



County Offices
Newland
Lincoln
LN1 1YL

17 April 2019

Highways and Transport Scrutiny Committee

A meeting of the Highways and Transport Scrutiny Committee will be held on **Monday, 29 April 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'DBarnes'.

Debbie Barnes OBE
Head of Paid Service

Membership of the Highways and Transport Scrutiny Committee
(11 Members of the Council)

Councillors M Brookes (Chairman), S P Roe (Vice-Chairman), B Adams,
Mrs W Bowkett, C J T H Brewis, Mrs J Brockway, Mrs P Cooper, R Grocock,
R A Renshaw, A N Stokes and E W Strengiel

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE AGENDA
MONDAY, 29 APRIL 2019**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Highways and Transport Scrutiny Committee held on 11 March 2019	5 - 12
4	Announcements by the Chairman, Executive Councillor and Lead Officers	
5	Spalding Western Relief Road <i>(To receive a report from Teresa James, Senior Project Leader, which invites the Committee to consider a report regarding the Spalding Western Relief Road Delivery Strategy. This report is due to be considered by the Executive on 8 May 2019. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item)</i>	13 - 80
6	Revision of Arrangements for Lincolnshire's Joint Local Access Forums <i>(To receive a report from Chris Miller, Team Leader, Countryside Services, which invites the Committee to consider the future arrangements for Local Access Forums in Lincolnshire. This report is due to be considered by the Executive Councillor for Highways, Transport and IT between 06 May and 10 May 2019. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item.)</i>	81 - 108
7	Winter Maintenance - End of Year Report <i>(To receive a report from Richard Fenwick, Alliance Works Contract Manager, which invites the Committee to consider an end of year report on winter service)</i>	109 - 118
8	TransportConnect - Teckal Company Update <i>(To receive a report from Anita Ruffle, Group Manager Transport Services, which provides an update on the Council's Teckal Company, Transport Connect Ltd. which was established in July 2017 as an intervention into the market)</i>	119 - 140

(NOTE: Appendix C to this report contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, and discussion of this information could result in the exclusion of the press and public)

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|-----|--|---------------|
| 9 | Lincoln Transport Strategy
<i>(To receive a presentation from Karl Gibson, Senior Project Leader, which provides the Highways and Transport Scrutiny Committee with an update on the Lincoln Transport Strategy)</i> | Verbal Report |
| 10 | Highways and Transport Scrutiny Committee Work Programme
<i>(To receive a report from Daniel Steel, Scrutiny Officer, which provides the Committee with an opportunity to consider its work programme for the coming year)</i> | 141 - 146 |
| 11 | Information Item | |
| 11a | A46 Nettleham and Riseholme Roundabout Highway Scheme Designs
<i>(To receive a report from Mark Heaton, Programme Leader)</i> | 147 - 150 |

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:
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HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE 11 MARCH 2019

PRESENT: COUNCILLOR M BROOKES (CHAIRMAN)

Councillors S P Roe (Vice-Chairman), B Adams, Mrs W Bowkett, C J T H Brewis, Mrs J Brockway, Mrs P Cooper, R Grocock, R A Renshaw and A N Stokes

Councillor Clio Perraton-Williams attended the meeting as an observer

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Steve Brooks (Senior Project Leader), Richard Fenwick (Highways Officer), Mark Heaton (Programme Leader), Ian Kitchen (Transport Manager - Policy and Orders), Paul Rusted (Infrastructure Commissioner), Satish Shah (Highways Network Manager), Daniel Steel (Scrutiny Officer), Andy Ratcliffe (Local Highways Manager - East Lindsey) and Steve Willis (Chief Operating Officer, Infrastructure Commissioning)

57 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor E W Strengiel.

58 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest at this stage of the meeting.

59 MINUTES OF THE PREVIOUS MEETING OF THE HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE HELD ON 21 JANUARY 2019

RESOLVED

That the minutes of the previous meeting held on 21 January 2019 be agreed as a correct record and signed by the Chairman.

60 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR AND LEAD OFFICERS

There were no announcements.

61 HIGHWAYS INFRASTRUCTURE ASSET MANAGEMENT PLAN 2019

The Committee received a pre-decision scrutiny report for the Executive Councillor for Highways, Transport and IT in connection with proposed amendments to the Highways Infrastructure Asset Management Plan 2019 to take account of changes to

**HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE
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maintenance frequencies to grass cutting and drainage cleansing as agreed during the setting of the budget for the financial year 2019/20.

Comments by the Committee and the responses of officers, included:-

- The proposed changes were welcomed and would improve the service.
- Gullies located in villages needed cleaning more frequently due to run off from fields. Officers stated that these gullies were treated by off-road jetting and the Council was currently collecting data which in due course should help to improve the service to these areas.
- Side street parking in urban areas was a serious problem with vehicles blocking gullies and channels. Officers agreed that this was a logistical issue and channel cleansing was a District Council responsibility. Officers stated that partnership working between the County and District Councils needed to be examined.
- Officers stated that the Environmental Protection Act 1990 meant that District Councils zoned streets and streets only swept if necessary. The Council only paid for gullies which were emptied.
- It was suggested that the system of reporting problems with potholes could be used to report problems with gullies.
- In response to a comment that some gullies had not been cleared for many years in South Holland, officers stated that the new proposals would ensure that all gullies would be cleared once a year on a cyclical basis. Officers added that the problems might have been caused by drainage issues.
- Riparian water courses needed to be addressed by householders.
- Overgrown vegetation on cycle tracks needed to be addressed. Officers stated that cycle tracks needed to be included in the maintenance programme and agreed to email Councillor Mrs J Brockway when this information became available.

The Committee unanimously supported the recommendations to the Executive Councillor and agreed that a return to the cleaning of all gullies once a year on a cyclical basis would provide an improved service. A progress report was requested in six months.

RESOLVED

- (a) That the comments by the Committee and the responses of officers be noted and actioned accordingly.
- (b) That the recommendations to the Executive Councillor for Highways, Transport and IT, as detailed in the report, be supported.
- (c) That the Committee receive a progress report on gully cleansing in six months.

62 SLEAFORD A17/A15 HOLDINGHAM ROUNDABOUT AND A17/A153
RUGBY CLUB JUNCTION HIGHWAY SCHEMES

The Committee received a pre-decision scrutiny report in connection with the A17/A15 Holdingham roundabout and the A17/A153 Rugby Club Junction, Sleaford and the Committee's support was sought to the approval of the capital scheme appraisal by the Leader of the Council, the award of a contract for the delivery of the project and the delegation to the Interim Executive Director for Place the final approval from Early Contractor Involvement to construction of the highway improvements by the Executive Councillor for Highways, Transport and IT.

Comments by members and the responses of officers, included:-

- The scheme was welcomed and would ease traffic congestion.
- Because of the number of lanes proposed it was important that drivers were given as much notice as possible. Officers stated that drivers would be given suitable advanced warning.
- The installation of traffic lights would help road safety.
- How long would the contract take? Officers stated that at this stage, it was likely that the A17/A153 junction improvements would start in April 2020 and take three months to complete. The A17/A15 roundabout improvements were due to commence thereafter and take six months to complete. This was subject to final design and refining the final programme.
- Had consideration been given to the timing of traffic lights at the A17/A153 roundabout in view of the number of vehicles using this junction at 05.30 due to the change of shift workers? Officers stated that traffic management would take account of this additional traffic and that the designer responsible for modelling the traffic lights at this junction had specialised knowledge in this area.
- Communication was important. Motorists and local people needed to be informed well in advance of the proposals and details of any proposed diversions. Officers stated that these issues would be addressed in the traffic management plan, by the use of social media and the press and night closures would be implemented when needed.
- Officers stated that the recovery of S106 money had been included in the Memorandum of Understanding and underwritten by the District Council.

The Committee unanimously supported the recommendations as detailed in the report to the Leader of the Council and the Executive Councillor for Highways, Transport and IT supported signage to warn motorists well in advance of new lanes, the installation of appropriate safety measures, the need to factor in the additional traffic using the A17/A153 early in the morning in any modelling of this roundabout and the need for advanced warning to motorists of diversions.

RESOLVED

- (a) That the comments by the Committee and the responses of officers be noted.
- (b) That the recommendations detailed in the report be supported and the additional comments by the Committee for the need for signage to be installed well in advance to warn motorists of the new lane layout, the implementation

of safety measures, the need to consider additional traffic using the A17/A153 junction early in the morning in any modelling and the need for advanced warning to motorists of diversions.

63 A46/A15 RISEHOLME ROAD ROUNDABOUT AND A46/A158
NETTLEHAM ROAD ROUNDABOUT, LINCOLN

The Committee received a pre-decision report in connection with improvements to the A46/A15 Riseholme Road roundabout and the A46/A158 Nettleham Road roundabout, Lincoln and the Committee's support was sought to the approval of the capital scheme appraisal by the Leader of the Council, the award of a contract for the delivery of the project and the delegation to the Interim Executive Director for Place the final approval from Early Contractor Involvement to construction of the highway improvements by the Executive Councillor for Highways, Transport and IT.

Comments by the Committee and responses of officers, included:-

- The current junctions were now overused and the proposals would address the issues of capacity.
- The two locations were different, the A46/A15 roundabout was mainly used by freight traffic going to the ports on the Humber and the A46/A158 roundabout was mainly by commuter traffic.
- The effects of the increase in the population in this area on traffic movements.
- There was a need to examine the effects of traffic on the Caenby Corner junction on the A15.
- Officers stated that both roundabouts had been examined in detail including the effects on the Caenby Corner junction. Both roundabouts were 30 years old and no longer able to cope with the increase in traffic. The growth of the population in the area had been taken into consideration.
- Officers stated that publicity well in advance to warn motorists including diversions would be provided.
- Following a request, officers agreed to bring the design plans of both this scheme and the scheme detailed in minute 62 to the next meeting of this Committee.
- There was a need to work with the haulage association to ensure that HGVs used the correct route.
- The length of the merging lanes needed to be carefully considered as this was always an issue for motorists.
- Councillor Mrs J Brockway stated that she had received communication from the public requesting that the investment for these roundabouts would be better spent on encouraging car sharing and cycle routes and another enquiring whether the roundabouts were in the Joint Transport Strategy and the dangers presented by shrubbery to cyclists. She stated that she would pass the comments onto the officers to respond.

The Committee unanimously supported the recommendations in the report and agreed that the design plans for this scheme should be considered by the Committee at its next meeting.

RESOLVED

- (a) That the comments by members and the responses of officers be noted and taken into consideration.
- (b) That the recommendations in the report and the suggestions by members be supported.
- (c) That the design plans for the A46 Lincoln scheme be submitted for consideration to the next meeting of the Committee.

64 EFFECTIVE HIGHWAYS COMMUNICATION

The Committee received a report which gave an update on the measures being undertaken to improve the highways service communication.

Comments by members and the responses of officers included:-

- The improvements in communication in recent years were welcomed.
- The FixMyStreet website was welcomed although there were issues with it stating that a fault had been fixed when it had not. Officers agreed the need to cleanse the FixMyStreet site.
- The negative approach by the Lincolnshire Association of Local Councils (LALC) towards highways was noted. Officers stated that, together with the Executive Councillor for Highways, Transport and IT, they were proposing to meet LALC to examine how the County Council and LALC could improve matters. Officers stated that communication with Parish Councils had improved and members were asked what information they would like to see.
- The visits by the Executive and Support Councillors for Highways and Transport to Parish Councils were welcomed.
- Communication between members and local highways manager were good whether it through face to face meetings or the use of email.
- Consideration should be given to having a dedicated Highways App. Officers stated that they would examine the potential of a Highways App in consultation with the Council's IT section and the outcome of this study would be emailed to members.
- Officers agreed to ask the Lincolnshire Road Safety Partnership to make a presentation on their work to this Committee.
- Officers agreed that public concerns about the lack of adequate publicity about the Spalding By-Pass proposals needed to be considered by officers.

The Committee welcomed the improvements in communication and agreed that consideration needed to be given to developing a Highways App, the production of a daily communication plan, the response time for reporting faults on the highways on-line portal and the need to examine performance information to benefit members.

RESOLVED

- (a) That the comments made by members be noted and that the additional matters raised by members in connection with developing a Highways App,

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the production of a daily communication plan, the response time for reporting faults on the on-line highways portal and the need to examine performance information to benefit members, be considered by officers.

- (b) That the Committee receive a further update at its meeting on 28 October 2019.

65 MIDLANDS CONNECT UPDATE

The Committee received a report in connection with the role of Midlands Connect, the Sub-National Transport Body within which Lincolnshire sat and information on work which Midlands Connect was doing in relation to the Major Road Network and other studies affecting Lincolnshire.

Comments by members and the responses of officers included:-

- The need for Local Authorities to be in a position to have substantial funding upfront in order to attract funding from Central Government.
- The need for the Council to have projects ready well in advance to meet the funding timetable.
- The effects of HS2 and a concentration of funding for the West Midlands was noted.
- The Government had considered the effects of austerity on Local Authorities' finances.
- An improved rail service from the port of Felixstowe to the Midlands was required.
- Midlands Connect needed to put pressure on the Highways England to improve the A1 between Peterborough and Blyth as when there were major traffic incidents on the A1 traffic was diverted through nearby villages.
- The need for Midlands Connect to avoid becoming a "talking shop". However, it was accepted that it required its own funding and powers.
- The Committee should invite Highways England to attend a Committee meeting to discuss highways issues affecting Lincolnshire.

The Committee welcomed the report and agreed that Highways England should be invited to a meeting of this Committee to discuss highway issues affecting Lincolnshire.

RESOLVED

- (a) That the report and comments by members be noted.
- (b) That Highways England be invited to attend a meeting of the Committee to discuss highway matters affecting Lincolnshire.
- (c) That an update on Midlands Connect towards the end of 2019 be submitted.

66 RAIL UPDATE

The Committee received a report which gave an update on rail issues across Lincolnshire, in particular the various rail franchises which covered the county and

the service improvements which were expected to be delivered. The report also provided an update on the on-going Williams Rail Review into the structure of the rail industry due to be reported later this year.

Comments by members and the responses of officers included:-

- It was hoped to get the Lincoln to London service later in the year.
- The resumption of weekday train services into Gainsborough Central station after 26 years was welcomed as was the proposed increase in services on the Lincoln-Doncaster line.
- The fragmented nature of the rail service was still an issue.
- The cost of removing the flat line on the Lincoln to Newark rail line where it crossed the East Coast mainline was very high.
- Because of the changes to timetables the recovering of passengers lost to the rail service because of the confusion was an issue.
- Had opportunities to transfer freight from road to rail been examined? Officers stated that this was being examined and the Immingham Port project was given as an example. The investment into the Peterborough to Doncaster rail line was also given as an example of the removal of freight traffic off the East Coast mainline.
- Officers stated that when the new operator of the improved service between Lincoln and London had been appointed they would be invited to the Committee.

The Committee welcomed the progress to date and the invitation to a meeting of the Committee to the new operator of the improved service between Lincoln and London when they had been appointed.

RESOLVED

- (a) That the comments made by members be noted.
- (b) That an invitation to the new operator of the improved service between Lincoln and London when they had been appointed, be noted.

67 PERFORMANCE REPORT QUARTER 3 (OCTOBER 2018-DECEMBER 2018)

The Committee received a report on the performance of the highways service for Quarter 3 (October 2018 to December 2018).

Officers drew the Committee's attention to an error on page 194 of the report (Lincolnshire Highways Alliance Performance) and stated that "87.2%" should have read "91.2%" for the "Highways Works Term Contract Performance Indicators (Kier)".

Comments by members and the responses of officers included:-

- The overall improved trend was welcomed although it was noted that the deterioration in the overall condition of the network identified by the National

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Road Condition Indicators 2018/19 was probably caused by the harsh winter conditions in 2017/18.

- Councillor Mrs J Brockway stated that the compliments she had submitted needed to be reflected in the report.
- Concrete based roads built in the 1960s were beginning to deteriorate in the North/South Hykeham areas. It was understood that a new trial of repair was being undertaken in Louth and if this was successful then could the Hykeham areas be examined. Officers stated that a start had been made on replacing concrete roads this year.

RESOLVED

That the report and comments by members be noted and actioned accordingly.

68 HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE WORK
PROGRAMME

The Committee received its Work Programme.

RESOLVED

That the Committee's Work Programme be noted and updated accordingly.

The meeting closed at 12.50 pm

**Open Report on behalf of Andy Gutherson,
Interim Executive Director for Place**

Report to:	Highways and Transport Scrutiny Committee
Date:	29 April 2019
Subject:	Spalding Western Relief Road

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the Spalding Western Relief Road Delivery Strategy. This report is due to be considered by the Executive on 08 May 2019. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item.

Actions Required:

- (1) To consider the attached report and determine whether the Committee supports the recommendations.
- (2) To agree any additional comments to be passed to the Executive in relation to this item.

1. Background

This paper seeks approval of the Spalding Western Relief Road Delivery Strategy.

The full report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Highways and Transport Scrutiny Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments or recommendations.

3. Appendices

These are listed below and attached at the back of the report	
Appendix 1	I017458 - Spalding Western Relief Road

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 Teresa James, who can be contacted on 01522 555587 or Teresa.james@lincolnshire.gov.uk.

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Executive
Date:	8 May 2019
Subject:	Spalding Western Relief Road
Decision Reference:	I017458
Key decision?	Yes

Summary:

This paper seeks approval to the Spalding Western Relief Road Delivery Strategy attached at Appendix A to the Report.

Recommendation(s):

That the Executive approves the Delivery Strategy attached at Appendix A as the basis for delivery of the Spalding Western Relief Road.

Alternatives Considered:

The main two alternatives include:

1. Delivery of the SWRR as one project instead of 5 separate projects, however this was discounted due to the poor likelihood of attracting third party funding to develop a scheme of that size in one process. This would also result in significant delay to the progress of the scheme which would severely jeopardise the highway improvements delivered by the scheme as well as the planned growth in the South East Lincolnshire Local Plan, which the County Council is a partner of.
2. Not to progress the SWRR further. This would also result in significant delay to the progress of the scheme which would fail to deliver highway improvements delivered by the scheme as well as the planned growth in the South East Lincolnshire Local Plan, which the County Council is a partner of.

Reasons for Recommendation:

It is recommended that the SWRR is delivered in line with the appended Delivery Strategy as this provides the strongest likelihood that the whole project will be delivered, which provides the following benefits:

- The road will mitigate the significant impact which the rail line has on

bisecting Spalding. It's important to stress that there is an expectation of greater levels rail freight in the future which will further increase the level-crossing barrier downtime in Spalding.

- The road will result in a reduction of traffic congestion in Spalding town centre.
- The road will enhance connectivity by improving north, south and west links around Spalding.
- The road will reduce the strategic through traffic, particularly between the east and west, and the east and south, by providing a link between the A151 Bourne Road to the west of the town and the A1175/A16 to the south and east of the town.
- The road will provide alternative routes for local traffic passing through Spalding avoiding congestion in the town centre and increasing journey time reliability.
- The road will facilitate access to planned Sustainable Urban Extensions in various locations to the west of Spalding which cannot be progressed without element of the SWRR.

1. Background

The Spalding Western Relief Road (SWRR) will be a 6.5km road linking the A1175 and A16 to the south and east of Spalding, to the B1356 Spalding Road to the north of Spalding, via the B1172 Spalding Common.

The SWRR is a strategic infrastructure project essential to delivering the growth of Spalding and required to address the strategic transport connectivity around the town as well as addressing specific transport problems within Spalding. These strategic ambitions are set out in the South East Lincolnshire Local Plan (SELLP) which was formally adopted by South East Lincolnshire Joint Planning Committee on the 18th March 2019.

The SWRR scheme includes a number of complex interdependencies and has required joint working and collaboration between a number of partners including LCC, SHDC, Network Rail, the Local Internal Drainage Board and key landowners some of which are promoting key aspects of the proposed development being considered as part of the Northern Spalding SUE and Southern Spalding SUE development proposals.

The scheme in a strategic context, is to remove through-traffic in the town centre by providing an alternative route with a bridge over the railway line negating the need for north-south traffic to cross at grade via the town centre level crossings and secondly to distribute new development traffic generated by future residential development.

Scheme Objectives

The objectives defined in the Delivery Strategy were jointly developed by LCC and South Holland District Council (SHDC), these are:

Reference	Objective
SWRR 1	To support and facilitate sustainable population and commercial growth within South Holland in accordance with the emerging South East Lincolnshire Local Plan
SWRR 2	To deliver economic benefits by reducing delays and improving journey times
SWRR 3	To mitigate the impact of increased freight passing through Spalding and the associated increase in level crossing barrier downtime
SWRR 4	To reduce traffic congestion in Spalding town centre
SWRR 5	To have regard to the aims of the SHDC Economic Development Strategy and Lincolnshire County Council's LTP which seek to deliver environmental and traffic benefits
SWRR 5	To enhance connectivity by improving west to south links around Spalding
SWRR 7	To enhance quality of life for residents of Spalding by improving air quality, reducing carbon emissions and addressing issues of town centre safety
SWRR 8	To improve the reliability of public transport by minimising delays in the town centre
SWRR 9	To support and encourage walking and cycling by reducing town centre traffic and providing safe links

SWRR Delivery Strategy Summary

The proposal for the scheme is to deliver a 7.3m wide all-purpose single carriageway road in five sections, as follows:

- Section 1: Spalding Common to Holland Park (Southern Connection)
- Section 2: Holland Park to Bourne Road
- Section 3: Bourne Road to North of Vernatt's Drain
- Section 4: North of Vernatt's Drain
- Section 5: North of Vernatt's Drain to Spalding Road (Northern Connection)

The SWRR scheme delivery process will be led by LCC and supported by South Holland District Council (SHDC). LCC will manage the process up to and including construction, including the procurement and appointment of a construction partner.

The SWRR Delivery Strategy presents the expected delivery timescales and estimates of the costs to delivery each section of the route. It is important to stress that both these elements may change if the delivery extends beyond the proposed timescales.

Lincolnshire County Council (LCC) working in conjunction with South Holland District Council (SHDC) was successful in a bid to Homes England for Housing Infrastructure Marginal Viability Funding (HIF). This bid amounted to a sum of £12m to assist in building Section 5 to support the delivery of housing growth in the Northern Spalding Sustainable Urban Extension (SUE).

The phased delivery of the SWRR has a total estimated cost of approximately £100m. The table below shows the estimated delivery of each section of the SWRR.

Description	Section				
	1	2	3	4	5
Timescale	2021-2022	By 2036	By 2036	By 2036	2020-2021
Planning	Outline Planning Application submitted	Determined at a later date dependent on funding - Potential for one Planning Application covering Sections 2, 3 and 4			Outline Planning Application submitted
Cost	£29.1 m	£44.8 m			£27.6 m
Funding Stream	75% developer contribution being secured	No funding stream identified to date, although there is an expectation of a high level of developer funding.			HIF contribution of £12m with the remaining £15m identified in LCC's budget
Delivery Lead	LCC will be the delivery lead on all sections of SWRR, taking responsibility for each stage of the scheme's development from preliminary design, planning, detailed design, legal orders, procurement and construction management.				
Delivery Partners	<ul style="list-style-type: none">• SHDC• Developer• Network Rail	<ul style="list-style-type: none">• SHDC• Developers			<ul style="list-style-type: none">• SHDC• Developers• Network Rail

Section 1 capital funding has yet to be secured both from the developer (this is actively progressing) and from LCC to construct the project. Revenue funding was however utilised in financial year 2018/19 to progress this section which resulted in a planning application being submitted in February 2019. Further revenue funding has also been allocated from the 2019/20 Advance Design Block to progress the detailed design which will commence in August 2019.

Section 5 capital funding has been identified and secured in line with the delivery timescales in the appended delivery Strategy. This consists of £12m HIF contribution with the remaining £15m identified in LCC's budget. As with Section 1, revenue funding was utilised in financial year 2018/19 to progress this section which resulted in a planning application being submitted in February 2019.

Planning applications for both sections 1 and 5 will be determined in July 2019

A period of public engagement on Sections 2, 3 and 4 was undertaken in early 2019 with an aspiration of fixing a route of the road within the protected corridor identified in the SELLP. There is currently no funding identified for these sections, however there is an expectation of a high level of developer funding.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

Consideration has been given to the Equality Act 2010 and as indicated in the Report the design will take account of the needs of people with a protected characteristic such as people with a disability. An Equality Impact Assessment will be undertaken as part of the development of the Scheme to ensure all impacts are identified and mitigated where possible.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

Consideration has been given to the JSNA and the JHWS and the scheme has benefits for both the health and wellbeing of people in Spalding due to the following reasons:

Objective SWRR 7 is to enhance quality of life for residents of Spalding by improving air quality, reducing carbon emissions and addressing issues of town centre safety.

Objective SWRR 9 is to support and encourage walking and cycling by reducing town centre traffic and providing safe links

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

Consideration has been given to section 17 of the Crime and Disorder Act 1998 and the scheme is not considered to have any direct effect on crime and disorder.

3. Conclusion

The SWRR Scheme has been promoted through a significant number of policy documents published by LCC and SHDC. The need for the SWRR scheme and the benefits it will bring are widely recognised in support of improving traffic congestion in the town of Spalding and enabling future housing growth as reflected in the SELLP.

The Executive is invited to approve the delivery strategy for the scheme as set out in Appendix A. The different phases of the scheme will be brought forward for specific approvals to proceed at the appropriate times.

4. Legal Comments:

The Council has the power to construct the Spalding Western Relief Road and to adopt the delivery strategy set out in the report and Appendix A. In particular State Aid advice has been received and as a piece of public infrastructure which will be open to all potential users on equal and non-discriminatory terms the road and its phasing should not give rise to state aid issues.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Endorsing the proposals for the delivery of the five sections of the Spalding Western Relief Road will commit costs to the revenue advance design budget of the council, which is part of the approved revenue budget of the Highways Service. This report does not commit any expenditure to the Council's capital programme, this commitment would only arise on approval of a capital scheme appraisal.

The Council has included in the approved capital programme a net contribution of £13.2m to section 5 of the SWRR. This with the £12m secured HIF funding provides a budget of £25.2m for this scheme. There is currently no budget in the approved capital programme to deliver any other sections of the road either by a direct contribution, or forward funding any proposed developer contributions.

6. Consultation

a) Has Local Member Been Consulted?

The local members have been consulted on the SWRR Delivery Strategy.

b) Has Executive Councillor Been Consulted?

The Executive Councillor for Highways, Transport and IT has been consulted on and is fully supportive of the SWRR Delivery Strategy.

c) Scrutiny Comments

The report will be considered by the Highways and Transport Scrutiny Committee at its meeting on 29 April 2019. Any comments from the Committee will be presented to the Executive.

d) Have Risks and Impact Analysis been carried out?

The risks and impact analysis have been undertaken for the scheme.

e) Risks and Impact Analysis

See the body of the Report and Appendix A

7. Appendices

These are listed below and attached at the back of the report

Appendix A

Spalding Western Relief Road Delivery Strategy

8. Background Papers

The following Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report

Background Paper	Where it can be viewed
South East Lincolnshire Local Plan	http://www.southeastlincslocalplan.org/adopted-plan/
Local Transport Plan	https://www.lincolnshire.gov.uk/transport-and-roads/strategy-and-policy/local-transport-plan/34380.article

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Spalding Western Relief Road

Delivery Strategy



March 2019

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Executive Summary

WSP, through the Lincolnshire County Council Technical Services Partnership, has been jointly appointed by Lincolnshire County Council (LCC) and South Holland District Council (SHDC) to develop proposals for the Spalding Western Relief Road (SWRR).

The SWRR will be a 6.5km road linking the A1175 and A16, via the B1172 Spalding Common, in the south to the B1356 Spalding Road in the north. The scheme will deliver a 7.3m wide all-purpose single carriageway road.

SWRR is identified in the fourth Local Transport Plan as one of LCC four major scheme priorities for the short and medium term. The scheme is needed to both resolve transport issues and to support proposed growth around the town.

The delivery of the SWRR is expected to relieve traffic congestion, improve journey time reliability, improve air quality in Spalding Town Centre and support the delivery of future strategic residential developments, as allocated in the South East Lincolnshire Local Plan (SELLP). This includes the Holland Park and the Vernatt's Sustainable Urban Extensions (SUE).

The SELLP describes how the scheme is likely to be required to be delivered in sections as the project requires a pool of developments from which to secure contributions towards its delivery. This is reflected in the proposed Local Plan SUE policies for the town. Therefore, it is necessary for the scheme to be delivered in five sections which are envisaged to be delivered in separate stages. The different sections of the SWRR are summarised below:

- Section 1: Spalding Common to Holland Park
- Section 2: Holland Park to Bourne Road
- Section 3: Bourne Road to North of Vernatt's Drain
- Section 4: North of Vernatt's Drain
- Section 5: North of Vernatt's Drain to Spalding Road

Funding for Section 1 has yet to be secured. Section 5 funding has been identified and secured and Planning Applications were submitted in early March 2019 with determination expected to be in summer 2019.

Sections 2, 3 and 4 of the SWRR are expected to be delivered over the implementation period of the SELLP with an expectation of a high level of developer funding. The specific alignment of Sections 2, 3 and 4 is yet to be determined and a safeguarded road corridor for the scheme has been identified in the SELLP.

The scheme in a strategic context, is to remove through-traffic in the town centre by providing an alternative route with a bridge over the railway line negating the need for north-south traffic to cross at grade via the town centre level crossings and secondly to distribute new development traffic generated by future residential development. The benefits of the scheme include:

- Mitigating the impact of the expected increase in level-crossing barrier downtime in Spalding resulting from increased rail-freight traffic passing through the town.
- Reduce traffic congestion in Spalding town centre.
- Enhance connectivity by improving west to south links around Spalding.
- Removal of strategic through traffic, particularly between the east and west, and the east and south, by providing a link between the A151 Bourne Road to the west of the town and the A1175/A16 to the south and east of the town.
- The road will provide alternative routes for local traffic passing through Spalding avoiding congestion in the town centre and increasing journey time reliability.
- Facilitating access to the Holland Park and the Vernatt's SUE's.

As well as vehicular traffic movements, the SWRR will support walking and cycling in the area through the provision of pedestrian and cycle facilities, both along its length and at various locations across its corridor.

At the present time, the following delivery strategy is proposed,

- Town Centre Improvements – 2021 (cost £3.2m)
- SWRR Section 5 – By 2021 (cost £27.6m)
- SWRR Section 1 – By 2022 (cost £29.1m)
- SWRR Section 2 – 4 By 2030 (cost c£44.8m)

The totals include work within the Town Centre (circa £3.2m) plus the phased delivery of the SWRR which has a total cost of £101m at 2018 prices. The cost estimates for Sections 1 and 5 are based upon the preliminary design submitted for each Planning Application and the cost estimates for Sections 2, 3 and 4 are based on high level design assumptions. The cost estimates for Sections 2, 3 and 4 will be refined as each section is progressed further.

The governance and project management of the project will be organised at the following levels:

1. Executive Management
2. Project Board
3. The Senior Responsible Owner
4. Project Assurance
5. Project Manager
6. Delivery Teams

The scheme delivery process will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction including the procurement and appointment of a construction partner.

The following are the key remaining high-level tasks required to deliver the scheme:

- Completion of option selection and feasibility design (completed for Sections 1 and 5)
- Preliminary design (completed for Sections 1 and 5)
- Planning Application (completed for Sections 1 and 5)
- Secure funding (completed for Sections 1 and 5)
- Detailed design
- Tender documentation and drawings
- Stage 2 scheme review
- Road Safety Audits
- Utility diversion consultation
- Procurement process
- Stage 3 scheme review
- Tender award
- Planning condition discharge
- Construction phase

A Risk Register has been developed for the SWRR to enable the design team to identify any key risks associated with the proposed scheme that they are either aware of, or that are likely to be raised as the scheme progresses, and more information becomes available.

The Risk Register covers a number of different aspects, such as:

- Strategic Relationships/ Policy
- Economics/ Funding
- Land/ Statutory Processes
- Consents/ Approvals
- Contractual
- Third Parties - Public
- Third Parties - Stats
- Environment
- Design
- Construction

The Risk Register includes details of the nature of the risk, potential impacts and possible mitigation measures that need to be undertaken to either remove the risk, or to minimise the impact of that risk from both a cost and programme perspective, should it occur.

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1 Introduction

1.1 Project Background

WSP, through the Lincolnshire County Council Technical Services Partnership, has been jointly appointed by Lincolnshire County Council (LCC) and South Holland District Council (SHDC) to develop proposals for the Spalding Western Relief Road (SWRR).

The SWRR is identified in the fourth Local Transport Plan as one of LCC's four major scheme priorities for the short and medium term and the scheme is needed to both resolve transport issues and to support future growth around the town.

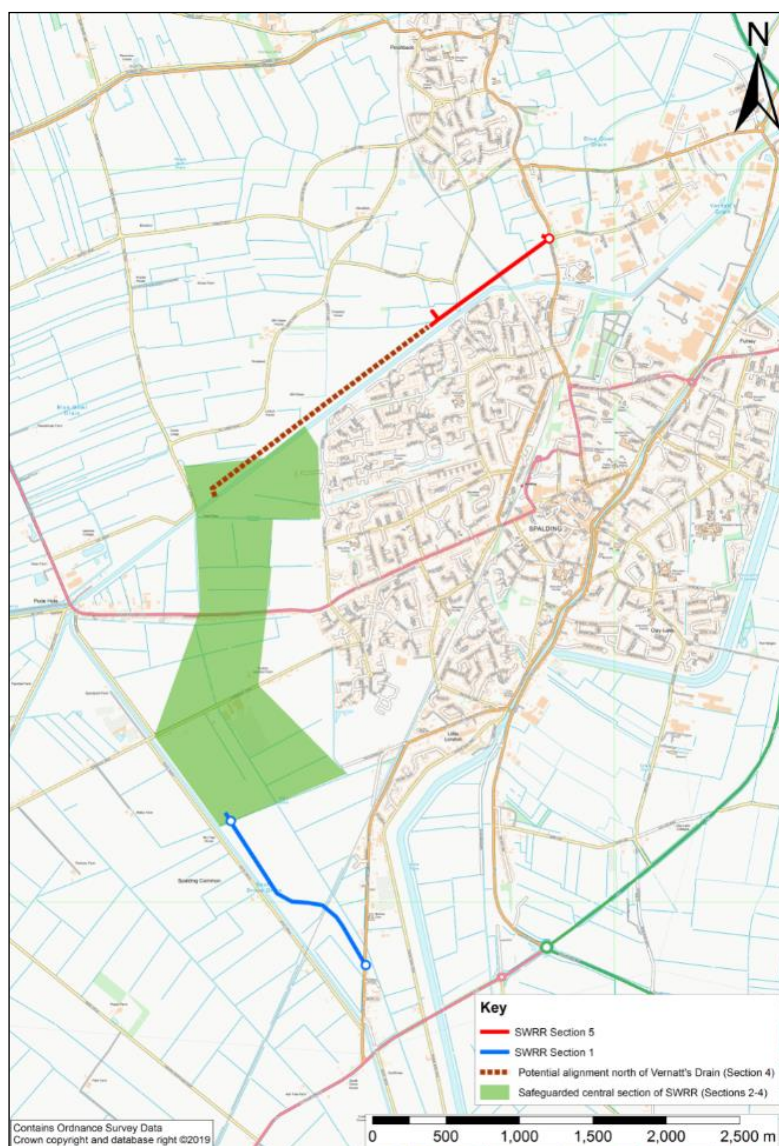
The delivery of the SWRR is expected to relieve traffic congestion, improve journey time reliability, improve air quality in Spalding Town Centre and support the delivery of future strategic residential developments, as allocated in the South East Lincolnshire Local Plan (SELLP). This includes the Holland Park and the Vernatt's Sustainable Urban Extensions (SUE).

The SELLP describes how the scheme is likely to be required to be delivered in sections as the project requires a pool of developments from which to secure contributions towards its delivery. This is reflected in the proposed Local Plan SUE policies for the town. Therefore, it is necessary for the scheme to be delivered in five sections which are envisaged to be delivered in separate stages. The different sections of the SWRR are shown Figure 1-1 and are summarised below:

- Section 1: Spalding Common to Holland Park
- Section 2: Holland Park to Bourne Road
- Section 3: Bourne Road to North of Vernatt's Drain
- Section 4: North of Vernatt's Drain
- Section 5: North of Vernatt's Drain to Spalding Road

Further details of the individual sections are provided in Chapter 4, with Chapter 5 through to Chapter 9 discussing each of the five sections in turn.

Figure 1-1 – SWRR Sections



1.2 Purpose of the report

The purpose of this report is to set out a process to deliver the scheme over South East Lincolnshire Local Plan period. The report presents the overall delivery strategy including delivery timescales and costs to delivery each section of the route.

1.3 Structure of the Report

Following this introduction, the remainder of this report is structured as follows:

- **Chapter 2** sets out the national, regional and local policy context relevant to the delivery of the SWRR.
- **Chapter 3** presents the SWRR objectives and principles.
- **Chapter 4** presents an overview of the approach to delivering SWRR.
- **Chapters 5 to 9** details the strategy for delivering each of the five individual SWRR sections.

- **Chapter 10** sets out the various funding mechanisms which could be utilised to deliver the scheme.
- **Chapter 11** presents the approach to governance and procurement.
- **Chapter 12** discusses the risks and dependencies associated with delivering the SWRR.

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2 Policy Context

This section of the Delivery Strategy provides an overview of the current policy context as it relates to the scheme. The following documents have been considered:

- National Planning Policy Framework (2018)
- South East Lincolnshire Local Plan (2019)
- 4th Lincolnshire Local Transport Plan (2013)
- Spalding Transport Strategy (2014)

2.1 National Planning Policy Framework (2018)

The National Planning Policy Framework (NPPF) set out the Government's planning policies for England and how these should be applied. It is a framework to guide locally prepared plans. The NPPF states (Para 11) that *'plans and decisions should apply a presumption in favour of sustainable development'*.

For plan making, it states that *'plans should positively seek opportunities to meet the development needs of their area'*. For decision taking, where proposals accord with an up-to-date development plan, *'development should be approved without delay'*.

Transport issues should be considered at the earliest stages of plan-making and development proposals to deliver sustainable transport outcomes.

The NPPF states that applications for development should:

- 'give priority first to pedestrian and cycle movements, both within the scheme and with neighbouring areas; and second – so far as possible – to facilitating access to high quality public transport, with layouts that maximise the catchment area for bus or other public transport services, and appropriate facilities that encourage public transport use;
- address the needs of people with disabilities and reduced mobility in relation to all modes of transport;
- create places that are safe, secure and attractive – which minimise the scope for conflicts between pedestrians, cyclists and vehicles, avoid unnecessary street clutter, and respond to local character and design standards;
- allow for the efficient delivery of goods, and access by service and emergency vehicles; and
- be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations.'

Furthermore, significant development should be in sustainable locations that limit the need to travel and offer a genuine choice of transport modes.

The NPPF states that development *'should only be prevented or refused on highways grounds if there would be an unacceptable impact on highway safety, or the residual cumulative impacts on the road network would be severe.'*

In the assessment of development proposals, it should be ensured that:

- ‘appropriate opportunities to promote sustainable transport modes can be – or have been – taken up, given the type of development and its location;
- safe and suitable access to the site can be achieved for all users; and
- any significant impacts from the development on the transport network (in terms of capacity and congestion), or on highway safety, can be cost effectively mitigated to an acceptable degree.’

It is a necessity for all developments that generate a significant amount of movement to provide a transport assessment or transport statement, to assess the likely impacts of the proposal.

The delivery of the SWRR will facilitate residential growth within Spalding meeting the needs of existing and future residents. The scheme will increase journey time reliability for strategic traffic including freight.

The Planning Applications for each section of the route will be supported with Transport Assessment in accordance with the NPPF.

2.2 South-East Lincolnshire Local Plan (2018)

The South-East Lincolnshire authorities are committed to meeting the physical infrastructure and service needs of Boston Borough and South Holland District.

The South East Lincolnshire Local Plan (SELLP) was adopted in March 2019 and will guide development and the use of land in South East Lincolnshire up to March 2036. Key elements of the Local Plan vision are summarised below:

- Growth will be concentrated in South East Lincolnshire’s most sustainable settlements.
- The majority of development will be focussed in Boston and Spalding;
- The delivery of new sustainably-designed homes (both market and affordable), as well as additional employment opportunities, will meet the needs of all the population.
- The delivery of all new and/or improved infrastructure to support growth will be phased to ensure that new development is both sustainable and deliverable.
- South East Lincolnshire will be better connected by sustainable modes of transport.
- South East Lincolnshire’s important heritage and natural assets, landscapes and townscapes will have been protected, conserved, and enhanced where appropriate.

The document sets out 12 strategic priorities which are the main principles which will be followed to deliver the Local Plan vision. These priorities or principles cover five different themes which include sustainable development, the economy, housing, the environment and transport. The following priorities are of direct relevance to the SWRR.

- Strategic Priority 6: *'To provide enough choice of land for housing to ensure that the housing stock better meets local housing needs and aspirations, including for older people, first time buyers and those in need of affordable and starter housing.'*
- Strategic Priority 11: *"To improve accessibility for all to jobs, services and facilities by sustainable and public transport, to make travel as easy and affordable as possible, both within the area and along key links to and from South East Lincolnshire".*
- Strategic Priority 12: *'To improve South East Lincolnshire's highway infrastructure, to tackle congestion, improve road safety and make journeys as easy as possible particularly for those living in rural areas and to enhance efficiencies for business.'*

As well as providing a strategic link, the SWRR will facilitate the release of developable land for a range of housing types as well as providing additional capacity on the transport network improving journey time reliability and reducing congestion within the town centre.

Policy 1: Spatial Strategy states that *'within the settlement boundaries of Boston and Spalding development will be permitted that supports their roles as Sub-Regional Centres'*. This is supported by the Spalding Housing Paper and the Strategic Housing Land Availability Assessment which allocates land for housing development.

SELLP Policy 5 recognises the importance of ensuring the delivery of sufficient physical infrastructure and service needs capacity to meet the needs generated by development proposals, stating that *'planning permission will be granted for new development provided that developers can demonstrate that there is, or will be sufficient physical infrastructure and service needs capacity to support and meet the needs of the proposed development.'*

As part of the wider SWRR scheme, Policy 12 sets out the approach to supporting the sustainability of designated Sustainable Urban Extensions, whilst Policy 29 recognises that the delivery of the Spalding Western Relief Road is a priority to achieve a more sustainable transport network.

The SELLP shows a commitment to the development and execution of the SWRR, the completion of which is expected to be within the Local Plan period.

Policy 29: Delivering a More Sustainable Transport Network, aims to focus improvement efforts towards solutions that are, as a priority, based on *'management of the existing network and provision of sustainable forms of travel'*. For the road based network, a priority is *'enabling the delivery of the Northern and Southern*

sections of the Spalding Western Relief Road, associated junctions and crossing points’.

For cycling, walking and other sustainable transport, a priority is:

‘ensuring that major new developments provide for walking and cycling routes and/or links to existing networks’.

The delivery S5 of the SWRR will ensure that development is achieved in a manner that meets the growth needs of Spalding, whilst complementing and improving upon the amenity of existing neighbourhoods. Suitable walking and cycling facilities will be provided as part of the scheme. These will link with the proposed SUE’s and the wider urban areas.

The SWRR supports the SELLP by facilitating development in Spalding and delivering sustainable growth. This scheme in line with local policy as the SWRR delivery is to be phased. The Sustainable Urban Extensions which the scheme will facilitate will comprise of mixed land use and affordable housing. The scheme contributes to an integrated high-quality walking and cycling network

2.3 **4th Lincolnshire Local Transport Plan (2013)**

The 4th Lincolnshire Local Transport Plan (LTP4) covers a 10-year period from 2013/14 to 2022/23 setting out policies and programmes for Transport. The LTP recognises Spalding Western Relief Road as one of four major transport schemes to be prioritised in the short to medium term.

A summary of the Local Transport Plan objectives is provided below:

- to assist the sustainable economic growth through improvements to the transport network;
- to improve accessibility by widening travel choices, especially for those without access to a car;
- to make travel for all modes safer;
- to maintain the safe and efficient movement of people and goods;
- to protect and enhance the built and natural environment by reducing the adverse impacts of traffic, including HGVs;
- to improve the quality of public spaces;
- to improve the quality of life and health of residents and visitors by encouraging active travel and tackling air quality and noise problems;
- to minimise carbon emissions from transport;

The SWRR was identified as one of four major schemes by LCC from an initial sift of major local transport schemes to be prioritised for development. A full appraisal of

each of the four schemes was undertaken based upon the DfT's Early Assessment Sifting Tool (EAST) to prioritise and to determine internal allocation of funding.

Chapter 10 explains that the SWRR is being promoted considering future concerns about road network disruption in Spalding and the impact of congestion on its economy. Within Chapter 10, supporting the larger towns, the SWRR has been identified as a scheme that will not only reduce network disruption in Spalding, but provide a link between the B1172 and B1356 for future residential developments like the Holland Park SUE, and that will remove the necessity for strategic through traffic (including freight) to travel through the town centre. The SWRR is also being promoted to support the Vernatt's SUE which has been identified in the SELLP.

The Strategy identifies that proposals by Network Rail to route additional freight trains along upgraded lines may stand to increase barrier down time at level crossings resulting in additional road network disruption in the town centre. Furthermore, proposals to create a rail freight Interchange to the South West of Spalding, whilst transferring freight from road to rail, may increase rail traffic through the centre of the town, resulting in further level crossing down time.

The scheme contributes to the LTP objectives including assisting sustainable economic growth through improvements to the transport network. The scheme has been identified as a priority for the County through a sifting exercise based on existing problems and meeting future objectives. The scheme addresses existing transport issues and assists future sustainable development.

2.4 Spalding Transport Strategy (2014)

The Spalding Transport Strategy (STS) was published in 2014 and covers the period from 2014 to 2036. This document provides an overview of current and future challenges to travelling in and around Spalding and provides an approach to the improvement and provision of transport and access for the town and the surrounding area.

The Transport Strategy states the SWRR is an important local scheme that will support sustainable residential growth by *"opening up development sites including Holland Park"* and relieve traffic congestion by providing an *"alternative route to the congested A151 route which passes through the centre of Spalding"*

The delivery of the SWRR has been identified as a major scheme that will support the new housing and employment growth in Spalding and accommodate the associated traffic. The time frame for delivery has been classified as short to medium term for the Southern Phase of the SWRR with the extension expected to be executed in the medium to longer term.

The implementation of the SWRR addresses the following Strategy Objectives described within the Spalding Transport Strategy:

- SP1: To support the sustainable economic growth of Spalding and its environs through transport improvements.
- SP2: To ensure transport infrastructure meets the needs of existing and proposed developments.
- SP3: To address town centre congestion by creating an efficient transport network.
- SP7: To reduce the number and severity of road accidents by reducing the potential for conflict.

The SWRR fully supports the Spalding Transport Strategy. The delivery of the scheme will address current and future transport challenges and facilitate sustainable growth within the town.

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3 Objectives and Principles

This chapter provides an overview of the principles and justification behind the development of the SWRR.

3.1 Route Rationale and Key Principles

The SWRR in a strategic context is to remove through-traffic in the town centre by providing an alternative route with a bridge over the railway line negating the need for north-south traffic to cross at grade via the town centre level crossings and secondly to distribute new development traffic generated by future residential development.

As outlined in the SELLP (para 8.2.1), the SWRR *'will provide an alternative route to the congested A151 which passes through the centre of Spalding and are subject to increasing delays resulting from level-crossing 'downtime'*. It is anticipated that the existing level crossing barrier downtime will increase in the future due to increased freight being moved on the railway. The implementation of the full route will directly mitigate the effects of this on the local highway, in particular the unreliable journey time for through traffic using the A151 level crossing.

The scheme is a strategic route, but it will also support the SELLP by facilitating access to the sites of the two major Sustainable Urban Extensions (SUE) identified for Spalding: Holland Park SUE and Vernatt's Drain SUE. The SWRR will support walking and cycling in the area, through the provision of pedestrian and cycle facilities, both along its length and at various locations across its corridor.

3.2 SWRR Objectives

The objectives for the SWRR were developed jointly by LCC and SHDC and are shown in

Table 3-1.

Table 3-1 SWRR Objectives

SWRR 1	To support and facilitate sustainable population and commercial growth within South Holland in accordance with the emerging South East Lincolnshire Local Plan
SWRR 2	To deliver economic benefits by reducing delays and improving journey times
SWRR 3	To mitigate the impact of increased freight passing through Spalding and the associated increase in level crossing barrier downtime
SWRR 4	To reduce traffic congestion in Spalding town centre
SWRR 5	To have regard to the aims of the SHDC Economic Development Strategy and Lincolnshire County Council's LTP which seek to deliver environmental and traffic benefits
SWRR 5	To enhance connectivity by improving west to south links around

	Spalding
SWRR 7	To enhance quality of life for residents of Spalding by improving air quality, reducing carbon emissions and addressing issues of town centre safety
SWRR 8	To improve the reliability of public transport by minimising delays in the town centre
SWRR 9	To support and encourage walking and cycling by reducing town centre traffic and providing safe links

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4 SWRR Overview

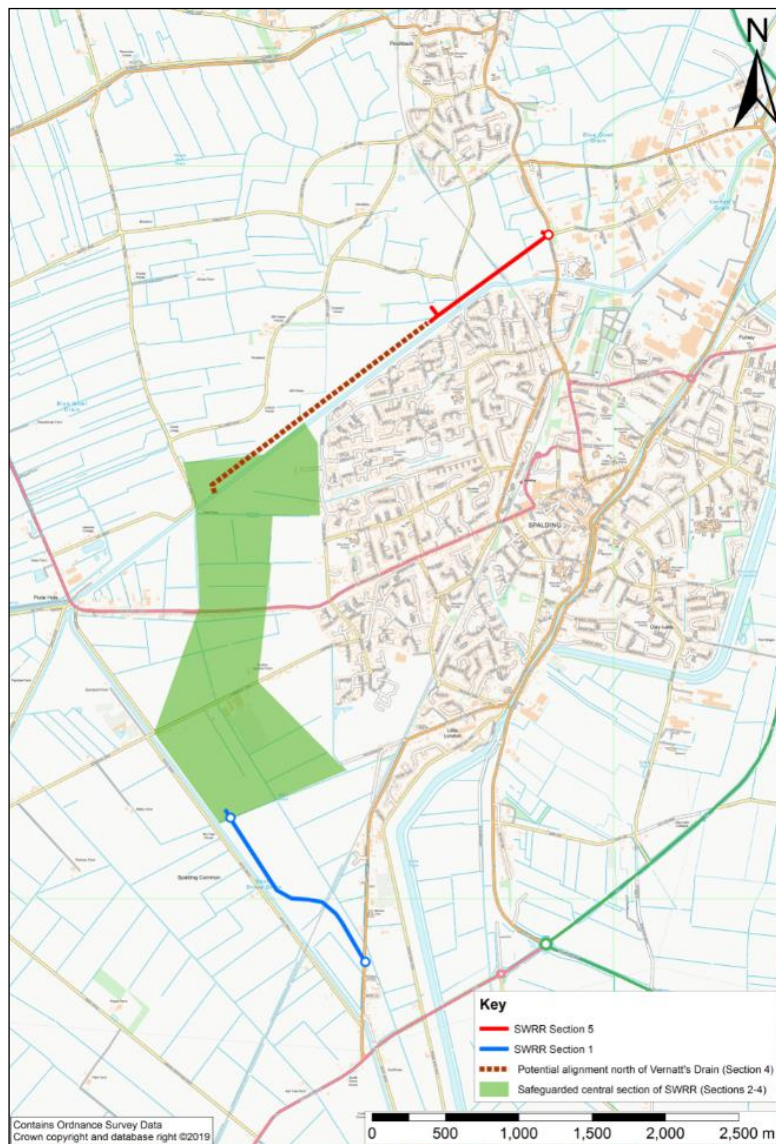
4.1 Overview

The SWRR will be a 6.5km road linking the A1175 and A16, via the B1172 Spalding Common, in the south to the B1356 Spalding Road in the north. The scheme will comprise a 7.3m all-purpose single carriageway road, with 1m hard strips and associated pedestrian and cycle facilities.

The SELLP sets out that to fund and deliver the scheme, a pool of developments from which to secure funding towards the scheme delivery will be required. It is therefore necessary, given this approach for the scheme to be delivered in five separate sections. These different sections of the SWRR are shown in Figure 4-1 - SWRR Alignment and are summarised as follows:

- Section 1: Spalding Common to Holland Park
- Section 2: Holland Park to Bourne Road
- Section 3: Bourne Road to North of Vernatt's Drain
- Section 4: North of Vernatt's Drain
- Section 5: North of Vernatt's Drain to Spalding Road

Figure 4-1 - SWRR Alignment



SWRR will serve as a relief road around the west of Spalding providing an alternative route for traffic currently within the town and acting as a bypass for strategic traffic.

The route will include two grade-separated railway crossings (Section 1 and Section 5) which will provide an alternative route for strategic traffic and relieve the existing pinch points on the network caused by the existing town centre level crossings. It is expected that the barrier downtimes at the level crossings is likely to increase in the future due to the intensification of the railway line for freight traffic and therefore, without appropriate mitigation, journey time reliability at these areas on network is likely to decrease. It is considered that the delivery of the scheme in full would mitigate this by providing additional route choice which is unconstrained by the railway line.

The road will have a design speed of 50mph, although the speed limit is likely to be lower on the approach to junctions or where visibility is constrained. It is envisaged that street lighting will be provided at junctions and on the non-motorised user facilities (low level lighting) to limit the environmental impact of the scheme.

To encourage and promote pedestrian and cycle connectivity, the SWRR will be constructed with pedestrian and cycle provision along its entire length which will consist of shared pedestrian and cycle ways with appropriate provision provided at crossing points and desire lines. These facilities will be designed according to current design standards and will link the two proposed SUE's to the town centre providing the opportunity for trips on foot and by cycle.

4.2 SWRR Sections

The following provides a summary of each of the five sections as detailed below.

Section 1: Spalding Common to Holland Park

Section 1 will comprise a circa 1.2km road connecting the B1172 Spalding Common to Section 2 of the scheme. The section will provide access to the Holland Park SUE.

The section will run in a north-west alignment and include a four-arm roundabout on the B1172 Spalding Common which will provide access to the SWRR from the south and include access into the Holland Park SUE. The section will link to Section 2 via a three-arm roundabout with one arm providing access into the Holland Park SUE.

This section will include a three-span bridge over the Sleaford to Peterborough railway line which, once the scheme is delivered in full will provide an alternative strategic route over the railway line without the need to negotiate the level crossings within the town centre.

Section 2: Holland Park to Bourne Road

The section is approximately 1.5km long and will link Section 1 to Section 3. The Section will cross Horseshoe Road where no junction will be provided. It is expected that Horseshoe Road will be stopped up either side of the SWRR with both the eastern and western sections of Horseshoe Road becoming cul de sacs with pedestrian and cycle access being maintained.

At the northern end of Section 2, there will be a new junction on Bourne Road. Although the design has not yet been developed it is envisaged the junction will be a four-arm signalised junction with appropriate cycle and pedestrian facilities provided.

Options regarding the alignment of this section within the safeguarded road corridor set out in the SELLP are currently being developed through public engagement and feasibility studies and a preferred alignment will be confirmed at a later date.

Section 3: Bourne Road to North of Vernatt's Drain

The section will be a circa 1km link between Bourne Road and a junction immediately north of Vernatt's Drain (the terminal point of Section 4). The link will provide access from Bourne Road into the western extent of the Phase 3 of the Vernatt's SUE, via a new bridge over Vernatt's Drain. A link will be provided from Section 3 into Monks House Lane.

As with Section 2, options regarding the alignment of this section within the safeguarded road corridor are currently being developed and a preferred alignment being confirmed at a later date.

Section 4: North of Vernatt's Drain

The section comprises a 1.8km link between Section 3 and Section 5. It runs along the north of Vernatt's Drain and provides access into the Vernatt's SUE via a number of junctions.

The alignment of the southern section of Section 4 is dependent upon the alignment of Section 3. Accordingly, the location of the tie in points is yet to be determined and will be developed at a later date in conjunction with Section 2 and 3.

Section 5: North of Vernatt's to Spalding Road

Section 5 comprises a circa 1km length of road linking the B156 Spalding Road with Section 4 of the scheme. The B1356 Spalding Road is the main route between Spalding and Pinchbeck. The section will comprise a five-arm roundabout junction on the B156 Spalding Road which will provide access to the SWRR, Enterprise Way and the Vernatt's Drain SUE. The junction will replace the existing priority controlled junction located on Enterprise Way which currently has issues of traffic congestion during peak periods.

At the western extent of the section, a three-arm signalised junction with associated pedestrian and cycle facilities will be provided for access into the Vernatt's SUE. The section will also include a three-span bridge over the Sleaford to Peterborough railway line.

4.3 Infrastructure Delivery Timescale

The delivery of the Section 5, in tandem with delivering the approved Section 1 at Holland Park, will unlock the delivery of the central sections and as a result, the current projected delivery timeline for all five sections of SWRR is as follows:

- **Section 5:** Construction to start late 2019 and delivered by 2021.
- **Section 1:** Construction to start in early 2021 and completion in 2022.
- **Section 2 to 4:** Delivered by 2036 (within the SELLP period).

The timescale identified is based on the funding availability that has been secured for Section 5. It is assumed that funding for the other sections of the SWRR may be secured on a phased basis.

4.4 Planning and Statutory Processes

It is envisaged that separate Planning Applications will be pursued for each section, the assembly of necessary land parcels and discussion with developers regarding funding requirements.

Section 1 - Planning Applications - Funding has yet to be secured. At this stage, the Planning Application was submitted in early March 2019 with the application expected to be determined by late summer 2019.

Section 5 – Planning Applications - Funding for Section 5 has been secured and the Planning Application was submitted in early March 2019 with the application expected to be determined by late summer 2019.

Section 2, 3 and 4 – Public Engagement & Planning Applications - A period of public engagement on Sections 2, 3 and 4 was undertaken in early 2019, and Planning Applications for each section is envisaged to be prepared by 2021.

4.5 Partnerships

Planning Agreements with developers will be required to deliver infrastructure that is 75% funded by private sector contribution. Network Rail, local developers, Lincolnshire County Council as Highway Authority and South Holland District Council as lead Planning Authority will be the key partners.

4.6 Land acquisition

The design of the road sections and junction layout will make allowance for the build footprint of the full SWRR and the requirement for Third Party land is detailed in the respective sections that deal with the proposed construction.

4.7 Public Consultation and Engagement

There have been various public consultation events held on the scheme proposals since 2011. A further statutory six-week consultation period will be undertaken following the submission of each Planning Application.

The scheme is included in the SELLP which has now been adopted. The preparation of the SELLP was subject to a significant amount of public consultation which included 16 'drop-in' exhibition sessions across South Holland over the course of the different stages of its preparation.

Notwithstanding this, a LCC and SHDC elected to hold Non-Statutory Engagement Events to discuss ideas and options for Sections 2 to 4 with the public in February 2019.

4.8 Delivery Strategy Summary

Table 4-1 summarises the current SWRR delivery strategy. The table shows total scheme costs of £101 million (excluding town centre improvements). The cost estimates for Section 1 and 5 are based on the preliminary design for each section which was submitted in March 2019. The cost estimate for sections 2, 3 and 4 are based on high level design assumptions. The costs shown in 2018 prices inclusive of inflation and Risk.

Table 4-1: SWRR Delivery Strategy

Description	Section				
	1	2	3	4	5
Timescale	2021-2022	By 2036	By 2036	By 2036	2020-2021
Planning	Outline Planning Application submitted	Determined at a later date dependent on funding - Potential for one Planning Application covering Sections 2, 3 and 4			Outline Planning Application submitted
Cost	£29.1 m	£44.8 m			£27.6 m

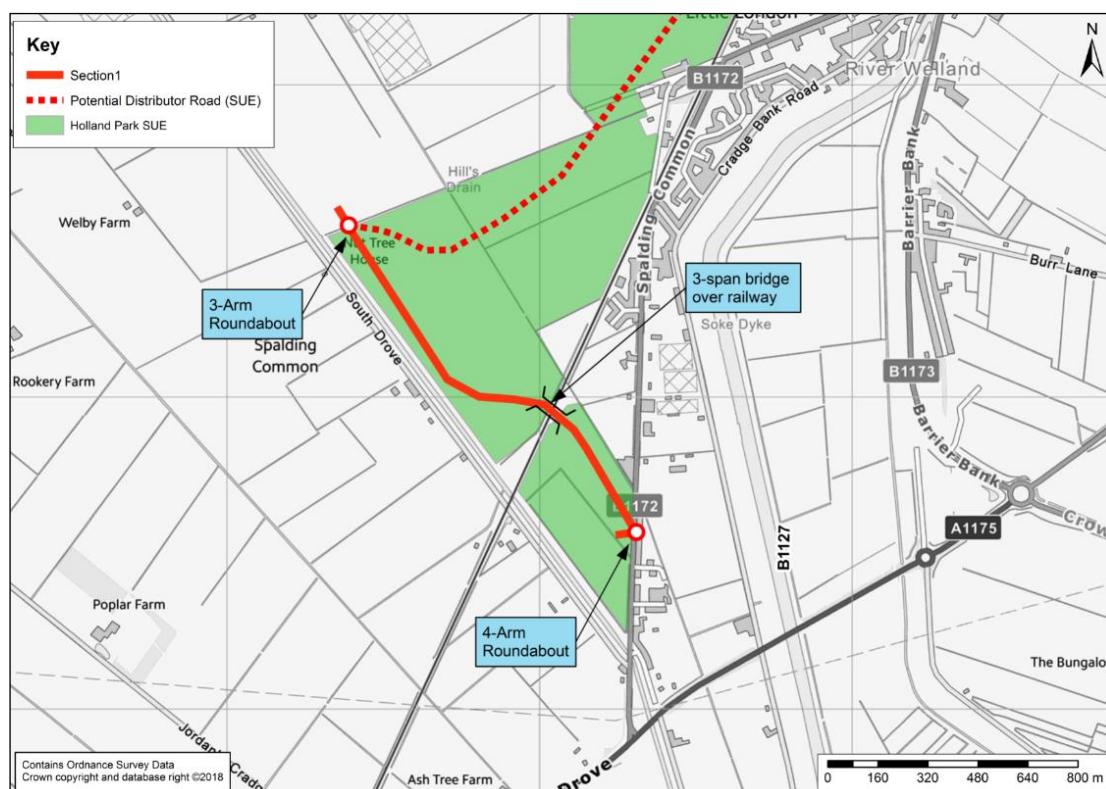
Funding Stream	75% developer contribution being secured	No funding stream identified to date, although there is an expectation of a high level of developer funding	HIF contribution of £12m with the remaining £15m identified in LCC's budget
Delivery Lead	LCC will be the delivery lead on all sections of SWRR, taking responsibility for each stage of the scheme's development from preliminary design, planning, detailed design, legal orders, procurement and construction management.		
Delivery Partners	<ul style="list-style-type: none"> • SHDC • Developer • Network Rail 	<ul style="list-style-type: none"> • SHDC • Developers 	<ul style="list-style-type: none"> • SHDC • Developers • Network Rail

5 Section 1: Spalding Common to Holland Park

5.1 Description

The proposed scheme comprises a 1.2km single carriageway road linking the B1172 Spalding Common to the Holland Park SUE. The proposed link will lie east of South Drove Drain and in a north-south orientation. The approximate scheme alignment is shown in Figure 5-1.

Figure 5-1 – SWRR Section 1



The proposals include a four-arm roundabout at the southern end of the Section at its junction with B1172 Spalding Common, which will also provide access to the Holland Park SUE.

The section will also include a three-span bridge over the Sleaford to Peterborough railway line to provide a barrier free alternative to the frequent level crossings of the rail line in the town.

At the northern end of the section, a roundabout will be provided to connect to future Section 2 of the SWRR and provide access into the Holland Park SUE.

It is envisaged that the link from the roundabout into the Holland Park SUE will continue through the development to form a junction with Horseshoe Road, providing access to Spalding Town Centre via Broadway and Bourne Road.

In summary, S1 comprises the following elements:

- A four-arm roundabout with B1172 Spalding Common.

- A 7.3m wide single carriageway extending for approximately 1.2km.
- Three-span Bridge over the railway line.
- A three-arm roundabout with the proposed S2 of SWRR and the Holland Park SUE distributor road.

5.2 Non-Motorised User Provision

Section 1 will provide a footway along its western side, and a segregated shared use two-way footway/cycleway on its eastern side. The bridge will provide a continuous, barrier free route for pedestrians and cyclists over the railway line.

Uncontrolled formal pedestrian and cycle crossings will be provided on all arms of the roundabout junctions.

The proposed walking and cycling routes will connect to existing provision alongside the River Welland, on Cradge Bank and the minor road network in the south west of Spalding as well as providing links to the Holland Park SUE.

5.3 Status

A preliminary design for the section, including the bridge over the railway line has been developed. A Planning Application was submitted in March 2019 and is due for determination in late summer 2019.

5.4 Phasing

Funding for the scheme has yet to be secured via Section 106 contribution for the Holland Park SUE. This section of the SWRR will be delivered in one phase and in parallel with Section 5 will be the first Section (s) of SWRR to be commenced and completed.

5.5 Scheme Costs

The estimated costs for this section of the scheme have been determined using the preliminary design submitted as part of the Planning Application and includes the following:

- Highway works
- Structures
- Preliminaries
- Statutory Undertakers
- Third party involvement e.g. Network Rail
- Land costs
- Surveys, design development, procurement and scheme supervision
- Scheme risks.

All the above cost elements have been used to determine a gross scheme base estimate, against which an allowance for risk and inflation has then been applied. The estimated cost for this section of the scheme is £29.1 million.

5.6 Delivery

Whilst this section of the scheme will be delivered as part of the Holland Park SUE, the development and delivery of the scheme will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction, including the procurement and appointment of a construction partner.

The following are the key remaining high-level tasks required to deliver the scheme:

- Planning Application (submitted March 2019 and expected to be determined late summer 2019)
- Detailed design
- Tender documentation and drawings
- Stage 2 scheme review
- Road Safety Audits
- Utility diversion consultation
- Network Rail engagement
- Procurement process
- Stage 3 scheme review
- Tender award
- Planning Condition discharge
- Construction phase

Construction of Section 1 of SWRR is programmed to start in mid to late 2020 with completion in 2022.

6 Section 2: Holland Park to Bourne Road

6.1 Description

Section 2 of the SWRR will be a 1.5km link between the Section 1 and Bourne Road. The Section will cross Horseshoe Road where no junction will be provided. It is expected that Horseshoe Road will be stopped up either side of the SWRR with both the eastern and western sections of Horseshoe Road becoming *cul de sacs* with pedestrian and cycle access being maintained.

At the northern end of Section 2, there will be a new junction on Bourne Road. Although the design has not yet been developed it is envisaged the junction will be a four-arm signalised junction with appropriate cycle and pedestrian facilities provided.

Section 2 will facilitate the removal of strategic traffic between the west and south-east of Spalding, from passing through the town, by providing a link between the A151 Bourne Road and the A1175/ A16 via Section 1.

In summary, Section 2 comprises the following infrastructure:

- Starts immediately north of the three-arm roundabout with Section 1 of SWRR and SUE distributor road
- A 7.3m carriageway with 1m hard strips
- A new four-arm junction on Bourne Road. The specific form of the junction will be developed at a later date; however, it is envisaged it is likely to be a four-arm signal controlled junction with appropriate pedestrian / cycle facilities.

Options regarding the alignment of this section within the safeguarded road corridor set out in the SELLP are currently being developed through public engagement and feasibility studies and a preferred alignment will be confirmed at a later date.

6.2 Non-Motorised User Provision

The section will include pedestrian and cycle provision along its length which will consist of shared pedestrian and cycle ways with appropriate provision provided at crossing points and desire lines. These facilities will be designed according to current design standards and will link to the surrounding areas.

The proposed junction at Bourne Road will include pedestrian / cycle crossing facilities.

Horseshoe Road does not currently have footway provision outside of the Spalding settlement boundary. It is not considered necessary to provide additional provision at this location as there is likely to be a reduction in traffic due to the closure of the road to through traffic; it is not proposed to provide footways. Journeys by foot will be facilitated by footways on SWRR with journeys from Horseshoe Road possible either southbound to Holland Park or northbound to Bourne Road, from where access to the wider town could be made.

The stopping up of Horseshoe Road provides the opportunity to promote the road as signed cycle route due to the reduced traffic volumes on Horseshoe Road. The route

can be signed as a cycle route into the Spalding urban area from SWRR as an alternative to the busier Bourne Road.

The pedestrian and cycle ways on the SWRR will link into existing footways on Bourne Road.

6.3 Status

A safeguarded road corridor has been included for this section in the SELLP, although no alignment has been determined.

Option development regarding the alignment of this section within the safeguarded road corridor is currently being developed through public engagement and feasibility studies with a preferred alignment being confirmed at a later date.

6.4 Phasing

Funding for section 2 is yet to be secured, however it is envisaged that Section 2 will be delivered by 2036.

6.5 Costs

The estimated cost for this section of the scheme have been determined using high level design assumptions and includes the same elements as set out in Section 5.4 of this report. It should be noted that cost estimates for this section do not include as much detail as Section 1 and 5.

Estimated Costs for Sections 2 - 4 are £44.8 million.

6.6 Delivery

The scheme delivery process will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction including the procurement and appointment of a construction partner.

The following are the key remaining high-level tasks required to deliver the scheme:

- Completion of option selection and feasibility design
- Preliminary design
- Planning Application
- Secure funding
- Detailed design
- Tender documentation and drawings
- Stage 2 scheme review
- Road Safety Audit
- Utility diversion consultation
- Procurement process
- Stage 3 scheme review
- Tender award
- Planning condition discharge

- Construction phase

Construction of Section 2 of SWRR is anticipated to be completed by 2036.

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7 Section 3: Bourne Road to North of Vernatt's Drain

7.1 Description

Section 3 of the SWRR will be a 1km link between Bourne Road and a junction immediately north of Vernatt's Drain (the terminal point of Section 4). The link will provide access from Bourne Road into the western extent of the Phase 3 of the Vernatt's SUE, via a new bridge over Vernatt's Drain.

An additional link will be provided from a SWRR junction north of Bourne Road to the Derwent Way junction on Monks House Lane. This will provide access to the SWRR from the Wygate Park area of the town, without traffic having to pass through the constrained Bourne Road/ Monks House Lane junction.

In summary, Section 3 comprises the following infrastructure:

- A new four-arm junction Bourne Road. The specific form of the junction will be developed at a later date; however, it is envisaged it is likely to be a four-arm signal controlled junction with appropriate pedestrian / cycle facilities.
- A 7.3m carriageway with 1m hard strips.
- Three-arm signalised junction with the Monks House Lane link.
- Monks House Lane link (7.3m with 1m hard strips) between three arm signalised junction and the Monks House Lane/ Derwent Way junction with a priority junction with Derwent Way.

7.2 Non-Motorised User Provision

The section will include pedestrian and cycle provision along its entire length which will consist of shared pedestrian and cycle ways with appropriate provision provided at crossing points and desire lines. These facilities will be designed according to current design standards and will link the surrounding areas.

The proposed junction at Bourne Road will include crossing facilities.

The bridge over Vernatt's Drain will provide sufficient height clearance over the banks of the Drain to enable the footpath on the southern bank to remain open and the maintenance of the Vernatt's Drain and its embankments.

Pedestrian and/ or cycle ramps could be provided from both sides of the bridge down to the shared footway/ cycleway on the southern bank of Vernatt's Drain.

A crossing could be provided in the vicinity of the junction of SWRR and Monks House Lane and this will provide a formal signalised crossing facility for footpath users across SWRR.

The pedestrian and cycle ways on the SWRR will link into existing network of footways and cycleways including those on Bourne Road and Monks House Lane.

7.3 Status

A safeguarded road corridor has been included for this section in the SELLP, although no alignment has been determined.

Option development regarding the alignment of this section within the safeguarded road corridor is currently being developed through public engagement and feasibility studies and a preferred alignment being confirmed at a later date.

7.4 Phasing

Funding for section 3 is yet to be secured, however it is envisaged that Section 3 will be delivered by 2036.

7.5 Costs

The estimated costs for this section of the scheme have been determined using high-level design assumptions and include the same elements as set out in Section 5.4 of this report. It should be noted that cost estimates for this section do not include as much detail as Section 1 and 5.

Estimated Costs for Sections 2 - 4 are £44.8 million.

7.6 Delivery

The scheme delivery process will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction including the procurement and appointment of a construction partner.

The following are the key remaining high-level tasks required to deliver the scheme:

- Completion of option selection and feasibility design
- Preliminary design
- Planning Application
- Secure funding
- Detailed design
- Tender documentation and drawings
- Stage 2 scheme review
- Road Safety Audits
- Utility diversion consultation
- Procurement process
- Stage 3 scheme review
- Tender award
- Planning condition discharge
- Construction phase

Construction of Section 3 of SWRR is likely to be completed by 2036.

8 Section 4: North of Vernatt's Drain

8.1 Description

Section 4 is a 1.8km link between Section 3, which terminates at a junction just north of Vernatt's Drain, and Section 5, which terminates at a junction to the west of the Sleaford to Peterborough railway line. It runs along the north of Vernatt's Drain and provides access into the Vernatt's SUE via a number of junctions.

The alignment of the southern section of Section 4 is with is dependent upon the alignment of Section 3. Accordingly, the location of the tie in points is yet to be determined and will be developed at a later date in conjunction with Section 2 and 3.

In summary, Section 4 comprises the following infrastructure:

- Commences at a three-arm signalised junction with Section 3 and the Vernatt's SUE Phase 2/ 3 distributor road, immediately north of Vernatt's Drain.
- A 7.3m carriageway with 1m hard strips
- Two intermediate three arm signalised junctions providing access into the Vernatt's SUE.
- Bridge over Vernatt's Drain
- Terminates immediately south a three-arm signalised junction with Section 4 and the Vernatt's SUE Phase 3 distributor road.
- Terminates immediately to the west of the three-arm signalised junction with Section 5.

8.2 Non-Motorised User Provision

The section will include pedestrian and cycle provision along its entire length which will consist of shared pedestrian and cycle ways with appropriate provision provided at crossing points and desire lines. These facilities will be designed according to current design standards and will link the surrounding areas.

Pedestrians and cyclists will cross the SWRR at formal signalised controlled crossings at the signalised junctions.

Overall, this NMU provision will link into existing facilities on the south side of Vernatt's Drain and through the Wygate Park area into the rest of the Spalding urban area.

8.3 Status

A safeguarded road corridor has been included for this section in the SELLP, although no alignment has been determined.

Option development regarding the alignment of this section within the safeguarded road corridor is currently being developed through public engagement and feasibility studies and a preferred alignment being confirmed at a later date.

8.4 Phasing

Funding for section 4 is yet to be secured, however it is envisaged that Section 4 will be delivered by 2036.

8.5 Costs

The estimated costs for this section of the scheme have been determined using the high-level design assumptions and includes the same elements as set out in Section 5.4 of this report. It should be noted that cost estimates for this section do not include as much detail as Section 1 and 5. Estimated Costs for Sections 2 - 4 are £44.8 million.

8.6 Delivery

The scheme delivery process will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction including the procurement and appointment of a construction partner.

The following are the key remaining high-level tasks required to deliver the scheme:

- Completion of option selection and feasibility design
- Preliminary design
- Planning Application
- Secure funding
- Detailed design
- Tender documentation and drawings
- Stage 2 scheme review
- Road Safety Audits
- Utility diversion consultation
- Procurement process
- Stage 3 scheme review
- Tender award
- Planning condition discharge
- Construction phase

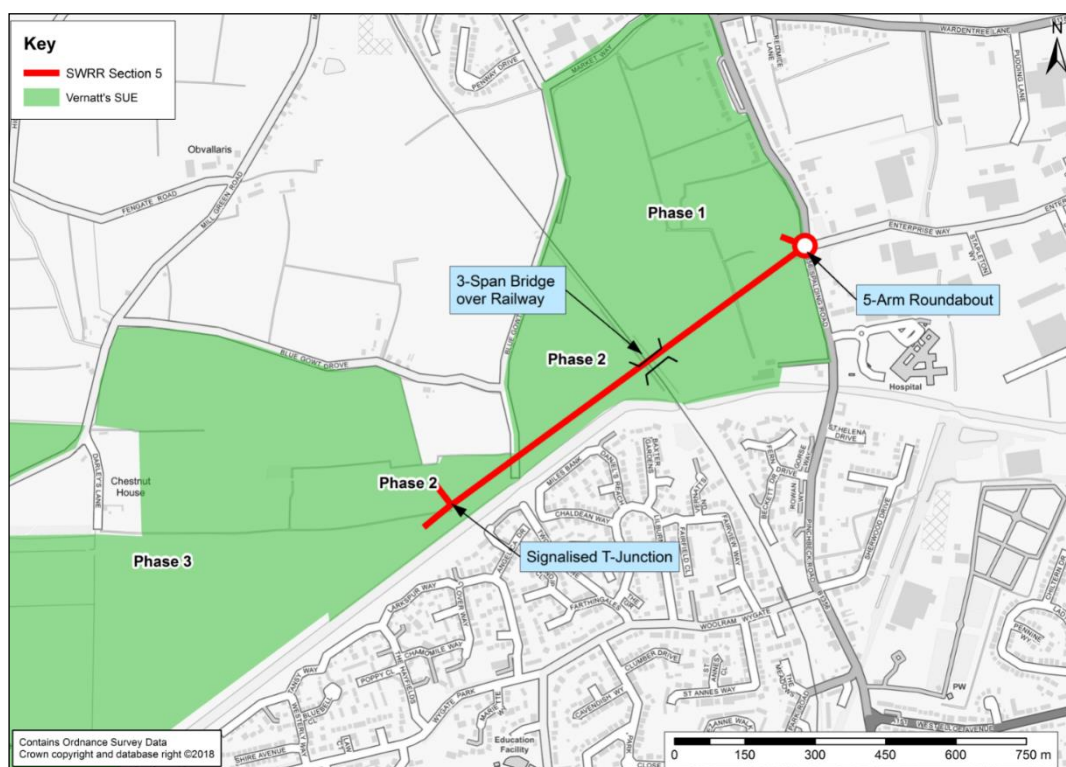
Construction of Section 4 of SWRR is likely to be completed by 2036.

9 Section 5: North of Vernatt's Drain to Spalding Road

9.1 Description

The proposals for Section 5 of the SWRR comprise a 1km single carriageway road between the B1356 Spalding Road and the Vernatt's SUE. The proposed section of highway will be located parallel to and north of Vernatt's Drain. **Figure 9-1** shows the alignment of the route.

Figure 9-1 – SWRR Section 5



At the eastern end of the scheme, a five-arm roundabout will tie into the existing highway on Spalding Road, which is the main route extending north from Spalding towards Pinchbeck, and will provide an access into Phase 1 of Vernatt's SUE.

Section 5 will also include a three-span bridge over the Sleaford Peterborough railway line that will create an unimpeded route for traffic west of the town centre, thereby relieving congestion within the town centre caused by the frequent use of level crossings.

Section 5 of the SWRR falls within the Lincolnshire Local Plan allocation for the Vernatt's SUE. The Vernatt's SUE is a strategic residential development that will be located to the north-west of Vernatt's Drain. In this context, Section 5 will permit barrier-free movement over the railway line which will open up Phases 2 and 3 of the Vernatt's SUE.

The T-junction at the western end of Section 5 will also be a point of continuation onto Section 4 of the SWRR. Implementation of Section 5 prior to that of Section 2, 3 and 4 is a fundamental priority for the full delivery of the SWRR.

In summary, Section 5 comprises the following infrastructure:

- A 7.3m wide single carriageway.
- A new five-arm roundabout to replace the existing priority junction with the B1356 Spalding Road and Enterprise Way. The new roundabout will provide access to the new road and to Phase 1 of the Vernatt's SUE.
- A three-span bridge over the Sleaford to Peterborough railway line. This will negate the need for east – west through traffic to travel over the existing level crossings in Spalding Town Centre.
- A signalised T-junction inclusive of pedestrian and cycle facilities located at the western end of S5 to provide access to the Vernatt's SUE.
- Shared pedestrian and cycleway along the northern side of carriageway.
- Pedestrian footway along the southern side of the carriageway.
- Diversion of existing pedestrian / cycle route at Blue Gowt Lane.

9.2 Non-Motorised User Provision

A continuous footway will be provided along the northern side of Section 5 of the SWRR. A portion of this between the signalised T-junction and Two Plank Lane will be segregated shared use footway/cycleway.

A fully segregated shared use two-way footway/cycleway will be provided the south side of Section 5. This will comprise a 1.5m wide footway accompanied by a 3.0m wide two-way cycleway. There will be signalised pedestrian/cycle toucan crossings on each arm of the roundabout with Spalding Road/Enterprise Way, and on each arm of the T-Junction to Vernatt's SUE.

The NMU provision will connect to existing routes on the Spalding Road/ Pinchbeck Road corridor, which provides connection to the town centre and towards the employment areas east of Spalding Road.

The alignment of Section 5 will cause the severance of the existing foot/cycle route on Blue Gowt Lane presently crossing the development corridor to the west of the proposed railway bridge. A pedestrian/cycle diversion is proposed to navigate this severance created because of the planned embankment to the railway bridge. The diversion will add approximately 420m of foot/cycle way to the route between Blue Gowt Lane and Two Plank Lane.

For non-motorised users coming from Blue Gowt Lane to the north, users will be diverted west when the embankment is reached. The diversion will cross the SWRR at the T-junction where a formal signal-controlled crossing is proposed for pedestrians and cyclists. The diversion will continue east along the southern side of the SWRR to reconnect with Blue Gowt Lane and the footbridge over Vernatts Drain

9.3 Status

A preliminary design for the section, including the bridge over the railway line has been developed. A Planning Application was submitted in March 2019 and is due for determination in late summer 2019.

9.4 Phasing

Funding for the scheme was secured in February 2018 when £12 million was awarded from the Ministry of Housing, Communities and Local Government Housing Infrastructure Fund (HIF) for the development of Section 5. A key condition of this funding was that the scheme had to be delivered by 2022. It is therefore expected that the scheme will be constructed by 2022.

9.5 Costs

The estimated costs for this section of the scheme have been determined using the preliminary design submitted as part of the Planning Application and includes the following:

- Highway works
- Structures
- Preliminaries
- Statutory Undertakers
- Third party involvement e.g. Network Rail
- Land costs
- Surveys, design development, procurement and scheme supervision
- Scheme risks.

All the above cost elements have been used to determine a gross scheme base estimate, against which an allowance for risk and inflation has then been applied. The estimated cost for this section of the scheme is £27.6 million.

9.6 Delivery

The scheme delivery process will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction including the procurement and appointment of a construction partner.

The following are the key remaining high-level tasks required to deliver the scheme:

- Preliminary design
- Planning Application
- Detailed design
- Tender documentation and drawings
- Stage 2 scheme review
- Road Safety Audits
- Utility diversion consultation

- Network Rail engagement
- Procurement process
- Stage 3 scheme review
- Tender award
- Planning condition discharge
- Construction phase

Construction of Section 5 of SWRR is programmed to be undertaken during the period 2020 to 2022.

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10 Approach to Funding

10.1 Funding Options

Due to the scale of the full scheme there is a number of funding options open to the delivery partners and these will vary both over time and for each section as the scheme progresses.

The following are the main funding options:

- ***Funding from Council Capital funds***

Funding of the scheme, either individual sections or the entire road could be possible in theory through the Local Authority capital budgets. However, this would be a very significant and long term drain on the Councils' finite resources, which are subject to many other requests for funding and not solely from transport. There is also a need to replenish capital funds to support other projects and schemes in the long term

In support of such an approach it could be possible to fund improvements through hypothecation of revenues, from car parking charges for example. However, this would divert monies from other Council priorities and could require an increase in such revenue streams so as not to reduce other activities.

- ***Forward funding from Council Capital funds with recovery***

An alternative approach to funding through Council capital funds would be to forward fund the scheme from capital budgets with a planned and agreed recovery of expenditure from third parties. With the recovery of expenditure, monies can be 'rolled-over' to fund subsequent stages of delivery.

This is already current practice in Lincolnshire whereby the currently under construction Lincoln Eastern Bypass is being partly funded by the County Council and an agreement with the local District Councils has been made to recover monies, via s106 Agreements, from appropriate development contributions.

Alternatively, the County Council could directly negotiate with developers to deliver the scheme on their behalf, with the developer funding the element of the scheme that is necessary to release land for particular sites.

Such an approach requires a robust legal agreement to ensure funds are recovered from developers, either directly or via s106 Agreements. The most significant risk to this approach is that the private sector cannot, or does not, deliver the full funding agreed within the required timescales, perhaps due to a slower build out rate or not fully building out a site.

- ***Direct agreements with developers***

s106

A more standard approach would be to secure funding directly from developers through s106 Agreements. Such an approach is potentially limited by the maximum number of five agreements that can fund one project. In addition, the funding stream may not be sufficiently timely to deliver a scheme in the short term or, indeed, provide the level of funding necessary to deliver larger schemes.

Community Infrastructure Levy

An approach now being used by a number of Local Authorities is the Community Infrastructure Levy (CIL) whereby a 'roof tax' is levied on each development within the CIL charging area. The funds are applied to schemes identified in the Local Authority's Infrastructure Delivery Plan.

However, a CIL approach is not being followed in the South East Lincolnshire Local Plan area and, therefore, is not an option open to SWRR. The likely financial contributions from s106 agreements are likely to be greater than they would be through a CIL.

- ***Local Enterprise Partnership funding***

Significant central government funding has been delegated on a sub-national basis through the Local Enterprise Partnerships (LEP) through arrangements such as the DfT's Local Growth Deals. Over the medium to long term, sections of SWRR could be funded through further bidding opportunities either to or through the LEP; these are likely to need support through the development of a Business Case.

- ***DfT Major Schemes***

The Department for Transport's (DfT) major scheme programme is an established approach to funding large scale transport schemes. At present, there are no funds specifically identified for major schemes, however, DfT is in the process of releasing new funds as part of its drive to deliver new highway capacity within the to be confirmed, Major Road Network.

The designation of the Major Road Network and other funding mechanisms like the Major Schemes approach may provide opportunities for SWRR. Like bidding through the LEP, applications for funding to the DfT are likely to require the support of a Business Case and associated WebTAG compliant traffic modelling and appraisal.

Applications through the LEP and to the DfT are likely to require some element of match funding from other sources.

- ***DfT periodic funding opportunities***

In addition to the DfT's Major Scheme programme, the department also periodically releases opportunities to apply for funds through specific bids, such as the National Productivity Improvement Fund. These may provide opportunities to secure funding but there is a lack of significant forward visibility of possible opportunities over the medium to long term. Due to the often short timescales for bids to be submitted, it is vital to have projects developed to a stage sufficient to support such opportunities, potentially including having Planning Permission and design detail in place.

These opportunities are also likely to require some element of match funding from other sources to have been secured.

- ***Other central government periodic funding opportunities***

In addition to DfT, other central government departments also release periodic opportunities to bid for significant amounts of funding for infrastructure projects. The recent Housing Infrastructure Fund success is an example of potential opportunities to provide further funding for some elements of SWRR.

Such opportunities require projects to be well developed and are likely to require some element of match funding from other sources.

Like the DfT periodic funding, there is often no significant forward visibility of possible opportunities over the medium to long term.

- ***Other sources***

There are a number of other sources which promoters can look to utilise to fund transport schemes including other government agencies and bodies such as the Environment Agency, Network Rail and Highways England. Such opportunities require schemes to support the objectives of these organisations and at present no specific opportunities are identified.

10.2 Legislative Framework

Planning obligations under Section 106 (s106) of the Town and Country Planning Act 1990 (as amended), are focused on site specific mitigation of the impact of development. They are used to secure financial contributions to provide infrastructure or affordable housing, and the powers of an s106 Agreement can be used to:

- restrict the development or use of land
- require specified operations or activities to be carried out in, on, under or over the land
- require land to be used in any specified way

- require a sum or sums to be paid to an Authority on a specified date or dates or periodically

To be consistent with the National Planning Policy Framework (NPPF) (paragraph 203), a s106 Agreement needs to be,

- necessary to make a development acceptable in planning terms
- directly related to a development
- fairly and reasonably related in scale and kind to a development.

The NPPF also states at paragraph 205 that:

'Where obligations are being sought or revised, Local Planning Authorities should take account of changes in market conditions over time and, wherever appropriate, be sufficiently flexible to prevent planned development being stalled.'

The Government in response to its consultation on measures to speed up the negotiation and agreement of s106, has subsequently made changes to Planning Policy Guidance (PPG) and these emphasize the s106 legal and policy tests and the relationship with all local plans, with an early engagement by the Local Planning Authority with applicants and infrastructure providers, a greater emphasis on public access to information and the s106 being available as part of the planning register.

The s106 is a formal document, which states that it is an obligation for planning purposes, and it therefore identifies the relevant land, the person entering the obligation and their interest and the relevant Local Authority that would enforce the obligation. If it is not complied with, it is enforceable against the person that entered into the obligation and any subsequent owner and can be enforced by injunction. However, a person bound by the obligation can seek to have it modified or discharged after five years.

The most common obligations that are included for funding within an s106 agreement include:

- Public open space
- Affordable housing
- Education
- Highways
- Town Centre improvements

The Government also views s106 as providing only a partial and sometimes variable or inequitable response to securing funding contributions for infrastructure. Hence, the provision for the Community Infrastructure Levy (CIL).

There can be a unitary obligation or multi-party agreement and the legal tests for when it can be used are set out in regulations 122 and 123 of the Community Infrastructure Levy Regulations 2010 as amended in 2015.

In terms of developer contributions, the Community Infrastructure Levy (CIL) did not replace s106 Agreements, but the introduction of CIL did result in a tightening up of the s106 tests.

Section 106 Agreements, should therefore be focused on addressing the specific mitigation required by a new development whereas CIL can address the broader impacts of development. There should be no circumstances however where a developer is paying CIL and s106 for the same infrastructure in relation to the same development.

The existing Infrastructure Delivery Plan 2016 - 2036 allows for a total infrastructure cost of over £200m for Boston, Spalding and the surrounding area and clearly should that sum be realised or even increased as schemes come forward the contribution from the private sector via CIL or some other mechanism will be essential to reduce potential funding gaps.

Finally, one aspect that CIL introduced in relation to securing funds from multiple landowners was a pooling restriction to prevent Councils from collecting more than five separate planning obligations for the same scheme.

It should be noted therefore that whilst CIL is not mandatory, and indeed not adopted in Spalding, Planning Permission granted without appropriate mitigation, or subject to an s106 Agreement which includes planning obligations where the pooling restriction has been exceeded, may remain unlawful.

10.3 Proposed Approach

The proposed approach for funding SWRR is to use a range of funding sources from both the public and private sectors, and from both Local and Central Government. This approach will seek to limit a long-term drain on Local Authority budgets, secure funding at a sustainable level from private sector interests and spread the funding risk across a number of sources. The approach would also aim to be flexible, to enable new sources of funding in the medium and long term to be used as appropriate, while giving greater levels of certainty for the earlier stages of delivery. In addition, it would maximise the opportunities to secure match-funding to support any bids for Central Government monies.

The approach can be broadly as follows:

- Forward funding of individual sections of the SWRR through Local Authority capital budgets
- Recovery of forward funding from private sector developers of the SUE's
- Rolling-over of recovered monies to fund subsequent sections of SWRR
- Utilisation of Central Government or Local Enterprise Partnership funding opportunities, when they arise, to speed up the forward-funding process, and potentially reduce the drain on Local Authority budgets including where it can be proven that there is, or could be, a market failure in private sector funding.

The proposed funding approach for each section is as follows:

Section 1

As part of the Holland Park SUE, LCC is reaching a legal agreement with the developer to part fund Section 1 of the scheme.

LCC will deliver and forward fund the section with recovery of funds from the developer commensurate with a highway standard appropriate for a development distributor rather than a relief road. LCC will therefore be funding the difference to bring the design up to a relief road standard.

Section 2

In comparison to Sections 1, 4 and 5, Section 2 will be relatively low cost due to the lack of any major structures. However, due to there being no associated land allocations in the South East Lincolnshire Local Plan, it is presently unclear what the level of potential s106 funds may be. Furthermore, as the timescales for the delivery of this section are likely to be within the plan period up to 2036, funding may need to rely on Local Authority capital budgets (potentially including funds recovered from Sections 1 and 5) and periodic Central Government/ LEP funding opportunities.

Section 3

Like Section 2, there is no land allocations associated with this section in the South East Lincolnshire Local Plan. As delivery is likely to be within the plan period up to 2036, opportunities for funding need to be kept under review over the long term including identifying the level of housing that is likely to be associated with the section in the plan period beyond 2036. The section may also need to rely on local authority capital budgets (including recovered funds) and periodic central government/ LEP funding opportunities.

Section 4

Like Section 2, this section is likely to be relatively low cost compared to Sections 1, 3 and 5; however, it is of significant length and will require three junctions. This section is likely to be more expensive to deliver than Section 2 due to the bridge over Vernatt's Drain and the Monk's House Lane Link. The approach for this section will be to look to developers of the Vernatt's SUE to provide funding, either in one phase or more depending on the likely development build-out. This section may also require some forward funding or use of periodic Central Government/ LEP funding opportunities if the SWRR timescales are to be accelerated.

Section 5

The project has secured Central Government funding in the form of Homes England Housing Infrastructure Fund (HIF), to pay for the link between and supported, where possible within delivery timescales by monies secured from LCC. This funding will also deliver a higher capacity Junction design to support traffic demand for the whole SWRR corridor.

Residual Funding

Forward funding of some elements of the SWRR is required, and in some cases funding will be recovered, to an agreed level, from developers. The proposals for

developer contributions will be developed in consultation with LCC, SHDC and developers.

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11 Governance and Procurement

11.1 Governance

The scheme delivery process will be led by LCC and supported by SHDC. LCC will manage the process up to and including construction including the procurement and appointment of a construction partner.

From a governance and project management perspective the project will be organised at the following levels:

1. Executive Management
2. Project Board
3. The Senior Responsible Owner
4. Project Assurance
5. Project Manager
6. Delivery Teams

Escalation of issues will transition through these levels, each of which has set levels of authority.

Executive Management

The Executive Management of the project is provided by LCC's Executive Councillor for Highways Transport and IT (currently Councillor R. Davies) and the LCC Interim Director of Place (Mr A. Gutherson). The Executive Management team oversees the management of the programme and would act as the client for the SWRR scheme ensuring that it is being delivered in accordance with the project plan and in line with the budget and specified timeframe.

Executive Management Project Board

The Project Board provides the strategic platform for key decision making and providing guidance on exceptional issues to the Delivery Teams. The Board meets monthly. Board members include Councillor Richard Davies (Executive Councillor for Highways Transport and IT - LCC), Councillor Nicholas Worth (Portfolio Holder for Growth and Commercialisation - SHDC), Senior User (Andy Gutherson - LCC), Senior Responsible Owner (Paul Rusted - LCC), Project Manager (Teresa James - LCC), Senior Supplier (Ian Turvey - WSP) and SHDC representative (Paul Jackson - SHDC).

The key responsibilities of the Project Board are:

- Agreeing and finalising the Project Plan.
- Liaison between the Delivery Team and Executive Management, Study Partners & Senior Management.
- Overall responsibility for the risk management including the management and mitigation of strategic risk.

- The assurance that the project remains on course to deliver the required quality and to meet the business plan including reviewing resource provision as required.
- The approval and funding for significant changes to the project.
- Responsible for publicity and dissemination of information about the SWRR programme and scheme.
- Review, comment and improve on the Project delivery processes and procedures as required
- Resolve issues escalated by the Delivery Team
- Establish formal reporting arrangements and implement an audit strategy as required.

Stakeholders including key development partners feed into the Project Board through the Project Manager.

Senior Responsible Owner

The Senior Responsible Owner (Paul Rusted - Infrastructure Commissioner) has the responsibility for the delivery of highways and transportation services and includes the following responsibilities:

- Appointment of the Project Manager and Chair of the Project Board meetings.
- Monitoring and control of progress including ensuring that the project is subject to review at appropriate stages.
- Approve the milestone reports and initiate follow on action as necessary
- Ensure that a project or programme of change meets its objectives and delivers the projected benefits
- Own the project or programme brief and business case.
- Development of the project or programme organisation structure and logical plans.
- Formal project closure
- Post implementation review
- Problem resolution and referral

Senior Users

The Senior Users for the scheme are heads of Highways and Transportation for Lincolnshire County Council represented by Andy Gutherson (LCC Interim Director of Place). As Senior Users they also represent the views and interest of the following Users who are not specifically on the Project Board, which could include Greater Lincolnshire Local Enterprise Partnership, City of Lincoln Council and South Holland District Council.

As Senior Users they are responsible for the specification of the needs of all those who will use the final product(s), for user liaison with the project team, and for

monitoring that the solution will meet those needs within the constraints quality, functionality and ease of use.

Senior Supplier

At this stage, the Senior Supplier is Ian Turvey, WSP's lead for Transport Planning within the Technical Services Partnership. During the delivery (construction) stages, the Senior Supplier will change to the Project Director from LCC's delivery partner (contractor). As Senior Supplier they are accountable for the quality of products delivered by the Supplier(s) and have the authority and responsibility to commit or acquire supplier resources as required.

Project Manager

The role of the Project Manager is to manage all aspects of the delivery of the SWRR programme and act as the primary contact between the Project Board and Delivery Teams.

The Project Manager is Teresa James (Senior Project Leader - LCC), appointed by the Project Board and is responsible for the following elements of the programme:

- Management of project resources
- Reporting to the Project Board
- Management of the production of deliverables
- Monitoring the project
- Coordination of the Delivery Team
- Primary Contact for the Delivery Team
- Preparing and maintaining the Project Plan/ Stage Plan
- Management of project risks, including the development of contingency plans
- Change control and any required configuration management
- Reporting through agreed reporting lines on project progress
- Identifying and obtain any support and advice required for the management, planning and control of the project
- Managing project administration
- Conducting end project evaluation

Delivery Teams

At present, the Delivery Team is the Design Team but will also include and the Site Team once a contractor has been appointed. It is anticipated that these Delivery Team Leaders will report on progress on a regular basis to the Project Manager. Project Progress meetings will also be held regularly, every four weeks, to discuss progress, issues, risk, and fees. Attendees include the Project Manager, Senior Supplier and Senior Responsible Owner.

Project Assurance

As part of the delivery of the project there will be a need for independent audit or assurance of the work package delivery. The Project Assurance Role considers the end product of each work package against the work package plan and product specification and confirms to Project Board that it is fit for purpose, through Gateway Review processes.

Once funding has been secured, the structure will be developed in more detail at an Inception Meeting. This meeting will be used to confirm the Governance structure and the roles and responsibilities of the entire delivery team including the contractor.

11.2 Engagement

A Stakeholder Strategy will be required as the project progress, however, a number of key stakeholders and engagement stages have already been considered.

Network Rail

Engagement and agreements with Network Rail will be vital to the delivery of SWRR, particularly Sections 1 and 5, which include bridges across railway lines. Network Rail will need to be consulted on a number of matters, but of primary importance will be the design of the bridges and programming of construction to ensure that appropriate timely possessions over the railway lines can be planned and secured.

Environment Agency / Internal Drainage Board

The requirement in Section 3 to provide a new bridge over Vernatt's Drain will require engagement with the Environment Agency and/ or the Internal Drainage Board. In addition, impacts of the wider scheme on drainage and flooding will need to be discussed with these two stakeholders.

Statutory Consultees

The full range of statutory consultees will need to be consulted on during the scheme development process to ensure that designs meet the appropriate requirements and that objections are limited at the planning and orders stages.

Statutory Undertakers

An understanding of the services/ utilities currently in place within the SWRR corridor and future needs for new developments will need to be understood to complete the design and plan the construction of the scheme.

Public Consultation

Public consultation and engagement will be required at various stages of the work to develop the scheme, prior to the Planning Applications being submitted, once the Planning Applications have been submitted and during the construction phases.

Procurement Strategy

The aim of the Procurement Strategy is to ensure that procurement reflects Lincolnshire County Council's (LCC) core values, corporate aims and objectives.

The key objectives of procurement are:

- The achievement of optimum value and resulting savings, including:

- Reducing the risk of contractual failures, time and cost overruns and poor quality.
- Minimising the cost of procurement
- Demonstrating compliance with regulatory requirements.
- Supporting the delivery of LCC's Corporate and strategic objectives.
- Contributing to LCC's reputation for services delivered in an efficient and effective manner.

LCC seek value for money in all procurements, which includes the balancing cost and the qualitative features of the products that are relevant to and contribute to LCC's requirements. Value for money, savings and efficiencies depend on the choice of the correct procurement method, contracting option, an appropriate and adequate specification and post monitoring of the contract to ensure compliance.

Governance, Regulation & Control

Procurement, and therefore this Strategy, needs to comply with the processes and procedures defined in EU Procurement Directives enacted into UK law and LCC's Contract and Procurement Procedure Rules (CPPRs).

All procurement activity must:

- Comply with these CPPRs, Public Contract Regulations 2015, Financial Regulations, applicable Grant Fund spending regulations, and with all UK and European Union (EU) legal requirements
- Follow the EU procurement treaty principles by being undertaken in a Transparent, Non-Discriminatory and Proportionate manner
- Achieve Best Value for public money spent
- Be consistent with the highest standards of integrity
- Ensure fairness in allocating public contracts
- Ensure that Non-Commercial Considerations do not influence any Contracting Decision
- Be consistent with LCC's relevant Commissioning Strategies

11.3 Tendering Routes

The current EU works threshold is £4,104,394 and when measuring this against the estimated works cost which will be far in excess of this value it's clear that the procurement award will adhere to a full tendering process. There are two routes the tendering process can take; the first is for LCC to commence a competitive tender which will entail:

- Pre-tender market research and consultation
- Pre-qualification questionnaires
- Selection and suitability criteria
- Standards and award criteria

- Communication with bidders, including OJEU notification process
- Undertaking a tender
- Clarification of tender documents, by bidders
- Tender evaluation
- Scoring meeting
- Presentation for tenderers
- Clarification of bids by evaluators
- Tender award
- Written procurement report

The other route which LCC may adopt is through the Midlands Highway Alliance (MHA), Medium Schemes Framework Package 3 (MSF3). Tendering through MSF3 will offer two main options:

- Option 1: Mini-Competition - Tenderer selection based on Mini-Competition
- Option 2: Direct Call-off - Tenderer selection based on quality criteria weighted to suit the Work Package, with prices derived from a number of tendered Model Projects weighted to suit the Work Package

Option 1: Mini-Competition is a similar process to LCC tendering the scheme directly as per tendering route 1, although many of the previously highlighted actions have already been completed as part of the MSF awarding process.

Option 2: Direct Call-off predetermines a tenderer for the scheme based on example projects the tenderers priced/ assessed when securing their position on the MSF. Again, many of the actions will already have been completed as part of the MSF awarding process. This option tends to be less competitive than Option 1, however it allows for Early Contractor Involvement (ECI), which will most likely offer savings and further efficiencies. This would be particularly invaluable when considering the design, approval and buildability of the bridge over the rail line.

12 Risks and Dependencies

One of the key aspects of any proposed scheme such as the SWRR is the level of risk that is associated with it, which at this stage is mainly focussed around the proposed design. However there also needs to be consideration of the delivery of the scheme, including construction.

It is also important to understand the scheme dependencies i.e. those key stages that will follow on from the current position, and will enable the scheme to be developed through to construction.

12.1 Risks Register

Risk Registers are prepared as part of an assessment / design process, and look to identify those issues that have the potential to increase or reduce the overall cost of a scheme. The risks can then be managed and appropriate mitigation measures put in place to decrease the probability of the risk occurring.

The risk analysis draws on the Scheme Risk Register compiled Project Team following a risk workshop. The Risk Register is updated through the life time of the project.

The Risk Register is relatively simple in terms of the risk analysis modelling methods used and has identified a subjective assessed financial impact or “most likely” risk outcome for each of the parameters, summing them to define the total scheme assessed risk.

The Risk Register is then refined by a risk model; an analysis of the initial conditions is then carried out using a technique, called Monte Carlo simulation, to generate a distribution of possible outcomes from the input distributions. A distribution of the possible outcomes is generated by letting the computer recalculate the spreadsheet repeatedly, each time using different randomly selected sets of values for the individual risks, based on the initial conditions set by the project team. In effect, the computer is trying all possible “what if” scenarios, that is to say, all valid combinations of the input variables, to simulate all possible outcomes. It then builds up a distribution curve based on the range of outcomes and their frequency of occurrence.

The Risk Register covers a number of different aspects, such as:

- Strategic Relationships/ Policy (STP)
- Economics/ Funding (ECF)
- Land/ Statutory Processes (LAN)
- Consents/ Approvals (CAP)
- Contractual (CTR)
- Third Parties - Public (PUB)
- Third Parties - Stats (STA)
- Environment (ENV)

- Design (DES)
- Construction (CON)

Table showing the top ten risks by value as of February 2019.

Table 12-1: Summary of Top Ten Risks by Value

Risk ID	Risk Description	Risk Value
A18	Risk that the cost of the preferred option(s) will be greater than any available funding.	£1,200,000
A22	Construction does not commence by the end of 2021 as required for HIF funding	£1,200,000
B4	Public inquiry	£1,200,000
H16	Overhead power cables may need diverting	£1,200,000
H17	The high-pressure gas mains runs in the area of the bridge in S5	£1,200,000
I7	The EA may request that road levels are raised by approx. 2m to ensure that it remains safe and operational during times of flood.	£1,200,000
P18	Contaminated materials found on site	£1,200,000
A21	Planning Application timetable (post submission)	£640,000
B16	Unable to gain access to far side of rail line for construction of rail bridge	£640,000
D6	Landscape and Visual Intrusion mitigation not sufficient	£640,000

Based on all the risks that have been identified within the current version of the Risk Register, the current risk cost for the scheme if all risks occurred is estimated at £11.0m, based upon the overall scheme cost estimate. The 85th percentile risk cost based on the risk model is £3.6m.

However, this is simply an estimate based upon the currently identified risks, which will need to be considered as the scheme develops. This will then need to be reviewed regularly during each subsequent stage of the project.

12.2 Dependencies

As part of the Delivery Strategy process, a number of critical dependencies have been identified that will enable the scheme to move from its current position, through to construction and final opening as follows:

- Outlining planning permission for Sections 1 and 5 (expected to be determined late Summer 2019)
- Obtaining planning permission for Sections 2 ,3 and 4
- Obtaining statutory orders

- Securing agreements with relevant third parties
- Securing funding (sections 2, 3 and 4 only)
- Procurement
- Discharge of planning conditions
- Commencement of construction

Details of each of the dependencies listed above are as follows:

Planning Permission

As indicated in Section 4 of this report, Planning Applications for Section 1 and Section 5 of the scheme were submitted in March 2019. A Planning Application/s will need to be submitted sections 2, 3 and 4 once funding becomes available.

Statutory Orders

The proposed scheme will require the closure/ improvement of some sections of the existing public highway, which it is proposed would be undertaken under a Side Roads Order application, which usually uses the provisions of an agreement under Section 8 of the Highways Act (1980), exercising powers under Sections 8, 14 and 125 of the Highways Act 1980.

These same powers are generally used regarding the construction of the new highway. Pursuant to the above, and in order for the proposed scheme to be constructed, it will be necessary for LCC to secure agreement with all landowners whose land is impacted by the scheme.

Should it prove difficult for the LCC to get all necessary land agreements in place, then LCC can seek to secure any such outstanding parcels of land required for the scheme, through the promotion of a Compulsory Purchase Order (CPO). Use of a CPO will also ensure that any restrictive covenants that are in place upon those areas of land required for the scheme are extinguished.

Third Party Agreements/ Approvals

It is anticipated that agreements/ approvals will be required from a number of Third Parties that are likely to be involved in the proposed scheme, including the following:

- Network Rail: discussions will be required to cover a number of different aspects, including Shared Value Policy, Approval in Principle (AiP) for the proposed bridge structures, impact of new structures on existing signal sighting and their GSM-R (Global System for Mobile Communications - Railway) network, bonding of the new structures for possible future Overhead Line Electrification (OLE), and monitoring of potential track movement during scheme construction. Early engagement was undertaken in 2018.
- Internal Drainage Board: discussions regarding the possible impact of the proposed scheme on the existing drainage channels in the area, including Vernatt's Drain and Hill's Drain.
- Statutory Undertakers: discussions regarding any existing equipment within the vicinity of the proposed scheme that will need to be diverted, as well as

any wayleaves/easements required for any new statutory infrastructure to be provided.

Securing Funding

Section 10 of this report sets out the different options that are available in terms of securing funding for the proposed SWRR scheme.

Procurement

There are several options available to the Local Authority about how a contractor for the proposed scheme can be procured. As well as the procurement route, it will also be necessary for the Local Authority to determine the form of the contract to be tendered, with input likely to be required from the team involved in the detailed design of the scheme.

This will ensure that the contractor appointed will have the most appropriate experience given the nature of the scheme, in particular working with key third parties such as Network Rail.

Discharge of Planning Conditions

Subject to securing Planning Permission for each of the five sections of the proposed SWRR set out within this report, decision notices will undoubtedly include a mixture of pre-commencement and pre-opening conditions that will need to be fulfilled.

These conditions will cover a wide variety of issues including timeline for scheme commencement, scheme alignment, design standards to be considered, environmental and ecological mitigation, planning agreements for securing developer contribution, materials and final finishes.

Commencement of Construction

Having procured the scheme contractor and discharged all necessary pre-commencement Planning Conditions related to that section of the proposed SWRR scheme, construction can finally commence.

Dependencies will be reviewed regularly as the project progresses and as part of the project management, programming and assurance processes.

**Open Report on behalf of Andy Gutherson,
Interim Executive Director for Place**

Report to:	Highways and Transport Scrutiny Committee
Date:	29 April 2019
Subject:	Revision of Arrangements for Lincolnshire's Joint Local Access Forums

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider a report regarding the future arrangements for Local Access Forums in Lincolnshire. This report is due to be considered by the Executive Councillor for Highways, Transport and IT between 06 May and 10 May 2019. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of its consideration of this item.

Actions Required:

- (1) To consider the attached report and determine whether the Committee supports the recommendations.
- (2) To agree any additional comments to be passed to the Executive Councillor for Highways, Transport and IT in relation to this item.

1. Background

This Report seeks a decision as to the future arrangements for Local Access Forums in Lincolnshire.

The full report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Highways and Transport Scrutiny Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments or recommendations.

3. Appendices

These are listed below and attached at the back of the report	
Appendix 1	I017889 Revision of Arrangements for Lincolnshire's Joint Local Access Forums

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 Chris Miller, who can be contacted on 01522 782070 or chris.miller@lincolnshire.gov.uk.

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and IT
Date:	06 – 10 May 2019
Subject:	Revision of Arrangements for Lincolnshire's Joint Local Access Forums
Decision Reference:	I017889
Key decision?	No

Summary:

This Report seeks a decision as to the future arrangements for Local Access Forums in Lincolnshire.

Recommendation(s):

That the Executive Councillor:-

- (1) approves a reduction in the number of Local Access Forums covering its area to one, to be a Joint Local Access Forum with North East Lincolnshire Council covering the whole of the administrative areas of Lincolnshire County Council and North East Lincolnshire Council;
- (2) in order to give effect to the above arrangements approves:-
 - a) the giving of notice under regulation 18(2) of the Local Access Forums (England) Regulations 2007 to the South Lincolnshire and Rutland Joint Local Access Forum and Rutland County Council terminating the functions of the said Joint Local Access Forum in respect of Lincolnshire County Council's area; and
 - b) the giving of notice under regulation 16(1) of the Local Access Forums (England) Regulations 2007 to the Mid-Lincolnshire Joint Local Access Forum to change the area for which the said Forum is established so that the Forum exercises its functions in respect of an additional area, namely the area of Lincolnshire County Council's administrative area previously covered by the South Lincolnshire and Rutland Joint Local Access Forum; and
- (3) delegates to the Interim Executive Director of Place authority to determine the final form and the timing of the said notices and to take all steps necessary to give effect to the above arrangements.

Alternatives Considered:	
1.	To retain the existing Joint Local Access Forums.

Reasons for Recommendation: To focus the advice of the forum on strategic issues affecting the whole of the Council's area and prevent the risk of conflicting advice in relation to different parts of the Council's area, to reflect the reduced capacity of the Council to service two separate forums and to address the shortfall in volunteers to form the membership of the forums.
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1. Background

1.1 The Countryside and Rights of Way (CROW) Act 2000 created a duty to establish a local access forum to advise various bodies including the County Council as to the improvement of public access to land in the area for the purposes of open-air recreation and the enjoyment of the area, and as such other matters as may be prescribed (*CROW Act 2000 section 94(4)*)

1.2 Various options for such a forum were reviewed and presented to the Executive Councillor for Highways on 15 March 2003. The options included:

- (i) a single forum for Lincolnshire
- (ii) two forums for Lincolnshire (north and south)
- (iii) two joint forums aligned with North East Lincolnshire Council to the north and Rutland County Council in the south

The decision made was to adopt Option (iii) and to establish two joint local access forums based on an analysis of the following advantages and disadvantages.

Advantages and Disadvantages of different types of forums	
County Wide Forum	North and Southern Forums
Advantages	Advantages
More likely to be discussing strategic issues Advice and recommendations would be County wide One forum avoids conflicting priorities One forum will have a more prominent profile Better engages County/Regional and National Bodies Easier to service one forum Cheaper to service one forum	Forum members would better understand issues relevant to their locality Enables the forum to give the authority specific advice District Councils would have a better partnership with the forum
Disadvantages	Disadvantages
Too far removed from local people and real issues More difficult for forum members to liaise with others Travelling More difficult to engage ownership by District Councils Large group required which contradicts Countryside Agency research	Possible conflict between advice given Difficult to precisely draw the line between the two (particularly around Lincoln) Difficult for some County wide groups to find members and time to attend meetings Costs will be almost double Officer time will be taken up supporting Forums at the expense of other work

- 1.3 The two Joint Local Access Forums, namely the Mid Lincolnshire Joint Local Access Forum and the South Lincolnshire and Rutland Joint Local Access Forum have operated for 15 years and have contributed advice to the appropriate bodies on a number of occasions.
- 1.4 The level of recruitment has dropped over the last few years to the extent that each forum is now holding a number of vacancies and, prior to embarking on a further round of recruitment it was felt prudent to review the arrangements and to determine if alternative provision should be made.
- 1.5 Whilst the purpose of the Forums remains the same many of the particular elements for advice are no longer as prevalent. The 2000 Act also brought the need to produce Rights of Way Improvement Plans (ROWIP), the provision of Open Access Land (the "right to roam" land) and a new form of right of way the "Restricted Byway". Whilst ROWIP2 is in preparation it is not felt that the same levels of engagement with local access forums as had previously been the case will be necessary.
- 1.6 In reviewing the possibility of change three key elements have been identified.
 - (i) That the advice required for issues tends to be of a strategic nature covering the whole County and that advice would be better focussed if it was from one source. There is opportunity for the two forums to provide conflicting advice or view different priorities.
 - (ii) Since 2003 the rights of way service has reduced in employees and there is now no dedicated officer. The role is fulfilled by the Team Leader for Countryside Services alongside their other duties. Servicing two forums with little output from either has not been considered an appropriate use of the available resource.

- (iii) Membership levels have diminished and there is a concern that the Forum is geographically poorly represented in some areas whereas others (such as the south-east) dominate. It has also become difficult to ensure a balance between users, landowners and representatives of other interests such as business.

1.7 It is considered that it would now be more appropriate to operate just one forum, jointly with North East Lincolnshire Council. This would leave Rutland County Council to administer its own forum. The majority of current members of the South Lincolnshire & Rutland Local Access Forum represent interests in Rutland.

1.8 Financially it is not considered that operating one joint local access forum will be more costly. In 2017-18 the costs were as follows:

Mid Lincolnshire Local Access Forum	£1835.50
South Lincs & Rutland Local Access Forum	£2526.73
Office Administration	<u>£ 934.08</u>
TOTAL	£5296.31

These figures include room hire and refreshments, postage, printing, secretariat provided by Democratic Services and travelling expenses for the members of the forum. The figures do not include the officer time and travel expenses of the Team Leader – Countryside Services or the expenses of the appointed authority members (four members in total). Each of the other authorities contributes 25% of the cost of facilitating the Local Access Forum per annum.

1.9 Whilst it is expected that for one forum the travel expenditure for the membership may increase the reduction in the secretariat, administration and local authority member and officer costs will decrease more significantly.

2. Legal Issues:

2.1 Local Access Forums are governed by the provisions of the CROW Act 2000 and the Local Access Forums (England) Regulations 2007. To facilitate the reduction in the number of forums will require the use of a combination of the regulations.

2.2 Regulation 18 permits any authority which is part of a joint local access forum to terminate the functions of that joint local access forum within its area by the giving of notice to the local access forum and the other appointing authority. Regulation 18(4) then turns that joint local access forum into a sole local access forum within the remaining appointing authority's area which in this case is Rutland.

- 2.3 Recommendation 2a) seeks approval to give notice under this regulation. Prior to doing so the two appointing authorities – Lincolnshire County Council and Rutland County Council – must have agreed arrangements that are to apply in respect of the forum's minutes, documents, secretary, annual reports and such other matters as the authorities consider appropriate. Lincolnshire County Council and Rutland County Council have agreed that minutes and documents will be retained by Rutland County Council with access being given to Lincolnshire County Council where requested. Rutland County Council will be the secretary of the Rutland Forum with the separate forums preparing their own annual reports.
- 2.4 It is also necessary before giving notice under regulation 18 for the Council to consult with the South Lincolnshire and Rutland Local Access Forum and with Rutland County Council. Both bodies have been consulted with and have indicated their agreement both to the proposal itself and the method of achieving it.
- 2.5 That would leave Lincolnshire County Council with a joint local access forum (Mid Lincolnshire) covering part of the Council's area and North East Lincolnshire Council's area. Regulation 16 would then allow Lincolnshire County Council and North East Lincolnshire Council to expand the area of the Mid Lincolnshire Joint Local Access Forum to cover the rest of Lincolnshire to the boundary with Rutland.
- 2.6 Recommendation 2b) seeks approval for serving the necessary notice under regulation 16. Before giving notice under regulation 16, Lincolnshire County Council must consult any appointing authority or local access forum which they consider will be affected by the change. The Council has consulted North East Lincolnshire Council who are in agreement with the proposal. They are going through their own decision-making so that the giving of notice under regulation 16 can be co-ordinated. Lincolnshire County Council has also consulted with the Mid-Lincolnshire Local Access Forum who are in agreement with the proposal.
- 2.7 The responses to the consultation with each of the Forums can be found in Appendices B and C. Both forums were in favour.
- 2.8 Equality Act 2010
- Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

A reduction in the number of forums has no impact with regards to the Equality Act 2010. The work of a local access forum is to advise relevant bodies concerning access to open air recreation inclusive of all protected characteristics. Membership of the Forum is open to all regardless of protected characteristics.

An Equality Impact Assessment is attached as Appendix A.

2.5 Joint Strategic Needs Analysis and the Joint Health and Wellbeing Strategy

The Council must have regard to the Joint Strategic Needs Assessment and the Joint Health & Well Being Strategy in coming to a decision

A reduction in the number of forums has no impact with regards to the JSNA or the JHWS. The work of a Local Access Forum is to advise relevant bodies concerning access to open air recreation including the promotion of access as a way of improving physical and mental health and well-being and this will continue.

2.6 Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

A reduction in the number of forums has no impact with regards to Crime and Disorder. The work of a Local Access Forum is to advise relevant bodies concerning access to open air recreation inclusive of commenting on gating proposals following a Public Space Protection Order.

3. Conclusion

- 3.1 That it is appropriate to revise the arrangements for Local Access Forums covering the Lincolnshire area to form a sole Joint Local Access Forum with North East Lincolnshire Council.

4. Legal Comments:

The Council has the power to make the changes proposed. The detailed legal provisions governing the decision are dealt with in the Report.

The decision is consistent with the Policy Framework and within the remit of the Executive Councillor.

5. Resource Comments:

Accepting the recommendations set out in this report, should have little impact on the budgets of the Council, and should enable resources allocated to support the forums to be utilised to better effect.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This is due to be considered by the Highways and Transport Scrutiny Committee at its meeting on 29 April 2019. The comments of the Committee will be presented to the Executive Councillor.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the Report

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Assessment
Appendix B	Letter to Lincolnshire County Council Chief Executive from the Mid Lincolnshire Joint Local Access Forum
Appendix C	Letter to Lincolnshire County Council Chief Executive from the South Lincolnshire and Rutland Local Access Forum

8. Background Papers

Document title	Where the document can be viewed
Establishment of Local Access Forums in Lincolnshire, Executive Report, Decision Reference 00191, 13/05/2003	Countryside Services, Lincolnshire County Council
Countryside and Rights of Way Act 2000	www.legislation.gov.uk/ukpga/2000/37/part/V
The Local Access Forums (England) Regulations 2007	www.legislation.gov.uk/ukso/2007/268/contents

This report was written by Chris Miller, who can be contacted on 01522 782070 or chris.miller@lincolnshire.gov.uk.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Revision of the Joint Local Access Forum Arrangements for Lincolnshire County Council	Person / people completing analysis	Chris Miller, Team Leader – Countryside Services
Service Area	Countryside Service	Lead Officer	Chris Miller, Team Leader – Countryside Services
Who is the decision maker?	Executive Councillor for Highways	How was the Equality Impact Analysis undertaken?	
Date of meeting when decision will be made	Click here to enter a date.	Version control	V1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	To reduce the number of Joint Local Access Forums covering the authority's area		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	<p>The role of Local Access Forums is to advise various bodies as defined by the Countryside and Rights of Way Act 2000, s94(4) with regards to the improvement of public access to land. Advice is particularly to be focused on strategic issues for access and open-air recreation which have a potential impact on more people (directly or indirectly) or on particular disadvantaged sections of the community.</p> <p>This would include advice on improving access for those age related mobility concerns or for access using pushchairs / prams or the young.</p>
Disability	<p>The role of Local Access Forums is to advise various bodies as defined by the Countryside and Rights of Way Act 2000, s94(4) with regards to the improvement of public access to land. Advice is particularly to be focused on strategic issues for access and open-air recreation which have a potential impact on more people (directly or indirectly) or on particular disadvantaged sections of the community</p> <p>This includes advice on improving access with both physical . mental and cognitive disability</p>
Gender reassignment	<p>NO POSITIVE IMPACT - The role of the Local Access Forum and changes to the number covering the authority's area will not have a positive impact on this characteristic – Membership of the Forum is open to all</p>
Marriage and civil partnership	<p>NO POSITIVE IMPACT - The role of the Local Access Forum and changes to the number covering the authority's area will not have a positive impact on this characteristic – Membership of the Forum is open to all</p>
Pregnancy and maternity	<p>NO POSITIVE IMPACT - The role of the Local Access Forum and changes to the number covering the authority's area will not have a positive impact on this characteristic – Membership of the Forum is open to all</p>

Race	<p>The role of Local Access Forums is to advise various bodies as defined by the Countryside and Rights of Way Act 2000, s94(4) with regards to the improvement of public access to land. Advice is particularly to be focused on strategic issues for access and open-air recreation which have a potential impact on more people (directly or indirectly) or on particular disadvantaged sections of the community.</p> <p>This would include encouraging those whose culture would mean that they did not normally engage with the natural environment and to ensure promotional publications are available to all.</p>
Religion or belief	<p>The role of Local Access Forums is to advise various bodies as defined by the Countryside and Rights of Way Act 2000, s94(4) with regards to the improvement of public access to land. Advice is particularly to be focused on strategic issues for access and open-air recreation which have a potential impact on more people (directly or indirectly) or on particular disadvantaged sections of the community.</p> <p>This would include encouraging those whose culture would mean that they did not normally engage with the natural environment and to ensure promotional publications are available to all.</p>
Sex	NO POSITIVE IMPACT - The role of the Local Access Forum and changes to the number covering the authority's area will not have a positive impact on this characteristic – Membership of the Forum is open to all
Sexual orientation	NO POSITIVE IMPACT - The role of the Local Access Forum and changes to the number covering the authority's area will not have a positive impact on this characteristic – Membership of the Forum is open to all

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	NO PERCEIVED NEGATIVE IMPACT
Disability	NO PERCEIVED NEGATIVE IMPACT
Gender reassignment	NO PERCEIVED NEGATIVE IMPACT
Marriage and civil partnership	NO PERCEIVED NEGATIVE IMPACT
Pregnancy and maternity	NO PERCEIVED NEGATIVE IMPACT

Race	NO PERCEIVED NEGATIVE IMPACT
Religion or belief	NO PERCEIVED NEGATIVE IMPACT
Sex	NO PERCEIVED NEGATIVE IMPACT
Sexual orientation	NO PERCEIVED NEGATIVE IMPACT

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

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Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

No Activity

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	Engagement not relevant to the decision as to how many Forums cover the authority's area
Disability	Engagement not relevant to the decision as to how many Forums cover the authority's area
Gender reassignment	Engagement not relevant to the decision as to how many Forums cover the authority's area
Marriage and civil partnership	Engagement not relevant to the decision as to how many Forums cover the authority's area
Pregnancy and maternity	Engagement not relevant to the decision as to how many Forums cover the authority's area
Race	Engagement not relevant to the decision as to how many Forums cover the authority's area
Religion or belief	Engagement not relevant to the decision as to how many Forums cover the authority's area

Sex	Engagement not relevant to the decision as to how many Forums cover the authority's area
Sexual orientation	Engagement not relevant to the decision as to how many Forums cover the authority's area
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	N/A

Further Details

Are you handling personal data?

Yes

If yes, please give details.

To enable appropriate contact with forum members name, addresses and emails will be required to be held for the duration of membership of the forum.

Actions required

Include any actions identified in this analysis for on-going monitoring of impacts.

Action

Lead officer

Timescale

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
1.0	Issued following proposal to reduce number of LAFs across the authority's area	Chris Miller	21/2/2019	David Hickman	21/2/2019

Examples of a Description:

'Version issued as part of procurement documentation'

'Issued following discussion with community groups'

'Issued following requirement for a service change; Issued following discussion with supplier'



SRB/LAF

28 August 2018

Dear Chief Executive

Reorganisation of Local Access Forums for Lincolnshire County Councils

The Mid Lincolnshire Local Access Forum recently considered a report in connection with alternative options for the organisation of Lincolnshire County Council's two Local Access Forums.

The County Council's officers gave a brief history of the formation of the Forums in 2003, and after fifteen years, the County Council was seeking the views on proposals to consider the organisation of the Forums across the county.

Officers stated that, amongst others, the reasons for the review was that since 2003 the Countryside Service had seen a reduction in the staffing resource available to support the Forums, that membership of the Forums had dwindled over recent years and that it was becoming increasingly difficult to achieve a geographical and membership balance especially also between users, landowners and other interests.

The Forum resolved that a single Local Access Forum which may, or may not include North East Lincolnshire Council Forum according to the wishes of North East Lincolnshire, should be recommended to the Council.

The Forum noted that it was necessary seek the views of the South Lincolnshire and Rutland Local Access Forum and formal responses from Rutland County Council and North East Lincolnshire Council on the proposals. In the meantime, the current administrative arrangements for the Forums would continue to the next AGM to allow the proposals to be examined.

Yours sincerely,

Chris Padley
Chairman of the Mid Lincolnshire
Local Access Forum

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South Lincolnshire and Rutland

Local (Countryside) Access Forum

Keith Ireland
Chief Executive
Lincolnshire County Council
County Offices
Newland
Lincoln
LN1 1YL

County Offices
Newland
Lincoln
LN1 1YL

11 September 2018

Dear Keith

REORGANISATION OF LOCAL ACCESS FORUMS FOR LINCOLNSHIRE COUNTY COUNCIL

As Chairman of the South Lincolnshire and Rutland Local Access Forum, I write to you on behalf of the Forum to raise the future organisation of local access forums in Lincolnshire.

As you are aware, local access forums are statutory bodies with powers to advise local authorities on their duties towards the provision of public access to land for the purposes of open-air recreation and the enjoyment of the area. This role is specified in section 94(4) of the Countryside and Rights of Way Act 2000.

In Lincolnshire, there are two local access forums, which cover Mid-Lincolnshire; and South Lincolnshire and Rutland. The Mid-Lincolnshire Local Access Forum also includes North East Lincolnshire. The South Lincolnshire and Rutland Local Access Forum also includes Rutland.

At its recent meeting, the South Lincolnshire and Rutland Local Access Forum was advised that a review was being undertaken on the future structure of the forums in Lincolnshire. The reason for the review was that since 2003 the Countryside Service had seen a reduction in the staffing resource available to support the forums; membership of the forums had reduced over recent years; and it was becoming increasingly difficult to achieve a balance of members, both geographically and in terms of representation of users, landowners and other interests.

Working with Lincolnshire County Council and Rutland County Council to improve access to the countryside

Secretary - Cheryl Hall, Democratic Services Officer, Lincolnshire County Council, County Offices, Lincoln LN1 1YL
Tel: (01522) 552113 Email: cheryl.hall@lincolnshire.gov.uk

Chairman
Ray Wootten

www.lincolnshire.gov.uk/countryside

Secretary
Cheryl Hall

The Forum recommended to Lincolnshire County Council the establishment of a single Local Access Forum for Lincolnshire which may, or may not include North East Lincolnshire Council depending on the decision of North East Lincolnshire Council.

The Forum also requested that the Public Rights of Way Officer of Rutland County Council gives consideration to the arrangements for its own local access forum covering the Rutland area.

In the meantime, the current administrative arrangements for the Forums would continue to the next annual general meetings to allow the proposals to be examined further.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'R. Wootten', with a long horizontal flourish extending to the right.

Councillor Ray Wootten

Chairman of the South Lincolnshire and Rutland Local Access Forum

(Email: CIIR.Wootten@lincolnshire.gov.uk)

**Open Report on behalf of Andy Gutherson,
Interim Executive Director for Place**

Report to:	Highways and Transport Scrutiny Committee
Date:	29 April 2019
Subject:	Winter Maintenance - End of Year Report

Summary:

This item invites the Highways and Transport Scrutiny Committee to consider an end of year report on winter service.

Actions Required:

To consider and comment on the attached end of year report and statistics for the winter of 2018/19.

1. Background

- 1.1. Lincolnshire County Council Carries out precautionary and snow clearance treatments on carriageways and footways in accordance with the Winter Service Plan across the County. The Policy only provides for roads for which the Local Authority has responsibility. Trunk roads (the A1, A52 west of Grantham and A46 county boundary to Carholme Road Lincoln) within Lincolnshire and their respective winter treatment are the responsibility of Highways England.
- 1.2. The operation prioritises 3,008km (1869 miles) of the Lincolnshire road network. This "Precautionary Salting Network" includes the Strategic A and B roads, links to all of the County's main villages, links between NHS hospitals, treated links to within at least 500m of all primary and secondary schools wherever possible, and links between all railway and bus stations and the treated network, Due to resources, necessity and overall efficiency of the winter maintenance service, it is not realistic to treat the entire County's 8,769km (5448 miles) of road network.
- 1.3. A Severe Weather Route network is also in place to increase service resilience. This Network will only be treated during times of severe or extreme winter weather (as defined in the Winter Service Plan) and when resources permit. This continues to enable accessibility to important local services during severe or extreme weather events.

- 1.4. The Authority has the capability of calling upon 43 gritters strategically placed around the County, with 3 spare gritters utilised as backups. Treatment time of the entirety of the Precautionary Salting Network will take a maximum of 3 hours as per the Winter Service Plan. This Precautionary Salting Network is treated based on the Road Weather Forecast provided by Meteogroup which is interrogated by a team of Winter Service Decision makers who instruct decisions using the Vaisala Manager system.
- 1.5. The Winter Service Plan outlines that a minimum of 25,000 tonnes of salt is in stock at the start of the winter season, with a minimum of 15,000 tonnes available at any time throughout the season. Salt stock is managed within this Policy, which is compliant with the recommendations of national best practice and the expectations of the Department for Transport. At the start of the season, there were 30,680 tonnes available across the County and to date, there are 17,195 tonnes remaining. Deliveries will be arranged over the summer to take us back over the 25,000 tonne minimum.
- 1.6. In the winter of 2017/18, the Authority carried out 122 precautionary salting turnouts, and utilised 37897 tonnes of salt. Additionally there were 3 "snow days" where Severe Weather Routes were run and snow ploughing took place. This season (2018/19), there were only 61 precautionary salting runs using 13,485 tonnes of salt. This difference is a result of a much milder winter, without the severe weather events experienced in February/March of the 2017/18 winter. Historical winter service statistics are attached at Appendix A.
- 1.7. This season saw the introduction of treated (brown) rock salt in certain depots, replacing the white marine salt used in pre-wetting operations. This operational change, which was introduced as Policy in the latest Winter Service Plan, allows savings whilst maintaining current service levels. There have been no complaints received from the public on the different salt and it has proved as effective as the pre-wet routes over the season. Further depots will be converted from pre-wet to treated salt operations, rolled out over the next few winters as existing marine salt stocks are used up.
- 1.8. All grit bins were refilled ahead of the season, the few exceptions being where they were not on our asset maps or were not LCC grit bins. The Network Resilience team has provided/replaced nearly 250 grit bins this season.
- 1.9. There were only 8 requests for additional roads to be added to the Precautionary Salting Network this season. As per the Winter Service Plan, these will be reviewed by the Network Resilience team over the summer.
- 1.10. 4 new gritters will be introduced into the fleet for the winter of 2019/20, replacing existing vehicles which have reached the end of their life. These vehicles have been purchased outright rather than leased, which provides a significant long term cost saving. The shift to brown salt means these vehicles have been procured at a reduced price due to the lack of brine tanks and mechanisms which also reduces the weight of the vehicle

improving safety and fuel consumption. Photos of the new vehicles having the finishing touches applied are included in Appendix A.

2. Conclusion

Following consideration of the report and statistics attached at Appendix A, the Highways and Transport Scrutiny is requested to provide comments and feedback ahead of the 2019/20 Winter Service Plan being presented to the Committee for consideration ahead of the next winter season.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Winter Maintenance Statistics

5. Background Papers

Document title	Where the document can be viewed
Winter Service Plan	https://www.lincolnshire.gov.uk/transport-and-roads/strategy-and-policy/documents/131314.article

This report was written by Richard Fenwick, who can be contacted on 01522550452 or richard.fenwick@lincolnshire.gov.uk.

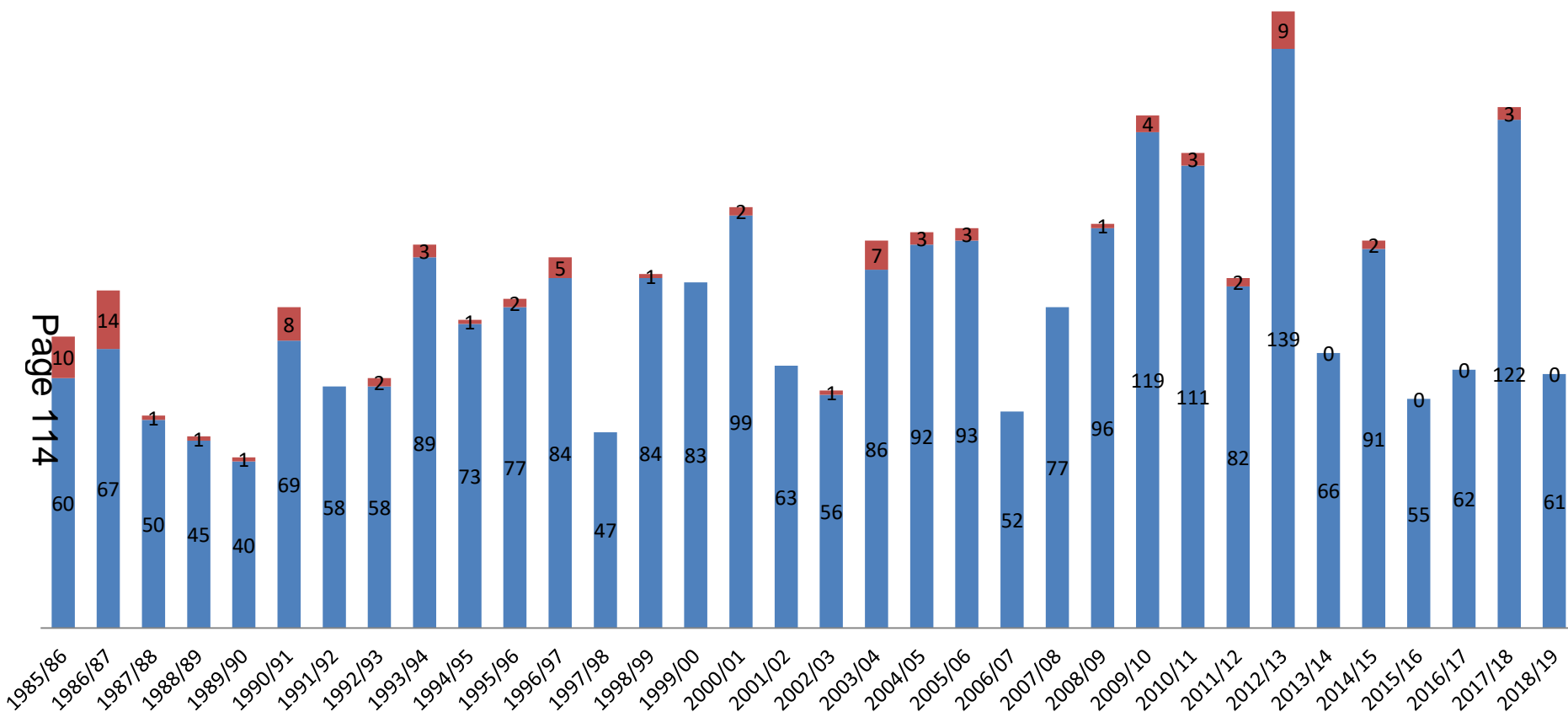
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Winter Service Statistics

Appendix A

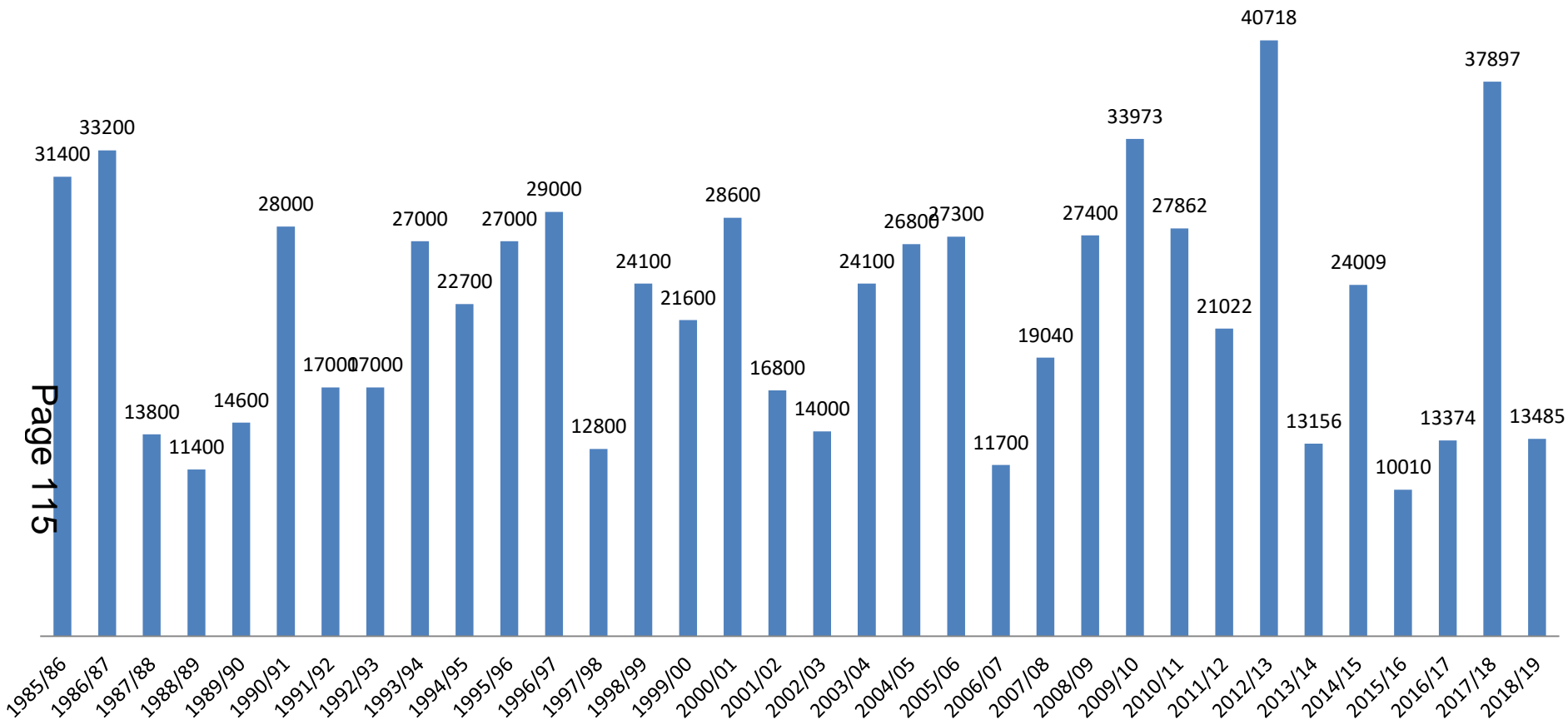
Historical Precautionary Salting Turnouts

Turn outs & second runs Plough & Salt days / Severe Weather Routes



Historical Salt Usage

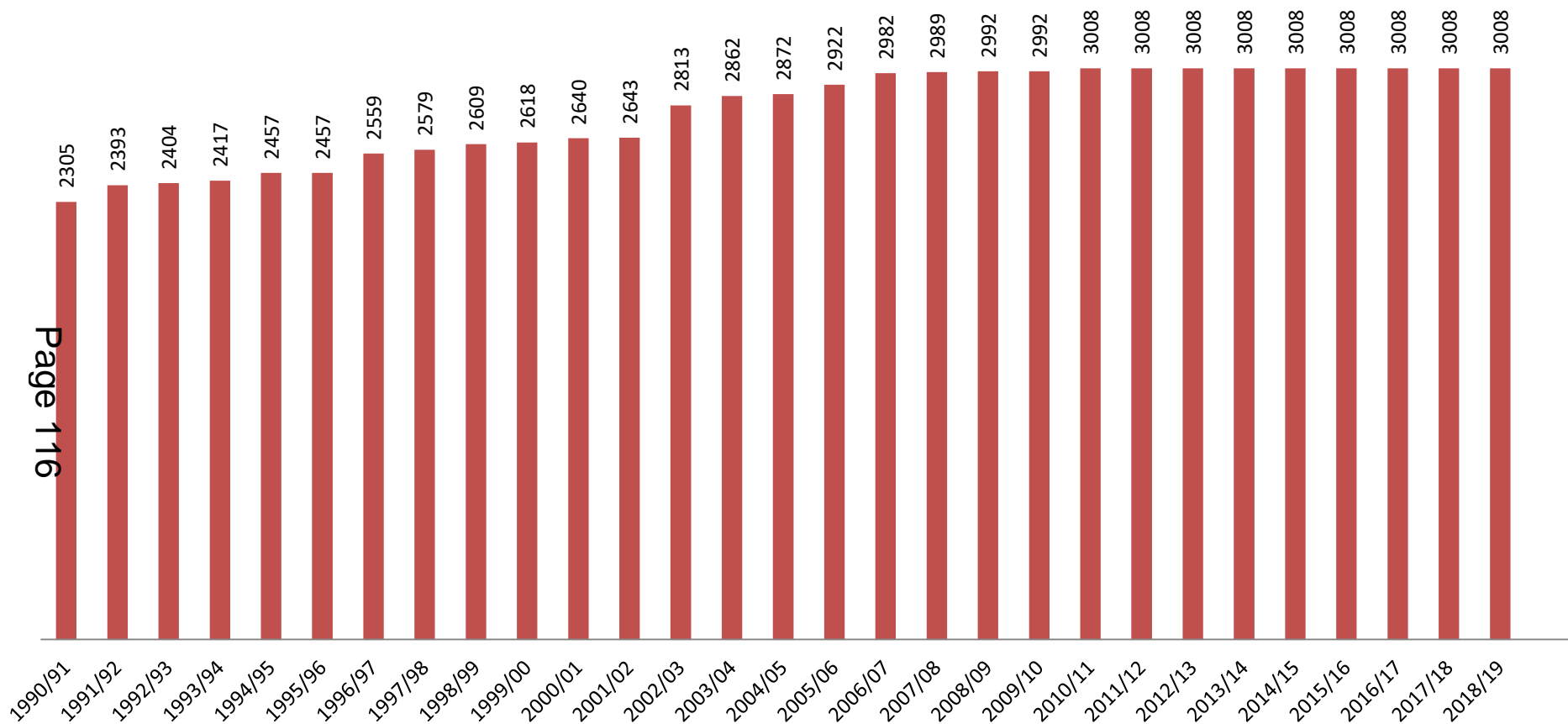
■ Salt Usage (Tonnes)



Historical Precautionary Salting Network Length

■ Treated Network (km)

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Replacement Gritters Under Construction for 2019/20



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**Open Report on behalf of Andy Gutherson
Interim Executive Director for Place**

Report to:	Highways and Transport Scrutiny Committee
Date:	29 April 2019
Subject:	TransportConnect – Teckal Company Update

Summary:

This report provides an update on the Council's Teckal Company, Transport Connect Ltd. which was established in July 2017 as an intervention into the market.

Actions Required:

- 1) To consider the attached report on the Teckal Company
- 2) To agree any additional comments to be passed to the Executive Councillor for Highways Transport and IT

1. Background

- 1.1 In April 2016, the Council's Executive Committee considered and approved the establishment of a Teckal Co. wholly owned by the Council and meeting the requirements of Regulation 12 of the Public Contract Regulations 2015 for the purposes of delivering passenger transport services.
- 1.2 The purpose of establishing a Teckal company was primarily to enable the Council to moderate the market for passenger transport services as it faced further significant reductions in market capacity through the loss of a major Special Educational Needs and Disabilities (SEND) and local bus operator, along with increasingly unrealistic tender prices, particularly from operators in a monopolistic position.
- 1.3 Due to paucity of supply, it was not unusual to receive one or zero bids for transport supply tenders, so the Council was at increasing risk of not meeting its statutory obligations for Home to School Transport, particularly in relation to SEND pupils. The provision of supported local bus services like CallConnect were also at risk as retendering exercises failed to secure affordable operator provision.
- 1.4 Despite significant work having been done on operator engagement and market development there was still evidence of a broken market, with the south of the county being most adversely affected.

- 1.5 The then Passenger Transport Unit, created a project team to successfully establish the Teckal Company, assisted by the Council's Legal, Property and Finance Services and with oversight by Assurance Lincolnshire.
- 1.6 Transport Connect Ltd (TCL) was established in July 2016 with a direct award of 27 contracts, the majority of which had been thrown in by Essential Fleet Services, the transport operator that was exiting the market. TUPE transfers of relevant transport crews also took place.

Governance and Management

- 1.7 A Teckal Company is a company (limited by shares or guarantee) for which regulations require that:-
 - a) the council exercises over the company a control which is similar to that which is exercised over its own departments
 - b) more than 80% of its activities must be carried out in performance of tasks entrusted to it by the council; and
 - c) there can be no direct private capital participation in the company.
- 1.8 Where the above conditions are met the award of a contract by the council to such a company falls outside the scope of the procurement rules, so it may receive direct awards.
- 1.9 A robust Members Agreement is in place that details the level of control and decision making required by the Council, in addition to agreements pertaining to the loan and cash flow facilities agreed by the Council's Executive Committee.
- 1.10 The Council's owner representative role is in place and this is undertaken by the Head of Transport Services.
- 1.11 The owner representative attends all Board Meetings for strategic oversight and also delivers operational insight and scrutiny through the officer's commissioning and performance monitoring functions.
- 1.12 Prior to establishment, it was envisaged that a Sub Committee of the Executive would provide a formal governance role and work was undertaken in readiness for this. A Business Units Sub-Committee was subsequently mooted and a number of other options have been presented for consideration by the Head of Legal Services. Determination of a preferred method is awaited.
- 1.13 In the absence of a formal member arrangement, brief updates on the activities and any issues in relation to the company, are provided to the relevant Portfolio Holder for Transport and in periodic updates through the Scrutiny Committee process.
- 1.14 In addition, the owner representative ensures that risks to the Council (see Appendix 2) and the company are identified and acted upon; acts quickly on potential conflicts of interest, seeking advice as necessary; monitors the company's financial and service performance; takes action in the event of any short-comings or under-performance identified and continues to review the company's delivery arrangements to ensure that the best use is made of

resources, that clear company governance is in place and that it continues to contribute to the Council's aims. LCC Finance and Legal representatives also provide relevant support and input into this scrutiny.

- 1.15 During the establishment process, Assurance Lincolnshire provided advice and produced a series of advice sheets. Assurance Lincolnshire is currently reviewing the on-going Teckal company arrangements as part of its rolling programme of audits and assurance checks.
- 1.16 TCL is also subject to operator compliance checks by LCC Transport Inspectors. This has seen audits of office systems, policies and procedures, ongoing DBS checks, vehicle inspections, driver training and both planned and unannounced operational surveys.
- 1.17 The Company has formal contract management and operator liaison meetings with relevant contract managers in relation to the contracts delivered including One School One Provider (OSOP) undertakings.
- 1.18 The Company has commissioned its own external audit by the Fleet Transport Association to audit its processes and procedures in relation to compliance of O' Licence regulations and requirements.
- 1.19 As a new transport company TCL has been subject to two formal industry audits by the DVSA.
- 1.20 All internal and external audits and compliance checks have been positive and showed the company to be adopting a compliant, professional and caring service.
- 1.21 Findings from recent surveys conducted in relation to the OSOP contracts operated by TCL into Boston John Fielding, Grantham Sandon and Spalding Priory Schools showed the following excellent results:

<i>John Fielding School, Boston</i>	Good	Very Good	Excellent
Satisfaction with Driver/PA service delivery	4%	4%	92%
Overall Satisfaction with the service provided by TCL		6%	94%
<i>Sandon School, Grantham</i>			
Satisfaction with Driver/PA service delivery		6%	94%
Overall Satisfaction with the service provided by TCL		12%	88%
<i>Priory School, Spalding</i>			
Satisfaction with Driver/PA service delivery		5%	95%
Overall Satisfaction with the service provided by TCL		9%	91%

Company Arrangements

- 1.22 Until recently the Company's Board has consisted of Howard Rowbotham (MD), and Non-Executive Directors David Harrison (Transport Specialist) and Richard Wills (Chairman & Formerly Director of Environment &

Economy). As the company has seen sizeable expansion, from 1st April 2019 two further non-executive directors joined the Board, Nicole Hilton (Assistant Director for Communities & Place) and Howard Gannaway (Independent Consultant).

- 1.23 The directors bring in expertise and knowledge from public, private and third sector organisations, offering insights, acumen and potential healthy challenge for all the necessary, professional and commercial activities of the business. All Directors are covered by Director Liability Insurance.
- 1.24 Insurance, Legal, HR, Finance and Accounting Services are all bought in by the company. The Company's legal support provides the necessary Company Secretary services. The Company's accounting year has been aligned to LCC's and their Accountants support the production and submission of annual accounts to Companies House. All information is shared with and open to the Council for inspection.
- 1.25 In the main, TCL's commissions have continued to be for plugging the gaps in CallConnect and Special Needs transport where the tendering processes have failed to find a supplier or affordable solution. It should be recognised that this has required the Company to expand at a pace and in a direction that it may not have taken were it acting purely in a commercial capacity.
- 1.26 Given the drivers for establishing the company were to address failings in the market and to bolster the available resource on which the Council could call to meet transport demands, the financing of the contracts performed by TCL to date have not been based on maximising profit for the company but instead maximising the cost avoidance for the council. As a consequence the Company is yet to make any profit.
- 1.27 To avoid any conflict with State Aid in relation to the Company's freedom to undertake up to 20% non-LCC commissioned work, the company is established and financed through market rate interest payable loans and rolling credit agreements. Appendix 3 provides more detailed financial information.
- 1.28 In the Company's first year of operation (2016/17) TCL had a turnover of £910k with an operating deficit of £110k. In 2017/18 it achieved a turnover of £2.2M with a deficit of £63k and it is expected that at the end of 2018/19 the Company will have made a small surplus for the year against its £2.8M turnover. Going forward, the objectives of the business to provide intervention in and moderation of the passenger transport market will continue. The strategic business plan for the next few years also sees the company continuing to work towards making the company more solvent and financially independent.
- 1.29 TCL's management structure is lean and the company have made a concerted effort to reduce overheads and running costs since commencing trading. This has been hampered somewhat by the loss of its workshop facility following a fire on the 17th June 2017. The rebuild of the workshop is still not completed and the company continues to outsource maintenance

work they could be performing themselves. The time taken to make good the workshop is considered excessive and representation have been made to the landlord LCC Property Services. A further electrical fire affecting the office building occurred in January of this year, presented further disruption and the need for more temporary arrangements. The staff is to be commended for working in very difficult circumstances.

1.30 The Company now employs 127 staff, operates 66 vehicles from 4 depots (Barrowby, Boston, Spalding and Ketton) and currently performs 23 contracts including 3 volume SEND (OSOP) contracts.

1.31 Appendix 1 provides a briefing report from the perspective of the Teckal Company Board.

Market Impact

1.32 The passenger transport market continues to see unprecedented volumes of change which has seen rationalisation and loss of many commercial bus services within the county. The public passenger transport network has seen over 120 registrations to amend or cancel services in the last six months alone. The PSV market has gained one SME but lost a further four and we have seen only one small scale entrant into the Specialist Transport market over the period since TCL was established.

1.33 Bid analysis showed some evidence of operators reducing OSOP tender prices for repeat tenders. TCL has bid for and being awarded contracts as the lowest and equally as important, the only bidder in quite a few cases.

1.34 A report from the perspective of the Teckal company is enclosed as Appendix 1.

2. Conclusion

As intended, intervention in the market through the creation of a Teckal Company is providing a mechanism for market moderation in areas of low competition and where high contract prices are existent elsewhere in the county. It is helping to reduce the risk of non-delivery of statutory home to school provision and to provide a safety net of rural bus services for fare paying passengers. It is providing LCC with some leverage and flexibility to utilise vehicles more efficiently across multiple passenger transport contracts and it is producing demonstrable cost reductions for the authority.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Transport Connect Limited - the story so far
Appendix B	Extract of risk register
Appendix C	EXEMPT (NOTE: Appendix D to this report contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, and discussion of this information could result in the exclusion of the press and public)

5. Background Papers

Document title	Where the document can be viewed
Exempt Report to the Executive Committee, Passenger Transport Market Moderation, 05/04/16	Democratic Services

This report was written by Anita Ruffle, who can be contacted on anita.ruffle@lincolnshire.gov.uk or 01522 553147.

APPENDIX 1.

Transport Connect Limited - the story so far *Richard Wills, Non-executive Chairman*

Gestation and journey planning

Our existence was conceived in late 2015. Anita Ruffle, who is responsible for commissioning transport services for Lincolnshire County Council, faced a market that was rapidly becoming broken. In the south of the county, there were fewer transport companies and as a result prices were rising by an average of 26%. Councillors had previously asked the question – *should we get our own school buses?* This thought echoed in conversations, in minds and finally took shape. A proposal to form a company was accepted by the Executive and the gestation period for TransportConnect began.

Verity Druce, in Anita's team, led the project, working with Legal Services Lincolnshire, Property Services and the Finance Group to find a suitable model. Transport Connect Limited was incorporated in April 2016 as a Teckal Company, with Richard Wills as its founding director. This model gives the council flexibility to award work direct to the company, if necessary; but it also restricts the company to no more than 20% of its turnover being traded beyond the county council.

The primary objective of the company was to provide competition in the market for good value specialist transport to schools and a few Call Connect services. There were tremendous challenges from the outset.

Essential Fleet Services was giving up transport contracts it had held with the council. We had to take on the business and staff under TUPE. Howard Rowbotham was appointed as the company's managing director and Jane McNamara as our Office Manager. They had to secure depots; they had to acquire vehicles; and recruit more drivers and personal assistants for some of the children. They also decorated their own office!

Crucially, a transport business needs "O-Licences" from the Traffic Commissioners. Obtaining these was a fraught process. We might have been forgiven had we thought that the Transport Commissioners' office was delaying in the hope that the Bus Service Bill would be enacted. The Act prevents local authorities from forming bus companies to deliver local services. Nevertheless, we received the licences and beat the deadline!

CallConnect Operations began in July 2016 and Special Educational Needs and Disability Transport Services began in September 2016.

The Board appointed an independent non-executive director, David Harrison, who had advised during the gestation period and was experienced in the bus and transport sector. Our journey had commenced.

Where are we now?

When the company was established, it was expected that it would have a turnover of around £1 million per annum. In fact, pressure from the council to deliver more services has meant the turnover in 2018-19 was £2.8 million. This has been achieved by a mixture of services won in competition and others allocated by the Council to the company because of a lack of competition in the market.

Our services in March 2019

The Company was operating the following public bus services:

1CC	Grantham - CallConnect
1G	Grantham - CallConnect
1K	Kesteven - CallConnect
4P	Peterborough - CallConnect
4R	Rutland - CallConnect
4S	Stamford - CallConnect
505H	Holbeach CallConnect
505L	Long Sutton CallConnect
5B	Boston CallConnect
5C	Coningsby CallConnect
7B	Boston CallConnect
15B	Bourne CallConnect
16S	Spalding CallConnect
37S	Spalding CallConnect
4	Grantham to Stamford CallConnect

TransportConnect was delivering the following contracts:

Adult Social Care B190 Scott House – 1 Route
Mainstream Charles Read Academy – 1 Route
OSOP Respite - Haven Cottage - Sandon
OSOP Respite – Haven Cottage – Boston John Fielding
OSOP Respite - Strut House - Sandon
SEN OSOP Boston John Fielding – 12 Routes
SEN OSOP Priory School Spalding – 12 Routes
SEN OSOP Sandon School Grantham – 15 Routes

In March 2019 the company had:

- 71 Drivers
- 42 Personal assistants
- 5 Office-based staff
- 2 Technicians
- 45 owned vehicles
- 21 vehicles operated by the company but owned by councils
- Operating depots at:
 - Barrowby
 - Spalding
 - Boston
 - Ketton, Northamptonshire

The rapid expansion meant it was impossible to make a profit in the first two trading years. In 2016-17 we made a loss of £101,000 on £0.9 million turnover; in 2017-18 we made a loss of £63,000 on a £2.2 million turnover. However, we expect to be able to report a small profit on a turnover of £2.8 million for the financial year just completed.

In April 2019 the Board expanded to provide greater resilience and now consists of:

Richard Wills – founding non-executive director, Chairman (*appointed 2016*)

Howard Rowbotham – Managing Director (*appointed 2016*)

David Harrison – independent non-executive director (*appointed 2016*)

Howard Gannaway – independent non-executive director (*appointed 2019*)

Nicole Hilton – County Council appointed director (*appointed 2019*)

Reflecting on the journey

How does the Council know that TransportConnect provides good value for money?

About 15% of the turnover of the company has been won through competitive tender. The remainder has been either directly awarded (25%) by the commissioner or inherited on the formation of the company (60%). Interestingly, the least profitable contracts have been the SEND contracts awarded directly or inherited, with the price being largely determined by the Council's commissioners.

TransportConnect has only a small fraction of the Council's total transport services, so the council knows what good value for money looks like through its many other contracts.

One of the main reasons for creating the company was to influence the market. The council's commissioner reports that TransportConnect's presence has meant that other bidders have given more keen prices. Even taking into account the losses to date, the Council is getting cheaper contracts than seemed likely from the trends forming in 2016, when the company was formed.

Does TransportConnect operate in fair competition?

Some operators do not like our presence in the market and question the council's approach. Thus, the company and the council comes under close scrutiny from private operators, who fear unfair competition. However, we are testing our prices in straight competition and we are being awarded contracts when the prices from other bidders has been perceived to be too high.

In the long term, competing operators may benefit from the Council's better understanding of the risks involved in running a passenger transport business.

How is TransportConnect financed?

The Council decided to limit its risk and did not use share capital to finance the company. Instead, the Council provided loan facilities to the company at relatively expensive rates. This was to avoid State Aids breaches and, truthfully, a new company would probably have found it difficult to get loans at the lower commercial rates available to established companies.

We have two facilities. Loan capital, which enabled us to buy vehicles and provide meet other set-up costs. We also have a a rolling credit (overdraft) facility to assist with the company's cash flow.

All bus companies have to demonstrate to the Traffic Commissioners that they have access to cash in the event of service failure. At present their assessment of this figure is about £200,000, which the company covers by its access to loan facilities.

How does TransportConnect monitor and manage its costs?

We have no pure administrative staff, so the systems have to work with people's primary job functions. We use an independent firm of accountants, Wright Vigar, who have helped us through advice based on their experience of working with other businesses. Managers review cash flow constantly and have access to virtually real-time income and expenditure using a cloud-based accounts system. The Board sees monthly reports of profit & loss, cash flow and the balance sheet. The non-executive directors ask penetrating questions and have directed strategic financial policy.

Over the last 12 months we have used the experience of the previous two years to examine our cost base. We are now more productive – staff overtime has reduced. We are more fuel efficient because of monitoring; and we have also shopped around for fuel suppliers. Insurance costs are relatively high and we are examining improved ways of managing the risks that lead to claims. Premises costs are rising but there is limited scope for reducing these at present.

What is the ethos of the company?

We are very mindful that we are owned by the County Council. As such we have to ensure that the way we work will reflect on the Council itself. Our reputational risk is very much tied-in with the Council's. From the outset we were determined to be the best in class in terms of our client, the customers who travel with us and as an employer.

Service, care and respect are key values. Although owned by the Council, the business is able to operate in an entrepreneurial manner, with an emphasis on agility and flexibility.

What do our passengers say?

Annual Customer Satisfaction Survey

Overview

TransportConnect Ltd currently provide home to school transport for 220 Special Educational Needs children across three Schools. Below is a small selection of the comments and feedback from the parents/carers using TransportConnect Ltd, One School One Transport Provider (OSOP). The comments have been transcribed directly from the feedback forms.

Aims of the Survey:

- 🌀 to address issues quickly and efficiently as they happen.
- 🌀 to enjoy the positive feedback and to carry those strategies forward for future successful delivery of contracts.
- 🌀 to act to ensure that any issues are positively addressed
- 🌀 to track and monitor those individuals with concerns and seek to rectify any issues
- 🌀 to use the negative feedback to positively influence future delivery of all Home to School Transport

Conclusion:

TCL and the three OSOP school enjoy a positive, friendly working relationship. The issues that crop up are addressed fairly and efficiently and all efforts are made to reasonably accommodate the families we serve.

Boston John Fielding

"Our son is happy with our current crew and they go out of their way to ensure the passengers are safe and happy on their journey to and from school. When there are any concerns the crew contact me. This is something that makes me feel very confident and my child is on good safe hands. Thank you".

Sandon

"Very reliable service. The crew are always happy, always caring and the highlight of our day in this house, is when the bus is arriving, and both children and even the dog know the bus is coming down the road and get quite excited. The bus crew always join in and make the children feel good. They get involved with dress up days, children's birthdays and other festive activities".

Priory

"Since TransportConnect Ltd took over it has been brilliant. The crew have listened and sorted out any issues my son has. They really have taken my sons needs into account and if they are running late, they know it worries my son. They are brilliant. It is well run. Thank you".

What are relations like between the Company and the County Council?

Overall the relationships with the council are very good. Anita Ruffle, as the Owner's Representative, attends every board meeting. This ensures that the Company is acting in accordance with the Articles of Association and the Member's Agreement, which is essential in a controlled Teckal. She is also able to facilitate communications between the company and the council.

We have day-to-day contact with the Passenger Transport Unit which, as the commissioner of services, is tough on getting value for money for the Council. However, staff there recognise that some children's needs change and then we negotiate how the contracts may alter to accommodate different travel patterns or vehicle requirements.

We have a good relationship with the finance team and there is weekly communication regarding the movement of cash in the overdraft facility and the payment of invoices.

In June 2017, there was a serious fire at the Barrowby Depot, which is owned by the Council. The rebuilding has been a fraught and lengthy process. At the time of writing the building has been substantially complete but not yet handed over to us. We feel there has been a lack of empathy with the commercial realities on a trading company.

Could TransportConnect deliver more services?

We have been very cautious about trading beyond the county council because we have already had to expand more rapidly than originally envisaged. The Board set a target of stabilising the company financially.

We do some business to business trading, which is profitable.

We believe that there are opportunities to undertake some direct customer trading.

It is likely that at some point the Council will expect us to provide more non-SEND home to school transport. This would mean the acquisition of much larger vehicles, so is by no means a simple business decision.

Are there any lessons for further commercialisation by the County Council?

The key to any successful company is operating at a profit and managing cash flow. Many companies that could be profitable fail because they run out of cash to operate. That has been at the forefront of our minds from the outset. Cash flow for the company would have been easier had we had share capital, rather than loan capital.

Repayments and the cost of credit impact on cash flow. In the first two years interest charges amounted to around £44,000.

At least £900,000 of share capital would have been required to establish the company. The council would have missed out on the interest payments (at and

internal rate is advantageous to the council), but accumulated losses would have been reduced.

In future companies the Council would need to consider whether there would be benefits overall if share capital rather than loan capital was used.

Conclusions

Transport Connect has achieved the primary objective at the time of its inception – the market is delivering cheaper transport contracts than would have been the case.

The company is operating successfully in terms of the quality and range of services.

The company is moving towards profitability, which is a significant achievement given the rate of expansion, which was faster than originally intended.

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Appendix 2

Extract from TCL's risk register (risk score relates to the current position)

ID	Risk Title and Description	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigating Actions
1	Financial – TCL Limited do not become financially sustainable within the agreed timescales with the County Council.	LCC Executive (M.Grady/ A.Ruffle) support	3	2	6	Effective governance arrangements with regular Board meetings. Monthly financial review by LCC finance and by TCL Accountants
2	Operational – Incident which makes the depot unavailable.	H.Rowbotham	1	3	3	This incident has previously happened and alternative premises have been provided and Business Continuity Plans have been updated.
3	Operational – safeguarding incident relating to a passenger	H.Rowbotham	1	4	4	DBS checks for all new staff; required training and awareness on safeguarding issues.
4	Operational – failure to comply with the regulatory framework	H.Rowbotham	1	4	4	O' licence in place and monitored by TCL Board; the Traffic Commissioner; LCC Fleet & Compliance Team and Owner Representative

ID	Risk Title and Description	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigating Actions
5	Operational – failure to take pupils to school	Local Depot Supervisor (4 in post).	1	3	3	Issues happen such as sickness; RTCs; road closures; vehicle breakdowns - these are managed on a day to day basis. The company is seeking to increase resilience with more recruitment drives and putting some drivers through D1 licence which will increase fleet/resource deployment.
6	Operational – not carrying out required health and safety checks and tests for vehicles.	TCL Transport Manager	1	4	4	Daily driver checks that are recorded, managed programme of servicing and MOTs. Regime forms part of the tight O' Licence regulatory framework.
7	Legal – Breach of GDPR regulations	TCL MD & Owners Representative	1	4	4	TCL did full audit and training to ensure all staff are aware of the requirements and the need to securely protect data about individuals whilst operating.
8	Personnel – Lack of drivers or Passenger Assistants.	H.Rowbotham	2	3	6	This is a growing risk with an industry wide shortage of D/D1 drivers. Perhaps less so with PA's (but med trained PA's are scarce). LCC Contract with NHS for PA/Med training. LCC exploring potential for a training facility.

ID	Risk Title and Description	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigating Actions
9	Technological – IT systems failure or cyber attack.	LCC & TCL	2	3	6	LCC: Antivirus/firewalls/encryption/backups/dedicated IT resources TCL: Antivirus/backups/third party IT support
10	Technological – development of technology in transport (opportunity as well as a risk)	A.Ruffle	2	2	4	Rapid development in the transport market such as driverless vehicles and the tracking technology.
11	Partnership – carrying out some work for other Councils other than LCC.	TCL Board (R.Wills Chair), Owners Representative	2	3	6	Business Plan to identify other contracts. This risk relates specifically to work for Peterborough City Council and the viability of Ketton depot.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Open Report on behalf of David Coleman, Chief Legal Officer

Report to:	Highways and Transport Scrutiny Committee
Date:	29 April 2019
Subject:	Highways and Transport Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Committee are invited to:

1. review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme
2. consider the arrangement for the proposed 'CCTV Pilot Scheme Working Group'

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Members are encouraged to highlight items that could be included for consideration in the work programme.

CCTV Pilot Scheme Working Group

- At the 10 September 2018 meeting the Committee resolved that the CCTV Pilot Scheme trial be extended for a further 12 months until the end of 2019, and that, in the meantime, a Working Group be established to examine the trial and to report back to the Committee before a decision is made to extend the trial after 2019. The Committee are requested to consider the arrangements for the working group as part of this item.

2. Work Programme

29 APRIL 2019 – 10:00am		
Item	Contributor	Purpose
Spalding Western Relief Road	Teresa James, Senior Project Leader	PRE DECISION SCRUTINY Executive – 8 May 2019
Revision of Arrangements for Lincolnshire's Joint Local Access Forums	Chris Miller, Team Leader – Countryside Services	PRE DECISION SCRUTINY Executive Councillor 06 – 10 May 2019
Lincoln Transport Strategy	Karl Gibson, Senior Project Leader	Progress review for the Lincoln Transport Strategy
Winter Maintenance – End of Year Report	Policy and Strategic Asset Manager	Review of 2018/19 winter maintenance period.
TransportConnect – Teckal Company Update	Anita Ruffle, Group Manager Transport Services	Update report on TransportConnect Ltd developments.
A46 Nettleham and Riseholme Roundabout Highway Scheme Designs	Mark Heaton, Programme Leader	Review of the design work completed for the A46 Nettleham and Riseholme Roundabouts.

10 JUNE 2019 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Review of the Highways Capital Programme	Sam Edwards, Major Schemes and Design Commissioner	Review of the current Highways Capital Programme including any significant capital budget over or underspend or variances.
Quarter 4 Performance Report (1 January to 31 March 2019)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information and progress against the NHT Public Satisfaction Survey 2017 Action Plan
Review of Cycling Strategy	Philip Watt, Cycling Officer	
Boston Transport Strategy	Teresa James, Senior Project Leader	Review of the outcome of the proposed bid to the DfT for funding the development of an Outline Business Case to support the funding for the Boston Distributor Road.

10 JUNE 2019 – 10:00am		
Item	Contributor	Purpose
Holbeach Transport Strategy	Teresa James, Senior Project Leaders	
Passenger Transport Update	Anita Ruffle, Group Manager Transport Services	Comprehensive update on a wide range of Passenger Transport related items.

15 JULY 2019 – 10:00am		
Item	Contributor	Purpose
Winter Maintenance Update for 2019/20	Policy and Strategic Asset Manager	Review of options for 2019/20.
Route and Place Based Transport Strategies Annual Report	Sam Edwards, Major Schemes and Design Commissioner	Annual review of Route and Place Based Transport Strategies development.
Traffic Management for Events	Satish Shah, Highways Network Manager	Review of update/amendments to existing policy
Advertising Boards on the Highway Guidance	Satish Shah, Highways Network Manager	This document sets out the process for dealing with "Advertising sign boards" or A-boards and similar temporary structures on the highway'.
Outcome of the Roundabout Sponsorship and Advertising Scrutiny Panel	Chairman of the Roundabout Sponsorship and Advertising Scrutiny Panel	Outcome and recommendations from the Roundabout Sponsorship and Advertising Scrutiny Panel.

16 SEPTEMBER 2019 – 10:00am		
Item	Contributor	Purpose
Highways 2020 – Award decision	Paul Rusted, Infrastructure Commissioner; Jonathan Evans, Senior Project Leader	PRE DECISION SCRUTINY Executive – 01 October 2019
Quarter 1 Performance Report (1 April to 30 June 2019)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Civil Parking Enforcement Annual Report 2018 - 2019	Matt Jones, Parking Services Manager	The annual report on CPE related activities and financial statement showing the cost of the operation, including any deficit or surplus.
Lincolnshire Connected	Vanessa Strange, Accessibility and Growth Manager	Review of the Lincolnshire Connected document and future actions

28 OCTOBER 2019 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Engagement with Network Rail	Network Rail	Annual engagement session with Network Rail which will include details of network performance and discussion of any key issues or concerns in Lincolnshire.
Effective Highways Communication	Satish Shah, Highways Network Manager; Georgina Statham, Highways Liaison Manager	Review of the work being undertaken to enhance service users' experience with regards to the Highways and Transport services.
Highways Fault Reporting System Report	Satish Shah, Highways Network Manager; Georgina Statham, Highways Liaison Manager	Update on the highways fault reporting system performance / response times.

09 DECEMBER 2019 – 10:00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2019)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.

Items to be programmed

- **Coastal Highway** – Teresa James, Senior Project Leader – *Review of the first phase of work and initial report on possible options.*
- **Passenger Transport Strategy**
- **Re-consideration of the Speed Management in Lincolnshire Scrutiny Review - (20mph Limits and Zones)** – *To be reviewed once additional information is received from Government.*
- **Street Lighting** – Monitoring update on requests received under the reversal of part-night lighting protocol (Early 2020)
- **Parking Policy and Strategy** - Matt Jones, Parking Services Manager - Consideration of an updated version of Lincolnshire County Council's parking policy and strategy. (TBC)
- **Highways England** – The Committee have requested engagement with Highways England at a future meeting.
- **East Midlands Rail Franchise** – The Committee have requested to meet with the successful bidder for the next franchise later in 2019 (October)

For more information about the work of the Highways and Transport Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan of Decisions relating to the Highways and Transport Scrutiny Committee

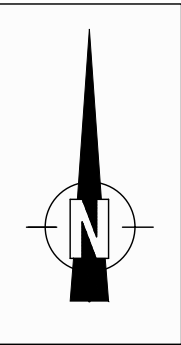
5. Background Papers

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 Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

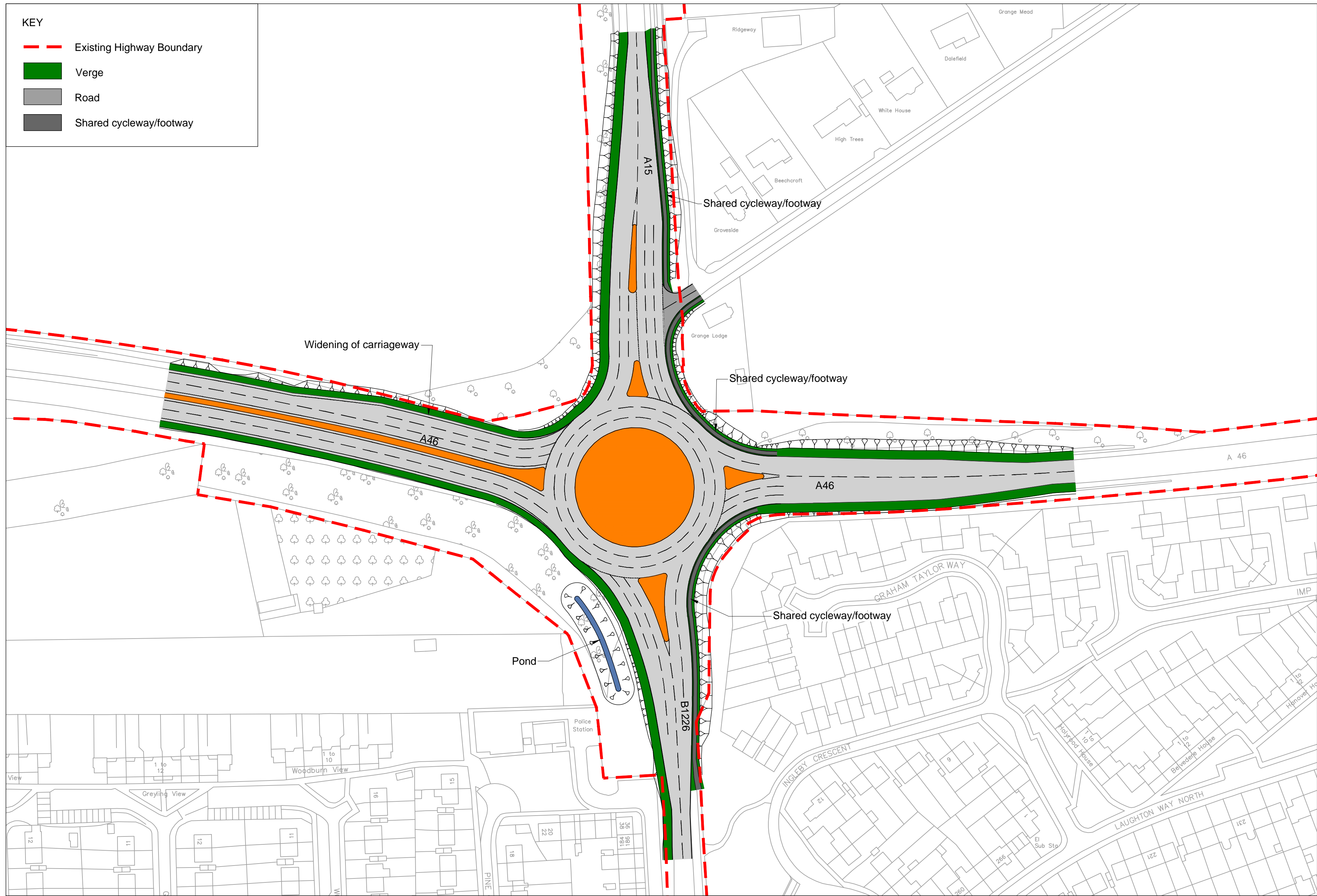
Forward Plan of Decisions relating to the Highways and Transport Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I017458	Spalding Western Relief Road	8 May 2019	Executive	Spalding Western Relief Road Executive Management Board; Public & Businesses in Spalding/ South Holland District Council; and Highways and Transport Scrutiny Committee	Report	Senior Project Leader (Major Schemes) Tel: 01522 555587 Email: Teresa.james@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Interim Executive Director of Place	Yes	
I017821 New!	A1500 Tillbridge Lane, Sturton by Stow PRN	Between 13 May 2019 and 17 May 2019	Executive Councillor: Resources and Communications	Highways colleagues and utility companies	Report	Senior Project Leader Tel: 01522 552940 Email: steve.brooks@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Executive Director of Finance and Public Protection	Yes	Gainsborough Rural South
I017822 New!	PRN Resurfacing - A15/A158 Lincoln Wragby Road	Between 13 May 2019 and 17 May 2019	Executive Councillor: Resources and Communications	Highways colleagues and utility companies	Report	Senior Project Leader Tel: 01522 552940 Email: steve.brooks@lincolnshire.gov.uk	Executive Councillor: Highways, Transport and IT and Interim Executive Director of Place	Yes	Bardney and Cherry Willingham; Nettleham and Saxilby; St Giles



KEY

- Existing Highway Boundary
- Verge
- Road
- Shared cycleway/footway



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