

**Open Report on behalf of Richard Wills,
Executive Director for Environment and Economy**

Report to:	Highways and Transport Scrutiny Committee
Date:	12 March 2018
Subject:	Highways 2020 Update Report

Summary:

This report provides an update on the work being carried out to replace the Lincolnshire Highways Alliance. The three contracts relationships which form the Alliance are due to reach their full term on 31st March 2020.

Actions Required:

Members of the Highways and Transport Scrutiny Committee are invited to review the work done to date, the work proposed for the following period and propose any changes or additions for consideration.

1. Background

This report provides an update on the work to replace the current Highway Service Contracts that form the Lincolnshire Highways Alliance which are due to reach full term on 31st March 2020. The scope of work covers (as a minimum) and considers

- Highway Works Term Contract – Currently with Kier
- Professional Service Contract – Currently with WSP
- Traffic Signals Contract – Currently with Dynniq

Work undertaken to date includes:-

Market Engagement – Soft market engagement for the Highway Works Term Contract has been carried out with Eurovia, Kier, Costain, Skanska, Tarmac, Amey and Volker to test the service arrangement and company position in the market. Engagement with Dynniq, Siemens and Telent has been undertaken for the Traffic Signals Term Contract and with WSP, AECOM and Atkins for the Professional Services Contract

Local Authority visits – Local Authority visits or telephone conferences have been undertaken with Devon, Hampshire, Telford and Wrekin, Rutland, Durham, Staffordshire, Leicester and Worcestershire. All of these Authorities currently

deliver their services in a different way to Lincolnshire and have been helpful in allowing us to capture examples of best practice and innovation.

Options Appraisal

Issues and outputs from the market engagement and local authority visits have fed into a three stage option appraisal process including:-

Highways Maintenance Efficiency Programme (HMEP) Toolkit – The "Evaluate Options" section of the toolkit was carried out between the six tables that attended the Alliance 60 event on the 7th July. This is a meeting of subject matter experts from the four organisations that make up the Alliance. The toolkit was created to assist Local Authorities in the procurement routes available. The scores and comments were inputted into the web based system to provide an initial view on procurement options which will feed into the wider option appraisal work.

Councillor Options Workshop – An initial meeting was held with nominated members on the 17th July to update them on the progress to date and the options currently available. Feedback from the Alliance 60 meeting was provided prior to the presentation of an Options Heat Map which is an options selection tool developed with Proving Services from Cranfield University. The political preferences were obtained and weightings adjusted accordingly. Further detailed investigation was undertaken on five preferred main options which included:-

- Option 13 Mobile Maintenance Teams and Incident Response Vehicles In house
- Option 1 Single Provider Contractor
- Option 2 Single Provider Design
- Option 17 In house (design) and top up (the current Technical Services Partnership Model)
- Option 4 Multiple Providers

Working Group Option Workshop

Members of the Highways 2020 Working Group undertook the HMEP Options Toolkit exercise with a particular focus on the five options identified as part of the Councillor Options Workshop.

Preferred Option Selection

Following a final Councillors Option Workshop, Option 17 was accepted by the Council Executive at their meeting on December 5th which included for a single provider contractor with improved reactive service incentivisation for the Highway Works Term Contract. A Design service top up contract widened to include the provision for a broader Highway Service. A separate works contract for Traffic Signals.

Working Groups

A number of working groups have been set up to progress the detailed work required to progress the preferred option. These include,

Contract Drafting – Anthony Collins Solicitors and Legal Services Lincolnshire have been appointed to support the drafting of Contract Data Part 1, 2 and the Z clauses for the two Term Service Contracts and the Professional Services Contract. The documentation is nearing completion and will be finalised in the next month.

Depot Strategy – All depots have been surveyed to fully understand the current usage. Depot plans have been drafted for inclusion within the contract. Legal Lincolnshire has been appointed to draft a formal Lease agreement that will include condition reports on handover. Meetings have been held to consider the options available to LCC and potential changes moving forward. It is anticipated that this area will form part of the negotiation under the Competitive Procedure with Negotiation procurement route.

Pricing Documents – The Highways Maintenance Efficiency Programme (HMEP) Price List is to be adopted throughout the contract for the majority items. The HMEP Method of Measurement is also to be adopted in a similar format. Initial meetings have been held with LCC teams to review documentation and introduce / make changes from previous experience.

Reactive Service Incentivisation – Meetings have been held to discuss the options available with the relevant staff. The Midlands Highways Alliance is carrying out a separate, joint investigation into reactive service incentivisation as it is considered to be an industry wide issue. A visit has also been undertaken to Worcestershire who have already adopted a price per defect approach similar to one currently under consideration.

Performance – An initial meeting has been held with a number of improvements to our current approach identified. We are also undertaking a review of performance measures adopted by other authorities. Contractual drafting has commenced.

Specification – A Lincolnshire specification will be adopted in one document which is a move away from our current position. The reason for this is that Highways England will not be supporting the national specification document for Local Authorities in the future and it is believed that collating all the information in one document will be clearer for officer use. Lincolnshire Laboratory has completed the initial draft which is currently in the process of being issued to the LCC specialists.

Procurement - An initial meeting has been held with the commercial and Legal teams. A single procurement exercise will commence using the Competitive Procedure with Negotiation with three individual Lots for each of the contracts (Works, Professional Services and Traffic Signals). LCC is likely to restrict the bidders to only being successful in one lot.

Work planned for the next period includes:-

- Further market engagement by way of an Industry Day. This has been provisionally booked for the 18th May 2018.
- Ongoing discussion with other Highway Authorities concerning detailed elements of our work.
- Detailed contract drafting
- Development of the contract specifications and Works Information
- Further detailed work including the development of an incentivised MMT proposal.
- Issue of a Prior Information Notice to formally commence the procurement procedure.

2. Conclusion

The project has now completed its option appraisal phase with appropriate engagement with Members. The next phase of work will continue to develop the detailed contract documentation required to deliver the preferred option. The project is on programme.

3. Consultation**a) Have Risks and Impact Analysis been carried out?**

Yes

b) Risks and Impact Analysis

A full Project Risk Analysis has been completed and is reviewed as part of the project work.

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Paul Rusted, who can be contacted on 01522 553071 or paul.rusted@lincolnshire.gov.uk.

**Open Report on behalf of Richard Wills
Executive Director for Environment and Economy**

Report to:	Highways and Transport Scrutiny Committee
Date:	12 March 2018
Subject:	Performance Report, Quarter 3 – (October 2017 – December 2017)

Summary:

This report sets out the performance of the highways service including the Lincolnshire Highways Alliance, Major Highway Schemes Update, National Road Condition Indicators, the Customer, Quality, Cost (CQC) Efficiency Network Results 2017 and the Customer Satisfaction Information.

Actions Required:

The Committee is asked to consider and comment on the detail of performance contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport and IT.

1. Background

This report draws together performance and update information on the whole of the highway service in Lincolnshire.

This performance report contains:

- Lincolnshire Highways Alliance Performance Report Year 8, Quarter 3
- Lincolnshire Major Highway Schemes Update March 2017;
- National Road Condition Indicators 2017/18
- CQC Efficiency Network Results 2017
- Customer Satisfaction Information Q3.

There are five major highway schemes reported through the Council Business Plan:

- Lincoln Eastern Bypass
- Grantham Southern Relief Road
- Lincoln East West Link – Now Completed
- Spalding Western Relief Road
- Progress with North Hykeham Relief Road

There are a number of other major highway and other infrastructure projects which are of a significant scale and may have a major impact on the County and

surrounding area. All of these schemes are included in the Major Highway Schemes Update Report March 2018 found as Appendix B to this report.

The Council has submitted its Department for Transport Self-Assessment for the 2018/19 funding round. This assesses 22 areas of competence relating to our approach to asset management, resilience, customer engagement, benchmarking/efficiency and operational service delivery. There are three bands with Band 3 being the highest. Poor performance against these criteria can lead to a loss of a percentage of the Incentive Element of this funding. We have assessed ourselves as being at Level 3 for all 22 areas of competence which will retain our Band 3 status and help us to retain all of the Incentive Element of funding. For 2017/18 this funding was £2.652m.

Lincolnshire Highways Alliance Performance

Introduction

The Lincolnshire Highways Alliance is an Alliance between the Council, Dynniq, WSP and Kier. The Alliance delivers the majority of highway services through the Traffic Signals Term Contract, the Professional Services Contract and the Highways Works Term Contract which all started on 1 April 2010.

Each of the Alliance contracts has been extended by 1 year to 31st March 2020, which means that the contract are now at full term and work has commenced on options appraisal for their replacement.

Performance

Quarterly performance is reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire Highway Alliance Performance Report for Year 8, Quarter 3 can be found in Appendix A. This covers the period of October to December 2017.

The Alliance partners have managed to achieve their targets for Quarter 3. The results per contract area are:

- Alliance Key Performance Indicators (LCC/Kier/WSP/Dynniq) – 57%
- Highways Works Term Contract Performance Indicators (Kier) – 89.1%
- Traffic Signals Term Contract Performance Indicators (Dynniq) – 95%
- Professional Services Contract Performance Indicators (WSP) – 85.5%
- Client Performance Indicators (LCC) – 64%

The overall performance achieved in Quarter 3 suggests that the Alliance Indicators are at a good level and look set to remain at a high standard for the remainder of Year 8. Disappointing Alliance indicators were due to the NHT Public Satisfaction Survey showing a decrease and our agreed programme being delivered slightly late. A series of new indicators are being trialled alongside the current set of indicators to target and challenge each partner so that the Alliance continues to evolve.

Traffic Signals Term Contract

Dynniq continue to achieve high scores on the Contract Performance Indicators and deliver an excellent service to the County Council and the Highway Alliance.

99.01% of traffic signal faults and 100% of task orders are acted on and required works and actions are completed within contract timescales to ensure traffic signals are operating with the minimum of downtime.

100% of annual safety and condition inspections are on target to be completed in the current 12 month period.

100% of materials recovered from site are either reused or recycled.

The reduction in Carbon emissions is on target to be significantly below the 117.6 Tonnes target agreed for the current 12 month period. This is a 5% reduction on the agreed baseline of 123.77 Tonnes for the year.

Highway Works Term Contract

The main focus of work is to improve the carriageway condition. In Quarter 3 we have repaired 18719 potholes and completed 10,014 jobs.

The Future Operating Model introduced specific asset teams with Programme Leads for Surfacing and Patching, Surface Treatments, Minor Works and TROs and MMTs and Cyclical works. This has allowed better forward programming and management of Countywide works, with indicative forward programmes of surfacing and surface dressing now in place.

Around 334 miles of surface dressing are due to be carried out in the summer, to extend the life of existing roads and prevent potholes from forming, whilst 4.5 miles of carriageway over 21 different sites will be completely resurfaced. In addition, following successful treatment in recent years, there will be a further programme of in-situ recycling in 2018 spread over 19 sites which equates to around 13 miles of carriageway. This "retread" process is carried out on mainly rural, unclassified roads and is helping to maintain the condition of the unclassified network in a steady state, as well as providing environmental benefits over traditional techniques.

The winter has been colder than the recent run of mild winters, with 81 runs required between October and February, compared to 62 in the same period last year. We currently have around 11,000 tonnes of salt in stock either in the 8 depots around the County or on dockside at Immingham with a further 7000 tonnes of salt being delivered imminently.

Professional Services Contract

The Technical Services Partnership continues to be engaged in the design and supervision of our major schemes, as well as other internal and external commissions, traffic modelling and other consultancy work.

The flexibility of this "mixed economy" public/private sector contractual arrangement continues to work well. In addition to providing the integrated private sector skills within the TSP, our partners WSP have the capacity to respond to the resource needs associated with Phases 2 and 3 of Grantham, strategy development and delivery for Spalding Western Relief Road, and input to the North Hykeham relief road.

The combined WSP/LCC management team in TSP is taking shared responsibility for implementing proposals from the Value for Money review undertaken as a result of the application of the Future Operating Model. WSP is enhancing this by introducing a new resource to drive forward the resulting Improvement Plan for TSP.

National Road Condition Indicators 2017/18

The National Road Condition Indicators are measured yearly by a combination of surveys including Scanner and Coarse Visual Inspections. These surveys produce a measure for the percentage of our road network which is above the threshold for requiring maintenance. In overall terms we have managed to improve the condition of our network with the Principal Road Network (PRN) remaining at 1.5%, B and C Class roads improving to 4.8% and Unclassified roads improving to 29.1%. Our original asset management strategy was to focus our resources on the maintenance of the higher hierarchy roads, the A, B and C Class. We are now trying to maintain these at a similar level whilst also improving the Unclassified network. A graph showing the recent history of road condition indicators for our network can be found as Appendix C.

CQC Efficiency Network Results 2017

The CQC Efficiency Network Results 2017 is a national assessment of the efficiency of our road carriageway maintenance activity. It uses data from the National Highways and Transport (NHT) Survey which measures our customer's perception of importance of, and satisfaction with, our highways services. This was reported to this Committee in the last quarter performance report. It combines this data with information concerning the cost of delivering this service and with the condition data for our highway network. Adjustments are then made for a range of factors such as the size of authority and traffic volume.

CQC ratings are percentage scores used to quantify the difference between Actual Cost and Predicted Minimum Cost for delivering that level of service. Yearly results are then adjusted into a trend analysis to smooth out fluctuations. This year the analysis suggests that we are operating at a 98% efficiency level. This supports and reflects some of the other associated data which suggests that the service is being delivered in an efficient and effective way. The CQC Efficiency Network Results 2017 can be found as Appendix D.

Customer Satisfaction Information

Customer Complaints relating to highways have decreased by around 20% this quarter and they relate to a range of issues.

Compliments relating to highways and transport also decreased slightly this quarter.

The full Customer Satisfaction Information Quarter 3 October to December 2017 can be found as Appendix E.

2. Conclusion

The Lincolnshire highway service continues to perform at a high level. This level of performance is evidenced by the CQC Efficiency Network Result 2017 which are extremely positive this year.

The Committee is asked to consider and comment on the detail of performance contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport and IT.

3. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire Highways Alliance Performance Report Year 8 Quarter 3 October to December 2017
Appendix B	Major Highway Scheme Update Report March 2018
Appendix C	National Road Condition Indicators 2017/18
Appendix D	CQC Efficiency Network Results 2017
Appendix E	Customer Satisfaction Information Quarter 3 October to December 2017

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Paul Rusted, Infrastructure Commissioner, who can be contacted on 01522 553071 or paul.rusted@lincolnshire.gov.uk

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**Lincolnshire Highways Alliance
Performance Report
Year 8 Qtr 3 October to December 2017**

March 2018

Introduction

This report is prepared for the Highways Network Alliance Group (HNAG) by the Performance Working Group. It offers a summary of the results from each of the agreed KPIs and PIs.

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Highways Works Term Contract Performance Summary

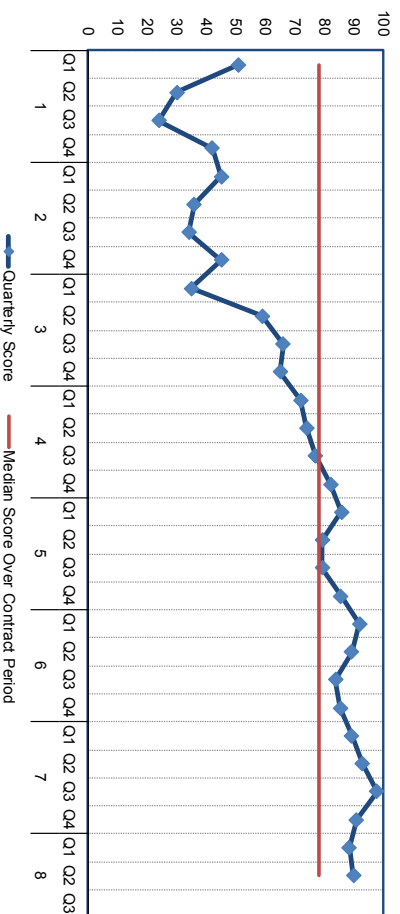
Performance Summary	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		Comments for Quarter
					Average	2 Year Trend	
HWTC PI1 Street lighting Standard	98.9%	89.86%	9.1 ↓	9.3	9.2		This is down slightly on the previous quarter due to a higher volume of wintertime faults causing overdue delays in the lighting unit replacement schedule
HWTC PI2 Response times for emergency works	99.5%	97.83%	6 ↓	8	8.0		Out of the 785 emergency jobs over the quarter, 768 achieved the required response rate.
HWTC PI3 Tasks completed within timescale	97%	99.22%	10 ↔	10	9.5		128 jobs out of 129 jobs were completed on time.
HWTC PI5 Acceptable site safety assessments	95%	95.65%	10 ↔	10	10.0		44 assessments over the pass year have passed out of 46 assessments. 1 assessment this quarter failed.
HWTC PI7 Defect corrections requiring TM	98%	99.88%	10 ↔	10	10.0		There were 3465 jobs this quarter, of which 4 were defects requiring traffic management.
HWTC PI8 % waste reused/recycled	90%	94.2%	10 ↔	10	10.0		94.2% of waste was reused/recycled.
HWTC PI9 Compliance with tendered Quality Statements	100%	79.16%	8 ↔	8	8.0		12 Quality statements have been selected to score this measure. After assessment it has been deemed that 9.5 are currently being achieved
HWTC PI10 Quality assessment of workmanship	100%	90.32%	6 ↓	8	7.3		This quarter there was 31 tests of which 28 passed.
HWTC PI11 Reduction in Carbon Emissions	100%	100%	10 ↔	10	10.0		This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys
HWTC PI12 % task orders in compliance with TMA	95%	95.58%	10 ↑	8	8.5		Out of the 68 orders 65 had been assigned the correct notice.
HWTC PI4 Reportable accidents under RIDDOR	0	0	0 ↔	0	0.0		There were no RIDDOR incidents reported this quarter so the points score is zero.
HWTC PI6 Service strikes	0	3	-1.5 ↔	-1.5	-1.3		There were 3 service strikes this quarter. Each service strike equates to -½ point being removed from the total.

Total	87.6	89.8	89.2
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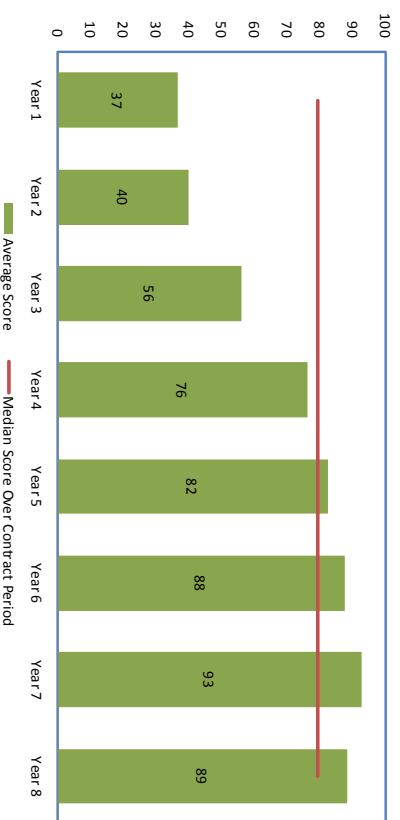
Overall Summary

The figure for performance has dipped this quarter. This is due to a slight decrease in response time to emergency works and quality assessment of workmanship.

Highways Works Performance Scores Over The Contract Period
(Median score = 77)



Yearly Average Alliance Performance Scores



Professional Services Contract Performance Summary

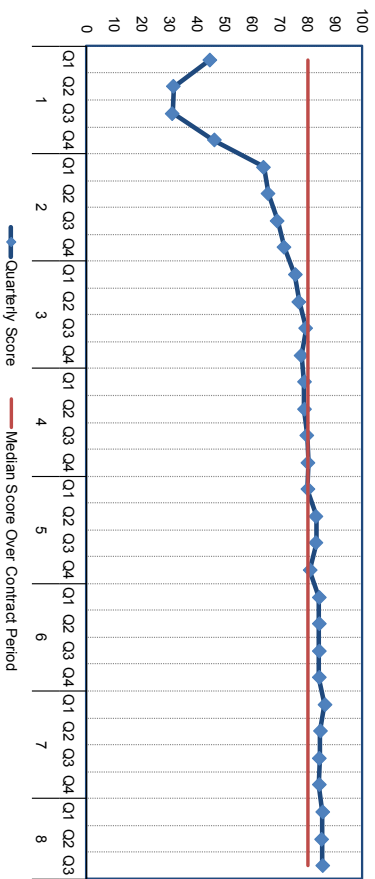
		Target	Current	Quarter	Last	Rolling	Comments for Quarter
			Quarter	Score	Quarter	Year	
PSP P11	Client Satisfaction of Product	10	9.04	15.0	15	13.5	<p>PSP 1 and 2: Satisfaction remains at a good level, with actual results averaging over 9 out of 10 for both service and product. Return rate again needs effort to improve, with P11 being based on just three completed questionnaires.</p> <p>PSP 3: Quality statements. These 'promises' are revised each year and so this result is against a set of fairly demanding new commitments by WSP. In addition to various service wide commitments, this year's incorporate a number in support of implementing key aspects of the TSP Improvement Plan. The result this quarter is at 86% reflecting work in progress on implementing the improvement plan and recruiting additional staff.</p> <p>PSP 4 & 6: Design delivery to cost and time: Scores for delivery to cost are slightly down and delivery to time are improved. It is encouraging that the percentage of schemes delivered within 10% of target time and cost has again improved and has achieved an all time high for delivery to cost within 10% of target. This is a clear focus of the TSP improvement plan.</p> <p>PSP 5 & 7: Works delivery to cost and time: As with design, delivery to time is good. Gathering the 'delivery to cost' data has proved challenging this month for works delivered by the Alliance. An alternative measure for influencing the designer's role in achieving the target works cost is proposed for next year.</p>
PSP P12	Client Satisfaction of Service	10	9.06	11.7	13	13.3	
PSP P13	Compliance with tendered Quality Statements	100%	80.0%	8.6	10	8.7	
PSP P14	Predictability of Design Costs	Design Costs to be within 10% accuracy	9.1%	10.9	12.3	11.4	
PSP P15	Predictability of Works Costs	Works Costs to be within 10% accuracy	Unable to measure	0.0	0	0.0	
PSP P16	Predictability of Time for Design	Time for Design to be within 10% accuracy	1.8%	13.5	13.3	13.4	
PSP P17	Predictability of Time for Construction	Time for Works to be within 10% accuracy	0.0%	13.0	12.9	12.9	

Total	85.5*	85.4*
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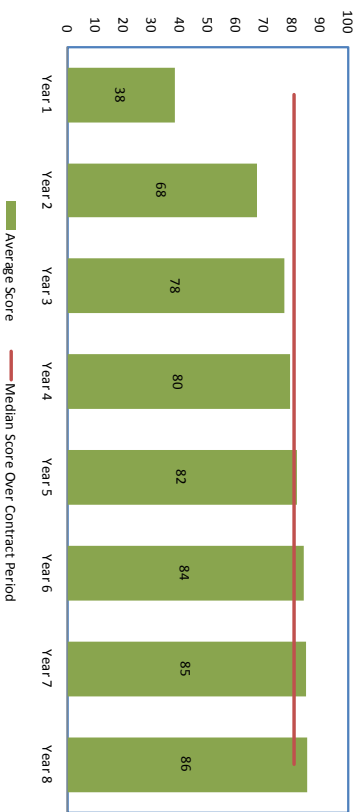
Overall Summary

Performance remains at a good level with the Q3 very slightly up on last quarter and remaining at a level that is up against 2016-17. The underlying trend remains one of continuous improvement.

Professional Services Performance Scores Over The Contract Period
(Median score = 80)



Yearly Average Alliance Performance Scores



Traffic Signals Term Contract Performance Summary

		Target	Current Quarter	Quarter Score	Rolling Last Quarter		2 Year Trend	Comments for Quarter
					Average	Year		
TSTC P11	10 Critical Contractors Quality Promises	100%	100%	5	↔	5	5.0	All 10 quality promises are being met scoring 5 points for 100%.
TSTC P13	Acceptable Site Safety Assessments per annum	99%	100%	10	↔	10	10.0	No joint inspections took place this quarter, so the measure has been deemed to be 100% compliant
TSTC P14	Weekly works planning & asset data supplied within timescales	100%	100%	10	↑	7	9.0	Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q3.
TSTC P15	Number of Faults Cleared within Contract Timescales	99%	99.01%	10	↔	10	10.0	404 faults out of 408 faults received during Q3 have been cleared within the contract timescales.
TSTC P16	% Task Orders completed on time	99%	100%	10	↔	10	9.0	17 / 17 task orders that have been received during Q3 have been completed within the contract timescales.
TSTC P17	% Task Orders completed free of remedial works	99%	100%	10	↔	10	9.3	0 remedial have been reported for the task orders this quarter
TSTC P18	% faults resolved at the first visit.	99%	97.54%	6	↓	10	8.8	398 out of 408 Standard faults & Emergency faults were resolved first time.
TSTC P19	% Task Orders carried out in compliance with TMA.	99%	100%	10	↔	10	10.0	All task orders have been completed complying with TMA.
TSTC P110	% annual inspections completed per annum.	99%	100%	10	↔	10	10.0	255 out of 235 inspections due have been carried out by the end of Quarter 2. This measure is currently ahead of programme.
TSTC P111	Reduction in Carbon Emissions	<117 Tonnes CO2	26.35 Tonnes	10	↔	10	10.0	Target is to reduce Carbon Emission by 5% from 123.77 Tonnes of CO2. This has been achieved significantly.
TSTC P112	% waste reused/recycled	100%	100%	4	↑	3	3.8	94.37% Recycled materials & 5.63% recovered materials
TSTC P12	Reportable accidents under RIDDOR	0	0	0	↔	0	0.0	Zero reportable incidents

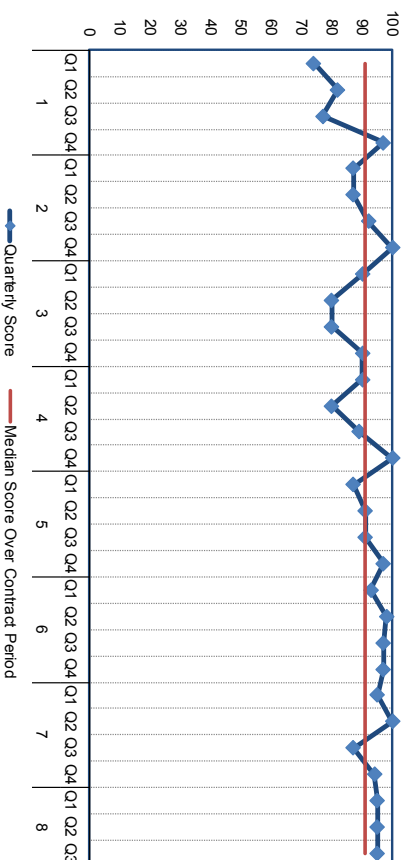
Total	95.0	↔	95.0	94.8
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Overall Summary

The overall score has stayed at the same level from last quarter however performance in this area is always very high.

Traffic Signals Performance Scores Over The Contract Period

(Median score = 91)

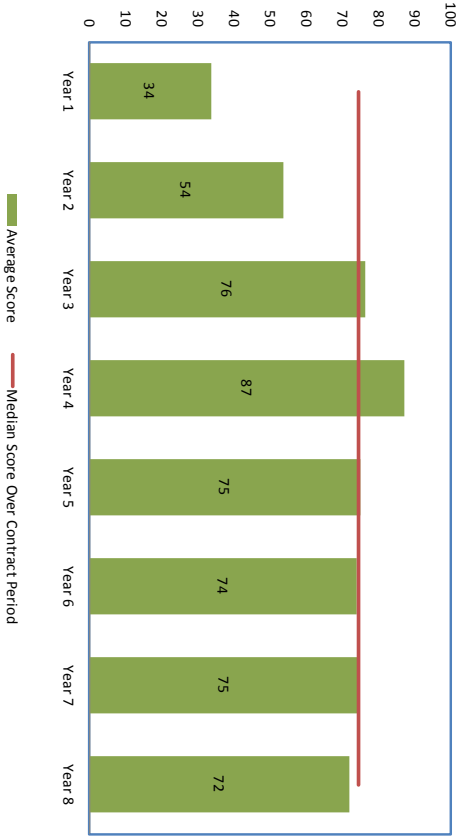
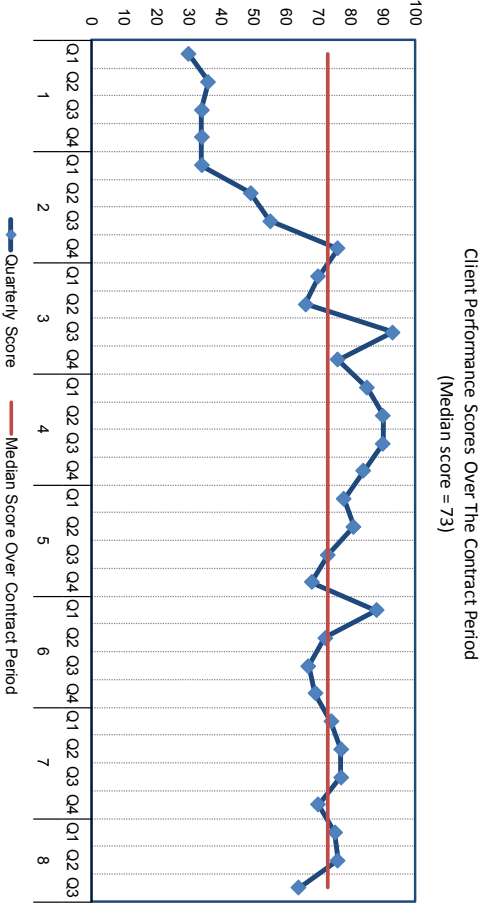


Client Performance Summary				Rolling		2 Year Trend	Comments for Quarter
		Target	Current Quarter	Quarter Score	Last Quarter	Average Year	
Client P11	Pain/Gain Results by Area	In Gain	3% in Pain	7 ↔	7	7.3	After a recent review of financial information it has been assessed that Year 7 is around 3% in pain. This figure has been used to represent Year 8 as there are too few financially closed out jobs to make a reliable assessment.
Client P12	Date Forward Programme issued	On Time	Dec-17	0 ↓	10	7.5	
Client P13	% variation from current programme spend profile	On time	On Time	20 ↔	20	20.0	A method to ensure budget data is reported has been developed, allowing resources and programmes to be better understood.
Client P14	% of JVs giving all info 8 weeks prior to start	100%	98.58%	18 ↓	19	17.0	Performance has dropped with a decrease in 'right first time' client task orders this quarter, with the number of rejected orders increasing from 0.79% last Quarter to 1.42% this Quarter. In real terms this means that 55 jobs were rejected out of 3870 total jobs.
Client P15	Valuation of compensation events versus targets	<2% variation	2.50%	19 ↓	20	19.5	So far £12,574,491 has been raised on Confirm with £314,714 compensation events against that target.
Client P16	% of CEs committed within timescale	98%	70.13%	0 ↔	0	0.0	Out of 288 Compensation Events recorded only 202 were responded to in the two week time frame. This will need to be monitored and data will be issued on Dashboards to inform all parties of this performance.

Total	64 ↓	76	71.3
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Overall Summary

The Client score has decreased this quarter. This is mainly due to P12 Date Forward Programme issued - the forward programme was issued late and as such no score was recorded.

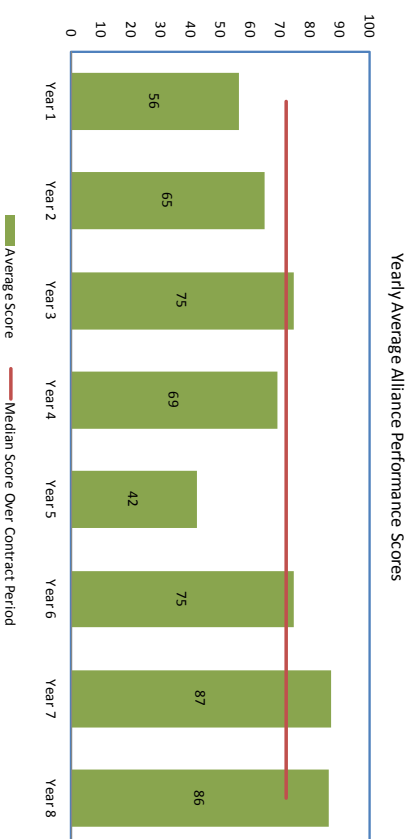
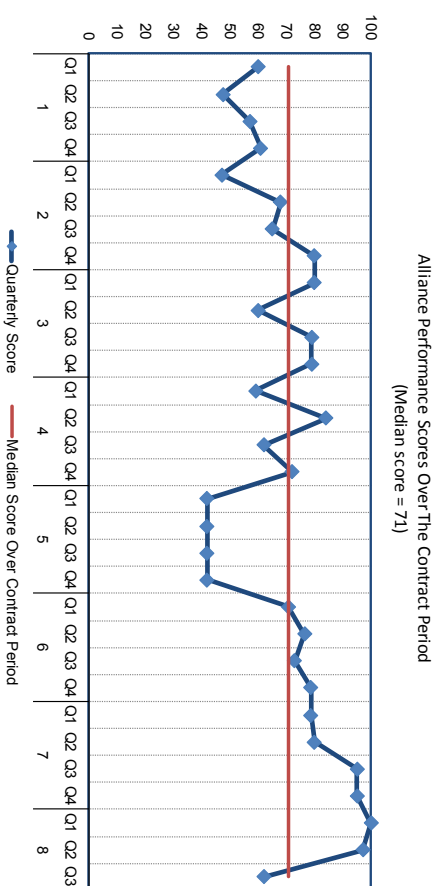


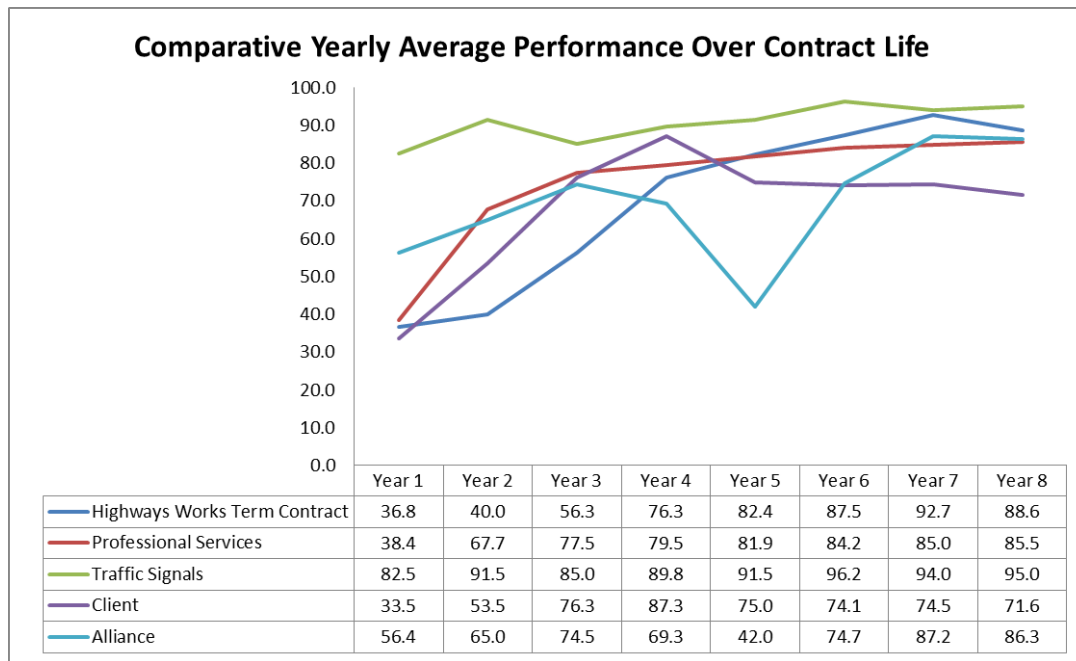
Alliance Performance Summary					Rolling 2 Year Trend		Comments for Quarter
		Current Quarter	Quarter Score	Last Quarter	Year Average		
Alliance KPI1	Net/Positive Press Coverage	95%	98.2%	25 ↔	25	25.0	This Quarter there was 425 positive and neutral stories out of 433.
Alliance KPI2	Public Satisfaction Survey	>0% improvement 95%	-3.00%	5 ↓	25	20.0	This is annual data, and the figure for 2017 was an decrease of 3% in satisfaction. This result changes once per year in October.
Alliance KPI3	Tasks delivered against the agreed Client programme		85.78%	12 ↔	12	13.5	There has been decrease in the amount of jobs hitting their programmed targets, however this has had no impact on the indicator score as this has remained at 12.
Alliance KPI4	Relationship scoring	>6.5 points	6.54	20 ↔	20	18.8	This Quarter the relationship score was 6.54 which means the indicator has decreased by 0.15 of a point. This did not impact on the overall score.
Alliance KPI6	Creation of an agreed programme	by 31st Oct	Late	0 ↓	15	11.3	The programme not agreed by Jan 2018.

Total	62 ↓	97	88.5
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Overall Summary

The Alliance score has decreased this quarter. This is mainly due to KPI2 Public Satisfaction Survey showing a decrease in public satisfaction - but also due to the creation of an agreed programme being late.





Conclusion

The Highway Works Term Contract score has slightly decreased this quarter from 89.8 to 87.6. This is still a good score and similar to those of recent quarters.

The Professional Service Contract score slightly increased from 85.4 to 85.5 this quarter. This is the third highest score over the contract life.

The Traffic Signals Contract scored 95 this quarter which was the same as the previous quarter. This score is at the same level as recent times, and this area is generally consistently at a high level.

The Client score has decrease to 64 points this quarter from 76. Compensation Events being committed within timescales and having an agreed forward programme are areas that requires improvement if the Client score is to improve significantly.

The Alliance Indicator score has dipped significantly this quarter to 62 points from 97 points last Quarter. Not having an agreed programme in place for next year was a factor, but also public satisfaction on the NHT survey has dropped from last year. Improvement in these areas will be required to improve on the score.

James Malpass
March 2018

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
HWTC KPI 10	Quality assessment of workmanship	Regular Quarterly meeting between Divisional staff and Contractor to discuss and rectify issues. Laboratory to review testing regime with LCC Performance Manager. New process and procedure submitted to aid in rectifying issues. A new process should be in place by the next quarter.	Target Cost and Performance Manager, Kier Officer and Divisional Officers.	March 2018 Q4 Year 8
PSP PI5	Predictability of Works Costs	This indicator needs to be reviewed to ascertain why there has been an issue with data to devise an action plan or alternative measure	TSP management and Divisional management and Target Cost Manager.	March 2018 Q4 Year 8
Client PI 4	% JV orders giving "all Info" 8 weeks p	Use of dashboard to highlight area where there may be issues. Restructure of Divisions may have caused a dip in figures however this appears to be improving—still needs to be monitored.	Network and Development Managers, Divisional management and Client Service Teams.	March 2018 Q4 Year 8
Client PI 6	CE's committed within Timescale	Assess all CE's committed by Officer to see if there is a pattern. Report information on Divisional Dashboard and to the monthly NDM's meeting. Monitor results for future Quarters as Confirm/Agresso shut down will effect CE commitment.	Network and Development Managers, TSP management and Divisional management.	March 2018 Q4 Year 8
Client PI 2	Date forward programme issued	The processes involved to issue a programme has changed this year but has resulted in the programme taking longer to produce. This will need to be monitored and see if lessons can be learned to improve for subsequent years.	Network and Development Managers, TSP management and Divisional management.	December 2018 Q3 Year 9
Alliance KPI 2	Public Satisfaction Survey	Liaise with the Comms Team to see if a PR Campaign can improve public perception of the Alliance.	Target Cost and Performance Manager, Alliance Works Contract Manager	December 2018 Q3 Year 9
Alliance KPI 6	Creation of an agreed programme	The processes involved to issue a programme has changed this year but has resulted in the programme taking longer to produce. This will need to be monitored and see if lessons can be learned to improve for subsequent years.	Network and Development Managers, TSP management and Divisional management.	December 2018 Q3 Year 9

Highway Works Terms Contract (HWTC)– Performance Indicators

HWTC PI1 - Street Lighting service standard.

This indicator is designed to measure the percentage of streetlights working within Lincolnshire and is identified through night scouting regime and customer reported faults.

The method of assessment has been amended to suit the transformation project. Since 2016 due to ongoing funding cuts, there has been a project of conversion of the current infrastructure. This has include converting street lighting to LED lights, 'part-night' lighting and switching off of lights permanently as a way of reducing spending.

Further information can be found at : www.lincolnshire.gov.uk/transport-and-roads/major-projects/street-lighting-transformation-project

As such this indicator is measured by looking at the following elements

- a) Amount of conversions completed in line with project plan
- b) Delivery of daily whereabouts each working day
- c) % of Non-transformation and non-emergency jobs not requiring return visit
- d) % of Non-transformation and non-emergency jobs completed

HWTC PI2 - Compliance of response times in respect of emergency works

This indicator is designed to measure the percentage of emergencies responded to within given timescales.

This is identified by comparing the total number of emergencies attended within time, to the total number of emergencies reported and logged.

Points Scale	99.5 to 100% = 10
	98.5 to 99.5% = 8
	97.5 to 98.5% = 6
	96 to 97.5% = 4
	95 to 96% = 2
	<95% = 0

HWTC PI3 - Tasks completed with given timescale

This indicator is designed to measure the percentage work orders completed within agreed timescales.

This is identified through comparing the total amount of work orders completed within agreed timescales, to the total amount of work orders.

HWTC PI5 - Acceptable site safety assessment

This indicator is designed to measure the safety of site work. This is identified through Mouchel Inspections and Client H&S Inspections. Ratings are 1-5 where 1 and 2 is classed as not acceptable.

This indicator was revised in Year 6. Instead of looking at the Quarter average the indicator now looks at a Yearly average. This is because not enough assessments were being undertaken over the Quarter to give meaningful data.

The target is for 95% of assessments to be considered acceptable.

HWTC PI7 - Defect correction requiring traffic management.

This indicator is designed to measure the amount of remedial work carried out over a quarter, where defects have been found and need to be rectified.

This is identified by comparing the number of defect job types raised in quarter as a percentage of total number of orders.

HWTC PI 8 - % waste reused/recycled

This indicator is designed to measure the amount of waste that is reused/recycled compare to going to landfill.

The target for the indicator is that 90% of waste does not go to landfill, so that the environmental impact of the service is reduced.

HWTC PI 9 – Compliance with tendered Quality Statements

This indicator is designed to review delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

The statement currently used to monitor performance are : -

- Audits undertaken by competent, trained and qualified assessors will focus on compliance with legislation, policy, meeting contractual requirements and effectiveness and efficiency of key processes. Value from audits will be shared across the Alliance.
- Engage schools, colleges as part of Local Communities Investment Plan. Provide presentations to local schools about “stay safe – stay off site”, road safety and careers within construction industry
- Improve customer satisfaction and lower overall costs and improvements by measuring community response.
- To develop a Vehicle and Plant Asset Review
- Each area to have a Performance Improvement Plan
- “Drive Alive” training scheme to be initiated to drive down carbon emissions and teach methods of safe and economical driving which must be adhered to.
- Implement and improve the Alliance H&S Plan
- To develop a programme of inspections and audit.
- All Schemes to be financially closed out within 3 months.
- Involve subcontractors with improvement scheme.
- Produce an agreed programme of works .
- Alliance training to be delivered to all staff

HWTC PI10 - Quality assessment of workmanship

This indicator is designed to measure the compliance to agreed material standards as detailed within contract specification.

A number of sites are tested by Lincs Lab and reported compliance is used to equate the indicator score. Sites can be requested by Division for investigation, but the majority of sites tested, are randomly selected.

This is identified by comparing the total number of passed quality assessments, to the total number of assessments carried out to get a pass percentage.

Ideally the pass percentage should be 100%, so total points reduce for being below this; 1 point for every 3% below.

HWTC PI11 - Measure/reduce carbon over the whole fleet

This indicator is designed to monitor the amount of mileage each quarter to try to ensure that there is a reduction in our carbon emissions.

HWTC PI12 - % task orders in compliance with Traffic Management Act

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

HWTC PI4 - Reportable accidents under RIDDOR

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

This indicator is designed to measure the number of RIDDOR reportable accidents. The objective of this indicator is to reduce the number of accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur.

HWTC PI6 - Services Strikes

This indicator is designed to measure the number of statutory undertaker equipment strikes occurring during works on the Lincolnshire highway network. The objective of this indicator is to minimise the number of service strikes.

This indicator does not provide points as ideally there will be no strikes. Instead points are lost from the total if any occur.

Professional Services (PSP) – Performance Indicators

PSP PI1 – Client Satisfaction of Product

This indicator is designed to measure Client Satisfaction with finished Works.

The method of measuring this indicator is by recording client satisfaction on completion of design and completion of works based on responses to questionnaires that offers clients the opportunity to grade works based on their opinion on the end product..

Score		
Excellent	Totally satisfied. Excellent Service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

The total score is then averaged for all completed works for a quarter.

$$PI = \frac{\text{total score of questions answered.}}{\text{Number of questions answered.}}$$

PSP PI2 – Client Satisfaction of Service

This indicator is designed to measure Client Satisfaction with the provided service.

The method of measuring this indicator is by recording client satisfaction on completion of design and completion of works based on responses to questionnaires that offers clients the opportunity to grade works based on their opinion on the service provided.

Score		
Excellent	Totally satisfied. Excellent Service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

The total score is then averaged for all completed works for a quarter.

$$\text{PI} = \frac{\text{total score of questions answered.}}{\text{Number of questions answered.}}$$

PI3 – Compliance with tendered Quality Statements

This indicator is designed to review delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

PSP PI 4 - Predictability of Design Costs

This indicator is designed to measure Professional Services Design Costs compared to agreed fees. An agreed fee for design prior to commencement of work is compared to the Actual out-turn fee (this will include any additional fees).

Ideally the Actual out-turn fee will equal the agree fee or come under.

This indicator measures the percentage of construction works where the design costs ended up being above the agreed fee.

PSP PI 5 - Predictability of Works Costs

This indicator is designed to measure the estimated works costs against the Actual works cost. A figure is produced each quarter to show how accurate estimates were for a given quarter.

Ideally the costs of works will be less than or equal to the estimated amounts.

PSP PI 6 - Predictability of Time for Design

This indicator is designed to measure the time taken for Design work compared to agreed timescales for this process.

Each set of works has an agreed length of time for design. This is the length of time expended in providing the required deliverable(s) prior to commencement of construction.

The Agreed time to undertake the work and target delivery date is compared to the actual date the design work was completed.

This accuracy is used to give an interpretation of how much Design work has been completed on time, or going over schedule.

PSP PI 7 - Predictability of Time for Construction

This indicator is designed to compare the actual time taken to undertake Works compared to the estimated time for construction.

This measure gives an indication as to how accurate the design works were with regards to estimate timeframes.

Traffic Signals Term Contract (TSTC) – Performance Indicators

TSTC PI 1 - 10 Critical Contractors Quality Promises

This indicator is designed to measure to what extent the quality promises from the contract tender are being met

Analysis of actions by the term contractor in relation to the quality promises with 1 mark being given for each action achieved. Actions are:

1. Full attendance and participation at Alliance Meetings
2. Fully operational Lincolnshire depot and testing facility
3. Fully engaged in ECI in design process
4. Fully engaged in managing the programme
5. Full collaboration in Alliance projects
6. Full implementation of Alliance branding
7. Competency of staff
8. Full operation of target cost financial system
9. Full operation of an open book financial system
10. Fully compliant Fault Management System

A maximum score of 5 points is obtained by meeting all 10 promises.

TSTC PI 2 - Reportable accidents under RIDDOR

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

This indicator is designed to measure the number of RIDDOR reportable accidents. The objective of this indicator is to reduce the number of accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur.

TSTC PI 3 - Acceptable Site Safety Assessments per annum

This indicator is designed to measure the safety of site work.

This indicator is designed to measure the safety of site work. This is identified through Mouchel Inspections and Client H&S Inspections.

Ratings are 1-5 where 1 and 2 is classed as not acceptable.

The target is for 95% of assessments to be considered acceptable.

TSTC PI 4 – Weekly works planning and asset data supplied within timescales

This indicator is designed to ensure that work is planned in advance.

TSTC PI 5 - Number of Faults Cleared within Contract Timescales

This indicator is designed to measure the ability to clear faults within the specified timescales and to minimise number of faults on the network.

When a fault is reported a timescale is allocated as to when the fault will be resolved.

The target is for 95% of faults to be cleared in agreed timescales and points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 6 % Task Orders completed on time

This indicator is designed to measure the amount of task orders completed on time that Lincolnshire County Council have specified a completion date for.

The target is for 95% of orders to be completed in agreed timescales and points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 7 - % Task Orders completed free of remedial works

This indicator is designed to measure the amount of tasks completed without the need to return for remedial works.

Ideally by monitoring this aspect, there will be an improvement in the percentage of task orders completed without the need to return for remedial works, ensuring efficiency of resources and network.

The target is for 95% of orders to not require remedial works. Points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 8 - % faults resolved at the first visit.

This indicator is designed to measure the amount of tasks that are resolved with the need for only one visit.

Ideally by measuring this aspect there will be an improvement in the percentage of faults resolved after just one visit, and in turn ensuring efficiency of resources and network.

The target is for 95% of tasks to be resolved in one visit. Points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 9 - % Task Orders carried out in compliance with TMA.

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

The target is for 95% of tasks to be compliant with the Traffic . Points are lost for being under this benchmark.

Points Scale >95% = 10
 85% to 94% = 7
 75% to 84% = 2
 <75% = 0

TSTC PI 10 - % annual inspections completed per annum.

This indicator is designed to measure the percentage of site inspections carried out each year.

There are 317 Sites in Lincolnshire per annum that require the annual inspections to be carried out.

Quarterly target inspection have been set at Q1-71, Q2-82, Q3-82 & Q4-82.

At the end of each quarter the target is compared to the actual amount of inspections that have taken place.

The target is for 95% of inspections to have taken place each quarter. Points are lost for being under this benchmark.

Points Scale	>95% = 10
	85% to 94% = 7
	75% to 84% = 2
	<75% = 0

TSTC PI 11- Reduction in Carbon Emissions

This indicator is designed to monitor the amount of Carbon Emissions produced each quarter to try to ensure that there is a reduction .

Benchmarking results have been established and emission have been targeted to be reduced by 5%

TSTC PI 12- % waste reused/recycled

This indicator is designed to measure the amount of waste that is reused/recycled compare to going to landfill.

The target for the indicator is that 90% of waste does not go to landfill, so that the environmental impact of the service is reduced.

Client - Performance Indicators

Client PI1- Pain/Gain Results by Area

The Indicator is designed to show the changes in pain/gain in each year.

The method of measuring this indicator will be to take information from financial closed out schemes and will be reported as a percentage of pain/gain

After a recent review of financial information it has been assessed that Year 6 is around 2.5% in pain. This figure has been used to represent Year 7 as there are too few financially closed out jobs to make a reliable assessment.

Sliding scale = For every percentage point of pain 1 point is lost. For example if pain is predicted to be 4.65% then 4 points will be lost. The aim is for this indicator is to reach parity or to be in gain.

Client PI 2 - Date Forward Programme issued

The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the Alliance. It is also gives the contractor the opportunity to plan and control his resources

Area Highways Managers are required to issue the Forward Programme to the Contractor by the end of October (annually). 1 point is awarded for every area programme that is issued on time (maximum score is 10 points)

Client PI 3 - % variation from current programme spend profile

The Indicator is designed to encourage keeping the programme up to date and encourage endeavouring to stick with programme, giving all parties greater budget certainty.

5 points are awarded per Division (max score 20 points) for providing Budget forecast and outcome data to Contractor at Commercial Meeting. All Forecasts need to be submitted for Quarter 3.

This measure is set by Alliance agreement.

Client PI 4 - % of Jobs with Value giving all info 8 weeks prior to start

This indicator is designed to ensure that orders give the correct and required information. Correct information ensures the processes work as planned, avoids cost plus and builds confidence in LCC professionalism.

The method of measuring this indicator will be to take the scheduled report from Confirm which details all jobs rejected and displays the reasons for rejection. Each reason is checked and a count made of the number of jobs rejected for incomplete information.

The aim is to be 100% correct. 1 point is lost per percentage point.

Client PI 5 - Valuation of compensation events versus targets

This indicator is designed to ensure improving predictability of costs. Compensation events also disrupt programme delivery and get in the way of efficient planning.

The method of measuring this indicator will be to calculate the percentage value of compensations events against the total spend.

2% variation is allowable – after that 1 point is lost per percentage point of variation. For example if the variation was 4.25% then 2 points would be lost.

The target is set by Alliance agreement.

Client PI 6 - % of Compensation events committed within timescale

This indicator is designed to ensure compensation events are committed in a timely manner as they can delay works close down.

The method of measuring this indicator will be to take information from a scheduled Confirm report. The report will show the compensation events raised and committed within two weeks and over two weeks for each highways area and this will be shown as a percentage.

2% variation is allowable (98% accuracy) – there after 1 point is lost per percentage point. For example the score is 92% then 6 points would be lost and the indicator would score 14 points instead of the maximum 20 points.

This target is set by Alliance agreement.

Alliance - Performance Indicators

Alliance PI 1 – Net/Positive Press Coverage

This indicator is designed to gauge the client / Public satisfaction with the service provided by the Alliance.

By capturing the positive press coverage of those areas impacted by the Highway Alliance, it is possible to target the areas which have significant impact on the perception of the Highway Service for all parties in the Alliance and gauge the positive impact the Highway Alliance is having for the people of Lincolnshire.

This measure is obtained by analysis of press coverage data provided by LCC Comms team. An agreed bespoke analysis tool has been developed to distinguish what LCC considered to be Positive, Neutral or Negative press coverage of the service provided.

The Target is for at least 95% positive or Neutral press coverage each quarter.

Points Scale	>95% = 25
	90% to 95% = 15
	85% to 90% = 10
	75% to 85% = 7
	65% to 75% = 4
	<65% = 0

Alliance PI 2 - Public Satisfaction Survey

This indicator is designed to measure public satisfaction in the condition of the highway.

Data is provided annually by National Highways & Transport Public Satisfaction Survey and is used to directly measure if there has been improvement in the perception of the people of Lincolnshire in their highway network.

This measure is designed to capture all elements of the work of the Alliance by using the Overall Satisfaction indicator.

Points are lost if there is a loss in public satisfaction from the previous year.

Points Scale	>0% improvement = 25
	-1% to -0.01% = 20
	-1.5% to -1.01% = 10
	-3% to -1.51% = 5
	<-3% = 0

Alliance PI 3 - Tasks delivered against agreed Client Programme

An Alliance works programme has been agreed by the Programme working group and the performance of the Alliance is measured by number of works completed against this agreed programme. Until this full programme is in place a combination of the individual programmes will be used each month.

To this end the programme must be agreed and a degree of ownership for each member of the Alliance and be kept up to date as the programme must be able to flex to the demands of the parties whilst still delivering planned works by the Alliance.

The performance measure is calculated by taking the number of jobs that have been planned for completion, and comparing this figure to the amount that have been notified as substantially complete / technically complete.

The monthly target has been set as 95% and points are lost for being below this percentage.

Points Scale >95% = 15
 80% to 95% = 12
 65% to 80% = 10
 50% to 65% = 5
 <50% = 0

Alliance PI 4 - Relationships Scoring

This indicator is designed to gauge the relationships between the partners of the Alliance

Staffs are emailed on a quarterly basis and are asked to score the following out of 10 (10 = best, 1 = worst):

- Delivery: Consistency and Effective
- Systems and processes
- Continuous improvement
- Consistent communications and direction
- Challenge
- Reputation
- Alliance Behaviours

Returned scores are entered into excel spreadsheet to give average client score (Kier, TSP, Dynniq) an average partner score and an average Alliance score

Baseline scores are currently set as 6.5.

Points towards the monthly performance are lost for being below this baseline.

Points scale >6.5=20
 6.25 to 6.49= 15
 6 to 6.24 = 10
 5.75 to 5.99 = 5
 <5.75 = 0

Alliance PI 5 - Defunct

This KPI is no longer measured.

Alliance PI 6 - Creation of an agreed programme

An agreed programme should be complete by 31st October each year for a co-ordinated programme of works across the Alliance and efficient scheduling of works.

Points are awarded for when this agreed programme has been finalised.

Points scale	31 st October = 15
	30 th November = 12
	31 st December = 10
	31 st January 5
	Later than January = 0

Major Highways Scheme Update – March 2018

Lincoln Eastern Bypass

This is the County Council's largest Highway scheme with a budget of £99.6m and a DfT grant of £49.95m. The main contract of £53m was awarded to Carillion and a soft start was made in January 2017 with a three year contract period.

On 15 January Carillion went into liquidation. LCC terminated the contract with Carillion on 22 January 2018. LCC awarded a contract to Galliford Try as the replacement contractor through the Midland Highway Framework on 1 February 2018 with an official start date of 5 February 2018. The majority of the existing Carillion site staff remained on site and have transferred to Galliford Try. An initial package of works have been agreed with Galliford Try which will include the completion of the Market Rasen Rail Line Bridge, providing temporary bridge crossings to the River Witham Viaduct and Delph crossings, site clearance for the bird nesting season and the permanent fencing for the site boundaries. This will maintain the critical path activities although there will be a consequential delay and increase in costs as a consequence of the Carillion liquidation. Work is ongoing to create further works packages to enable the completion of the scheme.

A separate £15m contract was awarded to BAM Nuttall by Network Rail, on behalf of LCC, to de-risk the main contract, by creating a hole under the railway on the Spalding line near Washingborough Road. The bridge is now in place and work is in front of programme which will enable BAM Nuttall to leave site prior to the end of March. Bam Nuttall through Network Rail has been assisting LCC with taking over works programmed for the February half term with ducting for WPD on the site of the proposed Washingborough Road roundabout.

A significant Anglian Water main diversion is currently underway south of Washingborough Road.

A separate contract was awarded to Network Archaeology and work is currently planned to continue until the end of March. This is now emerging as a significant risk to the scheme budget with projected costs of £8.2m. The original budget estimate for the archaeology was £1.9m with completion in August 2017. LCC have submitted a bid to Historic England for a grant of £1.379m for post excavation costs.

Grantham Southern Relief Road

This scheme is a 3.5km road with a five span viaduct carrying the road over the East Coast Mainline railway and has a current budget of £81.5m and consists of three phases. The works will be funded from SLGF grant from the LEP and HCA grant and developer contributions with LCC forward funding the developer contributions.

The King 31 Phase 1 from the B1174 running towards the A1 is already complete.

A planning application for a Designer Outlet Village (DOV) was submitted to South Kesteven District Council on behalf of Buckminster Estates on 27 June 2017 and permission has been granted. The owners of Downton have also expressed their intention of submitting an alternative DOV planning application for their current site.

LCC have engaged Counsel advice in relation to the promotion of the Side Road and Compulsory Purchase Orders. The advice was to proceed with the Orders for the whole scheme including the Line Orders for the Trunk Road. The statutory Orders were published on 2 March 2018 with the objection period ending on 16 April 2018. The Heads of Terms with the landowner for the transfer of land have now been signed for the King 31 site and a similar agreement is being pursued for the Southern Quadrant Link Road (SQLR) Phase 3. Agreement to secure third party land on King 31 Phase 2 are well advanced. Work is underway to mitigate the potential for objections to the Orders.

A contract has been awarded for the archaeology to the west side of the A1 with the intention of mitigating the impact on the main works. Work was programmed to start in early December 2017 and last for 12 weeks

A bid has been submitted to HCA for a forward funding Housing Infrastructure Grant.

A17/A151 Peppermint Junction, Holbeach

This £5.4m road improvement scheme eliminates a T junction, increases capacity and improves safety by introducing two roundabouts. One provides access into an employment zone (Food Enterprise Zone) and housing land on both sides of the A151. The scheme is funded by SLGF grant and forward funding of developer contributions by Lincolnshire County Council and is now complete except for a small number of remedial works..

Spalding Western Relief Road

There are five phases to this western relief road with a scheme cost over £100m, starting from the south working north.

Section 1 (Southern Connection) – LCC and the developer have reached a financial agreement for funding Section 1 of the SWRR. Following the EIP adoption LCC will submit a planning application for the road only with an aspiration that works commencement will be in autumn 2021.

Section 2 – This section of the SWRR is having options developed as part of the SWRR delivery strategy. Section 2 will be developed in tandem with Section 1 to allow a full connection between the B1172 and the A151 Bourne Road. It is important to stress that the two sections will be developed independently with an aspiration to have both schemes constructed sequentially.

Sections 3 and 4 – These sections of the SWRR are having options developed as part of the SWRR delivery strategy.

Section 5 (Northern Connection) – SHDC in collaboration with LCC have submitted a bid to HCA through the Housing Infrastructure Fund Marginal Viability option for approximately £12m. It was announced on the 1st February that this bid had been successful for the full £12m. LCC are currently looking at a delivery programme and work will commence immediately in preparing a planning application, detailed design and liaison with Network Rail.

North Hykeham Relief Road

An Outline Business Case is currently being prepared, funded by the Advance Design Block, to continue to progress this major scheme in preparation for any funding opportunities to enable delivery of the project. The aim is to submit a bid for DfT Majors funding in June 2018. Initial engagement is planned in April 2018 for updating key stakeholders on progress and ensuring compliance with the DfT funding bid process. This road will be a key link in the Lincolnshire Coastal Highway from the A1 through to Skegness. A bid for the whole route has been submitted to the Ministry of Housing, Communities and Local Government for a Housing Infrastructure Fund Grant.

In addition, LCC has submitted a Growth and Housing funding bid to the DfT in collaboration with the LEP. This bid is for enlarging and improving the A46 Pennell's Roundabout to reduce congestion and unlock early growth which will help drive the availability of development funding for the North Hykeham Relief Road.

Lincolnshire Coastal Highway

Lincolnshire County Council is investigating potential improvements to the A158 across the county from the A1 to the North Sea coast around the Skegness locality,

known as the 'Lincolnshire Coastal Highway'. This will look at the options for intervention along the route. In identifying improvements to the highway, consideration will need to be given to being future-ready, building in capacity to support growth, investigating options across a range of modes and building in resilience and lower longer term costs for management of infrastructure. The Council has developed a number of potential projects and initiatives along the route and has also held four engagement events at Skegness, Horncastle, Wragby and Lincoln to gather perceptions, existing challenges and potential solutions from key stakeholders. The next phase is to sift the emerging longlist of projects against assessment criteria to result in schemes which generate clear benefits and crucially, are deliverable. This work is being funded from the Advance Design Block. In addition, the eventual strategy document will likely further support various other existing projects currently being progressed, which includes the North Hykeham Relief Road, A46/A15 Nettleham Road Roundabout, A46/A158 Riseholme Road Roundabout and A46/A57 Carholme Road Roundabout.

Network Rail Footbridges

Network Rail remedial works on the Lincoln High Street footbridge to address the technical issues have been completed and the footbridge is fully open.

Network Rail have also received confirmation of a successful planning appeal for the Brayford Wharf East footbridge. Footway enabling works are expected to be carried out between March and August 2018. This will be followed by bridge construction which planned for August 2018 to January 2019..

Boston Quadrant

Background – A developer led scheme for a new football ground and mixed use commercial and residential use. This includes a link road between A16 and London Road with a new roundabout on the A16 and signalised junction on London Road. The Boston Quadrant forms what will become the first section of a proposed Boston Distributor Road.

Current Position – Quadrant 1 is well underway, with the installation of a new roundabout south of Boston on the A16 complete. Lincolnshire County Council has completed the design check on the section of road which links the A16 roundabout to the adjacent London Road which is also on site being constructed and programmed to be complete in early 2018. The London Road signalised junction is at the detailed design stage which sits with the developer and their consultants. A further Outline Planning Application for 1200 homes has recently be received by Boston Borough Council.

National Productivity Investment Fund

LCC have secured a grant of £5.4m from DfT to be expended in 2017/18 based upon a number of named schemes:

- Wolsey Way/Wragby Road Improvement in Lincoln to improve flows through two traffic signalised junctions – Works has now started.
- A17 Sleaford Embankment Maintenance defect rectification – Works have commenced and are due to be completed May 2018
- The remaining 2017/18 budget has been allocated to the A16 Louth Bypass resurfacing scheme, a thin surfacing replacement package and a re- tread package programme to improve roads within the County

The Department for Transport has announced that LCC have been successful with the NPIF bid for A46 Dunholme/Welton roundabout improvement at an estimated cost of £4.6m with a £2m grant for expenditure by 2019/2010. A planning application was submitted in September after Information Events with Welton and Dunholme Parish Councils. On the 5th February 2018 the planning committee approved the recommendation to grant permission with conditions. Work is progressing on land acquisition in parallel with the legal orders process.

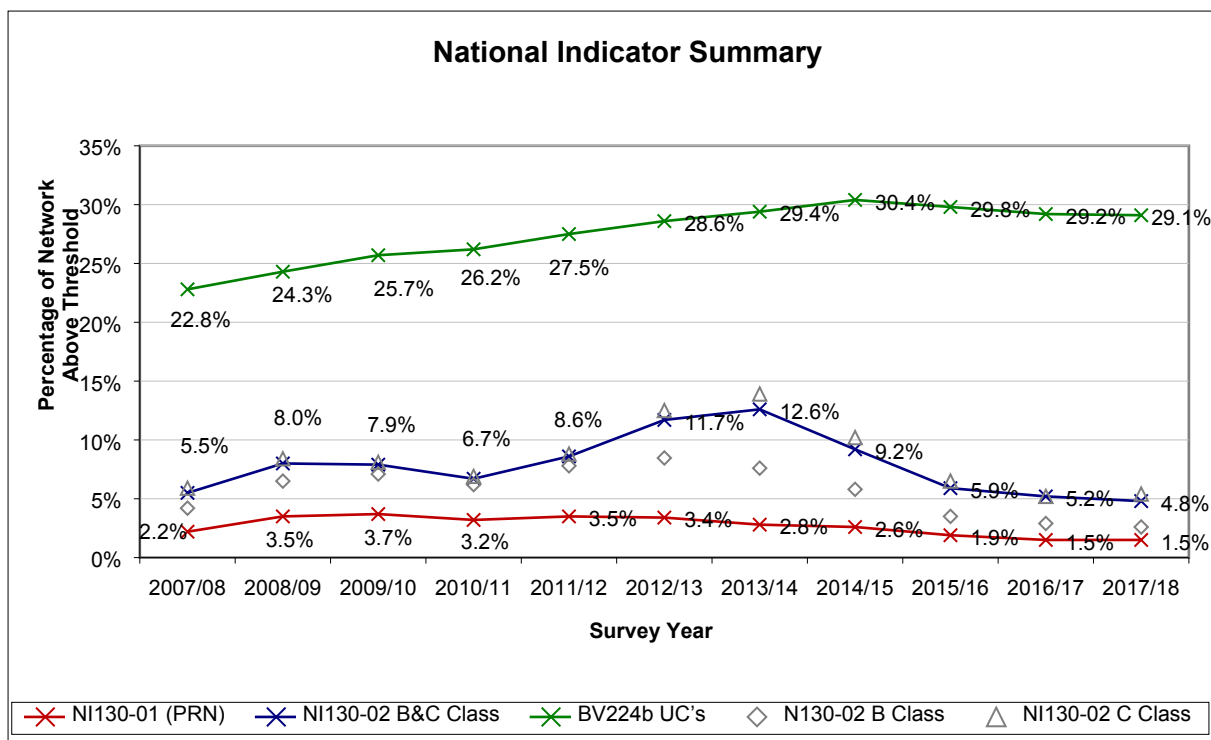
DfT Challenge Fund

LCC are preparing for a bid through the Challenge Fund to the DfT for a £10m Langrick Bridge replacement scheme as identified in the County Council Asset Management Strategy. A series of options are under consideration prior to a consultation on the favoured options subject to the outcome of a successful bid.

Single Local Growth Fund 3

In March 2017 two schemes were identified as successful in attracting SLGF grant to a value of £2.4m. These schemes were the A46/A15 Riseholme Roundabout and A46 Nettleham Roundabout projects on Lincoln's Western Bypass. Work continues to progress an outline design for enlarging the size of both roundabouts and increasing the number of lanes both entering and exiting each arm of both roundabouts. This will alleviate congestion at these pinch points and improve journey time reliability. Discussions will soon commence with landowners regarding land acquisition to enable these planned works.

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CQC EFFICIENCY NETWORK RESULTS 2017
LINCOLNSHIRE COUNTY COUNCIL

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INTRODUCTION

This report summarises your authority's results in the latest round of analysis undertaken by the CQC Efficiency Network.

The current focus for analysis by the Network is Road Carriageway Maintenance, it uses expenditure data and other data collected by authorities, for an eight year period from 2009/10 to 2016/17.

The CQC statistical methodology is designed to take account of factors outside an authority's control that are affecting their costs so that they can be compared with others. It does this by taking account of each authority's individual characteristics and circumstances including their size, service quality and customer perception and evaluates how these affect the cost of their activities.

Taking these adjustments into account for every authority in the study, the CQC statistical model is able to identify the authority that is operating at minimum cost given its size and quality characteristics. Once this minimum cost is established the model can be used to forecast a 'Predicted Minimum Cost' for every authority in the network. This means each authority has its own 'Predicted Minimum Cost' and this provides a unique benchmark for each authority, which takes into account its individual characteristics.

Included within this report are details of the Actual Costs you provided and the 'Predicted Minimum Costs' computed for your authority when compared with an 'efficient' authority with average characteristics, 'Benchmark Authority'. How close your authority is to its 'Predicted Minimum Cost' is represented in this report in percentage terms as a 'CQC Rating'. In theory authorities can realise efficiency savings by closing the gap to their 'Predicted Minimum Cost' and improving their 'CQC Rating'.

Comparing the gap between your authority's 'Predicted Minimum Costs' and Actual costs provides a measure of your 'scope for improvement'. In reality, not all these potential savings can be realised for a variety of local practical, political and logistical reasons. It is also possible that your authority's 'scope for improvement' does not take full account of the unavoidable costs which are outside of your control locally, because they are not currently allowed for in the model.

CQC RESULTS

Your authority's results in the latest round of CQC Analysis for Road Carriageway Maintenance are summarised below. This year, the results are expressed in terms of cost (£/km) and as percentage scores (CQC Ratings), and show how close you are to achieving your 'Predicted Minimum Cost, the minimum theoretical cost the analysis has determined for delivering your current service.

ACTUAL AND PREDICTED MINIMUM COST RESULTS

The figures below show Actual Costs and Predicted Minimum Costs for your authority expressed in terms of £/km of road carriageway maintained for each of the years that you supplied TOTEX data, less investment (if any).

The 'Actual Cost' figures are based on the cost data you supplied and the 'Predicted minimum Cost' figures have been derived from the analysis and are based upon transforming the 'Benchmark Authority' Cost to a 'Predicted Minimum Cost' for your authority to reflect your authority's characteristics and service delivery. This is done by making adjustments to cost for your size, traffic volume, road condition, wages and public satisfaction.

Measure	2010	2011	2012	2013	2014	2015	2016	2017
Predicted Minimum Cost (£/km)	£2,172	£1,941	£1,624	£1,866	£2,416	£997	£3,036	£2,788
Actual Cost (£/km)	£2,788	£2,093	£1,664	£1,976	£2,505	£997	£3,358	£2,962

CQC RATINGS RESULTS

CQC Ratings are percentage scores used to quantify the difference between Actual Cost and Predicted Minimum Cost, they provide some indication of an authority's the scope for improvement.

Your Ratings results are summarised in two gauges below. Both figures are based on a trend analysis of your Rating scores over time to smooth fluctuations in the scores between individual years. The 'Current CQC Rating' gauge shows your authority's CQC Rating Trend for most recent year available, and the 'Change in CQC Rating' gauge shows the percentage change in your CQC Rating Trend scores over the period of the analysis.

CURRENT CQC RATING

CHANGE IN CQC RATING

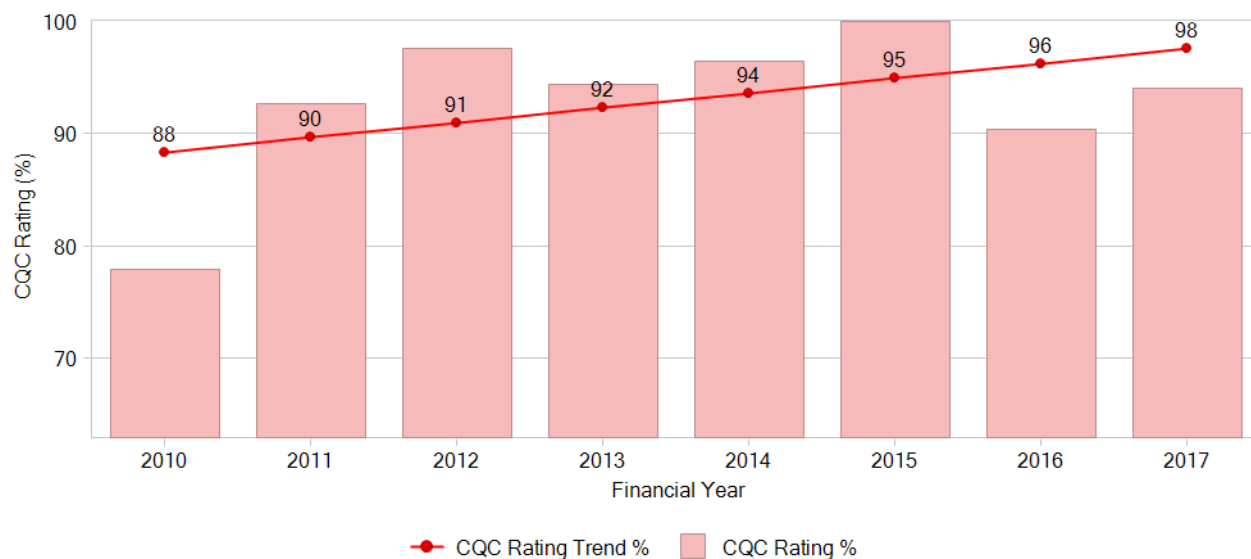
98%

10%

The table below shows your authority's CQC Rating and CQC Rating Trend scores on an annual basis.

Measure	2010	2011	2012	2013	2014	2015	2016	2017
CQC Rating %	78%	93%	98%	94%	96%	100%	90%	94%
CQC Rating Trend %	88%	90%	91%	92%	94%	95%	96%	98%

Your CQC Ratings for each year you provided data are shown on the graph below. These results are also shown using a statistical trend line which smooths out fluctuations in your scores over time.

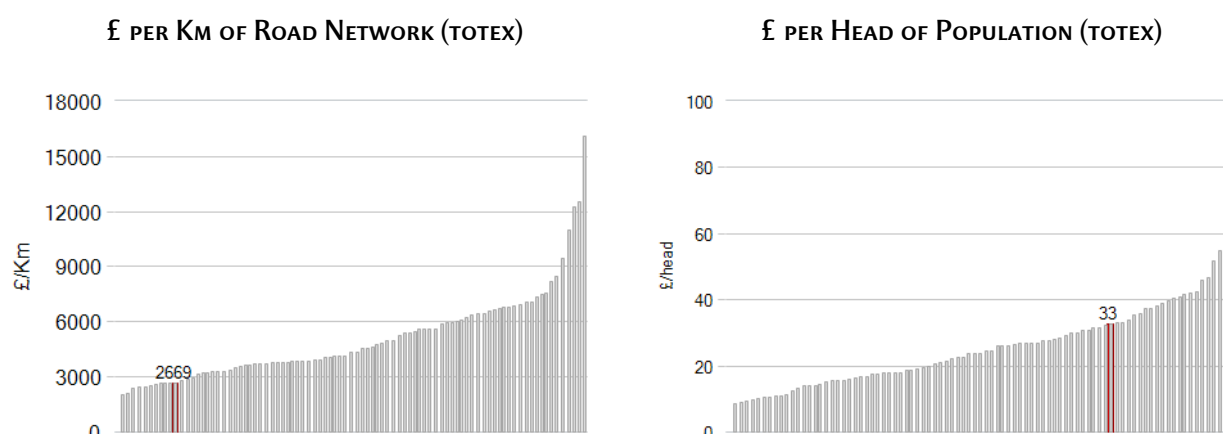


Please note that it is possible that your authority's CQC Rating may not take full account of the factors outside your control that are affecting your costs locally, because they are not currently allowed for in the model.

LIMITATIONS OF TRADITIONAL BENCHMARKING

The sector has been trying to compare costs of operations for many years using conventional benchmarking methods, with comparisons based on metrics like £ spent per kilometre of road network or £ spent per head of population. The main issue with this sort of comparison is that performance of an individual authority can differ significantly depending on the de-nominator used.

The following charts illustrates this issue using data you have provided; it shows your respective rankings, averaged across all the years for which you have supplied data, against the other authorities in the Network (the smaller the bar the better the ranking).



The results shown in the graphs above are summarised in the table below. This table also shows the highest, average and lowest cost for each metric.

Question	Lincolnshire County Council	Rank of 88	Lowest Cost	Average Cost	Highest Cost
TOTEX - £ per head	£33	67	£9	£26	£97
TOTEX - £ per km	£2,669	11	£2,058	£5,048	£16,126

CQC METHODOLOGY

The CQC statistical methodology is designed to take account of factors outside an authority's control that are affecting its costs so it can be compared with others. It does this by taking account of each authority's individual characteristics and circumstances including size, service quality and customer perception and evaluates how these affect the cost of its activities. The cost adjustments that have been applied for your Authority are set out in separate report.

Using these adjustments for every member in the Network, the CQC model is able to identify the authority that is operating at minimum cost given its size and quality characteristics. Once this minimum cost is established the model can be used to forecast a theoretical minimum cost for every other authority in the network. As a result, each authority has its own minimum cost and this provides a unique benchmark for each authority, which takes into account its individual characteristics.

Disclaimer

While every effort is made to ensure that the content of the CQC reports is accurate, CQC is an evolving methodology and the results are very dependent on accurate data being submitted by all participating authorities. measure2improve (m2i) and The University of Leeds (UoL) can only use the data as supplied by participating authorities and the content of these reports is provided in good faith.

Nothing in these reports should be taken to constitute professional advice or a formal recommendation and we exclude all representations and warranties relating to the content and use of these reports.

m2i or UoL cannot be held liable for any incidental, indirect, consequential or special damages of any kind, or any damages whatsoever, including, without limitation, those resulting from loss of profit, loss of contracts, goodwill, data, information, income, anticipated savings or business relationships, whether or not advised of the possibility of such damage, arising out of or in connection with the use of this data.

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Customer Satisfaction Information
Highways and Transport Scrutiny Committee Q3
Date range for report 1st October 2017 – 31st December 2017

LCC Overview of compliments

Overall Compliments

The overall compliments received for Highways and Transport shows an decrease of 18% this Quarter, with 18 compliments being received compared to 22 received last Quarter.

Total number of compliments relating to <u>Highways and Transport Scrutiny Committee</u>	Current Q3	Q2	Q1	Q4	Q3
	18	22	21	23	30

Highways and Transport Compliments

Highways and Transport have received 18 compliments this Quarter. The compliments were in mostly in relation to repairs / resurfacing / surface dressing, Contractor compliment, Scampton Airshow thanks and staff compliment regarding tree works.

There was 1 specific compliment in relation to Transport, which was a compliment about a Travel Trainer.

LCC Overview of complaints

The total number of LCC complaints received this Quarter (Q3) shows a 10% increase on the previous quarter (Q2). When comparing this Quarter with Q3 of 2016/17, there is an 68% increase when 143 complaints were received.

Total number of complaints received across all LCC service area.	Current Q3 17/18	Q2 17/18	Q1 17/18	Q4 16/17	Q3 16/17
	241	219	159	169	143
Total number of complaints relating to <u>Highways and Transport Scrutiny Committee</u>	62	78	46	64	62
Total Service Area Complaints broken down					
Highways	53	64	44	55	56
Transport	9	2	9	6	7
Number of complaint escalations relating to <u>Highways and Transport Scrutiny Committee</u>	8	8	5	2	
How many LCC Corporate complaints have not been resolved within service standard					
Number of complaints referred to ombudsman	10	11	9	7	8

This Quarter Highways and Transport has received 62 complaints which is a decrease of 20% on last Quarter when they received 78 complaints. When comparing this Quarter with Q3 2016/17, there is no difference with 62 complaints also being received.

Highways Complaints

This Quarter Highways has received 53 complaints which is a 17% decrease from last Quarter when they received 64 complaints. When comparing this Quarter with Q3 2016/17, there is a difference of 3 complaints when 56 were received.

The outcomes of the 53 Complaints were:

- 4 Complaints was substantiated
- 42 were partly substantiated
- 5 were unsubstantiated
- 2 remain open

The 4 substantiated complaints were in relation to excess road dressing materials, pedestrian zone works in Lincoln High St, a lack of response from Highways and damage to water mains on property.

The partly substantiated complaints were generally in relation to the condition of the highway, road works / maintenance / resurfacing / closures. Others included parking issues, lack of gritting and street lighting.

Transport Complaints

This Quarter Transport has received 9 complaints which is 5 less than last Quarter when they received 14 complaints. When comparing this Quarter with Q3 2016/17, there is a difference of 3 complaints when 6 were received.

The outcomes of the 9 complaints were:

- 8 were Partly Substantiated
- 1 was Not Substantiated

2 were in relation to Call Connect

4 were in relation to School Transport

1 about a bus timetable

2 regarding transport for children with additional needs.

Complaint escalations

In Quarter 2 of 2017/18 there were a total of 32 complaint escalations for LCC.

8 of these related to Highways and Transport (all Highways)

Ombudsman Complaints

In Quarter 3 of 2017/18, 10 LCC complaints were registered with the Ombudsman. 1 of which related to Highways & Transport, however, this appears to be a legal matter that should be resolved in court in relation to a claim.