



SOMERSET HIGHWAYS AND FLEET CONTRACTS

ANNUAL REPORT 2022

An overview of service delivery provided by Milestone Infrastructure to Somerset County Council in 2022

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Introduction



Mike Egleton
Business Director

I am delighted to welcome you to our 2022 review of the Somerset Highways and Fleet Maintenance contracts, where we reflect back on some of the great achievements delivered by the Milestone team over the year on behalf of our Somerset County Council client.

In what has been a challenging year for the contract, brought on by ongoing inflationary and recruitment pressures, I am enormously proud of the resilience, flexibility and professionalism that all team members continue to show. I believe this is evidenced through our strong and immediate response to various emergency incidents that have occurred on the Somerset highway network over the course of the year.

Within this document we have provided examples of where the team has worked alongside Somerset County Council colleagues to ensure that the highway network remains safe to use and that asset maintenance and improvement works are successfully delivered. Hopefully this document provides you with a useful insight into the type of works that we deliver for the county council, as well as give you confidence in Milestone's desire to deliver 'Safer, Greener Highways' for its clients.

The Milestone Infrastructure business strategy 2022-2027

In July, at its inaugural Client Conference, Milestone launched its 5-year business strategy, titled '**Safer, Greener Highways**'.

Milestone's goal is to be the '**first choice for clients**' focusing on:

Inspiring its Teams

Delivered through improved supervisor and management training, ensuring that teams have a common purpose and clear goals.

Exceptional Delivery

Improving and sustaining our health, safety and wellbeing performance, delivering our sustainability and environment strategy with the focus on achieving a net zero carbon performance across our business by 2040, and bringing innovation into the industry.

Strategic Growth

Extend those contracts where we are able, expand by successfully bidding for new opportunities, and explore entry into new markets.

As can be seen through the evidence provided in this document, the Milestone Somerset team has fully embraced the new business strategy and has implemented a number of initiatives that bring the strategy to life in the county.

First choice for clients

Safer, Greener Highways

Inspired Teams

Exceptional Delivery

Strategic Growth

Delivering Critical Highway Services

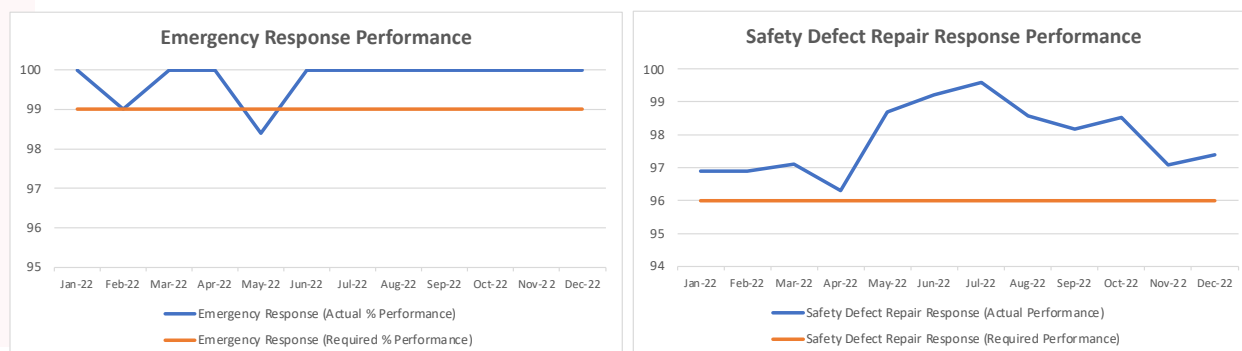
One of our key responsibilities is to ensure the roads and pavements in Somerset are safe for the public to use. This involves carrying out numerous small repairs across the county, responding to emergency situations, and gritting the main roads during the cold winter months to stop ice and snow from settling. The County Council is responsible for the maintenance of all publicly adopted highways in the county, except for the M5 motorway and A303 and A36 Trunk Roads which are the responsibility of National Highways.

Carrying out repairs to highway safety defects

As a result of statutory safety inspections that are undertaken by the County Council's Inspections Team, or from issues that are raised by members of the public, requests are made to our team to undertake repairs to defects on the Somerset highway network that could have an impact on safety of the public. Such defects include potholes in roads, damaged paving slabs, broken road signs or blocked drains. Depending on the severity of the defect and its location, our teams are tasked with carrying out the required repairs in either 90 minutes, 24 hours, 7 days or 28 days. In 2022, the Milestone Somerset team undertook the following safety defect repairs on the County Roads:

Category 1	Extreme Risk , 90 minutes response	660 No.
Category 1.1	High Risk , 24-hour response	4,264 No.
Category 2	Medium Risk , 7 calendar day response	3,368 No.
Category 2.2	Low Risk , 28 calendar day response	16,112 No.
	Low Risk , 3 month response	171 No.

To ensure that the defects are repaired within these timescales, the County Council has set us two performance targets – Responding to emergencies within the 90-minute timeframe (99%) and responding to all other safety defects within the required timeframes (96%). The graphs below show our performance through the year.



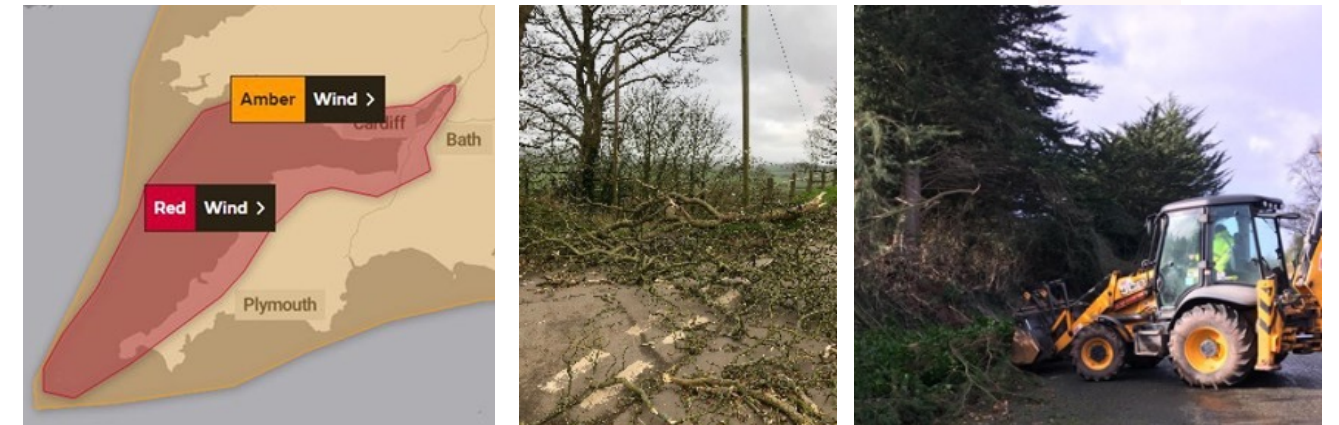
Where the emergency response performance dropped below the required target in May, this was due to multiple emergency incidents occurring at the same time.

Responding to severe weather events

Our team provides a 24/7 service 365 days a year, and the extreme weather experienced in the county regularly creates significant challenges for our team to deal with. Below are just two examples of severe weather events that we have had to deal with over the last 12 months.

Storms Eunice and Franklyn – 18 to 21 February

In February, the county was battered by severe winds, with the Met Office raising the status of the storms to a Red Weather warning (the most severe). Over a few days, our team dealt with 300 incidents, including 270 fallen trees, ensuring that the highway network remained safe and open for the public to use.



Mud Slides on the A358, Combe Florey

In August, September and again in December, The Taunton Deane area experienced torrential rain which caused soil and potatoes from adjacent farmland to wash down onto the A358 at Combe Florey.

All emergencies occurred at night-time, so road closures and diversions were initially set up. On the following days, we deployed various resources to the site, resulting in approximately 75 tonnes of debris being removed from the road surface, allowing the road to be fully reopened within a few hours.



Our Somerset Winter Service Delivery

To deliver the winter maintenance service for Somerset County Council, we have the following resources in place:



23 GRITTERS

7,000
TONNES OF SALT



10
VEHICLE
MECHANICS

14



WINTER
SUPERVISORS

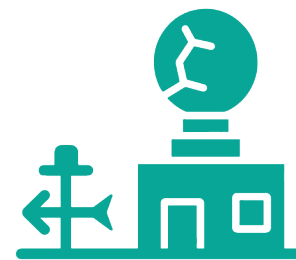


71

WINTER DRIVERS

4 WINTER DUTY
MANAGERS

9 WEATHER
STATIONS



In the 2021/22 winter maintenance season, our team carried out the following operations:

- 59 days when gritting was undertaken
- 72,400 km or 45,000 miles of gritting (nearly 2 times around the Earth)
- Applied 5,200 tonnes of salt across the county (the equivalent weight of almost 24 Jumbo Jets)

Supporting the Exmoor Local Community Network

As part of its transition towards becoming a unitary authority in April 2023, Somerset County Council is combining with the District and Parish Councils to create a series of Local Community Networks across the county.

Milestone are supporting County Council colleagues with the Exmoor Local Community Network Pilot scheme which has a key focus on highway services. One particular initiative that Milestone has developed with the County Council is the introduction of a Highway Steward in the Exmoor area, with the trial commencing in June 2022.

The Highway Steward works closely with the 23 local parish councils who identify small works that can be undertaken by one person that have a positive impact for the local community, such as cutting back vegetation, cleaning road signs and digging out detritus from drainage gullies.

An example of the work undertaken by the Steward can be seen opposite. The trial has been judged to be a success and there is a commitment to continue with the service across 2023/24.

Re-establishing drainage gullies at Brompton Ralph



Before



After



Looking after the Somerset highway network – our Routine and Environmental Works

Over the course of the year, we have delivered a significant amount of routine maintenance works that ensure the Somerset highway network is accessible and safe to use. This work includes:

- Cleaning 96,000 no. of drainage gullies
- Cutting 8,850 km of grass
- Cutting 930 junction visibility splays
- Trimming 74 km of hedges

During 2022, Somerset County Council commissioned Milestone to undertake additional routine maintenance works in the rural parts of the county, with a package of circa £1m spent on works such as:

- Additional road marking refurbishment
- Sign washing and replacements
- Additional drain clearance
- Gully grating replacement
- Ditch maintenance
- Filter drain replacement

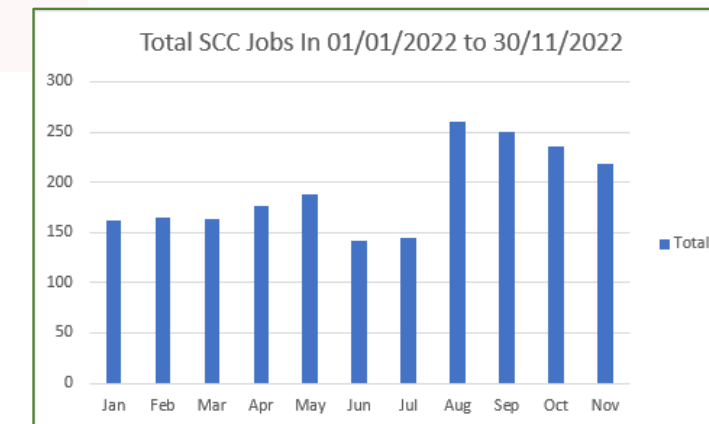
Feedback received from local communities was extremely positive.



Keeping the County Council's fleet mobile and safe

We deliver a vehicle maintenance service for the county, operating from seven workshops, ensuring County-wide support. In 2022 we achieved the following:

- Servicing & maintaining over 400 assets for SCC
- Servicing & maintaining over 150 vehicles for local schools, charities and community transport
- Communication of all scheduled maintenance to ensure total compliance & nothing is missed
- Winter plough locations now fully mapped to reduce down-time for a critical service
- Over 10% of our technicians are apprentices – providing real opportunities for young people in the county



The number of vehicle maintenance works undertaken each month for SCC can be seen in the graph below.

These works include maintenance of the County Council's winter maintenance fleet.

Mid-Winter Inspections (Jan/Feb 2022)	23 gritters & 5 demounts
Summer Service Inspections	23 gritters & 5 demounts
Annual Plough Servicing	142 ploughs (farmer & parented to gritters)

Delivering Strategically Important Schemes for the County

2022 has seen Milestone's involvement with the ECI, design and delivery of over 80 New Asset Improvement schemes in Somerset with work continuing to mobilise schemes planned for 2023.

Many of this year's schemes have been designed to improve road safety as well as improving routes for non-motorised road users as part of Somerset County Council's Active Travel Strategy. As well as opening up new routes, such as has been achieved on the River Parrett cycleway in Bridgwater, is hoped that these schemes will provide a safer environment in order to enable and encourage many more journeys to be taken on foot or by bicycle.

Below are just a few of the projects delivered by Milestone and its supply chain in 2022:

Element 3, Bridgwater

New shared use cycle path route alongside the River Parrett – Scheme opened by Cllr Mike Rigby and Cllr Liz Leavy, Bridgwater Mayor Dec 2022.

Element 2, Bridgwater

New shared use cycleway from Express Park Bridgwater to Dunball Services – Scheme due for Completion Jan 2023.

A39 Silverfish to Pipers Inn

Speed reduction and signing on priority route – Scheme completed Summer 2022.

Bretenoux Road, Glastonbury

New segregated cycle path – Scheme due for completion Jan 2023.

A39 Ellicombe to Dunster

New shared cycleway linking Minehead to Dunster – due for completion in 2023.

Rodway Cannington

Traffic calming scheme in centre of village in response to Parish Council consultation – Designed and built by Milestone - completed in Dec 2022.

Langport Road, Somerton

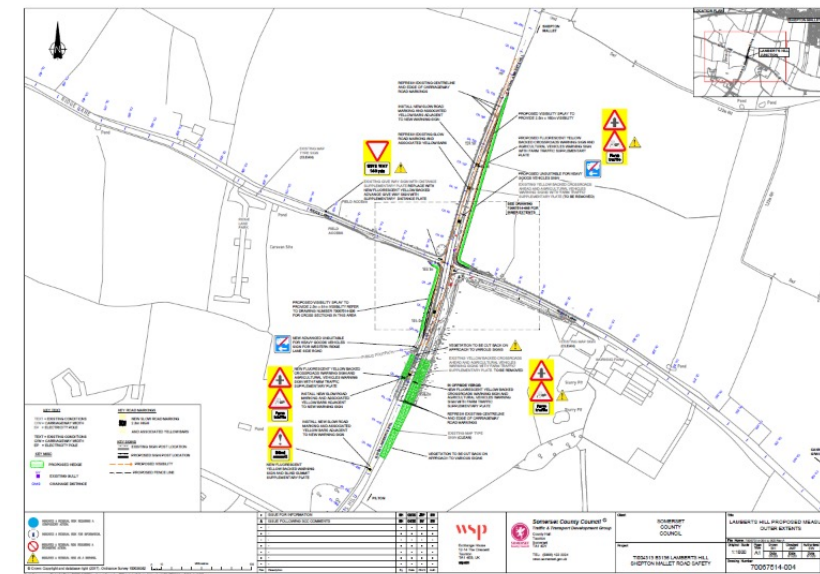
New Pedestrian Crossing in area of new housing development. Scheme completed in October 2022.

Lamberts Hill, Shepton Mallet

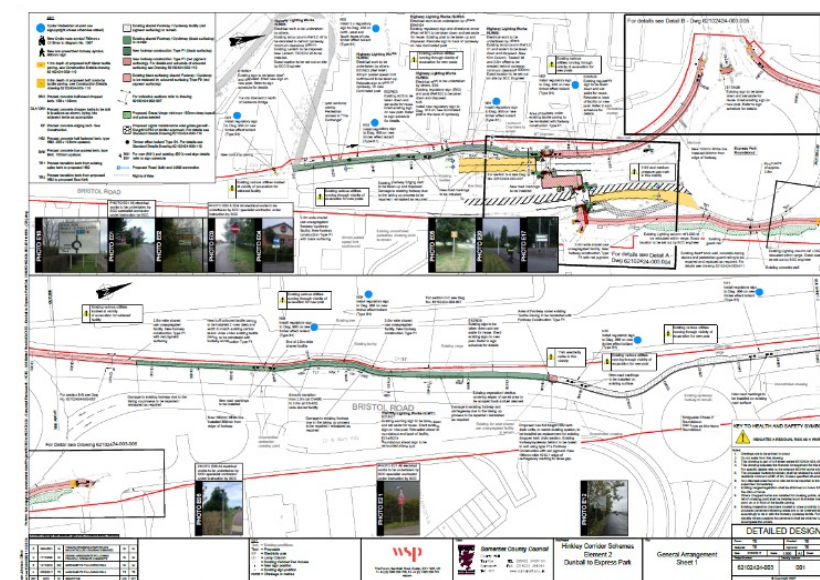
Junction safety improvements at accident blackspot including realignment of land boundaries and hedges – Scheme completed Dec 2022.

A358 Creech Castle, Taunton

Installation of additional lane segregation signs to better inform drivers approaching the new signalised junction.



Lamberts Hill, Shepton Mallet



Element 2, Phase 1 Design



Element 3 - Bridgwater

Enhancing the Somerset Highway Asset

Our structural maintenance design and construction specialists work alongside the County Council's Asset Management team to develop maintenance proposals that minimise future maintenance interventions. The objective of this collaborative approach is to create works programmes that offer the best possible value in terms of cost and longevity of the works undertaken.

In 2022, we have worked alongside our specialist contractors to deliver the following structural maintenance works:

- **744,347 sq. metres of surface dressing**
- **17,047 sq. metres of Footway Surfacing schemes**
- **47,000 sq. metres of road patching**
- **101,700 sq. metres of carriageway surfacing**

To deliver so much work over the course of the year is no mean feat. When programming the works our teams have to ensure that: we have all the necessary resources in place; that we can get hold of all the required materials; that we can coordinate our activities with others who also want to work on the highway network such as public utilities; and that we minimise the threat of inclement weather.

Examples of specific works undertaken by our Asset Delivery Team over the year include:

Delivery of In-situ Regen Recycling Programme

Working with our partners, Stabilised Pavements, we designed, scheduled and delivered a programme of in-situ recycling earlier this year. The innovative programme involve insitu recycling of the existing road construction (where the existing road layers are mixed with a cementitious additive to create a solid road construction) followed by an application of a surface dressing.

A number of sites were successfully delivered in the South Somerset area in early Autumn and generated carbon savings of circa 500t when compared with conventional methods of repair. The works were visited by a number of other authorities who were keen to explore the initiative.



Resurfacing of A38 Wellington Road (Compass Hill), Taunton

Careful planning and close collaboration between our Asset Delivery Team, SCC colleagues and our supply chain partners, Tarmac, ensured that the works along this busy Taunton road were successfully undertaken during the Autumn.

Close attention was made to ensuring that the traffic management along the site mitigated delays to the public, and with much of the resurfacing works taking place at night, disruption was kept to a minimum.

The scheme included minor drainage improvements in advance of the resurfacing of this strategically critical road. Despite some tricky weather conditions the works were delivered on programme and to budget.



Delivering minor works improvements that make a huge difference to our local communities

In 2022, our Depot and supply chain teams, working from our Minehead, Yeovil, Taunton, Bridgwater and Glastonbury depots, have delivered around 2,000 improvement and non-safety defect works across the county. During the year we introduced a new, fully integrated works programme that provides both Milestone and Somerset County Council colleagues with an up-to-date view of when all works are due to be undertaken across the county. This 'one version of the truth' works programme ensures that all those involved in delivering the highways works programme are referring to the correct programme delivery dates, and so that any information provided to our customers is correct.



Ensuring our team go home safe and well each day



Milestone's overriding objective is to ensure that its workforce goes home each day safe and well. During 2022 we have rolled out the Milestone

behavioural safety campaign 'It Starts with Me', with all Milestone team members attending a one-day workshop that focused on the need for individuals to make the right decisions when undertaking works and to think about the consequences of not following the correct procedures. We have now created a Somerset 'It Starts with Me' Leadership team made up of a cross section of the Milestone contract team, who will help develop and sustain the safety culture across our contract.



During 2022 we have focused on specific areas of risk, looking at how we can identify and roll out best practice across the entire Milestone business. One area that we have focused on this year is public utility service avoidance and what we can do to mitigate risk of service strikes occurring. This involved briefing all of our operational team on the new 'Best practice approach to avoiding danger from underground services'. In 2022 we also trialled the use of a vacuum excavator when undertaking a drainage scheme in the Taunton Deane area of the county, eliminating the risk of service strikes at a location with multiple underground services.



In 2022 we also launched the Milestone Minimum Standards Booklet, re-affirming our position on the standards that we expect from our workforce and supply chain.

The mental wellbeing of our team is extremely important to us. In 2022 we have run a series of Mental Health awareness courses for our managers and supervisors, so that they are better equipped to identify when members of the team are struggling with mental health issues and know what actions to take to assist their team members.

At Milestone we see our supply chain partners as being a key ingredient of our team.

We regularly hold Supply Chain Health, Safety and Environmental (HSE) forums, giving us the opportunity to communicate to our partners on key HSE issues, as well as learn from them about new initiatives that they are implementing that will improve performance.



Our December HSE Supply Chain Forum

Looking after the Somerset Environment

Milestone has set itself a target of being a 'carbon neutral' business by 2040. However, in Somerset the County Council has set itself an ambitious target of achieving carbon neutral status by 2030.

To assist the County Council in achieving this target, the Milestone Somerset team have introduced a number of initiatives that have a significant impact on reducing carbon emissions from our highway maintenance works. Below we have provided a few examples of the carbon reducing initiatives and techniques that we have introduced this year.

Warm Asphalt used as a default for all road surfacing works

With agreement from Somerset County Council, working with our supply chain partner, Tarmac, we now look at using warm mix asphalt as a default for all road surfacing works across the county. Between April and November 2022 we laid 2,100 tonnes of warm asphalt which resulted in a reduction of 48 tonnes of carbon being emitted (as compared to hot mix asphalts being used).

Use of Hydrotreated Vegetable Oil (HVO) Fuel

In September we introduced HVO fuel on the contract, to be used instead of diesel for the majority of our highway maintenance vehicles.

HVO has the benefit of a 90% reduction in vehicle carbon emissions and based on average annual fuel usage this will bring advantages of reducing carbon emissions by 630 tonnes.



Foambase material used in footway construction

In the last two years we have worked with our partners OCL to trial the use of recycled highway construction material, bound with a foamed bitumen material to create a basecourse for footway construction.

This technique creates a construction material consisting of 94% recycled aggregates, which can also include carcinogenic coal tar materials that would otherwise require expensive and specialist disposal. In 2022 we have laid 160 tonnes of the material which has resulted in carbon reduction of 5 tonnes.



Milestone providing specialist ecological support to Somerset

In addition to introducing more carbon friendly initiatives to Somerset, the Milestone team has also been able to provide the County Council with specialist ecological support to enable maintenance and improvement works to be delivered.

An example of this is where our Milestone Environmental Technical Team have been supporting with the delivery of badger surveys and license applications (where applicable) for structural maintenance schemes.



Repairs being undertaken along Badger Lane , Pawlett

Bringing Social Value benefits to Somerset

In addition to delivering high quality highway maintenance and improvement works for the county, the Milestone team remain committed to bringing social value benefits to local communities in Somerset.

The Milestone team continue to champion the employment of local apprentices and graduates on the contract. In addition, in 2022 we made use of the Government's 'Kickstarter' scheme, providing an employment opportunity to a younger member of the Somerset community.

The team also attend School careers fairs, aimed at encouraging students to enter construction and STEM industries.

Milestone allows its team members to take time out to undertake works that will have a benefit on the local environment and communities.

An example of this was when colleagues from Milestone and our partner RK Bell took part in a "Big Paddle Clean Up" on the Bridgwater and Taunton Canal in Somerset to mark World Environment Day and play their part in protecting the local environment for the community.

Using canoes to access difficult to reach areas, 6 large bags of rubbish were collected from the canal and towpath.



In July 2022 the Milestone team attended the Somerset Education Business Partnership Awards in Bridgwater, on behalf of the Milestone/County Council Highways Maintenance Social Value Group and came away as Winners of the "Continuing Through COVID" award, which recognizes the efforts that were made to engage with education establishments across the county throughout the COVID pandemic.



Attending the Bridgwater Careers Fair in November



What Our Customers Say.

"I am writing on behalf of Ham residents and the wider community to express our appreciation for the ditch clearance works completed early this week, by Milestone Infrastructure. Please accept our gratitude."

Ham Flood Committee

"The A358 near Combe Florey is open once more following another landslip which covered the road in mud, sand and (yes) potatoes! A big shout out to the team at Milestone for their professional and positive actions in this emergency situation."

Somerset County Council

"On Tuesday and again today I came across the drainage improvement works that are being undertaken in Buckland Lane, Frome. Given the absence of any easy pedestrian diversion I had to go through the site and the gang helped me navigate through the works safely and were polite in the process, despite being very busy. Their attitude and actions should be commended"

Local Resident, Frome

"A huge extended thanks for the support, commitment, and dedication you have given us and the Supported Employment agenda this year. We look forward to continuing to work with you in 2023 to support the aspirations of our incredible hidden workforce"

Somerset Supported Employment Team

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SOMERSET
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