traffic Signals	18
2.5 Highways and Divisional Maintenance Works.....	22
2.6 Major Projects and Business & Enterprise	22
2.7 Traffic.....	26
2.8 Transport Planning and Travel	31
2.9 Bridges.....	32
2.10 Inspections.....	33
2.11 Asset Management.....	33
2.12 Fleet Management.....	34
2.13 Road Safety	35
2.14 Joint Training	38
2.15 Collaborative Working	38
2.16 Social Value.....	40

2.17 Awards and Qualifications	44
3 Performance Measures.....	48
3.1 Purpose	48
3.2 Scope.....	48
3.3 Performance Measurement.....	48
3.4 Recommended Process and Timescales	56
3.5 Recommended Governance	56
3.6 Process for Under-Performance	57
Appendix A1 – KPI 1 Time Results Table	59
Appendix A2 – KPI 3 Quality (Invoices) Results Table	60
Appendix C1 – Blank Client Feedback Form.....	63
Appendix C2 – KPI 5 Client Feedback Analysis.....	65
Appendix C3 – KPI 5 Client Feedback Forms.....	71

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, and 1 April 2017 to 31 March 2018, 1 April 2018 to 31 March 2019 respectively. This report covers the period between 1 April 2019 and 31 March 2020 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 2019/20:

- Developed initial design for 4 carriageway / property flood alleviation schemes, supervised the construction of a further 5, and delivered 9 non-matrix design schemes.
- Supported Shropshire Council as LLFA dealing with 191 land drainage enquiries, 48 ordinary watercourse assessments (consent or application), 4 investigations into unconsented work within ordinary watercourses, 3 enquiries regarding flooding, and 101 general enquiries.
- Delivered 4 major street lighting schemes and finalised a further 3.
- Worked with Shropshire Council to secure Salix funding for the countywide LED replacement scheme.
- Delivered traffic signal schemes equating to 329 work orders.
- Assisted Shropshire Council in procuring 2 electric vehicle charge points in 2 car parks within the county.
- Scoping, design and construction of over 300 highway maintenance schemes delivered through the Term Service Contractor, Kier. Total value £17.28million; this includes work on Project X.

- Secured funding for the North West Relief Road delivering the preliminary design and taking the scheme through public consultation.
- Delivered Package 1 of the Shrewsbury Integrated Transport Package and produced detailed design for Package 2 which is now in construction
- Supported Shropshire Council with their successful bid for £9.3 million of Homes England funding for improvements to Mile End roundabout, Oswestry.
- Successfully delivered the first stages of the A529 DfT Road Safety fund scheme including improvement of the Mount Pleasant Crossroads junction, siding out works to reclaim 'lost' gullies and 800m of carriageway, and design of 3km of carriageway surfacing north of Market Drayton due to start May 2020.
- Worked with Shropshire Council and Shifnal Town Council to further develop and progress the Shifnal Town Centre Integrated Transport Scheme.
- Delivered the Shropshire Local Development Plan 2 involving the design of 8 new schemes ranging from junction realignment to an 8km long route improvement.
- Scoping, design and construction of c. 150 minor bridge maintenance works across the County.
- Procured 2046km of SCRIM, 1805km of SCANNER, 549.17km carriageway CVIs and 343.16km of footway CVIs as part of the Asset Management programme.
- Delivered Road Safety Education to over 13,800 school children throughout Shropshire through assemblies, class talks, presentations and individual journey planners

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 **£ 8,667,809.72**. The total number of jobs (task orders) with a target completion date in the year was 132.

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 **99.64%** of all payment requests approved first time without payments being withheld or queried, representing four requests put on hold out of 1117 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 2019/20 annual average project score (KPI 4) is **82.40%**, with

Shrewsbury Integrated Transport Package / A529 Safer Roads Funds receiving 93.80%, and the Oswestry HIF Mile End scheme 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 2019/20 annual average perception score (KPI 5) of **80.75%** 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%	99.64%	20%
KPI4	Project KPI	Min Av. 7 (70%)	82.40%	15%
KPI5	Service Area KPI	Min Av. 7 (70%)	80.75%	15%

The Average Annual Overall Performance score for 2019/20 is **94.40%** 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 2019 to 31 March 2020. 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 2019-20, 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)

In Q1 and Q2 of 2019 the HDC team fulfilled two outstanding posts: Technical Engineer and a Planning Engineer, to improve our services to the client, to be more resilient and be future ready. A further new member of staff joined in Q4 as a Site Inspector.

Various amendments were introduced throughout last year to improve and standardise processes, service delivery and reporting protocols, along with specific changes requested by the client to record and demonstrate each individual team members specific utilisation on various service deliverables. This is to ensure that the client can recharge for these outputs and functions appropriately.

At the beginning of Q4 our full-time site inspector left WSP. This vacant post was fulfilled temporarily using seconded WSP staff utilising the skills from across the company. The service delivery was successful, achieved significantly by the process and reporting protocol changes made last year. These were further enhanced and embedded in the HDC team by the individuals brought in to assist following a call to the wider business.

HDC has continued to work closely with the client to ensure that priorities are met, as well as maintain the agreed performance targets. Specific weekly meetings are now held between appropriate Client Officers and WSP staff. With the purpose of monitoring and dealing with any issues with on-going technical, inspection and planning 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.

The HDC Design Guide (SMART), written by WSP, was not published last year as expected. It is hoped that this document, when made available to Developers, House Builders and Designers, will assist in the submission of better design proposals and associated information. This will in turn lead to improved performance by both the Council and WSP in respect to assessing and overseeing these future new development proposals.

Table 2.2 shows the number of enquiries received by the HDC team 2019-20 compared to the service undertaken in the previous year.

There was a strong start to the year Q1 and Q2, particularly in respect to house building and sales, which was in contradiction to the national trend with the BREXIT uncertainties. The seasonal drop off usually seen in Q3 did not pick up in Q4, as expected, but continued to decline resulting in a general downturn in the number of enquiries being dealt with by the HDC team in 2019-20.

Despite this reduction in enquiry numbers, the actual time spent in delivering this work for the client generally increased due primarily to the changes in the new processes introduced to fulfil the client's requirements and demonstrate the work undertaken.

It should also be noted, that last year various changes were made in the way that enquiries and service functions were recorded to meet the client's changing needs. Subsequently, some of the data shown is not directly comparable to last year's data (i.e. site inspections)

Ref.	Service Area	No. Enq's.	+/- 2018-19	Working days	+/- 2018-19
2.1	Pre-Planning Enquiries – All categories (Cat.A,B,C&D)	160	-123	456	-17
2.2	Minor Planning Application Consultations (Cat.C&D)	1248	-157		
	Major Planning Application Consultations (Cat.A&B)	266	-39	200	-29

2.3	S38/278 - Technical Assessments (No. of reviews undertaken)	79	+9	250	+125
2.4	S38/278 - Site Inspections (No. of site visits undertaken from start Q3 onwards)	285	+277	392	+100
2.5	Highway Design Services for SC	0		0	
2.6	Local Land Charge Search Enquiries (Con.29) (Includes Highway Extent & Land Registry requests)	5206	-791	250	+250
2.7	HDC Administration Services (hours)	N/A		166	+17
2.8	HDC Area Manager Support (hours)	N/A		60	+6
	Totals	7244	-791	1774	+540

Table 2.2 HDC enquiries 2019/20

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 4 schemes for design during 2019/20. Initial design commenced on the following schemes to alleviate carriageway and / or property flooding:

- **Oakhurst Road, Oswestry** – assess existing assets and rehabilitate pipework and soakaway system;
- **The Grove, Wistanstow** – additional highway drainage to alleviate property flooding following CCTV investigation of existing assets;
- **Stretton Road, Much Wenlock** – upgrade to highway drainage system intercepting runoff from Wenlock Edge and directing flows water into attenuation pond; and

- **Station Road, Bromfield** – assess existing assets to determine the outfall integrity and hydraulic capacity to alleviate carriageway flooding.

Landowner liaison and site monitoring was carried out prior to and during construction of new highway outfalls for works at **A488 Blackmarsh**. Construction supervision was provided here and at the following completed schemes:

- **Brynhafod Lane, Oswestry** – scheme designed to prevent water flowing onto highway by repairing adjacent watercourse. Work also included root cutting and lining existing culvert to ensure capacity is maintained;
- **Bedstone Bends, Bucknell** – design of scheme comprising a new swale, culvert and outfall to an existing watercourse. Scheme to prevent highway flooding as a result of high intensity rainfall on a dangerous bend on the road;
- **Cooks Cross, Aleveley** – reshaping of 100m of carriageway and upgraded drainage system and outfall to prevent property and road flooding; and
- **The Wern** – This scheme commenced in March 2020 with the trial pits only. The main works are expected to commence in June 2020, which will involve upgrading of substandard edge of carriageway drainage systems where private accesses pass over roadside ditch which have caused property flooding in the past.

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

- **Broadward Meadow, Marlow** – scheme designed for Area of Outstanding Natural Beauty (ANOB) office to divert an existing highway drain outfall from the Clun river into a swale system in open land to enhance the habitat for Crayfish and subsequent improvement of the drainage system for the B4385;
- **Lyneal Lane** – outline design of longitudinal soakaway and carriageway reshaping to rectify temporary scheme construction in 2017. Construction of the new works to commence July 2020;
- **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** - continued project management of the scheme and 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. WSP have also focused on the Defra objectives and have produced a NFM Monitoring Plan, a joint report with Telford and Wrekin Council. This report was taken to the NFM Steering Group for scrutiny with some minor amendments to be made. Much of the summer was dedicated to design and preparation works for the 2019-2020 winter period where debris dams and river works are planned. The NFM project also hosted 2 landowner engagement events with over 40 local residents engaged with and informed about the project;
- **Perry Cottage, Milford** – initial site investigation and concept design completed;
- **The Brambles, Whitchurch** – CCTV, topographical and GPR surveys procured and managed by WSP enabling detailed design scope of works to be defined. Client approval to proceed received for design phase in March 2020 and now underway;
- **Oakley Lane** – initial site investigation completed; further survey works to be procured to enable design to be finalised; and
- **A442, Potford Rock** – initial site investigation and concept design completed, desk top study to be completed to enable design to be finalised.

Other non-Matrix drainage design schemes under Project X (see section 2.5 below) involved urgent investigative works in the vicinity of the Shropshire hills, at Nash. Quick turnaround designs were required, to be able to programme immediate starts on site within 14-25 days of initial investigation commencement which occurred in February 2020. Eight sites were investigated, three of which required maintenance of the existing drainage assets/system only. Two sites require further, more thorough investigative operations in order to assess whether detailed designs are necessary; three sites are planned for construction in April/May 2020.

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.

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.

Five 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 is on course for completion by June 2020.

The preparation of 17 no. jetting Pre-Construction Information Plans (PCIP's) for Capital Sites, 14 no. of which were Divisional Support, commenced in March 2020 and are due for completion in May 2020. 31 no. Divisional Support schemes were reviewed in total, including 14 no. mentioned above, 11 no. requiring maintenance only, 6 no. had construction works completed or PCIP uploaded in preparation for site.

For half the year, WSP adopted the Flood and Water Management Commissioning Officer role on behalf of Shropshire Council before the recruitment of a new Flood Risk Manager (FRM), with duties involving:

- Stakeholder interaction to maintain Defra funded project
- Launching the OIDMS
- Identification of a Hotspot investigation package of 18 no. sites
- Collaboration with the new FRM for a smooth transition and handover

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

- 191 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.
- 33 Ordinary Watercourse Consent assessments and 15 application assessments resulting in non-validation due to inadequate information provided or not required under the Land Drainage Act 1991.
- 4 investigations into unconsented work within Ordinary Watercourses in accordance with the Land Drainage Act 1991.
- 3 enquiries regarding flood modelling and property flooding in accordance with the Flood and Water Management Act 2010.
- 101 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 1480 planning applications in support of Service Areas 2.1 and 2.2, i.e. 5 no. Cat A, 292 no. Cat B, 553 no. Cat C and 350 no. Cat D. This total includes the Pre-application enquiries also, i.e. 2 no. Cat A, 39 no. Cat B, 122 no. Cat C and 117 no. Cat D.

Shropshire suffered two devastating floods during Storm Ciara and Storm Dennis, during 2nd and 13th February 2020 respectively, which resulted in an Emergency Response Unit being implemented and rapid reaction by the FWM team for much of the month of February. Many properties were visited by the team and reports undertaken, resulting in reactive maintenance as well as predicted future flood damage claims, all of which require further assessment and review in 2020/21 to determine the priority sites culminating in a flood damage scheme list. The outbreak of Covid-19 disrupted some of the proposed visits and subsequent reporting. Identification of locations that may qualify for area investigations under Section 19 of the Flood Water Management Act is in progress together with assisting in the enquiries regarding the Government's Flood Grant.

More support was provided to Highways Technicians by liaising with the newly appointed drainage inspections supervisor, to assist in interfacing with the Highways teams and prioritising/ scheduling drainage and surfacing works, under Service Area 3.10, to maintain over 10,000 drainage assets.

The team has also actively engaged in researching the Land Drainage Act Enforcement process and liaising with the Arboricultural team, which will continue into 2020/21, and also in the researching and updating of the Ordinary Watercourse Consent process and guidance documents.

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 all applications to ensure proposals conform to national and local guidance and regulations.

The Street Lighting team delivered 4 major schemes and finalised 3 further major schemes for the capital works for delivery by Kier in the period April 2019 – March 2020.

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

The application for the strategic conversion of Street lights to the latest LED technology across the County was finalised and approved for funding via external interest free loans via Salix. The work for the securing of the funding ensures that Shropshire Council will achieve and benefit from installations that use the latest technologically advances for reduced carbon footprint, lower energy costs and longer service life. This will be achieved by utilising lanterns offering the latest LED technology. These provide increased efficiency and white light for better colour rendering allowing the use of lower output lanterns. Shropshire Council should see continuing energy decreases of between 50% and 60% where these lanterns are installed and subsequent savings in both expenditure and maintenance.



During the course of the period between April 2019 and March 2020 the Street Lighting team received 3,538 reactive fault repair notifications and issued 3,087 works orders to Shropshire's Term Service Contractor, including responses to 2,320 Night Patrol outages and 1,874 queries from the general public. Staff also had to provide detailed responses to two Freedom of Information requests and responses to a further 12 complaints were drafted.

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

- A5/B4379 Crackleybank Signalisation design and construction
- A528 Ellesmere Road Puffin Crossing design
- B4176 Broad Bridge Shuttle Signals design and construction
- Installations of new and relocation of existing VAS across the County
- B4373 Ironbridge Road, Broseley Temporary Signals design
- Detector refurbishment at Walford College Pedestrian Crossing
- Detector refurbishment at Bank Farm Road Pedestrian Crossing
- Updating the UMS inventories (elaxon coding)
- Updating the electronic equipment inventories
- Replacement of faulty CPUs across the County (CPU A-B error)
- Replacement of faulty pedestrian crossing controller at Bridgewater Street in Whitchurch
- Upgrade of Storm Dennis damaged pedestrian crossing at Longden Coleham
- Repairs to Storm Dennis damaged controller at Chester Street Junction in Shrewsbury
- Bulk Lamp Change and/or Clean for all traffic control sites in the County
- Updating Shropshire Council Traffic Signals Design and Installation Guide
- Implementation of TWM CMS system for Wig-Wags (remote monitoring and management)
- S278 checks for new pedestrian crossing in Hanwood

- S278 checks for new pedestrian crossing in Shawbury
- S278 commissioning for new dual pedestrian crossing at Morrisons in Oswestry
- Responding to RTAs at Chester Street Junction in Shrewsbury, Waymills Junction in Whitchurch and RAF Cosford Junction near Albrighton
- Data downloads from VAS at Pipegate and Woore
- Set up and trial of new journey time software (Clearview Insights) in Shrewsbury, including validation
- Timing changes/plan implementation for the flower show
- Collection of configurations and MOVA data for all critical signal installations
- Relocation of VAS in Middleton near Ludlow
- Clee Hill VAS installation and sign removal
- HDC Lower Hordley DSD sign installation
- Provision of advance warning signing for a pedestrian crossing in Shifnal
- Preston Street, Shrewsbury ASBO CCTV Camera installation
- Decommissioning of 3 x cattle crossings no longer in use
- Ellesmere, New Wharf Road rising bollards arrange maintenance checks
- Assisting the council in securing funding for RTIGA upgrade at Morrisons in Shrewsbury
- Attendance at MSIG and TMS User Groups on behalf of Shropshire Council

Further improvements have also been made to the traffic signals communications infrastructure in Shropshire which now allows full two-way communications with all UTC Phase 1 and Phase 2 installations (town centre and northern corridor) and several isolated sites, allowing site conditions to be viewed remotely via CCTV cameras and faults to be monitored from the office and reported to the Traffic Signals Contractor with minimum delay.

During the course of the last six months the Traffic Signals team have raised 329 works orders to the Traffic Signals Term Service Contractor, including 55 Emergency Callouts, 60 Reactive Works, 181 Routine Maintenance and 33 Programmed Works, whilst receiving 197 enquiries from members of the public.

WSP have also assisted Shropshire Council in the procurement and location selection of two Electric Vehicle charge points through a Highways England grant. The two rapid charging points will be along the A49 corridor filling a current cap in the Highways England network. The locations selected were Easthope Car Park in Church Stretton and Galdeford Car Park in Ludlow.



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 2019/2020 Capital Highways Programme. This has consisted of 47 separate schemes with a construction value of £4.4m.

WSP have also completed and issued to the HETSC 56 Surface Dressing designs, with a construction value of £2.53m. This programme begins on site at the end of May 2020, which WSP will monitor.

In January 2020 WSP was commissioned to carry out Project X for immediate design and delivery to site as a priority. This dealt with many outstanding, multi-disciplinary issues across the county that had not made it onto an Asset Management-led list of Capital works. Schemes varied from carriageway resurfacing, patching, drainage and footway improvements to new and improved Traffic Regulatory Orders, street sign replacements, carriageway lining and markings. The majority of this has now been completed and consisted of 75 individual schemes with a construction value of £2.1m.

WSP are currently in the process of designing Capital Highway Programme works with an estimated value of £7.2m, split across 4 briefs. £5.5m is to be delivered on site in FY 2020/2021.

WSP have also designed and issued to the HETSC approx. 50 footway slurry sealing sites that are due to begin on site in June 2020 which WSP will monitor, with a construction value of approx. £0.5m. In addition, WSP are currently designing another 65 sites for construction in FY 2020/2021. This has an estimated construction value of £0.55m.

This all equates to the design of £17.9m of construction, with £6.5m already delivered with an additional £3m already issued and programmed for imminent start.

2.6 Major Projects and Business & Enterprise

Shrewsbury North West Relief Road

After many years of campaigning, £54m of Government funding for the Shrewsbury North West Relief Road was secured in March 2019. WSP supported Shropshire Council throughout the funding bid providing expertise to develop a particularly strong case and demonstrated “very high” value for money.

Whilst a formal Public Consultation had been held in 2017, from which it was determined that the majority were in favour of the NWRR, it was decided to present the updated scheme to the public at the pre-planning stage. This highlighted the incorporation of the former Oxon Link Road (OLR), and changes made to the design in response to points raised as part of the OLR planning application. As such, a period of Public Consultation took place from the end of February through to the end of April, with staffed events held across Shrewsbury in March.

Two weeks of events had originally been scheduled but, due to the Coronavirus outbreak and lock-down, the second week of events could not go ahead; but the chance to submit completed questionnaires and raise any other points was extended by three more weeks than originally planned to compensate. Following the first viewing by Council Members, the Consultation was launched on 27th February with the 'fly-through' visualisation being made available to the general public, through 'YouTube', on 2nd March. Open events were held as listed below, at which members of Shropshire Council, and key members of WSP, were in attendance to answer questions related to the scheme.

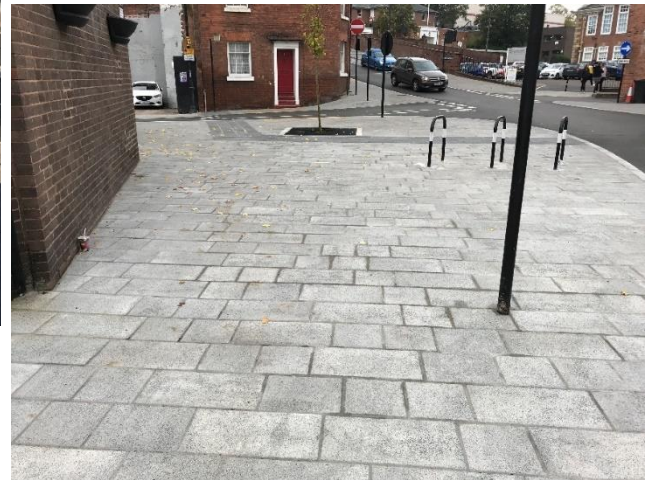
The first week of events were hosted at Mount Pleasant, Bomere Heath, Ego at the Grapes and the Big Town Plan Shop in the Darwin Centre. The second week (that was curtailed) was due to continue in the Darwin Centre with the presentation material being available for viewing by attendees, and with members of the WSP Engagement Team present to facilitate the recording of questions and points raised. All the events were well-attended and provided useful perspectives from the affected areas of the scheme. The initial deadline for the submission of responses to questionnaires was 13th April, but this was formally extended to 30th April (due to the lock-down restrictions) and informally all responses continued to be received until 8th May. All responses from these events have been collated and a dedicated team are working to address any concerns.

As well as gaining feedback from the public, stakeholder and local business liaison has continued – particularly with the EA and Severn Trent Water and land owners – and there has been a re-engagement with other locally interested parties; this has allowed the views of a wide audience to be gathered and addressed where at all possible.

Alongside the public consultation events the preliminary design phase was drawing to a close, and is now complete, in readiness to inform the Planning Application for the NWRR Scheme (including the former OLR) with a proposed submission in the early part of summer 2020. Whilst the planning application is being determined, the scheme programme will continue into detailed design for the remainder of 2020 and into 2021.

Shrewsbury Integrated Transport Package

Package 1 of the SITP public realm enhancements began with Town Walls. This scheme included enhancements such as widened and re-paved footways, new and/or improved pedestrian crossing points, carriageway resurfacing and the introduction of raised tables. This has improved the pedestrian friendliness of the Town Centre with the addition of new street furniture and pedestrian and cycle facilities.



Construction works for the Town Centre Package (TCP) 2 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, end of February

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 March and progressed well until the site was closed, following advice from the client, because of the Coronavirus outbreak.

The temporary site closure was enforced on 24th March 2020 and following further advice reopened, with reduced resources, on 27th April 2020.

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. The scheme, intended to bring forward housing development and economic growth in Oswestry, is being delivered against a very



demanding programme with a construction and completion deadline of March 2022 to accommodate the Homes England's Housing Infrastructure Funding requirements.

WSP's inter-disciplinary teams have already completed the optioneering and preliminary design which have been reviewed by Highways England and Shropshire Council, along with

delivering the design drawings and reports for the planning application submitted at the end of January 2020. Additional site investigations were carried out during April; Falling Weight Deflectometer (FWD) testing, additional topographical surveys and Ground Penetration Radar (GPR) as well as supporting with land negotiations and identification of the high-pressure gas main.

Following the HIF award, WSP supported Shropshire Council in their successful £5m bid to the Marches Local Enterprise Partnership (LEP) Growth Deal fund to unlock funding for elements of the Oswestry Innovation Park which would generate economic growth through developing employment opportunities.

The Growth Deal funds provide a timely opportunity to undertake complementary utility diversions and connections which could be 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 will include 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 OIP

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.

2.7 Traffic

Traffic

The Traffic team have continued to deliver Traffic and Road Safety engineering expertise to the commission in both the LTP commitment and other large projects such as A529 Safer Roads Fund, Shifnal Town Centre Enhancement scheme and assisting in the design and delivery of the public realm schemes in Shrewsbury town centre including Pride Hill, Town Walls and the SITP 2 packages at Mardol and Belmont. Work has also included geometric design, signs and road markings designs together with Safety Reviews and Road Safety Audits for other parts of the commission, including Major Projects' Oswestry HIF together with a considerable amount of ongoing work with the Highways Maintenance and HDC teams.

A529 DfT Road Safety fund

The team are managing the delivery of this £3.88 million, 3-year A529 route safety scheme. The scheme has been split into 12 packages throughout the 20km long route.

The Mount Pleasant Crossroads junction had seen a succession of serious and fatal collisions over the last 10 years resulting from vehicles overshooting the junction from the western approach. A crest curve near the junction was identified as the main causation factor in accidents and the designed scheme improved the junction geometry by removing this. The junction was also fully resurfaced along with drainage, kerbing and signing improvements. The total scheme value was approximately £180,000.

Before



After



Cllr Rob Gittins, who represents nearby Cheswardine, Childs Ercall, Hinstock and Sutton, said: *"I'm pleased to say the majority of the works at the above location have been completed over a week and a half ahead of schedule and all traffic management has been removed."*

No collisions have been recorded since the scheme was implemented in October 2019.

Further schemes are being delivered throughout 2020 including the next large scheme which will begin on 11 May 2020. This is a 3km section of carriageway surfacing north of Market Drayton which includes over 1km of new kerbing, new drainage, plus road marking and signing improvements; the value of this scheme is approximately £900,000.

A 'siding out' scheme completed in January/February throughout the whole scheme length has resulted in a large number of 'lost' gullies being located and up to 800mm of 'lost' carriageway being discovered adjacent to the existing highway. This will result in improved surface water drainage and provides the additional carriageway width to reduce collisions between opposing vehicles.

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 working closely with neighbouring Cheshire East Council Highways team providing cross border benefits and continuity of measures.

Shifnal Town Centre Improvement Scheme

The team have continued to work closely with Shropshire Council together with Shifnal Town Council to further develop and progress the Shifnal Town Centre Integrated Transport Project.

Following a funding review the scheme proposals were paired back through value engineering to provide two new affordable options that are currently under consultation with the town council with the intention of agreeing the final proposal before progressing to delivery during 2020. The latest proposals were presented to the town council in January 2020 and additional workshops have been proposed to finalise the design. It is anticipated that the scheme will be go to tender in Spring 2020.

Section 38 and 278 Checks

The Traffic team continue to support colleagues in the Highways Development Control team throughout the year with technical and safety reviews on a number of Section 38 and 278 applications from private developers whose schemes access the public highway. The team

review all applications to ensure proposals conform to national and local guidance and regulations.

Local Transport Package

The traffic team has been liaising closely with the Traffic Client, local council members, the police and other stakeholders including Kier over the last 12 months to develop and drive forward the Local Transport Plan (LTP). This has included completing several designs for schemes carried over from last year's programme that were put on hold for budget reasons. The team overcame the challenge of completing the detailed design of 15 schemes in six months that would have normally been undertaken within a 12-month period. The team have now completed and issued to Kier all 15 schemes including 5 speed limits. This includes the A41 Tong road safety and highway improvement scheme estimated to cost in the region of £550K and is due to be completed on site before the end of April 2020.

Site	Description of Works	What has been committed
Wolverhampton Road, Bridgnorth	Between A442 Cann Hall Road/Mill St Roundabout Bridgnorth and A454 R'bout near Swancote.	£32,490.31
Sheriffhales, remedial works	Road markings, signing adjustments and bus stop relocation	£2,607.40
B5062 Sundorne Road Medical centre, Shrewsbury	Outside Medical Centre opposite Meadow Farm Road.	£11,739.03
Wenlock Road, Tasley Bridgnorth	Wenlock Road junction with Church Lane east of A458 Bridgnorth Bypass.	£6,629.57
A458 Column Roundabout, Shrewsbury (HFS only & pot holing)	Opposite Shirehall between Haycock Way and London Road.	£7,646.88
Huffle Lane near Bomere Heath, Shrewsbury	Between A528/A5214 west of Battlefield Roundabout, Shrewsbury and Bomere Heath.	£70,590.06
A41 Sandford 40mph speed limit	A41 Sandford south of Prees Heath prior to dual carriageway.	£40,952.00
B4176 (Rabbit Run) Rudge Heath to County Boundary	Between A454 junction with B4176 R'bout near The Royal Oak PH and the county boundary.	£103,624.00
Weston Road speed limit, Morda	South of Oswestry between Morda and Maesbury Road Industrial Estate.	£9,817.33
B4386 Mytton Oak Road footway, Shrewsbury	Between Gains Park Way and Racecourse Lan R'bout (Near Royal Shrewsbury Hospital)	TBA

Site	Description of Works	What has been committed
A456 Burford village	South Shropshire on county border near Tenbury Wells.	£21,118.14
A458 Wootton Crossroads near Bridgnorth	South east of Bridgnorth near Six Ashes and Quatt.	£44,849.64
TONG	Stanton Road junction with A41 near Tong Village north of M54 junction 3.	£550,336.00
Bridge Road, Broseley weight limit TRO (permission required from T&W council).	South of River Severn at Iron Bridge Gorge.	£3,368.57
Broughall TRO 50mph	New road markings and TRO for 50mph	£20,453.00
	Total	£926,221.93

LTP package 2 involving the design of 8 new schemes was delivered to the client on time before the end of the financial year, together with an indicative construction programme and estimated costs for each scheme. A handover session was arranged with the client and each scheme was discussed in detail, the type of schemes ranged from a junction realignment at Maesbury Road, Oswestry to an 8km long route improvement scheme on the A454 Bridgnorth to Rudge Heath. Positive feedback was received from the client and portfolio holder.

“Further to my comments last week I would just like to reiterate my thanks and appreciation for turning around and delivering the LTP 2 package feasibility and design in the last few weeks. In unprecedented circumstances you and your team have delivered a complex high-quality package of works, all to programme despite the constraints imposed upon us by remote working”. Shropshire Council Traffic Client

The team have since carried out a consultation exercise regarding these proposals with the key stakeholders including West Mercia Police, divisional maintenance engineers etc. and have received positive feedback.

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 2016-19 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 LTP programme for 2020/21 & 22.

Shropshire Council Traffic Support

Due to a reduction of resource available to Shropshire Council, the Traffic team have been providing Traffic Engineering technical and administrative support since August 2018. The team analyse requests from members of the public and provide traffic engineering advice to council officers along with a response to the customer. This role involves liaison between various stakeholders in addition to the public. Customer requests for works are analysed and if remedial works are deemed appropriate then these are placed on a prioritised list which forms the minor works programme. WSP has provided a package of standard responses to improve response times and has responded to close to 1000 customer enquiries over the last twelve months.

We have provided additional support to the Traffic client with a dedicated resource since August 2019 responding to traffic and parking customer enquiries which involves speaking to members of the public and Shropshire Council Officers to resolve or answer minor issues.

Minor works programme

In response to customer enquiries, WSP and Shropshire Council have jointly devised a prioritised list of minor traffic improvement works. Phase 1 comprises of 8 schemes of accident prevention measures which are ready to be issued to the contractor. Phase 2 is a further package of 12 accident prevention or traffic regulation order works that is nearing completion. Discussions regarding Phase 3 have been held recently which will result in a brief for 6-7 further schemes.

Parking and TRO – Shropshire Parking Strategy

WSP have been providing traffic regulation order (TRO) works as part of their traffic engineering support. The team undertook analysis of a package of TRO work previously advertised by the council which required implementing, writing a decision report for sites where objections were received and providing construction plans for 11 sites around Shrewsbury where the restrictions could proceed. WSP also identified some inaccuracies in the proposals which were highlighted to the council and have since been amended and put forward as a new

package of TRO work along with additional measures that have come from customer requests. WSP has drawn up construction plans for 10 sites that received no objections through the consultation process and are assisting Shropshire Council in determining alterations to the proposals which received objections.

2.8 Transport Planning and Travel

During 2019/20, 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 have 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 34 sites across Shropshire. All these sites involved automatic traffic counters (ATCs) which provided volumetric and speed data with speed being the primary focus at most locations.

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.

Shrewsbury Town Centre Air Quality Modelling

An Automatic Number Plate Recognition survey was commissioned to provide vehicle classification (Motorcycle, Car / Taxi, LGV, OGV1, OGV2, & PSV), age, fuel type and Euro standards for input to the Shrewsbury Town Centre Air Quality Model.

Bikeability Contract

In addition to the day to day management of the Bikeability Contract WSP have successfully negotiated additional grant funding from DfT enabling Shropshire Council to deliver on its commitment to meet all requests for combined Level 1&2 training without the need to use its

own resources. Advice and support were also provided on the extension of the existing delivery contract with Learncycling.

Concessionary Fares Administration

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

Roads Focus Events

In July WSP staff from road safety education, cycling and engineering disciplines attended 4 drop-in sessions in Ludlow, Market Drayton, Oswestry and Bridgnorth with staff from West Mercia Police and the Safer Road Partnership. The events were organised by the West Mercia Police & Crime Commissioner to enable members of the public to comment on, express concerns and ask questions about road safety issues in Shropshire.

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:

- Concrete testing to a number of bridges in the county, let as one contract

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

- Count Arbour Bridge (B5713) Accident Damage Repair
- Milford Bridge (B1497) Flood Damage Repairs
- Overton Road Retaining Wall (RETW00534. Retaining wall rebuilt following collapse
- Stanton River Bridge (B2469) Accident and General Repair

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.



Cound Arbour – Parapet Replacement and Painting

In addition, the team has designed and prepared contract documents for circa 15 schemes 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 and 2019/20. 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 attend in FY 2020/21.

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 continues to monitor and progress against the 36 recommendations in 19/20.

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.

The respective lengths surveyed this year were:

- SCRIM – 2046 km
- SCANNER – 1805 km
- Carriageway CVI – 549.17 km
- Footway CVI – 343.16 km

Shropshire Council has provided a business case to WSP which recommends changing 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. This is currently still under preparation and discussion for inclusion in the 20/21 surveys.

2.12 Fleet Management

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

2.13 Road Safety

During 2019/20, WSP's two Road Safety Officers continued to deliver quality road safety education and training services on behalf of Shropshire Council. Due to Covid-19 restrictions and school closures the team were unable to undertake face to face work towards the end of March 2020. Although this resulted in lower delivery numbers the period to the end of the year was used to develop appropriate resources that could be offered to schools who remained open for vulnerable children and those from key worker households. Resources appropriate for sharing with parents and carers undertaking home schooling were also developed.

The key achievements and highlights included:

Road Safety/Sustainable Travel Education

WSP engaged with 3,133 primary school children through assemblies and class talks, delivering 207 presentations to 7,275 students and staff at 20 secondary schools and 6th Forms. These included customised presentations during the first couple of weeks in September and the commencement of the new Academic year. Made by special request from 6 secondary schools, they covered local road safety 'hotspots' that new students may encounter on their journeys to and from their new school.

During April, 3,400 individual pupil 'Journey Planners' were distributed to all secondary schools for their induction sessions with Year 6's preparing for their moving to Year 7 in September.

In July, Road Safety (Drop in) Focus sessions were attended, engaging with members of the public. These events were in support of a Road Safety Focus week organised by the West Mercia Police and Crime Commissioner (PCC) and held at several locations throughout Shropshire.

Publicised the new Think! Education website and age relevant resources for schools.

23 primary schools took part in national Walk to School Week in May. 'Swap the school run for a school walk' focused on the issue of air quality outside schools. Favourable before and after data showed increased walking levels during the week.

A press release issued in September one week before the start of the new academic school year raising awareness to all road users that they may need to allow more time for their journeys due to the increase in traffic on the school run and to be aware of pupils gathering at

school bus pick up points and making journeys to school; this also included a reminder to pupils who cycle to and from school to have their bikes checked.

Stepping Out Pedestrian Training

Stepping Out child pedestrian training was delivered to 2,897 children at 71 primary schools across Shropshire.

A group of Year 7 children with special educational needs were provided with refresher training at Priory School; working with learning support staff, the children were provided with one to one practical training and bespoke resources in the classroom.

“Fantastic training, students were very engaged and enjoyed the course. Staff incredibly impressed. We are extremely grateful for the valuable work you did with our students, nurturing a greater sense of awareness and building their confidence”. Priory School, July 2019.

New walking routes providing wider and more challenging experiences for trainees introduced at Woore and West Felton primary schools.

With 10 being extremely satisfied with the service and the maximum possible, an average of 9.7 achieved on returned Stepping Out feedback forms.

Bikeability Cycle Training

WSP manages Shropshire Council's Bikeability cycle training programme which is delivered by Learncycling. Level 1 training was delivered to 830 children, combined Level 1&2 to 1,357 children and Level 2 to 324 children. The project was also successful in securing additional funding to deliver an extra 289 training places. The work has received high praise from participating schools:

“As always, this essential training was delivered brilliantly. It is always a highlight of year 6. The instructors were extremely organised and knowledgeable and were a pleasure to work with”. Whittington CE Primary School. Year 6 Level 1 & 2 course.

The upturn in Level 3 training which took place during 2018/19 continued with 469 children receiving training and Learncycling would have been very close to reaching the challenging 2019/20 target of 520 if training course had not been cancelled due to Covid-19 school closures. A growing number of participating secondary schools are keen to rebook and are taking part annually.

'The quality of the training was excellent, and I will definitely be encouraging the school to take up the training again next year'. PE Teacher at Meole Brace School. Year 7 Level 3 course.

Bikeability Balance

Bikeability Balance for Key Stage 1 was delivered to 427 children at 12 schools, and courses were also provided at weekends and during school holidays.

Other activities provided by WSP in 2018/19 included:

- Support to schools with School Travel Plans and delivery of sustainable travel schemes.
- Management of School Crossing Patrol service.
- Providing support and advice to new and existing Walking Buses.
- Promotion of 'mini officers' to promote considerate parking and slower speeds outside schools on behalf of the West Mercia PCC.



Pontesbury Walking Bus



'Mini Officers' outside St Thomas & St Annes, Hanwood

- Preparation of Shropshire Council's Sustainable Modes of Travel Strategy 2019 annual update.
- Christmas Anti Drink Drive Campaign, (Non-Alcoholic Drinks) Ludlow College.
- Provided historical background information to education colleagues on Safer Routes to School schemes across Shropshire.
- Young Driver information magazine 'Road User Guide' distributed to Shrewsbury group of colleges.
- Road Safety briefing to the whole 1st Battalion Royal Irish Regiment Tern Hill (focusing on Drink Driving) following their return from active tour in Afghanistan December 2019.

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
04.04.2019	Vector	Corrosion Technologies Ltd. Galvanised Fusion – Hybrid anode
16.04.2019	WSP	Introduction to ProjectWise
23.04.2019	WSP	Water Business in the UK
29.04.2019	WSP	Introduction to MX
07.05.2019	WSP	Wastewater Modelling
14.05.2019	WSP	Oxon Link Road Drainage Design
21.05.2019	WSP	Asphalt Reinforcement
28.05.2019	WSP	Introduction to ProjectWise
11.06.2019	WSP	Project Management and Commercial Awareness
25.06.2019	Soluform	Biodegradable bags
23.07.2019	Green Blue Urban	Sustainable Urban Landscapes
13.08.2019	iLine	UV Lining
17.02.2020	Arrow Valves	Hot Water Systems and Heating Management
02.03.2020	E J	Fabrication and Access Solutions

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**

- Gurnek Singh (Interim Bridges and Structures Manager) – c60% Full-time Equivalent (FTE) (April 2019 to July 2019)
- Ian Simpson (Principal Engineer support to Interim Bridges and Structures Manager) – c20% FTE
- Steve Holdaway (Senior Engineer Support to Shropshire Council) - 60% FTE (October 2019 onwards)

- **Flood & Water Management**

- Mathieu Faure (Drainage Engineer) – c100% FTE (April to September 2019)

- **Traffic**

- Tom Owen (Graduate Engineer) – c100% FTE (September 2019 to March 2020)

- **Asset Management**

- Darren Merrill (Interim Asset Management Manager) – c40% FTE

- **Highway Inspections**

- Glen Lovelock (Highway Inspector in South West - Craven Arms Division, then moved to central division June 2019 onwards) – c100% FTE
- 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:

- SITP - Public Realm Packages (Bellstone, Mardol, Mardol Head and Claremont Street).
- Oswestry HIF

- Oxon Link Road (OLR)
- SUE West Infrastructure Feasibility
- North West Relief Road (NWRR)
- Shifnal Town Centre Improvement Scheme

2.16 Social Value

STEM

In the year 2019/2020 the Shrewsbury WSP office has provided resources to STEM activities within the Shropshire Alliance. Seven of our colleagues have engaged with ten primary schools, four secondary schools, the Shrewsbury Colleges Group and an independent organisation, working with approximately 300 pupils and students.

Bishop's Castle Community College Primary School Challenge Day, 5th June 2019

This annual event is organised by South Shropshire Engineering Ambassadors as part of the integration for the eight feeder primary schools to Bishop's Castle Community College. This is the fourth such event that WSP has supported at BCCC. In June 2019, four WSP STEM ambassadors were responsible for organising, coordinating and running activities on the day including town planning, and straw towers workshops; over 90 pupils attended.



Criftins and Cockshutt C of E Primary Schools

The primary schools at Criftins and Cockshutt were two of the fifteen Shropshire primary schools who submitted bids to the Healthy Pupils Capital Fund for the installation of all-weather "daily mile" tracks. Following the completion of the tracks, which were installed by Shropshire's Term Contractor Kier, WSP colleagues visited both schools as part of "Futures Week" – a careers convention



for the under 11s. Activities included taking measurements of the newly installed track, a levelling exercise and spreading grass seed. The activities tied into the STEM subjects (Science, Technology, Engineering and Maths) as much as possible, and used the Daily Mile track as a focus. There was also opportunity for the pupils to look at the wide range of civil engineering projects undertaken in Shropshire and beyond, ask questions about working in the civil engineering industry and think about routes to follow in order to make a career in engineering. Both mornings went very well with enthusiastic engagement with both youngsters and staff. Reports back from the head teacher were very positive.



Oldbury Wells School, Bridgnorth

At the end of January two colleagues gave a presentation at Oldbury Wells School for students in years 9 to 11 who are considering their options after finishing their GCSEs.



“All About Apprenticeships” Event

WSP attended “All About Apprenticeships (Shropshire)” organised by The Marches Skills Provider Network at the Montgomery Waters Meadow (Shrewsbury Town Football Club) on February 5th. This event attracted young people from all over the county who are interested in joining an apprenticeship programme. Organisations involved included colleges and training organisations, local businesses, Shropshire Council and Shropshire Fire & Rescue Service. Information was shared and advice given regarding the choice of courses and the options for apprenticeships.



Shrewsbury Colleges Group Careers Evening

In February two WSP colleagues attended a careers evening for year 12 students attending the Shrewsbury colleges and were able to promote career routes into the Civil Engineering industry through apprenticeships or full-time university courses.

William Brookes School Apprenticeship Assembly

One colleague attended William Brookes School to deliver an assembly to encourage STEM subject choices for post-16 education. This was the last event attended before Covid19 lockdown which postponed further events planned for the school.



STEM Summary

Careers assemblies and events throughout the year were undertaken with the promotion of the STEM subjects for Key Stage 4 and post-16 option choices high on the agenda along with routes into the industry through apprenticeships. At these events we were able to explain both what civil engineering is and the possible routes into the industry. In all cases students engaged in meaningful conversations and took literature pertinent to help inform future decisions including work experience opportunities and apprenticeship programmes and work experience opportunities. The Covid19 restrictions curtailed the programme of activities planned for the rest of the school year.

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 fifteen trainee apprentices, technicians and graduates, all from diverse backgrounds and with a focus on encouraging women into engineering. During this period, we have employed an additional apprentice and two graduates.

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

The TAG Learning and Development programmes 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:

Daily Mile for Shropshire Schools - Ben Corfield's project of using money granted from the sugar tax to fund Shropshire Schools with running/walking tracks to allow school children to get in their daily mile exercise was the winner in the WSP awards Sustainable Project category.



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 organisations / institutions:

- Diane Ross – Awarded EngTech by the Institute of Highway Engineers on behalf of the Engineering Council.
- Debs Hardy – Achieved the APM Project Management qualification in February 2020.
- Annette Pollack – Successfully passed the Technical Report stage as a step towards achieving Incorporated Engineer status.
- Kirsteen Clare and Gary Dymond – Achieved Post-Graduate Certificates in Management and Leadership at Coventry University as part of the Roads Academy programme.

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

Various events are organised and run by the WSP Foundation Shrewsbury fundraising team, in conjunction with any wider WSP team members who nominated the charity event.

Events are open events for all WSP and Shropshire Council staff, including friends and families as appropriate, to participate in. In total the WSP Shrewsbury office raised £3787.62 during this period.



Dragon Boat racing team

The following events took place between April 2019 and September 2019:

- Alzheimer's Society Tough Mudder – 19th May 2019
 - Raising £1280.00
- Alzheimer's Society Cupcake Day – 13 June 2018
 - Raising £136.87
- Severn Hospice Dragon Boat Race – 7 July 2018
 - Raising £1520
- Macmillan Coffee Morning – 26 September 2018
 - Raising £170.75
- Macmillan Charity 100mile Cycle Ride – 30th August 2019
 - Raising £365
- Alzheimer's Society – Cardiff Half Marathon – 12th September 2019
 - Raising £315
- Save the Children Christmas Jumper Day – 13 December 2019
 - Raising £120.60
- Christmas Quiz – December 2019
 - Raising £127.70
- Wear Red for RedR – 5 March 2020
 - Raising £140.66



The office supported Shrewsbury Food Hub throughout the year – collecting much needed food for the local community.

Supporting local communities

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.

Macmillan Ludlow Cycling Festival - 22 September 2019

WSP staff used their cycle coaching experience to deliver an inter school grass track cycle races competition at the MacMillan Ludlow Cycling Festival in September. As a Road Safety Officer and with experience in cycle promotion, Ray was able to use his contacts to generate participation from 6 teams from south Shropshire primary schools. Races included an individual time trial, 4 - up races, team relay and the slow race with the last rider reaching the line being the winner.



The supportive teachers and families all had a great time watching some fast and thrilling competition with St Laurence CE Primary School B team from Ludlow winning the overall team prize and silver trophy. Completely run by volunteers, the event rose £3500 for Macmillan Cancer Support in the West Midlands. Raising £365 in advance of the Festival, our staff rode a 106-mile sponsored cycle ride along the quiet lanes of North Shropshire on 30 August.

LCF event organiser and cancer survivor Ashley Green was very grateful for WSP's support for the Festival and he thanked Shirehall staff who kindly sponsored our staff on their ride.



Cycling4All, Shropshire

Ray also is a volunteer with Cycling4All, Shropshire. Affiliated to Cycling UK, C4A is keen to promote and develop opportunities, for people of all ages and abilities, to enjoy inclusive cycling in a supportive and comfortable setting.



2019/20 highlights during the April 2019 to March 2020 period included:

Pedal in the Park

Held monthly in the Quarry Park, the public can find out more and try out a wide range of adaptive cycles, hand cycles, trikes and tandems.

Supported Tandem Rides

Providing a series of safe and supportive tandem rides for riders who would not be able to ride a two wheeled bike along the river path to Uffington and back.

Shrewsbury Carnival

Cycling4All were able to raise awareness of their work to promote inclusive cycling and involve riders with disabilities by taking part in the Shrewsbury Carnival. They were winners in the 'Most Original form of transport' category and will be at the 2020 event.



Charlottes Tandems

A member of WSP staff is the Shropshire Helper for Charlottes Tandems, a charity lending a tandem free of charge to those with disabilities. Borrowers come from all over Shropshire and beyond and he has a fleet of tandems, tags and trailers suitable for both adults 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 of 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 contact as a whole
Service	Order type	eg Flood and Water Management
Sub-service	Job type	eg Flood investigation studies
Job	(Parent) Job	eg Order for Flood investigation study for xxx market town
Stage	(Child) Job	eg Stage 1, Preliminary investigation

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

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

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

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

Performance review process

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

3.4 Recommended Process and Timescales

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

3.5 Recommended Governance

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

Ref	KPI's	Target Score or %	Comments	Overall Weighting
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 Completed in Year 5	132
Jobs showing as late	38
Jobs where mitigation accepted	38
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
Extended Due to COVID-19- Target completion date not amended on CONFIRM	8	21.05%	6.06%
Delay due to WSP - Client agreed to change target completion date on CONFIRM	3	7.89%	2.27%
Contractor Overrun - Target completion date not amended; client agreed to change date	3	7.89%	2.27%
Job varied - Target date not amended on CONFIRM	24	63.16%	18.18%
Grand Total	38		

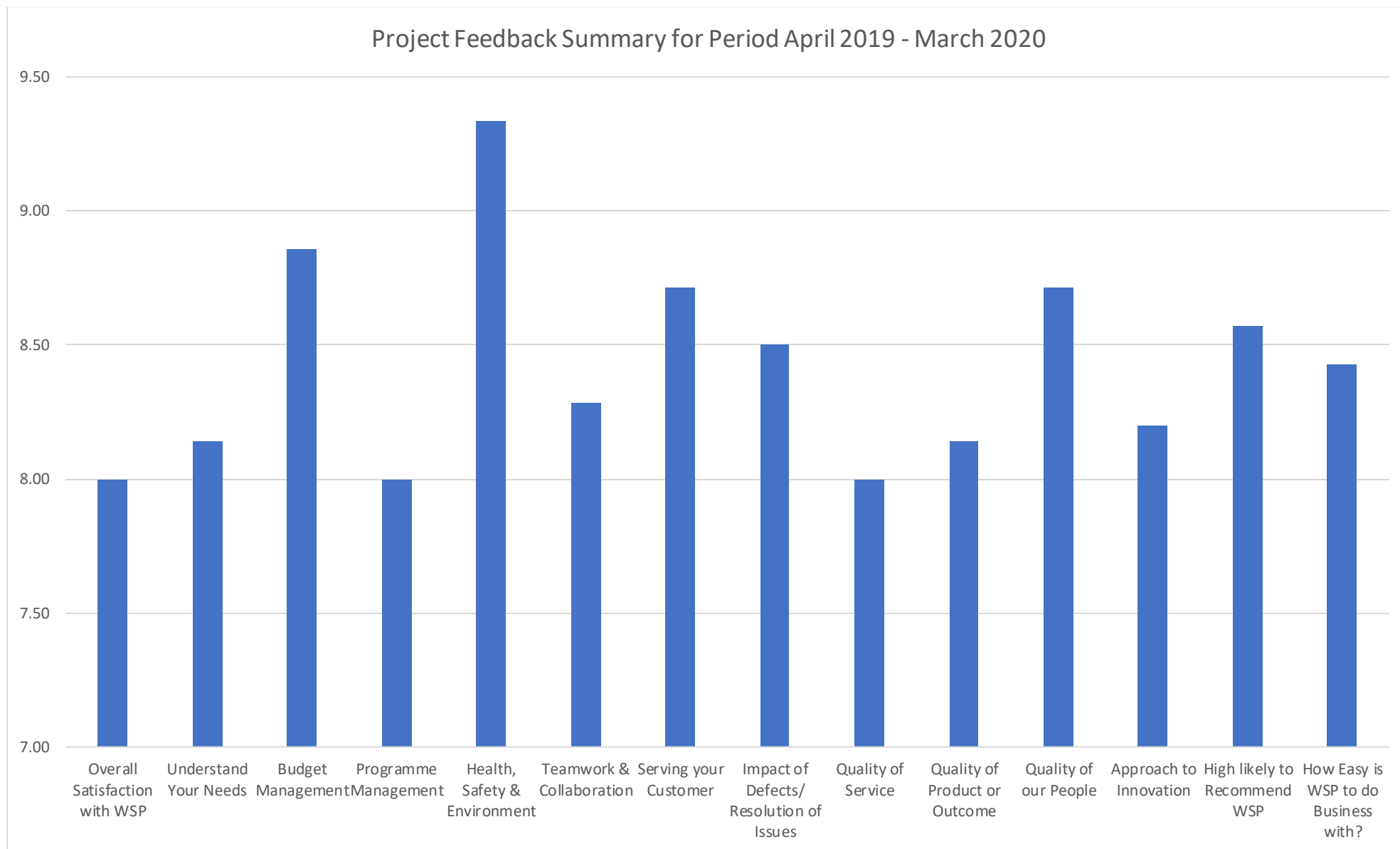
Appendix A2 – KPI 3 Quality (Invoices) Results Table

KPI 3 – Contract KPI Quality (Invoices):

April 2019- March 2020	No of payment requests	Payment requests put on hold	% Approved First Time
April to June	227	0	100.00%
July to Sept	260	4	98.46%
Oct to Dec	318	0	100.00%
Jan to Mar	312	0	100.00%
TOTAL	1117	4	99.64%

Appendix B1 – KPI 4 Project Feedback Analysis

Project Feedback Interviews Scores (PrFI)						Scoring for: April 19 - March 2020											
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 with?	Comparison with Competitors	Average Score
Shropshire Council																	
	Project Name																
1	Shrewsbury ITP / North West Relief Road	9	9	8	9	10	9	9	9	9	9	8	9	9	8	n/a	8.86
2	Sue West - Chris Hill	7	7	7	7	n/a	7	6	n/a	7	6	6	5	6	6	n/a	6.42
3	Shrewsbury Intergrated Transport Package/A529 Safer Roads Funds - Andy Morton	8	10	10	8	10	10	8	10	8	10	10	n/a	10	10	Better	9.38
4	Shrewsbury North West relief Road- Matt Johnson	9	8	9	8	10	9	9	8	9	8	9	10	9	8	Same	8.79
5	Oswestry HIF Mile End Scheme - Andy Moreton	10	10	10	10	10	10	10	10	10	10	10	10	10	10	Better	10.00
6	Buildwas Desk Study & Development Feasibility Report	8	8	7	7	n/a	7	8	n/a	8	8	8	n/a	9	9	Same	7.91
7	Accident Cluster Site 2019/2020	5	4	9	6	9	6	8	6	4	4	6	5	4	4	n/a	5.71
8	Customer Service Reports 2019/2020	7	8	8	8	8	7	9	8	8	8	9	7	9	9	Same	8.07
9	Traffic Signals Planned and Un-Planned Works	9	9	9	9	9	9	9	9	9	9	9	9	9	9	Same	9.00
	Number of PrFI	9	returned out of 24 no. requested														
																Total Average	8.24
	Total Average	8.00	8.14	8.86	8.00	9.33	8.29	8.71	8.50	8.00	8.14	8.71	8.20	8.57	8.43		
	Highest Score	10	10	10	10	10	10	10	10	10	10	10	10	10	10		
	Lowest Score	5	4	7	6	8	6	8	6	4	4	6	5	4	4		
	Difference	5	6	3	4	2	4	2	4	6	6	4	5	6	6		



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										

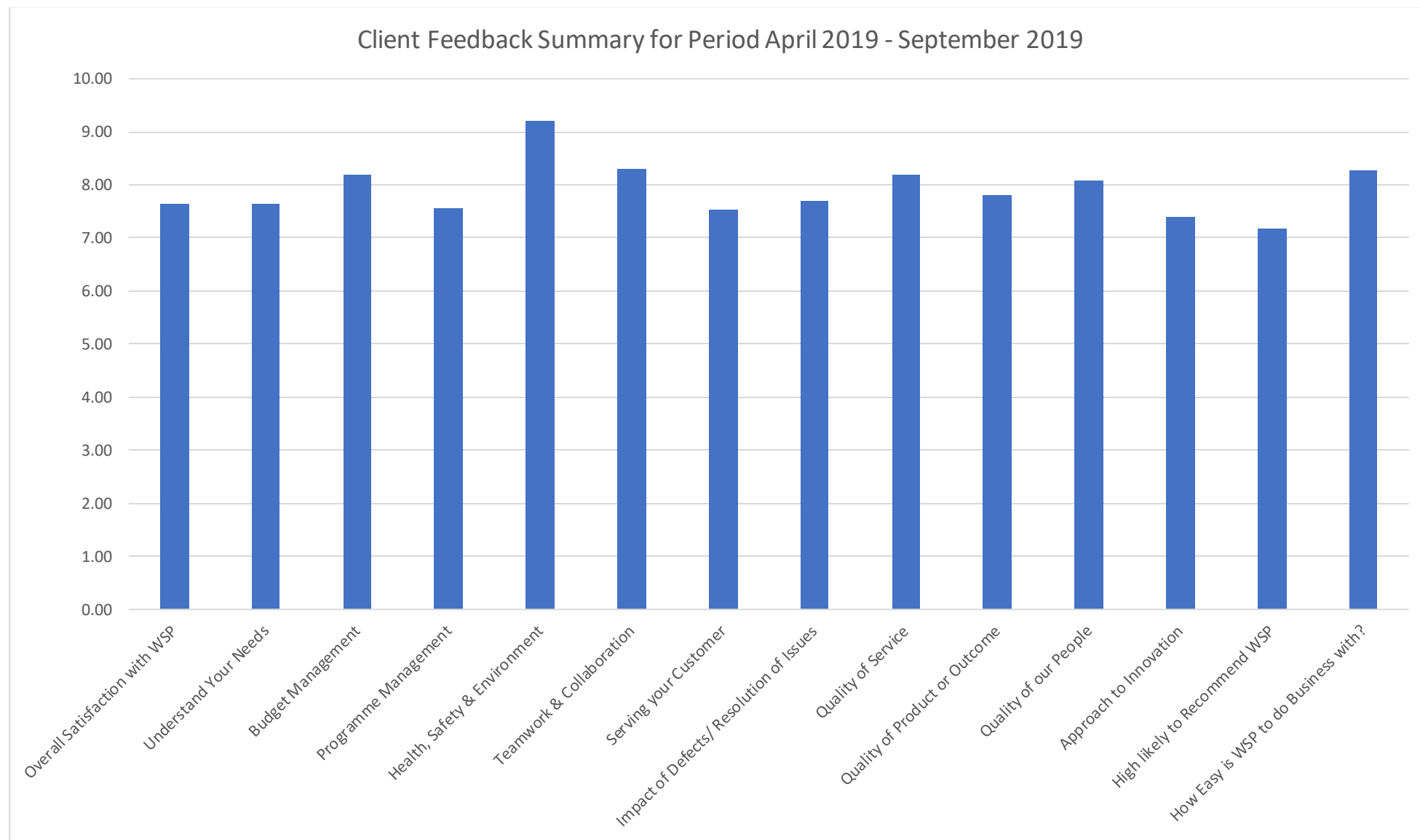
EFFORT	Extremely Difficult						Extremely Easy			
Please tick as appropriate	1	2	3	4	5	6	7	8	9	10
14. How easy is WSP to do business with?										
Comments										

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
Date of next review:	Interviewer name:
Client name: PRINT	Interviewer role:
Client signature:	

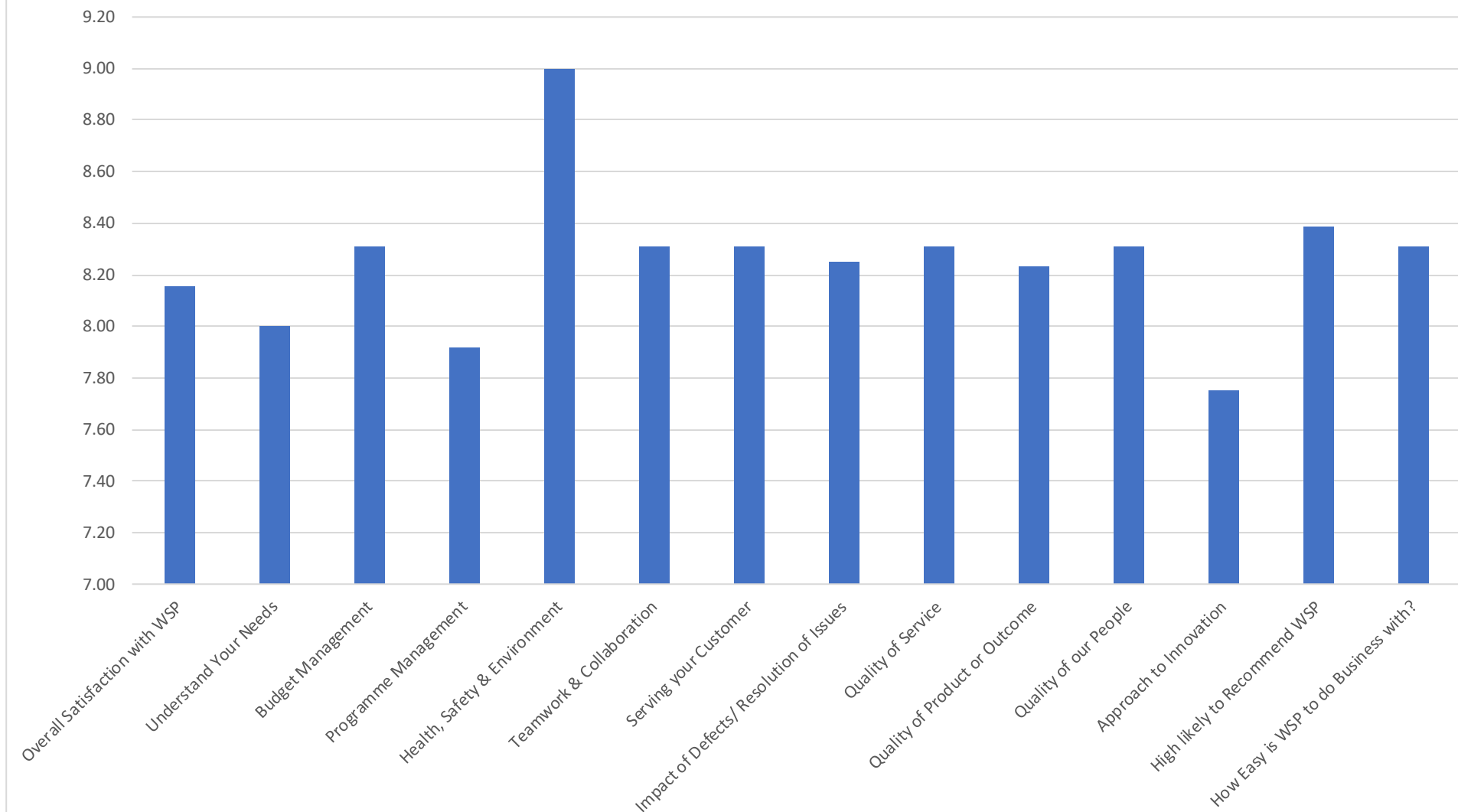
Appendix C2 – KPI 5 Client Feedback Analysis

Client Feedback Interviews Scores (CFI)		Scoring for: April 2019 to September 2019														Better	
																Same	
																Worse	
Ref.	Name	1 Overall Satisfaction with WSP	2 Understand Your Needs	3 Budget Management	4 Programme Management	5 Health, Safety & Environment	6 Teamwork & Collaboration	7 Serving your Customer	8 Impact of Defects/ Resolution of Issues	9 Quality of Service	10 Quality of Product or Outcome	11 Quality of our People	12 Approach to Innovation	13 High likely to Recommend WSP	14 How Easy is WSP to do Business with?	Comparison with Competitors	Average Score
Shropshire Council																	
	Service Area/ Name																
1	SA1-Contracts (Hugh Dannatt) - Blue Collar Procurement																
2	SA2-HDC (Gemma Lawley/ Mark Wootton)	7	8	8	n/a	8	8	7	8	7	7	8	7	8	8	same	7.62
3	SA3-Flood Water Man (Gurnek Singh - Client in post since 06.08.2019)	7	6	6	6	7	7	6	7	7	7	7	7	8	8	Better	6.86
4	SA4-Street Lighting (Jason Hughes)	7	8	6	6	10	n/a	8	8	8	7	8	7	8	8	Same	7.62
5	SA4-Traffic Signals (Jason Hughes)	9	9	9	8	9	7	8	7	9	9	8	8	9	9	Same	8.43
6	SA5-Highways (Andy Wilde)	9	9	10	10	10	10	9	9	10	9	9	9	9	9	n/a	9.36
7	SA5-Major Projects (Matt Johnson)	9	9	8	9	10	9	9	9	9	9	8	9	9	8	n/a	8.86
8	SA5-Traffic (Kevin Aitken)	6	4	9	6	10	7	4	4	7	7	8	7	2	8	Same	6.36
9	SA6-Transport Planning etc (Victoria Merrill & Matt Johnson)																
10	SA7-Bridges (Gurnek Singh- Client in post fromr 6/8/19)	7	7	7	7	9	8	7	7	8	7	8	7	9	9		7.64
11	SA8-Divisional Highway Maintenance – Central (Ian Walshaw)																
12	SA9-Inspections (Ian Walshaw) - Glen Lovelock	7	7	10	n/a	9	10	9	9	9	8	9	n/a	8	8	same	8.58
13	SA10-Asset Management (Steve Brown)																
14	SA 11- Business & Enterprise (Chris Hill)	7	7	7	7	n/a	7	6	n/a	7	6	6	5	6	6	n/a	6.42
15	SA 14 – Road Safety (Kevin Aitkin)	9	10	10	9	10	10	10	9	9	10	10	8	3	10	n/a	9.07
	Number of CFI	11														Total average	7.89
	Total Average	7.64	7.64	8.18	7.56	9.20	8.30	7.55	7.70	8.18	7.82	8.09	7.40	7.18	8.27		
	Highest Score	9	10	10	10	10	10	10	9	10	10	10	9	9	10		
	Lowest Score	6	4	6	6	7	7	4	4	7	6	6	5	2	6		
	Difference	3	6	4	4	3	3	6	5	3	4	4	4	7	4		



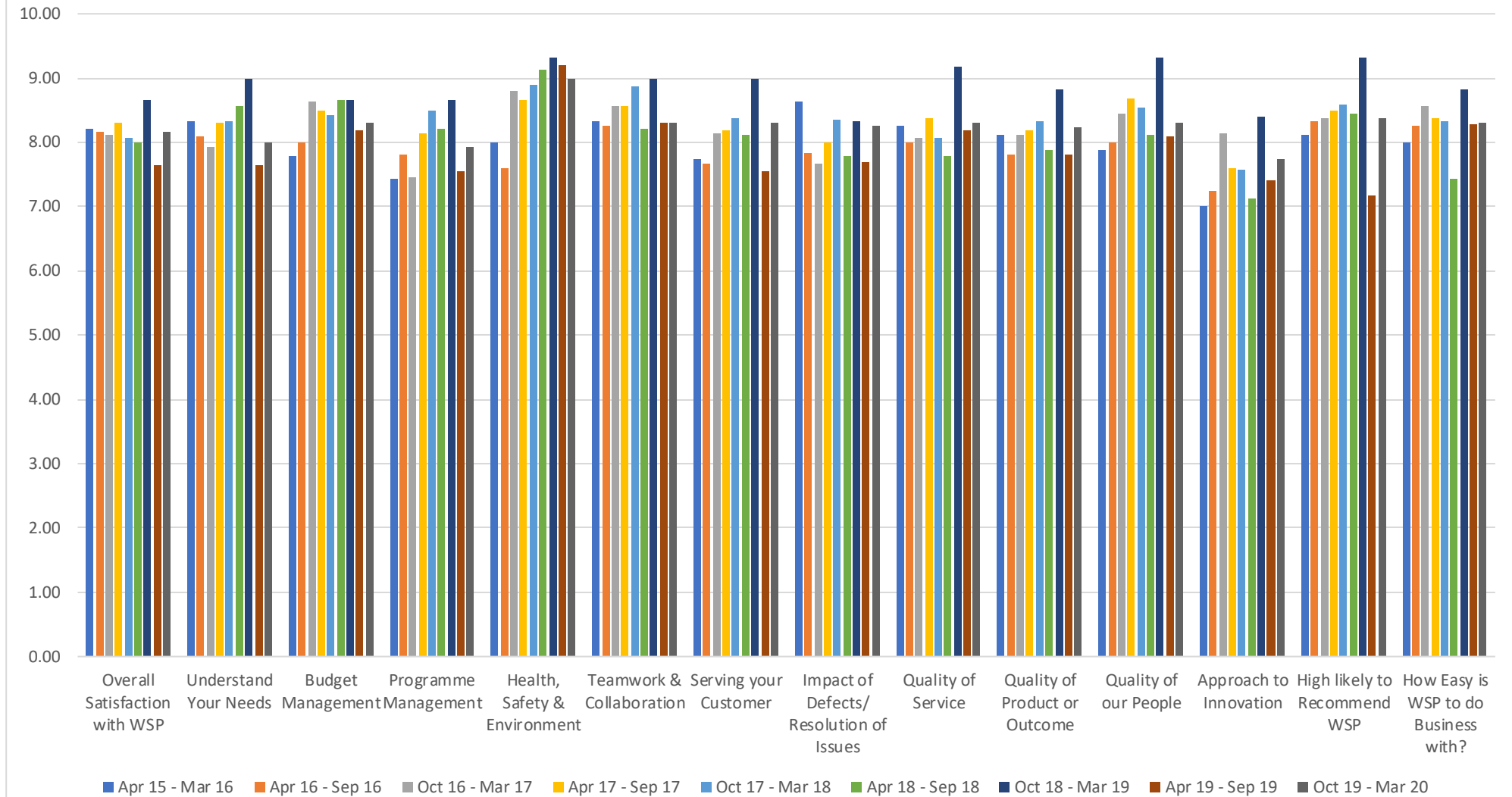
[illegible]

Client Feedback Summary for Period October 2019 - March 2020



Client Feedback Trend Analysis for Period April 2015 to March 2020

Page 82



Appendix C3 – KPI 5 Client Feedback Forms

This page is intentionally left blank