



Asiant Cefnffyrdd Gogledd a Chanolbarth Cymru
North & Mid Wales Trunk Road Agent

Joint Committee Report

18th September 2020



Yn gweithio ar ran
Llywodraeth Cymru
Working on behalf of the
Welsh Government

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1 Introduction

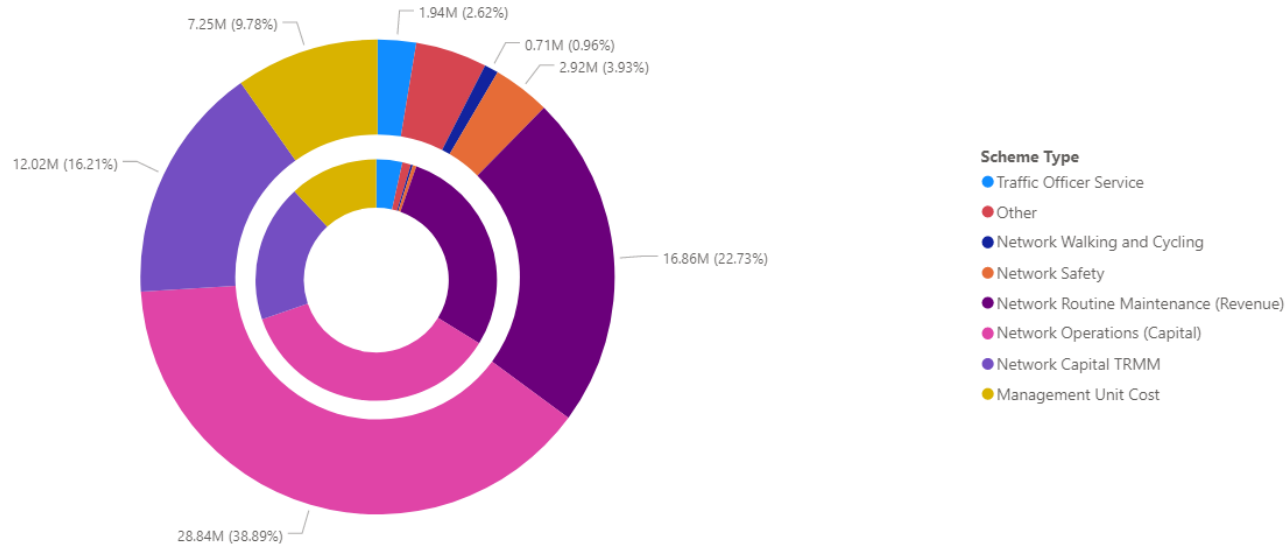
1.1 This report provides information on the topics, which come under the particular terms of reference of the Joint Committee. The reporting period is for the 2019/20 financial year.

2 Work Allocation to Local Authority Service Provider Units

2.1 Work continued to be allocated to all Partner Authorities (PA) across the main functional areas of the Agency for Consultancy Services and Works in accordance with the NMWTRA Service Delivery Agreements (SDA's). Despite lock down measures being implemented during March 2020, all PA's achieved a full programme of delivery. Delivery has also been maintained throughout the extended lockdown period into 2020/21 with full delivery of the cyclic maintenance programme, which is a real credit to the PA service Providers and has been fully recognised by Welsh Ministers. Capital delivery has also been maintained through the NMWTRA Contractor and Consultancy Frameworks with a significant programme of works undertaken during lockdown period in order to take advantage of the significantly reduced traffic volumes and maintain the viability of the NMWTRA supply chain.

2.2 Financial status and forecasting for all main expenditure areas is provided in the following figures:

Figure 1
NMWTRA Final Claim Costs 2018/19 v 2019/20



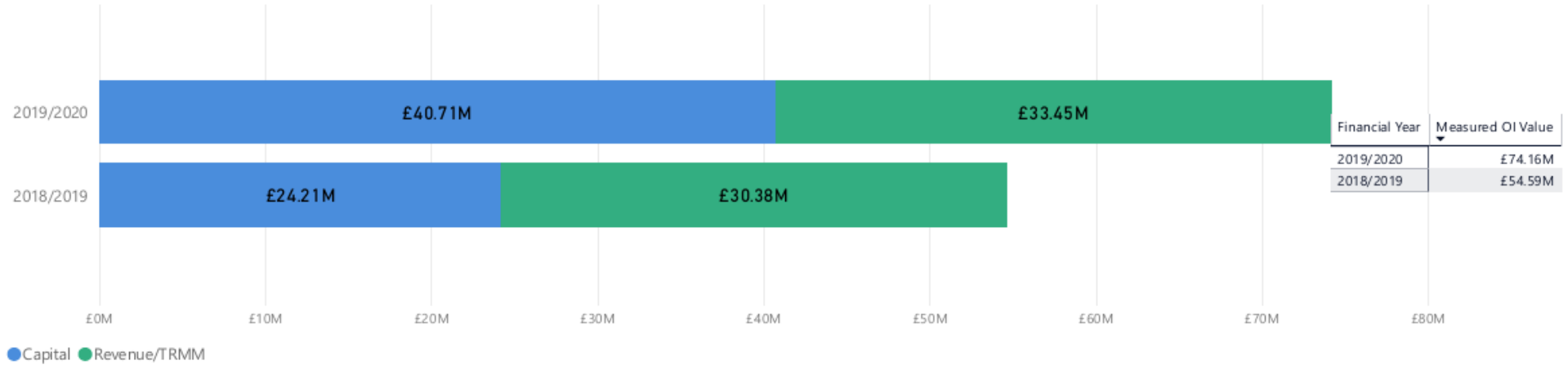
55.22M

Final Claim 2018/19

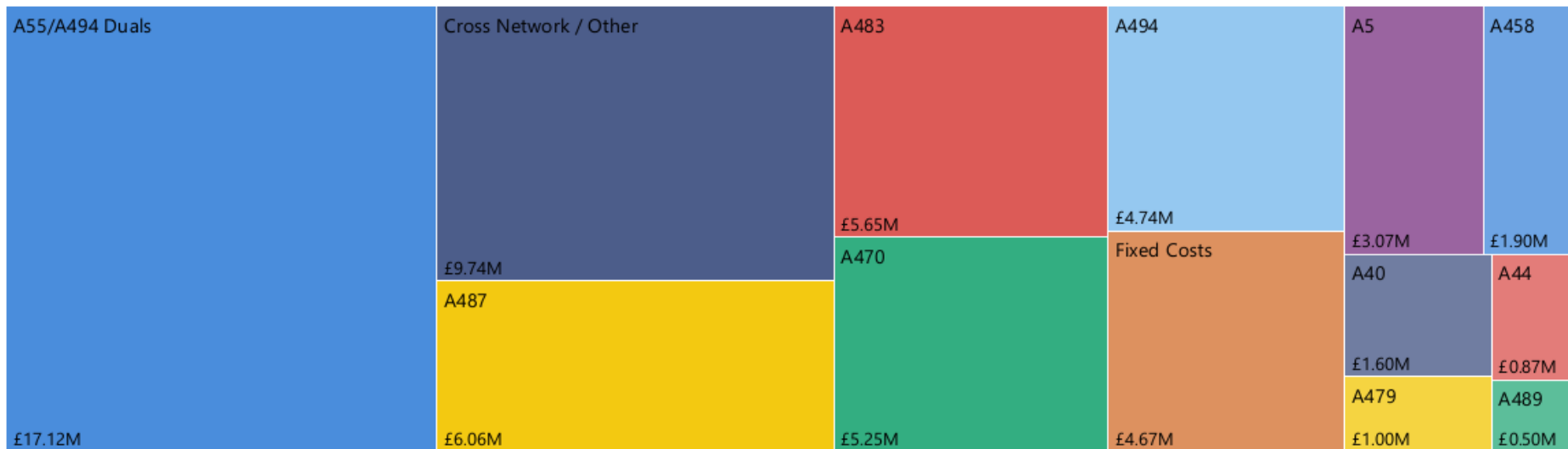
74.16M

Total Claimed 19/20

Figure 2
NMWTRA Final Claim Costs 2018/19 v 2019/20



NMWTRA Expenditure 2019/20 by Route



Cross Network/Other: includes Energy / Inspection / Asset Management / All Cat 1 Spend

Figure 3

All PA Works Unit Combined Costs – Expenditure for 2018/19 and 2019/20

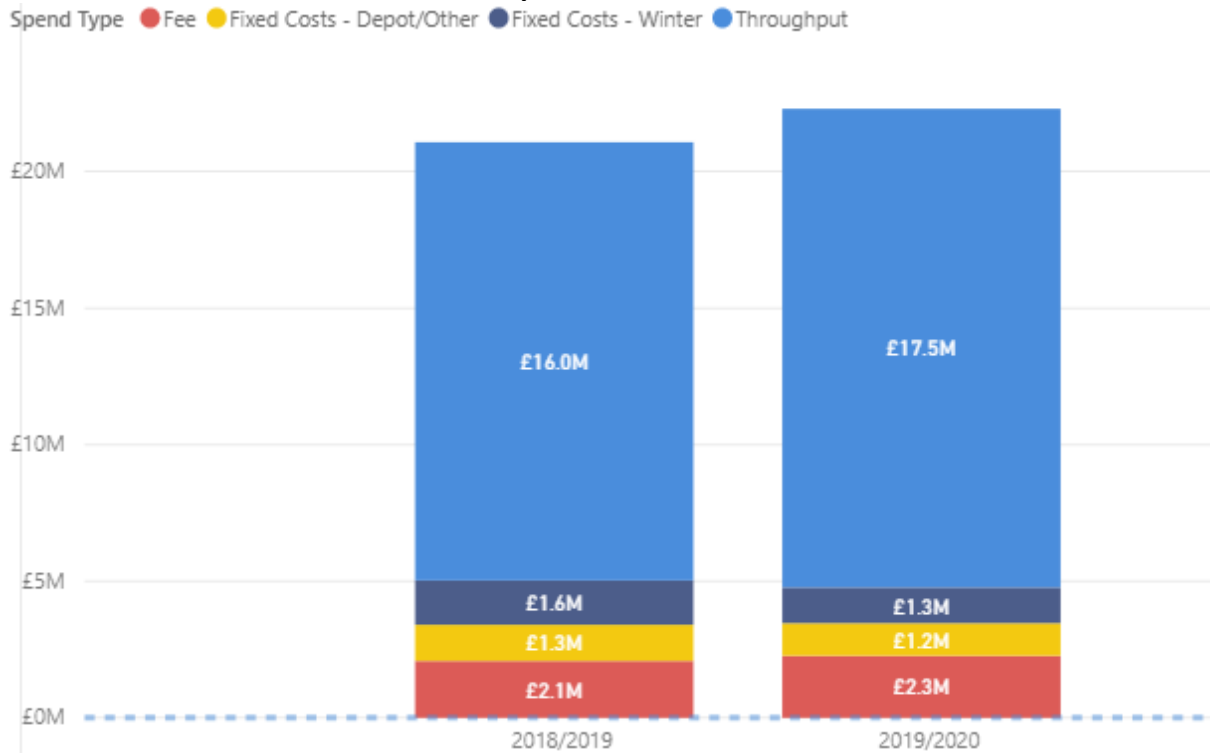


Figure 4

PA Works Unit Costs Excluding Winter and Fee - Expenditure for 2018/19 and 2019/20

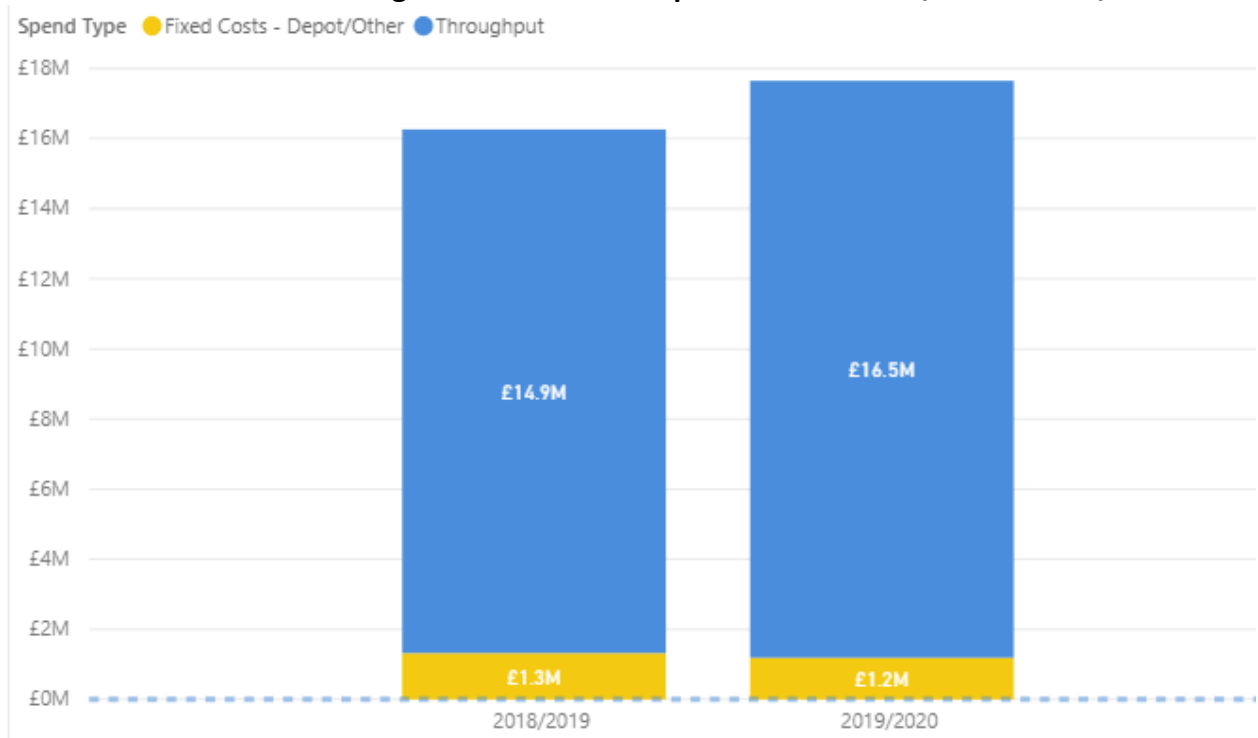


Figure 5
Winter Service - Expenditure 2018/19 and 2019/20

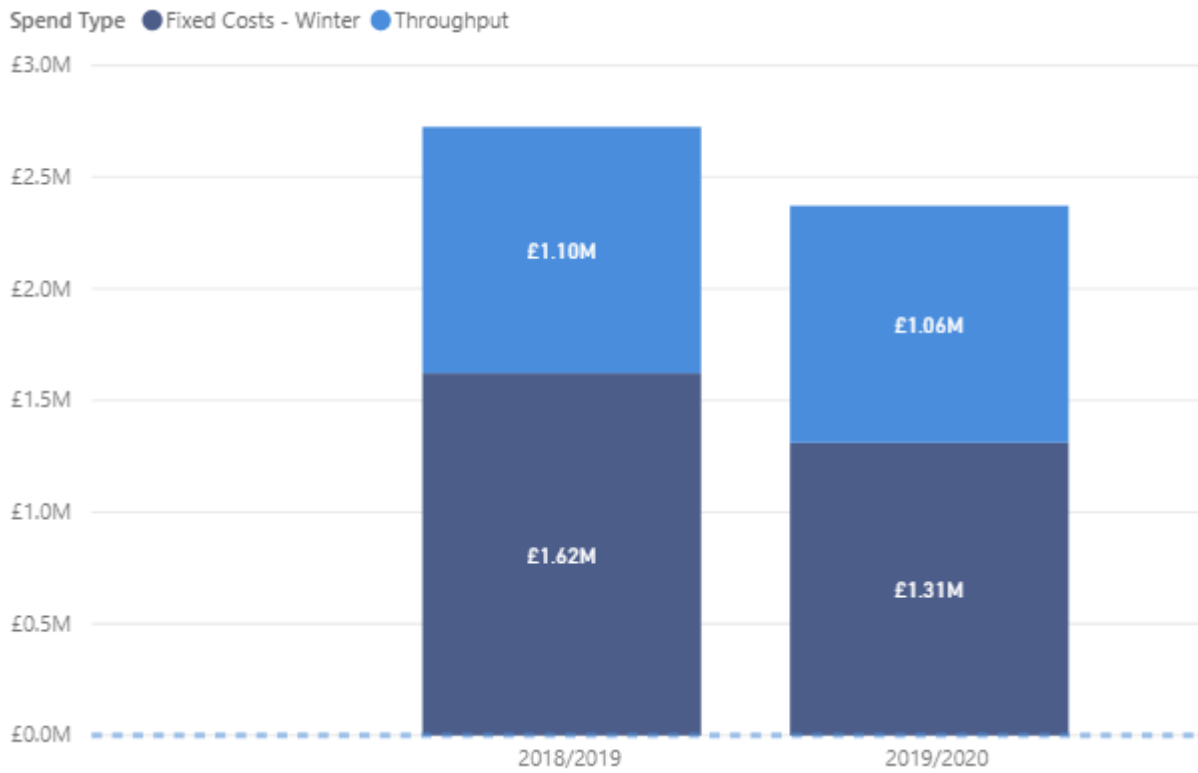


Figure 6
NMWTRA Direct Costs by Function 2016/17 to 2019/20

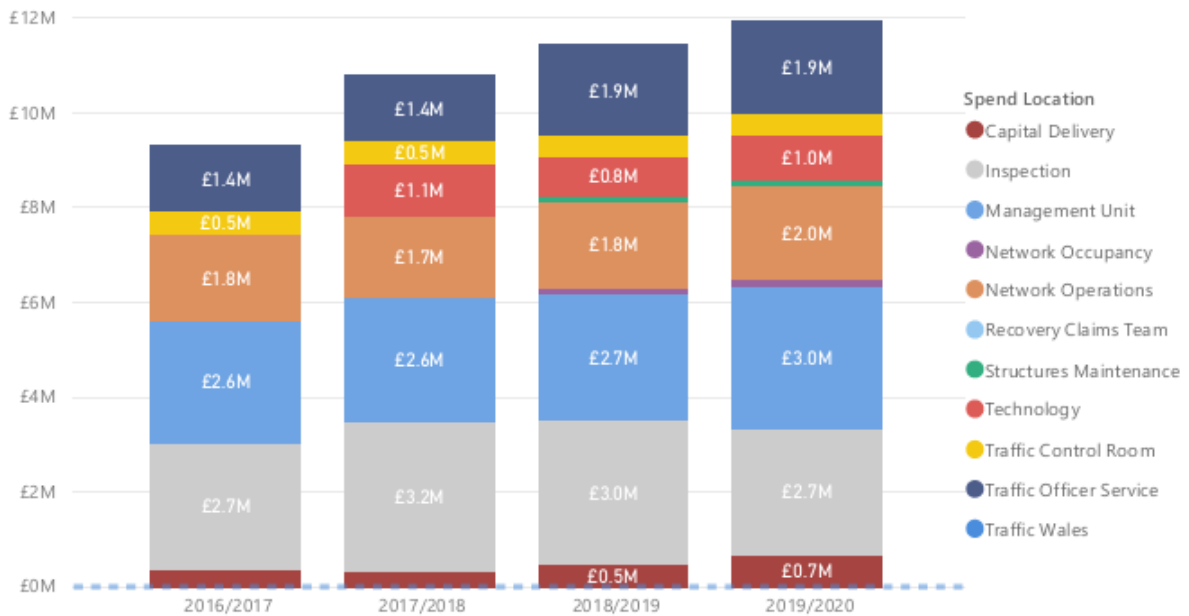
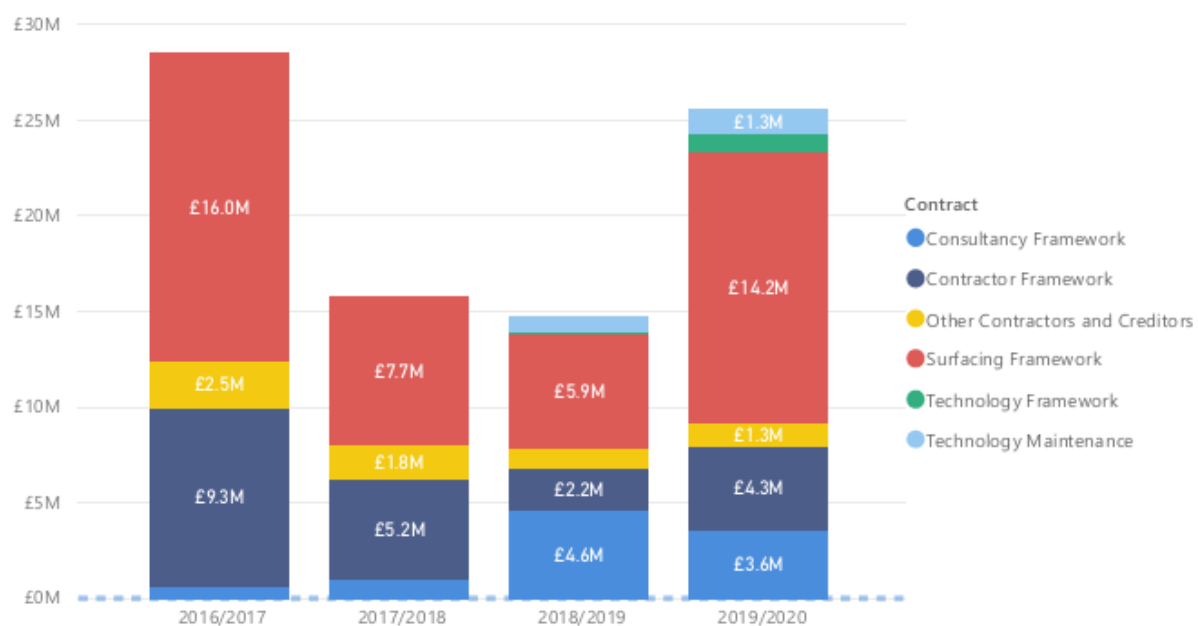


Figure 7
Capital Expenditure by Type for Framework and Other Contractors (excludes PA's) 2016/17 to 2019/20



Contract	2016/2017	2017/2018	2018/2019	2019/2020
Consultancy Framework	£634,950.23	£995,806.00	£4,625,984.64	£3,616,230.46
Contractor Framework	£9,337,020.56	£5,082,434.74	£2,201,447.05	£4,331,100.31
Other Contractors and Creditors	£2,471,760.80	£1,782,406.07	£1,056,731.42	£1,247,795.11
Surfacing Framework	£16,028,888.82	£7,727,863.61	£5,907,568.38	£14,189,122.80
Technology Framework			£134,978.31	£881,551.10
Technology Maintenance			£816,966.93	£1,255,360.17
Total	£28,472,620.41	£15,588,510.42	£14,743,676.73	£25,521,159.95

3. Partnership Arrangements

3.1 The partnership has continued to work well with good levels of collaboration and performance in particular in meeting the challenges presented by Covid-19 lock down measures. Full delivery was achieved for 2019/20 and every indication is that a full delivery will also be achieved for 2020/21. PA's were able to adapt to new legislation through modifying working practices and risk assessments in order to protect their workforce.

3.3 Service Delivery Agreement (SDA) Implementation

The SDA continues to provide the basis for assessing PA performance and compliance against defined performance criteria in order to implement the WGTRMM requirements. PA's are generally continuing to achieve good levels of compliance in most areas.

3.4 The Partnership Risk Register

This has been reviewed and updated to identify risks to the NMWTRA Partnership and to demonstrate that on-going actions are being implemented in order to manage and mitigate risks wherever possible. The Partnership Risk Register is attached as Appendix A. NMWTRA has implemented a number of risk mitigation measures in response to Covid 19 including home working for most of its office based staff and single vehicle manning for operational staff.

4. Welsh Government Traffic Wales Service (TWS)

4.1 The Traffic Wales Service (TW) is now fully operational and covers the whole of Wales reporting on both Trunk Road Agent areas. TW has provided a highly effective communications service during the Covid 19 lock down period informing the public of travel restrictions and safety messages.

4.2 Data illustrating the service delivery performance and coverage is included in Appendix B this shows continued growth and improved effectiveness of the service.

5. Welsh Government Traffic Officer Service (TOS)

5.1 The Traffic Officer Service continues to provide enhanced resilience to the A55/A494 and A483 dual carriageway corridors with more than 10,000 incidents being dealt with annually. Service levels have been maintained during Covid lockdown despite some staff shortages associated with shielding requirements. Summary performance data for the service is included in Appendix C.

6. Department's Representative to the Welsh Government's A55 Design Build Finance and Operate (DBFO) Contract

NMWTRA continues to provide this service to Welsh Government using in house staff resources. The DBFO contract between Welsh Government and UK Highways Ltd applies until December 2028. NMWTRA are now assisting with the complex handback process that needs to be concluded prior to the end of contract at which point operational and maintenance responsibilities will pass to WG and NMWTRA.

7. Satisfying WG Requirements with regard to the Agency Agreement

The Trunk Road Management Unit (TRMU) is responsible for ensuring that WG requirements as specified in the Agency Agreement (WGMAA) are satisfied. No issues regarding delivery of WGMAA requirements have been raised by WG in the reporting period with very positive comments being received from WG and Ministers regarding the way NMWTRA and its local authority partners have risen to the challenges presented by Covid 19.

8. Agency Steering Group

No Agency Steering Group meetings have been held in the reporting period.

9. TRMU Quality Management Systems (QMS)

- 9.1 The Agent's compliance with ISO 9001 (Quality Management System), ISO 14001 (Environmental Management Systems) and 45001 (Occupational Health & Safety) was audited by BSI during September, October and November 2019 and the Agent was successful in retaining accreditation to all three standards. During the audit, 9 minor nonconformities were raised adding to the 2 that remained open from previous audits.

A corrective action plan was agreed and implemented to address the nonconformities with the effectiveness to be reviewed at the next BSI audit scheduled for June and July 2020. The reason for the change in frequency / timing of the next audit was that the 2020 audit was also the Agent's Strategic Review and in accordance with the terms and conditions of the BSI Accreditation the audit must take place earlier to ensure continuation of certification.

Unfortunately, due to the COVID-19 pandemic, and also following discussions with BSI, the Audit scheduled for June and July 2020 was split into two separate visits. The first audit would take place in June 2020 and the latter part of the audit would take place during September & October 2020.

- 9.2 During the June 2020 audit four minor nonconformities were raised and 6 of the previously raised nonconformities were closed with the auditor deeming the corrective action to be effective. A corrective action plan has been implemented to address the 4 nonconformities raised and the effectiveness of the corrective actions taken to address identified nonconformities will be reviewed by BSI during the Sept/Oct 2020 audit. The Agent is also working towards closing off the remaining five minor nonconformities raised prior to the 2020 audit.

10. Partner Authority Performance

10.1 PA Works Units

Performance against Category 1 Defects (CAT1), which are those defects that present an immediate hazard to the travelling public, continues to be under scrutiny due to this being a high-risk activity for WG, NMWTRA and its PA's. This is particularly relevant to the 24hr period required to "Make Safe" the defect. The performance statistics continue to demonstrate that performance targets are being met consistently and this has reduced the associated risks to WG, NMWTRA and PA's. PA Works Unit performance reporting for 2019/20 is shown in Appendix D.

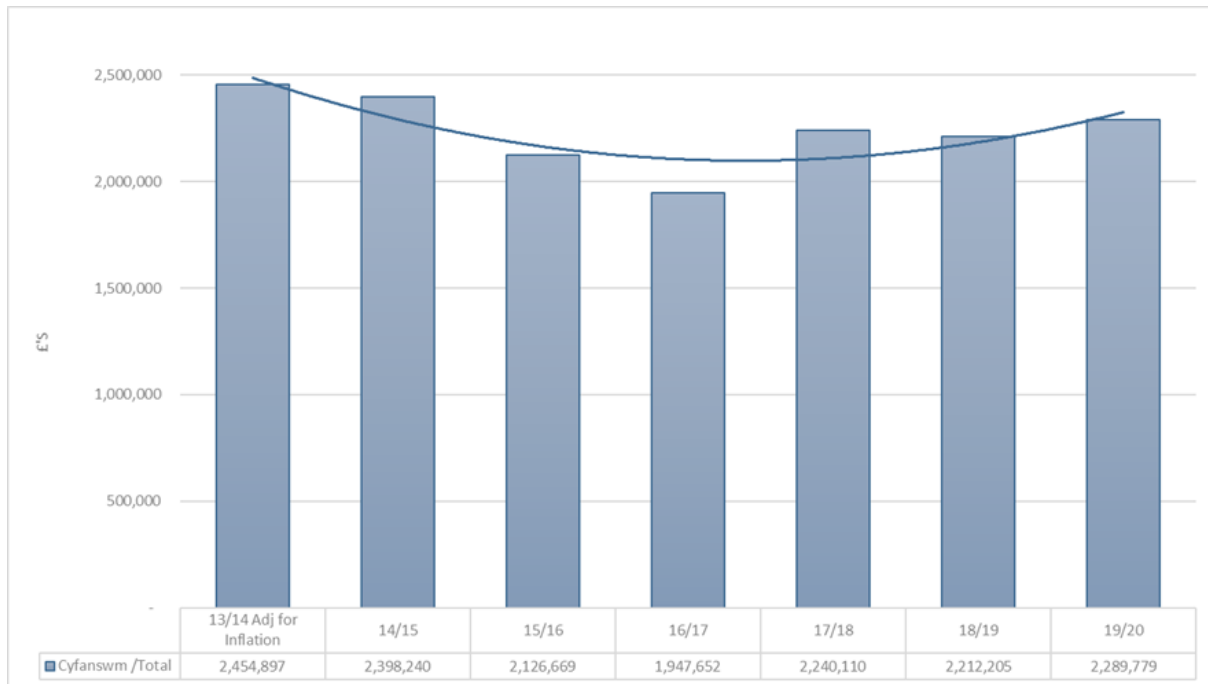
10.2 PA Benchmarking

The benchmarking reporting for routine cyclical maintenance has been updated and demonstrates that cost savings have been consolidated. There is a slight rise in costs for cyclic maintenance in 2017/18 when compared with costs for 2016/17 however, this rise is attributable to a number of factors outside the control of NMWTRA and PA's including an increase in inventory following improvements in the inspections being undertaken following the internalisation of this service. Other increases are attributable to some changes in working practices required to meet H&S requirements. Costs were consolidated in 2018/19 with similar value to 2017/18.

Costs for 2019/20 are generally in line with 2018/19 although showing a slight increase which is mainly due to additional Autumnal verge maintenance on the A55 of approximately £56k.

An illustration of cyclic maintenance costs adjusted for inflation are shown in Figure 7.

Figure 7
Cyclic Maintenance Benchmarking



Note that Costs have been adjusted year on year for Inflation in line with BCIS indices.

11. PA Consultancies

11.1 Consultancy progress and performance reporting for 2019/20 to date is included in **Appendix E**.

12. Private Sector Frameworks

12.1 NMWTRA framework contracts continue to work well with good performance being achieved by contractors and consultants. A summary report outlining the status of the NMWTRA Frameworks is included in Appendix F.

13. Continuous Improvement

13.1 The NMWTRA Business Management Tool is now fully implemented and has reached a high level of maturity with detailed data and actions included and being used to manage progress against business objectives to assist with continual improvement, risk management and to meet strategic aims and objectives. This system assisted significantly with the 2020 BSI audit.

14. Disputes under Clause 9.6 of the Partnership Agreement

- 14.1 Clause 9.6 of the Partnership Agreement sets out an escalation process for the resolution of disputes that may arise between the TRMU and PA's. Such disputes may be referred to the Joint Committee for determination if they remain unresolved.
- 14.2 There are currently no issues, which have been escalated under this process for the Joint Committee's consideration.

APPENDIX A

NMWTRA Partnership Risk Register

No	RISK	Probability	Impact	Risk Score: Prob x Impact	EFFECT OF RISK	RISK OWNER	RISK ACTION	MITIGATION TO DATE	Probability	Impact	Risk score following mitigation Prob x Impact
2P	Failure to meet WG service delivery requirements.	4	4	16	1. Dependent upon the nature and extent of failure, potential WG actions are :- a) Agency to implement corrective action plan b) Change of service provider for underperforming service areas c) Termination of Agency.	Lead and Partners	1. Maintain performance within required WG target levels.	1. Regular monitoring of performance by TRMU and WG. 2. Agency/WG Steering Group identifies and addresses potential problems. 3. Maintain compliance with Quality Management Systems. 4. Joint Committee scrutiny role. 5. Audit regime implemented. 6. Revised SOR implemented and confirmed as preferred procurement model by WG. 7. Robust inter PA and private sector benchmarking. 8. Fixed-fee commissioning implemented for consultancy services with appropriate market testing. 9. Satisfactory performance confirmed by external WG auditors. 10. Implementation of SDA 2016 improves clarity of requirements 11. Routine reporting at Head of Service Meetings against SDA performance criteria. Identified issues being addressed. 12. Development of performance dashboard and monthly performance reporting 13. NMWTRA's Business Development system now matured and being used proactively to manage business development and continuous improvement	1	3	3
3P	Failure to meet WG Financial management requirements.	4	4	16	1. Failure to meet WG budgetary requirements 2. Potential significant reputational damage to Agency and PA's which could threaten the future of the Agency. 3. Inability to optimise budgets 4. Detrimental effect on PA cash flow 5. Diminishing opportunity for additional in-year funding from WG due to perceived underspend of existing budget.	Lead and Partners	1. Maintain performance within required WG target levels. 2. Address Works Ticket backlog and improve completions to achieve 80% target within 10 days	1. Commitment Accounting system established by TRMU 2. New SOR implemented combined with monthly invoicing. 3. Surety of cost in Schedule of Rates and priced briefs. 4. Audit regime implemented. 5. Implemented fixed-fee commissioning basis for consultancy services with payment on milestone completion. 6. Revised Technical Administration SDA implemented 7. Works Ticket backlog raised with PA Heads of Service. 8. Works ticket completion levels significantly improved. 9. Performance dashboard and Power BI being used to monitor and report against service delivery performance	1	4	4
4P	Termination of Agency by WG as a result of political decision.	3	5	15	1. Termination of Partnership. 2. Potential significant loss of income. 3. Potential significant staffing implications. 4. Potential significant loss to local economy.	Lead and Partners	1. Sustain performance and reputation of Agency and PA provision. 2. Continuous improvement to demonstrate value for money. 3. Harmonisation of Schedule of Rates and delivery processes. 4. Adoption of best practice methods of working to improve efficiency of operations. 5. Deliver NMWTRA April submission cost reduction business cases. 6. Deliver WG stretched target cost savings. 7. Evidence and report cost savings to WG Auditors to be undertaken - pending WG decision	1. Major WG review completed... 2. NMWTRA April 2015 submission and business cases accepted by WG. 3. Key Agency Model change Business Cases have been implemented successfully April 2016 4. Secondary efficiency savings linked to Model Change now being realised. 5. Cost savings assessed against 2016/17 outturn costs demonstrate target savings have been achieved subject to WG audit. 6. Final cost savings 2017/18 achieved and report submitted by Agents for Ministerial Advice	1	5	5

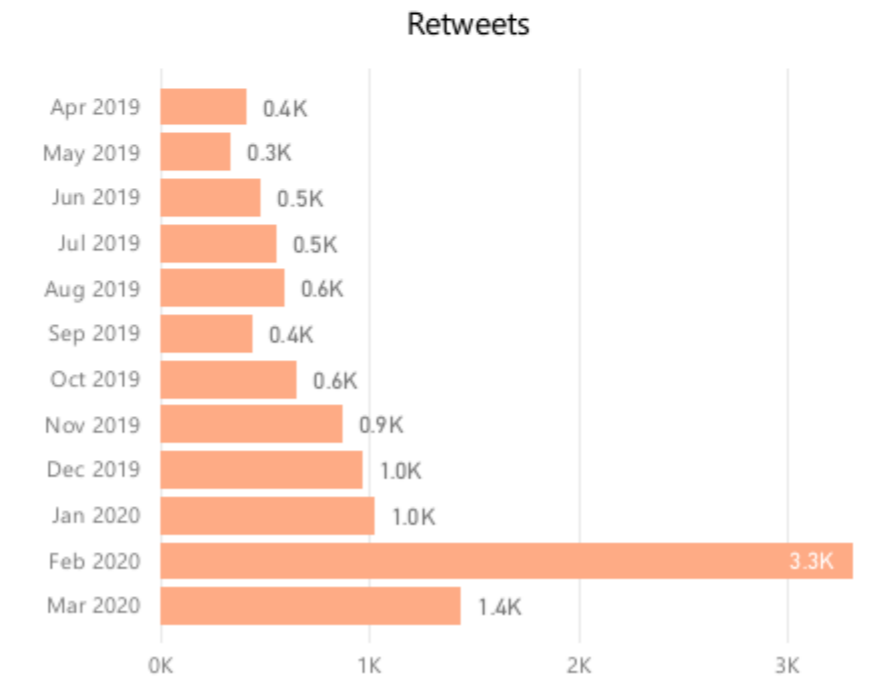
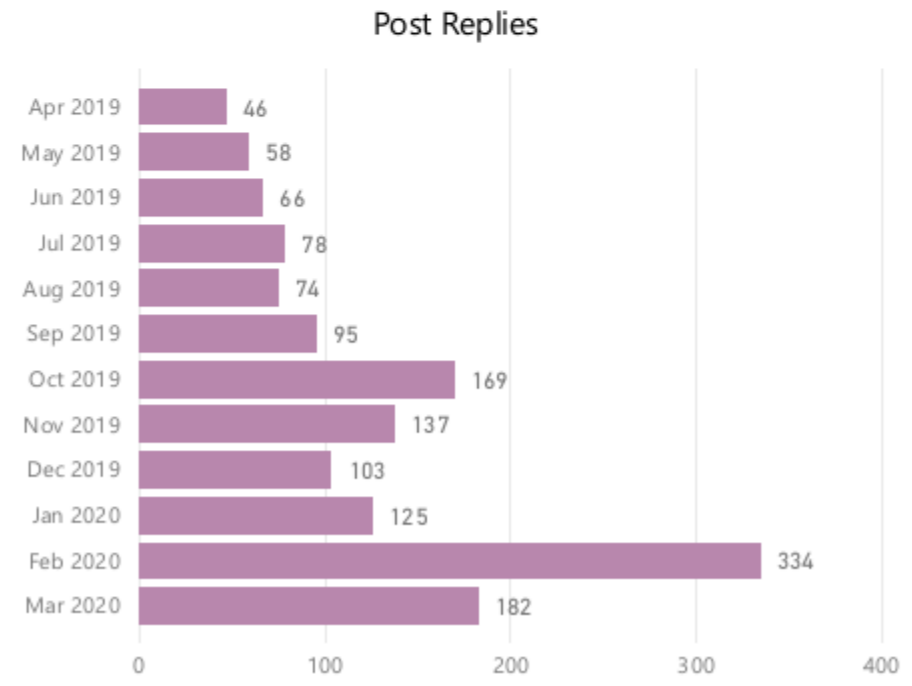
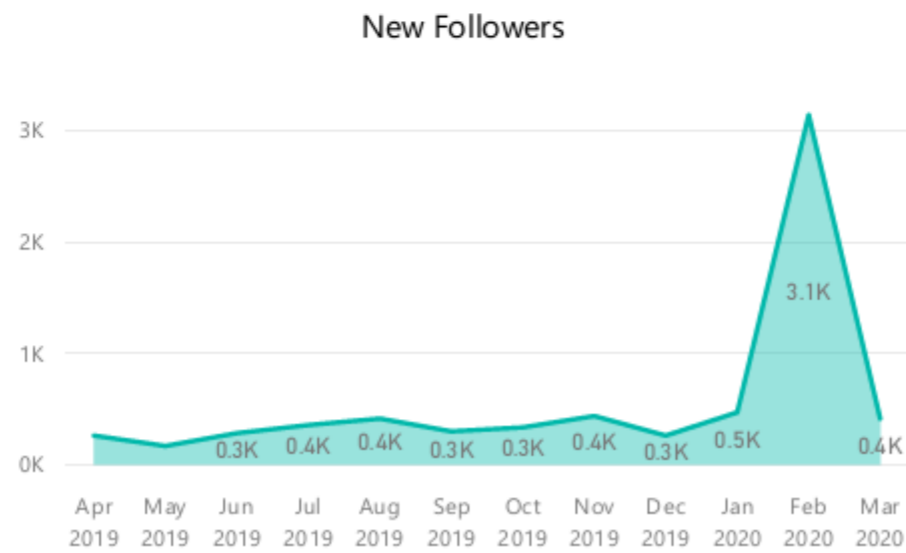
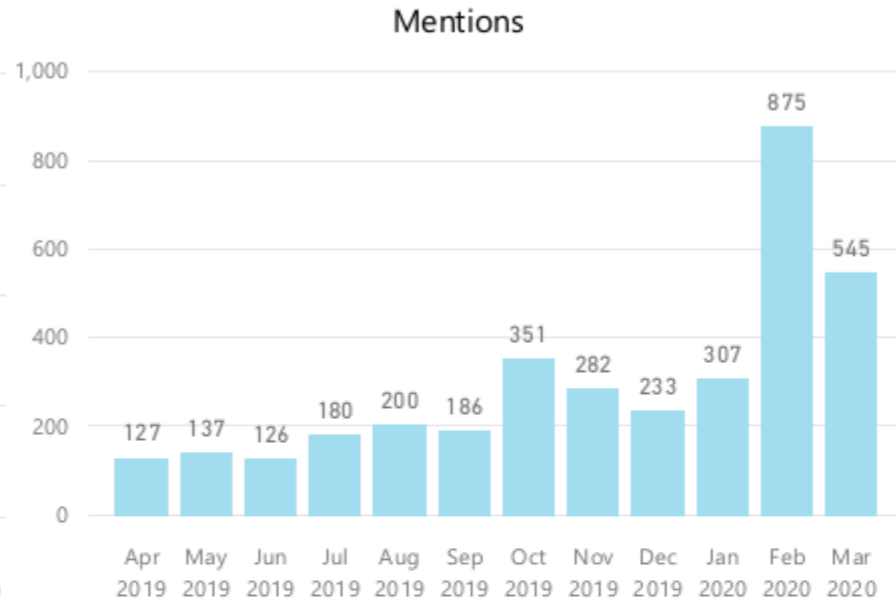
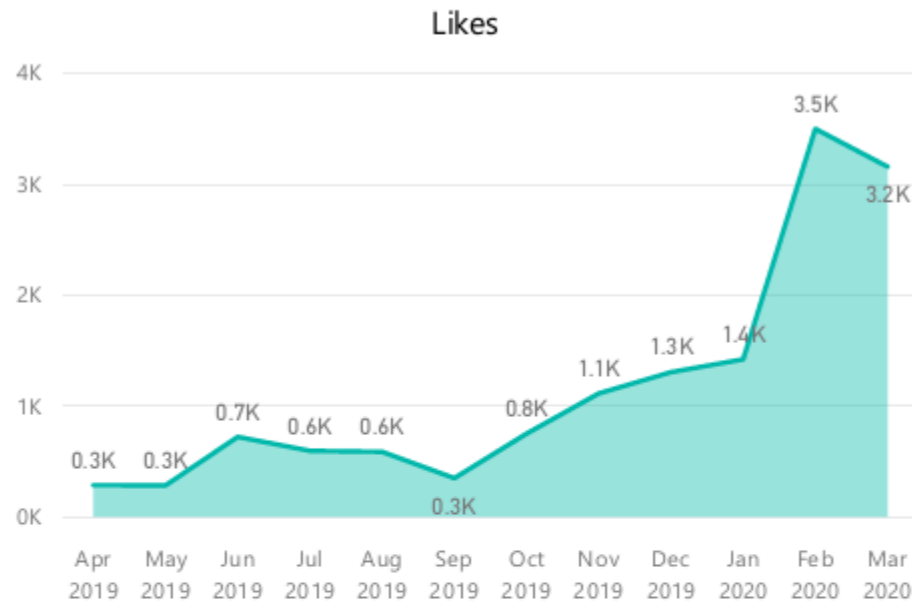
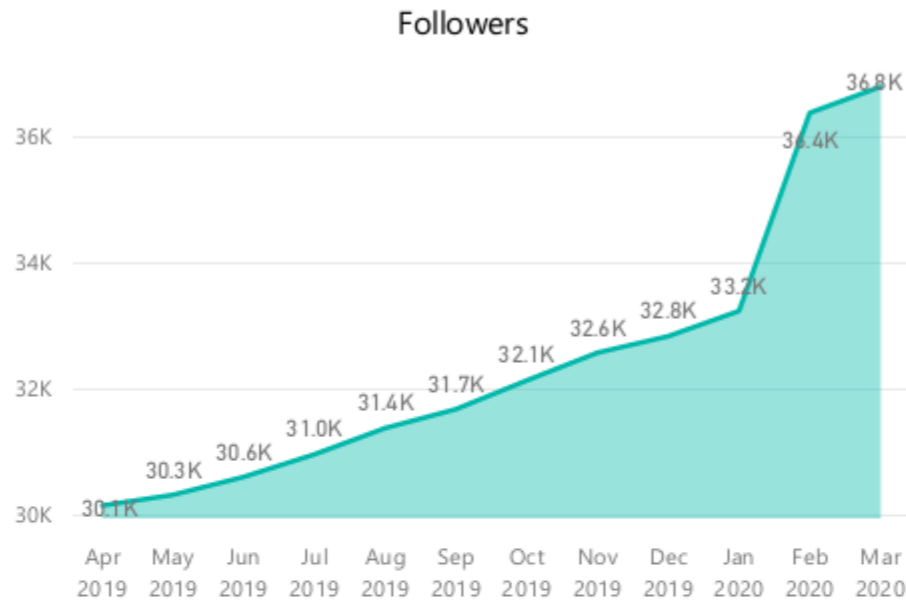
No	RISK	Probability	Impact	Risk Score: Prob x Impact	EFFECT OF RISK	RISK OWNER	RISK ACTION	MITIGATION TO DATE	Probability	Impact	Risk score following mitigation Prob x Impact
6P	One PA withdraws from Partnership	2	3	6	Threat to service provision on Trunk Road network within the affected county.	Lead and Partners	1. Revised Partnership Agreement would be needed. 2. Would need to review extent of service provision by the departing PA. 3. Would need to reallocate work to other PAs or Private Sector supply chain. 4. TRMU would need to maintain continuity of service 5. Address Denbighshire partial withdrawal	1. Partnership Agreement Clause 12 covers this risk - revised Partnership Agreement can be agreed by the remaining Authorities. 2. Partnership Agreement Clause 6 covers cross border working. 3. Private Sector supply arrangements in place via Frameworks if needed. 4. Successful re-allocation of DCC network by agreement with Partners	2	3	6
7P	Significant dispute between Lead and Partners	2	2	4	Threat to service delivery	Lead and Partners	1. Follow escalation process	1. Partnership Agreement Clause 9 defines escalation process.	1	2	2
10P	Failure to make savings projected by Business Cases	3	5	15	1. Failure to meet Ministers savings requirements 2. Termination of WGMA and alternative procurement arrangements established	Lead and Partners	1. Implement change management processes 2. Establish new Agency Model 3. Establish new operating procedures	1. Engagement with Partner Authorities 2. Completion of TUPE / prior consideration group staff transfers 3. Substantial completion of open staff recruitment 4. All Business Cases on programme. 5. Refer to 4P mitigation 6. Arcadis interim Audit confirms that NMWTRA is on track to meet its business savings target. 7. Final 2017/18 cost savings achieved and report submitted by Agents for Ministerial Advice	1	2	2
11P	Welsh Government requirements for local government regional partnerships / collaboration.	4	4	16	1. Potential change to supply chain structure and size and associated change processes may affect future service delivery 2. Potential impact on business continuity	Lead and Partners	1. Monitor proposals with Partner Authorities	1 Revised NMWTRA model is compatible with regional arrangements	4	2	8
12P	Compliance with Service Delivery Agreement	4	4	16	1. Risk from HSE/Police Road Deaths investigation following fatal incident. 2. Risk of environmental prosecution. 3. Reputational risk to WG, NMWTRA and PA. 4. Non-compliance with SDA.	Lead and Partners	1. Establish accredited quality management systems for ISO9001, ISO14001, OHSAS18001 and relevant Sector S accreditations.	1. All PA's fully compliant. 2. Some PA's partially compliant. 3. Gap analysis being undertaken 4. NMWTRA providing assistance through working group and NMWTRA Health and Safety Manager 5. Refer to 2P above. 6. All PA's now compliant with accredited QMS systems in place 7. Use of performance dashboard	1	4	4

APPENDIX B

Traffic Wales Service Data Analysis



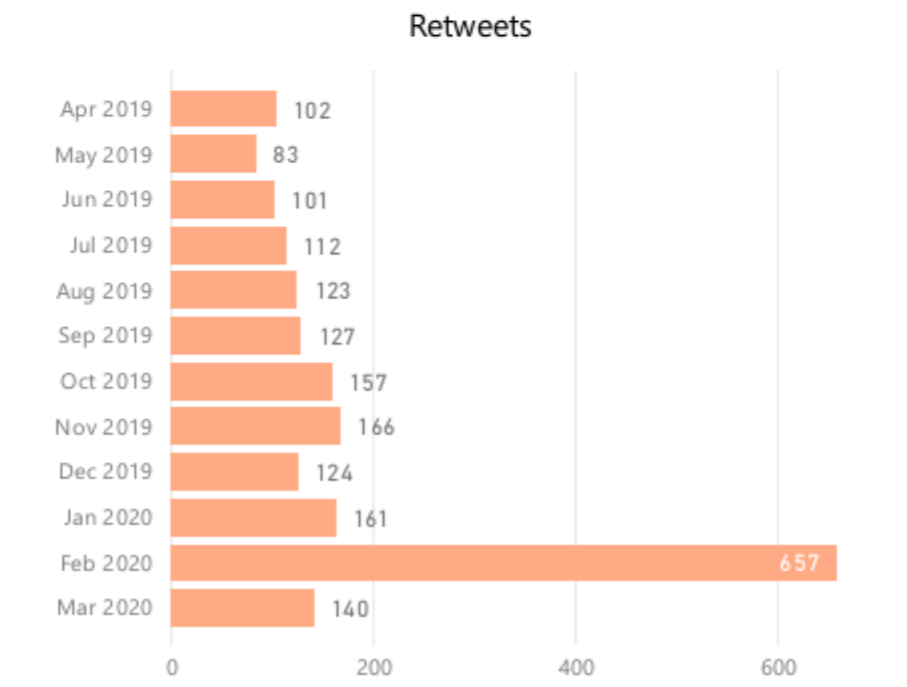
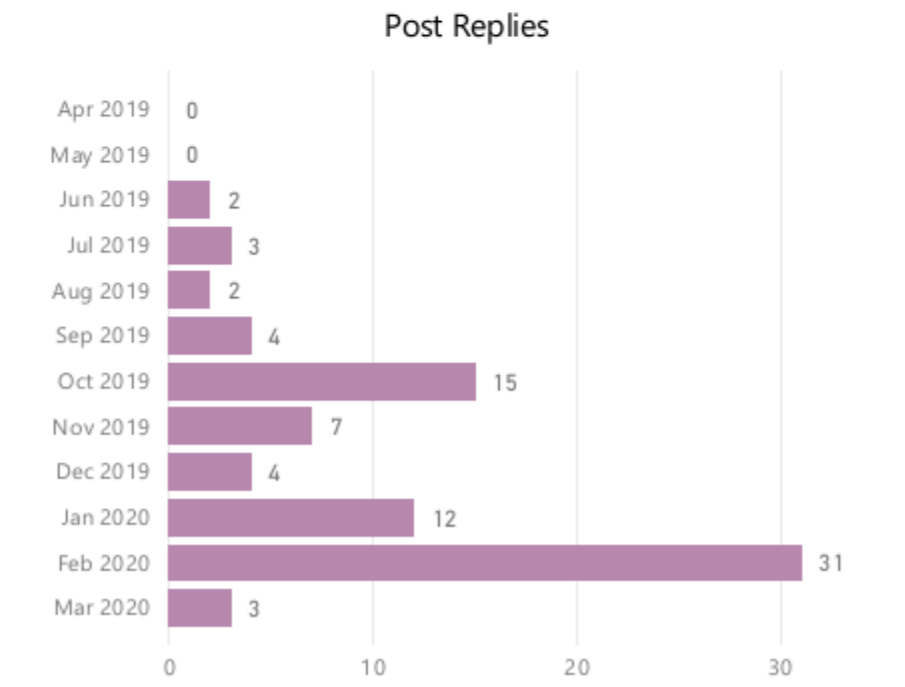
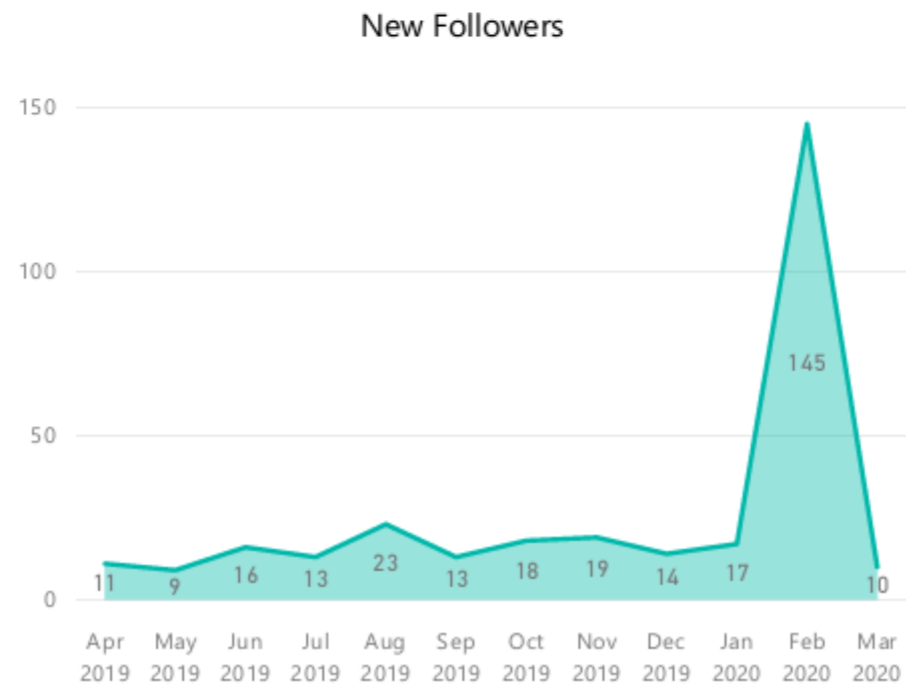
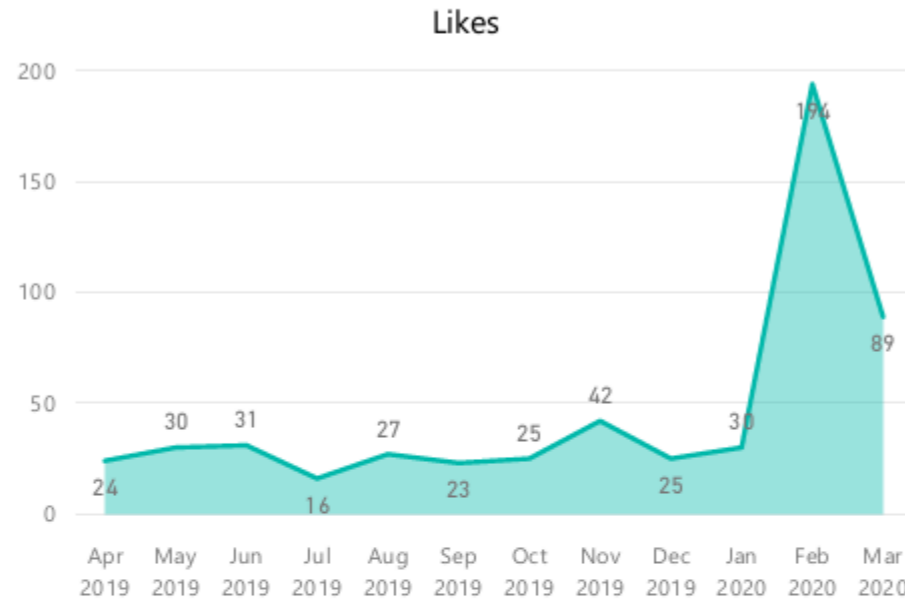
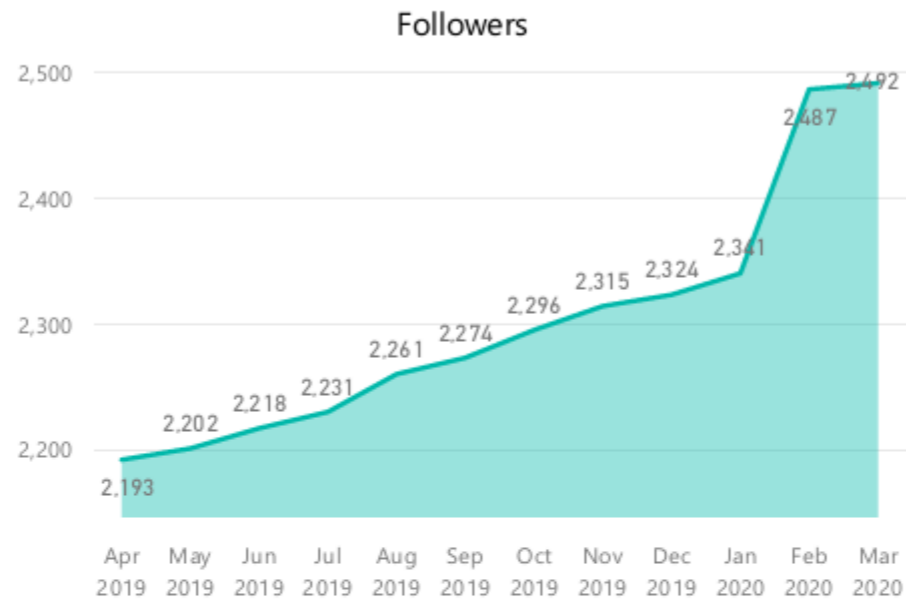
14,081 Likes
 3,549 Mentions
 6,865 New Followers
 1,467 Post Replies
 10,982 Retweets



 [@TraffigCymru - G + D](#)



556 Likes	139 Mentions	308 New Followers
83 Post Replies	2,053 Retweets	



APPENDIX C

Traffic Officer Service Report

Operations Unit (Traffic Officer, Control Room & Traffic Wales Communications Service)

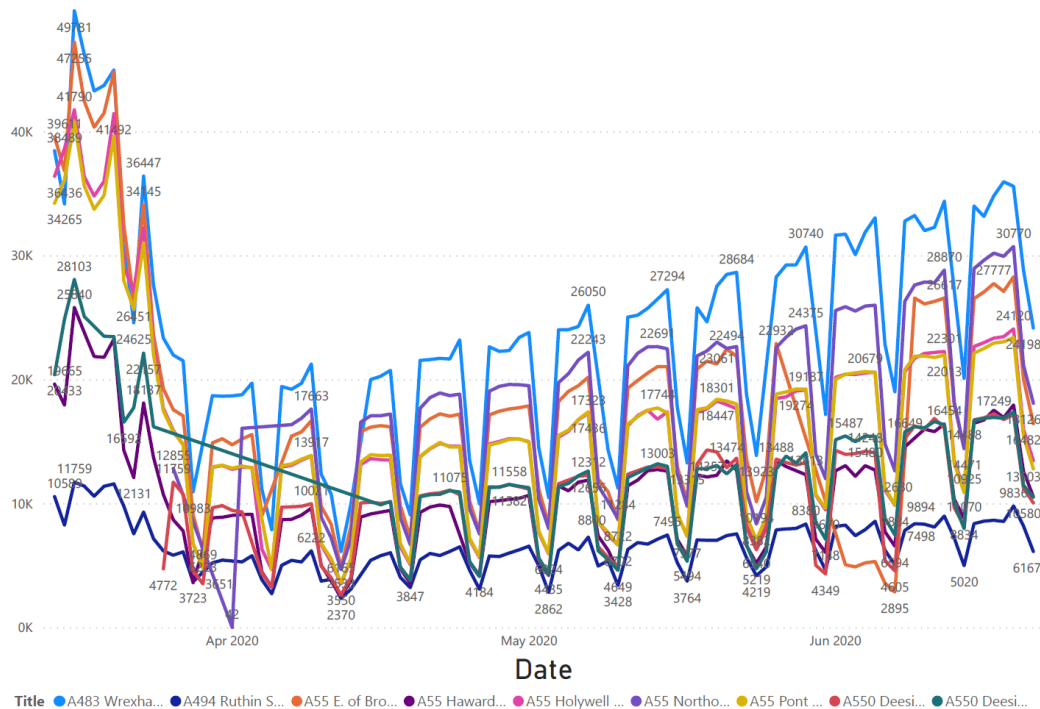
Comparisons of Data, 1st January to 30th June 2019 & 2020.

For the period 1st January to 30th June 2019, the Traffic Management Centre recorded 8,546 events on the North & Mid Wales Trunk Road Network.

For the period 1st January to 30th June 2020, the Traffic Management Centre recorded 4,478 events on the North & Mid Wales Trunk Road Network, a decrease of 48% over the corresponding reporting period for 2019.

This reduction of recorded events is attributable to the Government introducing lockdown measures in March 2020 to control the spread of Covid-19. These measures caused a significant reduction of traffic using the A55/A483 Corridors.

The below chart “North East Wales Daily Traffic Flows” covering the period 1st March to 30th June 2020 shows a 69% reduction of traffic at A55 Holywell and 62% reduction at A483 Wrexham immediately following lockdown measures being implemented.



*Chart One: ‘North East Wales Daily Traffic Flows, March-June 2020’
Demonstrating significant reduction in traffic volumes following lockdown measures*

In order to conform to Welsh Government Social distancing legislation, the Agent Operations Unit adopted amending working practices.

This entailed the Traffic Officer Service moving from a single-vehicle, dual-crewed unit, to a dual-vehicle, single-crewed unit.

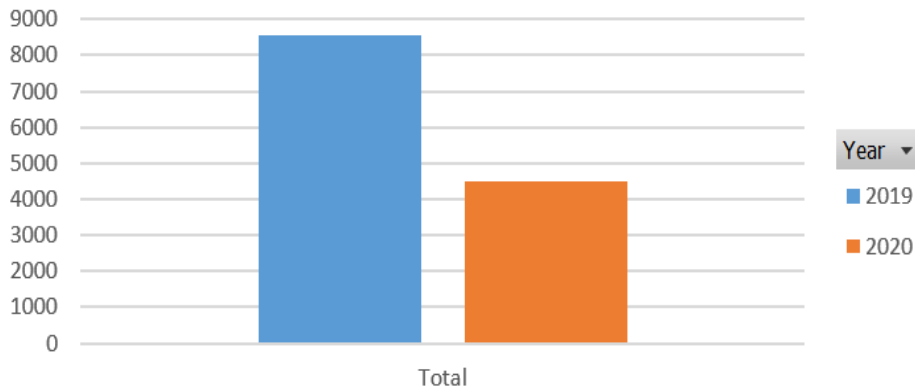
Control Room staffing has been reduced to a minimum requirement of two Operators within the control room.

Operations Team Managers have adopted remote working practices through utilising custom made virtual control room desks within the North Wales Traffic Management Centre.

The Traffic-Wales Communications Team moved to remote-working practices with full capability to respond to enquiries through multiple platforms and keep stakeholders informed through social-media.

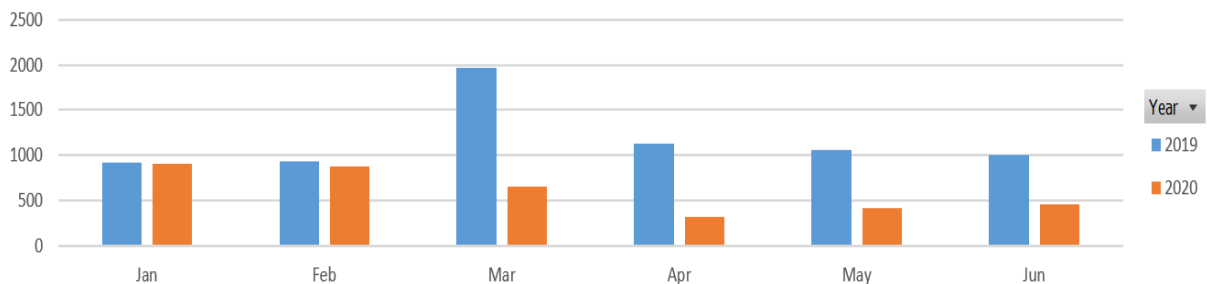
Through adopting these working practices, the Operations Unit has been able to support the continued delivery of a safe and reliable Trunk Road Network throughout Covid-19 restrictions.

The below Chart is a comparison of Total number of All Events recorded by the Agent for the period 1st January to 30th June 2019 & 2020.



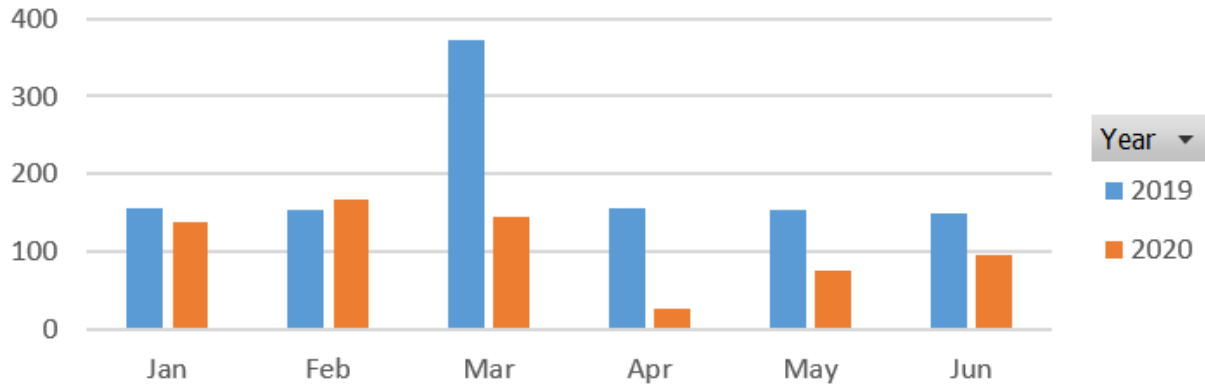
Comparison of Total number of All Recorded Events for 1st January – 30th June 2019 & 2020.

The below Chart is a comparison of Total A55 Corridor (A55, A494, A550) Events recorded by month for the period. The totals for the period are 7,012 events in 2019 and 3,612 events in 2020, which represents a reduction of 48%.



Comparison of A55 Corridor Events by Month for the period January to June 2019 & 2020

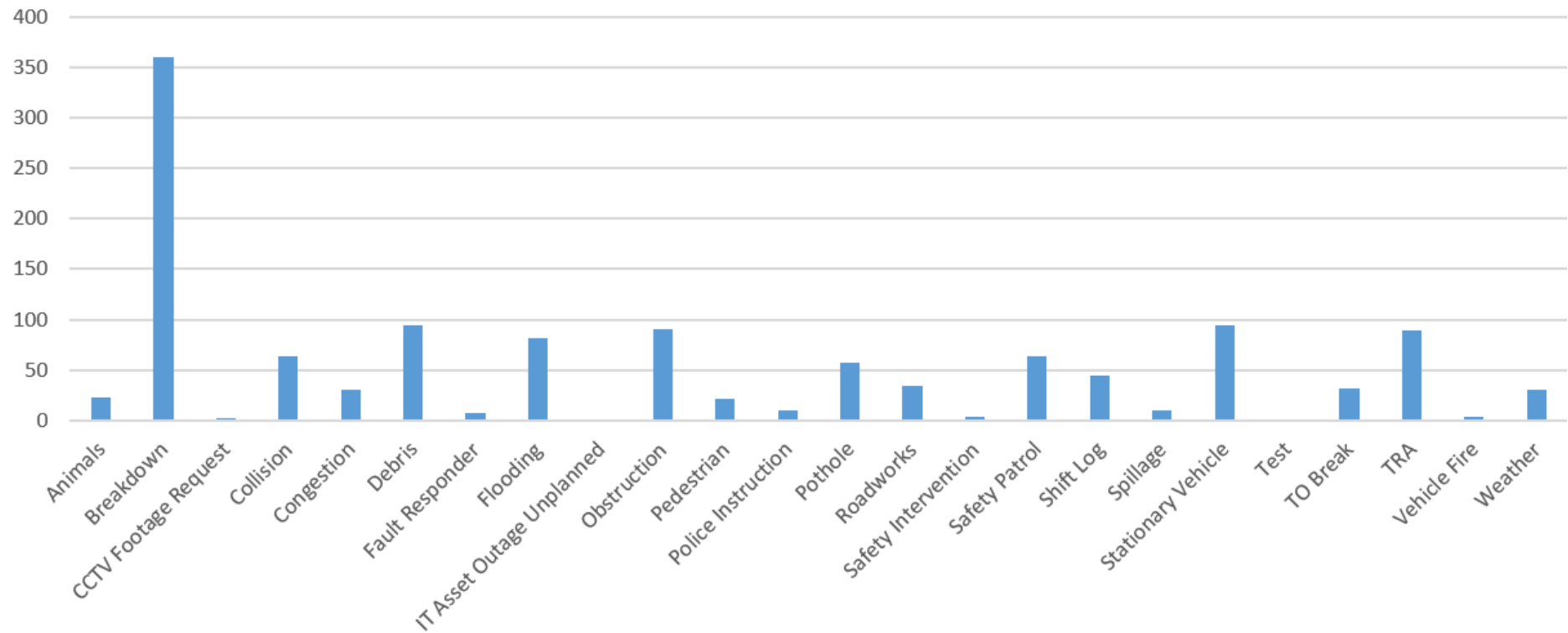
The below Chart is a comparison of Total A483 Corridor Events recorded by month for the period. The totals for the period are 1,140 events in 2019 and 642 events in 2020, which represents a reduction of 44%.



Comparison of A483 Events by Month for the period January to June 2019 & 2020

The easing of restrictions has shown a recent increase in the number of events managed by the Operations unit to levels similar to the previous year. For example, on Friday 31st July 2020, the unit dealt with 43 events, as compared to 40 events on Friday 26th July 2019.

Overleaf is a graph of events by Category for the Month of February 2020.

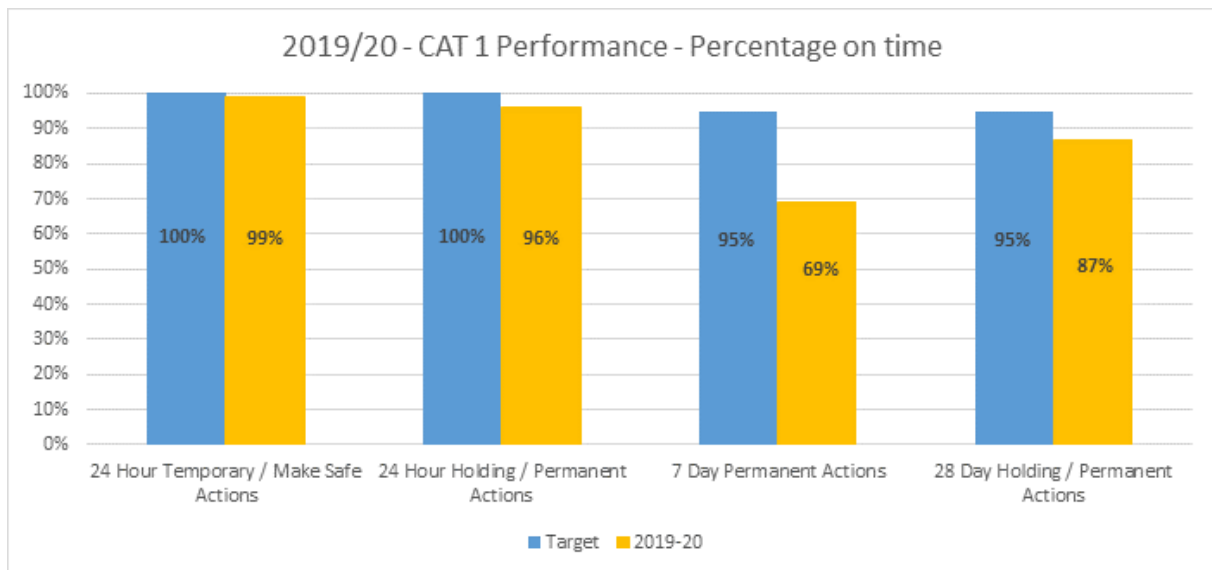


A graph categorising Incident type and volume of events managed by the North & Mid Wales Trunk Road Agency Control Room and Traffic Officer Service for the month of February 2020, on the A55 Corridor & A483 Dual and Single Carriageway.

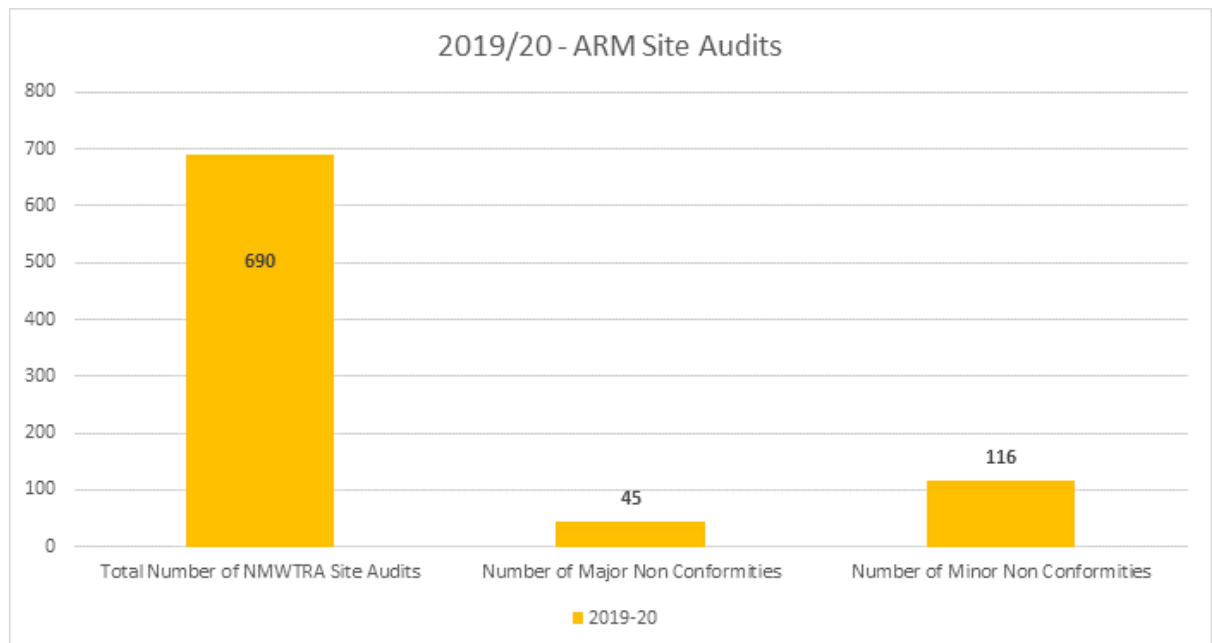
APPENDIX D

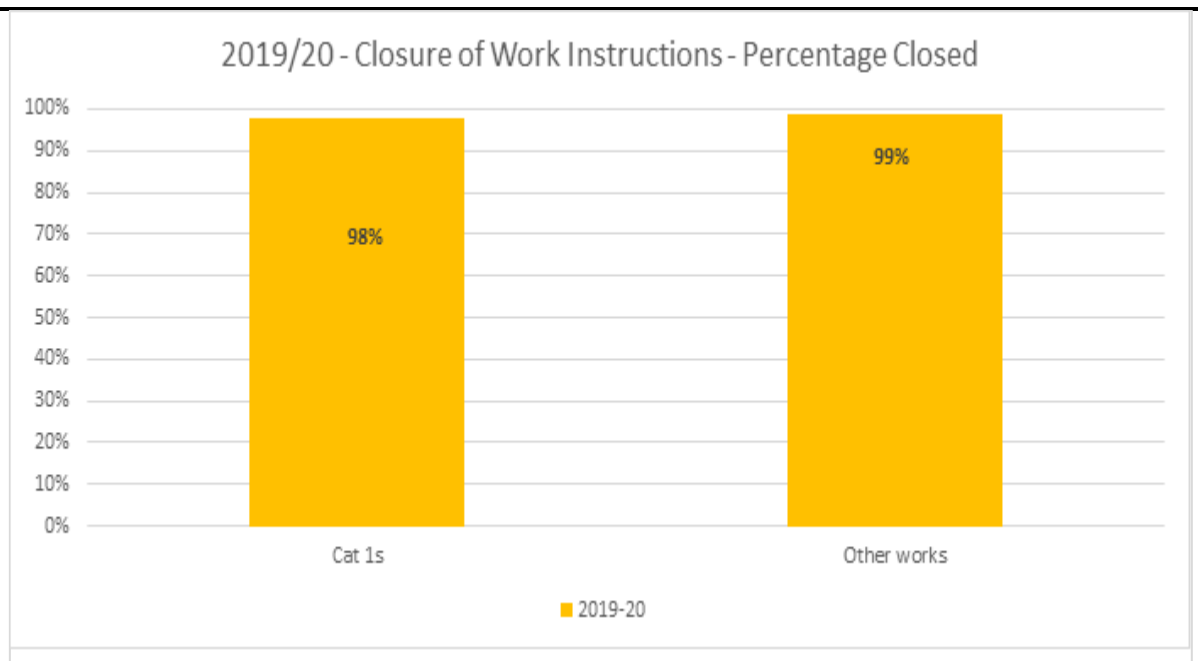
NMWTRA 2019/20 Partner Authority Works Performance

D1 - Partner Authority Works Performance



Target	%
24 Hour Temporary / Make Safe Actions	100%
24 Hour Holding / Permanent Actions	100%
7 Day Permanent Actions	95%
28 Day Holding / Permanent Actions	95%





APPENDIX E

Partner Authority Consultancy – Progress and Performance Report

E1 Capital Delivery Project Review

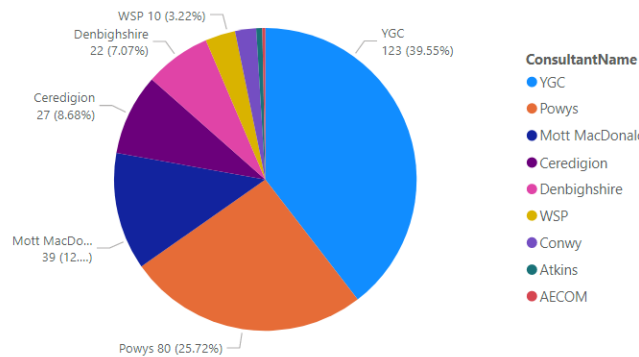
E1.1 2019/20 FY

NMWTRA commissioned a total of **311** projects to the Partner Authority and External Consultants in 2019/20, with a cumulative value of **£8,258,833.00**; split as follows:

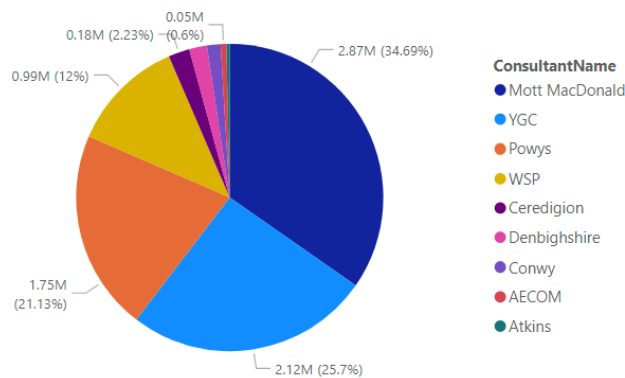
ConsultantName	No. of commissions	Project Total
AECOM	1	49,686.18
Atkins	2	28,856.80
Ceredigion	27	183,788.24
Conwy	7	117,991.14
Denbighshire	22	154,390.01
Mott MacDonald	39	2,865,069.02
Powys	80	1,745,333.97
WSP	10	991,193.08
YGC	123	2,122,524.56
Total	311	8,258,833.00

Note: YGC's processed payment for overall project delivery in 2019/20 was £4.26M, however direct payments made to Contractor and Statutory Undertakers against the A55 Abergwyngregyn to Tai'r Meibion advanced works (totalling £2.14M) has been deducted for reporting purpose.

2019-20 Number of commissions %



Value of Commissions % Split



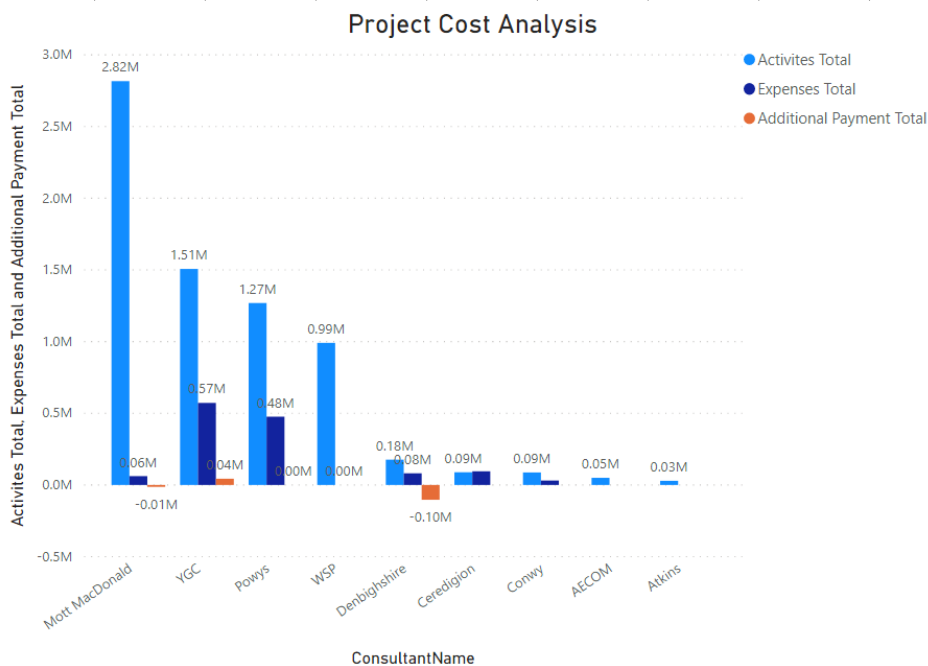
E2 Project Cost Status

E2.1 2019/20 FY

The cumulative project cost for the whole of 2019/20 includes a split of both consultancy fees and external third party costs associated with each commission. The split between internal and external cost can be seen in the analysis below:

ConsultantName	Activites Total	Expenses Total	Additional Payment Total
AECOM	49,686.18	0.00	0.00
Atkins	28,856.80	0.00	0.00
Ceredigion	88,546.74	95,241.50	0.00
Conwy	87,171.98	30,819.16	0.00
Denbighshire	176,438.51	81,252.56	-103,301.06
Mott MacDonald	2,816,814.00	61,575.26	-13,320.66
Powys	1,269,091.58	476,242.39	0.00
WSP	991,193.08	0.00	0.00
YGC	1,506,815.98	572,286.20	43,422.38
Total	7,014,614.85	1,317,417.07	-73,199.34

Note: YGC's processed payment against expenses in 2019/20 was £2.71M, however direct payments made to Contractor and Statutory Undertakers against the A55 Abergwyngregyn to Tai'r Meibion advanced works (totalling £2.14M) has been deducted for reporting purpose.



E3 Market Testing

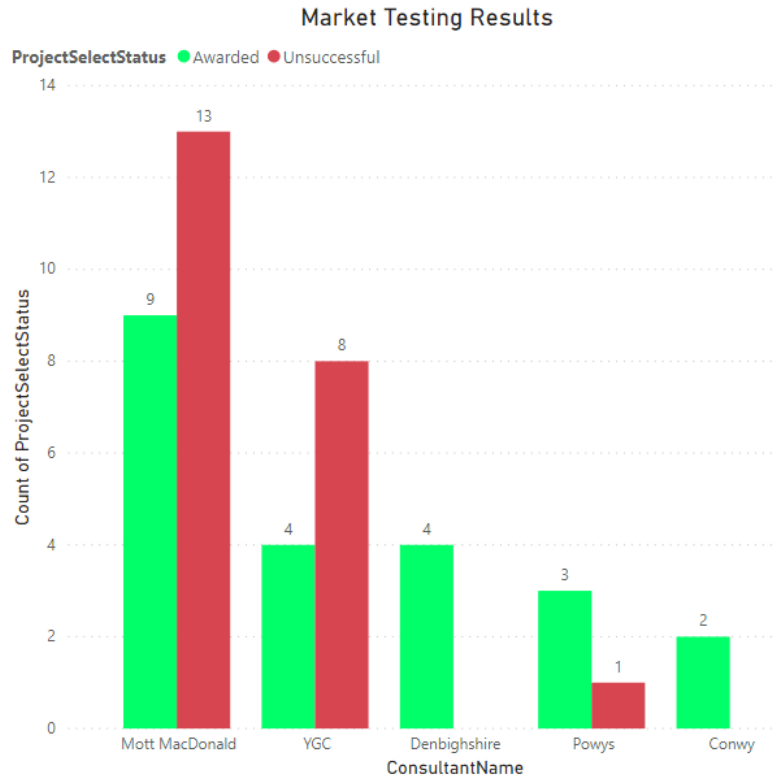
E3.1 2019/20 FY

Market testing opportunities during 2019/20 were undertaken successfully through the Project Management System (PMS). NMWTRA successfully awarded **22 No.** commissions to the most economically advantages tenders following the market test exercise, details of which is shown in the analysis below. This equates to **7.0%** of commissions being market tested in 2019/20 out of the **311** commissions awarded.

The market testing commissions were for a range of multidiscipline projects that had an estimated cost of below £50k, so were tested between NMWTRA’s PA (for work within their geographical area) and NMWTRA’s preferred Consultant for Lot 1 of the Consultancy Framework.

ProjectTitle	Awarded	Unsuccessful	% Variance
A470 Roman Bridge Dolwyddelan - Detailed Design & RSA 1/2	Conwy	Mott MacDonald	61.73%
A5 Swallow Falls Collision Investigation and Prevention Route Study.	Conwy	Mott MacDonald	22.32%
A470 Llanrwst Section A road markings & VAS (NWTRA_004A)- RSA 4	Denbighshire	Mott MacDonald	62.92%
A5 Capel Curig 30mph limit enhancement - RSA 4	Denbighshire	Mott MacDonald	63.07%
A5 Dinmael signing & road markings (NWA5_013D) - RSA 4	Denbighshire	Mott MacDonald	62.63%
A5 Llangollen town Parking restrictions (NWA5_005B)- RSA 4	Denbighshire	Mott MacDonald	62.53%
A470 Blaenau Ffestiniog Section A Road marking enhancements & VAS (NWTRA_009A) - RSA 4	Mott MacDonald	YGC	0.15%
A470 Manod Zebra Crossing Review	Mott MacDonald	YGC	14.40%
A487 Bontnewydd Section A & B Signing improvements (NWA487-09A & B) - RSA 4	Mott MacDonald	YGC	0.15%
A487 Pen Morfa 30mph VAS (NWA487-17) - RSA 4	Mott MacDonald	YGC	74.66%
A487 Waterloo Port to Pont Seiont VAS proposal - RSA 4	Mott MacDonald	YGC	5.21%
A5 Betws-y-Coed Section A, B and C Signing, road markings & uncontrolled ped crossing improvements (NWA5-019C) - RSA 4	Mott MacDonald	YGC	74.66%
A5 Britannia Bridge Signing and road markings improvement (NWA5-29) - RSA 4	Mott MacDonald	YGC	76.53%
Motorcycle Safety Study - A5	Mott MacDonald	YGC	10.93%
Newbridge on Wye Pedestrian Crossing Review- LTN1/95	Mott MacDonald	Powys	100.00%
A483 Builth Wells 30mph Work to improve safety. (MWTRA_A483_13b) - RSA 4	Powys	Mott MacDonald	0.23%
Agent Management - Ddole Road, Llandrindod Wells	Powys	Mott MacDonald	25.02%
Mid - RSA on Traffic Management that has been on the Network longer than 6 months	Powys	Mott MacDonald	43.81%
A5 Castle St, Llangollen Traffic signals Upgrade	YGC	Mott MacDonald	75.83%
A5 Halton to Gledrid Operational Lay-by/Strengthened Verge (Southbound)	YGC	Mott MacDonald	46.65%
North - RSA on Traffic Management that has been on the Network longer than 6 months	YGC	Mott MacDonald	77.42%
Route Length CIP Study - A487 Cross Foxes to Tal y Llyn junction	YGC	Mott MacDonald	-11.55%

Note: The ‘% Variance’ has been calculated based on the difference in value between the successful and unsuccessful tenders.



E4 Performance Monitoring

E4.1 2019/20 FY

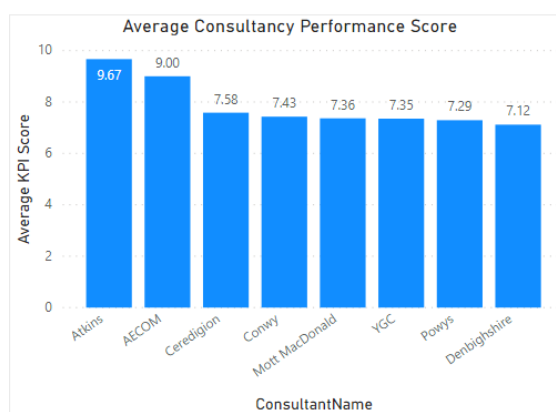
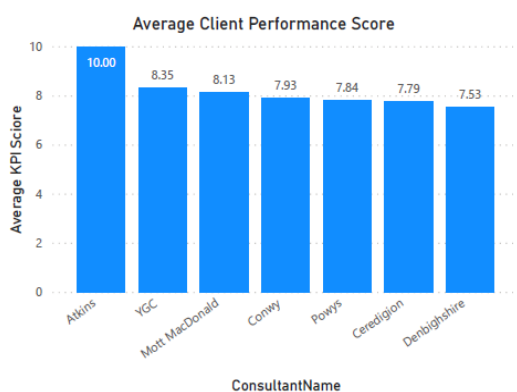
NMWTRA Project Sponsors continue to hold regular project review meetings with consultant Project Managers at various stages of scheme development; these meetings are invaluable to monitor progress, programme and performance on each commission.

NMWTRA Project Sponsor in conjunction with consultants Project Managers completed Key Performance Indicators (KPI's) at project closure stage for **78%** of commissions in 2019/20, through the use of PMS and its KPI reporting tool, details of which is shown in the analysis below.

The following analysis is based on **240 KPI** forms being completed by NMWTRA Project Sponsors and Consultancy Project Managers across NMWTRA's supply chain at project closure stage.

ConsultantName	Number of Consultancy KPI's Undertaken by Client	Number of Client feedback KPI's by Consultant
AECOM	1	1
Atkins	3	3
Ceredigion	24	24
Conwy	14	14
Denbighshire	17	17
Mott MacDonald	22	22
Powys	62	62
YGC	97	97
Total	240	240

Below shows the overall average consultancy and client KPI scores in 2019/20:



All KPI questions were scored in accordance with the following definitions:

Definition	Scores
Totally satisfied – Performance related to this KPI could not have been bettered	9 - 10
Good - Performance is such that at least 50% of the KPI requirements have been bettered	7 - 8
Neither satisfied nor dissatisfied – the minimum requirements of the commission related to this KPI have been met	4 - 6
Poor - Performance is such that not all of the minimum requirements related to this KPI have been met	2 - 3
Totally dissatisfied – Performance is such that all requirements related to this KPI have failed to be achieved	1
Not Applicable – This was not applicable to the project	N/A

E5 Finance

NMWTRA delivered Welsh Government's Capital programme for 2019/20, with in-year spend of £40.71M across the Agency (see figure 1), **£8.26M** was delivered by NMWTRA's Capital Delivery Team.

E6 NMWTRA Capital Delivery Significant Projects

Below is an update on several Capital commissions currently being delivered by NMWTRA on behalf of Welsh Government that are of a strategic and ministerial importance on the Trunk Road network:

Mid-Wales Overtaking Opportunities (NMWTR/WSP) – WelTAG Stage 1 completed; WelTAG Stage 2 to be completed in early 2020, subject to undertaking landowner engagement and consultation event. Emerging preferred options to be developed further in 2020.

A55 Junction 19 Glan Conwy (NMWTRA/WSP) – WelTAG Stage 1 completed; WelTAG Stage 2 (including consultation) successfully completed. WelTAG Stage 3 and detailed design nearing completion with construction of preferred option to commence in early 2020.

A5/A483 Halton Roundabout (NMWTRA/WSP) – WelTAG Stage 1 completed; WelTAG Stage 2 to be completed by early 2020, subject to undertaking landowner engagement and consultation event. Emerging preferred options to be developed further in 2020.

A483 J3-J6 Wrexham Capacity Study (NMWTRA/Motts) – Welsh Government’s Key Stage 2 process progressing well, with preliminary investigations of options to be consulted upon in early 2020, this should conclude WG’s Key Stage 2 process with the submission of the WelTAG Stage 2 report. Welsh Government current commitment to deliver Key Stage 3 and 4 including WelTAG Stage 3 of preferred option(s) in 2020.

A494 River Dee Bridge Improvement (NMWTRA/Motts) – Following the ministerial announcement on 18th September 2019 to progress with the preferred option, the WelTAG Stage 3 - Full Business Case was successfully submitted to Welsh Government that further supported the preferred option. Preliminary design including environmental surveys and ground investigation work continued throughout 2019/20 with advanced design being carried out on key aspects of the project (i.e. new Westbound Network Rail bridge) in order to de-risk construction programme due to Network Rail’s approvals and rail possession process. Draft Orders and Environmental Statement has been submitted with publication of Orders and a decision to be made in early 2020, this should conclude the statutory process.

A55|A494 Network Resilience (NMWTRA/WSP) – Following the successful completion of WelTAG Stage 1 back in 2017/18, the WelTAG Stage 2 report has since been submitted to Welsh Government. During 2019/20 NMWTRA commissioned and delivered all quick win options identified in the Stage 2 report as well as a range of short term options. A further procurement exercise to be undertaken in early 2020 to develop the medium and longer-term options as well as WelTAG Stages 3 to 5 on the projects delivered to date.

Speed Limit and Safety Review 2019 – Network wide (NMWTRA/Motts/Aecom) – NMWTRA’s Traffic Engineering team successfully commissioned and delivered the speed limit and safety review on behalf of Welsh Government, with 300 sites identified for review across North and Mid Wales. A programme of scheme development to be undertaken in 2020.

APPENDIX F

NMWTRA Framework Contracts Status Report



Asiant Cefnffyrdd Gogledd a Chanolbarth Cymru North & Mid Wales Trunk Road Agent

FROM: **Mark Jones**, Commercial and Contracts Manager

TO: **Dave Cooil**, Agency Manager

DATE: **29/07/2020**

Cc: **Ian Hughes**, Business Manager

NMWTRA Frameworks, Contract Procurement process Status report

1.	Overview			
	<i>Briefing note provides an update on status and progress of NMWTRA Frameworks.</i>			
1.1	NMWTRA Frameworks			
	Framework	NEC contract	Contract Award date	End date
	Contractor	NEC4	27/04/2020	27/04/2022 (+2yrs TBC)
	Consultancy	NEC4	07/09/2018	06/09/2021 (+1yr TBC)
	Surfacing	NEC3	13/06/2016	13/12/2020 (<i>extended +1yr + 6 months</i>)
	Technology	NEC4	29/10/2018	22/10/2021 (+1yr TBC)
	Traffic Management	NEC4	11/06/2019	11/06/2022 (+1yr TBC)
	Tree Works	NEC4	Anticipated Sep 2020	Sept 2022 (+2yrs TBC)
2.	Frameworks, general			
2.1	Contractor Framework			
2.1.1	New Framework, Contract Award Notice published on 27 April 2020.			
2.1.2	Lot Structure; <ul style="list-style-type: none"> • Lot 1a; North & Mid Wales, including all Dual Carriageway Works (£0 - £5,000,000); • Lot 1b; North & Mid Wales, including all Dual Carriageway Works (£5M - £30M); • Lot 2a; North Wales, excluding Dual Carriageway Works (£0 - £1,000,000); • Lot 2b; Mid Wales, excluding Dual Carriageway Works (£0 - £1,000,000). 			
2.1.3	Framework Suppliers per Lot: - <ul style="list-style-type: none"> • Lot 1a; 5 contractors; • Lot 1b; 3 contractors; • Lot 2a and 2b; 7 and 6 contractors in each respectively. 			

2.1.4	Quarterly Performance Monitoring of Framework Contractors from September 2020.
2.2	Surfacing
2.2.1	Term of existing Framework extended by 6 months due to adverse effects of COVID-19, <i>end date</i> on 13 December 2020.
2.2.2	New Framework currently being drafted; programme as follows: - <ul style="list-style-type: none"> • Tender issue; end of July 2020; • Contract Award; October 2020.
2.2.3	NMWTRA Commercial team (CT) issued Procurement Strategy briefing note to PA in February 2020. CT has undertaken workshops with WG, PA and Suppliers to gather feedback, lessons learnt, technical and specification requirements, etc.
2.3	Multi-Disciplinary Consultancy
2.3.1	Start Date; 7 th September 2018. End date; 6 th September 2021. NMWTRA intends to utilise the 1 year extension, extension to September 2022.
2.3.2	CT hold Quarterly review meetings with Motts, Atkins, WSP and AECOM.
2.3.3	KPI and Quarterly Performance Monitoring of Framework Consultants continuing. No major issues or concerns identified, generally good performance recorded with Project Sponsors successfully managing most issues at project level.
2.3.4	General feedback from Consultants: - <ul style="list-style-type: none"> • Limited opportunities for mini-competition opportunities to all of the Framework Consultants. The value threshold for mini-competition was halved from the previous contract however, this has not, to date, been met with many commissions of sufficient value to encourage more mini-competition tenders; • Earlier notification of forward programme, pipeline and tender opportunities to ensure that consultants can provide appropriate resource and submit competitive and bona fide tenders; • Greater transparency required of market testing process as required under the SDA, with the first ranked (preferred route) Consultant having to expend time and resources on submissions.
2.4	Technology
2.4.1	Start Date; 29 th October 2018. End date; October 2021. NMWTRA intends to utilise the 1 year extension, extension to October 2022.
2.4.2	Limited use of some Lots of the Framework, particularly Lot 2 Highway Street Lighting and Lot 5 Ancillary minor Civil Works. Consider notice to HoS PA to promote the Lots on this Framework. Suppliers were also strongly encouraged to promote their positions on the Framework and seek opportunities within the scopes of respective Lots.
2.4.3	Two suppliers (Dawnus & Aspin) have ceased trading, reducing resilience within some of the Lots (Lot 5 in particular). This has not caused any issues to date and is being monitored.
2.4.4	KPI and Quarterly Performance Monitoring of key Technology Framework suppliers continuing. No major concerns identified, good performance recorded.

2.4.5	<p>General feedback from Suppliers: -</p> <ul style="list-style-type: none"> • Use of the framework including contract administration and Contract Data generally good and without no issues; • Good communication and coordination between project staff and Framework Suppliers, with good early notification of projects / commissions; • Visibility of all work going through the framework has proved difficult with not all Suppliers logging commissions on CT supplied project register.
2.5	Traffic Management
2.5.1	Start Date; 11 th June 2019. End date; June 2022.
2.5.2	Extensive liaison (NMWTRA Commercial and Operations) with Commercial and Operation key staff of key suppliers since award of contract in June 2019, particularly relating to Framework opportunities (PA programmes), mobilisation in North Wales and operational requirements.
2.5.3	CT identified in the first quarter of the Framework, via the performance monitoring processes implemented in the Framework, several negative performance issues by PA, NMWTRA ARM and supplier. Negative issues included insufficient planning time and scope of works, and the roles and responsibilities of CDM 2015 and traffic management designer.
2.5.4	CT implemented corrective actions including liaison with Rhys Williams, Network Manager and NMWTRA ARM and PA workshops undertaken in the last quarter of 2019.
2.5.5	With over a year since inception of the first iteration of the contract, relationships, processes and best practices have been refined in a number of areas. The introduction of the contract resulted in constructive dialogue between PA users of the framework and the key suppliers. Greater consistency in the application of TM across the trunk road network appears to have been achieved, with greater consideration in particular to Chapter 8 compliance and best practice.
2.5.6	Impact on the cost of TM following the introduction of the framework contract is planned for review, but the results will vary by PA given that there was no consistent approach to procurement prior to the contract.
2.5.7	One supplier (Ekult) has ceased trading, reducing resilience within Lot 5. This has not caused any issues to date and is being monitored.
2.6	Tree Works
2.2.1	<p>New Framework, status as follows: -</p> <ul style="list-style-type: none"> • Tender issue; July 2020; • Anticipated Contract Award; September 2020.
2.2.2	This new Framework will be available for PA to commission works.
3.	Framework risks
3.1	<ul style="list-style-type: none"> • Control and use of contract and financial documents; accuracy of Contract conditions and current rates; • Formalising contract; issuing Contract Data Part 1; • Lack of, consistency and quality of process and procedure; • Lack of, consistency and quality of contract administration;

- | | |
|--|--|
| | <ul style="list-style-type: none">• Achieving financial best value via direct award procurement. |
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APPENDIX G

Joint Committee Terms of Reference (Extract from Partnership Agreement 2012)

9 The Joint Committee

9.1 The Authorities shall form a joint committee (The North and Mid Wales Trunk Road Agency Joint Committee) for the purpose set out in clause 9.2

9.2 The Joint Committee shall be responsible for supporting the Lead Authority and Service Provider Units in meeting the requirements of the Agency Agreement and its terms of reference shall be:-

9.2.1 to monitor work allocation to Service Provider Units

9.2.2 to ensure that the TRMU satisfies Welsh Government requirements with regard to the Agency Agreement

9.2.3 to monitor performance of Service Provider Units

9.2.4 to receive reports on the management of the Partnership arrangements, and to take any necessary action to ensure that the operation of the Partnership is satisfactory

9.2.5 to monitor arrangements and proposals to enable continuous improvement of the service provided to the Welsh Government under the Agency Agreement

9.2.6 to consider issues referred to the Joint Committee under clause 9.6.

9.3 Meetings of the Joint Committee

9.3.1 The Inaugural Meeting shall take place as soon as practicable following the signing of this Agreement. The Joint Committee shall thereafter meet at intervals agreed by the Joint Committee but at least once in every Financial Year and

9.3.2 the first meeting of the Joint Committee in any Financial Year shall take place before 30th September in that year

9.3.3 the time and venue for meetings of the Joint Committee shall be determined by the Chairman.

9.3.4 the provisions of paragraph 3 of Part 1 of Schedule 12 to the 1972 Act (calling of extraordinary meetings) shall apply to this Agreement subject to the variation that references to “five members” in that paragraph shall be construed as references to “Four Authorities”

9.4 Constitution of the Joint Committee

9.4.1 The Joint Committee shall consist of eight (8) councillors one (1) from each of the Authorities. Deputies will be allowed when the appointed member for an authority is unable to attend.

9.4.2 Each Authority shall have one vote. Unless otherwise stated decisions shall be made by simple majority of votes. The quorum shall be at least one member from each of five Authorities.

9.4.3 Save as varied by this Agreement the Standing Orders of the Lead Authority shall apply to the proceedings of the Joint Committee and that Authority shall be responsible for the administrative arrangements in connection with the convening of meetings of the Joint Committee.

9.4.4 The proper officer of the Joint Committee for the purposes of the 1972 Act shall be the Chief Executive of the Lead Authority and the Scheme of Delegation of the Lead Authority shall apply so far as it is relevant.

9.5 Chairman and Vice-Chairman

9.5.1 The Chairman and Vice-Chairman of the Joint Committee in any year shall not be from the same Authority.

9.5.2 The Chairman and Vice-Chairman may be consulted on amendments or variations to the Agency Agreement and on the entering into of further Agency Agreements

9.6 Role of Officers

- 9.6.1 The Chief Officers shall ensure service delivery in accordance with this Agreement and any other agreements between the Lead Authority and Service Provider Units, and in accordance with the Agency Agreement
- 9.6.2 The Agency Manager shall act as reporting officer to the Joint Committee assisted as necessary by the Chief Officers
- 9.6.3 If any Chief Officer has reason to consider that the TRMU is procuring services in a way which is inconsistent with this Agreement he shall be required in the first place to raise the matter with the Agency Manager in order to resolve the issue;
- 9.6.4 If the Agency Manager considers that a Service Provider Unit is not fulfilling the requirements of this Agreement he shall raise the matter in the first place with the Chief Officer responsible for the Service Provider Unit in order to resolve the matter
- 9.6.5 If the issues raised in sections 9.6.3 or 9.6.4 remain unresolved, then the Chief Officer for the Service Provider Unit and the Corporate Director of the Lead Authority will consider the issue and seek to resolve the matter.
- 9.6.6 If, having considered the matter the issue remains unresolved the Chief Officer or the Corporate Director may refer the matter to the Joint Committee for determination.