

Complete Agenda

JOINT-COMMITTEE REPORT – 22-MAY-2023



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

Joint Committee Report

22nd May 2023



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

Contents	Page
1. Introduction	3
2. Work Allocation to Local Authority Service Provider Units	3
3. Partnership Arrangements	9
4. Welsh Government Traffic Wales Service (TWS)	9
5. Welsh Government Traffic Officer Service (TOS)	9
6. Department’s Representative to the Welsh Government’s A55 Design Build Finance and Operate (DBFO) Contract	10
7. Satisfying WG Requirements for the Agency Agreement	10
8. Agency Steering Group	10
9. TRMU Quality Management Systems (QMS)	10
10. Partner Authority Performance	11
11. PA Consultancies	12
12. Private Sector Frameworks	12
13. Continuous Improvement	12
14. Disputes under Clause 9.6 of the Partnership Agreement	13
APPENDICES	
Appendix A – NMWTRA Partnership Risk Register	
Appendix B – Traffic Wales Service Data Analysis	
Appendix C – Traffic Officer Service Report	
Appendix D – Partner Authority Works Unit Performance	
Appendix E – Partner Authority Consultancy Progress and Performance Report	
Appendix F – NMWTRA Framework Contracts Status Report	
Appendix G – Joint Committee Terms of Reference	

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 2022/23 financial year.

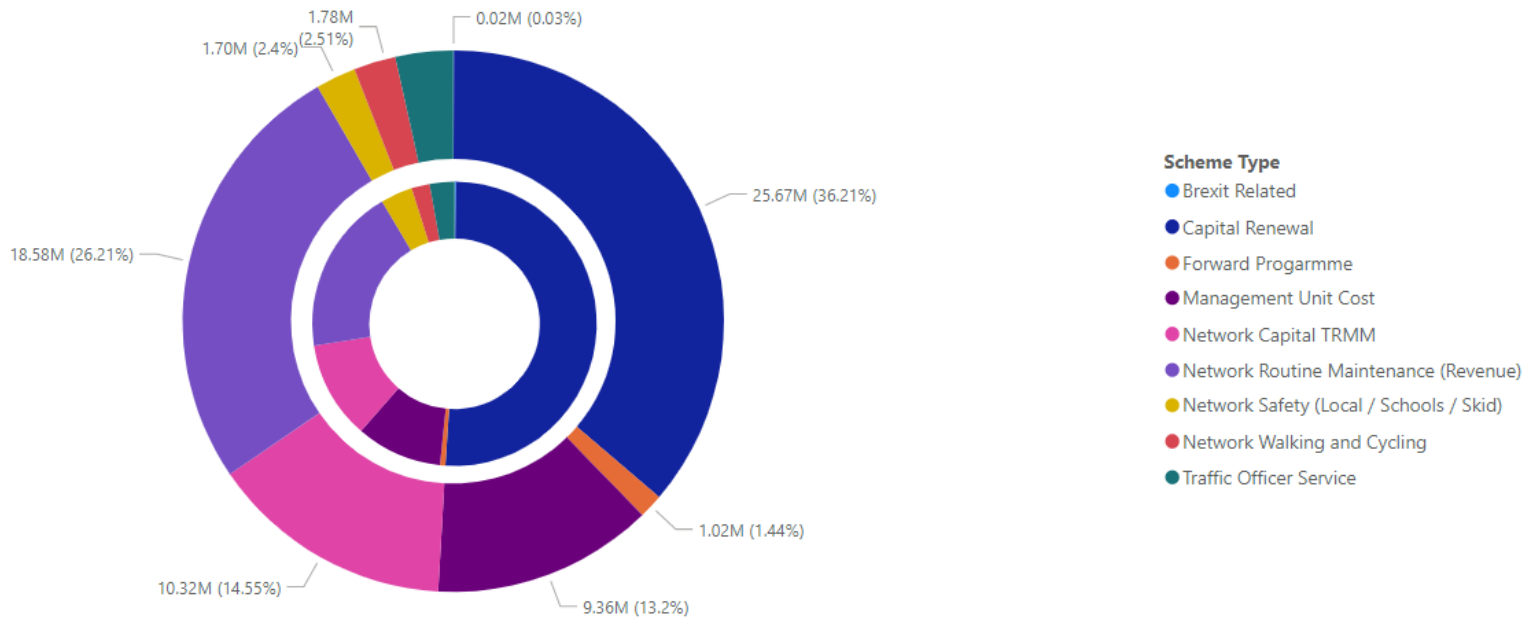
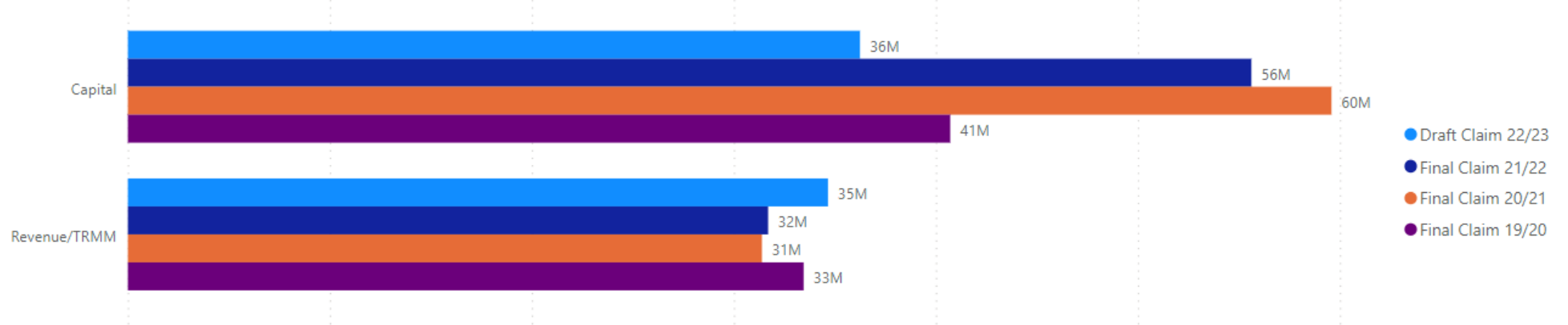
2 Work Allocation to Local Authority Service Provider Units

- 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). All PA's achieved a full programme of delivery, with full delivery of the cyclic maintenance programme and all necessary reactive maintenance including winter maintenance during a period of severe adverse weather, which is a real credit to the PA service Providers and continues to be recognised by Welsh Ministers.

A significant programme of capital delivery has also been achieved through the NMWTRA PA Consultancies and Consultancy, Surfacing and Contractor Frameworks. Capital throughput has however, been to a reduced level when compared to the exceptional levels achieved during 2020/2021 and 2021/2022 financial years.

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

Figure 1
NMWTRA Final Claim Costs 2019/20, 2020/21, 2021/22 and 2022/23 Draft



87.31M
 Final Claim 21/22

70.90M
 Draft Claim 22/23

Figure 2

NMWTRA 2021/22 Expenditure by Route



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

Figure 3

All PA Works Unit Combined Costs – Expenditure for 2018/19-2021/22 and 2022/23 (Draft)

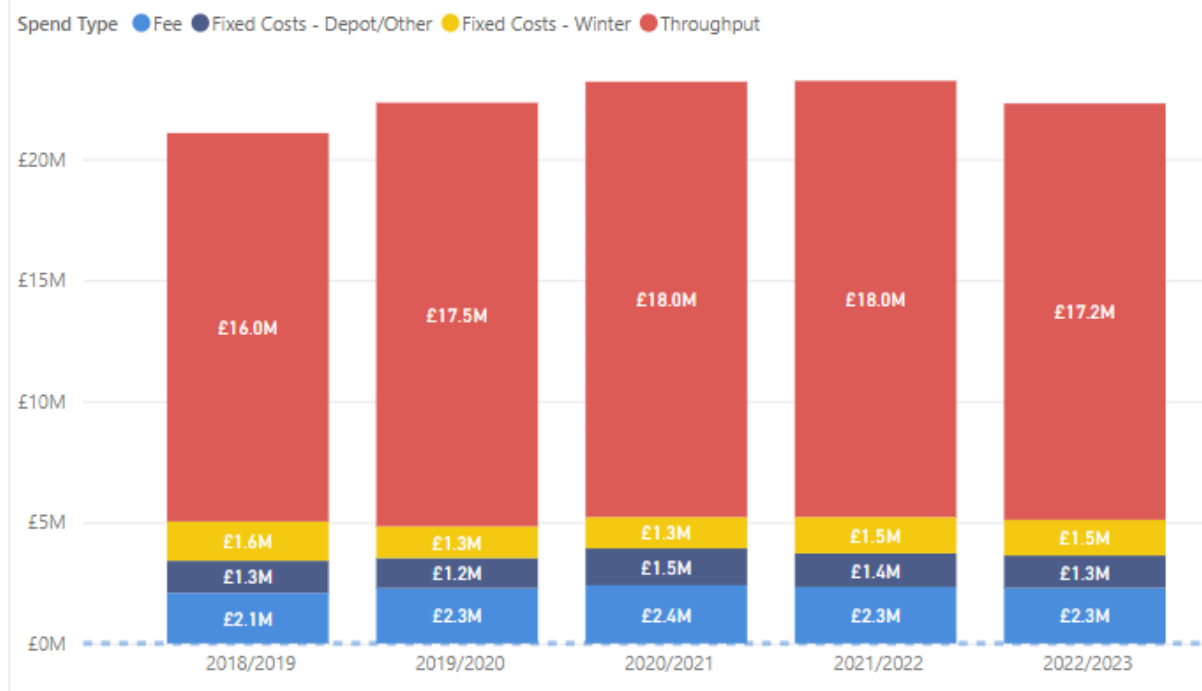


Figure 4

PA Works Unit Costs Excluding Winter and Fee - Expenditure for 2018/19-2021/22 and 2022/23(Draft)

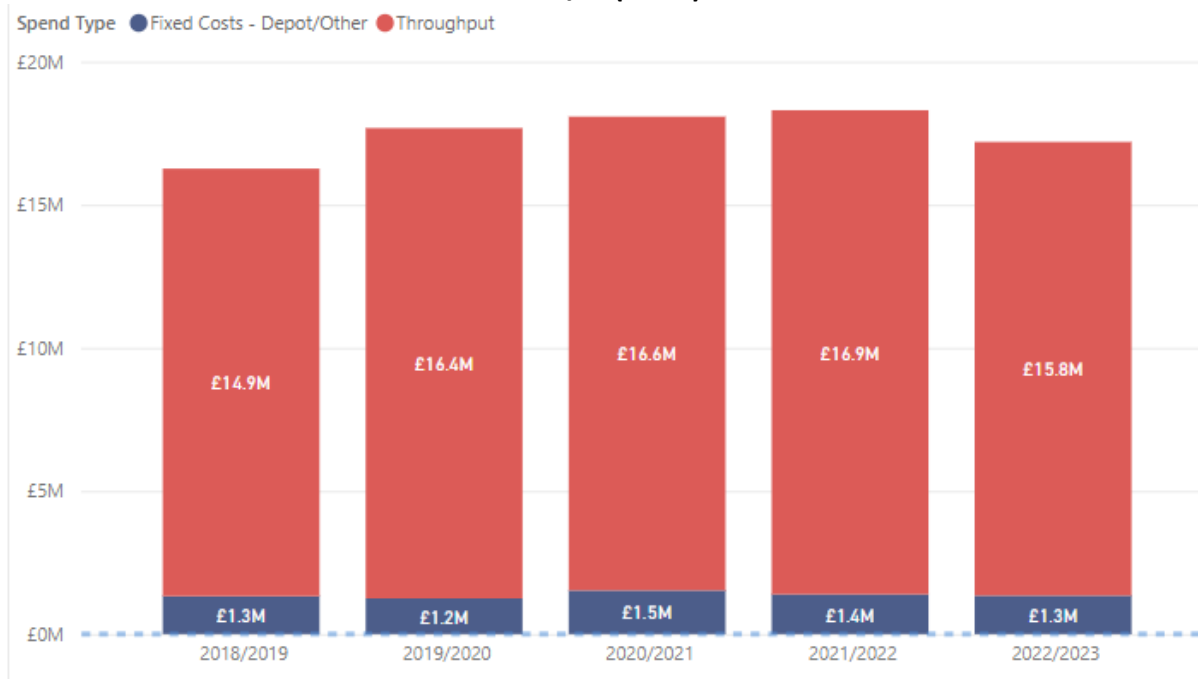


Figure 5

Winter Service - Expenditure 2018/19 - 2021/22 an 2022/23(Draft)

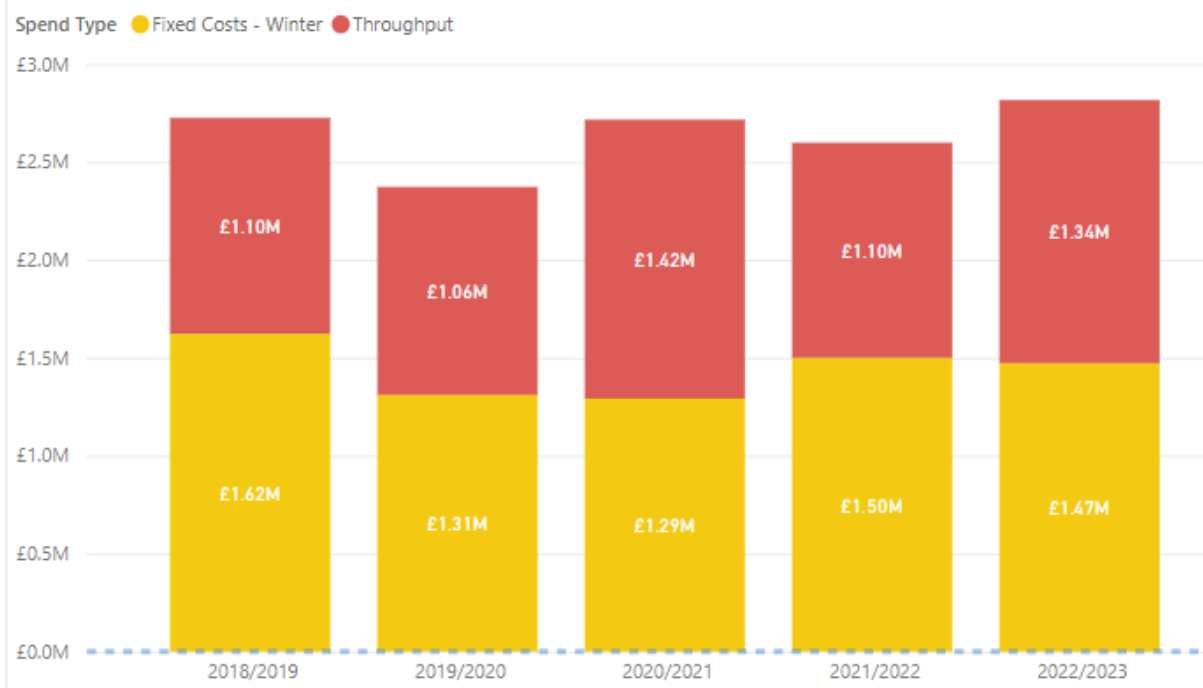


Figure 6

NMWTRA Direct Costs by Function 2016/17 to 2021/22 and 22/23 Draft

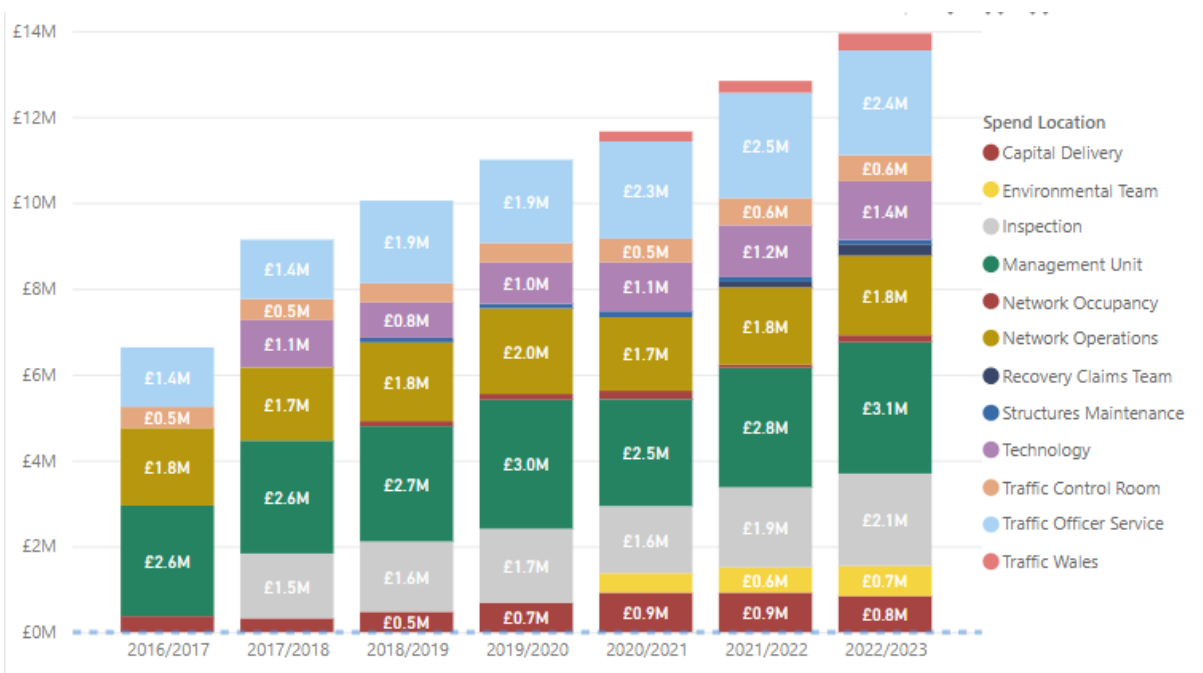
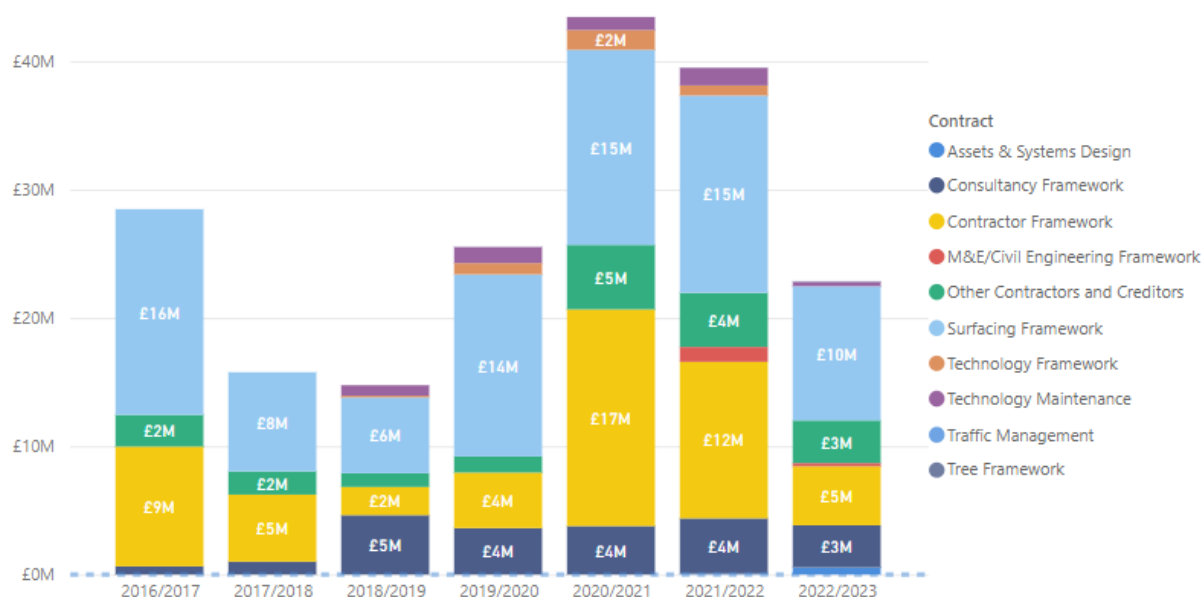


Figure 7

Capital Expenditure by Type for Framework and Other Contractors (excludes PA's) 2016/17 to 2021/22 and 2022/23(Draft)



Contract	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Assets & Systems Design						£63,667.42	£552,100.10
Consultancy Framework	£634,950.23	£995,806.00	£4,625,984.64	£3,616,230.46	£3,775,579.57	£4,313,402.31	£3,286,408.01
Contractor Framework	£9,337,020.56	£5,082,434.74	£2,201,447.05	£4,331,100.31	£16,884,978.38	£12,196,990.25	£4,593,690.87
M&E/Civil Engineering Framework						£1,159,353.00	£252,619.40
Other Contractors and Creditors	£2,471,760.80	£1,782,406.07	£1,056,731.42	£1,245,096.35	£5,021,156.79	£4,209,662.73	£3,304,959.26
Surfacing Framework	£16,028,888.82	£7,727,863.61	£5,907,568.38	£14,189,122.80	£15,203,390.35	£15,372,662.13	£10,460,018.13
Technology Framework			£134,978.31	£881,551.10	£1,538,076.35	£781,726.18	
Technology Maintenance			£816,966.93	£1,255,360.17	£1,016,719.35	£1,377,603.95	£344,498.44
Traffic Management				£7,687.68	£1,360.00	£5,641.55	£13,000.00
Tree Framework					£3,341.39	£9,600.69	£21,286.85
Total	£28,472,620.41	£15,588,510.42	£14,743,676.73	£25,526,148.87	£43,444,602.18	£39,490,310.21	£22,828,581.06

3. Partnership Arrangements

3.1 The partnership has continued to work well with good levels of collaboration and performance. Covid related sickness/isolation absences have continued to impact on resource levels; however, service delivery has been maintained which is a credit to all staff involved.

3.3 Service Delivery Agreement (SDA) Implementation

The SDA continues to provide the basis for assessing PA performance and compliance against defined performance criteria to implement the WGTRMM requirements. PAs 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 to manage and mitigate risks wherever possible. The Partnership Risk Register is attached as Appendix A.

4. Welsh Government Traffic Wales Service (TWS)

4.1 The Traffic Wales Service (TW) covers the whole of Wales reporting on both Trunk Road Agent areas (NMWTRA and SWTRA). TW continues to provide a highly effective communications service 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 typically more than 10,000 incidents being dealt with annually.

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

6.1 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 continuing to work with UK Highways (UKH) to deliver the complex hand back 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. NMWTRA have appointed Atkins consulting engineers to provide the resources necessary to assess residual life aspects of all assets on the project road and agree a programme of remedial measures with UK highways to ensure contractual residual life is achieved at handover.

- 6.2 During the reporting period Menai suspension bridge which forms part of the project road, has been temporarily closed to all vehicles due to concerns identified with the structural integrity of the bridge's vertical hangers. A temporary supplementary hanger system has been installed enabling the bridge to reopen to vehicles up to 7.5 T. UKH are progressing with a scheme to replace the permanent hangers with works due to commence late summer/early autumn 2023.

7. Satisfying WG Requirements with regard to the Agency Agreement

- 7.1 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 performed.

8. Agency Steering Group

- 8.1 An Agency Steering Group meeting was held on the 23rd of November 2022. Topics discussed included:
- Transfer of WG Highway functions to Transport for Wales (TfW FIT Programme). This is not being considered any further in the immediate future. Agents to review support in this area in the interim possibly with FIT no longer taking place. There are currently levels of duplication with shared resources and an option to address this in the short term may be to increase the delegations to Agents and strengthen the Agent's teams. Another option would be to internalise more and strengthen the WG teams although the moratorium on appointments is currently an issue for this option. Further thought to be given to this with the functions review.
 - Currently no decision made on the Major Asset Renewal (MAR) programme of funding being provided. To be presented to Ministers.
 - Roads Review statement made regarding the current update and to form part of the NTDP.

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 October 2022. The Agent was successful in retaining accreditation to all three standards. During the audit, 3 minor nonconformities were raised adding to the 3 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 audit days during June, July & September 2023.

- 9.2 During the reporting period the Agent also successfully retained its ISO 27001 (Information Security Management Systems) accreditation for the Traffic Wales IT Infrastructure service provision. No new nonconformities were identified during the Audit and all previous outstanding nonconformities were closed. The next ISO 27001 BSI audit scheduled in July 2023.
- 9.3 In November 2022 the Agent was successful in its Investors in People assessment and retained a Silver Award level. The Silver Award places the Agent within the top 5 percentile of all organisations assessed by Investors in People. The next assessment against the standard will be in May 2025.

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 2021/22 is shown in Appendix D.

11. PA Consultancies

11.1 Consultancy progress and performance reporting for 2022/23 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 A number of continuous improvement initiatives have been progressed during the reporting period to include:

13.2 NMWTRA have been developing an updated business plan for the Agency. This has involved significant engagement with NMWTRA staff to identify areas for development and improvement. The plan addresses four main themes as follows:

- People
- Climate and Environment
- Functional Requirements
- External Opportunities and Threats

Task groups have been established to develop content under a range of sub themes and the bottom up and top down approach has yielded some significant areas for development. The intention is to publish the plan by summer 2023.

13.3 Technology Innovations implemented

- NMWTRA have undertaken trials with 360 degree cameras and scanners, looking to identify whether a trunk road version of google maps could be created to allow offline surveys.
- Improvement in automation of data entry into WG systems where data exists in NMWTRA systems. Each year over 9,000 records require updating on the WG system, the new automation allows this to be done seamlessly.
- Extending access to 3rd Parties using Microsoft security protocols to allow improved digital collaboration between partner authorities and also external consultant and contractors.
- Further extension of Digital Automation on Trunk roads to include automatic detection of animals. Current system deployed between J16 and J16a (Dwygyfylchi) for detection of sheep. Further trial identified for the detection of Deer at J25 (St George).
- Work continuing with the Company Telensa to create an interface between the WG street lighting asset management system and roadside street lighting. This will allow for automated dimming to achieve carbon reduction. Further work is also been developed to utilise existing roadside traffic monitoring equipment to identify additional carbon reduction measures.
- Futureproofing of trunk road weather stations continues with the procurement of improved data collection systems and training for staff.

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
1	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 14. Improved risk management processes and system implemented	1	3	3
2	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
3	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	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
							undertaken - pending WG decision				
4	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
5	Significant dispute between Lead Authority 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
6	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 Authority and Partners	1. Monitor proposals with Partner Authorities	1 Revised NMWTRA model is compatible with regional arrangements	4	2	8
7	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 Authority and Partners	1. Establish accredited quality management systems for ISO9001, ISO14001, OHSAS18001 and relevant Sector Scheme accreditations.	1. All PA's fully compliant. 2. NMWTRA providing assistance through working group and NMWTRA Health and Safety Manager 3. Refer to 2P above. 4. All PA's now compliant with accredited QMS systems in place 5. Use of performance dashboard	1	4	4
8	NMWTRA and PA staff resource succession planning	3	4	12	Increasing difficulty in recruiting and retaining suitable professional and technical staff and skilled operatives	Lead and Partners	Establish training and apprentice posts within staffing structure to generate future staff resources. Improve recruitment processes	1. NMWTRA have initiated apprentice scheme across all service delivery areas. Also now recruiting into trainee technician posts with support for further education and vocational training. 2. Recruitment process now utilising web based services (Linked in and Jobs websites)	3	3	9
9	Sustain Ministerial Cost Savings	3	4	12	Threat to public sector delivery model if continued value for money cannot be demonstrated	Lead Authority and Partners	Maintain appropriate level of cost management through Schedule of Rates payment mechanism. Effective benchmarking of key functional areas to be further developed and implement best practice and efficiency improvement opportunities	1. SoR review due for completion to streamline and improve usability 2. Update benchmarking exercise being undertaken 3. Regular meetings with PA operational and senior staff to address delivery, performance and cost management issues. 4. Additional WG requirements and associated costs separated from cost saving baseline	3	3	9

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
10	Outcome of the WG Roads Review may impact capital delivery programme	3	4	12	May reduce Partner Authority consultancy workload in the short to medium term pending alternative active travel and climate change projects being commissioned. Resources may be diverted or lost which may reduce capability and capacity to undertake alternative commissions	WG /Lead Authority and Partners	NMWTRA to track outcome of the Roads Review and inform PA's. PA's to develop skills / capability in line with Welsh Transport strategy objectives regarding active travel, climate change and asset major maintenance renewals.	<ol style="list-style-type: none"> 1. Early reporting on Roads Review outcomes being sought from WG 2. PA's being advised on changes to project type in line with WTS 3. Forums with CECA Wales and WG being established to determine nature of projects that may be taken forwards 	3	3	9
11	Outcome of Major Asset Renewal (MAR) Programme Review	3	3	9	An increase in a risk-based approach to maintenance functions may potentially reduce some workstreams for PA's	NMWTRA/WG	NMWTRA to assist WG in developing new Trunk Road Maintenance Requirements (WGTRMM) to ensure correct balance between safety, cost and environment is achieved. Any changes to maintenance regimes to be managed through a transition process with alternative workstreams being identified e.g. increased environmental works.	<ol style="list-style-type: none"> 1. NMWTRA in discussion with WG and awaiting content of the Lugg Report 	3	3	9

APPENDIX B

Traffic Wales Service Highlights and Data Analysis 2022/23

Communications Highlights - 2023 January to April

3.5k calls answered

200 emails dealt with on average per month

60k social media followers up approximately 14% same period in previous year

533k website visits 50% increase compared with same period in previous year

North and Mid Wales Trunk Road

Agent Careers Video

The North and Mid Wales Trunk Road Agent commissioned a video over the summer to showcase staff in a variety of different roles and locations. It demonstrates how NMWTRA is making a difference in local communities and promotes why job seekers should grow their career with the agent.



[Why should you work for NMWTRA? - YouTube](#)

Menai Suspension Bridge Communications

October to January saw a challenging time on the trunk road network as the A5 Menai Suspension Bridge was closed following advice from structural experts. The communications team worked closely with partners to provide progress updates and utilised traffic flow and congestion data to assist the public and key stakeholders with their journey planning.

Traffic Wales Facebook Launch

The team worked hard to launch our Facebook pages in February. We're delighted to say that we've had a great response from the public.



Traffig Cymru Gogledd a Chanolbarth Traffic Wales North & Mid

1K likes • 1.9K followers

Contact Us Liked

Message

[Traffig Cymru Gogledd a Chanolbarth Traffic Wales North & Mid | Facebook](#)



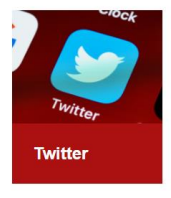
A55 Britannia Bridge Journey Planning

Home > A55 Britannia Bridge Journey Planning

This page shows travel time trends to help you plan your journey. The information is based on real journey time data from the most congested days since the A5 Menai Suspension Bridge closed. We will continue to monitor the congestion levels and update this page if there is a significant change in traffic trends.

Unplanned incidents and planned improvement works may still affect your journey. We recommend checking live traffic updates via the channels below.

Travel outside peak times, if possible, to avoid delays. Check the latest traffic information before setting off.



ICE Wales Cymru Award 2022 for Innovation

The North and Mid Wales Trunk Road Agent, in conjunction with our partners Alun Griffiths (Contractors) Ltd, DYWIDAG and YGC won the ICE Wales Cymru Award 2022 for Innovation, on the project to improve a retaining wall on A494 Llanycil, Llyn Tegid, Bala.

[Customers Talk about Smart Anchor - YouTube](#)



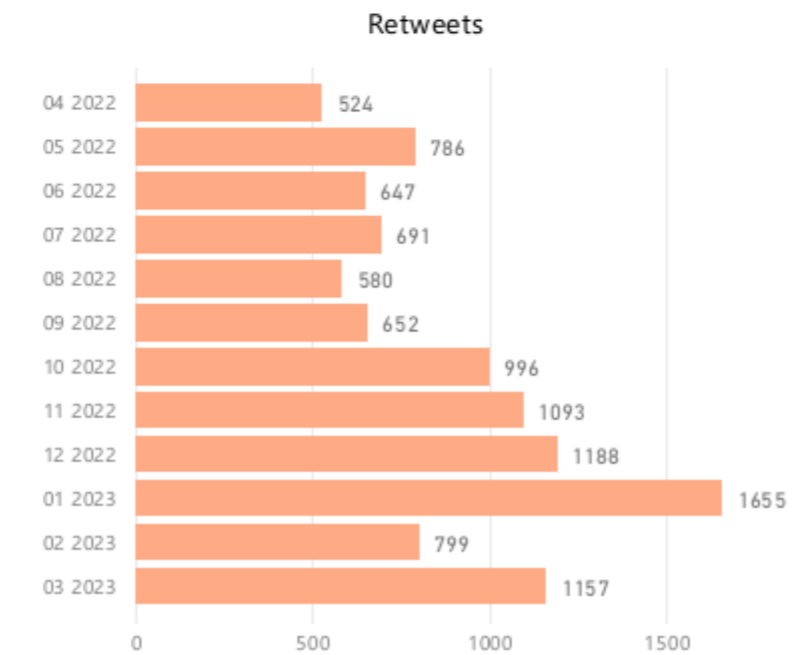
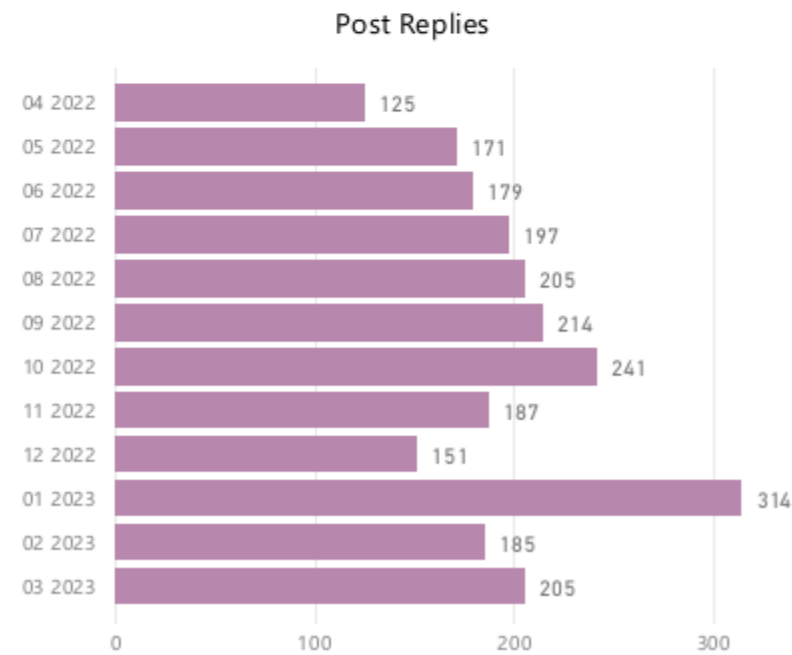
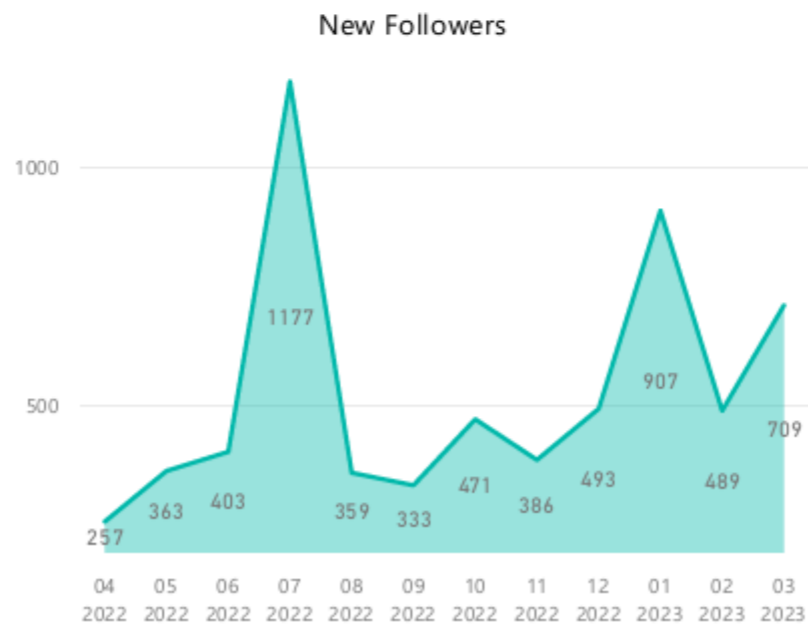
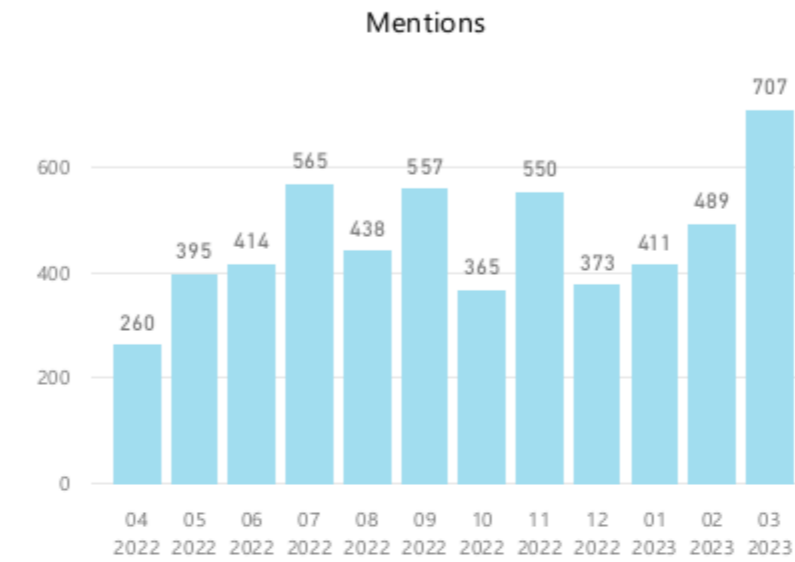
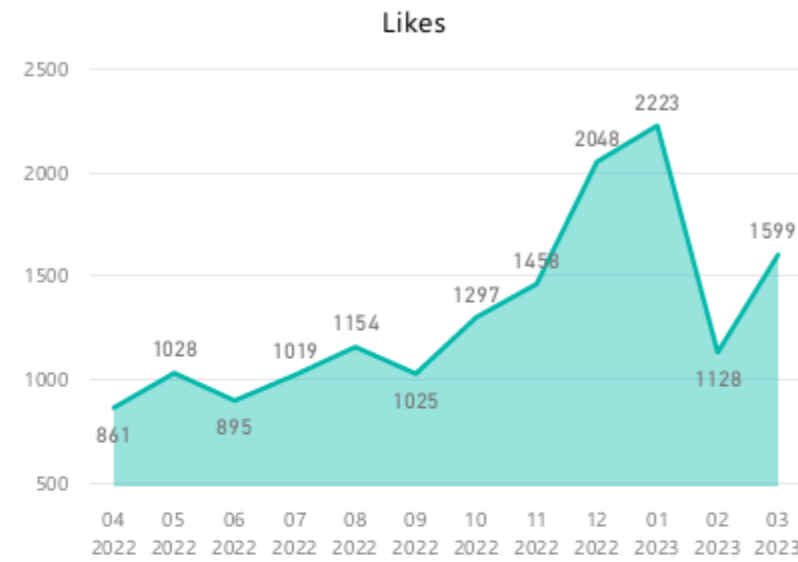
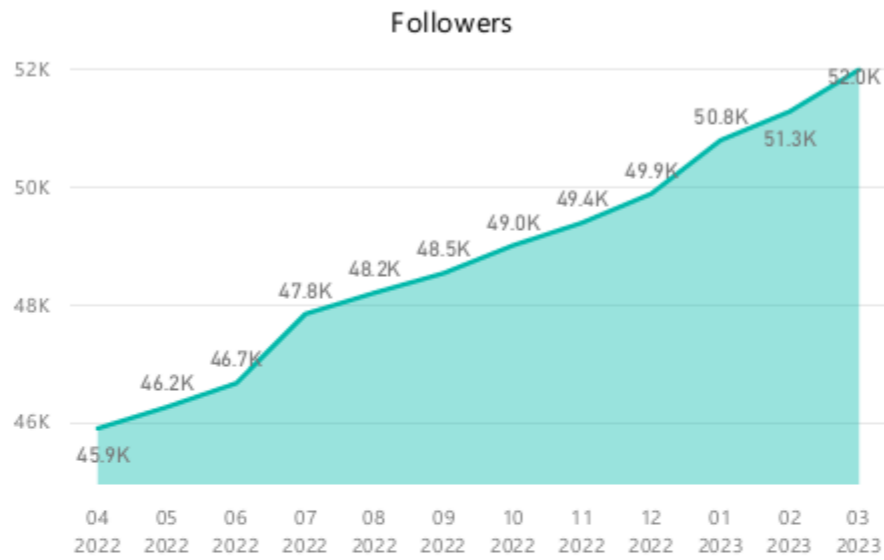
Cynllun Datblygu Dyfodol Success – Winner of CIPD Wales Award

The design, model and delivery of Cynllun Datblygu Dyfodol was the Winner of the CIPD Wales' Best Learning and Organisational Development Award and was the shortlisted nominee for the Talent Management Initiative Award.





15735 Likes	5524 Mentions	6347 New Followers
2374 Post Replies	10768 Retweets	

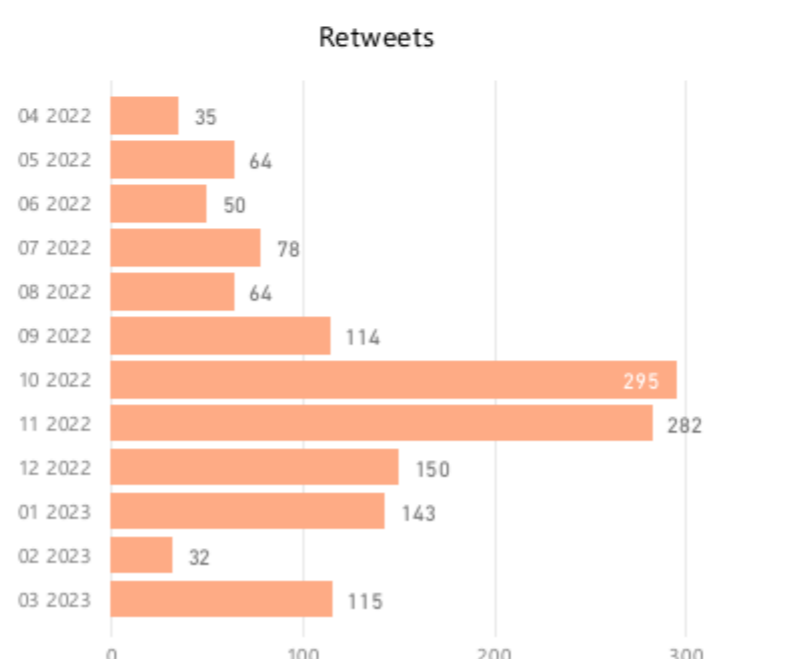
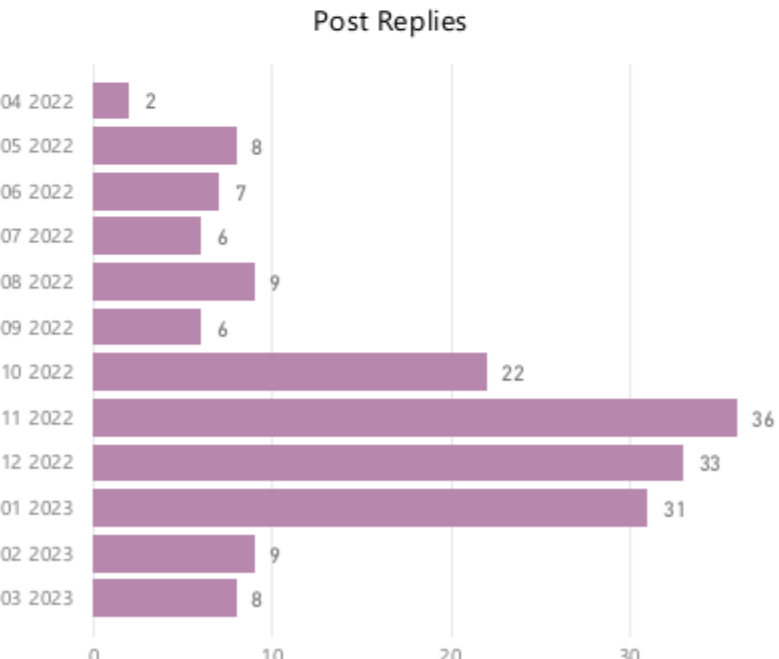
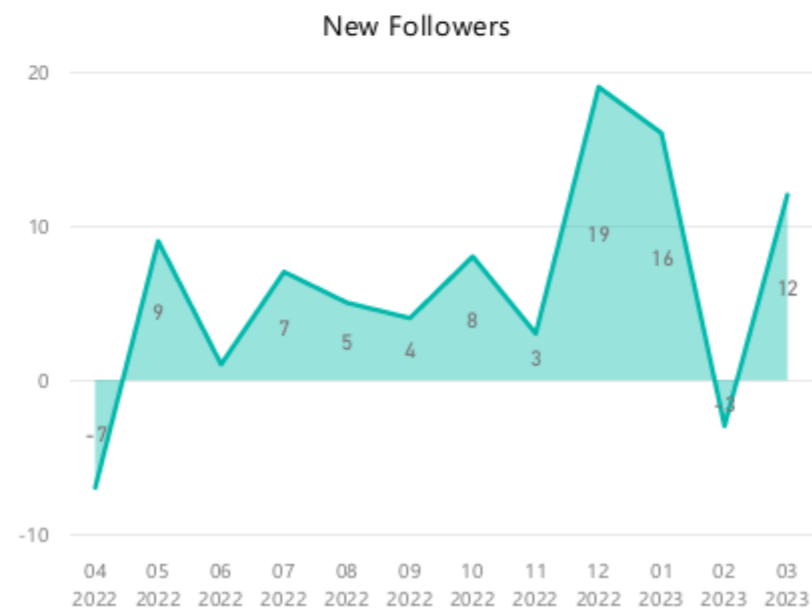
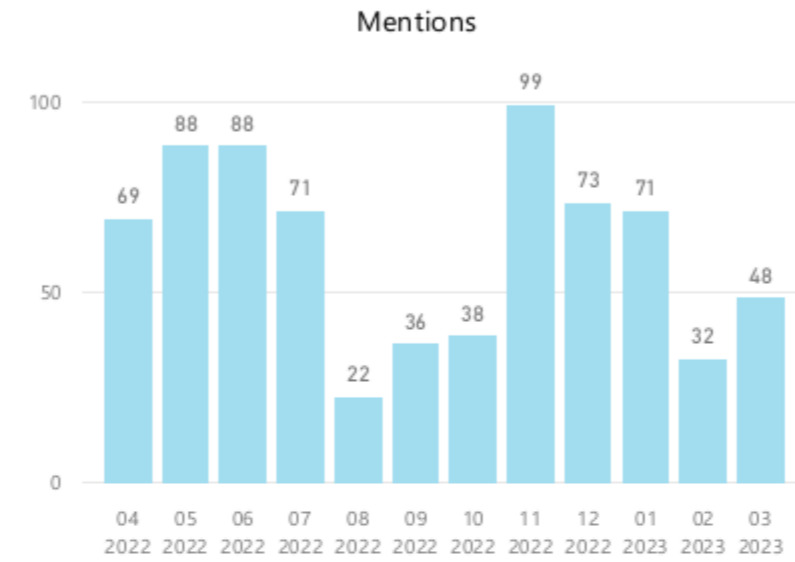
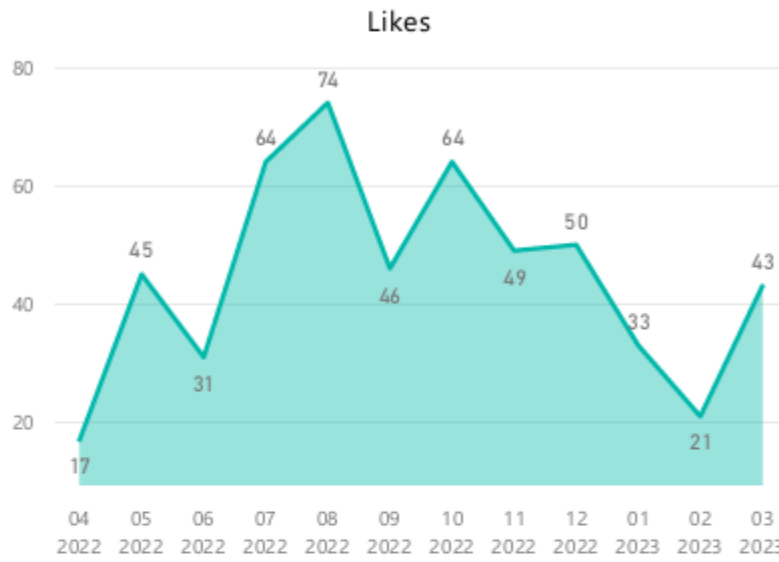
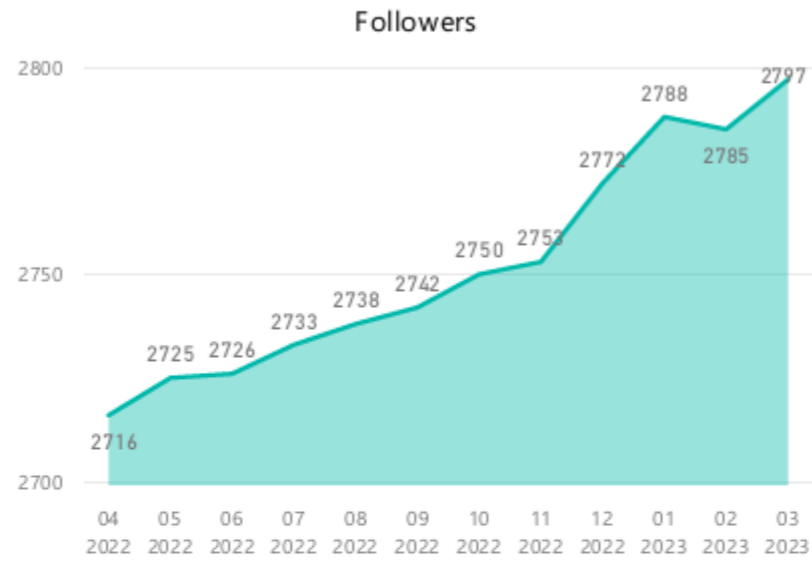




537 Likes
177 Post Replies

735 Mentions
1422 Retweets

74 New Followers



APPENDIX C

Traffic Officer Service Report

Operations Unit (WG Traffic Officer & Control Room Functions)

In April 2022 the WG Traffic Officer Service returned to dual-crewing operations, having been in a dual-vehicle configuration during the Covid-19 pandemic. The network has seen an increase in recorded traffic counts for the first six-months of FY22/23 compared to FY21/22. The WG Traffic Officer Service and Control Room have continued to manage many breakdowns, stationary vehicles, and road traffic collisions amongst other events across the network.

A review of operational practice in 2022 has identified improvements in Service delivery and led to an increase in the number of vehicles being recovered from the trunk road network to enhance safety.

Data Comparisons for FY 21/22 to 22/23

Chart One shows the increased traffic count for the start of Fiscal Year (FY) 22/23 compared to FY 21/22. In April and May 2022 there were approximately 6 million more vehicles using the Trunk Road Network than recorded for the same months in 2021. There were approximately 292 million journeys recorded on the Trunk Road network across FY 22/23, an increase of 10 million recorded journeys from 2021/22 (281 million).

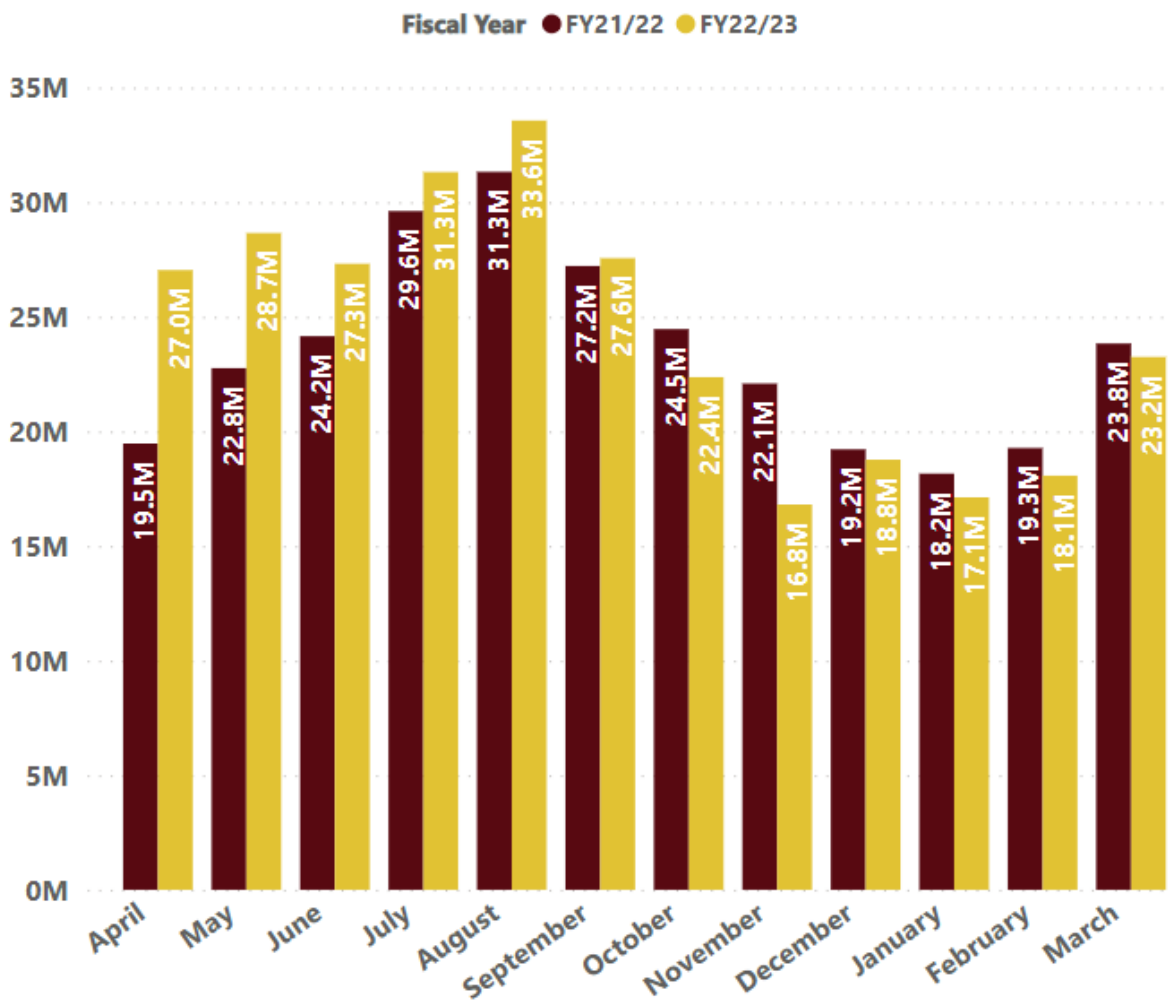


Chart One: 'Traffic Count (Millions) by Month, Fiscal Year 21/22 to 22/23'

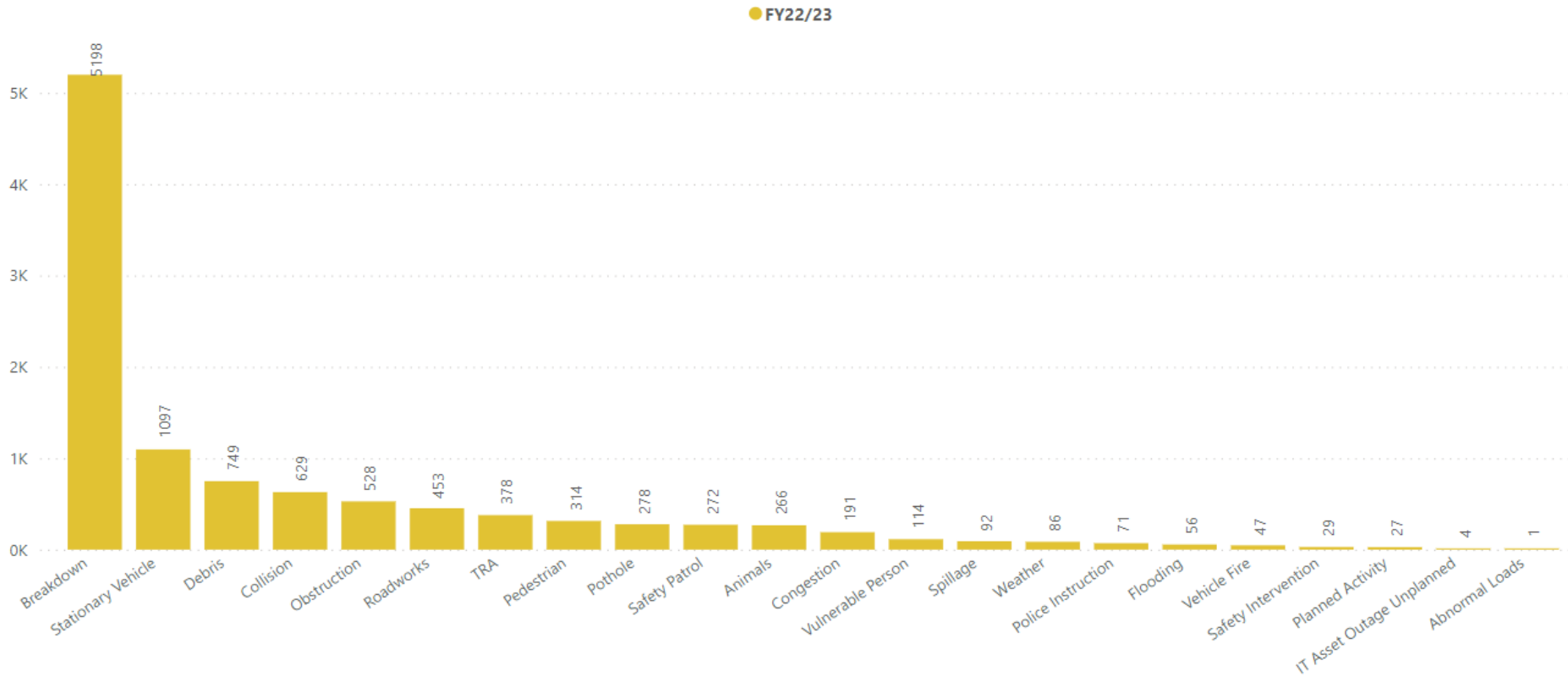


Chart Two: 'Events recorded by type for FY 22/23'

Chart Two shows the Operations Unit has during FY22/23, managed over 5,000 breakdowns, 1,000 stationary vehicles and 600 road traffic collisions across the network. They have also dealt with over 300 pedestrians and 266 animals in addition to a number of other activity categories listed above. These activities by the Operations Unit help to keep the Trunk Road Network in North & Mid Wales safe and reliable.

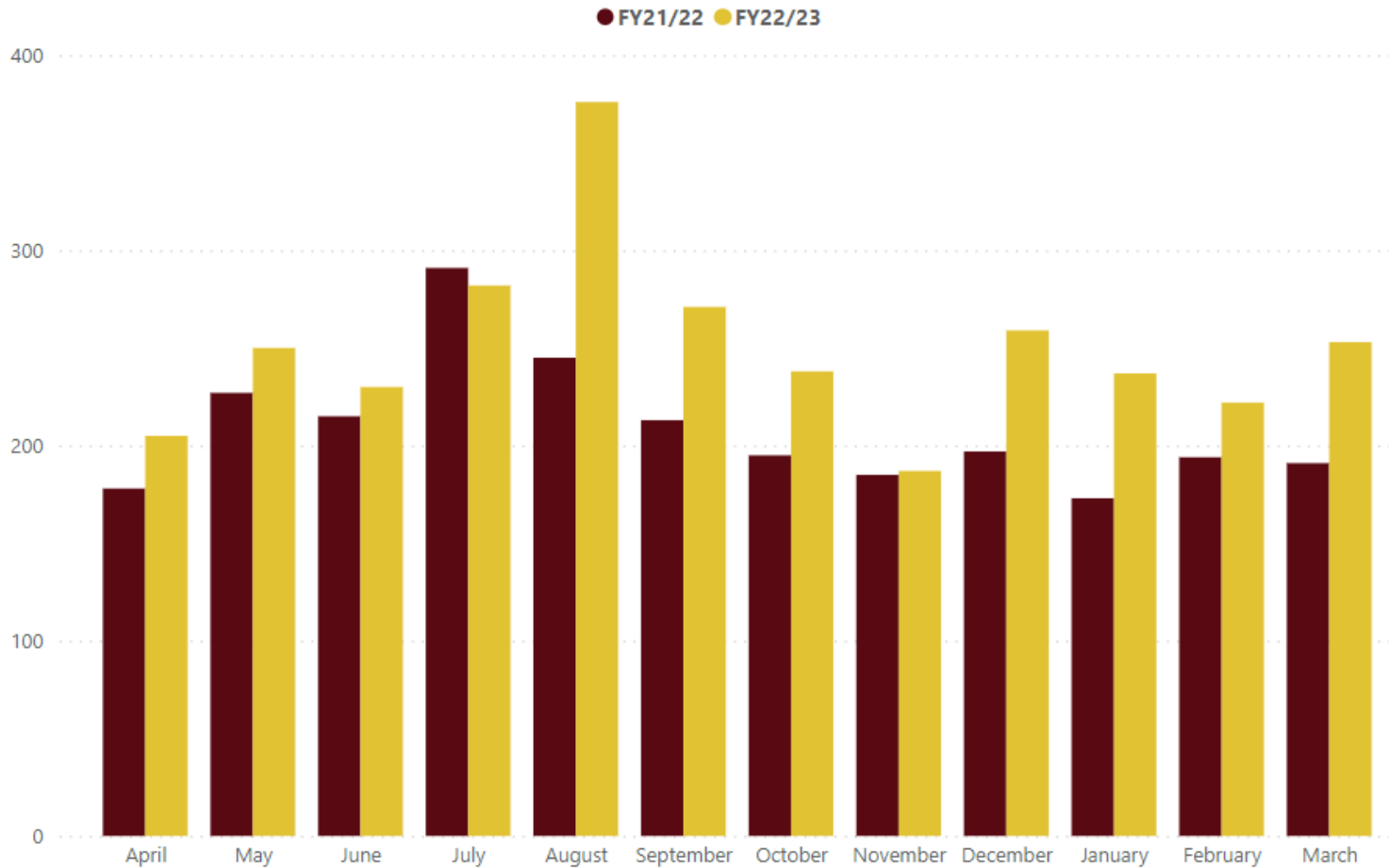


Chart Three: 'Vehicles Removed by Traffic Officers (Towing / Escorting) FY 21/22 to 22/23'

Chart Three shows a significant uplift in vehicles removed by Traffic Officers from August through to FY 22/23 end compared to FY21/22, attributable to a review of service operational practices implemented August 2022. The review identified improvements which has led to vehicles broken down on hardstanding areas and closed laybys being removed to recognised places of safety, such as service stations and junctions off the network.

WGTO Service Key Performance Indicators 2022/23

NMWTRA have the following Key Performance Indicators for the Operations unit.

1. Average time to attend events (Dispatched to Arrive) of less than 20 minutes.
2. 95% of events to be attended (Dispatched to Arrive) within 20 minutes.
3. Average event total time (Dispatched/Arrive to Leaving) of less than 60 minutes.
4. 95% of event total time (Dispatched/Arrive to Leaving) within 60 minutes.

For comparative purposes, National Highways (Highways England) 2020 KPI for Incident Clearance was 85%, achieving 89.1% (ORR February 2021 Benchmarking Report¹).

KPI1: Average time to attend events (Dispatched to Arrive) of less than 20 minutes

Avg time (m) to attend by month

Month	FY22/23
April	00:07:31
May	00:05:27
June	00:06:22
July	00:06:51
August	00:10:06
September	00:06:27
October	00:06:29
November	00:06:07
December	00:10:37
January	00:08:38
February	00:07:04
March	00:06:51
Total	00:07:27

Chart Four: ‘Average time (minutes) to attend events by month, FY 22/23’

Chart Four shows WGTO Service **average time to attend to events as significantly lower** than the 20-minutes for KPI1 at approximately 7 minutes 30 seconds for FY 22/23.

KPI2: 95% of events to be attended (Dispatched to Arrive) within 20 minutes

For FY22/23 the WGTO Service has **attended to 93% of events** within 20 minutes, which is **2% lower** than the **95% KPI target**. Analysis of data is being undertaken to identify where potential improvements in reduction of response times can be achieved.

KPI 3: Average event total time (Dispatched/Arrive to Leaving) of less than 60 minutes

Total time (m) on Call by Month

Month	FY22/23
April	00:21:12
May	00:19:23
June	00:19:40
July	00:23:18
August	00:31:43
September	00:25:03
October	00:24:25
November	00:23:47
December	00:28:46
January	00:28:19
February	00:26:27
March	00:25:57
Total	00:25:01

Chart Five: 'Average event total time (minutes), FY 22/23'

Chart Five shows WGTO Service **average event total time** at **less than half of the 60-minute KPI**, at 25 minutes for FY 22/23.

KPI 4: 95% of event total time (Dispatched/Arrive to Leaving) within 60 minutes.

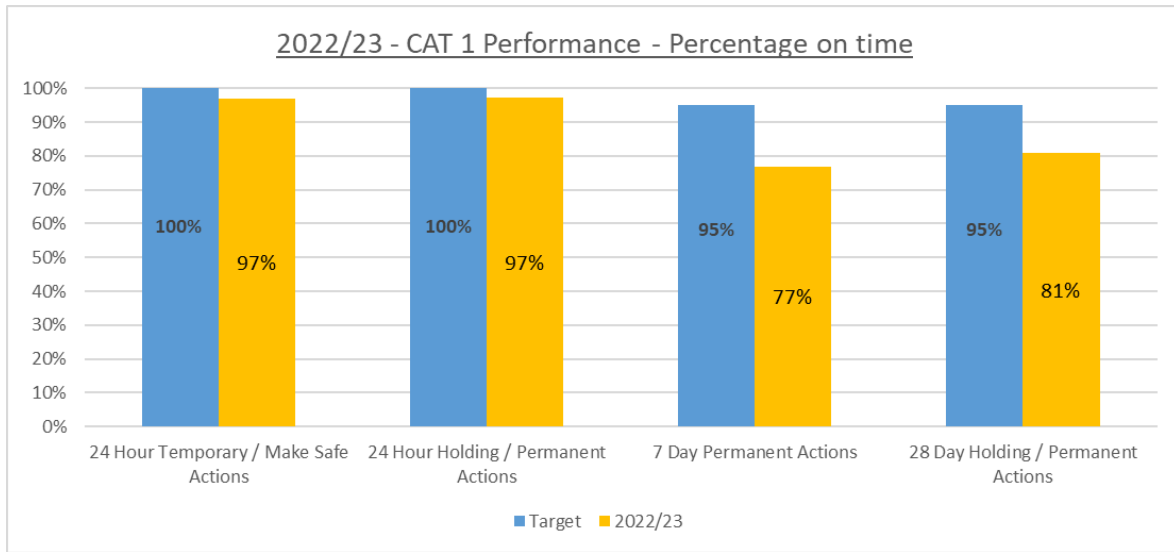
For **FY22/23** the WGTO Service has **managed 92% of events** within 60 minutes, **which is 3% lower** than the **95% KPI target**. Analysis of data is being undertaken to identify where potential improvements in reduction of total event times can be achieved.

¹ <https://www.orr.gov.uk/sites/default/files/2021-02/benchmarking-highways-england-2020-progress-report.pdf>

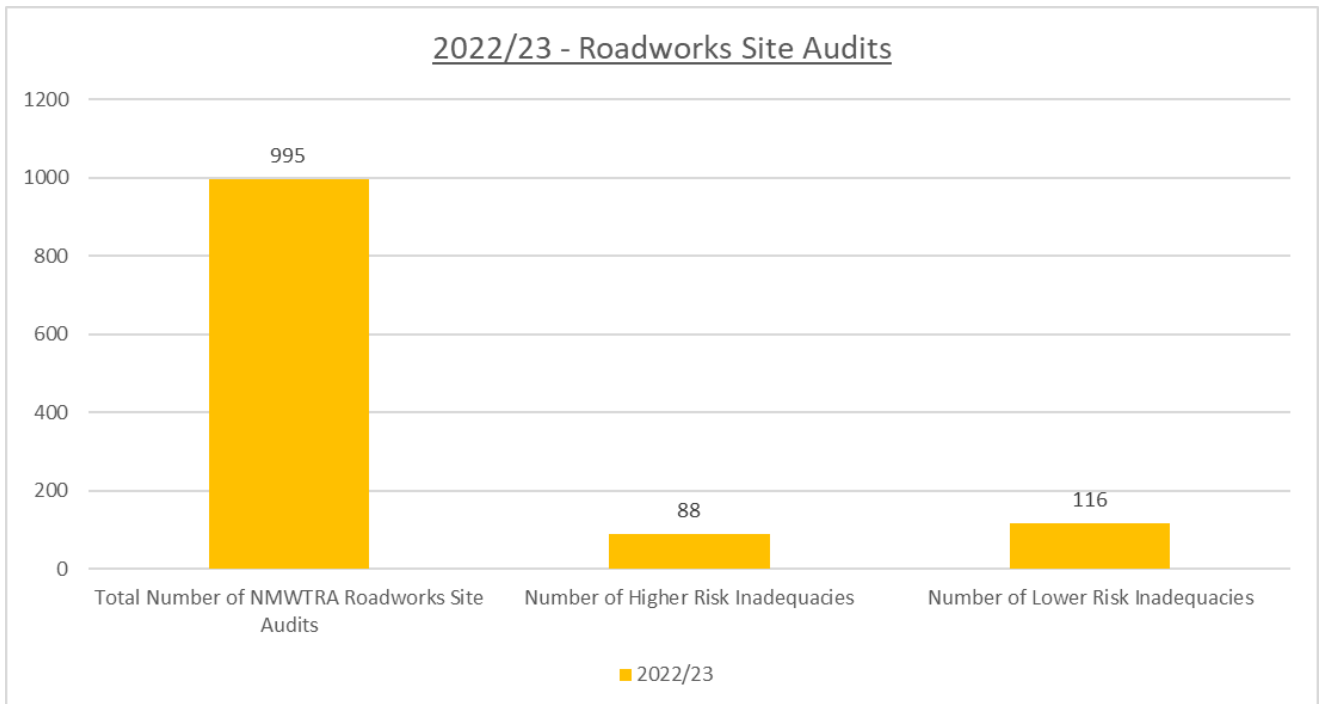
APPENDIX D

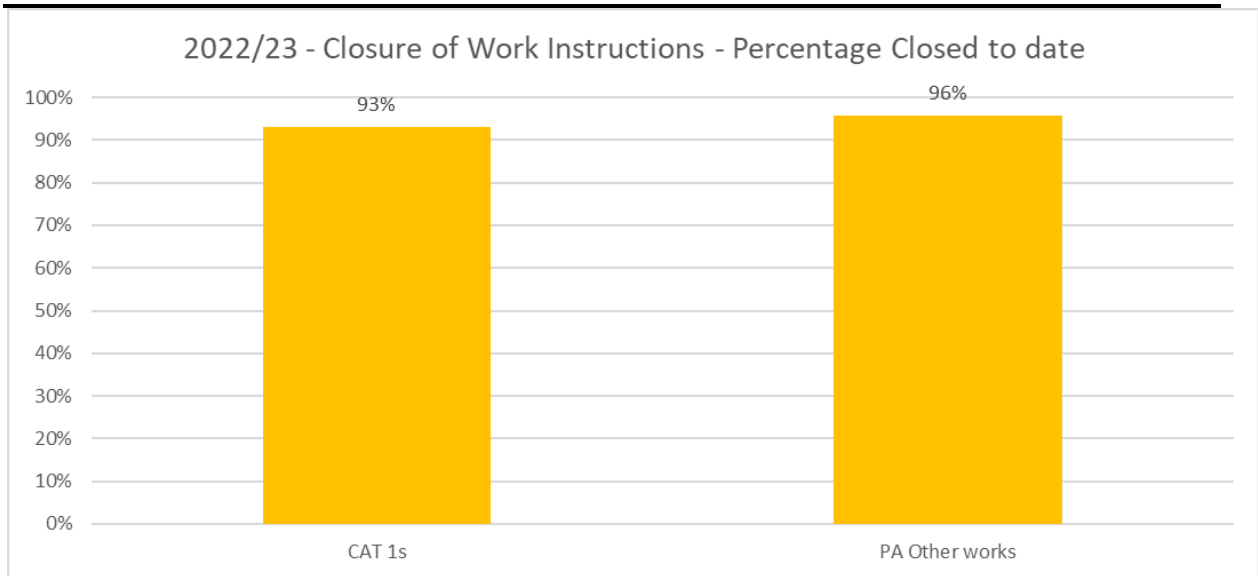
NMWTRA 2021/22 Partner Authority Works Performance

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

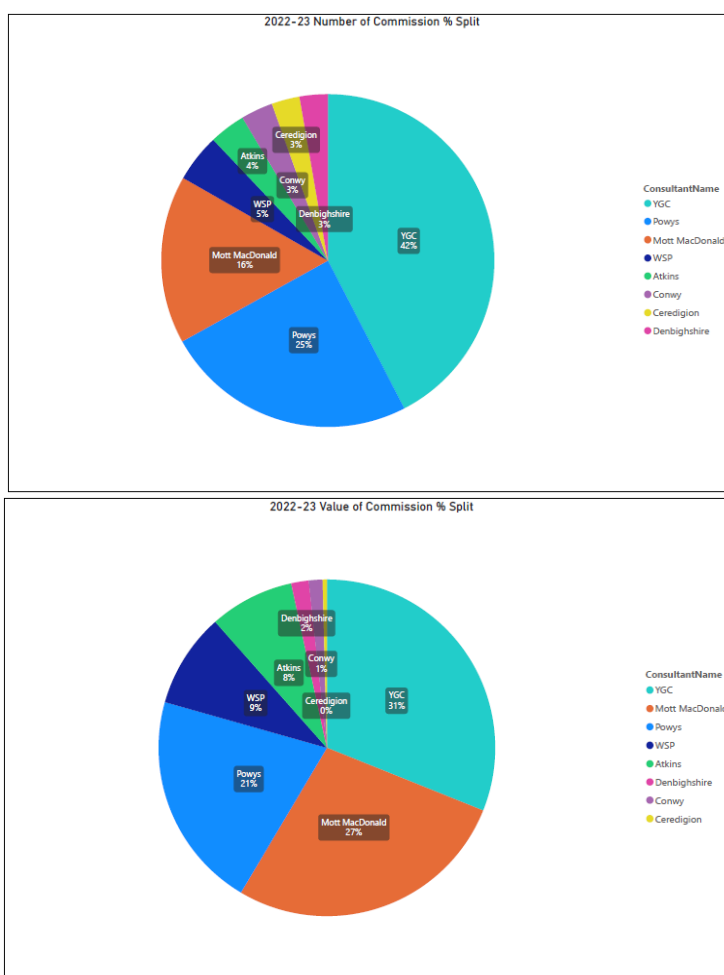
E1 Capital Delivery Project Review

E1.1 2022/23 FY

NMWTRA commissioned a total of **257** projects to our Partner Authority and External Consultants in 2022/23, with a cumulative value of **£8,515,355.06**; split as follows:

Consultant Name	No. of Commissions	Project Total
Atkins	9	692,024.24
Ceredigion	7	34,377.04
Conwy	8	112,584.85
Denbighshire	7	143,017.76
Mott MacDonald	42	2,337,619.47
Powys	63	1,775,575.99
WSP	12	773,617.88
YGC	109	2,646,537.83
Total	257	8,515,355.06

Figure E1.1: Table shows the No. of commissions and project total value for each consultant in 2022/23.



Note: YGC’s project total for 2022/23 includes £549k of costs associated with the Welsh Government major project - A55 Abergwyngregyn to Tai’r Meibion Improvement scheme.

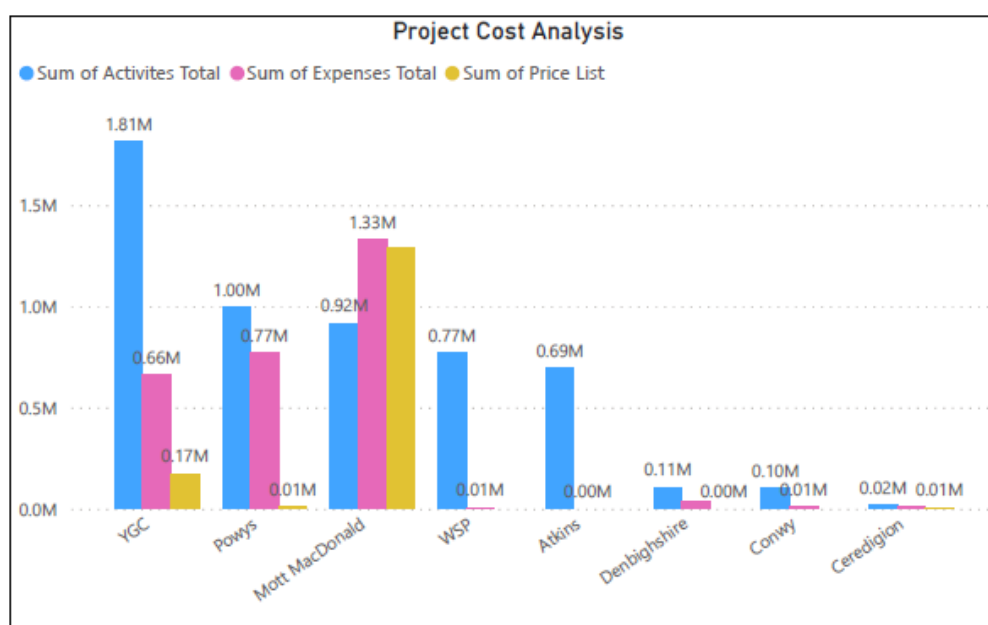
E2 Project Cost Status

E2.1 2022/23 FY

The total project cost for 2022/23 is dependent on the contract option (NEC4 PSC Option A or E) and is split between the cost against activities (direct fee), expenses (third party) and price list that’s associated with each commission. The split between activities, expenses and price list are included in the analysis below:

ConsultantName	Sum of Activites Total	Sum of Expenses Total	Sum of Price List	Sum of Project Total
Atkins	692,024.24	0.00	0.00	692,024.24
Ceredigion	19,519.52	8,880.00	5,977.52	34,377.04
Conwy	100,379.81	12,205.04	0.00	112,584.85
Denbighshire	107,500.27	35,517.49	0.00	143,017.76
Mott MacDonald	915,995.40	1,330,865.80	1,288,558.00	2,337,619.47
Powys	996,749.55	770,914.83	7,911.61	1,775,575.99
WSP	768,330.46	5,287.42	0.00	773,617.88
YGC	1,812,480.00	660,162.39	173,895.44	2,646,537.83
Total	5,412,979.25	2,823,832.97	1,476,342.57	8,515,355.06

Figure E2.1: Table shows project cost analysis for 2022/23.



Note: YGC’s project total for 2022/23 includes £549k of costs associated with the Welsh Government major project - A55 Abergwyngregyn to Tai’r Meibion Improvement scheme.

E3 Tender Opportunities

E3.1 2022/23 FY: Market Testing

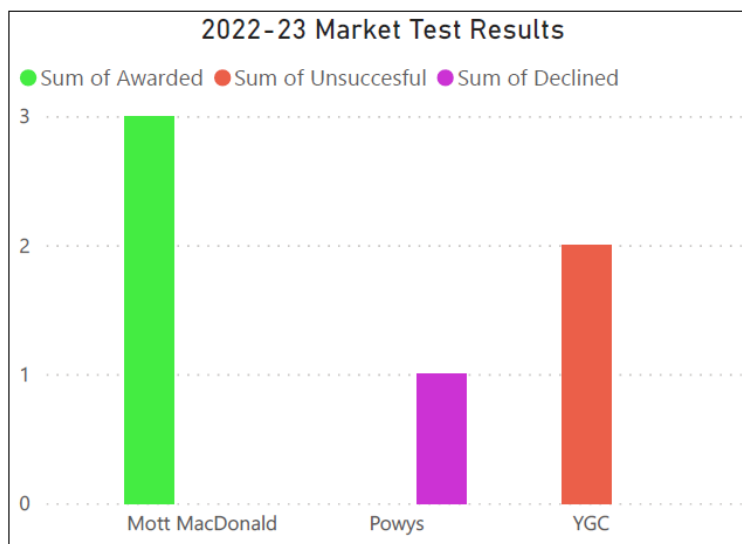
NMWTRA market tested **3 No.** commission during 2022/23 between our supply chain of PA and External Consultants, details of which is shown in the analysis below. This equates to **1%** of commissions being subject to market test out of the **257** commissions awarded to date.

Market testing opportunities during the first half of 2022/23 was low due to the high number of contractual carry-over projects from the previous year (2021/22) as well as a reduction in Capital Budget allocation and Welsh Government scheme priority. No further market testing was undertaken during the second half of 2022/23 due to the new Consultancy Framework being awarded in September 2022.

The market test opportunities were for a range of multidiscipline projects that had an estimated cost below £50k and were tested between NMWTRA’s PA (for work within their geographical area) and NMWTRA’s preferred Consultant for Lot 1 or Lot 2a of NMWTRA’s Consultancy Framework.

Project Title	Lot	Awarded	Tender Score	Unsuccessful	Tender Score
A458 Maes Fron, Trewen - NMWTRA Funding Package for Minor Traffic Eng improvements	L1	Mott MacDonald	89.00	Powys	0.00
A487 Faenol Roundabout Combined WelTAG Stage 1 & 2	L2a	Mott MacDonald	69.26	YGC	61.50
A55 Llandudno Tourist Signs Review	L1	Mott MacDonald	81.80	YGC	39.03

Figure E3.1: Table showing the market test result for 2022/23 including the tender score based the Quality/Cost tender evaluation process.



E3.2 2022/23 FY: Mini competition

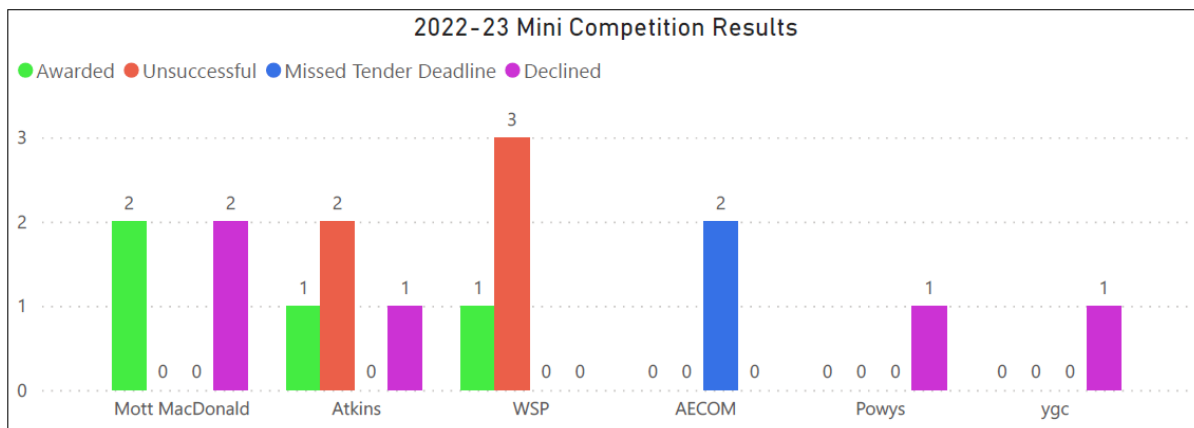
NMWTRA successfully awarded **4 No.** commissions in 2022/23 to the most economically advantageous tenders following a competitive tender (mini competition) exercise, details of which is shown in the analysis below. This equates to **1.5%** of commissions being subject to mini competition out of the **257** commissions awarded on NMWTRA’s PMS system.

Tender opportunities during first half 2022/23 was low due to the high number of contractual carry-over projects from the previous year (2021/22) as well as a reduction in Capital Budget allocation and Welsh Government scheme priority. No scheme has been subject to mini competition since the new Consultancy Framework was awarded in September 2022.

The mini-competition opportunities during 2022/23 were for a range of multidiscipline projects that had an estimated value over £50k and were tendered under Lot 2B or Lot 3 of NMWTRA’s Consultancy Framework. The tender opportunity was further extended to a PA consultant on 2 occasions during this period however they were both declined at tender stage.

Project Title	Lot	Awarded	Unsuccessful 1	Unsuccessful 2	Unsuccessful 3	Unsuccessful 4
20mph National default- Mid Wales Sites (20mph & 30mph Sites)	L3	WSP	Atkins	AECOM	Mott MacDonald	Powys
20mph National default- North Wales Sites (20mph & 30mph Sites)	L3	Atkins	WSP	AECOM	Mott MacDonald	YGC
Flintshire Roundabout assessments	L2b	Mott MacDonald	Atkins	WSP		
Investigation project into how to manage wood on site	L2b	Mott MacDonald	WSP	Atkins		

Figure E3.2: Table showing the mini-competition result for 2022/23.



E4 Performance Monitoring

E4.1 2022/23 FY

NMWTRA Project Sponsors held regular project review meetings during 2022/23 with consultant Project Managers; these meetings are invaluable to monitor progress, programme, and performance on each commission as well as to demonstrate continuous improvement at scheme level.

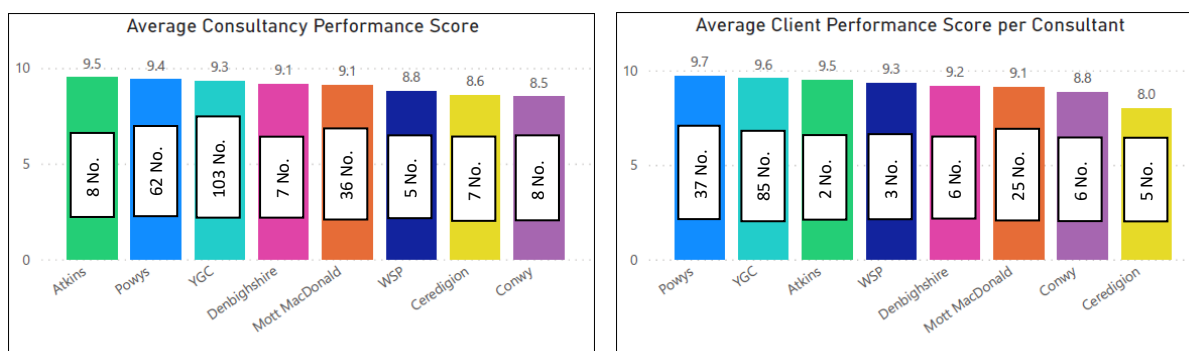
Key Performance Indicator (KPI) assessment have been carried out on **92%** of projects delivered in 2022/23 using the PMS and its KPI assessment tool, details of which is shown in the analysis below.

The analysis is based on **257 KPI** assessments having been completed by NMWTRA Project Sponsors on the Consultants overall performance during 2022/23, **169 KPI** assessments were returned to NMWTRA by the Project Managers that provided Client performance and feedback:

ConsultantName	No. of KPI Assessments by Client	No. of KPI Assessments by Consultant
Atkins	8	2
Ceredigion	7	5
Conwy	8	6
Denbighshire	7	6
Mott MacDonald	36	25
Powys	62	37
WSP	5	3
YGC	103	85
Total	236	169

Figure E4.1: Table showing number of KPI assessments undertaken in 2022/23.

Below graphs show the overall average consultancy and client KPI scores in 2022/23:



All KPI assessments were scored in accordance with the following scoring criteria:

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 NMWTRA Capital Delivery - Significant Projects

Below is an update on Capital schemes currently being delivered by NMWTRA on behalf of Welsh Government on the Strategic Road Network (SRN) that are of a strategic and ministerial importance:

A494 River Dee Bridge Improvement (NMWTRA/Motts)

The publication of the orders has been delayed until Summer 2023 whilst the scheme is reviewed against each of the four purpose/test as set out in the ‘The Future of Road Investment in Wales’ report. The proposed construction is likely to start in Summer 2024 with the opening year in Spring 2028 (subject to the outcome of any Public Inquiry).

A55 Junction 19 Glan Conwy (NMWTRA/WSP)

The extension to the active travel route along A547 Conway Road has been delayed until January 2025.

A483 Wrexham J3 – J6 Improvement - KS2 (NMWTRA/Motts)

All ground investigation works, and ecological surveys have been completed. This concludes the Key Stage 2 (KS2) process and NMWTRA’s commission with Motts. Following the recommendation by the Roads Review panel this scheme should not proceed in its current form. NMWTRA currently awaiting Welsh Government’s advice/instruction on the next steps.

NMWTRA schemes that were subject to the independent Roads Review 2021:

Following the Deputy Ministers’ appointment of the Roads Review panel in 2021 to carry out an independent review and to provide advice on the future of road schemes in Wales, ‘The Future of Road Investment in Wales’ report was released in February 2023. The report provided the panel’s recommendation on all 53 road schemes in Wales. The Welsh Government also released the ‘National Transport Delivery Plan 2022 to 2027’ in February 2023 to coincide with the release of Roads Review recommendations.

Below is the panel’s recommendation on schemes affecting the SRN in North and Mid Wales:

Scheme Name:	Roads Review Recommendation:
Flintshire Corridor Improvement (Red Route)	Should not proceed
Third Menai Crossing	Should not proceed
Mid Wales Safety Scheme: A470 Caersws	Could proceed, in some cases with changes
Mid Wales Safety Scheme: A470 Llangurig	Should not proceed (but some elements may proceed)
Mid Wales Safety Scheme: A470 Llanidloes	Should not proceed (but some elements may proceed)
Mid Wales Safety Scheme: A470 Pont-y-bat	Should not proceed (but some elements may proceed)
Mid Wales Safety Scheme: A487 Llanrhystyd	Should not proceed (but some elements may proceed)
Mid Wales Safety Scheme: A487 Machynlleth	Should not proceed (but some elements may proceed)

Mid Wales Safety Scheme: A487 North of Aberarth	Should not proceed (but some elements may proceed)
A5/A483 Halton Roundabout	Should not proceed
A483 Wrexham J3 – J6 Improvement	Should not proceed
A55 J33b Ewloe to A494 Queensferry Interchange Corridor Study	Should not proceed (but some elements may proceed)
A55/A494 Network Resilience Study	Should not proceed (but some elements may proceed)
A55 Junctions 15 and 16	Should not proceed
A55 Junctions 29 to 33b Corridor Study	Should not proceed (but some elements may proceed)
A55 Junction 23 to 24 Corridor Study	Should not proceed (but some elements may proceed)
A55 Junctions 24 to 29 Corridor Study	Insufficient information, outside scope of the review
A55 At-grade Pedestrian Crossing Review	Insufficient information, outside scope of the review
A55 Slow moving vehicle overtaking restrictions	Insufficient information, outside scope of the review
A494 Lon Fawr, Ruthin	Should not proceed
A494 Maesgamedd Road Junction Imp.	Should not proceed
A487 Dorglwyd/Commins Coch	Could proceed, in some cases with changes
A487 Rhiwstaerdywyll	Could proceed, in some cases with changes
A487 Llwyn Mafon Reappraisal	Could proceed, in some cases with changes
A44 Llangurig to Aberystwyth	Should not proceed (but some elements may proceed)
A40 Mill Brook Farm, Brecon	Could proceed, in some cases with changes
A470 Alltmawr (Chapel House Farm)	Should not proceed

APPENDIX F

NMWTRA Framework Contracts Status Report

**NMWTRA Frameworks, contract procurement
Status report, April 2023**

Briefing note provides an update on status and progress of NMWTRA Frameworks.

1	NMWTRA Frameworks, current status (in chronological order of intended end dates)			
	Framework	NEC contract	Contract Award date	End date
	Traffic Management	NEC4	11 June 2019	11 December 2023* <i>*(term extended into 4th and final year, extended by an additional 6 months)</i>
	Contractor	NEC4	27 April 2020	27 April 2024* <i>*(term extended into 4th and final year)</i>
	Tree Works	NEC4	12 October 2020	12 October 2023* <i>*(+1yr)</i>
	Surfacing and Ancillary Works	NEC4	01 April 2021	31 March 2024* <i>*(+ 1yr)</i>
	Highway Assets and System Design	NEC4	08 November 2021	30 October 2023* <i>*(+1yr + 1yr)</i>
	Mechanical, Electrical and Civil Works	NEC4	08 November 2021	30 October 2023* <i>*(+1yr + 1yr)</i>
	Consultancy Professional Services	NEC4	07 September 2022	06 September 2024* <i>*(+1yr + 1yr)</i>

2	Key Headlines in period (2022 / 2023) and next period (2023 / 2024)
2.1	<p>Temporary Traffic Management Framework Contract 2019</p> <p>We have extended the current NMWTRA Temporary Traffic Management Framework (due to expire on 11 June 2023) for a further 6 months. End date is 11 December 2023. This is to ensure continuity of services prior to award of the new Framework.</p>
2.2	<p>Traffic Management Services Framework Contract 2023</p> <p>We are finalising preparation to renew the Traffic Management Services Framework, anticipated award date in November 2023.</p> <p>We anticipate that the date of tender issue will be by the end of June 2023.</p>
2.3	<p>Consultancy Professional Services Framework Contract 2022</p> <p>Start Date is 7 September 2022. The term of the Framework Contract is 2 years, with potential of two 12-month extension periods at the discretion of the Client. The end date of the Framework period is September 2024, extending up to September 2025 or September 2026, if the Client extends the Framework Period.</p>

2.4	<p>Surfacing and Ancillary Works Framework Contract, exception increases in prices</p> <p>The surfacing industry is experiencing exceptional fluctuation in prices and material supply issues since late 2021 / early 2022.</p> <p>We have applied an exceptional adjustment of the Framework Prices at monthly intervals between April 2022 and March 2023, using the relevant Monthly Bulletin of Indices published by the Building Cost Information Service (BCIS) for all Work Orders called off through the Surfacing Framework.</p> <p>We are to continue to apply an adjustment of the Framework Prices at monthly intervals from April 2023 using the relevant Monthly Bulletin of Indices (BCIS), and apply the % adjustment to Framework Prices for all Work Orders called off through the Surfacing Framework, until the next contractual date in September 2023.</p>
2.5	<p>Contractor Framework 2020</p> <p>The NMWTRA Contractor Framework has recently been extended into its 4th and final year of the Framework term. End date is April 2024.</p> <p>We anticipate that the date of tender issue to renew this Framework will be by October 2023.</p>
2.6	<p>Framework and Term Contracts, Prices adjustment for inflation</p> <p>Prices adjusted for inflation on all Frameworks and Term Contracts at end of March 2023. Framework Prices adjusted for year 2023/2024.</p>
2.7	<p>Consultancy SDA Agreement, People rates; calculation of new people rates 2023/2024</p> <p>Salary rates requested and received from PA. People rates benchmarking exercise undertaken to calculate new SDA PA people rates. Adjusted people rates for 2023/2024 implemented onto K2 PMS.</p>

3	Framework risks (Partner Authorities)
3.1	<p>NMWTRA has provided access to guidance, processes and contract documents on all NMWTRA frameworks on the Frameworks page of NMWTRA’s collaboration portal.</p>
3.2	<p>NMWTRA has identified the following (potential) risks, through general feedback from Quarterly meetings with Framework suppliers: -</p> <ul style="list-style-type: none"> • Non-compliance of process and procedure; • Formalising contract; issuing Contract Data Part 1 and 2, Form of Agreement; • Lack of, consistency and quality of contract administration; • Achieving financial best value via direct award procurement.

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.