

Shropshire Council  
Legal and Democratic Services  
Shirehall  
Abbey Foregate  
Shrewsbury  
SY2 6ND

Date: Thursday, 27 February 2020

**Committee:**  
**Place Overview Committee**

**Date:** Friday, 6 March 2020  
**Time:** 1.00 pm  
**Venue:** Wilfred Owen Room, Shirehall, Abbey Foregate, Shrewsbury,  
Shropshire, SY2 6ND

You are requested to attend the above meeting.  
The Agenda is attached.

Claire Porter  
Director of Legal and Democratic Services

**Members of Place Overview Committee**

Joyce Barrow (Chairman)	Paul Milner (Vice Chairman)
Andy Boddington	Dan Morris
Julian Dean	Pamela Moseley
Rob Gittins	William Parr
Simon Harris	Paul Wynn

Your Committee Officer is:

**Sarah Townsend** Committee Officer  
Tel: 01743 257721  
Email: [sarah.townsend@shropshire.gov.uk](mailto:sarah.townsend@shropshire.gov.uk)

# AGENDA

**1 Apologies for Absence**

**2 Disclosable Pecuniary Interests**

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a disclosable pecuniary interest and should leave the room prior to the commencement of the debate.

**3 Minutes of the Meeting held on 16th January 2020 (Pages 1 - 6)**

To consider the minutes of the Place Overview Committee meeting held on 16th January 2020 (attached).

Contact: Sarah Townsend (Tel: 01743 257721)

**4 Public Question Time**

To receive any questions or petitions from the public of which notice has been given. The deadline for notification for this meeting is 1.00 pm on Wednesday, 4<sup>th</sup> March 2020.

**5 Member Question Time**

To receive any questions of which Members of the Council have given notice. The deadline for notification for this meeting is 1.00 pm on Wednesday, 4<sup>th</sup> March 2020.

**6 WSP Annual Report (Pages 7 - 96)**

To receive and scrutinise the annual report of WSP (attached).

Contact: Mark Barrow (Tel: 01743 258916)

**7 Work Programme 2020 (Pages 97 - 106)**

To consider the future work programme of the Committee (attached).

Contact: Danial Webb (Tel: 01743 258509)

**8 Exclusion of the Press and Public**

To resolve that in accordance with the provision of Schedule 12 A of the Local Government Act 1972 and Paragraph 10.4 (5) of the Council's Access to Information Rules, the public and press be excluded from the meeting during consideration of the following item.

**9 Kier Annual Report - Further Update (Pages 107 - 754)**

To receive an update on quality control procedures (attached).

Contact: Mark Barrow (Tel: 01743 258916)

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Place Overview Committee
19 February 2020
10.00 am

Item
<b>3</b>
Public

**MINUTES OF THE PLACE OVERVIEW COMMITTEE MEETING HELD ON 16  
JANUARY 2020  
10.00 - 11.50 AM**

**Responsible Officer:** Sarah Townsend  
Email: sarah.townsend@shropshire.gov.uk Tel: 01743 257721

**Present**

Councillor Joyce Barrow (Chairman)  
Councillors Andy Boddington, Rob Gittins, Simon Harris, Paul Milner (Vice Chairman),  
Pamela Moseley, Paul Wynn and Nicholas Bardsley (Substitute) (substitute for Dan  
Morris)

**43 Apologies for Absence**

Apologies for absence were received from Councillor Dan Morris. Councillor  
Nicholas Bardsley was in attendance as his substitute.

**44 Disclosable Pecuniary Interests**

Members were reminded that they must not participate in the discussion or voting on  
any matter in which they had a Disclosable Pecuniary Interest and should leave the  
room prior to the commencement of the debate.

**45 Minutes of the Meeting held on 7th November 2019**

The minutes of the meeting held on 7<sup>th</sup> November 2019 were confirmed as a correct  
record, subject to the inclusion of WSP being unable to attend the meeting in minute  
39.

**46 Public Question Time**

One question was received from a member of the public.

**From:** Ms Susan Coleman. Ms Coleman was in attendance to ask her question in  
relation to enforcement arrangements for pavement permits, A boards and pavement  
advertising. A full copy of the question and response provided is attached to the web  
page for the meeting and also attached to the signed minutes.

#### 47 **Member Question Time**

There were no questions from members.

#### 48 **Budget Scrutiny**

The Director of Place was in attendance to present this item, which provided members with information concerning the Place Directorate budget and proposed savings to be delivered in 2020/21. He explained that the proposed savings to be delivered totalled £7,471,490 and of this, £3,900,000 were new savings. A copy of these new savings was circulated to the committee (copy attached to the signed minutes) and members were taken through each of them in turn.

The Director of Finance, Governance and Assurance was also in attendance to provide an update on the financial position for the Council, as detailed in the 16<sup>th</sup> December 2019 Cabinet report.

Councillor Simon Harris declared a Disclosable Pecuniary Interest in the New Model for Temporary Housing, as he was the Chairman of Shropshire Towns and Rural (STAR) Housing and had been involved in working on the new model.

Councillor Simon Harris also declared a Disclosable Pecuniary Interest in the Shrewsbury Park & Ride as he had previously been the Deputy Portfolio Holder for Transport.

Responding to questions from the committee, the Director of Place explained:

- He would be happy to provide the committee with quarterly budget scrutiny updates, in order that they could be informed of the progress regarding meeting agreed budget savings. The Chairman requested that this be added to the committee's work programme.
- The new model for temporary housing would involve the Council working more closely with STAR Housing.
- A councillor expressed disappointment that, whilst it was proposed that the Shrewsbury Park & Ride strategy be reworked, other parts of the county had not been considered. The Director of Place commented that the reworking of Shrewsbury Park & Ride was much needed. However, everything was under review.
- There are 18,000 street lamps within Shropshire and energy efficiencies would be made from the installation of LED street lighting. The work would take three years to complete and all Town and Parish Councils had received information regarding this via SALC.
- In June 2019, Kier had a backlog of 3,500 jobs. In November 2019, this had decreased to 700 jobs. However, the backlog had since risen and currently stood at 2,700 jobs, with periods of heavy rain and flooding being cited as the main problem. The Director of Place commented that conversations had taken place with Kier at the highest levels and it had been demanded that a plan of action be put in place to improve performance.
- There was a two year guarantee on pothole repairs.

- The members' portal would be activated by the end of the financial year, which would allow issues to be reported and progress to be tracked.

A question was asked regarding the Council's reserves and the Director of Finance, Governance and Assurance replied that he would look into the position and reply to the councillor direct.

The Chairman thanked the Director of Place for his update.

#### 49 **Signs, Banners and Bunting Task and Finish Group**

The Committee received the report of the Overview and Scrutiny Officer, which concluded the work of the Signs, Boards and Banners Policy Task and Finish Group. The report outlined the issues that Shropshire Council faced regarding a number of street scene issues and made several recommendations.

The Transactional and Licensing Team Manager and the Network Co-ordination and Compliance Manager were also in attendance for this item.

In relation to the table detailing the pavement or café permit charges in selected local authorities (page 15 of the report), a question was asked as to why only eleven local authorities were detailed and none of these were in close proximity to Shropshire. It was felt that it would be interesting to know what neighbouring authorities such as Telford & Wrekin and Hereford charged. The Overview and Scrutiny Officer explained that the local authorities that had been included within the report were the ones that published their charges online.

Members felt that further discussion was needed concerning A Boards and a potential new policy for the local authority. Concerns were raised regarding associated costs, enforcement and insurance issues. The importance of supporting the high street was also emphasised.

The Overview and Scrutiny Officer explained that there were a few amendments that had been received from the Trading Standards and Licensing Operations Manager and the Network Co-ordination and Compliance Manager, which needed to be incorporated into the report.

#### **RESOLVED:**

That another meeting of the Signs, Boards and Banners Policy Task and Finish Group be arranged to take place in mid-February 2020, in order to address the concerns raised by the committee in relation to A Boards and to incorporate the further amendments that had been received into the report.

#### 50 **Shrewsbury Shopping Centres**

The Assistant Director Economic Growth was in attendance to provide a verbal update on the development of the council-owned shopping centres in Shrewsbury. It was noted that two member briefing sessions had been held prior to the 19 December 2019 Council meeting.

Refurbishment to the Darwin Shopping Centre would commence in March 2020 and was due to be completed by the summer. The mid-level mall would be brought up to modern standards with the customer toilets being refurbished and the lighting and flooring being addressed. Skechers shoe shop would shortly be opening and the Disney Store, which had a short term let, was due to close on 25 January 2020.

Nationally, high street footfall for December 2019 was 6.7% lower than the previous year. Within the Shrewsbury area, it was 5.1% down. Footfall in the Darwin Shopping Centre was 5% down and in the Pride Hill Shopping Centre, it was 12.6% down. The Pride Hill Shopping Centres footfall was attributed to the vacant units and particularly, the closure of Next.

In response to a question, the Assistant Director Economic Growth explained that the Council had bid for government funding for Oswestry and Shrewsbury town centres, but were unsuccessful. It was thought that this was likely down to other town centres across the country having a greater need.

A question was asked regarding whether any element of the Riverside redevelopment would be residential and the Assistant Director Economic Growth responded that a meeting had been held to look at the optimum uses of the Riverside Shopping Centre. A range of uses would be considered, with residential use being one of them and how to best make use of the river frontage would also need to be thought through.

The Director of Finance, Governance and Assurance was in attendance to provided information regarding the financial position of the shopping centres. He explained that the centres were bought for an economic regeneration purpose and using cash in the Council's account that would have otherwise been invested in bank and building societies and would have made a lower return. Members were informed that if the value of the shopping centres continued to fall, this would be a cause for concern. However, with the proposed investment that had been outlined, it was expected that the value would increase.

It was noted that an announcement was still awaited concerning Business Rates retention.

The Chairman thanked officers for their update.

## **51 Work Programme 2020**

The committee's work programme for 2020 was noted and members were informed that a meeting of the Signs, Boards and Banners Policy Task and Finish Group had been arranged for Thursday, 13<sup>th</sup> February 2020 commencing at 2.00 pm.

## **52 Date/Time of Next Meeting of the Committee**

Members noted that the next meeting of the Place Overview Committee meeting was scheduled for 10.00 am on Wednesday, 19<sup>th</sup> February 2020.

Signed ..... (Chairman)

Date:

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<u>Scrutiny Committee</u>
Place Overview Committee
6 March 2020

<u>Item</u>
6
Public

**Highways and Transport (Performance Report)**  
**WSP Annual Report: 2018/2019 Financial Year.**

**Responsible Officer Steve Brown – Interim Assistant Director of Infrastructure and Communities**

e-mail: Steven.brown@shropshire.gov.uk Tel: 01743 257802

## 1. Summary

- 1.1. This report summaries the annual performance report for the WSP contract for the 2018/2019 financial year. This builds upon the previous report presented to this Committee on 1<sup>st</sup> February 2018 and provides an overview of this contract and its outcomes that support the Council and it's wider ambitions.
- 1.2. The WSP contract is considered to be positive and supports Highways and Transport staff and wider colleagues in the council (e.g. Economic Growth) across a number of agendas, issues, projects and outcomes. In the preparation of this report a wide range of colleagues have been consulted.
- 1.3. The summary outcomes for the 2018/2019 financial year are:
  - Support and assistance in the preparation and delivery of the North West Relief Road (NWRR)
  - Sixteen trainee apprentices have been employed since the contract started.
  - Design, site supervision and delivery of highways maintenance schemes to a total of £11.5 million.
  - Worked with partners on various flood projects, typically planting 2,700 trees to 'slow the flow' as part of Flood Improvement Works.
  - A STEM (Science, Technology, Engineering & Maths) event was provided to over 250 pupils.
  - Support and delivery of the Shrewsbury Integrated Transport package (SHP).
  - Delivered Road Safety Education to 13,500 school children in Shropshire.

- Support for Shropshire Council to prepare its Homes England funding bid for Oswestry.
  - Assisted the Transport Planning Team with the Local Plan Review
  - Worked with Shropshire Council to deliver 175 bridge maintenance schemes county wide.
  - Delivered road safety education to 13,500 children throughout Shropshire
  - Supported the 'Daily Mile' project across Shropshire schools
  - During the 2018/19 financial year, WSP requested payments to the value of £5,601,808.74, all of which was within financial resources. (Internal budgets and external funding such as A529 project). The relevant section of this report will provide detailed financial analysis. The minimum contract value is £2 million per annum.
  - With regard to the quality of performance, WSP are subject to a number of qualitative based indicators. The relevant section of this report will provide the detail, however, the overall average perception score (KPI5) was 85.05%, which had improved on the previous year's score of 83.5%. For context, the minimum score is 70%.
  - The overall performance score for 2018/19 is 92.82%.
- 1.4. The current WSP contract comes to an end in March 2022 and a new procurement process is due to commence in the early part of 2020 in order to achieve the timescale of a new arrangement in place for April 2022. This process will be subject to reports and briefings outside the scope of this report of which Officers & Members will be engaged shortly.

## **2. Recommendations:**

- 2.1. That the Annual Performance Report for WSP for the 2018/2019 financial year is considered by this committee.**
- 2.2. That Scrutiny note and comment upon the detail contained within this report as appropriate.**
- 2.3. Scrutiny continue to receive an annual performance report on the WSP contract.**

## **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 and construction, risk and liability, all carry inherent risk which need to be managed, removed or mitigated.



3.2. Additional and continual training is provided for all staff in order to ensure that skills and capabilities are at the appropriate level.

#### 4. Financial Implications

4.1. Highways and Transport paid a total of total of £5,601,808.74 for work and services during the financial year. These payments come from three sources:

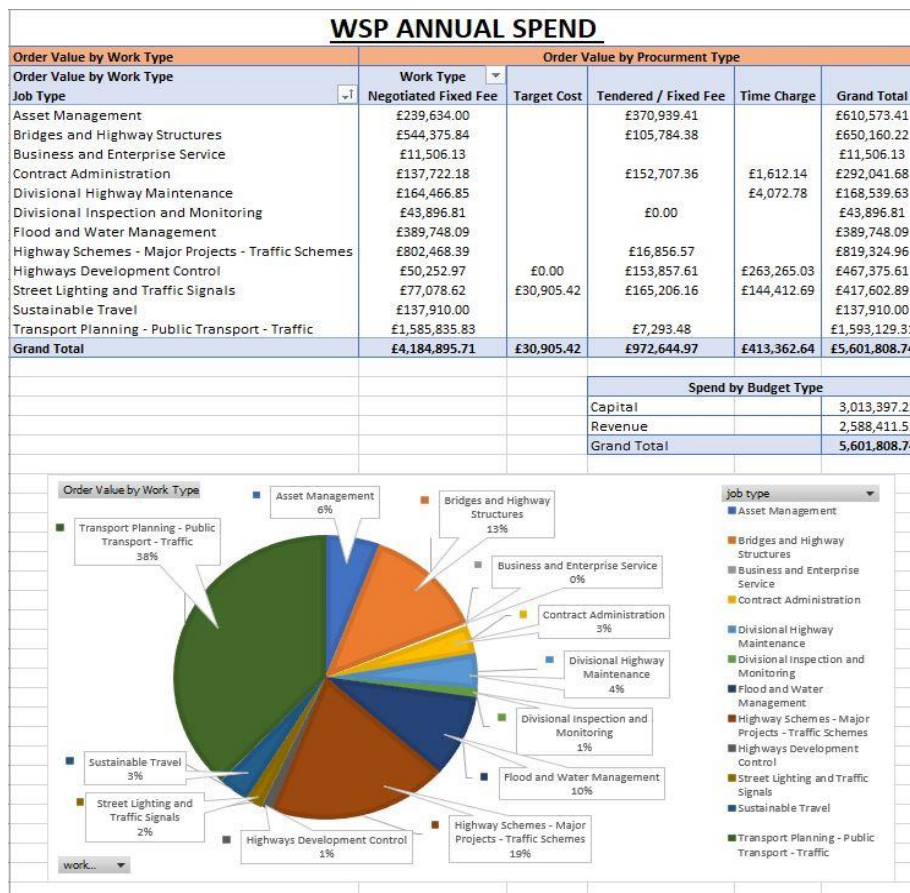
- Highways and Transport budget
- External funding (government grants and awards)
- The wider council, e.g. Economic Growth

4.2. A clear example of this is funding relating to:

- NWWR project
- SITP project
- Feasibility studies, such as Oswestry Mile End project.

4.3. A summary financial breakdown, showing work type with financial detail demonstrates how funding has been allocated or utilised against the contract.

4.4.



#### 5. Background

- 5.1. In 2015, Shropshire Council awarded the Highways and Transport Engineering Consultancy Contract to WSP. The contract period is for seven years (2015 - 2022). No available extensions are able to be provided as the contract has reached it's full Contractual Period. Therefore, a full re-procurement exercise will begin this winter following internal discussion and Members' engagement. This will be subject to formal reports as appropriate.
- 5.2. The WSP contract is wide ranging and supports the entire Council over a number of 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.

## 6. REPORT

- 6.1 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).

The 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. The second and third reports covered the period 1 April 2016 to 31 March 2017, and 1 April 2017 to 31 March 2018 respectively. This report covers the period between 1 April 2018 and 31 March 2019 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 WSP's performance during this 12 month period.

The section on supporting evidence records the progress made on strategic projects in all the key service areas:

- 6.2 WSP's project general performance has been monitored against set contract KPIs and the total number of task orders raised in the financial year.

During the financial year WSP invoiced a total value of **£5,601,808.74**. The total number of jobs (task orders) with a target completion date in the year was 191.

WSP achieved a score of **100%** against KPI 1 for jobs completed 'On Time' after mitigation i.e. all jobs completed on time. WSP achieved a score of **100%** for KPI 2 for 'Cost' (fee) controls with all projects coming in on the agreed budget / fee quotations. For KPI 3, 'Quality' WSP achieved a score of **99.65%** of all payment requests approved first time without payments being withheld or queried, representing four requests put on hold out of 1148 submitted.

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 2018/19 annual average project score (KPI 4) of **80.9%**, which is slightly down on last year's score of 84.3%, but comfortably exceeds the minimum target score.

In addition, the contract performance is reinforced by client perception feedback scores for the individual service areas. The scoring is against an agreed standard pro-forma with set criteria (see Appendix 1).

The performance monitoring of feedback by Shropshire Council 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. The 2018/19 annual average perception score (KPI 5) of **85.05%** is an improvement on last year's annual average score of

**83.5%**. The annual average target perception score for the whole service is set at 7 (70%).

The actual results are summarised in the following table 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%	99.65%	20%
KPI4	Project KPI	Min Av. 7 (70%)	80.9%	15%
KPI5	Service Area KPI	Min Av. 7 (70%)	85.05%	15%

The Average Annual Overall Performance score for 2018/19 is **94.82%**.

## 7. Service Area Updates

### 7.1 Highways Development Control (HDC)

In 2018, the HDC team unfortunately lost 2 key members of staff: 1 full-time Senior Engineer, providing Major Planning Consultation support and 1 full-time Associate, providing both Team Management and Technical support to the HDC contract. This had a significant impact on the team's overall performance in Q2. However, this was resolved in Q3 following changes made internally to expand remaining staff duties, utilising staff from the wider Shrewsbury team resource and employing a part-time agency worker.

7.2 Throughout, HDC has continued to work closely with Shropshire Council to ensure that priorities are met as well as maintaining the agreed performance targets. Further improvements, and changes to processes have been introduced to adapt to changing circumstances, legislation, etc.

7.3 Further amendments and changes have also been made to the emerging new Design Guide (SMART) documents, previously produced by HDC, which have gone through an extended period of Shropshire Council consultations over the last 12 months or more.

7.4 It is hoped that the SMART Design Guide will be published by the Council in the summer of 2020. This will assist in directing Developers and House Builders

to produce appropriate development proposals to current standards and best practice, which will ensure improved performance by both the Council and WSP with respect to assessing future new development proposals.

- 7.5 It has been seen that there has been a slight downturn in the sale of existing property and the rates of constructed new homes, possibly due to the uncertainty of BREXIT. This has had a slight impact on the number of enquiries made of the HDC team.
- 7.6 Notwithstanding the above, HDC has seen an uplift in some areas of the contract, particularly in respect to the number of Technical Assessments and subsequent Site inspections.
- 7.7 The following table shows the number of enquiries responded to by the HDC team between 1<sup>st</sup> April 2018 and 31<sup>st</sup> March 2019.

Ref.	Service Area	Count	+/-	Working days
2.1	Pre-Planning Enquiries – Cat A - D ( <i>fixed fees</i> )	302	-21	439
2.2	Cat C & D Planning Application consultations ( <i>fixed fees</i> )	1430	-59	
2.2	Cat. A & B Planning Application consultations ( <i>time charge</i> )	305	-153	229
2.1 / 2.2	Flood & Water Management – Planning Application consultations	1551	-	174
2.3	Technical Checks S38/278 ( <i>fixed fee</i> )	70	+5	125
2.4	Site Supervision S38/278 ( <i>time charge</i> )	58	+16	292
2.5	S278 Design ( <i>negotiated fee</i> )	0	0	0
2.6	Searches - Inc. Con.29, highway extents & Land Registry enquiries ( <i>fixed fee</i> )	5997	-931	n/a
2.7	Admin Services ( <i>time charge</i> )	n/a	n/a	149
2.8	Client Support ( <i>time charge</i> )	n/a	n/a	54
	<b>Totals</b>	<b>8035</b>	<b>-1187</b>	<b>1234</b>

## 8.0 Flood & Water Management

The following drainage matrix schemes were prepared by the team in 2018/19 ready for 2019/20 under Service Area 3.3:

- **Brynhafod Lane** – scheme designed to prevent water flowing onto highway by repairing adjacent watercourse. Work also to include root cutting and lining existing culvert to ensure capacity is maintained.
- **A488 Blackmarsh** – design of five formalised highway outfalls across field to watercourse to prevent flooding of private land.
- **Old Bedstone Road, Bucknell** – design of scheme to intercept existing watercourse and outfall to river. Scheme will prevent highway flooding and property flooding as a result of high intensity storms.
- **Cooks Cross, Alveley** – reshaping of 100m of carriageway and upgraded outfall to prevent property flooding.
- **The Wern** – Upgrading of substandard edge of carriageway drainage systems where private accesses pass over roadside ditch which have caused property flooding in the past.
- **Wootton House Farm** – analysis of options resulting in the design of a scheme to intercept silt and debris, reshape watercourse and to upsize culvert crossing beneath the highway.
- Unfortunately, due to high construction costs and a review of the site's future use, the **Battlefield Wetland Pond** was not constructed. Prior to this decision, the approval of the planning application, ground investigation and detailed design were finalised. The scheme attracted an ERDF grant to enhance habitat creation but was only available until the end of 2018.

**8.1 Management of Drainage Matrix** was carried out through liaison with Shropshire Council Divisional Offices, updating scheme construction costs and programming of detailed designs.

In addition, the following non-matrix design schemes under Service Area 3.11 were delivered:

- **Mill Cottage, Cound** – scheme designed for Central divisional highways office to prevent water ponding on highway adjacent to properties by installing new drainage system, and new outfall to Cound Brook.
- **Alberbury Drainage outfall** – scheme designed for Central divisional highways office to upgrade culvert under highway and across fields to reduce the risk of the system overloading in sustained rainfall events system and consequential flooding of the B4393.
- **Much Wenlock Flood Alleviation Scheme** – continued post contract support to Estates team regarding transfer of the quarry ownership and highways divisional office 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.
- Twenty-seven property level flood guidance visits were made across the County advising property owners about flood resilience and resistance measures.
- Flood modelling and the feasibility study of East Church Stretton Flood Alleviation (FAS) is on-going, as is managing the delivery of the Shifnal FAS Business Case. Results of the Hopstone flood modelling were published in conjunction with the Environment Agency. Approval of the Business Case has resulted in funding being granted for property flood resilience to five properties in Longden. Funding has been granted for a feasibility study to alleviate flooding in Worthen.
- Following the floods in May 2018, four new funding bids were made for studies in Aston Munslow, Pulverbatch, Pontesbury and Craven Arms. Also as a result of the floods and in accordance with Section 19 of the Flood and Water Management Act, investigations were carried out and reports issued for Pontesbury, Craven Arms and Pulverbatch. The investigation and reporting on flooding in Albrighton, and in Frankwell, Shrewsbury is on-going.
- Shropshire Council & WSP has continued to deliver the Severn Tributaries Natural Flood Management (NFM) Project in 2018-19. WSP has Project Managed the scheme, successfully managing an in-year budget of £195k and working with partners to deliver over 240 NFM measures as well as planting over 2,700 trees and laying 1255m of hedge. WSP has worked closely with delivery partners

Shropshire Wildlife Trust to ensure a comprehensive suite of NFM measures were designed and delivered in locations which would provide the biggest impact in terms of reduction in flood risk. Shropshire Council and WSP also managed the evidence / academic side of the project, working in partnership with Cardiff University and appointing Hydrometry specialists OTT Hydrometry to install river level, flow and rainfall gauges within the Wilde Brook catchment.

- 122 new Flood Forum Issues were investigated by the Land Drainage Team in addition to a number of ongoing issues which were already being addressed across the County.
- 25 applications for works affecting Ordinary Watercourses were assessed to ensure that watercourse functions were not impaired by inappropriate works or alterations.
- Drainage related comments were made on 1,551 planning applications.

## **9.0 Street Lighting and Traffic Signals**

9.1 The Street Lighting and Traffic Signals team finalised the design of two major lighting designs and two traffic signal schemes in 2018/19.

9.2 Works were completed on 4 major installations which entailed the replacement of 249 columns and lanterns, and a further 286 minor works which involved the identification and replacement of columns which were deemed to be structurally unsound.

9.3 The team undertook initial preparations for the strategic conversion of LED Street lights across the County, incorporating the provision of a Central Management System all of which would be funded via external interest free loans.

9.4 In all of these works we have ensured that Shropshire Council will be left with installations that use the latest technologically advances and will have a 50-year service life.

9.5 This has been achieved by utilising aluminium columns together with lanterns offering LED technology with their focused lighting and more energy efficient output. Hence, 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 time.

9.6 The Traffic Signals team were involved in the post-construction checks on five sites which were installed during 2017/18. These checks included reviewing of faults, timings, and Stage 4 Road Safety Audits.

9.7 The following are some of the works which our Signals Team have been involved with over the last 12-months: -

- Housing Infrastructure Fund (HIF), A5 Mile End Roundabout, Oswestry
- Detector Refurbishment and Upgrades to: -
  - The Dual Toucan on the A442 Bridgnorth;
  - Corve Street, Ludlow; and
  - Waymills Junction, Whitchurch.
- S278 Design Checks on: -
  - Outside Morrisons, Shrewsbury Road, Oswestry; and
  - The new Co-op Crossing on High Street, Shawbury;
- Designs for: -
  - The A5/B4379 Crackly Bank junction, near Shifnal;
  - Ellesmere Road, Shrewsbury;
  - Telford Way Improvements; and
  - Mount Pleasant Road Junction as part of accident cluster site improvements.

9.8 Having resolved the communications problems with the UTC System previously, the Signals Team have now been able to focus their efforts in providing video links to a number of signals sites which will permit them to remotely observe local conditions, thereby reducing the need to attend site.

- 9.9 During the course of the last twelve months the Street Lighting team issued 10,036 works orders to Shropshire's Term Service Contractor, including responses to 3,847 Night Patrol outages and 2,036 queries from the general public.
- 9.10 Staff raised 681 works orders to the Traffic Signals Term Service Contractor, including 121 Emergency Callouts, 120 Reactive jobs and 91 Programmed Works jobs, whilst receiving a further 294 enquiries from members of the public.

Staff also had to provide detailed responses to three Freedom of Information requests and responses to a further 12 complaints were drafted.

## **10. Highways and Divisional Maintenance Works**

- 10.1 Service Area 5 is generally delivered through two procurement routes, this being open competitive tender or issued directly to the Term Service Contractor.
- 10.2 In December 2018, a one-off lump sum of £7.3 million was received from the DfT to help address pothole issues. This was added to the original Capital Highways Budget and was required to be designed, programmed and committed by the end of March 2019.
- 10.3 The combined budget allowed for scoping, design and supervision of 73 schemes across the County, undertaken in partnership with the Term Service Contractor and their supply chain. This resulted in 111km of carriageway treated, a 270% increase in treatment area compared to the previous year. This was achieved through a combination of full carriageway surfacing or large areas of machine patching, with a value of £11.5 million.
- 10.4 WSP also designed, ready for the 2019/2020 financial year, an additional 9 surfacing schemes and circa 70 surface dressing schemes, with a combined value of approximately £3 million.
- 10.5 The WSP Highways Team with Shropshire Council and the Term Service Contractor, to increase efficiency by implementing a new delivery model from scoping through to delivery. This delivery model is to begin in FY 2019/2020 and is projected to provide greater outputs for the same budget.

## 11. Major Projects and Business & Enterprise

11.1 After more than 50 years of campaigning, £54 million 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.

11.2 The North West Relief Road aims to:

- improve accessibility between the north and west of Shrewsbury for all modes of transport,
- reduce traffic congestion within Shrewsbury town centre and on the approaches to the north and west,
- improve journey times reliability, efficiency of all modes of transport, and air quality,
- reduce the number of accidents on roads in Shrewsbury and reduce net emissions of CO<sub>2</sub> and other greenhouse gases.



3.1 11.3 The £12.9m Oxon Link Road project achieved a significant milestone with the planning submission in Summer 2018. In parallel with the planning process, discussions with key stakeholders, including Highways England and Severn Trent Water, have continued to prepare the project for the next stage of delivery. The scheme facilitates Shrewsbury’s Sustainable Urban Extension West and supports the economic growth of Shrewsbury. *(N.B. Since the announcement of DfT funding for*

13

*the NWRR and acknowledging that the two schemes are intrinsically linked, Shropshire Council explored the option of combining the two projects. The funding award for the NWRR undermined the case for a standalone application for the OLR. Shropshire Council therefore withdrew the planning application for the OLR in August 2019. A decision to pursue a combined scheme was endorsed at the Major Projects Board on 23<sup>rd</sup> October 2019, with a further planning application due May 2020)*

11.4 The Oxon Link Road will provide a much needed, high quality alternative to the existing A458 Welshpool Road for traffic movements between the A5 trunk road and Shrewsbury town centre and also cross town movements through the wider NWRR. It will remove through traffic from Welshpool Road, changing its function and character to serve new and existing development in a way which will visually enhance the town. Improvements will be made for pedestrians and cyclists, and bus services will become more reliable leading to reduced waiting times. Accessibility will be improved for local people.

11.5 In 2018/19, WSP continue to support the Shrewsbury Integrated Transport Package with site works commencing within the town centre, along Town Walls, and designs being completed for the follow-on works at Bellstone.



11.6 The proposal is for a package of measures, designed to improve the transport system in Shrewsbury and stimulate a new period of sustainable economic growth within the region.



11.7 WSP supported the Council in their successful £9.3m bid to Homes England for improvements to Mile End Roundabout. The scheme, intended to bring forward housing development and economic growth in Oswestry, is being delivered against a

very demanding programme and has already completed the optioneering and preliminary design stages. The project is part of 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.

## **12. Traffic**

### **12.1 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 Wayfinding project. 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 and Oxon Link Road together with a considerable amount of ongoing work with the Highways Maintenance and HDC teams.

### **12.2 Shifnal Town Centre Improvement Scheme**

The team have continued to work closely with Shropshire Council to further develop and progress the £4 million Shifnal Town Centre Improvement Project. The work has included several additional stakeholder meetings including the Shifnal Forward Consultation delivered to over 100 members of the public and stakeholders as well as the Shifnal Town Council meeting in June where WSP staff successfully presented the scheme details and obtained a majority vote of full support from the town council to progress the work and drive the scheme to completion.

Following several surveys to determine drainage requirements and the impact of utilities within the scheme area the team have now progressed the initial preliminary designs for the public realm scheme to a more robust, buildable scheme.

### **12.3 Cleobury Mortimer Zebra Crossing and highway maintenance scheme**

Following a £50,000 Section 106 contribution from the recently completed Co-op service station on A4117 Cleobury Mortimer, WSP completed the design and supervision of a new Zebra crossing in the town.

The scheme consisted of full carriageway treatment including replacement of ironwork, wider footpaths, improved drainage and more efficient and effective street lighting.

The works were planned to very tight schedules to minimise disruption to motorists and were completed with one full road closure within a single day and the remainder under lane closures to keep local traffic moving and remove the need for extensive and laborious traffic diversions.

The scheme has been well received by members of the public and the Local Member as well as the nearby schools, which have reported a notable safety improvement for children walking to school and promoting healthier and more sustainable ways of living. Additional 'Pedestrian Safety Training' has since been provided to school pupils using the Zebra crossing to develop the children's road safety skills and prepare them for independent travel.



#### **12.4 Local Transport Package**

In 2018/19 the traffic team completed a variety of schemes for the Local Transport Plan (LTP) including designs and implementation of:

##### **Constructed schemes**

- Much Wenlock HGV scheme new junction layouts and extensive signing scheme;
- A464 Upton Crossroads 40mph speed limit and safety scheme;
- Smithfield Road, Shrewsbury VAS scheme;
- Shrewsbury Road, Much Wenlock VAS scheme;
- A442 Brockton Crossroads signing scheme;

- A5191 Ditherington Road / Mount Pleasant Road junction, Shrewsbury minor junction improvement;
- Column Roundabout signs;
- Telford Way, Shrewsbury signs;
- A525 Wrexham Road Roundabout, Whitchurch signs and road markings

### **Designed Schemes**

- Sundorne Road Medical centre new roundabout layout and signs and road markings;
- B4363 Wolverhampton Road, Bridgnorth signs and road markings;
- Heathgates Roundabout, Shrewsbury new roundabout layout;
- B4176 Rabbit Run signs and road markings;
- A458 Wootton Crossroads, near Bridgnorth, 50mph speed limit and signs and road markings;
- Huffley Lane, near Shrewsbury safety scheme;
- A41 Sandford 40mph speed limit;
- A456 Burford village.

The team also undertook the analysis and design of counter measures to improve notorious accident sites, known as clusters, throughout Shropshire. This culminated in the design of five schemes including crossroads improvements, vehicle-activated signing, cycle safety and roundabout capacity studies, and gateway feature improvements to improve pedestrian movements around busy junctions. The cluster sites investigated by the team beyond the analysis stage were:

- A41 Sandford
- Maesbury Road junction Oswestry
- A41/B4379 Shifnal Road junction

### **12.5 A529 Safer Routes Fund**

The DfT announced that the Shropshire Council / WSP bid had been successful and were awarded £3.88 million in October 2018. Since the announcement the following has taken place:

- The portion of the works on the Cheshire East section of the route have been costed out and payment agreed with Cheshire East in order that the works can be arranged by their staff.
- Liaison with stakeholders (Councillors, Parish Councils etc);
- Early Contractor Involvement with Kier to discuss possible programme and permitting;
- Early involvement with Shropshire’s Permitting team;
- Liaison with West Mercia Police and the Safety Camera Partnership;
- Liaison with the Highways team regarding the inclusion of maintenance works along the route - not all included in the bid but necessary for ongoing asset management. Resources have been drawn from the Highways team and Shropshire are working towards allocating funds to make the most of the maintenance opportunity;
- General investigation such as topographical surveys, automatic traffic counters, road cores and drainage surveys have been carried out;
- Further site investigation has highlighted areas where the countermeasures proposed in the bid may need to be changed, in which case the benefit of alternative proposals will need to be evidenced through the ViDA programme;
- Works to maintain the carriageway verge following damage caused by a lorry are also to be carried out early in the programme with measures from the road safety scheme included.

This has allowed the original draft programme to be amended to establish a realistic three-year schedule based on our findings on site.

The most significant “cluster sites” on the route are Mount Pleasant Crossroads and the A41 junction at Hinstock. Designs for both locations are being developed now with a view to constructing the measures in late summer/autumn of 2019. Other works/lengths have been collected into “packages” to allow sensible programming.

## **12.6 Shropshire Council Traffic Support**



The traffic team provides Traffic Engineering support to Shropshire Council due to a loss of Council staff resource. The team provide engineering advice along with a response to the customer, a role which includes liaison with various Shropshire Council stakeholders as well as the public. WSP analyse customer service requests, looking at justification for possible interventions and then respond to the customers accordingly. Where further engineering measures are suggested, WSP liaises with the appropriate Divisional Manager and provides design work and budget costs so that managers can prioritise schemes accordingly.

WSP has responded to approximately 400 individual requests since August 2018 and a package of standard responses has been developed with Shropshire Council to reduce response times.

### **12.7 Parking and TRO – Shropshire Parking Strategy**

In 2018/19 the Traffic team supported the design and implementation of the Shropshire Parking Strategy, including the town centre banding / pricing scheme for the re-structure of all on-street and off-street parking restrictions in the county. Work included a considerable amount of preparation to roll out the Strategy to enable a more thorough and consistent parking regime. WSP provided a substantial amount of work to support the implementation of the new Traffic Orders including devising the TRO schedule format for on and off-Street parking

## **13. Transport Planning and Travel**

In 2018/19, the Transport Planning and Travel team provided services including transport monitoring, transport assessments and transport management. Key highlights were:

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

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

### **13.2 Oswestry HIF**

WSP have been commissioned by Shropshire Council to develop and deliver a Housing Infrastructure Fund improvement scheme at the A5/A483 “Mile End” junction

on the Strategic Road Network that would accommodate the growth associated with major housing development in the area. The Transport Planning team provided traffic generation and distribution inputs to the traffic modelling and capacity assessment aspects of the project.

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

Site specific traffic data collection has been arranged and reported for 36 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.

The volumetric traffic data from a series of sites in Woore were subject to a technical report which compared the data with previous counts, and considered the variations in the context of the exact site locations and seasonal and annual variations in traffic levels.

### **13.4 Annual Monitoring**

In 2017 a new Shrewsbury Traffic Model was developed to provide modelling outputs for the Outline Business Case for the Shrewsbury North West Relief Road. Aspirations to assess the ongoing effectiveness of the model require a regular traffic survey plan to be developed which informs a systematic review of the models' ability to replicate the current year traffic flows. A new biennial traffic survey plan and reporting process has been developed that will achieve this. Pending the introduction of this new biennial plan the historical programme of surveys in Shrewsbury was suspended in 2018/19.

### **13.5 Shropshire Local Development Plan review**

Two technical exercises were completed in support of the current review of Shropshire's LDF.

A detailed highways and transport assessment of all new housing and employment sites identified for consideration in the local plan review was undertaken. This considered highway access potential and limitations and the potential for maximising sustainable travel to / from the site. Three methodologies were used for Shrewsbury, Market Towns and Rural Settlements which reflected the scale and nature of the settlements in which the sites were located. The presentation of the results included a quick reference traffic light scoring system. Specific recommendations were also

included on highways and transport interventions that would be necessary for individual sites to be developed.

WSP supported by Shropshire Council developed a methodology for assessing whether the increases in traffic as a result of the Shropshire Local Plan Review would have a significant air quality effect on a number of identified International Sites (protected habitats) in line with the requirements of the Habitat Regulations. The assessment considers the proximity of sites to main roads and the level of existing traffic and expected growth in traffic (and associated pollution). GIS was used to measure distances, and existing traffic volumes and growth levels were determined from a wide range of sources. The methodology needed to be robust, but effective, and applied a phased approach, enabling sites to be systematically and confidently removed from subsequent, more detailed examination phases. Phases 1 and 2 have been completed and these concluded the majority of the International Sites will not be adversely impacted and will not need to be subject to the much more detailed Phase 3 assessment.

#### **13.6 LTP4**

The public engagement and baseline reporting stages of the fourth Shropshire Local Transport Plan were complete in 2018/19 and these will inform the development of the policies, objectives and strategies that will be undertaken during 2019/20.

#### **13.7 Bikeability Contract**

In addition to the day to day management of the Bikeability Contract, 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.

#### **13.8 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.

### **14. Bridges**

14.1 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:

- Gasworks Bridge (1914) Propping Refurbishment and Accommodations Works
- Lys Lane Footbridge (1937) Replacement.

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

- Broad Bridge (B4330) Accident Damage Repairs
- Souldan Bridge (B2318) Accident Damage Repair
- Rhyd Meredith Bridge (B1201) Accident Damage Repair
- Cound Arbour Bridge (B5713) Accident Damage Repair

The scoping, design and supervision of circa 175 minor bridge maintenance works across the County were undertaken in partnership with the Term Service Contractor as part of the annual routine maintenance programme.



Lys Lane Footbridge – Bridge Replacement

In addition, the team has designed and prepared contract documents for circa 25 schemes that will feed into the client's forward programme over the next 3/4 years.

## **15. Asset Management**

- 15.1 In June 2015, the Department for Transport launched a scheme of Incentivised Funding with a self-assessment questionnaire. The assessment is arranged 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. Further continued 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).
- 15.2 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.
- 15.3 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. Through the work of the AMSG in 2018/19, the Council remains on track to maintain Level 3 and to also meet the recommendations in the new WMHI COP. Where there are any risks to achieving these targets, they are reviewed and monitored, with mitigating actions put in place.
- 15.4 WSP annually procure four surveys as part of the Asset Management programme for the Council: Sideway-force Coefficient Routine Investigation Machine (SCRIM), Surface Condition Assessment for the National Network of Roads (SCANNER), Carriageway Coarse Visual Inspection (CVI) and Footway CVI.
- 15.5 The respective lengths surveyed this year were:
- SCRIM – 2046 km

- SCANNER – 1923 km
- Carriageway CVI – 532 km
- Footway CVI – 342 km

## **16. Fleet Management**

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

## **17. Road Safety**

17.1 In 2018/19, WSP's two Road Safety Officers continued to deliver popular and well received road safety education and training services across Shropshire's state schools and colleges on behalf of Shropshire Council.

The key achievements and year's highlights included:

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

Engaged with 3,707 primary school children through presentations, assemblies and group talks and delivered 294 presentations to 9,854 secondary school and college pupils / students and staff.

Both officers promoted National Road Safety Week: November 19<sup>th</sup> – 23<sup>rd</sup> 2018. Presentations and support material delivered into the Shrewsbury Group of Colleges and primary schools.

A six-month, in depth longitudinal road safety evaluation survey was carried out on 120 pupils aged 13/14/15yrs from two schools, Grange (urban) and Lacon Childe (rural). The findings were distributed and future presentations updated to include the findings from July 2018.

### **17.3 Stepping Out Pedestrian Training**

Stepping Out child pedestrian training was delivered to 3,088 children at 74 primary schools across Shropshire.

The move towards engaging small rural primary schools by transporting children to a nearby town (rather than simply a classroom discussion in lieu of practical training) continued with Lower Heath and Stoke on Tern primary schools taking part in training in nearby Market Drayton. Special needs students at Severdale took part in a road safety walk to a local supermarket.

Children at Cleobury Mortimer were able to practice crossing the new Zebra crossing on the High Street as part of their route. Close communication was kept with WSP and SC officers to ensure the necessary education was planned to coincide with the opening of the crossing.



Parents happy for their children to walk independently to school due to the crossing were also thanked via the school newsletter. Sessions for Key Stage 3 at the secondary school also featured 'Harry's Crossing' (named after the young WSP engineer involved in the project).

*'This (Stepping Out) is a great scheme and we are lucky to be able to access it'.*

Highley Primary School.

#### **17.4 Bikeability Cycle training**

WSP support Shropshire Council's Bikeability cycle training programme which is delivered in line with national guidance by Learncycling. This year they have further moved to delivery of separate Level 1 and 2 courses and the introduction of Level 1 in years 3 or 4. Level 1 training was delivered to 791 children, combined Level 1&2 to 1494 children and Level 2 to 148 children.

The year saw a dramatic increase in Level 3 training due to a significant uptake by secondary schools. Level 3 was delivered to 336 children (60 in 2017/18). Based on a case study of Level 3 delivered through PE lessons at Thomas Adams School in Wem, a letter



was created to send to all secondary school PE departments. This resulted in new participation by Meole Brace, Lacon Childe and The Priory schools. This training was also supported by complementary Bikeability Plus modules, notably Fix and Transition with 84 and 128 pupils and students trained on these modules respectively.

**17.5 Bikeability Balance** for Key Stage 1 children has grown in popularity with 338 children at 12 schools taking part. A charged service, these generate an income and are cost neutral to Shropshire Council. Courses have also been offered at weekends and during school holidays. The fleet of balance bikes and two pedal bikes funded by Public Health have been well used.

**17.6 Pre-Driver Days**

Took place at NCS Walford College on July 3<sup>rd</sup>, 10<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup>, 31<sup>st</sup> and Aug 14<sup>th</sup> 2018 (510 young people taking part).

**17.7 Other activities** supported by WSP in 2018/19 included:

- Support to schools with School Travel Plans and delivery of sustainable travel schemes including walking buses.
- Preparation of Shropshire Council's Sustainable Modes of Travel Strategy 2018 annual update;
- Christmas Anti Drink Drive Campaign, (Non-Alcoholic Drinks) Ludlow College 14<sup>th</sup> December 2018.
- Evening presentation 6<sup>th</sup> December 2018 at Shrewsbury Police H.Q. to 30 West Mercia Police Cadets and a pre-Christmas road safety presentation given to the 1<sup>st</sup> Battalion of the Royal Irish Regiment at Ternhill.



- Anti-Drug Drive: Use of promotion posters from Think! Campaign re- Drug Driving.
- More than 3,000 pupil journey planners distributed to all secondary schools for their year 6 to 7 transition events.
- Young Driver information magazine “FirstCar’ distributed to all colleges and 6<sup>th</sup> Forms. Distribution of information re. Young Driver car insurance and telematics.
- Consulted Learncycling in the design of new ‘Daily Mile’ tracks at 13 primary schools. 1.8m width enables them to be used for Bikeability and Balance training sessions.
- Management of School Crossing Patrol service.

## 18. Joint Training

18.1 Due to the diverse nature of works and services provided joint training for Shropshire Council, WSP and Kier is organised. Attendance at joint training continues through lunch-time presentations given by various industry representatives further the following training events were provided by external course providers:

Date	Organisation	Topic
11/4/18	Hanson Construction	Resurfacing design
30/4/18	GreenBlue Urban	Tree pit solutions
9/5/18	Flexcrete	Concrete repair and protection
23/5/18	Gatic	Slot drains
13/6/18	Acorn Waste Management	Waste management
4/7/18	WSP (Dave Robinson – road safety auditor)	Walking, Cycling and Horse-riding Assessment and Review (WCHAR)
31/7/18	TWM Traffic	Traffic control systems
14/8/18	Concrete Canvas	Products, applications and case studies
5/9/18	Technikgs	Ground engineering solutions
12/11/18	Triflex	Pothole repairs, markings, friction surfacing and road repair products
15/11/18	MIF	Waterproof and anti-skid coatings, panels and stair treads
26/11/18	Hydro	Principles of passive safety

Date	Organisation	Topic
4/12/18	Miles Macadam	Grouted Macadams
11/12/18	WPL International	Waste water management
23/1/19	SPEL	Tank bases, pollution control products, SuDs applications and pumping stations
29/1/19	Larsen Streetscape	The specification of a BS 7533 mortar system
5/2/19	Gaist	BridgeCat mobile bridge inspection system and highway inspection systems
19/2/19	Angell Surveys	Drone surveys in civil engineering

## 19. Social Value

### 19.1 Science Technology Engineering Mathematics (STEM)

In 2018/19 Shropshire Council and WSP provided significant resources to STEM activities within the Shropshire Alliance. Our sixteen STEM Ambassadors attended over a dozen events involving four Secondary Schools and colleges and nine Primary Schools. Activities included careers events, options evenings, job application, CV and interview practise, Greenpower Goblin Car clubs and competitions, school assemblies and engineering challenge days. We engaged with over 500 students and worked in partnership with Shropshire Council and South Shropshire Engineering Ambassadors. Projects have been delivered to over 250 pupils from schools and colleges across Shropshire. Some of the activities included:

### 19.2 Primary School Challenge Day

This event was organised by South Shropshire Engineering Ambassadors as part of the integration for the eight feeder primary schools to Bishops Castle Community College. Attended by over 80 pupils in June 2018, the WSP STEM ambassadors (11 from Shirehall, and one from the Pump House) were responsible for organising, co-ordinating and running the activities on the day including town planning, spaghetti bridges, paper towers and a levelling workshop.



### 19.3 Goblin Car

Continuing to work with the South Shropshire Ambassadors and primary schools on the Goblin Car Challenge, Richard Harman was joined by WSP apprentices providing sessions focussed on Goblin Car construction. The teams entered the Greenpower Staffordshire Formula Goblin race event on 20th June 2018, with WSP providing the coach travel.



### 19.4 SJT Whitchurch

In the summer term of 2018, a series of sessions at Sir John Talbot's School, part of the Marches Academy Trust. The sessions, which included writing a letter of application, writing a CV and mock interviews, were intended to give less academic year 10 students an experience of the job application process.

In January 2019, two colleagues also took part in "STEMfest", an evening to promote STEM subjects in Key Stage 4 option choices to Year 9 students and their parents. One parent's response included the comment, "What a fantastic event! Very inspirational and informative (for both pupils and parents). Thank you."

### 19.5 Shrewsbury Colleges Careers Evening

In February 2019, two WSP STEM Ambassadors 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.



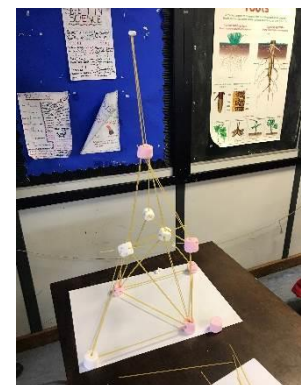
### 19.6 The Marches School.

The existing relationships built with The Marches School, Oswestry led to further activities. In September 2018 two WSP colleagues were involved in a Year 9 STEM activity day introducing paths into the civil engineering industry and challenging the students to design and construct structures while considering the cost of materials. On 14<sup>th</sup> March 2019 two WSP STEM Ambassadors presented an assembly which highlighted roles within the civil engineering industry and career routes into them. There was a particular focus on the role of a hydro-geologist within the industry.



### 19.7 The Corbett School.

In March WSP colleagues were able to join one of our apprentices to deliver activities at his old school; the Corbett School in Baschurch. The structure design and build activities introduced the students to the importance of design, planning and economics as they attempted to build the tallest tower for the lowest cost.



## 20. 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. Since the start of the contract we have employed a total of sixteen trainee apprentices, technicians and graduates, all from diverse backgrounds and of which four were women.

Graduates sign up to formal Training agreements with the ICE to become professionally qualified. Unfortunately, one of our graduates and three of our Apprentices have since moved onto pastures new and a further two of our graduates have transferred to other WSP offices in the UK.

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.

## 21. **Armed Forces**

### **Armed Forces - Employer Recognition Silver Service Award**

Our joint commitment with Shropshire Council to the Armed Forces Covenant – promising to be an armed forces-friendly organisation – landed us an Employer Recognition Silver Service Award. WSP colleagues paid a flying visit to the impressive Royal Air Force Museum in London to receive our certificate, presented by Air Vice-Marshal Lord Beaverbrook, Commandant General Royal Auxiliary Air Force with The Rt Hon Tobias Ellwood MP, Minister for Defence. The award represents the highest badge of achievement for those that employ and support members of the Armed Forces. We're proud to continue supporting the employment of veterans and the partners of those in service, and to accommodate WSP employees who are also reservists. It's our way of thanking those who protect our nation. The Shrewsbury team have worked closely with Shropshire Council over the last year assisting with and attending a number of stakeholder engagements in support of both the Council's and WSP's commitment to this worthy cause.





*(l-r) Air Vice-Marshal Lord Beaverbrook with Emma Wyatt, Paul Field-Williams (WSP), Richard Harman (ex WSP) and The Rt Hon Tobias Ellwood MP, Minister for Defence People and Veterans*



## **22. Awards and Qualifications**

### **22.1 Business Construction Industry**

#### **Awards (BCI) – Highly Commended**

The British Construction Industry Awards are the premier annual awards programme in the built environment sector, supported by key industry leaders and stakeholders including UK government and Shropshire Council & WSP were awarded for the the Much Wenlock Flood Alleviation Scheme was judged to be Highly Commended under the 'Small Project of the Year' category.

### **22.2 Supporting local communities**

Shropshire Council's Learning & Skills Group received a Healthy Pupils Capital Fund (HPCF) grant of £226,572. The qualifying criteria for local Shropshire school bids for a share of the grant was broad, however, 15 no. schools submitted bids for funding to install an all-weather track for their pupils to undertake The Daily Mile challenge.

Of the £226,572 total HPCF grant, £105k had been set aside for 'Daily Mile' tracks, which equated to £7,000 per track. WSP understood that the cost of providing professional services would have a significant impact on the budget, therefore WSP offered their design and management services for free, through the centrally funded Employee Volunteering scheme. Shropshire Council's term contractor Kier and their wider supply chain then followed WSP's example and offered their services and materials at cost with no additional multipliers or mark-ups.

Shropshire Council and WSP in collaboration with Term Maintenance Contractor Kier could provide significant savings and demonstrate technical and operational excellence by linking the track construction with the highway maintenance programme, effectively using old roads to build new tracks.

A total of 2,900 tonnes of carriageway material was recycled, avoiding the need for it to be sent to landfill and reducing CO<sub>2</sub> emissions by using material from carriageway resurfacing schemes located near to the schools. In total, 4,000 children are set to

benefit from the project, which will enable each child to walk or run a total of 285km in each academic year, at a cost of just £1.30 per pupil per year.

**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

**Cabinet Member (Portfolio Holder)**

Councillor Steve Davenport, Portfolio Holder for Highways and Transport

**Local Members** – All local members affected.

**Appendices**

**Performance Measures**

**Appendix 1** KPI 1 Time Results Table

**Appendix 2** KPI 3 Quality (Invoices) Results Table

**Appendix 3** KPI 4 Project Feedback Analysis

**Appendix 4** KPI 5 Client Feedback Analysis

**Appendix 5** Blank Client Feedback Form

**Appendix 6** Completed Client Feedback Forms

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# Appendix 1 – KPI 1 Time Results Table

## KPI 1 – Contract KPI (Time):

Jobs Completed in Year 4	191
Jobs showing as late	38
Jobs where mitigation accepted	38
Jobs remaining as late after mitigation	0
<b>% showing as late after mitigation</b>	<b>0%</b>
<b>% on-time</b>	<b>100%</b>

Mitigation Reasons	Count	% of Total Late Jobs	% of Total Completed Jobs
Client request to put job On Hold	4	10.53%	2.09%
Actual completion date achieved by target completion date but date not added to CONFIRM	10	26.31%	5.23%
Contractor caused delay	0	0%	0%
Delay due to WSP	0	0%	0%
Incorrect Completion date entered	2	5.26%	1.05%
Job varied, target date not amended	18	47.36%	9.42%
Target date put as end of financial year and not extended	4	10.53%	2.09%
<b>Grand Total</b>	<b>38</b>		



## Appendix 2 – KPI 3 Quality (Invoices) Results Table

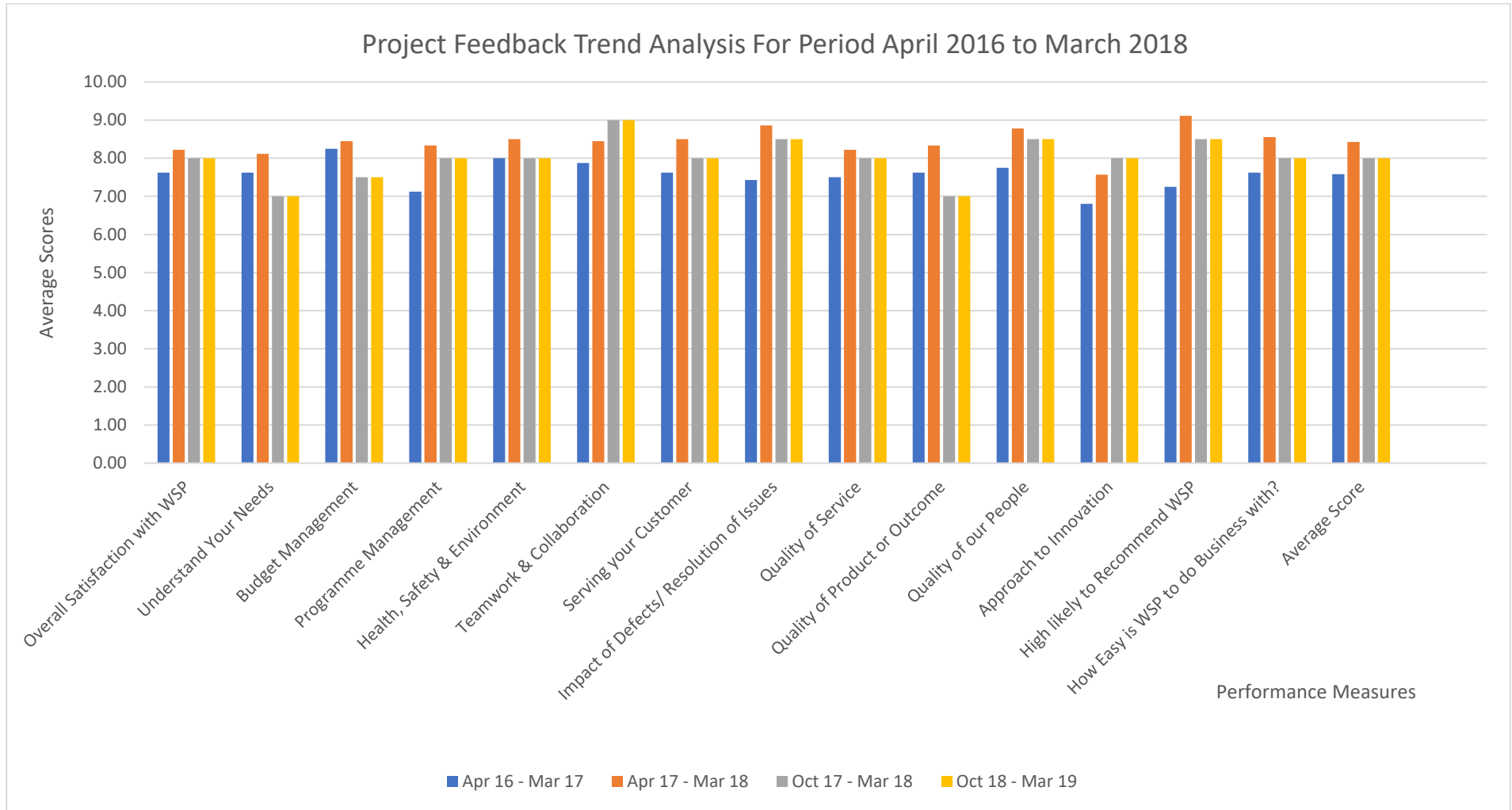
### KPI 3 – Contract KPI Quality (Invoices):

<b>2018/19</b>	<b>No of payment requests</b>	<b>Payment requests put on hold</b>	<b>% Approved First Time</b>
April to June	225	2	99.11%
July to Sept	262	0	100.00%
Oct to Dec	291	2	99.31%
Jan to Mar	370	0	100.00%
<b>TOTAL</b>	<b>1148</b>	<b>4</b>	<b>99.65%</b>

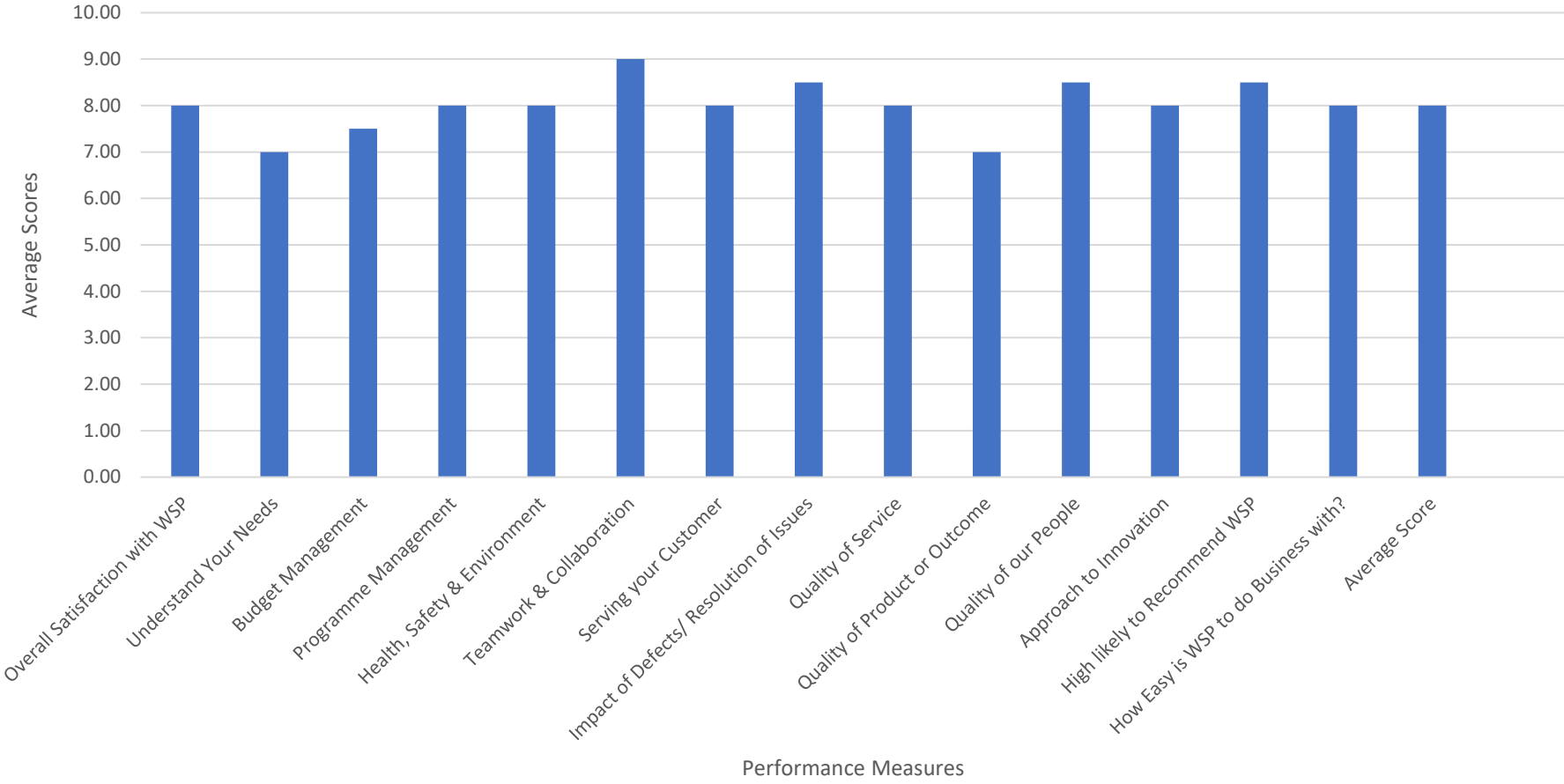
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# Appendix 3 – KPI 4 Project Feedback Analysis

Project Feedback Interviews Scores (PrFI)															Scoring for: October 2018 - March 2019															Better		
n/a or client did not provide answer																														Some	BLANK SCORES INDICATE A NOT APPLICABLE RESPONSE	
client has not yet discussed with Consultant																														Worse		
Ref	Name	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	Overall Comments/ Key Issues to Prioritize														
Shropshire Council																																
Project Name																																
1	Shifnal Town Centre	7	6	6	7	8	8	8	8	7	7	8	8	8	8	N/a	7.43	Key Issue to prioritize: Budget issues / Setting up regular minuted meetings														
2	Oswestry HIF	9	8	9	9	8	10	n/a	9	9		9	8	9	8	n/a	8.75	01. Pleased with how WSP have been reactive and accordingly of short term timeframe. 02. Had to work cross directorate. Understand depth of corporate interest. 03. Asked not to spend more than £500k in 18/19 and stuck to this as required. 04. Still on programme. Tight programme, still on track to achieve. 05. Limited risk at this point in the programme. 06. Work clearly, team happy to work with non-client reps. 07. N/A no active engagement at this stage. 08. WSP reacted to change in client brief. 09. Acknowledged HE involvement. Reflected client and external requirements. 10. n/a - tbc at final design and procurement stage. 11. Happy with quality of work both from internal team and teams in other WSP disciplines. 12. More innovative than scheme required - sup design he delivered more than just technical solution, also considering SCAPE methodology procurement which allow to keep on programme. 13. As Client SC, nothing to indicate anywhere else would be. 14. NO get linked IT Systems. 15. AS Above.														
															8.00/16!																	
Number of PrFI		2																														
Total Average		8.00	7.00	7.50	8.00	8.00	9.00	8.00	8.50	8.00	7.00	8.50	8.00	8.50	8.00	8.00																
Highest Score		9	8	9	9	8	10	8	9	9	7	9	8	9	8																	
Lowest Score		7	6	6	7	8	8	8	8	7	7	8	8	8	8																	
Difference		2	2	3	2	0	2	0	1	2	0	1	0	1	0																	



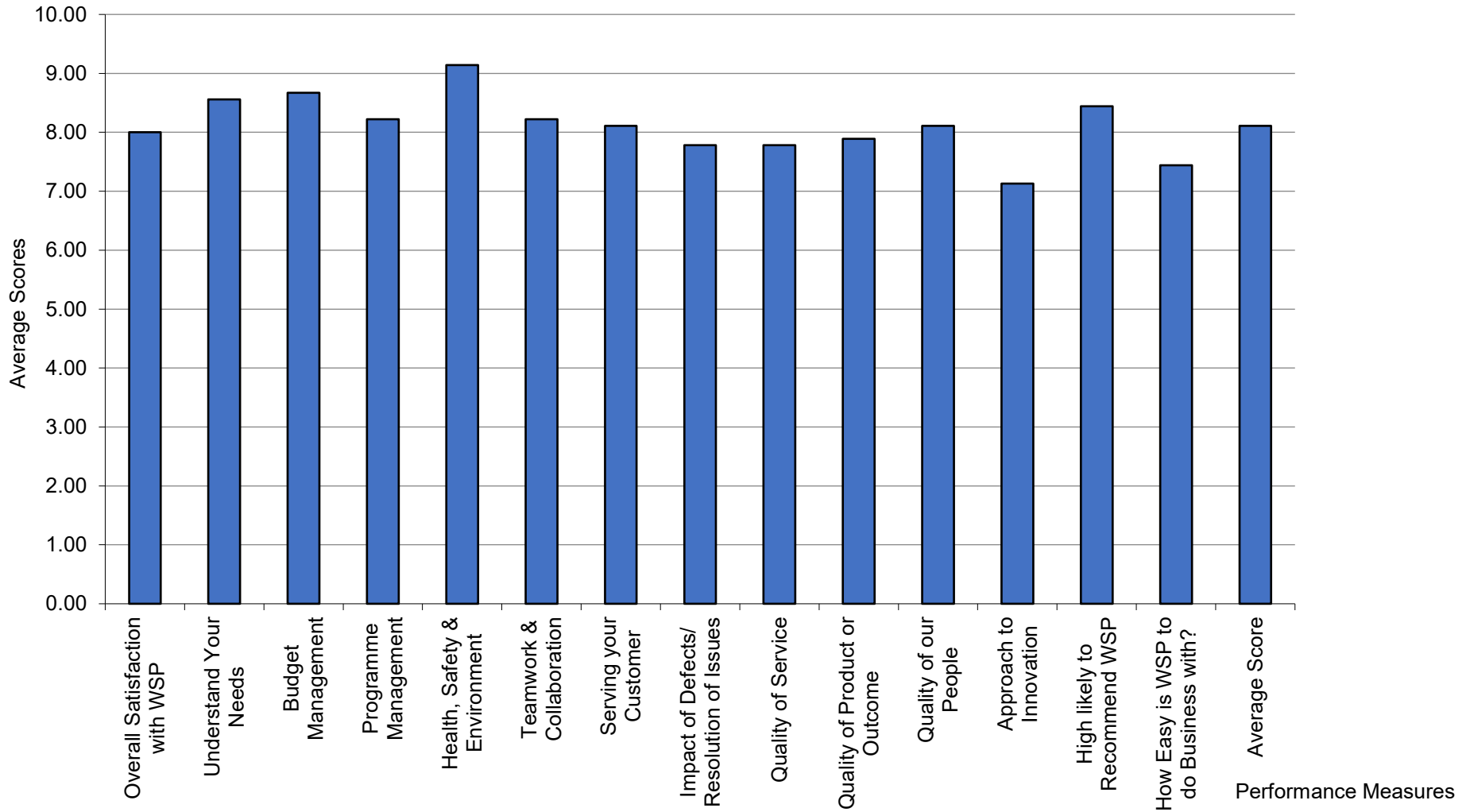
### Project Trend Analysis for Period April 2018-March 2019



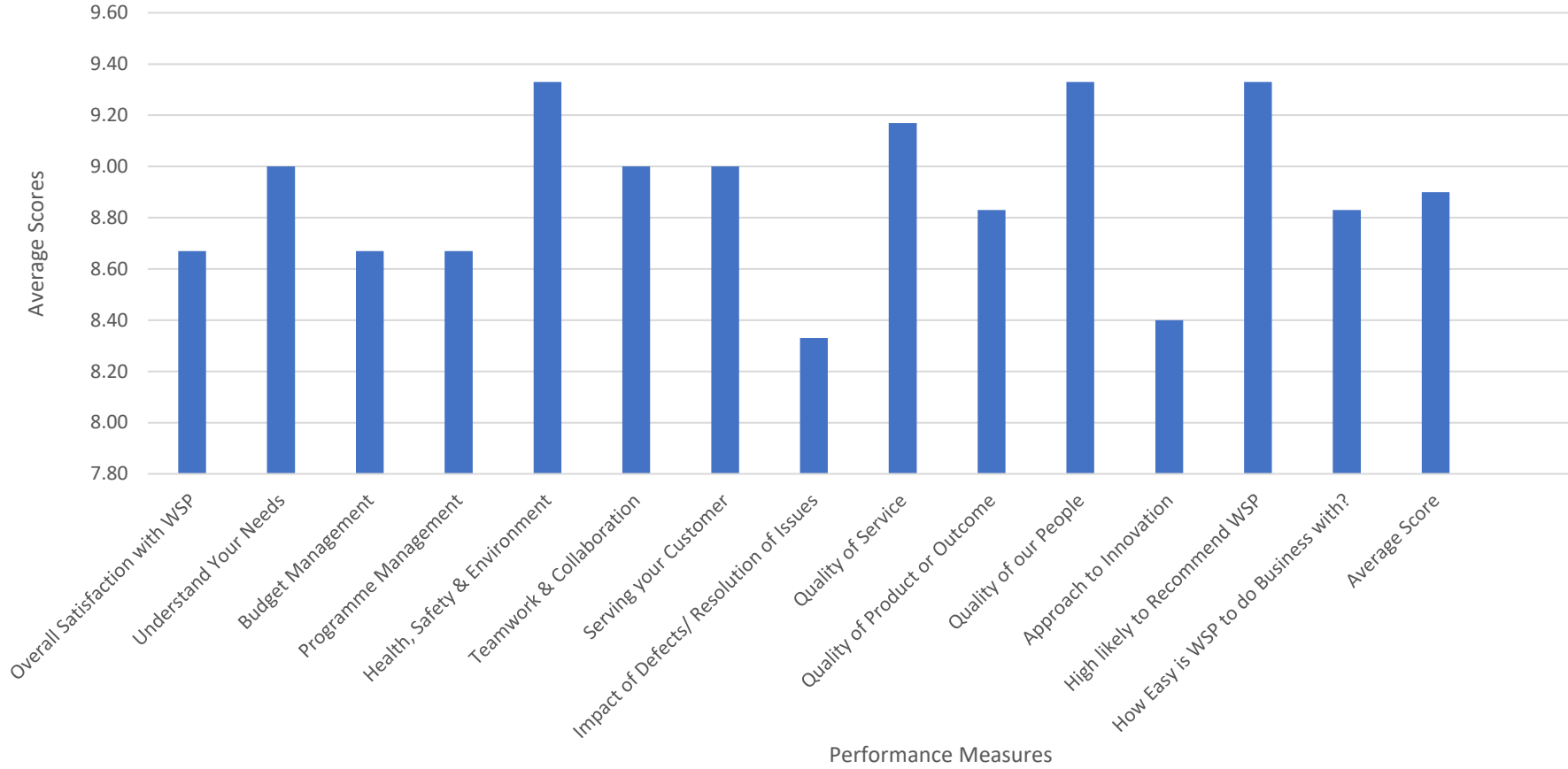




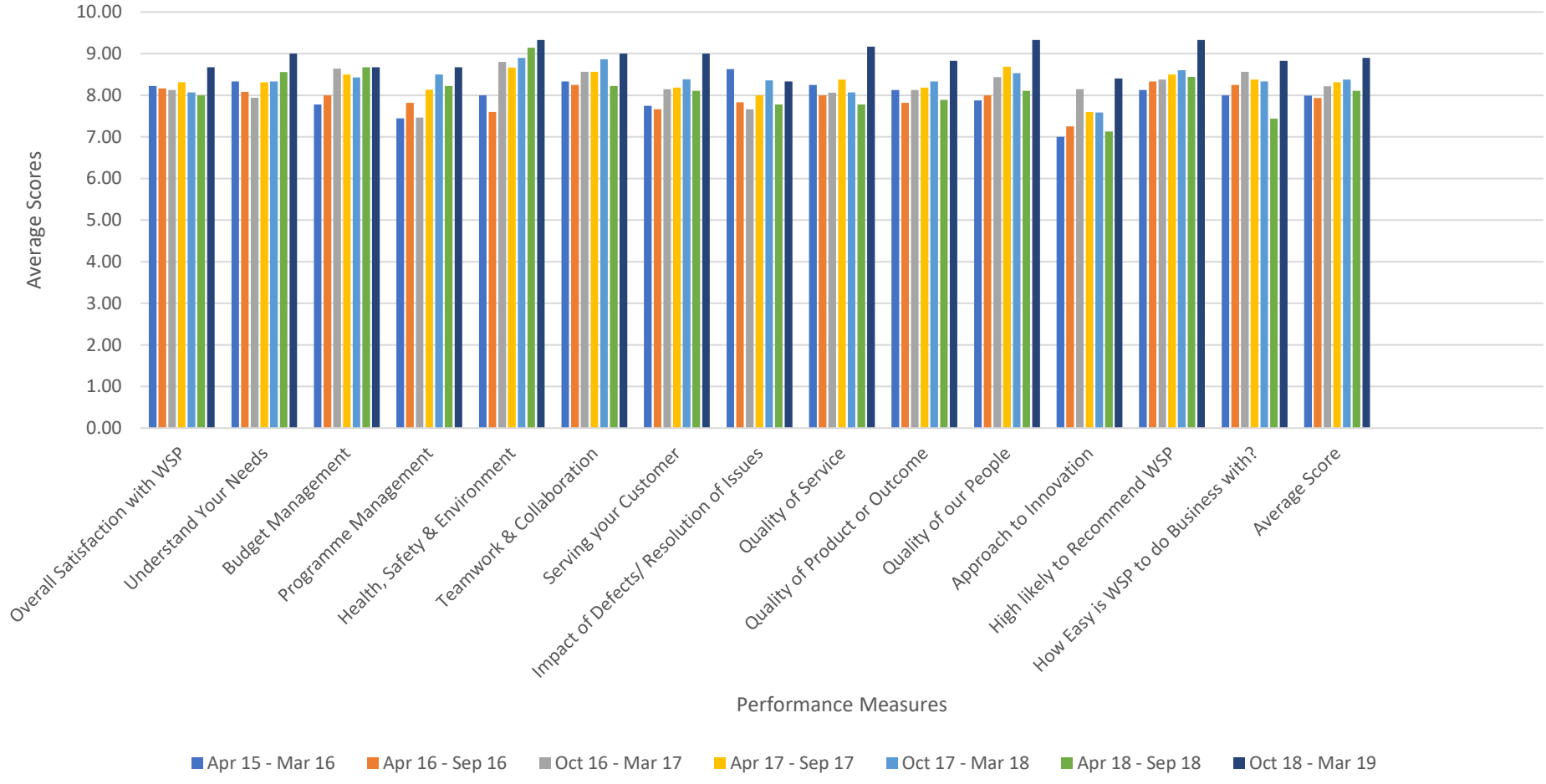
# Client Feedback Analysis for Period April 2018 - September 2018



### Client Feedback Trend Analysis for October 2018 to March 2019



### Client Feedback Trend Analysis for period April 2015 to March 2019





# Appendix 4 KPI 5 Client Feedback Analysis

## Client Feedback Interviews Scores (CFI)

Scoring for: April 2018 to September 2018

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	Overall Comments/ Key Issues to Prioritise
Shropshire Council																		
Service Area/ Name																		
1	SA1-Contracts (Hugh Dannatt) - Blue Collar Procurement																	HD ON LEAVE / OFF SICK
2	SA2-HDC (Gemma Lawley/ Mark Wootton)	7	9	9	9	N/A	9	8	8	7	7	8	7	9	9	SAME	8.15	1. Overall satisfied - issue with level of staff / resourcing. 2. N/A 3. Greater level of support on budget management. Positive improvement made. 4. N/A 5. N/A 6. Continued good working relationship 7. Response to DM enquiries good 8. Reinstate regular catch-up meeting (is desirable) 9. Lack of resources 10. Generally satisfied 11. N/A 12. N/A 13. Recommended recently 14. N/A. Overall comments - resource for staff, set workshop for planning responses. Happy with site supervision.
3	SA3-Flood Water Man (Tim Sneddon)																	TIM SNEDDON OFF WORK - HD ON LEAVE / OFF SICK
4	SA4-Street Lighting & Traffic Signals (Jason Hughes)	9	9	8	9	8	9	8	9	8	7	8	10	9	8	N/A	8.50	1. N/A 2. WSP have on occasion gone above and beyond what is expected and show they understand our needs completely. Examples are Jeff Upex suggesting alternative locations for street furniture as he understood the context of the scheme, which resulted in a net improvement. 3. Where necessary budgets are revised. For the score to improve, significant savings would need to be achieved by WSP by value engineering and innovative solutions. 4. If schemes prolong it is through no fault of WSP. Graham Moore provides information to the client in a timely manner. 5. Anything identified as a risk is dealt with quickly and efficiently. Nothing over and above expected but nothing below standards. 6. Excellent. The interface WSP technical and project staff have with the client, Kier and their subcontractors is exceeds expectations, this includes providing information a contractor has lost. 7. Some complaints come through to the client that should really have been dealt with by WSP staff in the first instance. An example are repeat complaints that should be escalated to WSP's technical lead rather than the client. 99% of the output is of a good standard. 8. Where contractors have caused defects WSP provides comprehensive reports that allow a quick resolution. 9. The quality of service can, on occasion, suffer as some members of the team are part-time but appear to have a full-time workload. There is a political understanding in the team that allow them to tailor their service to the client understanding the backdrop of a request. 10. All outcomes are met. Client would like to see more context-sensitive engineering judgment on drawings to fit in with the existing situation on site (i.e. avoid cutting down trees if possible). 11. Members of the team are very professional and extremely knowledgeable. Improvement would be design capacity in-house with local knowledge would be beneficial. 12. Excellent. Examples are innovating to generate cost savings (e.g. 30k) - through contacting alternative providers and recommending alternative products on the market. 13. Overall very satisfied and happy to recommend. 14. Interaction with WSP Project Manager is superb and makes business very easy. Client happy he can contact PM for any issues; understands client needs and their role. Professionalism demonstrated is excellent and has added value to the service provided by WSP. OVERALL: Non-competitive contract so no ability to compare to competitors. Seen improvements to the innovation side which has provided savings to the authority. Client hopes that this continues.
5	SA5-Highways (Andy Wilde)	9	9	9	8	8	10	9	8	8	8	8	7	8	8	SAME	8.36	Overall comments: Excellent performance overall. Really pleased with how high standards have continued in new Kier contract. Attitude toward partnering / collaboration sets the standard. Targets for 12 months going forward are deliver same standard on surface dressing and push tar recycling.
6	SA5-Major Projects (Matt Johnson)	9	10	9	9	9	8	8	9	7	8	8	8	10	10	N/A	8.71	1. N/A 2. Needs set out in OBC. On target to meet requirements on both. Dealing with dateholders - S Hughes has dealt with members of the public businesses and SC staff (A Wigley - cellar on Town Walls) very effectively. 3. SITP - had to re-adjust the yearly budget, then the LEP spend profile. OLR - G Dymond has worked with the LEP on the spend profile. G Dymond has also been involved in the CIL working group submissions. 5. M Lake's CDM overview is MJ's safety net. WSP has complied with all HS&E requirements. Town Walls cellar - team is engaging with SC structures client (G Singh) and is dealing with working in confined space. 6. Project management - convening periodic meetings, secretariat role, ensuring project keeps on moving when client isn't available - all good 7. External customers (residents, businesses) - S Hughes has gone above and beyond. Internal customers (Economic Growth team) - dealt with well. Would still like an additional resource to help Scott, but it has been problematic trying to identify someone suitable with the right skills / experience. 8. Through no fault of WSP, a poor contractor has been taken on for Pride Hill. The issues have been dealt with excellently. F Beech's role should also be noted. 9. Exceeded what is required to do job, e.g. MJ unable to attend Members' meeting, G Dymond stood in to front meeting instead. However, lack of resource to support S Hughes still an issue. 10. High score on Pride Hill for concept and design. Outcome - nothing compelled in the last 6 months so unable to comment. mid-term progress excellent. OLR - very high quality planning submission. 11. Everyone involved 10 out of 10, but need more help for S Hughes. 12. Flowers on heras fencing during Britain in Bloom, G Dymond meeting with judges, working with BID. 13. Marches LEP TOG group have let PH 2 of freight study. Scheme prioritisation framework - WSP put forward for that based on previous work. Also in frame for undertaking join Marches cross-border working group. 14. Co-location, availability great. Lack of shared systems / diaries still an issue. S Hughes and H Owen have dropped into site work well. OVERALL: Don't know competitors so can't comment. Main issues are lack of resource to assist S Hughes with stakeholder management, lack of shares systems / diaries.

7	SA5-Traffic (Victoria Merrill)	4	5	7	3	10	2	7	4	5	5	4	3	3	3	N/A	4.64	<p>1. N/A 2. There was poor communication from both sides with regards to a number of traffic schemes during the relevant period. The client has asked for scheme cost estimates from WSP and there has been a reluctance to put estimates next to schemes; there has been little to no information given by technical staff on the estimated costs and early notice of any anticipated uplifts or variations as a result of new contract rates (i.e. Kier). This is in contrast to other WSP teams (e.g. Highways / Ben Corfield) as an example of good practice. 3. Symptomatic of the quality of the brief provided to WSP. Cannot be too critical due to what we have been asked to do. Sometimes this gives rise to variations after the brief has been agreed to accommodate additional works. 4. Client would like to see profiling against the list of jobs provided at the start of the year and how this fits in with the capital delivery teams. There is an issue with programming within scheme (e.g. streetworks noticing) and technical staff undertaking audits of schemes that are not yet completed on site. Whilst there is no designated client project manager in post pushing compliance to programme there appears to be lax adherence to milestones, if any are agreed. 5. N/A 6. WSP traffic staff do not work together as a team either within themselves (e.g. auditing schemes still in progress), within the WSP office (e.g. not picking up on other schemes that may affect their works) &amp; do not seem to work as a team with the client officers (e.g. not keeping the client up to date with comments from external stakeholders i.e. the police). 7. Since August, Kiri Hatton has done a sterling job of communication with customers, especially with other teams - such as maintenance divisions - within Shropshire Council. The client has observed that communication with members and other organisations has been excellent. The general feeling of WSP's approach to consultation could be simplified for the customer - what we are doing, why we are doing it and how it will affect them. There is no need for technical drawings and comprehensive correspondence. 8. There are occasions where the client was not informed of issues on site until they were contacted by external stakeholders (for example, Upton Crossroads &amp; the police). The client has observed that when an issue is raised with the traffic team, it is harder to resolve than it needs to be and the team can come too defensive at the detriment of resolving the issue. 9. See responses to previous questions for a narrative.</p>
		4	5	7	3	10	2	7	4	5	5	4	3	3	3	N/A	<p>10. There has been technical work provided by the WSP traffic team that has been given to the client containing multiple errors. Examples include errors with sign design. There is an element of trust placed in WSP as to the QA processes of the technical work as there is currently no technical project management on the client team; this raises uncertainty over the quality of the design throughout the construction period.</p> <p>11. There is not a lot of enthusiasm within the traffic team and little to no drive to get the work done 'right first time' and to a high standard. Some of the traffic team do not appear to understand how the contractors and the construction elements of scheme delivery work - examples being the production and contents of supplied pre-construction information.</p> <p>12. There is a distinct lack of innovation within the traffic team and a tendency to over-engineer rather than interpret the context of a scheme and adapt accordingly. 13. The client may recommend WSP's traffic team to others but would provide strong cautionary words to any prospective party approaching the team to undertake work. 14. The traffic team are difficult to do business with as they can be over-defensive, opinionated, and disorganised. Early warnings are seen by the team as confrontational and received negatively.</p> <p>OVERALL: The service that WSP implied they would deliver in that they can bring in resources to cover any shortfall has not been demonstrated within the traffic team. Any additional requirement or shortfall of traffic engineers has been communicated to the client as a problem that the client needs to resolve; this should not be the case. This has been demonstrated in the recent traffic support brief sent to WSP in August, that asked for two engineers that the team stated they could not resource. As a result, the brief needed to be modified.</p> <p>Comparison with competitor cannot be answered as there is not competition.</p>	
8	SA6-Transport Planning etc (Victoria Merrill & Matt Johnson)	8	8	10	8	10	9	7	3	7	7	8	5	8	7	N/A	7.50	<p>1. N/A 2. Martin Withington understands what the client requires before there is a requirement; however, sometimes this can over and above what is needed. 3. No concerns. Particularly with LTP4, the client is always kept informed of any work that may have a budgetary implication. 4. No concerns with programme management and the client is kept informed through project updates. There has been one occasion where drift has caused an issue - the annual monitoring surveys was delivered late which may have caused an issue if the client wanted to proceed with the work. 5. N/A 6. Level of interaction is appropriate for the level of work required from the client. 7. Overall this is o.k. However, during the LTP4 engagement event the client noticed that some of the facilitators lacked the skills to appropriately handle the tables to which they were assigned to get the required outcomes. 8. There were a number of meetings the client had to attend in order to resolve the issues within the phase 2 accident cluster site report produced by the traffic team. There was a fundamental misunderstanding of what the client required although there has been a willingness to try to get it right. The GIS files for phase 1 are still outstanding. 9. The score has been brought down due to the performance on the accident cluster site commission. The work conducted outside of the Shrewsbury office has been really good so far. 10. As Q9 11. Overall very good, however there are some WSP staff that are not forward thinking. This lack of self-reflection has caused problems for the client, e.g. the accident cluster site report. 12. No real examples where innovation has been suggested or required.</p>
9	SA7-Bridges (Tim Sneddon)																	TIM SNEDDON OFF WORK - HD ON LEAVE / OFF SICK
10	SA8-Divisional Highway Maintenance – Central (Ian Walshaw)																	NO WORK THROUGH THIS SA IN-PERIOD
11	SA9-Inspections (Chris Fisher) - Mark Holmes	10	10	9	10	10	10	9	10	10	10	10	N/A	10	10	SAME	9.85	<p>1. As Usual - Happy with all of Mark's Work. 2. Fully Understands SC's needs 3. Mark Keeps to &amp; understands the budget 4. Mark does our programming for us 5. No issues 6. Mark is a team player 7. Mark deals with service requests very well 8. Mark sorts out issues for us 9. Top Quality Work. 10. Top Quality Work 11. Mark is always easy to work with &amp; gives 100% all the time 12. N/A 13. I would recommend Mark 14. Mark is easy to deal with</p> <p>OVERALL: Wish to continue working in the same way.</p>
12	SA10-Asset Management (Steve Brown)	9	9	9	9	N/A	10	10	10	9	10	10	10	10	9	BETTER	9.54	<p>OVERALL: Extremely pleased with the service + support from WSP/Emma on this work stream. No concerns or reservations to raise. High quality + professional support.</p>
13	SA 11- Business & Enterprise (Chris Hill)																	NO WORK THROUGH THIS SA IN-PERIOD
14	SA 14 – Road Safety (Kevin Aitkin)	7	8	8	9	9	7	7	9	9	9	9	7	9	3	WORSE	7.86	<p>Client put no comments aside from Q14 - 'In relations to changes to service provision'</p>

Number of CFI 10

8.12 Carry over into Oct 18 - Mar 19 figures

Total Average	7.60	8.20	8.50	7.70	9.25	7.60	8.00	7.40	7.50	7.60	7.70	6.67	7.90	7.00
Highest Score	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Lowest Score	4	5	7	3	8	2	7	3	5	5	4	3	3	3
Difference	6	5	3	7	2	8	3	7	5	5	6	7	7	7

# Appendix 4 KPI 5 Client Feedback Analysis

## Client Feedback Interviews Scores (CFI)

Scoring for: October 2018 to March 2019

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?	Better Same Worse Comparison with Competitors	Average Score	Overall Comments/ Key Issues to Prioritise		
Shropshire Council																				
Service Area/ Name																				
1	SA1-Contracts (Hugh Dannatt) - Blue Collar Procurement																	HD ON LEAVE / OFF SICK		
2	SA2-HDC (Gemma Lawley/ Mark Wootton)	7	8	8	7	8	8	7	8	8	7	8	7	8	8	N/A	7.64	1. Generally satisfied, however have raised issue with lack of technical lead. 2. N/A 3. View to tighter / more accurate monitoring. 4 - 14. N/A. OVERALL. Key issues to prioritise - quicker turnaround on technical checks and increase site supervision.		
3	SA3-Flood Water Man (Tim Sneddon)																	TIM SNEDDON OFF WORK - HD ON LEAVE / OFF SICK		
4	SA4-Street Lighting & Traffic Signals (Jason Hughes)	9	9	9	8	9	8	9	8	9	9	9	8	9	9	Same	8.71	Overall Comments/ Key Issues to Prioritise Major Changes in personnel that will need to be addressed to ensure a good level of service within the team. Some knowledge has been lost from the team on the tender contract side due to retirement. Need to ensure knowledge is retained in office or throughout the group for contract queries or re-tendering service. Q1 Experiences staff. good local knowledge and understanding of current traffic signal systems. Q2 Good understanding of teh Shropshire Council requirements which is upheld with the thuird party. Q4 Overall schemes of programme at start of the year. involvement of contractors early on. Q5. Satisfied no issues to raise. Q6. relationship with contractors very good, enables work to progress without hinder. Q7. Very Good. Customer service response very personable and prompt. Q9. Overall very satisfied as a small team that cover a lot of ground. Widening scope to incorporate electronic signs. Q10. Supervision of a high level on site, backed up by good clear designs for contractor to work on. Q11. Two members of staff with different experience that fit in well covering all aspects of signal requirements. Q12. always look pragmatic approach, taking on board any new innovations in the market. Q13. been well established team which works well with oth client and contractor. Q14. N/a		
5	SA5-Highways (Andy Wilde)	10	10	10	10	10	10	10	9	10	10	10	10	10	10	same	9.93	Q1. n/a Q2. Delivered against programme. Fulfilled clients requirements. Q3. N/a. Q4. Exceeded expectations on delivery of the programme for the DFT Pothol funding. Q5. CDM requirements being met. Q6. Client feels part of the team, good collaborative working. once keir intergration is implemented, this will streamline things further. Q7. all expectations met by everyone on the team. Q8. Snagging and additional site instructions very well documented can easily refer to register when needed. again keir intergration will improve this area.		
6	SA5-Major Projects (Matt Johnson)	8	9	9	8	10	9	9	8	9	8	10	8	10	7	n/a	8.71	Q1. OLR successful planning submission. SITP - dealing with Casey contract. WSP provided commercial/legal advice support. Welcome support from GD during meetings. Q2. Exceptional support during unforeseen circumstances. Q3. Not sticking to original budget but managing variance. lot of good work done on NEC Settlement figures with CAsey. Q4. ONLY thing that impacted the programme is 3rd party - Casey, Cadent S. Hughes managed sites to open up for the weekend events. Q5. Actively managed any risks. Q6. Running parallel commision with MAtt Johnson and Economic Development on OLR. Used wider WSP team for environmental work. Q7. S Hughes- public liason on SITP with stakeholders, Businesses. Q7. No issues to raise. Q9. Deadlines met, submissions of required quality. Q10. A few design details on town walls phase - needed to go back and tweak some kerbs lines. more snagging. nothing done with out client approval. Q11. Scott, Gary, Kirsteen, Emma - no issues at all. Q12. Flexibility- OLR resolved as planning app but willingness to re-look as it in terms of affect of NWRR. Culture of not going easy wins NWRR- bridge design. Q13 n/a Q14 Local authority working with private company - different time scale for finances etc. Cultures - not people. Q15. Justifiable reliance on scott- personalities are key- weak link with him leaving, possibly have some input into agreeing his replacement/looking at short-list		
7	SA5-Traffic (Victoria Merrill)																	n/a		
8	SA6-Transport Planning etc (Victoria Merrill & Matt Johnson)																	n/a		
9	SA7-Bridges (Tim Sneddon)																	TIM SNEDDON OFF WORK - HD ON LEAVE / OFF SICK		
10	SA8-Divisional Highway Maintenance – Central (Ian Walshaw)																	NO WORK THROUGH THIS SA IN-PERIOD		
11	SA9-Inspections (Chris Fisher) - Mark Holmes	10	10	9	10	10	10	9	10	10	10	10	n/a	10	10	same	9.85	Q1. As usual - happy with all of marks work Q2. Fully understand SC's needs. Q3. Mark keeps to & understands the budget. Q4. mark does our programming for us. Q5. No issues Q6. Mark is a team player. Q7. Mark deals with service requests very well. Q8. Mark sorts out issues for us. Q9. Top quality work. Q10. Top Quality work. Q12. N/a for our type of routine work. Q13. I would recommend Mark. Q14. Mark is easy to deald with. Q15. Wish to Continue working in the same way.		
12	SA10-Asset Management (Steve Brown)																			
13	SA 11- Business & Enterprise (Chris Hill)																	NO WORK THROUGH THIS SA IN-PERIOD		
14	SA 14 – Road Safety (Kevin Aitkin)	8	8	7	9	9	9	10	7	9	9	9	9	9	9	worse	8.64	No Comments Q1-12. Q13. Kevin feels that this pearticular service area is better fitted as a client role as the road safety projects don't fit into WSP's core business functions and is not a consultancy role. Q14 N/a Q15. In order to get most value for his budget, kevin would like to investigate different methods of delivery and management for the road safty schemes and associated resources. this could included returning all service to be delivered and amanged "in-house" by Shropshire Council.		
Number of CFI		6															8.91		Total score for April 2018 - March 2019 for KPI 5 = (8.91 + 8.12)/2 = 85.05%	
Total Average		8.67	9.00	8.67	8.67	9.33	9.00	9.00	8.33	9.17	8.83	9.33	8.40	9.33	8.83					
Highest Score		10	10	10	10	10	10	10	10	10	10	10	10	10	10					
Lowest Score		7	8	7	7	8	8	7	7	8	7	8	7	8	7					
Difference		3	2	3	3	2	2	3	3	2	3	2	3	2	3					

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## Appendix 5 – Blank Client Feedback Form



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

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

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

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9. Quality of service										
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				
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
13. How likely to recommend WSP										
Comments										

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

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

Overall comments / Key issues to prioritise

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

## Appendix 6 Completed KPI 5 Client Feedback Forms



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

Contract name: Highways Term Engineering Contract (HTEC)		General comments on performance & experience to date
Contract number: 70036575	Contract value: (£5m p/a to Mouchel)	
Framework: Shropshire Council		
Sector: Local Government Transport		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Hugh Dannatt & Victoria Merrill		
Client job title: Service Manager & Transport Commissioner		
Date of interview: 03.12.2018	Business stream: T&I	<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Operational
Business unit: 50340		
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
1. Overall satisfaction with WSP				✓						
<b>Comments</b> See below.										
2. Understanding your needs					✓					
<b>Comments</b> There was poor communication from both sides with regards to a number of traffic schemes during the relevant period. The client has asked for scheme cost estimates from WSP and there has been a reluctance to put estimates next to schemes; there has been little to no information given										
3. Budget management							✓			
<b>Comments</b> Symptomatic of the quality of the brief provided to WSP. Cannot be too critical due to what we have been asked to do. Sometimes this gives rise to variations after the brief has been agreed to accommodate additional works.										
4. Programme management			✓							
<b>Comments</b> Client would like to see profiling against the list of jobs provided at the start of the year and how this fits in with the capital delivery teams. There is an issue with programming within scheme (e.g. streetworks noticing) and technical staff undertaking audits of schemes that are not yet completed										
5. Health, safety & environment										✓
<b>Comments</b> No issues or comments.										
6. Team work & collaboration		✓								
<b>Comments</b> WSP traffic staff do not work together as a team either within themselves (e.g. auditing schemes still in progress), within the WSP office (e.g. not picking up on other schemes that may affect their works) & do not seem to work as a team with the client officers (e.g. not keeping the client up to										
7. Serving your customers							✓			
<b>Comments</b> Since August, Kiri Hatton has doing a sterling job of communication with customers, especially with other teams - such a maintenance divisions - within Shropshire Council. The client has observed that communication with members and other organisations has been excellent. The general										
8. Impact of defects/resolution of issues				✓						
<b>Comments</b> There are occasions where the client was not informed of issues on site until they were contacted by external stakeholders (for example, Upton Crossroads & the police). The client has observed that when an issue is raised with the traffic team, it is harder to resolve than it needs to be and										

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9. Quality of service					✓					
<b>Comments</b>										
See responses to previous questions for a narrative.										
10. Quality of product or outcome						✓				
<b>Comments</b>										
There has been technical work provided by the WSP traffic team that has been given to the client containing multiple errors. Examples include errors with sign design. There is an element of trust placed in WSP as to the QA processes of the technical work as there is currently no technical										
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)				✓						
<b>Comments</b>										
There is not a lot of enthusiasm within the traffic team and little to no drive to get the work done 'right first time' and to a high standard. Some of the traffic team do not appear to understand how the contractors and the construction elements of scheme delivery work - examples being the										
12. Approach to innovation			✓							
<b>Comments</b>										
There is a distinct lack of innovation within the traffic team and a tendency to over-engineer rather than interpret the context of a scheme and adapt accordingly.										

LOYALTY	Extremely Unlikely					Extremely Likely				
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
13. How likely to recommend WSP			✓							
<b>Comments</b>										
The client may recommend WSP's traffic team to others but would provide strong cautionary words to any prospective party approaching the team to undertake work.										

EFFORT	Extremely Difficult					Extremely Easy				
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
14. How easy is WSP to do business with?			✓							
<b>Comments</b>										
The traffic team are difficult to do business with as they can be over-defensive, opinionated, and disorganised. Early warnings are seen by the team as confrontational and received negatively.										

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

Overall comments / Key issues to prioritise	
<p>The service that WSP implied they would deliver in that they can bring in resources to cover any shortfall has not been demonstrated within the traffic team. Any additional requirement or shortfall of traffic engineers has been communicated to the client as a problem that the client needs to resolve, this should not be the case. This has been demonstrated in the recent traffic support brief sent to WSP in August, that asked for two engineers that the team stated they could not resource. As a result, the brief needed to be modified.</p> <p>Comparison with competitor cannot be answered as there is not competition.</p>	
Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Date of next review:	Interviewer name: Joshua Greenroyd
Client name: PRINT Victoria Merrill & Hugh Dannatt	Interviewer role: Project Manager
Client signature:	



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

Contract name: <u>Resurfacing</u>		General comments on performance & experience to date	
Contract number:	Contract value: (total value to Maccles)		
Framework:			
Sector: <u>Local Authority</u>			
Client organisation name:			
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal			
Client contact name:			
Client job title:			
Date of interview:	Business stream:	Business unit:	
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion			

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





SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9 Quality of service								✓		
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	
	1	2	3	4	5	6	7	8	9	10		
Please tick as appropriate												
13 How likely to recommend WSP								✓				
Comments												

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

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

Overall comments / Key issues to prioritise

Excellent Performance overall. Really pleased with how high standards have continued in new tier contract. Attitudes toward Partnering/collaboration sets the standard.

Targets for 12 months going forward are deliver same standard on surface dressing and push for recycling.

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

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

Contract name: Shropshire Term Consultancy Contract		General comments on performance & experience to date
Contract number: TEC15 / 70036575	Contract value: (5m.p/a to Mouchel)	
Framework: Shropshire		
Sector: Local Government / T&I		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Matt Johnson & Victoria Merrill		
Client job title: Transport Commissioner(s)		
Date of interview: December 2018		<input checked="" type="checkbox"/> Strategic <input type="checkbox"/> Operational
Business stream: T&I		Business unit: 50340
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
1. Overall satisfaction with WSP								<input checked="" type="checkbox"/>		
<b>Comments</b> See below.										
2. Understanding your needs								<input checked="" type="checkbox"/>		
<b>Comments</b> Martin Withington understands what the client requires before there is a requirement; however, sometimes this can over and above what is needed.										
3. Budget management										<input checked="" type="checkbox"/>
<b>Comments</b> No concerns. Particularly with LTP4, the client is always kept informed of any work that may have a budgetary implication.										
4. Programme management								<input checked="" type="checkbox"/>		
<b>Comments</b> No concerns with programme management and the client is kept informed through project updates. There has been one occasion where drift has caused an issue - the annual monitoring surveys was delivered late which may have caused an issue if the client wanted to proceed with the work.										
5. Health, safety & environment										<input checked="" type="checkbox"/>
<b>Comments</b> No comment.										
6. Team work & collaboration									<input checked="" type="checkbox"/>	
<b>Comments</b> Level of interaction is appropriate for the level of work required from the client.										
7. Serving your customers								<input checked="" type="checkbox"/>		
<b>Comments</b> Overall this is o.k. However, during the LTP4 engagement event the client noticed that some of the facilitators lacked the skills to appropriately handle the tables to which they were assigned to get the required outcomes.										
8. Impact of defects/resolution of issues			<input checked="" type="checkbox"/>							
<b>Comments</b> There were a number of meetings the client had to attend in order to resolve the issues within the phase 2 accident cluster site report produced by the traffic team. There was a fundamental misunderstanding of what the client required although there has been a willingness to try to get it right.										

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
9. Quality of service							✓			
<b>Comments</b>										
The score has been brought down due to the performance on the accident cluster site commission. The work conducted outside of the Shrewsbury office has been really good so far.										
10. Quality of product or outcome							✓			
<b>Comments</b>										
As Q9.										
11. Quality of our people <small>(Enthusiastic? Collaborative? Forward thinking?)</small>								✓		
<b>Comments</b>										
Overall very good, however there are some WSP staff that are not forward thinking. This lack of self-reflection has caused problems for the client, e.g. the accident cluster site report.										
12. Approach to innovation					✓					
<b>Comments</b>										
No real examples where innovation has been suggested or required.										

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

EFFORT	Extremely Difficult							Extremely Easy		
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
14. How easy is WSP to do business with?							✓			
<b>Comments</b>										
There is a difference between staff locally and elsewhere in WSP.										

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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Date of next review:	Interviewer name: Josh Greenroyd
Client name: <small>PRINT</small> Victoria Merrill	Interviewer role: Project Manager
Client signature:	



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

Contract name: <b>TECIS-</b>		General comments on performance & experience to date	
Contract number: <b>2036575</b>	Contract value: (total value to Monitor) <b>5M pa</b>		
Framework: <b>SHROPSHIRE COUNCIL</b>			
Sector: <b>HDC-</b>			
Client organisation name: <b>SHROPSHIRE COUNCIL</b>			
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal			
Client contact name: <b>CENMA LAWLEY</b>			
Client job title: <b>DEVELOPING HIGHWAYS AREA MANAGER</b>		<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Operational	
Date of interview: <b>04/11/18</b>	Business stream: <b>T&amp;I</b>	Business unit: <b>50340</b>	
Stage: <input type="checkbox"/> 1 End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2 Mid contract <input type="checkbox"/> 3 Post completion			

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate							<input checked="" type="checkbox"/>			
1. Overall satisfaction with WSP										
Comments	<b>OVERALL SATISFIED. - ISSUE LEVEL OF STAFF / RESOURCES</b>									
2. Understanding your needs										<input checked="" type="checkbox"/>
Comments	<b>N/A.</b>									
3. Budget management										<input checked="" type="checkbox"/>
Comments	<b>GREATER LEVEL OF SUPPORT ON BUDGET MANAGEMENT. POSITIVE IMPROVEMENT MADE.</b>									
4. Programme management										<input checked="" type="checkbox"/>
Comments	<b>N/A.</b>									
5. Health, safety & environment										
Comments	<b>N/A.</b>									
6. Team work & collaboration										<input checked="" type="checkbox"/>
Comments	<b>CONTINUED GOOD WORKING RELATIONSHIP.</b>									
7. Serving your customers										<input checked="" type="checkbox"/>
Comments	<b>RESPONSE TO DM ENQUIRIES.</b>									
8. Impact of defects/resolution of issues										<input checked="" type="checkbox"/>
Comments	<b>RIENSTATE REGULAR CATCHUP MEETING.</b>									

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								<input checked="" type="checkbox"/>			
Comments		LACK OF RESOURCES. - BE									
10. Quality of product or outcome								<input checked="" type="checkbox"/>			
Comments		GENERALLY SATISFIED.									
11. Quality of our people <small>(Enthusiastic? Collaborative? Forward thinking?)</small>									<input checked="" type="checkbox"/>		
Comments		N/A.									
12. Approach to Innovation								<input checked="" type="checkbox"/>			
Comments		N/A									

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										<input checked="" type="checkbox"/>	
Comments		RECOMMENDED RECENTLY									

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?										<input checked="" type="checkbox"/>	
Comments		N/A.									

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

Overall comments / Key issues to prioritise	<ul style="list-style-type: none"> <li>- RESOURCE FOR STAFF</li> <li>- SET WORKSHOP FOR PLANNING RESPONSES.</li> <li>- HAPPY WITH SITE SUPERVISION, -</li> </ul>
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Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: CAMERON PARKY.
Date of next review: TRC.		Interviewer role: JUNIOR APPROPRIATE TECHNICAL
Client name: PRUNT GEMMA CALVERT		Auth: J. GREENWOOD (PM)
Client signature: G. Calvert		

04-11-2018



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

Contract name: <u>HTEC Shropshire</u>		General comments on performance & experience to date
Contract number: <u>70048443</u>	Contract value: (total value to March) <u>£ 70,781</u>	
Framework:		
Sector: <u>Asset Management Support</u>		
Client organisation name: <u>Shropshire Council</u>		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: <u>Steve Brown</u>		
Client job title: <u>Interim Head of Infrastructure + Convinis</u>		<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Operational
Date of interview: <u>20.12.2018</u>	Business stream: <u>Asset</u>	Business unit: <u>50340</u>
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

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



SATISFACTION		Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
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											

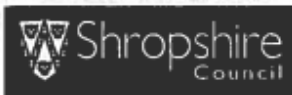
MARKET PERCEPTION	
15 Comparison with competitor?	<input checked="" type="checkbox"/> Better <input type="checkbox"/> Same <input type="checkbox"/> Worse

Overall comments / Key issues to prioritise

Extremely Pleased with the Service + Support from WSP/Emma on this work stream. No concerns or reservations to raise. High Quality + Professional Support: Steve B 2/12/18.

Would you be happy to provide WSP with a reference?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: <i>Emma Wilde</i>
Date of next review: <i>April 2019</i>		Interviewer role: <i>Project Manager.</i>
Client name: <i>PRINT Steve Brown.</i>		
Client signature:		





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

Contract name: Shropshire Council Highways & Transport Engineering Consultancy		General comments on performance & experience to date Service Area X
Contract number:	Contract value: (total value to Mowbell)	
Framework: Term Service Contract 2015 (Professional Services)		Joe Bloggs: Service Manager on behalf of Shropshire Council. AN Other: WSP Service Lead.
Sector: Local Authority		
Client organisation name: Shropshire Council		Period 1 October 2018 to 31 March 2019
Type: <input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Adviser <input type="checkbox"/> Internal		
Client contact name: Matt Johnson		Overall Performance of Service Area is .....
Client job title: Oswestry HIF		
Date of interview:	Business stream: WSP	<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		Business unit: LOCAL GOVERNMENT.

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
1. Overall satisfaction with WSP										✓
Comments	Pleased w/ how WSP have been reactive and accommodating of short term timeframes.									
2. Understanding your needs										✓
Comments	Had to work cross directorate. Understood depth of corporate interest.									
3. Budget management										✓
Comments	Asked not to spend more than £500k in 18/19, and stuck to this as required.									
4. Programme management										✓
Comments	Still on programme. Tight programme, still on track to achieve.									
5. Health, safety & environment										✓
Comments	Limited risk at this point in programme.									
6. Team work & collaboration										✓
Comments	Work closely. Team happy to work with non-client reps.									
7. Serving your customers										
Comments	N/A - No active engagement at this stage.									
8. Impact of defects/resolution of issues										✓
Comments	WSP Reacted to changes in client brief.									

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10

Please tick as appropriate

9. Quality of service ✓

Comments: Acknowledged HE involvement. Reflected Client and external requirements.

10. Quality of product or outcome

Comments: N/A - TBC at final design and procurement stage.

11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?) ✓

Comments: Happy with quality of work, both from internal team and teams in other WSP disciplines.

12. Approach to innovation ✓

Comments: More innovative than scheme required - WSP has design has delivered more than just technical solution. Also considering SCAPE method procurement which allows to keep on programme.

LOYALTY	Extremely Unlikely					Extremely Likely				
	1	2	3	4	5	6	7	8	9	10

13. How likely to recommend WSP ✓

Comments: As client w/ SC, nothing to indicate anywhere else would be better.

EFFORT	Extremely Difficult					Extremely Easy				
	1	2	3	4	5	6	7	8	9	10

14. How easy is WSP to do business with? ✓

Comments: Not got linked IT systems.

MARKET PERCEPTION

15. Comparison with competitor?  N/A  Better  Same  Worse

Overall comments / Key issues to prioritise

As above.

Would you be happy to provide WSP with a reference? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: EMMA NILDE
Date of next review: September 2014	Interviewer role: PROJECT MANAGER.
Client name: PRINT Matt Johnson	
Client signature: [Signature]	



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

Contract name: Shrewsbury Integrated Transport Package and Oxon Link Road		General comments on performance & experience to date
Contract number: 62240651/62240654	Contract value: £2m+ (to Ministry)	
Framework: Shropshire Council Term Engineering Contract		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Matt Johnson		
Client job title: Strategic transport and contracts manager		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Date of interview: 30/10/18	Business stream: Transport & Infrastructure	Business unit: Highways
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
1. Overall satisfaction with WSP										✓
Comments										
2. Understanding your needs										✓
Comments	Needs set out in OBC. On target to meet requirements on both. Dealing with stakeholders - S Hughes has dealt with members of the public, businesses and SC staff (A Wigley - cellar on Town Walls) very effectively									
3. Budget management										✓
Comments	SITP - had to re-adjust the yearly budget, then the LEP spend profile. OLR - G Dymond has worked with the LEP on the spend profile. G Dymond has also been involved in the CIL working group submissions									
4. Programme management										✓
Comments	SITP - management of programme excellent but programme itself in tatters - not down to WSP. OLR - no problems. Programme has slipped but this is down to Shropshire Council (planning, S106, CPO)									
5. Health, safety & environment										✓
Comments	M Laka's CDM overview is MJ's safety net. WSP has complied with all HS&E requirements. Town Walls cellar - team is engaging with SC structures client (G Singh) and is dealing with working in confined space									
6. Team work & collaboration									✓	
Comments	Project management - convening periodic meetings, secretarial role, ensuring project keeps on moving when client isn't available - all good									
7. Serving your customers									✓	
Comments	External customers (residents, businesses) - S Hughes has gone above and beyond. Internal customers (Economic Growth team) - dealt with well. Would still like an additional resource to help Scott, but it has been problematic trying to identify someone suitable with the right skills/experience									
8. Impact of defects/resolution of issues										✓
Comments	Through no fault of WSP, a poor contractor has been taken on for Pride Hill. The issues have been dealt with excellently. F Beech's role should also be noted.									



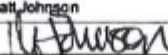
SATISFACTION		Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
Please tick as appropriate		1	2	3	4	5	6	7	8	9	10
9. Quality of service								<input checked="" type="checkbox"/>			
<b>Comments</b> Exceeded what is required to do job, e.g. MJ unable to attend Members' meeting. G Dymond stood in to front meeting instead. However, lack of resource to support S Hughes still an issue.											
10. Quality of product or outcome									<input checked="" type="checkbox"/>		
<b>Comments</b> High score on Pride Hill for concept and design. Outcome - nothing completed in last 6 months so unable to comment. Mid-term progress excellent. OLR - very high quality planning submission.											
11. Quality of our people <small>(Enthusiasm? Collaborative? Forward thinking?)</small>								<input checked="" type="checkbox"/>			
<b>Comments</b> Everyone involved 10 out of 10, but need more help for S Hughes.											
12. Approach to innovation								<input checked="" type="checkbox"/>			
<b>Comments</b> Flowers on hears fencing during Britain in Bloom, G Dymond meeting with judges, working with BID.											

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											<input checked="" type="checkbox"/>
<b>Comments</b> Marches LEP TOG group have let Ph 2 of freight study. Scheme prioritisation framework - WSP put forward for that based on previous work. Also in frame for undertaking joint Marches cross-border working group.											

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?											<input checked="" type="checkbox"/>
<b>Comments</b> Co-location, availability great. Lack of shared systems / diaries still an issue. S Hughes and H Owen have dropped into site work well.											

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

Overall comments / Key issues to prioritise	
Don't know competitors so can't comment. Main issues are lack of resource to assist S Hughes with stakeholder management, lack of shared systems / diaries.	

Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: Kirsteen Clare
Date of next review: 31 March 2019		Interviewer role: Senior Project Manager
Client name: PRINT Matt Johnson		
Client signature: 		





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

Contract name: Mark Holmes secondment		General comments on performance & experience to date
Contract number: 62240606	Contract value: (£29,581) (Mouche)	
Framework: Shropshire Council Term Engineering Contract		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Chris Fisher		
Client job title: Highways Manager - North West		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Date of interview: 29/10/18	Business stream: Transport & Infrastructure	Business unit: Highways
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
1. Overall satisfaction with WSP										✓
Comments	As Usual - Happy with all of Mark's Work									
2. Understanding your needs										✓
Comments	Fully Understands SC's needs									
3. Budget management									✓	
Comments	Mark Keeps to & understands the budget									
4. Programme management										✓
Comments	Mark does our programming for us									
5. Health, safety & environment										✓
Comments	No Issues									
6. Team work & collaboration										✓
Comments	Mark is a team player									
7. Serving your customers									✓	
Comments	Mark deals with service requests very well									
8. Impact of defects/resolution of issues										✓
Comments	Mark sorts out issues for us									



SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9 Quality of service										✓
Comments										
Top Quality Work										
10 Quality of product or outcome										✓
Comments										
Top Quality Work										
11 Quality of our people <small>(Enthusiasm? Collaborative? Forward thinking?)</small>										✓
Comments										
Mark is always easy to work with & gives 100% all the time										
12 Approach to Innovation										
Comments										
N/A for our type of routine work										

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

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

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

Overall comments / Key issues to prioritise
Wish to continue working in the same way

Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Interviewer name: Kirsteen Clare
Date of next review: 31 March 2019	Interviewer role: Senior Project Manager		
Client name: PRINT Chris Fisher			
Client signature:			



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

Contract name: Shifnal Town Centre		General comments on performance & experience to date
Contract number: 62240659	Contract value: (£289,409.00) (incl)	
Framework: Shropshire Council TEC15		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Gemma Lawley		
Client job title: Developing Highways Area Manager – South and Central		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Date of interview: 29/05/19	Business stream: Transport & Infrastructure	Business unit: Local Government
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
1. Overall satisfaction with WSP							<input checked="" type="checkbox"/>			
Comments										
2. Understanding your needs							<input checked="" type="checkbox"/>			
Comments										
3. Budget management							<input checked="" type="checkbox"/>			
Comments										
Score due to constraints both with WSP and Shropshire Council having some issues, but have come to an agreement to move forward										
4. Programme management							<input checked="" type="checkbox"/>			
Comments										
Delays due to Kier and drainage survey										
5. Health, safety & environment								<input checked="" type="checkbox"/>		
Comments										
6. Team work & collaboration								<input checked="" type="checkbox"/>		
Comments										
7. Serving your customers								<input checked="" type="checkbox"/>		
Comments										
8. Impact of defects/resolution of issues								<input checked="" type="checkbox"/>		
Comments										

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9. Quality of service							✓			
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			
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
13. How likely to recommend WSP								✓		
Comments										

EFFORT	Extremely Difficult						Extremely Easy			
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
14. How easy is WSP to do business with?								✓		
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	
Key issues to prioritise - Prioritise budget issue - Setting up regular minuted meetings	
Would you be happy to provide WSP with a reference?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date of next review: 30 September 2019	Interviewer name: Debs Hardy
Client name: <small>PRINT</small> Gemma Lawley	Interviewer role: Assistant Project Manager
Client signature:	

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

Contract name: Shropshire Term Consultancy Contract		General comments on performance & experience to date
Contract number: TEC15 / 70036575	Contract value: (£5m p/a to Mouchel)	
Framework: Shropshire		
Sector: Local Government / T&I		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Jason Hughes		
Client job title: Traffic Signals & Lighting Commissioning Manager		
Date of interview: December 2018		<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Operational
Business stream: T&I		Business unit: 50340
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
1. Overall satisfaction with WSP										<input checked="" type="checkbox"/>
<b>Comments</b>										
2. Understanding your needs										<input checked="" type="checkbox"/>
<b>Comments</b>	WSP have on occasion gone above and beyond what is expected and show they understand our needs completely. Examples are Jeff Upex suggesting alternative locations for street furniture as he understood the context of the scheme, which resulted in a net improvement.									
3. Budget management								<input checked="" type="checkbox"/>		
<b>Comments</b>	Where necessary budgets are revised. For the score to improve, significant savings would need to be achieved by WSP by value engineering and innovative solutions.									
4. Programme management										<input checked="" type="checkbox"/>
<b>Comments</b>	If schemes prolong it is through no fault of WSP. Graham Moore provides information to the client in a timely manner.									
5. Health, safety & environment								<input checked="" type="checkbox"/>		
<b>Comments</b>	Anything identified as a risk is dealt with quickly and efficiently. Nothing over and above expected but nothing below standards.									
6. Team work & collaboration										<input checked="" type="checkbox"/>
<b>Comments</b>	Excellent. The interface WSP technical and project staff have with the client, Kier and their subcontractors is exceeds expectations, this includes providing information a contractor has lost.									
7. Serving your customers								<input checked="" type="checkbox"/>		
<b>Comments</b>	Some complaints come through to the client that should really have been dealt with by WSP staff in the first instance. An example are repeat complaints that should be escalated to WSP's technical lead rather than the client. 99% of the output is of a good standard.									
8. Impact of defects/resolution of issues										<input checked="" type="checkbox"/>
<b>Comments</b>	Where contractors have caused defects WSP provides comprehensive reports that allow a quick resolution.									



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									✓		
<b>Comments</b> The quality of service can, on occasion, suffer as some members of the team are part-time but appear to have a full-time workload. There is a political understanding in the team that allow them to tailor their service to the client understanding the backdrop of a request.											
10. Quality of product or outcome									✓		
<b>Comments</b> All outcomes are met. Client would like to see more context-sensitive engineering judgment on drawings to fit in with the existing situation on site (i.e. avoid cutting down trees if possible).											
11. Quality of our people <small>(Enthusiastic? Collaborative? Forward thinking?)</small>									✓		
<b>Comments</b> Members of the team are very professional and extremely knowledgeable. Improvement would be design capacity in-house with local knowledge would be beneficial.											
12. Approach to innovation											✓
<b>Comments</b> Excellent. Examples are innovating to generate cost savings (e.g. 30k) - through contacting alternative providers and recommending alternative products on the market.											

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										✓	
<b>Comments</b> Overall very satisfied and happy to recommend.											

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?									✓		
<b>Comments</b> Interaction with WSP Project Manager is superb and makes business very easy. Client happy he can contact PM for any issues; understands client needs and their role. Professionalism demonstrated is excellent and has added value to the service provided by WSP.											

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

Overall comments / Key issues to prioritise	
Non-competitive contact so no ability to compare to competitors.  Seen improvements to the innovation side which has provided savings to the authority. Client hopes that this continues.	
Would you be happy to provide WSP with a reference? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: Josh Greenroyd
Date of next review:	Interviewer role: Project Manager
Client name: PRINT Jason Hughes	
Client signature:	



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

Contract name: SA14 Road Safety team		General comments on performance & experience to date
Contract number: 70059542	Contract value: (£140,918)(rounder)	
Framework: Shropshire Council TEC15		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Kevin Aitken		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Client job title: Transport Commissioner		
Date of interview: 20/05/19	Business stream: Transport & Infrastructure	Business unit: Local Government
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

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

SATISFACTION		Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
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											
Kevin feels that this particular service area is better fitted as a client role as the Road Safety projects don't fit into WSP's core business functions and is not a consultancy role.											

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 checked="" type="checkbox"/> Worse

Overall comments / Key issues to prioritise

In order to get most value for his budget, Kevin would like to investigate different methods of delivery and management for the Road Safety schemes and associated resources. This could include returning all services and resources to be delivered and managed 'in-house' by Shropshire Council.

Would you be happy to provide WSP with a reference?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: Kirsteen Clare
Date of next review: 30 September 2019		Interviewer role: Senior Project Manager
Client name: PRINT Kevin Aitken		
Client signature:		



## 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: (total value to Month)	Service Area X <b>5</b>	
Framework: Term Service Contract 2015 (Professional Services)		Joe Bloggs; Service Manager on behalf of Shropshire Council. AN Other: WSP Service Lead.	
Sector: Local Authority		Period 1 October 2018 to 31 March 2019	
Client organisation name: Shropshire Council		Overall Performance of Service Area is .....	
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational	
Client contact name: <b>Nathan Ebanks</b>		Business unit: <b>LOCAL GOVERNMENT</b>	
Client job title:		Date of interview: <b>14/05/19</b> Business stream: <b>WSP</b>	
Date of interview: <b>14/05/19</b> Business stream: <b>WSP</b>		Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion	

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
1. Overall satisfaction with WSP										<input checked="" type="checkbox"/>
Comments										
2. Understanding your needs										<input checked="" type="checkbox"/>
Comments <b>Delivered against the programme. Fulfilled clients requirements.</b>										
3. Budget management										<input checked="" type="checkbox"/>
Comments										
4. Programme management										<input checked="" type="checkbox"/>
Comments <b>Exceeded expectations on delivery of the programme for the DFT Pothole funding.</b>										
5. Health, safety & environment										<input checked="" type="checkbox"/>
Comments <b>CDD requirements being met.</b>										
6. Team work & collaboration										<input checked="" type="checkbox"/>
Comments <b>Client feels part of team. Good collaborative working. Once tier integration is fully implemented, this will streamline things further.</b>										
7. Serving your customers										<input checked="" type="checkbox"/>
Comments <b>All expectations met by everyone on the team.</b>										
8. Impact of defects/resolution of issues										<input checked="" type="checkbox"/>
Comments <b>Snagging and additional site instructions very well documented. Can easily refer to register when needed. Again tier integration will improve this area.</b>										

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: Quality outputs received. Information readily available to respond to client enquiries.

10. Quality of product or outcome ✓

Comments: As above. Everything captured and available to a high standard.

11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?) ✓

Comments: Professional on all levels. Approachable + Responsive.

12. Approach to Innovation ✓

Comments: Pushing boundaries compared to what done in past. Striving to work better with the prog. + pulling in more work types, not just surface.

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 checked="" type="checkbox"/> Same <input type="checkbox"/> Worse

Overall comments / Key issues to prioritise

~~Thank~~  
Thank you to the team for all the efforts made in the last 6 months + beyond. I'm impressed with the professionalism of all involved.

Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: EMMA WILDE
Date of next review:	Oct 2019	Interviewer role: PROJECT MANAGER
Client name: PRINT	NATHAN EBANKS	
Client signature:		

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

Contract name: <b>TEKIS</b>		General comments on performance & experience to date	
Contract number: <b>70036575</b>	Contract value: <b>£100k ex. S.M. PA</b>		
Framework: <b>SHROPSHIRE COUNCIL</b>			
Sector: <b>ROAD SAFETY SAKK</b>			
Client organisation name:			
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal			
Client contact name: <b>KEVIN AITKEN</b>			
Client job title: <b>COMMISSIONER</b>		<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Operational	
Date of interview: <b>12/1/18</b>	Business stream: <b>T81</b>	Business unit: <b>5060</b>	
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation		<input checked="" type="checkbox"/> 2. Mid contract	
		<input type="checkbox"/> 3. Post completion	

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



SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9 Quality of service										✓
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									
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate																				
13 How likely to recommend WSP																				✓
Comments																				

EFFORT	Extremely Difficult										Extremely Easy									
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate																				
14 How easy is WSP to do business with?				✓																
Comments	<i>In relation to changes to service provision</i>																			

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

Overall comments / Key issues to prioritise

.

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



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

Contract name: Mark Holmes secondment		General comments on performance & experience to date
Contract number: 62240606	Contract value: (£29,581 <sup>0</sup> Mouchel)	
Framework: Shropshire Council Term Engineering Contract		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Chris Fisher		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Client job title: Highways Manager - North West		
Date of interview: 23/5/19	Business stream: Transport & Infrastructure	Business unit: Highways
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
1. Overall satisfaction with WSP										✓
<b>Comments</b>	As Usual - Happy with all of Mark's Work									
2. Understanding your needs										✓
<b>Comments</b>	Fully Understands SC's needs									
3. Budget management									✓	
<b>Comments</b>	Mark Keeps to & understands the budget									
4. Programme management										✓
<b>Comments</b>	Mark does our programming for us									
5. Health, safety & environment										✓
<b>Comments</b>	No Issues									
6. Team work & collaboration										✓
<b>Comments</b>	Mark is a team player									
7. Serving your customers									✓	
<b>Comments</b>	Mark deals with service requests very well									
8. Impact of defects/resolution of issues										✓
<b>Comments</b>	Mark sorts out issues for us									

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											
Top Quality Work											
10. Quality of product or outcome											✓
Comments											
Top Quality Work											
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)											✓
Comments											
Mark is always easy to work with & gives 100% all the time											
12. Approach to Innovation											
Comments											
N/A for our type of routine work											

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											
I would recommend Mark											

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											
Mark is easy to deal with											

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

Overall comments / Key issues to prioritise	
Wish to continue working in the same way	

Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: Kirsteen Clare
Date of next review: 30 September 2019		Interviewer role: Senior Project Manager
Client name: PRINT Chris Fisher		
Client signature:		

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

Contract name: HDC		General comments on performance & experience to date
Contract number: Various	Contract value: (£250,000)(Nouchel)	
Framework: Shropshire Council TEC15		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Gemma Lawley		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Client job title: Developing Highways Area Manager – South and Central		
Date of interview: 29/05/19	Business stream: Transport & Infrastructure	Business unit: Local Government
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
1. Overall satisfaction with WSP							<input checked="" type="checkbox"/>			
<b>Comments</b>	Generally satisfied, however have raised issue with lack of Technical lead									
2. Understanding your needs								<input checked="" type="checkbox"/>		
<b>Comments</b>										
3. Budget management								<input checked="" type="checkbox"/>		
<b>Comments</b>	View to tighter/more accurate monitoring									
4. Programme management							<input checked="" type="checkbox"/>			
<b>Comments</b>										
5. Health, safety & environment								<input checked="" type="checkbox"/>		
<b>Comments</b>										
6. Team work & collaboration								<input checked="" type="checkbox"/>		
<b>Comments</b>										
7. Serving your customers							<input checked="" type="checkbox"/>			
<b>Comments</b>										
8. Impact of defects/resolution of issues								<input checked="" type="checkbox"/>		
<b>Comments</b>										

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 <small>(Enthusiasm? Collaborative? Forward thinking?)</small>									✓		
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
Key issues to prioritise - Quicker turnaround on technical checks - Increase in site supervision

Would you be happy to provide WSP with a reference?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: Debs Hardy
Date of next review: 30 September 2019		Interviewer role: Assistant Project Manager
Client name: <small>PRINT</small> Gemma Lawley		
Client signature:		



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

Contract name: <b>Street lighting</b>		General comments on performance & experience to date
Contract number: <b>Various</b>	Contract value: (total value to Mouchel)	
Framework: <b>Shropshire Council TEC15</b>		
Sector: <b>Local authority</b>		
Client organisation name: <b>Shropshire Council</b>		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: <b>Jason Hughes</b>		
Client job title: <b>Street Lighting &amp; Traffic Signals Commissioner</b>		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Date of interview:	Business stream:	Business unit:
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
1. Overall satisfaction with WSP								<input checked="" type="checkbox"/>		
<b>Comments</b>	Issues arising from Street Lighting design that has lead to a reduced score in this area. Customer service very good									
2. Understanding your needs								<input checked="" type="checkbox"/>		
<b>Comments</b>	Clients need hot changed and have been addressed									
3. Budget management								<input checked="" type="checkbox"/>		
<b>Comments</b>										
4. Programme management							<input checked="" type="checkbox"/>			
<b>Comments</b>	issue with Street Lighting programmes (Capital schemes & Bulk Lamp changes) which have caused delays. The delays due to the design issues and needed to re-design as well as contractors not being given an acceptable programme.									
5. Health, safety & environment									<input checked="" type="checkbox"/>	
<b>Comments</b>	Very pleased, no issues									
6. Team work & collaboration								<input checked="" type="checkbox"/>		
<b>Comments</b>										
7. Serving your customers									<input checked="" type="checkbox"/>	
<b>Comments</b>	The team always get back to the customers, even when it is with information the customer doesn't want to hear.									
8. Impact of defects/resolution of issues								<input checked="" type="checkbox"/>		
<b>Comments</b>	Not fully doing all check or appropriate audits as required. Although this has no immediate come back, it could mean additional costs to Shropshire Council in the future.									

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9. Quality of service								<input checked="" type="checkbox"/>		
<b>Comments</b>										
General quality of service is consistent and not taking into account any design issues										
10. Quality of product or outcome								<input checked="" type="checkbox"/>		
<b>Comments</b>										
Too many changes on-site following the completed design										
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)								<input checked="" type="checkbox"/>		
<b>Comments</b>										
Good customer focus										
12. Approach to innovation								<input checked="" type="checkbox"/>		
<b>Comments</b>										
Little movement in this service technology. Changes are few and far between.										

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

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

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

Overall comments / Key issues to prioritise
Major changes with personnel that will need to be addresses to ensure a good level of service within the team.

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

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

Contract name: SITP / OLR		General comments on performance & experience to date
Contract number: Various	Contract value: (£4,000,000) (incl VAT)	
Framework: Shropshire Council TEC15		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Matt Johnson		
Client job title: Strategic Transport and Contracts Manager		
Date of interview: 30/05/19	Business stream: Transport and Infrastructure	<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Business unit: Local Government		
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
<b>Please tick as appropriate</b>										
1. Overall satisfaction with WSP								<input checked="" type="checkbox"/>		
<b>Comments</b>	OLR successful planning submission. SITP - dealing with Casey contract, WSP provided commercial/legal advice and support. Welcome support from GD during meetings.									
2. Understanding your needs									<input checked="" type="checkbox"/>	
<b>Comments</b>	Exceptional support during unforeseen circumstances.									
3. Budget management									<input checked="" type="checkbox"/>	
<b>Comments</b>	Not sticking to original budget but managing variance. Lot of good work done on NEC settlement figures with Casey.									
4. Programme management								<input checked="" type="checkbox"/>		
<b>Comments</b>	Only thing that impacted the programme is 3rd party - Casey, CADENT. S. Hughes managed sites to open up for weekend events.									
5. Health, safety & environment										<input checked="" type="checkbox"/>
<b>Comments</b>	Actively managed any risks									
6. Team work & collaboration									<input checked="" type="checkbox"/>	
<b>Comments</b>	Running parallel commission with Matt Johnson and Economic Development on OLR. Used wider WSP team for environmental work.									
7. Serving your customers									<input checked="" type="checkbox"/>	
<b>Comments</b>	S Hughes - public liaison on SITP with stakeholders, businesses.									
8. Impact of defects/resolution of issues								<input checked="" type="checkbox"/>		
<b>Comments</b>	No issues to raise									

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		Deadlines met, submissions of required quality.									
10. Quality of product or outcome									✓		
Comments		A few design details on Town Walls phase - needed to go back and tweak some kerb lines. More snagging. Nothing done without client approval.									
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)											✓
Comments		Scott, Gary, Kirsteen, Emma - no issues at all.									
12. Approach to innovation									✓		
Comments		Flexibility - OLR resolved as planning app but willingness to re-look as it in terms of affect of NWRR. Culture of not going for easy wins. NWRR - bridge design.									


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		Local authority working with private company - different time-scales for finances etc. Cultures - not people									

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

Overall comments / Key issues to prioritise

Justifiable reliance on Scott - personalities are key - weak link with him leaving. Possibly have some input into agreeing his replacement / looking at short-list

Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Interviewer name: Kirsteen Clare
Date of next review:	1st September 2019	Interviewer role: Senior Project Manager
Client name: <small>PRINT</small>	Matt Johnson	
Client signature:		

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

Contract name: Traffic Signals		General comments on performance & experience to date
Contract number: Various	Contract value: (total value to Mouchel)	
Framework: Shropshire Council TEC15		
Sector: Local authority		
Client organisation name: Shropshire Council		
Type: <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Regulated <input type="checkbox"/> Advisor <input type="checkbox"/> Internal		
Client contact name: Jason Hughes		
Client job title: Street Lighting & Traffic Signals Commissioner		
Date of interview:		<input type="checkbox"/> Strategic <input type="checkbox"/> Operational
Business stream:		Business unit:
Stage: <input type="checkbox"/> 1. End of pre-contract negotiation or mobilisation <input checked="" type="checkbox"/> 2. Mid contract <input type="checkbox"/> 3. Post completion		

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
1. Overall satisfaction with WSP										<input checked="" type="checkbox"/>
<b>Comments</b>	Experienced staff. Good local knowledge and understanding of current traffic signal systems									
2. Understanding your needs										<input checked="" type="checkbox"/>
<b>Comments</b>	Good understanding of the Shropshire Council requirements which is upheld with third parties									
3. Budget management										<input checked="" type="checkbox"/>
<b>Comments</b>										
4. Programme management								<input checked="" type="checkbox"/>		
<b>Comments</b>	Overall schemes of programme at start of the year. Involvement of contractors early on.									
5. Health, safety & environment								<input checked="" type="checkbox"/>		
<b>Comments</b>	Satisfied, no issues to raise									
6. Team work & collaboration								<input checked="" type="checkbox"/>		
<b>Comments</b>	Relationship with contractors very good, enables work to progress without hinder.									
7. Serving your customers										<input checked="" type="checkbox"/>
<b>Comments</b>	Very good. Customer service response very personable and prompt.									
8. Impact of defects/resolution of issues								<input checked="" type="checkbox"/>		
<b>Comments</b>										

SATISFACTION	Totally Dissatisfied		Mostly Dissatisfied		Neither Satisfied or Dissatisfied		Mostly Satisfied		Totally Satisfied	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
9. Quality of service									✓	
<b>Comments</b>										
Overall very satisfied as a small team that cover a lot of ground. Widening scope to incorporate electronic signs										
10. Quality of product or outcome									✓	
<b>Comments</b>										
Supervision of a high level on-site, backed up by good clear designs for contractor to work on.										
11. Quality of our people (Enthusiastic? Collaborative? Forward thinking?)									✓	
<b>Comments</b>										
Two members of staff with different experience that fit in well, covering all aspects of signal requirements.										
12. Approach to Innovation								✓		
<b>Comments</b>										
Always look at pragmatic approach, taking on board any new innovations in the market.										

LOYALTY	Extremely Unlikely								Extremely Likely	
	1	2	3	4	5	6	7	8	9	10
Please tick as appropriate										
13. How likely to recommend WSP									✓	
<b>Comments</b>										
Been well established team which works well with both client and contractor										

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

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

<b>Overall comments / Key issues to prioritise</b>	
Some knowledge has been lost from the team on the tender contract side due to retirement. Need to ensure this knowledge is retained in office or throughout the group for contract queries or re-tendering service.	
Would you be happy to provide WSP with a reference?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Date of next review:	Interviewer name: Debs Hardy
Client name: PRINT Jason Hughes	Interviewer role: Assistant Project Manager
Client signature:	









<u>Committee</u>	<u>Item</u>
Place Overview Committee	7
6 March 2020	Public

## Place Overview Committee Work Programme

### Responsible officer

Tom Dodds, Statutory Scrutiny Officer

[tom.dodds@shropshire.gov.uk](mailto:tom.dodds@shropshire.gov.uk)

[01743 258518](tel:01743258518)

### 1.0 Summary

1.1 This paper presents the People Overview Committee's proposed work programme for the year ahead. The committees have based their programmes on topics from Shropshire Council's Strategic Action Plan. Committees will also

- scrutinise thematic priorities
- respond to emerging issues and
- follow up on previous work.

### 2.0 Recommendations

2.1 Committee members to:

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

### 3.0 Background

3.1 Overview and Scrutiny's committees base this work programme on topics from Shropshire Council's Strategic Action Plan. They also

- scrutinise thematic priorities
- respond to emerging issues
- follow up on previous work
- carry out cross-committee work through task and finish groups.

3.2 A refreshed overview and scrutiny work programme for this committee is attached as **appendix 1**.

### 4.0 Next steps

- 4.1 Overview and scrutiny updates this report on an ongoing basis and presents it to each overview and scrutiny committee. This will allow members the opportunity to contribute to its development at each committee meeting.

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

None

**Cabinet Member (Portfolio Holder)**

All

**Local Member**

All

**Appendices**

Overview and scrutiny work programme

Overview and scrutiny task and finish groups

**Appendix 1**  
**Overview and Scrutiny work programme 2019 to 2020**

**Place Overview Committee**

<b>Topic</b>	<b>Intended outcomes or objectives</b>	<b>What output is required?</b>	<b>Who needs to be heard from?</b>	<b>Expected impact or added value</b>	<b>Work date</b>
Kier annual report – further update	<ul style="list-style-type: none"> <li>Further detail on quality control, as requested at the committee’s meeting in December 2019.</li> </ul>	Overview report	Highways, Transport and Environment Commissioning Manager	Kier’s contracted work is completed to a high standard.	6 March 2020
WSP annual report	<ul style="list-style-type: none"> <li>Scrutinise performance of our highways delivery partnership</li> </ul>	Annual report	Highways, Transport and Environment Commissioning Manager	Assurance that highways delivery partners provide a good service to people in Shropshire.	6 March 2020
Signs, banners and bunting task and finish group	<ul style="list-style-type: none"> <li>Consider the findings of the recent signs and banners task and finish group</li> </ul>	Task and finish group report	Chair, task and finish group	Shropshire Council has effective policies to manage street banners and bunting, Christmas decorations, A boards and other temporary street furniture.	26 Mar 2020

## Place Overview Committee

Local Transport Plan	<ul style="list-style-type: none"> <li>Consider the development of the new Local Transport Plan and how it relates to the delivery of the council's priorities.</li> </ul>	overview report presentation	Head of Commissioning	<p>Contribute to development of Local Transport Plan.</p> <p>Provide assurance that the plan contributes to housing and economic growth plans</p>	26 Mar 2020
Biodiversity	<ul style="list-style-type: none"> <li>Understand the council's role in promoting biodiversity in Shropshire.</li> <li>Scrutinise work taking place and evaluate proposals for</li> </ul>	overview report presentation	Biodiversity Officer	The council maximises its opportunities to increase biodiversity in Shropshire.	26 March 2020
North West Relief Road	<ul style="list-style-type: none"> <li>Scrutinise ongoing development of the proposed relief road</li> </ul>	Overview report	Highways, Transport and Environment Commissioning Manager	Shropshire Council's full business case for the relief road is fit for purpose.	26 March 2020
Quarterly budget scrutiny	<ul style="list-style-type: none"> <li>Analyse the impact of budget changes to service delivery.</li> <li>Scrutinise any proposals for reconfigured services.</li> <li>Consider progress on meeting agreed budget savings.</li> </ul>	Overview report	Director of Place	Shropshire Council budgeting and spending reflects council priorities.	June 2020

## Place Overview Committee

Local Housing Company	<ul style="list-style-type: none"> <li>Scrutinise the creation of a local housing company in Shropshire</li> </ul>	Overview report Presentation	Director of Place	Shropshire's Housing Development Corporation builds homes that support the council's strategic objectives.	June 2020
Communicating highways works and repairs	<ul style="list-style-type: none"> <li>Understand how the council communicates disruptions to the highway.</li> <li>Make recommendations on future development of communications</li> </ul>	Overview report Presentation	Technology and Communications Manager	People in Shropshire receive timely and relevant information about disruptions to the highway.	June 2020
Night-time economy and licensing	<ul style="list-style-type: none"> <li>Understand the value of the night time economy in Shropshire</li> <li>Scrutinise policies pertaining to the night time economy</li> </ul>	Overview report Presentation	Director of Place	Shropshire's towns have vibrant, well-supported night-time economies.  Night-time economies contribute to the vibrancy of town centres.	July 2020
Shrewsbury shopping centres	<ul style="list-style-type: none"> <li>Receive a verbal update on the development of the council-owned shopping centres in Shrewsbury</li> </ul>	Verbal update	Director of Place	Shropshire Council makes good use of its investments.	July 2020

## Place Overview Committee

Quarterly budget scrutiny	<ul style="list-style-type: none"><li>• Analyse the impact of budget changes to service delivery.</li><li>• Scrutinise any proposals for reconfigured services.</li><li>• Consider progress on meeting agreed budget savings.</li></ul>	Overview report	Director of Place	Shropshire Council budgeting and spending reflects council priorities.	Sep 2020
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## Appendix 2

### Current and proposed task and finish groups

Title	Objectives	Reporting to
Financial Strategy and Innovation and Income Generation	<ul style="list-style-type: none"> <li>• To understand the process and activity stages for developing the Financial Strategy 2018/19 to 2022/23 and how these translate into the Council's annual budgets</li> <li>• To consider and scrutinise the proposals and emerging plans for the whole Financial Strategy and 2019/20 budget, including how they align to the four pillars. This will be through their development and their implementation, in particular for innovation and raising income.</li> <li>• To consider the alignment of the Financial Strategy and the new Corporate Plan being developed autumn 2018.</li> <li>• To consider the recommendations and areas for action identified in the Corporate Peer Challenge report relating to the Financial Strategy, and how they are being addressed.</li> <li>• To consider the direct and indirect impacts, including risks, of 2019/20 Budget proposals on current services and customers.</li> <li>• To complete specific pieces of work to identify and work up alternatives to emerging plans, including the feasibility of any alternative proposals</li> <li>• Make evidence based recommendations in relation to plans and approaches for innovation and income generation, and alternative proposals for future budget setting.</li> </ul>	Performance Management Scrutiny Committee
Road casualty reduction		

Title	Objectives	Reporting to
Community Transport	<ul style="list-style-type: none"> <li>• To understand how community transport operates in Shropshire, and the demand for community transport services.</li> <li>• Identify how the community transport groups, the council, and other partners can work together to provide community transport to people in Shropshire who do not have access to public or private transport.</li> </ul>	Communities Overview Committee
Brexit	<ul style="list-style-type: none"> <li>• To consider the information brought together to develop a view for Shropshire of the possible implications of Brexit for the Shropshire economy and the achievement of the Economic Growth Strategy.</li> <li>• To identify, with the relevant officers, the key evidence and related requirements of what Shropshire would require from a future UK funding approach.</li> <li>• To make evidence based recommendations to Cabinet.</li> </ul>	Performance Management Scrutiny Committee
Section 106 and Community Infrastructure Levy	<ul style="list-style-type: none"> <li>• To understand how Shropshire Council currently uses Section 106, CIL and NHB and the impact that this has had</li> <li>• To understand how Section 106, CIL and NHB could be used in Shropshire to enable or encourage projects or initiatives for economic growth and prosperity</li> <li>• To learn from other places how they have used Section 106, CIL and NHB to enable or encourage projects or initiatives for economic growth and prosperity</li> <li>• To make evidence based recommendations on how Section 106, CIL and NHB could be used in Shropshire to enable or encourage projects or initiatives for economic growth and prosperity</li> </ul>	Performance Management Scrutiny



Title	Objectives	Reporting to
Climate Change	<ul style="list-style-type: none"> <li>• To review Shropshire Council's existing work to reduce its CO<sup>2</sup>e output.</li> <li>• To scrutinise existing council policy and practice and recommend policy changes that would support further carbon reduction.</li> <li>• To identify and evaluate opportunities to reduce spending and generate income by adopting low-carbon technology and practices.</li> </ul>	Place Overview Committee
Dog fouling and dangerous dogs	<ul style="list-style-type: none"> <li>• To scrutinise how the local authority tackles <ul style="list-style-type: none"> <li>○ dog fouling</li> <li>○ dog attacks</li> <li>○ stray dogs</li> </ul> </li> <li>• licenced dog breeding</li> </ul>	Performance Management Scrutiny Committee
Signs, banners and street furniture	<ul style="list-style-type: none"> <li>• Understand existing policies, charges and administrative arrangements</li> <li>• Scrutinise existing policy and suggest draft policy.</li> <li>• Identify opportunities to set and administer policy and licencing arrangements with town and parish councils.</li> <li>• Look at how other local authorities set and administer policy, to identify potential ways to improve arrangements in Shropshire.</li> </ul>	Place Overview Committee

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of the Local Government Act 1972.

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